

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

By

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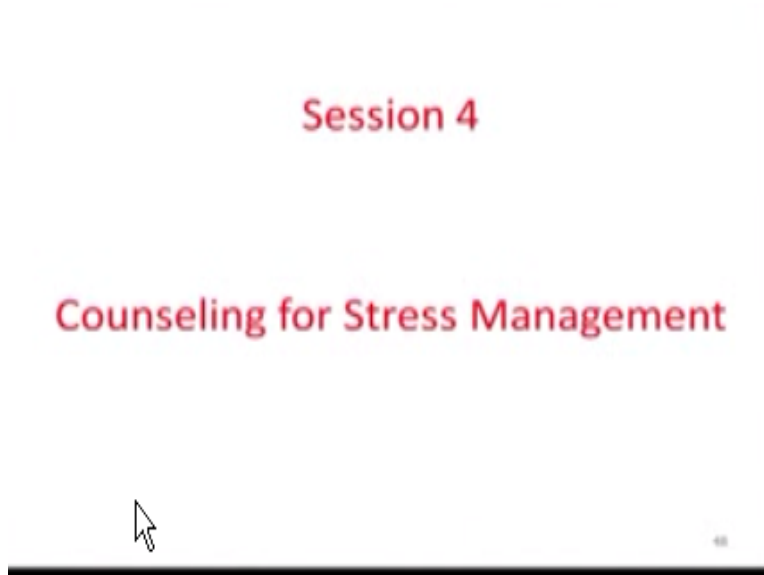
Lecture 34: Employee Counseling & Wellbeing
(Contd.)

Okay so welcome to the next session that is do you remember about that we talked about employee counseling program and how it could be make more effective and the kind of all the seen procedures that is to be followed by the organizations and will we looked into the issues a little mental health what are the status in India and what makes of it.

Now there are issues that organizes are facing is like the stress and I have given a very common phenomenon today and the world of work. What we are going to discuss today is what kind if counseling activity can be provided to induce the system because the sister is there it is going to be a effective system and that is why system management has become very challenging activity for the organizations you know that as far the development program or management development was the part of the development program or the management development program most of the alikeness this kind of program.

They send people to attend this kind of programs they become aware about the kind of systems they are assessing and how to coop up with the challenges of justice. So in this system what we were discussing here is issues in the lecture 2 systems like what causes systems so what factors which are responsible what happens if you are in the stress what changes happens and what are the outcomes and what kind of influences we have planned. So that what kind of introvances can be planned so that it makes you more effective right so with this introduction.

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We are going to start the counseling for stress management fourth session.

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What is Stress?

- Some environmental force affecting the individual (a stressor)
- Individual's response to the stressor
- Interaction between individual and the stressor
- Individuals react in different ways to stress

Werner & DeSimone (2006)



What does stress mean some definitions of these are such factors in the environment which is going to affect you and ultimately which is going to affect physically as well as mentally right so these environmental stresses belong to organization belong to the environment may be belong to the family it may be related to the context of the situation or there could be number of environmental forces at the individual level at the organized level at the environment of the situational level.

All these factors are going to affect you and they are going to affect you in the different way probably they few are going to be under stress right and then you have to see that how they are going to respond to the challenges of the individual environmental forces right that is very important and that is why we need to see that how you deal with the stress right may be the situation coming with the organization and policies okay or may be yourself.

For example you are taking too much work and you are not able to do it in a given time and you know that your boss is asking for you to do that complete the job and you can do it so you are responsible for taking up this which you can do so you are going to be stressed so how you have to deal with this one suggestion I can say that you cannot do it do not take it otherwise you will create a stress to you.

Similarly there could be factors related to the thing organizational level supervisor are responsible for that how there it could be a factors are responsible how to identify how are to deal with various stresses which you are to stressed to and that is the thing we are going to

discuss right because you will find the people have different kind of stress dealing with the stress.

So people are going to be have in four different way when it comes to the dealing with the stresses which is coming out now are been in the right outer the environment so there could be individual reasons so which is very important to understand that I say the individual how I am going to deal with a stressful situation which is coming to you may be because of any kind of reasons depending upon kind of resources that you meet.


The kind of personality you have the kind of attitude you develop okay there could be a number of factors which are going to help you to see the tools and techniques that can be used to reduce our stress right and that is very important when you are going to react to distinct stress you have to use those tools and techniques that we will discuss to ensure that you are able to get rid of this kind of problems.

Because it causes lot of as I said to the individual not only it act as an physical health it acts also as mental health.

