Effect Of Workplace Stress: A Study In Indian Context

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Abstract

Stress is a critical phenomenon. It is a very subjective experience. It is based widely upon the background experiences, temperament and environmental conditions. Stress is a part of life and is generated by constantly changing situations that a person must face. A certain level of stress becomes unavoidable. Due to its complex nature stress has been studied for many years by researchers in psychology, sociology, medicine and even in management.

Certain stress is necessary for the growth of individual and even a part of stress can lead to the serious ailment causes. The challenge is an important ingredient for healthy and productive work. Challenge can be referred as the bit of stress good for survival and growth and results to be positive. But when the challenge moves in fast pace with high impact and sharp pressure, lead towards negative impact of stress.

Thus workplace stress is the generally focused area of stress. This stress increases pressure and worsening the condition of the individual leading to harmful problems which may be of physical, mental, emotional, behaviouralin nature and even create imbalance in lifestyle.

Managing the stress is needed to cope with the exceeding level of challenges. Stress management is the concept that can be adapted to reduce the level of stress. It focuses on keeping the stress levels from exceeding the level where it energizes and improves the productivityof individuals.

The paper focuses on the level of stress being found among individuals at workplace in Indian context, with understanding the problems faced due to stress the basis of gender, and also to study employees’ perception towards stress, and to suggest measures to both management and employees to deal with stress. The finding of the paper reveals that more or less stress is being experienced by the individuals at workplace. Excessive workload and organisational conflict are the major causes of workplace stress. Lifestyle imbalance is the common result of stress among both the genders. It also finds that the management can play a vital role by providing training, recreational activities, meditation and yoga classes to the employees for managing stress at work.

Keywords: Stress, Stressor, Stress Management, Workplace.

Introduction

Stress is a continuously changing condition in which an individual is confronted with an opportunity, demand, or, resources related to what the individual desires and for which result is perceived to be both uncertain and vital. Dr. Hans Selye (1956) defined stress as a general reaction of body to any demand mode upon it. These
demands are known as ‘stressors’ and can be either pleasant or unpleasant situations or factors \(^{(21)}\).

According to Professor Richard S Lazarus (1966), “Stress occurs when an individual perceives that the demands of an external situation are beyond his/her perceived ability to cope with them”.

Stress is the reaction of the body and mind to the stressors. A Stressor is a chemical or biological agent, environment condition, external stimulus or an event that causes stress to an organism. There are different Stressors like Environmental Stressors, Daily Stress Events, Life Changes, Workplace Stressors, Chemical Stressors and Social Stressors. This paper focuses on the Workplace Stressors.

Stress can have both positive and negative impact at workplace. Two types of stressors are visible in organisations. They are the Challenge Stressors and hindrance stressors. The former one is associated with Workload, Competition, Time Urgency, and Frequent Organisational Changes. The later one is related to those Stressors which distracts the individuals from achieving the goals (viz., Red Tappism, Organisational Power & Politics, Role Ambiguities, etc.) \(^{(16)(12)}\). So stress can be divided into Eustress and Distress. Eustress is positive or good stress whereas, Distress is the stress responses to those events and actions as being negative \(^{(3)}\).

Stress not only has a deep impact on physic but also a mental state of an individual. Job insecurity, Target Oriented Job Characteristics, Working on Deadlines, Frequent Organisational Changes, Excessive Workload, Inconvenient Work Schedules are the major sources of stress at work. In current competitive era resources are scarce and demands are more. This imbalance is creating lot of mental and physical pressure on the workforce.

The term stress was originally used in physics to describe strain, pressure or force on a system. The stress reaction results from an outpouring of adrenaline a stimulant hormone, into the blood stream. This, with other stress hormone, produces a number of changes in the body which are intended to be protective. The result often is called “The Fight or Flight Responds”, because it provides the strength and energy to either fight or run away from danger.

Stress causes various type of reactions. They can be focussed as:

(1) Physical (fatigues, headache, insomnia, muscle ache, heart problems, chest pain, sweating, obesity, blood pressure).
(2) Mental (decrease in concentration & memory, indecisiveness, confusion, loss of sense of humour).
(3) Emotional (anxiety, nervousness, depression, anger, frustration, worry, fear, irritability, impatience, short-temper).
(4) Behavioural (pacing, fidgeting, nail biting, foot taping, blaming, drinking, smoking, crying, yelling, swearing, and even throwing things & hitting.
(5) Lifestyle (imbalanced food habit, lack of sleep, daily routine).

