

ORGANISATIONL ROLE STRESS and ITS COPING STRATEGIES

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Introduction

Seyle has defined the stress as non specific response of the body to any demand made on it. Stress in engineering is known as the ratio of internal force brought in to play when a substance is distorted to the area over which the forces act. Stress equated with “force, pressure or strain” exerted upon a material object or person which resists these forces and attempts to maintain its originate state.

The term stress has been used variously.

1. Stimulus (External force acting on the organism).
2. Response (Changes in physiological function)
3. Interaction.
4. More Comprehensive combination of the above factors.

ORGANISATIONAL STRESSORS.

The concept of OS first evolved in the classic work of Khan etal. They were earliest to draw attention to OS in general and role stress particular.

Pareek pioneered work on role stress by identifying as ten different types role stress.

1. Inter distance role stress (RID).
2. Role Stagnation (RS).
3. Role Expectation conflict (REC).
4. Role Erosion (RE).
5. Role Overload (RO).
6. Role Isolation (RI)
7. Personal Inadequacy (PI).
8. Self Role distance (SRD).
9. Role Ambiguity (RA).
10. Resource Inadequacy (RIN).

SOCIETAL STRESSORS:

Some time the society in which individual lives also creates stress. Every culture teaches the people, what to define as stressful. Even such a profound experience as the death of an infant can have different meanings .For an Indian couple, if their infant dies it will be one of the most shattering stressful events they will experience. But for an Australian aborigine the death of infant merely postpones the day it will enter the human family. This type of people believes that the soul of an infant merely returns to the common world of spirits to avail a better time to be born.

Conflict between husband and wife, arguments with teenage children, falling health of a parent, adjusting to new school, feeling of isolated in a new neighborhood, and death of a family member can also bring unrelieved stress. Family pressures inevitably affect one's life at work vice verse.

Beyond the family and one's life at work, all of us connected to the wider social and physical environment. The government raises taxes and we will the pinch. Gas shortage occurs and we have to wait in long lines. All of us encounter such a short term stresses that come from the wider environment, impersonal, beyond our control. Yet they can invade our lives and create unrelieved stress.

STAGES OF STRESS:

BURN OUT AND BURST OUT:

Paine has observed” Burnout stress Syndrome” (BOSS), the consequence of high level of job stress, personal frustration, and inadequate coping skills have major organisational social costs.

BOSS is a debilitating psychological condition brought about by unrelieved work stress.

Four Types of Consequences are.

1. Honeymoon stage.
2. Fuel shortage stage.
3. Chronic symptom stage.
4. Crisis stage.
5. Hitting wall stage.

1. Honey Moon Stage:

In this stage there is a euphoric feeling of encounter with the new job. There is excitement, enthusiasm, pride and new challenges dysfunctional features emerge in 2 ways.

1. The energy resources are gradually depleted in coping with the demands of a challenging environment.

2. The habits and strategies for coping with stress are formed in this stage, which are often not useful in coping with later challenges.

FUEL SHORTAGE STAGE:

In this stage, there is a vague feeling of loss, fatigue, and confusion. The symptoms are job dissatisfaction, inefficiency, fatigue, and sleep disturbance leading to escape activities such as increased eating, drinking, and smoking. Future difficulties are signaled at this stage.

CHRONIC SYMPTOM STAGE:

The physiological symptoms become more pronounced and demand attention and help at this stage. Common symptoms are chronic exhaustion, physical illness, anger, and depression.

CRISIS STAGE:

This stage of symptoms persists over a period of time, the individual enters the stage of crisis and feels oppressed. There is a heightened pessimism and self-doubting tendency is accentuated. One develops an “escape mentality” peptic ulcers, tension, headache, chronic backache, high blood pressure, and difficulty in sleeping are some of the better known symptoms of this crisis period. They may become acute.

HITTING THE WALL STAGE:

This phrase “Hitting the wall” is got from athletics; at this point a marathon runner feels that he has hit the wall. It is an experience so devastating that it can completely knock a person out. The body temperature shoots up with an accompanying loss of blood volume. This leads to muscle paralysis, dizziness, fainting, and even complete collapse. Similar experiences have been observed in the executive world 5 times. With all the adaptation energy depleted, one may lose control over one's life, it may be the end of professional career.

LEVEL OF STRESS:

Stress is like electric power. It can make a bulb light up and the voltage is higher than what the bulb takes, it can burn out the bulb. This phenomenon of burnout is the harmful effect of stress, resulting in loss of effectiveness. Burnout can be defined as the end result of stress experienced but not properly coped, resulting in symptoms of exhaustion, irritation, ineffectiveness, inaction, discounting self and others, and problem of health (hypertension, ulcers, and heart problem/ailments). Pareek has suggested the opposite phenomenon of glow up which occurs when stress is properly channeled, resulting in the feeling of challenge, high job satisfaction, creativity, effectiveness, better adjustment to work and life.

Who gets burnout: Generally roles requiring continuous work with people experience burnout more than roles requiring less contact with people. Highly routine and mechanical roles produce burnout. The amount of stress experience also contributes to burnout.

How to prevent Burn out: The development of inner directness (Self obligating orientation) activeness optimum level of stress one factor contributing to glow up.

Rust out stress syndrome (ROSS):

The ROSS is indicative of stress underload. It occurs when there is a gap between what the executive is capable of doing and what he is required to do. The concept of role erosion is close to the concept of ROSS. Stress under load can arise due to both qualitative and quantitative aspect of work clearly situational appraisal is a prerequisite for encountering stress.

