

Potential Sources, Impact and Mitigation of Stress in the Workplace: A Review and Preliminary Case of AD-CJO Technology Company

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Abstract

The objective of this paper was to investigate the causes of stress in an organisation, and its effects on individuals in the organisations, in order to propose mechanisms of mitigating stress in the workplace. Data was obtained through literatures that were reviewed as well as through a stress questionnaire, from the International Stress Management Association (ISMA), which was handed out to the procurement department of AD-CJO Technology Company. An interview that was conducted with a senior Manager in the Procurement department of the company. The findings reveals that stress is a major issue in the workplace, hence, organisations should strive to combat it to a manageable degree, so that employees are not adversely affected. Some ameliorating mechanisms such as employee wellness programmes, stress management programs, counselling, and social support systems have been proposed to address the problems of stress at AD-CJO Technology Company and any organisation. However, it should kept in mind that stress cannot be eradicated to a zero base. Some element of it is required in order to stay motivated and develop a drive towards personal and organisational goal attainment.

Keywords: Conflict; counselling; Employee wellness; Perceptions; Stress; management; organisation

1. Introduction

Stress refers to a feeling of anxiety or physical tension, which occurs when the demands placed on an individual exceeds their ability to cope (Hellriegel and Slocum, 2004:168). Hence, the psychological demands from the environment that results in stress are known as stressors. Gysbers et al., (2003) observed that the current work place tends to continuously undergo significant restructuring, in order to successfully withstand global competition. This on-going restructuring can be linked to globalisation, technology innovation, downsizing and outsourcing (Ukpere, 2009). Restructuring also has a number of consequences for the workplace. Firstly, as globalisation occurs, people may lose their jobs. Employees begin to feel devalued as individuals which may affect every aspect of their lives and roles (Ukpere & Bayat, 2012) . Stress as a result of the loss of a steady income; daily social contact; friendships and support; and the loss of identity and self-worth, all of which accompany job loss. In addition, job security is no longer assured in many companies leading to an increased stress due to job insecurity (Ukpere & Slabbert, 2009).

Within the above context, there is a need to identify ways in which stressors can be reduced to a manageable level, which necessitates a discourse on certain aspects of stress. It should be kept in mind that the experiences of stress may differ from individual to individual. More than that, there are various potential causes of stress, such as general causes, conflict, bullying and stress experienced at home. Stressed people are also vulnerable and this vulnerabilities need to be explicated as well. Stress has innumerable consequences and these consequences should be properly managed through the various available mechanisms

1.1 Problem statement

Stress is a major issue in contemporary organisations and threatens the success of organisations and the wellbeing of employees.

1.2 Research question

The above problem statement triggered the following research questions

- What exactly is stress and what are the causes of stress in the workplace?
- How does stress specifically affect organisations?
- How does stress affect individuals within an organisation?

1.3 Research objectives

The objectives of this paper are:

- To establish exactly what stress is and the potential causes of stress,
- To analyse the impact of stress on organisations,
- To establish the impact of stress on people in the workplace,
- To proffer viable ways of mitigating stress in the workplace,

2. Literature Review

Stress is in fact a prominent problem in organisations today. Many researchers have dedicated their lives' work towards understanding how stress has had an impact on modern organisations. Hellriegel and Slocum (2004) stated that there are a wide range of issues that influence how individuals experience stress. These include four primary factors such as how individuals perceive stress, how their past experiences effect their perception to stress, the effect of social support and the differences experienced by each individual in reacting to stress. According to Cartwright and Cooper (1997) relationships with bosses, colleagues, customers, and subordinates can dramatically affect individual's productivity, health and the way that they feel at the end of the day. Therefore, perceived levels of job stress is more likely to be lessened once individuals in organisations can learn to develop good supportive interpersonal relationships within the organisation. Mistrust in organisations between colleagues can lead to poor communications, high role ambiguity and competition, therefore increasing job stress.

Sauter and Murphy (1996) found that stress results from an individual's failure to successfully adjust to the constant demands and changes of the occupational environment. Job strain, which is also a form of stress in the organisation, may rise when there is a mismatch associated with the perceived demands of the individual and the essential resources needed to deal with those demands. Workload is considered to be one of the major influential stressors in many organisations. This is also known as work overload, and essentially happens when individuals have literally too much work and not enough resources, or the lack of ability to cope with the work overload. The opposite of work overload is work under load, which occurs when job demands are failing to meet individual needs. The differences in behavioural styles are also some of the influences to the regulation of employee workload, as well as those individuals' wellbeing.

