

Workplace Assigned Mobile Communication Devices and Employee Stress

Michael Ball and Anoop Desai

Department of Mechanical Engineering,
Georgia Southern University
1332 Southern Dr,
Statesboro, GA 30458, USA

Corresponding author's Email: adesai@georgiasouthern.edu

Author's Note: Mr. Michael Ball was a graduate student in the department of Mechanical Engineering at Georgia Southern University, Statesboro, GA. Dr. Anoop Desai is an Associate Professor in this department.

Abstract: A literature review of the important role played by stress in workplace performance, the correlation between workplace assigned mobile communication devices and stress as well as measures that can be taken to alleviate such stress is presented in this paper. Workplace stress can cause problems ranging from mild anxiety to serious problems which could cause death. Stress can also have an adverse effect on the productivity and morale of employees. The modern workplace is rife with a large variety of stressors. With the rapid advance in communications technology, mobile communication devices are new possible stressors which have become widely prevalent over the past few years. These devices allow employees to be in constant communication with workplace activities. They are invaluable tools for employees who travel frequently and who are required to be on call. This paper seeks to present a review of current literature that investigates the possible correlation between workplace stress and mobile communication devices. Managers that require employees to monitor their communication device after work hours and while on vacation could be placing undue stress on their employees' well-being. Some employees feel that they will miss out on something or get into trouble if they are not in constant communication. A separation between work and personal life must be present to reduce stress among employees and managers. Such a separation is vital to the health and well being of all concerned.

The role played by workplace assigned mobile communication devices has been studied in this paper. This is a timely addition to the literature in this area in light of the increasingly 'mobile' nature of the modern workplace.

Keywords: Stress, Mobile devices, Employee Motivation, Exercise, Health, Performance.

1. Introduction

Stress can be defined as the reaction of the human body to external stimuli that are caused by social, occupational, environmental, and psychological factors which are perceived as threats. The amount of stress depends as much on the individual's ability to deal with the external stimuli as the relative intensity of the stimuli (Cavanaugh et al, 2000). It is an important issue in the workplace and is present in almost a hidden form most of the time. Approximately 25% of all employees have high levels of stress. Stress costs organizations in the United States up to \$300 billion per year and accounts for up to 85% of medical costs (Adams, 2009). This amount has doubled in the last fifteen years. Workplace stress can be found to exist in private corporations as well as government organizations. It is a topic that does not seem to be openly and regularly discussed. Stress can lower productivity, decrease morale, and cause employees to develop unhealthy habits. Stress can have a profound effect on an employee's life. It can lead to physical and mental health problems (Kivimaki et al, 2006; Tennant, 2001; Lundberg, 2005, Chandola et al, 2008; Melin et al, 1997; Melchior et al, 2007). Stress can arise from having an imbalance between work and personal life. This can be due to working to many hours or being unable to leave work at work. This inability to disconnect from work means that stress levels don't decrease while away from work. Workplace stress can then add to any stress in the employee's personal life. It can affect their bodies by causing headaches, back pain, chest pain, heart disease, heart palpitations, high blood pressure, decreased immunity, upset stomach and sleep problems (Harma, 2006; Peter et al, 1997; Agardh et al, 2003). Stress can affect thoughts and feelings through anxiety, restlessness, worrying, irritability, depression, sadness, anger, feeling insecure, and lack of focus, burnout, and forgetfulness (Krantz et al, 2005). These physical and mental issues can lead to overeating, under eating, angry outbursts, drug or alcohol abuse, increased smoking, social withdrawal, crying spells, and relationship conflicts (Wang, 2005). It is obvious from the ongoing discussion that issues related to stress and stressors need to be managed carefully so as not to have a negative impact on employee and

subsequently organizational productivity (Luo, 1999; Siegrist et al, 2006; Backe et al, 2012; Kunz-Ebrecht et al, 2004; Harma, 2006).

Managers have a great influence on the workplace and on the stress levels of employees. They can induce stress on employees by setting unrealistic goals, overloading employees, reducing job satisfaction, and requiring constant communication. Middle level managers, could in turn also have similar stresses on them from upper management. Managers should teach employees how to recognize workplace stress. Once it is recognized, employees can be taught stress reduction methods. Some of the more common stress reduction methods are discussed in the following paragraph.