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Key Terms

- **Stressor** – environmental conditions that cause individuals to experience stress
- **Eustress** – positive stress that results from meeting challenges and difficulties with the expectation of achievement

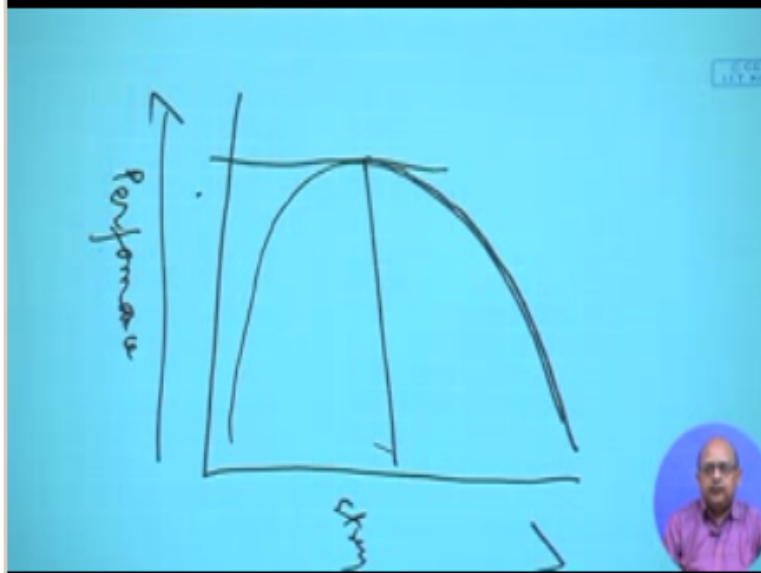


Selye, 1970)

Start discuss of the key terms that is that will list as so the stressor is something which is causing stress in any kind of environmental conditions right so these environmental sources basically cause you to experience a hardy stress to they are known as stressors.

So second is eustress is the kind of positive stress that results from meaning challenges and difficulties and the expectations of achievement right so see if there is no stress probably you will not work at all okay so some kind of stress would be a part for you to work effectively right now let's look at the relationship become the stress in performance and why you needs to behave with that. So suppose this is a stress.

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You are increasing their kind of performance now the relationship that you can have between the stress and performance is going to do something like this it means the optimum level of stress which leads to a high level of performance beyond the stresses it will move to that it is going to reduce your performance.

So what I want to say here is that eustress is the positive stress which helps you to scoop up with the challenges and you are able to deal with the situations that is coming on with the environment right. Then we will discuss some other term like the stress it is negative stress.

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Key Terms

- **Stressor** – environmental conditions that cause individuals to experience stress
- **Eustress** – positive stress that results from meeting challenges and difficulties with the expectation of achievement
- **Dystress** – negative stress; often referred to simply as stress. Often results in overload.

(Selye, 1970)



Okay that is what the stress actually is then so if there is a high stress there comes the negative here and in this case what happens you will not be able to deal with the problem okay and then there could be lot of issues related that one. And these stress actually is the stress okay in which is their because of stresses with their right and finally we have.

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Key Terms

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- **Job strain** – function of workplace demands and the control an individual has in meeting those demands.

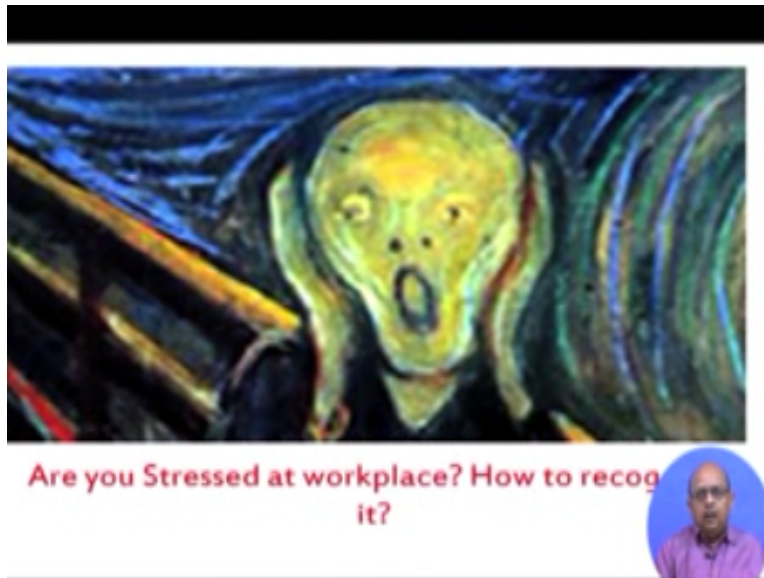
(Selye, 1970)



Job strain the strain is the outcome of the stress right so since you are going to make the requirements of the job in a organization and environmental forces are there to accept you so you are under strain what are the people it is going to be effective you are going to take it all on your physical and mental health okay.

