

A study on effect of Stress management on communication effectiveness

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Abstract:

This study is considered a new orientation to the researchers, as it bids the recognised work theory and practice of the stress management as an aspect of emotional intelligence and communication effectiveness. Also, this study may found a base where the researchers move from it to a more expansive field towards research and examination about the stress management as an aspect of emotional intelligence and communication effectiveness on different sectors.

Other than this, the study delivers a modern orientation which shows the managers and the decision makers in the companies, the effect of stress management as an aspect of emotional intelligence and communication effectiveness in their organizations as they make use of it in producing new ideas which helps them to capitalize the human resources which will be positively reflected on their organizations.

Key words: Emotional Intelligence, stress management, communication effectiveness and employee satisfaction

Introduction:

In order to have a proper understanding of how managers' stress management as an aspect of emotional intelligence contributes to the communication effectiveness, it is important to understand the characteristics of stress management as an aspect of emotional intelligence and communication effectiveness. According to Goleman (1995), there are five elements of EI: self-awareness, self-regulation, motivation, empathy, and social skills. Salovey and Mayer (1990) divide these into four branches that were used for purposes of this study: perceive, use, understand, and manage). Due to the intricacy of organizational change and the role emotions play in changes such as global expansion, job eliminations, leadership changes, as well as stressors of day to day responsibilities, the EI of managers and how they manage their associates is an element that leadership needs to consider while moving their organizations forward.

Emotional intelligence connects a leader's cognitive abilities with their emotional state. The ability for a leader to identify the impact of their own emotions on their decision making is vital if that leader is to make sound decisions based on the best interests of the organization. Additionally, a leader must be able to read emotions in their peers and employees in order to be as effective as possible.

Literature review:

T.R. Rajeswari (1992)² in her article entitled, "Employee Stress: A Study with Reference to Bank Employees", identified the potential stress situations of bank employees in the five nationalized bank branches operating in Virudhunagar. The study had examined structural rigidity, poor physical working conditions and extra organizational factors to be potential stressors inducing stress in employees. It was found that rigid structural pattern of banking industry in India with centralized formal decision-making had led to high stress perception.

Sharda S. Nandran and Bert Klandermans (1993)³ in their paper, "Stress Experienced by Active Members of Trade Unions" determined role conflicts, role ambiguity and role overload as psychological stressors which arise when a person plays a conflicting role receives conflicting signals of what the environment expects of him. The study showed that qualitative overload (finding union activities a heavy burden) and contradicting demands from a single source (inter-sender conflict from union leadership, work colleagues) were found to be most strongly associated with the feeling of uselessness and the wish to quit.

Anirudi Pandey (1995)⁴ in his study entitled, "Role Efficacy and Role Stress Relationship: Some Experience with Workers", determined the relationship between their role efficacy and role stress among rail engine drivers of Indian Railways. The study showed that rail engine drivers (workers) were working as motormen on Suburban local trains in Bombay and belonged to Central and Western Railways. The study has viewed that role efficacy and role stress to be negatively related since the respondents were found to be suffering from the feeling of role overload, resource inadequacy and personal inadequacy.

P.Chand and A.S.Sethi (1997)⁵ in their study entitled "Organizational Factors in the Development of Work Stress" examined the organizational factors as predictors of job-related strain. The study had observed that recovery of loan produced much strain among the banking personnel particularly when they were sole in-charge where they have to work with insufficient staff and lack of infrastructure. It was also found that officers had constant pressure to spend

long hours at office which creates strain/stress with demands or expectations from family members to spend time at home.

Research Gap:

From the Review of Related Literature it has been observed that many studies had been conducted in India on the topic of stress management but with respect to identification of any type of association between stress management and communication was not done in most of the cases. So this study has made an effort to find out if there exists any association between Stress management (as an aspect of emotional intelligence) and communication effectiveness.

Significance and Relevance of the study

The purpose of the current study was to decide whether stress management as an aspect of emotional intelligence played a significant role in communication effectiveness. This study attempts to discover whether the two concepts, stress management as an aspect of emotional intelligence and communication effectiveness, were positively correlated, for the purpose of providing further information on employee satisfaction and retention.

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.

