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A COMPARATIVE ANALYSIS OF

STRESS AND MANAGERIAL PROBLEMS

(WITH REFERENCE TO GUJARAT STATE)

A THESIS

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SAURASHTRA UNIVERSITY

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UNDER THE DEPARTMENT OF MANAGEMENT

SUBMITTED BY

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CERTIFICATE

It is certified that the thesis entitled "A COMP ARATVE ANALYSIS OF STRESS AND MANAGERIAL PROBLEMS)" is a research study done by MR.JYOTINDRA M. JANI under my guid ance. Hence the thesis represents independent study on the part of candidate.

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DECLARATION

I declare that the PHD thesis entitled **"A COMPARATVE ANALYSIS OF STRESS AND MANAGERIAL PROBLEMS)"** is my original work under the research guide of Dr. Pratapsinh chauhan (professor, Head and Dean) Departme nt of Business Management (MBA P rogramme) Saurashtra university Rajkot, and has not been presented in any other university or college for examination or academic purposes.

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DEDICATED

    THIS RESEARCH STUDY HAS BEEN DEDICATED TO MY FATHER MR. M. L. JANI AND MY MOTHER MRS. KUNDENBEN M. JANI FOR THEIR BLESSINGS AND INSPIRATION IN GETTING PH.D. DEGREE.

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Finally I shall consider myself thankful if this research study can comparatively lender greater sustainable benefits to those research scholars who may wish to use it and the entire country as a whole. However I have taken meticulous care mainly in avoiding printing mistakes. Criticisms as well as suggestion ar e always welcome through the e-mail address *jyotindra_jani@yahoo.com* or *jyotindra1319@gmail.com*

PREFACE TO THE RESEARCH STUDY

The managerial and psychological approach to understanding stress made an enormous impact on stress research. The work of researchers like Cannon, Selye, and Wolff spanned almost 80 years, and although it is possible to identify milestones in their writings and to use these to describe the contribution they made, such milestones should not be assumed to be discrete events. They represent just one point, although a very significant one, in decades of discussion, debate, and controversy. When considering the work of these researchers we are immediately confronted by the issue ''what to include?'' Our aim has been to trace a set of ideas, events, and people that aids our unders tanding of how we got to be where we are now. Our objective, depending on the event or issue under consideration, has been to ''use history to understand'' (Leahey, 1992, p.35) [1]. The researcher have attempted to present events and issues in a way that capt ures the spirit of the times, trying not to let our present understanding of those events color the way those events are presented too much. What we don't want to do, is present a way of thinking about events as being ''strictly cumulative, one finding building on another as more information about the phenomenon is accumulated''

Looking to the present scenario the stress has become inevitable in the human life. When we talk of human being how we can avoid the role of human in management. In Management it is said that management is an art of getting things, done, through and with the people. So an attempt is made here for the study of stress level and managerial problem. The present study is divided into the different six chapters. The study focused on the

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[1] "Stress management (Leahey, 1992, p.35)

conceptual aspect of the stress, effect of stress, causes of stress, stress swot analysis and conceptual frame work of managerial problem in chapter first. Chapter second is on the research methodology used in the study. Chapter third is focused on the inter pretation and analysis of stress level. In this analysis, hypothesis of the study pertaining to the stress have been tested thoroughly. In the fourth chapter interpretation and analysis have been made of managerial problems. In managerial problem analysis problems have been studied of managerial principle and application of management function. The main problem of the study that is comparative analysis have been studied in the chapter fifth and finally concluded the result of the study.

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AND

MANAGERIAL PROBLEM

AN OVERVIEW

CHAPTER - 1

CHAPTER – 1 :

Stress damages people and it damages their organizations. It can be all-pervasive. It can affect people in all occupations and of all ages irrespective of sex, nationality, educational background or role. Work - related stress is estimated to affect at least a third of the work force in any one year. It costs organizations lacks of rupees a year in lost productivity and accounts for over half the working days lost through sickness absence. Stress has been linked to a wide variety of diseases and the European Foundation[2] estimates that lifestyle and stress-related illness accounts for at least half of all premature deaths. Although the 'official' figure for the cost of stress vary widely, they have one common feature – they are all massive. They reflect, however imprecisely, a huge cost to individuals and to organizations. The cost isn't just financial; there is mental, physical and social cost as well. The evidence for stress-related ill health is all around us. Look within your organization. If you are typical of other UK businesses[3], it's likely that 10% of your workforce report very low levels of satisfaction with both their jobs and the organization. Twenty per cent of your staff will report they have suffered some major life event in the past three months and approximately 3% will report levels of mental ill health that are worse than those of psychiatric outpatients receiving clinical treatment for anxiety and depression.

When it comes to something as potentially damaging and disruptive as workplace stress, the human and commercial costs are too vast to be approached from a position of anecdote and intuition. Occupational stress

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[2] An estimates European Foundation on stress and life style analysis
[3] UK Business stress analysis - report

needs to be addressed in a structured and effective manner as part of an overall strategy for improving well-being at work.

Managers in most organizations recognize that there is some stress amongst their workforce. They may be able to tell you where they think it comes from and may even be able to articulate how they see the issue affecting their efficiency, productivity and competitive advantage. However, being aware of the existence of the problem is not enough to be able to start the process of managing it. Stress is a complex is sue. The interplay of a wide range of factors from home from work and interface between home and work makes it difficult to separate cases from effect and in the vast majority of cases, almost impossible to pinpoint one event or incident that 'caused the stress problem. The variability of the stress process means that managers and researchers are trying to hit a moving target. For the individual, stress may manifest itself as a headache one day, an upset stomach or a sleepless night the next. For the manage r, one of her staff may show they are suffering stress by becoming argumentative and abrasive, another may become withdrawn and timing.

It is this wide variety of symptoms and causes and the complex interrelationship between factors that makes stress at wo rk so difficult to manage. Each of the outcomes of the stress process may have multiple causes, only a few of which may be related to work place issues. Different people will react to the same event in many different ways with different outcomes, some of which may be beneficial whilst others are extremely damaging. It is not surprising that many organizations shy away from trying to make sense of this complex mixture of misunderstood variables and rely on counseling or stress management training to 'deal wi th stresses.

Unfortunately, as we will discuss in more detail later, treatment on its own isn't enough. Counseling and stress management courses may help some individuals to manage their symptoms but they rarely address the factors that caused their stress and these will continue to damage the individual and the organization. It's like taking fish out of a polluted pool, cleaning them up, and then throwing them back in. the fish will continue to suffer until the water is cleaned up. However, to ensure that   the fish stay healthy cleaning the water is not enough. The pollution has to be stopped at source. That involves finding the source and taking appropriate action. It's the same with people and their organizations; to achieve lasting benefit you have to fin   d out what's causing workplace stress and stop it at its source. It vitally important to treat the casualties but this must be done in the context addressing the factors that caused them to become causalities in the first place.

Sending people for counseli ng who are ill or running a few stress management workshops is simple and straightforward. It doesn't threaten working practices, doesn't take too much time and doesn't raise issue that many managers would rather ignore. Unfortunately it doesn't provide a lasting solution. The answer is to identify and manage the causes of stress as well as its effects by adopting a systematic, structured approach that recognizes the difficulties of addressing the root causes and offers a simple, clear process based on small steps for sustainable change.

The process starts with identifying what we know. It's very difficult, if not impossible, to completely understand all of the issues so we should accept that our knowledge of the process does not have to be perfect in order for us to make a difference. There are parallels with a wide range of

physiological and medical interventions. For example, we know that there are many common risk factors – such as: smoking, drinking, diet, exercise, and hereditary factors – that contribute toward coronary heart disease but we can still only explain a small proportion of the variance in the onset of the disease. We recognize that many of the risk factors are interrelated and that each unique combination may have a different impact on the o   nset illness. This is also the case with occupational stress. We can identify a variety of issues that are known to influence levels of stress and we know that these occur in different combinations for each individual. We do not know enough to be able to predict that particular person, when exposed to these pressures, will develop a specific set of illnesses but we can say that a proportion of the people will be affected. We can go on to demonstrate that, if we remove some of these pressures, people will, o n the whole, improve. The science may not be precise but it's good enough to make things better. In the real worlds if we have good evidence of the relationship between the causes and the outcomes and can show that removing a source of pressure leads to an improvement in wellbeing then, we don't necessarily need to know precisely how it works. In the practical, pragmatic management of workplace stress, close can be good enough.

In order to effectively manage the stress process   the researcher took an act on facts, not an encode. The researcher collected the evidences that enabled him to identify the key issues. This requires a good working model of the stress process that can be empirically tested and used to design interventions that produce sustainable and   observable improvement. The first priority for this model is that it helps people to understand that stress

can be managed and that this complicated, multifaceted problem can be reduced to simpler, more manageable components.

The first task is therefore to break through the ignorance barrier and help people, both managers and staff, to realize that stress at work can be managed. It doesn't have to be ensured. Stress may be endemic but it isn't inevitable.

1.1 CONCEPTUAL FRAME WORK OF STRESS AND MANAGERIAL PROBLEMS

1.1.1 STRESS DEFINED

One of the first steps in an effective strategy for managing stress is to reach a common understanding of what is meant by the term 'stress'. To cut through the confusion one need a useable working definition and a clear understanding of the words that is used in the study of stress . One of the easiest initiatives an organization can take in starting to manage stress at work is to adopt a common language for talking about it. We have found that something as simple as separating pressure – the demands or challenges facing people – from stress – the unwanted outcome of too much pressure – makes a big difference to the way people approach the problem. Focusing attention on how to reduce or remove specific sources of pressure is much easier than trying to come to grips with something as vague and as emotive as the word 'stress'.

The definitional aspect is divided to the researcher in a following way-

1.1.2 STRESS

Stress is a word derived from the Latin word 'Stringer' [4], meaning to draw tight and was used in the seventeenth century to describe hardship or affliction. During the late eighteenth century, stress denoted 'force, pressure, strain, or strong effort', referring primarily to an individual or to the individual's organs or mental power.

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[4] Oxford Dictionary English to English and Latin - 2005

WHAT STRESS IS...? DEFINITIONS

This is a dangerous topic!

There have been many different definitions of what stress is, whether used by psychologists, medics, management consultants or others. There seems to have been something approachin g open warfare between competing definitions: Views have been passionately held and aggressively defended.

What complicates this is that intuitively we all feel that we know stress is, as it is something we have all experienced. A definition should therefore be obvious…except that it is not.

PROBLEMS OF DEFINITION

One problem with a single definition is that stress is made up of many things: It is a family of related experiences, pathways, responses and outcomes caused by a range of differ ent events or circumstances. Different people experience different aspects and identify with different definitions.

Hans Selye[5] (one of the founding fathers of stress research) identified another part of this problem when he saw that different types of def inition operate in different areas of knowledge. To a lawyer or a linguist, words have very precise, definite and fixed meanings. In other fields, ideas and definitions continue evolving as research and knowledge expands.

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[5] History and Present status concept 1991– Columbia University Press

Selye's view in 1956 was that "str ess is not necessarily something bad – it all depends on how you take it. The stress of exhilarating, creative successful work is beneficial, while that of failure, humiliation or infection is detrimental." Selye believed that the biochemical effects of st ress would be experienced irrespective of whether the situation was positive or negative.

Since then, ideas have moved on. In particular, the harmful biochemical and long -term effects of stress have rarely been observed in positive situations.

The current consensus

Now, the most commonly accepted definition of stress (mainly attributed to Richard S Lazarus) is that **stress is a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize.**

People feel little stress when they have the time, experience and resources to manage a situation. They feel great stress when they think they can't handle the demands put upon them. Stress is therefore a negative experience. And it is not an inevitable consequence of an event: It depends a lot on people's perceptions of a situation and their real ability to cope with it.

This is the main definition used in this literature, although we also recognize that there is an intertwined instinctive stress response to unexpected events. The stress response inside us is therefore part instinct and part to do with the way we think.

Further it is observed that,

"A   Stressful circumstance is one with which you cannot cope successfully or believe you cann ot cope successfully and which results in unwanted physical, mental, or emotional reaction."

In short, Stress is caused as a result of the interaction between the demand of the situation and the individual's ability to meet those demands, that is, where th ere is lack of "fit" the stress results.

1.1.3 ORGANIZATION / WORK STRESS (TYPES OF STRESS)

"Job stress can be defined as the harmful physical and emotional responses that occur when the req   uirements of the job do not match the capabilities, resources, or needs of the worker. Job stress can lead to poor health and even injury." [6]

"The emotional, cognitive, behavioral and physiological reaction to aversive and noxious aspects of work, work environments and work organizations. It is a state characterized by high levels of arousal and distress and often by feelings of not coping." [7]

"Stress is the reaction people have to excessive pressures or other types of demand placed on them." [8]

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[6] Stress at work United States National Institute of Occupational Safety and Health, Cincinnati, 1999.
[7] Guidance on work-related stress: Spice of life - or kiss of death, European Commission, Directorate-General for Employment and Social Affairs.
[8] Managing stress at work: Discussion document, United Kingdom Health and Safety Commission, London, 1999.

1.1.4 STRESS MANAGEMENT

STRESS MANAGEMENT IN WORK SETTINGS is a DHHS (NIOSH) publication. This publication summarizes the scientific evidence and reviews conceptual and practical issues relating to worksite stress management. It is a collection of original contributions that address issues and problems in the field. The document is divided into three parts: (I) organizational stress and its assessment., (II) aspects of stress management as applied in work settings, and (III) listing of resources for training materials, products, and equipment.

The two major themes of the publication are:

1. "Stress management, as currently defined, has a limited role in reducing organization stress because no effort is made to remove or reduce sources of stress at work. Focusing on the individual as the prime target for organization intervention creates a dilemma of 'blaming the victim.' A more appropriate application of stress management would be as a complement to job redesign or organizational change interventions."

2. "Conceptual issues are as important as logistical ones in determining program success. Considerable effort should be expended at the outset to define the purpose of the program, delineate organization and individual goals, acquire organization support, and integrate the program with existing occupation safety and health efforts. In this wa y, the foundation is laid for a more stable and holistic program for controlling organizational stress."

THE STRESS MODEL

Experts talk about stress in a variety of ways: they mention stressors pressures, demands, and they talk about goods and bad stress, eustress (bad stress as opposed to goods stress) and distress. As almost every book on stress defines the term in a different way it's not surprising that people find it hard to recognize and manage workplace stress. In order to raise awareness and help people in your organization to manage stress you need a clear definition and a simple model that makes sense and can act as a framework on which to build appropriate interventions. Our model starts with the dynamics of the stress process and describes it in   terms of inputs, outcomes   and individual differences. The model is like a simple manufacturing process, say for making pottery.

The process starts with the raw materials, the inputs. In making pottery this is the clay and the water. However, each of the   raw materials, the different types of clay that are used to make the pots are not identical; they have different sizes, different qualities, and will react differently to the process. The differences in the raw materials influence the quality of the end-product. In the case of stress these differences are people's personalities and behaviors, the factors that make each of us a unique individual. The clay is fired in a kiln where the raw material is exposing to high temperatures for a long period; in our ana logy, these are the pressures, the demands we place on people. When we take out the finished product we can see the outcome of the process. When we look at the finished pottery, we notice that not all the pots are the same. Although all of the raw material   has been through the same process, baked at the same temperature for the same time, some picas have become strong and kept their shape, others have cracked, distorted, or

crumbled. It's like this with people – only more complicated! We put our people under pressure and expect them to react in the same way. They don't! Some thrive, some survive and some break.

To manage stress effectively we need to know why and how this happens. We also need to realize that sometimes we get it completely wrong. We raise the temperature too high, leave the clay in for too long, or miss out an essential ingredient. Then we ruin the entire batch. Sometimes we put our people under just too much pressure or we keep the pressure up for just too long and, in different ways, they all suffer. To understand why this happens and to increase the probability that we get healthy outcomes we need to understand the process and quantify the variables.

Stress therefore is an outcome. It is the end of the process, not the beginning. The start of the process, the raw material, is the people. We are all different; to quote Ralph Waldo Emerson, 'We boil at different degrees'. Life, at work and at home, puts people under pressure. Pressure is felt as the range of problems, demands or challenges that we encounter at work and in the rest of our lives.

THE 4 - WAYS MODELS OF STRESS

Just as there are many different definitions of stress there are many different models of the stress process. In explaining the factors that need to be measured in analyzing stress at work we use a simple, mechanistic model to describe the various elements of the stress process and sow how these elements are interrelated. We call this the four -ways model of stress (see Figure 1.1).

The model illustrates the dynamics of th e stress process. It shows the sources of pressure, and behavioral characteristics. It also shows the counterbalancing effect of coping and support. The end box is the effect of the interaction between pressures, individual characteristics and coping in terms of positive and negative health and wellbeing outcomes. The way that the pointer moves up and down depends on the relative strength of those factors for an individual.

The better and more varied our coping mechanisms, the larger the counterbalancing force pushing the pointer toward the positive end of the scale. Good coping generates an additional benefit; as the better we cope, the more we feel in control and the higher our self esteem. This, in turn, produces a positive feedback loop in which better coping leads to raised self - esteem, which is itself another coping skill   - virtuous circle of effective pressure management.

Growth

Positive
effects

Coping
Mechanisms

Sources
of pressure

Personality

Negative
Effects
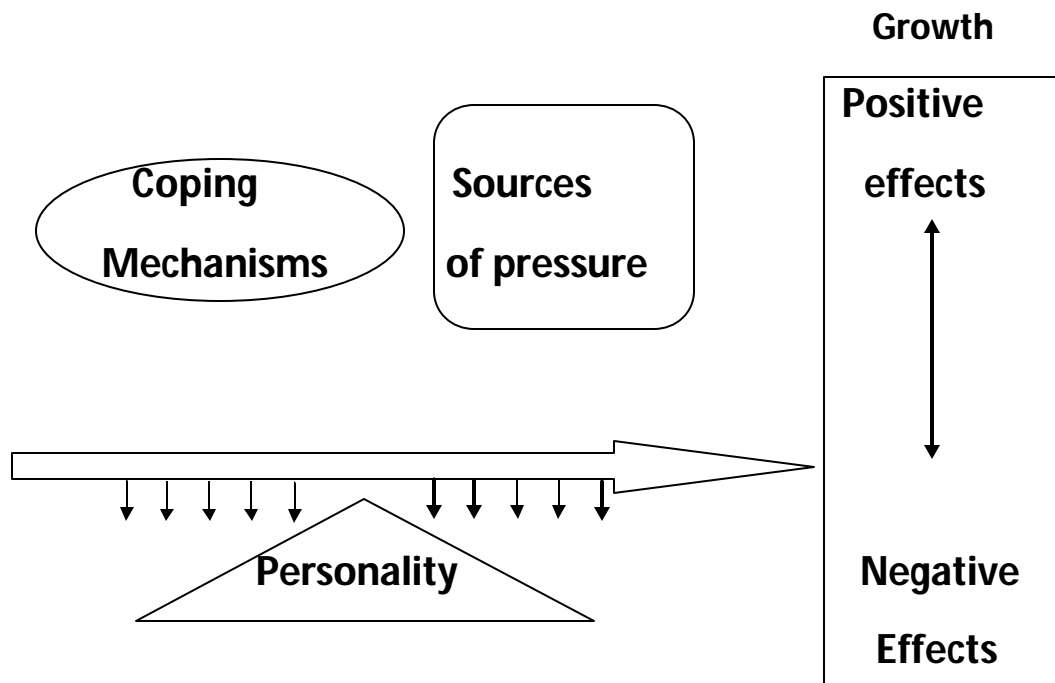
CHART 1.1 THE 4 WAY MODEL OF STRESS

People experience an increase in self -confidence and sel f-esteem when they succeed in managing pressure. The more we do, the more we're capable of doing. When someone feels they are doing a good job, that they're valued and appreciated, they become more confident of themselves and better able to cope. Instead of the vicious circle that occurs when people can't cope we have a virtuous circle of positive self-reinforcement.

Stress is a personal response and is the negative outcome of an imbalance between pressure and the person's ability to cope with that pressure. Stress is the way I feel when it's all too much; it's the knot in the stomach, the tension in the shoulders, the inability to sleep, the problems with behavior, and so forth. These are the physical, mental and social signs that we can no longer cope.

If we separate the factors involved in the stress process in this way then we have a model for understanding that is straightforward and makes sense to most people.

It is the difference between each of us as individuals that make managing stress so challenging. When we understand why similar levels of pressure affect different people in different ways we can start to manage pressure at the individual rather than the group level. We can take steps to make sure we know how our people will react to different p ressure, which is likely to thrive and who will fall apart, and we can change the nature or the extent of the pressure for each individual to get the most out of each of them without damage. As this book will make clear, proactive stress management places more emphasis on preventing stress than on treating the symptoms. We recognize that both prevention and treatment are important and we know that treatment on its own is not enough. Pressure must be addressed at source; otherwise the same problems will keep reoccurring, and time, effort and resources will be wasted on a perpetual round of 'patching up' the casualties. The prevention process begins with understanding the specific issues that affect your work force. Every workplace is different and there is no universal source of pressure and no standard outcome from it.

1.1.5 MANAGERIAL PROBLEMS

Employees at the grass -root level experience a sense of frustration of low level of wages, poor working conditions, unfavorable terms of employment in human treatment by their superiors and the like whereas managerial personnel feel frustrated because of alienation over their

conditions   of employment, inter   -personal   conflicts, role conflicts job pressures, lack of freedom in work, absence of challenging work etc.

Certain values were attributed to work in the past. Work was worship and people had sincerity an d commitment to work. But today an   employee would not believe in such values of work. He works for his salary, he works hard if the conditions of work are conducive   and congenial and terms of employment are favorable to him. As such, the work norms have been changing from time-to-time.

Work norms in modern industrial society indicate that

1. Employees role in industry is different from his role in the family,

2. Superior knows the best and he has the right to impose on the

   Subordinates

3. Rules are for employees and they have to follow them, and

4. Employer has the right to layoff the workers due to marketing and

   technological factors

Due to these work norms, the managerial personnel at the middle and higher levels in the organization hierarchy face variety of problems. They are dissatisfied with strict economic functions of the job and dealing with social relationships in the organization consequent upon the mechanization and automation of the industry. Further disregard by others and less and less

utilization of capabilities an d skills also caused frustration among the managerial personnel.

Employees also experience alienation which may result from poor design of socio -technical systems. Alienation is a feeling of powerlessness, lack of meaning, loneliness, and boredom, lack of ego involvement and lack of attachment to job.

The workers at the lower level are not happy with their work due to tight schedule of work, speed of machine, close watch and supervision and less social interaction. Even the ministerial staff complains tha t they are unhappy with the job due to routine nature of work and fixation of schedules and standards. Thus job, discontent is due to the limited scope of the job, short cycle of operations, lack of opportunity to exercise discretion initiative, existence of bureaucratic controls, oppressive supervision, low wages, poor working condition etc.

Job discontent and job pressures have their substantial effect on employees health in the form of reduction in general happiness, increased in smoking, drinking, putt ing on excess body weight etc. Frustration would further cause heart diseases, joint pain etc. Frustration might also be due to absence of recognition, tedious work, unsound relation with co -workers, poor working conditions, low self -esteem, occupational stress, work overload, monotony, fatigue, time pressures, lack of stability, security etc. In view of the contemporary managerial problems the present day employees are much concerned about high wages, better benefits, challenging job etc.

1.2 UNDERSTANDING STRESSORS

The antecedents of stress, or the so -called stressors, affecting today's employees are summarized in Figure   As shown, these causes come from both outside and inside the organization, from the groups that employees are influenced by, and from employees themselves.
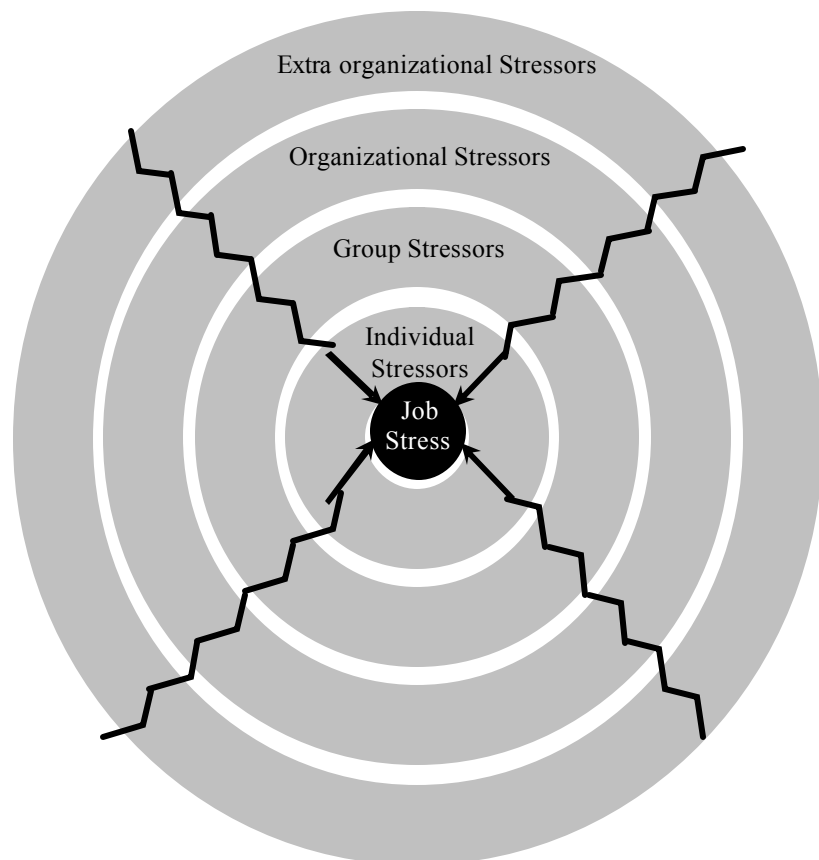
FIGURE 1.2 CATEGORIES OF STRESSORS AFFECTING OCCUPATIONAL STRESS
REF. : ORGANIZATIONAL BEHAVIOR 9TH EDITION
FRED LUTHANS – Mc GROWHILL - PAGE NO. 397

1.2.1 EXTRAORGANIZATIONAL STRESSORS

Although most analyses of job stress ignore the importance of outside forces and events, it is becoming increasingly clear that these have a tremendous impact. Taking an open system perspective of an organization (that is, the organizatio n is greatly affected by the external environment), it is clear that job stress is not limited just to things that happen inside the organization, during working hours. Extraorganizational stressors include things such as societal/technological change, glo balization, the family, relocation, economic and financial conditions, race and class, and residential or community conditions.

The phenomenal rate of change, which is given detailed attention in the introductory chapters, has had a great effect on people 's lifestyles, and this of course is carried over into their jobs. Although medical science has increased the life spans of people and has eradicated or reduced the threat of many diseases, the pace of modern living has increased stress and decreased personal wellness. The concept of wellness has been defined as "a harmonious and productive balance of physical, mental, and social well - being brought about by the acceptance of one's personal responsibility for developing and adhering to a health promotion pro gram." Because people tend to get caught up in the rush -rush, mobile, urbanized, crowded, on -the- go lifestyle of today, their anxiety and wellness in general has deteriorated; the potential for stress on the job has increased.

It is generally recognized th at a person's family has a big impact on personality development. A family situation -either a brief crisis, such as a squabble or the illness of family member, or long -term strained relations

with the spouse or children -can act as a significant stressors for employees. Also, recent trends have made it increasingly difficult for employees to adequately balance the responsibilities of their jobs and their families. As employees are working longer hours and bringing more work home at night, more and more press ure is being placed on work -family relationships and more emphasis on the coordination of work and vacation schedules, and the search for elder and child care options has become prominent and very stressful.

Relocating the family because of a transfer or a promotion can also lead to stress. For example, under globalization, expatriate managers (those with an assignment outside their home country) may undergo cultural shock and then when repatriated (relocated to the home country) may experience isolation; both are significant stressors. For most people in recent years, their financial situation has also proved to be a stressor. Many people have been forced to take a second job ("moonlight"), or the spouse has had to enter the workforce in order to make ends meet. This situation reduces time for recreational and family activities. The overall effect on employees is more stress on their primary jobs.

Life's change may be slow (getting older) or sudden (the death of a spouse). These sudden changes have been portrayed in novels and movies as having a dramatic effect on people, and medical researchers have verified that especially sudden life changes so in fact have a very stressful impact on people. They found a definite relationship between the degree of life changes and the subsequent health of the person. The more change, the poorer the subsequent health. These life changes can also directly influence job performance. One psychologist, Faye Crosby, report that divorce inter

frees with work more than any other tr auma in a person's life. She says, "During the first three months after a spouse walks out, the other spouse - male or female-usually is incapable of focusing on work."

Sociological variables such as race, sex, and class can also become stressors. As the wor kforce becomes increasingly diverse potential stress - related issues include difference in beliefs and values, difference in opportunities for rewards or promotions, and perceptions by minority employees of either discrimination or lack of fit between thems elves and organization. Researchers have noted over the years that minorities may have more stressors than whites. Although a recent to view of up –to-date evidence concludes that women experience more stress than men, an earlier meta-analysis performed on 15 studies found no significant sex differences in experienced and perceived work stress. There continues to be evidence that women perceive more job demands than men in both the male - dominated and female -dominated occupations. Also, people in the middle and upper classes may have particular or common stressors. The same is true of the local community or region that one comes from. For example, one researcher identified the condition of housing, convenience of services and shopping, neighborliness, and deg ree of noise and air pollution as likely stressors.

