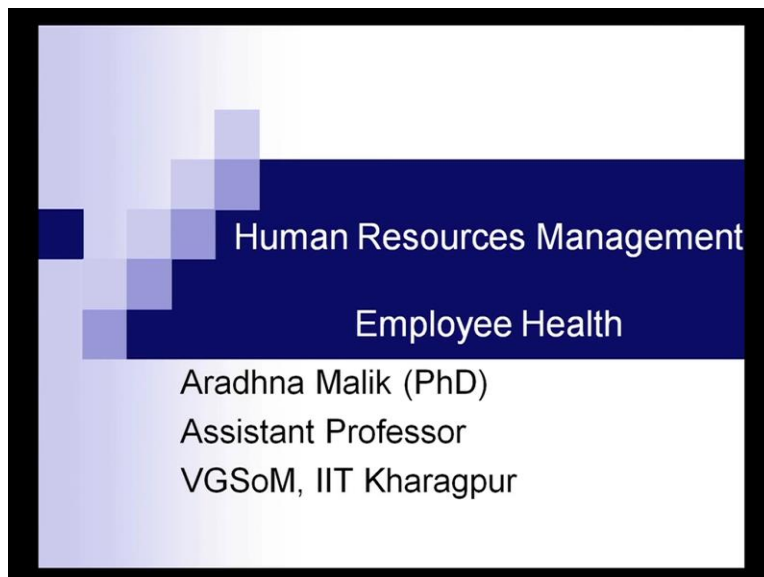


Principles of Human Resource Management
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Module No. #06
Lecture No. #17
Employee Health

Welcome back, to the course on, Human Resource Management. My name is Aradhna Malik. I have been, helping you, with this course. We have dealt with, a lot of different topics, in the past. Today, we will talk about, employee health. Employee health and well-being, in the workplace. So, let us get to it.

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The sources, that i have used. I have used, a number of sources. I have used some books. I have used, this book, by Cascio, Gilmore, and Williams, which is an edited volume. Book, by Robbins Judge & Vohra, Gomez Mejia & Balkin & Cardy. And, I have used a few research papers. One is, by Smith & Associates. The other one is, by Idris & Associates. The other paper, that i have used is, by Dickson-Swift & Associates. So, let us get to our, okay, alright. Alright.

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Psychosocial safety climate and psychological health & well being in the workplace

(Idris, Dollard & Tuckey, 2015)

- “*Psychosocial safety climate* represents the priority given to psychological health & well being in the workplace.”
- Elements:
 - Management support & commitment
 - Management priority
 - Organizational communication
 - Organizational participation & involvement
- “If employees feel safe & not under threat, they are likely to think that conditions are safe for them to take risks to obtain more sources, learn new things & grow.”

So, let us get to the, psychosocial safety climate, and psychological health and well-being, in the workplace. Let us start, by discussing, what we mean by, health and well-being in the workplace. Now, when we look at the slide. The slide actually talks about, psychosocial safety climate. Big term. Very simple meaning. Psychosocial. Let us, just break up this word. Psychological and social.

Something, to do with our mind, and something, to do with our interactions, with the concerned people, with the important people, with the people, who we interact with, on a daily basis, in our environment. So, that is, what is meant by, psychosocial. Then, we talk about psychosocial safety. Psychosocial safety climate. So, we are talking about, the general environment in which, we feel safe.

The environment, that helps us feel, safe and comfortable, and not threatened, mentally and socially. That is what, psychosocial safety climate, means. So, a general overall environment, or working environment, in which, we feel safe. We do not feel, threatened. That is called, the psychosocial safety climate. Okay. And, psychological health and well-being in the work place. Psychological health means, mental health.

There is nothing, you know, the word, mental, has a very unfortunate, very uncomfortable, connotation to it. When, we talk about mental health, we think, we are referring to mad people. That is not, what this means. Mental health or psychological health, just very simply means, health of your mind. When we are talking about, health of our mind, we are talking about, our stress levels. We are talking about, our ability to balance, work and family. We are talking about, our job satisfaction.

We are talking about, our emotions in the workplace. We are human beings. I can, like or dislike, my work. I can, like or dislike, my colleagues. I can, like or dislike, my, the deadlines. I can be, comfortable or uncomfortable, with my deadlines. I can take stress. I can be, not take, so much of stress. So, you know, all of these things count as, psychological well-being. How do i take stress? How do i deal with deadlines? Some of us are, very, very, hard-working. And, we decide our own deadlines.

But, the minute, somebody tries to impose, deadlines on us, we feel completely lost. We take, so much of stress. Our blood pressure, shoots through the roof. And, we feel, you know, we go numb. And, we are just, not able to do our work. But, if we put the same stress on ourselves, then, we are okay. So, you know, when we talk about, psychological well-being, this is what, we mean. We are talking about, how much, how pressured, we feel.

