



JOB STRESS (CAUSES, IMPACTS, AND MANAGEMENT): A CASE STUDY OF EMPLOYEES WORKING IN KAVAYITARI BAHINABAI CHAUDHARI NORTH MAHARASHTRA UNIVERSITY, JALGAON, MAHARASHTRA

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Abstract: Stress is an unavoidable part of human life and it's natural to feel tense. When stress becomes chronic, it can have a negative impact on both the physical and emotional health of the human being. Hence, stress management has become increasingly important with changing times. Employees must be aware of the stress and its impact on physical and mental health. The purpose of this paper is to investigate the sources of stress, its impact, and management among the employees of KBC North Maharashtra University, Jalgaon, Maharashtra. Twenty-three employees from KBCNMU were given a stress questionnaire. A total of ten employees were selected out of 23 who were found to have a high level of stress on OSI (Occupational Stress Index) and were taken for in-depth-interview. The qualitative approach with the descriptive analysis method was used. The result of the study showed that the employees who were found to be in higher stress levels are affected by stressors like workload, job insecurity, conflict with colleagues, poor relationships, and salary does not match, personal problems, long hours, lack of promotion, intrinsic impoverishment, fewer chances to utilize ability and experiences, new technology, job insecurity, lack of appreciation, time management, lack of proper sources, lack of autonomy, role ambiguity. Tiredness, anxiety, headache, sleep disturbance, decreased job performance, weight loss, acidity problem, low physical activity, and irritation were found to be the impact of job stress. The activities were able to reduce, but not completely eliminate the stress they were experiencing.

Keywords – Stress, Impact, Causes, Stress Management, Employees.

I. INTRODUCTION

In today's fast-paced and competitive world, stress can be overwhelming. There is no one who has not dealt with stress at some point in their lives. It's natural to feel tense. Stress is an unavoidable part of life. It is our body's physical, mental, and chemical reactions to situations that frighten, confuse, endanger, or irritate us (1). Stress isn't always a negative experience. At times, it can bring out the best in people. It has the potential to lead to eustress or the discovery of new and better ways of doing things. Eustress is the healthy, positive, and developmental stress response. In the context of job satisfaction, eustress serves as a mediating and motivating factor (2). According to Hans Selye, there is also a part that is good with stress. However, the term stress is usually associated with a negative connotation, and this negative aspect of stress is referred to as distress. Individualism is a key feature of stress therefore It is entirely up to an individual that how he handles the situation. One person's source of stress may not be the same as another's the source of stress. Hence, it is entirely up to the individual whether he perceives these events as a threat or a challenge. According to Selye (3), any external event or an internal drive threatens to upset the organismic equilibrium. A term in physical science that refers to a force or pressure applied to a person in an attempt to maintain his original state while suffering some discomfort in the process.

Specifically, Job stress is an increasing concern around the world, affecting not just employees' health and well-being, but also the organization's productivity. Occupational stress is a global problem with workers reporting a host of psychological and physical problems resulting from job stress (4). According to many researchers, Occupational stress is a serious issue in many organizations (5). Workplace stress is a physical and emotional reaction that occurs when a worker's ability, resources, or needs conflict with the demands of the job (6). Mc. Granth (1976) (7) has noted that stress involves an interaction of person and environment. To define stress, he stated, "There is potential for stress when a person's capacity and resources for meeting it are threatened to exceed the person's capacity and resources for meeting it." Job stress has become more prevalent in recent years, resulting in low employee

morale. Job performance is defined as the execution of a particular activity, the attainment of which is to be appraised in terms of pre-defined benchmarks of accuracy, completeness, economy, and speed (8). Employees who are stressed are more likely to be unhealthy, unmotivated, less productive, and unsafe at work (9) which can be the cause of decreased job performance (10). Stress is related to decreased organizational performance, reduced employee overall performance, a high error rate and poor quality of work, high staff turnover, and absenteeism due to health issues like anxiety, emotional disorders, work-life balance, depression, and other ailments like frequent headaches, obesity, and cardiac arrests (11). Implementation of new technology affects employees' physical and mental health as well as productivity and work satisfaction (12). The symptoms found among lecturers are tiredness, sleeping problem, and concentration. These are more visible when more Demands and High Work Pressure is expected to attract external research funds (13). Burnout (Emotional Exhaustion) and stress are caused by excessive work, job insecurity, poor communication, and organizational conflicts. (14). According to Christo and Pienaar (2006), occupational stress is caused by a feeling of loss of job and security, long periods of sitting or heavy lifting, a lack of safety, the complexity of repetitive tasks, and a lack of autonomy in the workplace (15). Role ambiguity, role overload, role conflict, and difficult working conditions are common sources of stress (16) and this stress can affect physical and mental health. According to NIOSH (2013), Job stress increases the risk of cardiovascular disease, musculoskeletal disorders, mood disturbances, workplace injuries, and mental health problems (17). Following are the causes of job stress.