Employees can manage their stress by exercising, physical activity, relaxation techniques, meditation, yoga, and tai chi. These activities can have numerous health benefits including stress reduction (Mayo, 2009). Stress management begins with managers. Managers must teach employees about stress and be aware of signs that employees are under stress. Managers can reduce stress on employees by giving them a manageable work load, allowing them to have control over their jobs, and providing constructive communication. Managers should teach employees about stress reduction techniques and encourage employees to participate in them whenever they are feeling stressed. Employees and managers need to separate themselves from work to 'clear their minds and recharge their batteries'. Disconnecting from work is a vital stress reduction means that is often ignored.

There are many types of stresses placed on the modern workforce. Some examples of demands on employees include challenging workloads, long working hours, constant pressure, frequent organizational changes, and unacceptable levels of abuse. It is common for employees to receive little or no support from their managers. Such a situation could be alleviated by means of team meetings and constructive feedback. Managers should have an open relationship with their employees to help eliminate miscommunication. Employees who feel that they are in control of their jobs have higher job satisfaction. Managers need to ensure that they are not micro-managing their employees and allowing them to have control over their tasks. Organizational changes can be stressful because it leaves the employees feeling resentful and under-valued. These factors, whether combined or by themselves can lead to workplace stress. (Braithwaite, 2010., Lagrosen, 2020)

The stress felt by employees can emanate from many places including "physical working conditions, work overload, role ambiguity, and lack of feedback, personality, personal and family problems." Task complexity can also be a source of stress because the employee may feel that they are not qualified for the task at hand. Employees need to feel that they are in control of their jobs. Having responsibility for a task but, not control over the task can increase stress. An employee may have a feeling of responsibility to provide for their family. This can increase stress due to the employee being worried about employment changes. This relates to job security which can be another cause of stress due to the employee worrying that they may lose their job.

Managers who fail to communicate frequently and effectively with their employees can increase stress by making employees feel left out. A work schedule which is unpredictable can make it difficult for employees to plan personal activities outside of work. These can all lead to problems at home if an employee brings workplace stress home from work. Family problems can add to workplace stress if they arise. Employees who do not get along with each other can lead to increased stress resulting from conflicts in personalities. Employees can have stress from human resource management by having negative factors including salary, working conditions, and benefits.

Excessive workload demands can place stress on an employee by making them feel overloaded and unable to maintain the required pace. Employees need psychological support from managers and fellow employees help reduce stress. The human reaction to stress can either be emotional, behavioral, cognitive, physiological, and organizational. An emotional reaction to stress may include anxiety, aggression, or guilt. A behavioral reaction to stress may include being prone to accidents and trembling. A cognitive reaction to stress may be an inability to concentrate or make decisions. A physiological reaction to stress may be increased heart rate and blood pressure. An organizational reaction to stress may include frequent absences and poor productivity.

There are three stages in the human response to stress: alarm, resistance, and exhaustion. The stage of alarm includes pallor, sweating, and increased heart rate and prepares to body for action. The stage of resistance is when the alarm symptoms are reduced and the body adapts to the stress. The stage of exhaustion is reached when the body can no longer adapt to continued stress.

2. The Role of Mobile Devices as Stressors

The concept of the cellular phone was first developed in 1947 by Bell laboratories. The first actual cell phone was made by Martin Cooper of Motorola in 1973. The Cellular phone was available to the public in 1984 and used broadcast towers for a phone signal. The broadcast towers allowed the calls to move from one phone to another. Cellular phones originated from the portable radio and evolved into a telephone. The cell is a hexagonal shape with a broadcast tower in the middle. The first cell phone on the market was a Motorola and weighed 2 pounds. This phone sold for \$3,995 and had limited

range, battery life, and capabilities. Cellular phones have become much smaller, cheaper, and easier to use. Modern cellular phones have cameras, can be used to access the internet, and contain many other features that weren't imagined by their inventors. (Cell phone history)

In 1998 Research in Motion (RIM) of Waterloo, Ontario produced a wireless handheld device which handled email, contacts, and had a calendar. In 1999 the Blackberry wireless email device was revealed. The Blackberry connected to a Microsoft Exchange email server and allows the user to have mobile access to their email. The server pushed all new email out to the Blackberry keeping the user in constant communication. The early Blackberries were for email only, no phone calls could be made on them. Blackberry devices available today can email, get internet access, and make phone calls among many other capabilities. By the middle of 2008, there were 15 million Blackberry users worldwide. (Richter, 2009)