And, or, how comfortable, how mentally comfortable, we feel in our work environment. And, that is absolutely essential, to working well, to being satisfied, with our work, and to a productive work day, work week. And, from the perspective of the human resources manager, it is absolutely essential, that most, if not, all people in the organization, feel comfortable, in their workplace.

So, you know, so, that is why, a discussion on psychological safety climate, is very, very, important, from the perspective of the, human resources professionals. Psychological safety climate represents, the priority given to psychological health and well-being, in the workplace. Now, from the perspective of manager's, human resources managers, psychological safety climate, just refers to the width, how much of importance, we give to psychological health and safety, in the workplace.

And, some of the elements of psychosocial safety climate are, management support and commitment. How much is the management interested, in maintaining, a climate of psychological safety. How interested is the management, in being, or, how committed is your management, to maintaining a climate of well-being and comfort, in your work environment? Then, management priority. How high up is it, in their list of priorities? Organizational communication is another one. People may be committed. Your superior may be committed.

But then, they may not communicate this, to you. They may not tell you, how important it is. And, what they are doing in their capacity, as your supervisors, to help you with, you know, feel comfortable. Then, so, unless, you know, what they are doing, you cannot really feel

comfortable, in your work environment. Okay. The organizational participation and involvement is another factor. How involved, the organization is? They may have, programs for you.

But, unless those programs are advertised, unless, they are, you know, unless, your supervisor tells you, that is important for you, to participate in a program. You may not really realize, that it is a priority, for your organizations. So, all of these things, constitute as elements, of the psychological well-being in the, or, psychosocial safety climate, in the workplace.

Now, if the employees feel safe, and not under threat. They are likely to think that, conditions are safe for them, to take risks, to obtain more sources, to resources, to learn new things, and grow. So, if you know, that your organization is going to look after you, they will make sure, that you are comfortable in doing, whatever they have assigned you. If, for whatever reason, inadvertently, you get hurt, they will look after you.

At that point, you will take risks. You will go, above and beyond the call of duty, and do more than, what you are expected to do. And, it will be, a win-win situation. You will feel happy. You will feel connected, to the organization. You will feel like the, your family, outside of your family. They will feel, that they have a committed worker. Your productivity will go up.

As a result, the overall output of the organization, will go up. And, everybody gets a share, of the pie. Organization makes, more profit. And, you end up, getting a higher bonus. So, it is an everybody's favor, plus, you enjoy your work. So, you do not leave the work. So, there is an enhanced sense of loyalty, to an organization, that looks after your comfort levels. Okay.

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Work stress & its management

(Robbins, Judge & Vohra, 2012)

- **Stress:** Dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important.

Types of stressors:

Challenge stressors: Stressors associated with workload, pressure to complete tasks, and time urgency

Hindrance stressors: Stressors that keep you from reaching your goals.

The first topic in this, is work stress. Let us discuss, what stress is. Stress is a dynamic condition, in which, an individual is confronted with, an opportunity, demand, or resource, related to, what the individual desires, and for which, the outcome is perceived to be, both uncertain and important. Very long definition. We all know, what stress is. Pressure. Something important, is about to happen. Something important, is going to be done. And, but, i do not know, what the outcome will be.

So, uncertainty, unimportance, are very important elements of stress. I am stressed out, about, you know, we are usually, we just say, oh! i am stressed. Stressed, about what. I am stressed about, my results. I am stressed about, what my boss will say, if i do something. I am stressed about, the outcome of something, i have done. I am worried about, what i will face tomorrow, at work. I am worried about, how my life will shape up, in the next five years.

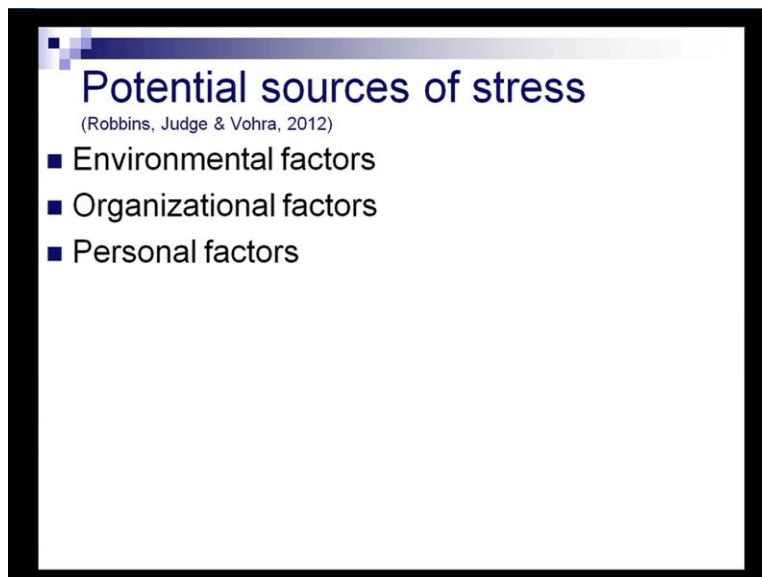
So, you cannot be stressed about, what a stray dog is doing on the road. Or, whether this dog will, you know, unless, of course, if you are an animal lover, you could worry about this dog. But, a stray animal, on the road, you may not really worry about, the animal being hit, or, the animal may not be may getting, enough food to survive, to get through the day, etc. But, you will be stressed about, your own pet, being fed on time.

