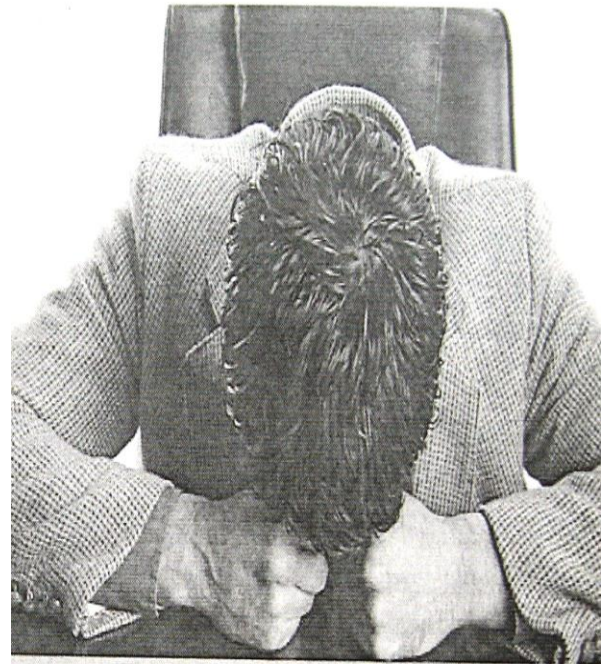




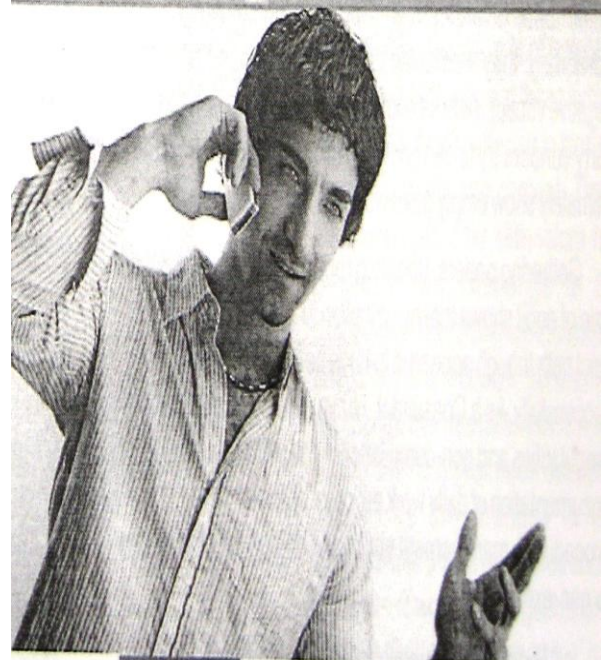
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# Work pressure & mental tension: Who is to be blamed?

Many of you would have undergone pressure at work spot and subsequently the mounting tension that builds up. Had we looked into the aspects and gone to the roots that trouble this, we would have led a better work life. Recently I made a survey based on the work culture, system process and quality management of similar sized manufacturing companies in Chennai. I interacted with many employees of famous automobile manufacturing concerns with UK, US, and Korea collaboration. I also observed the working style of other companies in IT, ITES, Construction, Fund Accounting and Automotive sectors. I found that all these major companies have implemented TQM and ISO compliance through various certifying bodies. At the annual medical checkup, the employees who registered a good health chart in the



**Work pressure**



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previous checkup happened to show diabetes, hypertension, fatigue, stress syndrome, migraine and quit attitude. It was pathetic that 70 – 85% of them exhibited these considerably. What makes it to crop up suddenly? Are they attributable to hereditary factors or disorganized work culture or effect of sub-ordination under inefficient managers?

Work pressure is the bi-product of working under unplanned deadlines, unreachable targets, unprofessional system and process. Incidentally, any project in any company would require manual supervision and a system has to be in place to avoid errors and recurrence of poor quality. The implemented system has to be in such a way that any work in any part of a module or segment should be a wholesome piece when segregated separately from the work flow.

A process would be systematic when all these pieces are interlinked and cyclically looped. When I studied in-depth based on their statement, it appeared that many senior managers, and those of the ranks of VP/DGM/GM had no proper leadership qualities though they were well experienced and qualified academically. Without a control on the mechanism and people management in their departments, they let loose the ends. Since a little amount of deviation from actual norms is carelessly allowed by the managers individually, they are unable to assess the large amount of negative impact. Without compliance, contractors and third party vendors try to carryout projects at their own will and ultimately show empty palm when IMS audit is initiated.

Gathering papers, updating reports and registers at the time of audit shows that no compliance has been followed in strict faith though appeared to have been implemented successfully. As a Consultant, I have come across some irregularities and non-compliance in the actual manual documentation of daily work process, administrative procedures, management ethics and delegation of dual roles to non-experts.

A Finnish study found that `people who faced a combination of high demands at work, but poor control over their job, had double the risk of death from heart disease compared with colleagues who had less stressful occupations. Workers whose job involved high demands, but had low salaries and a lack of social approval, slow upward mobility, had a high risk of death from cardiovascular disease. Hard work hasn't killed anyone. If so, Japan should have figured more prominently. How has the hard work become a hobby

for those agile people? They follow the system always and never deviate from the process as they wish. They respect quality, time and Doing It Right the first time - DIRFT. The managers are more professional and systematic. They never late sit, keep pending work, and call subordinates on holidays; cause pressure and tension in employees, reduce morale or ignore sincere work. They stick on to proper time frame. The country is today a role model in management; it had arisen like phoenix from the ashes of the bombed explosion.

A successful time management is the key to solution. Managers and head of the departments must assign time slots and capsules to the team members in a more effective manner. Pressure and work tension is from within the department. Some individuals who lack the nuances of management would certainly trigger the disorders in self and also pass down to subordinates. A systematically superior subordinate cannot surpass his inefficient manager, so he is offered backseat. Due to unacceptability of the truth, the GM maintains a rude approach towards the employee and subdues him from marching ahead. The best way is to induce mental torture, whip him for poor workmanship of others, demoralize him, offer no recognition, evaluate and appraise on lower scale and switch off his growth.

We have good number of human power, hardworking hands, consciously sincere and intelligent brains. In spite of this we are unable to utilize the manpower to the optimum but create work pressure and mounting tension all around to destruct employee health. Who is to be blamed is none other than the management and the inefficient non-daring managers who are caught in between conservatism, modernism, bossism and supremacy.

As long as the higher positions are assured of vulgar salaries, their mentality would be *chalo bhai chalo, worry math karo*. When this persists, attrition rate goes as high as 60% and retention is less than 2%. When I come across an impressive good profile with frequent jumps recorded within a year, it goes without saying that those employers would find a place in the case study list for bad management. So interestingly, a good resume is definitely a major source of research data.

India is no way equal to the productivity culture of Japan and we don't work like them but we suffer from work related health problems than them. What would happen if we wanted to rise up to match the work quality of Japanese? ■