STRESS AT WORK: ISSUES AND STRATEGIES

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Abstract

Globalization, the information revolution, technical innovations and the global financial crisis have impacted the office environment in recent years. This has the potential to have a significant impact on the lives of employees. Modern professions are based on knowledge and therefore need more from their employees. This leads to a plethora of obstacles in an employee's life that lead to stress. Pressure from managers, determination, relationships with colleagues and subordinates, lack of time for personal life, family stress, and a variety of other factors can contribute to Burnout. These types of stress can lead to psychological and physical problems that can negatively affect employee performance and productivity.

Managing organizations operating in a dynamic environment characterized by economic turmoil, global rivalry, and rising expectations from a variety of stakeholders is a major concern for many. Therefore, the employees who work in the organization must be able to manage stress effectively. The management team must identify and understand the sources of stress and develop and implement appropriate measures to manage the stress.

Keywords : stress, stressors, burnout, coping skills, mindfulness, yoga.

Introduction

To underline means to bring something closer, which comes from the Latin word "string ere" which means "to put something together". Originally, this term was used to describe, among

other things, difficulties, tensions and adversities. The term was then used in the 18th and 19th centuries to apply to an object or person to denote a strong force, pressure, strain, or tension in relation to that thing or person. A distortion is a term used in hard sciences such as physics to refer to an external force or pressure applied to deform something while at the same time affecting the person or thing on which the applied force or pressure resists. In physiological research, stress is a stimulus that leads to considerable strain on the organism, which the organism cannot tolerate and ultimately leads to damage to health or behavior.

The concept of stress

Stress has been characterized in different ways by different specialists and has therefore been studied with different methods. According to Walter Cannon (1925), a famous physiologist, stress is the body's response or adaptive response to an emotionally painful or frightening condition or event. The "fight or flight" response to stress is named after him because he was the first researcher to identify it. Whenever the body is faced with a threat, it prepares to fight, meaning to meet the threat head-on, or to flee, meaning to flee or escape from the threat. In preparation for fight or flight, certain biological changes occur such as: B. increased heart rate and blood pressure, sweating, muscle tension, tremors in the hands and feet, etc. This response of the body is extremely beneficial as it helps the body to quickly mobilize for any behavior such as fight or flight. To protect themselves from wild creatures, our cave-dwelling ancestors used this reflex to defend themselves. In 1936, the endocrinologist Hans Selye studied the concept of stress in a medical sense and identified the physiological changes that occur in the body due to stress. Stress, he says, is "the body's nonspecific response to pressure being exerted on it." Stress is described as According to Hans Selye, the body feels positive and negative things alike regardless of whether we have to adapt or not. That is, it experiences the same physiological changes in both contexts, which is significant. "Eustress" is the term Selye uses to describe positive stress, which is stress caused by pleasant things. ("Eu" is a Greek word meaning "good"). Useful or functional stress falls into this category, for example stress associated with artistic or work endeavors. Experiencing this form of stress is essential to a person's growth and

development. Selye defined "distress" as "negative stress" defined as "stress over undesirable things" as B. Stress caused by an argument. According to Ivancevich and Matteson (1980), "stress is an adaptive response mediated by individual differences and/or psychological processes; it is a consequence of an external environmental influence, a situation or event that causes undue psychological and/or physical stress on a person. person." According to Ivancevich and Matteson, "Stress is an adaptive response mediated by individual differences and/or psychological processes." According to McGrath (1976), a person experiences stress when a circumstance is seen as a requirement that they threaten to overcome. and the individual's resources to meet the requirements Schuler has provided a clear and easy-to-understand description of stress (1980): A dynamic circumstance in which an individual is presented with an opportunity, constraint, or need related to what he or she wants and the one whose result, according to the author, is considered unclear and crucial, is called stress. By the way. Obviously work stress is unavoidable, it is important to develop strategies to deal with stressors in the workplace and therefore manage work stress effectively. Since the variables that cause stress are situational in nature, there is no single solution that can be devised and recommended to eliminate stress relief. Any successful stress management program requires diagnosis and management of the problem through the design and implementation of treatments, evaluation, and continuation of therapy.

Employees and organizational roles.

