



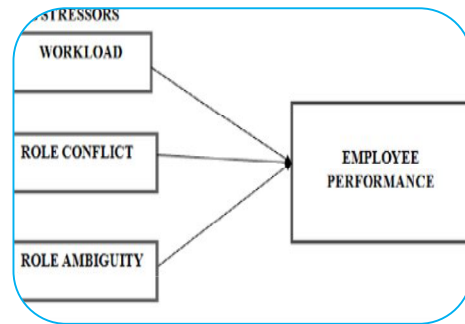
IMPACT OF OCCUPATIONAL STRESS AND JOB INVOLVEMENT OF EMPLOYEES PERFORMANCE

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ABSTRACTS

Job involvement has been one of the most effective tools used for increasing employee productivity by enhancing employee participation and commitment. Occupational stress is of increasing demands and job insecurity imposed on employees. A range of adverse health outcomes should be identified apart from psychological disorders which are significant because they occur frequently, which are often unrecognized and can be accompanied by significant social morbidity. There are important implications for the lifestyle and health of employees and their families and there are medico legal issues. Also the efficiency and performance of manufacturing companies is directly influenced by their organization and the styles adopted to manage them. Job Stress is a feeling that one perceives when external demands exceed what one can handle within individual ability and resources. In reality, stress is inevitable. An appropriate level of work stress can stimulate our potentials and enhance efficiency. On the contrary, excessive stress at work would have negative impacts on us. Proper recognition and management of work stress is of paramount importance.



KEY WORDS : Job stress, Occupation, Employee and Performance.

INTRODUCTION

Modern life is full of stress. It ranges from personal day to day to their organizational activities. An organization is a group of individual coordination into levels of authority and segments of specialization for the purpose of achieving the goal and objectives of the organization. The evolution of organization and management science literature has represented a basic changes in organization logic over time. The initial organization logic was based on the closed, rational prospective subsequently the logic was based on the natural open prospective most recently a new logic has emerged that assumes an agile environment oriented network system. There are several terms, which are used synonymously with stress like; strain, conflict, pressure etc.

CONCEPT OF STRESS

Stress is basically the impact of one object on another. From physical sciences, the term stress came to medical sciences and finally to social science. Selye (1976) viewed "stress as the non-specifically induced changes within a biological system." It is non-specific because any adaptation to a problem faced by a body, irrespective of the nature of the problem is included in stress.

Stress is an emotional state that is experienced by an individual. A stressor is the agent that causes the stress. Stress is often perceived as a negative condition but a certain level of stress is necessary for effective functioning. High levels of stress for extended periods may have a detrimental effect on an individual's health and wellbeing.

CONCEPT OF OCCUPATIONAL STRESS:

The nature of work is changing at whirlwind speed. Research on occupational stress has greatly expanded in recent years. If a worker perceives they have a high level of responsibility for output or deadlines but little control over the resources to meet demands then a number of stress symptoms can become evident. These can include sleeplessness, anxiety, depression and the onset of a number of physical ailments.

AIMS AND OBJECTIVE:-

The aim of the present research is to investigate the impact of occupational stress and job involvement of employees on organizational effectiveness of government and private sectors. The hypotheses formulated for this research study are as follows.

1. There would be a significant negative relationship between occupational stress and organizational effectiveness of government and private sectors employees.
2. There would be a significant negative relationship between occupational stress and job involvement of government and private sectors employees.
3. There would be a positive relationship between job involvement and organizational effectiveness of government and private sectors employees.
4. There would be significant differences between the mean occupational stress scores of government and private sector employees i.e. mean occupational stress scores of employees of government and private sectors would be low in comparison to private sectors.
5. There would be significant difference between the mean job involvement scores of employees of government and private sectors.
6. There would be significant difference between the organizational effectiveness mean scores of employee of government and private sectors.

LITERATURE REVIEW:-

It is well known fact that excessive stress not only adversely affects the well-being of the individual and causes psychosomatic and behavioral illness but it directly or indirectly affects the organization in terms of men, material and machines. Researches on moderator variables have attempted to focus on the direction of releasing the organization and its role incumbents from the consequences of stress manifestations and to explain the varying stress-strain relationship. The review of literature shows that there are two major set of variables that influence the stress-strain well-being relationship First individual differences in personality, motivation involvement, job level, sex, age etc. Second are socio-economic conditions such as the nature, type and extent of one's social relationship.

That influences one's adaptation to stress.