Causes of job stress (18)

- Long hours
- Heavy Demands and High Work Pressure
- Changes within the organization
- Tight deadlines
- Changes to duties
- Job insecurity
- Lack of autonomy
- Boring work
- Insufficient skills for the job
- Over-supervision
- Inadequate working environment
- Lack of proper resources
- Lack of equipment
- Few promotional opportunities
- Harassment
- Discrimination
- Poor relationships with colleagues or bosses
- Crisis incidents, such as an armed hold-up or workplace death

Symptoms of job stress (19)

➤ Physical symptoms include:

- Fatigue
- Muscular tension
- Headaches
- Heart palpitations
- Sleeping difficulties, such as insomnia
- Gastrointestinal upsets, such as diarrhea or constipation
- Dermatological disorders.

➤ Psychological symptoms include:

- Depression
- Anxiety
- Discouragement
- Irritability
- Pessimism
- Feelings of being overwhelmed and unable to cope
- Cognitive difficulties, such as a reduced ability to concentrate or make decisions.

➤ **Behaviour symptoms include:**

- An increase in sick days or absenteeism
- Aggression
- Diminished creativity and initiative
- A drop in work performance
- Problems with interpersonal relationships
- Mood swings and irritability
- Lower tolerance of frustration and impatience
- Disinterest
- Isolation.

➤ **Management of stress of work (APA, 2018) (20)**

- Workplace stress can have serious psychological and physical consequences. According to the American Psychological Association (APA), work-related stress can cause irritability, headaches, stomach problems, and sleep problems. Work-related stress can lead to physical and mental problems, such as high blood pressure, anxiety, insomnia, and a weakened immune system over time. The American Psychological Association (APA) suggests seven steps to help manage stress:
- **Track your stressors-** Make a list of the situations that cause you stress and how you handle them. You can do this by keeping a journal for a week or two in which you can write it down. Observe your thoughts, feelings, and details about the situation, such as the people and circumstances involved in the physical setting, and how you reacted. Taking notes can assist you in identifying patterns in your stressors and responses to them.
 - **Develop Healthy Responses-** feelings stressed can lead you towards unhealthy responses to stress, such as alcohol and fast food. Instead of using these unhealthy ways, you can make healthy choices to manage stress. Exercise is an effective way to relieve stress. Yoga and any form of physical activity can help you reduce stress. Spending time with family, reading books, taking time to play your favourite hobbies, visiting new and beautiful places, and listening to favourite songs can help you reduce stress. Limit your caffeine intake late in the day and limit stimulating activities such as computer and television use at night to develop healthy sleep habits.
 - **Establish boundaries-** Cell phones and computers have become an indispensable part of our daily lives as a result of technological advancements. Work-life conflict and the stress that comes with it can be reduced by establishing some clear work-life boundaries between these realms. You can establish these boundaries by refusing to take calls or respond to emails in the evenings while at home, or by refusing to do office work.
 - **Take time to recharge-** We need time to replenish and return to our pre-stress level of functioning to avoid the negative effects of chronic stress and burnout.
 - **Learn how to relax-** To help you relax, the American Psychological Association recommends trying techniques, such as meditation, deep breathing exercises, and mindfulness (a state in which you actively observe present experiences and thoughts without judging them). Every day, spending a few minutes practicing these techniques can reduce stress.
 - **Talk to supervisor-** If you're feeling overwhelmed, seek assistance. Let your boss know what's bothering you, and work together to develop an action plan to help you resolve or mitigate the problem.
 - **Get some support-** If you require assistance, reach out to family and friends. Also, see if your company offers stress-management services, such as an employee assistance program.

