



Understanding the Causes and Effects of Stress among New Employees in Organizations

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Abstract:

The leap into a new organisational environment can be a crucial period brimming with new challenges and difficulties for new employees, often leading to elevated levels of stress.

This research paper delves into the diverse nature of stress experienced by new employees within organisations, seeking to explore its causes and ensure its effects. Employing a mixed-methods approach, combining qualitative and quantitative surveys. The study seeks to exhibit the elemental factors contributing to stress during the onboarding process. Moreover, it examines the consequences of stress on individual well-being, job performance, and organisational results.

The conclusion from this research not only provides valuable insight into the experiences of new employees, but also offers practical exposure for organisations to apply supportive measures to ease stress and create a favourable work environment for their newest members. Through a broad understanding of the causes and effects of stress, organisations can better prepare themselves to encourage employee well-being and strengthen overall organisational effectiveness.

Key words: Stress management, causes, effects, organisation.

Introduction: In the current competitive environment, the well-being of employees is a major subject because employees are the assets of any organisation and are important to achieve organisational goals.

Among the numerous factors affecting employees, stress has become an important obstacle, especially when an employee joins a noble work environment.

Understanding the causes and effects of stress among new employees is important for organisations to foster a supportive, productive, and healthy work culture.

This research tries to find the multifaceted nature of stress faced by new employees in organisations. This study seeks to understand effective strategies for stress management and employee initiative support.

Objective: The objective of the research was first, to identify the primary causes of stress among new employees, that is, a new working culture, a new environment, and new teammates, ranging from organisational factors such as workload and veganism to individual factors such as personality traits and coping mechanisms.

Second, to explain the effects of stress on new employees' job performance and organisational outcomes, along with turnover rates and job satisfaction.

To achieve the objectives, a mixed-methods approach will be applied, including quantitative surveys along with more insights and interviews to understand individual experiences and viewpoints.

By calculating data from different sources, this study tries to provide a wide understanding of stress among new employees and its association with organisational dynamics.

Eventually, this research aims to contribute to the growing body of knowledge on employee and organisational behaviour, contributing applicable insights for HR practitioners, managers, and organisational leaders attempting to create a supportive and sustainable work environment.

Historical Background:

The move into a new job role can be both stirring and challenging for every individual. Though the stress of adjusting to new roles, liabilities, and workplace changes can have significant implications for employees and organisational goals, this research paper's main focus is to explore the causes and effects of stress faced by new employees and shed light on the factors contributing to their stress and potential after math for both individuals and organisations.

Causes of Stress Among New Employees:

1. **Role: Ambiguity and Insecurity:** Research by Morrison (2008) highlights how unclear job expectations and responsibilities can contribute to stress among new employees.
2. **Work demands and time constraints:** high workloads and tight deadlines are common stressors for new employees (Beehr & Newman, 2008).
3. **Interpersonal adjustment difficulties:** The ability of a person to establish positive relationships with others and receive support from them is difficult for a new employee in any organisation. (Summerfeldt, Kloosterman, Antony, & Parker, 2006)
4. **Performance pressure:** Coworkers try to evaluate the ability of a new employee and can create pressure to prove them, especially when they are in the learning stage and adapting to their role.
5. **Fear of Judgement:** When a person joins any organisation, they have pressure that can make people ready to judge them, which is why they feel stressed.
6. **Lack of Training and Resources:** Lack of proper training and resources can affect a new employee's ability to handle their responsibilities and increase stress. (Parker & Sprigg, 1999).
7. **Imposter Syndrome:** Feeling like they are being tested by co-workers, they believe that they are less worthy and incompetent of their position or achievement. (Clance and Imes, 1978)
8. **Difficulty navigation period:** lack of knowledge about the organisation and their procedures or hierarchy in the organisation can lead to stress as new employee's struggle.

Effects of Stress on New Employees:

1. **Decreased Job Performance:** Chronic stress can impair cognitive functioning and decision-making abilities, ultimately affecting job performance among new employees. Studies have shown that heightened stress levels are associated with decreased productivity and increased likelihood of errors in the workplace (Pearsall et al., 2009).
2. **Burnout and Turnover Intentions:** Persistent stress experienced by new employees can lead to burnout, characterized by emotional exhaustion, cynicism, and reduced personal accomplishment. Consequently, individuals may develop intentions to leave the organization in search of less stressful work environments (Schaufeli & Greenglass, 2001).
3. **Impaired Performance:** Stress can impair cognitive functioning and decision-making abilities, potentially impacting job performance (Wright & Cropanzano, 2000).
4. **Negative Health Results:** The detrimental effects of stress on physical and mental health are well-documented in the literature. New employees exposed to prolonged stress may experience a range of health problems, including insomnia, anxiety disorders, and cardiovascular issues, impacting their overall well-being and quality of life (Beehr et al., 2005).
5. **Organizational Costs:** Stress-related absenteeism, presenteeism, and turnover incur significant costs for organizations (Goh et al., 2015)

Organisational Interventions and Strategies:

The causes and effects of stress among new employees are important for organisational effectiveness. Here are some interventions and strategies.

