

## **Stress among Employees and its Impact on Productivity: An Analytical Study**

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### **ABSTRACT**

The stress plays an inevitable role to effect psychological, physiological and performance of human resources of an organization. Stress has many negative effects but not all types of stress are negative in nature. Positive stress can be said as eustress which creates a desire in a person to achieve pre determined goals and makes him capable to perform better in critical situations and negative stress can be said as distress. Every employee working in any sector has to face stress every day due to this cut throat competitive environment so stress has become a great issue of concern as it has many negative effects on the employees. The various sectors have been covered in this research paper on which job stress and its impact on employee's productivity studied include banking sector, construction industries, BPO sector, IT sector, education institutions. The variable that identified which causes job stress were common in most of the organizations i.e. role conflict, superior subordinate relationship conflicts, lack of workers participation, job insecurity, gender discrimination. The research method used in this research paper is purely secondary in nature and various research papers and journals have been referred whiling writing this research paper.

**Keywords:** Employee Productivity, Work overload, Role Conflicts, job Stress, Gender Discrimination

### **INTRODUCTION**

The word stress is widely used around the globe. It plays a critical role in everybody's life whether he is an employer or employee. It has been becoming the major issue for those organizations where the impact of stress on employee's performance isn't considered important whether it is developed nation or developing nation. Stress is becoming the major issue around the world due to technological advancement, globalization, and changing way of organizations work over the last few decades has resulted in time pressure, multitasking work demand, conflicts between roles and responsibilities, superior and subordinates' conflicts are the causes of stress in most of the organizations. Stress should be critically analyzed because it doesn't only impact the employee's performance it also impacts the organizational goals and objectives. Human resource i.e., employees of the organization is the only factor which contribute most to accomplish these goals and objectives of the organization.

In this fast-changing world it is bit difficult or impossible to live without stress. All of us in every walk of our life have to face stress. In the point of view of an organization stress can lead to staff turnover and absenteeism as well as lack of support from top management, low pay scale, poor working environment, heavy work load, less job security, poor communication channels between the superior and subordinate, poor performance appraisal system, restriction to the subordinate to participate in the management are some of factors which decrease the employees performance as well as organizational performance. Stress among employees can also lead to many health problems like depression, anxiety, frequent headache, obesity and cardiac arrests etc but if we talk in another aspect most of the time it has seen that stress occurs when job requirements don't meet with the needs, resources and capabilities of the workers and it results in employees resistance to come to work and feeling of continuous pressure which causes health issues as discussed above.

As per the study of Dr. Lazarus and Dr. Selye work we came to know about the positive and negative stress. Positive stress can be said as eustress and negative stress can be said as distress. Positive stress can lead to employee's satisfaction towards work and employees become more responsible toward their duties and they benefit the organization to accomplish predetermined goals and objectives on the other hand negative stress can be seen as poor outcome or same results as discussed above. There are lots of theories which are given by some experts which can be implemented in every kind of organizations to get positive outcome from the most valuable asset i.e. Human Resource.

### **Causes of stress:**

There are lots of job stressors which cause stress among employees and reduce the productivity of employees. Stress can be external or internal, they both affect in their own way. One of the main reasons of job stress among employees can be considered as when employee's capabilities don't

match with the job requirement. It causes job insecurity between employees. There are lots of other reasons of stress which includes: changes of duties, changes in the organization, lack of autonomy, boring work, lack of autonomy, over supervision, very few chances of promotional activities etc.

## LITERATURE REVIEW

Stress is a word to which most of the persons are familiar with it and every person has to face stress in his life and in the terms of working professionals it does exist in every organization whatever the working area of the organization whether it is educational institute or corporate sector or any other sector everywhere we are dealing with it. Most of the studies have already been conducted on stress.

