

# Research on Pressure Management Based on Job Demand-Resources Model

## Taking Design Industry as an Example

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**Abstract**—With the accelerated pace of life, employees are facing more and more pressure, but excessive pressure not only affect the individual physical health and mental health of employees, but also do harm to the long-term development of enterprises. In this context, this paper analyzes the pressure management of employees from the perspective of psychology and management, summarizes the factors that affect the staff's work pressure and finally puts forward the management strategy for staff's work pressure in design industry combining with the empirical research of the design industry. The author hopes it can provide reference for the pressure management of enterprises to improve the current status of staff pressure management, ease the work pressure of staff and promote employees to grow healthily within a reasonable pressure scope, so that they can create profits for enterprises efficiently.

**Keywords**—*job demand-resources model; work stress; stress management; design industry*

### I. INTRODUCTION

With the rapid development of modern science and technology, high work pressure is prevalent in all walks of life. According to the Horizon Research, 61.4% of the white-collar workers are experiencing psychological fatigue of various degrees, that is, 2/3 of the white-collar workers are facing persecution of high work pressure. Excessive pressure on the one hand can bring many serious consequences, such as low efficiency, high turnover rate, job burnout, which may damage the company's reputation and image, resulting in the decline in benefit of company. On the other hand, excessive work pressure is threatening the health and even life of employees. There are more and more phenomena of overworking death and frequent suicides of some employees, etc., which are almost related to the pressure of over-time work. In this context, the research on pressure management of staff is urgent. How to systematically alleviate the work pressure of staff has become a problem in human resources management, so this paper makes the research on the basis.

### II. RESEARCH ON THE CONCEPT OF JOB DEMAND-RESOURCES MODEL

Demerouti formally put forward the job demand-resources model in 2001, further improved and developed the control model, and verified that the model has universal applicability in various occupations. The model assumes that job burnout is caused by imbalance between job demand and resources, and that many work resources can be used to compensate for the impact of high job demands. [2] The core idea of job demand- resources model is that any occupation has its own specific factors that affect the job burnout caused by high job demands, but whatever these factors are, they can be divided into two categories: job demand and job resource. Job demand and resources do not work independently. Instead, the two influence each other.

#### A. Job Demand

Job demand includes workload, affection need, work environment. Workload is the amount of work that a human body can bear within unit time, including physiological workload and psychological workload. For office workers, whether the workload is reasonable is directly related to the work efficiency and the physical workload that a human body can bear within unit time. The greater the workload and higher the intensity of work is, the greater physical workload the individual bears. Affection need is a kind of emotional satisfaction as well as a kind of psychological identity. Common affection needs in the work include respect, loyalty, communication and economic support and so on. The work environment generally includes two aspects: one is about human, including the enterprise environment, leadership style, and work treatment, in which the treatment not only refers to wages, bonuses and benefits but also includes awards, honor and promotion and so on; the second is the work environment of objects, which refers to the

environment where instrument or product normally work including temperature and humidity of environment.

### *B. Job Resources*

Work resources involve material, psychology, society or organization, mainly including work control, organizational support and performance feedback. Work control refers to the knowledge, skills and experience required by completion of the work. Different positions have different requirements for job skills, including technical skills, communication skills, organizing skills, interpersonal skills. Organizational support refers whether the organization attaches importance to employee contributions and concerns about the happiness of their work and life. The role of organizational support is mainly manifested in three aspects: first, it can reduce the staff's sabotage, absenteeism and resignation; second, it can relieve the staff's response to work pressure, such as reducing the negative emotions of staff in the face of layoffs; third, increase the performance of inside and outside staff roles. Performance feedback is an important element of work resources. The purpose of performance feedback is to allow employees to know whether their performance reaches the intended goal in the performance period and whether the behavioral attitude is acceptable to make the manager and the employee agree on the assessment results.

