Chapter III

THEORETICAL BACKGROUND OF STRESS MANAGEMENT

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3.1. Introduction

Stress on individuals ranges from personal day to day life to their organizational activities. Urbanization, industrialization, competition, modernization and increasing scale of operations in the society are causing increasing stresses. People perceive stress when they cannot meet up to the environmental expectations and feel a misfit within themselves. Consistently increasing rate of psychosomatic and psychological disorders and feeling of frustration and dissatisfaction with life in general reflect the high stress being experienced by the people in the present day world. During last two decade frequency, severity and span of psycho-social stress have drastically increased. The basic reason being the tremendously changed physical and socio-cultural environment of the contemporary society and lifestyle of people. People’s life in contemporary societies has become more demanding, complicated, mechanical and dependent, and running by the clock. Ever increasing need and aspirations, stiff competition, pressures of meeting deadlines and uncertainty of future and weakened social support system have made the life of majority of people highly stressful in modern societies.

The term stress has been derived from the latin word stringere which means to draw tight. The term used to refer to hardship, strain, adversity or affliction. It was used in the eighteenth and nineteenth centuries to denote
force, pressure, strain, or strong efforts with reference to an object or person. Various terms have been synonymously used with stress, viz., anxiety, frustration, conflict, pressure, strain and the like.\textsuperscript{1}

\subsection*{3.2. Theoretical Background of Occupational Stress}

Occupational stress is stress involving work. It occurs when people have responsibilities and demands at work with which they cannot cope, for a variety of reasons. It occurs when there is a mismatch between job expectations and reality. Occupational stress is related to the job place. Stress is an inherent factor in any type of vocation or career. At its best, the presence of stress can be a motivator that urges the individual to strive for excellence. However, excess stress can lead to a lack of productivity, a loss of confidence, and the ability to perform routine tasks.\textsuperscript{2}

\subsection*{3.2.1. Classification of Stress}\textsuperscript{3}

The classification of stress are as follows

\begin{itemize}
\item \textsuperscript{2} Hart, P.M., "Predicting employee life satisfaction: a coherent model of personality, work and nonwork experiences, and domain satisfactions". Journal of Applied Psychology, 1999, pp.564–584.
\item \textsuperscript{3} http://www.dealwithstress.com/types-of-stress.html
\end{itemize}
3.2.1.1. Eustress

Eustress can be defined as a pleasant or curative stress. Often, it is controlled stress that gives competitive edge in performance related activities like athletics, giving a speech and the like. The term eustress was first used by endocrinologist (Selye 1983)\(^4\), when he published a model dividing stress into two major categories eustress and distress. In his article, Selye concluded that stress involves enhances function (physical or mental, such as through strength training or challenging work) and it is considered eustress. They are able to exert a healthy effect on people. It gives one a feeling of fulfillment or contentment and also makes one excited about life. Unfortunately, it is a type of stress that only occurs for a short period of time. Eustress is often called the curative stress because it gives a person the ability to generate the best performance or maximum output.

3.2.1.2. Distress

Distress is the most commonly referred to type of stress, having negative implications. It is bad or negative stress. It is a stress disorder that is caused by adverse events and it often influences a person’s ability to cope. Some events leading to distress may be death of a loved one, financial problems, heavy work responsibility or workload, strained relationship.

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chronic illnesses and the like Distress can be classified further as acute stress and chronic stress. Acute stress is the most common type of stress. It comes from demands and pressures of the recent past and the anticipated demands and pressures of the near future. Acute stress is thrilling and exciting in small doses, but too much is exhausting.  

Overdoing on short term stress can lead to psychological distress, tension headaches, upset stomach and other symptoms. Acute stress symptoms are recognized by most people. The most common symptoms are emotional distress- some combinations of anger or irritability, anxiety and depression and the like. Acute stress can crop up in anyone’s life and is highly treatable and manageable. While acute stress can be thrilling and exciting, chronic stress is not. This is the grinding stress that wears people away day after day, year after year. Chronic stress destroys bodies, minds and lives. It wreaks havoc through long term attrition. It is the stress of poverty, of dysfunctional families, of being trapped in an unhappy marriage or in a despised job or career. Chronic stress comes when a person never sees a way out of a miserable situation. It’s the stress of unrelenting demands and pressures for seemingly interminable periods of time. The worst aspect of chronic stress is that people get used to it. They forget it is there. People are immediately aware of acute stress because it is new; they

ignore chronic stress because it is old, familiar and sometimes almost comfortable. Chronic stress kills through suicide, violence, heart attack, stroke and perhaps even cancer. People wear down to a final, fatal breakdown. Because physical and mental resources are depleted through long term attrition, the symptoms of chronic stress are difficult to treat and may require extended medical as well as behavioural treatment and stress management.

