CHAPTER -6

FINDINGS, CONCLUSION & SUGGESTIONS
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6.1 FINDINGS OF THE STUDY

- There is a saying Employees should be treated fairly regardless of their gender. Companies in Technopark, Trivandrum can be considered as fair Organisation giving equal opportunity to both genders. From the analysis it is revealed that nearly half of the executives in I.T companies in Technopark campus in Kerala are males constituting 55.08 %, whereas the remaining executives are females comprising 44.92 %.

- Job profile of I.T Companies in Technopark is quite vast and varied. The nature of work undertaken by the executives of the technopark based companies in I.T industry is different. From the analysis it’s vivid that 43.6% of the executives are programmers, 7.38% of them are managers, 20.77% are team leaders, 15.69% works under the under R & D testing department, 11.56 % of the executives are administrative staff. 1.15% of the executives are under other sections.

- The I.T initiatives in Kerala is a window providing a world of opportunity for professionals, investors, developers, SME’s and service providers. Thus Kerala is growing fast and is an “Emerging I.T Hotspot”. From the survey conducted and further analysis of the responses, it is learned that many of the executives in the I.T industry in Kerala, Technopark are youngsters. The age distribution of the executives in the I.T industry from the study says that 57.69% of the executives are in the age group of below 30 years, 19.23% of them are in the age group of 31-40 yrs, 14.69% belong to the age group of 41-50 yrs and exactly 8.39% were above 50 yrs of age.

- From the analysis, it is understood that majority (59%) of the respondents working in Technopark companies in the IT industry in Kerala are single, 33.46% are married and 7.54% of them are divorced.
The study indicates that out of 1300 executives working in various I.T. related companies in Technopark, 53% of them, i.e., exactly 607 executives are parents and the rest 47% of the executives, i.e., exactly 692 executives maintains non parental status.

From the study and further analysis it is erudite that 60% of the executives working in Technopark, Trivandrum (in the I.T industry) are having less than five years of experience. 34.62% of the executives have more than 5 years of experience, but less than ten years. 5.38% of them has got more than ten years of experience. Executives with 0-5 years experience are Junior Level or Strata A, with >5 to 10 years of experience are Middle Level or Strata B and with more than ten years of experience are Senior Level or Strata C.

From the analysis it is understood that in the early morning itself the minds of the executives in I.T industry in Kerala, Technopark campus are preoccupied by the feelings of the work they have to do. The study indicates that out of 1300 respondents 20% of the executives strongly agree that they are haunted by the feelings of days work, 24% of them agree to the statement. 28% of the executives opine that they remain undecided, 18% disagree to the statement and 10% of them strongly disagree with the statement. Hence we can say that early morning itself, some of the executives, percentage as mentioned above, are worried and tensed thinking about the work that they have to complete on the day and they feel that they are stressed whereas some other executives feels relaxed.

From the analysis it is inferred that, in general, 13% of the executives in the I.T industry working in different companies in Technopark strongly agree that they have thought of quitting the job. 26% of the executives agree to the statement, 21% of them remains undecided, 18% of them disagree and 26% of the executives strongly disagree to the statement.

Correlation analysis was applied to find out the degree of relationship between feelings of days work causes tension and executives quitting the job. Feelings of days work are taken as dependent variable and executives quitting the job as independent variable.
Statistical results of correlation analysis shows that there is positive correlation ($r = 0.785$) between feelings of days work causing tension and executives quitting the job.

- t-test was applied to test the significant difference in the relationship between feelings of days work causes tension and executives quitting the job. The calculated t-test value is 2.19 which is less than table value of 2.35 at 5% level of significance. Since the calculated value is less than the table value, null hypothesis is accepted. That is “There is no significant difference in the relationship between feelings of, days work causes tension and executives quitting the job”.

- From this survey of 1300 executives in Technopark, It is inferred that majority (70.62 %) of the Executives in I.T Industry in Technopark, Trivandrum believes that their work place is uncomfortable or depressing due to increase in political behaviour in their organisation in recent years and further the conflicts arising out of the same as causing great stress. The remaining percentage either remains undecided or strongly disagrees with this. Analysis further depicts that 55.07% of the executives in the I.T industry in technopark either strongly agrees or agrees that office politics is one of the stress variables experienced and it interferes in their routine work.

Further interaction with the executives revealed that they consider that office politics stirs up negative images and memories. They realize that politics is unavoidable part of human relations and that it is human nature to assume roles according to a “Pecking Order” to boost personal interest at the expenses of others. The executives further opines that in I.T industry in Technopark, office politics is in the form of two-facedness, secrecy, rumours, always showing self interests, self promotion etc thus leaving their work place conflicting and stressful.

- The study shows that 64.31% of the executives in the I.T industry in Technopark either strongly agree or agree that their contributions are valued by the organization and by superiors. The remaining percentage remains either undecided or they disagree with this. From the interaction with the executives it was understood that executives would always like to know how they are doing and would also like to get their works recognized by the superior and the organisation. Recognising the employee’s contribution quite often
motivates them to perform in a better manner. Forgetting to realize the contributions of employees engender stress in employees and will jeopardize future efforts.

Ensuing discussions with the executives revealed that in Technopark a person is made to feel that the organisation values his contributions in whatever form is recognisable to that individual say for example like opportunities for growth based on the personality, capability and aspirations of the individual, the senior managers sharing corporate and market information and involving executives in decision making, thus the executives says that this two way street of knowledge sharing results in a win - win situation boosting the morale of the executives.

- The study indicates that the executives in the I.T industry in Technopark give importance to interpersonal relationships. When asked about their relationships with their colleagues only a very minor percentage (1.77% - strongly agreed & 5.62% agrees) that their relationships among co-workers are poor, and full of conflict. From the analysis we can understand that majority of the executives (53.23% disagrees and 23.92% strongly disagrees) disagree to the statement and say that their relationships with the colleagues are better and is not full of hostility. 15.46% of the executives remains undecided and has not opined. From further ensuing discussions with them, it is realised that that in technopark campus, Executives are maintaining somewhat good relationships with their peers and hence relationship with peers or co workers is not a major stress inducer.

- Results of the survey conducted reveals that a majority , 56.54% of the executives in technopark, either strongly agree or agree that they are overloaded with work. 22.07% remains undecided on the statement. 13.62% disagree and 7.77% strongly disagree with the statement. The executives when interviewed says that extremely long working hours and intense pressure to perform at peak at all times tend to make them more sick.

One of the executives to whom I have interacted said, “Information Technology Industry is a perfect model of work overload in effect. Performing at unrealistic workload levels will eventually lead us to a breakdown. This is already occurring in some workplaces in the I.T Companies in Technopark.” Another executive said, “it is learned that Some jobs
are unfilled, leaving already over-worked employees to shoulder the extra burden.” Yet another executive said that “One of the reasons for this increase in workload is that IT departments have been adopting systems from a variety of vendors, resulting in more complex projects, and greater difficulty in completing them.”

Added to this, is the need for many employees in large metropolitan areas to spend up to several hours a day commuting to and from work, making the average work day in all practicality, much longer than intended.

From the overall interaction with the executives, it is understood that there are many factors that contribute to work overload include

- Role conflict – having two or more tasks that are incompatible.
- Long workdays.
- Managers resisting organizational change, instead of altering the sources of job stress.
- Unrealistic deadlines.
- Low levels of support from supervisors.
- Confusion over whose responsibility a specific task or project is.

- ANOVA test is used to test the significant difference between gender and job stress in various levels of executives. The ANOVA test shows that the calculated value is 5.23 which is less than the table value of 23.89 at 5% level of significance with degree of freedom (8,1). Since the calculated value is less than the table value, accept H₀. That is “There is no significant difference between gender and job stress among various levels of executives in I.T industry”. Thus from the study and the statistical analysis it is learned that an executive in I.T industry in Technopark, being a male or female doesn’t matter, both gender experiences stress.

- The survey results on analysis shows that majority, 62.62% of the executives in I.T industry in Technopark said that they have control over the work they are doing. 17.54% of the executives remain undecided on the statement. 14.38% disagrees and 5.46% strongly disagree with the statement. Lack of Self Control is a cause of stress. It comes from not having the ability to decide how a job is done and also lack of knowledge on how
to perform on a given project. If an employee cannot control the elements (not being able to
decide the pace of work, or what tasks get done, in what order), then they have higher stress levels.

A person who has got control over the self holds good at the level as a person, family, groups, organizations, and society. So, to be successful in life and to have a desirable future, one has to master the art of self management. From the study it is understood that the executives in IT industry in Technopark addresses a large part of the issue of Self Management even then the interface between technology and human mediation continues to pose daunting challenges to sustained high performance. As one of the executives said “the calmer, the more relaxed and the more confident you are coupled with greater self control will lead to a better state of mind where you can control your anger and enhance performance.”

• Yet another major reason for stress in I.T industry in Technopark is the hectic work schedule the executives are having. Out of 1300 executives surveyed, majority of (45.38 %) agree to the statement that they are often busy or having hard time at work place. 31.54 % says that they feel so once in a blue moon.15.46 % of the executives says that they have felt it very rarely. 7.62% opines that they never feel busy or hard time at work place. From the ensuing discussions with the executives it is felt that they have project deadlines and they find it difficult to manage their time and this in fact is one of the reasons for their hectic schedule.

• Analysis of the data received from the survey points out that a majority of the executives working in I.T Industry in technopark feels time pressure to complete the task allotted. 79.16 % of the executives responded in favour of the statement. 10.92 % remains undecided where as only a minority of the executives (6.31- Disagree % & 3.61% - Strongly Disagree) said that they disagree.

On further deliberations with the executives, it is realized that one of the greatest causes of stress in I.T and I.T enabled industry is the schedule of work timings allotted to executives and the rapid pace at which the executives have to complete the work even if they are
working as a team or individually. Senior team leaders also had the same opinion. They had to put in extra time for company related matters. Many executives opined that issues related to work timing is the very nature of I.T jobs in India and that there are no easy answers to this problem since the projects are from abroad. The extent of its impact is large and is one of the major reasons for attrition.

