

PEOPLE MANAGEMENT: THE IMPACT OF THE GOOD AND THE BAD STRESS IN ORGANIZATION

AN OFFICIAL CLIENT UPDATE OF PT HEADHUNTER INDONESIA

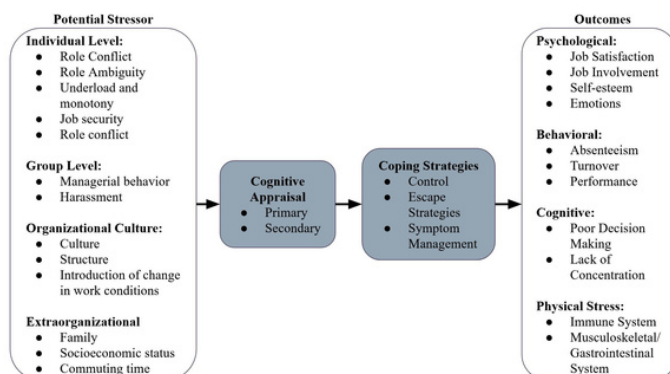


Few weeks ago in our consultant meeting, I presented a case from Harvard Review Business (HBR) with the title “Stick with a Bad New Job or Cut Your Losses”. Shortly, it tells about an employee named Mia that worries about her new job that doesn’t fit in as expected and makes her a little bit stressed out during her orientation days. Furthermore, the responsibilities are different from what was conveyed by the person who gave her the job. The work environment in her new office is totally different from her old one, and it shocks her when she finds out that her director can’t communicate the things well. The change in Mia’s life makes her stressed and want to give up with her new job.

From that case, we can see that small changes in the organization can cause stressness for an individual, and this phenomenon could give some bad outcomes for the organization.

On social media, I often see some people complaining about their workload that makes them lazy to do theirs. They always said that they hate monday because it means they must go to work and do the same things again and again that make them stressed-out. So, what is the impact for the organization if the employee got stressed?

The picture shows a model of job stress that was created by Angelo Nicki and could help you understand and manage the stress of the individual or people in the organization.



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Discussing stress, the **World Health Organization** gives a definition of work-related stress as the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities that could challenge their ability to cope. There are two kinds of stress, good stress—well-known as eustress, is a stress that is associated with good emotions and generates good outcomes, in reverse, bad stress, or distress is a stress that makes someone feel anxiety, extreme worry and can give a bad impact for what they are working on.

Potential Stressor

According to the model of job stress, there are some potential stressors that might give rise to the outcomes. There are four types of potential stressor.

Firstly, Individual level, this stressor is coming from inside the individual itself. When they have a job that is under or beyond their limit, it might make them stressed. One of the heaviest stressors is job loss, that could negatively affect every aspect of people's lives.

The second one is group level, it happens between two or more people. For example, when the manager only focuses on the negative performance while ignoring the good one. Another example is when we have annoying co-workers that always disrupt our working environment.

Next, we have an organizational level, the easiest way to identify organizational level is when the work culture is only a motto that is not being implemented. It might become a huge stressor for some employees that could affect the company's performance. One of the examples is the company that has long working hours that exceed the agreed agreement.

Lastly, extraorganizational level, it is a stressor which originates from outside the organization. For instance family problems and commuting time from home to work.

Cognitive Appraisal

Those stressor will awaken the cognitive appraisals, particularly it is a perception how someone will react after receiving the potential stressor. It is divided into two types of appraisal which is primary and secondary. Primary appraisals are perceptions of whether a stressor is irrelevant, positive or negative. This is how the individual thinks about the situation around them. Meanwhile, secondary appraisals are perceptions of how able someone is to cope with a given demand. It will affect the way a person tries to solve the stressful situation.

Coping Strategies

The next step is coping strategies. It is defined as specific behaviors and cognitions that someone uses to manage a situation. People usually combine three approaches to cope with stressors and stress.

There are: Control strategies, it is a direct action to anticipate the problem. For instance, someone could become an open book person that can freely share about what they feel and they think, such as having a discussion with our boss about the workload if we feel

tired or overwhelmed.

Secondly, escape strategies. It is defined as an action to avoid or ignore the stressors, it would be beneficial if we do not have any control over the situation. For example, one of our co-workers loves to talk nonsense about others and sometimes it makes us uncomfortable to be around him/her, then it is the best choice to avoid him/her.

The last one is symptom management. It is a way to reduce the symptoms of stress, such as relaxing, meditating, exercising and more. Just do whatever you love to release the stressiness!

Stress Outcomes

After going through those three phases, there will be outcomes caused by potential stressors. It could affect four types of outcomes: psychological, behavioral, cognitive, and physical stress. All of those outcomes depend on how the individual handles their stressiness. If it supports negative effects then it will result in negative outcomes, such as decreased job satisfaction, job involvement, self-esteem. Also, they could not manage their emotions and can get angry easily. It also changes their behavior in their work environment such as decreased performance and productivity, increased absenteeism, and maybe even worse it will increase the turnover rate. Otherwise, if the individual or maybe the management could handle the job stress, it will come up with the opposite result.

Conclusion

The outcomes of a company's productivity could be caused by potential stressors from each employee. If the absenteeism is high, the performance is declining or maybe the turnover rate is high. That could indicate there is bad stress from the employees. Otherwise, if the performance of the company is mesmerizing and the employees are happy to do their job, it could indicate that the employees are having an eustress that positively supports their work.

However, it becomes the responsibility of the company and the individual to create a great working environment. The company needs to understand the workload of the individual and create a positive situation, in reverse the individual needs to know their own limit and build their time management, so all the work can be finished according to the timeline.

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