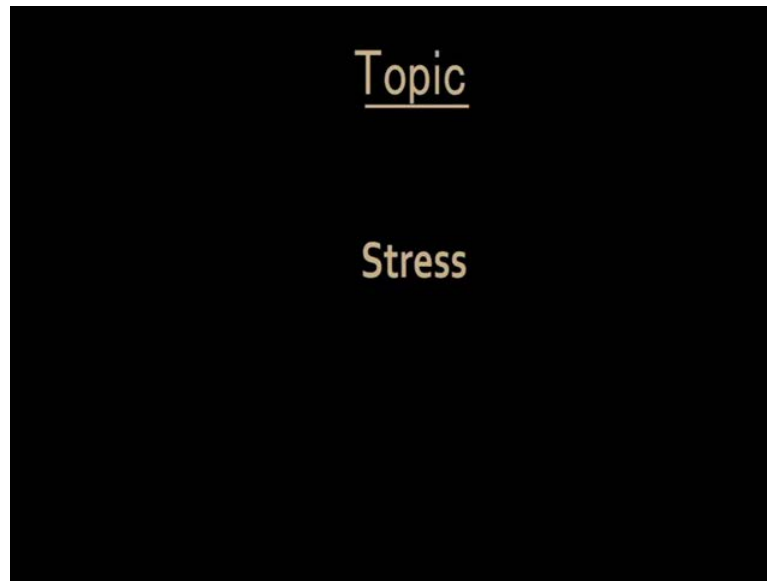


Organizational Behaviour
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
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Lecture - 20
Stress

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Welcome to the chapter 12 of the discussion today which is on stress and here we are going to study the factors what leads to stress, the definition of stress, why we need to study stress and what are the organizational stressors and how it can be prevented along with the counselling techniques and different types of counselling.

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Objective

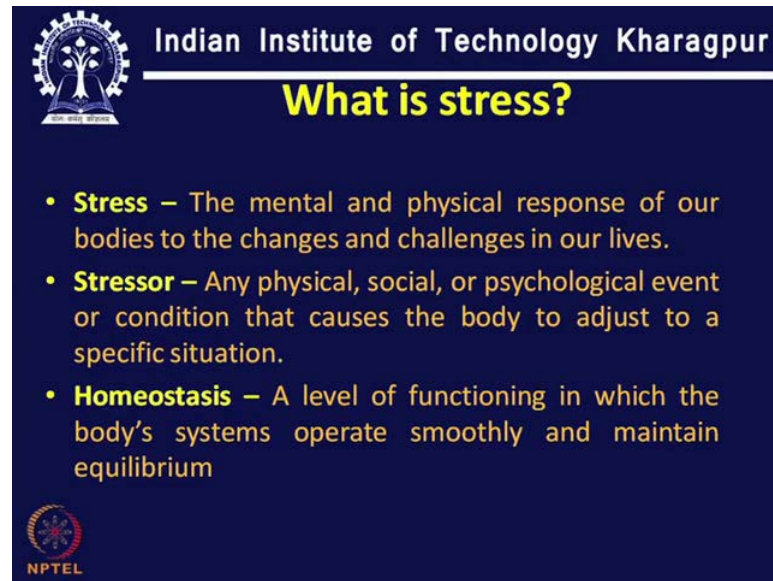
- To develop an understanding of:
 - Stress
 - Stress model
 - Work stressors
 - Stress outcomes
 - Stress moderators
 - Stress prevention and management
 - Employee counseling
 - Types of counseling

NPTEL

So the objective of this chapter is to develop an understanding of stress, the stress models work stressors, stress outcomes, stress moderators, stress prevention and management, employee counselling and types of counselling. Now why we need to study stress in an organization because stress is one of the one of the major cost for the organization, cost not only in terms of the financial losses, but cost in terms of loss in productivity, absenteeism, tardiness and the grievances formed within the organization, cost in terms of the affecting health of the employees within the organization, cost in terms of the disturbance in the quality of their work life and also it may spread to the quality of it.

May have an effect on the quality of life of the employees perceive who are stressful so, it it is an important area which need to be studied by the practitioners, to know what exactly is stress, what are the causes of stress and what are the organizational factors that may help some formation of stress and how it can be prevented and also how it can be managed.

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What is stress?


- **Stress** – The mental and physical response of our bodies to the changes and challenges in our lives.
- **Stressor** – Any physical, social, or psychological event or condition that causes the body to adjust to a specific situation.
- **Homeostasis** – A level of functioning in which the body's systems operate smoothly and maintain equilibrium

NPTEL

So, we will start over here with a definition of stress, so if you see like the stress consist of the mental and physical response of our bodies to the changes and challenges in our lives and stressor is any physical social or psychological event or condition that causes the body to adjust to a specific situation and homeostasis is a level of functioning in which the body systems operate smoothly and maintain equilibrium. So, if we go by this definitions very slowly what we find over here like, when we talk like something as to be a stress it is not only a physical response, but there is a mental counterpart to it so everything every situation is not stressful to everyone so it depends on how we interpret a particular situation and then it becomes stressful.

So there is a mental counterpart and a physical counterpart to like, when we talking of stress and its its a person's response to like how he face, how he see the changes and challenges in our lives, when you are talking of stressors stressors are anything which could be like physical, social or psychological event and not conditioned which gives us the stimulus like, it it is not the homeostasis is getting disturbed and we need to adjust to those specific situations.

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Stress definitions.


1. Stimulus definition:

Treats stress as some characteristic, event, or situation in the environment that in some way results in a potentially disruptive consequence. It represents an "engineering" definition of stress, borrowed from the physical sciences. The response is "strain."



So, stress definitions can be classified as stimulus definition and also a response definition. So when we are talking of stimulus definition, we treat stress as a stimulus itself in some of the characteristics events present in the odd situation in the environment that in some way results in a disruptive consequence and so we borrow this definition from engineering aspect and the outcome of stress is taken to be a strain, so the the stimulus aspect consider the stress as the stimulus, that we receive from the environment which leads to certain disruptive condition and the outcome we tell it to be strain.


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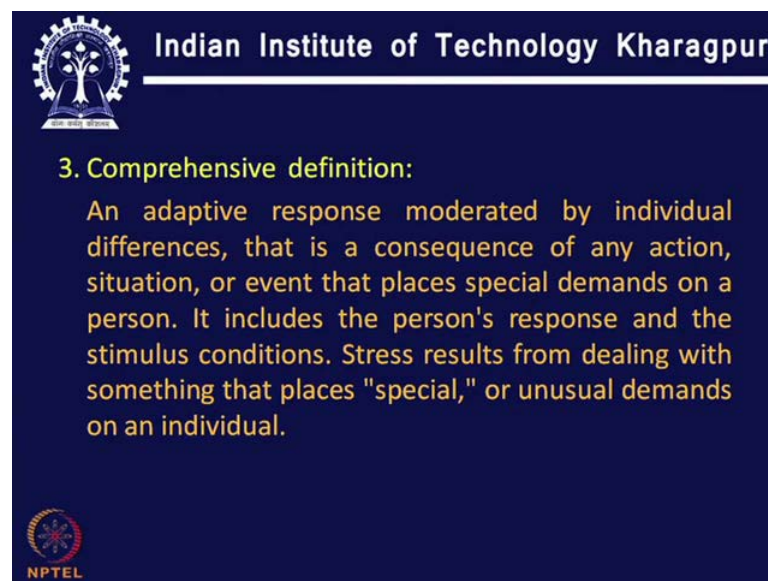
- 2. Response definition:

Treats stress as a response to a stimulus, called a stressor, or a potentially harmful or threatening external event or situation. Stress results from the unique interaction between an environmental stimulus and the individual's predisposition to respond in a particular way.



When you are talking of a response definition it treats stress as a response to a stimulus which is called a stressor, which is a potentially harmful or threatening external event or situation. So, it is a stress it results from an unique interaction between the environmental situation and a person predisposition to perceive things in certain way, so you'll find like the when we talk of stress as a response, it is more of a function of the personality pattern of the individual and perceptual factors like, which guides the perception of the individual and there is and that is why the certain situations become potentially stressful for the individuals and the way it is been interpreted it leads to actual stress patterns.

