

The Role of Stress Management in Balancing Professional and Personal life of Employees: Special reference to a leading Manufacturing Organization, Odisha

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Abstract: As Richard Carlson says that, "Stress is nothing more than a socially acceptable form of mental illness". In modern times, stress has become a buzz word and legitimate concern for people of all walks of life. In fact, no one is immune to stress. Right from the time of birth till death, an individual is invariably exposed to various stressful situations. Stress has become significant due to dynamic social factor and changing needs of life styles. Stress is man's adaptive reaction to an outward situation which would lead to physical, mental and behavioural changes. In this present time where stress is inevitable in the life of the employee, sometimes it creates trouble for them to maintain a balance between their personal and professional life. So in this research work, study has been conducted to put some light on stress management and identifying the sources of stress among the employees belongs to a leading manufacturing company, operates in the state of Odisha. Along with this it has also been tried to find out the ways of effectively managing stress level in order to balance their personal and professional lives. For the survey random sampling method has used to collect data from 60 employees and analyzed further for obtaining result. The study also includes summary and conclusion based on the findings.

Keywords: Stress, physical, mental, behavioural change, employee.

INTRODUCTION

Stress is a universal trend in present days that essentially manifest itself in human as a result of pressure generated from several experiences or challenging situation. Due to the nature of the manufacturing industry which includes a wide range of challenging activities, stress becomes an issue of concern. Delay in job completion, deterioration of power of organization and planning, increase in error rate during manipulative and cognitive task, different working hour, work pressure, over time, competition in market, are the major impact of stress on the productivity of professionals. The causes of stress can be sometimes due to conflict between the professional and personal role or the feeling of being stuck to a specific role. The reason can also be the confusion about the expectation from the role or the feeling of too much expectation form one role. As a result it causes problems not only in professional front but also personal problems like ill health, family trouble etc.

So in order to minimize stress, organizations can implement different strategies like, delegation of work, sharing burden with colleagues, flexi timing for work, paid holidays etc as incentives for stress management.

LITERATURE REVIEW

Stress has been defined in different ways over the years. Originally, it was conceived of as pressure from the environment, then as strain within the person. The generally accepted definition today is one of interaction between the situation and the individual. It is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation. Stress featured in the Indian corporate world since 80's when the Indian market turned competitive. But now it has become a subject of great concern and action all over the world as stress not only puts harm on individual employee but also put negative impact on organizational productivity.

The ill effects of stress

<p>For the individual</p> <ul style="list-style-type: none"> • Health • Well-being/quality of life • Functioning/goal achievement • Self-esteem/confidence • Personal development conflict 	<p>For the workplace/ organization</p> <ul style="list-style-type: none"> • Increased absenteeism and turnover • Reduced quality and quantity of work • Reduced job satisfaction and morale • Problems of recruitment • Poor communication and increased conflict
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Over the years various authors have done enormous studies on stress management among employees from various sectors and got the following results:

Viljoen, J.P., and Rothmann, S aimed at studying and investigating the relationship between “occupational stress, ill health and organizational commitment”[1]. The results were that organizational stressors contributed significantly to ill health and low organizational commitment. Stress about job security contributed to both physical and psychological ill health. Low individual commitment to the organization was predicted by five stressors, namely work-life balance, overload, control, job aspects and pay.

Li-fang Zhang conducted a study titled “Occupational stress and teaching approaches among Chinese academics” [2]. He suggested that controlling the self-rating abilities of the participants, the conducive conceptual change in teaching approach and their role insufficiency predicated that the conceptual change in teaching strategy is negative.

Chang-qin Lu; Oi-ling Siu; Wing-tung Au; Sandy S. W. Leung in their article titled “Manager’s occupational stress in stateowned and private enterprises in the People’s Republic of China” [3] has showed that managers in private enterprises experienced higher levels of occupational stressors and psychological strains than those in state-owned enterprises. Moreover, ‘Organizational structure and climate’ was also found to be a major stressor when predicting both psychological and physical strain in both economic sectors.