So, as regards to work, you may not be stressed about, your neighbors output at work. You may not be stressed about, another, the goings-on, or, maybe, even a strike in a factory, say, a kilometer away from yours. But, you will be stressed about, your boss's reaction, to your work. Or, you could be stressed about, what your colleagues will say, when they find out, that the company has denied them, bonuses. So, the possibility of a strike, in your organization, will stress you out.

Why because, it is important. And, why is it important. Because, it is going to affect you, directly or indirectly. And, the uncertainty makes it, even more powerful and potent. So, it is heavy. It sits here, on your shoulder. Types of stressors. There could be, two types of, broad category of, stressors at work. We could have, challenge stressors.

And, we could have, hindrance stressors. Okay. Challenge stressors are stressors, associated with workload, pressure to complete tasks, and time urgency. And, hindrance stressors would be stressors, that keep you from reaching your goal. So, challenges are achievable, but difficult goals. Hindrances are things, that prevent you from, reaching your goal. Okay.

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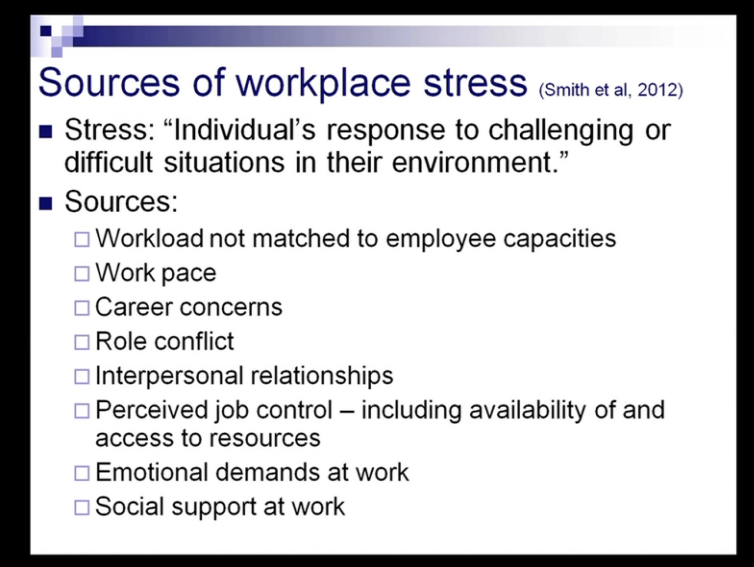


Potential sources of stress
(Robbins, Judge & Vohra, 2012)

- Environmental factors
- Organizational factors
- Personal factors

Potential sources of stress. Various directions in which, from which, the stress may come. The first is environmental factors. Then, you have organizational factors. And, you have personal factors. We will see in a minute, what each of these are.

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Sources of workplace stress (Smith et al, 2012)

- Stress: “Individual’s response to challenging or difficult situations in their environment.”
- Sources:
 - Workload not matched to employee capacities
 - Work pace
 - Career concerns
 - Role conflict
 - Interpersonal relationships
 - Perceived job control – including availability of and access to resources
 - Emotional demands at work
 - Social support at work

Some sources of workplace stress, are again, like i told you, stress also refers to, the individual's response, to challenging or difficult situations, in their environment. It is the pressure. It is your response, to what you perceive, the environment is giving you. Stress is nothing but, what you take on yourself. I am telling you this, from personal experience, as a student of psychology. I have learnt that the, our perception of stress, lies within our control.

I decide, how much stress, i am under. I decide, how much importance, i give to these things. And, that is why, this whole idea, about the importance, we give to the events, that stress us out, is very, very, important. Because, if i decide, that something is very, very, important for me, is going to stress me out, more. If i decide, that whatever it is, that is uncertain in my environment, is something, i can deal with. I have control over it. It is not one, of course, uncertainty.

If i remove the uncertainty, the amount of stress, goes down. Or, i do not give, so much of importance to it. Or, i look for something, more important. So, that in the list of priority, this goes down. One very effective way of dealing with stress. Okay. So, it is my response. It is the

individual's response. The locus of control, lies inside me. I decide. And, i am repeating this. Those of you, who are prone to, being stressed like me.