Some important literatures have been reviewed which are published in this area are:

**Abhijeet Rawal, Sneha Mhatre 2018:** A Study on Work Stress and Its Impacts on Employee's Productivity With Respect To Teacher's (Self Financing): Stress has become an issue of great concern & worry as it can have damaging physiological & psychological effect on people working in organization/ institutes. It has become integral part of the today's scenario due to complexities excessive workloads, challenges till the end of an individual's life. In their research study they found that most of the teachers (as this research was based upon the self-financing teachers working in the institute/ colleges) have sacrificed their domestic functions and had to accept boss command to achieve the target in the organization as well as the study found employees don't face stress in the organization but their stress was also related to family issues.

**Corporate Wellness Magazine:** Workplace Stress: A Silent Killer of Employee Health and Productivity: The United States National Institute for Occupational Safety Health defines job stress occur when the requirements of the job do not meet with the capabilities and resources and needs of the worker this turn into poor health and injury. An article published in this magazine further state that a recent survey by Northwestern National Life revealed that about 40% of workers reported that their jobs were extremely stressful. In another survey by Yale University, 29% of workers reported feeling extreme stress because of their jobs. The stress level vary person to person. Studies reveal that younger workers, women, and those in lower-skilled jobs are at most risk of experiencing work-related stress and its attendant complications.

**K D V Prasad, Rajesh Vaidya, and V Anil Kumar, 2015:** A STUDY ON CAUSES OF STRESS AMONG THE EMPLOYEES AND ITS EFFECT ON THE EMPLOYEE

PERFORMANCE AT THE WORKPLACE found the results that job security is the main concern of the employees and other job stressors have negative and medium level impact on the performance. The study reveals the job security, workload, time pressures and physiological factors – chronic backpain and panic reaction to stress are the dominant causes of medium level stress which needs to be addressed by the management. Moreover the research observed women employees working in the institute are having to face more stress as compared to male employees because of their dual role working and taking the responsibility of the family at home.

**Rajesh Sain and Madhumala Pathy, 2013:** AN EMPIRICAL STUDY ON STRESS LEVEL AMONG WOMEN EMPLOYEES AND ITS IMPACT ON THEIR BEHAVIOR/HEALTH: Empirical based study conducted to know the level of stress among women employees working in BPO sector and the same result is identified that most of the employees are suffering stress due to heavy work load which leads to anxiety and ill health. Some other factors were come out by this empirical study communication gap and work life imbalance. The major reason behind communicational gap was lack of effective communicational policies and weak interpersonal relationships so this study revealed that work place can affect the quality of work of the employees and it affects the social and personal life as well.

**Kiradoo Giriraj, 2018:** A Detailed Study on Causes of Stress among the Employees and its Impact on the Employee Performance: This research identified the causes of stress working in IT sector. The study revealed that employees are suffering from stress due to the pressure of maintaining a balance between personal and professional work life. The causes of stress among employees are high pressure of Work with tight deadlines, profound changes in the business environment and the increasing level of workplace competition. Moreover, some measures were also suggested to cope up with the stress by the HR managers like to take proper measure to manage stress among employees by stress management programmes.

**Ms. Esha Jainiti:** Impact of Stress on Employees: The research paper tells about the relationship between stress and optimism in media industry. According to this research paper The National Advertising Benevolent Society (NABS) released a study which highlights that 23% professionals in

the creative and media sector are amongst the most stressed. Stress has been defined –the rate of all wear and tear caused by life.|| It can be positive and negative. Stress is caused by many external factors and optimism is the driving force to coup up with the stress. People who are optimistic considers that negative setbacks are temporary and can be easily overcome. With the shifting perspective anyone can bring happiness and well being in their life.

**Dr. Indu G Krishnan, Philip Sam Tharakan, Ashish C Pius, 2019:** A STUDY ON IMPACT OF WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY AMONG BANKING EMPLOYEES IN ERNAKULUM: The descriptive research conducted on banks employee at a particular location of south India reveals that various programmes have launched by the bank to reduce stress an monotonous at work place but still few are in practice and few staff members are aware of it. From the finding of the study conducted on bank employees showed few of the employees give more importance to their family life more than work life it may be due to the work load and pressure. Proper steps need to be taken by the bank the study suggested, although there were some positive results obtained by this descriptive survey that most of the employees were able to complete their assignments, were able to spend quality time with their family.