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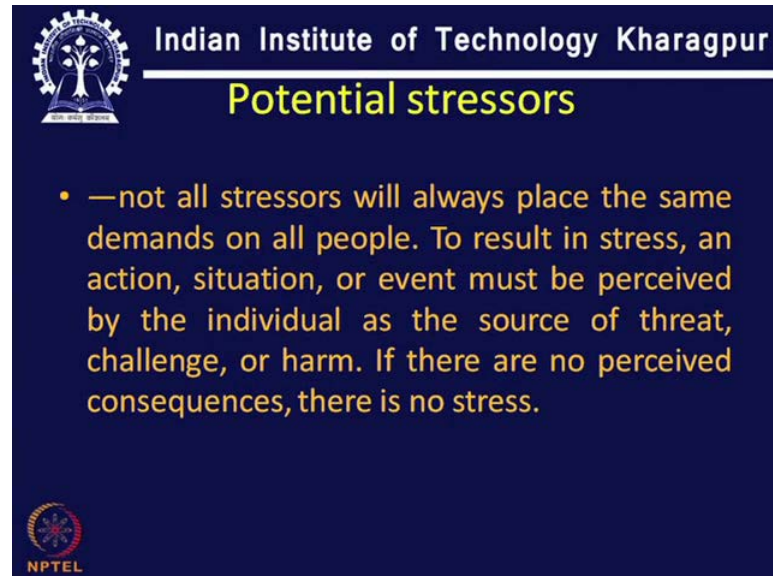
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3. Comprehensive definition:
An adaptive response moderated by individual differences, that is a consequence of any action, situation, or event that places special demands on a person. It includes the person's response and the stimulus conditions. Stress results from dealing with something that places "special," or unusual demands on an individual.

Coming to a comprehensive definition about stress we take it to be an adaptive response moderated by individual differences that is a consequence of any action situation or event that places special demands on a person. It includes the person's response and the stimulus conditions, stress results from dealing with something that places special or unusual demands on the individual. So, when we are talking of special demands and unusual demands and some like we perceiving it to be stressful also depends on like how equipped are we to answer to these special demands, what resources do you have both mental, physical and may be organizational resources, do you have answer to these special demands challenges and do we think like all the demands that, the that are put on us, like we can meet those demands, like and how you are going to cope with this so locus of control, coping strategies of individuals all these will act together to determine what is actually stressful for the particular individual and this will differ from individual

to individual so a particular situation may appear to be stressful or for person a but, the same situation may not be stressful for person b.

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Potential stressors

- —not all stressors will always place the same demands on all people. To result in stress, an action, situation, or event must be perceived by the individual as the source of threat, challenge, or harm. If there are no perceived consequences, there is no stress.

NPTEL

Now we will try to discuss some of the potential stressors, like it not all stressors will place the same demands on all people, so to result in stress, so the particular event or situation or action whatever it is should be perceived as threat full, perceived as harmful, dangerous by the individual. If the consequence as perceived by the individual of for a particular situation is not threat full, it is not perceived to be threat full or harmful for the individual so it is not going to result in stress.


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Factors that determine whether 'what an individual experiences' is likely to result in stress are:

- i. Importance— how significant the event is to the individual.
- ii. Uncertainty— lack of clarity about what will happen.
- iii. Duration— the longer the demands are placed upon us, the more stressful the situation



NPTEL

So the factors that determine whether, what an individual experiences is likely to result in stress or not is like the importance of the stimuli for the individual, like how significant the event is to the individual. Uncertainty, so lack of clarity about what will happen after this the outcome of that stimulus is not known to us the duration. So, for how much that the demand is placed on us the longer the demands are placed upon us the more stressful the situations are.

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General Adaptation Syndrome

has got three phases:

- Alarm Phase
- Resistance Phase
- Exhaustion Phase
 - Exhaustion Phase
 - • Depletion of Energy
 - • Short-Term Stress
 - • Long-Term Stress



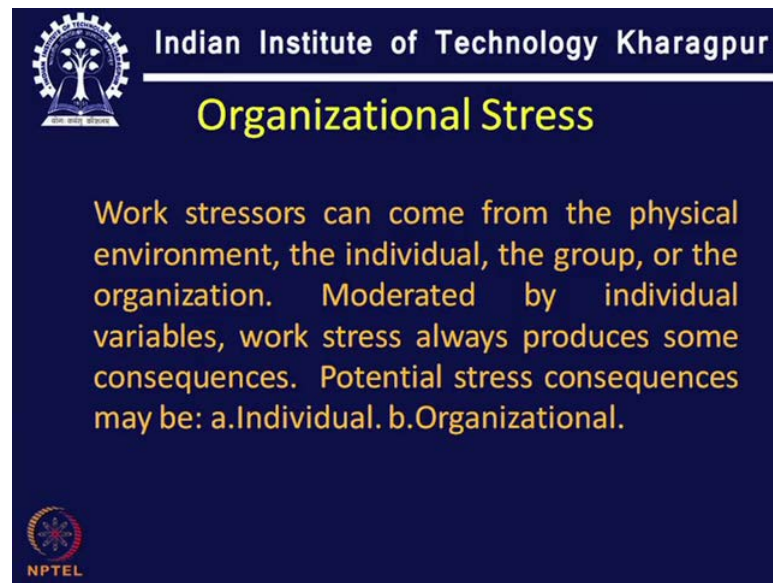
NPTEL

So if we go for this discussion like what results in stressors stressors then, it it has a time factor the the more time for time the demand has been announced and we are not able to answer to those challenges the longer the demand and the the more intense the demand is on us and the less we are equipped to face the situations, the more important the demand is on us because it may be, it is more like in the organization in could be related for your role performance, if it is there is a role demand on us and it its related to your performance, like you have to do certain to reach certain target because its related to your performance and you again do not know like how to do, what are the resources to do it and to perform it and to perform it if you do not do it properly if it is not stated to you. Clearly what will happen to you all these situations may lead to stress in the organization.

Will next discuss about the general adaptation syndrome, which has got three phases, this is how actually this occurrence of stress, so to become stressful so it it is not generally formed in one step. It has three steps to it, first is the alarm phase like when when something is very unusual, which is beyond your ability to deal with what you do your body your mind sends an alarm to you like this is not this is not something that that you can are very comfortable, that you are very comfortable with so that is the alarm state your body and your mind send a signals, sends signal to you. Next is resistance phase where you try to resist those unusual situations, either you try to ignore those things or you try to like reduce the intensities of those demands on you or you physically you try to prevent those stimulus from which whatever you try to resist the happening of those things and next comes the exhaustion phase like when it takes overview like in spite of the resistance that you show and give you are not able to prevent it and it comes upon you, then it comes to the exhaustion phase.

In exhaustion phase there is a complete depletion of energy and and it may result in short term stress and long term stress, depends on the intensity of the stimulus, importance of the stimulus and its consequences for you and the for how much time the stimulus has been, it is coming to you and the event whether, what long like how much what is the consequence it is going to have in your daily life or in your work life.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Organizational Stress' is centered in a large, bold, yellow font. Below the title, the main text is in a smaller yellow font, discussing work stressors and their consequences. The NPTEL logo is in the bottom left corner.