Fontana (1989) observes that the general causes of stress consist firstly of organisational problems, which lead to frustrating delays in decision-making. Secondly, the insufficient key staff back-ups which leads to having to carry out tasks below the level of organisational standards, which essentially takes time away from projects that organisations should focus on. Thirdly, there are long or unsociable hours at work, which are tiring and stressful in itself. Fourthly, poor status, pay and performance prospects become bound with their identity. Fifthly, more time is spent on unnecessary rituals and procedures than the actual job itself. Finally, uncertainty and insecurity is rated high on the list of stressors for many people.

Furnham (1997) discusses how the causes of stress differ according to the organisational level. For executives, they may get stressed over issues such as pressure for financial results, or experience anxiety from a hostile take-over event. Job insecurity is the common stress experienced by middle managers as they feel that their jobs are being threatened due to future organisational downsizing. Supervisors may experience stress when working with pressures to increase quality and customer services, in addition to the fact that they are held responsible for many workers. The stress of low status, resource shortages, the absence of perceived control, and being faced with the demand for a large capacity of error-free work, is likely to be the cause of stress for workers.

In the words of Newstrom and Davis (2002:366) "stress is the general term applied to the pressures people feel in life". Extreme products of stress consist of burnout and trauma. Those who experience burnout in the organisation are emotionally exhausted, with the inability to accomplish their goals and therefore become disconnected from their work

and clients. Burnout also affects the organisation by leading to increased absenteeism rates and a decrease in job performance. Trauma occurs after a massive threat has impacted an individuals' security. Such trauma is viewed as workplace trauma, post-traumatic stress disorder and layoff survivor's sickness. Sources of workplace trauma can be seen in organisations where harassment occurs, discrimination, the wrongful termination of employment contracts, and the perceived employee's incapacity to meet evolving performance expectations.

Landy and Conte (2007) maintained that work stressors consist of firstly interpersonal conflict, which is the unfriendly behaviour that can be seen during negative interactions with co-workers, supervisors, or clients. When resources at work are scarce, this type of conflict can occur. This is also due to employees being incompatible with one another. Secondly, role stressors, which consists of role uncertainty, role conflict, and role overload. Role uncertainty arises due to employees lacking the clear knowledge of what kinds of behaviour is expected of them. Role conflict takes place when there are incompatible demands from different sources. Finally, role overload is a stressor that arises when too many roles is expected from individuals at the same time which can cause people to work overtime, increasing stress and subsequent strains.

Conflict also can be regarded as one of the major causes of stress in organisations. According to DuBrin (2007:285) "conflict refers to the opposition of persons or forces giving rise to some tension, or to a disagreement between two or more parties who are independent. Conflict thus arises when two or more parties perceive mutually exclusive goals, values, or events. Each side believes that what it wants is incompatible with what the other wants".

Bullying and emotional abuse is another culprit of organisational stress. According to Einarsen, Hoel, Zapf and Cooper (2003), bullying is the repetitive action of offending, harassing, socially excluding individuals or negatively affecting their work tasks. It is the escalated development of inappropriate behaviour which leaves the person being bullied in an inferior position and therefore becomes the target of systematic negative social acts. Some of the effects associated with workplace bullying are social isolation and maladjustment, depressions, helplessness, anxiety, psychosomatic illness, compulsions, anger and despair. Moreover, stress at home can as well extend to the organisation and negatively affect the work of employees in the workplace. Fontana (1989) stated that these stressors are either caused by a partner, children, or even by domestic arrangements.

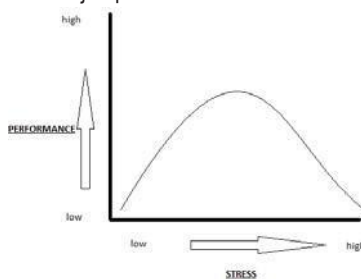
High level of stress can also be a result of Individuals not being able to say "no" when demands, however unreasonable, are made of them. This is usually due to the following reasons: firstly, they do not have confidence necessary to make a judgement as to what they should and should not be expected to do. Secondly, they are desperate to be liked and afraid others will think badly of them if they refuse to do as they are requested. Thirdly, they have a well-developed conscience, and feel guilty if they 'refuse to help'. Finally, they feel inferior to other people and see them as having 'authority' over them (Fontana, 1989). Furnham (1997) is of the view that stress can come from to both internal (organisational) and external (non-work) stressors. The internal factor consists of the employee's threshold for stress, and is essentially the extent to which individuals can cope with stress before negative feelings of the stressors occur and unfavourably affect their performance. The second internal factor that affects employee stress is the extent to which they believe that they have control over their work and the conditions of their work. Therefore, the impact of stress on individuals vary. Some people may be more vulnerable than others. Vulnerability to stress thus invites an increased probability to experiencing stress and its consequences.