So the person has stress whatever outcome is there that are known as strain okay because if you are not able to make these demands you are going to be affected more right and that is why we call it stress and stress is eustress dystress and job strain these comes must will look into.

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Now look at this if you look at this figure two questions that have been asked are you stressed at workplace? Then how to recognize it? So it is very well part into understand that whether you are stressed out into identified that is so how is stress

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Yes and there is an example it is very common it is at the burned place burned out or you want to burned out burned out in different situations it could be an outcome of stress where because of certain reasons you are not able to perform well so in such case of burned out what happens your performance deteriorates your de-personalize or not able to maintain your relationship in your place okay.

The certain jobs which is causes more burned out like you are an apologize in a call center okay otherwise doctors are burned out you know because the things that they are doing okay your feelings will be discharged okay you depersonalize yourself okay your performance derives or a figure of time because that kind of work you are doing okay so the burned out is another situation that now if you look at this graph you can see very clearly that to a certain level of stress that is good.

But beyond is it is bad right you are always need to keep some kind of stress so that you can perform so certain level your performance arouse and beyond that it goes down and that is very important to understand the concept of stress and burned out. Now moving further.

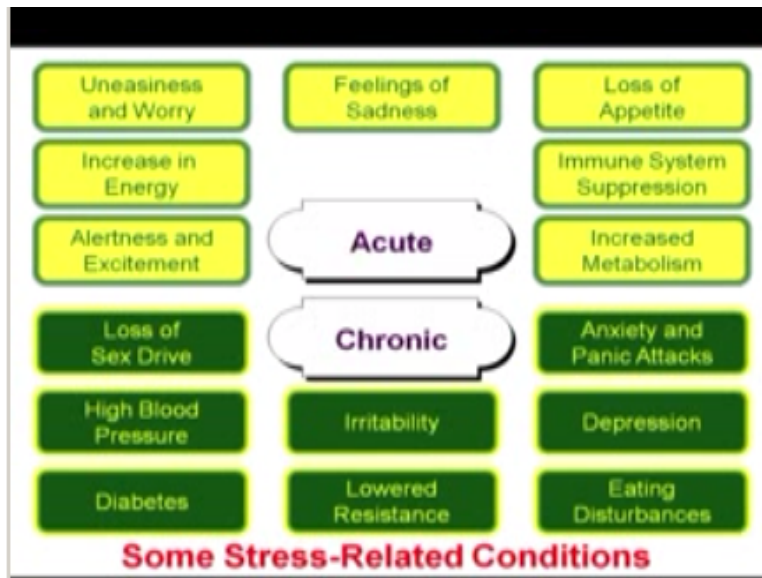
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Feel like you are Losing It?



What are the things happens or how to recognize they have a stress and this lets looks at the picture we can observe it very clear okay here this animal is able to identify seems that their sight I think there is a stress because the certain condition sometimes in terms which he is feeling okay he finds that is legs are bound he is losing certain things and are all kind of things happening so he realizes that they have certain problem with him and that is very important and that is very which gives certain things in terms of performing or his health all kind of things and that is very important that is why we need to look into these kind of issues very seriously right.

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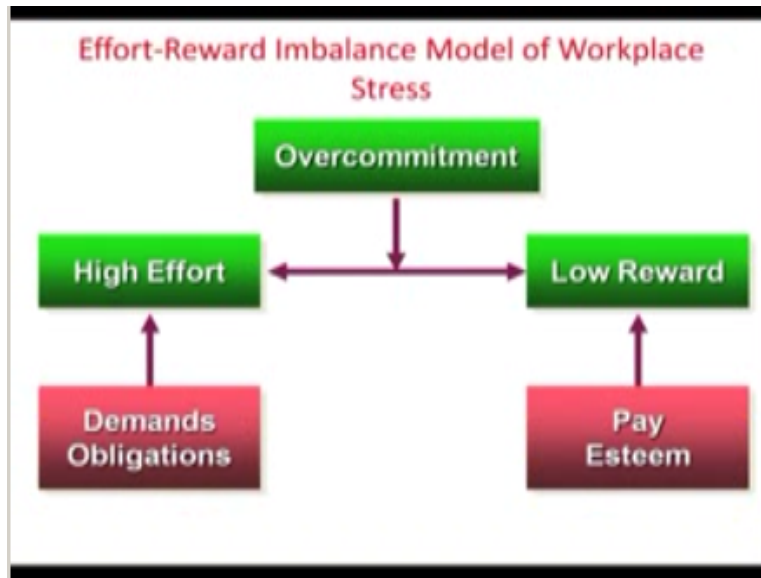