**Mrs. Caral Lopes, Ms. Dhara Kachalia, (2016)** IMPACT OF JOB STRESS ON EMPLOYEE PERFORMANCE IN BANKING SECTOR: The study is conducted to find the relationship between job stress and job performance of the employees in a bank and factor affecting the stress and the study found that job stress has a negative relation with performance and lower the job stress increases the performance of the employees so both are inversely proportional. The study has shown that stress in work environment affects the performance of the employees and employees become monotonous towards their work so organization can reduce the stress by redesigning the jobs of the employees in a better way. Employees should be free from the pressure of quality of performance as well as other types of fear which generates in their minds. At the end the study suggest that proper work division should be in the organization and friendly work environment from colleagues as well as from the boss.

**RK LETSHABA, E CHINOMONA, (2019)** Organisational Politics and Job Stress among SMES Employees: The study was conducted to find out the influence of organizational politics on job stress among Small and Medium Enterprises sector employees. The study focused on relationship between organizational politics variables such as, general political behaviour, get ahead and, pay and promotion policies against job stress variables, time stress and anxiety. The study revealed that how pay and promotion affects the workers performance and in the point of view of organizational politics how the organization act accordingly over policy and reward system. The research also shows the biasness of the supervisor during performance appraisal.

**Bharathi T, Dr. KS Gupta, (2017):** Job Stress and Productivity: A Conceptual Framework) This research paper has tried to cover all the sectors of employees and its impact on employee's productivity. The study reveals that most of the researches have been carried out on job stress and its negative impact on employee's productivity but very few researches have been conducted on women employee's job stress. This research paper has tried make an attempt various parameter of job stress and its impact on productivity like work overload, role ambiguity, gender discrimination, resource constraints, role fit etc. Moreover, this research paper tells that stress has positive influence and negative influence. Positive influence enhances productivity, commitment, job satisfaction. The negative influence will affect the health, psychological behaviors', low morale, absenteeism.

**Public Health England, (2015)** Measuring employee productivity: this study has focused to improve the individual-level and organisational-level productivity by including multiple input and output factors in the productivity calculation. The research highlights that in simply measuring the labour productivity is no longer sufficient nowadays. An organization needs to include new methods so that organization could achieve a wider view of productivity. This research further suggests that including subjective and objective assessment tools can be used to gain a greater understanding of overall productivity. According to this research poor wellbeing impact productivity directly. This is the current and growing concern for organizations and cause of negative output.

**Zahid Ali Channar, Zareen Abbassi, and Imran Anwar Ujan, 2011:** Gender Discrimination in Workforce and its Impact on the Employees) This research paper highlights the gender discrimination in work place which causes stress among women employees. The study showed that women employees discriminated more in both public and pvt. organizations. The result of the study revealed that gender discrimination decreases the enthusiasm, motivation and commitment level of the employee and increases the stress level among employees and it promotes job dissatisfaction.

**T .G. Shree Raja Gopa, Dr. K. Murali, 2015:** A Critical Review on Factors Influencing Labour Productivity in Construction: This research paper highlighted the factor which influence the workers productivity engaged in construction Industry. The focus of this research was on developing nation like India where most of the work in this sector is done manually and labour play an eminent role in it. The study has tried to throw the light on those issues like supervision, skilled labour, tools and equipment and financial constraints effects the productivity of construction industry workers and it concluded that inefficient management of construction resources can result in low productivity.

### OBJECTIVES OF THE STUDY

- To analyze the various job stress factors and there management techniques
- To know researchers views on stress among employees and negative impact on productivity.
- To find out efficient techniques to mitigate the factors of job stress among employees.