Please, please, please, please, take this piece of advice. And, except that you decide, how much stress, you are under. Sources at work. Workload, not matched to employee capacities. Either, you have too little workload. So, you feel frustrated. Or, you have too much workload. You have, so much of work, that you cannot complete, in the time given to you. Or, you have very little work. And, you finish it, and you do not know, what to do.

A friend, once told me, that in their office, one very effective way of punishing, low performing employee, was to take away the work, that was given to them. And, i have tried that strategy, with my students, works wonders. If you really want to punish somebody, very easy way, of doing so is, to give high performing personnel, no work at all. To take away their work, from them. And, that really puts a lot of pressure, on you. Because, you feel, something is wrong, something is wrong.

Again, the importance goes up. The uncertainty about, what is to come next, goes up. And then, of course, corrective action starts. Work pace, speed of work. Again, too slow or too fast. Career concerns. How will, what i am doing, affect my work, or my position, in the organization, or my importance, in the organization, sometime down the line. That is another thing, that tends to stress us out. Role conflict. Another, very important factor here.

Role conflict refers to, you being asked to do something, that you are either not trained to do, or, you did not imagine yourself doing, or, something that is in conflict, with your value system. So, when we talk about, role conflict, we, you know, every job, that we do, every position, that we are in, has a more or less, clearly defined role, that describes this position. And, role conflict occurs, when you are asked to do something, that is not in line, with this description.

Because, when you are asked to do something. You are put in a position. You are told, this is, these are your responsibilities. This is what, you should do. And, you match up to, whatever you have been asked to do. But, somehow, at some point, when your logical thinking mind, is not

comfortable, with the alignment of, what you thought, that role was, and what the organization expects you to do, in that role. That is where, the stress starts coming about. Okay.

Interpersonal relationships. Cannot stress on this enough. We are talking about, stress, emphasis. Something, that you cannot help. Something, that happens. So many times, we are put in situations, where we are expected to work with people, who, we do not get along with. With who, we do not like. Who, somehow, who have different expectations, from us, and from the organization, than we have from them. So, at that point of time, our relationship with our peers, can create some stress. Okay.

Perceived job control. Including availability of and access to resources. How much of control, i have, over my job. How many resources, do i have. What i can control. What i cannot control. You know, flexibility in your job conditions, is a big, big, big, stressor. If you are a creative thinker, and you are put in a job, where you are asked to do things, step-by-step. You cannot innovate. You feel, very uncomfortable. On the other hand, if you are a rule follower. You like direction. You know, both have their pros and cons.

So, if you like direction, if you like being told, what to do. You, if you like being given, you know, step-by-step instructions. And, you are put in a role, where you are asked to think creatively, and generate your own solutions. You will feel, very uncomfortable, about it. So, that can be a stressor. Emotional demands at work. Again, the medical profession. My god. You know, the amount of work, they do. The amount of emotional strengths, they are supposed to have, is tremendous. Mental health professionals.

So, you know, if you are in the medical field. If you are a doctor. Or, if you are a nurse, or some sort of a caretaker, or a social worker, attached to a hospital. Day in and day out, you see people, getting hurt, and people dying. And, you have to deal with families. You have to deal with issues. You have to deal with, the emotions of the people, around you. And, if you are an emotional person. Then, all this tends to affect you. And, it is very hard. I can imagine.

It must be very hard, for people, in these professions, to stay sane. Especially, if they are emotionally sensitive. I cannot imagine, anyone, who is emotionally sensitive, becoming, you know, unless, they learn, how to manage their emotions, becoming a successful doctor. Because, we are all humans. If you see a little child crying, you will cry with them. And, god forbid, if you are a pediatrician, and you see a child, in so much difficulty.

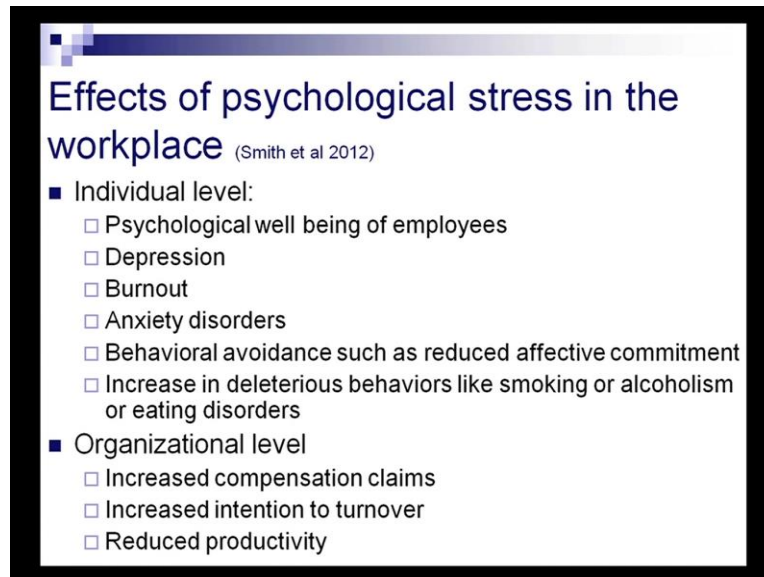
How will you, you know, keep yourself objective. And, how will you operate, on the child, knowing that, the child may or may not survive. So, i mean, hats off, to these professions, to people in these professions, to social workers, to emergency care workers, who deal with human beings, day in and day out, to animal care workers, who see animals in battered conditions, and who have to keep their, own emotions under control. And, to maybe, even people in the armed forces.