- The survey conducted among the executives reveals that improper planning of time results in stress among the executives in I.T Industry with reference to Technopark, Trivandrum. Many of the executives in Technopark, more than 50% either strongly agrees or agrees to the statement. They opine that they have to work beyond the hours as specified by the company for official matters, say for example to attend company meetings, or for an ensuing project discussion etc. 30% of the executives says that once in a while they have to remain back in the company after the stipulated timings for official matters. 15.62% of the executives opine that it's very rarely for them to remain in the office after office hours and 3.69% said they have never spent time in the office after office hours for official purposes. From the survey it's very clear that executives have to over work and some of them said that their official works are cutting in to the time they have to spend with their family. Many executives opined that issues related to work timing is the very nature of I.T jobs in India and that there are no easy answers to this problem since the projects are from abroad. The extent of its impact is large and is one of the major reasons for attrition.

- From the survey and further analysis it is learned that the executives in I.T Industry prefer to work in other shifts other than night shifts. In I.T industry, in Technopark campus, 22.08% the executives prefer to work in night shifts. 27.85% of the executives says that once in a while they don't mind working in night shifts. 21.15% of the executives rarely like to work in night shifts and 28.92% of them never prefer to work in night shifts. During the interaction with the executives some of them pointed out "We never willingly demand for night shifts and working in late night shift is boring, and staying up late has created lot of pressure on them."
One of the greatest causes of stress in I.T and I.T enabled industry is the schedule of work timings allotted to executives. It’s true that many of the projects that are being undertaken by the Indian I.T companies are for foreign countries. Hence it is not that surprising to see that there are various shifts, but the night one remains more stressful as opined by majority of the respondents. The only odd to this is some of the respondents interviewed would be day timers. As the executives said, the toughest time was experienced by the fresher’s and executives with less than 5 years of experience as they are given more projects.

- The survey results on analysis makes it clear that the executives in technopark working in the I.T Industry points out that problems at home affects their work and that it is a major stress causing factor for them. From the tabulated results of the survey, it is very clear that 61.93% of the executives in technopark say that problems at home affect their work. 16% of the executives remains undecided where as 12.69 % disagree and 9.38% strongly disagree to this statement. From the discussion with the executives it was understood that employees going through personal or family problems will tend to carry their worries and anxieties to the work place. When a person is in a depressed mood, his focus will be distorted which further affects his ability to carry out the job even if he is a good performer.

- Z test was applied to test the significant difference in the opinion that problems at home affect work. The calculated Z test value is 0.82 which is less than table value of 1.96 at 5% level of significance. Since the calculated value is less than the table value, null hypothesis is accepted. That is “there is no significant difference in the opinion that problems at home will affect work”.

This shows that the work of all executives in the I.T Industry irrespective of hierarchy is affected by problems at home.

A person can experience excessive pressure and demands outside work just as much as they can at work. Stress tends to build up over time because of a combination of factors that may not all be work related. Conflicting demands of work and home can cause excessive stress.

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Problems outside work can affect a person's ability to perform effectively at work. Stressors at home can affect those at work and vice versa. For example, working long hours, or away from home, taking work home and having higher responsibility can all have a negative effect on a person's home life – something which is supposed to be a 'buffer' against the stressful events of work. In the same way, domestic problems such as childcare, financial or relationship problems can negatively affect a person's work. The person loses out – as do their family and their employer. It becomes a vicious circle.

- The study shows that Project deadlines acts as a stressor for the executives in I.T industry in Technopark pulling them back to office work even during the time they have to spend with their family. Analysis if the results shows that 61.25 % of the executives in I.T industry in Technopark either strongly agrees or agrees to the statement that Project deadlines pulls them back from the time they have to spend with their family members. 15.98 % of the executives remain undecided in this where as 12.92 % disagrees and 9.85 % strongly disagrees to the statement.

- Z test was applied to test the significant difference in the opinion that the project deadlines will reduce the time to be spent with family and kids. The calculated Z test value is 0.65 which is less than table value of 1.96 at 5% level of significant. Since the calculated value is less than the table value, null hypothesis is accepted. That is “there is no significant difference in the opinion that project deadlines will reduce the time executive spends with family and kids”. This shows that the project deadlines of all executives in the I.T Industry irrespective of hierarchy will cut into the time they have to spend with their family.

- From the analysis, it is learned that a majority of the executives say that performance review is a night mare to them if not properly planned and conducted. From the results of the study, it is clear that 11.62 % of the executives strongly agree that performance review is a night mare to them. 32.92% of the executives agree to the statement. 22.15% of the executives stands undecided where as 20% of the executives disagree and the remaining 13.23% strongly disagree with the statement.
From the discussion with the executives it was understood that employers would always like to know how the executives are performing, whether they are able to meet the demand of the business. For this the performance of the executives has to be evaluated and that should be communicated to them. The executives further say that when the performance evaluation process is not planned properly and when there is no proper feedback, they become stressed. Likewise executives would also like to know of their own performances. This will help them to improve their performance. As some of the respondents said, in I.T Industry Performance Review and Feedback is there in papers and in reality it doesn’t happen as planned. No proper review and feedback is given during the time of Performance Review.

Although performance reviews are necessary to separate the high performers from the low performers and provide adequate documentation, most of us also acknowledge the difficulty in delivering effective feedback and even those of us who agree they are necessary, cringe at the thought of giving reviews.

- Survey studies as tabulated shows that 29.3 % of the executives either strongly agree or agree that they get irritated and frustrated quite often due to the presence of irate customers. 30.08 % of the executives did not comment on this statement where as 38.08% of respondent disagree and 2.54 % strongly disagree that the irate customers frustrates them.

Quite often the Strata A level executives have to interact more frequently with the customers. Strata B and Strata C level executives interact mostly when the problem with the customer remains unsettled or they interact during strategic planning phase. The above one is a factor which is quite inherent in the job. Customer’s call when they have a problem. Many times they are irritated by the long queues and inability to offer quick solutions to the problems. Hence they get irritated and become angry with the executives. Some executives have said that sometimes the conversation becomes worse. If there is a phone cut in between, there is a possibility of you getting haunted.

- ANOVA test is used to test if irate customers frustrate the executives in I.T industry. Results of the ANOVA test show that the calculated value is 5.34 which is greater than the
table value of 3.88 at 5% level of significance with degree of freedom (2, 12). Since the calculated value is greater than the table value, reject H0. Hence the alternate hypothesis is accepted, that is “There is a significant difference between the frustration among various levels of executives and irate customers.”

A major reason for stress in IT sector is irate customers and it is quite inherent in the job. Junior level executives have to interact more frequently with the customers. Middle and senior level executives interact mostly when the problem with the customer remains unsettled or they interact during strategic planning phase.

- On analyzing the data collected from the survey among the executives in the I.T Industry, from Technopark, Trivandrum, we can understand that majority of the executives as detailed has got the ability to cope up with the changes in their career and life. 8.69% executives in I.T Industry in technopark strongly agree and 60.69% agrees to that they have the ability to cope up with the changes in their life and career. 21.85% of the executives have no opinion in this regard. 7.53% of the executives disagree and 1.24% strongly disagrees to the statement. On further interaction with the executives it is understood that life and career changes causes stress. But the executives in the I.T industry are able to cope up with the changes are thus able to manage the same. Stress is produced by several changes in life and career. In general every transition or change causes stress. Adults between 23 & 30 years of age (Strata A level executives) have been found in more stressful events then compared to older people. The impact of stress would depend upon the change & new equilibrium.

So even though Life and career change acts as a stressor in normal case, in the case of I.T industry, in Technopark, the executives are able to manage it. Some of the executives points out that this may be due to the reason that the executives in I.T industry are more professional and have a broad outlook towards life and career.

- The swot up specifies that 3.69% executives in the I.T Industry in Technopark strongly agree to the statement that they get easily agitated with their colleagues for their minor faults. Only 10% of the executives agree to the statement. 30.10% of the executives
remain undecided in this matter where as 37.46 % of the executives disagree and 18.69% strongly disagrees to the statement that they get easily agitated with their colleagues for their minor faults. From further interaction with the executives, it is understood that they maintain good interpersonal relationships and any such issues will be resolved in a manner that does not affect their personal relations.

- The study points out that 48.54 % (Strongly agree – 10.77 % and Agree 37.77%) of the executives in I.T Industry in Technopark develop an attitude in their behaviour of detaching themselves from social relationships --social detachment attitude-- and prefer a restricted range of expression of emotions in interpersonal settings and spend most of their time alone. In modern psychotherapy this behavioural pattern is identified as 'Schizoid Personality Disorder'. They do not have any close friends or confidants other than first-degree relatives and appear apathetic to either praise or criticism of others. Further interaction with such executives revealed that to some extent they show emotional coldness and detachment. 17.54 % of the executives do not say any opinion on this statement. 20.23% of the executives disagree and 13.69% strongly disagrees and says that they never would like to remain socially detached.

- From the study it is understood that changes made in between projects does not create much problem to the executives. From analysis, we can understand that 55.15 % of the executives in Technopark either strongly agree or agree that when changes are made in between a project they know how to proceed further. 16.85 %of the executives have no opinion on this where as 20.15 % disagrees and 7.85 % strongly disagrees. Such people who disagree say that to proceed further in project they need to get support from their team lead.

- The study indicates that an executive in I.T companies in technopark requires stress related training so as to be more prepared and more effective in their work. The study says that 54.59 % of the executives in technopark based I.T Companies either strongly agree or agree that they need stress related training and more preparation so that they can be more effective in their work. 19 % of the executives have no opinion where as 25 % disagree and 1.31 % strongly disagrees to the statement.
From further interaction with the executives, it is learned that they believe regardless of how they perform, some benefits will be there if stress related training can be provided to them which makes them prepare more to meet the challenges and deadlines of project works.

- Chi-square test was applied to find out whether stress training and experience of executives at different levels are dependent. The calculated value of chi-square is 96.65 which is greater than the table value of 15.507 at 5% level of significance. The calculated value is greater than the table value, hence the hypothesis is rejected. Hence it is inferred that stress related training and experience of executives are dependent.

The percentage analysis of the above shows that among junior level executives, 118 of them opined that stress related training is needed to make the work more effective. 284 agreed to this, 180 said its undecided, 156 disagreed to this and 42 strongly disagreed.

Among middle level executives, 119 of them opined that stress related training is needed to make the work more effective. 163 agreed to this, 85 said its undecided, 168 disagreed to this and 42 strongly disagreed.

Out of 70 senior level executives, 13 of them opined that stress related training is needed to make the work more effective. 16 agreed to this, 18 said its undecided, 11 disagreed to this and 12 strongly disagreed.