2.1 The consequences of stress

Individuals who are trying to handle their stressful working lives, adopt certain coping mechanisms that are based on drinking, smoking, and suppression or avoidance of demands. According to Hellriegel and Slocum (2004) there are three main areas in which stress in the workplace can occur: emotional, physiological and behavioural. The emotional effects of stress comprise of nervousness, anxiety, resentment of supervision, anger, depression, poor intellectual functioning, irritability, job dissatisfaction, and low self-esteem. Physiological effects of stress comprise of increased heart rates and blood pressure, hot and cold spells, muscular tension, sweating, gastrointestinal disorders and breathing difficulties. Behavioural effects of stress comprise of high rates of absenteeism, turnover, alcoholism and substance abuse, accidents; impulsive behaviour, performance difficulties, and poor communication.

Hellriegel and Slocum (2004) have pointed out how stress impacts performance, which can be seen both positively and negatively. Low levels of stress may lead to underperforming as employees are not motivated or sufficiently alert to performing their utmost best. A low amount of stress may increase performance, but only to a certain extent. There should be a level of stress which is considered optimal, where performance should not deteriorate and employees are not stressed or "threatened" to perform well.

The inverted-U relationship between stress and job performance



Source: Robbins, Judge, Odendaal and Roodt, 2009.

3. Research Methodology

Both primary and secondary method of data collection were used in this study. Various literatures on stress related topics from textbooks, journal articles and magazines were consulted. A quantitative approach was used. The International Stress Management Association's stress questionnaire was obtained electronically and delivered personally to some sample at procurement department of AD-CJO Technology Company. A qualitative approach was also utilised in the form of interviews that were conducted to obtain information from a Senior Manager in the procurement department of the Company. A preliminary sample size of N= 16 individuals was used, consisting of N= 3 top managers and N=13 workers. The academic sources were used to conduct a review on the issues of stress in the workplace, and data gathered from the procurement department of AD-CJO Technology Company were used to analyse their stress levels and therefore adds to the knowledge on the literature. A pseudonym was used for the company for ethical reasons, in order not to disclose the identity of participants and the company.

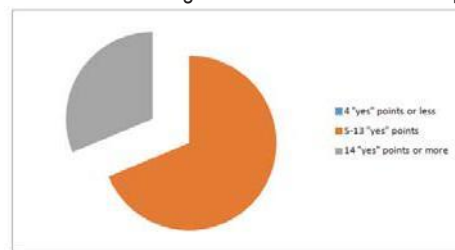
4. Data Analysis and Discussions of Findings

With the use of the International Stress Management Association's survey of stress, which consist of 25, yes/no questions which focused on the activities leading to stress. The results are worked out according to how many times the participant answers yes. If the individual only scores 4 yes' out of the 25 questions, they are less likely to experience stress- related illnesses. If the individual answers yes 5-13 times, they are more likely to experience stress related ill health, which may include mental, physical, or both illnesses. These individuals would benefit from stress management courses or counselling to help them in the particular problem areas.

Individuals who answer yes 14 times or more, are those who are most susceptible to stress effecting individual behaviour, creating un-healthy behaviours that will result in stress related illnesses such as depression, high blood pressure, heart disease and strokes. It is essential that these individuals seek professional help immediately (International Stress Management Association, 2012).

According to the feedback received from the procurement department of AD-CJO Technology Company, out of the 16 participants who took part in answering the survey, none scored between 0-4. This means that not a single one of them does not experience stress. All individuals experience stress, the only difference is, to what extent? 11 out of the 16 participants had yes scores between 5 and 13, and 5 out of the 16 participants scored yes 14 or more times. According to this data, the majority of participants are within the second range of stress, and only roughly a quarter of the participants are experiencing extreme cases of stress. Regardless, there are still strong elements of stress in the department which need to be managed. These overall results can be seen in the chart below:

The overall results from the International Stress Management Associations' stress questionnaire.



