

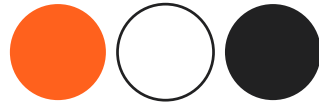
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## Case No. 5

### Working Conditions and Occupational Stress

Name of the Organization: - \*\*\*\*\*

There is often confusion between challenge and stress in the workplace. While challenge at work can have positive effects on people, whereas work-related stress is an occupational health and safety hazard that can pose risks to health.

Work-related psychosocial risks and stress, together with their associated negative health and business outcomes affect a remarkable number of workplaces (EU-OSHA). Significant changes have affected workplaces over the last several decades and resulted in new occupational safety and health (OSH) challenges.

Previous research studies found the ventilation was inadequate in 60% of the industries in respect to have windows, fan and exhaust fan. But to remove dust from the work environment only in 20% of industries, the exhaust fans were working well. It is the burning issue for the workers of tannery and garments. Because during the time of working for the absence of ventilation the workers must feel exhaust what make them ultimately very dissatisfied about their work environment, such ventilation is included in terms of physical agents at work.

Beside of it, as characteristics of job and support at work make a feeling of independent to the workers so these are also another crucial indicator of occupational stress what varied significantly in garment industry.

It has been observed that the workers were very dissatisfied about their working environment, about the hygiene of the workroom, bad smell of surrounding etc and the present percentage of response is gone with this finding what supports the result of the present study.

Occupational stress can give rise to job dissatisfaction, increase physical problems, and create lower selfesteem. Occupational stress is not characteristics of either environmental or individual but is the outcome of the interaction of the two.

Production Managers play a key role in reducing the significant sources of stress, as this leads to a higher employee satisfaction, increases the productivity of the workforce and reduces negative consequences of stress, which at the end, results in higher profits. Work-related stress should become an issue which increasingly features on the agenda of efficient managers. Managers and supervisors play a vital role in shaping the future of employees as they are the support pillars who can make or break any situation for them. It should be in their best interest to keep stress levels in the workplace to a minimum level. There are some organizational changes that managers and supervisors can undertake to reduce stress at workplace related to the job in hand as that's the point of ignition for stress.

Work-related stress is not an illness but it can lead to increased problems with ill health. If it is prolonged or particularly intense it can lead to physical effects (such as heart disease and gastrointestinal disturbances leading to ulcers) and psychological effects (such as anxiety and depression).

Work-related stressors include:

- Lack of communication and consultation between management and workers
- A culture of blame when things go wrong and denial of potential problems
- Excessively long working hours
- Boring or repetitive work
- Poor relationship with management and fellow workers
- Bullying or sexual harassment

There are a number of solutions that management can introduce to deal with these Stressors, including:

- Set up communication channels for workers to talk to management without prejudice
- Provide regular training and up-gradation programs to operators
- Allocate tasks according to workers skills, training and experience
- Improve methods of doing work
- Introduce ways to relieve stress such as:
  - Play light music on the floor
  - Make cool drinking water available for workers
- Introduce motivation tools
- Introduce intensive skills
- Train supervisors and managers in ways and tools for creating a healthy and comfortable work environment

## **Recommendations**

Stress management programmes, both individual focused and organizational focused may be conducted. The individual focused strategies like relaxation techniques, biofeedback, meditation, exercise can be undertaken. The organizational focused strategies like adapting organization structure, selection and placement, training, altering physical and environmental job characteristics, job rotation and emphasizing health concerns can done to minimize stress. Effort-reward imbalances are to be corrected and travelling related difficulties need to be resolved, in order for employee to reach factory on time and safely.

Sample