

EMPLOYEE STRESS MANAGEMENT WITH SPECIAL REFERENCE
TO NON PROFIT ORGANISATION

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ABSTRACT

This paper puts forth the thesis that the management of non-profit organizations is often ill understood because we proceed from the wrong assumptions about how these organizations operate. Based on this premise, this paper develops a model of the non-profit form as a conglomerate of multiple organizations with multiple bottom lines that demand a variety of different management approaches and styles a holistic conception that emphasises the diversity of orientations within and outside the organization a normative dimension that includes not only economic aspects but also the importance of values and politics a strategic-developmental dimension that sees organizations as evolving systems encountering problems and opportunities that frequently involve fundamental dilemmas and an operative dimension that deals with the everyday functioning of organizations. In a third part, the paper presents the basic contours of an analytic approach that tries to accommodate the distinct management challenges faced by non-profit organizations.

DEFINITION OF STRESS

According to JOHN MALTESON Stress may be defined as "The interaction of the individual with the environment". He also defined stress as "An adaptive response, mediated by individual difference and/or psychological processes, that are consequence of any (environment) action, situation or event that place excessive psychological and/or physical demand upon a person".

MC. GRATH defined stress in terms of a set of conditions having stress in it "stress involves an interaction of person and environment, something happens 'out here' which prevents a person with demand, or a constraint, or opportunity for behaviour".

STYLE defined as "The non specific response to any demand".

According to FRENCH ROGERS AND COBB, Stress is defined as "Amisfit between skill, abilities and demands of the job and a misfit interms of a person's need supplied by the environment".

SCHULLER defined stress as "A dynamic situation of uncertainty involving something important".

Having seen the varous definations for the term "stress" it is important that it does not involve the following:-

STRESS IS NOT SIMPLE ANXIETY

Anxiety operates solely in the emotional and psychological sphere, where as stress operates in the psychological sphere, where stress in the psychological sphere also. Thus may be accompanied by anxiety but the two cannot be equated.

STRESS IS NOT SIMPLY NERVOUS TENSION:

Like anxiety, nervous tension may result from stress, but the two are not the same. Unconscios people have exhibited stress, and some people may keep it "bottled up" and not reveal it though nervous tendion.

TEACHER STRESS

It is important to understand that while stress is necessary and positive and it can also be negative and harmful. shows the general relationship between the level of stress and the level of performance. Whether positive or negative, physical or mental, the body's reaction to stress can be described by three stages:

- Alarm Reaction Stage - the body identifies and first reacts to the stress. In this stage the body first releases hormones that help in the defense against the stressor.
- Resistance Stage - the body continues to resist the stressors as they persist. If the stressors continue and there is a consistent state of resistance, there is potential to move into the third and final stage.
- Exhaustion Stage - the body and mind are no longer able to make the necessary adjustments to resist the stressors and there is physical and/or mental exhaustion.

Focus for the remainder of this report is on negative physical and mental stress and specifically reviewing the persistent stressors that push eachers into the third stage and ultimately to exhaustion. “An excess of demand made upon the adaptive capabilities of the mind and body” and is seen in the form of a physical demand, a mental emend or both. Stress in Teaching Profession turnover coupled with the demographic trend of increased secondary school enrollment has caused a severe Every possible societal malfunction affects the classroom – drugs, alcohol, divorce, gangs and poverty.” Common Stressors Teachers Experience

- Poor classroom working conditions (small room, many students)
- Lack of adequate instructional materials and teaching resources
- Lack of proper facilities within a school (heating/cooling, lighting, media facilities, noise, room structure)
- Job security – budget cuts mean teacher cuts
- Decreased job mobility
- Low salaries
- Little opportunity for promotions.
- Annual incremental raises not in pace with cost of living
- Interruptions during teaching time
- Conflict between amount of time to teach and curriculum
- Teachers roles: teacher, mother/father, coach, counselor ...
- Heavy workload gives teachers no time to relax within a day
- Teachers bring work home daily – no time to finish at work
- High-Stakes Assessment Testing

- Responsible to Administration/Board Objectives & Policies
- Responsible to the students, parents, school administration/board
- Physical and Mental abuse by students

STRESS SELF-ASSESSMENT

The National Education Association Health Information Network has a Stress Self-Assessment available online. The assessment is to help identify if an individual may be more or less prone to stress in four top stress factors:

- Feelings of connection/isolation and influence/powerlessness
- Adequacy of training/skills
- Campus administration/management issues
- Safety concerns 14

Another common method used to quantify stress is the Holmes and Rah Stress Scale. Identifying potential areas of concern can help some make the necessary environment or personal changes to improve stressful situations. However, for many situations changes are not possible and individuals need to adopt stress management techniques to reduce or eliminate the adverse effects of prolonged exposure to unhealthy stress. Stressors are always present in the profession of teaching, which suggests teachers should learn techniques to manage stress to remain an effective teacher.