- Analysis of the survey states that 28.61% of executives in I.T Industry with reference to technopark either strongly agree or agree to the statement that they talk louder and walks faster. 27.54% remains undecided. 43.85% either disagrees or strongly disagrees to the statement. People who talks louder, and walks faster belongs to Type A personality and such people are more prone to stress. 38.23% of the executives in I.T Industry in Technopark Trivandrum either strongly agree or agree to the statement that they feels rushed and have the habit of doing many things at a time. Such people belong to Type A Personality and are more prone to stress. 18.46% of the executives remain undecided. 43.31% of the executives in Technopark either disagrees or strongly disagrees and says that they do not feel rushed, try to complete one task first and then proceed to another. Generally it is said that Asians speak loudly to show that they are stressed out.
The analysis points out that 7.77% of the executives working in various companies in I.T industry in Technopark strongly agree to the statement that they feel themselves as undervalued since their colleagues do not show much interest and response even when they initiate discussions. 16.69% agree to the statement, 30% maintains a neutral stand by not responding to the question, where as majority 45.54% (38.85 + 6.69) disagree to the statement. On further interaction, some of the executives said that they feel hurt when their efforts are not being recognized by the colleagues and this leaves them stressful.

The study indicates that a majority (i.e 49.61%) of the executives working in various companies in the I.T industry in Technopark are always bothered about the contradictory expectations different people have from their job. 23.15% remains undecided and 27.24% disagree or strongly disagree with this. From the discussion with the respondents, a feeling of uncertainty in people, makes them totally helpless and out of control ultimately leading to stress. This element of insecurity will always remain in their mind, thus diverting them from good performance even if they wish to do so.

Contradictory expectations received from the superiors and from the peers appear to be most frequently resulting in conflict. The main reason is that expectations are a common source of stress in our lives. They frequently create all sorts of mischief, including emotional distress, relationship conflicts, communication breakdowns, misunderstandings, distrust, and a wide range of other common problems. Further interaction reveals that expectations produce stress in two main ways. One is that they are frequently untrue or unrealistic. The other is that most of the time, we are completely unaware of them. We also possess specific work-related expectations that other people have about us, say for example such as those about our bosses, managers, co-workers, and employees. We similarly have expectations about suppliers, vendors, and various service people we depend upon. These expectations in fact results in mis match if properly not taken care of and results in emotional distress thus causing stress.

It is inferred from the study that a minority group of executives (i.e. 18.92%) working in I.T Industry in Technopark says that they do not get time for preparing themselves for their future roles, i.e, career planning. 21.38% of the executives has not made any comments to this. Majority (59.7%) of the executives differ to this statement and says that
they get enough time for planning and preparing themselves for their future role even though they are busy with their project deadlines.

- The study discloses that 38.46% of the executives of IT industry either strongly agrees or agree that the quantum (Quantity) of work interferes in the quality of work. More works have to be completed in less time and hence quality suffers in some cases. Some of the executives on further interaction opined that error occurs and much time has to be spent in correcting the errors. 23% of the executives disagrees and 7.46 of them % strongly disagrees to the statement.

- When the executives were asked if the organizational roles interfere in extra organizational roles, their responses were mixed. The study says that 25.93 % of the executives in various companies in Technopark say that the responsibilities assigned to them by the organisation cuts in to the time of other roles they have to perform. 28.85 % of the executives did not respond where as a majority (45.22 %) say that they are able to manage the responsibilities assigned to them by the organisation and their extra organisational roles. One of the executives pointed out that it all depend on how effectively and efficiently you are able to manage it.

- Statistical analysis was conducted to understand the symptoms of stress for each level of executives. Weighted average method was used. The findings from the statistical analysis are detailed below.

For Senior Executives working in the I.T Industry in Technopark in Kerala, Stomach disorders (17.8) and Fatigue (17.06) are the most important symptoms of stress. Frustration (16.02) Joint Pains (16.06) and High B.P (15.93) are the next important symptoms of stress.

For Middle level Executives working in the I.T Industry in Technopark in Kerala, Frustration (114), Non balanced diet (109.33), and ulcer (105.07) are the most important symptoms of stress. Anxiety (103.27), Excessive Smoking (103) and inability to concentrate (101.47) are the next important symptoms of stress.

For Junior level Executives working in the I.T Industry in Technopark in Kerala, Sleeplessness (198.13), Frustration(183.67), Boredom(181) and Fatigue (180.33) are the
most important symptoms of stress. **Joint Pain (178.6)**, **Inability to Concentrate (175.67)**, are the next important symptoms of stress.

- The study indicates that across the various levels of hierarchy in general, the symptoms of stress as experienced by the executives in I.T Industry at Technopark has pulled them down from performing the projects and works assigned in a better manner than they could have otherwise. 53.84 % of the executives in I.T Industry in Technopark favours this positively. 26.78 % of the executives opine that once in a blue moon they have experienced so, where as 11.69 % of the executives have rarely experienced and 7.69 % has never felt so.

- Results of the statistical analysis (**Chi Square Test**) on the symptoms of stress and its influence in junior level executives in I.T industry in Technopark is detailed as follows. The calculated value of chi-square 182.9 which is greater than table value of 30.144 at 5% level of significance. Since the calculated value is greater than the table value, it is inferred that the symptoms like sleeplessness, frustration, boredom, fatigue, cause stress for the junior executives of the IT industry. Hence the Null hypothesis is rejected.

- Results of the statistical analysis (**Chi Square Test**) on the symptoms of stress and its influence in middle level executives in I.T industry in Technopark is detailed as follows. The calculated value of chi-square is 70.44 which is greater than table value of 30.144 at 5% level of significance. Since the calculated value is greater than the table value, null hypothesis is rejected. It is referred that the symptoms like ulcer, non balanced diet, anxiety, frustration cause stress for the middle level executives if IT industry.

- The study indicates that across the various levels of hierarchy in general, the **factors causing stress** (Stressors) as experienced by the executives in I.T Industry at Technopark, varies. Statistical analysis (**Covariance Analysis**) was conducted across each level of hierarchy (Junior, Middle and Senior level) to understand in detail about the most important factors causing stress. The study indicates the following findings.

For **Senior level executives** working in the I.T Companies in Technopark, **Feeling of stagnation in present Job, Long working hours, travelling associated with works, low pay and competition from colleagues** act as the major stressors. **Lack of Open**
Communication, Lack of clarity, Excessive work load, Job insecurity are the second list of factors causing stress.

For Middle level Executives working in the I.T Companies in Technopark, Non Transparent Performance evaluation, Cultural Maladjustment, Excessive Work load, Travelling associated with works and Office Politics act as major stressors. Lack of Open communication, Unreasonable performance targets, Conflict between domestic and work life, Lack of clarity in role, Low pay and Boredom from routine jobs are the second set of factors causing stress.

For Junior level Executives working in the I.T Companies in Technopark, Working in the night shifts, Boredom from routine Jobs, Excessive Workload, Office Politics and Irate customers are the major stressors. Unequal distribution of work, Lack of participation in decision making, Un reasonable performance targets, lack of support from superiors and Job Insecurity are second set of factors causing stress.

• To test the Correlation between Job Stress and Job satisfaction in the I.T Industry Karl Pearsons Correlation test was used. Results of the Karl Pearsons Correlation Coefficient between Job stress and Job Satisfaction is obtained as 0.98 at 1% level of significance. There is high positive correlation \(r = 0.98\) between job stress and job satisfaction. If the stress is intense, continuous or repeated, and if an individual is unable to cope-up, stress then become a negative phenomenon which can lead to reverse circumstances as physical illness or turnover or may lead to effect on the competencies.

• To test the correlation between the stress management programmes followed by the I.T Companies and reduction of stress Karl Pearsons Correlation test was used. Results of the Karl Pearsons Correlation Coefficient between the stress management programmes and reduction of stress are obtained as 0.93. There is high positive correlation (i.e., \(r = 0.93\)) between Stress management practices adopted by the company and reduction of stress. Stress management initiatives have to be directed towards the executives for overcoming stress although individual levels stress management interventions seems to be the most commonly adopted approach to reduce occupational stress.
Statistically to test the significance of the coefficient of correlation and between the stress management programmes adopted by the I.T Companies in Technopark and its effectiveness, T Test was used. T-test was applied to find out whether the relationship between stress management practices adopted by the I.T company’s and reduction of stress is significant. The test result shows that the calculated t-value is 4.37 which is more than the table value of 3.182 at 5% level. Since the calculated value is greater than the table value, reject H0. Thus the Correlation between stress management practices adopted by the company’s and its effectiveness (reduces stress) is significant.

From the survey it is understood that there was a mixed response. 11.16 % of the executives strongly agree and 37.15 % agrees to the statement and opines that the stress management initiatives by their company are effective in the management of stress. 18.46 % of the executives remains undecided and they have no opinion to say whereas 19.31 % of the executives disagrees and 13.92 % strongly disagrees to the statement and opines that the stress management initiatives by their company needs further improvement. Further when interacted with them, they said any stress intervention measure should focus on stress prevention for individuals as well as tackling organizational issues.

Further from the survey it is understood that 8.69 % of the executives in IT Companies in Technopark strongly opines that the stress management practices of their company are better compared to other companies. 43.69 % of the executives agrees to the statement. 26.47 % remains undecided and has no opinion where as 13.69 strongly disagree and 7.46 % of the executives in Technopark in IT Companies strongly disagrees to the statement and says that other companies have better stress management practises.

Analysis of the studies shows that the opinion of the executives about the mild level of stress and whether the same has any impact on their performance. It is clear that among junior level, 218 executives in the I.T Industry in Technopark strongly agreed that mild level of stress increase the performance of executives. 405 of them agreed to that, 30 said they have no opinion, 65 of them disagreed and 62 executives strongly disagreed about this.
 Among middle level, 135 executives in the I.T Industry in Technopark strongly agreed that mild level of stress increase the performance of executives. 189 of them agreed to that, 50 said its undecided, 48 of them disagreed and 28 strongly disagreed about this.

Among senior level, 22 executives in the I.T Industry in Technopark strongly agreed that mild level of stress increase the performance of executives. 18 of them agreed to that, 19 said its undecided, 5 of them disagreed and 6 strongly disagreed about this.

