

Effects of stress on work performance

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Abstract: *If the consequences of stress is we manifested in a significant number of employees in the workplace, we can say that we are facing a problem throughout the company. This means that if about 40% of employees of a group (be it a department within an organization or across the organization) is affected by organizational stress problems, we are talking about a group unhealthy.*

The most common effects of stress on work performance are low availability to work, the high rate of turnover of employees, absenteeism, performance and productivity in low labour, increasing customer complaints, and increasing complaints for lack of compensation from employees. People can continue to come to work under pressure stress, but in this case, their performance will be we reduced. In this case, we are talking about presentism. Chartered Management Institute conducted a study on health care in 2011 and found that around 75% of managers recognize that organizational stress clearly affects their employees.

Key Words: *performance, work analysis, cost, stress, management.*

JEL Classification: *J53, M12, M54.*

Introduction

Rational solving problems and poor health status of employees are symptoms of excessive stimulation, while boredom and depression are symptoms of insufficient stimulation. Work analysis is of particular importance both in human resources management and in stress management organization, representing a systematic process for determining the skills, responsibilities and knowledge required for a specific job working in an organization, for performing certain activities within organization.

To design a system of professional selection, a professional training program or evaluate staff need to have clearly defined employee requirements, both professional and psychological correlates with the tasks and appropriate behavior. How the jobs are permanent modification work analysis, it is an ongoing process. "In general, the analysis work is making a substantial contribution to: reorganizing the workforce of a company, retraining employees, structuring rational salary scale, the identification of needs for training, system design personnel evaluation, or design professional recruitment and selection procedures."

Significant analytical work appears in three key situations:

- Establishing an organization and start a program of analysis of labour;
- Creation of new jobs and significant changes thereof because of retrofitting;
- Introducing new work methods and procedures.

Stress and professional performance

Work analysis are the main attributes of the job description and job specification work. Description job description contains responsibilities, tasks, activities and actions. Employment and job specification refers to knowledge, skills, abilities and personality. A complete list of the description and specifications return to work is useful and necessary human resources policy for the recruitment and selection of personnel, training and development, performance appraisal, compensation and benefits (job evaluation), psychological health and safety, labour relations, human resources legality of actions and work analysis for teams. All this has great significance in organizational stress management.

Expanding employment is we represented by adding more activities the same way an existing post. Expanding employment increase diversification of activities and job obligations - scale work station. Job scale refers to the number of different activities carried out by one employee that can add rotation to return to work.

Extending workplace asks the employee to perform more activities using the same skills. Expanding employment is a quantitative change in the obligations. Job enrichment means adding activities that require more knowledge, technical expertise and responsibilities.

Enrichment increases the number of workplace motivators - adding depth to return to work. Depth workstation requires more control, responsibility. Increase the performance personal enrichment, each employee becoming more satisfied with his workstation. Employees become more motivated, which makes them able to provide increased company performance by reducing absenteeism, grievances, but also to staff turnover.

Rearranging workflow requires that activities related to the work relationship is that some local jobs are dependent on others and hence the results are interdependent. Job rotation job is people moving to another job with the new activities. Generally, rotation takes several months. This has the effect of the individual, assessing co-workers, improves the flexibility of employees towards their job and adding variety to their work motivates employees. The movement is done horizontally at a position of difficulty with activities similar but different. Modelling work is the movement of people to diversify boring and repetitive jobs.

Overall modelling takes only a few hours. Groups autonomous work are ranked teams or teams auto coordinated extending the principles of completing the job the entire group, with each group receiving a target to attain and freedom for its mode of implementation, the group members establishing working hours breaks, selecting new members, evaluation of current members and lay off employees unfit. Labour sharing is we when two employees share one job, usually working part-time.

This creates shaped flexible arrangement for both employed, they opted for this form of sharing workstation or if they cannot get a full-time job or other circumstances. This approach can be we agreed by the

organization to reduce labour costs. Employee time changes increase flexibility in scheduling working hours, meaning that each employee decides when you start and finish workday, of course within certain hours set. This improves employee satisfaction.

Supervisor training increases the responsibility for making decisions, supervisors loosed their responsibilities to employees.

Design implementation (assortment) job can be we performed using:

- Constraint. Managers announces the substitution after using methods of enforcing compliance change. May occur resistance to change from employees, leading to employee turnover and absenteeism. The advantage of this form is that changes can be we made quickly.
- Conviction. Managers fail to explain the advantages and benefits of employees change and the change will be we performed quickly and successfully.
- Education - in which case managers teach employees how to perform the work.

Monitoring results is evaluating all steps run in this process, in terms of efficiency, effectiveness, work, activities, responsibilities and obligations, relations between individual and group work, between individual and organization, and between individual satisfaction and quality of working life . Evaluation can be we done by repetitive analyses and diagnoses of post work or studies regarding staff behaviour, observing structured obligations, and in terms of results, prices, costs and turnover of staff.

The total system is important in the design of the master plan work, arrangement of safe work systems and in preventing stress. The total work takes into account human characteristics, environmental factors, interference between man and machinery etc. Talking about human characteristics, distinguishing the physical capacity (body size, power, etc.) and psychological elements of learning, cognition, personality attitude, motivation and reactions to stimuli. The level of knowledge, training received, the personal skills and work experience also have a direct impact on work performance. High performance at work can only be we achieved through the right mix of all these factors.