Behavioral requirements are tied to each position in the organization and these criteria determine what is expected of each person and what they can and cannot do. It is the formal characteristics of the organization that define the model to be followed by employees. In this way, each employee is influenced by organizational conditions, which may include the requirements of the position, the authority structure, and the subsystem of rewards and punishments, among others. The authority structure establishes the channels for decision making and the mechanisms for the implementation of those decisions. The Organizational Rules Framework imposes applicable obligations on its members and is known as the Organizational Rules Framework. Employees interpret job requirements based on their assessment of the circumstances, after receiving environmental input from the organization. Consequently, these

stimuli are evaluated in terms of role perceptions and role expectations in relation to the now accessible information. The discrepancy between one's perception of the job and one's role expectations leads to role conflict, which is one of the most common causes of organizational stress. It has been found that the greater an employee's incompatibility with job expectations, the greater the likelihood of role conflicts, resulting in greater organizational stress for the organization.

A clear understanding of the individual and their operational processes, as they are influenced by operational organizational characteristics, is critical in any organization. By their very nature, these functional organizational characteristics can be uncomfortable or difficult for employees depending on their understanding or point of view.

Organizational stressors

Organizational constraints arise from organizational circumstances resulting from the operation of organizational processes and serve as an incentive for an employee to react to the situation in a non-specific way. According to Beehr and Newman (1978), stress at work occurs when "occupational factors interact with the worker in such a way that his psychological and/or physiological condition changes, that is, his condition is altered or improved, that the person is forced to deviate from normal function. The number of organizational restrictions is practically unlimited. Organizational stressors can coexist with individual stressors in some situations. According to research, personality dispositions also have a significant impact on a person's ability to adapt to job stress. Organizational challenges can be difficult for one leader and stressful for another. Organizational stress can lead to negative physical and emotional reactions in employees. This may be the result of a conflict between the demands the organization places on an employee and the individual's ability to meet those requests. In addition to this, an employee may experience organizational stress due to their perception of organizational needs, events, or situations, among other things. Cooper and Marshal (1981) identified a total of six types of potential organizational stressors.

Factors intrinsic to work

1. role in the organization

2. relationships at work

3. career advancement

4. organizational structure and climate

5. Additional organizational stressors or non-job related factors

Burnout Stress Syndrome

Pareek made the analogy between stress and electricity. He claims to have the ability to shine a lightbulb and create blinding light. However, if the voltage is higher than the working voltage of the bulb, the bulb may be damaged or destroyed. The same happens with stress phenomena.

It recognizes higher levels of job stress, emotional frustration, and poor coping skills, known as burnout stress syndrome (BOSS). The negative experience of a person arises as a result of an internal psychological experience that affects their feelings, attitudes, intentions and expectations, generating fear and discomfort for the person who experiences it. Another way to describe burnout is the end result of experienced but poorly managed stress that leads to feelings of exhaustion, anger, ineffectiveness, and disregard for oneself, one's abilities, and those of others.

Caldwell and Ihrke (1994) explained five stages as symptoms of burnout syndrome:

i. The person who is burnt out is likely to be very excited when they first join the organization. One cannot become emotionally exhausted unless there is an emotional commitment first.

ii. Initial enthusiasm quickly gives way to stagnation as the individual realizes that he or she will not be able to solve all of the organization's problems.

iii. This leads to frustration on the part of the individual because important issues remain unresolved.

iv. This frustration can eventually lead to apathy towards the organization.

v.   Ultimately, the individual can remedy his personal exhaustion only through external intervention. This intervention can take the form of counseling, or rather, relief from the situation that caused the burnout.

Rustout Stress Syndrome

Rusty stress syndrome (ROSS) has been observed as a counterphenomenon of BOSS. Indicates an underload. It occurs when there is a gap between what a person can do and what they should do. The concept of roller erosion and underuse is close to the ROSS concept. Stress under stress can occur due to qualitative and quantitative aspects of work.

Consequences of organizational stress

Organizational stress not only negatively impacts the people who work in organizations, but also the organizations in which it occurs. Organizational stress negatively affects the performance, well-being and image of organizations, as well as their competitiveness in the market. Here are some of the key effects of organizational stress discovered by various researchers:

Violence at work (e) Individual and group conflicts (f) Bad work environment (g) High absenteeism and staff turnover (a) Higher reimbursement of medical expenses to employees (b) Low productivity (c) Employee dissatisfaction (e) Violence at work (f) Conflicts between individuals and groups (g) Bad organizational climate