COPING WITH STRESS:

The word coping has mainly two meanings of predominant in the literature. The term coping has been used to denote the way of dealing with stress or the effort to master conditions of harm, threat, or challenges when a routine or automatic response is not readily available.

Coping can have effects on Three kinds of out coming.

-Psychological

-Social and

-Physiological

normally coping is defines as an adoptive response to stress ,a response intended to eliminate ,ameliorate or change the stress producing factors or intended to modify the individuals reaction to stressful situation and in a beneficial way.

MANAGING STRESS:

Every individual needs a moderate amount of stress to be alert and capable of functioning. In professional or family life stress is inevitable, but to find to what could be done to counteract the stress as to prevent its negative consequences. Normally coping is defined as an adoptive response to stress, A response indented to eliminate, ameliorate or change the stress producing factors or intended to modify the individual reaction to stressful situation to a beneficial way.

There are two ways in Managing Stress

1. What an organisation can do.

2. What an individual can do.

1. What an organisation can do: The organisation to study their executive role stresses for that the organisation to conduct stress audit. In setting the stress in an organisation the distinction can be made among three categories of variables.

-Casual stress variables

-Mediating stress variables.

-End result variables.

USE of Scientific inputs:

Disperse information on how to face the stressors in the organisation and outside. People desire immense benefits from knowing something about the fundamentals of the stress responses, dieting, exercise and meditation.

SPREAD THE MESSAGE:

The importance of regular habits of work, leisure, proper diet, exercise and mental peace should be emphasized.

What Individual can do: When individuals experience stress, they adopt ways of dealing with it. An individual cannot remain in a continual state of tension. So even is a deliberate and conscious strategy is not utilized to deal with stress, some strategy is adopted. We use the term coping in the first meaning (ways of dealing with stress) ,distinguishing with effective coping and ineffective coping. Pareek has suggested this as “approach” and Avoidance” strategy.

Effective coping strategies are “approach strategies” to confront the problem of stress as a challenge and to increase capability of dealing with it. Ineffective strategies are “escape strategies” to reduce the feeling of stress for example by denying the reality of stress sure through use of alcohol. drugs, or other escapist behavior. Research has shown that social, emotional support available to the person helps him or her to effectively cope with stress. Persons maintaining close interpersonal relationship with friends and family are able to use more appropriate strategies. Social support includes both material support (providing resources) and emotional Support (listening to the person and encouraging him /her).

COPING STRATEGIES FOR ROLE STRESS:

ROLE STRESSORS STRATEGIES	DYSFUNCTIONAL STRATEGIES.	FUNCTIONAL
1. Self role distance	Role rejection, Self rejection	Role integration
2. Inter Role distance	Role partition, Role elimination	Role Negotiation
3. Role stagnation	Role fixation	Role transmission
4. Role ambiguity	Role prescription	Role classification
5. Role isolation	Role boundless	Role linkage

6. Role expectation conflict	Role taking	Role making
7. Role overload	Role reduction	Role slimming
8. Role erosion	Role visibility	Role enrichment
9. Role inadequacy	Role allotropy	Resource generation
10. Personal Inadequacy	Role shrinkage	Role linkage

Mishra and Dixit attempted to reveal the coping style of 300 aliphatic doctors, it was found from the investigation that those who use effective coping are less burnout than those who use ineffective coping.

Hasnain etal (2001) on his study “role stress coping strategies in different professional groups” assessed the coping strategies in three different occupational groups(20 engineers,20 Managers,20 Teachers).No significant difference obtained among the coping strategies of three groups. The two coping strategies used by these three groups were extra persistive and inter-persistive (approach coping)

In a nut shell it can be said that in all the three groups approach strategies were more frequently used than avoiding strategies.

Aminabhavi and Kamble(2004) conducted a study on work motivation and stress coping behaviour of technical personnel at a railway workshop. The sample comprised of 30 technical personnel in the range of 30-59 years .It was found that middle aged technical personnel had significantly higher stress coping behaviour as compared to the higher aged technical personnel.

Aujla etal(2004) analysed the different stress management techniques used by 75 working women and 75 non working women of Ludhiana city. Results showed that majority of the respondents in both categories were using various stress management techniques viz relaxation music, prayer, recreation with family, planning etc. planning and relaxation were

most preferred techniques among both the groups.

Aditi and Kumari(2005) found that the stress buffering effects of friendships and social support systems seem to significant contributor to high level of stress.

Randeep and Ravindran(2005) attempted to explore the relationship between coping strategies and coping styles among 30 marketing executives in two private sector mobile phone companies. It was concluded that use of coping styles such as task strategies, logics ,home and work relationship, time management and involvement, executives differ considerably with respect to their cognitive styles.

Chand(2006) studies to examine psychological factors in the development of work stress. The respondent are 150 junior management scale-1 officers in various banking institution .The findings of the study revealed that job related strain is positively related with life event stress control coping and symptom management coping.

G Melch(1982) Suggests the following five strategies to overcome the stress affliction.

1. Take a hard look at yourself.
2. Stay alert.
3. Take risk.
4. Avoid isolation.
5. Stretch for success.
- 6.) Overcome obsolescence.

A few safety valves are suggested below

1. Changing gears.
2. Cutback on excessive hours.
3. Exercise.
4. Pamper yourself.
5. Get involved.

6. Warmup slowly.
7. Release pressure on the job.
8. Practice relaxation techniques.

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