According to the feedback received from the procurement department of AD-CJO Technology Company, the majority of activities that lead to stress in the organisation consisted firstly of not having enough hours in the day to complete all the tasks required of them. Secondly, they do not like to delegate tasks as they believe that they can do a better job by themselves. Thirdly, they feel fatigued and are unable to function proactively. Fourthly, participants frequently bring their work home at night. Fifthly, participants do not have time for interests or hobbies outside their work. Finally, they find themselves thinking about problems when they are supposed to be relaxing.

The second part of the research approach focused on the interview conducted a Senior Manager in the Procurement department of AD-CJO Technology Company. What was found was that the sources of workplace stress, for the Senior Manager in the Procurement department, consisted of the following; having to work late, constant interruption from subordinates, a troubled relationship with supervisor, deadline pressures, having an excess amount of responsibility, interference between work life and family life, the inability to say "no" when they should, and not knowing where their career is headed.

4.1 Mitigating stress in the workplace

To mitigate stress in the workplace, one have to apply some of the stress management and intervention techniques. According to Hellriegel and Slocum (2004:182) stress management refers to: "any initiative that reduces stress by helping people to understand the responses to stress, in order to recognise stressors, and the use of coping techniques to minimise the negative impact of stress".

Fontana (1989) posits that the steps to stress management consist of mobilisation, knowledge and action. Mobilisation is the simple decision that something must be done. It is the realisation that there is a better way of working in the organisation with reduced stress. Knowledge entails understanding what needs to be mobilised in order to reach that level of reduced stress in the workplace. The final stage is to take action and whether it will be immediate or in the future. The following can be used to mitigate stress at AD-CJO Technology Company in particular and organisations in general.

4.2 Fight-or-fright response

Fight-or-fright response simply refers to how the body react naturally to stress in the form of biochemical and bodily changes towards environmental stressors. Such reactions include the change in heart-rate and breathing, thereby letting the body to cope with maximum capability for physical activity; changes in brain wave activity, so that the brain can perform to its maximum capacity; muscles ready themselves for action and hearing and sight become momentarily more acute (Hellriegel and Slocum, 2004).

4.3 Personal approaches

Personal approach can also be a helpful way of managing stress in the workplace. According to Furnham (1997), the most common techniques used are firstly life-style changes, which involves dieting and exercising as a healthy body leads to a healthy mind. Secondly, relaxation and meditation is used as a more mental approach to stress. Thirdly, cognitive self-therapy has also proven to be successful. Behavioural therapy attempts to overcome stress, such as focussing on behaviours that reduce stress is another powerful potent for mitigating stress in the workplace.

4.4 Organisational approaches

This is another approach of stress mitigation in the workplace. According to Furnham (1997), the most common techniques are: organisational restructuring and reengineering. The problems faced with some stress management programmes is that they are generic in nature and therefore do not target specific stressors at work. Ultimately, stress management techniques are used to reduce anxiety, muscle tension levels and blood pressure. Essentially when considering the effects of stress, the individual costs of stress results in the individual's health and the cost for the organisation in terms of its productivity. The outcome of this is job burnout, which is characterised by a state of emotional exhaustion, a depersonalisation of others in the workplace, and feelings (with evidence for) low personal accomplishment. Individuals may choose to cope with stress through behaviour modification, relaxation training, career counselling and attending fitness or "wellness" programmes to relieve their stress. Organisations may choose to cope with stress by first diagnosing the stress and then correcting some of the major structural or procedural causes of stress

by improving the physical working environment and job design, for example. Due to the cost of stress to the organisation, organisations believe that it is worth investing in both the preventive and interventionist policies.

4.5 Individuals and organisations

Individuals and organisations are both affected by stress, which is why they are both apprehensive of it. Furnham (1997) stated that both individuals and organisations are very concerned about stress and how it affects them. They essentially have three broad options for managing stress. The first option is to prevent or control the stress. The second option is to escape from the stress. The final option is to learn how to adapt to the stress. In order for organisations to reduce stressors for their employees, they will need to improve managerial communication skills; redesign jobs to be more fulfilling, empower employees through participation and implement organisational development programs.

4.6 The Social support approach

Social support approach could be very helpful in mitigating stress in the workplace particularly at AD-CJO Technology Company. Some employees need warm interpersonal relationships in order to cope with stress. According to Furnham (1997: 376) "social support is a network of helpful activities, interactions and relationships that provides an employee with the satisfaction of important needs".