Look at the stress related conditions one by one what happens in this stress and actually helps you to recognize whether you have a stress or not okay you feel uneasy you have worries you have loss of appetite okay sometimes the energy level goes very high also you know sometimes all stress inside to do lot of things okay you lose loss of appetite okay your immune system gets affected you know and the stress you know sometimes you lose your physical elements also .

Your heart beat goes up your immune system goes down and metabolism goes up right and that will be related to the hypertension and some kind of things have lose motions and all kind of things that happen this might be causable right then this is acute this is chronic you have exactly acts a depression things sometimes says the resistant was down some irritable losses sex drive high blood pressured diabetes okay so do not be a definite what I try to tell you is that this kind of problems might happen if under stress because a stress results in certain stages in the physiological mechanism which might led to the blood pressure sugar level and this kind of things.

Are even the depression okay then lot of hormones which may be possible for these kind of things I took levels find yes that is not very disturbing but if should become certain chronic level if you move from a acute to chronic level this definitely needs certain influences to look into so that you are able to solve this kind of problems.

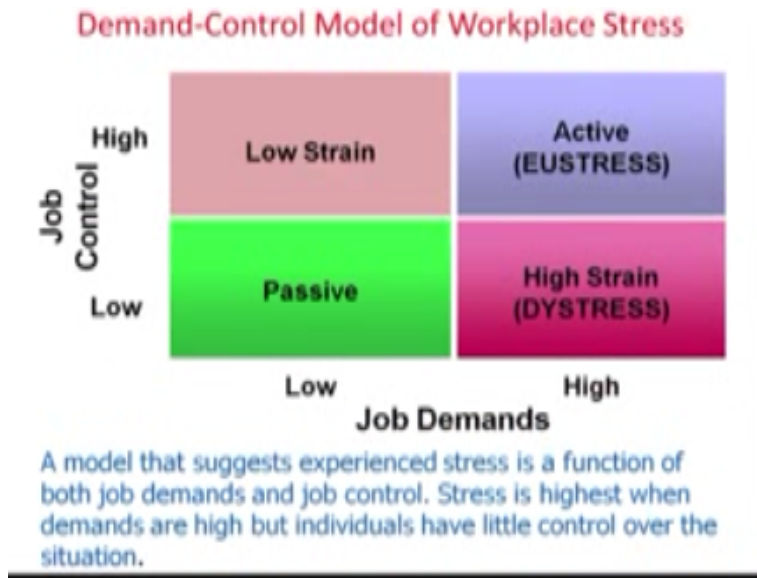
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Moving further if you look at some of the models especially at the workplace what will it happens and this model is known as effort reward imbalance model of the workplace stress so look into the relationship between the effort and the reward we are putting lot of effort because there is required lot of effort to the organization okay and you expect better reward but that is not coming up o if there is a imbalance between your effect and reward then you feel stress.

You feel that something that will expect because you are working very hard is not coming out in terms of rewards in terms of demands okay this could be modulated by what to overcome it okay that is an another important factor is high effective okay so this is one theory the other theory is you say.

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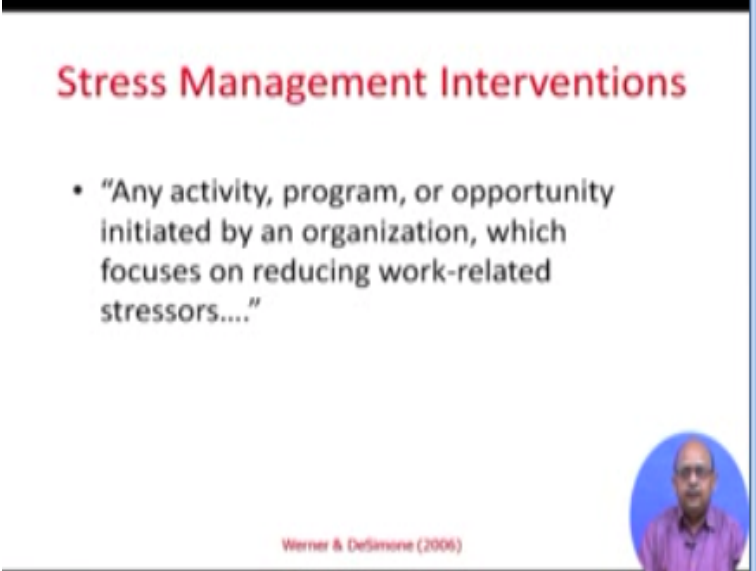


