

MST 514– Introduction to Organisation Behaviour

Lecture 17

August, 2015



Topics to be covered today

1. Organizational structure types

Work Stress

Stress

–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

• Types of Stress

–Challenge Stressors

- Stress associated with workload, pressure to complete tasks, and time urgency

–Hindrance Stressors

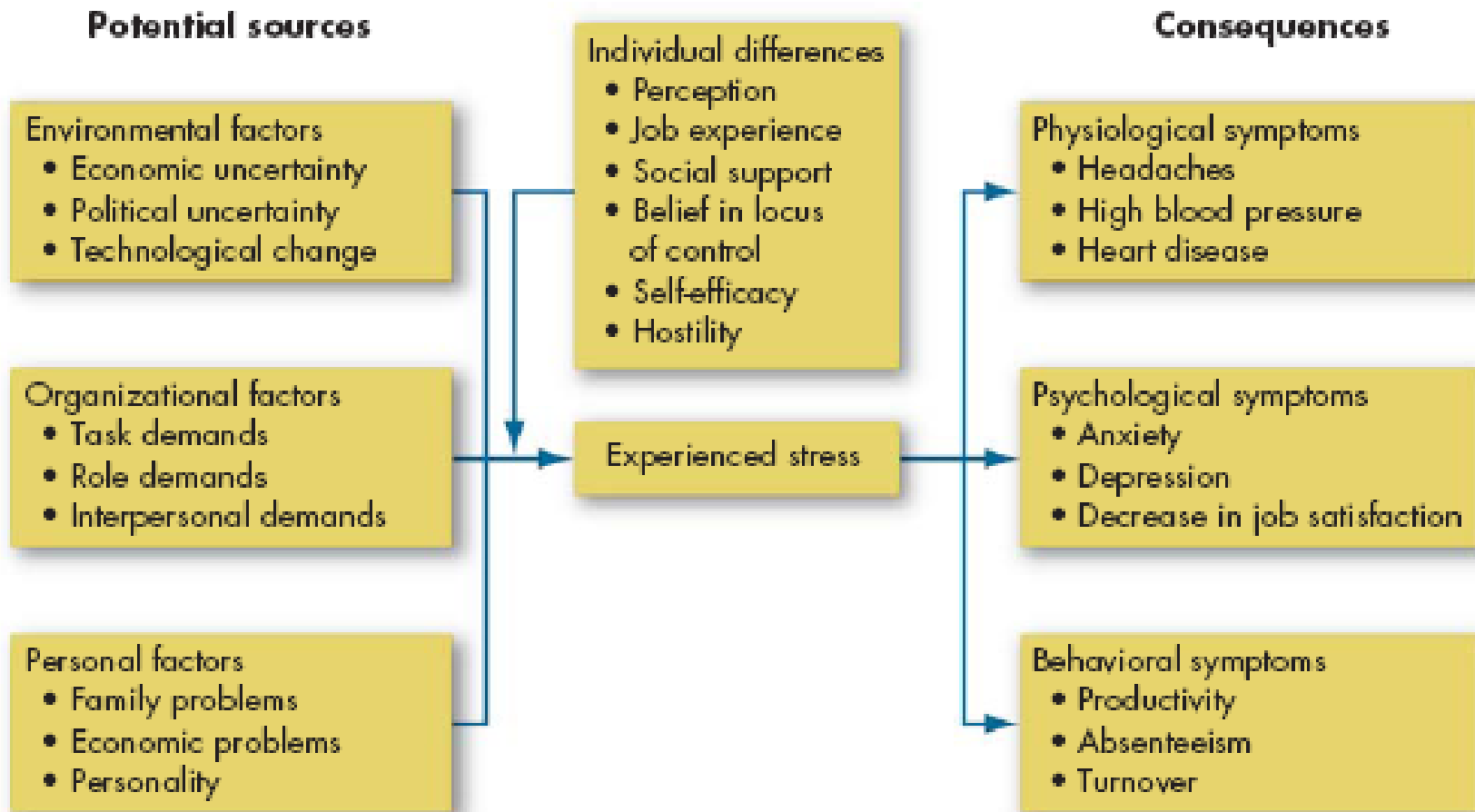
- Stress that keeps you from reaching your goals, such as red tape

