

STRESS AND PRODUCTIVITY

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1. Stress causers , identifying hazards

<i>Not knowing priorities, poor time management</i>	Routine hassles - long lines in stores, heavy traffic, telephone busy signals
<i>Unclear job descriptions, who should do what?!</i>	Personal problems - family, financial difficulties, illness of someone close person
<i>Feeling of inadequacy, insecurity</i>	Job problems - new job, new boss, changing job, heavy deadlines and other pressures can cause fear and worry, lossing of job
<i>Frustrations of not being able to get things done</i>	Major changes - marriage, divorce, baby, death, new job
<i>Lack of communication (vertical, horizontal, formal, informal)</i>	Oveload - kids problems at school, family problems, barriers to get to office, to learn new job procedures
<i>Bad personal relationships</i>	
<i>Overworking, overloading (quantity and complexity of tasks)</i>	
Source : H T Graham and R Bennett: Human Resources Management(GB) 1995	Source : Business and Legal Reports Inc. (USA) 1997

2. Many people make stress worse. HOW?

They:

- Hold feelings in and do not admit they are angry or upset
- Blow up and blame others, even become Violent
- Assume things will go wrong and waste time and energy worrying about them
- Withdraw from people and situation that might cause stress
- Try to do everything perfectly
- Take every situation personally
- Turn to drugs or alcohol to hide from their problems

3. Reasons for low productivity

Experience of TREXIMA from its researches and projects (work monitoring , time measurement and job analysis)

- Poor training in company
- Machine breakdown, poor maintenance
- Not established performance standards
- Not established work, labour or assignments planning
- Lack of motivation
- Production interruptions as a result of change
- Poor layout of work area
- Improper equipment or tools
- Poor work atmosphere and environment -workplaces (safety, health, hygiene)
- Not proper work pacing or work flow - work organisation
- Supervisor allowing each person to set his own pace
- People must manage too many working positions - low extent of specialisation - high stress
- Uncontrolled use of overtime
- Failure of right control and supervisor
- Inadequate communications at many levels
- Poor follow up by higher management
- Not identifying with company goals
- Inflexibility and lack of creativity of middle management - supervisors, line managers
- Fear - conflict between need to be "boss" and desire to be "liked"

4. Resume, corelations, diagrams

Reasons for low productivity are the main stress causers

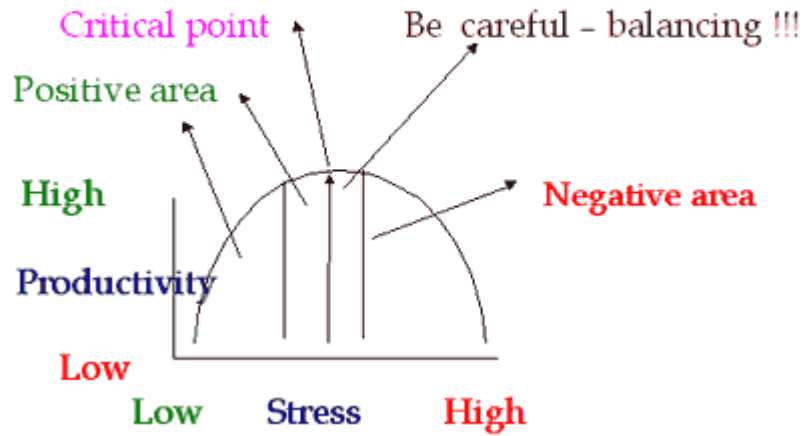
Extremly or too much stress cause the decrease of productivity

Suggesstions for solutions:

- **GOOD BALANCE BETWEEN STRESS AND PRODUCTIVITY MANAGEMENT**
 - Find proper balance between learning by doing and learning by couching or mentoring
 - Good horizontal and vertical communication
- **ESTABLISH TOOLS MEASURING STRESS**
 - Satisfaction surveys
 - Good horizontal and vertical communication
- **ESTABLISH TOOLS MEASURING PRODUCTIVITY**
 - Productivity surveys - measuring output and input including quality
 - Working time monitoring
 - Performance standards monitoring and checking

