EFFECT OF OCCUPATIONAL STRESS ON MANAGERIAL EFFECTIVENESS

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Abstract
Stress and Pressure are general terms, which people feel in life. Modern life is too busy and complicates facing competitions. Stress like hunger and thirst is an inescapable and integral part of life stress and pressure are the rate of wear and tear of body.

Most people need a certain amount of pressure to motivate and challenge them, particularly in the workplace. The reasons many of us enjoy working isn't simply to bring home a pay cheque; we want job satisfaction, opportunities to stretch ourselves, learn new skills and develop working relationships with colleagues.

The aim of the present study was to assess the effect of occupational stress on managerial effectiveness. For the analysis of data was used Mean, S.D., Q.D., t-ratio and correlation were computed.

Introduction
We are living in an era of growing complexities and pressures where human constitution and capacities are being taxed severely. The stresses relating to job have become predominant feature of modern life, exerting for reaching effects on focal employees behavior and adjustments on as well as off-the job. This is the reason that systematic studies of stress in organizational setting have increased dramatically over the past one-decade. Job stress has come into prominent work-related research topic. Job stress is generally defined in times of relationship between person and environment. Job stress is a condition worth interacting with worker characteristics to disrupt psychological or physiological homeostasis. The causal situation conditions are job stresses and the disrupted homoeostasis is job related strain. Work stress is recognized world wide as a major challenge to workers' health and the healthiness of their organization.

Workers who are stressed are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. Their organizations are less likely to be successful in a competitive market. Stress can be brought about by pressures at home and at work. Employers cannot usually protect workers from stress arising outside of work, but they can protect them from stress that arises through work.

Stress at work can be a real problem to the organization as well as for its workers. Good management and good work organization are the best forms of stress prevention. If employees are already stressed, their managers should be aware of it and know how to help.

Hypothesis
The hypothesis formulated for the study were as follows

1. The managerial effectiveness would be influenced by occupational stress i.e., High occupational stress managers would be on low managerial effectiveness where as low occupational stress managers would be high on managerial effectiveness.
2. There would be a significant difference between the mean scores of high and low occupational stress managers and managerial effectiveness.
3. Occupational stress would be negatively significantly related with managerial effectiveness.

Methodology

Sample
The study was conducted on 50 manager’s subjects of Rewa district consisting of 25 high occupational stress managers and 25 low occupational stress managers. The age of the subjects ranged from 26-36 years, with a mean
age of 31.6 years. All the managers were males and taken from government sectors. They were matched on sex, age and socio-economic and educational status.

**Description of the test**

**Occupational stress index**
The occupational stress index constructed by Dr. A.K. Srivastava which purports to measure the extent of stress, which employees perceive arising from various constituent and conditions of their job, was used to assess occupational stress index.

Therefore it was taken for the present study the scale consists of 46 items, each to be rated on the 5-point scale.

**Managerial effectiveness questionnaire**
The items of organizational effectiveness scale constructed by Srivastava & Banerjee where modified and kept in this scale to fulfill the purpose of the study. There were 25 items in the scale, which were taken than organizational effectiveness scale. All the items were related to managerial effectiveness concept, each to be rated on the 5-point scale.

**Method and Procedure**
First of all the occupational stress index (OS1) was administered on a sample of 100 managers of government sector of Rewa District P_{25} and P_{75} was calculated which was found to be Q_{1}=115.12 and Q_{3} = 133.42 respectively. Managers scoring above 133 were labeled as high occupational stress persons and managers scoring below 115 were labeled as low occupational stress persons. They were selected on final subjects for the present study. These high and low groups of occupational stress person's were administered the managerial effectiveness scale constructed by the investigator individually.

**Analysis of the data and results**
Quartile deviation, mean, S.D., t - ratios and correlation were computed to get a clear-cut picture of the data. The results are presented in the tables.