That demand control model of workplace stress okay and there are two factors that is job demand and job control and if you look at this four quadrants okay that is look at this model that suggests when we experience stress who experiences stress that depends upon the distinct to which you are able to have control or the way you are going to decide certain things how to do it when to do it to the better control better all I good.

If you have less control then it is not good so if you have better control then it leads to lesser stress if you have low control then it is not good similarly if the job command is very high then you are going to have high level of stress so if you have low control job and stress this job command is very high then you are going to have high stress that is what you called all these stress right.

Similarly if the job demand is very high but you have able to control yourself you have very high control immature job then you have to use this that is good because that will help you to cope up with the challenges okay and then you will be able to perform that is call you stressed but if there is low job demand and you do not have high control and there is different less stresses in such case what happens your performance is not going to look at. But both of them are low then suppose if you do not have control over the job demand is also not good as I revealed then you become passive so this model suggests depending upon the demand and then control the kind of stress you are going to is to be high or low then what next to be done we just to be look into right.


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Stress Management Interventions

- “Any activity, program, or opportunity initiated by an organization, which focuses on reducing work-related stressors....”

Werner & DeSimone (2006)




So it is very important that those who are able to travel with stress it is important for the organizations managements or even HRD professionals to see that how they are going to manage such stress interval so any kind of activity program okay which is initiated by organization which focuses on the ways of stress related to stress you know that lot of organizations today are for meditation programs or yoga's that is also away to look at how you are going to reduce the level of a stress that helps you to reduce your stress.

So let we discuss the techniques related to the stress for any kind of stress management information any kind of activity offered with HRD department to assist it implies to reduce the level of stress is called a intervention or stress management intervention.

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Organizational Stressors

- Factors intrinsic to the job
- Organizational structure and control
- Rewards systems
- Human resource systems



Werner & DeSimone (2006)

Now what we have to do is to identify what are goes there organize stresses okay we talk about these kind of stresses related to work situation and organizations but the organize stresses are very important similarly work with lot kind of stresses also so we will talk about the factors which causes a stress especially if you look at the organize related factors okay which are related to the job you are not able to do it or you do not get support okay.

The structure and control process is different who is going to supervise how much supervision is there and the roles and responsibilities and how much control you have worked in the job that is also important then what are you able to relate regarded with performance or not so that is what going to cause stress performance such that there are the chase systems are there okay policies related to govern a performance rewards okay carrier promotion so all kind of things.

Also little stress then supervisor is the most important cause you know that there is a statement saying that people could live supervise they are supervisors and that actually suggest that a stress to be an factor the positive leadership qualities that is if you have an effective leadership probably you will be able to better manage the employees and you will not create any kind of stress.

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Leadership is an important factors now if you look at some of the work related stressors okay then if your role is not clear what you are suppose to do what is expected from you right or if you overload yourself the best remedy is you should have the ability to say no right in order to avoid the state of overload.

Occupation creates more stress as I told you like if you are in a cause into job nursing jobs or doctor jobs it just creates more stress because of the nature of the job they will be dealing with the public okay because then you have lots of stress so sit has to be depends upon the nature of the occupation that you are inadequate then what kind of resource you have to perform a resource inadequacy if you have less resources probably it creates problem.

Then workplace basically conditions you have workplace conditions both physical as well as psychological climate it should be good physical environment like lighting then ventilation and all these kind of things based on all this should be good you need to create a good aliens and that is what important similarly to create a culture of support so that we need not to create any conditions so we have been talking about to working conditions it includes both.

Then you have leadership style what kind of leadership style is obtained the managers and then what kind of monitoring system we have or you have to do close monitoring systems or all the time implies a one managed and monitored what they are doing or you understand that your employees are good and if they no need to be monitored must so they will take care of themselves so you go for less supervision and that results in better performance as I said.

Which we are going to provide them that result in which we are going to in less supervision and that results in better performance they will take care of them which are in sequence reward or not let us provide sequence organize good because our security reduces the level of stressors are exactly that is associated which results so people think now they are happy as because they are not worried about this kind of things so they think about how to do and how not to do their performance.