The majority of research on stress in university employees has been quantitative, so qualitative methods were used in this study to learn more about university employees' sources of stress, its impact, and management

II. REVIEW OF LITERATURE

Wardhana, A. (2019), studied the case of employees of Yogyakarta to know the causes of the emergence of stress and the impact or effects that appear due to stress. The qualitative approach was used in this study, along with the descriptive analysis method. The result showed that Demands and high work pressure; work overload; inter-personal relationships (including disputes with colleagues); work accumulation; overtime; leadership disagreements; lack of appreciation from superiors; the complexity of the work; lack of help from colleagues and superiors; and time discipline are all factors that contribute to the emergence of stress.

Rao, V., and Chandraiah, K. (2012), studied occupational stress, mental health, and coping by employing a total sample of 180 executives selected from Uttarakhand Uttar Pradesh (Lucknow and Allahabad) state of India. Only male managers (junior and senior professionals) are included in the sample. The result showed that workers on the shop floor are more stressed and have poor mental health. However, the coping strategies used by these two groups were identical. Executives have a better work-life balance. Keshavarza, M., and Mohammadib, R. (2011), studied occupational stress and organizational performance. For the present study, a total sample of 135 male and female employees from various departments and educational levels at the University of Tehran were chosen at random from the College of Psychology & Education staff. The sample included 87 men and 48 women. Data was collected using a structured questionnaire created by the researcher. It is found that the majority of the employees reported high levels of job stress. Role conflict and ambiguity, lack of promotion and feedback, lack of participation in decision-making, lack of authority, Demands and High Work Pressure, unsatisfactory working conditions, and interpersonal relationships were among the most common job stressors.

Alcides Moreno Fortes (2020), studied occupational stress and employees' complete mental health. A total sample of 440 employees was collected from Cabo Verde and China. Demographic data was collected. Data was collected using Occupational Stress Questionnaire and Mental Health Continuum and analyzed using SPSS (Statistical Package for Social Sciences). The result showed that occupational stress has a negative relationship with positive mental health and lower psychopathology symptoms in both nations, with job burnout mediating the relationship between occupational stress and mental health. Optimism mitigated the

relationship between occupational stress and burnout. However, there is no relation between occupational stress and overall mental health.

Muhammad, E., and Ali, K. (2019), investigated the impact of work stress on employee productivity. For the study, a total sample of 50 bank employees was selected from different banks in Faisalabad. The descriptive methodology was used. SPSS (Statistical Package for Social Sciences) was used to explore the data. The result showed that there is a significant relationship between work stress and employee productivity in the banking sector.

III. RESEARCH QUESTION

1. What are the main sources of job stress, its impact, and management among university employees?

IV. OBJECTIVES

1. To identify the sources of stress among university employees.
2. To assess how job-related stress factors affecting the physical health, mental health, and job performance of university students.
3. To investigate the job stress management techniques to be used by university employees.

V. METHODS

The qualitative approach with the descriptive analysis method was used in this study. It is a design that allows researchers to easily record, monitor, and follow the process of an event or activity of an organization as it occurs in specific time intervals, and then interpret the research problem to answer.

Sample

The Health Awareness Camp was organized for the employees of kbcnu. In this camp, employees were asked if they would be willing to take a part in this research. Those who were interested were requested to fill a form that included their name and contact information. After that, the employees in the camp were given an occupational stress index. Data that was collected using the stress questionnaire was analyzed, and employees whose stress levels were found to be high were selected for further research and sent an email to request them to participate in an interview. 10 employees out of 23 showed their interest in interviews. These were 6 males and 4 females. All were lecturers among those interviewed.

The Interview

The following statement was read loudly to all employees at the start of the interview: "We are interested in the experiences and perspectives of university employees on the topic of work stress." Your participation is completely voluntary and confidential, and you can refuse to answer any question if you don't want to. "Do you mind if I record the conversation for analysis?" Participants were told after the interview that if they have any questions about the study, they can reach out or contact the researcher. They were assured that their information would be kept private and destroyed once it had been analyzed.

After reading statements to employees, 10 employees were taken for in-depth interviews. After conducting interviews, data analysis began with the creation of an interview transcript, which was done by playing back the recording of the interviews. The researcher listened to recorded interviews carefully and then started writing down the words that were heard in accordance with what was recorded. After that, the Researcher entered the interview results into the transcript, read it carefully, and then did the data reduction. Data was transcribed in participants' language.

Data were analyzed using the following stages.

- Read the data, marked the keywords in the data.
- Learned keywords of it, attempted to find themes that originate from the data.
- Coding has been done.

VI. RESULT OF STUDY

10 employees from KBC North Maharashtra University were selected using the occupational stress index and interviewed the same. To determine the source of stress and its effects, the following questions were asked during the interview.