To test Statistical significance, Chi – square test was applied to find out whether mild level of stress and performance of executives are dependent. The calculated value of chi-square is 85.254 which is greater than the table value of 15.507 at 5% level of significance. The calculated value is greater than the table value; hence the null hypothesis is rejected. Hence it is inferred that mild level of stress and performance of executives are dependent. So mild level of stress increases performance of executives irrespective of the level of hierarchy they are at.

Our ability to perform increases up to a certain level of stress arousal. This is the healthy tension or eustress. But if this stress continues uncontrolled and a fatigue point is reached, any further stress arousal will take the performance level down, ultimately leading to exhaustion, ill-health and, finally breakdown.

Chi – square test was applied to find out whether the high level stress reduces performance of the executives in the I.T Industry. Statistical analysis indicates that the calculated value of chi-square 22.38 which is greater than table value of 9.488 at 5% level of significance. Since the calculated value is greater than the table value, the Null hypothesis is rejected. i.e high level stress and performance are dependant. It is inferred that stress experienced above mild level makes the executives discomfort, fatigued and exhausted and it reduces performance.

So when stress increases at an uncontrolled manner performance decreases of executives irrespective of the level of hierarchy they are at.

- The study conducted indicates that 21.76 % of the executives in the I.T Industry in Technopark either strongly agree or agree to the statement and opines that team work is not
effective in their company. 18.85% of the executives do not say any opinion on this. A majority of the executives (59.39%) either strongly disagree or disagree to the statement and opines that in their organisations they value team work. Further they said that team work is the pivot around which their success revolves. They add on by saying that being a member of a Project Team brings forth great spirit and that they consider this as a method to ward off stress from the tight work schedules they have in their companies.

- The study shows that the executives in I.T industry in Technopark leave a mixed response when asked about the work life balance policies of the company. A majority of the executives (55.39%) either strongly agrees or agrees to the statement. 28.69% remains undecided whereas 15.92% either strongly disagree or disagree to the statement. The executives say that the realities of a global economy, innovative business management, new work-facilitating technologies, and the advent of e-commerce have all combined to increase the challenge for individuals to simultaneously navigate the demands of paid work and personal/family life. Global competition in Software industry coupled with skilled labour shortages, along with the intensity with which employees experience work/life difficulty, has given work/life programs a high priority in strategic business initiatives in the I.T Industry. Companies have instituted a variety of policies and programs to address these challenges. These programs are no longer primarily perceived as accommodations for the idiosyncratic needs of a relatively small group of employees, such as working mothers; rather, they are seen as part of a broad-based business imperative to meet the needs of all employees.

- The executives of I.T Companies were asked what the organisation provides them as stress management initiatives. The results of weighted average method of the responses lists down the important initiatives as adequate salary, counselling, exercise, company sponsored family/pleasure trips and learning opportunity.

- The study reveals that majority of the executives working in the I.T industry in technopark are satisfied with their job comparing their job with other persons job who is
holding to the same position. 9.30 % are amongst the most satisfied of all. 53.08 % are somewhat more satisfied than the general count of people, 31.23 % are above average and opines that they are holding to “O.K” position. 4.85 % of the executives are somewhat less satisfied than the majority and 1.54 % remains as the most dissatisfied of all.

- The opinion of the executives working in various companies in the I.T Industry in Technopark reveals that the concept of Flexitime (Flexible Working Hours) has to be practiced in reality and should not remain as a policy in the documents or papers. Analysis of the results from the study indicates that 49.38% of executives in I.T industry in Technopark strongly agree to the statement that flexible working hours has to be introduced in the I.T companies in Kerala. Another 41% of the executives agree, 6% remains undecided and nearly 4% disagree with the introduction of the flexible working hours. From the interaction with the executives it was understood that many employees have to work beyond the normal hours specified so as to meet the unrealistic deadlines. This in fact will cut the time they have to spend with the family. More than this, if flexible working hours are introduced it will be beneficial to the women employees in general who are striving hard to strike a balance between their family and work life.

To further test the statistical significance Z Test was used. In this context Z test was applied to test the significant difference in the opinion on introducing flexible working hours. Results of the Z test states that the calculated Z test value is 0.76 which is less than table value, null hypothesis is accepted. It is inferred that there is no significant difference in the opinion of introducing flexible working hours in IT Company’s in Kerala. Hence majority of the executives are of the opinion that the concept of Flexi Time has to be introduced and practiced.

- Models of Stress

Many researchers have proposed a number of models of stress and its management. Some of the models identified for the study are listed below and are well explained along with the introduction to the topic of research. Most of the model focuses on how the individual manages stress by controlling or adjusting to the variables in the environment. If the individual is not able to cope up with the changes and pressures of the environment, they
start experiencing stress. Almost all the model deals with the changes that takes place in the individual and consequences also.

(a) The General Adaptation Syndrome (G.A.S) Model of Stress.
(b) The ‘Bucket’ Model of Stress
(c) The Bounce Model of Stress
(d) Karasek’s demand-control model of occupational stress
(e) Burn Out Stress Syndrome Model of Stress (BOSS)
(f) The Kosha Model of Stress Management
(g) Gary Jones Model of Organisational Stress.
(h) Integrative Model of Stress - Stress & Work – A Model
(i) The ‘Effort – Rewards Imbalance’ Model of Stress – J. Siegrist

A new model of Stress – Management titled as the “Chandra-Raman” Model of Stress Management is developed as a part of the research work and is included in detail along with the suggestions.

- The results of the study shows that the stress coping methods followed by the I.T Companies in Technopark are:

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<th>Adequate salary</th>
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<td>Counselling</td>
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<td>Yoga</td>
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<td>Meditation</td>
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<td>Exercise</td>
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<td>Improved work conditions</td>
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<td>7</td>
<td>Relaxation</td>
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<td>8</td>
<td>Sufficient breaks</td>
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<td>9</td>
<td>Company sponsored family/pleasure trips</td>
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<td>10</td>
<td>Learning opportunity</td>
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<td>11</td>
<td>Growth opportunity</td>
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<td>12</td>
<td>Recreation</td>
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<td>13</td>
<td>Social reunions</td>
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The results of the Statistical analysis using weighted average method points out that the most important stress coping strategies adopted by the company are:

- Payment of adequate Salary.
- Holding Counselling Workshops.
- Exercise – Providing facility for the executives.
- Company sponsored family/pleasure trips.
- Learning Opportunity – As and when required.

The results of the study shows that the stress coping methods followed by the executives IT Companies in Technopark are:

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<td>1</td>
<td>Manage Time</td>
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<td>Deliberate separation of Work &amp; Home</td>
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<td>3</td>
<td>Organise the Work</td>
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<td>4</td>
<td>Take mini vacations</td>
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<tr>
<td>5</td>
<td>Meditation, Games, Yoga</td>
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<tr>
<td>6</td>
<td>Regular physical exercise</td>
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<td>7</td>
<td>Attend Social Functions</td>
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The values of statistical analysis (Weighted Average) indicate that the executives give more importance to organizing their work and taking mini vacations as and when required.
6.2 CONCLUSION

Sources of managerial stress have been well documented since the late 1970s. Stress is involved in an environmental situation that perceived as presenting demand which threatens to exceed the person's capabilities and resources for meeting it, under conditions where he or she expects a substantial differential in the rewards and costs from meeting the demand versus not meeting it. From the documented evidence, it is clear that as far as work life is concerned with respect to I.T Industry, extreme stress is so aversive to employees that they will try to avoid it by withdrawing either psychologically, physically or by leaving the job entirely.

This research study on "Stress Management among the Executives in Kerala Based Organisations With Special reference to I.T Industry" was conducted in Technopark, Trivandrum in Kerala, where almost all the I.T companies in India leave their presence. More over Technopark has become the I.T hub of Kerala with more than 13000 executives working there. A sample of 1300 executives was selected and a self prepared questionnaire – "Stress inventory Questionnaire" was administered. Executives were divided into three main strata based on their years of experience. Strata A titled as Junior Level Executives with 0-5 years experience, Strata B titled as Middle Level Executives with >5-10 years experience and Strata C with executives comprising of more than 10 years of experience.

This study was conducted by keeping in mind the following core objectives - To study in detail about the factors causing stress in I.T Industry, To understand the various symptoms of stress as experienced by the executives in I.T industry in Kerala with special reference to Techno Park, Trivandrum, To study in detail about the stress coping methods as envisaged in I.T industry, To assess if workplace stress being experienced by the executives is hierarchy specific and To understand how stress affects performance of executives in I.T industry.

Many executives in the I.T industry in Kerala in Technopark showed a moderate level of stress i.e. an above average level. Many studies are there supporting the fact that executive in I.T Industry experiences stress. Studies done among I.T professionals by Sylvia Anna Hewlett & Carolyn Buck Luce in 2006, Jake Messersmith in 2007 by Peter
The symptoms of stress and the factors causing stress were analyzed at each level of hierarchy. The symptoms and factors causing stress vary with age and experience (moving up the hierarchy age increases and experience increases in general). The study also helped to understand the basic concepts of stress and provides an insight into the various models of stress. A number of models as discussed in detail in the research were studied and a new model of stress titled as the “Chandra Raman” model was framed. This model consist of five steps a) Prospective Sources b) Cognition & Internalization c) Consequences d) Control and e) Outcomes of Stress.

The study indicates that across the various levels of hierarchy in general, the factors causing stress (Stressors) as experienced by the executives in I.T Industry at Technopark, varies. The most highly scored stressors are as follows. For Senior level executives working in the I.T Companies in Technopark, Feeling of stagnation in present Job, Long working hours, travelling associated with works, low pay and competition from colleagues act as the major stressors. Lack of Open Communication, Lack of clarity, Excessive work load, Job insecurity are the second list of factors causing stress. For Middle level Executives working in the I.T Companies in Technopark, Non Transparent Performance evaluation, Cultural Maladjustment, Excessive Work load, Travelling associated with works and Office Politics act as major stressors. Lack of Open communication, Unreasonable performance targets, Conflict between domestic and work life, Lack of clarity in role, Low pay and Boredom from routine jobs are the second set of factors causing stress. For Junior level Executives working in the I.T Companies in Technopark, Working in the night shifts, Boredom from routine Jobs, Excessive Workload, Office Politics and Irate customers are the major stressors. Unequal distribution of work, Lack of participation in decision making, Un reasonable performance targets, lack of support from superiors and Job Insecurity are second set of factors causing stress.