Much research over the last decade has emphasized the negative consequences of excessive work-related demands on an individual's physical and psychological health and well-being. Past research has predominantly focused on the negative aspects of stress. This is not surprising given the documented impacts to stress on health, well-being and work-related performance. However the positive psychology movement proposes that, instead of focusing on human pathology, research attention should also be directed towards positive health, growth and well-being (Seligman & Csikszentmihalyi, 2000). It has been argued that stress is a part of life and cannot be avoided and that stress can result in beneficial outcomes as well as negative ones (Selye, 1973, 1974).

If negotiated appropriately, stress can be energizing, stimulating and growth producing for the individual, as abilities are extended and new accomplishments made (Quick, Nelson & Quick, 1990).

There is increasing interest in the potential for positive outcomes from the stress process including stress related growth and positive personal changes (Folk man & Muscovite, 2004; Summerfield & Mc Crae 2000). If a stressful situation is resolved successfully then positive, rather than negative, emotions may predominate but there is a need to further identify the stressrelated processes associated with positive and negative emotions (Flok man & Muscovite, 2004). Good health encompasses more than just avoiding disease it also involves the attainment of positive wellness “emotional, intellectual, spiritual, occupational, social and physical” (Nelson & Simmons, 2003). Acknowledging the positive response to the stress process may impact on how stress in the workplace is managed.

MATERIAL AND METHODS:-

This study adopted the qualitative research approach where secondary data were used as the main source of data collection. The secondary data were collected from published materials such as textbooks, journals, articles, seminar papers and periodicals. The data collected from secondary sources were used to confirm and support the argument put forward in this paper, deductions were made from the theoretical and empirical review.

RESULTS & DISCUSSION:-

There are different types of stress viz.

Reactive stress: This occurs when a person perceives that they do not have the capacity to cope with the demands placed upon them.

Cumulative stress: A condition brought about by a number of stressful factors.

Critical Incident stress: A reaction to sudden, unanticipated demand of specific incident (s).

Post-Traumatic stress: A condition caused by an inability to satisfactorily accommodate memories of a traumatic episode (or episodes).

If workplace stress and causal factors are recognized, it may be dealt with effectively. Stress is a work place hazard that should be identified, assessed and controlled in the same manner as other work hazards.

The factors that contribute to work stress are follows -

- Absence of autonomy: A worker may not have control over the demands of work.
- Poor physical work environment may also contribute towards stress :
- Negative factors include cramped, hot or noisy working conditions.
- Workload factors: Workers can be under stimulated with too little challenge or overwhelmed with unrelentingly high workload.
- Repetitive or meaningless tasks: Lack of stimulation or challenge can lead to boredom, de motivation and lack of interest.
- Role ambiguity: An absence of clarity regarding expectations about a worker’s duties.
- Work conflict: A major cause of stress at work is unmediated conflict between a worker and their supervisor or colleague (s).
- Occupational mismatch : There may not be sufficient fit between a worker and their organization. This may be in terms of communication rewards/recognition or management style.
- Taking work home regularly can create conflict with family members and blur the work-home boundaries.
- Job satisfaction, security and career prospects may not meet the expectations of some workers.

Work stress-

There are three major aspect of work stress namely:

1. Job demand which depend on the task environment and the condition of the task are the considered to be job stressors.
2. A person capability to fulfill the demands of the jobs.

3. The person's attitude (influenced by physical and physiological well-being) which must match the demands.

Concept of Job Involvement:

Different terms have been used to describe the concept of job involvement, namely-central life interests, work role involvement, ego involvement, ego involved performance, occupational involvement, morale, intrinsic motivation, job satisfaction and finally job involvement. In recent years job involvement has gained much importance because of its pivotal role-providing link between productivity on the one hand and employees need and quality of working life on the other.

Organizational psychologists defined the concept of job involvement as a potentially distinct job attitude. Job involvement has been defined as an individual's psychological identification or commitment to his/her job (Kanungo, 1982). It is the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job (Paullay et al., 1994). Job involvement involves the internalization of values about the goodness of work or the importance of work in the worth of the individual (Lodahi & Kejner, 1965). As such, individuals who display high involvement in their jobs consider their work to be a very important part of their lives.

The construct of job involvement is somewhat similar to organizational commitment in that they are both concerned with an employee's identification with the work experience. However the constructs differ in certain respects. Job involvement is more closely associated with identification with one's immediate work activities whereas organizational commitment refers to one's attachment to the organization (Brown, 1996).