Again, big fan. You know, you have to be specially trained, to be able to go and kill somebody. Because, your duty demands it. I mean, just picking up a gun, and shooting another human being. Even, if the person is an enemy of the country, i think, requires a tremendous amount of emotional training, to be able to differentiate, between a human being, and a human being, who could be dangerous for your country. And, hats off to people, in these professions. (Refer Slide Time: 19:42)

So, emotional demands, can put a lot of stress on you. Pilots, again, you know, if you do not sleep properly, you are stressed out. That could affect your, or, any precision worker, that could affect your ability, to do things, objectively, and very, very, precisely. Okay. Social support at work. We spend, a very large chunk of our waking time, at work. If we do not get along, with people at work, we feel uncomfortable. If you do not have, friends at work, it can put a lot of pressure, on us.

It can put a lot of stress, on us. And, if we are disliked, by our superiors, our peers, or whoever. So, we, you know, that can put a lot of, that can make us, very uncomfortable. You do not know, where the next attack is coming from. Maybe, there is politics at work. And, you do not know, where the next attack is coming from. And, how it is going to affect, your position in the organizations. So, that can be a big stressor. Okay.

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Effect of psychological stress in the workplace. Some aspects, or some problems, that workplace stress, can cause us. At the individual level, it affects the psychological well-being, of the employees. We feel, uncomfortable. Your blood pressure, could go up. You could become, you could, start snapping at people. You could become, anxious. You could be, you know, less tolerant of situations, around you. Depression. You constantly, under attack.

There is some problem. There is constant uncertainty. Work is too much, or too little. And, that makes you sad. And, that just keeps on growing. So, that can result in perpetual sadness, which is also called depression. Burnout. Too much work. Too much work. You love your work. But, you are a human being, at the end, of it. You have limited capacity, limited physical strength. And, one fine day, you are just, you snap. So, burnout is exhaustion. Complete exhaustion of your ability, to carry out the tasks, that are assigned to you.

Anxiety disorders. Again, so much of pressure, so much of stress, at work. You know, depending on the amount of stress, and your ability to deal with it. You could be prone to, some anxiety disorders. Again, you know, with your tension being very high, the uncertainty being high, you do not know, whether, you are going to be laid off, and mass. Or, you are going to be fired, because, you have not been, able to perform for various reasons.

That can cause, a lot of problems. That can cause you to, i mean, it can have a, you can become a vicious cycle. Which means that, you are under stress. There is uncertainty at work. And, that is causing your blood pressure, to go up. And, this elevated blood pressure and anxiety, leads to short temperedness. Because, you are so worried about, what is going to happen, next. And, that in turn, influences the quality of output, you have, or, your productivity is affected by it, negatively affected by it.

And, that in turn, increases the chances of, you being laid off. So, it becomes a vicious cycle. A very bad cycle, that is hard to break. So, behavioral avoidance, such as reduced, affective commitment. This can also happen. There is too much stress. And, in an attempt to deal with stress, you say, okay. I will not be, too attached to my job. How can, that be possible? Unless, you give your heart, and soul, and bloods, and sweats, to your job, you may not be able to perform, as well as, you want it to.

So, that has to be, some emotional attachment. I just, do not believe people, when they say, i am not emotionally attached to my job. Unless, you are passionate about your job, unless, there is some emotional attachment, you cannot do your work, well. That is my personal feeling. And, of course, i am open to, you know, changing my opinion. But, i needs a convincing argument, at least. If you are moderately human, i do not think, it is possible, to stay completely aloof, from your job.