1.2.2 ORGANIZATIONAL STRESSORS

ADMINISTRATIVE POLICIES AND STRATEGIES

- Downsizing
- Competitive
- Merit pay plans
- Rotating work shift
- Bureaucratic rules
- Advanced technology

ORGANIZATIONAL STRUCTURE AND DESIGN

- Centralization and formalization
- Line –staff conflicts
- Specialization
- Role ambiguity and conflict
- No opportunity for advancement
- Restrictive, untrusting culture

ORGANIZATIONAL PROCESSES

- Tight controls
- Only downward communication
- Little performance feedback
- Centralized decision making
- Lack of participation in decisions
- Punitive appraisal systems

WORKING CONDITIONS

- Crowded work area
- Noise, heat of cold
- Polluted air
- Strong odor
- Unsafe, dangerous conditions
- Poor lighting
- Physical or mental strain
- Toxic chemicals or radiation

JOB

STRESS

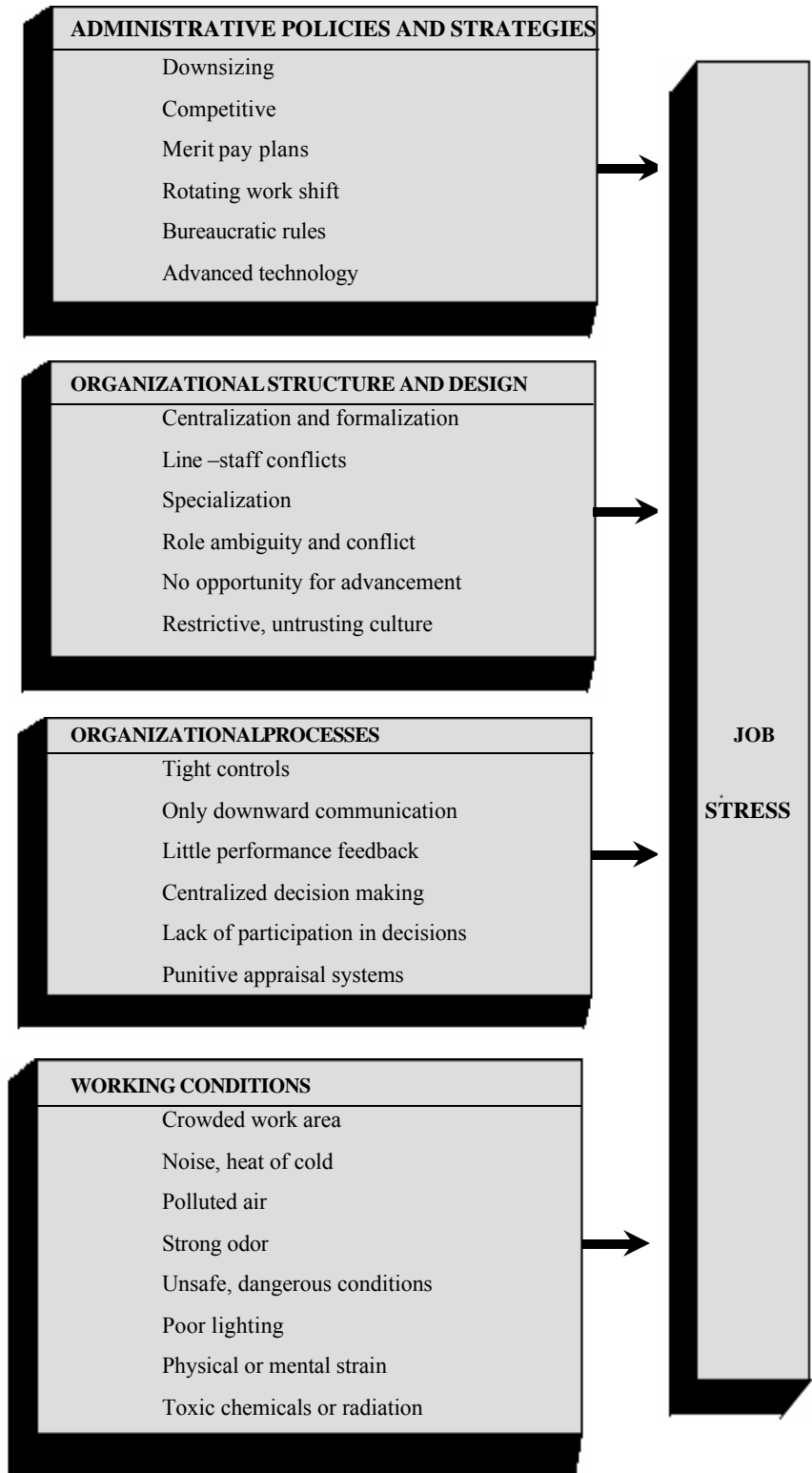REF. :ORGANIZATIONAL BEHAVIOR 9TH EDITION FRED LUTHANS – Mc GROWHILL . - PAGE NO. 399

FIGURE 1.3 EXTRA ORGANIZATIONAL STRESSOR

Besides the potential stressors that occur outside the organization, there are also those associated with the organization itself. Although the organization is made up of groups of individuals, there are also more macro level dimensions, unique to the organization that contains potential stressors. Figure shows that these macro level stressors can be categorized into administrative policies and strategies, organizational structure and design, organizational processes, and working conditions. S ome specific examples of these organizational stressors include responsibility without authority, inability to voice compla ints, inadequate recognition, and lack of clear job descriptions or reporting relationships. It should be noted that as organizations dramatically change to meet the environmental challenges outlined in the introductory chapters (globalization, information technology explosion, and diversity), there are more and more accompanying stressors for individual employees in their jobs. For example, a recent study by Deloitte and touché found that 84 percent of U.S companies were undergoing at least one major chang e intervention in their business strategy in order to compete in today's ultracompetitive environment. Programs such as reengineering, restructuring, and downsizing have become commonplace as the result of intense pressures to outperform the competition. D ownsizing in particular, has and continues to take its toll on employees. The actual loss of jobs, or even the mere threat of being laid off, can be extremely stressful for employees. Additionally, the "survivors of downsizing" often experience tremendous pressure from the fear of future cuts, the loss of friends and colleagues, and an increase in workload." In other words, downsizing often translates to longer hours and more stress for the survivo rs.

Government data indicate that "an astonishing two -thirds of all American workers-over 75 million people -put in anything but traditional hours. Rather, they clock more than half their workday outside ward Cleaver's time zone, the one that starts after breakfast and ends before supper, Monday through Friday." Re search indicates that such chronic occupational demands can lead to stress.

1.2.3 GROUP STRESSORS

There are certain stressors indicate the tremendous influence that the group has on behavior. The group can also be a potential source of stress. These group stressors can be categorized into two areas:

1. **Lack of group cohesiveness:** Starting with the historically famous Hawthorne studies, it has become very cl ear that cohesiveness, or "togetherness" is very important to employee, especially at the lower levels of organizations. If an employee is denied the opportunity for this cohesiveness because of the task design, because the supervisor does things to prohibit or limit it, or because the other members of the group shut the person out, the resulting lack of coh esiveness can be very stress-producing.

2. **Lack of social support :** Employees are greatly affected by the support of one or more members of a cohesive group. By sharing their problems and joy with others, they are much better off. If this type of social suppo rt is lacking for an individual, the situation can be very stressful. There is even research indicating that the lack of social support is so stressful that it accounts for some health care costs

In addition to the group -level dynamical may become stres sors. For example, one study found that organizational politics was potential source of stress in the work environment.

1.2.4 INDIVIDUAL STRESSORS:

In a sense, the stressors discussed so far (Extra   organizational, organizational, and group) all eventuall y get down to the individual level. There   is also more research and agreement on possible situational dimensions and individual dispositions that may affect stress outcomes. For example, individual dispositions such as type a personality patterns, personal control, learned helplessness, and psychological hardiness mat all affect the level of stress someone experiences. In addition, the intra individual level of conflict stemming from frustration, goals, and roles, covered next under conflict definitely has implications as individual stressors.

1.3   EXTREME FORMS OF STRESS REACTION

Stress shows itself in a number of ways. For instance, an individual who is experiencing a high level of stress may develop high blood pressure, ulcers, irritability difficulty in   making routine decisions, loss of appetite, accident-proneness, and the like. These can be subsumed under three general categories: physiological, psychological and behavioral symptoms.

PHYSIOLOGICAL SYMPTOMS

Most of the early concern with stress was dire   cted at physiological symptoms. This was predominantly due to the fact that the topic was researched by specialists in the health and medical sciences. This research led to the conclusion that stress could create changes in metabolism, increase heart and breathing rates, increase blood pressure, bring on headaches and induce heart attacks.

The link between stress and particular physiological symptoms is not clear. Traditionally, researchers concluded that there were few if any, consistent relationship. This is attributed to the complexity of the symptoms and the difficulty of ob   jectively measuring them. More   recently some evidence suggests that stress may have harmful physiological effects. For, example,   one recent study linked stressful job demands to incr   ease susceptibility to upper respiratory illnesses and poor immune system functioning, especially for individuals who had low self -efficacy.

PSYCHOLOGICAL SYMPTOMS

Stress can cause dissatisfaction. Job -related stress can cause job -related dissatisfaction. Job dissatisfaction, in fact, is "the simplest and most obvious psychological effect" of stress. But stress shows itself in other psychological states-for instance, tension, anxiety, irritability, boredom and procrastination.

The evidence indicates that when people are placed in jobs that make multiple and conflicting demands or in which there is lack of clarity about the incumbent's duties, authority, and responsibilities, both stress and dissatisfaction are increased. Similarly, the less control people have over the pace of their work, the greater the stress and dissatisfaction. Although more research is needed to clarify the relationship, the evidence suggest that jobs that provide a low level of variety, significance, autonomy, feedback, and identity to incumbents create stress and reduce satisfaction and involvement in the job.

BEHAVIORAL SYMPTOMS

Behavior – related stress symptoms include changes in productivity, absence, and turnover, as well as changes in eating habits, increased smoking or consum ption of alcohol, rapid   speech, fidgeting, and sleep disorders.

There has been a significant amount of research investigating the stress performance relationship. The most widely studied pattern in the stress performance literature is the inverted   -U relationship. This is shown in Exhibit.
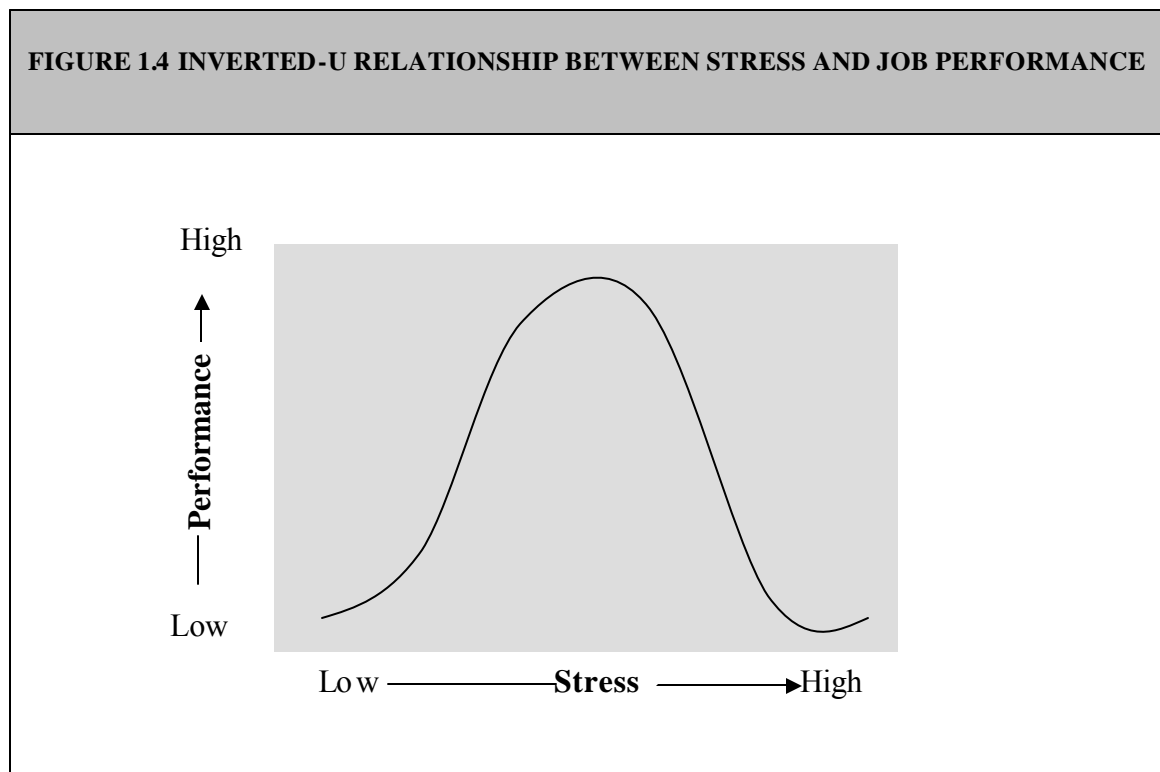
FIGURE 1.4 INVERTED-U RELATIONSHIP BETWEEN STRESS AND JOB PERFORMANCE

Ref. : Organ izational Behavior - Sujan Nair   –   Himalaya Publi shing   House

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The logical underlying the inverted U is that low to moderate levels of stress stimulate the body and increase its ability to react, individuals then often perform their tasks better, more intense ly, or more rapidly. But too much stress places unattainable demands on a person, which result in lower performance. This inserted-U pattern may also describe the reaction to stress over time as well as to changes in stress intensity. That is even moderate levels of stress can have a negative influence on performance over the long term as the continued intensity of the stress wears down the individual and saps energy resources. An athlete may be able to use the positive effects of stress to obtain a higher performance during every Saturday's game in the fall season, or a sales executive may be able to psych herself up for her presentation at the annual national meeting. But moderate levels of stress experienced continually over long periods as typifies by th e emergency room staff in a large urban hospital, can result in lower performance. This may explain why emergency room staffs at such hospitals are frequently rotated and why it is unusual to find individuals who have spent the bulk of their career in such an environment. In effect, to do so would expose the individual to the risk of "career burnout."

In spite of the popularity and intuitive appeal of the inverted -U model, it doesn't get a lot of empirical support. At this time, managers should be careful in assuming that this model accurately depicts the stress -performance relationship.

1.4   ORGANIZATIONAL EFFECT OF STRESS

Whenever we think of stress at the office, we always think of its adverse effects. However, stress is very important to make an indivi dual perform well. This is 'Eustress' of positive stress. It is in the form of challenging work, opportunities to prove your merits and completion of work in the given timeframe. Positive stress improves performance; hence it improves productivity and gives job satisfaction.

It is also observed that lack of stress decreases productivity. The performance of an individual is suboptimal in the absence of stress. Thus, baseline stress at workplace is helpful. It motivates the individual and improves productivity.

When stress starts eliciting abnormal reactions, it is called negative or pathological stress. Productivity and performance decrease because of it. Negative stress can be because of accumulation of several stress factors over a period of time, or beca use of point stress like, altering of a project deadline. The factors that elicit abnormal stress response are "stressors".

"STRESSORS" AND WORKPLACE

Stress results as an individual response to stressors. Let us take the following example. At an office, wh en most people complain of excess workload as a stressor, some people actually thrive on it and enjoy doing more work. For the small minority, excess workload is not a stressor. This does not mean that the majority are not suitable for the job over the workaholic minority are not suitable for the job over the workaholic minority, it could just mean that the majorities have extra organizational

responsibilities (e.g. Family) that are ignored in lieu of excessive work and more time spent at office. At the sam e time, the workaholic minority may not have any family responsibilities at that point of time; hence, factors like loneliness become a stressor for them. Hence, they prefer spending more time at work. However, in the end a person who has a happy family li fe will shoe consistent productivity, as compared to a loner. Thus, stressors are relative for every individual and their effect varies with time.

These stressors arise within the working environment of the organization. They are related to workplace atmos phere, organizational processes, company polices and interpersonal working relationships. These stressors can be common to a number of employees in the organization; hence, their careful analysis and mitigation will improve employee efficiency.

1. **Nature of occupation**

Some occupations are more stressful than others. Pilots, police officers, doctors and nurses have demanding jobs that require alertness and efficiency at every point of time in the day. Any judgmental errors due to stress can have life -threatening consequences for them. Jobs of army personnel, traveling executives and marketing executives, are physically demanding. They involve a lot of travel, adjustments to time zones or exposure to extreme weather conditions, irregular meals and so on. Such jobs give rise to physical and psychological stress. Jobs in the financial sector require rapid decision -making, constant monitoring of financial markets and troubleshooting during crisis on day -to-day basis. Such jobs require long spans of concentration and mental alertness. They have high levels of attrition and burnouts.

2. **Working Conditions**

   Most office jobs are desk jobs, involving long hours of setting at one place. There is limited physical mobility, restricted space for movement, artificial lighting, expo sure to mechanical sound of equipments like printers, copiers, fax machines: constant gazing at computers screens, etc. Such environment itself is stressors in the long run.

3. **Vague job profile**

   Many a time, the job profile described to the candidate and the actual nature of the job are disparate. This is a cause of dissatisfaction due to role ambiguity.

4. **Hierarchy conflicts**

   Hierarchy issues are a source of conflicts within the organization. Neglected individuals experience a lot of stress. Such conflicts als o affect the cohesiveness of the team. This can result in miscommunication amongst staff members.

5. **Organizational policies**

   Certain policies like inflexible rules, frequent transfers, contract appointments, unreasonable deadlines and unstructured job tasks are employee-unfriendly, and cause job dissatisfaction.

6. **Workload**

   When the quantum of work expected from an individual is beyond his physical capacity, it is called quantitative workload. This is typical during

year closings, heavy bank branches, absence of colleague, etc. Qualitative workload occurs when an individual is expected to be innovative, evolve technical applications, brainstorm, and ideate at the speed of light and without much break. This causes lot of stress to such individuals. Less workload also causes stress, as it does not stimulate individuals to perform. This results in lethargy and feeling of uselessness. Lack of qualitative workload is extremely frustrating, as there is no value addition.

7. **Inconsistent policies of appraisals and promotions**

This is the cause of maximum stress in the life of any working professional.

8. **Technological advances**

Constant upgradation of systems and processes for functioning leads to tremendous workplace stress. Inability to assimilate and adapt to such changes at a rapid pace can lead to severe individual pressure.

1.5   INDIVIDUAL EFFECTS OF STRESS

Stress is difficult for scientists to define because it is a highly subjective phenomenon that differs for each of us. Things that are distressful for some individuals can be pleasurable for others. We also respond to stress differently. Some people blush, some eat more while others grow pale or eat less.   There are numerous physical as well as emotional responses as illustrated by the following list of some **50 common signs and symptoms of stress**[9].

1. Frequent headaches, jaw clenching or pain

2. Gritting, grinding teeth

3. Stuttering or stammering

4. Tremors, trembling of lips, hands

5. Neck ache, back pain, muscle spasms

6. Light headedness, faintness, dizziness

7. Ringing, buzzing or "popping sounds

8. Frequent blushing, sweating

9. Cold or sweaty hands, feet

10. Dry mouth, problems swallowing

11. Frequent colds, infections, herpes sores

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[9] The American Institute of Stress - http://www.stress.org/index.php

12. Rashes, itching, hives, "goose bumps"

13. Unexplained or frequent "allergy" attacks

14. Heartburn, stomach pain, nausea

15. Excess belching, flatulence

16. Constipation, diarrhea

17. Difficulty breathing, sighing

18. Sudden attacks of panic

19. Chest pain, palpitations

20. Frequent urination

21. Poor sexual desire or performance

22. Excess anxiety, worry, guilt, nervousness

23. Increased anger, frustration, hostility

24. Depression, frequent or wild mood swings

25. Increased or decreased appetite

26. Insomnia, nightmares, disturbing dreams

27. Difficulty concentrating, racing thoughts

28. Trouble learning new information

29. Forgetfulness, disorganization, confusion

30. Difficulty in making decisions.

31. Feeling overloaded or overwhelmed.

32. Frequent crying spells or suicidal thoughts

33. Feelings of loneliness or worthlessness

34. Little interest in appearance, punctuality

35. Nervous habits, fidgeting, feet tapping

36. Increased frustration, irritability, edginess

37. Overreaction to petty annoyances

38. Increased number of minor accidents

39. Obsessive or compulsive behavior

40. Reduced work efficiency or productivity

41. Lies or excuses to cover up poor work

42. Rapid or mumbled speech

43. Excessive defensiveness or suspiciousness

44. Problems in communication, sharing

45. Social withdrawal and isolation

46. Constant tiredness, weakness, fatigue

47. Frequent use of over-the-counter drugs

48. Weight gain or loss without diet

49. Increased smoking, alcohol or drug use

50. Excessive gambling or impulse buying

As demonstrated in the above   list, stress can have wide ranging effects on emotions, mood and behavior. Equally important but often less appreciated are effects on various systems, organs and tissues all over the body, as illustrated by the following diagram.

Physical or mental stresses may cause physical illness as well as mental or emotional problems. Here are the parts of the body most affected by stress:
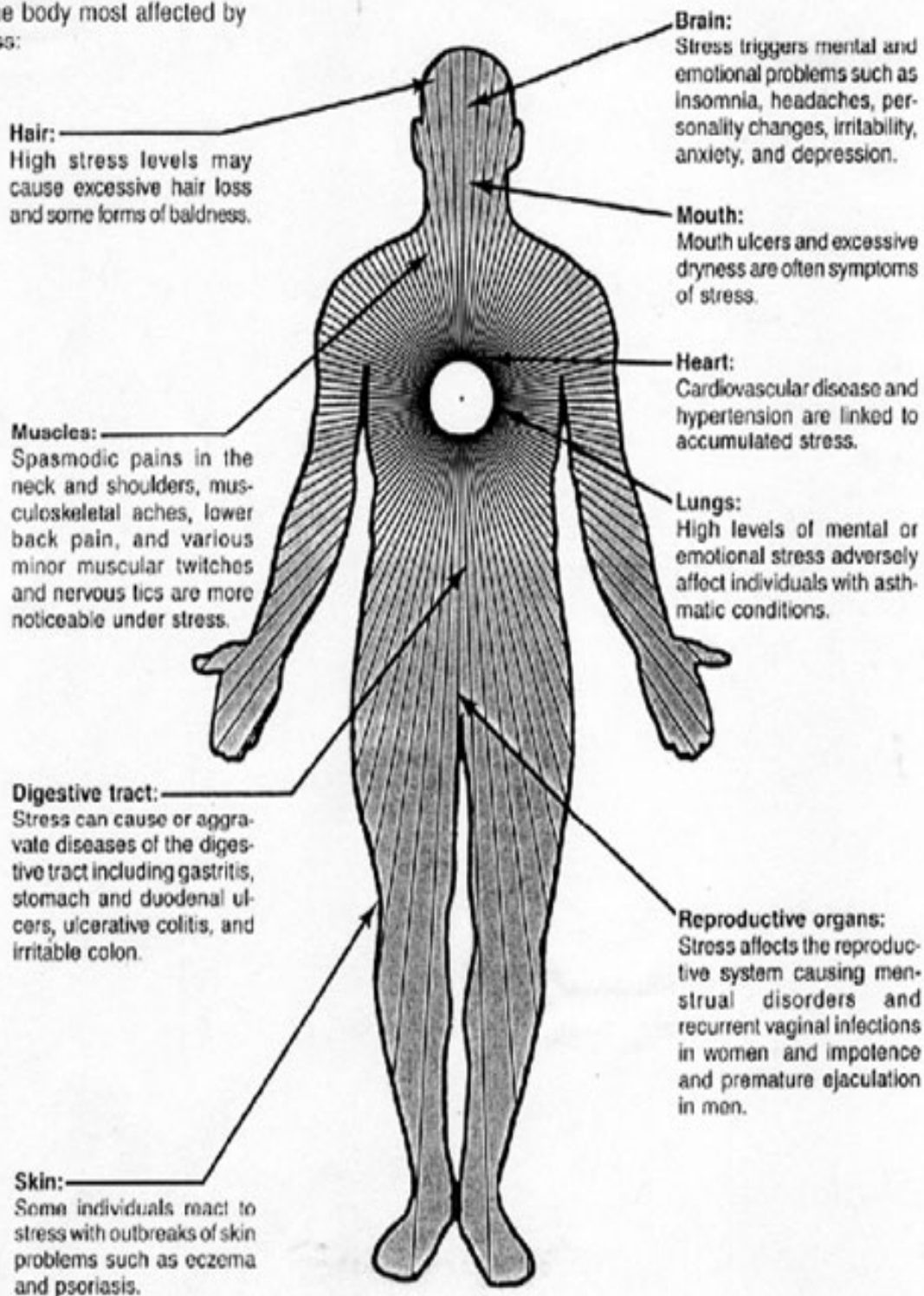
The Effects of Stress

Hair:
High stress levels may cause excessive hair loss and some forms of baldness.

Muscles:
Spasmodic pains in the neck and shoulders, musculoskeletal aches, lower back pain, and various minor muscular twitches and nervous tics are more noticeable under stress.

Digestive tract:
Stress can cause or aggravate diseases of the digestive tract including gastritis, stomach and duodenal ulcers, ulcerative colitis, and irritable colon.

Skin:
Some individuals react to stress with outbreaks of skin problems such as eczema and psoriasis.

Brain:
Stress triggers mental and emotional problems such as insomnia, headaches, personality changes, irritability, anxiety, and depression.

Mouth:
Mouth ulcers and excessive dryness are often symptoms of stress.

Heart:
Cardiovascular disease and hypertension are linked to accumulated stress.

Lungs:
High levels of mental or emotional stress adversely affect individuals with asthmatic conditions.

Reproductive organs:
Stress affects the reproductive system causing menstrual disorders and recurrent vaginal infections in women and impotence and premature ejaculation in men.

FIGURE 1.5 EFFECT OF STRESS TO HUMAN BODY

Ref. : The American Institute of Stress - http://www.stress.org/index.php

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1.6 RELATIONSHIP OF STRESS AND MANAGERIAL PROBLEM AND VIZ. A VIZ

"Stress" and "Managerial Problems" are the two different but closely related terms in the subject of study. Many a time it is observed that in an organization, Stress is due to managerial problems and *vice versa*. The terms "Stress", "Stress Management", "Managerial Problem" used in the subject of study is strictly in reference of job / occupational / man agerial aspect only.

Stress is caused as a result of the interaction between the demand of the situation and the individual's ability to meet those demands, that is, where there is lack of "fit" the stress results.

Twentieth century has been the century of conflict, confrontation, crack in environment and finally the consciousness.

The conflict was between the right forces and self forces and selfish forces. The global interest was seriously affected in the preference to personal, regional, and area interest.

Wisdom and wickedness faced each other. On one side were ethics, energy, and excellence, and economy, ecology along with Effectiveness, Efficiency, and Enlightenment. This Ethics & Co. were the result of purity and beauty. Ethics & CO. were guided by w isdom. On the other side were Ego, Excess and hundred desires and wants along with Anger and Estrangement. This Ego & Co. were blindness and none seeing.

Both forces gained some and lost some. The battle is not yet over but resulting in a stress at workpla ce as well as in the day to day life of human being.

The major changes in the area of business and commerce which lead to stress and managerial problem are enumerated below.

= liberalization.

= globalization.

= over capacity.

= Rapid reduction in margin.

= Intensive Competition.

= Patent Issue.

= Regional Conflict.

= Disappearance of the activity in traditional business area and

   Emerging of new area like I.T., Infrastructure, E - Marketing etc.

= Instant Communication.

= High Speed Decision.

= Imported goods available in rural areas.

= Seasonal and temperature changes.

= Customer importance and consumer awareness.

= Corporate governance.

For understanding the relationship of managerial problem and stress it would be better to understand the role and responsibility of a manager.

MANAGERS - ROLES AND RESPONSIBILITIES

WHAT IS ROLE?

When a people become members of social system (family, club, voluntary organization, and work organization) they are expected to fulfill certain obligation to the system and to fit into defined places me that system. There are mutual and interacting functions. The first can be called Role and the second the position or office. For example when one joins a new club, one is admitted as a member (which is position) is defined in terms of the club's hierarchy and privileges. The new member also agree to follow certain rules and regulations and is expected to participate in certain activities, volunteers for certain types of work relate to the other member in a certain way and so on.

These set of expectation and what one does in response to them is the role. It can be defined as a set of function an individual perform in response to the expectation of the significant members of the social system and his or her own expectation about the position he or she occupies in the social system.

Role and Position are the two sides of coin; they are however two separate concepts. Position or office is a relational and power related concept and role is an obligation concept.

The concept of Role is the key to the integration of the individual within the Organization. The Organization has its o wn structure and goals and the individual has a unique personality and needs. These interact and become integrated to some degree in the Role. Otherwise, neither the

organization nor the person goals will be realized. (Organizational behavior processes – Uday Pareek. Rawat Publication page no. 167-168)

Managers are responsible to supervise and take charge of the activities and productivity of their workers. They play an important role in managing the performance of their staff.

They are also involved in em ployee selection, career development, succession planning and working out compensation and rewards. They are responsible for the growth and increase in the organizations' finances and earnings.

ROLES AND RESPONSIBILITIES OF A MANAGER ARE ELABORATED AS UNDER

- Decision making

A manager makes organizational decisions and handles a variety of problems that arise on a daily basis. You have to identify the problems, create choices and alternative courses of actions.

The daily routine of making decisions include d etermining how to approach an employee who is not performing or lacking progress and how to bring about change to the organization and its team.

It involves thinking and planning out strategies on how to improve quality and also being cost conscious and effective.

- Goal setting, planning and organizing.

  In order for you to achieve long term goals and commit to strategies for substantial earnings, you have to communicate the vision of the company to your subordinates. You break down and clarify the goals that each team or individual have to perform and assign work schedules and strategies.

  Having goals and planning out the directions allow for effective time management and saves cost and resources.

- Guiding and giving directions.

  Your role as the head of an organization is to guide and give direction so that the team can perform effectively. You offer on the job coaching, training and support. In order for individuals to meet the needs and objectives, they may need extra input, information or skills.

- Empowering others.

  The performance of your team depends on your abilities to empower them. How well a person performs depends on his motivation. Your task is to encourage and coach others to improve themselves and the quality of their work. You need to instill in them the desire to excel and accept responsibility and self-management.

- Communication and people skills.

As the boss, your ability to develop trust and confidence, resolve problems and issues will result in a productive, goal oriented work group. You should encourage your team to ask for help, get involved and participate.

Practice empathy and respect their personal values, opinions and ideas. Listen and respond and offer praises and encouragements when they make progress. By doing that you will enhance their self-esteem and they will offer you the cooperation.

A manager is the middle person in between the top management level and the team that reports to him. He has to ensure that communication is smooth and conveyed clearly to avoid misinterpretations and dissatisfaction.