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Organizational Stress

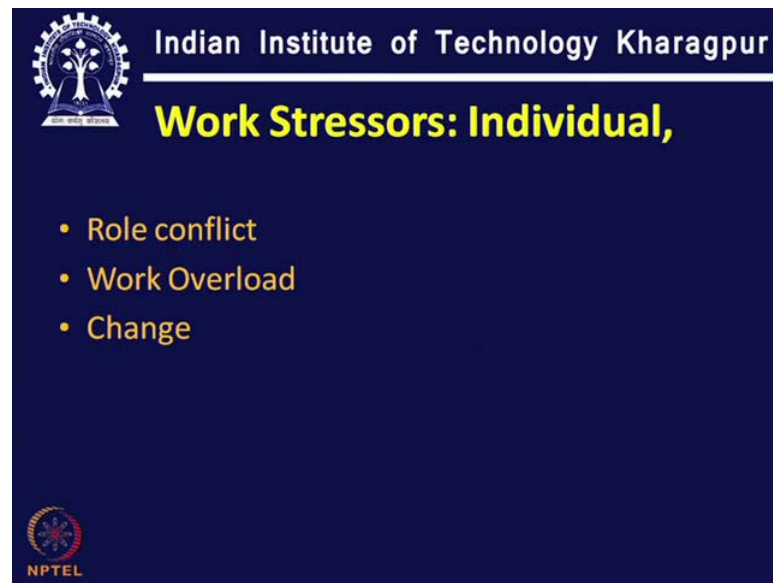
Work stressors can come from the physical environment, the individual, the group, or the organization. Moderated by individual variables, work stress always produces some consequences. Potential stress consequences may be: a. Individual. b. Organizational.

NPTEL

Here, specifically we are dealing with organizational stress and organizational stress are work stressors that can come from the physical environment, the individual or the group or the organization. So, sources are different, it can it can, you can try to collect the in like queues and the physical environment which may appear stressful each factors may be the factors may be present within the individual and so because certain things are not matching with the organizational characteristics, your personal values, your emotions, your attitudes then it may lead to a stress for you, it may come from the group situation.

Where the group norms, the cohesiveness patterns, the group goal, set for particular members, the specifically the norms that that may appears to be stressful for you or the organization policy based on its principles, the culture it follows, its socialisation process, the leadership quality, the target set for the particular individual particular individual, performance evaluation techniques, the shuddering of the work pattern anything can be or or the, like the recognition given the freedom allowed to the employees different things could be stressful to employees based on what they perceive to be stressful, based again on their individual backgrounds and personality pattern, ability to control the outcome and self-efficacy, self-esteem, various factors related to the individual things. Which may help which may rather influence the way person perceive certain things in the organization and what appears to stressful for them or not. So, the potential stress consequences may be again at the individual level or at the organizational level.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Work Stressors: Individual,' is written in yellow text. Below the title, three bullet points are listed in yellow: 'Role conflict', 'Work Overload', and 'Change'. The NPTEL logo is located in the bottom left corner.

Work stressors at the individual level are role conflict, work overload and change. In role conflict what happens like you are given a role, particular role which in the organization, which is in conflict with another role that you may have outside the organization or or in you you are working in a matrix sort of organizational structure where you have but, you you have to report to two bosses and they are, they have set two targets for you and you do not know which target to answer first.

So there could be conflicts of like and this block could be the when the one role that you play within the organization is trying to block the other role, that you are playing may be within or outside the organization then this role conflict happens. Work overload is where you find too much pressure, for the work too much too much work to be done at a particular point of time and and deadlines are very stringent deadlines, you have to meet those deadline (()) and there is a time pressure for working within a short span of time, you have to take care of so many work so if if you are not like prone to multitasking or if you are multi skilled, then what happens it it is beyond you feel like you are not equipped enough to deal with the work demands that are made on you and you have a sense of work overload like you feel like its pressure of the quantity of work that is there on you.

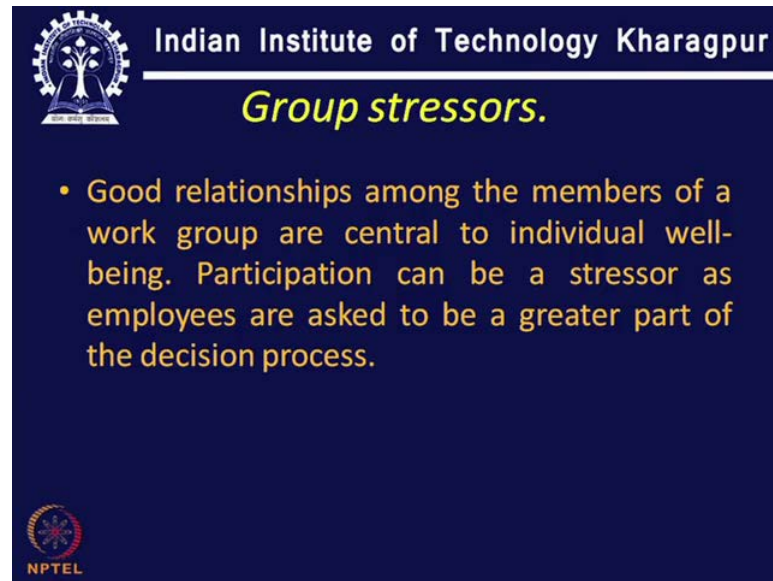
Change when you are talking of change change is anything like the what what you are about to do in a newer perspective, either the and it in the newer perspective from the

earlier ways of doing things. The acceptance of change again, whether how you accept change depends on your coping strategy and how much you are equipped you are, how much competent you are to adjust in the new situations in the change like after change whatever happens, whatever new situation is there, whatever new organizational structure is there, whatever new role gets defined for it, how much competent you are to fit into those roles and structure and perform. Well these, will questions in your mind like whether I will be able to survive in that situation, makes people accept or reject change, or whether I will be at all be there with the organization or organization is going to drop me somewhere in the process of change and are some of the questions in the peoples mind which make them to accept or reject change.

Another there is called the hollow cost effect, where like if some other people are dropped somewhere now in this process of change the people for those who are remaining back, then the sometimes it questions arise in their mind, today I was not the target but, tomorrow I become the target of this change and what if I receive the signal from the organization, you are no more required part of our organization. So, all these question marks to which there is the employee does not have a proper answer at hand makes them either to accept change or to reject change, if the answers are clear to them if there is a organizations guidance, if there is a sharing of information regarding how the change is done and if if they get an assurance of like, the organizations is going to take effort for that development and it like nurturing their competences so that they fit in the new situation.

Then people and they are if they are involved in the change decisions then people try to accept change get comfortable with the change otherwise numerous questions in mind about the changed process itself is stressful for the particular employee.

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Group stressors.

- Good relationships among the members of a work group are central to individual well-being. Participation can be a stressor as employees are asked to be a greater part of the decision process.

NPTEL

Group stressors, in group relationship among the members of a work group are central to individual wellbeing. So, sometimes participation can be stressful for particular employees because they are asked to like spend more time on the group processes, be a part of decision making process and like take certain important decisions also for the group. Now, if I have other demands, demanding roles in my life to be played if if I cannot devote that much of time to a particular group or rather I am may be am not interested also to devote that particular time, if I want to maintain a passive membership rather than a very active membership in the group process.

Then what happens like the your pressure from the group to participate in a decision making process as a part of like whether your membership will be considered or not considered, can be a stress for the particular individual. Also the norm set for the group for performance or rules and regulations set for interactions, cohesiveness etcetera. If I am not able to adjust with these things these may also appear to be stressful for the individual.

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- **Intra and Intergroup Relations: Poor relations include low trust, low supportiveness and low interest in listening to and trying to deal with problems that confront an employee. Research shows that mistrust of the people one works with in a group is positively related to high role ambiguity, which leads to inadequate communications and low job satisfaction.**

NPTEL

Intra and inter group relations, so poor relations include low trust low supportiveness and low interest in listening to and trying to deal with problems that confront an employee. Research shows that mistrust of the people, one works within a group is positively related to high role ambiguity which leads to inadequate communication and low job satisfaction. So, what happens in organization if there is a atmosphere of mistrust amongst employees where there is less of sharing less of less of sharing of how to perform things and like like you do not share, how to perform in a much better way and here is like withholding of information because I do not main factor is we do not trust each other or we feel like you can be a challenge for the incentives that I get from the you you can pose a threat to me. You can pose a challenge to me for the incentives that we get from the organization.