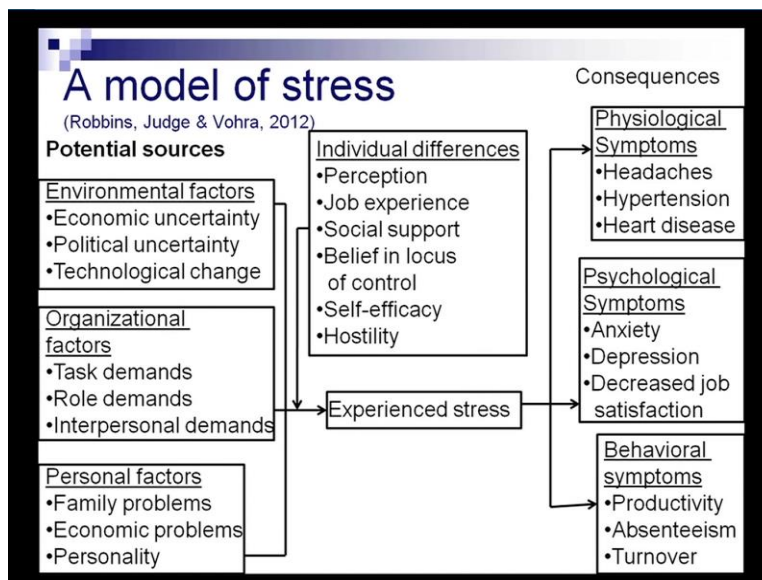
So, you start avoiding situations, that can invoke, emotions in you, that can elevate, the levels of stress. Increase in, deleterious behavior, like smoking, or alcoholism, or eating disorders. Again, this is another effect. There is too much of stress. So, you start smoking. You start drinking. You

may start eating, too much, or, completely giving up, eating. You know, you just stop eating it, at all. You just survive on, junk food. And, that starts affecting your health.

At the organizational level, too much of stress, could result in, increased compensation claims. People will start maintaining, logs of about, how the organization, has affected their health. And, that will, then be produced in court. And, you could be liable for lawsuits, if you are not careful, as an organization. You put, too much stress, on your employees. And, employees can indulge, i mean, for what, various reasons, that there are able to prove it, through documentary evidence, that the stress caused by the organization, has affected them in a certain way.

Then, you will be, liable for the damages, that they are suing you for. Increased intention to turn over. This is obvious. Somebody is feeling pressured. Somebody is feeling tired. Somebody is feeling burnt out. Somebody is anxious. Somebody is, so, all of these things, will leads to an increased intention, to leave the organization. Reduced productivity, of course.

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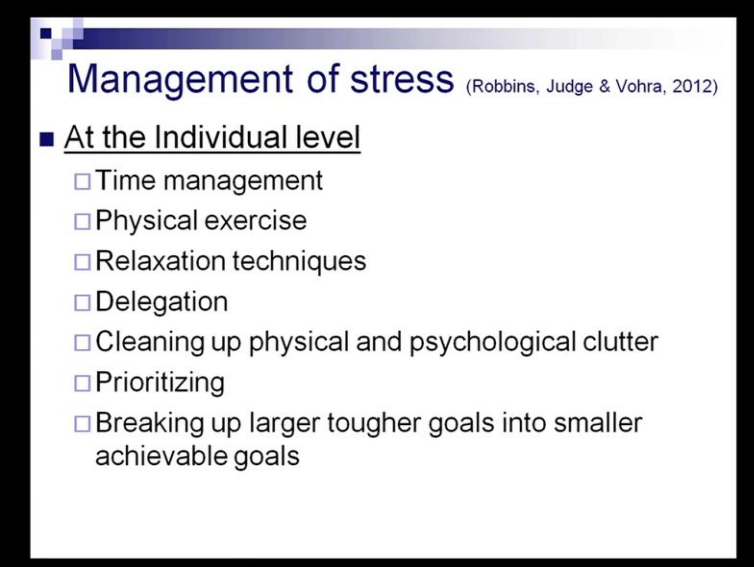
Okay. Model of stress. Potentials could be, environmental factors, economic uncertainty, political uncertainty, technological change, new technology comes up, salaries. So, all of that stuff. Organizational factors. The task demands, could go up. A role demands, could go up. Inter personal demands, could go up. Personal factors. Something going on in your family, can affect, how you work. And, that can affect, what you produce at work.

I again, i am telling you, as i like to believe, that i am a human being. I am not a machine. I am not a robot. If there is a problem, in my family, you know, somebody sick. Somebody is died. That is going to affect, what i do, at work. Because, i am emotionally attached to my family. And, i am also a daughter. I am also a sister. I am also, you know, it is, i mean, all of these things. I cannot, just remove the daughter hat, and put it on, one side.

Or, the sister hat, and put in on, one side. And, say, no. Today, i will just be an employee. So, because of all of these things, my work, can be take on the stress, is also a big factor. Again, that individual differences contribute to, how much stress, i experience. That can give me, physiological symptoms. It could give me, headaches. It could increase, my blood pressure. There could be, chances of cardiovascular disease, heart disease, psychological symptoms, anxiety, depression, decreased job satisfaction.

Reason, could be family. And, i could be feeling, dissatisfied at my job. My tolerance levels, could go down. Behavioral symptoms. Productivity goes down. Absenteeism increases. I just do not feel like, going to work, some days. Because, i am so tired. So, you know, odd turnover. So, all of these things, get affected. Okay.

