Erraticism of Stress on Employees at Work Place -An Empirical Study (With Reference to It Organization, Bangalore)

Dr. K .Srinivasa Krishna[1], Y.S.N.Murthy[2]

[1]*Professor, Aditya Global Business School, Andhra Pradesh*
[2] *Assistant Professor, Aditya Global Business School, Andhra Pradesh*

Abstract: - **Stress is experienced by everybody in today's fast changing life, amidst modernization and globalization. There can be no individual with absence of the problem in real terms. It is omnipresent in every day's life of a person, irrespective of his or her position, status, occupation, credentials, etc. Nonetheless, the level and kind of stress constantly varies. All human beings do not possess the same or uniform degree of stress or similar class of pressure. It definitely varies. Many a times, stress or anxiety depends on several factors such as occupation, family environment, friends, relatives, personal etc. However it can be also minimized to the extent that the productivity and health of the employee is maintained which could lead to a productive organization.**

The researcher made a modest effort to interact with employees of IT sector employees of different levels in order to find under what circumstances they feel stress and what are the factors influencing them to feel stress.

Keywords: **Erraticism, stress, anxiety, absence, work place**

I. INTRODUCTION

In a world of uncertainty, "Achievement" is something that is covered by coherence or planning or accidental factors, culminating in the goal. Equally accomplishing day to day rigmarole should also be considered and equally recognized. But we fail to realize this as long as the flow is smooth."Stress" is a demand on physical and mental strategy.

Stress has its effect on all walks of life. For a "KG" student "cursive writing" must be a great stress as it is to a CEO getting ready to face the general body meeting, to present a dismal performance report. Stress may be a pressure upon a person's psychological system or physical stamina that may arise out of complications consequent to uncertain and unforeseen situations in work/personal life.

Organizations which have to accomplish goals against time and cost constraints through human and machine effort are potentials of varied nature and strengths of" Stress". Stress if not managed properly and reduced if not eliminated, may prove to be counter-productive.
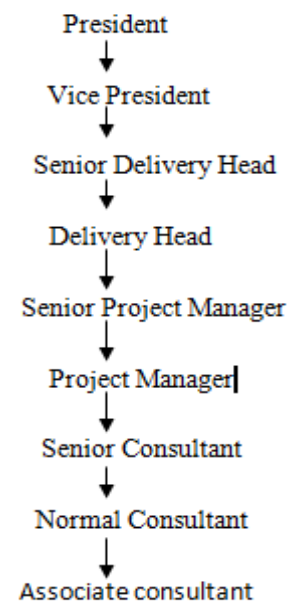
II. OBJECTIVES OF THE STUDY

1. To interview the different levels of employees of IT Sector to find under what conditions causes of stress
2. What are the measures taken by the individual to come out from stress?
3. To find Is stress is one and the same to all the levels of the organization or it may vary with levels of hierarchy?

III. METHODOLOGY OF THE STUDY

1. *Primary data:* Obtained it by interviewing the employees of capgemini of Bangalore of Six different levels.
2. *Secondary data:* Find it from the company magazines. Company websites.

The hierarchy of Capgemini:

President
↓
Vice President
↓
Senior Delivery Head
↓
Delivery Head
↓
Senior Project Manager
↓
Project Manager
↓
Senior Consultant
↓
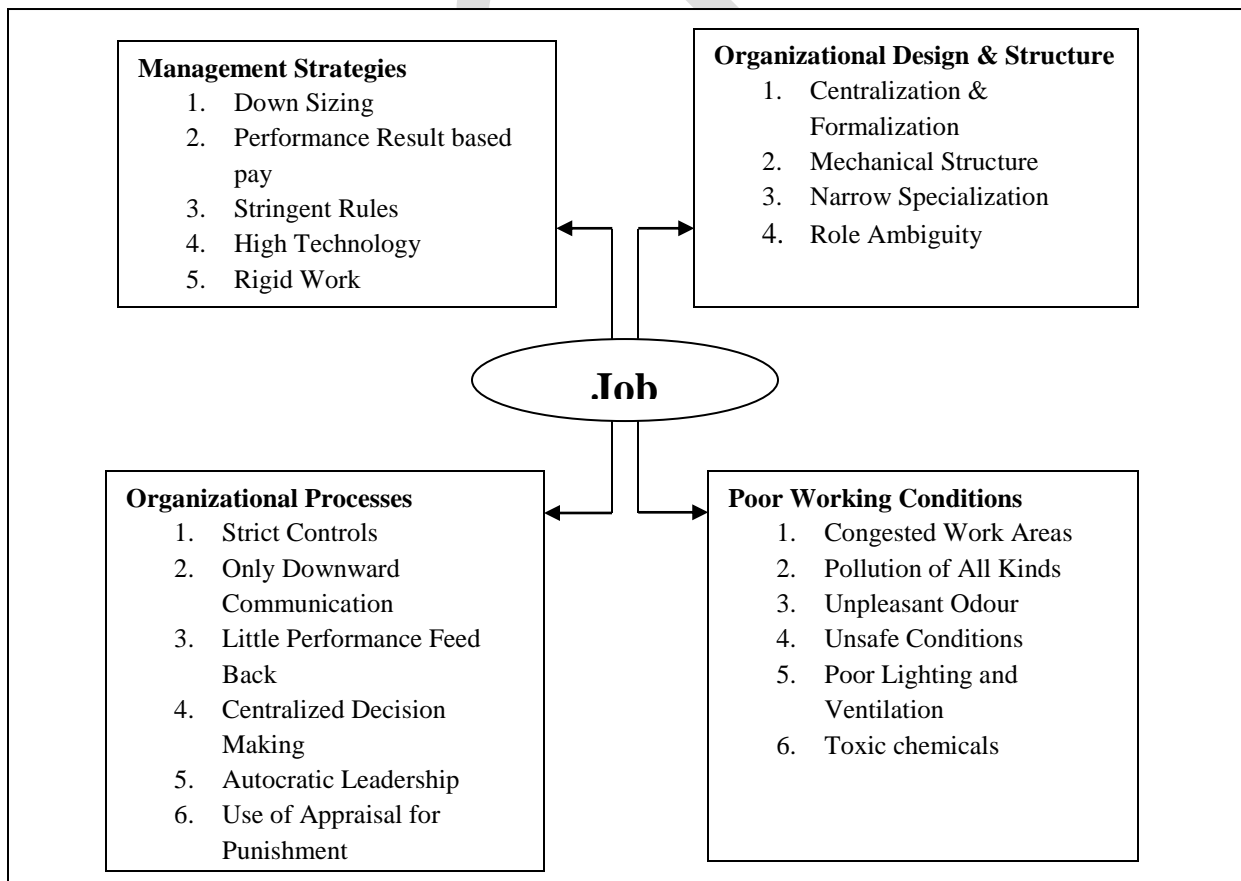Normal Consultant
↓
Associate consultant

IV. CAUSES OF STRESS

Causes of stress in the context of organization can be

1. *Extra-Organizational:* The sources are external to organizational limits. Family pressures, social Pressures, cultural limitations, religious tenants, financial problems, anyone of these, or a combination of two or more, may cause stress that deviates the concentration of the individual with a lack of focus, or a situation of forgetfulness and inertia. Unfamiliar circumstances, gadgets, surroundings and people may cause stress as it takes time to adjust.

2. *Organizational:* There are varied sources in the organization that cause 'Stress' to mention a few:
   1. It all starts with the shift time; late coming may result in a pay cut.
   2. Many and self-opposing roles cause stress.
   3. Additional responsibilities due to absenteeism or under-staffing.
   4. Assignment of jobs against individual's consent-such assignments of lesser financial rewards and excessive of strain.
   5. Poor working conditions and threatening surroundings.
   6. Poor designing of organizational structure resulting in lack of clarity in the flow of authority and responsibility.
   7. Unsure mountable targets and goals under dictatorial/autocratic management style.
   8. Organization's adopting latest technology or new innovations cause stress. Because the skills and experience of the employees can be made obsolete forcing the employees to learn new skills, for being up to date.

3. *Group Dynamics:* people have to be members of some kind of group. Social group, work group, and the like, the inter-group relations if perverted, cause stress, similarly poor relations with superiors or superior's antagonism to group activates may cause stress. Sometimes conflicting ideologies of groups may cause stress.

4. *Individual Factors:* Individual factors when opposed to family, social and organizational situations or personalities are factors that cause stress.

When an individual faces a threat in any sphere or through any source it can cause stress. Sudden changes in family, like death, loss of property, make the individual, inter temporarily. When entrusted with complex jobs, over burdened, under employed, embarrassing working conditions, situations of abuse, all these, cause stress.

Management Strategies
1. Down Sizing
2. Performance Result based pay
3. Stringent Rules
4. High Technology
5. Rigid Work

Organizational Design & Structure
1. Centralization & Formalization
2. Mechanical Structure
3. Narrow Specialization
4. Role Ambiguity

Job.

Organizational Processes
1. Strict Controls
2. Only Downward Communication
3. Little Performance Feed Back
4. Centralized Decision Making
5. Autocratic Leadership
6. Use of Appraisal for Punishment

Poor Working Conditions
1. Congested Work Areas
2. Pollution of All Kinds
3. Unpleasant Odour
4. Unsafe Conditions
5. Poor Lighting and Ventilation
6. Toxic chemicals

V. STRESS MANAGEMENT

'Stress 'is detrimental to normal performance and is counter-productive. Stress if not stifled can erode individual efficiency and effectiveness, which in turn impacts the organizational performance. A 'stress-free' work force is an evidence of a strong culture.