3.2.1.3. Hyperstress

When a person is pushed beyond what he or she can handle, they are supposed to be experiencing hyperstress situation. Hyperstress results from being overloaded or overworked. It’s like being stressed out. When someone is hyperstressed, even little things can trigger a strong emotional response. People who are most likely to suffer from hyperstress may be working mothers who have a multi-task, juggling between work and family constraints or may be people under constant financial strains or people working in fast pace environment and the like.6

3.2.1.4. **Hypostress**

Hypostress stands in direct opposite to hyperstress. This is because hypostress is one of those types of stress experienced by person who is constantly bored. Someone in an unchallenging job, such as a factory worker performing the same task over and over will often experience hypostress. The effect of hypostress is feelings of restlessness and a lack of inspiration.

3.2.2. **Sources of Occupational Stress**

Though occupational stress initially arises from constituent factors of job and its psycho-physical environment, these factors are not inherently stressors. In fact, personal characteristics of the employee and his cognitive appraisal of the job factors in the framework of his capacity and resources determine the extent of stress he would experience from a job factor or situation. And that is the reason one can only hypothetically predict the potency of the job factors or situations for causing stress but cannot categorize or generalize any work-setting variable as a universal stressor. However, some factors like job insecurity, work overload, demotion, loss of job, extreme heat or cold etc are likely to cause stress to the majority of employees. The various causes or sources of stress can be classified into four broad categories environmental, organizational, group and individual.
3.2.2.1. Environmental Stressors

Environmental factors have a strong impact on employee stress. These factors include fast technological change, family demands and obligations, political factors, ethnic identity, relocation and transfers. Pestonjee in his study concluded that environmental force has a direct and strong bearing on the level of employees’ stress. Political factors are likely to cause stress in countries which suffer from political uncertainties, as in Iraq and Haiti, for example. New innovations can make an employee’s skill and experience obsolete in a very short period of time.\(^7\)

The phenomenal rate of technological and social change also had its great impact on people’s lifestyle which is carried over into their jobs. Computers, robotics, automation and other forms of technological innovation are a threat to many people and cause stress. Where medical science has made tremendous developments and advancements by increasing the life span of people and reducing the life claiming threats of many dreaded diseases on the one hand, the modern life style caught up in the rush-rush, urbanized and busy lifestyle have brought forth many complexities and increased the potential for stress on the job, on the other.\(^8\)


Changes in the business cycle create economic uncertainties. When the economy is contracting, people become increasingly conscious and anxious about their security. It is no surprise that suicide rates skyrocketed during the great depression of the 1930’s. Minor recessions also increase stress levels. Downward swings in the economy are often accomplished by permanent reductions in the workplace, temporary lay-offs, reduced pay and the like. Weak financial position of a person forces him to do extra job or the spouse has had to join work to meet ever increasing ends. Such situations reduce time for recreation, relaxation and family activities.

The overall effect is more stress on the employees. (Bhagat and Allie 1967)\(^9\) in their study observed that technological change, economic and political factors, financial position and family pressures are stressors as unresolved environmental demands. The physical environmental conditions such as excessive noise, poor lighting, safety hazards, poorly designed office space, lack of privacy and poor air quality also cause stress. (Evans and Johnson 2000)\(^{10}\) reported that clerical employees experience significantly higher stress levels in noisy open offices than in quiet areas.

