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## **ORGANIZATIONAL STRESS ON THE WORKPLACE: ITS IMPACT ON EMPLOYEES AND ORGANIZATIONS**

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The workplace has never been as stressful as it is today. It has different and uncommon challenges nowadays. First of all, with the passage of time, knowledge becomes obsolete faster, constant improvement of skills and continuous professional growth becomes necessary. The spread of COVID19 worldwide in 2020 has made organizational stress issue more pressing. Rising unemployment rate and job shedding have led to a sharp rise in stress levels among employed people. The nature of most of the work has changed, with some moving to a remote and part to a hybrid work model. It is not new that high level of organizational stress is directly related to productivity. When the stress level is high, the risk of making mistakes increases, the level of innovation is low, job satisfaction decreases, a problem of communication and dissemination of correct information occurs, which finds its reflection in increased in turnover, absences, etc. These events significantly reduce a person's ability to work, labor productivity decreases; therefore, it is not possible to fully utilize the potential of the organization.

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## ორგანიზაციული სტრუქტურის საფუძვალზე

### ადგილზე: მისი გავლენა დასაქმებულებსა და ორგანიზაციაზე

#### თეონა მაისურაძე

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სამუშაო ადგილი არასოდეს ყოფილა ისეთი სტრუქტურული, როგორც დღევანდელ რეალობაშია. „საზღვრების წაშლამ“ გამოიწვია დასაქმებულებში კონკურენციის ზრდა როგორც ქვენის ფარგლებში, ისე მის მიღმა. დროის გასვლასთან ერთად მსოფლიო მასშტაბით მიმდინარე ორგანიზაციული გაერთიანებების, შემცირებების, აუტსორსის, შეკვეცების შედეგები უფრო მეტ და მეტ ადამიანზე ახდენს გავლენას. სტრუქტურის მაღალი დონე კი შრომის მწარმოებლურობას ამცირებს, ვინაიდან ზრდის გაცდენებს, ავადობის გამო საავადმყოფო ფურცელზე ყოფნას, სამუშაო ადგილზე დაბალ მწარმოებლურობას და ა.შ. კოვიდ 19-ით გამოწვეულმა პანდემიამ აღნიშნული მოსაზრებების მართებულობაში ყველა ორგანიზაცია დაარწმუნა. გარდა ამისა, მნიშვნელოვნად შესუსტდა ორგანიზაციული კულტურის ძალა, შეიცვალა კომუნიკაციის სისტემები, გაჩნდა ახალი განმარტებები, ერთდოულად განხორციელდა ბევრი ცვლილება. შესაბამისად, ცხადია, რომ ორგანიზაციული სტრუქტურის მართვა დღეს კიდევ უფრო აქტუალურია ვიდრე ოდესმე, განსაკუთრებით ადამიანური რესურსების მართვის მენეჯერებისთვის. ეს მოვლენები მნიშვნელოვნად ამცირებს ადამიანის შრომისუნარიანობას, მცირდება შრომის პროდუქტიულობა; შესაბამისად, შეუძლებელია ორგანიზაციის პოტენციალის სრულად გამოყენება.

სტატიაში განხილულია ორგანიზაციული სტრუქტურის მაღალი დონის პირობებში მისი გავლენა დასაქმებულებსა და ორგანიზაციაზე. ასევე, ყურადღება გამახვილებულია შესაძლო ნეგატიურ შედეგებზე. გარდა ამისა, მოცემულია გარკვეული რეკომენდაციები, რომელთა გათვალისწინებით შესაძლებელია გაუმჯობესდეს ორგანიზაციული სტრუქტურის მართვის ხარისხი.

#### შემოსულია რედაქციში:

ნოემბერი, 2021

#### რეცენზირებულია:

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**საკვანძო სიტყვები:** სტრუქტურის მართვა, ორგანიზაციული სტრუქტურა, პანდემია.

## INTRODUCTION

Stress is an inevitable part of work life, which is why it is often the subject of study and observation by researchers in various disciplines. It is found among employees of organizations operating in both developing and developed countries. High levels of stress have a negative impact on a person. Chronic stress can «burnout» a person and cause serious damage to his health. Clearly, in this case the employee will no longer be productive for the organization and will not be able to make an appropriate level of contribution to the achievement of strategic goals. Consequently, for business stakeholders, this is a very topical event.