### RESEARCH METHODOLOGY

The present study is based upon secondary data to assess the job stress among employees and its impact on productivity. The data which is secondary in nature has been collected from various research journals and proper care has been taken while analyzing the data to reach on a specific conclusion of the study. The nature of the study is descriptive which is based upon previous research papers which have been published in reputed research journals.

### MAJOR FINDINGS FROM LITERATURE REVIEW

Followings are the major findings have been included in this research paper after reviewing the previous literature. All the researchers have tried to throw a light on major job stress issues among employees which impact on their health and reduce their productivity however researchers have suggested some measure to mitigate these job stress factor to boost the employees morale and make a friendly environment in the organization. **Abhijeet Rawal et al. 2018** found that stress is becoming a major issue of concern in educational institutional employees due to overload of work and other factors despite all these issues they are trying to manage their social life. **Corporate Wellness Magazine** identified that survey conducted by Northwestern National Life and Yale University more than 50% workers are working under stress and it's a silent killer which is impacting on the productivity and performance. **K D V Prasad et al. 2015** found in their research women employees are suffering more stress than male employees because of their dual responsibility, by making flexible working hours and some efficient measure can help to reduce the level of stress among women employees however the level of stress among those employees was neutral which was impacting on the health of the employees. **Rajesh Sain et al. 2013** study was also based upon women employees and found lack of effective communication policies and imbalance in their life and loads of work is the main issue of job stress. **Kiradoo Giriraj, 2018** identified that stress management is directly linked with the success of the organization and IT sector has been focusing to mitigate the stress among employees. **Ms. Esha Jainiti** study was based upon impact of stress among employees and said optimistic people can easily overcome from the temporary setbacks in their life and with the shifting perspective one can bring happiness and sense of well being in their life. **Dr. Indu G Krishnan et al. 2019** The study had made it clear that the relationship between employers and employees as well as employees among themselves is strong and compatible. **Mrs. Caral Lopes et al, 2016** found in her study that due to advancement in technology and the changing way of working in the banks has pushed the pressure on the employees and they are becoming monotonous towards the work due to job stress. Job stress has made bank employees passive and their enthusiasm and spirit to perform better is reducing day by day. **RK LETSHABA et al. 2019** Due to organizational politics, organization working system acts accordingly and becomes biased. **Bharathi T et al. 2017** identified women employees are suffering with huge job stress and HR policy makers need to focus on key areas which improve the productivity without increasing the job stress. **Public Health England, (2015)** study reveals that only measuring labour productivity is no longer sufficient. The organizations need to include multiple level and efficient measuring assessment to gain better understanding of the labour productivity. **Zahid Ali Channar et al. 2011** The result reveals that women employees have to face gender discrimination and this discrimination is present in both pvt. And govt. sector but found out overall in public sector gender discrimination is more. **T .G. Shree Raja Gopa et al. 2015** stress is also faced by the workers who are working in construction industry because most of work is done manually and found that inefficient management of construction leads to low productivity.

### **What Employers Can Do To Mitigate the Job Stress?**

After discussing the various factors of job stress which reduce the productivity of employees and create a negative impact on their health all the employers need to take some remedial actions to reduce the stress by ensuring safe working environment, ensure proper training after recruiting employees for a job, providing a platform to address the grievances of the employees and take action on time, to make an effort to discuss job related stress as genuine problem. Adopting these kinds of measures will increase the employee's productivity and can enhance the job satisfaction among employees.

### **CONCLUSION**

The present study is an attempt to identify the factors or variables which affects the productivity and causes job stress among different sector employees. While reviewing the previous literatures published in this area which are increasing job stress and low productivity role ambiguity, organizational conflicts, gender discrimination, lack of effective communication policies, weak interpersonal relationships, excessive work load, tight deadlines and it is found that women employees are suffering more job stress than male employees due to dual responsibilities i.e. working in the organization and taking responsibilities at home so HR policies should be based on those key area which increase the employees productivity and reduce the stress to make friendly and positive working environment in the organization.