

A STUDY OF THE RELATIONSHIP BETWEEN STRESS MANAGEMENT AND COMMUNICATION EFFECTIVENESS

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ABSTRACT

The study is considered by analysts to be an alternative approach since it represents the theory and practice of work that managers perceive as part of their emotional intelligence and communication effectiveness. Moreover, the survey may provide a platform where experts can explore and evaluate the pressures faced by managers to provide insightful analysis and communication effectiveness in various fields. They were asked about their connections. Furthermore, the analysis provides an innovative perspective that shows the impact of managerial pressures as part of emotional intelligence and communication effectiveness within organizations when used by corporate leaders and managers to develop innovative ideas that the HR department supports and actively engages with. It is being considered by their associations.

Key words: Employee happiness, efficient communication, stress management, and emotional intelligence

1. INTRODUCTION

To properly understand how manager stress management as an aspect of emotional intelligence contributes to communication effectiveness, it is important to understand the characteristics of emotional intelligence and stress management as a component of communication effectiveness. Goleman (1995) identified five components of emotional intelligence (EI): motivation, self-regulation, empathy, self-awareness, and social skills. For the purposes of this study, Salovey and Mayer (1990) divided these into four areas: sensing, using, understanding, and controlling. Managers' EI and the way managers lead their employees are factors that leaders must consider when developing their organizations. Organizational change is complex, and emotions accompany changes such as global expansion, contraction, and leadership changes, as well as employee stress. Daily tasks play a role.

A leader's emotional state and cognitive capacities are linked through emotional intelligence. In order to make judgements that are in the best interests of the organisation, a leader must be able to recognise how their emotions influence their judgement. To be as effective as possible, a leader also needs to be able to read the emotions of their subordinates and colleagues.

2. LITERATURE REVIEW

In his paper "Employee Stress: A Study of Bank Employees", T.R. Rajeswari (1992)² describes possible stress scenarios among bank employees in five nationalized bank branches in Virudhunagar. The study investigated structural rigidity, adverse physical working conditions and additional organizational factors as possible stressors that may affect the stress levels of workers. It was found that high perception of stress was due to the inflexible structure and centralized formal decision making of banking in India. In their paper "Stress Experienced by Active Members of Trade Unions," Sharda S. Nandran and Bert Klandermans (1993)³ identified role conflicts, role ambiguity, and role overload as psychological stressors that arise when an individual plays a conflicting role and receives conflicting signals of what the environment expects of him. The study indicated that the two factors most strongly connected with the feeling of helplessness and the desire to quit were qualitative overload (seeing union activities a heavy burden) and contradictory demands from a single source (inter-sex conflict from union leadership, work colleagues). P. Chand and A.S. Sethi (1997)⁵ in their study titled "Organizational Factors in the Occurrence of Job Stress" looked at organizational characteristics as predictors of work-related stress. The study found that bank employees faced high stress during loan collection, especially when they were the only ones managing it and faced shortage of manpower and inadequate infrastructure. It was also found that police officers were always forced to work long hours and their demands to spend more time at home with their families caused stress and anxiety.

Research Gap:

According to the Review of Literature, numerous studies on stress management have been carried out in India; however, most of the time, no attempt was made to identify any kind of correlation between stress management and communication. Therefore, the goal of this study is to determine whether stress management—a component of emotional intelligence—and effective communication are related in any way.

Significance and Relevance of the study

The goal of the current study was to determine whether emotional intelligence's stress management component significantly affected how well people communicated. In order to gather more data on employee satisfaction and retention, this study looks for a favourable correlation between the two ideas of stress management as an element of emotional intelligence and communication efficacy.

Innovation:

The present study is conducted from employees' point of view which makes an attempt to know the work-related stress among the employees and how does it effects their communication effectiveness.

3. RESEARCH METHODOLOGY

This is an empirical study based on survey method. In the present study, ex post facto research design was used. Most ex post facto research projects are used for descriptive studies as it describes the state of affairs at present. In this study, the researcher used ex post facto research design for identifying association between Stress management (as an aspect of emotional intelligence) and communication effectiveness.

Research objectives:

- To analyze the impact of occupational stress on effectiveness of communication of employees.
- To suggest certain tools to reduce stress amongst working staff.

