

Strategies for Increasing Work Productivity

Kolluri Tejaswi¹, Kothurthi Madhuri², Gangula Mounika³

^{1,2,3}Department of Management Studies, R.K. College of Engineering Kethanakonda Ibrahimpatnam (M), Vijayawada, Andhra Pradesh (India)

ABSTRACT

The present study can be placed within the growing literature of work life balance. Its objective is to understand how people at organizations manage time at work which in turn affects their work-life conditions. It was hypothesized that the data so gained can be helpful in helping the employees attain a better balance and control in life thus reducing their stress levels and attaining success and productivity both in personal and professional life. Unstructured interviews were conducted on 30 subjects which were later content analyzed. The results show that the people had poor understanding of time and lacked time management which had negative effect on their performance at work and home.

Keywords: Work Productivity, Time Management, Performance, Work Life Balance.

I. INTRODUCTION

Work life balance is a serious issue today as long hours at work are stealing quality hours from the time that we dedicate to our families and our personal pursuits. Globally, the corporate world is waking up to this reality and a myriad of interventions are being proposed and implemented.

Role stress refers to the conflict and tension due to the roles being enacted by a person at any given point of time. Enacted in the context of organizations, such role stresses are called organizational role stress. Any organization may be perceived as a system of roles. These roles are different from positions or offices in the organization.

II. WORK LIFE BALANCE

Work family conflict has been widely reported in contemporary organizational behavior literature (e.g., Frone, Russell & Copper 1992, Williams & Alliger 1994). Although this research increased understanding of how the concepts of work and non work conflict were related, a change in the traditional roles of men and women has required reconceptualisation of employees' work and non work lives. Recently, a broader term has emerged in the literature to refer to work/non work conflict: work life balance which offers a more inclusive approach to the study of work/non work conflict compared to work family conflict. Consequently, there has been a great deal of interest as demonstrated by the wealth of previous studies (Hill et al. 1998, Saltzstein, Ting & Saltzstein 2001, Felstead, Jewson, Phizacklea & Walters 2002). These endeavors attempted to provide a conceptual definition, but the work has not led to a consensus as to how to measure the construct. A notable exception in the literature was a study by Fisher-McAuley, Stanton, Jolton and Gavin (2003). The researchers examined the antecedents and outcomes of work life balance among fitness trainers and managers from the United States and Canada with a 19 item instrument designed to capture employee perceptions of work life balance.

III. WORK STRESS

According to Katz and Kahn (1966), office is a relational or power related concept. Office is concerned with the hierarchical positions and privileges, whereas role refers to the obligations attached to that office. Thus, office defines the power of the holder (Mintzberg, 1983). Role determines the obligation of the person holding that office. Pestonjee and Pareek (1997) explain role as the totality of formal tasks, informal tasks and acts as organized by an individual. Each individual is a member of social systems and the expectation as well as demand of one may put pressure on the other. There are 2 role systems: Role Space and Role Set. Both have a built in potential for conflict and stress. It may be expected that organizational role stress will operate in interaction with the general ill-being and well-being. There is an expected high relationship of organizational role stress with these two. The stress diathesis model essentially says that the effect of stressors on illness and wellness is not absolute, but a function of moderating factors like inner strength and coping techniques (Lazarus & Folkman, 1985; Folkman & Lazarus, 1988). One significant study by Dohrenwend (2000) asserted that three lines of research provide strong evidence that environmental adversity is important in the

occurrence not only of post-traumatic stress disorder (PTSD) but also of other types of psychopathology, including major depression, alcoholism, substance use disorders, antisocial personality disorder and nonspecific distress which leads to the sustainability issues thus managing talent has become a tough task for the human resources department professionals.