Then what happens in this atmosphere of mistrust which may generate from different reasons, it this atmosphere becomes stressful for the individual to perform because role ambiguity will will be there, because we do not know like how to perform things and what are the exact expectations from that role and what we have to do as a part of the and what is generally the organizations sanctioned way of doing certain things. These we get to know from people already present in the organization or or or through the earlier group members through the process of socialisation. Now, if there is a atmosphere of mistrust we do not get to know this information's and it may lead to role ambiguity and low job satisfaction.

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Several aspects of groups and group activity can be stressors:

- a. Norms and how they are enforced.
- b. Hierarchy.
- c. Group leadership.
- d. Intergroup differences in goals, perceptions, and demand for specialists.



NPTEL

So, several aspects of group and group activity can act as stressors, first in the list is of course, like the norms of the group and how they are enforced, what are the levels of hierarchy in the group, what what is the power distance in the group and what information percolates down to the lower members or not, how much clarity of information is maintained and how much transparency is there.

Group leadership, the leadership qualities of the group leader the the philosophy in which the leader believes in whether it is autocratic in nature or benevolent in nature or or you are going for a participative leadership all this will affect the whether I feel stressed in the organization or not, whether I am able to share my minds with others or not so as a matter of stress release process. So, these factors are definitely going to influence my my experience of stress in the organization. So, also intergroup differences in goals and what goals I think it is important for my group and the perceptions and demands for specialist whether I am a generalist or whether I have some special skills which are respected by the group members, all these factors will become a source of stress for the particular individual in the organization.

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- Organizational Politics can be a source of stress for many employees.
- Organizational culture, because of its distinct personality, can be a stressor.
- Lack of performance feedback, Inadequate career development opportunities and Downsizing can also lead to stress.

When we are talking of organizational factors, organizational politics can be a source of stress for many employees because in a organizational politics there there are different ways of impression management techniques taken care of and and and and there are different ways of passively showing aggression to one individual, showing aggression to the other individual and different techniques are adopted.

To like some, somewhere where you try to like the the image of the person in the organization, it it it gets disturbed which you may will like will effect on the promotional aspects or getting benefits whatever in the organization. So, organizational politics can be a what what we exactly call it to be politicking is an important source of stress for many employees and we we get to hear there is so much of politics in the organization where each individual is trying to put a block to the other individuals career progress or getting recognition from the organization and it can be stress for a particular employee.

Organizational culture so can be a stressor to the individual if my personal values are not matching with the personality pattern of the organization, which is expressed through the organizational culture and then lack of performance feedback, inadequate career development opportunities and downsizing can also lead to stress on the part of the individuals. So, if if I do not get feedback of how I am performing and what I need to do to improve how I am doing things then that role clarity will never come and it will always be ambiguous in nature and if there is inadequate career development

opportunities also then, we do not know like like what will be doing in this organization, because everybody has a need for growth and this is this growth need is not satisfied and there is inadequate career development opportunities, so people will feel it to like take it to be stressful event in the organization and of course, downsizing can also lead to stress because you do not by observing the situation you are not very sure why why some people are said no in the organization. What what are exactly the drawbacks and you do not know when it is your turn so all these factors may lead to the stress on the part of the individual.

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Organizational Role Stress Variables

- Inter-role distance.
- Role stagnation
- Role expectations conflict
- Personal inadequacy
- Self-role conflict
- Role erosion
- Role overload
- Role isolation
- Role ambiguity
- Resource inadequacy

NPTEL

So will discuss some of the organizational role stress variables. In organizational role stress the various things listed are of course, inter role distance like like whether there is a too much of distance between the two roles that you have to perform or whether the roles are very much overlapping and there in one word there is no role clarity, as the as the role are not clearly defined and you do not know what to do exactly as a part of which role.

So inter role distance could be a stressful factor, role stagnation were just discussing about the career progression in the organization and if you not able to perceive like the role that you are (()) to the organization, how much it it is in future has a future prospective in the organization, what is the part that is there define for you in the organization and how much you can move forward with this role is or whether this role

itself has no growth opportunities (()), Then that will lead to stress which is called role stagnation.

Role expectations conflict when a different people try to expect different things from the same role they that is what what we discussed another matrix organization, if you have to report to two three people and they have set different different targets for you and they expect different things from you. So, you really do not know which one to answer first and that will lead to role expectations conflict. Personal inadequacy where where you feel like you are not equipped enough to to like (()) the demands of the particular role or or you do not have have the control over the resources that will help you to answer to the particular role, will lead to of stress which is called personal inadequacy.

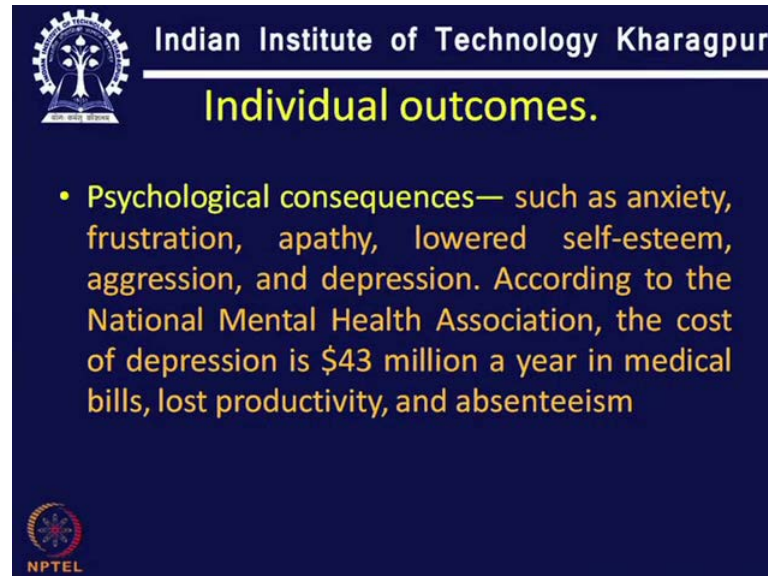
Self role conflict is again the conflict between the role that you are paying and your personal value system and then what happens like maybe it will lead to an not effective commitment in the organization but, it will leave either to a normative or continues commitment in the organization those though your values are not matching, those you are not though you are not able to accept to the role whole heartedly, you will perform it because it means an earning for you but, you are not able to identify with role you are playing or you do not enjoy the role that you are playing because of this self-role conflict or it may be appearing stressful to you because certain things you are believing in you believing and certain things you have to do as a part of your job which which is very opposite to that what you believe in then then, it will lead to self-role conflict.

Role erosion again when you find the role is getting eroded and maybe it will become extinct in the organization because it is getting replaced by so many other things. Role overload is when when you have a single role and it gets overloaded with the demands from different aspects so it leads to role too many things to be performed under one heading then it lead to role overload. Role isolation is again when when you, your role is isolated from the other roles in the organization or or it is not matching with your own expectations then it leads to role isolation.

Role ambiguity, again when it is not the role is not very clearly stated and you do not know what exactly you have to do to perform well in the particular role. Resource inadequacy is when you do not have the proper resources to match the demands of your role so and you do not know like, when there is lack of resources or or or lack of

adequate resources or the how to reach the target that has been set for you it is a challenge that you face and it may lead to stress in the organization.

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Individual outcomes.


- **Psychological consequences—** such as anxiety, frustration, apathy, lowered self-esteem, aggression, and depression. According to the National Mental Health Association, the cost of depression is \$43 million a year in medical bills, lost productivity, and absenteeism

NPTEL

When we are talking of outcomes of stress, so it can have different outcomes and of course, first outcome is that of the individual outcomes in the organization and it leads to psychological consequences such as anxiety, frustration, apathy, lowered, self-esteem aggression and depression. So you will find like it is a cost of depression is it is a huge cost in the medical bill and it leads to productivity and absenteeism so depression is something which needs to taken care of very specifically amongst all the psychological consequences and depression is.


The individual outcomes such as anxiety, frustration, apathy, lowered self-esteem, aggression and depression and depression, is actually an outcome of like when you feel like anxious, frustrated and you feel your self-esteem is lowered and you feel like you are not able to control the situation, situations are out of your hand. Then generally you fall a prey of depression which can be again of short term or it may lead to long term depression which affects very seriously the mental health of people so we have to very careful of the psychological consequences of stress.