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3.2.2.2. Organizational Stressors

Stressors exist not only outside the organization, but within it also. Organizational stressors may come in many forms, such as organizational policies, procedures and structure. Downsizing, for example, may be extremely stressful to both employees who lose their jobs and also who remain in the organization. This is because the remaining employees are forced to pick up the slack of the workers who have left. In a study (Kivinaki et al. 2000)\(^{11}\) have established that percentage of employees suffering from high blood pressure doubled after the company laid off ten percent of its work force.

i. Job Role is a major source of satisfaction as well as frustration for the employees. Certain characteristics or inadequacies of job role have been noted as prominent source of occupational stress. (Ivancevich and Matteson 1980)\(^ {12}\) observed that whenever the expectations and demands of an employee conflicts with the expectations and demands of the organization, the employee experiences role pressure. (Kahn et

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al. 1964)\textsuperscript{13} reported that role ambiguity, role conflict, role overload and role underload are important organizational stressors. (Pareek 1981)\textsuperscript{14} had identified ten situations of role stress ie., inter-role distance, role stagnation, role expectation conflict, role erosion, role overload, role isolation, personal inadequacy, self-role distance, role ambiguity and resource inadequacy.

ii. Job Characteristics and Attributes

Characteristics of the job are also a very common source of employees’ satisfaction, frustration and stress. Task complexity and difficulty, quantitative and qualitative demands of the job and employees’ controllability over task are the frequent sources of occupational stress. The pace at which an employee is required to do work is one of the characteristics of the job causing stress to the employee. Another major aspect is the extent of control an employee has over the work process. The pressure of repetitive work in machine pacing system gradually becomes a continuous source of stress to the worker. Another important characteristic of the job is its attributes. If the job


lack enrichment and provide little opportunity to satisfy the needs of autonomy, social interaction, power, use of knowledge and abilities etc, they become stressful to their incumbents.

iii. Physical work conditions and the technology: Another set of factors in the work setting which cause stress are related to qualities of physical work environment and technology. Inadequate, taxing, or hazardous physical conditions at work such as insufficient or excessive lighting, continued loud noise, extreme cold or heat, fluctuation in temperature, crowded workplace and the like. These physical qualities of work environment cause direct sensory stress and indirect psychological stress through their potentiality for causing negative health consequences. Technical limitations, rapid change in technology, inadequate technical management, incongruence among task, technology and organizational structure, inadequate manmachine system, and mechanization of man are the potential sources of stress prevailing in work setting.
iv. Performance feedback and reward system: Performance feedback is another important factor which enhances employees’ motivation and performance, but causes dissatisfaction and stress if it is inadequate or absent. If feedback is not given at proper time or it is less frequent, it is likely to cause stress to the concerned employee or worker. Rewards and incentives which employees receive for their work also play an important role in enhancing employees’ motivation and performance. But if it is not adequate the results may be vice versa. The rewards for better or exceptional job performance include monetary compensation or benefits, recognition, appreciation, privileges and promotion. These non-financial rewards are usually more effective in improving employee’s motivation and performance level. If the employees feel they are not being adequately, proportionately or timely rewarded for their efforts and sincerity, they are likely to encounter stress.

v. Interpersonal relations at work: Interpersonal relations among employees and employer have consistent links with job stress. Quality of occupational relationship plays a dominant role in determining employee’s job behaviour and job strains.
Kets de Vries (1984) had studied three types of interpersonal relationships viz., relationship with co-workers, relationship within work groups and relationship with superiors and subordinates. As the social support from the co-workers and work groups, and supervisors buffers the job stress and consequent strains, the poor or strained interpersonal relationships at work is associated with the feeling of threat for the employees. When employees have poor relationship with co-workers, they blame the job stress they experience on their co-workers. Conversely, those workers who report a greater amount of group cohesion are more able to cope with stress on the job. Relationship with superior or leaders are equally important in determining the amount of job stress. Another potentially stressful relationship within the job place is observed in interactions with customers or clients. One group of employees who have been identified as being at risk for experiencing job stress are those who are involved in providing service to others (Schuler 1984).


personnel having more contact with patients report high level
of emotional exhaustion (Maslach and Jackson 1981).\textsuperscript{17}

vi. Organization structure and climate Besides the job role and job
characteristics, certain features of the structure, climate and
culture of the organization also cause severe psychological
stress to its employees. There are two kinds of organizational
structures depending upon the degree of involvement of
employees in decision making and direction of work. They are
centralized and decentralized organizational structures. It is
often studied that organizations welcoming or allowing
participation of employees in the workplace are less stressful.
The employees in decentralized organizations experience less
stress and more job satisfaction. Through these differential
effects it may be concluded that decision making enhances the
meaningfulness an employee finds in work and provides the
employees with a greater sense of autonomy, responsibility,
certainty, control and ownership (Cooper 1987).\textsuperscript{18} Climate and
culture of the organization has also been found to be the source
of satisfaction and stress. Organizational culture refers to the