Analysis if the study indicates that Global economic changes and Global Political changes are the major environmental factors causing stress to senior level executives. For junior level executives & middle level executives Global political changes and Global cultural changes are the major environmental factors causing stress.
through its policies, using the government machinery, should provide some measures to all I.T based companies in conducting stress related training programmes.

Because this research was limited to one campus located in the Southern part of Kerala, it is not known whether trends found reflect local attitudes or are more widespread. The response rate might also limit interpretation of the findings and encourages further questions. Were some executives too stressed to deal with yet another task? Or were they just prioritizing in favour of required assignments over an optional assignment? Regardless, I feel strongly that it is important to continue with a holistic study considering each area giving due importance and further to examine the causes and consequences of stress and how it affects the executives. It is also important that the company openly discuss these results with executives and explore ways in which the company can work in collaboration to limit the factors that cause stress, decrease the negative effects that result from that stress, and provide appropriate support and treatment.

On the societal level, there is a need to make society and organization more humane and caring. More emphasis should be on fitting organizations to people and not the other way round. I.T Company should provide greater economic security, and psychological security in the form of training in survival skills in today’s fast-changing society. In terms of adaptability, stress management advice at organizational level may help the reduction of stress to a tolerable level. The ultimate hope of this study is to help the I.T industry to grow within the context of enhanced level of competitiveness brought about by the forces of globalization and advancement in information technology. It is hoped that the findings in this study are able to create awareness as well as help companies develop strategies for the development of their human resources. It is perhaps given that a foregone conclusion from any research project will be series of recommendations for additional research.

Thus to conclude, the most important issue to be addressed is the productivity of executives in the I.T Industry which is the most decisive factor as far as the success of the organization is concerned. The productivity in turn is dependent on the psychosocial well being of the executives. In the age of highly dynamic and competitive world, man is exposed to all kinds of stressors that can affect on all realms of life. The growing importance of interventional strategies thus is felt more at the I.T Industry level.
Although certain limitations were met with the study, every effort has been made to make it much comprehensive. The researcher expects to draw attention of the administrators, policy makers, researchers and academicians in related fields to resume further research. Any people who wish to explore more research studies in the area of stress management in the I.T sector will hopefully find this study beneficial.

6.3 RECOMMENDATIONS & SUGGESTIONS

1) One of the major reasons for stress among the executives in the I.T Sector is Work Load. Hence the following are recommended to the executives :-

Companies and individuals both have a number of options available to them for dealing with work overload and burnout. Companies can take two major approaches, as well as implement several smaller plans of action. These two large-scale plans are providing stress management training and initiating organizational change.

All stress management programmes should focus on to teach executives about the nature and sources of stress, the effects of stress on health, and personal skills to reduce stress. This plan has the advantage of being inexpensive and easy to implement. However, it has two major disadvantages:

- the beneficial effects are short lived
- it overlooks the important root causes of stress, focusing on the effect rather than the cause

In contrast, organizational change is the most direct way to reduce stress at work. It involves the identification of stressful aspects of workload, and the design of strategies to reduce or eliminate the identified stressors. The advantage is that it deals with the root cause. However, executives may become uncomfortable with this approach because it can involve changes in work routines or production schedules. Often this change can be expensive as, requiring the assistance of a consulting firm. But there are some tips organizations use to affect these changes themselves:

- Ensure that the workload is in line with the executives’ capabilities and resources
- Design jobs to provide meaning, stimulation, and opportunities for workers to use their skills
- Clearly define roles and responsibilities
- Give executives opportunities to participate in decisions and actions affecting their jobs.
Provide opportunities for social interaction

- Establish work schedules those are compatible with demands and responsibilities outside the job
- Create job diversity for employees that they must perform repetitive tasks. This is not only good for the employee, but also for the company, as it creates a cross-trained work force.
- Make sure you are not trying to do too much with to little. It is okay to ask your employees to give 110% occasionally, but not every day.

The most important thing a person can do is to prioritize. Stephen R. Covey had said that “The essence of time management can be captured in one phrase: Organize and execute around priorities”. This means first of all, making home life and health a priority. The danger of allowing one’s life to be dependent on one’s career is that there are no other resources for satisfaction when the career is in trouble. Home life, social life, artistic and cultural activities, spiritual and religious life are all potential sources of and significant rewards. Balancing these aspects with work provides a more diverse network of social and emotional supports, allowing the individual to better weather difficulties. (Preventive stress management in organizations, pg. 224) Maintaining such a balance has been found to be a key factor among executives who remain healthy under high stress and heavy work demands. (J.C. Quick, Nelson, & Quick, 1990).

In order to maintain health, despite a heavy workload, there are several things an employee can and should do.

- Be sure to leave enough time in everyday for sleep. Get in the habit of not letting anything get in the way of this.
- Exercise - This is the key to enhancing your ability to convert stress to energy for optimal mental and physical health. Three hours a week spread throughout the week and including both aerobic and strength training is enough to meet the body’s needs.
- Channel stress-engendered energy into positive activities such as prayer, mind/body techniques relaxation training, meditation, or biofeedback. Besides improving health, these will improve your attitude and moral.
- Eliminate or restrict the intake of caffeine and alcohol. Both produce chemical stress on the body, which only makes the problem worse.
• Increase the intake of potassium by increasing consumption of fruits and vegetables. Adequate potassium levels are necessary for proper adrenal functions.
• Make full use of vacation and leisure time. Consider that vacations are the earned reward of working. If possible, channel vacations into frequent 3-day weekends rather than extended vacations which can be come sources of stress themselves. The use of this leisure time is also important – try to do something fulfilling without having to reach a goal.

There are also a number of practical things an employee can do on the job in order to minimize his workload.

• Ask industry people, such as sales reps, consultants, clients, etc. to make appointments instead of dropping in and interrupting your routine. Set aside a regular block of time when you will be available for appointments.
• (For the self-employed business person) If you don’t have extra hands and feel overwhelmed with your workload, rent some. Hire on some help to get you caught up.
• Avoid excessive obligations. Learn how to decline in a diplomatic way
• Turn on your phone only in designated hours or have your secretary heavily filter phone calls.
• Prioritize e-mails and correspondence. Try not to succumb to urgency and deadlines. Reconcile yourself to the fact that some e-mail will just have to wait for its turn.
• Learn to delegate. You cannot do everything for verify everything.
• Break large projects into small steps, focusing on small goals rather than the larger ones.

When deciding how to shrink an overwhelming workload

In the most severe and unalterable situations, consider looking for a new job. Remember that the health and well-being of yourself and your family should be your first priority. If all else fails, and you find yourself still suffering from overload and burnout, remove yourself permanently from an environment which facilitates overstretch. Although this is by far the most drastic, and for that reason probably the most difficult measure, consider the alternatives we have outlined. The effects of work overload, job stress, and burnout can have lasting effects just as dangerous as temporary unemployment.
2) Yet another reason for stress among the executives as identified from the study is office politics. Many of us don't want to get caught up in office politics, but office politics is a part of the corporate world. To get rid of this it is better to think of playing office politics as a game of strategy through which you are able to get the resources and influence you need to accomplish your goals.

Seven tips to help you win at office politics and still gain colleagues' respect.

1. Observe how things get done - If you want to win a game you should know what is happening inside. Never be afraid of your superior. Observe properly and analyze what is happening in the organization. If you feel that you need some clarification from your boss, ask questions and the answers to these questions should give you a good sense of the culture of your organization.

2. Profile powerful individuals - Once you are in the organization start profiling powerful individuals. Observe what your boss is doing. Pay attention to their communication style, network of relationships and what types of proposals they say 'yes' to most often. Emulate those traits by drawing on the strengths you have.

3. Develop a positive track record - Planning is crucial as soon as you join the company. If you have a rough idea on how long you want to do the job, work on developing your image as someone who gets results. This gives you an edge in all political corners. On the other hand, style without substance will not gain you respects.

4. Blow your horn, occasionally - You need not start an outright show-off, but if no one knows of your good work, you may lose at the game of office politics — when you really deserve to win. Let others know what you've accomplished whenever you get the opportunity. If you don't know the fine art of diplomatic bragging, you might get lost.

5. Respect counts, especially downwards - Being a superior it's true that you are being approved and respected by your subordinates. But few executives make the folly of behaving with their co-workers and subordinates in a manner a king rules. Don't show preferential treatment or give the heat to co-workers you think 'won't be of use to you'. You never know to whom someone might be connected.

6. Don't align too much with a group - While an alliance where that smart CEO is calling the shots may be powerful for the moment, new leaders will often oust existing coalitions and surround themselves with a new team. Remember your mega office's politics might not
be too different in character from UPA’s coalition government. Bridging across factions may be a more effective strategy for long-term success if you intend to stay in your current organisation for some time.

7. Communicate persuasively - In the end, no matter how intense the politics is at your office, developing an assertive style backed with solid research will always give your colleagues and superiors a positive feeling, even if they’re after you. Good politicians always adjust their messages for their audience.


3) A major stressor as identified from this study is that Stress tends to build up over time because of a combination of factors that may not all be work related. **Conflicting demands of work and home can cause excessive stress.** Stressors at home can affect those at work and vice versa. For example, working long hours, or away from home, taking work home and having higher responsibility can all have a negative effect on a person’s home life – something which is supposed to be a ‘buffer’ against the stressful events of work. In the same way, domestic problems such as childcare, financial or relationship problems can negatively affect a person’s work. The person loses out – as do their family and their employer. It is difficult to control outside stressors, but you need to take a holistic approach to employee well-being. An executive may not tell his boss his personal problems. But if the Boss is understanding type, the following tips can do wonders.

**Be sympathetic and proactive.** Arrange a confidential meeting with the person, allowing them the opportunity to discuss any problems they wish and allowing you time to voice your own concerns. It may help to clarify whether the person’s problems are work related or personal.

**Be flexible.** Consider offering the person more flexible working hours, or even offer them some paid time off to deal with their problems.

**Offer outside support.** If appropriate, you could suggest they visit their doctor and allow them time off to do so. You could also suggest support groups.
Outline the support and services your organisation offers. For example, your organisation may have a work–life balance initiative in place. These are benefits, policies, or programmes that help balance out job demands and a healthy life outside work. They can include:

- Childcare services;
- Flexible working arrangements;
- Family leave policies;
- Employee assistance programmes; or
- Fitness programmes.

Programmes of this kind can work effectively to

◊ Retain staff;

◊ Improve morale;

◊ Reduce sickness absence and stress; and increase productivity and commitment.