A study was conducted to outline the experiences of workplace assigned wireless email devices (Blackberry, smart phones and others) in a small organization. The study showed that the ability to frequently monitor and respond to email enables a sense of control over the pace and substance of information flow. The device users develop a compulsion to check email and can develop an inability to disengage from work. This is a matter of choice for the employee. The employees developed a self-reinforcing cycle of constant email checking. The results of the study showed that the organization does not require constant connectivity to email. However, most of the employees with the devices choose to maintain email communications throughout the day. Most of the employees carried and checked their devices while not at work. A workplace assigned email device allowed employees to monitor communication flow and control message receipt. However, it also gave most employees a compulsion to regularly check messages and made the employees unable to disengage from work. This resulted in increased stress among employees because they were unable to disconnect from work and have a healthy personal life. (Mazmanian, Yates, Orlikowski, 2006).

There are several downsides to using a Blackberry often. A Blackberry used for email and instant messaging can result in distraction overload and continuous partial attention. There can be stress and cognitive damage caused by the contents of email and text. These intrusions are related to an employee's self-esteem and control over working environment. A Blackberry can induce an addiction over an employee that can put too much attention on the Blackberry and not enough on fellow employees. This can result in employees who are not focused on the organization but, are focused on their Blackberries. This makes employees less productive and more expensive to an organization. (Rader, 2009; Bittman et al, 2009).

Blackberries have been found to be instrumental in creating new workplace issues. One of the issues is the interruptions caused by the device. Checking email can disrupt a thought process and cause the employee to take a long time (about 15 minutes) to get back into the interrupted thought process. Another effect is partial attention which can be caused by employees reading an email while trying to listen to a fellow employee. The employee dividing attention will probably not gain much from either task that they are working on. Blackberries can also have a detrimental effect on daydreaming which is the mental state for creativity, insight, and problem solving. This is because employees will use their Blackberries while they have nothing to do, rather than daydreaming. The risks of using a Blackberry are that depending on how you use it, you may never focus exclusively on any thought and may never be able to work straight through to completion of a task. These issues and risks can lead to stress and cognitive damage in employees by lowering self-esteem. (Begley et al, 2009; Yun et al, 2012; Barley et al, 2011)

The Blackberry, which is also referred to as the Crackberry, is perceived to be a tool to help employees become more efficient and accomplish more than one task at a time. Researchers in academia who have studied the devices report that Blackberries can actually have the opposite effect. They can lead to increased errors, short attention spans, induces air traffic controller like stress and elongates the time it takes to accomplish basic tasks by up to 50% or more. This can also cause our bodies to kick in our dopamine-reward system, which has caused about 6% of internet users to become clinically addicted. Blackberries can also trigger cognitive overload which decreases work performance and increases irritability. At some point the information may overload the employees who work with it and the information will be wasted. The Blackberry can be a valuable tool for employees but, they must use it appropriately (Conlin, 2004)

In Australia, it is believed that cell phones decrease downtime and increases the frequency of human interaction. A survey was conducted to see how employees use their cell phones and if workplace assigned cell phones increased feelings of time pressure. The survey found that cell phones did not increase feelings of time pressure. They did find a correlation between workplace assigned cell phones and increased workplace stress. This stress can be reduced by not requiring employees to carry their cell phones outside of work. (Bittman, Brown, Wajcman, 2009)

A study using a driving simulator was conducted to determine the effect that different types of cell phone conversations have on driving performance. Using a cell phone while driving caused participants to have higher variation in accelerator position, drive more slowly with more variation in speed, and report a higher level of workload regardless of conversation type. This may cause drivers to cope with the additional stress of phone conversations by enduring higher workloads or setting reduced driving performance goals. The increasing number of people talking on their cell phones while driving can lead to crashes caused by distracted drivers. The crashes will cause disruptions in business, personal injury,

disability and permanent loss of personnel. The crashes can be reduced by encouraging employees to refrain from using mobile devices while driving. (Rakauskas, Gugerty, Ward, 2004)

Scientific studies have shown that mobile phone usage while driving has a marked impairment on driver performance. The use of a mobile phone while driving also has a detrimental effect on the driver's reaction time. Hands free devices did not alleviate the problem. Managers should encourage employees not to use their mobile phones while driving. (Harris, Mayho, Page, 2003)