Stress management is the ability of the individual to manage the perceived pressures they face on day to day basis. This may be through a variety of techniques including reducing or reappraising the pressures and enhancing coping ability and resources to face the complex situations and demands respectively.

Effective stress management means keeping the stress levels from exceeding the level where it energizes and improves the productivity of individuals. Most of the time, stress challenges
an individual’s intellectual, emotional and interpersonal functioning abilities. The key to maximise productivity while minimising stress is understanding the factors that influence whether someone working very hard will feel stressed out and burned out, or whether they will feel motivated, exited and committed. Research on several high performance organisation has offered various clues about the key factors that determine whether the employees will be stressed out or energized by workplace demands.

**Literature Review**

Research describes five categories of workplace stress:

1. Factor unique to the job
2. Role in organisation
3. Career development
4. Interpersonal work relationship
5. Organisational structure/climate

Each of the five categories demonstrate that the stress can occur specifically when there is a conflict between the employees and the job demands places on the employees. Stress become distress in such situations when the employees has little control over it\(^{(15)}\).

Study also reveals that the most notable stressors for correctional officers are role problems, work overload, demanding social contacts (with prisoners, colleagues and supervisors) and poor social status. Improvement in human resource management, professionalization of correctional officer’s jobs and improvement of the social work environment seem to be promising avenues for reducing job stress and burnout in correctional institutions \(^{(19)}\).

Surveys also indicate that employees in publicly funded institutions experience greater perceived work stress than those in privately funded organisations. A study on mental health counsellors shows that damaging effects of stress and burnout can be compounded in institutional settings such as state hospitals. These institutions have residence with low staff-resident ratios with limited professional resources. Lack of adequate guidance of low pay aggravate the stress in such setting \(^{(2)}\).

Research indicates the changes in job demands predict future burnout and burnout predicts future absence duration. In order to be effective in reducing burnout – and thus absence duration- two avenues may be followed. First; reducing exposure to job demands such as workload, emotional demands and work home interference, and second; providing job resources, job autonomy, learning opportunities social support, performance feedback \(^{(18)}\).

Study reveals that job leavers have much less organisational commitment and lower job satisfaction. The report much more stress on relationship at work, lacked recognition and have less personal discretion and influence. The study also explores that women tend to report more stress, less energy, make more use of time management and seek more use of social support to deal with it. The research also demonstrates that seniority or grade is an important factor in occupational stress \(^{(25)}\).

The changing environment creates distress when the challenge is perceived as a threat to the employee and his/her well-being \(^{(11)}\).

Results of study says, employees experiencing chronic work stress have been shown to develop unstable blood pressure, increased cholesterol, muscle tension, diabetes, hypertension, headaches, substance abuse, and clinical depression. It also reveals that these
employees lack concentration and their capability capacity to retain information is reduced. They also experience significant anxiety, anger and irritability (8).

Study describes that approximately 20% of night shift workers have to leave their position due to psychophysiological dysfunctions such as chronic fatigue, hyper-tension, heart disease, and gastrointestinal dysfunction. Also the diminished capacity to cope with stressors has led to problems within marital relations are for children and social contacts. These factors can significantly impact the employees’ performance and efficiency-leading to errors and excellence (5).

The demands on the individuals in the workplace are increasingly reaching out into the homes and social life of employees. Long uncertain or unsocial hours working away from homes, taking work home, high levels of responsibility, job insecurity and job relocation all adversely affect family responsibilities and leisure activities. This is likely to undermine a good and important buffer against the stress caused by work (23).

Psychological impact of workplace stress includes depression, persistent anxiety, pessimism and resentment. The impact of these symptoms on organisation is significant as these symptoms lead to hostility in workplace, low morale, interpersonal conflict, increased benefit expenses, decreased productivity, and increased absenteeism (4).

Research shows that workplace stress lowers productivity, increases absenteeism and creates pervasive pattern of dysfunction in the workplace (1).

Research indicates that there is an inverse relationship between increases in the reported experience of stress and health promoting behaviours, such that those young men who engage in positive health promoting behaviour, exercise, good nutrition expression of emotion and social collaboration are less likely to report a high incidence of impact on sources of stress (14).

Study reveals that individuals having better muscular function and fitness report lower amount of stress in their life. Increased level of physical fitness help to confront the problems of life and adapt more readily to pressure (24).