Ergonomics explains that adversely affects human activities, human-machine interference and environmental factors of total system working. Ergonomics is a multidisciplinary study of the relationship between man and the environment. Work can be we properly organized, through the evaluation and design of the workplace, the job, activities, equipment and processes through human capabilities and interactions at work. To create such conditions should be we taken into account and user options.

Consequences of a suitable design are serious and costly, causing time delays, discomfort, loss of performance, even permanent damage. Human beings are capable of adapting activities and improper equipment, but with harmful consequences on the body. The problems emanating from the human body adapt to repetitive work activities and improper posture, leading to cumulative trauma disorders.

Therefore, the working environment by designing ergonomic compliance leads to reducing the occurrence of accidents and their costs reduce the occurrence of injuries and disabilities. At the same time, applying

ergonomic principles induce improve wellbeing within the organization; optimize organizational performance, increased job satisfaction and productivity growth, however having the effect of reducing physical stress and cognitive employees.

The design and condition of employment have direct influence on stress tolerance, of comfort, motivation, safety, the feelings and wellbeing. There are four levels of space, depending on how a person communicates with people around. These levels are intimate space, personal space, social space and public space.

Intimate space is the most private and touched (literally, by others) field, that field that surrounds the body of the individual. Nobody can get in this field, unless it is in an intimate relationship with that person. Personal space is the area in which the person allowed to enter only selected friends for personal discussions. Area social or personal space themselves is purely social contact field, on a temporary basis. In addition, public space is a field where there is direct contact with others. If space is too dark, it will decrease the activity of employees and will make them more anxious.

On the other hand, if the space is too bright, it will create a sense of too much exposure. The room will seem monotonous if they have too many colours, too many saturated colours without visual pattern, texture or decoration. Spaces luxurious, sophisticated causes people to speak more slowly. Warm colours, wallpapers and soft lighting make the space more tranquil.

People need to feel that they are in contact with the outside world, the perception of safety. Therefore, they need adequate windows. However, if the windows are too high and too many, the feeling of overexposure may occur or aquarium effect, vulnerability and anxiety. The attractiveness of employment is necessary and of great importance to comfort and self-esteem. Productivity and ambition, self-expression is very important. Whenever possible be granted permission to customize the workspace. Furniture and systems must be we adjusted to the needs of employees and organizational needs. Objects and space must be we designed in a natural, human-environment relationship to meet.

Health can be we influenced by electromagnetic fields caused by electric or gas objects, and even the small quantities of mercury coming from the fluorescent light tubes or discharged batteries. Ambient temperature affects the physical capacity of employees. Under conditions of high heat or humidity very significant, the body requires more energy and that is why people get tired faster and move more slowly. On the other hand, working conditions with low temperatures lead to muscle strain.

Regarding safety and security, access points visible and open to increase protection by setting lights especially at entrance doors and parking spaces. On the occasion redesign your workspace, it is we taken into account that many materials can be recycled, which is particularly important for environmental protection.

The cost of stress to employers.

Stress can affect the productivity and competitiveness of the organization, and may increase the cost of health insurance. Costs caused by stress at work reach annual value of about 20 billion euros. The study conducted by the International Association of stress management in 2010, shows that more than half of the employees and employers are we affected by organizational stress. Around 25% of employees absent from work due to diseases

caused by stress at work. Another study that took place in 2009 and was conducted by the Health and Safety Executive has shown that every fifth person suffers from stress at work in extreme form, leading to 6.7 million working days lost annually, generating costs of € 5.7 million. These numbers are constantly increasing.

All Health and Safety Executive carried out a study at Bristol University in 2009, called "scale organizational stress: Study Stress and Health at Work, Bristol". Professor Andy Smith, leader of the research, said the results confirmed that organizational stress is the biggest problem that causes various diseases. Smith's results showed that the epidemic is far greater scale than 1: 5.

We note that historical data from 2005 to 2010 there was a 30% increase organizational stress. In 2011, the second most reported group of diseases caused by work were stress, depression and anxiety. First, found themselves back pain and other musculoskeletal disorders, which in fact are all effects of organizational stress caused by inadequate ergonomic conditions.

Conclusions.

At European level, it has been accepted understanding and use of the term organizational stress from companies. This means that organizations have reached a common understanding on the definition, structure and role stress, resulting from the application of certain laws that has been we implemented, meaning organizations stress the seriousness of the problem.

Companies are aware of the costs and negative effects they generate organizational stress, which helps to increase understanding and attention to the issue of stress both by employers and by employees. The program also puts out increasing attention to signs that could indicate problems at work due to stress. Organizational stress is often we caused by revenue uncertainty, and this has an effect especially in the current economic crisis.

A proper management of organizational stress helps employees to effectively control the pressure created jobs and maintain optimal performance. Therefore, investment in organizational stress management program works well for an organization. This improves efficiency and employee productivity, satisfaction and retention, reducing medical costs and absenteeism, decreasing staff turnover rate, and improving productivity and competitiveness of the entire organization.

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