Pal, S., and Saksvik, P. in their article titled “Work-family conflict and psychosocial work environment stressors as predictors of job stress in a cross-cultural study” [4] conducted a study on job stress on 27 Norwegian doctors and 328 nurses and 111 Indian doctors and 136 nurses. The result was that work-family conflict was not predictive of job stress in Norwegian doctors, but work-family conflict, high job demands, and low flexibility in working hours predict job stress in Norwegian nurses. For the Indian sample, job stress was predicted by high family-work conflict and low social support in nurses and low job control in doctors. Hence, it seems to be overlapping and some differences in cultures when considering the role of

demands, control, support, and flexibility in predicting strain.

Upson, John W.; Ketchen Jr., David J.; Ireland, R. Duane in their article titled “Managing Employee Stress: A Key to the Effectiveness of Strategic Supply Chain Management” [5] focused their research on supply chain activities and studied the dangerous role of stress among supply chain members. They have also given measures to address this stress. The researchers concluded that by using the suggested initiatives, both employees’ quality of life and the organization’s performance can improve.

B. kishori & B. vinothini [6] have found that productivity of the work force is decisive factor for the success of an organization is concerned. In an age of highly dynamic and competitive world, an employee is exposed to all kinds of stressors that can affect them on all realms of life. The research intended to study the impact of occupational stress on Nationalized Bank employees.

Bashir Usman & Ramay Ismail Muhammad [7] had analyzed the relationship between job stress and job performance. The result has indicated that job stress has negatively correlated with job performance and the researchers find out that job stress significantly reduce the performance of employees. The stress in work environment reduces the intention of employees to perform better in jobs. It can be concluded that stress management is not gender sensitive or gender- centric.

Component of stress

- **Inter Role Distance:** it is experienced when there is a conflict between organizational role and individual role. For example, conflict between individual family responsibilities and organizational responsibilities.
- **Self-Role Distance:** when there is a mismatch between the expected role or self-concept role, then he/ she feels self-role distance.
- **Role Isolation:** this type of role stress happened due to absence of linkage of one’s role with others role.
- **Role Ambiguity:** it refers to lack of clarity of duty, responsibilities, and expectation of organization from individual.
- **Role Expectation Conflict:** this type of stress generated by different expectation from different

significant person that is superior subordinates and peers.

- **Personal Inadequacy:** it arises when individual feels that he does not have adequate knowledge and skill for performance.
- **Resource Inadequacy:** this type of stress arises when individual feels that he is not provided with adequate resources for performing the functions expected from his role.
- **Role Stagnation:** it refers to same role perform by individual and perceive that there is no carrier growth.
- **Role Erosion:** this type of stress arises when role is divided with other and performance credit goes to other.
- **Role Overload:** it arises when individual is performing more than one role or his own role.

OBJECTIVE OF THE STUDY

- To study the role of stress on employees working in one of the manufacturing organizations of Odisha.
- To find out the role of stress management in balancing employees professional and personal life.

METHEDODOLOGY

This following methodology is used during the study for collecting data from the sample:

SELECTION OF THE SAMPLE

Generally, it is not possible to include the entire universe in the sample for the purpose of a study. Hence, keeping in view of the scope of the present study, it has been decided to choose the sample units on the basis of representative sampling. For the purpose, opinions of 65 employees have taken in terms

of sample size. The sample includes both male and female employees.

SCOPE OF THE STUDY

The present study aims at analyzing the role of stress and its effect on the performance among the employees of a leading manufacturing organization operated in Odisha. For this we have taken our sample size (opinion of employees) having various years of experience and having different designations. The study includes opinion of both male and female employees. Apart from this the study also put some light on effect of stress management on employees in order to improve their personal and professional life.