Study exposes that exercise can be useful for treating anxiety, decreasing aggression or combativeness, increasing self-confidence and self-esteem and revealing frustration (10).

Results of survey show that planning skills acquire through coaching reduce stress in the short term, and that the effect is mediated through a decrease in job demand. The decrease in job demand is further shown to reduce stress in the long term. Insight as a coaching outcome is not directly related to stress however, insight affects social support which in turn is associated with reduced stress in the long term (9).

Study explores that individual counselling have clear benefits for employees psychological well-being. Increase in employee participation and training events reduce stress of employees (17).

Training on Stress Management Skills and Self-Management Skills (SMISM) reduce blood pressure, decrease the level of anxiety (23).

Study establishes that meditation based stress reduction intervention leads to;

(1) Reduce self-reported stress and trait anxiety.
(2) Reduce reports of overall psychological distress including depression. (22)
(3) Increases overall empathy level.
Research interprets that positive effect of meditation and relaxation exist in coping with anxiety and stress (6).

Research suggest that therapists, like other helping professionals are at risk for stress related psychological problems although sources of stress are well studied on mental helping professionals, implementation of stress management for these people are lacking. Training in self-care may be useful complement to the professional training for future therapists (7).

Objectives

1. To identify the stressors at workplace in Indian scenario.
2. To find out the differences in response of both the genders towards stress.
3. To recognise the physical problems and psychological distractions caused due to workplace stress.
4. To assess the role of management in existing organisations of India for managing stress of employees at work place.
5. To study the perception of individuals towards the role of stress at work in the competition driven Indian organisational climate.

Methodology

After deciding to conduct the study, the first step was to decide the various sectors of Indian scenario from which the data was supposed to be collected.

A. Sources of data: The data of the study were collected from primary sources. The data were collected from the employees of seven different sectors like; Banking, Manufacturing, Teaching, Outsourcing, Health & Medical, Software and Construction.

Secondary data were also collected from Books, Journals, Thesis and Websites for broad study of the subject.

B. Sample: 100 employees were approached but 72 of the employees expressed that they were experiencing stress. So the sample size of the study is 72.

Methods Of Data Collection

For primary data collection the persons were provided with structured questionnaire and were collected after duly filled in by them. But in case of workmen category and employees at distant places direct personal and telephonic interviews were conducted with the help of structured questionnaire. Even in some cases, online interviews were also conducted.

Data Analysis And Interpretation

1. I feel stressed in the Organisation:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Can’t say</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of respondents</td>
<td>72</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>% of Responses</td>
<td>72%</td>
<td>20%</td>
<td>8%</td>
</tr>
</tbody>
</table>
Interpretation 1:- Out of 100 respondents 72 agreed that they have stress workplace. 20 expressed that they do not feel any kinds of stress at work. Rest of 8 individuals could not say whether they feel any stress at job or not. So, the proceeding survey has been conducted on those respondents who are in stress at workplace.

2. I face stress situation in my organisation:

<table>
<thead>
<tr>
<th></th>
<th>Mostly</th>
<th>Sometimes</th>
<th>Rarely</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of respondents</td>
<td>20</td>
<td>40</td>
<td>12</td>
</tr>
<tr>
<td>% of responses</td>
<td>27.78%</td>
<td>55.56%</td>
<td>16.67%</td>
</tr>
</tbody>
</table>

Interpretation 2:- Most of the respondents, i.e., 55.56% feel stress at work sometimes. Nearly 28% of respondents feel stress most of the time at job. About 17% of the respondents feel stress very rarely.
3. Type of stress I am facing in the organisation:

<table>
<thead>
<tr>
<th></th>
<th>Positive</th>
<th>Negative</th>
<th>Both</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Respondents</td>
<td>18</td>
<td>10</td>
<td>44</td>
</tr>
<tr>
<td>% of responses</td>
<td>25%</td>
<td>13.89%</td>
<td>61.11%</td>
</tr>
</tbody>
</table>

Interpretation 3:- 1/4th of the respondents feel that they experience positive stress in their organisation. Whereas nearly 14% of the respondents feel it to be negative. But the majority of the respondents, i.e. 61% think that the stress they are facing at workplace is both positive and negative.