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: H_{01} : *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 0.77. The resulting reliability estimate is quite high because reliability values between 0.6 and 0.8 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

Sample duration: nearly it will take 6 months to collect primary data

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 non- 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 Supervisor pays attention and listen to me, Information about accomplishments and Failures are received on time, Information about any changes in the organization is received on time, Information about the organizational policies and procedure are received on time, Information about personal assessment is communicated on time, Information related to my job is communicated timely, Extent to which the people in the organization communicate effectively

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, happy workplace for yourself and other, Do you feel valued at work, Do you feel that you contribute to overall benefit of the organization, Are your suggestions, opinions, thoughts listened to and acted on, Do you feel that it is management's responsibility to create positive work environment, Do you have control over your work environment, Do others' attitude or mood affect or change your attitude or mood, Are you able to maintain a sense of happiness at work, Do you feel that your coworkers are happy at work, Do you feel that your manager is happy at work

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		
Do you try to create a positive, happy workplace for yourself and other	14	4.01	2.106	.207	3.60	4.42	1	7
Do you feel valued at work	9	4.23	1.982	.248	3.74	4.73	1	7
Do you feel that you contribute to overall benefit of the organization	8	3.80	1.911	.255	3.29	4.32	1	7
Are your suggestions, opinions, thoughts listened to and acted on	7	4.10	1.753	.248	3.60	4.60	1	7
Do you feel that it is management's responsibility to create positive work environment	11	4.77	1.661	.189	4.39	5.14	1	7
Do you have control over your work environment	9	4.21	1.952	.246	3.71	4.70	1	7
Do others' attitude or mood affect or change your 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
Do you feel that your coworkers are happy at work	11	3.86	2.211	.252	3.36	4.36	1	7
Do you feel that your 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 descriptives 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 H1c, 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 H_{01} : *There is no association between Stress management (as an aspect of emotional intelligence) and communication effectiveness* hence we accept alternate hypothesis H_1 : Stress management (as an aspect of emotional intelligence) is positively associated with communication effectiveness.

Kolmogorov-Smirnov test for normality

The statistical analysis that was applied on the study of research hypotheses concerns the correlation analysis of the corresponding parameters for both the main research question, and the secondary research hypotheses. Primarily, for the use of the correlation analysis it is important to study the normality of the parameters in order to properly select the correlation coefficient for this study (Schutte et al., 1998; Henry, Hope, 2013; Adeyemo, n.d). The statistical test for studying normality of data is the Kolmogorov-Smirnov test for normality. We define as a null hypothesis the normality of variables and as alternative hypothesis the non-normality. Table lists the tests of normality of Adaptability Stress Management and General Mood and communication effectiveness.

	Adaptability Stress Management and General Mood	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Effective Communication	Do you try to create a positive, happy workplace for yourself and other	.157	104	.000	.892	104	.000
	Do you feel valued at work	.213	64	.000	.894	64	.000

Do you feel that you contribute to overall benefit of the organization	.178	56	.000	.884	56	.000
Are your suggestions, opinions, thoughts listened to and acted on	.165	50	.002	.907	50	.001
Do you feel that it is management's responsibility to create positive work environment	.192	77	.000	.912	77	.000
Do you have control over your work environment	.198	63	.000	.850	63	.000
Do others' attitude or mood affect or change your attitude or mood	.250	63	.000	.852	63	.000
Are you able to maintain a sense of happiness at work	.198	56	.000	.863	56	.000
Do you feel that your coworkers are happy at work	.176	77	.000	.875	77	.000
Do you feel that your manager is happy at work	.176	90	.000	.926	90	.000
a. Lilliefors Significance Correction						

Source: Results of the Survey Questionnaire

Observing the above table, all variables of this statistical analysis do not seem to follow the normal distribution, as the corresponding values of variables' p-value is less than 90% confidence level that we have defined in this study (Schutte et al., 1998). The null hypothesis is not accepted considering the fact that the variables are not normally distributed.

Conclusion: The importance of the study to the employees in the companies, this study suggests an imagination to the employees about the effect of their emotion on them which will help them to produce new ideas which can be conversed with their managers to reach the anticipated goals of their organizations.

There is a requirement that any human resources or learning and development leader to focus too much on segmenting Emotional Intelligence as a remarkable proficiency to develop a management team in order to determine employee satisfaction improvement, many researchers have found a strong link between interpersonal skills and quality work output by their employees. This may recommend that Emotional Intelligence is an important element to grow

in a strong manager, but may just be one of numerous serious elements to the well-rounded and effective manager.

Suggestions:

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

- Even though many employees are well experienced, they felt that they have no promotional opportunities for career development. Organization may provide employees with opportunities for growth and to prepare them to accept responsibilities at higher levels.
- The company may take some measures like conducting time management program so that the employees will learn how to manage their own time and that will lead them to improve the quality in the job.
- 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:

Implications may include focus on employee stress in the organization, comparison of stress problems between field staff members and office staff members, comparative study in different states in India and study from the management point of view. This study is meaningful foremployees at all levels of organization because findings suggest strategies for managing employees' stress for improving employees' job performance and communication effectiveness.

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