- Evaluating and analyzing.

You need to have the capacity to evaluate and examine a process or procedure and decide on the best choice to produce an outcome. You look at the importance, quality and values and then taking the best approa ch.

You are also expected to track the progress of each individual's activities and effectiveness, review them and offer feedback and counseling.

- Provide satisfaction among the staff and the customers.

Your subordinates are happy when they know that their supervisors provide them with the necessary tools and resource. They feel secure if the management puts priority on health, safety and cleanliness issues.

You satisfy customers by giving good quality of service or product and take care of their needs.

- Being an exemplary role model.

Managers who set high standards or goals and achieve them are great leaders by examples. The ability to tolerate stress and remain poise under job pressures and still maintain a high activity and energy level are contagious.

You should set the example by being accountable for your own activities and performance. Work harder on your personal growth and you will become a respected and efficient leader.

In performing the role of a manager in the above mentioned area many a time a p roblem is faced by a manager in many ways that creating stress. According to well - known definition of management -"management means what managers does" focused here while defining the term managerial problems i.e. the problems faced by a manager in perfo rming the above mentioned role as a manager are considered here by the researcher as a managerial problems.

A stressor is an object /area/person/situation that causes stress level to be raised. We all react differently in given situations dependent on our present state of health, our past experience, learned behavior from family, school, etc. and much other aspect you can probably think of that influence the individual. For the individual in the organization, there are five (5) situation that create role problems and there for stress.

(1) Responsibility for work of others.

(2) Relationship Problem.

(3) Innovative Function.

(4) Career Uncertainty.

(5) Integrative or boundary function.

To support the above the following component are to be taken into consideration which causes a stress[10].

JOB : Work overload, Role conflict and ambiguity, Responsibility for people, Career goal discrepancy, short lead time, too many meetings.

WORK GROUP : Lake of cohesiveness, Intra -group conflict, Group dissatisfaction, Status ignorance, Staff Shortages.

ORGANISATIONAL: Climate, technology, Management Style, Organizational design, Control System, Inter unit conflict.

PHYSICAL ENVIRONMENT : Light, Noise, Temperature, Vibration and motion, polluted air.

Surveys and research report s over the past two decades reveal that (study conducted in America as STRESS – AMERICA'S #1 HEALTH PROBLEM IN 2000) –

43% of all adult suffer adverse health effects due stress.

75-90% of all visits to primary health care physicians are for stress –related complaints or disorders.

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[10] Organizational behavior and practice of management. David R. Hampton p.77

An estimated 1 million workers are absent on an average work   -day because of stress related complaints. Stress is said to be responsible for more than half of the 550,000,000 workday lost annually because of Absenteeism.

Job stress is estimated to cost U.S. Industry $300 billion annually [11].

60-80% of industrial accidents are due to stress.

40% workers turnover is due to job stress.

One of the major tasks of management in organization is to identify the causes of stress and then try t o eliminate those stressors which lead to absenteeism, inefficiency, low -productivity, employee turnover etc. With this reference there exist two different argument i.e. Stress is a negative reaction of the organizational and individual occurrences and on the other hand it has the positive value. Consider, For example, the superior performance that an athlete or stage performer gives in "clutch" situation. Such individuals often use stress positively to rise to the occasion and perform at or near their maxi mum. Similarly, many professionals see the pressures of heavy workloads and deadlines as positive challenges that enhance the quality of their work and the satisfaction they get from their job.

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[11] Organizational Behavior 9th Edition Fred Luthans – McGrowhill

1.7   STRATEGIES FOR MANAGING STRESS

The costs of stress related problems to an economy are believed to be substantial. Absence, illness, accidents, and staff traumas can be the direct or indirect result of stress. Whilst it is difficult to calculate the exact costs, one relatively recent and much quoted survey by the   confederations of British industry in the UK suggested that stress was the second most prevalent cause of sickness absenteeism. This survey put the cost to the UK economy at roughly £4 billion. Correlation between measures of stress and health, whilst seemingly modest, in the order of about.3, probably underestimate the relationship because of the presence of the individual differences described in earlier sections. Whilst it would not be sensible to follow the media and overstate the importance of stress, given the evidence outline in this chapter it would a also be foolish to ignore its impact.

Interest   in stress management has burgeoned in recent years. Numerous   consultants and trainers now deliver stress   -management programmes   of varying degrees of usefu   lness   to individuals and organizations. There is now even an institute   -the 'International Stress Management Association'-for those involved in stress management, which 'validates' courses and runs events. Stress management has become part of the consultancy industry, another arrow in a management consultant's bow. In this section stress management strategies will be evaluated, ranging from those which individuals spontaneously engage in through to programmes which are delivered in organizations.

INDIVIDUAL STRATEGIES

Individuals are, of course, not passive recipients of workplace pressures. If we are left alone we develop our own characteristic coping strategies – a characteristic way of dealing with the demands of the workplace. Cooper et al. (2001) defin ed coping as the 'cognitive and behavioral efforts to master, reduce or tolerate the internal or external demands that are created by the stressful transaction'. The coping strategies individuals adopt may be influnced by personality or organizational valu es (e.g. Kinicki et al. 1996). These individuals strategies, like 'stress management consultant's 'programmes, vary in effectiveness from the useful to the downright harmful. A commonplace example of the latter is caffeine consumption. Whilst most of us use caffeine to some extent, too many coffee breaks in response to work pressures, particularly if combined with significant domestic consumption, can lead to increased irritability, anxiety, tension headaches, and sleep loss. These will only serve to compound the problems.

The strategies individuals adopt have been explored by a number of psychologists (Folk man and Lazarus 1980; Moos and Billings 1982; Dewe 2000; Guppy et al. 2004).Essentially, individuals adopt one these strategies :

1. appraisal focused ;

2. problem focused;

3. emotion focused;

In the first, individuals may undertake a conscious logical analysis of what is troubling them. This might, for example, involve examining causes and effect or thinking about what has changed in their l ife recently (Butler

and hope 1995). Or it could involve cognitive redefinition. This is where individuals accept their situation but attempt to find something positive in it. Cognitive avoidance, where individuals cope by denying the problem, for example by forgetting it exists, can often be less conscious.

In the second, problem -focused strategies, individuals actively tackle the problems causing their stress. This can involve obtaining guidance by talking the problem through with friends or family. It mi ght involve taking direct action. One form of effective direct action identified by Bunce and West (1996) and Jassen (2000) in work group was role innovation. They found that individuals who had innovated in their roles by introducing new skills or procedu res demonstrated improvements in work -related stress. Innovative work behavior, as Janssen suggests, helps an individual to improve his or her fit with higher job demands by generating ideas for modifying the way they tackle tasks or changing some feature of the work environment.

Some individuals tackle the problem by developing alternative rewards, replacing rewards which had been difficult to obtain with rewards which are more readily obtainable.

The third, emotion-focused, strategy might be adopted if it seems that little can be done to modify the problem. Here emotional defense are engaged which help individuals manage their anxieties. First, by affective regulation individuals try to avoid paying attention to them perhaps best summed up as shoeing a ' stiff upper lip'. Secondly, by resigned acceptance individuals can stoically accept the situation and expect that the worst is likely to occur. Thirdly, by using palliatives such as smoking, daydreaming,

taking a day off, or overeating, individuals may fin   d their problems more tolerable. Finally, individuals can attempt to cope with their emotions through emotional discharge   – 'letting off steam'. This form of coping, however, can involve behavior   – such as spreading rumors, losing one's temper, being over -critical, damaging property, and violence   – which can actually   increase the problems an individual faces. This classification emphasizes the distinction between active and passive coping strategies   – changing the environment or distorting one's view of rea lity. As can be seen from the framework of strategies, although the word coping has positive connotations, some coping strategies clearly involve anti   -social and self - defeating behaviors.

Investigations of the relationship between coping strategies and st ress outcomes have demonstrated that individuals using the active appraisal   – or problem   focused strategies experience fewer harmful physical and psychological outcomes than those using the passive avoidance methods (e.g. Cooper et al. 2001; Bunce and West 1996). Although less likely to lead to a positive outcome, as Cooper et al. (2001) suggest, this strategy may be our only defense if little control is present.

There are disputes about how best to capture coping. One issue is whether the questionnaires av ailable which assess coping style, although seeming to offer rigor, do adequately capture the richness and variety of our coping strategies. However, whilst there may well be some measurement issues to resolve, classifications like the one above (and their   associated questionnaires) provide those involved in stress counseling, employee welfare, and management development with useful conceptual frameworks for exploring an individual's coping strategy.

ORGANIZATIONAL STRATEGIES

Interventions in the worksite c an have an organizational or individual focus. This distinction has sometimes been characterized as primary or secondary: organizational methods are designed to remove the source of the stress while secondary methods enable individuals to cope with it bett er.

Table describes some of the types of stress   -management programme and techniques available to organizations and individuals. As can be seen from Table there is a considerable range of interventions possible. Often interventions will include an educational component covering the concept of stress discussed earlier in this chapter – what stress is , the appraisal concept, what cause stress, and how it manifests itself. This can constitute the intervention itself but more normally is the introduction to one   of the more specific techniques outlined in the table.

Physical exercise, fitness, and nutritional advice were initially offered by organization in the context of general health   -promotion programmes. Evaluation of these programmes also found them to be e xtremely useful for individuals as a method of coping with stress. For example,

In an early study of NASA employees the researchers found that after a year of regularly using exercise facilities provided on the site, individuals taking part in the programm e reported less stress and indicated they felt able to handle work pressures more effectively (Durbeck et al. 1972. Subsequent research has confirmed the beneficial effects of exercise.

Selye (1975) suggested that the reduction in stress produced by exercise stems from what he called the cross -resistance effect, whereby the

increased strength of one bodily system or process has an impact on another bodily system or process, and thus affords organisms some physical protection from environmental stressors.

Biofeedback, progressive muscle relaxation, meditation and imagery training are all methods of controlling arousal and inducing relaxation. Biofeedback involves measuring pulse, blood pressure, or the activity of sweat glands and providing immediate feedba ck. With practice individuals can gain some degree of control over these. Relaxation techniques such as PMR or imagery training are methods designed to help individuals gain control of their internal stress response.

Edmund Jacobson devised progressive muscle relaxation in the 1920s because he found many of his patients did not know how to relax and had high levels of residual muscle tension even when they tried to do so. The institute   of Stress Management was initially founded to disseminate Jacobson's technique but later changed its name and broadened its focus. When trying the technique for the first couple of times you will need to get someone to read this out for you or put the instructions onto tape.

In imagery training people try to quiet their mind s down by imagining being in a restful place. Techniques of positive self -talk (concentrating, for example, on reasons to be optimistic), assertiveness training, and time management aim to enhance an individual's appraisal of a situation and analysis of the resources he or she has available to meet job demands.

One key question is obviously the extent to which any of these techniques transfer to the workplace. For example, the control an individual acquires over his or her physiological arousal in an off -site setting seems to

be easily disrupted by stressors present at work and so dose not transfer easily.

Additionally, considerable commitment is required to acquire relaxation techniques like PMR and then to continue practicing them both inside and outside the workplace. Even when worksite programmes appear able to produce reductions in self -reported and objectively measured levels of stress, it is often difficult to establish why the improvements have occurred (e.g. Murphy 1996; Bunce 1997; Thompson et al. 2003). The fact that many programmes use more than one of the methods in table often makes it difficult to disentangle the effects of any one of them.

Research on worksite stress -management programmes also indicated that control groups often show as many changes on physiological and self -reported psychological measures of stress as the experimental groups. This implies that a number of the effects, over and above the specific factors being tested for, are operating to reduce stress levels. These might include non-intention to relax, a credible training strategy, and motivation due to self selection into the study.

Despite the claims of the stress management industry, research results are inconsistent. Some interventions produce marginal or negligible effe cts. There is however some evidence of positive results. Some individually focused programmes do seem to be effective in reducing both physiological and psychological manifestations of strain (Bunce 1997).

Unfortunately, it is difficult to identify what precisely the active ingredients of the programmes have been. This is because there seems to be amongst single-technique approaches a good deal of what is termed outcome

equivalence. In other words, on the majority of outcome measures little variation exists between different approaches. This is partly because of common components unrelated to the technical content of the programme (such as the intention to relax). Some of the outcome equivalence can also be attributed to very poor research design which, wit   h a few notable exceptions, plagues stress-management research.

What has also recently emerged from stress -management research is that using multi method approaches in which two or more techniques are combined appears to be superior in producing more cons   istent and positive effects than single-technique approaches (Murphy 1996). This is particularly the case in the methods employing contrasting techniques, for example by combining arousal reduction and personal skills training through role   -play techniques. These results suggest that the effects of combining techniques are multiplicative rather than additive.

Although currently it is difficult to say exactly why worksite stress management interventions work there is at least some limited evidence that they can. Additionally it is cleat that the reduced absenteeism an other benefits related to reductions in stress more than repay the costs of such programmes to organizations. One early study suggested the cost benefit ratio was as high as 1:5 – each £1 spent was equivalent to £5 saved (National Institute for Occupational Safety and Health 1987).

The major criticism individually oriented programmes face comes from writers who argue that organizations can use these methods to adapt employees to poorly designed work environments and so avoid the need for more radical reorganization. Instead they suggest that more attention should

be given to the strategies which reduce the prevalence of objective stressors in organizations by increasing communication, participati on autonomy and training. The results of interventions at this level do seem to be effective yielding a more consistently positive set of results than individually focused programmes. In their review of research passing various quality criteria (Such as ample size), Thompson successful in leading to improvements in well being (Thompson et al. 2003). Similarly, Parks and Sparks (1998) in their review of the intervention literature found evidence that a reduced workload and improved work schedule showed consistently positive results.

There are at least two reasons why the need for individually focused occupational stress management programmes remains. First, many stressors cannot be designed out of organizations: for example, deadlines like the end of a financial year. Second, many organizations are unwilling to change their structure and practices, which means individually focused stress management programme are the only way of reducing occupational stress and improving employee well being. This means the reality is as cooper at al. (2001) point out that primary interventions are relatively rare.

Whilst the distinction between organizational and individual strategies has been emphasized, the most effective approaches do seem to be those which straddle the two domains. These will be interventions at the organizational level which empower individuals to target the stressful aspects of their environments for themselves. Such strategies could, for example, include providing increased autonomy and thus enhancin g an individual's ability to identify ways of innovation adaptively in his or her role.'

1.8 CONCLUSION

Whilst this chapter has dealt exclusively with stress it is a subject which resonates with many of the themes and issues appearing through   out this book. Stress is, as we have seen, the outcome of some of the dominant characteristics of modern market economies -uncertainty, high demands, and low control. It is not, as sometimes suggested in the media, restricted to certain occupational groups, such as executives working long hours in high - pressure jobs. In fact, the evidence suggests that some of the most stressful jobs are those where demands are high and control and social support is low – urban bus driving, for example. Not is stress simply 'out there'; it is, as has been described in this chapter, best understood as the result of an interaction between   an individual's emotional, intellectual, social and physical resources and the demands on him or her.

As   argued, some organizational arrange   ments, particularly those characterized by uncertainty, are more likely to be experienced as stressful. In all of this we are not passive recipients of environmental demand. Indeed, Hans Selye, gather of stress research, believed that some stress, what he termed 'eustress', was actually beneficial. It motivates us to get things done and not make mistakes, which fits with the idea of us functioning best under moderate stimulation (although what constitute moderate varies significantly between individuals, as suggested in the next chapter).

Individuals develop their own coping strategies, some more effective than others, and increasingly organizations are using stress management techniques to encourage effective coping. These can be primary   – dealing with the source of the problem through better work design   – or secondary-

providing individuals with enhanced coping skills; although, as Cooper et al. (2001) point out, primary interventions are relatively rare. The reality is that much workplace 'stress managemen t' goes on in 'tertiary programmes' which largely take place in hospitals and outpatient clinics.

Because the links with other areas of research are increasingly begging recognized, stress will become a more central topic in the future. For example, those involved in work be increased problem -solving and attention demands (often combined with low control) on operatives. Similarly, those involved in job satisfaction research now recognize stress as an extreme indication of low job satisfaction. Whilst these researchers traditionally focused on the relationship between their measures of satisfaction and productivity or staff turnover a key outcome variable now is as likely to be stress and poor mental and occupational health (e.g. Inness and Barling 2003; Geissler 2003).

The last section of this chapter reviewing stress -management techniques suggests that what would seem to be both important and urgent is a new generation of stress -management research. With a few notable exceptions this area of research has been undermined by sloppy design, poor specification of the technical content of a programme, and inadequate sampling and measurement,\. What future research needs to do is to identify what the active ingredients of stress -management programmes are.

Some careful research producing hard empirical evidence as opposed to vague, unsupported claims might help to reduce some of the cynicism about the value of employing stress -management consultants to deliver workplace interventions. The current, well -founded reluctance of training

directors to invest in poorly conceived and designed programmes offered by stress-management consultants means that for many employees tertiary programmers are the inevitable consequence of a lack of worksite provision.

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WEB LINKS

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2. www.hse.gov.uk/stress/index.htm-Health and Safety Executive; a UK government agency increasingly active on workplace stress issues.

3. http://www.stress.org/index.php

CHAPTER – 2

RESEARCH

METHODOLOGY

CONTENTS

2.1   INTRODUCTION

Research   is a logical and systematic search for new   and useful information on a particular topic. It is an investigation of finding solutions to scientific and social problems through objective and systematic analysis. It is a search for   knowledge, that is, a discovery of hidden   truths. Here knowledge means information about mat   ters. The information might be collected from different   sources like experience, human beings, books, journals, nature, etc. A research can lead to new contributions to the existing knowledge. Only through research is it possi ble to make progress in a field. Research is done with the help of study, experiment, observation, analysis, comparison and reasoning. Research is in fact   ubiquitous. For example, we know that cigarette smoking is injurious to   health; heroine is addictive; cow dung is a useful source   of biogas; malaria is due   to the virus protozoan plasmodium etc.

How   did we know all these? We became aware of all   these information only through research. More precisely,   it seeks predictions of events and explanations, relation-ships and theories for them.

The prime objective of any research can be summarized as to

(1) Discover new facts

(2) Verify and test important facts

(3) Analyze an event or process or phenomenon to   identify the cause and effect Relationship

(4) Develop new scientific tools, concepts and theories to solve and understand Scientific and nonscientific problems

(5) Find solutions to scientific, nonscientific and social problems and

(6) Overcome or solve the problems occurring in our everyday life

Research is important both in scientific and nonscientific fields. In our life new problems, events, phenom   ena and processes occ ur every day. Practically implementable solutions and suggestions are required for tack   -ling new problems that arise. Scientists have to under -take research on them and find their causes, solutions,   explanations and applications. Precisely, research assists us to understand nature and natural phenomena.

Some important avenues for research are:

(1) A research problem refers to a difficulty which a re   -searcher or a scientific community or an industry or   a government organization or a society experiences. It may be a theoretical or a pract   ical situation. It calls for a thorough understanding and possible solution.

(2) Research on existing theories and concepts help us identify the range and applications of them.

(3) It is the fountain of knowledge and provides guide   -lines for solving problems.

(4) Research provides basis for many government policies. For example, research on the needs and desires of the people and on the availability of revenues to meet the needs helps a government to prepare budget.

(5) It is important in industry and busin ess for higher gain and productivity and to improve the quality of products.

(6) Mathematical and logical research on business and industry optimizes the problem in them.

(7) It leads to the identification and characterization of new materials, new living things, new stars, etc.

(8) Only through research can inventions be made; for example, new and novel phenomena and processes such as superconductivity and cloning have been Discovered only through research.

(9) Social research helps find answers to social problems. They explain social phenomena and seek solution to social problems.

(10) Research leads to a new style of life and makes it delightful and glorious.

Emphasizing the importance of research Louis Pasteur said "I beseech you to take interest in thes e sacred do -mains called laboratories. Ask that there be more and that they be adorned for these are the temples of the future, wealth and we ll-being. It is here that human ity will learn to read progress and individual harmony in the works of nature, while humanity's own works are all too often those of barbarism, fanaticism and destruction." (Louis Paster – article by S.Mahanti, Dream 2047, p. 29–34 (May 2003)).

In order to know what it means to do research one may read scientific autobiographies like Ri chard Feynman's "Surely you are joking, Mr.

Feynman!", Jim Watson's "The double helix", "Science as a way of life – A biography of C.N.R. Rao" by Mohan Sundararajan, etc.

RESEARCH METHODS AND RESEARCH METHODOLOGY

Is there any difference between research methods and research methodology?

Research methods are the various procedures, schemes, algorithms, etc. used in research. All the methods used by a researcher during a research study are termed as research methods. They are essentially planned, scientific and value-neutral. They include theoretical procedures, experimental studies, numerical schemes, statistical approaches, etc. Research methods help us collect samples, data and find a solution to a problem. Particularly, scientific research methods call for explanations based on collected facts, measurements and observations and not on reasoning alone. They ac cept only those explanations which can be verified by experiments.

Research methodology is a systematic way to solve a problem. It is a science of stu dying how research is to be carried out. Essentially, the procedures by which researchers go about their work of describing, explaining and predicting phenome na are called research methodol ogy. It is also defined as the study of methods by which knowledge is gained. Its aim is to give the work plan of research.

2.2   SUBJECT OF THE STUDY

The world has become a small village with extraordinary development of information technology. Every human being in the modern environment has to think globally and act l ocally. Top executives as human being has to face a lots of problem In the day to day working life of him   , in absence of B.O.D. he is the key person to take managerial decision and also to manage the entire organization – resulting stress.

There for an eff ort is made to find out the managerial problems that cause stress to Top executives and coping strategies and defense mechanism that require for stress management. That is why the researcher has selected topic –

"A   COMPARATIVE   ANALYSIS   OF   STRESS   AND MANAGERIAL   PROBLEM"   (A   SPECIAL   REFERENCE   TO GUJARAT STATE)

2.3 OBJECTIVES OF THE STUDY

The main objective of the study are to find out the reasons that cause stress and resulting in managerial problems in the day to day working life of the top executives and s uggesting the techniques to Manage the stress and reducing managerial problems.

The study incorporates some minor specific objectives.

1. To examine the relation between stress and managerial problems.
2. To identify Organizational and individual attributes tha t causes stress.
3. To study the managerial problem that cause stress to an executive.
4. To study the job satisfaction *viz-a-viz.* stress level
5. To examine the family environment which are influences the day to day working life of the respondent.
6. To examine Academic qualification, experience, *viz-a-viz* of stress level.
7. To suggest the appropriate strategies to improve quality of work life due to decrease of stress level.

2.4   HYPOTHESIS FOR THE STUDY

Researchers do not carry out work without any aim or expectati   on. Research is not of doing something and   presenting what is done. Every research problem is undertaken aiming at certain outcomes. That is, before starting actual work such as   performing an experiment   or theoretical calculation or numerical analysis, we   expect certain outcomes from the study. The expectations form the hypothesis. Hypotheses are scientifically reason-able predictions. They are often stated in terms of if then sentences in certain logical forms. A hypothesis should provide what we expect to find in the chosen research   problem. In other words , the expected or proposed solutions based on available data and tentative explanations   constitute the hypothesis. Hypothesizing is done only after survey of relevant literature and learning the present status of the field of research. It can be formulated based on previous re -search and observation. To formulate a hypothesis the researcher should acquire enough knowledge in the topic   of research and a reasonably deep insight about the prob   lem. In formulat ing a hypothesis construct operational definitions of variables   in the research problem. Hypothesis is due to an intelligent guess or for inspiration which   is to be tested in the research work rigorously through   appropriate methodology. Testing of hypothesis is leads to explanation of the associated phenomenon or event.

The hypothesis for the problems of stress and managerial problems developed by the researcher are stated below:

1. There is no significant relationship between stress and managerial problems.

2. There is no significant influence of the organizational environment resulting in stress.

3. There is no significant influence of family environment problems creating stress.

4. There is no significant influence of the Academic Qualification, experience, age, to stress level.

5. There is no significance relationship between stressors and job satisfaction.

2.5   VARIABLES OF THE STUDY

For the present study the researcher has taken into account five types   of variables, as observed from the specific objectives and correspon   ding null hypotheses mentioned above. Thes e variables are furnished below:

1. Age and other variables
2. Experience and other variables
3. Educational Qualification and other variables
4. Organizational Environment and other variables
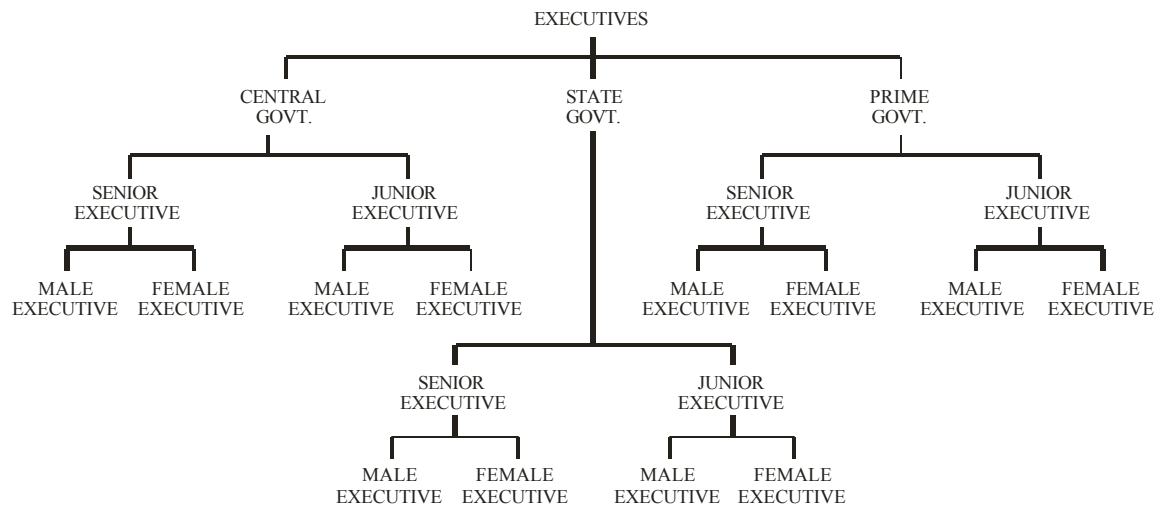5. Job Satisfaction and other variable

2.6　UNIVERSE OF THE STUDY:

The universe of the study consists of executives who are working under   Central government, State government, and Private Sector Organization in India particularly in Gujarat State.

2.7 SAMPLING DESIGN:

The researcher ha s applied multistage sampling and convenient sampling technique which is carried out in various stages. Here, the Executives are considered as the primary unit each of which further composed of a number of secondary units as Government and Private sector executives. They are further classified as Senior Executive and junior executive, Male and Female Executive.

More over for the solution to a problem that is stress and managerial problems the primary units are further classified as under.