Strategies to Manage Stress

Stress is an integral part of daily life. Various investigations have shown that a moderate level of stress is necessary for the personal growth and development of an individual. Everyone needs a modest level of stress to stay alert and excited. Individuals and organizations are discovering that some level of stress is necessary for one's survival and well-being in today's competitive world. However, it has several negative consequences. It is possible for extreme levels of stress to result in dysfunctional physiological, psychological, or even behavioral

tendencies in an individual. Excessive stress can also have negative consequences at the organizational level, such as: B. reduced production, financial and intellectual losses, and a negative environment within the organization. Therefore, effective stress management is a fundamental need for both individuals and organizations. Coping techniques is a term used to describe stress management techniques. Stress reduction strategies are a special way of reacting to stressful events in a specific way. Deciding how to defend against the various outcomes of each stressor and the associated negative outcomes while enjoying the beneficial outcomes requires a process of careful analysis and deliberation (Schuler, 1984) Coping mechanisms are, therefore, procedures that help relieve accumulated stress or eliminate some negative consequences.

Psychologists have identified two main approaches to coping with stress:

1. *Active Approach* – When a person chooses to face the reality of the stress they are experiencing and solves the problem through negotiation with other members, this is called an active approach.
2. *Passive Approach* – When a person chooses to endure or deny the stress they are experiencing, this is known as a passive approach.

Another way to classify coping responses is to divide them into two categories: stress prevention and stress management. We speak of a reactive strategy when it comes to minimizing stress-related tension by avoiding facing the situation; However, proactive strategy refers to when the coping response is active and problem-solving in nature. Other stress management strategies can be grouped into the three categories listed below: There are three types of stress management methods: (1) stress reduction strategies, (2) coping strategies, stress resistance, and (3) stress management strategies. People may choose strategies to manage stress because they are the most affected by the negative effects of stress in their lives. Many stress management techniques can be learned on an individual level in this modern age of awareness and then implemented in daily life as hurdles to avoid the damaging effects of stress. Many stress management techniques can be learned on an individual level and then implemented in daily life as hurdles to avoid the damaging effects of stress. Knowing these stress management techniques

requires understanding the crucial role played by cognitive processes and emotional responses to stress. The ability to control our emotional responses is something we all have. For example, running away from or postponing uncomfortable situations, actively changing threatening conditions, confusing the implications of certain events, or simply learning to distance yourself from uncomfortable situations are all examples of "self-regulation." According to Lazarus (1974), individuals adapt their behavior to control the dynamic constellation of thoughts and behaviors that make up the adaptation process.

Moos and Billings (1982) divided the measurement and adjustment dimensions contained in measurement procedures into three areas:

1. *Appraisal-oriented coping* – involves attempts to define the meaning of a situation and includes strategies such as logical analysis and cognitive redefinition.

2. *Dealing with the problem* - Try to change or eliminate the source of stress, deal with the tangible consequences of a problem, or actively change and develop a more satisfying situation.

3. *Emotional Coping* - Includes responses whose main function is to deal with the emotions aroused by stressors, thus maintaining an effective balance.

Kobasa (1979) spoke of two forms of coping:

1. *Transformational Adaptation* – This involves altering events to make them less stressful. It does this by interacting with events and steering them in a less stressful direction through optimistic reflection and decisive action.

2. *regressive* - This is a strategy of thinking pessimistically about events and acting evasively to avoid contact with them.

Stress can be managed on two levels:

1. Individual level, *that is,* what can an individual do?

2. Organizational level, *that is,* what can an organization do?

Individual Level Strategies

Members of the organization must be properly trained to use the following stress management techniques:

a) Time Management - Time is money, as they say. When a person tries to do things at the last minute, the work becomes more difficult, requires more energy, and the situation becomes stressful. Effective time management is an art form that allows a person to complete assigned tasks in order of importance, thus avoiding time pressure. Time management allows you to complete tasks in a planned and systematic way. The most important rule of time management is to be consistent and allocate adequate amounts of time to different work activities.

b) Delegation - Nobody can carry out the entire mission alone. When someone else takes on all the responsibility, they become stressed and the task is not completed in a timely and professional manner. Delegation facilitates the orderly distribution of responsibilities and authorities and saves time and money. This reduces both time and work pressure. Delegation of power not only elevates superiors, but also improves the quality of subordinates' work and fosters a sense of community in the workplace.

c) Good eating habits - Eating well can help control stress. It is important to eat food from a variety of sources. A dietary choice that promotes nutritional health, such as eating things like eating less saturated fat and alcohol and consuming more fiber and cruciferous vegetables can also help minimize stress in a person's daily life. It is recommended that you limit your intake of caffeine, sugar, and unfortified processed flours to better manage stress. Vitamin supplementation should be considered in times of stress. In the long run, good eating habits can help reduce the negative effects of stress on the body.