Research Hypothesis:

Null hypothesis: H₀₁: There is no association between Stress management (as an aspect of emotional intelligence) and communication effectiveness

Research Design:

Research Variable:

Independent variable: Stress management (as an aspect of emotional intelligence) and

Dependent variable: Communication effectiveness

Validity:

There are numerous statistical tests and measures to assess the validity of quantitative instruments, which generally involves pilot testing. A pilot study was undertaken by the researcher with twenty employees of Retail and Service industry to understand the variables involved in the study. A preliminary questionnaire was constructed to collect data from the employees.

Reliability: For reliability checks, Cronbach's coefficient alpha was computed for each scale as a measure of internal consistency reliability. The coefficient alpha for the items in questionnaire is 0.83. The resulting reliability estimate is quite high because reliability values between 0.6 and 0.9 are generally considered sufficient for research purposes. The scales used in the present study were considered reliable

Population:

Sample element: HR Staff, Middle level and first level employees

Sample frame: Industries having HR Staff and having more than 100 middle and first level employees

Sample size: 1 sector, 5 Companies from that sector, 5 HR Staff from each company each sector, 50 middle level and 60 first level employees from that sector

Sample extent: Nagpur region

Sampling procedure: stratified and cluster sampling method

Universe of the study:

The population of this study consists HR Staff, Middle level and first level employees of select service industries of Nagpur region which includes Financial Services, Healthcare, IT & Communication, Retail and Service industry.

Definitions:

- **HR Staff:** Admin staff
- **Middle level employees:** General Managers, Branch managers, and Department managers.
- **First level employees:** Supervisors, team leaders, line managers, and project managers
- (Source: <https://courses.lumenlearning.com/boundless-management/chapter/management-levels-and-types/>)

*Note: These are the general definitions of HR Staff, Middle level and first level employees, designation may vary according to the organization or industry.

Sample size in detail: 1 sector, 5 Companies from that sectors, 5 HR Staff from each company each sector, 50 middle level and 60 first level employees from each sector.

Sector	HR Staff	Employees	
		Middle level	First level
Retail	5	50	60
Total	5	50	60

Sampling Method:

Under no214_

n- probability sampling method, **stratified and cluster sampling method** shall be used.

Actual Data Collected: The questionnaire was distributed to 200 respondents out of which the completely and properly filled questionnaire were received from 105 and the data used for further calculations and analysis was 100 for convenience.

Data analysis and hypothesis testing:

Test of hypothesis:

H₀₁: There is no association between Stress management (as an aspect of emotional intelligence) and communication effectiveness

This hypothesis can be proved together with the help of two variables which are as follows:

In this hypothesis Stress Management is considered as independent variable and communication effectiveness is considered as dependent variable.

Dependent variable communication effectiveness can be measured from the responses gathered on the following statements on 5 point Likert scale (Strongly disagree, disagree, neutral, agree, and strongly agree)

My manager pays attention to me and listens to me. Information about successes and failures is received in a timely manner. Information about organizational changes is received in a timely manner. Information about organizational policies and procedures is received in a timely manner. Information about personal evaluations is provided to me in a timely manner. Information about my work is disseminated to me in a timely manner. The degree of effective communication between employees within the organization.

Independent variable Stress Management can be measured from the responses gathered on the following statements on 5 point Likert scale (Strongly disagree, disagree, neutral, agree, and strongly agree)

Do you try to create a positive and enjoyable work environment for yourself and others? Do you feel valued at work? Do you feel that you are contributing to the overall good of the organisation? Are your suggestions, opinions and ideas listened to and acted upon? Do you feel it is management's responsibility to create a positive work environment? Are you in control of your work environment? Do the attitudes and moods of others affect or change your own? Are you able to maintain satisfaction in your job? Do you feel that your colleagues are satisfied with their jobs? Do you feel that your manager is satisfied with their jobs?

This hypothesis is tested using ANOVA and Kolmogorov-Smirnov test for normality.

ANOVA- The one-way analysis of variance (ANOVA) is used to determine whether there are any statistically significant differences between the means of three or more independent (unrelated) groups. This guide will provide a brief introduction to the one-way ANOVA, including the assumptions of the test and when you should use this test.