So these are the work related stresses was very important so people able to understand when it comes to assessment then diagnosis that what causes stress so that it is related to the organize factor or the environmental factors.

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The slide is titled "Individual Consequences of Stress" in red text. On the left, there is a brown box labeled "Psychological" containing a bulleted list of effects: Anxiety, Depression, Low self-esteem, Sleeplessness, Frustration, Family problems, and Burnout. In the center, there is a yellow starburst graphic with the word "Stress" written inside it in red. At the bottom right of the slide, there is a small circular inset image of a man with glasses wearing a purple shirt.

Now look at the consequences what happens under stresses okay so we talked about the antigenic factors now we are going to talk about the consequences of stress so these are the psychological consequences you may have anxiety depression low self esteem sleeplessness frustration family problems burnout okay so these are the psychological conditions in which are going to be there provided you have going to assume the stress.

As stress goes beyond at the level going to asset you individually then you are going to have this psychological problem anxiety is very normal but if this anxiety most of the times becomes deep then you may get into the pressure severe depression then you will lose your self esteem then

sleep is disturbed you will not be able to sleep you have seen I have seen people under stress
sequence people will take pills to reduce stress right then you feel frustrated all the time.

You have frustrated with the family problems as a members and others and that creates lots of
problems in the society and the family and then you feel going down it could be related to the
nature of the person are doing hard hours and what kind of things will happen this may be the
cause now these are the psychological issues which will happen to the individual if he is under a
stress.

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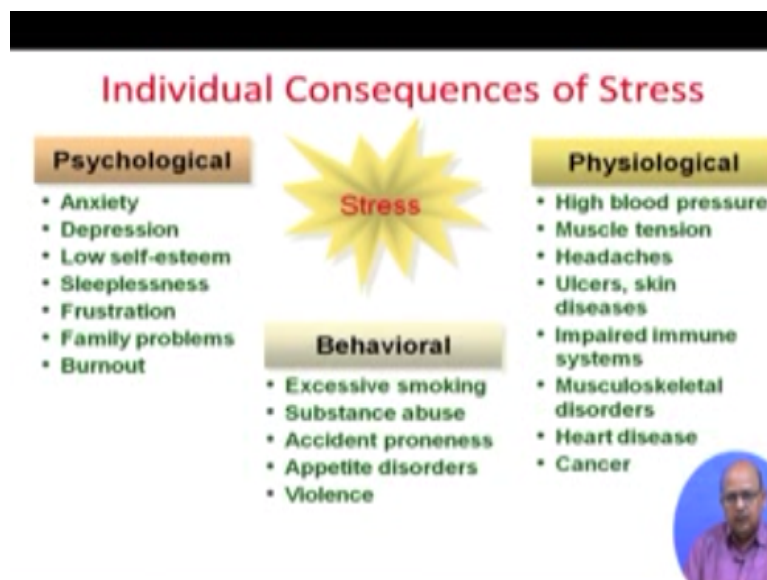


Similarly there could be several issues to the individual like you know that people under stress
excessive smoking taking drugs okay you met accidents okay you may lose your appetite okay

and you may as you listen these kind of activities and you might have met many people of aggressive activities and you might have met many people because of the stress and fear of losing job workers become violent aggressive and they even started damage in the property and how to clues.

And lot of example that you can find out and this could be related to stress because at the point of time the job is taken that right.

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These factors are responsible for these kind of activities and then in some point of kind the job I taken that why these factors were responsible and then this kind of activities given here and then the people has to figure the problem that many who are under stress then lots of changes specially the psychological methods.

So what does it happens if you look at the physiological mechanism the physiological system actually especially the glands it secretes hormones there are certain hormones in the certain amount okay if they are going to create hormones from the excessive amount you can have all

kind of problems okay because you have under stress then these kind of problems might happen to may lead to high blood pressure muscle tension headaches also ulcers sometimes it may not be realized that it this could be the reason for stress yes it may happen.

Or some other diseases like your immune system gets disturbed you may have musculoskeletal disorders okay you may feel cramp on your legs body okay when in larger extent you can have certain problems related to the heart also okay and several kind of things I mean their certain things that could be released where the body which is not good for you okay so if you are under stress certain hormones which are released were in the body system manner which may cause this kind of problems okay.

Because these are that reasons which is more that leads to stress this system is maintained like a physiological process the morally the physiological process so if you are under extreme stress this kind of physiological processes is registered okay and that causes such a hormones to be released in the excessive or not.