4.7 The personal wellness approach

Fitness centres, health education and disease screening are included in corporate wellness centres. Exercise, breathing regulation techniques, nutrition management, muscle relaxation techniques and positive imagery techniques can also be included in the functions of the wellness centre, as recommended by healthcare specialists.

4.8 Conflict resolution methods

The conflict resolution method is another way of mitigating stress in the workplace. According to DuBrin (2007) these conflict resolution methods consist of the confrontation and problem solving method, and structural methods. The confrontation and problem solving approach identifies the initial cause of conflict and then resolves it systematically. This approach is consecutively gentle and tactful. After confrontation take place, the two parties debate their own opinions, feelings, and attitudes in relation to the conflict, thus attempting to identify the real issue. Once the two parties have reached an understanding with one another, they can then attempt to develop specific means of reducing or better yet, eliminating the cause of the conflict. The confrontation process is only successful once parties reach an agreement on the solution. Both parties should check periodically to ensure that agreements are being kept. Structural methods for resolving conflict stresses the importance of reporting relationships and multi-tasking work responsibilities in order to reduce organisational disputes. One technique is for managers to have direct control over the resources needed to get the job done. In some organisations, management maintains an open-door policy, in which any employee can bring a problem to the attention of management without checking with his or her immediate supervisor. It is therefore an effective grievance procedure as it allows problems to be settled quickly. A popular long-standing structural approach to conflict resolution is an appeal procedure. Thus management of workplace stress level is essential in order for individuals in the organisation to function effectively, which leads to increased production and attainment of organisational goals. Stress interventions are also potent ways of mitigating stress in the workplace.

5. Interventions to Stress in the Organisation

There are three various interventions that can reduce the occurrences of stress in the workplace, namely primary preliminary level intervention, secondary level interventions and tertiary level intervention. These interventions are discussed below.

5.1 Primary preliminary level interventions

Primary preliminary level interventions are required to correct or eliminate stressful causes (Robbins, Judge, Odendaal

and Roodt, 2009). This involves increasing employee participation in goal setting and introduction of flexible working hours. By increasing employee participation in decision-making, management provides a more supportive climate by empowering their employees to have a say in the decisions that have a direct effect on how they perform on the job. By redesigning job roles and tasks, employees are given more responsibility, work is more meaningful and they have more control over their job functions. Management should develop a total rewards strategy that includes compensation, work-life balance, benefits and career development opportunities. These all enhance employee's motivation, work engagement and job satisfaction, which are positive correlates of individual wellbeing.

5.2 Secondary level interventions

Secondary level interventions focus on the individual and are concerned with enabling employees in order to minimise the damaging effects of their stresses by focussing on increasing employee's awareness and extending the psychological and physical resources of employees and therefore enabling employees to manage their stress effectively. There are three main types of secondary interventions that can be used; somatic, cognitive and multimodal techniques. Somatic techniques involve relaxation exercises such as bio-feedback and breathing exercises. Cognitive techniques involve cognitive restructuring processes, which enable employees to modify their painful interpretations of situations without imposing onto their value systems and interpretations.

5.3 Tertiary level intervention

The final level of stress management interventions is at the tertiary level which concerns itself with individual rehabilitation for those who have suffered from ill health or reduced well-being as a result of the strain received whilst at work. Rather than being based on preventative philosophies, these interventions are based on treatment and are best illustrated by organisational wellness programmes, which entails behavioural modification, and revolves around employee counselling, career counselling, etc.

5.4 Behavioural modification

These initiatives are targeted at career counselling and other employee assistant programs, workshops on burnout to help employees understand its nature and symptoms, team building, workshops on time management, and training and relaxation techniques.

5.5 Employee counselling

Counselling refers to the discussions that ensue between the counsellor and the counselee in order to find out emotionally constructed problems, so as to assist the counselee in handling their stress related problems (Furnham, 1997). Therefore, the aim of counselling is to improve employee's mental health and well-being. Both job and personal problems affect an employee's performance, and counselling is usually kept confidential. The emphasis on counselling also helps organisations become more humane and considerate of people's problems.