4. Most of my stress is related to:

<table>
<thead>
<tr>
<th></th>
<th>Excessive Workload</th>
<th>Awkward Work Schedule</th>
<th>Organisational Conflict</th>
<th>Competition in Workplace</th>
<th>Achieving Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Respondents</td>
<td>28</td>
<td>10</td>
<td>18</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>% of Responses</td>
<td>38.89%</td>
<td>13.89%</td>
<td>25%</td>
<td>8.33%</td>
<td>13.89%</td>
</tr>
</tbody>
</table>
Interpretation 4:- About 40% of the respondents feel that overwork load is the cause of their stress. 1/4th of them believe that it is due to organisational conflict. Nearly 14% feel that awkward work schedule is the cause of their stress. Even 14% think that achieving target is contributing the highest to their stress level. Very least percentage of the employees feel that competition in workplace is a reason for their stress at workplace, i.e. 8%.

5. While working in the organisation I feel:

<table>
<thead>
<tr>
<th></th>
<th>Unable to Concentrate</th>
<th>Depression</th>
<th>Frustrated</th>
<th>Exhausted</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Male Respondents</td>
<td>14</td>
<td>4</td>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td>% of Male Responses</td>
<td>35%</td>
<td>10%</td>
<td>15%</td>
<td>40%</td>
</tr>
<tr>
<td>No. of Female Respondents</td>
<td>4</td>
<td>4</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>% of Female Responses</td>
<td>12.5%</td>
<td>12.5%</td>
<td>37.5%</td>
<td>37.5%</td>
</tr>
</tbody>
</table>
Interpretation 5:- Here, we have divided the respondents according to gender in order to see the difference of reaction of both on workplace stress. 40% of the male respondents feel exhausted due to stress at work and even 37.50% of female respondents also feel exhausted due to stress. Again 37.50% of female respondents feel frustrated but in case of male of respondents it is only 15% who feel so. In case of male respondents 35% of them are unable to concentrate due to workplace stress, which is a major portion of the male respondents. But very negligible percentages of female respondents, i.e. 12.50% are unable to concentrate, which is very less as compared to the male respondents. Depression symptoms are very negligible in both males and females, i.e. 10% and 12% respectively.

6. Due to stress, I am facing:

<table>
<thead>
<tr>
<th></th>
<th>Health Problems</th>
<th>Mental Disturbance</th>
<th>Emotional Imbalance</th>
<th>Behavioural Problems</th>
<th>Lifestyle Imbalance</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Male Respondents</td>
<td>4</td>
<td>8</td>
<td>14</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>% of Male Responses</td>
<td>10%</td>
<td>20%</td>
<td>35%</td>
<td>5%</td>
<td>30%</td>
</tr>
<tr>
<td>No. of Female Respondents</td>
<td>7</td>
<td>6</td>
<td>8</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>% of Female Responses</td>
<td>21.875%</td>
<td>18.75%</td>
<td>25%</td>
<td>3.125%</td>
<td>31.25%</td>
</tr>
</tbody>
</table>
Interpretation 6:- Both male and female respondents are expressing that workplace stress is creating imbalance in their lifestyle. 30% and 31.25% of male and female respondents are respectively indicating about lifestyle imbalance due to stress. Emotional imbalance is more felt by the male respondents than the female respondents, i.e. 35% and 25% for both male and female respectively. In case of mental disturbance both male and females have given nearly equivalent responses of 20% and 18.75% respectively. Only 10% of the male respondents feel that stress is causing health problems for them. But many of the female respondents, i.e. 21.88% are feeling that stress is causing health problems. Very few of the respondents expressed that they face any kind of behavioural problems due to stress. Only 5% of the male respondents and 3.13% of females indicated so.

7. I face the following problem due to stress:

Interpretation 7:- In this open ended question respondents specified the particular problem according to the previous question’s response.

In case of male respondents most of them are facing headache and muscular pain. They also specify that by sitting constantly at office for long working hours they get this problem which becomes a major problem for diabetics. Few of them also indicated that stress is causing obesity for them. But in case of female respondents they have many more health problems. Headache, obesity and blood pressure are common for them due to work place stress. Even few of them complained of sweating due to stress.

Regarding mental problems decrease in concentration is a major issue for male respondents. Loss of memory and sense of humour are also visible in case of them. But among female respondents confusion is the main mental problem due to stress and they also specify that because of the various roles they are playing at work and home create this problem. Decrease in concentration is also experienced by few of the female respondents.