The importance of employee health, well-being and stress has been made even more urgent by the 2020 pandemic. No industry is stress free, but some face with it more than the others. Most organizations have tried to continue to function normally and avoid complications caused by pandemics through remote work. The traditional ‘work around the clock’ concept has subjected to a paradigm shift on account of alternative work timings and patterns of the twenty first century work environment. Work today is ‘result oriented’ rather than ‘people oriented’ [1]. However, this proved impossible for the majority of people, mainly employed in the manufacturing sector. Consequently, this sector still faces a significant challenges. For example, the second year in a row, enterprises have been forced to compensate isolation to the employees, except hospitalization or infection with Covid19. If infected/isolated person works in shifts, employee who is working instead of him at overtime is under the risk of increasing stress level, burnout and have negative impact on his health. Constant labor shortages reduce the labor productivity of current employees as well. The main problem in Georgia is that people face with all organizational problems without preparation.

## UNDERSTANDING STRESS - LITERATURE REVIEW

There are different definitions of the workplace stress. For example, Jeremy stranks defines it as following: ‘work stress is a psychological state which can cause an individual to behave dysfunctional at work and results from people’s response to an imbalance between job demands and their abilities to cope’. It arises when people try to cope with tasks, responsibilities or their forms of pressure connected with their jobs, but encounter difficulty, strain, anxiety and worry in endeavoring to cope. [2] Tatyana Khutornianskaia sum ups, that occupational stress can be defined as a stressful state of an employee that occurs when he is exposed to emotionally negative and extreme factors associated with his professional activity. She shares the classical definition given by Selye, that stress is a complex of nonspecific adaptive reactions of the organism to any demands made upon it due to the influence of stress factors that have entailed a violation of its homeostasis. Nonspecific reactions are adaptive actions aimed at restoring the initial state of the body, produced by specific effects on specific stimuli [3]. People experience stress differently based on the individual reasons. All persons have their own life path and own perception of an event or situation. Scientists differ two types of a stress. First, when human views a situation negatively, he/she will likely feel distressed—overwhelmed, oppressed, or out of control. Distress is the more familiar form of stress. The other form, eustress, results from a “positive” view of an event or situation, which is why it is also called “good stress.”[4] Eustress results can be stimulating, thus enhancing work performance and positively encouraging workers to make efforts.[5]

## WORKPLACE STRESS IMPACT ON THE EMPLOYEES

Workplace stress is defined by free medicine dictionary as “work-related mental tension,

relationships at work, organizational structure and climate. How all these will be perceived is depended on the individual characteristics of the individual like level of anxiety, neuroticism,