Which creates lots of problems for the individuals s if you look at individuality which is going to affect mentally your behavior gets eustress your physical you face lots physical stress okay go to the basic cause is the stress right now if you look at organize consequences yes.

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Organizational Consequences of Stress

**Estimated cost to industry of job stress
billions per year**

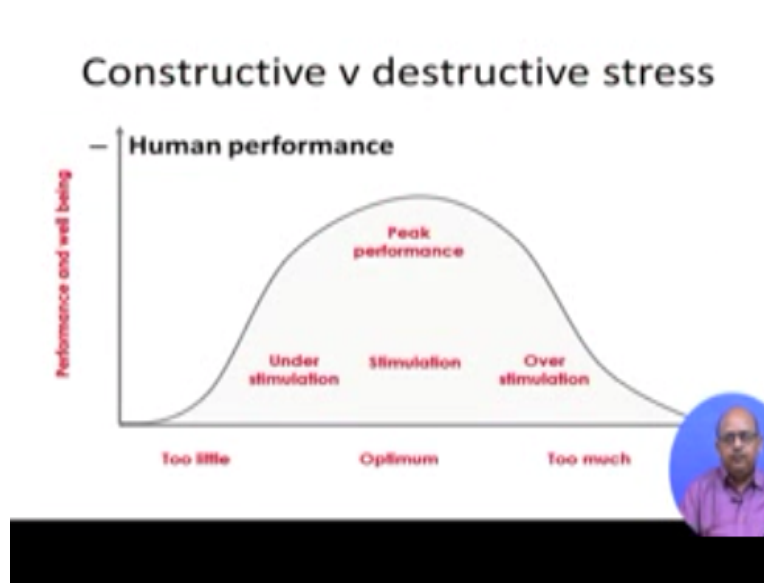
- Absenteeism
- Diminished productivity
- Compensation claims
- Health insurance
- Direct medical expenses



You will lose activity performance compensation is less okay you are going to spend more on your health cause okay and there will be more medical expenses because if you are under stress you have uncertain physiological stress which you go to the doctor he will be able to treat the physical problems then unless you are cured for stress the problem may be lapse or it may again come up or you are going to face same problems.

As you see certain peoples see in some classes have this kind of physical analysis which was identified to require their basic problem they continue to have those kind of problem which is very, very important to relate these kind of things with their stress and that is why you know that organizations have these kind of stress management program and this is very popular among the people and they go for this kind of things

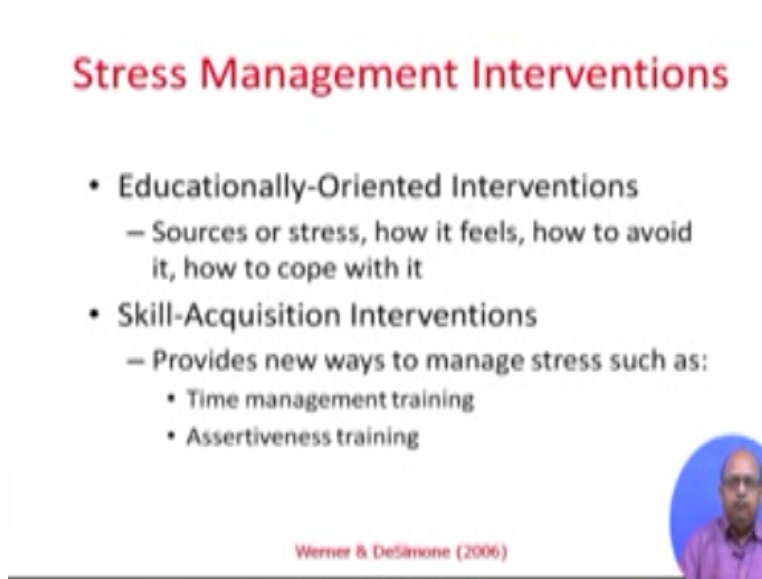
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And that is what I have been talking about look into the performance okay if you look at human performance the peak performance goes when you have optimum level of stress which stimulates you to perform well okay if you have a very low stress too little stress in that case you can perform better okay you understood you are not driven by motivated enough to perform well.

But if you look at this optimum level of the stress then it I good then it create a stimulation you are motivated in terms to do better performance then ultimately you have this over stimulation and then over stimulation is there it is very bad too much stress is not good and have this stress you have to call relative stress.


