



REVIEW ARTICLE

MANAGING STRESS AND EMOTIONAL WELFARE

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ABSTRACT

From the last few decades, the quality of life and work life has become a major issue of concern for the organizations. Stress has become the key reason for dictating several issues related to the health and welfare of the employees. However, very little is still known about stress management procedures and employee's emotional welfare in organizations.

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INTRODUCTION

Background

From the last few decades, the quality of life and work life has become a major issue of concern for the organizations. Stress has become the key reason for dictating several issues related to the health and welfare of the employees. However, very little is still known about stress management procedures and employee's emotional welfare in organizations, (Schuler, 2008). This is because of the lack of agreements about the constitutes of stress, measures used to evaluate the stress and non specific definitions of stress given in the organizational settings. It has been encouraged to further review the investigative topic, as previous researches are only limited to the organizational, societal and personal cost associated with the stress. Currently researchers have cautioned that there are many more types of stress, which has put bad consequences that are still required to be identified. So the need is to cumulate and integrate the findings which are helpful in reducing the stress related problems, (McGrath, 2006). Burnout, is the new term which is employed to define the stress consequences or strains with the syndrome of the emotional exhaustions and cynicism towards the chronic organizational stressors, (Maslach and Jackson, 2001). The significance of the concept presented as burnout is suggested by the type of relationships it is having with the organizational outcomes. The turnover rate, absenteeism, dissatisfaction and the decrease in the quality of the performance over job, is attributed to the

consequences of stress and it has direct impact over the emotional welfare of employees. This has ensued in personal outcomes like mental disorders, use of drugs and alcohols, physical disorders and the disintegration among the social and family relationships, (Maslach and Jackson, 2001).

Problem statement

Researchers have widely noticed that work related stress problems and their consequences are very severe and it also varies from one organization to other organization. It has direct impact over the emotional well being of the employees and has also resulted in destroying their physical health, (Maslach and Jackson, 2001). Thus the need is to extensively study about the stress management skills applied in organizations, so to guarantee the provision of emotional welfare to the employees.

Research aims and objectives

The research is trying to set its aim over investigating the types of stress faced to the employees, in numerous organizational settings. It is also aimed to determine the factors of the stress which are resulting in stress creation and distortion of emotional welfare of the employees. By knowing about the types of the stress, the researchers will try to dig out the stress management techniques which will be fruitful in managing stress in the studied organizations. So, the objectives of the research are dictated as:

- To explore the determinants of stress in numerous organizations

- To investigate about consequences of the stress resulted in different organizations
- To suggest the stress management techniques for bestowing the emotional welfare of employees

Research questions

- Q1 What are the determinants of stress in numerous organizations
- Q2 What are the consequences of the stress resulted in different organizations
- Q3 How to employ the stress management techniques for bestowing the emotional welfare of employees

Hypothesis

- H1 Stress management has direct impact over the emotional welfare of the employees
- H2 Absenteeism rate will be higher in organizations where employees are struggling with stress
- H3 Stress is not good for the physical and the mental health of the employees
- H4 Stress has direct impact over the job performance of the employees.

R	r ²	Adj.R ²	F.stat	P.value
0.113	0.013	0.003	1.267	0.263

Survey was conducted with bank employees.

Literature review

Extensive review of the literature has been done so to know about the different perceptions, theories and empirical findings of the previous researchers about stress management and the emotional welfare of the employees. The researcher has presented several concepts shared by previous researchers and evaluates the problem with possible findings. Stress management is very essential for the organizations because it has been widely seen that it has direct impact over the work performance and emotional well being of the employees. Organizations who have shown less interest in carefully managing the stress has to face many consequences. The turnover rate, absenteeism, dissatisfaction and the decrease in the quality of the performance over job, is attributed to the consequences of stress and it has direct impact over the emotional welfare of employees. This has ensued in personal outcomes like mental disorders, use of drugs and alcohols, physical disorders and the disintegration among the social and family relationships, (Maslach and Jackson, 2001). The emotional exhaustion, which is determined with the concept of burnout is the most extensive variety of the work related strain. It has resulted in causing the general loss of employee's interest, feelings, trust and the spirit, (McGrath, 2006). According to the Maslach and Jackson, (2001), the feelings of the fatigues being used to bring up frustration, irritability and the wearing out. In simpler words, emotional resources of the employees have become depleted and they are not feeling able for giving any psychological level to employees. Emotional exhaustion is the major reason resulted from the stress or the burnout. It is the first stage of the burnout and thus very critical point to be evaluated. Emotional exhaustion is also resulted due