1. I'd like to start by asking you what you think the term "work stress" means.
2. What do you think work stress is?
3. Do you think that your job is less or more stressful?
4. Have you ever felt stressed at work?
5. What do you think causes you stress?
6. What are the things that stress you out the most?
7. How does work-related stress affect you? Physically or mentally? Or both?
8. What are the negative effects of stress?
9. How do you deal with work-related stress?
10. What do you think could be done to deal with stress?

Here is a summary of the sources of stress, its impact on employees, and the management techniques used by employees obtained from the interview. Sources of stress found such as Demands and High Work Pressure, conflict with colleagues, poor relationship, and salary does not match, personal problems, long hours, lack of promotion, intrinsic impoverishment, fewer chances to utilize ability and experiences, new technology, job insecurity, lack of appreciation, time management, lack of proper sources, lack of autonomy, role ambiguity.

Case Description

Case: 1 (Male)		Case: 6 (Male)	
Stressors found	<ul style="list-style-type: none"> • Demands and High Work Pressure • Conflicts with colleagues • Poor relationships • Salary does not match • Personal Problems • Lack of Appreciation 	Stressors found	<ul style="list-style-type: none"> • Job Insecurity • Long hours • Demands and High Work Pressure • Personal Problems • Salary does not match
Impact of stress	<ul style="list-style-type: none"> • Tiredness • Anxious • Headache • Sleep Disturbance • Weight loss • Decreased Job Performance 	Impact of stress	<ul style="list-style-type: none"> • Irritation • Tiredness • Headache • Anxious • Decreased Job Performance • Sleep Disturbance
Stress Management	<ul style="list-style-type: none"> • Listening to music • Going out with friends 	Stress Management	<ul style="list-style-type: none"> • Worship god • Rest at home • Going with friends
Case: 2 (Male)		Case: 7 (Female)	
Stressors found	<ul style="list-style-type: none"> • Long Hours • Lack of Autonomy • Over Supervision • Lack of promotional Opportunities 	Stressors found	<ul style="list-style-type: none"> • Demands and High Work pressure • Role Ambiguity • Lack of Appreciation • Intrinsic Impoverishment • Few Promotional Opportunities
Impact of stress	<ul style="list-style-type: none"> • Lack of Sleep • Headache • Tiredness • Tiredness 	Impact of stress	<ul style="list-style-type: none"> • Low physical activity • Sleep disturbance • Headache • Decreased Job Performance • Irritation
Stress Management	<ul style="list-style-type: none"> • Watching movies/Television • Driving a car • Going out to eat food • Play badminton 	Stress Management	<ul style="list-style-type: none"> • Drink coffee • Painting • Play with friends • badminton
Case: 3 (Male)		Case: 8 (Female)	
Stressors found	<ul style="list-style-type: none"> • Demands and High Work pressure • Job Insecurity • Salary does not match • Few Promotional Opportunities 	Stressors found	<ul style="list-style-type: none"> • Inter-Personal Relationship • New Technology • Job Insecurity • Demands and High Work pressure
Impact of stress	<ul style="list-style-type: none"> • Lack of sleep • Acidity Problem • Tiredness • Irritation • Decreased Job Performance • Overeating 	Impact of stress	<ul style="list-style-type: none"> • Anxious • Tiredness • Irritation • High Blood Pressure
Stress Management	<ul style="list-style-type: none"> • Rest at home • Listening to music • Drinking Coffee 	Stress Management	<ul style="list-style-type: none"> • Chat with family • Rest at home • Going out with friends • Ludo
Case: 4 (Male)		Case: 9(Female)	
Stressors found	<ul style="list-style-type: none"> • Time Management • Lack of Appreciation • Fewer chances to utilize ability and experiences • Inter-Personal Relationship 	Stressors found	<ul style="list-style-type: none"> • Poor relationships • Demands and High Work pressure • Personal Problems • Lack of Appreciation
Impact of stress	<ul style="list-style-type: none"> • Irritation • Physical Health Issues • Depressed • Lack of sleep • Overeating • Acidity problem 	Impact of stress	<ul style="list-style-type: none"> • Tiredness • Stomach Problem • Sleeping Problem • Body Pain • Lack of sleep
Stress Management	<ul style="list-style-type: none"> • Yoga • Meditation 	Stress Management	<ul style="list-style-type: none"> • Watching TV serials • Evening walk