The need for counselling arises from a variety of employee problems such as stress in the workplace and stress in one's job. Therefore employees can benefit from the advice and guidance that the counsellor provides. Furnham (1997) states that people can benefit from counselling in a number of ways, such as developing their self-confidence, being able to understand things more clearly, practicing self-control and creating the ability to work more effectively. There are six types of counselling functions. The first function is providing advice by giving judgements about the employee's problems and to help lay out the course of action. Secondly, counselling may provide employees with reassurance in order to give them the courage to face their problems or to pursue a suitable course of action. Thirdly, counselling can also improve upward and downward communication. Counsellors can also identify organisational problems that can be improved upon if mentioned to top management, keeping the source of the information confidential of course. Fourthly, counselling provides an outlet for the release of emotional tension, which is sometimes called, emotional catharsis. Fifthly, through the function of the counsellor, reasoning is clarified, and employees are encouraged to accept responsibility for emotional problems and to be more realistic in solving them. The final function of counselling is the reorientation of the counselee. This process involves a change in the counselee's psychic self through a change in basic goals and values.

Three major types of counselling have been recognised, namely directive counselling, nondirective counselling

and participative counselling (Furnham, 1997). Directive counselling consists of listening to an individual's problem, deciding on a solution with the individual, and then motivating the individual to do it. This type of counselling is mostly accomplished by giving advice. Nondirective counselling is the complete opposite. It consists of skilfully being attentive to and encourages a counselee to explain troublesome problems, understand them, and determine appropriate solutions. Focus is mostly on the counselee rather than in the counsellor as judge and advisor. Professional counsellors usually practice some form of nondirective counselling and often perform four out of the six counselling functions. They treat each counselee as a social and organisational equal. The limitations of nondirective counselling are that it is very time-consuming and costly than directive counselling. It also depends on a capable, willing employee. Finally, participative counselling, which is also called cooperative counselling, is the mutual relationship between counsellor-counselee, and launches a cooperative interchange of ideas in order to help solve the problems of the counselee. Each of the enumerated counselling can be utilised with specific related purposes.

5.6 Career counselling

Career counselling is a continuous face-to-face dialogue between the counsellor and counselee, with the prime focus on work related issues; the conversation is often physiological in nature (Gysbers, Hepper and Johnston, 2003). Career issues often become personal-emotional issues and family issues, and then career issues again. Therefore psychological distress is often present. Career counselling has broadly two major phases and a number of sub phases in terms of its structure (Gysbers et al., 2003). The first phase is "client goal or problem identification, clarification, and sub specification opening" (Gysbers et al. 2003:4), which involves gathering client information and understanding and hypothesising client behaviour. The second phase is "client goal or problem resolution" (Gysbers et al. 2003:4) which involves taking action, developing action plans and career goals and finally, evaluating the results, which ends the sessions between counsellor and counselee. Life career development can also help in mitigating stress in the workplace.

5.7 Life career development

The main aim of utilising life career development is that it helps as a lens to identify, describe and understand the dynamics of their past, present, and future career development in order to create career awareness within them and supports their aptitude to create in their own mind, in order to plan for their life and future careers (Gysbers et al., 2003:8). Therefore, life career development provides individuals in organisations with a realistic and graphical representations of major life responsibilities and life possibilities as well as the language to describe them, namely their possible selves. Life career development also helps to have a better understanding of individuals' behaviours and development in career terms; from a work-only focus, life settings, to expand their vision of career, and life events, all interacting over the life span. Therefore, they can focus on specific life roles while, at the same time, connecting other life roles to that particular life role. These are all potential mechanisms of mitigating stress in the workplace.

6. Conclusion

In conclusion, stress pervades every aspect of organisational work life and is a real issue in the workplace. Stress is essentially factors in or outside the organisation which inflicts a dramatic threat on how individuals cope within the organisation, their performance levels and essentially their well-being, and how the organisation copes as a whole to reach its objectives. General potential causes of stress have been explicated, as well as specific causes for organisational stress, stress in the home, as well as bullying and emotional abuse as a cause for stress. Various literatures on stress in the workplace were consulted through various academic sources as well as a preliminary quantitative data based on responses to the International Stress Management Association's stress questionnaire from the procurement department of AD-CJO Technology Company as well as information gather during an interview conducted with a Senior Manager in the Procurement department. What was found is that stress is indeed a major threat to organisations and its employees.

Every single participant showed signs of stress and there were even a handful of those who demonstrated signs of extreme stress. Therefore, the organisation's behaviour needs to change in order to cope with stress. There are various approaches to reducing, and hopefully eliminating the effects of stress within the workplace. These include individual approaches, which focus on the well-being of the individual/ employee and the organisational approach, which focuses on ways to alter the organisation in order to promote a more effective environment to cope with the stressors. In addition, interventions to stress in the organisation have also been covered in order to support practitioner to take charge and

tackle the problems of stress in the workplace.

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