

# **The Role of Human Resource Manager and Work Stress Management in An Organization**

**Jyoti Kapoor,**

(Research scholar), Manav Rachna International Institute of Research and Studies, Faridabad, India  
(kavyajyoti.kapoor@gmail.com)

**Dr. Preeti Chhabra,**

Manav Rachna International Institute of Research and Studies, Faridabad, India (preeti.fcbs@mriu.edu.in)

## **ABSTRACT**

There is almost one reason behind a number of problems in an employee's life, and that is stress. Many authors define stress in their own way. Workplace stress is an attention-seeking phenomenon in this modern word. It is not just a word but a feeling that affects an individual physically, mentally, emotionally and behaviorally. Work stress is influenced by three different concepts, which are stressors, stress reaction, stress post-effect. The stress post-effect includes positive stress (eustress) and negative stress (distress). Both play a different role in the concept of stress. Stressor aspects that make an employee experience stress, such as a new project, goals, deadlines, new opportunity, extra work hours, employer expectations, interpersonal relationships, co-worker disputes, etc. are stressors. Various initiatives are taken in the organization and strategies are made by the employees and the employer to overcome this inevitable problem and make the employees more comfortable and efficient. HRM plays an important role in this. The study focuses on measures and keys to overcome stress with the role of HRM.

**Keywords:** work stress, stressors, post effects, Eustress, Distress, HRM

## **1. INTRODUCTION**

### **1.1 Stress**

The word stress is introduced by "Hans Selye". It is an inevitable thing in human life, be it personal life or work life. . Stress has been called the health plague of the last two decades by the WHO. Subsequently, stress is defined by various authors such as Beehr & Newman, McEwen, Robbins and Sanghi etc. They described stress as a condition that arises from the interactions of individuals and their work. Stress can be characterized by strong variations within people that deviate from their normal functioning. We can also understand it simply as a turbulent environment in which an individual is subject to chance, constraints, or demands associated with his preferences, and the outcome is perceived as uncertain and important.

### **1.2 Work stress**

Stress is a growing phenomenon in the workplace that every employee experiences at different stages of their working life. When an individual is employed somewhere, he is confronted with some opportunities, demands, goals and threats one after the other, which creates a flurry of thoughts in the mind, leading to work stress or stress. It occurs, when the job's responsibilities do not match up the abilities, deep pockets or requirements of the worker. Occupational stress can be defined as harmful physical and emotional reactions that have received increased attention in the field of occupational health in the last thirty years.

### **1.3 Stress levels**

When we say the word stress, different images are created in our mind, all of which are negative. Because we think that the word stress always has a negative impact on our life. But it is not true, stress has different levels and each level has different impact on human life. Giant. 1 explains that before an optimal level, stress always has positive effects. It is a comfortable situation where an individual works with greater concentration and commitment. But when it exceeds its optimal level, it remains not just a word or a feeling, but a serious problem, problems, diseases like cancer, ulcers, depression, etc. even this can be a reason for suicide.



Fig. 1

Source: Martin 2018

If we talk about stress levels, there are a number of studies that have discussed it, for example: A study was conducted by Ritu (2013) to compare the stress levels of managers in the private and public banking sectors. For the purpose of the study, data is collected from 300 bank employees with different factors like age, gender and role. The study also looked at stress-related problems and stress symptoms. The study revealed that among 300 employees, more than 150 employees suffered from moderate to high stress. In the study by Dutt, Dr., Punam and Washington, Dr., Anthea (2015) impact of stress on job performance and career development – Applying Herzberg's theory for effective stress management, the researcher discussed both types of stress eustress and distress which are normally read as positive and negative stress, its impact and measures to overcome this stress using Herzberg's theory. Positive stressors always motivate individuals to work effectively, but negative stressors have a negative effect on physical, psychological, behavioral and emotional health.