\textsuperscript{17} Maslach, C., and Jackson, S.E., “The measurement of experienced burnout”,

\textsuperscript{18} Cooper, C.L. “The experience and management of stress: Job and organizational
determinants, In A.W. Riley and S.J Zaccaro (Eds.). Occupational Stress and
beliefs and expectations shared by the members of the organization. An important stress that results from organizational culture is the existence of competition. Many workers feel stress due to power struggles or office politics prevailing in the organization. The superiors or managers engaging in power games and political alliances can place stressful expectations and demands on subordinates. Poor organizational climate may also cause employee stress.

vii. Organizational change Organizations in the global marketplace are continuously changing. These consistent changes in organizational structure and its functioning are the results of advancements in technology, economic constraints and rational competitions. Although most of these changes are necessary, it carries the risk of huge cost in terms of increased health care expenses, lost productivity and lower level of job satisfaction. This cost may be directly attributed to distress that envelops when employees in an organization encounter consistent changes. These changes at organizational level cause stress at individual level. Organizational change occurs when there is a shift in the activities of business, when the firm launches a new product line or enters in a new market. Whenever such changes take place the employees find it
cumbersome to adjust to the new working methods, new market with dynamic characteristics and new product features. As such changes in working patterns, insecurity, uncertainty and fear of failure results in occupational stress. However, the relationship between organizational change and occupational stress has not been extensively investigated. In a study have observed that the impact of organizational change on level of employee stress is a subjective issue and differs from person to person. Each employee evaluates the changes by filtering it through his or her own unique perceptual process and the potential impact of the change is determined by this evaluation.

viii. Group Stressors every employee is a part of a small group or a bigger group. He is a part of a project, a section, unit, division or department. Therefore the group can be a potential source of stressor. The various group stressors can be

a. Lack of group cohesiveness through his famous Hawthorne Experiments established that togetherness or cohesiveness provides satisfaction to employees. Lack of cohesiveness builds up an atmosphere of distrust, conflict and anxiety which serves as potential
stressor for the employees. Adjusting oneself with other people in a work setting is one of the most stressful aspects of life. An employee has to maintain three crucial relationships at work and they are relations with superiors, subordinates and peers.

b. Lack of social support system Every human being seeks support in times of need or difficulty. In an organization also, the employees look for support from other colleagues in times of stress or difficulty. If he gets this social support he feels much better and relieved. If such support is lacking for an individual employee, the same can cause stress to the employee.

ix. Interpersonal and inter group conflict Lack of understanding, mutual trust and incompatibility in terms of needs and values between co-workers and colleagues usually creates interpersonal conflicts. Moreover, whenever the objectives and goals of different groups in an organization coincide it results in inter group conflict. Researches indicate that such dysfunctional conflicts can lead to considerable stress for employees.
x. Individual Stressors: Apart from the environmental, organizational and group stressors, there are individual factors causing stress which are completely subjective and vary from person to person. These are discussed below

a. Role conflict: Every person is playing varied roles in their day-to-day life. Similarly, people play various roles in the organizations. When people face conflicting demands in discharging their roles, it is called role conflict. For example, an employee has to play the role of a sincere employee, a good supervisor, a husband at home, a doting father, an understanding friend and the like. Role conflict also arises when an employee receives contradictory messages from different people about how to perform a job well. It is called intrarole conflict.

b. Role ambiguity: Role ambiguity occurs when employees are uncertain about various aspects of their jobs. Such ambiguity tends to be experienced by employees when they enter new job areas or taking a foreign assignment because they are uncertain about task and social expectations.
c. Workload: In today’s competitive work environment where downsizing is common, fewer employees are often required to work even more than ever before. This causes stress. Work overload is quite a common problem in Japan that death from overwork has its own name Karoshi. Just like over work under work can also be quite stressful. Work under load is a situation of receiving too little work or performing tasks that donot sufficiently require employee’s talent.

d. Life events: Life events such as death of spouse, family, friend divorce, injury to one’s family members, unwanted frequency and the like have dramatic events on people. The person experiences sudden life events like death and divorce of spouse, the more is stress experienced and in turn, the poorer will be his consequent health.

e. Personality traits: Personality affects behaviour. Individual characteristics of personality moderate the extent to which people experience stress. That is the reason different people experience different levels of stress for the same stressors. There can be three reasons
attributing to the causes they are perception of the employees towards the problem, personal resistance of the employee and the various strategies adopted. Women cope up with stress better than their male counterparts.