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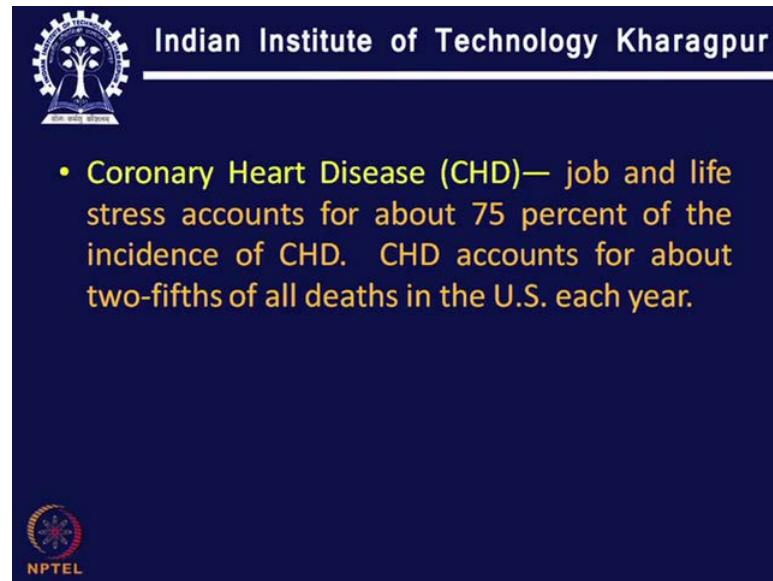
- **Cognitive effects**— such as inability to make sound decisions, poor concentration and short attention span.
- **Behavioral effects**— such as alcoholism, drug abuse, accident proneness, and excessive eating and smoking.
- **Physiological effects**— as sweating, pupil dilation, increased heart rate and blood pressure are most dysfunctional because they can in turn contribute to physical illness.



Cognitive effects like it is the inability to make sound decisions, poor concentration and short attention span all these will have an effect on the performance and the efficiency of the individual in the organization. Behavioural effects such as alcoholism, drug abuse, accident proneness, excessive eating and smoking is going to affect the physical health mental health and social health of course, of the individuals. Physiological effects like sweating, pupil dilation, increased heart rate and blood pressure are are most dysfunctional because they lead to physical illness of the employees in the organization which may again lead to accidents and cost related to it.

So, all these are actually inter related to each other and we have therefore, we just cannot separate one reason from the other but, for the sake of discussion may be we are trying to study the effect separately but, when it shows its effects all come together and has, have an effect on the individual and and it like the it affects the health of the individual as such which is the physical, mental, social and even the if we talk of the spiritual health of the whole status holistically the person gets disturbed, when when under stress and the effects could be from different fronts. So we have to like while we are counselling people we have to have a look into the different effects of stress and we need to see like where some preventive measure can be taken.

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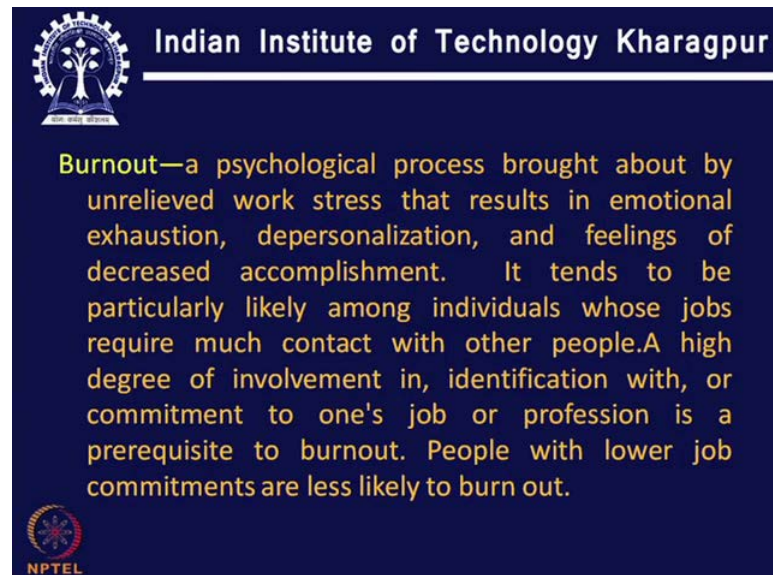
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- **Coronary Heart Disease (CHD)**— job and life stress accounts for about 75 percent of the incidence of CHD. CHD accounts for about two-fifths of all deaths in the U.S. each year.

NPTEL

Coronary heart disease is a you can you can just see like it accounts for like (()) the job and life stress, it accounts for seventy five percent of the incidents of coronary heart disease and it it accounts for about like most of the death in country so so it is a very alarming situation for the individual and we need to be very careful about it.

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Burnout—a psychological process brought about by unrelieved work stress that results in emotional exhaustion, depersonalization, and feelings of decreased accomplishment. It tends to be particularly likely among individuals whose jobs require much contact with other people. A high degree of involvement in, identification with, or commitment to one's job or profession is a prerequisite to burnout. People with lower job commitments are less likely to burn out.

NPTEL

Burnout is is a psychological process that is brought about by unrelieved work stress, the word unrelieved is very important from organizational stress management perspective because sometimes we have to give avenues for people for expressing their anger their


grievance their their their views in the organization. So, that it does not get piled up within the individual and leads to a feeling of like exhaustion, hollow feeling sort of because we are exhausted and we have no more strength in us to deal with the stressful situation so psychological burnout, is a psychological process which is brought about by unrelieved work stress that results in emotional exhaustion, depersonalisation and feelings of decreased accomplishment so it it it is likely amongst individuals whose job requires much contact with other people.

So, again it is a degree a high degree of involvement in identification with and commitments to one job or profession is a pre requisite to burnout so, and people with lower commitments is (()) to be burnout. So, another very related discussion with this is we are not speaking much about employees engagement, so and what we are trying to get is a person who is totally dedicated to and to the organization identifies totally with the organization and wants to perform extra for the organization.

This is nice may be from the employees, nice from the organizations perspectives in terms of the performance and the quality of performance that you get from that particular employee, but what in terms of the employees wellbeing like and the mental health which is like a hollow feeling that is created from this, if if somebody is too much identified with the organization gets is definition of one's own self from the identification with the organization and commitment to one's job and profession.


Then what happens once that particular role is not there then than then that person may be falling to prey to burnout and so, we have to make a balance between like how much engagement is like what is the degree of engagement that should be encouraged in the organization, which is like which which is may be not harmful for the employee from the employees wellbeing point of view.

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- Ways in which organizations contribute to burnout:
 - i. High levels of work overload.
 - ii. Dead-end jobs.
 - iii. Excessive red tape and paperwork.
 - iv. Poor communication and feedback, especially about job performance.
 - v. Role conflict and ambiguity.
 - vi. Difficult interpersonal relationships.
 - vii. Reward systems that are not contingent on performance.



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So way in which organization contributes to burnout is high level of work overload, dead end jobs, excessive red tape and paperwork, poor communication and feedback specially about job performance, role conflict and ambiguity, difficult interpersonal relations, reward systems that are not contingent with on the performance of the individual. So, again like we we we, if we are demanding if we are trying to make or people engaged in the organization and like we should be creating a conducive atmosphere for them in terms of the like, whatever points discussed for one to eight. So, that is should, like it should not like lead to the other side of the coin which is burnout. So, it this is an organizations responsibility to check these factors like these factors are not there or improve on these factors so that it should not lead to a burnout of the employees.