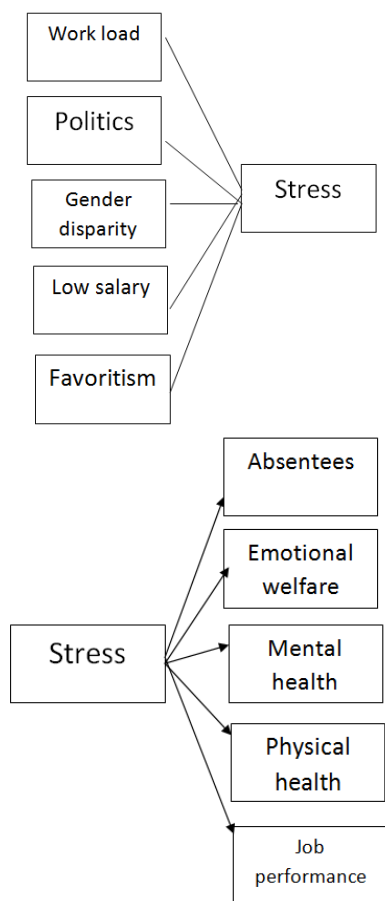
to the intensely and chronic affective nature and it is the common position to create the fatigue among the employees of the organizations. It is having enduring and pervasive qualities for the emotional welfare disturbance. It has been suggested by Collier, (2003) that chronic fatigue is that stage of stress where physical illness has been reported. This has ultimately become one of the reasons for causing the absenteeism in the organizations. As a result, emotional disturbance has resulted in creating unique indicator for the working life and is one of the major elements for evaluating the work related stress. Also, it has been deduced from the research of Collier, (2003) that emotional exhaustion is the foremost state of feeling. Although, emotional exhaustion is one of the major reasons for causing stress and result in creation of fatigue, anxiety, tension, insomnia, poor relationships, use of drugs and alcohol and poor relations with children and spouse, (Maslach and Jackson, 2001). In some of the fields, stress has also resulted in causing serious physical problems like heart attacks, mental disorders, bad health etc. the emotional strain is quite difficult to be highlighted in the work itself, as most of the organizations are busy in attaining their goals. They have less concern about the emotional well being of their employees. In that scenario, the physical hazards and interpersonal demands has resulted in damaging the work performance of the employees, (Schuler, 2008). In the year 1980, the HSE has incorporated the prioritization exercise known as the health risk review. This has ensued in ranking the occupational ill health as the leading factor. The second place was given to the work related stress, according to its impact over the musculoskeletal disorders. Due to this report, the HSE commission has developed a review over the tackled problem. They have managed to develop a frame of reference, in which they have mentioned all the health hazards and the safety legislation related to health effects due to the work stress. They have also enforced to study the effectiveness of the stress management programs, (Cox, 2009). In this regards, Cooper, Dewe and O'Driscoll, (2001) has based their work over the existing transactional model. They have mentioned that how growing stress is constantly affecting the physiological, emotional and the cognitive component of the employees. There has now been good arrangement available over the key features of stress process. In general, there is stress which entails the sequences of the events. This includes the presence of demand, set of the evaluative process and the generation of the response which ultimately affect the well being of the employees. One can also add more importance to the perception or appraisal to cope up with the importance of the stress management, (Sells, 2000).