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                              EXECUTIVES
        ┌─────────────────────────┼─────────────────────────┐
   CENTRAL                     STATE                      PRIME
   GOVT.                       GOVT.                      GOVT.
   ┌──────────┐                  │                  ┌──────────┐
 SENIOR     JUNIOR               │                SENIOR     JUNIOR
EXECUTIVE  EXECUTIVE             │               EXECUTIVE  EXECUTIVE
 ┌───┐      ┌───┐                │                ┌───┐      ┌───┐
MALE FEMALE MALE FEMALE          │           MALE FEMALE MALE FEMALE
EXEC EXEC   EXEC EXEC            │            EXEC EXEC   EXEC EXEC
                         ┌───────┴───────┐
                      SENIOR          JUNIOR
                     EXECUTIVE       EXECUTIVE
                      ┌───┐           ┌───┐
                    MALE FEMALE     MALE FEMALE
                    EXEC EXEC       EXEC EXEC
```

2.8 PERIOD OF STUDY, DATA COLLECTION AND DATA ANALYSIS:

The present study is made on the basis of data collected from senior and junior executives i.e. executives working in the field from 2 years to 10 years. The data collected were duly edited, classified, and analyzed using all type of relevant statistical techniques and employing the most appropriate parametric and non-parametric test. The data were presented through simple classification and with the help of percentage, average, corre lation and association, the data were analyzed and the hypothesis were tested at 5 percent level of significance by employing appropriate test.

The normal technique used by the researcher is Observation, questionnaire, interview, analysis of records, case study, etc.

Methods are more general than techniques. Methods & Techniques are used in performing research operations, i.e..,

➢ Collection of data

➢ Statistical processing & analysis (tests)

➢ To evaluate the accuracy of the results obtained

2.9   LIMITATIONS OF THE STUDY:

The   sample consists of more than 500 executives belonging to Government and Private Sector. The sample has taken in single phase so as the opinion suggested by the executive is correct and situation based. As the primary data has its own limitation and based on the respondent the study is limited to Gujarat State only and it cannot be applicable to the executives of the National or International level.

2.10 CONCLUSION:

The   present study intended to find out stressors that creat   es managerial problems and results in to diminishing the efficiency at the workplace. Stress and managerial problems have the positive correlation. Building a good organizational environment, work culture, and developing executive accordingly reduces managerial problem and stress.

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CHAPTER – 3

INTERPRETATIONS

AND

ANALYSIS OF STRESS

CONTENTS

3.1 INTRODUCTION

Nowadays employees in enterprises undergo various stresses and they take different response to the stress of different extent. These responses highly influence their dai ly performance. The   study analyzes how the modern enterprise ought to carry out the stress management rationally and also how an employee, as an individual, should take relative actions against the here-mentioned stresses.

Operationally   defined, stress is   the dysfunctional, psycho   - physiological response to excessive emotional challenges or inordinate instinctual demands (Juniper, 2003). During stressful conditions the body reacts in special manners to prepare itself for the action that it is threatening us, which influences our performance to different extent. In modern times when our daily life is much more competitive than ever before, stress plays an important role in how successful or unsuccessful we are in our productive work activity, and so the entir e organization's performance. Because of the role it plays, to imperfect stress management has become a new challenge faced by managers in the enterprises nowadays.

There   is now considerable evidence that occupational stress is widespread and can be a majo r cause of ill health at work. For example, the 1990   trailer to the Labor Force Survey suggested 182,700 cases of stress/depression in England and Wales caused or made worse by work in that year. Estimates based on the 1995 Survey of Self -reported Work-related Ill Health (SWI) indicated that approximately 500,000 people in Great Britain believed they were suffering from work -related stress, depression or anxiety, or from an illness brought on by stress. Stress, depression and

anxiety, with an estimated 302, 000 cases in Great Britain, represented the second most commonly reported group of work -related illnesses after muscular – skeletal disorders. An estimated 261,000 people described stress at work as causing or making their complaint worse.

These figures suggest a 30% increase in occupational stress from 1990 to 1995. Some of this may be due to differences in the survey designs of the studies. However, other factors may be responsible for the increase. For example, increased awareness of stress, changing att itudes to stress, and changes in social and economic conditions may all be important factors. Such data are, for a number of reasons, imprecise and can only be used as a basis for "educated guesses" of the extent of occupational stress. In summary, while different studies all suggest that stress is a major problem, there is considerable disagreement about the extent of it. Kearns has suggested that 40 million days are lost each year due to stress -related disorders and that up to 60% of work absence is cause d by them. More recent estimates suggest that some 91.5 million working days are lost each year through stress -related illness. It is clearly important, therefore, to provide more definitive figures on the prevalence of occupational stress, and the effects of stress on health.

Recent research has investi gated the scale and severity of occupational stress in a random population sample. This epidemiological survey of randomly selected people from the various industry revealed that approximately 20% of the working sample reported that they had very high or extremely high levels of stress at work. This effect was reliable over time, related to potentially stressful working conditions and associated with

impaired physical and mental health. Th ese effects of occupational stress could not be attributed to life stress or negative affectivity.

Preliminary analyses were conducted to determine whether perceptions of stress at work varied across gender, age and full -time/part-time work. The results sh owed little difference between males and females although this reflected the fact that more females did part -timework. Full-time work was associated with greater occupational stress and females in full-timework reported higher stress levels than males. The se analyses show the importance of considering combinations of variables rather than examining each in isolation. When age was examined, it was found that those at either end of the age range (18 -35, 55+) reported less stress than the 35-55 age groups.

The approach adopted here combined statistical testing with an overview of consistent patterns and interpretable trends. The statistical testing was used to support interpretation based on observation of cross -tabulations of variables. Sophisticated statistic al modeling was not intended and when focusing on the statistical outcomes one should always note the following points. First, there is considerable variation in the sample sizes in different analyses. This means that statistical significance will reflect the number of respondents being considered in any particular analysis. Secondly, given the number of tests conducted certain effects will occur by chance. Emphasis was, therefore, placed on consistent patterns of effects and when these are based on small n umbers it is recommended that the effects are replicated in future work. This analysis is based mainly on statistical significance testing. Consequently, the results do not establish with any certainty a causal link between any of the demographic and occup ational

factors measured and reported stress at work. The results may be suggestive of such a link but more in -depth research would be necessary to establish its validity.

3.2 STRESSORS RECOGNITION

Recognizing the stressors is the key to the stress manage   ment technique. There are many recognized stressors as well as the ways to categorize them. Donovan and Kleiner (1994) assert that Stress can be derived from three sources: physical, mental and situational. Physical stress can be brought on by such things   as overwork, lack of rest and a poor diet. Mental stress can be traced to a person's mental state of mind. It involves our hopes, fears and regrets from our day   -to-day life. Situational stress is derived from our interaction with the outside world   – our ro les as husband, father, wife and mother and also our interaction with the trappings of modern life such as cars, computers, technology etc.

HOW TO RECOGNISE THAT YOU ARE UNDER STRESS

While a certain level of stress is necessary to avoid boredom, high levels of stress over a sustained period can damage your health.

The   sections below show common symptoms of stress, and the negative effects that excessive stress can cause. While the symptoms in isolation may or may not show stress, where several occur it is   likely that stress is having an effect. Note that as the stress you are under increases, your ability to recognize it will often decrease.

The symptoms are organized into the following sections:

- Short Term Physical Symptoms

- Short Term Performance Effects

- Long Term Physical Symptoms

- Internal Symptoms

- Behavioral Symptoms

Naturally if any of the symptoms feel serious, consult a doctor.

SHORT TERM PHYSICAL SYMPTOMS

These mainly occur as your body adapts to perceived physical threat, and are caused by release of adrenaline. Although you may perceive these as unpleasant and negative, they are signs that your body is ready for the explosive action that assists survival or high performance:

- Faster heart beat

- Increased sweating

- Cool skin

- Cold hands and feet

- Feelings of nausea, or 'Butterflies in stomach'

- Rapid Breathing

- Tense Muscles

- Dry Mouth

- A desire to urinate

- Diarrhea

These are the symptoms of survival stress.

SHORT TERM PERFORMANCE EFFECTS

While adrenaline helps you survive in a 'fight -or-fight' situation, it does have negative effects in situations where this is not the case:

- It interferes with clear judgment and makes it difficult to take

- The time to make good decision

- It can seriously reduce your enjoyment of your work

- Where you need good physical skills it g ets in the way of fine Motor control

- It causes difficult situations to be seen as a threat, not a Challenge

- It damagers the positive frame of mind you need for high quality Work by

  ❖ Promoting negative thinking

  ❖ Damaging self-confidence,

  ❖ Narrowing attention,

  ❖ Disrupting focus and concentration and

  ❖ Making it difficult to cope with distractions

- It consumes mental energy in distraction, anxiety, frustration and temper. This is energy that should be devoted to the work In hand

LONG TERM PHYSICAL SYMPTOMS

These occur where your body has been exposed to adrenaline over a long period. One of the ways adrenaline prepares you for action is by diverting resources to the muscles from the areas of the body which carry out body maintenances. This means that if you are exposed to adrenaline for a sustained period, than your health may start to deteriorate. This may show up in the following ways:

- Change in appetite

- Frequent colds

- Illnesses such as:

- Asthma

- Back pain

- Digestive problems

- Headaches

- Skin eruptions

- Sexual disorders

- Aches and pains feelings of intense and long -term tiredness

INTERNAL SYMPTOMS OF LONG TERM STRESS

When you are under stress or have been tired for long period of time you may find that you are less able to think clearly a nd rationally about problems. This can lead to the following internal emotional 'upsets':

- Worry or anxiety

- Confusion, and an inability to concentrate or make decisions

- Feeling ill

- Feeling out of control or overwhelmed by events

- Mood changes:

- Depression

- Frustration

- Hostility

- Helplessness

- Impatience & irritability

- restlessness

- Being more lethargic

- Difficulty sleeping

- Drinking more alcohol and smoking more

- Changing eating habits

- Reduced sex drive

- Relying more on medication

BEHAVIOURAL SYMPTOMS OF LONG TERM STRESS

When you or other people are under pressure, this can show as:

- Talking too fast or too loud

- Yawning

- Fiddling and twitching, nail biting, grinding teeth, drumming fingers, pacing, etc

- Dad moods

- Being irritable

- Defensiveness

- Being critical

- Aggression

- Irrationality

- Overreaction and reacting emotionally

- Reduced personal effectiveness:

- Being unreasonably negative

- Making less realistic judgments

- Being unable to concentrate and having difficulty

- Making decisions

- Being more forgetful

- Making more mistakes

- Being more accident prone

- Changing work habits

- Increased absenteeism

- Neglect of personal appearance

These symptoms of stress should not be taken in isolation – other factors could cause them. However if you find yourself exhibiting or recognizing a number o f them, then it would be worth investigating stress management techniques.

3.3 TWO SIDES OF STRESS

Stress could be beneficial or detrimental. A beneficial stress or so -called Eustress (Rojas andKleiner, 2000) have the following positive effects:

[1] Proper stress increases the breathing, level of adrenaline, production of coagulants in the blood, heart rate and consequent blood pressure, in which condition the employee is evoked to cope with the heavy work more efficiently;

[2] In the appropriate stressful condition the employee's wisdom could be fully exploited and the employee's response could be sped up, so that the working efficiency is enhanced.

The detrimental stress, or so-called Distress (Rojasand Kleiner, P103), has the following negative effects: (a) in over stressful conditions, blood flow is diverted away from extremities such as the hands and the feet, breathing becomes shallow and rapid in an attempt to increase oxygen levels in the body, and blood sugar production increases to quicken metabol ism to release fats and energy into the bloodstream (Donovan and Kleiner, P31). All of these physical reactions threaten the employee's health badly; (b) long-lasting and high -level stress could restrain the employee's brain response

[3] The potential co st of stress to organizations, through, for example, high turnover, absenteeism, low morale, and reduced productivity has been noted frequently (McHugh and Brennan, 1993)

[4] Nowadays the curve below is widely used to explain the connection between stress and the employee's working performance. This curve

illustrates that the working efficiency will be reduced when the stress is either too little or too much. When the stress is too little, the employee is in a slack condition, therefore, the working efficie ncy is very low naturally. As the stress increases regularly, employee is stimulated to cope with the challenges posed by its work, and then the working efficiency is elevated with the stress level. On the other hand, when the stress exceeds employee's bearing limit, the negative effect of stress could appear and the working efficiency is restrained. It is illustrated too much or too little stress is definitely negative for employee's working efficiency, and the performance of the entire organization, as we ll. Consequently, managers should maintain the stress in a proper extent to maximize the staff's working efficiency.

3.4   STRESS SWOT ANALYSIS

SWOT[12] Analysis is a useful technique used for understanding an organization's   strategic position. It is routinel   y   used to identify and summarize:

* **Strengths:** The capabilities, resources and advantages of an organization.

* **Weaknesses:** Things the organization is not good at, areas of resource scarcity and areas where the organization is vulnerable.

* **Opportunities:** The good opportunities open to the organization, which perhaps exploit its strengths or eliminate its weaknesses.

* **Threats:** Things that can damage the organization, perhaps as people exploit its limitations or as its environment changes.

The Stress SWOT tool   is a variant of this technique, focused on helping you to understand your unique strengths and weaknesses in the way you manage stress. It also helps you to identify the resources you have available to you, and points out the consequences of managing stres s poorly.

Strengths:

To use the tool, start by listing your strengths. Write down:

* Your personal strengths – things you are good at and people respect you for, your areas of good experience, etc.;

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[12] http://www.stress.mindtools.com

- Your support network – family, friends, professional or ot her networks, government services, powerful contacts, co-workers, your team, etc.; and

- The resources you can draw on – money, assets, power, etc.

    Next, work through your and look at the times

    Where you, manage stress well. Write down the practical skills you used to do this – these are likely to be your stress management strengths.

    Finally, look back into the past, and think about times wh en you handled intense stress successfully. Again, write down how you did this.

Weaknesses:

    Next, list your personal weaknesses and the limitations in your position. Write down:

- Personal weaknesses – areas where you are aware that you are not strong, or things that people fairly criticize you for;

- Lack of resources – where other people at your level have access to these resources, or where the absence of resources is impacting your situation; and

- Bad situations – where you are experiencing problems with y our job or relationships, or where you have a poor living or working environment.

    Challenge these weaknesses rationally to ensure that they are fair and genuine, and that you are not being excessively harsh and self -critical. At the

same time, challenge whether you could realistically expect more resources to be available.

Then work through the stress diary again, looking at the times where you did not handle stress well. Identify where you have problems managing stress. Again, look into your past at stressful situations. Where you think you handled stress poorly, write down why you think this was the case.

By cataloging all of these, you are identifying possible areas of change in your life, and are spotting where you need to develop new skills. In the next section, we will bring these into your Stress Management Plan.

Opportunities:

In the Opportunities section, brainstorm the opportunities you have available to you.

First, work your way through the strengths you have identified. Ask yourself how you can draw on these strengths to help you manage stress. For example, are there people whose job it is to help you? Are there people whose help you could call on? Could you pay people to take on tasks you do not have time for? Are you fully using the tools or ass   ets you have available? Could you use your skills and strengths in one area to help yourself in another area?

Second, work through the weaknesses you have identified. These are opportunities for positive change and for development of new skills.

Finally, consider the real world, practical opportunities that would be open to you if you took advantage of these opportunities to improve your stress management.

Threats:

In the threats section, consider the consequences of leaving your weaknesses uncovered. Con sider the damage to relationships, career and happiness that would come from failing to manage stress.

Use this consideration of the downside as a spur to ensure that you take stress management seriously!

A Stress SWOT Analysis helps you to understand you r unique position with respect to stress management.

By looking at strengths, you ensure that you recognize all of the personal strengths, skills, resources and social networks that can help you manage stress. By looking at your weaknesses, you identify a reas you need to change in your life, including new skills that you need to acquire.

By looking at opportunities, you should be able to better see how you can take advantage of your strengths to help manage the stress in your life. You should also understa nd the rewards of good stress management. By looking at threats, you should recognize the negative consequences of managing stress poorly, and this should be a potent source of motivation!

3.5   STRESS MANAGEMENT METHODS

Then how to control the stress of t he employees under an optimistic extent? A great number of methods can be found in the existed literatures. For instance, Bland (1999) summarized the methods into such types as the pragmatic,

The   Spartan, touch feely and new age. Ivanevich et al. (1990) described three broad categories of stress management intervention. The first type of intervention focuses on the situation and aims to reduce the stressors present. The second and third categories focus on the employees, and aim either to change the employe es' cognitive appraisal of the situation, or to help employees cope more effectively with the consequences of stress by increasing their coping resources. Based on the existed achievements and the author's   own experiences, the author suggests the following   stress management methods from both the managers' view and the employees' view.

Methods from the managers' view

1. To imperfect the match -up between staff and jobs: For many times, the distress rises because the employee's competence is not adaptive to the post's   demand. To avoid this, company should begin the stress management in employees' selection stage. Meanwhile, the HR managers should make detailed task analysis and establish the direction and norm for each post accordingly, by each employee could be a rranged into the post suitable for him (her). Furthermore, company can employ staff with the post norm by exam, interview, and psychology test, etc, lest the Stress Performance employee would suffer from distress because the post is too

demanding for him (her). Besides, the stress management should be connected with the career management of every employee, because even the same person reacts differently to the same stress environment in its different career stages. Additionally, the company should optimize the personnel arrangement according to the employees' career stages for the stress management's sake.

2. To improve the performance appraisal system for an optimistic stress environment: Inappropriate performance appraisal system could bring employees distress. For example, the over highly defined performance index standard could make employees feel demanding, and even the rigid performance index setting could make the employees feel restricted and confined. Therefore, performance appraisal system should be de signed for an optimistic stress environment, and this system should guarantee employees to accomplish their tasks by much effort but the tasks themselves are not the mission impossible. To reach this goal, MBO is the recommended management method. It is quite necessary that company should create a harmonious atmosphere of performance appraisal in which the communication is welcomed and the system is subjected to continuous improvement.

3. An incentive mechanism matching up with the stress level is recommended: Both rewarding and punishment should be deployed to balance the employees' stress felt. Then managers have reasonable excuses to determine the rewarding program matching up with the stress level, which means, the more stress the post or the task may bring, the more rewarding will be (Sutherland and Cooper, 1997)

There are many rewarding methods such as ora l praise, increasing salary and promotion.

4. To create an organization culture in which the employee is felt to be concerned: Developing a supportive, enco uraging and helpful management style, plays an important role in alleviating the employees' distress. When employees feel to be concerned, the distress could be reduced apparently. For example, company could permit employees to wear plain clothes at work, or let employees arrange their working schedule freely. Another effective management method is leisure counseling, which is the systematic reworking and directing of hobbies, activities and interests in broad therapeutic purposes, it matches the characteristics of leisure experience with the problem needs of individuals, also communities (Juniper, p8).

5. To implement special HR trainings for the employee: Some HR training can be invaluable in helping employees to understand themselves and to motivate themselves in a less stressful way. Company could arrange physiology or psychology courses about stress, gives yoga training or massage service to the employees or give the employees training about time management and anger management, etc.

Methods from the employees' view:

1. To adjust the conception towards stress at workplace: The first task of employees who want to manage the stress better is learning how to adjust their emotion in unchangeable working condition and environment. (Bland, P45). The unnecessary wor ry about stress may become a new stressor on the contrary. However, even in a healthily developing company, every employee would feel stress. What the employees have to do is to keep the stress in a beneficial extent and transform it into driving forces.

2. To enhance time management: Employees that allocate their time in an orderly way can accomplish more tasks and feel less stress than those in a chaotic way, in the same time. Therefore, understanding and applying the principles of time management can help people to cope with the stress at work. Robins (1999) listed the principles of time management as follows: (1) listing up the things to be done in each day; (2) arranging these things in order according to their importance and emergency; (3) arranging the agenda based on the order; (4) clarifying the regular pattern of your physiology cycle and to implement the most important thing when you are most efficiently and clear-headed.

3. To try variable techniques to alleviate the stress: There are many techniques employees would like to apply to alleviate the stress physiologically and psychologically. The physiological techniques include breathing, meditation, exercising, massaging, etc; and the psychological techniques include imagining sitting in a comfortable place, looking at life differently and learning to relax and enjoy it, setting

appropriate goals for you and so on. Both these two kinds of techniques can be mastered from training and learning on your own.

3.6 IMPACT OF GENDER, QUALIFICATION, EXPERIENCE, SALARY ON STRESS LEVEL

H_0 = There is no significant influence of the gender, academic qualification, experience, age, salary to the stress level.

3.6.1 GENDER AND STRESS

Examining occupational stress from an international perspective provides an opportunity to start clarifying the impact of men and women's different socialization or cultural experiences on their experiences of occupational stress. Numerous theorists (e.g. Deux (1985), Greenglass (1995) and Wallstone (1987)) have argued that differenc es between men and women on a variety of variables are not attributable to biological differences but rather to the psychological, social and cultural features that have become associated with the biological categories of female and male. However, it appears that research in occupational stress, while acknowledging these issues, has rarely addressed the cultural features underlying men and women's experiences of stress. The current research does so by exploring and comparing male and female manager's experi ences of stressors, coping and strains in countries with different national work cultures, different levels of women's inclusion in managerial positions and different levels of economic development. Specifically, the research answers the following questions:

1. Do male and female managers differ in the stress symptoms (strains) they report? 1a. Do managers from different countries differ in the stress symptoms (strains) they report?

2. Do males and female managers differ in their experiences of the sources of stress (stressors) to which they are exposed? 2.1 Do managers from different countries differ in their experiences of the sources of stress (stressors) to which they are exposed? 2.2 Is there an interaction between gender and country in manager's experiences of the sources of stress to which they are exposed?

3. Do male and female managers differ in the way in which they cope with stress? 3.1 Do managers from different countries differ in the way in which they cope with stress? 3.2 Is there an interaction betwe en gender and country in the way in which managers cope with stress?

The assumption underlying this research is that, by including cross-cultural comparisons, the answers to these questions, taken as a whole, provide some insight into the cultural features that may underlie men and women's experiences of occupational stress.