d) Physical activity - A healthy mind resides in a healthy body. It is important to maintain a regular exercise program to maintain a healthy body and mind. Research suggests that physical activity increases mental pleasure and relaxation by providing an outlet for repressed feelings of aggression and hostility. In addition to improving muscle strength

and flexibility, regular exercise has been shown to lower heart rate and blood pressure, improve sleep, provide more energy, and promote feelings of mental well-being. .

e) Relaxation: This is a strategy to induce relaxation of the nervous muscles of the body. Muscle contraction and relaxation are done sequentially, with each muscle group first contracted and then relaxed. The treatment of physical ailments such as tension headaches, migraines, back pain and mental illnesses such as low self-esteem, melancholy, anxiety and insomnia are possible thanks to this amazing therapy.

Stress, anxiety, despair, and other unpleasant feelings can be reduced through mindfulness meditation, which cultivates a state of awareness in the present moment. Awareness is the ability to be fully present in the present moment without overthinking or analyzing the situation. Mindfulness meditation focuses on what is happening now in the present moment instead of worrying about the future or focusing on the past. Practicing mindfulness meditation is not the same as zoning. When your mind wanders or begins to wander, it becomes difficult to hold your attention and bring it back to the present moment. Mindfulness, on the other hand, increases the parts of the brain associated with happiness and calm when practiced daily. It is possible that mindfulness can serve as a potentially effective antidote to common sources of daily stress, such as time pressure and distractions, restlessness, and interpersonal conflict.

Stopping inner thought is called meditation. Thought plays an important role in evaluating different situations. Sometimes non- stressful situations are also perceived as stressful due to bad thoughts. Mind control is therefore a powerful stress management technique. Many types of meditation have been followed since ancient times. Many of them have been lost over time. But some of them have been recovered. Some important meditation techniques are Transcendental Meditation, Andocentric Meditation, Reiki, Vipasana, Sahaja Yoga, Dhyana Chakra, Kriya Yoga and many other forms. However, the most popular technique among executives today is "yoga". The term "yoga" comes from a root that has multiple meanings: link, connect, fix, direct and focus attention; or communion with God Yoga helps in the harmonious development of the body, mind and

spirit by purifying the body, activating the nervous system and improving intelligence. The physical, mental, moral and spiritual powers of a person can be enhanced by following the disciplined path of yoga. If all these forces are strengthened, stress can no longer harm a person.

i. *In his research, cardiologist Herbert Benson found that the "faith component" of prayer repetition triggers the relaxation response. People tie themselves to the fountain and feel at peace after presenting their concerns to the Almighty through prayer.*

ii. *Bodywork such as massage and acupressure have a beneficial effect on the muscles of a stressed body. This procedure consists of heating a massage lotion and using various methods such as stroking, sliding and/or kneading. Acupressure is the practice of pressing on specific areas of the body where knots or bands of muscle tension are commonly seen to relieve stress. Both strategies are commonly used to reduce stress.*

iii. *In emergency situations, a person's breathing becomes rapid and shallow, which is known as diaphragmatic breathing. Breathing through the abdomen is more calming and healthy than breathing through the mouth. In fact, it is an extremely beneficial deep breathing style when used as a quick response to stressful situations.*

iv. *d) Social Support: Studies have shown that social and emotional support can help a person cope with stress more effectively. Therefore , maintaining strong interpersonal ties with friends and family is one of the most effective ways to reduce stress. In times of need, you may be able to get material and emotional help.*

v. *Character Development: Personality dispositions play a key role in the cognitive process of recognizing stress, as well as in other aspects of life. People can develop certain temperament traits and adopt certain behavior patterns to reduce the negative impact of stress on their lives. Some of these beneficial properties are:*

vi.   Increase self-esteem and level of tolerance and patience.

vii.   Embrace flexibility in work style, attitude, and decision making.

viii.   Work efficiently but avoid competition.

ix.   Work sincerely but without being too enthusiastic.

x.   Openly call limits and disabilities.

xi.   Be realistic, fight for your skills and resources.

xii.   Try to ignore irritating situations or people's behavior at work instead of reacting to them.

xiii.   Develop robustness of personality.

xiv.   Be confident and develop an internal locus of control.

xv.   Prevailing.

