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RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND ORGANIZATIONAL EFFECTIVENESS

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Occupational stress has been of great concern to employees and other stakeholders of organizations. Occupational stress researchers agree that stress is a serious problem in many organizations (Cooper and Cartwright, 1994; Varca, 1999; Ornelas and Kleiner 2003). The cost of occupational stress is very high in many organizations in recent times. For instance, the International Labour Organisation (ILO) reports that inefficiencies arising from occupational may cost up to 10 percent of a country's GNP (Christo and Piernaar, 2006). Literature suggests that OS is a very important predictor of various domains like Organizational Effectiveness, leadership, work life balance, conflict management, stress management, job satisfaction and also academic effectiveness (Backs, 2001; Christo and Piernaar, 2006; Schaubroeck et al, 2010). The main aim of this paper is to compile the work done on the relationship between OS & Organizational Effectiveness thereby adding to the literature on the same.

Occupational stress is known as the understanding of a disagreement between environmental wants (stressors) and businesses capacity to fulfill these wants (Delve, Skagert & Vilhelmsson, 2007; Hetland, Sandal & Johnsen, 2007; Wager, Fieldman & Hussey 2003). Friese (2015) for example, feeling of loss of occupation, and safety, long working hours, lack of security, and lack of independence in the occupation can cause occupational stress.

Also, organizational stress may be because of loss of assets and tools; working hours (together with operating late or time beyond regulation and organizational environment are considered as contributors to personnel stress. Occupational stress frequently displays excessive dissatisfaction among employees, job mobility, burnout, loss of Effectiveness and much less effective interpersonal relationship at work (Ornelas and Kleiner, 2003 Topper (2007) also showed that involvements like figuring out the signs of stress, recognizing the viable causes for the signs and symptoms and figuring out possible proposed solutions for each signs as wanted.

Therefore, this research will try to find out the effects of occupational stress on Organizational Effectiveness and interventions that can be applied by Management and employees to manage stress effectively. To acquire a deeper understanding of the variable (occupational stress) we will first consider the broader topic of occupational stress in general and then zero in on the variable within the context of Organizational Effectiveness

Organizational effectiveness has usually been defined as gathering of profits, manufacturing, service, and stable goals (Friese, 2015). Employer's concern on the subject of work-related stress has normally focused on the how this type of stress effects the production and profits negatively. This conventional definition of organizational effectiveness, although, focuses only on part of the equation. Choosing an alternative but more wide-ranging definition of organizational effectiveness, Schaubroeck et al (2010) wrote about an advanced opinion of organizational health effectiveness to fight the existing risks and prevent them from occurring again in the work place. Topper (2007) suggested that the heads of the organization shall focus on employee's health in spite of just focusing the profits and manufacturing which he considered as narrow goals.

Researchers have gained a lot of curiosity in discovering the personality and significance of Organizational Effectiveness in the field of industrial psyche. This is interest if because of the significance of organizations. One of the main definitions of Organizational Effectiveness was given by Backs (2001) and according to him organizational effectiveness were the steps taken by the organization to analyze the standards set and the actual performance of the company. Ornelas and Kleiner (2003) defined Organizational Effectiveness as the level of achievement after putting in efforts. Effectiveness is a group phenomenon with ecological factors which effect the Effectiveness of an association through their ability and motivational level (Erkutlu & Chafra, 2006).

Organizational Effectiveness is the level of effort and organization will put in to achieve its goals (Christo and Piernaar, 2006). Caldwell (2007) defined Organizational Effectiveness as the strategy and plan of an association to perform and complete a work in a particular time period. Kleiner (2003) defined Organizational Effectiveness as the quality and quantity of work one by the group or individual workers. Rayner & McIvor (2006) suggested that the feel of Organizational Effectiveness relies on the job requirement, goals, beliefs and objectives of the organization. Conventionally, Organizational Effectiveness has been understood as the degree to which an association executes their role to fulfill a group of standards set by them (Erkutlu & Chafra, 2006). Organizational Effectiveness is defined as the overall beliefs of the organization that an organization performs over a given period of time (Christo and Piernaar, 2006).

With the intention to better understand the harmful effects that work-related stress can have on both workers and corporation a research on work-related stress has recommended an association between unmitigated stress and burnout, defining burnout as the primary manifestation of the mental, objective, and behavioral aspects of stress (Friese, 2015), effects on organizational effectiveness (Ornelas and Kleiner, 2003). Burnout as a mental circumstance happening in response to chronic stressors has been characterized through the signs of emotional exhaustion, depersonalization, and decreased personal accomplishment (Christo and Piernaar, 2006). further to burnout, occupational strain can purpose absenteeism, high group of workers turnover, and reduced efficiency and overall performance (Erkutlu & Chafra, 2006). Researchers have noted that the long-time period effects of non-stop occupational strain could have poor outcomes for each worker and the corporations wherein they work (Ornelas and Kleiner, 2003). As a end result, occupational pressure is a developing subject for management due to its dysfunctional outcomes on organizational effectiveness.