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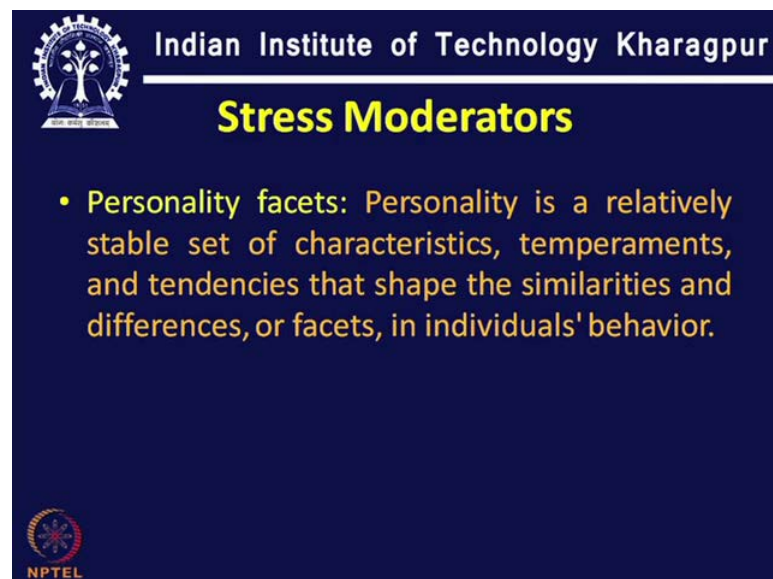
Organizational consequences.

- Hospital and medical costs, lost work time, turnover, sabotage, and other variables contribute to stress costs. It's estimated that stress costs U.S. society about \$150 billion a year (in reduced operating effectiveness).

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Organizational consequences of stress are hospital and medical cost, lost work time, turnover, sabotage and other variables like some of the misbehaviours aggressions, theft, sabotage because somewhere we need an avenue to express the stress and job dissatisfaction etcetera etcetera. So, an in and it (()) means cost for the individual for the organization which we tell to be stress cost.

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Stress Moderators


- **Personality facets:** Personality is a relatively stable set of characteristics, temperaments, and tendencies that shape the similarities and differences, or facets, in individuals' behavior.

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Now will discuss some of the stress moderators and like what moderates the level of stress that is experienced by a particular individual in an organization and of course, the


primary the moderator is the personality facets. So, personality is a relatively stable set of characteristics, temperaments and tendencies that shape the similarities of differences in individual's behaviours pattern. So, how we are prone to see certain things, how we are prone to interpret certain things will define whether we see certain aspects in (()) life as stressful or not and these certain factors personally factors are of course, like tolerance or ambiguity the extent to which an individual is comfortable with the unstructured or ambiguous situation.

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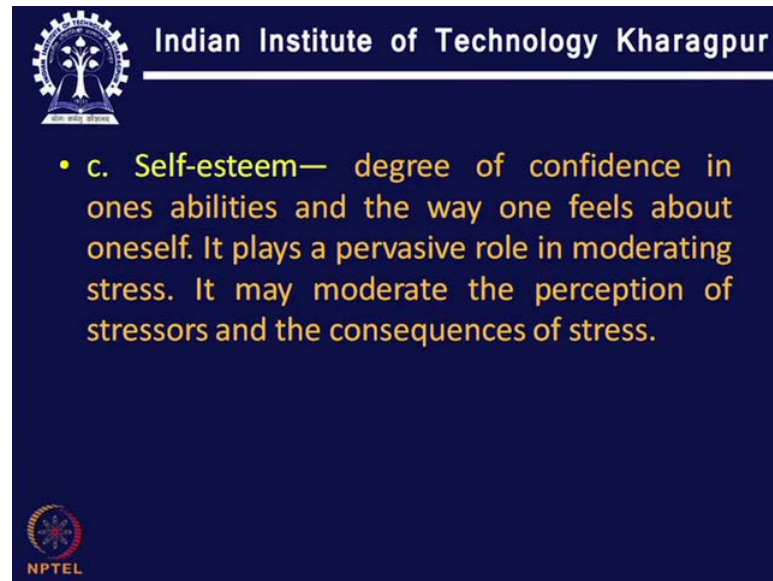
- a. Tolerance for ambiguity—extent to which an individual is comfortable with unstructured or ambiguous situations.
- b. Locus of control—beliefs individuals have regarding where control over their lives resides.
 - i. Internals—people who perceive themselves to be in control of events that shape their lives.
 - ii. Externals—people who feel control is external to them.
- iii. Internals are more likely to experience stress they are unable to exercise the control they believe they should.
- iv. Externals will be more stress in situations in which they do have the capability to exercise some control over what is happening.



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Locus of control, which the believes individuals have regarding where control over their life resides, internals people who perceive themselves to be in control of events that shape their lives and externals people who feel control is in external to them. So, sometimes internals are more likely to experience stress because they are unable to exercise the control, they believe that they should be having over the consequences and or the way of doing things. Externals will be more stressful in situations in which they have the capability to exercise some control over what is happening so so if if you are having some control but, because you are externally oriented you feel like it is better that the control would have be outside your domain so these factors make you stressful in the organization.

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- c. **Self-esteem**— degree of confidence in ones abilities and the way one feels about oneself. It plays a pervasive role in moderating stress. It may moderate the perception of stressors and the consequences of stress.

Second is the, next is the self-esteem part where you feel like the degree of confidence in the ones abilities and the way one feel about oneself. So, it plays a pervasive role in moderating stress so it your feeling of self-esteem may moderate the perception of the stressors and the consequences of your stress.

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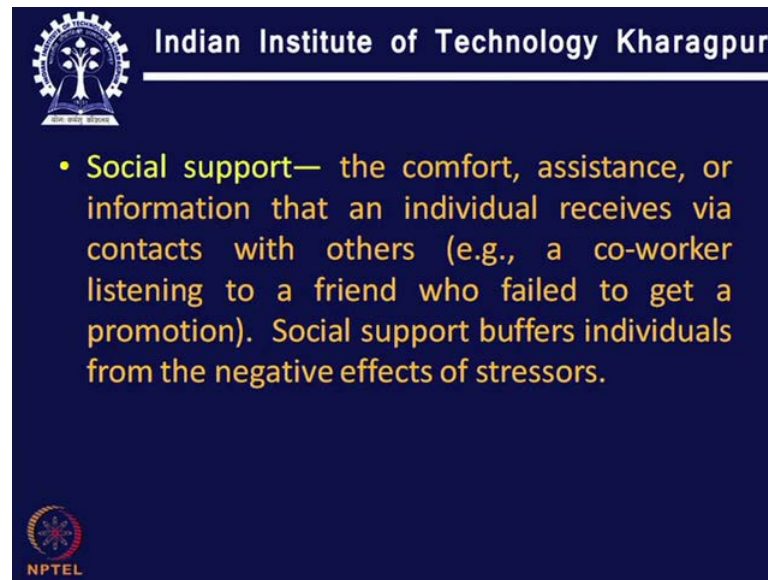
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- **Type A Behavior pattern** is comprised of several characteristics including a struggle to complete things very quickly; aggressiveness; ambitiousness and competitiveness; fast, explosive speech; impatience; preoccupation with deadlines; and a struggle with people, things, and events.
- **Type B individuals** may have drive and work hard but work at a steadier pace.

So, some people have a type a behaviour pattern as we have already discussed is earlier. So it it is like struggle to complete things very quickly, they are always under a time pressure, aggressiveness, ambitious in nature, competitiveness. So all these, they are very

much pre occupied with (()) so they are more prone to stress. So, as type b people are less prone to stress as they work very steadily they they may require more time they work hard but, they work at a very steadier pace so time is not a pressure for them and they are less prone to stress as compared to the type a people.