Organizational Strategies

An easy way to reduce stress in your organization is to address the causes of stress. In addition, the top management of an organization can take the following steps to reduce the stress of their employees:

a) *Changes in the organizational environment -*

Management is advised to regularly review company rules and regulations, and if strict rules causing stress are discovered, they should be changed.

ii. A supportive organizational environment has been found to be more productive and less stressful than a highly codified and bureaucratic atmosphere. Therefore, it is necessary to implement an adaptation strategy that makes the organizational structure more decentralized, organic and participatory.

Communication channels within an organization must be functional, both up and down, and must be accessible. This would reduce most of the stresses that develop due to communication problems or illegal communications such as grapevine, among others.

IV. One of the main causes of organizational stress is work-related stress. Therefore, it is important to eliminate role conflicts and ambiguities as soon as possible. The leadership team must manage conflicts that develop based on roles and clarify organizational roles to avoid confusion about them.

v. Employees must be given the opportunity to motivate and proper performance appraisal procedures must be put in place to ensure that performance is received in the right spirit and is not perceived as a stressful exercise.

You can also reduce nuisance noise, heat, or unpleasant odors by making small changes to the physical layout of a space. According to the study, if management pays attention to the physical work environment of its employees, stress levels could be reduced.

b) *job change* -

i. Job clarity is a very important aspect of reducing the job owner's ambiguous understanding of what to do. Therefore, each seat must have clear instructions, information and support for the seat holder.

ii. The effects of monotonous and repetitive tasks can be reduced by enriching the tasks. Increases employee motivation and helps reduce the stress factor. This can be done by improving the substantive factors of the job or by improving the essential characteristics of the job.

iii. Job expansion is another dimension of expanding the scope of a particular job. The stress resulting from feelings of powerlessness and lack of control can be reduced by job enlargement and enrichment.

c) *Stress* – Stress testing refers to management's attempt to examine, investigate, and control the various types of stress experienced by individual managers as a result of their

membership in the organization (Pestonjee, 1992). This is a four-step organizational development (OD) intervention that aims to minimize and alleviate stress in the organization, as described below:

i. Data on "stress tolerance limits" and organizational role stressors are generated using observational or psychometric tools.

ii. Among the factors, an examination of the connections is made through correlations, regressions, etc.

iii. Additional qualitative data is obtained through interviews and other methods to gain a first-hand picture of stressors and the effects of stress on the organization.

iv. Appropriate corrective actions are suggested to overcome the damaging effects of stress.

d) Changes in attitude and behavior -

I. It is useful to impart knowledge on how to deal with pressure inside and outside the organization. Employees can gain basic knowledge about stress response, nutrition, exercise, meditation, and the right attitudes that can help them deal with stress more effectively and efficiently.

ii. Stress management training programs can be designed to help employees develop better coping skills and can include instruction on techniques such as meditation, biofeedback, muscle relaxation, and stress inoculation (Newton, 1992).

iii. Wellness programs may be offered to help people improve their physical and emotional health. Physicians are a helpful resource when it comes to treating recognized strains. As a result, occupational health professionals may be contracted to provide basic stress management therapies.

There are many other methods and approaches to manage and manage stress that have been developed by psychologists, psychiatrists, physiologists and researchers depending on the

causes of stress. The key to deciding the most effective way to manage stress is self-awareness. Stress management is unique and individualistic. Maximum help can be obtained from senior management and others in identifying areas of stress and formulating appropriate preventive stress management techniques. The goal of the stress management program is not always to eliminate stress completely, but rather to provide insight into how stress can be used positively for the growth and development of individuals and organizations.

Conclusion

Stress has become a major concern in modern times as it has been shown to have a negative impact on the health and performance of employees. Stress has been characterized in different ways by different psychologists and physiologists. Stress can be defined as the stress or tensions that people face in their daily lives. The constant demands of living people create pressure, also called stress. Stress is therefore an unavoidable and normal part of daily human life. However, stress above a certain threshold can cause psychological and physiological difficulties that can negatively affect a person's ability to perform the job.

Globalization, the information revolution, technical innovations and the global financial crisis have impacted the office environment in recent years. This has the potential to have a significant impact on the lives of employees. Modern professions are based on knowledge and therefore need more from their employees. This leads to a plethora of obstacles in an employee's life that lead to stress. Pressure from managers, determination, relationships with colleagues and subordinates, lack of time for personal life, family stress, and a variety of other factors can contribute to Burnout. These types of stress can lead to psychological and physical problems that can negatively affect employee performance and productivity. Therefore, the employees who work in the organization must be able to manage stress effectively. The management team must identify and understand the sources of stress and develop and implement appropriate measures to manage the stress.

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