3. Effects of Stress on Employee Health

Job stress results from the interaction of the employee and the requirements of employment. Job stresses can have harmful physical or emotional responses that occur when the requirements of the job do not match the capabilities or resources of an employee. The conditions that can lead to stress include: the design of tasks, management style, interpersonal relationships, work roles, career concerns, and environmental conditions. There are several avenues through which work stress can be reduced. These include adopting a healthy balance between work and personal life, a good support network of friends, and a relaxed and positive outlook. Stress starts in the brain and prepares the body for defensive action. Short periods of stress are not harmful. However, long periods of stress can lead to wear and tear on body systems. Long periods of stress can lead to sleep disturbances, upset stomach, headache, cancer, ulcers, impaired immune function, suicide, cardiovascular disease, musculoskeletal disorders, and psychological disorders. Job stress can also lead to absenteeism, tardiness and workers quitting their jobs. Maintained stress can produce a number of physiological as well as psychological problems in employees. These problems include anxiety, depression, hypertension, impaired immune system function and increased risk of cancer and coronary heart disease. Continued stress can also lead to ulcers, colitis, rashes and autoimmune disorders. Employees can have negative responses to workplace stress when the employee has little control over meeting high job demands.

A recent workplace stress related survey revealed that a quarter (25%) of all sick days can be related to workplace stress. A poll of 1,050 employees revealed that the average employee has 8.5 sick days per year. This means that an average employee misses two days of work per year due to stress. Employers can reduce the number of stress related sick days by exploring the causes of workplace stress and by offering stress reduction assistance. The typical causes of workplace stress include workload, work responsibilities, work difficulty, and management style. Employees can determine what is causing their workplace stress and create strategies to reduce workplace stress. However, 6 out of 10 companies surveyed provided no advice on health or well being to their employees. Companies can reduce their costs and increase productivity by creating workplace stress reduction programs. (Hughes, 2006).

Stress can cause many health problems which can be serious if not dealt with appropriately. The warning signs of stress include shoulder and neck tension, back pain, headaches, upset stomach, constipation or diarrhea. Stress can lead to problems with relationships, weight fluctuations, alcohol abuse, hypertension, shortness of breath and even heart attack. Employees need to understand how to recognize stress and how to react to stressors. It is easier to recommend avoiding stress than it is to actually avoid it. There are several methods for coping with stress including: exercise, meditation, relaxation techniques, stretching and deep breathing. The most important idea for employees to remember that they shouldn't worry about things that they can't control. Managers should teach employees about stress and teach them stress reduction techniques (Hinton, 2010).

In Sweden a study was conducted to determine if workplace stress had an effect on the risk of Esophageal and Cardiac cancers. The study included 189 esophageal cancer patients, 262 Cardiac cancer patients, 167 esophageal squamous-cell carcinoma patients, and a control group of 820 patients who did not have cancer. The study then derived each participant's occupational histories and applied a psychosocial job-exposure matrix. The result of the study showed that workplace stress increases the risk of esophageal cancer among employees and has no effect on Cardiac cancer among employees. This shows that employees who have less workplace stress have a lower risk of cancer. (Jansson et al, 2009)

A study was performed observing how men and women react to workplace stress. Several managers were interviewed in a large manufacturing organization to gather information for the study. The interviews revealed that equality between men and women at work has improved but, there are still some differences. Men and women have different reactions to job stress. Women had a larger range of responses to stress. Women had less emotional control in a stressful work situation. Men had a more consistent response to stress and have more emotional control than women. All workers are prone to using alcohol when work stress becomes a problem. However, alcohol use can also be tied to family history of alcohol use and cultural factors. Working with the opposite sex can also raise stress levels. Men worry that their behavior may be inappropriate around women. Women can sometimes feel intimidated by men. Men and women are both susceptible to the mental and physical problems associated with workplace stress. (Maki et al, 2005., Cutlip et al, 2015).

Workplace stress can lead to poor work quality, decreased productivity, morale problems, health problems, employee absenteeism, and accidents. All of these can cost organizations money in lost wages and lost time.

Life style habits and stress are related to 75%-85% of total health care costs. Unhealthy life style habits can be exaggerated by stress. For example, under stress, smokers smoke more, drinkers drink more and overeaters eat more. The costs of these life style habits and stress are generally unmeasured costs to organizations. A health promotion program and stress management interventions can save an organization a significant amount of money. About 25% of employees are under high stress levels on any workday. Stress can lead to a 25% reduction in productivity. The reduction in productivity and increased medical costs associated with stress cost organizations \$200-\$300 billion per year. Stress can cause employees to make poor decisions, have bad judgment, and have increased workplace violence, diminished customer service, more frequent accidents, more frequent mistakes, more absences, and reduced productivity. Many companies are trying to reduce stress in employees by instituting stress and health programs. These programs include promoting exercise, eating a healthy diet, and smoking cessation. (Adams, 2009).

