

## A study on managing organizational role stress

R. NARAYANA AND M. SYED ZAFAR

Accepted : December, 2009

### ABSTRACT

Since there are individual difference in adaptation, mild stress to one, may be major stress to another major stress to other. As a result, "Stress" has individual, organizational, social and environmental dimensions. One of the major areas of research appears to be organizational stress in general and stresses in particular. Researchers have focused their attention on casual factors of stress, stress manifestations, moderator, coping strategies and the relaxation technique adopted by organizational participants. Qualitative work and good production in any organization depend on the mental health of workers of that organization. Stress is the degree of tension, anxiety and pressure experienced by a person. Stress is generally assumed as the outcome of the transaction between the stimulus and the response. Business executives are subject to conditions and situations that are likely to bring about high level of continuous stress. The environment in which they are working is becoming more than more complex. The size and complexity of business has expanded and the demands on the executives have become greater and greater than they were a few years ago. They are forced to resort to flight-or-fight response, which represents the reaction of body and mind to a situation perceived as threatening. Keeping in view these points a study was conducted on identifying organizational role stressors among executives. This study was conducted with a sample of 40 executives working in private organization in Chennai. Result of the study revealed certain significant results having managerial implications.

**Key words :** Stress, Environmental dimensions, Managing

**S**tress is defined as an adaptive response to an external situation that results in physical, psychological and behavioral deviations (Luthans, 1995). Stress is not simply anxiety but usually accompanied by anxiety. Stress is not always dangerous. Sometimes, mild stress stimulates performance. Since there are individual differences in adaptation, mild stress to one, may be major stress to other. As a result, "stress" has individual, organizational, social and environmental dimensions.

Stress has also been viewed as a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. Stress has become an indispensable phenomenon for an individual both in the organizational and personal life.

One of the major areas of research appears to be organizational stress in general and stresses in particular. Researchers have focused their attention on casual factors of stress, stress manifestations, moderator, coping strategies and the relaxation technique adopted by

organizational participants.

Each individual has a stress threshold, beyond which the mind and body cannot cope effectively with the pressures and anxieties of work. The situation is even worse, than what is to be expected, in the case of type 'A' behaviour (aggressive involvement in a chronic, incessant struggle to achieve more and more about less and less time and if necessary against the opposing efforts and effects of other things or other people) employees who have the greater likelihood of coronary heart disease, cerebro-vascular diseases, respiratory problems and digestive disorders.

Business executives are subjected to conditions and situations that are likely to bring about high level of continuous stress. The environment in which they are working is becoming more than more complex. The size and complexity of business has expanded and the demands on the executives have become greater and greater than they were a few years ago. They are forced to resort to flight-or-fight response, which represents the reaction of body and mind to a situation perceived as threatening.

Mehra and Mishra (1991) explored the potential moderation effect of mental health on the intrinsic job satisfaction – occupational stress relationship the mental health inventory developed by Srivatsava (1981) were administered on a sample of 250 blue-collar industrial workers of Uptron India Ltd., in Lucknow. The sub-group analytical strategy and moderated regression analysis were

### Correspondence to:

R. NARAYANAN, Department of Business Administration, Management Wing, DDE, Annamalai Nagar, ANNAMALAI NAGAR (T.N.) INDIA

### Authors' affiliations:

M. SYED ZAFAR, Department of Business Administration, Management Wing, DDE, Annamalai Nagar, ANNAMALAI NAGAR (T.N.) INDIA