



RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND ORGANIZATIONAL EFFECTIVENESS

Sandeep Randhawa¹

Research Scholar
Department of Management
SBBSU , Jalandhar, India.

Dr. Sanjay Bahl²

Professor
Department of Management

ABSTRACT

The emphasis on management of occupational stress (OS) in the corporate world assumes that the ability to manage occupational stress is associated with enhanced organizational effectiveness which suggests that OS is a vital tool having sturdy and significant impact on both employee's organizational effectiveness and overall organizational effectiveness. Effectiveness is important as it determines the survival of the organization and it also reflects how the organization can cope in today's challenging business environment. This paper studies the relationship between OS & Organizational Effectiveness by finding the correlation between emotional intelligence and OS

The present study was exploratory in nature. Occupational Effectiveness of the business executives working crosswise over different divisions in the Indian corporate and furthermore looks to investigate and measure the impact of Occupational Effectiveness on employment stress and employment execution of the business executives. Sample size of the study was 400

executives working at the center level administrative positions with at least three years of experience and post graduation as their base level of training spread more than 2 noteworthy sectors, specifically, Service and Manufacturing from the zone covering Delhi and National Capital Locale, Haryana and Punjab. To quantify the Occupational Effectiveness of the respondents Occupational Effectiveness Scale created by Hyde, Pethe and Dhar (2002) was utilized

Index Terms - Occupational stress, Organizational Effectiveness

I. INTRODUCTION

Occupational stress has been of great concern to employees and other stakeholders of organizations. Occupational stress researchers agree that stress is a serious problem in many organizations (Cooper and Cartwright, 1994; Varca, 1999; Ornelas and Kleiner 2003). The cost of occupational stress is very high in many organizations in recent times. For instance, the International Labour Organisation (ILO) reports that inefficiencies arising from occupational may cost up to 10 percent of a country's GNP (Christo and Piernaar, 2006). Literature suggests that OS is a very important predictor of various domains like Organizational Effectiveness, leadership, work life balance, conflict management, stress management, job satisfaction and also academic effectiveness (Backs, 2001; Christo and Piernaar, 2006; Schaubroeck et al, 2010). The main aim of this paper is to study relationship between OS & Organizational Effectiveness by finding the correlation between emotional intelligence and OS

II. RELATED WORK

A. Occupational Stress

Occupational stress is known as the understanding of a disagreement between environmental wants (stressors) and businesses capacity to fulfill these wants (Delve, Skagert & Vilhelmsson, 2007; Hetland, Sandal & Johnsen, 2007; Wager, Fieldman & Hussey 2003). Friese (2015) for example, feeling of loss of occupation, and safety, long working hours, lack of security, and lack of independence in the occupation can cause occupational stress.

Also, organizational stress may be because of loss of assets and tools; working hours (together with operating late or time beyond regulation and organizational environment are considered as

contributors to personnel stress. Occupational stress frequently displays excessive dissatisfaction among employees, job mobility, burnout, loss of Effectiveness and much less effective interpersonal relationship at work (Ornelas and Kleiner, 2003 Topper (2007) also showed that involvements like figuring out the signs of stress, recognizing the viable causes for the signs and symptoms and figuring out possible proposed solutions for each signs as wanted.

Therefore, this research will try to find out the effects of occupational stress on Organizational Effectiveness and interventions that can be applied by Management and employees to manage stress effectively. To acquire a deeper understanding of the variable (occupational stress) we will first consider the broader topic of occupational stress in general and then zero in on the variable within the context of Organizational Effectiveness

B. Organizational Effectiveness

Organizational effectiveness has usually been defined as gathering of profits, manufacturing, service, and stable goals (Friese, 2015). Employer's concern on the subject of work-related stress has normally focused on the how this type of stress effects the production and profits negatively. This conventional definition of organizational effectiveness, although, focuses only on part of the equation. Choosing an alternative but more wide-ranging definition of organizational effectiveness, Schaubroeck et al (2010) wrote about an advanced opinion of organizational health effectiveness to fight the existing risks and prevent them from occurring again in the work place. Topper (2007) suggested that the heads of the organization shall focus on employee's health in spite of just focusing the profits and manufacturing which he considered as narrow goals.