3.2.3. Other Sources of Occupational Stress

McGrath has suggested the following six sources of occupational stress\textsuperscript{19}

i. Task-based stress (difficulty, ambiguity, load, and the like)

ii. Role-based stress (conflict, ambiguity, load, and the like)

iii. Stress intrinsic to behaviour setting (e.g., effect of crowding or undermanning and the like)

iv. Stress arising from the physical environment itself (e.g., extreme hot/cold, hostile forces and the like)

v. Stress arising from social environment in sense of interpersonal relations (e.g., interpersonal disagreement, privacy, isolation, and the like)

\textsuperscript{19} S K Srivastava, Organizational Behaviour and Management, Sarup and Sons, New Delhi, 2005, pp.274-276.
vi. Stress within the person system which the focal person brings with him to the situation (e.g., anxiety, perceptual style, motivation, experience and the like)

Cooper and Marshall have described following seven categories of the sources of managerial stress

i. Factors intrinsic to the job Work overload under load, poor physical working conditions, time pressure, having too many decisions to make.

ii. Career development over promotion, under promotion, lack of job security, fear of redundancy, thwarted ambition.

iii. Role in the organization Role ambiguity, role conflict, responsibility for people.

iv. Relationship at work Poor relations with boss, colleagues and subordinates, lack of trust and supportiveness, difficulties in delegating responsibilities.

v. Organizational structure and climate Lack of effective consultation, restrictions on behaviour, poor communication,

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no sense of belonging and little or no participation in decision making.

vi. Extra-organizational sources Family problems, conflict of personal belief with that of company, conflict of company with family demands, marriage patterns, relocation and mobility.

vii. Characteristics of the individual Type A personality, extremes of competitiveness, striving for achievement, impatience, haste, hyperalertness, low self-esteem, lack of ability to cope or adapt to stress situation and the like. Srivastava and Singh identified twelve factors which cause occupational stress such as role overload, role ambiguity, role conflict, group pressures, low profitability, under participation, low status, responsibility for people, intrinsic impoverishment, strenuous working conditions, poor relations and powerlessness.\(^2\)

### 3.3. Causes of Stress

Job stress results from various interactions of the worker and the environment of the work they perform their duties, location, gender, environment, and many other factors contribute to the buildup of stress. Job stress results from the interaction of the worker and the conditions of work.

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Views differ on the importance of worker characteristics versus working conditions as the primary cause of job stress. The differing viewpoints suggest different ways to prevent stress at work. Differences in individual characteristics such as personality and coping skills can be very important in predicting whether certain job conditions will result in stress. In other words, what is stressful for one person may not be a problem for someone else. This viewpoint underlies prevention strategies that focus on workers and ways to help them cope with demanding job conditions. In general, occupational stress is caused by a mismatch between perceived effort and perceived reward, and a sense of low control in a job with high demands. Low social support at work and job insecurity can also increase occupational stress. Psychosocial stressors are a major cause of occupational stress.\(^{22}\)

### 3.3.1. Working conditions

Although the importance of individual differences cannot be ignored, scientific evidence suggests that certain working conditions are stressful to most people. Such evidence argues for a greater emphasis on working conditions as the key source of job stress, and for job redesign as a primary prevention strategy. Large surveys of working conditions, including conditions recognized as risk factors for job stress, were conducted in

member states of the European Union in 1990, 1995, and 2000. Results showed a time trend suggesting an increase in work intensity. In 1990, the percentage of workers reporting that they worked at high speeds at least one-quarter of their working time was 48%, increasing to 54% in 1995 and to 56% in 2000. Similarly, 50% of workers reported they work against tight deadlines at least one-fourth of their working time in 1990, increasing to 56% in 1995 and 60% in 2000. However, no change was noted from the period 1995 to 2000 (data not collected in 1990) in the percentage of workers reporting sufficient time to complete tasks.23

3.3.2. Workload

In an occupational setting, dealing with workload can be stressful and serve as a stressor for employees. There are three aspects of workload that can be stressful. Quantitative workload or overload Having more work to do than can be accomplished comfortably.

3.3.3. Qualitative workload

Having work that is too difficult.