#### 1.4 Stress impacts

Work stress is a condition when a person sometimes lost, a sense of control, work productivity, interest in their work. Many organizations in the United States believe that increasing levels of stress have dire effects on employee productivity. Some associations are not adequately placed in a quantitative environment, but yes, there is always an attempt to multiply efficiency so that the company maximizes, and there are some companies that cater sensitivity to employees, but still productivity is moderate, it depends on HRM and mutual relations between the employee and the employer. It was also observed that the employees are affected by the perverted atmosphere to work for the employer, but they are not worried about the impact on the health of persons or their responsibilities outside the company, the employer hardly finds a person with the required qualifications and ability to work in the company, and the employee is required to fulfill all possible demands of the employer, which ultimately leads to anxiety, depression, etc. in the employees.

Many authors have studied it in detail. As Bhavani SA, Sharavan and Arpitha (2015) studied employee engagement and productivity. They interpret that there is a direct relationship between employee engagement and productivity. If a company's employee is happy and satisfied, they will work with an emotional attachment that will ultimately increase productivity and consumer satisfaction. Bharathi T and Gupta K.S (2017) examine studies and researches to explain the factors of work stress and productive capacity. These factors were discovered to develop a hypothetical structure. The study includes job stress variable such as high workload, job insecurity, role ambiguity, new job, excessive supervision, job satisfaction, work-life balance, lack of resources, multiple commitments, relationship conflicts, official support and gender discrimination . Timing, supervisor competence, compensation, group dynamics, absenteeism, and presenteeism are variables used for productivity. The above review of various also supported the relationship between stress and productivity and efficiency.

Stress is influenced by various factors such as age, classification, workload, working hours, workplace atmosphere, etc. Studies also show that young employees experience more stress than older employees. In a study of the stress level by Eric S. Parillo, (2012) it was shown that work stress is not influenced by personal character, but by job position. Normal stress is seen in employees working in a high-profile job or top management, such as a president or vice president. The highest level of stress is observed at the level of directors and deans, and balance stress is observed at the level of employees and faculties. Kumari Geeta, Joshi Gaurav, Pandey K. M. (2014) investigates in their study conducted in HCL, a company with 100 employees, the stress level is always high in the young age group. Because 93% of employees felt high stress in the under 40 age group. 74% of people felt frustrated due to one deadline. Even they often felt lost or lost a sense of control over their lives.

The workplace environment plays an important role in increasing stress levels. A happy and healthy environment keeps employees fresh and energized to perform their work more effectively. Singh vikram and chaudhary suresh (2017) revealed in their study by different tests i.e. T-test and standard deviation. That there is a relationship between the workplace and employee behavior, productivity and performance. They talked about the term QWL (Quality of work life), if an employee has a good quality of work life, they can also enjoy their personal life, which ultimately reduces stress.

### **1.5 Effects after stress**

Stress causes many problems in life, but it is treatable. In fact, stress always gives some initial symptoms, such as sleep disorders, irregularity at work, headaches, pains, digestive problems, displeasure, rapid heartbeat, loss of eroticism, cold and flu, procrastination, smoking addiction, etc. eating or reduced eating, anxious habits like table knocking, irritable behavior etc. Stress can be identified at this early stage and can easily be treated by adopting some preventive techniques and interventions like company outings, friendly behavior, quarterly parties etc. Negi Poonam (2013) she explained in her paper, a comparative study on job stress among employees of SBI and HDFC Bank, different levels of stress and methods to deal with it. She introduced three different stages of stress i.e. alarm stage, resistance stage, exhaustion stage. In these stages, stress levels increase and become correspondingly more dangerous. But precise strategies, organizational support of a friendly social environment can be useful to reduce stress. If this stress is not handled well, it can be more harmful and dangerous than it realizes. It can lead to suicide, cancer, ulcer, dismissal from work, danger to society, etc.

In order to overcome stress, there must be certain strategies followed by both the employee and the employer. These strategies help employees work more effectively, efficiently and with dedication. Jain Priyasha, Batra Akhil (2015) in their work published in the journal IOSR explores that stress can be controlled if we focus on stress reduction techniques not just as a cause of stress. There should be coordination and cooperation between employees and managers. Managers' friendly behavior and proper feedback always motivate employees to perform better.