4) One of the important stressor as identified from the study is improper work scheduling and time pressure. God has given us many resources discriminately other than time. Everyone in the world has 24 hours. The success depends on how effectively you are able to manage time and schedule your work accordingly. It may also be necessary to reorganize your schedule in order to maintain a more balanced life. Some strategies for time management include:

- Make a "to-do" list. Check items off as you complete them.
- Prioritize tasks and then work on the most important ones.
- Learn to say "no."
- Delegate less important tasks.
• Schedule extra time for tasks, in case of interruptions.
• Take frequent breaks and schedule time for relaxation.

If you can schedule your work accordingly the problem of working beyond office hours can be resolved.

5) The study reveals about the tendency that executives have to remain socially detached. This is the worst of all. **In such cases the best thing executives can do is to seek support from others.** One of the most effective things to reduce stress is to find a person to talk from our heart, a person who remains calm and listens in a way that makes us feel understood. It's always better to have a network of friends and family to whom you can turn to when stress threatens to overwhelm you. Think of individuals who care about you and with whom you can share your most personal thoughts.

• Reach out to the people you feel close to. Call them; make dates to see them; be open and available to them. Let them love you.
• Be sure to include some people at least a generation younger than you so that you won't outlive your buddies and be left alone.
• Build relationships based on emotional honesty. Members of your inner circle should know how to listen without judging you, giving advice, or comparing your experiences to theirs.

6) **The research study indicates about uncontrolled or high stress affecting performance. Under such circumstances the following tips will be beneficial.**

1. **Tell employees their role, tell them what to do, and give them the rules.**

  Executives should be made very clear on what the organization is expecting from them. It’s like giving very clear direction. Give the executives certain parameters so they can work within broad outlines.

2. **Discipline employees who are out of line.** Time and time again, we hear, "I wish my boss would tell that this is just unacceptable." Hold people accountable in a way that is fair but makes everyone cognizant of what is and is not acceptable. Be consistent.
3. Get employees excited. It's always better to maintain a creative mentality amongst the executives. Provide them with all possible information about the company, about the project they are into, about the job, etc. in a manner which makes them excited.

4. Don't forget to praise people. Motivate employees by leveraging their strengths, not harping on their weaknesses. Appreciate their effort, for words of appreciation can do wonders.

5. Don't scare people. They really don't need to know about everything that worries you. They respect that you trust them, but you are the boss. And don't lose your temper at meetings because they didn't meet your expectations. It's often not productive. Fairness and consistency are important mainstays.

6. Impress your employees. Strong leaders impress their staffs in a variety of ways. Yes, some are great examples of management, but others are bold and courageous, and still others are creative and smart. Strong leaders bring strength to an organization by providing a characteristic that others don't have and the company sorely needs.

7. Give your employees some autonomy. Give them something interesting to work on. Trust them with opportunity. The more you give autonomy, the more interested they will be in the work.

8. Set employees up to win. Nobody wants to fail. Indecisive leaders who keep people in the wrong roles, set unrealistic goals, keep unproductive team members, or change direction unfairly just frustrate everybody and make people feel defeated. Your job is to make it practical for people to succeed. When you do this, everybody wins.

7) One of the major stressor identified was the presence of irate customers. Irate customers can be tackled if you maintain your cool. These tips will help the executive to be more successful with irate customers.

1. They are entitled
Belief yourself that the customer has the right to be angry. The customer may be irate for a large number of reasons. The reason they are upset may not directly involve your company. Imagine the customer may be stressed because of money problems, an argument

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with their spouse, etc. Their predicament with your company may have been the last straw in a long line of reasons to become upset.

2. Listen well

Majority of the I.T projects are being outsourced from other developed countries to Indian I.T Companies. It’s true that you have to get adjusted to the time schedules of different countries especially if you are working in the night shift. Listening to the customer will help you better define their problem. They may be perturbed at some aspects more than others; try to gauge what they find to be most worrying. Never return their emotion with emotion. The customer may be stressed over a technical issue, but the issue could be impeding them from meeting a deadline for their boss. Let the customer know that you are listening to them and that you will do what you can to help resolve the issue.

3) Be calm

Time will calm an irate customer. You will only strengthen their anger and lengthen the time of their dissatisfaction by getting upset yourself. Wait until the peak of the customer’s anger subsides. Sometimes people subconsciously know they are being irrational and seek vindication. The infuriated customer may try to get you down to their level, so anger will seem like the right emotion to have. Ultimately, the customer wants you to help them. They will be reminded of this sooner if you maintain your composure.

8) Two-tier resolution

Make the customer your primary concern. The customer’s ultimate satisfaction will be contingent on you addressing both issues; but, you want them to feel you listened to them and wanted to help them regardless of the problem.

8) An important point to be noticed is that executives in the I.T industry in Technopark when confronted with situations, based on how they encounter with the situation, may develop negative thoughts in their minds. Perhaps one of the causes of stress itself is the cynical thoughts arising in their mind itself which has to be redressed as
early as possible. It’s quite natural that even the best executive may fall prey to negative thinking. Having negative thoughts play out like a movie can only bring you pain. It is self explanatory that negative thoughts drain our energy and keep us from being in the present moment. The more you give in to your negative thoughts, the stronger they become. So whenever an issue or a problem arises instead of being getting anxious, worried, tensed and frustrated it will be always good to the executives to become a part of the solution by thinking positively and follow these simple steps.

1. Meditate or do yoga.

To avoid negative thoughts we have to see that we have a clear cut focus. Meditation and Yoga are two good methods which improves our focus or more precisely our concentration. In fact both these takes our focus away from the thoughts and brings our attention to our own breath. Yoga is also very relaxing which helps to ease mind. Yoga brings us back to the present moment and makes us more environment fit.

2. Smile.

Smile can do wonders. You can stand in front of a mirror and force yourself to smile. It really does help change your mood and relieve stress. You feel lighter because it takes fewer muscles to smile than to scowl.

3. Surround yourself with positive people.

One of the nest ways to get rid of negative thoughts is to closely getting associated with positive minded people in organizations. There are people around you who can bring in happiness to you through constructive guidance and loving feedback. When you’re stuck in a negative spiral, talk to people who can put things into perspective and won’t feed your negative thinking.

4. Change the tone of your thoughts from negative to positive.

Thinking negative itself makes us stressed. For example, instead of thinking We are going to have a hard time doing a project, replace that with We will face some challenges doing this project, but we will come up with solutions that is feasible and happy to all.

5. Don’t play the victim. You create your life—take responsibility.

The way we perceive our life is what matters. Always think that you are going to control the situation. Never allow the situation to take control of you. Even when you are stressed
and your life becomes miserable, believe strongly that there is a way out. Always be bold enough to accept responsibility. The world does not need people who shirk responsibility.


Always think that there are people around you who are in a worse situation. Think about them. Take the focus away from you and do something nice for another person.

7. Remember that no one is perfect and let yourself move forward.

It’s easy to dwell on your mistakes. But learn from your mistakes and see that you don’t repeat the same mistakes every time. Mistakes should rather be treated as opportunities to learn.

8. Sing.

Many of us will say that we don’t remember lyrics very well and it’s probably the reason that we don’t enjoy singing, but every time you do sing, you always feel better. When you sing, you show our feelings and this provides an amazing stress relief.

9. List five things that you are grateful for right now.

Always live in the present time. Being grateful helps appreciate what you already have. Think and try to list down certain things which you are grateful for the time being.

10. Read positive quotes.

Many quotes which are inspiring are readily available. Paste such positive quotes wherever you are, say for example on your computer, Your cubicle door, Mirror etc as reminders to stay positive. One such quote is:-

Watch your thoughts, they become words.
Watch your words, they become actions.
Watch your actions, they become habits.
Watch your habits, they become your character.
Watch your character, it becomes your destiny.

9. This study says that some executives develop an attitude in their behaviour of detaching themselves from social relationships —social detachment attitude— and prefer a restricted range of expression of emotions in interpersonal settings and spend most of their time
alone. In modern psychotherapy this behavioural pattern is identified as 'Schizoid Personality Disorder'. People of this disorder neither desire nor enjoy close relationships and including being part of a family, almost always chooses solitary activities and prefer mechanical or abstract tasks like developing a software program or doing research. They found to be apathetic and remain little interested even in having sexual experiences and also take little pleasure in few activities. They do not have any close friends or confidants other than first-degree relatives and appear apathetic to either praise or criticism of others. Hence it is suggested that organisations should design programmes to shape the innate behaviour of such executives so that they can balance their emotions, in a way to face every life challenge by avoiding pessimistic approach towards life so that they will be able to derive maximum pleasure from what they are doing. In addition clinical help if required can be sought.

10. Many executives pointed out about the lacunae in their performance appraisal system. In this context it is suggested that in I.T industry, Performance appraisals have to be carried out as planned and should not be done just for meeting the formalities. It should be fair and transparent. Proper feedback also should be given to them through a performance review session. “Executives love to get feedback twice a year and it works in two ways. One, it helps them correct any mistakes they might have committed during the first half of the year; and two, they can set things right to achieve their goals by the end of the year.” It should be the responsibility of the senior managers to see that performance appraisal not remains in papers and that the same is done with the objectives set by the organisation in a fair manner.

SOME EFFECTIVE METHODS OF STRESS MANAGEMENT

Here are some effective, established and proven methods of managing stress. Its to be noted that many of the methods mentioned below can be successful only if the organisations and the individuals are more committed.

- **Bio Feedback** - is yet another muscle relaxation method. It is a technique that uses electrical instrumentation to magnify the subtle signals from the body so they become more noticeable and thus more controllable. Electrical impulses from muscles, brain waves and or skin temperature are most commonly used.
Biofeedback is a way to measure the body’s physiological responses in real time, and a tool to learn to control them. Biofeedback generally relies on machines that measure heart rate, muscle tension or even brain waves, and usually requires a therapist or other health professional to operate the machine, explain what the readings mean, and work with clients to incorporate the information into lifestyle changes.

Most often, biofeedback helps people control their stress response, by realizing when it’s underway and employing relaxation techniques like deep breathing, visualizations and meditation to calm their physiological arousal. Many of the benefits of biofeedback simply come from the increased relaxation in your body and the lack of a chronically triggered fight-or-flight response. Because chronic stress can be a trigger for many negative health symptoms, this can offer a significant and palpable improvement in the way people feel and how their bodies function.