The present research employs secondary research method to attain the objectives. the research has analyzed past literature and studies on connection between occupational stress and organizational effectiveness to create a model that explains the factors of organizational effectiveness that are impacted due to occupational stress. This model can be used by practitioners, businesses as well as academicians.

As discussed in the methodology section the present research reviews some of major studies performed in the field of effect of occupational stress on organizational effectiveness. The following table highlights the results of these studies.

The study of Jayashree (2010) on Stress Management with Special Reference To Public Sector Bank Employees demonstrated that occupational stress added to low motivational levels and efficiency, a decrease in productivity, higher attrition rates, debilitated leaves, mishaps, low employment fulfillment, low quality products and services, poor internal correspondence and clashes inside the corporation.

Aadya and Kiran (2013), analyzed the association among an assortment of occupational stress, adapting procedures and specialists execution, the outcome of the investigation showed that occupational stress negatively affected human resources' productivity, and the adapting systems were the arbiter survivals between work-incited stress and worker execution.

Ude and Coker (2012) researched the connection between occupational stress and worker motivation and employee efficiency in. To accomplish this target, the review drew to a great extent from past research and literature. The discoveries were that stress management has high noteworthy association with worker motivation and profitability.

Oladosu, Aderibigbe, Shuara, and Oyewole, (2006) analyzed the effect of stress at workplace on worker's profitability companies. The point of this work is to study worker's stress levels and see the effect it has on profitability. The results of this study contend that the relationship between work, the work environment, work schedules and resources and equipment turns into a basic piece of work itself. The companies that manage how, precisely, to expand worker efficiency revolve around two noteworthy zones of center: stress management and the framework of the workplace.

Manzoor (2012) explored the relationship between organizational effectiveness and employee efficiency. A model was planned in view of the past literature, connecting components of employee motivation and organizational effectiveness. Three speculations were constructed in view of the past literature. The study found out that more the strengthening and acknowledgment of employees in any business is expanded, more will their motivation to work be improved. Additionally, there exists a positive relationship between employees' motivation and organizational effectiveness.

The synthesis of past literature has shown that the relationship between work, the work environment, work schedules, and resources and equipment and occupational stress. This implies that organizational stress is a function of the work environment in any organization. Furthermore, the results also indi-

cate that decrease in productivity, higher attrition rates, debilitated leaves, mishaps, low employment fulfillment, low quality products and services, poor internal communication and clashes inside the corporation are the key consequences of occupational stress. The results also point out that that stress management has high noteworthy association with worker motivation and profitability. Based on the research findings the following model is constructed:

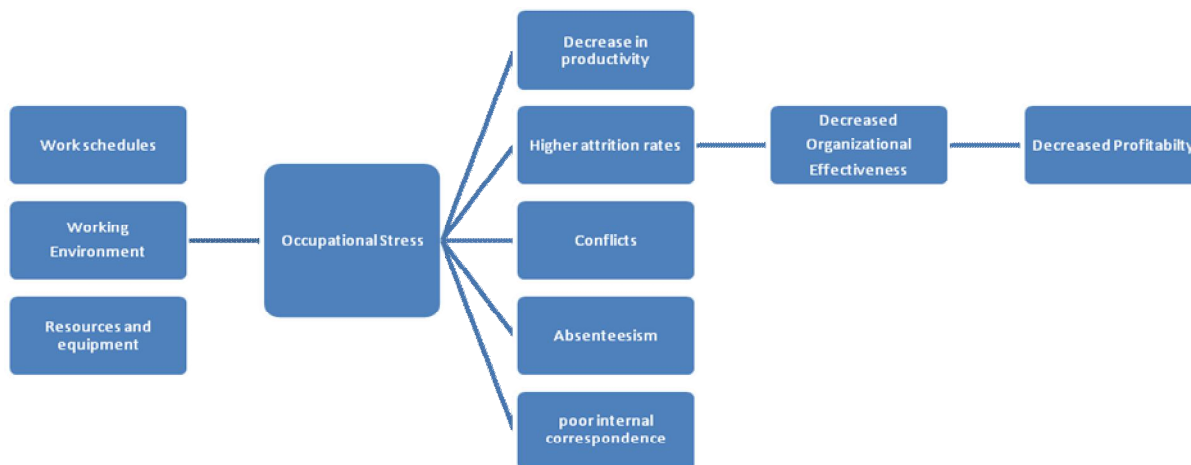


Figure 1: Model of relationship between the various variables that contribute to occupational stress and its impact on organizational effectiveness.

(Source: Self Constructed)

The current study attempted to compile the work done in the field of OS and its relationship with Organizational Effectiveness to find how OS affects organizational effectiveness. The research has indicated that decrease in productivity, higher attrition rates, debilitated leaves, mishaps, low employment fulfillment, low quality products and services, poor internal communication and clashes inside the corporation are the key consequences of occupational stress are some of the outcomes of occupational stress while nature of work, the work environment, work schedules, and resources and equipment have been found as major factors contributing to occupational stress. A model has been derived in this research that depicts the relationship between the various variables that contribute to occupational stress and its impact on organizational.

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