

**Kedar Rayamajhi**

**Impact of Stress on working Environment  
of Government Employees**

**Doctoral Thesis / Dissertation**

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**IMPACT OF STRESS ON WORKING ENVIRONMENT OF GOVERNMENT  
EMPLOYEES**

**Author**

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## **LIST OF ABBREVIATIONS**

APA	American Psychological Association
ANOVA	Analysis of variance
COR	Conservation of resources
Df.	Degree of freedom
CWB	Counter productive work behavior
DSM IV	Diagnostic and statistical manual of mental disorders
ED	Emotion focused disengagement
EE	Emotion focused engagement
GAS	General adaptation syndrome
GNP	Gross National Product
GoN	Government of Nepal
HSE	Health and safety executive
IV/CV	Individualistic value and collectivistic value
ILO	International Labour Office
LCUs	Life change units
NPHS	National public health service
OCB	Organizational citizenship behavior
OSI	Occupational stress indicator
PE	Problem focused engagement
P–E fit	Person–environment fit
PRC	People's Republic of China
PSC	Public Service Commission
PTSD	Post-traumatic stress disorder
RDEs	Racial discrimination experiences
RTI	Right to Information
SRRS	Social readjustment rating scale
STS	Secondary traumatic stress
WHO	World Health Organization

# **CHAPTER ONE**

## **INTRODUCTION**

Chapter one explains the basic introduction, covering the background of the study, statement of research problem, significance of the study, research objective and hypothesis, theory, conceptual framework, philosophy, operational definition of key words, delimitation and limitation of the study. It gives the ontology, that meaning the theory of reality in case of research problem therein.

### **1.1 Background of the Study**

Stress is a part of people's daily life. Researches indicate that the psychosocial stress alone is behind the causes to many physical and mental problems and diseases. Despite many physical comforts and luxuries of modern civilization, people are facing more and more problems and experiencing incremental stress resulting into their psychological disturbance. Whatever may be the sources of stress, it has various effects on the behavior of a person, causing adjustment problems in daily life. However, the effect of stress also varies in case of each individual. It is a challenging issue equally in the developing and developed countries across the globe.

Modernization of human society and consequent achievements are continuously increasing which tremendously add pressure on the work force in society. That creates lots of bitter experience and frustration in an individual, which eventually can result in a stressful life. So, stress has become a buzzword all over the world. As is known, it has both positive and negative consequences. However, in the organizational context, researchers are equally concerned with negative consequences because negative stress is closely related to poor health and low performance. Stress has the relationship with human survival. The ever-growing demands of family, complexity of society, ever-changing patterns of human life's demand, privatization and globalization, etc. add mounting pressure in the individual. Obviously, it is quite difficult to a person to adjust with such fast-changing world. This complex situation, in turn, generates more stress.

Organizations are facing high competition to achieve the goal within a given period. Here, the question is not only to achieve the organizational goal but also to provide quality service to the people. In this scenario, organization prefers highly motivated, creative, competent and healthy human resource that can provide the quality services to the people more efficiently and boost the organizational image. This situation certainly demands a lot of hard work and time, which exert much stress on an employee. Organizational variables such as, role conflict, role demands, role ambiguity, negative attitudes towards work, negative work culture, individualism, poor coping strategies etc. increase the level of stress in the employees. In addition to the organizational variables, individual has to fulfill his or her own as well as others' demands that arise with uncontrolled, unavoidable developing countries' variables such as poverty, high aspirations, transitional nature of society, rapidly

changing socio-cultural norms and values, ethical dilemma, family rift etc. These are critical variables, which trigger the stress level of an individual. Thus, such factors contribute to create individual as well as organizational stress in turn and affect the physical as well as mental health and behavior of an employee.

From a different perspective, with the globalization of the world economy, rapid development of society and rapid changes in the value system, economic growth, and demands are increasing both in the individual as well as organizational setting. The most effective way for managing job stress is reducing the causes of stress in the workplace.

A systematic study of work stress and wellbeing of administrators in Nepal would be valuable need for the individual and organization to improve and enhance both mental and physical health and productivity could be an urgent issue.

Workplace stress has recently received attention from managerial executives in Nepal. Nepal is undergoing enormous economic and social changes, with the transformation of its industrial structure from being labor-intensive to technological one. However, organizational and management processes are still conducted in very autocratic ways, such as decision making behind closed doors, top-down communications, and emphasis on policy implementation without employees' consultations. All these features inherent in Nepalese organizations and management processes may lead to huge psychological workload and lower decision latitude. Yet, Nepal is more collectivist than other western countries, so, autocratic management is accepted to a greater extent, or even expected by managers because authoritarian control is a legitimate paternal attribute to that. Therefore, administrators in any post could perceive pressure, even-though the managers in any places might have perceived autocratic management as a source of stress.

Nepalese society and its institutions are under pressure to change. Public confidence in government has been declining gradually. People's expectations are high and government organizations are expected to be innovative and service-oriented. Globalization, economic pressure, introduction of new technology, increased demand of better quality of life, undue political pressure in the job setting create a lot of stress to the employees in all levels. In addition, downsizing of bureaucracy, ambiguous rule and regulations of the government, autocratic leadership in nature, unplanned human resource management, political pressure for the unethical work, and the Namaste culture are the hindrances to the development of competent and efficient civil service and have created massive stress within an employee. However, Nepalese people are expecting a competent, dynamic and transparent civil servant in their day-to-day job. Hence, it is very essential to develop healthy individual who can ensure effective and efficient delivery to the public.

The above-mentioned factors are equally applicable to the technical as well as non-technical officers. In the study, technical and non-technical mean the conventional approach set by the Public Service Commission of Nepal (PSC). The PSC is only the government institution that has the right to recruit and select civil servants for the