Given the limited amount of time available on hand each week (there are only 168 hours every week to live life), employees need to have a balance between work and personal life to avoid many stress related health problems. Employees must balance their lives between career, finance, physical health, spiritual health, self improvement, fun and recreation, relationships with spouse, family, friends and community. Neglecting any one of these areas can lead to issues in another area and increased stress. Establishing a balance between work and life can sometimes take some planning. This can be done by creating a calendar of when employees plan to participate in these ten activities. Following the calendar can ensure that employees maintain a healthy balance between work and life. (Parry, 2009).

4. Managing and Alleviating Stress in the Workplace

Workplace stress can be alleviated through physical and spiritual therapy. Physical therapy can reduce stress through controlled activity and exercise. Spiritual therapy reduces stress through meditation and reflection on religious teachings. Managers and organizations should encourage employees to participate in stress reduction activities whenever workplace stress arises. These activities should also be practiced during periods of low workplace stress to help reduce the impact of stress in the next stressful situation. (Channuwong, 2009., Goh et al, 2019)

A more managerial approach to reducing workplace stress includes training, job autonomy, reduced physical stress, and delegating responsibility when possible. Training can help employees recognize, understand, and cope with stress. Job autonomy allows employees to be in control of their work and work at their own pace. Reduced physical stress can be achieved through an improved work environment and ergonomics. Responsibility can be delegated when a department is sufficiently staffed to handle the workload. These can lead to reduced workplace stress and reduced possibilities of workers' compensation claims due to stress. (Goetsch, 2010; Foy et al, 2019)

Managers can help to reduce workplace stress in several ways. Managers can help to alleviate stress by recognizing employees for good work performance, providing opportunities for career development, and valuing the individual worker. (NIOSH). Managers can listen and communicate while having a positive attitude with employees who are feeling stress. Communicating with employees can prevent concerns and reduce apprehension. Establishing teams can assist employees with communicating with each other. Teams force employees to interact and allow them to get to know each other on a personal level. Managers should also encourage employees to exercise and should exercise themselves to set a good example. Managers should ensure that their department is appropriately staffed. This can reduce stress because there will be enough employees to get all tasks accomplished. Managers can organize picnics or lunches to help employees get to know each other on a personal level. Managers must take an active role to reduce workplace stress. These stress reducing methods are good foundations for helping employees reduce their workplace stress. (Doolittle et al, 2006; Senreich, E et al, 2019)

Every employee has an inherent ability to fight stress. An employee's ability to deal with stress may be facilitated by psychological hardiness. Psychological hardiness is a personality style consisting of commitment, control and challenge. Commitment is a feeling of purpose that is expressed by becoming actively rather than passively involved in events. Control is the tendency to believe and acting in a way to influence life's events rather than feeling helpless in adversity. Challenge is the belief that change is normal and is a way to enhance maturity. Employees can reduce their stress by building commitment through being prepared for the next stressful situation, expressing themselves directly, and reworking a situation in their mind. Employees can build control by seeking information about the situation, trying to reduce stress, lightening the environment, and searching for spiritual meaning in a stressful experience. Finally, employees can instill challenge by using interpersonal skills, keeping perspective on the situation, broadening the range of influence beyond the specific situation, and cultivating an objective attitude. Employees who try to live by these three values can increase their psychological hardiness which can help to reduce the effects of workplace stress. (Lambert et al, 2003).

The idea of control is an important component in managing workplace stress. Employees like having stability by keeping them informed and being clear on what tasks need to be completed. Task control is the employee's ability to meet a deadline, organize their workload, setting priorities, and choosing the pace to work. Self-control is remaining relaxed, while preparing for the worst outcome and attempting to avoid conflict. General control is being involved in decision making, having the support of others, doing a professional job and having responsibility for the outcome. Employees need to feel that they are in control of their jobs. This control is granted by managers assigning a task and trusting the employee to complete it in a timely manner. Employees who felt they were in control of their jobs had lower overall stress than employees who felt that they had little control over their jobs. (Troup et al, 2002).