On the basis of data analysis made by the researcher the following table shows the numbers of male – female executives feeling stress.

MALE EXECUTIVES	FEMALE EXECUTIVES	TOTAL
305	198	503

TABLE 3.1 CLASSIFICATION ACCORDING TO GENDER
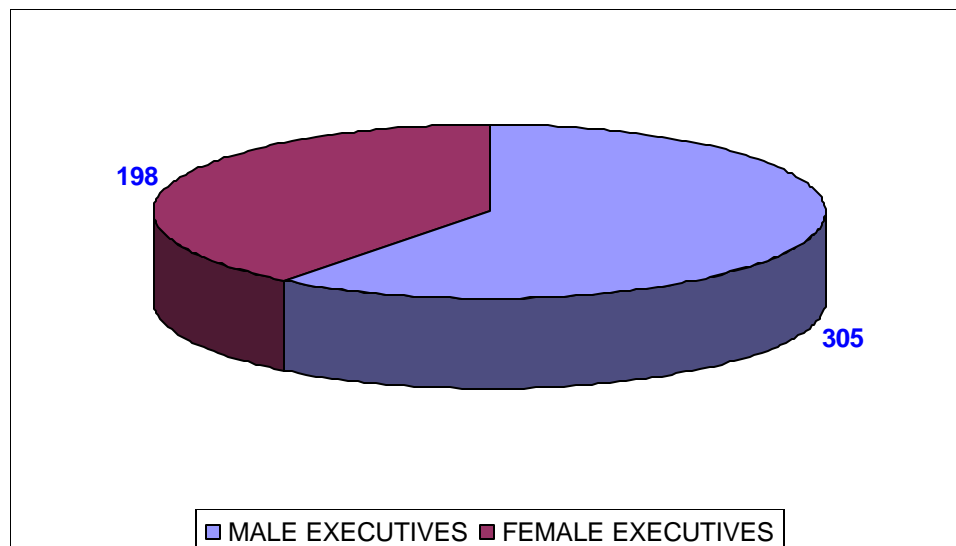
Making 5 scale analysis the level of stress is categories as NO STRESS,   SLIGHTLY STRESSFUL, MODERATELY STRESSFUL, VERY STRESSFUL AND EXTREMELY STRESSFUL.

	MALE	FEMALE	TOTAL
No Stress	0	1	1
Slightly Stressful	191	132	323
Moderately Stressful	114	65	179
Very Stressful	0	0	0
Extremely Stressful	0	0	0
Total	305	198	503
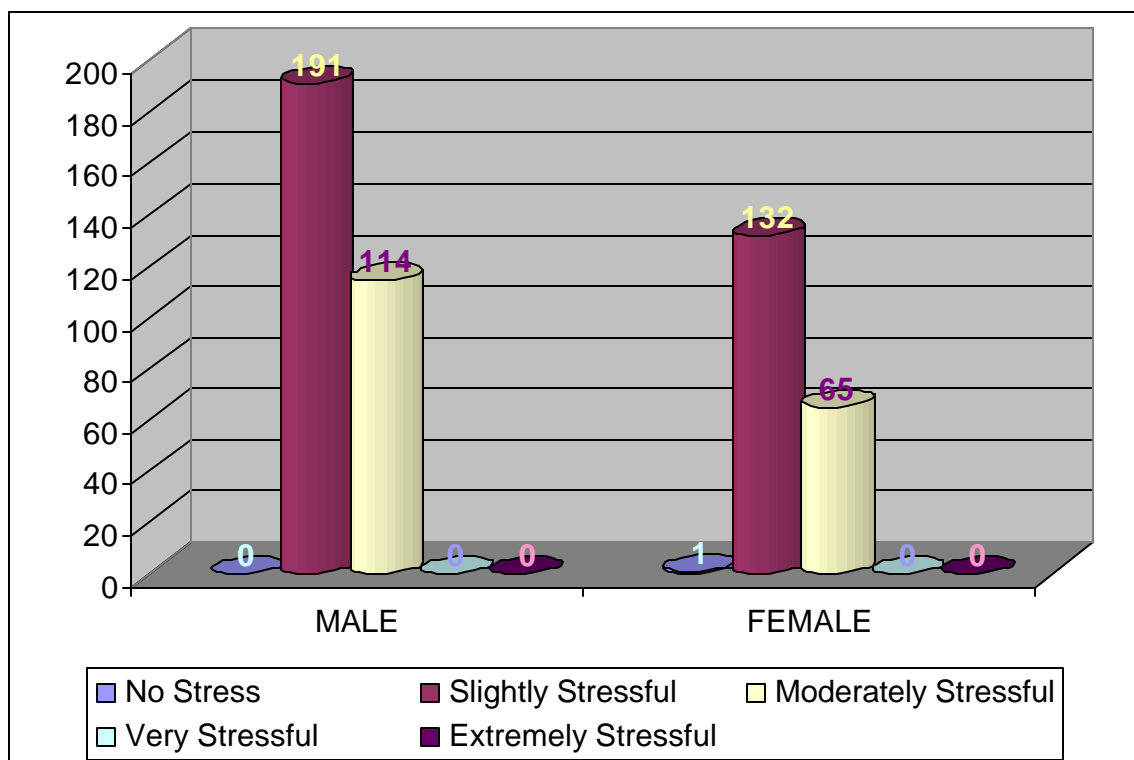
TABLE 3.2 FIVE SCALE ANALYSIS OF STRESS LEVEL

The above analysis shows n=503 which is made up of *n1(male) = 305 + n2(female) = 198.* Classifying the data, *n1 that is* male executives found that approximate 191 are Slightly Stressful, 114 are Moderately Stressful.

Where as *n2 that is* female executives found that approximate 1 executive found No Stress, 132 found Slightly Stressful, 65 found   Moderately Stressful. The remarkable from the above analysis is that there is no stress as well as Extremely or Highly Stressful situation in the Male Executives.

3.6.2 QUALIFICATION AND STRESS

Normally personnel having professional qualification and know   the basic theory of management and basics of management practices are found less stress. On the other hand the personnel having no background of theory and practices of management are highly stressed under the given situation.

	MALE	FEMALE	TOTAL
Under Graduate	20	0	20
Graduate	32	9	41
Post Graduate and Professional Qualification	253	189	442
Total	305	198	503
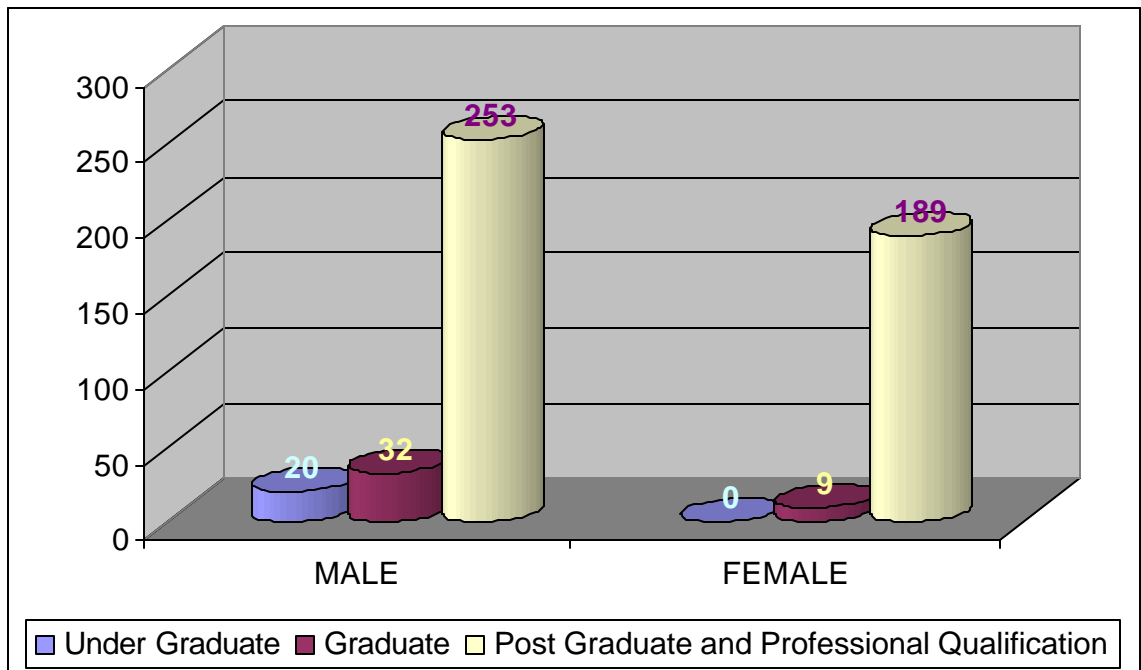
Considering the attribute qualification the stress level of executives are tried to analyze using the available data. The qualification at   tribute has been   classified as UNDER GRADUATE, GRADUATE, POST GRADUATE   and PROFESSIONAL. According to the data available

n1=305 that is the Male Executive are further classified as *n11=Under Graduate=20, n12=Graduate=32, n13=Post Graduate=253.* Where as *n2=198 that is* the Female Executive are further classified as *n21=Under Graduate=0, n22=Graduate=9, n23=Post Graduate=189.* Further classifying the data taking into account *n1+n2=503* are further classified as *n11+n21=20, n12+n22=41, n13+n23=442.*

	No Stress	Slightly Stressful	Moderately Stressful	Very Stressful	Extremely Stressful	Total
Under Graduate	0	36	18	0	0	54
Graduate	0	100	53	0	0	153
Post Graduate	0	102	64	0	0	166
Professional	1	85	44	0	0	130
Total	1	323	179	0	0	503
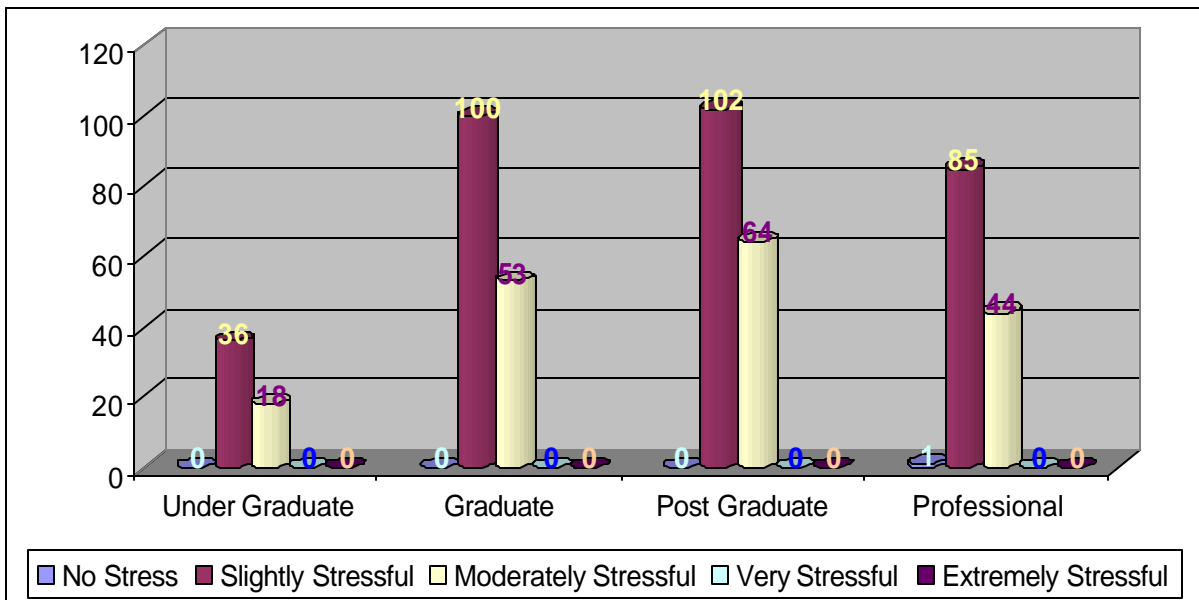
TABLE 3.3 QUALIFICATION & STRESS LEVEL ANALYSIS

Comparing Qualification and Stress the employees are found that is Under Graduate and Slightly Stress are *36,* Moderately stress are *18,* Graduate and Slightly stress are *100,* Moderately Stress are *53,* Post

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Graduate and Slightly Stress are *102*, Moderately Stress are *64*, Professional having No Stress is *1*, Slightly Stress are *85*, Moderately Stressful are *44*. This indicates that the qualification is having a close relationship with Stress.

3.6.3 EXPERIENCE AND STRESS

It is rightly observ ed that "practice makes man perfect" and "experience is the best teacher", looking to these two proverb a person have an experience in the respective field feel less stress and inexperienced feel high stress. This is so because when an individual passing t hrough different situation learns many things day by day, resulting in a position of perfectness and gradually improving the ability and efficiency putting him under less stress.

	0 TO 5 YEARS	5 TO 10 YEARS	MORE THAN 10 YEARS	TOTAL
NO STRESS	0	0	1	1
SLIGHTLY STRESSFUL	97	107	119	323
MODERATELY STRESSFUL	46	82	51	179
VERY STRESSFUL	0	0	0	0
EXTREMELY STRESSFUL	0	0	0	0
TOTAL	143	189	171	503
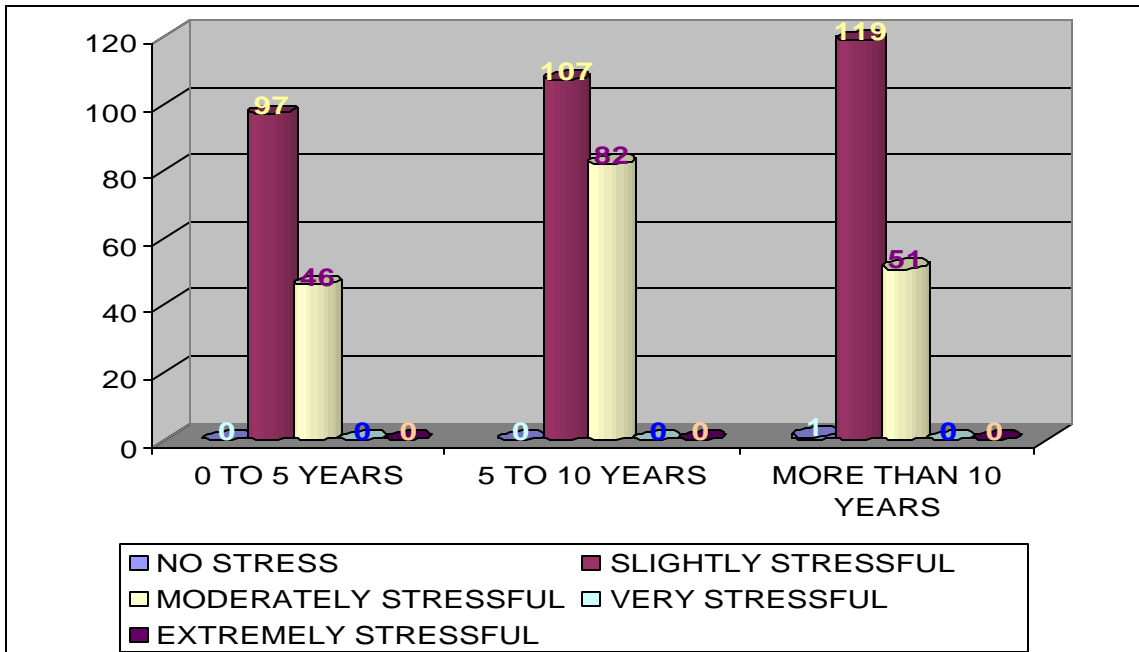
TABLE 3.4 EXPERIENCE & STRESS LEVEL ANALYSIS

Taking into account the Experience and Stress the employees here a re divided in the criteria of having an experience between 0 to 5 Years, 5 to 10 Years and More than 10 Years. Analyzing the above table based on questionnaire provided to an employee it is found that employees having an experience between 0 to 5 years are   Slightly Stressful *97,* Moderately Stressful *46,* that is *n1=143.* Employees having an experience between 5 to 10 years are found Slightly Stressful   *107,* Moderately Stressful *82,* that is *n2=189.* Employees having an experience more than 10 years are found No Stress = *1,* Slightly Stressful=*119,* Moderately Stressful=*51,* that is *n3=171.*

3.6.4 SALARY AND STRESS

If observed the Maslow's hierarchy needs theory of motivation then basic need is the economic need. When economic need are satisfied the chance of probl em to work become very less. When , the less problem situation arising to an individual less would be the stress level. Moreover taking into account the cost of living index and present professional scenario if one is satisfied in terms of payment (salary) lesser would be the stress level and managerial problems.

	LESS THAN 3 LACS	BETWEEN 3 TO 5 LACS	GREATER THAN 5 LACS	TOTAL
NO STRESS	0	1	0	1
SLIGHTLY STRESSFUL	118	136	69	323
MODERATELY STRESSFUL	77	71	31	179
VERY STRESSFUL	0	0	0	0
EXTREMELY STRESSFUL	0	0	0	0
TOTAL	195	208	100	503
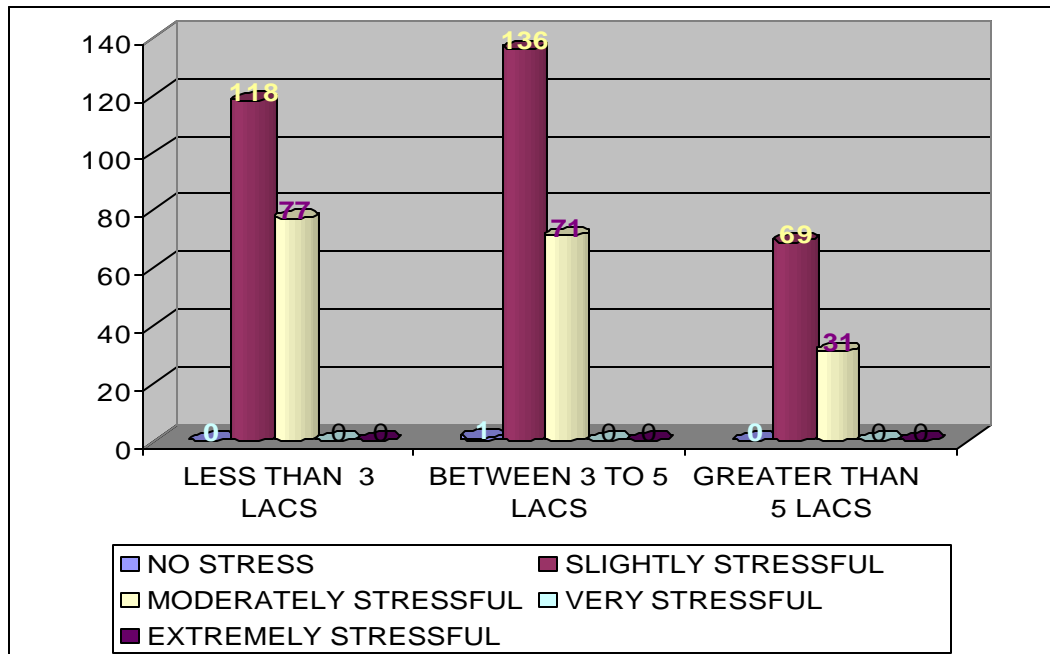
TABLE 3.5 SALARY & STRESS LEVEL ANALYSIS

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It is rightly said that a person having an economic power hold the position, status, repute and so many other things including of stress free situation. The Salary Criteria to the researcher has given a result opposite to the hypothesis predicted. The salary criteria have been divided as less than 3 Lacs, Between 3 Lacs to 5 Lacs and Greater than 5 Lacs. Accordingly employees having a salary Less than 3 Lacs are found that   is $n1=195$, further classifying n1 are sub divided as Slightly Stressful that is $n11=118+$ Moderately Stressful that is $n12=77$. Employees having salary between 3 Lacs to 5 Lacs that is $n2=208$ which have been made up of No Stress that is $n21=1$, Slightly Str essful that is $n22=136$ and Moderately Stressful that $n23=71$. Employees salary having More than 5 Lacs that is $n3=100$ which have   been made up of Slightly Stressful that is $n31=69$, Moderately Stressful that is $n32=31$.

H_1 = There is significant influence of t he gender, academic qualification, experience, age, salary to the stress level.

3.7 IMPACT OF ORGANIZATIONAL ENVIRONMENT ON STRESS LEVEL

H_0 = There is no significant influence o rganizational environment to the stress level.

Besides information technology , the other major (at least equal to) environmental context impacting on organizational stress is globalization. The advances made in information technology discussed so far and in air travel have truly made the world a smaller place. This has led to a bor derless world-one big global marketplace. At the current rates of growth, it is estimated that trade between nations will exceed total commerce within nations by 2015 and "in industries such as semiconductors, automobiles, commercial aircraft, telecommunic ations, computers, and consumer electronics, it is impossible to survive and not scan the world for competitors, customers, human resources, suppliers, and technology.

Today, well-known U.S. based multinational corporations (MNCs) such as Mobil, Citicorp, Gillette, Dow Chemical, Hewlett-Packard, and Sara Lee have more than half their assets overseas, and most of these plus others such as Coca-Cola, Colgate-Palmolive, Exxon, Kodak, Proctor & Gamble, Texas Instruments, and even McDonald's obtain two thirds o r more of their sales from overseas. The United Nations identifies 53,000 companies across the world as multinationals; collectively, they have 450,000 affiliates' worldwide more than 6 million foreign nationals. The shipping labels of one U.S. electronic s company may best capture just how global the marketplace has become: "Made in one or more of the following countries: Korea, Hong

Kong, Malaysia, Singapore, Taiwan, Mauritius, Thailand, Indonesia, the Philippines. The exact country of origin is unknown.

The Implications of this globalization on organizational stress are profound and direct. As the head of Brunswick Corporation recently declared, "Financial resources are not the problem. We have the money, products, and position to be dominant global play er. What we lack are the human resources. We just don't have enough people with needed global leadership capabilities. GE's Jack Welch, arguably the best -known and respected corporate leader in modern times, stated before leaving GE: "The Jack Welch of the future cannot be like me. I spent my entire career in the United States. The next head of General Electric will be somebody who spent time in Bombay, in Hong Kong in Buenos Aires. We have to send our best and brightest overseas and make sure they have the training that will allow them to be the global leaders who will make GE flourish in the future. The same is true of countries outside the United States. As the accompanying International Application Example, Cracks in Mexico's Glass Ceiling, indicates, co untries are beginning to realize that they need the talents of everyone in order to compete in the global economy.

Although there is trend toward similar clothes, entertainment, and material possessions, and even general recognition that English is the international business language, there are still important differences in the ways in which people think and behave around the world. Even though it is meant to be humorous and recognizing the dangers of cultural stereotypes and overgeneralizations, which wil l be discussed next the following does point to the differences, the cultural diversity that managers exhibit around the world:

The Swedes are "peacemakers," whereas Chinese leaders hold that Shang chang ru zhan chang ("The marketplace is battlefield"). In Japan, what is unspoken is all important, while in France argument is a form of entertainment. German businessmen toil in structured environments (Alles in Ordnung-"All in order"), yet they might end the day by sunbathing nude in the city park.

In other words, cultures around the world impact the organizational stress of managers and employees quite differently than in the United State. There are even differences is the way in which knowledge about organizational behavior is accumulated. For example it ha s been pointed out that European behavioral scientists tend to be more cognitive and/or psychoanalytically based, whereas their U.S. counterparts are more behaviorist and/or harmonistically oriented. In understanding and applying organizational behavior co ncepts in other countries around the world, one must be aware of the similarities and differences.

For example, a research study conducted by Welsh, Luthans, and Sommer found that U.S. based extrinsic rewards and behacioral management approaches significantly improved the productivity of workers in a Russian factory but a participative technique did not. A follow-up critique concluded:

What this study shows is that there are both potential benefits and problems associated with transporting U.S. based human resource management theories and technique to other cultures. On the one hand, the findings confirmed that the use of valued extrinsic rewards and improved behavioral management techniques may have a considerable impact on productivity among Russian worke rs in ways that are similar to American

workers. On the other hand, participation had a counterproductive effect on Russian workers' performance.

Another example would be that in some countries managers prefer to use-and may be more effective with -an autocratic leadership style rather than the typical U.S. manager's leadership style. Germany is a visible example. Typical U.S. managers who are transferred to Germany may find their leadership style to be too participative. German subordinates may expect them to make more decisions and to consult with them less. Research on obedience to authority found that a higher percentage of Germans were obedient than were their U.S. counterparts. Similarly, a U.S. manager in Japan who decides to set up a performance based incentive system that gives a weekly bonus to the best worker in each work group may be making a mistake. Japanese workers do not like to be singled out for individual attention and go against the group's norms and values. Perhaps this impact of similarities and differences across cultures was best stated by the cofounder of Honda Motor, T. Fujisawa when he stated: "Japanese and American management is 95 percent the same and differs in all important aspects.

This can be observed with the help of following table.

	MALE	FEMALE	TOTAL
NO STRESS	51	35	86
SLIGHTLY STRESSFUL	241	156	397
MODERATELY STRESSFUL	13	7	20
HIGHLY STRESSFUL	0	0	0
TOTAL	305	198	503
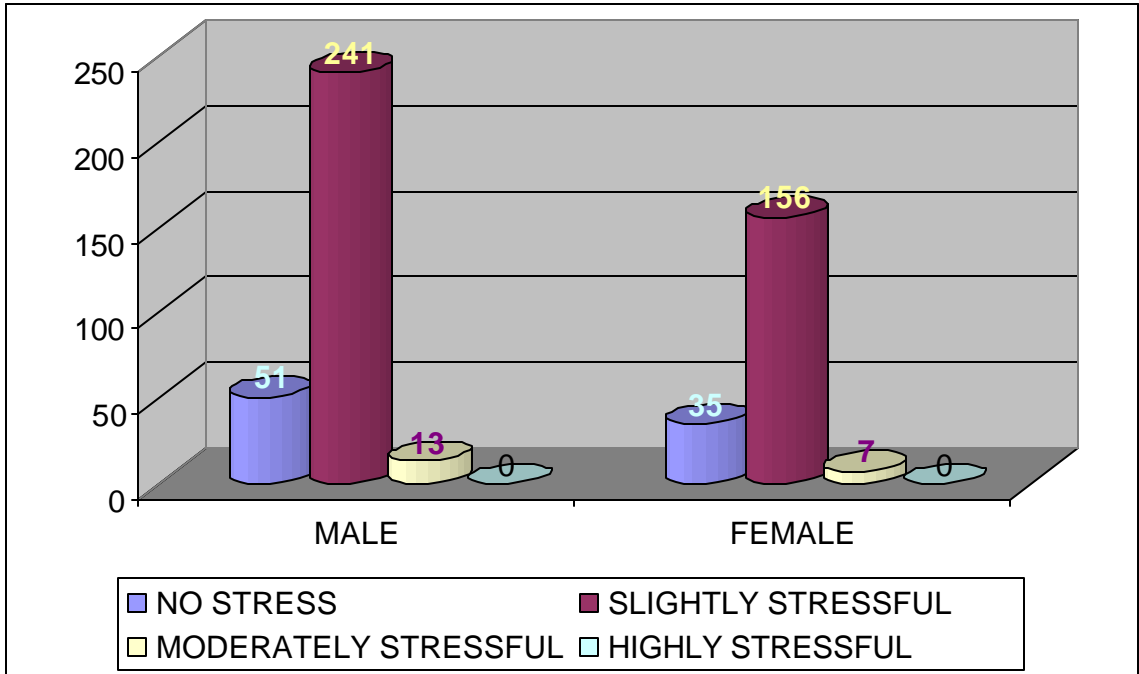
H_1 = There is significant influence organizational environment to the stress level.

3.8 IMPACT OF FAMILY ENVIRONMENT ON STRESS LEVEL

H_0 = There is no significant influence of family environment creating stress.

It was intended to examine whether working executive with joint and nuclear family system differs on organizational role stress. When some test was applied to check the effect of type of family on total score of organizational role stress and its dimensions, the significant impact of type of family was not revealed on total score of organizational role stress as well as dimensions.

Findings of some of the studies, Patianayak, Pandya and Mohanty (1997) results reveal higher psychological stress in nuclear families compared to joint families. Surti and Sarupria (1983) found that Ahmedabad based executive in business experienced role stress because of lack of time to attend to their various other roles. This also gave them the feeling of being less involved in their entrepreneurial role and having less control over the results, this was especially true of married women entrepreneurs. If women were part of a joint family set-up, they experienced less role stress.

The following table shows the stress level of an executive on the basis of the family environment.

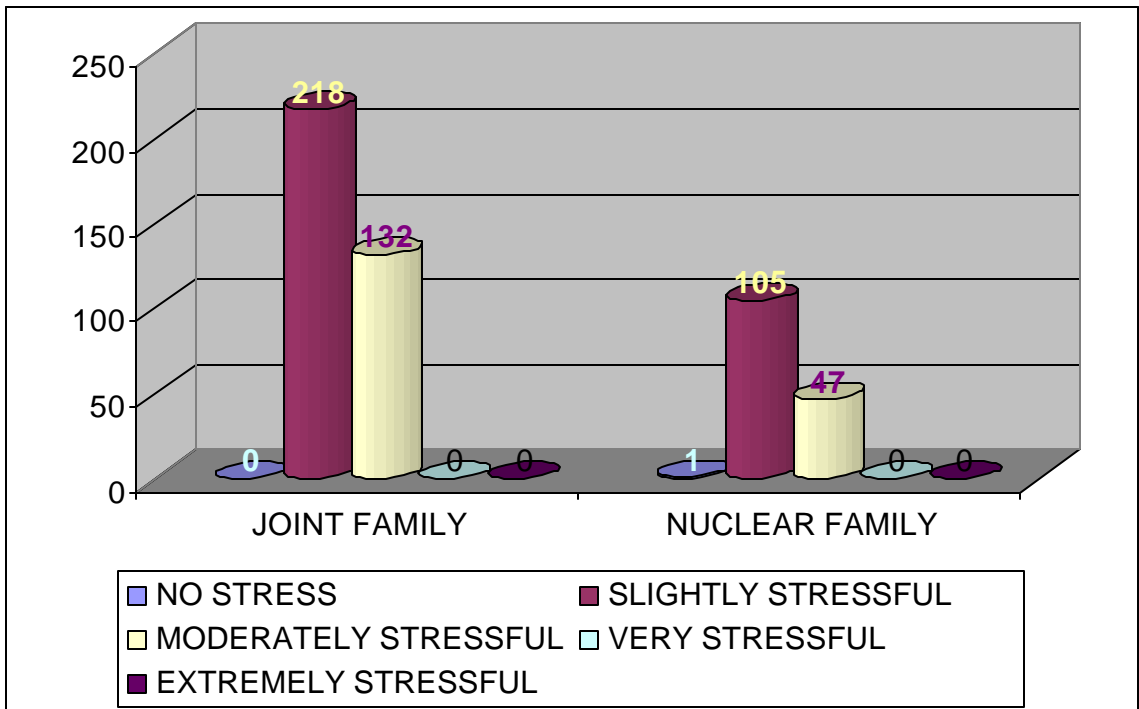|	JOINT FAMILY	NUCLEAR FAMILY	TOTAL
NO STRESS	0	1	1
SLIGHTLY STRESSFUL	218	105	323
MODERATELY STRESSFUL	132	47	179
VERY STRESSFUL	0	0	0
EXTREMELY STRESSFUL	0	0	0
TOTAL	350	153	503

TABLE 3.6 FAMILY ENVIRONMENT & STRESS LEVEL ANALYSIS

H_1 = There is significant influence of family environment creating stress.

3.9 IMPACT OF JOB SATISFACTION ON STRESS LEVEL

Job satisfaction is one of the key determinants that affects employee turnover. Niederman and Sumner (2004) compared MIS professionals who have changed job within their field of expertise to attain satisfaction with their new jobs. In anot her study they conducted they arrived at similar findings (Sumner and Niederman, 2003 -2004). From their studies, we deduce that management professionals will seek satisfactory jobs in their career planning. Igbaria is one of the most active researchers in studying factors that affected IS professionals' job satisfaction. Igbaria, Parasuraman, and Badawy (1994) found that job involvement served as a moderator in the relationships between demographic variables, work experience and quality of work life. In add ition, Igbaria and Wormley(1992) discovered that white MIS employees were more satisfied with their jobs than their black counterparts. Igbaria and Baroudi (1995) also concluded that there are gender differences in job promotion and career advancement in a ddition to the race factor. Igbaria, Greenhaus and Parasura man (1991) discovered that if executive employees' career orientations fit their positions, they have higher job satisfaction. Moreover, managers' personal characteristics positively affect their job satisfaction (Okpara, 2004). After all, if IS professionals are satisfied with their jobs, they have stronger organizational commitment and subsequently lower level of turnover intentions (Igbaria and Greenhaus, 1992). In the study conducted by Ridings and Eder (1998), they found that equity between technical and managerial employees is the key factor for professionals' job satisfaction. Focused on Taiwan's ARE employees, Kuo and Chen (2004) found that individual demographic

characteristics such as marit al status, age, position title, and annual   salary affect employees' job satisfaction.

In short personnel having the higher the scale of job satisfaction will have lower the level of stress and viz. a viz.

3.10 CONCLUSION

It is imperative that organization s insure training programmes for managers, and therefore convey specific management -related concepts allowing:

- An objective assessment of employees and their performances;

- Identifying the causes of lower performances;

- Identifying the causes of lower performances;

- Encouraging continuous creative professional development;

- Studying human qualities.

Managers should be aware that "emotions determine temperament", and intelligence control of our emotional life is a consequence of the knowledge and study of human qualities.

So to conclude the above discussion the following OSEG model will enable us to analyze the stress level.

OCCUPATIONAL STRESS EVALUATION GRID (OSEG)

Levels	Stressors	Formal	Informal
Socio Cultural	Racism; Sexism Ecological shifts Economic downturns Political changes Military crises	Elections Lobbying/Political Action Public education Trade associations	Grass roots organizing Petitions Demonstrations Migration Spouse employment
Organizational	Hiring policies Plant closings Layoffs, Relocation, Automation, Market Shifts, Retraining Organizational Priorities	Corporate decision Reorganization New management Model management Consultant inservice/ retraining	Social activities Contests; Incentives Manager involvement & ties with workers Continuing education Moonlighting
Work Setting	Task (time, speed Autonomy, creativity Supervision co-workers Ergonomics Participation in Decision Making	Supervisor meetings Health/safety Meeting Union grievance Employee involvement Quality circles job redesign inservice training	Slow down/speed up Redefine tasks Support of other workers Sabotage, theft Quit, change jobs

Interpersonal	Divorce, Separation Marital discord Conflict, family/friend Death, illness in family Intergenerational conflict Legal/financial difficulties Early parenthood	Legal/financial services Leave of absence Counseling, psychotherapy insurance plans Family therapy Loans/Credit unions Day care	Seek social support Advice Seek legal/financial assistance Self – help groups Vacation/sick days Child care
Psychological	Neurosis, Mental illness Disturbance of Affect, Cognition or Behavior Ineffective coping skills Poor self-image Poor communication Addictive behavior	Employee assistance (referral/in house) Counseling, Psychotherapy Medication Supervisory training Stress management Workshop	Seek support from Friends, family, church Self-help groups, books Self-medication Recreation, leisure Sexual activity "Mental health" days
Biological	Disease, Disability Sleep, Appetite Disturbance Chemical dependency Biochemical imbalance Pregnancy	Preplacement screening Counseling Medical treatment Health education Employee assistance Maternity leave	Change sleep/wake habits Bag lunch Self-medication Cosmetics Diets, exercise Consult physician

Physical/Environmental	Poor air, climate Noise exposure Toxic exposure Poor lighting Radiation exposure Poor equipment design Bad architecture	Protective clothing/ Equipment Climate control Health/safety committee Interior decoration Muzak Union grievance	Own equipment, decoration Walkman, radio Consult personal Physician Letters of complaint

TABLE 3.7 OCCUPATIONAL STRESS EVALUATION GRID

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CHAPTER – 4

ANALYSIS

AND

INTERPRETATION

OF

MANAGERIAL PROBLEM

CONTENTS

4.1 INTRODUCTION

The early years of a new business are thought to be critical in determining long term performance and even survival. Theorists have used multiple models of organizations to examine the relationship between initial founding conditions and subsequent performance of new ventures. Environmental conditions outside the control of the managers have been seen as imprinting the new venture and determining its subsequent development and performance (, 1989). Accordin g to this perspective market structure dictates appropriate competitive strategies which ultimately determine new firm performance. An alternative view has emerged in recent years which put control over performance within the firm. The resource - based view of the firm sees the ability of the new venture to acquire and effectively manage resources as the key determinant of the firm's profitability and performance (Wernerfelt, 1984). Such resources provide the basis for developing core competencies which impar t competitive advantage (Prahalad, and Hamel, 1990). In addition to tangible resources, or assets ('things which one owns'), skills or competencies are seen as important invisible assets (Hall, 1992). Intangible resources may be especially critical in the development of new ventures. MANAGERS who can develop or accumulate "subjective resources of knowledge" (Hall, 1991) that allow them to solve problems and adapt to changing market and environmental conditions may be able to better overcome the 'liability of newness'.

Entrepreneurs launching new ventures face many problem situations. Not only must they develop a strategy that positions the firm in the marketplace and acquire critical tangible resources from the environment, but the entrepreneur must grappl e with such internal matters as financing,

marketing, and management of resources. Skills or competencies that lead to effective acquisition and processing of information and knowledge can lead to patterns of collective learning that provide a core competence and a strategic competitive advantage (Bogaert, Martens, Cauwenbergh, 1994).

Despite the recognition that knowledge based resources can provide a differential resource position, the relationship between organizational learning, core competence, and sustainable competitive advantage is under explored (Helleloid and Simonin, 1994). Here an attempts is made to advance understanding about this relationship by investigating the nature of managerial problems that an executive commonly face during the startup phase. We seek to understand how managerial problems at the time of startup and through the early years impact the firm's performance. Specifically, we are interested in whether problem solving yields organizational learning that increases the new venture's probability of survival. We contrast the performance of firms that have no managerial problems with firms that have managerial problems and with those that were able to solve managerial problems.

Managerial problems of any ventures, we believe, are likely to vary by several factors which may influence the organization's learning capabilities. In particular, the firm's growth pattern during its early years is considered important. The dynamics of initial sales volume and t he pattern of the sustained trend may impact the way organizations learn and develop expertise in problem solving. Any ventures that have high initial sales that taper off into a low volume in later years, may become differentially proficient at knowledge acquisition and problem solving than firms that

experience a steady rate of sales throughout the early years. To investigate the extent to which the relationship between problem solving capabilities and performance depend on the growth pattern of the busin ess, we examine the nature of managerial problems of new firms and their sales performance to determine what impact, if any, it has on the survival of the new firm.

We examine eight measures of managerial situations: (1) coping with government regulations, (2) developing good relations with unions, (3) finding qualified people, (4) selecting lawyers and accountants, (5) coordinating, motivating, and compensating personnel, (6) minimizing startup team conflicts, (7) finding qualified executives, and (8) est ablishing goals and strategic plans. We identify three outcomes of firms on each of the eight managerial situations: (1) the firm had no problem at startup and no problem at a later date, (2) the firm had a problem at startup, but solved the problem at a later date, and (3) the firm had a problem at startup and the problem exists at a later date.

4.2   MANAGERIAL ROLE AND RESPONSIBILITIES

Henry Fayol's first definition of manager dated from 1916:   *managers plan, organise, coordinate and control.* Mitzberg wan ted to test if that 50 - year-old definition still stood.

It is decided here to conduct a research study seeking to identify what managers actually did.

He used a method he called structured observation: he observed for one week periods the whereab outs of executives from five organisations, ranging from middle -sized to large: a consulting firm, a school, a technology firm, a consumer goods manufacturer and a hospital.

The results are still interesting 36 years later. I'll write about my interpretation in the next post, right now I just want to make them available to you.

These are the characteristic that has identified for managers:

1. The manager performs a great quantity of work at an unrelenting pace. That means no rest at all and no scape from a man   agerial mindset, even during   off hours. They're always managers, seeking for new opportunities.

2. Managerial   activity is characterized by variety, fragmentation and brevity. He observed that managers preferred low   -duration tasks and even encouraged interrup tion. They even alternated trivial and significant activity with no identifiable pattern.

3. Managers prefer issues that are current, specific and *ad hoc*. The non-programmed issues went straight forward and the routine reports were left behind. There was a preference for everything out-of-family and new interesting or unexpected things. Not a lot of attention for the weekly report though.

4. The manager sits between his organisation and a network of contacts. The idea of networking is not new at all. They were also nodes in a great network, sometimes linked to busier nodes they relied upon.

5. The manager demonstrates a strong preference for the verbal media. He observed how the documents that finally made it to the managers were highly routinised, so they relied more upon verbal forms of communications such as informal chats and structured meetings, where there was an important flow of informal communication too.

6. Despite the preponderance of obligations the manager appears to be able to control his own affairs. A pparently, specially from a formal point of view, the manager would be moving towards completing requests from others, but in fact, he exploits those situations towards his goals, transforming problems into chances. (If he is not engulfed by them)

ABOUT THE ROLES A MANAGER TAKES HE IDENTIFIED A FEW INTERPERSONAL ROLES:

- *figurehead*: as a symbol, both inside and outside the organisation

- *leader*: related to their subordinates, the leadership role

- *liaison*: putting in contact separated parts of the organisation

- *disseminator*:   transferring information within and with other organisation's

INFORMATIONAL ROLES:

- *nerve center*: connecting the different parts of the organization, by formal and informal channels, and interchanging defined and also ambiguous information

- *Disseminator*: in this case referring to communication from the top down. Values, ideas, preferences to the organization.

- *Spokesman*: from the organization to outside.

AND DECISIONAL ROLES, RELATED TO STRATEGY-MAKING:

- *Entrepreneur,* the manager as an initiator and an instrument of change in his organization.

- *Disturbance handler,* this is not focused on voluntary change but on changes, sometimes contingencies or even emergencies, that just appear and need to be handled.

- *Resource allocator* in several ways: his own work, his subordinates' work, the organization resources. That means a wide range of activities: from delegating, designing the structure of work, to supervising or authorizing   relevant decisions. (Even deciding what's relevant and what's not)

- *negotiator,* inferred from his different roles in the organization, he will have to negotiate (inside the organization, outwards with the different stakeholders, and so on)

4.3 IDENTIFICATION OF MANAGERIAL PROBLEMS

- **MANAGERIAL PROBLEMS IN THE PUBLIC AND PRIVATE**

All organizations need to be managed. Management is the essence of all organized efforts. It coordinates resources to get the jobs done to achieve goals. Resources can be human, financial, physical and informational. Management works through and with peo   ple to get the jobs done. It performs the functions of planning, organizing, staffing, directing and controlling. It makes things happen through implementation of the functions in a changing environment.