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Management of stress (Robbins, Judge & Vohra, 2012)

- At the Individual level
 - Time management
 - Physical exercise
 - Relaxation techniques
 - Delegation
 - Cleaning up physical and psychological clutter
 - Prioritizing
 - Breaking up larger tougher goals into smaller achievable goals

How do you manage stress? At the individual level, you could manage your time. Physical exercise helps. Believe it or not, you could just go out for a walk. Some organizations, have gyms in their complexes. You know, in the building, there is a gym. There could be, a punching room. You just go. You punch. You expend, the extra energy, that is there. And, you come back. And, that helps you become, release the stress.

Relaxation techniques. Now, i would like the camera to focus, on my hands. We are given, these squeeze balls. I do not have, one of them. But, right now. But then, you must be knowing. Then, you know, even in your organization, you have the squeeze balls. What do you do? You just tightly clench your fist, against the squeeze balls. And, you open your hands. And, you do this. I mean, just look at me, and repeat this exercise, maybe, five or six times.

Tightly clench your fist, and open it. And, throw your fingers out, as much as possible. Just do this. And or, you could stretch your arms, completely. Do this. Or, just do this, you know, raise your arms. Or, i mean, so, all of these things, help. Exercises. Just, plain neck exercises. You could, just sort of, do this. This helps. Just rotating, your neck, after sitting, in front of the computer, for an hour, or so. May be, doing this neck exercise, three or four times, will help you, relieve the stress.

So, these are relaxation techniques. Close your eyes, and take a deep breath. And, that helps. Just do it. Close your eyes, take a deep breath. Very simple. I am no yoga expert. Please, so, any yogis out there, please forgive me. I am just, you know, i am showing you, what helps me. But, these are very simple things that, they help you, relieve the stress. Cleaning up. delegation. of course, having somebody do, part of your work.

So, you could, you know, delegate the less stressful parts of your job, to your juniors. Or, have somebody, help you out. Cleaning up, physical and psychological clutter. I cannot stress on this enough. If you are feeling, stressed at work. My suggestion is, spent maybe, 15 to 20 minutes. And, just organize your office. Go through, your drawers. Take out the unnecessary papers. Tear them up, into, as many pieces, as you want. And, through the torn pieces, into the dustbin. The unnecessary papers.

Please do not do this, with important documents. You know, bills, that are no longer needed. Or, papers or copies of notices, that are no longer valid. Or, you know, stuff like that. We all tend to store, all this. So, just take this. And, if you have nothing else, just take an old newspaper, and tare it into a million pieces. And, throw it into the dustbin. And, you will feel, so much more comfortable. How do you clear up, psychological clutter and various strategies? Find something, to feel happy about.

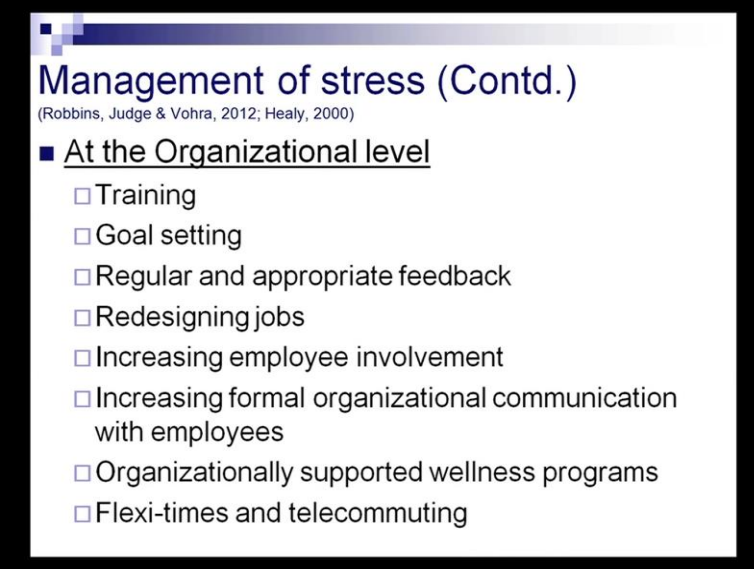
Make a list of the things, that you are worried about, and prioritize them. What do i need to attend, to right now. What needs, immediate attention? What can wait, till tomorrow/ What can wait, till day after? Make a list. And, before you go to sleep, just look at this list. And then, tell your pillow, to take care of whatever, you can do tomorrow. And say, please hold all my stress, causing. Please hold on my worries, till tomorrow morning.

I will take the load, and put it on my head again, tomorrow morning. And, trust me, your pillow takes care of, half the stress, there and then. This method is called autosuggestion. Again, i am no trained stress reliever, or relaxation therapist. But, these are very simple techniques, that help you clear this clutter. Prioritizing, of course. Break up, larger tougher goals, into smaller achievable goals.