Researchers have gained a lot of curiosity in discovering the personality and significance of Organizational Effectiveness in the field of industrial psyche. This is interest if because of the significance of organizations. One of the main definitions of Organizational Effectiveness was given by Backs (2001) and according to him organizational effectiveness were the steps taken by the organization to analyze the standards set and the actual performance of the company. Ornelas and Kleiner (2003) defined Organizational Effectiveness as the level of achievement after putting in efforts. Effectiveness is a group phenomenon with ecological factors which effect the Effectiveness of an association through their ability and motivational level (Erkutlu & Chafra, 2006).

Organizational Effectiveness is the level of effort and organization will put in to achieve its goals (Christo and Piernaar, 2006). Caldwell (2007) defined Organizational Effectiveness as the strategy and plan of an association to perform and complete a work in a particular time period. Kleiner (2003) defined Organizational Effectiveness as the quality and quantity of work one by the group or individual workers. Rayner & McIvor (2006) suggested that the feel of Organizational Effectiveness relies on the job requirement, goals, beliefs and objectives of the organization. Conventionally, Organizational Effectiveness has been understood as the degree to which an association executes their role to fulfill a group of standards set by them (Erkutlu & Chafra, 2006). Organizational Effectiveness is defined as the overall beliefs of the organization that an organization performs over a given period of time (Christo and Piernaar, 2006).

C. Relationship between Occupational Stress and Organizational Effectiveness

With the intention to better understand the harmful effects that work-related stress can have on both workers and corporation a. research on work-related stress has recommended an association between unmitigated stress and burnout, defining burnout as the primary manifestation of the mental, objective, and behavioral aspects of stress (Friese, 2015), effects on organizational effectiveness (Ornelas and Kleiner, 2003). Burnout as a mental circumstance happening in response to chronic stressors has been characterized through the signs of emotional exhaustion, depersonalization, and decreased personal accomplishment (Christo and Piernaar, 2006). further to burnout, occupational strain can purpose absenteeism, high group of workers turnover, and reduced efficiency and overall performance (Erkutlu & Chafra, 2006). Researchers have noted that the long-time period effects of non-stop occupational strain could have poor outcomes for each worker and the corporations wherein they work (Ornelas and Kleiner, 2003). As a end result, occupational pressure is a developing subject for management due to its dysfunctional outcomes on organizational effectiveness.

III. RESEARCH METHODOLOGY

An endeavor has been made to quantify the Occupational Effectiveness of the business executives working crosswise over different divisions in the Indian corporate. So as to accomplish the objectives of the study, the researcher has arranged the whole procedure of work as far as research design. The method and procedure of the study has been depicted in the present segment in the accompanying efficient way:

A. Design of the Study

A research design is the plan of conditions for collection and analysis of information. The present study is graphic cum exploratory in nature. This study is graphic as the study portrays the Occupational Effectiveness of the business executives working crosswise over different divisions in the Indian corporate and furthermore looks to investigate and measure the impact of Occupational Effectiveness on employment stress and employment execution of the business executives.

B. Sample

For surveying the research, Stratified Irregular Sampling Design was picked. The sample comprised of 400 executives working at the center level administrative positions with at least three years of experience and post graduation as their base level of training spread more than 2 noteworthy sectors, specifically, Service and Manufacturing from the zone covering Delhi and National Capital Locale, Haryana and Punjab. For motivation behind this study, executives have been characterized as those people who have been allotted coordinate supervisory obligation.

I. Scales Used

To quantify the Occupational Effectiveness of the respondents Occupational Effectiveness Scale created by Hyde, Pethe and Dhar (2002) was utilized. The scale comprises of 10 elements having 34 things with reliability of 0.89 and legitimacy 0.95, institutionalized on the Indian populace. It is utilized to quantify the level of Occupational Effectiveness. The things of the scale are straightforwardly identified with the idea of Occupational Effectiveness. It incorporates mindfulness, sympathy, self motivation, emotional stability, overseeing relations, trustworthiness, self-development, value-orientation, commitment and philanthropic behavior. The respondents were required to react to everything on a 5 point Likert scale.