SOURCES OF DATA

The data used for study is of both primary and secondary in nature. For collecting employee’s opinion a questionnaire has been developed under primary source. Here the employees are asked to give their opinion by putting a *right* mark in the appropriate option. A standardized questionnaire on Organizational role stress [8] is used to get the response. The five point rating scale method is used where 1 indicates Strongly Disagree and 5 indicates Strongly Agree. Under secondary sources help of books, journals and the materials published in internet have been taken into consideration.

TECHNIQUES OF ANALYSIS

The data collected for the survey are analyzed on basis of calculating the mean value of employee’s opinion. Further the results are used for giving suggestions.

DATA ANALYSIS

As discussed earlier opinions of 65 employees have taken in terms of sample size and responses are further analyzed as the following manner:

Table-1: IRD

Sl. No	Question	Mean
1	My role tends to interfere with my family life.	1.565
2	I have various other interests (social, religious, etc.), which remain neglected because I do not get time to attend to these.	2.328
3	My role does not allow me enough time for my family	2.922
4	My organizational responsibilities interfere with my extra organizational roles.	1.874
5	My family and friends complain that I do not spend time with them due to the heavy demands of my work role.	3.020
Average Mean		2.342

IRD or Inter Role Distance emerges when there is a conflict between organizational and non-organizational role. The respondents are requested to rate on five items that shows in the above table. The average Mean Score obtained from the opinions of the respondents in case of IRD is 2.342. It shows they have

less stress with IRD. Under this most employees have the opinion (Average Mean 3.020) that they don’t get enough time for friend and family due to heavy demand of their work role. Apart from this they have a positive opinion on less interference of work role with their family life (Average Mean 1.565).

Table-2: RS

Sl. No	Question	Mean
1	I am afraid I am not learning enough in my present role for taking up higher responsibility.	1.488
2	I am too preoccupied with my present role responsibility to be able to prepare of taking up higher Responsibilities.	1.699
3	I do not have time and opportunities to prepare myself for the future challenges of my role.	2.188
4	There is very little scope for personal growth in my Role.	1.738
5	I feel stagnant in my life.	1.687
Average Mean		1.760

RS or Role Stagnation is the feeling of being stuck to a specific role for a long period of time. Under this while employees were asked to give their response the average mean is 1.760 which states that most

employees are not stressed about their carrier growth. Here it was found that the employees are disagree on the point for not getting enough time for their future preparation.

Table-3: REC

Sl. No	Question	Mean
1	I am not able to satisfy the conflicting demands of various people above me.	1.781
2	I am not able to satisfy the conflicting demands of my peers and juniors.	1.364
3	I am not able to satisfy the demands of clients and others, since these are conflicting with one another.	1.652
4	The expectations of my seniors conflict with those of my juniors.	1.751
5	I am bothered with the contradictory expectations different people have from my role.	1.909
Average Mean		1.691

Role Expectation Conflict is a situation where stress is caused by varying expectation of significant person like superiors, subordinates, peers and sometimes family members. It also makes a situation where the role performer is always under constant

pressure to whom to please. The Average Mean we get here is 1.691 which states that employees are completely disagree on the point of role expectation conflict.

Table-4: RE

Sl. No	Question	Mean
1	My role has recently been reduced in importance	1.558
2	Many functions that should be a part of my role have been assigned to some other role.	2.660
3	I would like to take on more responsibility than I am handling at present.	4.644
4	I can do much more than what I have been assigned.	3.340
5	I wish I had been given more challenging tasks to do.	3.488
Average Mean		3.138

Role Erosion or RE is a feeling of role occupant's that some role which should have assigned to him/her, are assigned to someone else. Under this the average mean of response is 3.138 which prove that

employees have average opinion on this matter. But it also shows that employees are strongly agreed (4.644) to take more responsibility with their present role.