The   concepts of management are also changing. The va   rious definitions indicate differences in emphasis and scope of management. *According to F.W.Taylor* management knows exactly what you want people to do, and then seeing that they do it in the best and cheapest way. According to *Mary Parker Follet* "management is the art of getting things done through people". *Henry Fayol* noted that management is to forecast and plan, to organize, to command, to coordinate and to control. Similiarly, *James L. Lundy* argued that management is principally the task of planning, coordinating, motivating and controlling the efforts of others towards a specific objective. According to *George R. Terry* management is a process consisting of planning, organizing, actuating, and controlling performed to determine and accomplish the objec tive by the use of people and resources. From the above discussions, we can summarize that management gets the jobs done through and with people by using the processes of planning, organizing, staffing, directing, and controlling to achieve goals efficient   ly and effectively in a dynamic environment. The subject of management was

previously thought a means for the success of private sector. However now, it is increasingly realized that management is equally important in the public sector. As a result many best practices of the private sector are been tested in the public sector in many developed countries. Issues of downsizing, delegation of authority, introduction performance management system, emphasis on service quality and standards, which were originated   in the private sector, are now been viewed important for the public sector. Many developing countries are pursuing these innovations in strengthening their governance system.

The purpose of this study is to highlight the existing problems inherited in the managerial systems in almost all organisation. This study then suggests some recommendations to help reduce the problems that are found in the public and private sector in organisation. Before we discuss on the managerial problems, it is important to note that although these problems may not be generalized to all public and private institutions, the author views that these are the most dominant problems in our environment.

4.3.1 MANAGERIAL PROBLEMS IN THE PUBLIC AND PRIVATE SECTOR ORGANIZATION

While discussing the managerial problems in the public and private sectors, it may be appropriate to group these problems into four major headings. Therefore, an effort has been made by grouping into (a) problems in the adaptability of Principles (b) Problems relating to the adoption of managerial functions (c) problems relating to management profession and (d) problems with managerial culture.

A. PROBLEMS RELATING TO APPLICATION OF MANAGEMENT

PRINCIPLES:

The following are some important problems that can be discussed on the application of management principles.

? *Tradition-based with deep-rooted paternalism*, This is a very common, management attitude. In majority of management system they lack the thinking of adaptation. We have been induced by the old and traditional concepts so much that we fear changes in plan ning, staffing, directing, controlling, motivating approaches. Most of management is based on process concept not on achieving results. The people aspect of management has remained neglected. System concept is lacking. Management principles are been overrun by paternalism.

? Division of work is prevalent in most of the organizations. But *integration of work is weak.* This is why we find the same work done again and again. Taking an example, we have experienced that the repair of

roadwork is done many times because of lack of coordination among Telecommunication Corporation, Road Department and the Water and Sewerage Corporation. The division of work is basically biased in our management because the specialized or skilled personnel are not put on the right place or department according to their specialization.

For example a marketing graduate is asked to look after the administration department and a human resources graduate is working for the accounts departments. The right person for the right job concept is missing in most of the organization.

? Authority and responsibility relationships are distorted. Authority remains centralized with top management. Responsibility is delegated. Managers tend to accept final responsibility and seem afraid to delegate. Job description is lacking. Many public and government organizations don't have job descriptions for their employees. The employees are doing their jobs without job descriptions or guidelines. Many private sector organizations also face these problems.

? Unity of direction is unclear. For example, marketing activities are found directed by various managers. In private sector, one employee reports to various bosses. This leads to unhealthy environment in the organization. The employees are unclear regarding the task they actually need to perform in the organization, as many bosses or superiors assign different task and duties on them. There should be only one person who the employee needs to reports to. If the employee has to report to more than one person then his or her work won' t be specialized work. In case an employee has to report to

more than one boss, in such a case the duties and responsibilities for an individual employee have to be very much clear.

? Chain of command is very strong and deep rooted. Although hierarchy is important in our office, the management must be open and liberal like in advanced countries. The lower level employee can ask for suggestion or convey his problem with higher -level authorities. This attitude leads to a friendly and team work attitude in the organization. Here in management, we practice top down approach, which is so traditional compared to practices of advanced countries. Even we have the legacy of Rana Rule although it is changing now.

? Individuals' goals do not get internalized with organizational goals. Supportive relationships with subordinates are lacking. The communication between the higher and the lower levels employees are lacking. There is a practice of orientation or meeting b etween the higher and lower level employees. The bosses show their attitude as being superior and often neglect the lower level employees views and knowledge on any particular matter. This makes employees detached from the organizational goals.

? Interpersonal relationships, conflicts and personality clashes are common features.

The professionalism attitude is lacking among employees belonging to all the levels in the organization. Individual jealousy, negative competition, *chakari* and *afno manche are* some features visible in our organization. This has resulted in sidelining the hardworking employees.

? *Discipline is poor.* Multiple trade unions and politicization of management is Wide spread. Mistrust characterizes the organization climate.

These unions and politicization lead to mismanagement.

B.   PROBLEMS IN MANAGERIAL FUNCTIONAL APPLICATIONS

In this   section, attempt is made to evaluate the application of managerial   functions, i.e. planning, organizing, staffing, directing and controlling.

? *Long term planning is generally lacking in organizations.* Many countries,both in the private and public sector,   have started planning their activities on the long term basis. Although planning is to think about the future activities or setting a direction for an organization to go ahead , many organizations have neglected the importance of long term planning. The annual budget represents the plan. In a Organizational scenario we see the higher-level officials involved in the planning process and the subordinates or the implementers are not given due consideration in the whole process. So we assume here that there i s a big communication gap between the planners and the implementers, which make planning, particularly the implementation more   difficult. Similarly, organizational vision, goals, objectives and strategies- the important component of strategic planning, are   not clear in many of the public and private organizations.

? *Organizing function is found in all organization but it is not done systematically.* In the management system we found out that the authority   - responsibility   relations are not clear. Responsibility, accountability, authority, transparency, and the procedur es required to perform the given

activity, which are important components of organizing work efficiently, are ill defined in our organization. As a result work does not move systematically.

? Staffing is not based on human resource planning. There is a practice of nepotism in the process of hiring staff in our society. Family relations and political pressures usually influence in hiring personnel. This phenomenon leads to wrong personnel on the job, so the right people are missing on the right job.

? Directing in our organizations is only through top managers who control information. We practice one -way communication from top to bottom. There is hardly or poor interdepartmental communication between personnel of different departments. For example the marketi ng department staff are eager to attract potential customers for business, but the operation department shows lack of interest in attracting potential customers as their workload becomes more if more customers are to be entertained.

Participation, consultation, freedom to make decisions to the lower levels are not practiced much, making the top leader to make decisions all the time. This scenario is very usual in almost all management culture.

? The leader as assumed to be role model for their subordinates is not felt in our organizations. The leader should be influential, motivational, inspiring, smart, punctual, active and be able to lead the team. These qualities of a leader aren't available in our organizations. The absence of leadership qualities has led to mismanagement of resources.

? Motivation is generally money-based. Productivity has remained a matter of low priority for managers. The organizations do focus more on monetary gains than non -monetary incentives, which sometimes is more rewarding to an individual. While money is an im portant motivating factor for a people in organizations, adequate thrust should also be given in non - monetary incentives. Again, to raise the salary of the public sector employees requires a lot of internal exercise since its impact is felt nationally, and therefore, it may not be feasible to raise the salary every year. But the non -monetary incentives, such as recognition for their work, delegation of authority to employees, empowerment of their job, involvement of employees in major decisions, etc., could be used to motivate the employees.

However, motivation is not a subject of much attention to our top managers.

? *The concept of control here is so traditional that we mean the word as punishment or threat.* We should understand that control means correctio n. This traditional concept of control prevailing in our organizations must be changed and correction measures should be implemented to motivate staff and get the desired work performed.

C.   PROFESSIONALISM IN MANAGEMENT

? Management in the private sector is basically through rule of thumb. The owners of the organizations prefer hiring relatives and friends in the higher managerial positions. This practice in our management discourages the professional and competitive personnel to get the right job.

The public sector management in our country has been highly influenced by political appointees and interferences.

? The modern concepts, techniques and tools of management are lacking in most of the management. Management is just beginning to learn the concepts of performance management – mission, vision, performance standards and indicators, quality initiative progra m, such as use of Citizens' Charter and Service Standards; and performance based pay system. While some private sector organizations have moved faster towards implementing these concepts, but the government organizations are far behind in the implementation of these new tools and techniques.

? The managers are more concerned about decorating their own living standards and well being rather then concentrating on achieving the organizational goals.

D.   PROBLEMS WITH MANAGERIAL CULTURE

In many organizations I found to have a set of unwritten rules t o guide their day-today behavior within the organization. These norms make them aware of what they should do and what they should not do. Informality is the greatest strengths in our managerial culture.

In general, it has been observed that the employees d o believe that they should not disagree with the boss, share information with others, and trust anyone who seems to be sincere and can take risks. Whereas they should look busy even when you are not, live for oneself and the family, follow established ways of doing things and maintain formal relations with others.

The corporate culture, in general, is not very healthy. Blocked communication, chitchats, internal conflicts, low spirits of work, stifled problem solving, and lack of collaboration, etc., can be characterized as the workplace culture in many Nepalese organizations. A healthy organizational culture is important for achieving business results.

Modern organizations are guided by corporate values, principles and ethics; which in our organization are mostly missing. Because of all these culture we could argue that organizations have suffered in achieving their intended results. The toxic or unhealthy cultures can stop an organization in its track. A company may have some work are as more toxic than others. If these subcultures are allowed to exist, they can poison the entire business.

So what should be done to improve our managerial culture? It could be argued that the managerial culture that allows greater participation, encourage innovation, and is flexible and adaptive to change would make an organization successful. It is understandable that changing the culture is the most difficult task, however, one has to realize that the inherited culture can be changed although it may take longer period. In order to maintain the corporate culture fresh, effective, and competitive, managers of organizations can select appropriate values or mission statements to bind subordinates in the organizations. The process improving the overall effectiveness of organizations is called Organization Development, which is a comprehensive approach to planned change. It is the application of behavioural science knowledge in a long -range effort to improve an organization's ability to cope with change in its external environment and to increase its internal problem solving capabilities.

Organizational development begins with *diagnosis,* a stage of gathering and analyzing data to access a situation and set appropriate change objective to help pinpoint action directions.

After diagnosis, the organization enters the stage of *active intervention.* Here, change objectives are pursued through a variety of specific activities. The last stage of organization development is *reinforcement.* At this point, changes are monit ored, reinforced, and evaluated. Refreezing of change is supposed to occur at this time. Organizations must have an in -build culture of replication of similar diagnosis, intervention, and reinforcement cycles so that they can adapt to the new changes as required in this competitive environment.

4.3.2 MEASURES/ APPROACHES TO SOLVE THE PROBLEMS OF MANAGEMENT SYSTEM

? *Identify the existing culture and review carefully***:** We should identify the existing culture of our organizations. The existing culture in our system is characterized by a lack of management orientation; the functions of management we practice are very traditional; and efficiency and results are still a new issue for many organizations. We must list down drawbacks of our cultural practices with   proper identification of all the aspects concerned in our organizations. Then in order to improve our existing culture we must bring down solution or problem solving phenomenon. This systematic problem solution technique may give us ways to improve our organizational culture. Management training to staff of all levels, meetings, orientation,   seminar and presentations are some of the ways that organizations must adopt when there is a need to change the unhealthy culture.

The lack of professionalism, applicat   ion of traditional concepts of management, judgment based on favouritism, undue pressures from labour unions, political interferences are the root causes for unhealthy practices in our system. We need to work on controlling or preventing these unhealthy practices, which exists in our organizations. Our managers in organizations must incorporate changes in areas of professional growth, information technology, communication skills, innovational attitude, and must be aware of competitive environment in the domestic and as well foreign markets.

A transformation from existing poor managerial practices to a new ways of managing organization is a necessity if we have to prosper in this changing competitive world.

? Leverage   Human Resource System i.e. ensure that the compensation, hiring, performance review, succession planning, reward and recognition systems are aligned with the vision for the healthy culture. Human resources are the key for the success of any orga nization. We need to make sure that the existing policies foster the culture we want to develop in our organization. Infuse people with new skills and provide training, mentoring and development opportunities to cultivate the culture that we want to create.

? Due to globalization and internationalization of markets Nepalese businesses are also linked to the international world. This compels the Nepalese organization to learn and understand the global phenomenon that affects their business. Therefore, there is a need to adopt the new technology as well as the managerial innovations and practices by organizations.

4.4 ANALYSIS OF MANAGERIAL PROBLEM

4.4.1 AGE, GENDER, MARITAL STATUS AND MANAGERIAL PROBLEM

AGE

If one were to look at the corporate scenario, it wil l be noted that there is a significant relationship between age and job performance. A very strange yet surprising corporate scene is that in India the average age of the organizational   workforce is both shrinking as well as expanding simultaneously. The CEOs of the companies are of a younger age group and some retired professionals are looking forward to a return to active work life. It can be aptly said that on an average the employees in organizations are getting younger. Few such Indian CEOs who are in   their early to mid 40's are: Sanjiv Gupta (Coca   – Cola India), Raymond Bickson (Indian Hotels Company), Anant Koppar (CEO Kshema Technologies), M.S. Sidhu (Apara Enterprise   Solutions), Rajiv Karwal (Electorolux Kelvinator). Simultaneously senior employees (very often beyond 60 years) continue to be a part of the active work force.

Age→Job Performance

Is there a relationship between age and job performance? Yes. It is believed that a majority of people take decisions based on the assumption that "Increasing age results in declining performance". Another glaring fact is that a large part of the active work force is ageing. While trying to gauge the relationship between age and work (job) performance, we look at it in terms   of impact of age on turnover,   absenteeism,   productivity and satisfaction.

Age and Turnover

Research studies based on a study of age -turnover relationship has indicated that as the employee becomes older, he/she is less likely to quit the job. The various reasons cited for this could be fewer job opportunities, and incentives in the form of higher wages/salary, longer paid leave periods and attractive pension's schemes.

Age and Absenteeism

The impact on absenteeism, however, is not much as far as age is concerned. No doubt, older employe es may tend to remain more absent as compared to their younger counterparts. But this is often associated with unavoidable circumstances rather than avoidable ones. This may be due to ill health and longer periods required for recuperating from illness.

Age and Productivity

It is presumed that worker's or individual's skills like speed, agility, strength and co -ordination decay with age or passage of time. Also on account of prolonged boredom and for want of intellectual stimulation, senior workers show lower productivity. However, research does not support this, and have failed to establish any co -relation between the age and job performance. The argument put forward is that senior employees are able to fulfill the demands of most of the jobs, even those in volving high physical stamina and skills. Moreover, in case of any decay in the person's capacity is offset by the experience and knowledge that he brings with him or her.

Age and Job Satisfaction

With regards to the question – is it necessary that age w ill affect the level of job satisfaction of an employee, has invited mixed responses. There are some studies which have revealed a positive correlation between job satisfaction and age (up to 60 years) while in some other studies, in the absence of segrega tion between professional and non -professional, mixed responses were obtained. Though independent studies have indicated that for professionals, with age job satisfaction increases, whereas among non - professionals, it tends to fall during middle ages and t hen rise again during the later years.

Employees generally believe that senior employees have more working experience, possess better judgment skills, bring with them strong work ethics and are committed to quality. There are also certain other negative perceptions – senior employees lack flexibility and are not adjustable to adapting new technology. In this age of re -structuring, when organizations are keen on downsizing the organization structure to meet the industrial demand, employees have to recognize age in the right perspective and select the right employee without any prejudices.

GENDER

Even today, in the modern age of technology, inspite of the women's liberalization momentum long back, gender discrimination is very much a happing thing (or practice) existing in organization. The debate still continues. – in respect of men, where do women stand or do women make better managers/administrators/bosses and so on and so forth. With increasing education, mobility etc., women of today have leaped far away

from the days when they were restricted to be within the four walls of the house. Yet why is it that gender equality in its true sense is not practiced?

Evidence has shown that there are not many differences between men and women in key performance areas such as problem solving ability, analytical skills, competitive drive, motivation, sociability or learning ability. There are certain psychological studies which have indicated that women have more inclination to conform to authority and that men are more aggressive and have more pronounced expectations of success. Though, there is no suggestion about the impact of gender on job satisfaction.

The society has also witnessed rapid changes in the social perception about gender differences. Today there is greater acceptance of women workforce and there are also an increasing number of women assuming top positions, like kiran Mazumadar Shaw (Biocom), Anu Aga(Thermax), Naina Lal Kidwai (HSBC) and so on who are bringing about leaping changes in the corporate map.

Some of the visible changes among the Indian women are keenness to opt for flexitime part time assignments (like Telemarketing, working at call centers, medical transcriptions etc.,) involving flexible work schedules telecommuting instead of the regular nine to five jobs. Research studies have suggested that absenteeism is recorded more in case of women employees as compared to their male counterparts. One of the reasons for this could be because the society has bestowed the image of weaker sex on females, thereby making it necessary for a woman to carry out domestic responsibilities along with her professional ones. But there is emerging a definite change in gender perceptions today. Couples, especially the working

men and women are willing to shoulder and sha re domestic chores (play househusband, changing baby nappies etc.,) along with their spouses.

The following data indicates the gender differences and an executive having managerial problem and having no managerial problem with reference to application of managerial principle.

	MALE	FEMALE	TOTAL
MANAGERIAL PROB	250	162	412
NO MANAGERIAL PROB	55	36	91
TOTAL	305	198	503
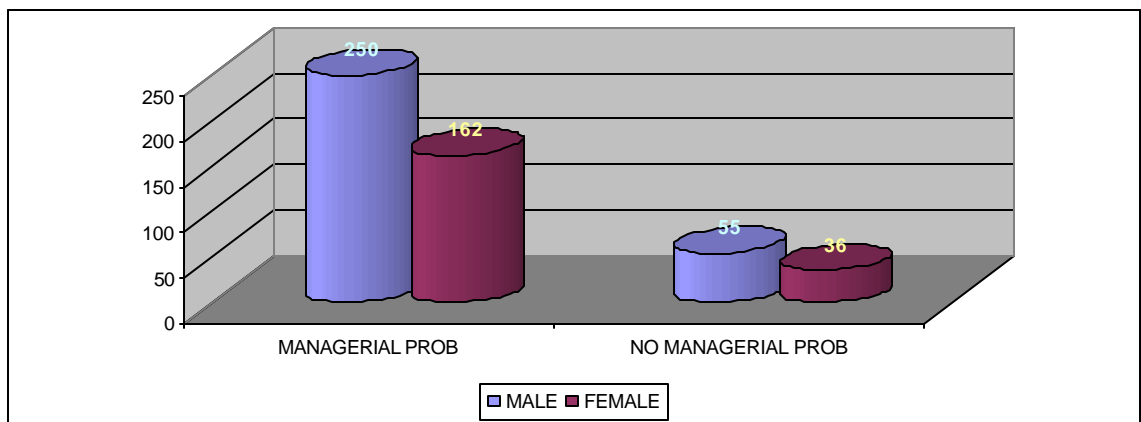
The total no. of samples that is n=503 are divided into n1=305(Male) and n2=198 (Female). The male executives found having a managerial problem are 280 and no managerial problem are 25. Where as the female executive found having a managerial problem are 177 and no managerial problem are 21. This shows that comparing the male and female executive the percentage of managerial problem that i s incase of male are 91% and female are having 89%. It means there is no difference of gender influencing to the managerial problem. So in managerial principle application the gender factor doesn't affect.

The following table shows the managerial problem p   ertaining to the application of management function.

	MALE	FEMALE	TOTAL
MANAGERIAL PROB	280	177	457
NO MANAGERIAL PROB	25	21	46
TOTAL	305	198	503
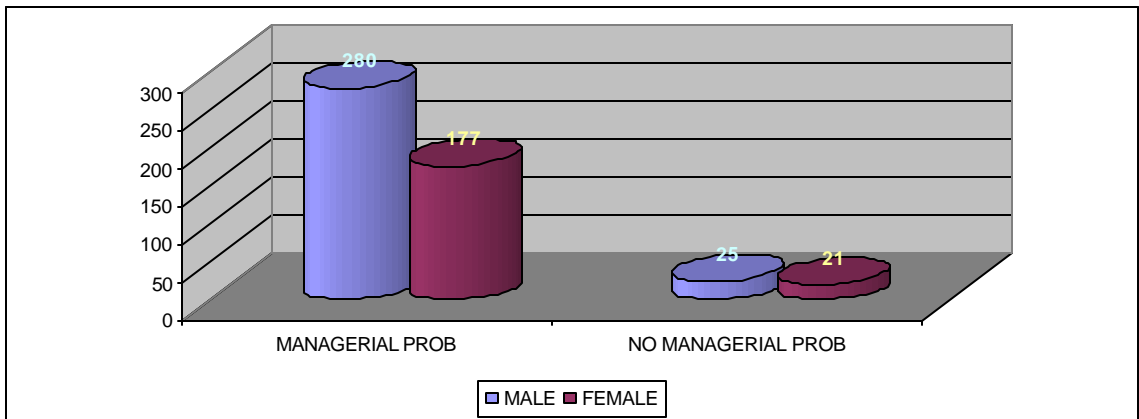
TABLE 4.1 GENDER & MANAGERIAL PROBLEM

The above table indicates the application side of the management function   means the execution part of the management in which the researcher   found that the gender differences doesn't applied to the managerial problem.

MARITAL STATUS

Not many studies have been carried out to assess the impact of marital status on productivity. However, a few research studies have revealed that married   employees record fewer absences, undergo less turnover and

experience greater job satisfaction when compared to their colleagues. The reasons for this could be:

- Marriage bring with it additional responsibilities and hence value for the job and wanting to hold on to it.

- It may be that conscientious and satisfied workers are more likely to be married.

But no significant research studies are conducted to indicate the impact of divorcees, living together couples and on those widowed on job productivity. Thus it can be said that since the impact of marital status on productivity is inconclusive due to incomprehensive evidence – only limited impact on productivity due to marital status is there (with possible exceptions to the rule).

INDENTIFY PROBLEMS RELATING TO APPLICATION OF MANAGEMENT PRINCIPLES

	MARRIED	UNMARRIED	TOTAL
MANAGERIAL PROBLEM	291	166	457
NO MANAGERIAL PROBLEM	23	23	46
TOTAL	314	189	503
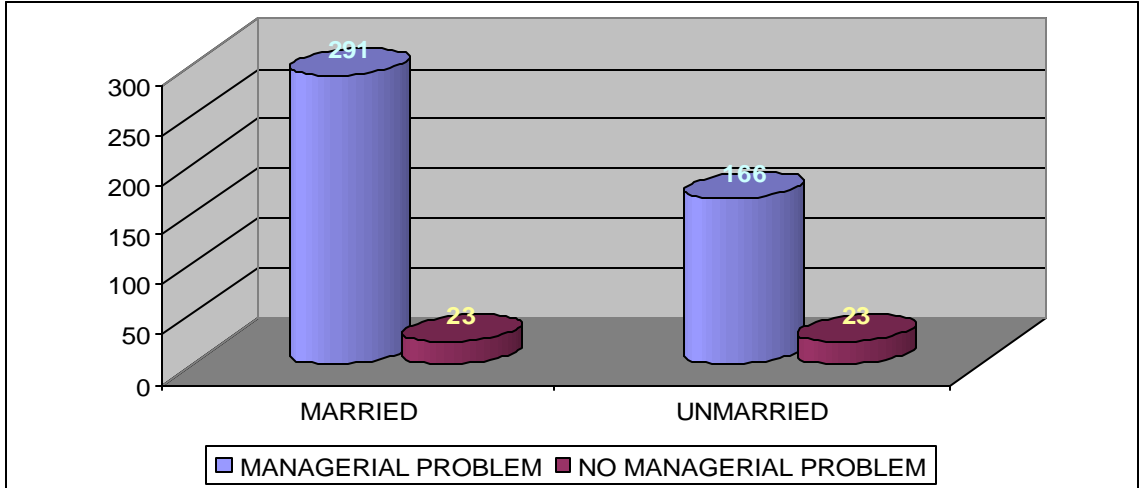
IDENTIFY PROBLEMS IN MANAGERIAL FUNCTIONAL APPLICATIONS

	MARRIED	UNMARRIED	TOTAL
MANAGERIAL PROBLEM	246	166	412
NO MANAGERIAL PROBLEM	68	23	91
TOTAL	314	189	503
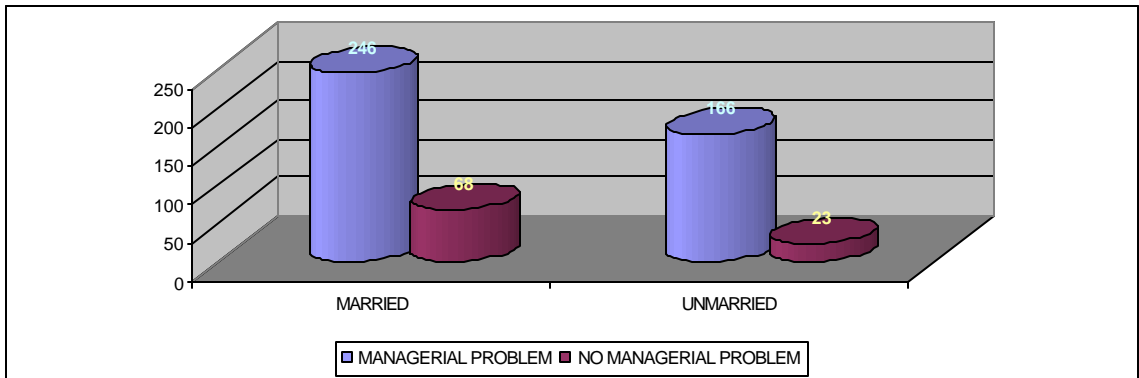
TABLE 4.2 MARITAL STATUS & MANAGERIAL PROBLEM

Considering an attribute of marital status the managerial problem found   in ma   le   married executive with reference to application of

management   principle are 291 where as in application of managerial
function are 246. Incase of female executive it is 166 in both the cases.

INDENTIFY PROBLEMS RELATING TO APPLICATION OF MANAGEMENT PRINCIPLES

	Under Graduate	Graduate	Post Graduate	Professional	Total
Managerial Problem	48	137	153	119	457
No Managerial Problem	6	16	13	11	46
Total	54	153	166	130	503
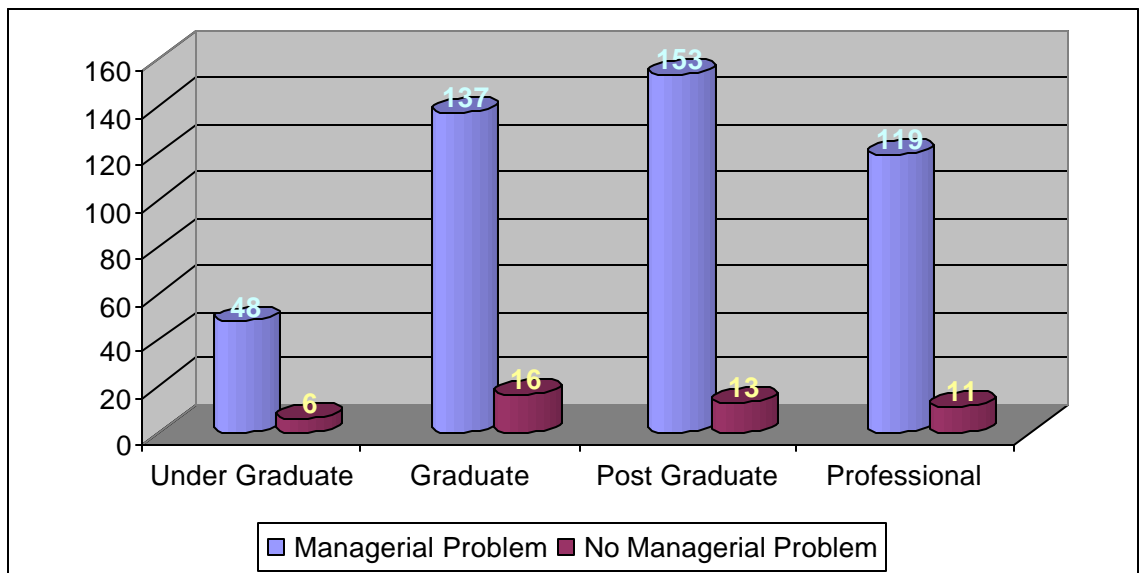
INDENTIFY PROBLEMS IN MANAGERIAL FUNCTIONAL APPLICATIONS

	Under Graduate	Graduate	Post Graduate	Professional	Total
Managerial Problem	44	128	134	106	412
No Managerial Problem	10	25	32	24	91
Total	54	153	166	130	503
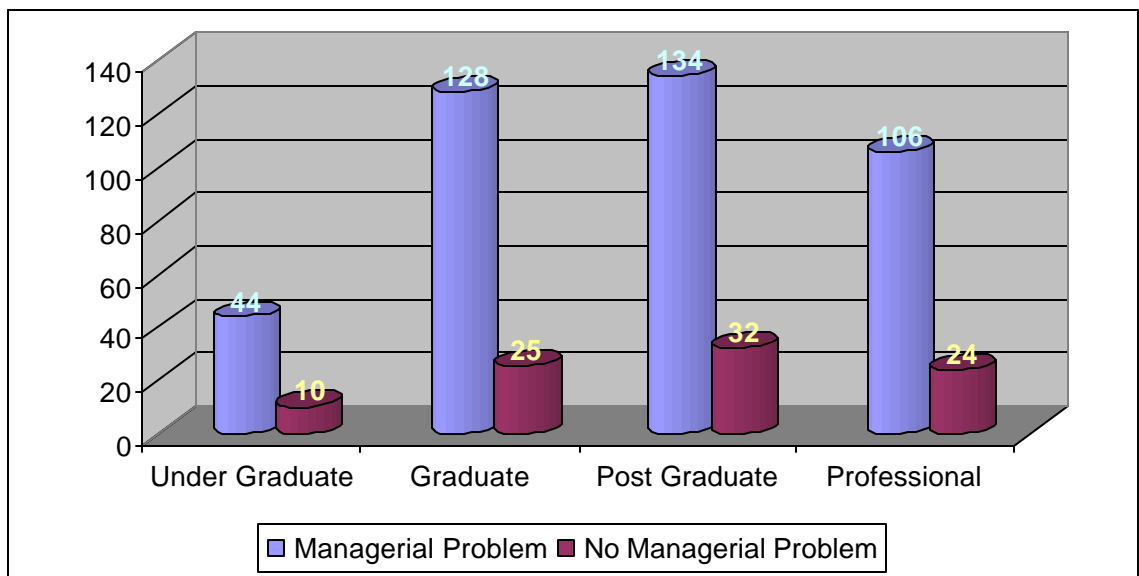
TABLE 4.3 QUALIFICATION & MANAGERIAL PROBLEM

4.4.2 ORGANISATIONAL ENVIORNMENT, JOB SATISFACTION AND MANAGERIAL PROBLEM

Employees at the grass-root level experience a sense of frustration of low level of wages, poor working conditions, unfavorable terms of employment in human treatment by their superiors and the like whereas managerial personnel feel frustrated because of alienation over their conditions of employment, inter-personal conflicts, role conflicts job pressures, lack of freedom in work, absence of challenging work etc.

Certain values were attributed to work in the past. Work was worship and people had sincerity and commitment to work. But today employee would not believe in such values of work. He works for his salary, he works hard if the conditions of work are conducive and congenial and terms of employment are favorable to him. As such, the work norms have been changing from time-to-time.

Work norms in modern industrial society indicate that

1. Employees role in industry is different from his role in the family.

2. Superior knows the best and he has the right to impose on the Subordinates

3. Rules are for employees and they have to follow them, and

4. Employer has the right to layoff the workers due to marketing and Technological factors

Due to these work norms, the managerial personnel at the middle and higher levels in the organization hierarchy face variety of problems. They

are dissatisfied with strict economic functions of the job and dealing with social relationships in the organization consequent upon the mechanization and automation of the industry. Further disregard by others and less and less utilization of capabilities and skills also caused frustration among the managerial personnel.

Employees also experience aliena tion which may result from poor design of socio -technical systems. Alienation is a feeling of powerlessness, lack of meaning, loneliness, and boredom, lack of ego involvement and lack of attachment to job.