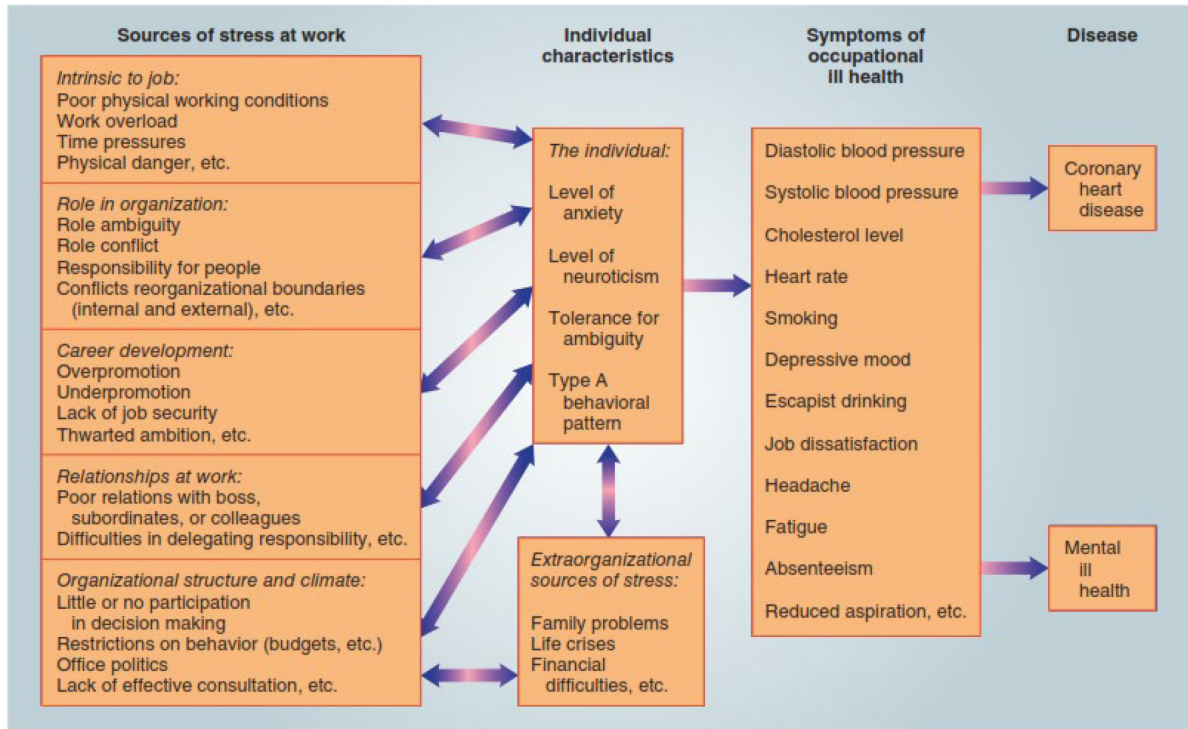


Figure 1. Workplace stress model [10]

which causes exhaustion, insomnia, muscle pain, depression, and eventually job burnout.” And itself burnout is defined as emotional and physical exhaustion resulting from a combination of exposure to environmental and internal stressors and inadequate coping and adaptive skills. In addition to signs of exhaustion, the person with burnout exhibits an increasingly negative attitude toward his or her job, low self-esteem, and personal devaluation. [6] But when an employee can manage the pressures of the job and the possibility to complete a task is substantial, then stress can work as a motivating factor [7].

At the workplace there are different types of stress sources, which can be related to Intrinsic to job, Role in Organization, Career development,

tolerance of ambiguity and a behavioral pattern. But all these are affected by extra organizational sources of stress which itself affect on sources of stress at work. Based on the mentioned factors, different symptoms of occupational health is appeared for each employee. As a result mental health or coronary heart diseases can be caused. (Figure 1) [10]. As workplace stress can have so negative impact on employees, towards the end of Millennium, attention was paid to the time spent at work by the individuals. Accordingly, the necessity of being happy at work became new subject of interest. The strategic approach’s main goals have resulted in positive outcomes for smoke-free workplaces with handicapped access; nonetheless, the vision of psychologically



adversely affected by their roles. By developing and implementing framework to support and cultivate workplace cultures that understand the importance of workplace stress, employers can demonstrate their commitment to their team's mental health and wellbeing and maintain team performance and attendance [12]. One of the best models for managing the organizational stress can be Scandinavian model (Figure 2).

Working conditions should provide opportunities for personal and vocational development, as well as for self determination and professional responsibility

Paruk N, 2010 shares her findings the literature has suggested and claims that in order to have a healthy organization who copes with stress effectively, there should to be a match between workers expertise and needs, an effective

Working conditions are adapted to people's differing physical and mental aptitudes
Employee is given the opportunity to participate in the design of his/her own work situation, and in the processes of change and development affecting his/her work
Technology, work organisation, and job content are designed so that the employee is not exposed to physical or mental strains that may lead to illness or accidents. Forms of remuneration and the distribution of working hours are taken into account
Closely controlled or restricted work is avoided or limited
Work should provide opportunities for variety, social contact, and cooperation as well as coherence between different working operations
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Figure 2. Principles of preventing work stress in Scandinavia [13]

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management and reward system should exist, employee empowerment and involvement as well as support for the domestic and family needs of the worker as well as a balance between the needs of all stakeholders should be taken into consideration [14].

**CONCLUSION**

To sum up, its visible how big effect can the stress have for both employees and organizations. Among the problems which are subject of researchers' interest organizational stress is the most important one as it is directly connected to the mental condition of the humans and can finish with strong depression or even suicide [15]. Nowadays situation gets worse as managers hardly take attention the stress prediction and

prevention. Stressed employees can hardly be engaged and struggle to focus on their performance at work. Due to low performance, likelihood of their involvement in conflict situations increases. As managers rarely involve in managing conflicts. Frequently conflict party leaves organization after this, but if he/she stays it will increase his/her stress level due to the not overcoming conflict sources existence. [16] Thus, organizations should take care about employee well-being more. They should achieve employee job satisfaction as it affects a number of organizational behaviors and can greatly determine employee well-being [20]. In new reality they especially need

to maintain employee behavior which supports the new organizational strategy, reality and daily functioning. [17] Managers have to deal with more and more difficult tasks on a daily basis, as the diversity of the workforce makes it more difficult to combine them to achieve synergy [21]. Positive aspect in the new normal era is that people has realized that we are all together in the pandemic reality, what touches one person, touches another too [18]. Increasing awareness and taking care about well-being activities can be solution to decrease stress level and its impact on productivity.

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