ANOVA Test

Table: Descriptives								
Effective Communication								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Are you trying to create a positive and enjoyable work environment for yourself and others?	14	3.89	2.206	.217	3.55	4.67	1	7

I feel valued at work	9	4.34	1.872	.252	3.62	4.62	1	7
Do you feel you are contributing to the overall good of the organization?	8	3.80	1.911	.255	3.29	4.32	1	7
Are your suggestions, opinions and ideas being listened to and acted upon?	7	4.10	1.753	.248	3.60	4.60	1	7
Do you think it is management's responsibility to create a positive work environment?	11	4.77	1.661	.189	4.39	5.14	1	7
I have control over your work environment	9	4.21	1.952	.246	3.71	4.70	1	7
I feel others' attitude or mood affect or change my attitude or mood	9	4.75	1.951	.246	4.25	5.24	1	7
Are you able to maintain a sense of happiness at work	8	4.66	2.143	.286	4.09	5.23	1	7
I feel that my coworkers are happy at work	11	3.86	2.211	.252	3.36	4.36	1	7
I you feel that my manager is happy at work	12	3.93	1.798	.189	3.56	4.31	1	7
Total	100	4.21	1.977	.075	4.07	4.36	1	7

The descriptive table (above) provides some very useful descriptive statistics, including the mean, standard deviation and 95% confidence intervals for the dependent variable (Firms strategic performance) for each separate group, as well as when all groups are combined (Total). These figures are useful when we need to describe our data.

Table: ANOVA Table

ANOVA					
Effective Communication					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	83.842	1	9.316	2.426	.001
Within Groups	2649.442	98	3.840		
Total	2733.284	99			

This is the table that shows the output of the ANOVA analysis and whether there is a statistically significant difference between our group means. We can see that the significance value is 0.001 (i.e., $p = .001$), which is below 0.05. And, therefore, there is a statistically significant difference in the mean of Emotional intelligence and communication effectiveness. Hence we can accept the alternate hypothesis H_{1c}, d, e: Stress management (as an aspect of emotional intelligence) is positively associated with communication effectiveness, as per ANOVA analysis.

From the above calculations we can reject null hypothesis.

H₀₁: There is no association between Stress management (as an aspect of emotional intelligence) and communication effectiveness hence we accept alternate hypothesis.

H₁ : Stress management (as an aspect of emotional intelligence) is positively associated with communication effectiveness.

4. CONCLUSION

Importance of the survey for employees of a company: The survey gives the employees an idea about how their emotions affect them and helps them develop new ideas and discuss them with their superiors to achieve the goals expected by the organization. Every HR or learning and development leader should be overly focused on segmenting emotional intelligence as a notable skill to develop their management team and determine the improvement of employee

satisfaction. Many researchers have found a strong association between interpersonal skills and the quality of employees' work performance. This may indicate that emotional intelligence is a key factor in developing into a strong manager, but it may only be one of many important factors for a well-rounded and effective manager.

5. SUGGESTIONS

Based on the findings of the study the following suggestions can be given:

- Every HR or learning and development leader should be overly focused on segmenting emotional intelligence as a notable skill to develop their management team and determine the improvement of employee satisfaction. Many researchers have found a strong association between interpersonal skills and the quality of employees' work performance. This may indicate that emotional intelligence is a key factor in developing into a strong manager, but it may only be one of many important factors for a well-rounded and effective manager.
- Companies can take steps such as introducing time management programs to help employees learn to manage their time and thereby improve the quality of their work.
- The employees should know their own role and responsibilities in the workplace, avoid procrastination, prioritize their tasks when they have to complete a few tasks at the same time and allocate specific time for performing each task.
- The employees may be educated to use the existing facilities offered by their organization. Also the employees should essentially follow some other suitable coping strategies to manage stress in order to avoid health related issues, behavioral changes, decreased job performance and hurdles in effective communication.

Advocacy of implementation:

The implications could include focus on employee stress in organizations, comparison of stress issues between field workers and office workers, comparative studies across different states in India, studies from a management perspective, etc. The findings are significant for employees at all organizational levels as they suggest strategies to manage employee stress to improve employee work performance and communication efficiency.

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