A study was conducted to identify management actions associated with effective management of stress. The three most common behaviors identified in management of stress were: managing workloads and resources, individual consideration, and a participative approach. Managers can ensure that the workload and the resources available are adequate for the tasks required of employees. They must ensure that individual consideration is accounted for with each employee. This can be accomplished by having an open door policy to allow employees to have private time with their managers. Managers must actively participate with their employees and attempt to reduce workplace stress wherever possible. Such proactive actions could lead to employees with lower stress levels which can reduce costs and increase productivity. (Lewis et al, 2009)

Employees can reduce workplace stress by seeking medical assistance. Medical personnel may prescribe some stress reduction techniques including changing coping strategies of employees with high stress. Employees should attempt to gain more decision latitude from managers. This can be accomplished by demonstrating to managers that they have good decision making abilities. These methods are not always successful and anti-anxiety medicine can be used to help alleviate workplace stress effects in employees. This should be a last resort and medical personnel will attempt more traditional stress reduction methods before prescribing medicine. (Stahl, et al, 1994)

Exercise can have an impact on the health of an employee. The review of literature focusing on the relationship of exercise as a stress buffer was studied. This study revealed that employees with high exercise levels exhibit fewer health problems when they encounter stress. Employees who exercised regularly had fewer stress related illnesses and had an overall higher degree of health. This review shows that exercise is an important means of stress reduction and should be encouraged among employees. (Gerber, et al, 2009)

Exercise has been used to control weight and help people get into better physical condition to become healthier. Stress can also be managed through regular exercise. High energy forms of exercise such as boxing, martial arts, and weight training can be used as an outlet for frustration. Frustration at work and in personal life can cause an employee to feel stress. Exercise has been shown to decrease stress hormones such as cortisol and increase endorphins which make people feel good. Exercise can give an employee's mind something else to focus on. It can be a distraction from work. It is important for employees to disconnect from work to recharge their batteries. Exercise which involves a change of scenery such as running, biking, hiking, and walking provides a healthy distraction. Employees who exercise regularly feel better about their physical image. This will increase their confidence and make them worry less about their appearance. Group activity exercise has two advantages in one. They give employees exercise while allowing them to have fun with their friends. Health problems can cause stress, physical pain, missed activities, and feelings of isolation. Employees who exercise regularly have fewer health problems and generally speaking have lower stress. Finally, exercise can lower the physiological reaction toward stress. This means that employees who exercise are less affected by stress and handle stressful situations better. (Scott, 2008; Wilson et al, 2006; Chiesa et al, 2009; Long et al, 1988; Rostad et al, 1996; Babyak et al, 2000, Plante et al, 2003; Salmon, 2001).

5. Limitations of the Study

This literature review is limited to establishing the correlation between workplace stress caused by the prevalence of mobile devices used in the workplace. As such, its scope cannot be extended to physical stress caused by overly strenuous work activities, musculoskeletal disorders, and such. Thus, this study particularly focuses on psychological stress as opposed to physical stress in the workplace. A further study could be conducted to establish the relationship between psychological stress and the incidence of physical stress.

6. Conclusion

Workplace stress is a growing issue. One of the largest issues with stress that may be unrecognized by organizations is the rising hidden costs of stress. These are direct and indirect costs to organizations. The cost of stress related medical illness was \$150 billion in 1994 (Cooper, 1994). The cost of stress related medical illness in 2009 was up to \$300 billion. This means that the cost of stress has doubled in the last fifteen years. There are several factors that are not included in this cost that are difficult to measure. Employees who are under frequent stress are less productive than employees with lower stress levels. The direct and indirect costs of stress are important to an organization but, there are other factors that need to be considered. Employees with high levels of stress may become burned out, become resentful toward managers, miss work frequently, and become more prone to accidents. Managers play a large role in the amount of stress placed on employees. Managers should ensure that they are not overloading employees with work and ensure that the work they are assigning can be completed by employees. Managers should teach employees about stress and look for signs of stress among employees. The organizations and managers should provide stress reduction help to employees. This can be done through programs to encourage a healthy lifestyle and by having meaningful communication with employees.

The advent of mobile communication devices has brought a new challenge to managers and the organization. Mobile communication devices are valuable business tools that can be beneficial to productivity. They provide an instant link for an employee who is travelling or on-call after hours. However, requiring employees to remain in constant communication can have problems. Managers need to ensure that employees are disconnecting from work. One of the first ways to accomplish this is for managers to disconnect from work. They should set a time when communications will end if an employee isn't travelling or on-call. This will help to reduce stress in employees and managers by allowing them to concentrate on their personal lives.

7. References

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