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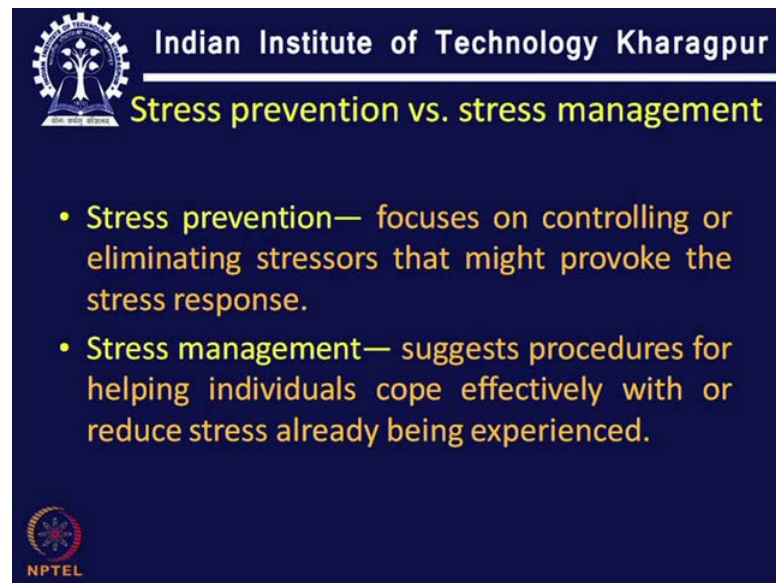
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- **Social support**— the comfort, assistance, or information that an individual receives via contacts with others (e.g., a co-worker listening to a friend who failed to get a promotion). Social support buffers individuals from the negative effects of stressors.

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Social support is one of the important moderators, the comfort assistance or an information that an individual receives via the contacts with others, like a peer group is a very important social support. So, and it provides a buffer the individual from the negative effects of stressors, so whether you have somebody in the organization to listen to, whatever has happened to you and give you certain suggestions that will help you to come out of the stress situation.


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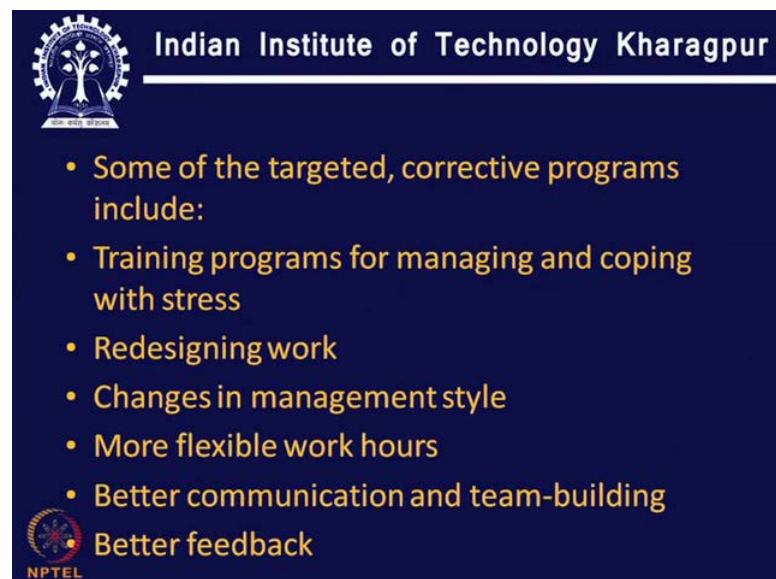
Stress prevention vs. stress management

- **Stress prevention**— focuses on controlling or eliminating stressors that might provoke the stress response.
- **Stress management**— suggests procedures for helping individuals cope effectively with or reduce stress already being experienced.

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When you are talking of the stress prevention versus stress management in stress prevention, it focuses on controlling or eliminating the stressors which are, which might lead to stress and when we you are talking of stress management, we are trying to control the stress which is already happened in the organization. We are trying to manage some of those stresses and help people cope effectively with those stresses.


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Some of the targeted, corrective programs include:

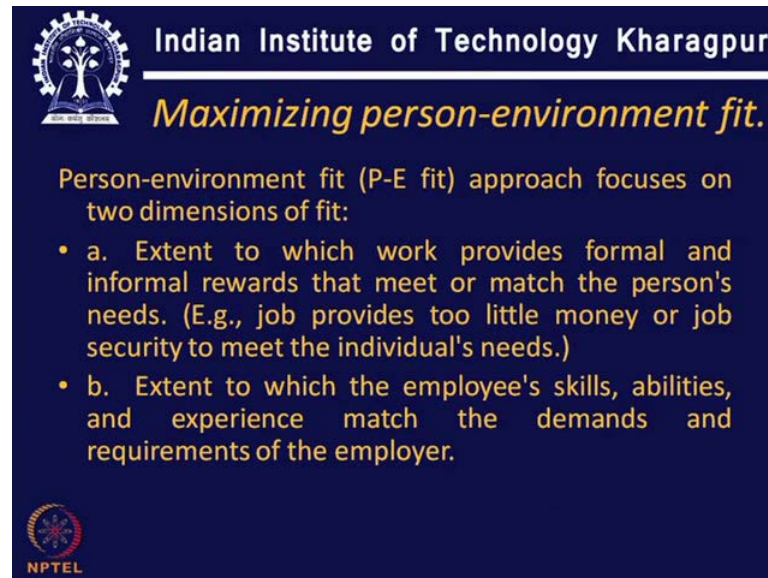
- **Training programs for managing and coping with stress**
- **Redesigning work**
- **Changes in management style**
- **More flexible work hours**
- **Better communication and team-building**
- **Better feedback**


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Some of the corrective programs include like training program for managing and coping stress, redesigning the work, changes in the management style, more flexible working

hours. So that, if there is a role conflict, people can answer to the different roles which are part of their life. So better communication and team building and better feedback about the performance.

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Maximizing person-environment fit.

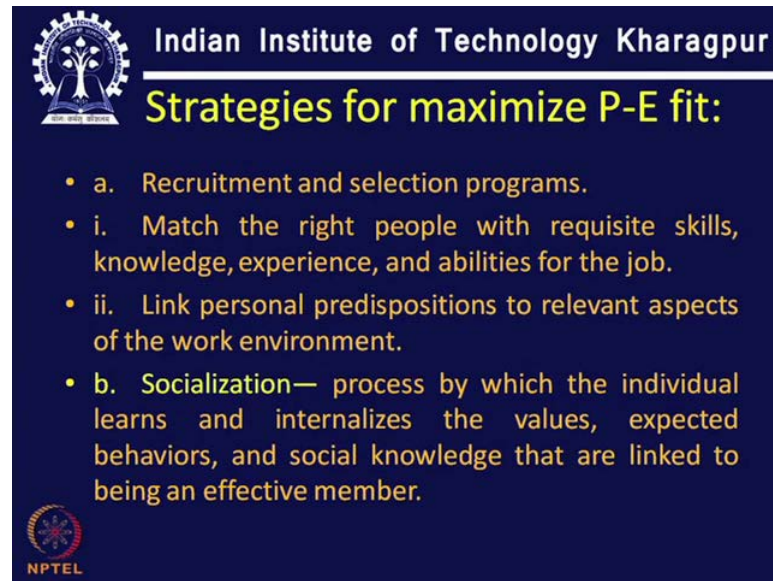
Person-environment fit (P-E fit) approach focuses on two dimensions of fit:

- a. Extent to which work provides formal and informal rewards that meet or match the person's needs. (E.g., job provides too little money or job security to meet the individual's needs.)
- b. Extent to which the employee's skills, abilities, and experience match the demands and requirements of the employer.

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What we have to do is to maximize the person environment fit so it it focuses on two dimensions like whether the work provides formal and informal rewards that meet or match the persons needs and and also, whether the employees skills abilities and experiences match with the requirements and demands of the employer. So, it is both size on the employees skills and his his or her competencies and the demands placed by the organization and whether the organization provides any recognition formal and informal rewards based on the performance done by the individual, which shows which is a positive feedback about your performance level and your importance for the, your importance in the organization.

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Strategies for maximize P-E fit:

- a. Recruitment and selection programs.
 - i. Match the right people with requisite skills, knowledge, experience, and abilities for the job.
 - ii. Link personal predispositions to relevant aspects of the work environment.
- b. Socialization— process by which the individual learns and internalizes the values, expected behaviors, and social knowledge that are linked to being an effective member.