VI. FINDINGS

Stress of Different levels of employees of Capgemini organization

Natarajan Radhakrishnan, Senior Vice President and Offshore Head, Capgemini Consulting is striving allot to formulate strategy to strengthen its commitment in Indian market for offshore consulting.

He is credited with pioneering a unique global execution model for Consulting when the conventional wisdom was focused on proximity delivery of consulting services. The model leveraged the power of offshore talent and offered faster time to market. Nat led and implemented a consulting career model, promulgated consulting methodologies and developed industry flavored service offerings.

He said that in every level there is a pressure or deadlines to finish the work within the time.But the preplanning is the success for his career to get the things done from the subordinates. He always maintains the participative style of leadership and make their employees free from the personal bias. There is a good understanding between president, vice president and employees. Empathetic behavior is the success mantra of the cap Gemini organization.

Sr. Delivery Head and Delivery Head: Andre Cichowlas, Delivery head and Pierre-yves cros strategy Development Manager. They said that they are properly balancing the internal and external environmental conditions and keeps the organization in a equilibrium state. They are little adventurous when it comes to experiment and take risks. That's exactly how they take challenges and voice their opinions. They said that they perceive the success and failure in same way is the mantra to lead their life and free from stress.

Project Manager: Mr. Murthy and Mrs Divya said that The experience of stress is not only impacting the cognitive and behavioral performance, it can also have a negative impact on our personal health, wellbeing, and family life. We have to develop potent conflict resolution skills; we add stress to our work lives by either under reacting to the stressful situation (avoiding or denying it) or over reacting to the stressful situation (coming on too strong). A natural but often unproductive approach to resolve a stressful situation is to debate another person about the wisdom of our point of view. This does not mean we should not assert our belief, but we should know when to stop, often when your message has been heard. At this point in the dialogue, if we continue try to be seen as "right," we are actually increasing our stress. It's better to stop earlier than later; it can be a matter of diminishing returns to continue to be seen as "right."

Sr. Consultant and Project manager and sr. Consultant: They said they have perfected the art of juggling between professional and personal life. Policies like flexible working hours, working from home, transition to motherhood and children day care are just playing a supporting role to come out from stress.

VII. STRESS CAN BE REDUCED OR ELIMINATED BY (REMEDIES)

- Individual Management
- Organizational strategies

Individual Management

1. *Time Management:* Utilizing available time productively is important. The time must be distributed pro-data for various components of entrusted job. All it needs is clarity of job and available to accomplish. More important and complex functions get more time and less time for less important. Pre-determined schedule will reduce stress.
2. *Work-Home Transition*: Home and office must be separated mentally. Office-work or the official thoughts should not be carried home. Home should be a place of relaxation and a source to rejuvenate. Spending quality time with family members, a good hobby for deviation and family get-togethers are likely to increase the individual efficiency.
3. *Physical Exercises:* "A sound mind in a sound body" so says the wise man. Physical exercise, a few minutes in the morning or evening, in a pleasant ambience with some good music around would pep-up physical strength. A good blood flow to the whole body ensures active disposition and purges out any toxic effects from the body. Yoga and meditation are a superior form to keep both mind and body fit. A number of organizations have introduced yoga/meditation in the beginning of each shift.
4. *Humor:* Humor is the sure way of reducing stress. Laughter and a cheerful heart are good medicines. A good sense of humor is a great blessing. Seeing humorous pictures, reading jokes or stories relieves the mind from stress. Similarly playing with kids is a combination of humor, and relaxation effect. The innocent and thought provoking attitudes of kids are good elixirs to stress.
5. *Hobbies:* Hobbies or vocations are a good source of deviation from stress-full routine. Painting, reading good literature, music and handicrafts all these contribute to dispel stress and the individual would

derive utmost satisfaction. Listening to philosophical discourses also helps in diverting the mind to a pleasant disposition.

6. These are a few proven ways to manage stress "prevention is better than cute" again a wise saying. Organizations and individuals should strive to take up preventive steps rather than repairing methods. In inevitable cases, organizations must take the lead to manage stress.

Organization Strategies

Organizations have greater responsibility to manage stress because the ultimate loser would be the organization. Organizations devise various strategies to manage stress.

1. 1.Some organizations encourage health clubs and also health check-ups are done periodically. In addition employees are encouraged to do simple aerobics and light exercises, just before commencement of normal work.

2. Improving organizational climate and ambience to create working conditions to be more congenial and productive, secure and safe.