The workers at the lower level are not happy with their work due to tight schedule of work, speed of machine, close watch and supervision and less social interaction. Even the ministerial staff complains that they are unhappy with the job due to routine nature of work and fixation of schedules and standards. Thus job, discontent is due to the limited scope of the job, short cycle of operations, lack of opportunity to exercise discretion initiative, existence of bureaucratic controls, oppressive supervision, low wages, poor working condition etc.

Job discontent and job pressures have their substantial effect on employee's health in the form of reduction in general happiness, increased in smoking, drinking, putting on excess body weight etc. Frustration would further cause heart diseases, joint pain etc. Frus tration might also be due to absence of recognition, tedious work, unsound relation with co -workers, poor working conditions, low self -esteem, occupational stress, work overload, monotony, fatigue, time pressures, lack of stability, security etc. In

view of the contemporary managerial problems the present day employees are much concerned about high wages, better benefits, challenging job etc.

Managers are responsible to supervise and take charge of the activities and productivity of their workers. They play an important role in managing the performance of their staff.

They are also involved in <u>employee selection</u>, <u>career development</u>, <u>succession planning</u> and work ing out compensation and rewards. They are responsible for the growth and increase in the organizations' finances and earnings.

So, let us now examine the managerial activities that a manager is to perform and due to that face managerial problem and stress .

- **Decision making**

A manager makes organizational decisions and handles a variety of problems that arise on a daily basis. You have to identify the problems, create choices and alternative courses of actions.

The daily routine of making decisions include de termining how to approach an employee who is not performing or lacking progress and how to bring about change to the organization and its team.

It involves thinking and planning out strategies on how to improve quality and also being cost conscious and effective.

- **Goal setting, planning and organizing**

In order for you to achieve long term goals and commit to strategies for substantial earnings, you have to communicate the vision of the company to your subordinates. You break down and clarify the goals that   each team or individual have to perform and assign work schedules and strategies.

Having goals and planning out the directions allow for   <u>effective time management</u> and saves cost and resources.

- **Guiding and giving directions**

Your role as the head of an organization is to guide and give direction so that the team can perform effectively. You offer on the job coaching, training and support. In order for individuals to meet the needs and objectives, they may need extra input, inf ormation or skills.

- **Empowering others**

<u>The performance</u> of your team depends on your abilities to empower them. How well a person performs depends on his motivation. Your task is to encourage and coach others <u>to improve</u> themselves and the quality of their work.   You need to instill in them the desire to excel and accept responsibility and self-management.

- **Communication and people skills**

As the boss, your ability to develop trust and confidence,   resolve problems and issues will result in a productive, goal oriented work group. You should encourage your team to ask for help, get involved and participate.

Practice empathy and respect their personal values, opinions and ideas. Listen and respond and offer praises and encouragements when they make progress. By doing that you will enhance their self -esteem and they will offer you the cooperation.

A manager is the middle person in between the top management level and the team that reports to him. He has to ensure that communication is smooth and conveyed clearly to avoid misinterpretations and dissatisfaction.

- **Evaluating and analyzing.**

You need to have the capacity to evaluate and examine a process or procedure and decide on the best choice to produce an outcome. You look at the importance, quality and values and then taking the best approach.

You are also expected to track the progress of each individual's activities and effectiveness, review them and offer feedback and counseling.

- **Provide satisfaction among the staff and the customers.**

Your subordinates are happy when they know that their supervisors provide them with the necessary tools and resource. They feel secure if the management puts priority on health, safety and cleanliness issues.

You satisfy customers by giving good quality of service or product and take care of their needs.

- **Being an exemplary role model.**

Managers who set high standards or goals and achieve them are great leaders by examples. The ability to tolerate stress and remain poise under job pressures and still maintain a high activity and energy level are contagious.

You should set the example by being accountable for your own activities and performance. Work harder on your personal growth and you will become a respected and efficie nt leader.

4.5　CONCLUSIONS

Today's　organizations live in a competitive environment. The demands　for better services from stakeholders make each and every organization　competitive. Their success, therefore, depends on the managerial　ability they po　ssess　to handle the particular situation. Past knowledge　and success stories no longer guarantee the success in today's business.　Each and every organization has to be a learning organization. They must adapt change, must be flexible and learn from their p ast mistakes.

In organization, managerial system cannot be regarded as satisfactory. Although　we have problems in our management system and practices, we are　also gradually improving. It is important to realize that, without improvement　in our managerial　systems,　it will be hard for private organization　to be sustainable. Similarly, the public organizations will face more problems from the stakeholders if the services are not provided on time in　an effective and efficient manner. Therefore, both, public and　　private sector　organizations must recognize the value of managerial knowledge in their organizations.

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CHAPTER – 5

INTERPRETATION
AND
ANALYSIS
OF
STRESS LEVEL
AND
MANAGERIAL PROBLEM

5.1   INTRODUCTION

Numerous surveys and studies confirm that occupational pressures and fears are far and away the leading source of stress for working executives and that these have steadily inc reased over the past few decades. While there are tons of statistics to support these allegations, how significant they are depends on such things as how the information was obtained (self -report vs. answers to carefully worded questions), the size and dem ographics of the targeted group, how participants were selected and who sponsored the study. Some self-serving polls claiming that a particular occupation is "the most stressful" are conducted by unions or organizations in an attempt to get higher wages or better benefits for their members. Others may be conducted to promote a product, such as the "Stress in the Nineties" survey by the maker of a deodorant that found housewives were under more stress than the CEO's of major corporations. Such a conclusion m ight be anticipated from telephone calls to residential phones conducted in the afternoon. It is crucial to keep all these caveats in mind when evaluating job stress statistics and its relationship with managerial problems.

The <u>NIOSH</u> report on the right is an excellent resource that cites the following:

- 40% of workers reported their job was very or extremely stressful;

- 25% view their jobs as the number one stressor in their lives;

- Three fourths of empl oyees believe that workers have more on -the-job stress than a generation ago;

- 29% of workers felt quite a bit or extremely stressed at work;

- 26 percent of workers said they were "often or very often burned out or stressed by their work";

- Job stress is more strongly associated with health complaints than financial or family problems.

This information was obtained in the 1990's in large surveys by Northwestern National Life Insurance Co, Princeton Survey Research Associates, St. Paul Fire and Marine Insurance Co., Yale University and The Families and Work Institute.

More recently, the 2000 annual **"Attitudes in the American Workplace VI"** Gallup Poll sponsored by the Marlin Company found that:

- 80% of workers feel stress on the job, nearly half say they nee d help in learning how to manage stress and 42% say their coworkers need such help;

- 14% of respondents had felt like striking a coworker in the past year, but didn't;

- 25% have felt like screaming or shouting because of job stress, 10% are concerned about an individual at work they fear could become violent;

- 9% are aware of an assault or violent act in their workplace and 18% had experienced some sort of threat or verbal intimidation in the past year.

To read the 2001 **"Attitudes in the American Workplace VII"** report and take a quick "Workplace Stress" quiz created by the Marlin Company and The American Institute of Stress

A subsequent **2000 Integra Survey** similarly reported that:

- 65% of workers said that workplace stress had caused difficulties and more than 10 percent described these as having major effects;

- 10% said they work in an atmosphere where physical violence has occurred because of job stress and in this group, 42% report that yelling and other verbal abuse is common;

- 29% had yelled at co-workers because of workplace stress, 14% said they work where machinery or equipment has been damaged because of workplace rage and 2% admitted that they had actually personally struck someone;

- 19% or almost one in five respondents had quit a previous position because of job stress and nearly one in four have been driven to tears because of workplace stress;

- 62% routinely find that they end the day with work -related neck pain, 44% reported stressed -out eyes, 38% complained of hurting hands and 34% reported difficulty in sleeping because they were too stressed -out;

- 12% had called in sick because of job stress;

- Over half said they often spend 12 -hour days on work related duties and an equal number frequently skip lunch because of the stress of job demands.

The above data shows the extreme need of the study of stress and managerial problems with reference to executives. Here an attempt is made of comparative analysis of stress and managerial problems.

5.2 STRESS AND MANAGERIAL PROBLEM

With business decisions being formulated in an increasingly complex market environment, methods of reducing environmental uncertainty carry a growing   importance for organizations and their decision   -makers (Jemison1984). Deemed to   be critical actors in this process are those operating at the boundary of an organization, given their ability to gather and transfer relevant market information from the external environment to key internal figures (Jemison 1984; Scanlan and Tushman 1979). In undertaking this mediating process, these 'boundary spanning' individuals not only serve to address perceptions of market uncertainty, but also have the potential to significantly influence the strategic direction of their firm (Floyd and Wooldridge 1997; Thompson 1967).It is commonly recognized, however, that those occupying such positions are conducive to high levels of job related stress (Goolsby 1992). This is thought to extend from both the unique demands place upon these individuals and the inhere   nt uncertainty with which they are faced (Behrman and Perreault 1984; Lysonski andWoodside 1989). As such, boundary positions are considered to carry greater stress potential than those with amore 'internal' orientation or focus (Sumrall and Sebastianelli   1999).   In recognizing both the importance of boundary spanning activity to organizational success and the pressures faced by those charged with undertaking such activity, the need to furnish a working environment that enhances boundary spanning performance is therefore well established (e.g., Behrman and Perreault 1984; Walker, Churchill and Ford 1975).

Upon considering the above positioning, it is therefore surprising that existing research concerning the stress experienced by boundary spanners

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has adopted a somewhat narrow perspective. Indeed, studies by both marketing and organizational theorists within this context appear to focus almost solely on the domain of role stress, and in particular the constructs of role conflict and role ambiguity (Goolsby 199 2; Lysonski and Johnson1983). However, there has been little or no consideration of any additional factors within the work environment that may independently create stress for boundary spanning individuals, despite a wealth of empirical and theoretical sup port for this broader orientation (e.g., Cooper and Marshall 1976; Schuler 1980).

A gap of similar proportions can also be found within the wider realm of stress research, much of which focuses on developing inferential relationships between the presence of stressor conditions and related outcomes (Spector, Dwyer, and Jex 1988). Although much attention is subsequently given to methods by which this stressor its consequences can be reduced (e.g., Murphy 1984), there appears to have been little consideration of the processes which precede managerial intentions to implement stress management initiatives.

In a study of **ANZMAC 2000** *Visionary Marketing for the 21st Century: Facing the Challenge* managerial attitudes to stress at work, McHugh (1993) found that altho ugh the presence of employee stress was widely recognized, managers did not have in place or intend to introduce any form of stress management program. As such, these findings suggest "a missing link between problem recognition and problem solving, and sig nal that need for action to build a bridge between these two concepts" (McHugh 1993, p. 29). In addition, the lack of understanding surrounding the existence and/or nature these determinants becomes further evident when considering

the present dearth of re search pertaining to the implementation or success thereof strategies aimed at eliminating organizational sources of stress (Ivancevich, Matteson, Freedman, and Phillips 1990).

In considering both the consequences of stress to employees and their host organizations (Jackson 1983; Schuler 1980) and the importance of boundary spanning activity to organizational success (Katz and Kahn 1966), it is critical to develop an understanding of those factors which ultimately determine managerial intentions to interven e. Such carries additional implications for determining the appropriateness of specific stress management initiatives, and the identification of alternative courses of action where intention to intervene is lacking.

Given the research gaps identified, the objectives of this exploratory study are to investigate whether boundary spanning employees experience stress from sources other than role characteristics, and to identify and examine the nature of those factors which influence managerial intentions to modify or eliminate identified employee stressors.

Moreover looking to the present study the relationship between stress and managerial problem can bitterly be focused and discuss as under.

"Stress" and "Managerial Problems" are the two different but closely related terms in the subject of study. Many a time it is observed that in an organization, Stress is due to managerial problems and *vice versa*. The terms "Stress", "Stress Management", "Managerial Problem" used in the subject of study is strictly in reference of job / occupational / managerial aspect only.

Stress is caused as a result of the interaction between the demand of the situation and the individual's ability to meet those demands, that is, where there is lack of "fit" the stress results.

Twentieth century has been the century of conflict, confrontation, crack in environment and finally the consciousness.

The conflict was between the right forces and self forces and selfish forces. The global interest was seriously affected in the preference to personal, regional, and area interest.

Wisdom and wickedness faced each other. On one side were ethics, energy, and excellence, and economy, ecology along with Effectiveness, Efficiency, and Enlightenment. This Ethics & Co. were the result of purity and beauty. Ethics & CO. were guided by wisdom. On the other side were Ego, Excess and hundred desires and wants along with Anger and Estrangement. This Ego & Co. were blindness and none seeing.

Both forces gained some and lost some. The battle is not yet over but resulting in a stress at workplace as well as in the day to day life of human being.

The major changes in the area of business and commerce has lead to stress and managerial problem. To the researcher managerial problems are studied as problems relating to the application of managerial principle and application of management function.

5.3   CASE STUDIES

The following different case studies will enable us to study the problem   that is "COMPERATIVE ANALYSIS OF STRESS AND MANAGERIAL PROBLEM"

The experiences of two injured workers from one workplace which had been identified as having a very poor workers' compensation claims experience were analyzed using a systemic theory framework. It was predicted that the fundamental st ress-producing conflict between safety and profit that exists in industry between workers and their employers is exacerbated   when a worker is injured; further the degree of stress experienced by both the injured worker and the employer is related to the impact of the injury on the organization and on the productivity of the workplace. The increased stress in both the injured worker and the employer results in increased rigidity in responding to the change or threat in the organization   caused by workplace in   jury.   A systemic approach to rehabilitation was recommended in which the employers as well as the injured workers are viewed as clients who required varying levels of support and intervention in managing workplace injury. Which is considered here as a part of managerial problem that is application of managerial principle.

CASE STUDY 1

Carol, aged 34 years, married with three children, left school at 15years and has been employed as a process-line worker all her working life. She was critical of the management's lack of compassion and refusal to make simple changes to the workplace: for example, the work involved continual overhead reaching and management refused to implement changes suggested by line workers to minimize the necessity to reach overhead. The work was hard and repetitive, the physical environment chilly and she felt enormous pressure from supervisors and management to work faster. Carol suffered an overuse injury to her right arm. She saw her physician who put her off work for10 days with physiotherapy. When she returned to work, she found the occupational-health nurse (who was also the rehabilitation coordinator), attempted to serve an advocacy function for Carol, but was not supported in this role by management. Carol's view of management was succinctly expressed: "If you are costing them money, they think you are trying to put it over them." She returned to work on selected duties and made frequent attempts to return to work but with little success. She said, "Well I just went to the physician s and they put me in physiotherapy. Then I'd go back and the physicians checked it again and I'd go back on light duties. Then just keep going. It was just like circles going round and round. "The same thing over and over" Despite the lack of resolution of her difficulties, she was not referred to a rehabilitation provider. She eventually left the job to take up part-time cleaning work, on the advice of her physiotherapist who told her that if she continued to work for her current employer, she would not get better.

CASE STUDY 2

Kevin was employed for 20 years in heavy laboring jobs. He described the work as "repetitive, hard and backbreaking." He nonetheless expressed satisfaction with the work and his workmates. Of the occupational health and safety polic ies, he said: "I don't think they go around the workplace looking at things which would cause for instance, carpal tunnel or back problems. I think when it happens they move that person off that job and put someone else there. I don't think they change any thing."

In about 1979 he began to experience back pain but did not report it to his employer. He had chiropractic treatment which he paid for himself. "There was a time years ago when, if you had some injury, you just put up with it . . . and you didn't ev en report it in the book." The back condition worsened over the years and in 1991, due to lack of available overtime, he could no longer afford the chiropractor who suggested he make a workers' compensation claim. He then received workers' compensation ben efits to pay for continuing treatment but did not have time off work. He was given selected duties. "So I did that for a couple of years until the chiropractor said I would end up in a wheelchair. I asked to be taken off that job for a couple of days or a week but (because my replacement was not doing as good a job as me) they put me back on it. Like in hindsight, if that was to happen now, I would handle it differently but I just went along with it for fear of losing my job I suppose." He was eventually re ferred to a rehabilitation provider who, together with Kevin, the union delegate, and the occupational health nurse, devised a rehabilitation plan. The selected duties were unsuitable: "Well the nurse had something in mind: she wanted to keep me doing the same job. Like she had a job over there she felt would be ideal for me, but we tried to

tell her it wouldn't be any good because I would be standing there in one spot. She firmly had that in mind until the rehabilitation provider said "no I don't think so." They just sort of worked out a few jobs they could try on me but they were unsuitable. All the stuff they tried me on, I was getting burning pains up the top of my back." Kevin soldiered on, some days having enormous difficulty getting out of bed. While struggling with his back condition, Kevin began to experience the onset of carpal -tunnel syndrome: "Like you go to get your knife out of the pouch . . . it's just a normal 500 times a day action . . . and you'd sort of get it half out of your pouch and realize you didn't have hold of it." He reported this injury, having learned from his failure to report the back injury, that it was prudent to do so. He was again unhappy with the treatment he received from the occupational health nurse who, he said, was only doing what she was told to do by the boss. On one occasion she stood beside him while he performed selected duties over a period of 2 hours and he told her repeatedly that he had pain in his back and that he wanted to go home. She told him that if he went home it could affect his claim entitlement. One day a relieving nurse suggested he contact the rehabilitation provider who told him he should not be doing that job. "That was when I found out (about my rights). I thought that the workers should be informed of their rights; I don't think they are aware out there that you can choose your own rehabilitation provider." Kevin was eventually put off work because of his back condition and his physicians and rehabilitation provider then focused on his wrist condition. He has had carpel-tunnel surgery on one hand and will probably have surgery on the other. His activities are severely curtailed: "Well I'm just managing to mow the lawn but it won't be long till I won't be able to. Just doing stuff around

the house you know; I can't lift things and driving a car —you've got to pull up and sort of walk around." He is unlikely to return to work.

5.4   HYPOTHESIS TEST

The problem of the studies that is comparative analysis of stress and managerial problem is based on the objective of the study are to find out the reason that cause stress and resulting in managerial problem in day to day working life of top executives and suggesting the techniques to manage the stress and reducing managerial problem.

To Study the above objective the null hypothesis is as under.

There is no significant relationship between stress and managerial problem.

To examine the stress level the researcher here has developed a questionnaire based on three different criteria.

(A) To identify sign and symptoms of stress.

(B) To identify type a behavior.

(C) To identify attitude to work and work holism.

(D) To identify stress at work.

(E) To identify stress due to life events.

To examine the managerial problem it is classified as –

(A) Identify problems relating to application of management principles.

(B) To identify problems in managerial functional application.

5.5 RESULT AND CONCLUSION

To examine the result the above hypothesis is tested using the statistical techniques CHI SQUARE.

The result of the test are summarized taking into account the classification of the data collected and interpreted below of each calculation.

H_0 : There is no significant relationship between stress and managerial problems relating to application of management principles.

H_1 : There is signific ant relationship between stress and managerial problems relating to application of management principles.

SIGNS & SYMPTOMS OF STRESS AND PROBLEMS RELATING TO APPLICATION OF MANAGEMENT PRINCIPLES

	Managerial Problem	No Managerial Problem	Total
No Stress	8	0	8
Slightly Stressful	272	38	310
Moderately Stressful	164	8	172
Very Stressful	5	0	5
Extremely Stressful	8	0	8
Total	452	46	503

TABLE 5.1 STRESS & MANAGERIAL PROBLEM ANALYSIS (PRINCIPLE)

Calculation of expected Frequenices

$$E_{11} = \frac{457 \times 8}{503} = 7.27$$

$$E_{21} = \frac{457 \times 310}{503} = 281.65$$

$$E_{31} = \frac{457 \times 172}{503} = 156.27$$

$$E_{41} = \frac{457 \times 5}{503} = 4.54 \simeq 5$$

Table of expected Frequencies			
	M.P	No. M.P	Total
No	7.27	0.73	8
Slight	286.65	28.35	310
Moderate	156.27	15.73	172
Very	5	0	5
Ext.	6.81	1.19	8
Total	457	46	503

Calculation of CHI SQUARE statistic

O_i	E_i	$\dfrac{(O - E)^2}{E}$
8	7.27	0.073
272	281.65	0.331
164	156.27	0.382
5	5	0
8	6.81	
		0.028
0	0.73	
38	28.35	3.285
8	15.73	
0	0	4.702
0	1.19	
		8.801

$$X^2 = S \; \frac{(0-E)^2}{E} \; = 8.801$$

Degree of freedom is

$$(R - 1) \quad (C - 1) \quad -3$$
$$=(5 - 1) \quad (2 - 1) \quad -3 \quad = 1$$

$$X^2{}_{0.05} = 3.841$$
$$X^2{}_{0.01} = 6.635$$
$$X^2 \text{ Cal} = 8.801$$
$$X^2 \text{ Cal} > 3.841$$
$$X^2 \text{ Cal} > 6.635$$

$\therefore$ H_0 is rejected at 5% as well as 1% level of significance   i.e. there is significant relation between stress & managerial problems relating to application of managerial principles.

H_0 : There is no significant relationship between stress and managerial problems relating to managerial functional applications.

H_1 : There is significant relationship between stress and managerial problems relating to managerial functional applications.

SIGNS & SYMPTOMS OF STRESS AND IDENTIFY PROBLEMS IN MANAGERIAL FUNCTIONAL APPLICATIONS

	Managerial Problem	No Managerial Problem	Total
No Stress	1	6	7
Slightly Stressful	252	52	304
Moderately Stressful	146	33	179
Very Stressful	6	0	6
Extremely Stressful	7	0	7
Total	412	91	503

TABLE 5.2 STRESS & MANAGERIAL PROBLEM ANALYSIS (FUNCTION)

Calculation of expected Frequenices

E_{11} $\dfrac{412 \times 7}{503}$ = 5.73 = 6

E_{21} $\dfrac{412 \times 304}{503}$ = 249 = 249

E_{31} $\dfrac{412 \times 179}{503}$ = 146.62 = 147

E_{41} $\dfrac{412 \times 6}{503}$ = 4.91 = 5

Table of expected frequenices			
	M.P.	No. M.P.	Total
No	6	1	7
Slight	249	55	304
Moderate	147	32	179
Very	5	1	6
Ext.	5	2	7
Total	412	91	503

Calculation of CHI SQUARE statistics

O_2	E_i	$\dfrac{(O-E)^2}{E}$
1	5.73	3.904
252	249	0.036
146	146.62	0.003
6	5	0.2
7	5	7.224
6	1.27	
52	55	0.164
53	32.38	
0	1	0.16
0	2	
		11.691

$$X^2 = S \; \frac{(0-E)^2}{E} \qquad X^2 = 11.691$$

$X^2 0.05 \quad = \quad 3.841$

$X^2 0.01 \quad = \quad 6.635$

Degree of freedom is

$$(r-1)\ (C-1)\ -3$$
$$=(5-1)\ (2-1)\ -3$$
$$=1$$

∴ H_0 is rejected at 5% as well as 1% level of significance   i.e. there is significant   relation between stress & managerial problems relating to managerial functional applications.

H_0 : There is no significant relationship between type a behavior and managerial problems relating to application of management principles.

H_1 : There is significant relationship between type a behavior and managerial problems relating to application of management principles.

IDENTIFY TYPE A BEHAVIOR AND MANAGERIAL PROBLEMS RELATING TO APPLICATION OF MANAGEMENT PRINCIPLES

	Managerial Problem	No Managerial Problem	Total
No Stress	11	1	12
Slightly Stressful	385	25	410
Moderately Stressful	50	13	6
Very Stressful	10	0	10
Extremely Stressful	8	0	8
Total	464	39	503

TABLE 53 TYPE A BEHAVIOR & MANAGERIAL PROBLEM ANALYSIS (PRINCIPLE)

Calculation of expected Frequenices

$$E_{11} = \frac{464 \times 12}{503} = 11.069 \sim 11$$