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Strategies for maximising person environment fitter recruitment and selection program. So, we have to match the people with requisite skills and competencies so link personal predisposition to specific aspect of the work environment and then good socialization process, which helps the individuals to learn and internalise the values and expected behaviours in the organization to be a effective member and also effective job design and ongoing redesign efforts, which takes care of the changing needs and how to answer to that needs, though and also to well-designed reward system in the organization communication processes a good leadership in place. All this will help to make the person environment fit a better fit.

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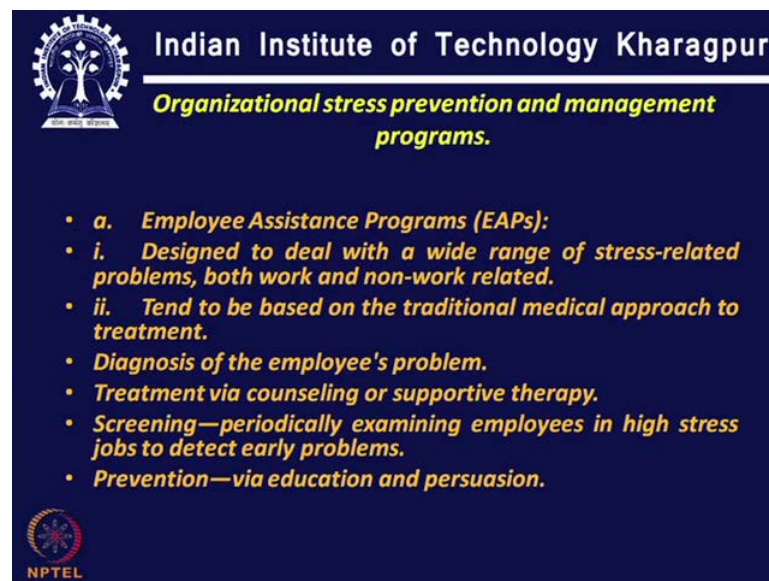



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Effective job design and on-going redesign efforts.

- Well-designed reward systems, communication processes, and leadership


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Organizational stress prevention and management programs.


- *a. Employee Assistance Programs (EAPs):*
 - *i. Designed to deal with a wide range of stress-related problems, both work and non-work related.*
 - *ii. Tend to be based on the traditional medical approach to treatment.*
- *Diagnosis of the employee's problem.*
- *Treatment via counseling or supportive therapy.*
- *Screening—periodically examining employees in high stress jobs to detect early problems.*
- *Prevention—via education and persuasion.*

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Organizational stress prevention and management programs could be like the employee assistance programs which are designed to deal with the wide range of stress related problems both in work and non-work careers. So, tend to be based on medical approaches then, employees diagnose the problem treat back counselling or supportive theory, then you screen periodically for detecting early problems in stress so you the every, anyone who sees some unusual behaviour pattern should like, the pear group should be very strong to detect the problems and report it to the appropriate authority or take care, first first care should be taken by the pears so that because they the people can


communicate well, share well their minds they can go through that peer counselling to deal with this problems of stress then we can go for prevention via education and persuasion.

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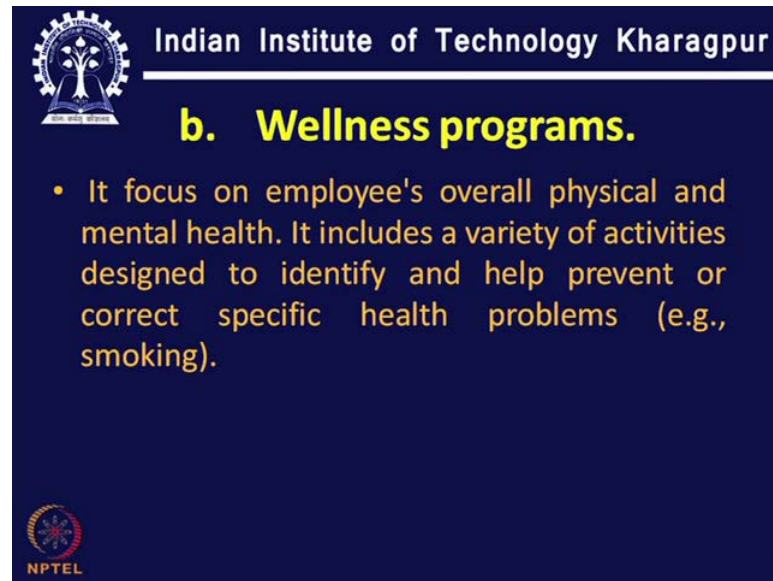
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- *iii. May be company-run programs or external efforts.*
- *iv. Usually staffed by a psychologist, a physician, and counselors.*
- *v. Focuses on individual intervention.*
- *vi. Offers biofeedback, relaxation training, and counseling.*
- *vii. Success depends on employees trusting:*
 - *On getting real help.*
 - *Confidentiality.*
 - *Use carries no negative job implications*

 NPTEL

So, it can be a company run program or it can lead to given to external efforts. So, it is it is generally staffed by the psychology physician and a councillors so, it focus on individual intervention it gives biofeedback, training, counselling and and. The success of these programs actually depends on the employees trust on the program, trust on like the help provided to them the confidentiality with which the program. So, this is very, this is one of the very ethical issues like confidential about the problem shared and and it should not carry any negative job implication.

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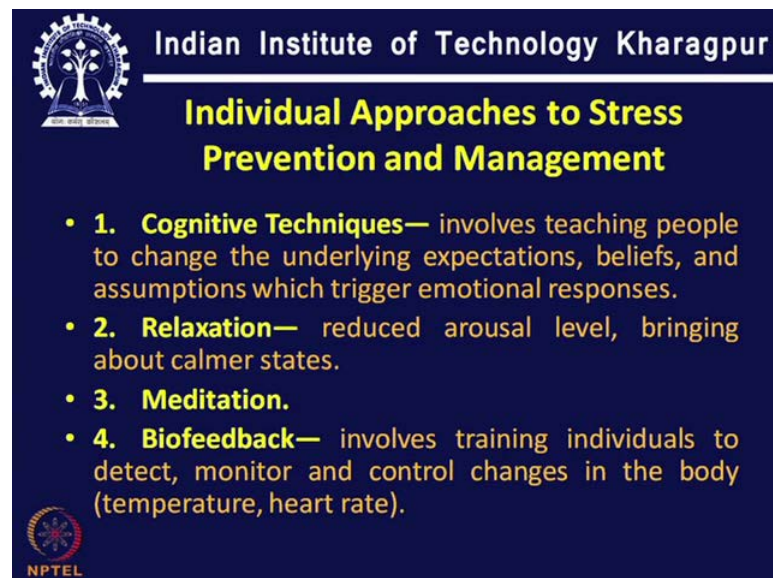
b. Wellness programs.

- It focus on employee's overall physical and mental health. It includes a variety of activities designed to identify and help prevent or correct specific health problems (e.g., smoking).

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And also the wellness programs which focus on the physical and mental health of the individuals.

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Individual Approaches to Stress Prevention and Management

- **1. Cognitive Techniques**— involves teaching people to change the underlying expectations, beliefs, and assumptions which trigger emotional responses.
- **2. Relaxation**— reduced arousal level, bringing about calmer states.
- **3. Meditation.**
- **4. Biofeedback**— involves training individuals to detect, monitor and control changes in the body (temperature, heart rate).

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Individual approaches would be cognitive techniques, relaxation, meditation and biofeedback. So, which goes for like teaching people to change the underlying expectations, believes or deal with the arousal levels or medication and giving a feedback about when certain situation is stressful and you recognise how to monitor and

control changes in your bodily temperature heart rate etcetera and try to cool down and change your perception of certain.

Things so that so all this will work together to deal like how a person can deal with stress at the individual level. So, will stop over here and will move on like when you know like what is stress, what are the factors of stress and what an organization needs to do. What we have discussed over here is counselling as a very important role to play in management of this whole stress process, in the next discussion we are going to going to take up counselling and the different processes of counselling, as you have known like confidentiality is one of the major issues that needs to be maintained when we are talking of stress management techniques and the trust developed in the employees so we will deal with all these issues when you are talking of the ethical issues in counselling in your next lecture.

Thank you.