3. Employee counseling centers to provide sound counseling to remove stress.

4. Clarity in organizational structure, of authority and responsibility, clarity in role definition, clarity in compensation and promotion policy. Quick solutions to HR problems, democratic and result oriented friendly style of management, free downward and upward communication system, transparency in all official dealings and many such organizational initiatives would help establish stress reduced organizations.

As already mentioned mild stress is a necessity to keep the momentum high. Fixing of practical time frame schedules, continuous efforts to improve time and motion relationships, effective job rotation to break monotony, offering lucrative incentives and awards to encourage optimum performance, causes a mild stress to exist which forms the right impetus for performance enhancement.

"Inverted U-graph"
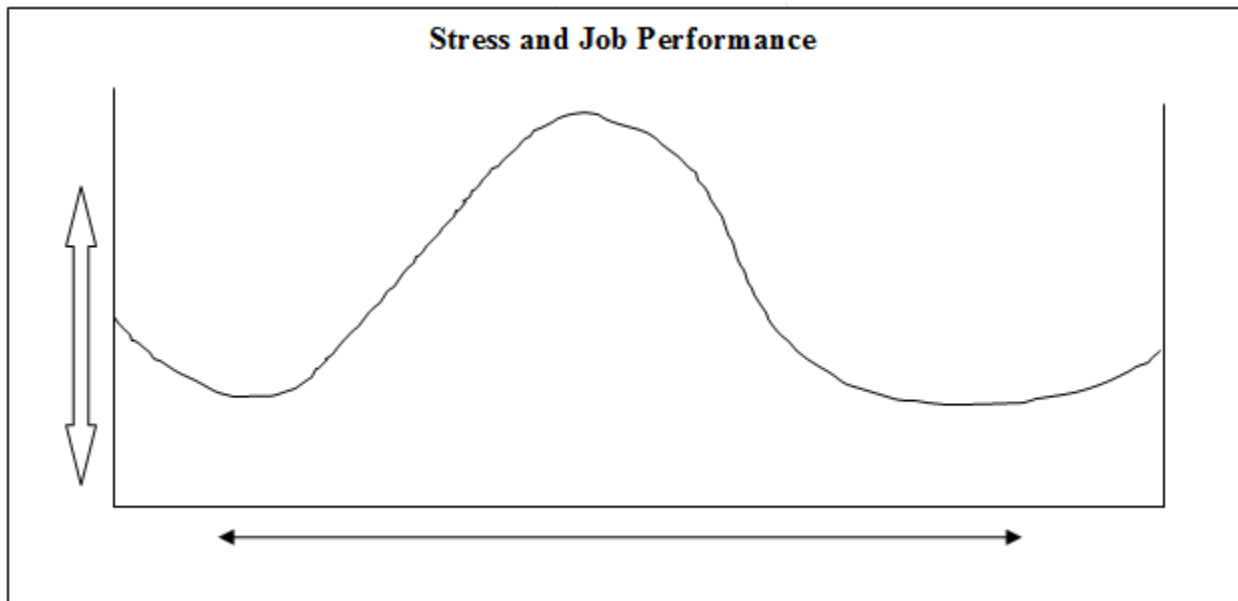
The graph indicates that low to moderate level of stress is desirable to increase the ability of the individuals to perform the tasks better with more interest and speed. Too much stress beyond moderate to high causes drastic fall in performances making employees and organizations paralyzed. The wisdom lies in keeping stress between low and moderate levels, as it is not possible to eliminate stress.

Organizational behaviour management is very much concerned about this aspect of stress management. Different levels of employees have different levels of stress. The lowest level, where work is more of a physical strain, a low level of stress is experienced. As we go up the echelon, the middle level managers experience the highest level of stress as they are "sought between the devil and the deep sea", they are accountable to top management and therefore need to press

the working group employees to put up optimum effort. The workers in their own way get hard pressed in between managers.

Stressors when analyzed reveal the 'stress' is an additive phenomenon. Stress builds up when every new stress adds to the existing stress, even though the new stress is not such a critical one. Therefore care should be taken to keep stress at the lowest minimum.

Management should keep a close watch on the impact of stress. Considering the various stages of organizational growth-stress would be considerable at the beginning stage and the declining stage is again stressful. Management/organization and individuals have to handle these situations deftly.

REFERENCES

[1]. PSS.Kumar ,Dr.Anukranthi Sharma and Dr.K. Srinivasa Krishana
[2]. "O mind Relax Please, Sukhbodhananada reviews
[3]. A great teaching, simply presented. It's practical, wise, and truly valuable for a healthy life. by "Jack Kornfield", Ph.D., author of A Path with Heart
[4]. Cooper C.L., Cooper R.D., Eaker L.H. (1987) *Living with Stress*, Penguin. Cooper
[5]. C.L. (1995) *Handbook of Stress Medicine and Health*, CRC Press.