## **2. Literature review**

Daniels k, Gedikli C, Watson D (2017) conclude in their paper that when shared social activity initiatives are combined, employee well-being can be enhanced. A good social surrounding in the workplace cannot be combined with no well-being of employees.

Prasad K.D.V, Vaidya Rajesh and Kumar V Anil (2016) in their comparative study of agriculture and IT sector workplace, revealed that there is mild stress in both above situations and it is possible to cope this stress by making few effective policies by keeping various factors in mind stress in the workplace

Bharathi T and Gupta K.S. (2017) concluded the relationship between work stress and productivity in this study. With the help of the result of the tests i.e. Correlation and ANOVA. Through regression, they concluded that there is an adverse relationship in the two aspects. A boost in the work stress will dwindle up the productivity. The ANOVA TEST shows that the characteristics of the population do not differ in job stress.

Rasool S.F, Samma Madeeha (2020) examines that stress of work does not allow the employee to work efficiently and effectually. Workplace ferocity plays a significant role in increasing stress levels and reducing productivity. simultaneously, harassment, ostracism, tracking, mobbing are such aspects that increase stress and lower morale, affect emotional well-being, reduce productivity, leading to anxiety and depression.

Yogeshwaram p. (2016) investigated in his study that the stress affects employees bodily and mentally. It shakes both work and personal life. Work-life balance requires the endeavors of the entire organization, the government, the family of

employee and the employee himself. With the equal involvement of the employer and the employee as well, the problem can be overcome.

Karthik R. (2013) in his study revealed the different levels of stress of employees in personal and work condition. The researcher examines that the person is affected by stress in both, good and bad ways. It is also explained that mild stress, can be a helping hand to do work more effectively. As the stress increases it is become quite difficult to handle it. The measures and contribution of organization in reducing stress is also discussed in the study.

Parida Sarit Sambit (2016) in her study discussed the strategies adopted by various organizations viz Intel, Tata (manufacturing), city India, HCL, PepsiCo India, Marico, Hindustan lever Ltd., ICICI for the good the sake of employees. The study concluded employees work additional hours to meets certain goals and targets sated by the employers. There must be WLBP in each companies for the good mental and physical health of employees.

Wan Hussin's (2008) research, on stress management in the workplace developed a 3D stress management model. He explained the stress management strategy in 3 different stages. Where in phase1 examined the exact state of stress and called it the unexpected phase. In II. stage different level of stress is identified and called it stress projection. And in the 3 and last stage, which is termed as expected phase - the detection of stress is grounded on a stress management policy, mastery of techniques and complete know-how of physical, psychological and work consequences.

Sankpal, Negi, Vashishtha (2010) conducted a study to compare the job stress of managers in government and private banks with a sample of 100 employees (50 each in private and public sector). This experimental study disclosed that employees, working in private banks are more stress as compared to public bank employees. No difference in role expectations is observed between private and public sector employees.

Jayashree, Rajendran (2011), studied with the main objective to analyze the work stress in public sector employees. Data on 100 employees is collected through both, constructed questionnaire and a personal interview. The study disclosed that except 3 percent of employees all are at ease in stressed at their work. The study takes place with the help of various factors and causes of stress

Samartha, Begum, Lokesh (2014) conducted a study to examine the difference between the stress of government and private sector banks employees. The researcher focused on a total of 6 Indian banks 3 each from public and private sector banks. Data is collected from 537 employees, out of which 126 employees belong to the private sector and the remaining 411 employees belong to the public sector. Except that secondary data is also used. Using chi-square test, it was found that the level of stress in both private and public sector banks in terms of their labor demand is almost identical.

### **3. OBJECTIVES OF THE STUDY**

- Analyze the level of stress among company employees.
- Identify the role of HRM in reducing stress.
- Identify the impact and measures to reduce work stress.

### **4. RESEARCH METHODOLOGY**

#### **4.1 Data Collection**

This study will be based on the collection of primary and secondary data. Primary source of data are questionnaires Focus group discussions, Interviews and discussions with 50 employees of Indian companies.