By helping you learn how your body is currently functioning, biofeedback can help you to know what to change. Also, by showing you in ‘real time’ which relaxation techniques are working and which aren’t, you’re able to more easily grasp effective ways to relax your body’s physiology and incorporate healthier habits into your lifestyle.

Because biofeedback can with stress related conditions by helping to reverse the stress response (and help you keep from letting it be triggered in the first place!), it can be useful with a variety of conditions. Biofeedback has been popularly used for anxiety, tension headaches, pain, IBS, general stress, and several other conditions.

There are some ways in which you’re probably already using a very simple form of biofeedback:

- **Physical Awareness:** Some physical responses can be easily sensed without equipment, of course. When your body becomes tense, that’s a natural message that you’re stressed. Shallow breathing can be another. Becoming aware of your body’s stress signals can arguably be a sort of natural form of ‘biofeedback’.
 Household Tools: Scales, thermometers, and even mirrors can tell you about some of your body’s functioning by pointing out excess weight, fevers, and visible signs of stress like acne.

Both of these methods tell you about your physiology and help you to know that healthy changes are required, but are only the tip of the iceberg. Traditional biofeedback usually involves much more sophisticated measurements that can change more rapidly and are more difficult for the lay person to detect on their own. Usually, standard biofeedback necessitates the use of a biofeedback technician—a therapist or health professional—but recently, home biofeedback equipment has become readily available to consumers.

- Autogenic training is a relaxation technique developed by the German psychiatrist Johannes Heinrich Schultz and first published in 1932. The technique involves the daily practice of sessions that last around 15 minutes, usually in the morning, at lunch time, and in the evening. During each session, the practitioner will repeat a set of visualizations that induce a state of relaxation. Each session can be practiced in a position chosen amongst a set of recommended postures (for example, lying down, sitting meditation, sitting like a rag doll). The technique can be used to alleviate many stress-induced psychosomatic disorders.

- Cognitive therapy (CT) is a type of psychotherapy developed by American psychiatrist Aaron T. Beck. CT is one of the therapeutic approaches within the larger group of cognitive behavioral therapies (CBT) and was first expounded by Beck in the 1960s.

Cognitive therapy seeks to help the patient overcome difficulties by identifying and changing dysfunctional thinking, behavior, and emotional responses. This involves helping patients develop skills for modifying beliefs, identifying distorted thinking, relating to others in different ways, and changing behaviors. Treatment is based on collaboration between patient and therapist and on testing behaviors. Treatment may consist of testing the assumptions which one makes and identifying how certain of one's usually unquestioned thoughts are distorted, unrealistic and unhelpful. Once those thoughts have been challenged, one's feelings about the subject matter of those thoughts are more easily subject to change. Beck initially focused on depression and developed a list of "errors" in thinking that he proposed could maintain depression, including arbitrary inference,
selective abstraction, over-generalization, and magnification (of negatives) and minimization (of positives).

A simple example may illustrate the principle of how CT works: having made a mistake at work, a person may believe, "I'm useless and can't do anything right at work." Strongly believing this then tends to worsen their mood. The problem may be worsened further if the individual reacts by avoiding activities and then behaviorally confirming the negative belief to themself. As a result, any adaptive response and further constructive consequences become unlikely, which reinforces the original belief of being "useless". In therapy, the latter example could be identified as a self-fulfilling prophecy or "problem cycle", and the efforts of the therapist and client would be directed at working together to change it. This is done by addressing the way the client thinks and behaves in response to similar situations and by developing more flexible ways to think and respond, including reducing the avoidance of activities. If, as a result, the patient escapes the negative thought patterns and dysfunctional behaviors, the negative feelings may be relieved over time.

- **Conflict resolution** is a wide range of methods of addressing sources of conflict - whether at the inter-personal level or between states - and of finding means of resolving a given conflict or of continuing it in less destructive forms than, say, armed conflict. Processes of conflict resolution generally include negotiation, mediation, diplomacy and creative peace building. The term "conflict resolution" is sometimes used interchangeably with the terms dispute resolution or alternative dispute resolution. The processes of arbitration, litigation, and formal complaint processes through an ombudsman, are part of dispute resolution, and therefore they are also part of "conflict resolution." The concept of conflict resolution can also encompass the use of non-violent methods such as civil resistance (also often called nonviolent resistance) by a party to a conflict as a means of pursuing its goals, on the grounds that such means are more likely than armed struggle to lead to effective resolution of the conflict.

- **Physical exercise** is any bodily activity that enhances or maintains physical fitness and overall health and wellness. It is performed for various reasons including strengthening muscles and the cardiovascular system, honing athletic skills, weight loss or maintenance, as well as for the purpose of enjoyment. Frequent and regular physical exercise boosts the immune system, and helps prevent the "diseases of affluence" such as heart disease, cardiovascular disease, Type 2 diabetes and obesity. It also improves mental health, helps prevent depression, helps to promote or maintain positive self esteem, and can even
augment an individual's sex appeal or body image, which is also found to be linked with higher levels of self esteem. Childhood obesity is a growing global concern and physical exercise may help decrease the effects of childhood obesity in developed countries. Health care providers often call exercise the "miracle" or "wonder" drug - alluding to the wide variety of proven benefits that it provides.

Physical exercises are generally grouped into three types, depending on the overall effect they have on the human body:

- Flexibility exercises, such as stretching, improve the range of motion of muscles and joints.
- Aerobic exercises, such as cycling, swimming, walking, skipping rope, rowing, running, hiking or playing tennis, focus on increasing cardiovascular endurance.
- Anaerobic exercises, such as weight training, functional training, eccentric training or sprinting, increase short-term muscle strength.

**Categories of physical exercise**

- Strength training
- Agility training
- Eccentric Training

- A hobby is a regular activity or interest that is undertaken for pleasure, typically done during one's leisure time.

- Meditation is an important way in managing stress and it curtails overreaction, emotional outbursts and temper tantrums. It refers to the mental technique for quieting the body and mind. Starting from the epics to the recent modern gurus, all have described the positive effects of meditation for physical, mental and spiritual well being. However, scientific research on Meditation was initiated by Maharishi Mahesh Yogi and the same was popularised by western scientists.
Relaxation Recall is an advanced form of Relation training, learned by individuals more rapidly provided the individual already has some relaxation skills. The components of relaxation recall are concentration and Relaxation where you are being facilitated by your own ability to clearly imagine a scene or a feeling and then ability to concentrate without any arousal.

A relaxation technique (also known as relaxation training) is any method, process, procedure, or activity that helps a person to relax; to attain a state of increased calmness; or otherwise reduce levels of anxiety, stress or anger. Relaxation techniques are often employed as one element of a wider stress management program and can decrease muscle tension, lower the blood pressure and slow heart and breath rates, among other health benefits.[1]

Since the 1960s, research has indicated strong correlations between chronic stress and physical and emotional health. Meditation was among the first relaxation techniques shown to have a measurable effect on stress reduction. In the 1970s, self-help books teaching relaxation techniques began to appear on bestsellers lists. In 1975, The Relaxation Response by Harvard Medical School professor Herbert Benson, MD and Miriam Z. Klipper was published. Their book has been credited with popularizing meditation in the United States.

Research released in the 1980s indicated stronger ties between stress and health and showed benefits from a wider range of relaxation techniques than had been previously known. This research received national media attention, including a New York Times article in 1986 Conventional medical philosophy adopted the concept and its early 21st century practitioners recommend using relaxation techniques to improve patient outcomes in many situations. Relaxation techniques are also a mainstay of complementary and alternative medicine (CAM).

Certain relaxation techniques known as "formal and passive relaxation exercises" are generally performed while sitting or lying quietly, with minimal movement and involve "a degree of withdrawal". These include:

- Autogenic training
- Biofeedback
- Deep breathing
Meditation
Zen Yoga
Progressive Muscle Relaxation
Pranayama
Visualization
Yoga Nidra
Self-hypnosis

Progressive muscle relaxation (or PMR) is a technique for reducing anxiety by alternately tensing and relaxing the muscles. It was developed by American physician Edmund Jacobson in the early 1920s. Jacobson argued that since muscle tension accompanies anxiety, one can reduce anxiety by learning how to relax the muscular tension. PMR entails a physical and mental component.

The physical component involves the tensing and relaxing of muscle groups over the legs, abdomen, chest, arms and face. With the eyes closed and in a sequential pattern, a tension in a given muscle group is purposefully done for approximately 10 seconds and then released for 20 seconds before continuing with the next muscle group.

The mental component focuses on the difference between the feelings of the tension and relaxation. Because the eyes are closed, one is forced to concentrate on the sensation of tension and relaxation. In patients with anxiety, the mind often wanders with thoughts such as "I don't know if this will work" or "Am I feeling it yet." If such is the case, the patient is told to simply focus on the feelings of the tensed muscle. Because of the feelings of warmth and heaviness are felt in the relaxed muscle after it is tensed, a mental relaxation is felt as a result. With practice, the patient learns how to effectively relax and deter anxiety when it becomes at an unhealthy level where an anxiety attack would otherwise occur.

Jacobson trained his patients to voluntarily relax certain muscles in their body in order to reduce anxiety symptoms. He also found that the relaxation procedure is effective against ulcers, insomnia, and hypertension. There are many parallels with autogenic training, which was developed independently. The technique has also proven effective in reducing acute anxiety in people with Schizophrenia.

Jacobson's Progressive Relaxation has remained popular with modern physical therapists.

Progressive relaxation involves alternately tensing and relaxing the muscles. A person using PMR may start by sitting or lying down in a comfortable position. With the eyes
closed, the muscles are tensed (10 seconds) and relaxed (20 seconds) sequentially through various parts of the body. The whole PMR session takes approximately 30 minutes. As this is a technique, practice with PMR does make perfect and will usually not work effectively as it should the first couple of times.

Patients with generalized anxiety disorder who first try PMR with anxiety may become frustrated, feel rushed, or feel an increase in anxiety for various reasons such as being afraid to "let your guard down." As with doing anything new, this is to be expected and simply practiced again once or twice a day.

- The field of somatics encompasses holistic body-centered approaches that help people reconnect with self and transform through movement practices that promote psychological awareness and well-being. The field contains distinct disciplines within its own educational and/or therapeutic emphasis, principles, methods, psychology and techniques.