The scores were obtained from quartile deviation for occupational stress Q_{1}, and Q_{3} were taken into consideration

High occupational stress managers scoring above Q_{3} and low occupational stress managers scoring below Q_{1} were taken into consideration out of 100 managers 25% above and 25% below scores were selected as sample which is derived from quartile deviation. The quartile deviation scores for the occupational stress index are presented in table – I

<table>
<thead>
<tr>
<th>Q_{1}</th>
<th>Q_{3}</th>
</tr>
</thead>
<tbody>
<tr>
<td>115.12</td>
<td>133.42</td>
</tr>
</tbody>
</table>

Table - 1 showing the quartile deviation scores for occupational stress index of 25 high percentile and 25 low percentile.

The mean, S.D. and t - ratio for managerial effectiveness are reported in table – 2.

<table>
<thead>
<tr>
<th>Subject</th>
<th>M</th>
<th>N</th>
<th>S.D.</th>
<th>t</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>High O.S. Managers</td>
<td>93.04</td>
<td>25</td>
<td>14.81</td>
<td>4.83</td>
<td>P&lt; .01</td>
</tr>
<tr>
<td>Low O.S. Managers</td>
<td>109.4</td>
<td>25</td>
<td>8.17</td>
<td></td>
<td>Level</td>
</tr>
</tbody>
</table>

Table - 2 showing the mean, S.D. and t-ratio for total managerial effectiveness.

The mean of managerial effectiveness score for 25 high managers was found to be 93.04 (with S.D. = 14.81) whereas the mean of managerial effectiveness score for 25 low managers was 109.4 (with S.D. = 8.17). Thus the managerial effectiveness score for low mangers found on occupational stress was significantly higher than that for high managers of occupational stress (t = 4.83, df = 48, P < .01 level).
This score was significant at .01 levels. The result show that low stress experienced by managers increases their efficiency at work and on the other hand high stress experienced by managers decreases the efficiency.
Coefficient of correlation for occupational stress and managerial effectiveness was computed which is presented in table-3

<table>
<thead>
<tr>
<th>Subjects</th>
<th>N</th>
<th>M</th>
<th>∑ xy</th>
<th>r</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial effectiveness</td>
<td>50</td>
<td>101.22</td>
<td>647.1</td>
<td>1.02</td>
<td>P &lt; .01 Level</td>
</tr>
<tr>
<td>Occupational stress</td>
<td>50</td>
<td>126.08</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In this table presents the co-efficient of correlation (r) between the managerial effectiveness and occupational stress scores of subjects.

Correlation between the managerial effectiveness and occupational stress of the subjects was found to be 1.02. Thus occupational stress has influence over managerial effectiveness of managers (r = 1.02, df= 48, P < .01 level)
The data of above table indicates that there is significant correlation between managerial effectiveness and occupation stress of the managers. So the data indicates that the occupational stress and managerial effectiveness has also related with each other.

**Discussion**
The present study attempted to see the effect of occupational stress on managerial effectiveness. The hypothesis formulated for the present study was the managerial effectiveness would be influenced by occupational stress. In the present study mean score of high occupational stress managers was found to be 93.04 and low occupational stress managers mean score was found to be 109.4. Further it was hypothesized that there would be significant difference between the mean scores of low and high occupational stress managers. Because low occupational stress managers are believed do not suffer mental stress, anxiety, depression, anger etc. So they are more attentive, honest, and confident and carefully indulge work more effectively. On the other hand high occupational stress managers suffer more mental stress, anxiety, depression, anger etc. So they might be non-attentive, dishonest, Howards work care less, lack confidence in their work. So they are not able to do their work effectively.
The second hypothesis formulated in this study was also supported by the results found because significant difference between the mean score high (93.04) and low (109.4) occupational stress managers on managerial effectiveness. Was found this result indicate that the low occupational stress managers are good on managerial effectiveness because they are able to do their work very sincerely, honestly and effectively and also adjust with their work with a cool mind.
The third hypothesis formulated in this study was not supported by the results found because significant correlation between managerial effectiveness and occupational stress. Correlation between the managerial effectiveness and occupational stress of the subject was found 1.02. Thus occupational stress has influence over managerial effectiveness of managers (r = 1.02, df= 48, P < .01 level). So it can be said that occupational stress and managerial effectiveness is positively significantly related with each other.

**References**