Secondary sources of data would be research conducted/available by scientists, articles published in online journals and books, relevant websites.

#### **4.2 Data Analysis**

Information collected from employees of various companies, where 66% of employees are male and 34% are female, revealed that top employees have low to moderate stress, whether middle and low level employees experience moderate to

high stress in their workplace. 46% of employees feel stressed and 40% of employees are not even sure or it can be said that they were not aware that they were stressed.

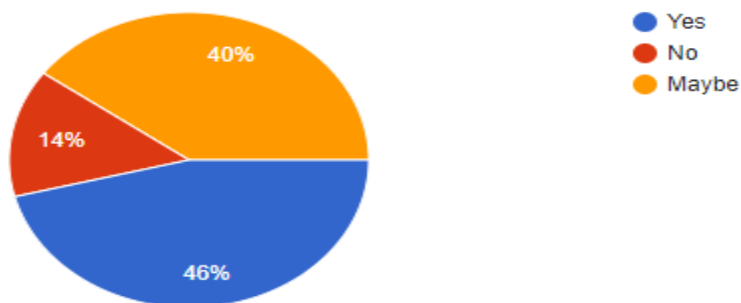


Fig. 2

The graph in Fig. 3 shows that 24 employees experience all types of stress, which is 48% of the total sample size, whether employees of the remaining 52% of employees experience physical, psychological and behavioral stress at their workplace.



Fig 3

Table 1 : Impact of Work Stress at Various Situations						
AREAS	0(no stress)	1(very low stress)	2(low stress)	3(moderate stress)	4(high stress)	5(very high stress)
Working in normal working hour	48%	14%	20%	12%	4%	0
Working after normal working hour	6%	24%	14%	18%	24%	12%
Working in humorous environment	42%	22%	20%	14%	0	0
Colleagues'/employers' behavior effect your stress level	18%	28%	6%	16%	14%	16%
Tight deadlines	10%	12%	10%	28%	28%	12%

<b>Work stress effect your work efficiency</b>	16%	12%	12%	16%	20%	22%
<b>Work stress effect your work life balance</b>	12%	16%	4%	16%	22%	28%
<b>No support from HRM of your work place affect your work stress</b>	20%	10%	8%	16%	18%	24%

Table 1 shows that there are different effects of job stress on employees in different situations. For example, during normal working hours, 82% of employees experience zero to moderate stress, while after normal working hours, 68% of employees experience low to very high levels of stress. It also revealed that 42% of employees feel that a humorous environment leads to zero stress. The behavior of colleagues, tight deadlines and no HRM support lead to moderate to very high levels of stress.

## 5. THE ROLE OF HRM

HRM plays an important role in reducing work stress. HRM holds the key to this inevitable stress. As our research has shown that the work environment plays an important role in work stress and that stress can be reduced:

**Working time monitoring:** working time should be monitored from time to time, extra working time leads to too much stress and has a bad effect on work life balance.

**Work Recognition:** The work or performance of employees must be recognized and appreciated by providing rewards, incentives, gifts, promotions, etc.

**Fun activities:** HRM should organize some sports or fun activity, trips, events, celebrations, monthly party, quizzes, competitions etc. it can help to reduce the stress level.

**Division of work:** Heavy workload is the main problem; it increases the stress level too much. HRM make sure that work and time should be properly allocated.

Create some policies and strategies to overcome work stress. HR should also create a system for career growth plans for employees. Human resource management should never ignore the problems of employees and take appropriate measures for them.

## 6. CONCLUSION

Everyone wants peace in their life, be it at work or at home. Work stress is a serious problem in the modern lifestyle. It has become a problem that needs to be addressed. The study revealed that high-ranking employees experience low stress and vice versa. Work stress affects employees physically, psychologically and behaviorally. The level of work stress varies in different situations. The study revealed that if HRM takes the right steps and makes the right strategies to overcome this stress, it can be reduced. Funny environment, good infrastructure, proper work layout, friendly behavior, helps to get rid of inevitable problem.

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