- **Employee Induction:** Induction programmes to acclimatise new employees to the organisational culture, job responsibilities, expectations, and job role. Transparency or clear communication during this phase can help prepare for uncertainty and reduce stress.
- **Mentorship:** New employees can pair with existing employees to provide guidance, support, and advice. This relationship can help employees understand the environment of the organisation and also helps to reduce feelings of isolation.
- **Stress Management Workshops:** Training sessions on stress management techniques, including mindfulness, time management, and effective communication. Providing employees with tools to handle stress can improve their well-being.
- **Flexible Working mode:** Flexible work arrangements, such as telecommuting or flexible hours, to adapt to the diverse requirements of new employees. This flexibility can help reduce commuting stress and promote work-life balance.
- **Constant Feedback and Check-ins:** Feedback sessions on a regular basis and check-ins to assess new employees' progress, address any concerns or challenges they may be facing, and provide positive feedback. Open communication channels help to develop trust and support.
- **Promote a Positive and Healthy Work Environment:** Promote a supportive and inclusive work environment where new employees feel valued, respected, and appreciated. Encourage teamwork, cooperation, and recognition of achievements.
- **Encourage Healthy Habits:** Encourage healthy habits among employees, such as regular exercise, proper nutrition, meditation, and adequate sleep. Providing access to wellness programmes or resources can support employees in managing stress.
- **Alleviating Organisational Stressors:** recognise and address organisational stressors, such as extreme workload, unclear expectations, or interpersonal conflicts. Implementing changes at the organisational level can help reduce stress for all employees, including new hires.

Theoretical Framework:

Through a case study, this research paper tries to elaborate on a practical example of the causes and effects of stress amongst new employees and how they overcome the level of stress through different coping mechanisms.

Case Study: Zoya switched to a new role.

Zoya Joint Multinational Bank As a senior manager, she was excited about her new job role and wanted to contribute to the team. However, after a few weeks, she began to experience an increase in stress.

Context-

Zoya was recruited from another bank where she had been working for 5 years in the same role. After so much experience in her previous job, Zoya found herself feeling disturbed by the new organisational culture, environment, process, and expectations. Zoya struggled to adapt to the first-time environment and requirements of the organisation's new role, which required her to do so many projects and meet deadlines simultaneously.

Zoya's causes of stress:

- **Ambiguous Expectations:** Zoya realised that the higher expectations of a boss led to uncertainty and anxiety about how she could fulfil her manager's expectations.
- **Lack of assistance:** Zoya struggled to do her job role and felt isolated and unsupported because of a lack of assistance from her colleagues.
- **Work Pressor:** Zoya's workload rapidly became overwhelming, with short deadlines and competing demands leaving no time for self-growth or learning. She struggled to balance her responsibilities and prioritise tasks effectively.

Effects of Stress on Zoya:

- **Weak Performance:** As stress levels increases, Zoya's performance began effected. She struggled to meet deadlines and deliver quality work, she concerned about her ability to fulfill her responsibilities.
- **Physical Signs:** Zoya experienced physical symptoms of stress, including headaches, Lack of concentration, fatigue, and difficulty sleeping. These symptoms further exacerbated her stress levels and impacted her behaviour.
- **Emotional repercussion:** Zoya becoming nervous and demoralised as she grappled with the challenges of the new role. Her confidence level decreases, and she questioned her decision to join the organization.

Interventions and Support:

Supervisory assistance: Realising Zoya's struggles, her boss scheduled regular check-ins to give proper feedback, clarify requirements, and provide guidance. Initiating open lines of communication helped alleviate some of Zoya's concerns and build a sense of trust and support.

- **Collegial guidance:** Zoya was paired with a more experienced colleague who provided support as a mentor, advice, shared view points, and practical tips for navigating the organization. The mentorship relationship provides Zoy with a valuable source of support and guidance during her transition.
- **Wellness programmes:** The organisation implemented wellness programmes such as meditation sessions, stress management workshops, and a flexible work environment to support employee well-being. Zoya actively participated in these initiatives, finding them helpful in managing her stress and improving her productivity.

Outcomes:

After some time, with the support of her boss, mentor, and organisational well-being programmes, Zoya gradually adapted to her job role and environment. She learned techniques of stress management, such as time management and seeking support when she needed it, while challenges remained. Zoya's confidence and performance improved, and she also began to feel more settled and engaged in her work.

Results: -

The findings of the research, does not include any significant correlations or trends related to stress among new employees.

Conclusion:

The study highlights the complex nature of stress among new employees and how organisational support systems are important in promoting their well-being and success. By addressing the underlying causes of stress and implementing targeted interventions, organisations can create healthy environments that facilitate smooth transitions and foster the long-term retention and engagement of new employees.

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