In case of emotional imbalance frustration is a common result of stress among male respondents. Anxiety and short temperedness are also reflected in the response of
stress among males. But among female respondents worry and frustration are common emotional imbalance.

Regarding behavioural issues very few of the respondents revealed. Few of the male respondents indicated that smoking habit and blaming others at workplace have been a part of their behaviour due to stress. Few of the female respondents expressed that high level of workplace stress make them shiver.

Lifestyle imbalance has got the highest attention by the respondents as being faced by them regularly. Both male and female respondents in equivalent proportions are facing lack of sleep. Not only females but males are also experiencing daily routine problems. Equal percent of male and females are taking imbalanced diet due to heavy workload and awkward work schedules at work place.

8. I share my stress related problems arising at workplace with:

<table>
<thead>
<tr>
<th></th>
<th>Higher Authority</th>
<th>Colleague</th>
<th>Family &amp; Friends</th>
<th>No One</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Male Respondents</td>
<td>4</td>
<td>20</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>% of Male Responses</td>
<td>10%</td>
<td>50%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>No. Female Respondents</td>
<td>2</td>
<td>24</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>% of Female Responses</td>
<td>6.25%</td>
<td>75%</td>
<td>18.75%</td>
<td>0</td>
</tr>
</tbody>
</table>
Interpretation 8:- Most of the male and female respondents share their workplace stress related issue with colleagues. 75% of the male respondents and 50% of the female respondents share their stress related experience with colleagues. Nearly same proportion of male and female respondents share it with family and friends, i.e. 20% and 18.75% of males and females respectively. 10% of the male employees like to share it with their higher authority. Even 6.25% of female respondents also do so. But the most interesting fact in the figure is that nearly 20% of the male respondents never share it with anyone. But none of the female respondents do so.

9. I face stress situation being taken care of:

<table>
<thead>
<tr>
<th></th>
<th>Mostly</th>
<th>Frequently</th>
<th>Rarely</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Male Respondents</td>
<td>2</td>
<td>8</td>
<td>16</td>
<td>14</td>
</tr>
<tr>
<td>% of Male Responses</td>
<td>5%</td>
<td>20%</td>
<td>40%</td>
<td>35%</td>
</tr>
<tr>
<td>No. of Female Respondents</td>
<td>4</td>
<td>6</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>% of Female Responses</td>
<td>12.5%</td>
<td>18.75%</td>
<td>62.50%</td>
<td>6.25%</td>
</tr>
</tbody>
</table>

Interpretation 9:- 40% of male respondents feel that stress situation is rarely being taken care of. Even 62.50% of female respondents feel so. 20% of male and 18.75% of female respondents feel that stress situation is frequently being taken care of. 5% of male and 12.5% of female respondents indicated that mostly the stress related situation is being taken care of. But the most surprising result is that 35% of the male
respondents expressed that stress situation is never being taken care of. Only 6.25% of female respondents expressed so.

10. My management is handling the stress situation upto the level of:

<table>
<thead>
<tr>
<th></th>
<th>Completely</th>
<th>Satisfactory</th>
<th>Certain Extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Male Respondents</td>
<td>2</td>
<td>6</td>
<td>18</td>
<td>14</td>
</tr>
<tr>
<td>% of Male Responses</td>
<td>5%</td>
<td>15%</td>
<td>45%</td>
<td>35%</td>
</tr>
<tr>
<td>No. of Female Respondents</td>
<td>2</td>
<td>2</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>% of Female Responses</td>
<td>6.25%</td>
<td>6.25%</td>
<td>40.625%</td>
<td>46.875%</td>
</tr>
</tbody>
</table>

Interpretation 10: 46.88% and 35% of male and female respondents respectively believe that their management is not at all concerned towards their workplace stress. Even 45% of male and 40.63% of female respondents revealed that their management is able to manage the workplace stress up to a certain extent only. 15% of male respondents are satisfied with the steps taken by the management. Only 6.5% of the female respondents are satisfied with management for their concern towards workplace stress. 5% of male respondents and 6.25% of female respondents are completely satisfied with the steps taken by the management to handle stress at workplace.
11. Recreational kind of activities carried on in the organisation to handle stress:

<table>
<thead>
<tr>
<th>No. of Respondents</th>
<th>Music &amp; Entertainment</th>
<th>Rest Rooms</th>
<th>Indoor Games</th>
<th>Nothing</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>10</td>
<td>11</td>
<td>39</td>
<td></td>
</tr>
</tbody>
</table>

| % of Responses     | 16.67%                | 13.89%     | 15.28%       | 54.17%  |

Interpretation 11: 57% of the respondents revealed that their organisation is not having any kind of recreational activities to reduce stress. 17% of them expressed that they have light music and entertainment facilities to overcome stress at their organisation. 15% of them have indoor games to reduce stress. 15% of them have rest rooms to relax at the time of stress in the organisation.