Table-5: RO

Sl. No	Question	Mean
1	My workload is too heavy.	1.526
2	The amount of work I have to do interfere with the quality I want to maintain.	4.248
3	I have been given too much responsibility	1.604
4	There is a need to reduce some parts of my role.	1.675
5	I feel overburdened in my role.	1.274
Average Mean		2.065

Role Overload or RO is a situation where stress is caused due to overload of work done by the employees as compare to the normal scenario. The

average mean obtained here is 2.065 which mean the employees are disagreed with work overload.

Table-6: RI

Sl. No	Question	Mean
1	Other role occupants do not give enough attention and time to my role.	2.066
2	There is not enough interaction between my role and other roles.	2.334
3	I wish there was more consultation between my role and others' roles.	2.204
4	There is no evidence of several role (including mine) being involved in joint problem solving or collaboration for planning action.	1.861
5	Even when I take the initiative for discussions or help, there is not much response from the other roles.	2.066
Average Mean		2.107

Role Isolation or RI refers to the self-distance between occupied role and other roles in same role set.

Here the average mean score obtained is 2.107 which states they disagree on this point.

Table-7: PI

Sl. No	Question	Mean
1	I do not have adequate knowledge to handle the responsibilities in my role.	1.189
2	I wish I had more skills to handle the responsibilities of my role.	3.857
3	I have not had right training for my role.	1.901
4	I wish I had prepared myself well for my role.	3.642
5	I need more training and preparation to be effective in my work role.	2.745
Average Mean		2.667

Personal Inadequacy or PI arises when the role occupant feels that he lacks in required skill or training to effectively play his role. This also shows

that employees are of opinion that they are having enough skill and knowledge to perform their role effectively.

Table-8: SRD

Sl. No	Question	Mean
1	I have to do things, in my role, that are against my better Judgment.	1.488
2	I am not able to use my training and expertise in my Role.	2.334
3	The work I do in the organization is not related to my Interests.	1.738
4	If I had full freedom to define my role, I would be doing some things differently from the way I do them now.	2.855
5	I experience a conflict between my values and what I have to do in my role.	1.979
Average Mean		2.079

Self-Role Distance refers to the feelings of occupied role is against the self-concept by the role occupants. Here average mean is 2.079 which show

the employees are not doing anything against their interest.

Table-9: RA

Sl. No	Question	Mean
1	I am not clear on the scope and responsibilities of my role (job).	1.306
2	I do not know what the people I work with expect of me.	2.135
3	Several aspects of my role are vague and unclear.	1.582
4	My role has not been defined clearly and in detail.	1.477
5	I am not clear what the priorities are in my role.	1.451
Average Mean		1.590

Role ambiguity is the confusion of role occupants about what to expect from the role occupied by him. Here it is found that the employees are

strongly disagreeing on role ambiguity i.e. they are very clear about their role and responsibility.

Table-10: RIN

Sl. No	Question	Mean
1	I do not get the information needed to carry out responsibilities assigned to me.	1.958
2	I do not get enough resource to be effective in my role.	1.944
3	I do not have enough people to work with me in my Role.	1.718
4	I am rather worried that I lack the necessary facilities needed in my role.	2.213
5	I wish I had more financial resources for the work assigned to me.	2.641
Average Mean		2.095

Resource Inadequacy or IN arises when the role occupant feels that he is not given enough resources for performing his role properly. Here the average mean score is 2.095 which means employees are disagree with not getting proper resources for performing their work, which indeed a positive sign.

SUGGESTION & CONCLUSION

The study focuses on the role of stress experienced by the employees in one of the leading manufacturing organization operated in Odisha presently. While asking the employees on the basis of various components of Organizational Role Stress, it was found that most employees felt that they are not under that stress which can create imbalance between their personal and professional life. But it was found that one of the components such as Role Erosion leads to create stress among employees which need to be taken care of by the management. Similarly the management should provide sufficient training and development programs to employees to enhance their knowledge and skill to perform effectively in order to overcome stress related to Personal Inadequacy.

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