The most recent analysis has suggested that the system of the organizations must incorporate the skills to augment personal resources like self efficacy. This may be essential for availing the advantage in term of having high autonomy, which has power to bring change in the redesigning of the interventions. In order to summarize the transactional model approach, the discrepancy and the imbalance must be set at the environmental level (Warr, 2000). The review done by Cooper, Dewe and O'Driscoll, (2001) also has integrated the psychological and physical stressors and has developed the hazard based taxonomy. This is based over the job context and the content of the job. They have also introduced the concept of the control cycle, which is aiding in managing risk. The work

related guide of the employees has emphasized over the excessive pressure exerted which results in employee's inability to perform certain tasks. This guidance have also presented the concept of the do able tasks by the employees, which can be done with the combination of effective trainings and job designs. They have also introduced the basic concept of person to fit job, which assures that only relevant person will be hired and allotted with the do able tasks. This was one of the major approach to control the work related stress, so to assure the emotional welfare of the employees, (Cox, Randall, and Griffiths, 2002).

Conceptual framework

From reviewing the work of the past researchers, the conceptual framework of this research work has been evolved. It has been reviewed that managing stress has become too much important, because it has connection with the emotional welfare of the employees. Stress management itself is a huge topic to be studied and explored. With our model, the aim is to explore the determinants and consequences of the stress. So developed model is:



METHODOLOGY

Research approach

The research onion has explained the three major categories of approach adopted to explore the dimensions of the research.

These are mixed, qualitative and the quantitative approach. The qualitative research approach is a notion which explores the dimension of the research over the gathering of the in-depth views presented by the persons who are affected with the problem, (Saunders, *et al.*, 2009). The quantitative approach is a notion which explores the dimension of the research over the basis of the numerical figures. On the other hand, the mixed approach, as the name suggesting is an approach which is a mixture of in-depth analysis and numeric calculations, (Schell, 2008). The model which we have derived for this research project is going to be studied with the mixed approach. This is due to the characteristics of the problem which we are exploring.

Research design

As the research is following the two dimensional approach, thus the design are also stated to be the two dimensional. The design opted for this current research work is exploratory and the co relational, (Silverman, 2005). The exploratory dimension is adopted to make suggestion about what techniques to be adopted in managing the work related stress. On the other side, the co relational design facilitates in knowing about the existence of association among the determinants of stress (Work load, politics, low salary, gender disparity, favoritism) and causes of stress (absentees, emotional welfare, mental health, physical health, job performance).

Data collection

Collection the data will be done through the primary and the secondary methods. The first hand data will be collected from the employees of different organizations of Pakistan. The adopted technique for the data collection will be survey forms. Researchers will visit different firms and gather the data from the employees. The secondary data about making suggestions about the stress management techniques for the welfare of the employees, will be done through reviewing different theories and journals.

Sampling technique

Sampling procedure opted for this research work is based on convenient sampling. The researcher will only approach those organizations of Pakistan, which is in accessibility. Also, only those organizations will be asked to present the data, where the personal reference of the researcher will work. That is the reason, the adopted approach is convenient based sampling.

Analytical technique

In order to evaluate the data collected, the analytical technique will be regression analysis. The two developed models will be evaluated with the help of regression analysis. It is the best analytical technique for gauging the existence of association among the variables. Regression model is going to facilitate in knowing about the extent to which independent variables are putting impact over dependent variable. In this regards, the adopted tool of analysis is SPSS 20. Data will be entered in and evaluated through the SPSS software. The second approach for analyzing the data is observation. Different journals and

theories will be studied, so to derive results for the techniques involved in exploring stress management and emotional welfare of the employees.

Model

$$S = \alpha + WL \beta_1 + P \beta_2 + LS \beta_3 + GD \beta_4 + F \beta_5 + \epsilon$$

$$S = \alpha + A \beta_1 + EW \beta_2 + MH \beta_3 + PH \beta_4 + JP \beta_5 + \epsilon$$

Where S is depicting stress, WL is depicting Work load, P is depicting politics, LS is depicting low salary, GD is depicting gender disparity, F is depicting favoritism, A is depicting absentees, EW is depicting emotional welfare, MH is depicting mental health, PH is depicting physical health, JP is depicting job performance and ϵ is depicting term of error

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