IV. MANAGING TALENT

Talent management is a complex collection of connected HR processes that delivers a simple fundamental benefit for any organization. We all have different roles in our life; we are fathers, mothers, sons, breadwinners, husbands, wives, CEOs, bosses and members of social clubs. If we look at ourselves from the paradigm of playing different roles in our life then the first sign that we understand of imbalance are situations similar to having someone who is a good businessman but a poor father or someone who is a good engineer but a poor wife.

V. TALENT DRIVES PERFORMANCE

We all know that teams with the best people perform at a higher level. Leading organizations know that exceptional business performance is driven by superior talent. People are the difference. Talent management is the strategy.

Analyst research has proven that organizations using talent management strategies and solutions exhibit higher performance than their direct competitors and the market in general. From Fortune 100 global enterprise recruiting and performance management to small and medium business recruiting, leading companies invest in talent management to select the best person for each job because they know success is powered by the total talent quality of their workforce. Today, many organizations are struggling with silos of HR processes and technologies. The future of talent management is embodied in solutions designed from the ground up to provide business-centric functionality on a unified talent management platform.

Though it may seem intuitive, it is worthwhile to articulate the fundamental significance of successful talent management practices: The key enabler of any organization is talent. The quality of your people is your true competitive differentiator.

Talent drives performance.

Talent management requires strong executive support, along with systems and processes all directed towards having the right talent doing the right work at the right time. That's when talent truly drives higher business performance.

With businesses going global and competition becoming intense, there is mounting pressure on organizations to deliver more and better than before. Organizations therefore need to be able to develop and deploy people who can articulate the passion and vision of the organization and make teams with the energy to perform at much higher levels.

These people build and drive the knowledge assets of a corporation, the value of which has been established to be many times more than the tangibles

Talent Management is beneficial to both the organization and the employees. The organization benefits from: Increased productivity and capability; a better linkage between individuals' efforts and business goals; commitment of valued employees; reduced turnover; increased bench strength and a better fit between people's jobs and skills. Employees benefit from: Higher motivation and commitment; career development; increased knowledge about and contribution to company goals; sustained motivation and job satisfaction

VI. STRESS AND WORK LIFE BALANCE

Stress is found in all aspects of life. Hans Selye, a pioneer in stress research, has defined stress as "the non specific response of the body to any demand made upon it." It is considered to be an internal state of reaction to anything we consciously or unconsciously perceive as threat, either real or imagined. Stress can evoke feelings of frustration, fear, anger, conflict pressure, hurt, loneliness, guilt or confusion and sadness.

Individuals under too little stress may not make enough effort to perform well and also with too much of stress may not be able to perform better, because of poor concentration. The relation between stress and performance is very complex. This includes the absenteeism, accidents, health care expenses, and lower productivity. This is due to the stress among the professionals.

Employers cannot ignore the stress of their employees, and it is the management's own self interest to find ways to reduce it. However stress is subjective and many people react to it in different ways. After survey it has been observed that middle management have the highest level of stress as they have more work than anyone else. It has been

observed the managers under 30 yrs of age felt more stress than older managers because of more confusion. Research has also been conducted on the stress level of women. It is widely believed that women as a group are more stressed and feel different stress than men. (e.g. depression ,emotional discomfort, coronary heart disease, liver problem etc).

The symptoms of stress include irritability, apathy, and uninvolved in projects decline in productivity, marital problems and excessive drinking. This also includes workplace stress schedules and deadlines, fear of failure and inadequate support problems with the boss, job ambiguity, role conflict, change of work, under work load and over work load more rules and regulations. In addition to this employees often find it difficult to maintain the work life balance.

However the survey indicated that the middle management experience the more stress, then the line management and the top management. It is observed that women tend to experience more stress than men in jobs. Females feel that they less accepted then the males. They have more responsibilities placed on them both at home and work place.

VII. METHOD

The method adopted for collect the data is in the form of unstructured interview. The numbers of samples interviewed in the study are 30 Information and Technology professional from the entry level executives to middle level managers. The duration of employment is between 1 to 5 years. An oral interview was conducted and few important points were noted during the course of interview, which were considered very important and helpful in research.