To measure the **Occupational Effectiveness** of the respondents, *Occupational Effectiveness Scale* developed by Hyde, Pethe and Dhar (2002) was used

TABLE 4.1

RANGE	LEVEL OF OCCUPATIONAL EFFECTIVENESS
B e l o w 61	<i>Low Occupational Effectiveness</i>
62 – 94	<i>Normal Occupational Effectiveness</i>
95 a n d A b o v e	<i>High Occupational Effectiveness</i>

IV. DATA ANALYSIS AND RESULTS

A. Demo Graphical Subtle Elements of the Specimen

To study the Emotional Knowledge of Business Executives and its relative effect on their Occupation Stress and General Execution, 400 Business Executives were incorporated into the study. The arrangement of the business executives on the premise of Gender, Industry, Age, Experience and Territory is exhibited beneath:

B. Measurement of Occupational Effectiveness of the Business Executives

Table 4.2 shows emotional insight score of 400 respondents. The respondents under study scored high on emotional knowledge (M=135.18) and when contrasted with standards mean (M=68). A higher score on the mean demonstrates that executives in a specific business association have an abnormal state of emotional knowledge. The respondents likewise accomplished high scores on each of the sub-measurements of emotional insight when contrasted with the standards imply. The respondents demonstrated abnormal state of Self Mindfulness (M=16.40), i.e., they have the capacity to be tuned in to their own particular sentiments and can perceive the effect of their

emotions on others, can demonstrate Sympathy (M=15.80) and effectively decipher the requirements and needs of others. The respondents likewise scored high on Self Motivation (M=24.43) i.e., they can keep their activities objective coordinated notwithstanding when diverted by feelings. The respondents could keep up their emotional adjust as they were observed to be high on the Emotional Stability (M=16.37). Overseeing Relations (M=16.56) was additionally observed to be high in the respondents which demonstrates that they have the capacity to envision, comprehend, and fittingly react to the feelings of others. High score was additionally observed on the Respectability measurement (M=12.27) which mirrors that the executives hold fast to strict moral and good codes. Executives additionally scored high on

Self Development measurement (M=8.16) inferring that they attempt endeavors to achieve a change in their self and business related results and furthermore on Value Orientation (M=8.55) which implies that the executives have faith in the standards of right or wrong as laid by the standards of the general public. The executives likewise demonstrated abnormal state of Commitment to the course of activities (M=8.43) and on Philanthropic Behavior (M=8.23) which demonstrates their readiness to put the necessities of others in front of their own needs.

Table 4.2

Observed Descriptive Statistics (Means and Sds) Of Total Sample In Relation To Occupational Effectiveness And Its Sub-Dimensions Along With Norms Values

VARIABLES	VALID	OBSERVED	NORMS	SDs
	OBSERVATIONS	MEAN	MEANS	
SELF AWARENESS	400	16.40	7.10	1.6
EMPATHY	400	15.80	10.5	2.10
SELF MOTIVATION	400	24.43	12.87	2.01

EMOTIONAL STABILITY	400	16.37	7.85	1.60
MANAGING RELATIONS	400	16.56	8.39	2.00
INTEGRITY	400	12.27	5.37	1.39
SELF DEVELOPMENT	400	8.16	3.78	1.05
VALUE ORIENTATION	400	8.55	3.74	1.15
COMMITMENT	400	8.43	3.79	1.02
ALTRURISTIC BEHAVIOUR	400	8.23	3.87	0.90
TOTAL OCCUPATIONAL EFFECTIVENS S SCORES	400	135.18	68	9.41

C. Correlation between Emotional Intelligence and Occupational Stress

(a) Coefficients of correlation between total occupational effectiveness scores and occupational stress along with its subscales.

Keeping in mind the end goal to know whether business executives with high emotional knowledge are probably going to have brought down employment push, relationship scores were gotten between Emotional Insight and Occupational Worry of the respondents. The outcomes demonstrate a huge negative connection between's aggregate emotional insight scores and occupational stressors ($r = -.29, p < 0.01$). It predicts the noteworthy impact of emotional knowledge in diminishing generally and particular occupational worry as people high on emotional insight are observed to be low on occupational anxiety, i.e., all coefficients turned out to be pessimistic (Table 4.3)

Part equivocalness ($r = -.22, p < 0.01$), under-interest ($r = -.35, p < 0.01$), feebleness ($r = -0.46, p < 0.01$), poor companion relations ($r = -0.24, p < 0.01$), natural impromptu creation ($r = -0.32, p < 0.01$), low status ($r = -0.32, p < 0.01$), strenuous working conditions ($r = -0.18, p < 0.01$) indicate critical negative connection with aggregate emotional knowledge score. The huge primary impacts of emotional insight and occupational anxiety are autonomous of each other regarding part over-burden, part strife, nonsensical gathering and political weight and unbeneficial.

The relationship comes about demonstrate that respondents who demonstrate high emotional insight are better at controlling occupational stressors.