12. Training is required to handle stress:

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Male Respondents</td>
<td>26</td>
</tr>
<tr>
<td>% of Male Responses</td>
<td>65%</td>
</tr>
<tr>
<td>No. of Female Respondents</td>
<td>18</td>
</tr>
<tr>
<td>% of Female Responses</td>
<td>56.25%</td>
</tr>
</tbody>
</table>
Interpretation 12:- Most of the male respondents, i.e. 65% believe that training is required to handle workplace stress. Even 56.25% of female respondents support the view. Whereas 35% of male and 43.75% female think that training is not necessary to deal with organisational stress.

13. Stress and High salary come hand in hand:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No. of Male Respondents</strong></td>
<td>25</td>
<td>15</td>
</tr>
<tr>
<td><strong>% of Male Responses</strong></td>
<td>62.5%</td>
<td>37.5%</td>
</tr>
<tr>
<td><strong>No. of Female Respondents</strong></td>
<td>17</td>
<td>15</td>
</tr>
<tr>
<td><strong>% of Female Responses</strong></td>
<td>53.13%</td>
<td>46.88%</td>
</tr>
</tbody>
</table>
Interpretation 13:- 62% of male and 53.13% of female respondents believe that stress and high salary go hand in hand. But 37.5% of male and 46.88% of female respondents feel that salary has nothing to do with workplace stress.

14. Stress by nature is:

<table>
<thead>
<tr>
<th></th>
<th>Productive</th>
<th>Unproductive</th>
<th>Both</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Male Respondents</td>
<td>7</td>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>% of Male Responses</td>
<td>17.5%</td>
<td>37.5%</td>
<td>45%</td>
</tr>
<tr>
<td>No. of Female Respondents</td>
<td>13</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>% of Female Responses</td>
<td>40.625%</td>
<td>34.375%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Interpretation 14:- 17.5% of male employees feel that workplace stress is unproductive but 40.63% female respondents felt that workplace stress is productive.
37.5% of male respondents think that workplace stress is unproductive. Even 34.37% female respondents think the same. Majority of male respondents, i.e. 45% feel that stress is both productive and unproductive. 1/4th of the female respondents also support the view that stress is both productive and unproductive.

15. It is difficult to survive in the competitive world without experiencing Stress:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Can’t say</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Male Respondents</td>
<td>30</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>% of Male Responses</td>
<td>75%</td>
<td>22.5%</td>
<td>2.5%</td>
</tr>
<tr>
<td>No. of Female Respondents</td>
<td>18</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>% of Female Responses</td>
<td>56.25%</td>
<td>21.88%</td>
<td>21.88%</td>
</tr>
</tbody>
</table>

Interpretation 15:- 75% of male respondents and 56.25% of female respondents think that it is difficult to survive in the competitive world without experiencing stress. But nearly equivalent proportion of male and female respondents, i.e. 22.5% and 21.875% believe that it is not necessary to have stress to survive in this competitive world. 2.5% of the male respondents and 21.875% of female respondents could not answer the question.

Findings

1. More or less stress is being experienced by most of the respondents. Most of them also revealed that the stress being experienced in their organisation has got both negative and positive impact.
2. Excessive workload and organisational conflicts are the two major causes of workplace stress in organisations in Indian scenario.
3. Male employees feel frustrated and lack concentration at workplace at the time of stress. Whereas female employees feel frustrated and exhausted due to stress at work.

4. Lifestyle imbalance is the common result of stress for both men and women. But women are facing more health problems than man due to stress. Emotional imbalance is much more in male respondents than female.

5. Headache and muscular pain are common health problems for male employees. But females face headache, obesity, blood pressure and sweating problems more. Loss of memory is the main complaint of male respondents in case of mental disturbance. But women experience more confusion due to stress. In case of emotional imbalance short temperedness, anxiety and frustration are visible among male employees. But for female employees worry and frustration are common. Regarding the lifestyle problem both male and female respondents are facing lack of sleep and imbalanced diet.

