



EMPLOYEE STRESS IN PUBLIC SECTOR ORGANIZATIONS (A SPECIAL REFERENCE OF APSRTC DRIVER CUM CONDUCTOR JOB PERFORMANCE)

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Abstract

Stress management is a widely used term with a seemingly obvious meaning. The research literature contains many studies evaluating its effectiveness, but it is not clear how many different forms may exist and how efficacious they are for the target problem. Results showed that a typical delivery format exists, but the number of techniques used was very large, techniques were inconsistently labeled and often poorly described. It is concluded that in outcome research, in modern life stress is a common problem. The negative effects of stress affect individual's health and performance. As a result, individuals have their own stress perceptions and they develop different kinds of strategies in order to manage stressful situations. Considering that stress is present in different dimension of daily life, in addition stress could be strongly experienced at work.

Key Words: Stress, Physical, mental imbalance, Public Sector, APSRTC.

Introduction

In modern life most individuals experience or have experienced stress. Competition and Constant changes result in a demanding environment that often turns stressful. The negative effects of stress on health are well known as a result, it is important that individuals develop different strategies in order to manage stressful situations. The sheer range of problems where Stress Management has been applied is exceedingly diverse; studies have reported evidence for the efficacy of SM interventions for a large variety of problems including psoriasis, diabetes, pain, coronary heart disease, hypertension, allergies and the common cold. Endpoints studied were equally diverse with studies reporting subjective symptom reduction, biological changes, decreased mortality or increases in subjective quality of life. Dealing with stress, individuals use coping strategies and resources that help them to adapt to environmental demands. These strategies play a key role in determining the nature and extent of the stressor's impact. Coping correctly with stressors facilitates successful adaptation, while a failure in this process puts individuals in risk of poor adaptation.

Review of Literature

The Stress Experience: Not all individuals experience stress with same intensity. Some people over-react to stressors and get highly stressed. Others have the stamina, endurance and composure to cope with any stressors. How an individual experience stress depends on: 1.The person's perception of the situation, 2.The person's past experience, 3.The presence or absence of social support, 4.Individual differences with regard to stress reaction.

Stress is a dynamic condition in which an individual is confronted with an opportunity, demand or resource related to what individual desires and for which outcome is perceived to be both uncertain and important. Stress is an individual's response to a disturbing factor in the environment. Stress obviously involves interaction of the person and the environment. To quote a definition: stress is an adaptive response to an external situation that results in physical, psychological and/or behavioral deviation for organizational participants. The physical or psychological demands from the environment that causes stress are called stressors. Stress can manifest itself in both a positive and negative way. Stress is said to be positive when the situation offers an opportunity for one to gain something. But most of the time stress creates negative impact on employee health. Employees who have a stronger affective commitment to their organization can transfer psychological stress into greater focus, whereas employees with low level of commitment perform worse under stress. Stress is associated with demands and resources. Demands are responsibilities, pressures, obligations and uncertainties individuals face in the workplace. Resources are the things within an individual's control that he or she can use to resolve demands. Research suggests that adequate resources help reduce the stressful nature of demands when demands and resources match.

Levels of an Employee Stress

An Employee feels stress in different time and different levels they are:

- **Individual Levels** —→ Personality, Role Conflict, Role overload, Role Ambiguity, and Task Characteristics
- **Group Level** —→ Managerial Level, Lack of Cohesiveness, Intragroup conflict, Status Incongruence, Sexual Harassment and Workplace Violence
- **Organisational Level** —→ Climate, Management Styles, Organisational Design and Organisational Life Cycle
- **Extra-Organisational Level** —→ Family, Economy, Lack of Mobility and Quality of Life

Problem of the Study

Andhra Pradesh State Road Transport Corporation (APSRTC) has introduced a new system in buses that is Driver cum conductor in long journey buses, because of this system drivers are facing stress, it is beneficial for APSRTC to reduce the salaries of conductors. If the bus journey is less than 100 kms and if stops are less then driver can perform dual duty. Stress level is less to the drivers, if the journey is more than 100 kms i.e. 200 -400 kms and above drivers face the stress to perform dual duty. For instance routes like Vijayawada to Hyderabad / Vijayawada to Visakhapatnam/Vijayawada to Kurnool and Vijayawada to Kakinada etc.. are more than 100 kms routes with more stops and in every stop driver needs to give tickets to the passengers, driving is also done by single person which was creating stress to the driver which was in turn leading to accidents. Regarding this issue the trade unions also fought with management to take replicate the old system in order to reduce the stress on the drivers.