Part Equivocalness is the impression of instability about what errands are included in doing a task. A person who can perceive sentiments identified with this situation, (for example, stress, outrage, dissatisfaction, or dread) could utilize these antagonistic feelings as markers of an issue in nature and in like manner make a move to change these feelings, (for example, conversing with their chief or experiencing their position portrayal), in this way managing the anxiety. Sentiment Under-support emerges when people are not permitted to utilize enough of their aptitudes and capacities. Yet, emotionally shrewd individuals attempt to fill in the crevices by evaluating their qualities and shortcomings and discover elective answers for make their employment more commitment and healthy.

Feebleness is the inadequacy of one individual to make others do what he or she needs to do. They feel that their proposals are not acknowledged by others. Be that as it may, a person who is emotionally astute will demonstrate steadiness and determination in spite of deterrents and difficulties.

Stress can be created from Poor Companion Relations which causes poor cooperation and struggle among people. Emotional insight can direct a person to arrange and resolve differences in a neighborly way and endeavor to make aggregate collaboration in seeking after aggregate objectives.

Characteristic Act of spontaneity happens when an individual is gotten between repetitive natures of assignments and feels that he is denied of chances to use his capacities and experiences autonomously. Emotional knowledge would act the hero of such a person, as it will help in indicating out as which feeling one is encountering and why is it being experienced. Positivism would be impacting everything and one would have the capacity to legitimize the circumstances and end results relationship existing in the circumstance.

Executives regularly need to face circumstances when their bosses don't give due acknowledgment to their work. A noteworthy lacuna can be absence of compelling correspondence. On the off chance that the bosses energize free stream of thoughts and give auspicious input and continue recognizing the endeavors of the subordinates, then the anxiety jumping out at the representatives because of the sentiment Low Status can be limited. What's more, open correspondence is an imperative element of being emotionally smart.

An emotionally canny director would be kind towards the requirements of others and attempt to relate the conditions to him before relegating the assignments to others. He would quantify the dangers and confusions required in finishing the errands. He would attempt to make the circumstances favorable for working, consequently adding to relieve the worry to his specialists emerging out of Strenuous Working Conditions.

Table 4.3

Coefficients of correlation between total emotional intelligence scores and occupational stress along with its subscales

	TEI	RO	RA	RC	UGP	ROP	UP	PLN	PPR	IM	LS	SWC	UNP	OS
TOE	1.00													
RO	-0.10	1.00												
RA	-0.22***	0.18*	1.00											
RC	-0.03	0.27*	0.43*	1.00										
UGP	0.04	0.17*	0.52*	0.42*	1.00									
ROP	0.38*	0.12*	0.03	0.14*	0.29*	1.00								
UP	-0.35***	0.27*	0.39*	0.13*	0.05	0.28*	1.00							
PLN	-0.46***	0.16*	0.09	0.04	0.16*	0.31*	0.59*	1.00						

PPR	0.24**	0.01	0.05	-0.12*	-0.31	-0.04	0.25*	0.34*	1.00					
IM	0.32**	0.11*	0.58*	0.39*	0.65*	-0.11*	0.29*	0.12*	-0.02	1.00				
LS	0.32**	0.23*	0.45*	0.21*	0.33*	0.31*	0.31*	0.19*	-0.12*	0.39*	1.00			
SW C	0.18**	0.46*	0.45*	0.35*	0.45*	0.11*	0.36*	0.32*	0.04	0.43*	0.38*	1.00		
UNP	-0.06	0.14*	0.31*	0.27*	0.38*	0.12*	0.03	-0.01	0.18*	0.38*	0.38*	0.30**	1.00	
OSS	0.19*	0.57*	0.73*	0.61*	0.58*	0.12*	0.57*	0.39*	0.14**	0.64*	0.53*	0.75**	0.35*	1.00

V. CONCLUSION

Present day associations are very unstable, dynamic and request higher efficiency. Assignments can't just be expert separately or by working with others in settled or, on the other hand routine ways. These occupations include understanding, conveying, identifying with what's more, gaining from different individuals working in the associations. The concentration of the associations has moved towards understanding and also building up the behavior of the workers with the goal that they can truly end up being generative for the association. Occupational effectiveness appears like a consistent framework to help manufacture such behaviors also,

connections. It is a social knowledge that empowers individuals to perceive their own, also, other people groups' feelings. An attempt had been made through this research to explore the utility of occupational effectiveness in directing employment push and upgrading general execution of the business executives.