One such method suggests a simple ABC stress management model which recommends first acknowledgement of the stress, second modification of behavior and finally communication with students and other staff (see Figure 9). Just as is with many challenges in life, it is better for teachers to be proactive, rather than reactive, with management of stress. A widely recognized proactive stress management method is to maintain a healthy physical state through regular exercise, a nutritional diet and good sleep. Another well recognized proactive method of combating stress is to maintain a strong mental state: intellectually, emotionally and spiritually

STRESS

Stress is defined as an increased strain, an intense physical and / or psychological type of tension. The body's stress reaction causes one to become ready for action in the shortest period of time. Stress releases a lot of energies which give extraordinary strengths.

STRESS IS NOT NECESSARILY SOMTHING DAMAGING, BAD, OR TUBE AVOIDED

Easters is not damaging or bad and is something people should seek at rather than avoid. The term "STRESSOR" and "STRAIN" are two related terms which are very relevant in stress literature. The factors causing stress is a person are called "STRESSORS". Stressors are classified as

- Extra organizational stressors
- Organizational stressors
- Group stressors and individual stressors

The effects of stress on an individual are referred as strain.

Stress is the out of a process that brings with it perceived threat or the possibility of perceived threat. This persecuted threat is pressure. It can come from any were. It can be work related, home related, to do with family or friends or it can be imagined. Events that cause pressure for one person may not cause pressure for another. Stress occurs when perceived pressure or an individual exceeds that individual received ability to cope. The definition contains 5 key words pressure, individual, coping, stress, perceived.

NEED FOR THE STUDY

Rapid growth of organization and its extensive use in business and industry has increased the competition manifold among organizations across the globe, and the worker of the 21st century is facing more challenges as compared to his /her predecessors. These compelling forces in the organization are continuously reshaping the business strategies, restructuring the hierarchy, re-engineering business processes, and altering managerial practices, thereby, forcing the organizational to adapt innovative business models with their

The technological and structural changes in the organization blurred the boundaries of traditional departments, modified the roles and responsibilities of Non Profit Organization

employees and affected work-team relationship. On the one hand, those changes forced the organizations to acclimatize innovative mordent for their business processes and pressurized the employees to accommodate them in their daily work routines; while on the other hand automation of business processes created a huge demand of institute development with in the organization and they faced difficulties to accomplish those demands. That puts pressure on the institute development team within the organization.

The situation has also produced many other types of pressures in the organization and has resulted in the form of job stress, job dissatisfaction, employee burnout and other related issues of employee motivation, behavior, and performance.

Stress among the employees leads to physical and psychological disturbances. Since, the young generation is more interested in the NPO field and subsequently affected by stress at the young age. Therefore the present work is needed to identify what is the exact prevailing stress creating atmosphere in the Non Profit Organization and low individual employees and Management employee strategies to create stress free atmosphere.

STATEMENT OF THE PROBLEM

Stress is not a unique phenomenon it is realized through four stages namely

Causes of stress,
Stress effectiveness,
Adopting techniques

OBEJECTIVE OF THE STUDY

- To study about the stress effectiveness of the nonprofit organization employs.
- To study about the coping strategies of the stress management
- To study about the stress management techniques adopted by the nonprofit organization employees.

SCOPE AND LIMITATIONS OF THE STUDY

What are all the direct application of studying and analyzing the stress, stress effectiveness and stress management.

LIMITATION OF THE STUDY

The data collected for study is restricted to information technology peoples. the information provided by the respondents is based on their memory only which is a subjective one. The data had been gathered from the employees who had undergone the training during the period of study regardless of gender and their numbers.

METHODOLOGY

The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data.

Sampling Size and Design

The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Multi Stage Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. Totally 130 Questionnaires were distributed and 119 collected out of which 100 completed questionnaires were found usable.

SAMPLE SELECTION

The multi stage random sampling method is applied to collect the primary data. This sampling method is justified as follows: The whole NPO is downsised into Software industry in the first stage of sampling. The second stage is preceded with technical employees working in the Software industry. After these two stages, the random sampling method is applied to obtain the responses from the employees. Hence, the multi stage sampling method is justified to collect the samples from the Software companies.

SCALING TECHNIQUE IN THE QUESTIONNAIRE:

The questionnaire used comprises both optional type and Statements in Likert's 5 point scale. The responses of these sections are obtained from the employees of Non Profit Organization in the 5 point scale, which ranges as follows:

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly agree

SECONDARY DATA

The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

PILOT STUDY

A pilot study was conducted to validate the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires are collected from 30 respondents and Cronbach's Alpha Criterion was applied to test the reliability. The value determined is 0.914 proving the reliability of the instrument. The quality of the questionnaire was ascertained and the test showed high reliability. The variables considered for the analysis are satisfying the normal probability distribution. Based on the pilot study, the questionnaire was modified suitably to elicit response from the sample group.

DATA ANALYSIS

The Primary data collected are analyzed using the SPSS (Statistical Package for Social Sciences) computer packages.