## **III. THE CURRENT SITUATION OF PRESSURE IN DESIGN INDUSTRY**

The design industry plays a pioneering role in the contemporary development of China. The architectural design, landscape design and interior design have created a more comfortable living environment for the public while the industrial design and product design have created more practical and beautiful product for people. The success of a design company or design institute depends on whether there is a stable and efficient design team to a large extent. So the designer's work attitude, work performance and work pressure gradually become the subject that managers and scholars tend to study.

Since various aspects of uncertainty factors lead to greater pressure in the design industry, Sina.com makes the survey of "your work pressure can bear it?" The result shows that the occupation with highest pressure in all walks of life is the designer, with the total number of votes 33.58%. People.com.cn has carried out a survey with graduates as the tracking object of workplace, which shows that among the 8 occupations with highest turnover rate of college students, the design industry ranks among them. This shows that situation of high-pressure in the design industry has caused a high turnover rate, which has an impact on the survival, development and long-term strategy of the company. Therefore, how to manage the pressure in a reasonable and effective way is a difficult problem of human resources management in design industry. This paper explores this problem and puts forward its own suggestions and measures from the job requirements - resource model.

## **IV. ANALYSIS OF PRESSURE IN DESIGN INDUSTRY BASED ON JOB DEMAND- RESOURCES MODEL**

### *A. High Demand Pressure*

From the aspect of industry development, the fierce competition in the market leads the survival space of the design team to get smaller and smaller. If the team does not develop, it will eventually be eliminated by the market in this competitive society, so the development of company depends on the effort of every designer. For a designer-oriented business, a good design plan not only needs a very unique creative design concept, the function should also be suitable for the majority of audiences, to bring visual beauty as well as sense of belongings to people. For the survival and development of company, the design director will propose the design requirements of "no highest, only higher" for the designers.

From the perspective of industry competition, a good design company needs to demand the designers to continue to update the cultural knowledge and graphics skills to meet the requirements of the development of the times. In order to compete in the fierce competition, the company will inevitably implement the method of survival of the fittest. If the designer's plan doesn't meet the bidding requirements, such as: failed to complete the required tasks, the innovation of design content is not enough, too much whimsical lead to difficult construction and high cost, it will face the risk of program being overturned. However, changing the map countlessly to meet the demand of the party A and construction side increases the work pressure for the members of designer team.

In addition, because the departments within the company only focus on the performance of their own department while paying little attention or even excluding the requirements of other departments. The subtle competition between design departments and other departments, coupled with various conflicts within the department, will change the job demand for designer. Nevertheless, the lack of internal management of the company, long-term overload work of the designer, unreasonable design of company's internal process, poor communication within the enterprise and other factors also lead to poor staff work environment and serious internal friction, shift the requirements for management layers, and increase the work requirements for grassroots designers.

### *B. Low Resources Pressure*

Lack of work skills cannot meet the development needs of the company's performance. The development of the design industry requires the continuous improvement of designer's knowledge and skills, constant update of design skills and design concepts, and unceasing enrichment of the latest news and knowledge of the industry development. If the personal ability of designers, draftsman or designer assistant cannot follow the changing pace of the times, it will seriously hinder the better development of the company.

Low organization support reduces work motivation. The company is still affected by the hierarchical system. For example, the design department is composed of the design

director, senior designer, designer, intern designer, designer assistant and draftsman and other personnel. Low-level employees are prone to feel strong disrespect or even being suppressed in work or management conflicts. Due to lack of authority or tedious process of management and distribution, staff will lack the control over their work and become overcautious, which not only affect the staff themselves, but also reduce the work enthusiasm and performance of other members in the team and the whole organization, resulting in the excess dissatisfaction and pressure of the staff and other members in the organization or team.

The unique performance system of design industry increases the survival pressure of the entrants. Design industry generally takes the performance model of low salaries and high push money, which amplifies the impact of performance in wages. If the staff cannot complete the design or order quantity on schedule, especially the entrants, they will only face the basic salary and a small amount of performance awards, so the economic pressure will increase the work pressure.