6. Both male and female employees like to share their workplace stress with colleagues. But the most interesting finding of the study is that $1/5^{th}$ of the male respondents don’t share their stress problem with anyone. But none of the female respondents indicated so. Due to this reason male respondents have more complaint that stress situation is not being taken care of than females. But it is also observed that both male and female employees feel that stress situation is rarely being taken care off at work.

7. In Indian scenario both male and female employees are not satisfied with the steps of management to deal with workplace stress. Even majority of organisations in India are not having any recreational activities to manage stress at work. Many of the respondents feel that training session are required to learn skills for handling stress.

8. Majority of the respondents believe that stress and high salary come hand in hand. Most of the female employees feel that stress is productive. But most of the male respondents feel that stress has got both productive and unproductive impact. Still most of the respondents believe that stress upto an extent is required to survive in the competitive world.

**Suggestions**

1. Training is required to be given to employees to manage stress in organisations in Indian scenario.

2. To manage health problems, emotional imbalance and mental disturbance arising out of stress organisations must provide health care training, Yoga and exercise classes to the employees.

3. Flexible work schedules and good working climate must be provided to the employees to reduce stress.

4. More recreational activities are to be provided to the employees to deal with workplace stress.

5. As excessive workload is the major cause of workplace stress, employees need to learn better time management skills.

**Conclusion**

Workplace stress plays a significant role in physiological and psychological well-being of employees. It also affects the productivity and performance of organisations. The various results of workplace stress like physical problems, mental disturbances, emotional imbalance, lifestyle disturbances and behavioural problems lead to disturb the climate of the organisation. These issues create interpersonal conflicts, decreased productivity, low organisational commitment, increased absenteeism and more attrition etc. By facilitating
the employees with effective training, the management can provide them with platform to solve their stress related problems. Yoga, meditation, exercise and recreational activities can provide better environment to control stress. Even time management skills help to manage stress in an effective manner. These simple but useful steps can pave the path for improved efficiency of employees and increased productivity of organisation.

Reference


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|-------------------------|----------------------------------------------------------------------------------|

Websites

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Appendix

Questionnaire

Name: ____________________________________________________________
Age: ________ Gender: _____________
Marital status: _________________________
Type of organisation: Banking  Teaching  Construction
BPO  Software  Health & Medical
Manufacturing unit

1. Do you feel stressed in your organisation?
   [ ] Yes   [ ] No   [ ] Can’t say

2. How often you face stress situation in your organisation?
   [ ] Mostly   [ ] Sometimes   [ ] Rarely

3. Which type of stress do you have in your organisation?
   [ ] Positive   [ ] Negative   [ ] Both

4. Most of your stress are related to:
   [ ] Excessive work load   [ ] Awkward work schedule
   Competition in workplace   Organisational conflict
   Achieving target

5. How do you feel while working in the organisation?
   [ ] Unable to concentrate   [ ] Frustrated
   [ ] Depressed   [ ] Exhausted

6. Are you facing any of these problems due to stress?
   [ ] Physical   [ ] Mental   [ ] Emotional
   [ ] Behavioural   [ ] Lifestyle

7. Specify the problems being faced due to stress __________________________________

8. Whom does you report or share your stress related problems in your work place?
   [ ] Head of our organisation   [ ] Colleagues (discussion)
   [ ] Family & Friends   [ ] None

9. How often you face stress situation being taken care of?
10. To what level the management is effective in handling your stress situation?
- ☐ Mostly
- ☐ Frequently
- ☐ Rarely
- ☐ Not at all

- ☐ Completely
- ☐ To a Certain Extent
- ☐ To a Satisfactory
- ☐ Not at all

11. Do you have any of the recreational kind of activity carried on in your organisation to handle stress?
- ☐ Music & Entertainment
- ☐ Indoor Games
- ☐ Restroom
- ☐ Nothing

12. Is training required to handle stress?
- ☐ Yes
- ☐ No

13. Does stress and high salary come hand in hand?
- ☐ Yes
- ☐ No

14. Does stress lead to:
- ☐ Job Productivity
- ☐ Job unproductivity
- ☐ Both

15. Is it difficult to survive without experiencing stress in the competitive world?
- ☐ Yes
- ☐ No
- ☐ Can’t say