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Stress Management Interventions

- **Educationally-Oriented Interventions**
 - Sources of stress, how it feels, how to avoid it, how to cope with it
- **Skill-Acquisition Interventions**
 - Provides new ways to manage stress such as:
 - Time management training
 - Assertiveness training

Werner & DeSimone (2006)



Now what is important is to offer certain stress management interventions which is good okay like you need to educate people so that they are able to identify what are the various process of stress what happens when you are under stress and helps you how to avoid and cope up with this kind of things okay they need to be addicted to certain kind of things what could be the various ant serials of stress.

We have planned about work related factors that is more important the kind of stress in workplace then what are the consequences also we have discussed about various consequences related to individual and the organization right now it is going to part in that you have to plan intervention how who are going to scoop up with this how you are going to challenge those or cope up with this challenges which has been created by the stress.

What are the activities you need to do or plan in general I am discussed about the requirement of this similar case that you need to plan in certain interventions that we need to look into right so you need to develop certain skills okay some of the examples are taken here like you will need to better manage your time you should be more effective and in this kind of things so this kind of things will help you to manage your stress in a better right so which is very important as you list out some of the issues related to this.

So now if you look at this you need to identify what are the stresses at the first stress okay then as a cognition that is cognitive appraisal of the stresses that you are able to identify what causes stresses and the next level what could be your coping strategies right now if you look at the interventions that could be planned at the individual level like going for meditation exercise relaxation positive approaches understanding those things in a better way in a prospective.

Setting goals is going for time management in case of organization you can go for restructuring we can design the jobs so that person feel less stress okay you make sure that your selection placement program is looking better otherwise seem to you try to do them the working condition required in running development so they are better equipped with knowledge and skill to perform well.

Right so these are the industrial and organize interventions that could be planned and similarly you are some make sure that your demand and the job demand that the person criticize okay I similarly also make sure for the authority is going to lose certain things okay and take care of these kind of things in terms of relations and practices which is in term concerned to the individual right.

Then it is this kind of interventions are planned then you have to perform to see that how who is going to take care of himself in terms of blood pressure heart rate okay and other kind of heart related problems it also used to help him to improve the quality of life so you would not be even if to feel less in the intervention right and you will not have some psychotically complaints like the problem may be the physical or may be psychological and that is what we manage psychotic problems.

For example you might be feeling cramp in your legs muscles so you go for some kind of treatment but the reason may be something that is psychological right similarly it is if you are going o plan these interventions definitely it improve activity and this kind of things for the organization you have less kind of stress causing less realize accident would be less right it would help to do improve the performance action right less burned out and this kind of things right.

So if you look at the interventions it is very important to plan this kind of intervention of the individuals so that you can be filled out.

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Look at some of the examples this is related to what relaxation this work like balance just look at the eating habits right this is slave right this is something else meditation anywhere meditation was specific.

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Now look at some of this is related to what can you guess it now this is what we call assertiveness you have to be assertive polite right for in your statement that is very important these both of them are very Grammatik this is exercise so these are some of the examples that I have given you with these pictures to explain what kind of interventions can be planned at the individual level by the organization for the individual of the organization

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A Model of SMIs

- Focuses on the individual
- Helps the individual cope
- Perhaps more focus should be placed on stressors from the work environment

So you get addict to work it out and then ultimately we have the model for this means you have to focus on the individual identify what is problem is okay so that he is able to help to coopup with the situations and perhaps more focus on the stressors because always you are able to remove the stresses from the environment due to continue those stresses so it is very well very important to look into those stresses which might cause this kind of problems.

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Effectiveness of SMIs

- Research hasn't been rigorous enough to measure effectiveness accurately
- Well-conducted research demonstrates some success
- More research is needed

Werner & DeSimone (2006)

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And then we have to see how effectiveness interventions for managing stresses are which is going to help you so yes they have been definitely helping people and that is why lot so stress management interventions have been conducted by the organizations help people t reduce the level of stress and similarly the alternatively to reduce the stresses so they need to go for it is having behalf of all kind of things restructuring creating culture and causes and system which supports people right. So that it could be good for the organizations so

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Guidance for SMIs

- Look for specific issues
- Assess and analyze apparent problems
- Look for specific and focused solutions
- Look at strategic intervention:
 - Is problem throughout the organization, or is it localized?
- Ensure evaluation and timely feedback

So if the system guidance look for the specific or to the individual and analyze the problem look at the focuses solutions especially it is to offer a intervention and say that whether it is rated to some individuals it is for the organizations or the group is suffering this kind of problem and accordingly you are related to low feedback for this kind of activities can be taken out thank you very much.