Consequences of Stress

Stress shows itself in a number of ways, such as high blood pressure, ulcers, irritability, difficulty making routine decisions, loss of appetite, accident proneness etc. These symptoms fit under three general categories: Physiological, Psychological, and behavioral symptoms

Physiological Symptoms

Most early concern with stress was directed at physiological symptoms. Stress could create changes in metabolism, increase heart and breathing rates and blood pressure etc. Stresses have harmful physiological effects. Stressful job demands to increased susceptibility to upper-respiratory illness and poor immune system functioning, especially for individuals with low self-efficacy. Job strain leads to higher levels of coronary heart diseases, higher levels of psychological burnout at the work unit level will lead to higher levels of sickness absence.

Psychological Symptoms

Job dissatisfaction is "the simplest and most obvious psychological effect" of stress. Stress shows out on other psychological states such as tension, anxiety irritability, boredom, and procrastination. Jobs that make multiple and conflicting demands or that lack clarity about incumbents duties, authority, and responsibilities increase stress and dissatisfaction.

Behavioral Symptoms

Behavior related stress symptoms include reduction in productivity, absence and turn over as well as changes in eating habits, increased consumption of alcohol, rapid speech, fidgeting and sleep disorders.

Effect of stress on health

1. **Heart disease.** Researchers have long suspected that the stressed-out, type A personality has a higher risk of high blood pressure and heart problems. We don't know why, exactly. Stress can directly increase heart rate and blood flow, and causes the release of cholesterol and triglycerides into the blood stream. It's also possible that stress is related to other problems -- an increased likelihood of smoking or obesity -- that indirectly increase the heart risks. Doctors do know that sudden emotional stress can be a trigger for serious cardiac problems, including heart attacks. People who have chronic heart problems need to avoid acute stress -- and learn how to successfully manage life's unavoidable stresses -- as much as they can.
2. **Asthma.** Many studies have shown that stress can worsen asthma. Some evidence suggests that a parent's chronic stress might even increase the risk of developing asthma in their children. One study looked at how parental stress affected the asthma rates of young children who were also exposed to air pollution or whose mothers smoked during pregnancy. The kids with stressed out parents had a substantially higher risk of developing asthma.
3. **Obesity.** Excess fat in the belly seems to pose greater health risks than fat on the legs or hips -- and unfortunately, that's just where people with high stress seem to store it. "Stress causes higher levels of the hormone cortisol," says Winner, "and that seems to increase the amount of fat that's deposited in the abdomen."
4. **Diabetes.** Stress can worsen diabetes in two ways. First, it increases the likelihood of bad behaviors, such as unhealthy eating and excessive drinking. Second, stress seems to raise the glucose levels of people with type 2 diabetes directly.
5. **Headaches.** Stress is considered one of the most common triggers for headaches -- not just tension headaches, but migraines as well.
6. **Depression and anxiety.** It's probably no surprise that chronic stress is connected with higher rates of depression and anxiety. One survey of recent studies found that people who had stress related to their jobs -- like demanding work with few rewards -- had an 80% higher risk of developing depression within a few years than people with lower stress.



7. **Gastrointestinal problems.** Here's one thing that stress doesn't do -- it doesn't cause ulcers. However, it can make them worse. Stress is also a common factor in many other GI conditions, such as chronic heartburn (or gastro esophageal reflux disease, GERD) and irritable bowel syndrome (IBS), Winner says.
8. **Alzheimer's disease.** One animal study found that stress might worsen Alzheimer's disease, causing its brain lesions to form more quickly. Some researchers speculate that reducing stress has the potential to slow down the progression of the disease.
9. **Accelerated aging.** There's actually evidence that stress can affect how you age. One study compared the DNA of mothers who were under high stress -- they were caring for a chronically ill child -- with women who were not. Researchers found that a particular region of the chromosomes showed the effects of accelerated aging. Stress seemed to accelerate aging about 9 to 17 additional years.
10. **Premature death.** A study looked at the health effects of stress by studying elderly caregivers looking after their spouses -- people who are naturally under a great deal of stress. It found that caregivers had a 63% higher rate of death than people their age who were not caregivers.
11. Loss of sexual desire and/or ability

Findings

1. It is found that in long journeys drivers are playing dual role.
2. It is found that accidents were happening because of the stress
3. It is found that because of the stress drivers Behave insolent with passengers

Suggestions

1. It is suggested that more than 100 kms conductor should be appointed. So that conductor will look after ticketing and he deals with passengers so that the stress on driver can be reduced
2. It is suggested that if two drivers are there in long journeys accidents can be reduced.

Conclusion

It is finally concluded that in long drives i.e more than 100 kms conductors /alternative drivers has to be accommodated to avoid stress on drivers and accidents can be avoided, drivers can also be amiable with passengers.

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