Job involvement has been approached from two different perspectives (Sekeran, 1989; Sekeran & Mowday, 1981). First when viewed as an individual difference variable, job involvement is believed to occur when the possession of certain needs, values or personal characteristics predispose individuals to become more or less involved in their jobs. Rabhiowitz and Hall (1977) found that individual characteristics such as age, education, sex, tenure, need strength, level of control and values were linked to job involvement. The second perspective views job involvement as a response to specific work situation characteristics. In other words certain types of jobs or characteristics of the work situation influence the degree to which an individual becomes involved in his/her job. Research has demonstrated that job involvement has been related to job characteristics such as task autonomy, task significance, task identity, skill variety and feedback and supervisory behaviors such as leader consideration, participative decision making and amount of communication (Brown, 1996).

Fostering job involvement is an important organizational objective because many researchers consider it to be a primary determinant of organizational effectiveness (Pfeffer, 1994) and individual motivation (Hackman & Lawler, 1971). Job involvement is considered to be a key factor influencing important individual and organizational outcomes (Lawler, 1986).

Concept of organizational effectiveness:

Organizational effectiveness has received considerable attention especially from social scientists, which can be traced because of two reasons. First by the vital role played by organization in the life of modern man and the second, current interest in organizational effectiveness. Organizational effectiveness, also called as organizational success or growth, is defined and conceptualized in different ways, and no unanimity is found in different approaches. Various terms are often used interchangeably: such as, efficiency, productivity, profitability and organizational growth to denote organizational effectiveness. Organizational effectiveness is a construct. Therefore the total meaning of organizational effectiveness is unknown.

Some authors preferred to use variables such as productivity to stand as an indicator of organizational effectiveness (Goodman 1979, Pennings 1975) but productivity is a concept, and measuring the amount of organizational output can capture its total meaning.

Organizational effectiveness may be viewed as the means of fulfilling its objectives under certain situations. According to Katz and Kahn (1978) maximization, of return to the organization by all

means such as technical, economical, innovative, political etc. factors are the real organizational effectiveness.

Organizational effectiveness basically requires multiple criteria that different organizational functions have to be evaluated using different characteristics. Organizational effectiveness must consider both means (process) and ends (out comes) to find a single and universal criterion of organizational effectiveness.

The study of organizational effectiveness must pay careful attention to the attraction, selection, interactional patterns and withdrawal processes of people. Organizational structures and processes such as technology, structure communication, leadership, etc. are of consequence to the study of organizational effectiveness because they emerge out of the interaction patterns of people (Weick, 1969) who pursue their view of organizational imperatives.

The effects of job stress on employee performance :-

Stress from work relationships can be caused by poor relationship with colleagues; bullying or harassment; discrimination; lack of communication or consultation between manager and employee; negative culture based on blame for and denial of problems; or misguided practical jokes or initiation ceremonies.

Studies show that stress from working conditions can be caused by physical danger, or the threat of it; in contact with human suffering and people's reactions to it; single incident such as armed robbery or workplace fatality; poor physical working conditions; inflexible work schedules or unpredictable hours; or organizational change, such as restructuring. In this study the manufacturing companies which were taken were from private sector. The employees have to undertake responsibility and challenges occurring at workplace.

CONCLUSION:-

The present study concluded that the private organization should take necessary measures to reduce the work place stress of employees which will increase productivity and effectiveness and also create healthy environment at work place. There would be significant differences and relationships found between occupational stress, job involvement and organizational effectiveness of government and private sector organizations. In conclusion it can be said that every organization regardless of industry or country seeks to be more effective and achieve superior results if a certain amount of stress is felt by the employee. In addition, there should be feeling of involvement, an employee commitments and dedication as well. This strategy inculcated business strategy should be develop achieve this. However strategy amounts to nothing if it is executed well. This strategy should be inculcated business strategy should be developed to achieve this. However strategy amounts to nothing if it is executed well. Successful execution occurs when structure, roles, capability, leadership people management systems and culture are aligned to the strategy.

VI. RECOMMENDATIONS

1. Research is no doubt a prolonged journey full of many impediments. Therefore there is always scope for further researches in the same area. Apart from the limitations, certain fruitful suggestions are to be made.
2. It is suggested that at the organizational level, it is important for management to recognize that many strategic and operating decisions that affect the psychosocial system are directly related to efficiency. This is particularly true for decisions that have a direct impact on the people involved.
3. A successful management response to the effectiveness challenge requires the basic recognition that peoples decision policies, promotions, pay, placement, development, and communications which are critical in the motivations of a company work force. These is a need for longitudinal studies to be conducted in respect of human capital only then the contribution of human capital variables towards growth and effectiveness can be fully realized.

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