## V. MANAGEMENT METHODS OF PRESSURE IN DESIGN INDUSTRY BASED ON JOB DEMAND-RESOURCES MODEL

### A. Alleviate the Workload to Reduce the Affection Need

First, in the face of the work pressure of high demand, we should firstly set up a learning organization, to go out to observe some good design cases in the spare time, and continue to study, thus making the design ideas of the designer more advanced. In the process of communicating design ideas with customers, a wide range of knowledge and vivid design ideas are more able to impress people, to increase the success rate of signing. Some big customers need the strength of the team. The feature of sharing of the learning organization will greatly promote the cooperation between the members in the design team.

Second, in the face of high work pressure brought by industry competition, we should encourage the designers to participate and increase the enthusiasm of the staff to discuss the plan. The company should establish an internal communication mechanism that allows employees to express their opinions and views, present their comments and suggestions on some problems of the design plan. The design director should listen to their opinions and suggestions. In each examination of plan, the team can be invited to participate in the approval of system to let employees know that each examination and amendments of design plans is not the individual will and behavior of the leaders, but the results discussed by everyone.

Third, faced with complex interpersonal relationships and inappropriate management work, we should clearly assign the design tasks and design resources. Division of design area and matching of design capability and quality design area should be fair. In regard to the tasks and quota that need cooperation, leaders can resort to the team's strength to make employees work together, clarify their goals and make a series of control over the work during the working process.

We can alleviate the workload of employees through building learning organization, establishing internal communication mechanism and clearly allocating design tasks to reduce the affection need of employees, thereby lowering their work pressure. And ultimately it can be achieved that enterprises play the guiding role and employees make decisions for themselves.

### B. Enhance Work Control and Pay Attention to Performance Feedback

First, we should adopt flexible working hours and optional workplace to enhance the autonomy of employees. Some of the design industry fixes the working hours and workplace of staff, resulting in a large number of invalid working hours. The working hours in design industry should be very flexible, and design results should be emphasized according to the needs of Party A. Thus they can flexibly adjust the sales time and place based on demands such as the initiative of the work and research, flexibility of visiting the field and autonomy of overtime work.

Second, strengthen the organizational support, develop training programs, and strengthen work capacity. The company should adopt different training forms according to individual needs of staff, mainly including training of job skills, interpersonal relationship, communication skills and situational capacity. In addition, the design tasks should be assigned fairly, which match the staff's ability and qualifications. Reasonable stipulation of the design tasks and work processes can balance people's feelings. In the course of work, we need to maintain the communication between organizations in order to solve difficulties and problems timely.

Third, establish a fair and reasonable performance appraisal system. Design of performance appraisal system should give consideration to the benefits and fairness, which not only ensure the survival of employees, but also play the role of incentives. The company can hold an explanation session prior to making performance evaluation, to openly inform performance appraisal methods and related promotion system to staff. Thus we can let employees know the focus and key points of the work. Besides, organizing staff to develop career planning can make employees see the development prospects in the organization. Liu Kerui holds that pressure management should adhere to the guiding principle to actively guide the staff to develop towards the right career direction [3]. Thereby we can make the staff fully aware of their own value, and make correct positioning of their role.

## VI. CONCLUSION

Compared with the traditional pressure model, job demand-resource model (JD-R) has the general adaptability to the individual, which not only contains the psychological factors and physiological factors difficult to capture, but also provide the practical operation path for pressure management in a more objective way. Due to the uncertainty of work results, complexity of the work process, personnel in design industry are in the pressure state of high demand - low

resource, which not only result in low efficiency, but also impact the long-term development of enterprises. In view of this dilemma, the author proposes to solve the problems of psychological pressure, job burnout and work fatigue of staff by the management means of alleviating the workload, reducing the affection need, enhancing the work control and stressing the performance feedback. The author hopes to provide reference to the pressure management of enterprises to improve the current status of staff pressure management, ease the work pressure of staff and promote employees to grow healthily within a reasonable pressure scope, so as to create profits for enterprises efficiently.

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