	<ul style="list-style-type: none"> • Listening to songs • Eating favourite food 		<ul style="list-style-type: none"> • Listening to music • Chat with family
Case: 5 (Male)		Case: 10 (Female)	
Stressors found	<ul style="list-style-type: none"> • Demands and High Work pressure • Lack of Autonomy • Job Insecurity • New Technology 	Stressors found	<ul style="list-style-type: none"> • Long Hours • Demands and High Work Pressure • New Technology • Inter-Personal Relationship • Lack of proper resources
Impact of stress	<ul style="list-style-type: none"> • Anxious • Acidity Problem • Lack of sleep • Difficulty in concentrating • High Blood Pressure 	Impact of stress	<ul style="list-style-type: none"> • Acidity Problem • Lack of Appetite • Difficulty in concentrating • Tiredness
Stress Management	<ul style="list-style-type: none"> • Morning Walk • Going out with friends • Play-Cricket 	Stress Management	<ul style="list-style-type: none"> • Watching movies • Listening to music • Dance • Writing Quotes

Sources of stress have also resulted in the appearance of an impact or effect on the employees' health, whether psychologically or physically weakened. The following are the impacts of the stress found: Tiredness, Headache, and Anxious, lack of appetite, weight loss, hair loss, sleep disturbance, low physical activity, high blood pressure, body pain, acidity problem, and difficulty in concentrating.

And here are the management techniques they are using to manage work stress: Listening to music, going out with friends, Watching movies/ Television, Drive, Meditation, Rest at home, Drinking coffee, Yoga, Eating favorite food, Morning walk, playing with friends, Worship God, indoor and outdoor games.

VII. DISCUSSION

The answers to the above questions reveal important sources of stress, stressors, management that could not have been obtained using the questionnaires or any other quantitative methods. The findings of this study show that ten of the employees have triggered the emergence of stressors at work in an environment where they could potentially cause stress to themselves. The environment in which employees are working was found to be responsible for the source of stressors. As each employee's interview demonstrates, demands and high work pressure stress are common sources of stress. External factors, such as the environment in which they work, employee relations with superiors, lack of promotional opportunities, and a certain source of stress that may arise from this type of work or the burden of his work, are common sources of stress. These all contribute to job stress. This study investigates the sources of stress experienced by KBCNMU employees, as well as its impact and management. After analysis of the sources of stress experienced by KBCNMU, the sources of the stress that emerged from the interview was the extra Demands and High Work Pressure in the workplace, and the same tasks that resulted in staying up late at night, job insecurity, conflict with colleagues, poor relationship, and salary does not match, personal problems, long hours, lack of promotion, intrinsic impoverishment, fewer chances to utilize ability and experiences, new technology, job insecurity, lack of appreciation, time management, lack of proper sources, lack of autonomy, role ambiguity. Similarly, the impact of this stress on the employees' mental and physical health was noticed. Employees' physical and mental health are affected by job stress. The employees who work till late at night for long hours are not getting proper sleep which leads to difficulty in concentration, feeling of fatigue, tiredness, headache, and low physical activities. Job insecurity and new technology are the stressors that are found to be caused of anxiety. Some overworked employees are experiencing headaches, blood pressure problems. Some of them are found to be stressed when they are unappreciated by others for the work that they believe they deserve from their authorities. These factors caused stress to appear and their impact on employee performance.

Employees must deal with stress as part of their job. They wouldn't be very productive if didn't have some job stress. In the workplace, a small amount of stress is beneficial, but a stress-free workplace is unattainable. When employees were asked in an interview what they do to manage their stress, they found to be using the following stress management techniques such as drinking coffee, yoga, meditation, going with friends, going outside to eat food, play with friends, rest at home, dance, painting, indoor/outdoor games, worship God, walk, chat with family, and writing quotes.

There are numerous methods to reduce the appearance of stress. In this study. Some of the employees are involved in indoor and outdoor games, pray, socialize with their peers. For ten employees, chatting with friends and family for few minutes helped them to be relaxed. However, there are other activities such as playing indoor and outdoor games. The activities were able to reduce, but not completely eliminate, the stress they were experiencing. Because they should be prepared to get a new task the next day at work, which is not impossible and could be a factor in the emergence of new stress triggers.

VIII. CONCLUSION

The purpose of this paper was to investigate the employees' sources, impact, and management of stress. The present study brought into light that job stress still continues to be a devastating problem affecting employees' mental health and physical health.

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