You have a project. So, you have to finish that project, had the, you know, in three years. So, breakup, whatever, you are required to do, year-wise. Then, break that year-wise breakup, into month-wise breakup. Then, break it into week-wise. And, say, what do i need to do, by the end of this week. Let me, first finish this, and worry about the rest, later.

And, that will give you, so much of satisfaction. And, you know, you see, what you have done every week, or every two weeks, or every three weeks. After three weeks, just revisit, how much, you have accomplished. And, that will give you boost, at a later stage. Okay.

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Management of stress (Contd.)
(Robbins, Judge & Vohra, 2012; Healy, 2000)

- **At the Organizational level**
 - Training
 - Goal setting
 - Regular and appropriate feedback
 - Redesigning jobs
 - Increasing employee involvement
 - Increasing formal organizational communication with employees
 - Organizationally supported wellness programs
 - Flexi-times and telecommuting

Organizational level training, helps goalsetting, helps training in things, that you do not know, very much about. Setting goals for yourself, helps regular and appropriate feedback. We need feedback. If your supervisor has not, had the time, to give you feedback. Try and fix up an appointment, with your supervisor. And, request your supervisor for, feedback. That, will help you tremendously.

As, HR professionals, what we can do is, again, train employees, who need training. We can set, shorter achievable goals, for our employees. We can give, regular, we can make a commitment to giving, regular and appropriate feedback, regular feedback. And, feedback that will help us, that will help our employees do, what they are required to do. We cannot just tell an employee, okay, improve your communication skills.

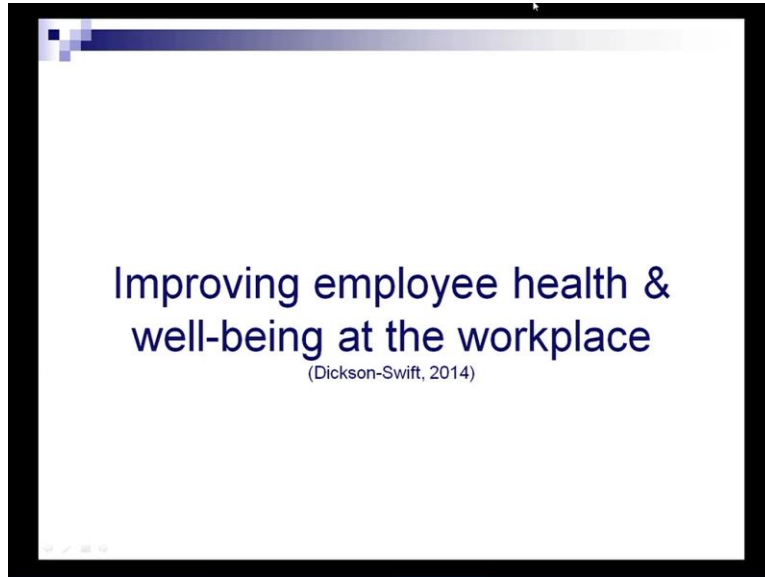
I think, that is such a vague thing, to say to a person. Person says, what is wrong with my communication skills. And, you say, everything is wrong. You are not a good communicator. What do you mean, please tell me? Then, you will say, okay. You do not pronounce, words

properly. Please, open your mouth, and pronounce your words, completely. Please, start and end your words. Do not eat up, the last syllable. And then, the person, getting this information, realizes. Okay. There is one thing, i need to improve on. So, you know, so that kind of thing.

So, you have to be very specific. Redesigning jobs. You could include, telecommuting. You could include, a whole bunch of things, here. So, anyway, okay. Increasing employee involvement is another one. You could include, the involvement of the employees, in the work, that you assign them, or, in the decisions, the organization takes. Increasing formal organizational communication with employees. Tell them, what is going on.

Nobody likes uncertainty, like i told you. Uncertainty is a big, big, big reason for stress. So, you just tell your employees, what you need them to do. What is going on in the organization. That will bring, their stress levels down. That will enhance, their productivity. And, they will like you, much more, i am telling you. Organizationally supported wellness programs. We will talk about this. (Refer Slide Time: 35:02)

Flexi times and telecommuting. Give people, some control. Let them, you know, change a few things. Let them, be creative. Give them, some flexibility, with their coming in to work hours. And, all of course, depends on the organization. But, as far as possible, please help them out. And, this will help you. Allow them to telecommute, if your organization can manage that. That would be, very helpful for them. That way, they can achieve a good work life balance. Okay. (Refer Slide Time: 35:35)



So, we will deal with, improving employee health and well-being at the workplace, in the next part of this lecture. So, thank you very much, for listening to me. And, i will continue with this topic, in the next part. Thank you.