3.3.4. Underload

Having work that fails to use a worker's skills and abilities. Workload has been linked to a number of strains, including anxiety,

http://www.cdc.gov/niosh/z-lab-945/default_99101full.html
physiological reactions such as cortisol, fatigue, backache, headache, and gastrointestinal problems.

Workload as a work demand is a major component of the Demand-Control Model of Stress. This model suggests that jobs with high demands can be stressful, especially when the individual has low control over the job. In other words control serves as a buffer or protective factor when demands or workload is high. This model was expanded into the Demand, Control and Support Model that suggests that the combination of high control and high social support at work buffers the effects of high demands. As a work demand, workload is also relevant to the job demands and resources model of stress that suggests that jobs are stressful when demands (e.g., workload) exceed the individual's resources to deal with them.

3.3.5. Long hours

A substantial percentage of Americans work very long hours. By one estimate, more than 26% of men and more than 11% of women worked 50 hours per week or more in 2000. These figures represent a considerable increase over the previous three decades, especially for women. According to the Department of Labor, there have been a rise in increasing amount of hours in the work place by employed women, an increase in extended work weeks (>40 hours) by men, and a considerable increase in combined
working hours among working couples, particularly couples with young children.²⁴

3.3.6. Economic factors

Economic factors that employees are facing in the 21st century have been linked to increased stress levels. Researchers and social commentators have pointed out that the computer and communications revolutions have made companies more efficient and productive than ever before. This boon in productivity however, has caused higher expectations and greater competition, putting more stress on the employee.²⁵

The following economic factors may lead to workplace stress

i. Pressure from investors, who can quickly withdraw their money from company stocks.

ii. The lack of trade and professional unions in the workplace.

iii. Inter-company rivalries caused by the efforts of companies to compete globally

iv. The willingness of companies to swiftly lay off workers to cope with changing business environments.

3.3.7. Bullying

Bullying in the workplace can also contribute to stress. This can be broken down into five different categories

i. Threat to profession status

ii. Threat to personal status

iii. Isolation

iv. Excess work

v. Destabilization i.e. lack of credit for work, meaningless tasks and the like.

This in effect can create a hostile work environment for the employees that, which in turn, can affect their work ethic and contribution to the organization.

3.3.8. Narcissism and Psychopathy

Thomas suggests that there tends to be a higher level of stress with people who work or interact with a narcissist, which in turn increases
absenteeism and staff turnover. Boddy finds the same dynamic where there is corporate psychopath in the organisation.

3.3.9. Workplace Conflict

Interpersonal conflict among people at work has been shown to be one of the most frequently noted stressors for employees. Conflict has been noted to be an indicator of the broader concept of workplace harassment. It relates to other stressors that might co-occur, such as role conflict, role ambiguity, and workload. It also relates to strains such as anxiety, depression, physical symptoms, and low levels of job satisfaction.

3.3.10. Occupational Group

Lower occupational groups are at higher risk of work-related ill health than higher occupational groups. This is in part due to adverse work and employment conditions. Furthermore such conditions have greater effects on ill-health to those in lower socio-economic positions.

3.4. Techniques for Managing the Stress

High demand levels load the person with extra effort and work. A new time schedule is worked up, and until the period of abnormally high, personal demand has passed, the normal frequency and duration of former schedules is limited. Many techniques cope with the stresses life brings. Some of the following ways induce a lower than usual stress level,
temporarily, to compensate the biological tissues involved; others face the stressor at a higher level of abstraction.26

i. Autogenic training

ii. Social activity

iii. Cognitive therapy

iv. Conflict resolution

v. Cranial release technique

vi. Getting a hobby

vii. Meditation

viii. Mindfulness (psychology)

ix. Music as a coping strategy

x. Deep breathing

xi. Yoga Nidra

xii. Nootropics

xiii. Reading novels

xiv. Prayer

xv. Relaxation techniques

xvi. Artistic expression

xvii. Fractional relaxation

xviii. Humour

xix. Physical exercise

xx. Progressive relaxation

26 https://en.wikipedia.org/wiki/Stress_management
Techniques of stress management will vary according to the philosophical paradigm.

3.5. **Summary**

In this chapter, the researcher has presented the theoretical background of the study area which includes theoretical background of the Occupational Stress, Causes of Stress and various techniques for managing the stress.