VIII. ANALYSIS

The analysis showed that out of 30 professionals,15 professionals have expressed that frequent phone calls is one of the time consuming factor, 10 professionals have expressed that spending time in smoking zone along with friends is another time consuming factor and the remaining subjects have expressed some personal problems, no clarity in job roles and less transparency at work place as factor for stress.

CONCLUSION

This particular study brings out the hurdles in the work life of the people .It may be in the form of spending time with friends in the smoking zone and canteen corners or chatting over phone very frequently, no clarity in job role and less transparency at work place. All these things from the personal domain in the earlier studies were not given much importance. A small step is taken in this paper to make the professionals understand the impact of stress which in turn affects them in managing their work life. It has now become a challenge for the human resource professionals to help their employees in managing their personal and professional life. A talented employee who is an important resource for the organization and if fails to maintain the work stress then the person leads himself into depression which will affect the productivity of the organization. As it becomes difficult for him to manage both personal and professional life. Hence to increase the productivity it is very important for any organization to retain their talented employees and take measures to help them from getting burnout.

Suggestions for Work Life Balance which leads to Greater Productivity at Work

1. Identifying the major stressors at work place and assessing which to be controlled.
2. Helping the employees in identifying their major personal sources of stress.
3. Developing goals that are clear and possible and help them in the development and modification of behavior.
4. Top management should also support the employees.
5. The organizations should provide a health risk appraisals which helps in testing their employees stress levels. Trying to openly resolve conflicts at work and even seeking outside support from counselors, support groups or co-workers can bring a sea change in a persons attitude to handle stress.
6. Developing individualized programmes that meet the needs of the employees such as,
 - A. Relaxation Techniques
 - B. Meditation
 - C. Developing a good support system
 - D. Developing hobbies
 - E. Learning time management
 - F. Develop orientation programmes
7. Caffeinated beverages and exercise right before bed to avoid sleep trouble and insomnia. Practicing relaxation techniques such as deep breathing, guided imagery and progressive muscle relaxation does help.
8. Taking a balanced and nutritional diet is a must.
9. Avoid smoking, as it is observed that each smoker usually spends 15 minutes on each cigarette and if the person is an active smoker he may smoke 10 cigarettes a day during office hours that means they are killing their precious 150 minutes of working hours a day, which in turn is a time consuming activity. One has to compensate the wasted time

by working overtime as one has to complete the given targets. This leads to stress as they are not getting time to fulfill their other duties.

10. Take stairs instead of an elevator or park farther away from destination. Better still walk down to your destination to stay positively active. Vigorous exercises such as aerobics, brisk walking, jogging and dancing, and strength-training exercises, can be excellent protection against cardiovascular disease, diabetes and osteoporosis, and most importantly stress.
11. Making the body stronger and more able to withstand stress is an important step towards managing stress. Learning relaxation techniques-such as meditation, biofeed, deep breathing or yoga—for 15 to 20 minutes during the work day, can be effective stress busters.
12. **Managing Succession:** Effective organizations anticipate the leadership and talent requirement to succeed in the future. Leaders understand that it's critical to strengthen their talent pool through succession planning, professional development, job rotation and workforce planning. They need to identify potential talent and groom it.

Change Organization Culture: Ask yourself, "Why would a talented person choose to work here?" If the organization wishes to substantially strengthen its talent pool, it should be prepared to change things as fundamental as the business strategy, the organization structure, the culture and even the caliber of leaders in the organization.

A rightly managed talent turns out to be a Gold Mine. It's inexhaustible and priceless. It will keep supplying wealth and value to the organisation. HR professional need to counsel the employees in managing their work and stress so that the sustainability of the employees in the organization increases. In turn, Management needs to realize its worth, extract it, polish it and utilize it. Don't hoard Talent- spend it lavishly, like a millionaire flashing his luxuries, because Talent is Wealth!

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