$$E_{21} = \frac{464 \times 410}{503} = 378.211 \sim 378$$

$$E_{31} = \frac{464 \times 63}{503} = 58.115 \sim 58$$

$$E_{41} = \frac{464 \times 10}{503} = 9.225 \sim 9$$

Table of expected frequenices			
	M.P.	No M.P.	Total
No	11	1	12
Slight	378	32	410
Moderate	58	5	63
Very	9	1	10
Ext.	8	0	8
Total	464	39	503

Calculation of CHI SQUARE statistics

Oi	Ei	$\dfrac{(O - E)^2}{E}$
11	11	0
385	378	0.130
50	58	1.103
10	9	0.111
38	28.35	3.285
8 } 9	8 } 9	0
1	1	
25	32	1.531
13	5	
} 13	} 6	8.167
0	1	
0	0	
		11.042

$$X^2 = S \, \frac{(O-E)^2}{E} \qquad 11.042$$

Degree of freedom is

$$X^2_{0.05} = 3.841$$
$$X^2_{0.01} = 6.635$$
$$X^2 \text{ Cal} = 11.042$$
$$X^2 \text{ Cal} > 3.841$$
$$X^2 \text{ Cal} > 6.635$$

∴ H_0 is rejected at 5% as well as 1% level of significance   i.e. there is significant relation between type a behavior and managerial problems relating to application of managerial principles.

H_0 : There is no significant relationship between type a behavior and managerial problems relating to managerial functional applications.

H_1 : There is significant relationship between type a behavior and managerial problems relating to managerial functional applications.

IDENTIFY TYPE A BEHAVIOR AND IDENTIFY MANAGERIAL PROBLEMS IN MANAGERIAL FUNCTIONAL APPLICATIONS

	Managerial Problem	No Managerial Problem	Total
No Stress	11	1	12
Slightly Stressful	350	85	435
Moderately Stressful	37	5	42
Very Stressful	8	0	8
Extremely Stressful	6	0	6
Total	412	91	503

TABLE 5.4 TYPE A BEHAVIOR & MANAGERIAL PROBLEM ANALYSIS (FUNCTION)

Calculation of expected Frequenices

$$E_{11} = \frac{12 \times 412}{503} = 9.83 = 10$$

$$E_{21} = \frac{435 \times 412}{503} = 356.3 = 356$$

$$E_{31} = \frac{42 \times 412}{503} = 34.4 = 34$$

$$E_{41} = \frac{8 \times 412}{503} = 6.55 = 7$$

Expected Frequenices

10	2	12
356	79	435
34	8	42
7	1	8
5	1	6
412	91	

Calculation of CHI SQUARE statistics

O	E	$\dfrac{(O - E)^2}{E}$
11	10	1.10
357	356	0.002
37	34	0.265
4	7	1.286
3	5	1.286
1	2	
55	79	0.456
5	8	
0	1	2.5
0	1	
		5.895

OR

O	E	
11	10	0
1	2	
357	356	0.002
85	79	0.456
37	34	0.265
5	8	1.125
4	7	2
0	1	
3	5	1.5
0	1	
		5.348

.'. H_0 is rejected at 5% as well as 1% level of significance i.e. there is significant relation between type a behavior & managerial problems relating to managerial functional applications.

H_0 : There is no significant relationship between attitude to work and
managerial problems relating to application of management principles.

H_1 : There is significant relationship between attitude to work and
managerial problems relating to application of management principles.

IDENTIFY YOUR ATTITUDE TO WORK AND MANAGERIAL PROBLEMS RELATING TO APPLICATION OF MANAGEMENT PRINCIPLES

	Managerial Problem	No Managerial Problem	Total
No Stress	2	6	8
Slightly Stressful	317	74	391
Moderately Stressful	77	13	90
Very Stressful	7	0	7
Extremely Stressful	7	0	7
Total	410	93	503

TABLE 5.5 ATTITUDE & MANAGERIAL PROBLEM (PRINCIPLE)

Calculation of expected Frequenices

$$E_{11} \quad \frac{8 \times 410}{503} \quad = \quad 7$$

$$E_{21} \quad \frac{391 \times 410}{503} \quad = \quad 319$$

$$E_{31} \quad \frac{90 \times 410}{503} \quad = \quad 73$$

$$E_{41} \quad \frac{7 \times 410}{503} \quad = \quad 6$$

Table of Expected Frequenices			
	M.P.	No M.P.	Total
No	7	1	8
Slight	319	72	391
Moderate	73	17	90
Very	6	1	7
Ext.	5	2	7
Total	410	93	503

Calculation of CHI SQUARE statistics

O	E	$\frac{(O - E)^2}{E}$
2	7	3.571
317	319	0.012
77	73	0.219
7	6	0.167
1	5	8.167
6	1	
74	72	0.056
13	17	2.45
0	1	
0	2	
		14.642

Degree of Frredom is

$$(R - 1)(C - 1) = (5 - 1)(2 - 1) = 4 - 3 = 1$$

3 degree of freedom is lost due to pulling of expected frequencies.

$X^2 0.05$ for 1 d.f. is 3.84 X^2cal. > 3.84

$\therefore$ H_0 is rejected at 5% level of significance.

$X^2 0.01$ is 6.635, X^2Cal > 6.635.

$\therefore$ H_0 is Rejected at 1% level of Significance also .

H_0 : There is no significant relationship between attitude to work and managerial problems relating to managerial functional applications.

H_1 : There is significant relationship between attitude to work and managerial problems relating to managerial functional applications.

IDENTIFY YOUR ATTITUDE TO WORK AND IDENTIFY PROBLEMS IN MANAGERIAL FUNCTIONAL APPLICATIONS

	Managerial Problem	No Managerial Problem	Total
No Stress	4	4	8
Slightly Stressful	323	64	387
Moderately Stressful	87	3	90
Very Stressful	10	0	10
Extremely Stressful	8	0	8
Total	432	71	503

TABLE 5.6 ATTITUDE & MANAGERIAL PROBLEM (FUNCTION)

Calculation of expected Frequenices

$$E_{11} = \frac{8 \times 432}{503} = 6.871 \sim 7$$

$$E_{21} = \frac{387 \times 432}{503} = 332.374 \sim 332$$

$$E_{31} = \frac{90 \times 432}{503} = 77.296 \sim 77$$

$$E_{41} = \frac{10 \times 432}{503} = 6.588 \sim 7$$

Table of expected Frequencies			
	M.P.	No M.P.	Total
No	7	1	8
Slight	332	55	387
Moderate	78	12	90
Very	7	3	10
Extrent	8	0	8
Total	432	71	503

Calculation of CHI SQUARE statistics

Oi	Ei	$\dfrac{(O - E)^2}{E}$
4	7	1.287
323	332	0.244
87	78	1.038
10	7	1.286
8	8	1
4	1	
64	55	1.473
3	12	
0	3	9.6
0	0	
		15.928

$$X^2 = S \quad \frac{(0-E)^2}{E} \quad = 15.928$$

<u>Degree of freedom is</u>

$$= (5-1)(2-1) - 3 = 1$$

$$X^2_{0.05} = 3.841$$

$$X^2_{0.01} = 6.635$$

$$X^2 \text{ Cal} = 15.928$$

$$X^2 \text{ Cal} > 3.841$$

$$X^2 \text{ Cal} > 6.635$$

$\therefore$ H_0 is rejected at 5% as well as 1% level of significance   i.e. there is significant relation between attitude to work & managerial problems relating to managerial functional applications.

H_0 : There is no significant relationship between stress at work and managerial problems relating to application of management principles.

H_1 : There is significant relationship between stress at work and managerial problems relating to application of management principles.

IDENTIFY STRESS AT WORK AND PROBLEMS RELATING TO APPLICATION OF MANAGEMENT PRINCIPLES

	Managerial Problem	No Managerial Problem	Total
No Stress	4	22	26
Slightly Stressful	329	43	372
Moderately Stressful	80	4	84
Very Stressful	12	0	12
Extremely Stressful	9	0	9
Total	434	69	503

TABLE 5.7 STRESS AT WORK & MANAGERIAL PROBLEM (PRINCIPLE)

Calculation of expected Frequenices

$$E_{11} = \frac{26 \times 434}{503} = 22.43 \sim 22$$

$$E_{21} = \frac{372 \times 434}{503} = 320.97 \sim 321$$

$$E_{31} = \frac{84 \times 434}{503} = 72.48] \sim 72$$

$$E_{41} = \frac{12 \times 434}{503} = 10.35 \sim 10$$

Table of expected frequenices			
	M.P	No M.P.	Total
No	22	4	26
Slight	321	51	372
Moderate	72	12	84
Very	10	2	12
Ext.	9	0	9
Total	434	69	503

Calculation of CHI SQUARE statistics

$$O_2 \qquad E_i \qquad \frac{(O - E)^2}{E}$$

O_2	E_i	$\frac{(O-E)^2}{E}$
4	22	
329	321	
80	72	
12	10	
9 ⎫	9 ⎫	
⎬ 31	⎬ 13	24.92
22 ⎭	4 ⎭	
43	51	1.25
4 ⎫	12 ⎫	
⎬ 4	⎬ 14	7.14
0 ⎭	2 ⎭	
0	0	

$$X^2 = S \; \frac{(0-E)^2}{E} \qquad 49.525$$

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Degree of freedom is

(R -1) (C-1) - 3 = (5-1) (2-1) - 3 = 1

$$X^2_{0.05} = 3.841$$
$$X^2_{0.01} = 6.635$$
$$X^2 \text{ Cal} = 49.525$$
$$X^2 \text{ Cal} > 3.841$$
$$X^2 \text{ Cal} > 6.635$$

∴ H_0 is rejected at 5% as well as 1% level of significance   i.e. there is significant relation between stress at work & m anagerial problems relating to application of managerial principles.

H_0 : There is no significant relationship between stress and managerial problems relating to managerial functional applications.

H_1 : There is significant relationship between stress and managerial problems relating to managerial functional applications.

IDENTIFY STRESS AT WORK AND IDENTIFY PROBLEMS IN MANAGERIAL FUNCTIONAL APPLICATIONS

	Managerial Problem	No Managerial Problem	Total
No Stress	18	8	26
Slightly Stressful	322	49	371
Moderately Stressful	78	6	84
Very Stressful	12	0	12
Extremely Stressful	10	0	10
Total	440	63	503

TABLE 5.8 STRESS AT WORK & MANAGERIAL PROBLEM (FUNCTION)

Calculation of expected Frequenices

E_{11} $\dfrac{26 \times 440}{503}$ = 22.74 = 23

E_{21} $\dfrac{371 \times 440}{503}$ = 324.53 = 325

E_{31} $\dfrac{84 \times 440}{503}$ = 73.48 = 73

E_{41} $\dfrac{12 \times 440}{503}$ = 10.49 = 10

Table of expected Frequencies			
	M.P	No M.P.	Total
No	23	3	26
Slight	325	46	371
Moderate	73	11	84
Very	10	2	12
Ext.	9	1	10
Total	440	63	503

Calculation of CHI SQUARE statistics

Oi	Ei	$\dfrac{(O - E)^2}{E}$
18	23	1.087
322	325	0.028
78	73	0.342
12	10	0.4
10 ⎫ 8 ⎬ 18	9 ⎫ 3 ⎬ 12	3.00
49	46	0.196
6 ⎫ 0 ⎬ 6 0 ⎭	11 ⎫ 2 ⎬ 14 1 ⎭	4.571
		9.624

$X^2 = S \quad \dfrac{(0-E)^2}{E} \qquad 9.624$

Degree of freedom is

$(R-1)(C-1) - 3 = (5-1)(2-1) - 3 = 1$

$$X^2_{0.05} = 3.841$$
$$X^2_{0.01} = 6.635$$
$$X^2 \, Cal = 3.841$$
$$X^2 \, Cal > 6.635$$

$\therefore$ H_0 is rejected at 5% as well as 1% level of significance i.e. there is significant relation between stress at work & managerial problems relating to managerial functional applications.

H_0 : There is no significant relationship between stress due to life events and managerial problems relating to application of management principles.

H_1 : There is significant relationship between stress due to life events and managerial problems relating to application of management principles.

IDENTIFY STRESS DUE TO LIFE EVENTS AND PROBLEMS RELATING TO APPLICATION OF MANAGEMENT PRINCIPLES

	Managerial Problem	No Managerial Problem	Total
No Stress	2	14	16
Slightly Stressful	377	15	392
Moderately Stressful	72	3	75
Very Stressful	13	0	13
Extremely Stressful	7	0	7
Total	471	32	503

TABLE 5.9 LIFE EVENTS & MANAGERIAL PROBLEM (PRINCIPLE)

Calculation of expected Frequenices

E_{11} $\dfrac{16 \times 471}{503}$ = 14.98 = 15

E_{21} $\dfrac{392 \times 471}{503}$ = 367.06 = 367

E_{31} $\dfrac{75 \times 471}{503}$ = 70.22 = 70

E_{41} $\dfrac{13 \times 471}{503}$ = 12.17 = 12

Table of expected frequenices			
	M.P	No M.P.	Total
No	15	1	16
Slight	367	25	392
Moderate	70	5	75
Very	12	1	13
Extrent	7	0	7
Total	471	32	503

Calculation of CHI SQUARE statistics

Oi	Ei	$\frac{(O - E)^2}{E}$
2	15	11.267
377	367	0.272
72	70	0.057
13	12	0.083
7 ⎫ 21 14 ⎭	7 ⎫ 8 1 ⎭	21.125
15	25	4
3 ⎫ 3 0 0 ⎭	5 ⎫ 6 1 0 ⎭	1.5

38.304

Degree of freedom is

$$(R-1)\,(C-1) - 3 = (5-1)\,(2-1) - 3 = 1$$

$$X^2{}_{0.05} = 3.841$$
$$X^2{}_{0.01} = 6.635$$
$$X^2 \text{ Cal} > 3.841$$
$$X^2 \text{ Cal} > 6.635$$

$\therefore$ H_0 is rejected at 5% as well as 1% level of significance   i.e. there is significant relation between stress due to life events and managerial problems relating to application of managerial principles.

H_0 : There is no significant relationship between stress due to life events and managerial problems relating to managerial functional applications.

H_1 : There is significant relationship between stress due to life events and managerial problems relating to managerial functional applications.

IDENTIFY STRESS DUE TO LIFE EVENTS AND IDENTIFY PROBLEMS IN MANAGERIAL FUNCTIONAL APPLICATIONS

	Managerial Problem	No Managerial Problem	Total
No Stress	3	13	16
Slightly Stressful	369	23	392
Moderately Stressful	70	5	75
Very Stressful	13	0	13
Extremely Stressful	7	0	7
Total	462	41	503

TABLE 5.10 LIFE EVENTS & MANAGERIAL PROBLEM (FUNCTION)

Calculation of expected Frequenices

E_{11} $\dfrac{16 \times 462}{503}$ 14.69 = 15

E_{21} $\dfrac{392 \times 462}{503}$ 360.04 = 360

E_{31} $\dfrac{75 \times 462}{503}$ 68.89 = 69

E_{41} $\dfrac{13 \times 462}{503}$ 11.94 = 12

Table of expected frequenices			
	M.P	No M.P.	Total
No	15	1	16
Slight	360	32	392
Moderate	69	6	75
Very	12	1	13
Ext.	6	1	7
Total	462	41	503

Calculation of CHI SQUARE statistics

O_2	E_2	$\dfrac{(O - E)^2}{E}$
3	15	9.6
369	360	0.225
70	69	0.014
13	12	0.083
7 } 13 }	6 } 1 }	24.143
23	32	2.531
5 } 0 } 0 }	6 } 1 } 1 }	1.125
		37.721

$$X^2 = S \quad \frac{(0-E)^2}{E} \quad = 37.721$$

Degree of freedom is

(R-1) (C-1) - 3 = (5-1) (2-1) - 3 = 1

$$X^2{}_{0.05} = 3.841$$
$$X^2{}_{0.01} = 6.635$$
$$X^2 \text{ Cal} > 3.841$$
$$X^2 \text{ Cal} > 6.635$$

∴ H_0 is rejected at 5% as well as 1% level of significance i.e. there is significant relation between stress due to li fe events & managerial problems relating to managerial functional applications.

CHAPTER – 6

SUMMARY

FINDINGS

CONCLUSION

SUGGESSION

INTRODUCTION

Stress" and "Managerial Problems" are the two different but closely related terms in the subject of study. Many a time it is observed that in an organization, Stress is due to managerial problems and *vice versa*. The terms "Stress", "Stress Management", "Managerial Problem" used in the subject of study is strictly in reference of job / occupational / managerial as pect only. As the study divided into different six chapter the summary and conclusion are explained as under.

SUMMARY

CHAPTER 1 : The world has become a small village with extraordinary development of information technology. Every human being in the moder n environment has to think globally and act locally. Top executives as human being has to face a lots of problem In the day to day working life of him in absence of B.O.D. he is the key person to take managerial decision and also to manage the entire organ ization – resulting stress. To study the concept of stress as the term "stress" is having many views here the focus is made on the job/occupational and managerial stress only. Further an attempt is made to clarify the related term that is Stress Management , Stress Reduction etc.

Further the Study has also focused on STRESS SWOT ANALYSIS, CAUSES OF STRESS, and EFFECT OF STRESS ETC.

CHAPTER 2 : The researcher has applied multistage sampling and convenient sampling technique which is carried out in various st ages. Here, the Executives are considered as the primary unit each of which further composed of a number of secondary units as Government and Private sector executives. They are further classified as Senior Executive and junior executive, Male and Female Executive.

The present study is made on the basis of data collected from senior and junior executives i.e. executives working in the field from 2 years to 10 years. The data collected were duly edited, classified, and analyzed using all type of relevant sta tistical techniques and employing the most appropriate parametric and non-parametric test. The data were presented through simple classification and with the help of percentage, average, correlation and association, the data were analyzed and the hypothesi   s were tested at 5

percent level of significance by employing appropriate test. The Statistical technique chi square is used for the testing of the hypothesis.

The sample consists of more than 500 executives belonging to Government and Private Sector. The sample has taken in single phase so as the opinion suggested by the executive is correct and situation based. As the primary data has its own limitation and based on the respondent the study is limited to Gujarat State only and it cannot be applicable to t he executives of the National or International level.

CHAPTER 3: To examine the stress pertaining to the subject of the study, the questionnaire is developed by the researcher. This questionnaire is classified into-

(A)   To identify sign and symptoms of stress
(B)   To identify type A behavior
(C)   To identify attitude to work and work holism
(D)   To identify stress at work
(E)   To identify stress due to life events.

The above different criterion is having a separate question and then data is analyzed.

CHAPTER 4: To examine th e managerial problem pertaining to the subject of the study, the questionnaire is developed by the researcher. This questionnaire explains the reasons of managerial problem. The managerial problems are defined as Managerial problem pertaining to applicatio n of the managerial principle and problems relating to application of managerial function in the day to day life of an executive.

CHAPTER 5: The problem of the study "COMPERATIVE ANALYSIS OF STRESS AND MANAGERIAL PROBLEM" has been shorted out under the study of this chapter that is interpretation and analysis of stress and managerial problem. The data collected for the stress identification and managerial problems are compared and analyzed using statistical technique of *chi square*.

FINDINGS

THE HYPOTHESIS TESTED ARE-

6.   There is no significant relationship between stress and managerial problems.

7.   There is no significant influence of the organizational environment resulting in stress.

8.   There is no significant influence of family environment problems creating stress.

9.   There is no significant influence of the Academic Qualification, experience, age, to stress level.

10. There is no significance relationship between stressors and job satisfaction.

The above hypothesis are null hypothesis and while tested with the help of 5 scale analysis and using statistical technique it found that –

1.   The concept of stress is having a widened view that is psychological, physiological, biological, sociological. But looking to the present study it is the concept of job/occupational and managerial stress only.

2 . The stress though a managerial stress but is psychological and many factors like age, experience, qualification, influence to the level of stress.

3 . Further it is observed that gender differences have different level of stress.

4.   While data collection one important and notable thing is found that during the working hours executives were hesitating in responding to the

questionnaire data. The reason behind this is control of the management of respective organization

5. The job satisfaction becomes the major criterion of stress level

6. There exist the significant relationship between family environment and stress level

7. There is significant influence of the organizational environment resulting in stress.

CONCLUSION

The present study is made on the basis of data collected from senior and junior executives i.e. executives working in the field from 2 years to 10 years. The data collected were duly edited, classified, and analyzed using all type of relevant statistical techniques and employing the most appropriate parametric and non-parametric test. The data were presented through simple classification and with the help of percentage, average, correlation and association, the data were analyzed and the hypothesis were tested at 5 percent level of significance by employing appropriate test.

The sample consists of more than 500 executives belonging to Government and Private Sector. The sample has taken in single phase so as the opinion suggested by the executive is correct and situat ion based. As the primary data has its own limitation and based on the respondent the study is limited to Gujarat State only and it cannot be applicable to the executives of the National or International level.

The   present study intended to find out stress   ors   that creates managerial problems and results in to diminishing the efficiency at the workplace. Stress and managerial problems have the positive correlation. Building a good organizational environment, work culture, and developing executive accordingly reduces managerial problem and stress.

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WEB LINKS

1. www.managingstress.com/articles/default.htm-Centre   for Stress Management   London and Edinburgh; a range of articles on occupational stress.

2. www.hse.gov.uk/stress/index.htm-Health and Safety Executive; a UK government agency increasingly active on workplace stress issues.

3. http://www.stress.org/index.php

APPENDIX

FROM:
PROF. JYOTINDRA M. JANI
LECTURER IN COMMERCE
SHRI HARI APPARTMENT H-3
B/H. VIRANI HIGH SCHOOL
OPP. REVENUE SOCIETY
RAJKOT PH. 9825414942

TO

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SUB: REQUEST TO FILL THE QUESTIONNAIR FOR THE PURPOSE OF DOCTORAL RESEARCH ON **"COMPERATIVE ANALYSIS OF STRESS AND MANAGERIAL PROBLEM"**

RESPECTED SIR,

I am a research scholar and the lecturer in the field of management and y our company is committed to protecting the health, safe ty and welfare of yours I have found that work-related stress is a health and safety issue and acknowledges the importance of tackling the causes of stress in our workplace.

The attached questionnaire consists of simple one-line questions, and some basic items about the type of your work. I do not ask for any information that would break the policy of your esteemed organization. The survey is designed to find out how you feel about various aspects of working con ditions and organizational environment. Please read the instructions carefully, and complete your questionnaire as soon as you can.

When the questionnaires have been returned and analy zed, the outcomes will be shared and used for the betterment of the society as well as employee concern .

Please take the time to complete the questionnaire. It will provide an indication of how well we are performing and it will give an indication of where any problem areas might be.

*Your responses to this questionnaire will remain anonymous and only group data will be presented. It **will not** be used as an evaluation of your work or capabilities.*

The questionnaire will take approximately 15 minutes to complete. For each question tick the box that most accurately reflects your job as it is now. **Please only tick ONE box for each question.**

When you have completed the questionnaire, please return it to   JYOTINDRA M. JANI. This should be   return as early as possible   if you have any questions concerning completion of the survey ple ase contact JYOTINDRA M. JANI ON 9825414942   Thank you for participating.

Yours sincerely,

(Prof. Jyotindra M. Jani)

QUESTIONNAIRE

PERSONAL INFORMATION

1. NAME _____

        (SURNAME)   (NAME)   (FATHER'S/HUSBAND'S NAME)

2. COMPANY/ORGANISATION _____

                                   _____

3. POSITION _____

                   _____

4. ADDRESS _____

                   _____

5. DATE OF BIRTH _____ AGE _____ YEARS

                         (DD/MM/YY)

6. GENDER   MALE ☐   FEMALE ☐

7. MARITAL STATUS   MARRIED ☐   UNMARRIED ☐

8. EDUCATIONAL QUALIFICATION.

SR NO	PARTICULARS	DEGREE
1	UNDER GRADUATE	
2	GRADUATION	
3	POST GRADUATION	
4	PROFESSIONAL	

9. WORK EXPERIENCE

   A. PRESENT

SR. NO.	POSITION	DATE OF JOINING	DATE OF LEAVING	YEARS

   B. PAST

SR. NO.	POSITION	DATE OF JOINING	DATE OF LEAVING	YEARS

10. TYPE OF FAMILY   JOINT   ☐   NUCLEAR   ☐

11. NOS. OF FAMILY MEMBERS   LESS THAN FOUR   ☐

                                          MORE THEN FOUR   ☐

12. DEPENDENT FAMILY MEMBERS (IF ANY)   ☐

13. ANNUAL INCOME (approx.)   LESS THAN 3,00,000   ☐

                                          BETWEEN 3,00,000 TO 5,00,000   ☐

                                          MORE THAN 5,00,000   ☐

QUESTIONNAIR TO INDENTIFY SIGNS AND SYMPTOMS OF STRESS

Tick the most appropriate box

	Almost Never	Some time	Most of Time	Almost All Time	Always
1. Been easily irritated by people or trivial event?	☐	☐	☐	☐	☐
2. Felt impatient?	☐	☐	☐	☐	☐
3. Felt unable to cope?	☐	☐	☐	☐	☐
4. Felt a failure?	☐	☐	☐	☐	☐
5. Found it difficult to make decisions?	☐	☐	☐	☐	☐
6. Lost interest in other people?	☐	☐	☐	☐	☐
7. Felt you had no one to confide in or to talk to about your problems ?	☐	☐	☐	☐	☐
8. Found it difficult to concentrate ?	☐	☐	☐	☐	☐
9. Failed to finish tasks/jobs before moving on to the next, leaving jobs incomplete ?	☐	☐	☐	☐	☐
10. felt neglected in any way ?	☐	☐	☐	☐	☐
11. Tried to do too many things at once ?	☐	☐	☐	☐	☐
12. Felt anxious or depressed ?	☐	☐	☐	☐	☐
13. Been uncharacteristically aggressive ?	☐	☐	☐	☐	☐
14. Felt bored ?	☐	☐	☐	☐	☐
15. Changed your patterns of drinking, smoking or eating ?	☐	☐	☐	☐	☐

16. Changed your level of sexual activity ?

☐ ☐ ☐ ☐ ☐

17. Cried or had the desire to cry ?

☐ ☐ ☐ ☐ ☐

18. Felt tired most of the time ?

☐ ☐ ☐ ☐ ☐

19. Suffered from any of the following more frequently
Back and neck pain, headaches, muscular aches and
pains, muscular spasms and cramps, constipation, diarrhea
loss of appetite, heartburn, indigestion and nausea ?

☐ ☐ ☐ ☐ ☐

20. Do two or more of the following apply to you? Bite your nails
Clench your fists, drum your fingers, grind your teeth, hunch
Your Shoulders tap your feet, have trouble falling or staying
Asleep ?

☐ ☐ ☐ ☐ ☐

QUESTIONNAIR TO INDENTIFY TYPE A BEHAVIOUR

For each question tick the box that best represents your behavior.

	Almost Never	Some time	Most of Time	Almost All Time	Always
Are you late for appointments ?	☐	☐	☐	☐	☐
Are you competitive; in the games you play at home or at work ?	☐	☐	☐	☐	☐
In conversation do you anticipate what other are going to say (head nod, interrupt, finish sentences for them) ?	☐	☐	☐	☐	☐
Do you have to do things in a hurry ?	☐	☐	☐	☐	☐
Do you get impatient in queu es or traffic jams ?	☐	☐	☐	☐	☐
Do you try to do several things at once and think about what you are about to do next ?	☐	☐	☐	☐	☐
Do you feel you do most things quickly (eating, waking, talking, driving) ?	☐	☐	☐	☐	☐
Do you get easily irritated over trivia ?	☐	☐	☐	☐	☐
If you make a mistake, do you get angry with yourself ?	☐	☐	☐	☐	☐
Do you find fault with and criticize other people ?	☐	☐	☐	☐	☐

QUESTIONNAIR TO INDENTIFY YOUR ATTITUDE TO WORK WORKAHOLISM

	Almost Never	Some time	Most of Time	Almost All Time	Always
Do you take work home most nights ?	☐	☐	☐	☐	☐
Do you frequently think about work problems at home ?	☐	☐	☐	☐	☐
Do you voluntarily work long hours ?	☐	☐	☐	☐	☐
Do work problems affect your sleeping habits ?	☐	☐	☐	☐	☐
Do your family and friends complain that you spend to little time with them ?	☐	☐	☐	☐	☐
Do you find it difficult to relax and forget work ?	☐	☐	☐	☐	☐
Do you find it difficult to say 'no' to work requests ?	☐	☐	☐	☐	☐
Do you find it difficult to delegate ?	☐	☐	☐	☐	☐
Is your self-esteem based largely on your work ?	☐	☐	☐	☐	☐

QUESTIONNAIR TO INDENTIFY STRESS AT WORK

This questionnaire is a guide to help identify stressors at work. For each aspect of your job write the stress rating to indicate how much stress you experience. Add your scores and write the total in the box

Aspects of your job

The physical conditions at work
e.g. ventilation, noise, lighting, heating ☐

the freedom to choose your work ☐

the freedom to get on with your work ☐

your colleagues ☐

the recognition you get for good work ☐

having more than one immediate boos ☐

your immediate boss or bosses ☐

the amount of responsibility you are given ☐

your rate of pay ☐

your opportunity to use your abilities ☐

industrial relations between management
and workers in your organization ☐

your chance of promotion ☐

the way your organization is managed ☐

the attention paid to suggestions you make ☐

the number of hours worked ☐

the amount of variety in your job ☐

the security of your employment ☐

any other aspect ☐

TOTAL SCORE ☐

QUESTIONNAIR TO INDENTIFY STRESS DUE TO LIFE EVENTS

Tick of the listed events which you have experienced during the last 12 months, to check your list against the scores for each item. Write your score in the box for each item and then add up the scores.

Death of a partner

Separation from partner

Death of a close family member

Marriage – your own

Retirement

Major business or work changes

Change in your financial state

Change in responsibilities at work

Outstanding personal achievement

Change in living conditions

Change of personal habits

Change in working hours and conditions

Holiday

QUESTIONNAIR TO INDENTIFY COPING ABILITY

Tick either YES or NO

	YES	NO
1. Do you have a supportive family/friends?	○	○
2. Do you have a hobby?	○	○
3. Do you belong to a social or activity groups?	○	○
4. Do you practice an active relaxation technique (yoga, meditation, imagery, autogenic training, etc.) on a daily basis?	○	○
5. Do you exercise for at least 20 minutes three times a week?	○	○
6. Do you do something 'just for yourself' each week that you really enjoy?	○	○
7. Do you have somewhere you can go in order to be alone?	○	○
8. Have you attended a stress management, relaxation, time management or assertiveness training course?	○	○
9. Do you show Type B behavior?	○	○
10. Do you smoke?	○	○
11. Do you drink alcohol to relax?	○	○
12. Do you take sleeping pills?	○	○
13. Do you take work home?	○	○
14. Do you drink more than 8 cups of caffeinated drinks (coffee, tea, coke, chocolate) each day?	○	○
15. Do you show Type a behavior?	○	○
TOTAL		

QUESTIONNAIR TO INDENTIFY PROBLEMS RELATING TO APPLICATION OF MANAGEMENT PRINCIPLES:

Tick the most Appropriate box

	Almost Never	Some time	Most of Time	Almost All Time	Always
1. Do you think that the Tradition-based principles are with deep-rooted paternalism ?	☐	☐	☐	☐	☐
2. Division of work problem ?	☐	☐	☐	☐	☐
3. Authority and responsibility relationships are distorted ?	☐	☐	☐	☐	☐
4. Unity of direction is unclear ?	☐	☐	☐	☐	☐
5. Chain of command is very strong and deep rooted ?	☐	☐	☐	☐	☐
6. Individuals' goals do not get internalized with organizational goals ?	☐	☐	☐	☐	☐
7. Interpersonal relationships, conflicts and personality clashes are common features ?	☐	☐	☐	☐	☐
8. Discipline is poor ?	☐	☐	☐	☐	☐

QUESTIONNAIR TO INDENTIFY PROBLEMS IN MANAGERIAL FUNCTIONAL APPLICATIONS.

Tick the most appropriate box

	Almost Never	Some time	Most of Time	Almost All Time	Always
1. Long term planning is generally lacking in organizations.	☐	☐	☐	☐	☐
2. Organizing function is found in all organization but it is not done systematically.	☐	☐	☐	☐	☐
3. Staffing is not based on human resource planning.	☐	☐	☐	☐	☐
4. Directing in our organizations is only through top managers who control information.	☐	☐	☐	☐	☐
5. The leader as assumed to be role model for their subordinates is not felt in our organizations.	☐	☐	☐	☐	☐
6. Motivation is generally money-based.	☐	☐	☐	☐	☐
7. The concept of control here is so traditional that we mean the word as punishment or threat.	☐	☐	☐	☐	☐