The Statistical tools used for obtaining results are as follows

- Z test and Paired Z test are applied to ascertain the nature of responses of employees about the stress management.
- Factor Analysis by Principal Component Method is used to identify the factors of stress management.
- K-means Cluster Analysis is exploited to classify the employees of Non Profit Organization based on their perception.
- Karl Pearson’s Co-efficient of Correlation is brought into the context to explore the parametric relationship among the various factors of stress.

Table -1
Factors of stress due to inter personal relationship

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.788	34.439	34.439	2.798	25.440	25.440
2	1.424	12.943	47.381	2.053	18.663	44.102
3	1.251	11.377	58.758	1.612	14.656	58.758
4	.937	8.522	67.279			
5	.886	8.055	75.335			
6	.718	6.529	81.863			
7	.591	5.375	87.238			
8	.487	4.431	91.669			
9	.454	4.125	95.794			
10	.262	2.378	98.172			
11	.201	1.828	100.000			

Extraction Method: Principal Component Analysis.

From the above table it is found that the eleven variables are converted into three major factors. These eleven variables explain 58.75% of the total variance. Table No 4.7 presents the variable loadings of each factor.

Variable loadings of factors of interpersonal relationship

Table-2
Variable loadings of factors of stress due to inter personal relationship

	Component		
	1	2	3
q5	.804		
q3	.760		
q6	.744		

q4	.689		
q10		.787	
q9		.784	
q1		-.618	
q11		.454	
q7			.813
qa8			.683
q2			.619

Extraction Method: Principal Component Analysis. Rotation Method:

Varimax with Kaiser Normalization. a Rotation converged in 5 iterations From the above table it is inferred that factor one consists of the variables

- Do you avoid social contacts in the recent past? (0.804)
- Do you get jealous of your co-workers (0.760)?
- Do you have difficulty in saying “No” To others (0.744)
- Do you often get angry with others (0.689)

Hence the first factor is named as social contact and non-co operation. The Second factor consist of the following variables

- Do you react defensively to constructive criticism (0.787)
- Do you avoid people whose ideas are different from yours (0.784)
- Do you get on well with your co-workers? (-0.618)
- Do you look to others to make things happen to you? (0.454)

Therefore the second factor can be suitably named as (Cordial) relationships and openness. The Third factor is emerged from the variable

- Do you have time for your hobbies (0.813)
- Do you confide personal matters to your friends (0.683)
- Do you let others know your feelings (0.619)

Therefore this factor can be called as leisure time and sharing the views. So, it is concluded that in Non Profit Organization, the stress due to interpersonal relationships are

emerged in the form of factors” lack of social contacts and non-co operation”, "cordial relationships and openness” and “leisure time and sharing of views”.

Table-3
One-Sample Statistics for variables of stress due to inter personal relationship

	N	Mean	Std. Deviation	Std. Error Mean
q1	100	3.8000	1.08246	.10825
q2	100	3.4500	1.10440	.11044
q3	100	2.4900	1.43192	.14319
q4	100	2.6500	1.28216	.12822
q5	100	2.6700	1.37844	.13784
q6	100	3.0200	1.31794	.13179
q7	100	2.9300	1.32768	.13277
qa8	100	2.9500	1.20918	.12092
q9	100	2.6600	1.37231	.13723
q10	100	2.8700	1.07923	.10792
q11	100	3.2100	5.44448	.54445

Table-4
One-Sample Test for variables of stress due to inter personal relationship

Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
q1	7.391	99	.000	.80000	.5852	1.0148
q2	4.075	99	.000	.45000	.2309	.6691
q3	-3.562	99	.001	-.51000	-.7941	-.2259
q4	-2.730	99	.008	-.35000	-.6044	-.0956
q5	-2.394	99	.019	-.33000	-.6035	-.0565
q6	.152	99	.880	.02000	-.2415	.2815
q7	-.527	99	.599	-.07000	-.3334	.1934
qa8	-.414	99	.680	-.05000	-.2899	.1899
q9	-2.478	99	.015	-.34000	-.6123	-.0677
q10	-1.205	99	.231	-.13000	-.3441	.0841
q11	.386	99	.701	.21000	-.8703	1.2903

The value 4.3 revealed that the mean values of variables of stress due to inter personal relationship range from 2.49 – 3.80.

The 't' test significance is displayed in table 4.4 this shows that the employees in Non Profit Organization agree with stress due to cordial relationship with co-workers, understanding others feelings and maintaining a smooth relationship to achieve the things at work. The employees remain undecided to express their opinion in difficulty in saying "No", to others, confiding the personal matters and time for their hobbies. They disagree with stress due to jealousy of co-workers, getting angry with others, avoiding social contacts, avoiding ideas from others and reaction to constructive criticism.

One sample "t" test is applied on the above-mentioned three factors & the following results are obtained.

Conclusions.

- Inter personal relation ship is a vital HRD sub-system which creates a conducive HRD climate. The flaws in this relationship lead to more stress among the employees.
- Employee's personal health and family circumstances are crucial factors for the quality of work life and stress free environment. The maximum percentage of poor performance of employees is due to physiological and psychological problems.

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