The current study attempted to compile the work done in the field of OS and its relationship with Organizational Effectiveness to find how OS affects organizational effectiveness. The research has indicated that decrease in productivity, higher attrition rates, debilitated leaves, mishaps, low employment fulfillment, low quality products and services, poor internal communication and clashes inside the corporation are the key consequences of occupational stress are some of the outcomes of occupational stress while nature of work, the work environment, work schedules, and resources and equipment have been found as major factors contributing to occupational stress.

REFERENCES

1. Anderson, E. S. (2002) Social- Cognitive determinants of stress. *Health Psychology* 19, 479-486.
2. Backs, R. W. (2001) An autonomic space approach to the psychophysiological assessment of workload. In P. A. Hancock, & P. A. Desmond, *Stress, workload, and fatigue* (pp. 279-289). Mahwah, NJ: L. Erlbaum.
3. Bono, J. E. Folders, H. J. Vinson, G., & Muros, J. P. (2007). Workplace emotions: the role of supervision and leadership. *Journal of Applied psychology*, 92(5), 1357-1367.
4. Caldwell, J. A. (1997). An in-flight investigation of the efficacy of dextroamphetamine for sustaining helicopter pilot performance. *aviation, Space, and Environmental Medicine*, 68, 1073-1080.
5. Christo, B. and Pienaar, J. (2006), South Africa Correctional Official Occupational Stress: The Role of Psychological Strengths, *Journal of Criminal Justice*, 34(1): 73-84
6. Critchley, H.D., Mathias, C.J. (2003). Blood pressure, attention and cognition: drivers and air traffic controllers. *Clinical Autonomic Research*, 13, 399-401.

7. Delve, L. Skagert, K. & Vilhelmsson, R. (2007). Leadership in workplace health promotion projects: 1-and 2-year effects on long-term work attendance. *European Journal of public Health*, 17 (5), 471-476.
8. Hetland, H. Sandal, G. M. & Johnsen, T.B. (2007). Burnout in the information technology sector: Does leadership matter?. *European Journal of work and organizational psychology*, 16 (1).
9. Ornelas, S. and Kleiner, B. H. (2003), New Development in Managing Job Related Stress, *Journal of Equal Opportunities International*, 2(5): 64-70.
10. Rayner, C. & McIvor, K. (2006). Report to the Dignity at Work project Steering Committee. Dignity at work report: Portsmouth University.
11. Schaubroeck, J. Walumbwa, F. F. O., Ganster, D. C. & Kepe, S. (2007). Destructive leadership traits and the neutralising influence of an 'enriched' job. *Leadership Quarterly*, 18(3), 236-251.
12. Vermut, R. and Steensma, H. (2005), How can Justice be Used to Manage Stress in Organizations, in Greenberg, J.A. (Eds.), *Handbook of Organizational Justice*, pp. 383-410, Earlbaum, Mahwah, NJ.
13. Wager, N., Fieldman, G., Hussey, T. (2003). The effect on ambulatory blood pressure of working under favourably and unfavourably perceived supervisors. *Occupational and environmental Medicine*, 60, 468-474.
14. Erkutlu HV, Chafra J (2006). Relationship between leadership power bases and job stress of subordinates: example from boutique hotels. *Management Research News* 29(5): 285-297.
15. Jayashree, R., (2010). Stress Management with Special Reference To Public Sector Bank Employees In Chennai. *International Journal of Enterprise and Innovation Management Studies (IJEIMS)* Vol. 1 No. 3, Pp. 34- 35.
16. Manzoor, Q (2012). Impact of Employees Motivation on Organizational Effectiveness. *European Journal of Business and Management* Vol 3, No.3.

17. Plattner, I. E., & Mberengwa, D. S. (2010). Occupational stress among university secretaries in Botswana, *Tydskrifvir Menslikehulpbronbestuur* , Vol. 8 No. 1 P. 2-6
18. Topper, E. F. (2007). Stress in the Library, *Journal of New Library*, 108 (11/12): 561-564.
19. Ude. U., & Coker, D.M. (2012). Incentive Schemes, Employee Motivation and Productivity in Organizations in Nigeria: Analytical Linkages. *IOSR Journal of Business and Management (IOSRJBM)* 1, (4): PP 32-39.
20. Aadya and Kiran, U.V. 2013. "Occupational Stress of Women Workers in Unorganized Sector." *International Journal of Scientific and Engineering Research* 4(3): 3-13.