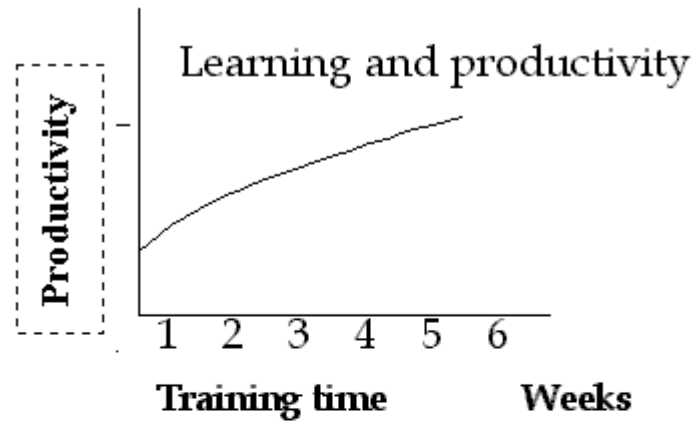
Diagramm A

Positive and negative aspects of stress

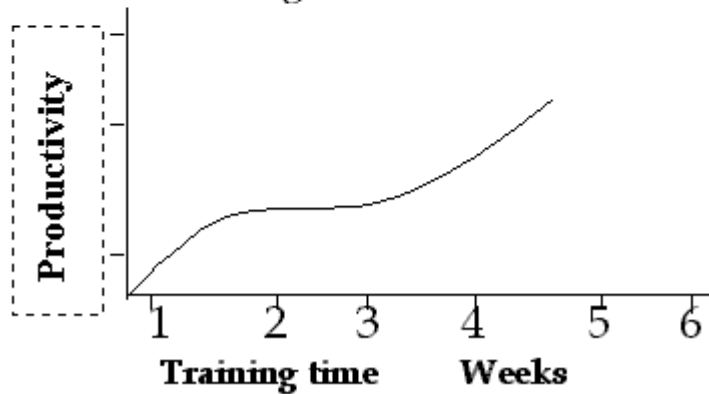


Source: Yerks a Dodson 1907

Diagramm B and C



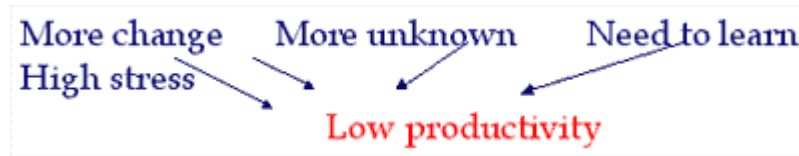
Learning curve - difficult task



Learning curve showing plateau

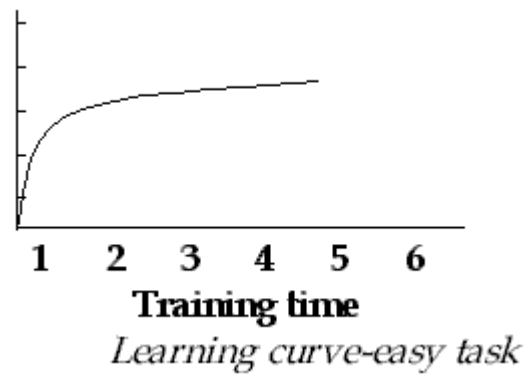
Source: H T Graham, R Bennett (HRM)

What can be a possible relationships between: CHANGE-UNKNOWN-LEARNING-STRESS-PRODUCTIVITY



So typical for our environment in Czech and Slovak republics

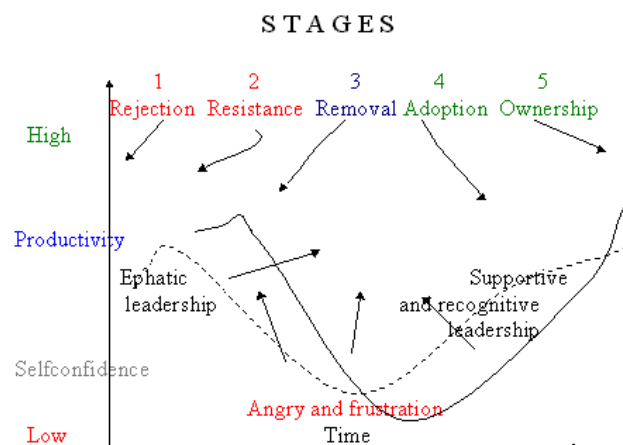
Diagramm D



Source: H T Graham, R Bennett (HRM) 1995

- Stress, change and productivity management
- Stages in behaviour of people related to change
- Five stage correlation between productivity, selfconfidence and people reaction to change

Source: Carnall 1990



1. **STAGE REJECTION**

We always have done things this way.
Why now we have to do things by different way?

2. **STAGE RESISTANCE AND DEFENCE**

If people realize that some change is going to carry out, they tend to be distressed and feel frustration associated with their inability to be in harmony with change

3. **STAGE REMOVAL OF OLD WAYS OF DOING**

New behaviours and optimism is appearing. People are open and constructive to new system. They have positive standpoint to change and are interested in change. It is a process of right understanding of what is doing around.

4. **STAGE ADOPTION**

People are detaily testing the new situation. They are able for positive influencing each other. They are active, positive and making suggestions - they are making change.

5. **STAGE OWNERSHIP**

Systems, processes and organisation as well are already changed and adopted. New relations are tested and adjusted. Organisation is prepared for further stage or for next change. It is important that people have learn that they were able to manage the change.