- Cause greater harm than challenge stressors

Demands-Resources Model of Stress

- Demands
 - Responsibilities, pressures, obligations, and uncertainties in the workplace
- Resources
 - Things within an individual's control that can be used to resolve demands
- Adequate resources help reduce the stressful nature of demands

A Model of Stress



Potential Sources of Stress

- **Environmental Factors**

- Economic uncertainties due to changes in the business cycle
- Change in business priorities due to changes in the political scenario
- Threat to manpower requirement due to technological changes/innovation

- **Organizational Factors**

- Task demands related to the job
- Role demands of functioning in an organization
- Interpersonal demands created by other employees

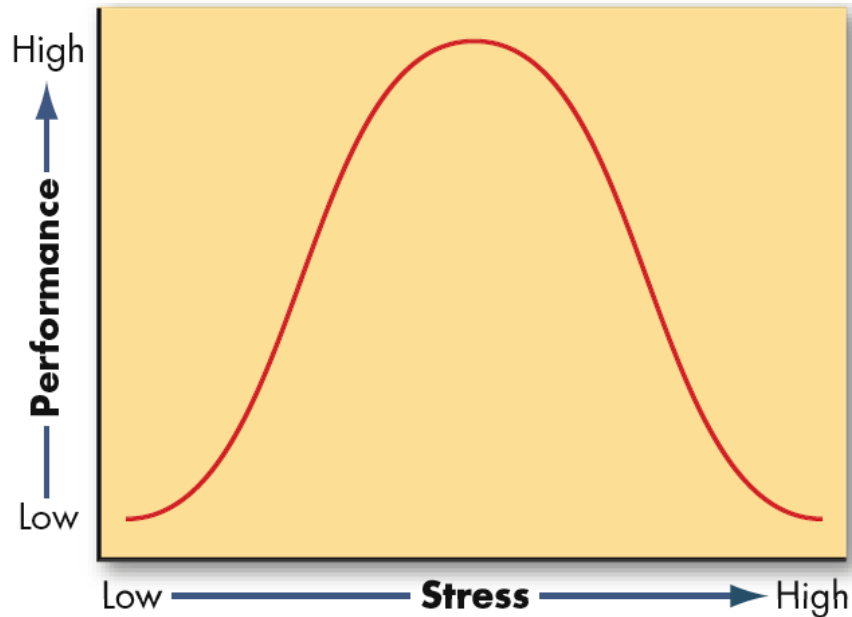
- **Personal Factors**

- Family and personal relationships
- Economic problems from exceeding earning capacity
- Personality problems arising from basic nature

Consequences of Stress

- Stressors are additive: high levels of stress can lead to the following symptoms
 - **Physiological**
 - High blood pressure, headaches, stroke
 - **Psychological**
 - Dissatisfaction, tension, anxiety, irritability, boredom, and procrastination
 - Greatest when roles are unclear in the presence of conflicting demands
 - **Behavioral**
 - Changes in job behaviors, increased smoking or drinking, different eating habits, rapid speech, fidgeting, sleep disorders

Not All Stress Is Bad: The Proposed Inverted-U Relationship Between Stress and Job Performance



Note: This model is not empirically supported

- Not all stress is bad: some level of stress can increase productivity
- Too little or too much stress will reduce performance

Managing Stress

- **Individual Approaches**

- Implementing time management
- Increasing physical exercise
- Relaxation training
- Expanding social support network

- **Organizational Approaches**

- Improved personnel selection and job placement
- Training
- Use of realistic goal setting
- Redesigning jobs
- Increased employee involvement
- Improved organizational communication
- Offering employee sabbaticals
- Establishment of corporate wellness programs

Thank you

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