The term is derived from the word "Somatic" (Greek "somatikos", soma: “living, aware, bodily person”) which means, pertaining to the body, experienced and regulated from within. The concept of soma posits that neither body nor mind is separate from the other; both are part of a living process. Many of the approaches in the field of somatics address the body-mind split endemic in Western culture and body-mind integration is a common goal. Freedom from restrictions in body and mind is another goal, so that the individual functions and thrives with full potential with self-regulation and independence within the environment in which he or she lives. A fundamental principle is that growth, change, and transformation are always possible at any age.

Subsequent use of the term Somatics is used mainly for Hanna’s work and its offshoots and is used in lower-case form, somatics, to describe other approaches and the field at large. Somatics involves the detailed study and understanding of anatomy and physiological processes in movement, including the processes of mind. The experiential nature of the work is key. The various approaches often emphasize one or more aspects of human bio-life processes, but the subjective experience of the individual is primary. The act of exploring and experiencing one’s inner world through sensory awareness and integration is a means toward understanding and engaging the impulse toward health.

The experience of “conscious embodiment” – a key term and central to somatics work – can be developed through a process of movement exercises, direct touch from a skilled teacher or therapist (a “bodyworker”), and the study of the body itself through the life
cycle. Touch and movement exercises are often designed to mirror and influence the natural processes of the body and mind, providing a fluid interconnection between movement, sensation and thought. Habitual or unhealthy patterns of being and experiencing oneself in the body can be released, facilitating trust in one’s inherent body wisdom. As perceptual, postural, and movement interaction with one’s environment is improved, more advanced motor function and neo-cortex facility are revealed, which supports structural, functional and expressive integration. Those experiences serve as a form of self-education and self-development, with the intention of developing a healthier, more integrated state of being.

Most working methods in somatics identify new capacities for movement potential and offer bio-creative resolutions to functional and developmental issues. Many approaches utilize neuro-muscular repatterning and tissue re-organization, as well as directed intention and touch, to facilitate changes at the deepest levels of experience, even utilizing cellular and embryological information to achieve change in the “mind of the tissue” – another concept central to somatics work. A skillful somatic practitioner can facilitate improvement and change in infants and others whose mental understanding is not accessible through verbal direction. Individuals working alone and exploring their “edge” of kinesthetic knowledge can also achieve significant new understandings through close attention to internal and external experience.

Somatic theories are applied in somatic psychology, somatic movement (International Somatic Movement Education and Therapy Association), somatic body work, and somatic dance.

- A stress ball is a malleable toy, usually not more than 7 cm in diameter. It is squeezed in the hand and manipulated by the fingers, ostensibly to either help relieve stress and muscle tension or to exercise the muscles of the hand.

There are many types of stress balls. Many are a closed-cell polyurethane foam rubber. This type of stress ball is made by injecting the liquid components of the foam into a mold. The resulting chemical reaction creates carbon dioxide bubbles as a byproduct, which in turn creates the foam.[1]

Stress balls, especially those used in physical therapy, can also contain gel of different densities inside a rubber or cloth skin. Another type uses a thin rubber membrane
surrounding a fine powder. The latter type can be made at home by filling a balloon with baking soda. Some balls similar to a footbag are marketed and used as stress balls.

Despite the name, many stress balls are not spherical. Many stress toys are molded in amusing shapes and screen or transfer printed with corporate logos. They are presented to employees and clients as promotional gifts. Stress balls are the third most popular promotional gift in the UK. Stress toys are a staple of cubicles where repetitive stress injuries such as carpal tunnel syndrome are common. Because of the many shapes now available, stress balls are generically known as stress relievers.

- **Naturopathy**, or **Naturopathic Medicine**, is a form of alternative medicine based on a belief in vitalism, which posits that a special energy called vital energy or vital force guides bodily processes such as metabolism, reproduction, growth, and adaptation. Naturopathic philosophy favors a holistic approach, and, like conventional medicine seeks to find the least invasive measures necessary for symptom improvement or resolution, thus encouraging minimal use of surgery and unnecessary drugs. According to the Association of Accredited Naturopathic Medical Colleges, "Naturopathic medicine is defined by principles rather than by methods or modalities. Above all, it honors the body's innate wisdom to heal." According to the American Cancer Society, "Available scientific evidence does not support claims that naturopathic medicine can cure cancer or any other disease, since virtually no studies on naturopathy as a whole have been published."

The term "naturopathy" is derived from Greek and Latin, and literally translates as "nature disease".[4] Modern naturopathy grew out of the Natural Cure movement of Europe. The term was coined in 1895 by John Scheel and popularized by Benedict Lust,[7] the "father of U.S. naturopathy". Beginning in the 1970s, there was a revival of interest in the United States and Canada in conjunction with the holistic health movement.

Naturopathic practitioners are split into two groups, traditional naturopaths and naturopathic physicians. Naturopathic physicians employ the principles of naturopathy within the context of conventional medical practices. Naturopathy comprises many different treatment modalities of varying degrees of acceptance by the conventional medical community; these treatments range from standard evidence-based treatments, to homeopathy and other practices sometimes characterized as pseudoscience.

Naturopathy is practiced in many countries, primarily the United States and Canada, and is subject to different standards of regulation and levels of acceptance. The scope of practice...
varies widely between jurisdictions, and naturopaths in unregulated jurisdictions may use the Naturopathic Doctor designation or other titles regardless of level of education.

The philosophical and methodological underpinnings of naturopathy are sometimes in conflict with the paradigm of evidence-based medicine (EBM). Many naturopaths have opposed vaccination based in part on the early philosophies that shaped the profession.

The particular modalities utilized by an individual naturopath varies with training and scope of practice. The demonstrated efficacy and scientific rationale also varies. These include: Acupuncture, Applied kinesiology, Botanical medicine, Brainwave entrainment, Chelation therapy for atherosclerosis, Colonic enemas, Color therapy, Cranial osteopathy, Hair analysis, Homeopathy, Iridology, Live blood analysis, Nature cure - a range of therapies based upon exposure to natural elements such as sunshine, fresh air, heat, or cold, Nutrition (examples include vegetarian and wholefood diet, fasting, and abstention from alcohol and sugar), Ozone therapy, Physical medicine (includes naturopathic, osseous, and soft tissue manipulative therapy, sports medicine, exercise and hydrotherapy), Psychological counseling (examples include meditation, relaxation, and other methods of stress management), Public health measures and hygiene, Reflexology, Rolfing, and Traditional Chinese medicine.

- **Alternative medicine** is any healing practice "that does not fall within the realm of conventional medicine."[1] In some instances, it is based on historical or cultural traditions, rather than a scientific (i.e. evidence-based) basis. Critics assert that the terms "complementary" and "alternative medicine" are deceptive euphemisms meant to give an impression of medical authority.

It is frequently grouped with **complementary medicine** or **integrative medicine**, which, in general, refers to the same interventions when used in conjunction with mainstream techniques,[5][6][7] under the umbrella term **complementary and alternative medicine**, or CAM. Some researchers in alternative medicine oppose this grouping, preferring to emphasize differences of approach, but nevertheless use the term CAM, which has become standard.[8][9] "Although heterogeneous, the major CAM systems have many common characteristics, including a focus on individualizing treatments, treating the whole person, promoting self-care and self-healing, and recognizing the spiritual nature of each individual. In addition, many CAM systems have characteristics commonly found in
mainstream healthcare, such as a focus on good nutrition and preventive practices. Unlike mainstream medicine, CAM often lacks or has only limited experimental and clinical study; however, scientific investigation of CAM is beginning to address this knowledge gap. Thus, boundaries between CAM and mainstream medicine, as well as among different CAM systems, are often blurred and are constantly changing.[5]

Alternative medicine practices are as diverse in their foundations as in their methodologies. Practices may incorporate or base themselves on traditional medicine, folk knowledge, spiritual beliefs, or newly conceived approaches to healing.[10] Jurisdictions where alternative medical practices are sufficiently widespread may license and regulate them. The claims made by alternative medicine practitioners are generally not accepted by the medical community because evidence-based assessment of safety and efficacy is either not available or has not been performed for these practices. If scientific investigation establishes the safety and effectiveness of an alternative medical practice, it then becomes mainstream medicine and is no longer "alternative", and may therefore become widely adopted by conventional practitioners.

Because alternative techniques tend to lack evidence, or may even have repeatedly failed to work in tests, some have advocated defining it as non-evidence based medicine, or not medicine at all. Some researchers state that the evidence-based approach to defining CAM is problematic because some CAM is tested, and research suggests that many mainstream medical techniques lack solid evidence.

A 1998 systematic review of studies assessing its prevalence in 13 countries concluded that about 31% of cancer patients use some form of complementary and alternative medicine.[14] Alternative medicine varies from country to country. Edzard Ernst says that in Austria and Germany CAM is mainly in the hands of physicians, while some estimates suggest that at least half of American alternative practitioners are physicians. In Germany, herbs are tightly regulated, with half prescribed by doctors and covered by health insurance based on their Commission E legislation

- **Living a more balanced life**

Stress is experienced because a person feels that his life has become out of balance. Spending too much time and energy on work or on caring for others at the expense of your own health and well-being is dangerous to you if you don’t care yourself. The following strategies can help you to live a more balanced and stress-free life:
• delegating or sharing your responsibilities at work and at home

• avoiding difficult colleagues, family members, and acquaintances

• learning to be more assertive

• doing regular exercise

• not using drink or drugs to cope

• eating a healthy, balanced diet rich in fruits and vegetables

• finding humour or absurdity in stressful situations

• never taking on more than you know you can cope with

• organizing your time better to get as much done as possible

• talking to friends or family and sharing your thoughts and fears

• listening to music or relaxation tapes

• tensing and then relaxing your muscles, starting at the toes and working up to the head and neck

**Managing time and scheduling**

It may also be necessary to reorganize your schedule in order to maintain a more balanced life. Some strategies for time management include:

• Make a "to-do" list. Check items off as you complete them.
• Prioritize tasks and then work on the most important ones.
• Learn to say “no.”
• Delegate less important tasks.
• Schedule extra time for tasks, in case of interruptions.
• Take frequent breaks and schedule time for relaxation.
THE CHANDRA – RAMANA MODEL OF STRESS MANAGEMENT

Stage 1 Prospective Sources

This is a stage where the sources of stress are identified. Here the variables causing stress identified are Individual, Organizational and Environmental factors.

1. Environmental Variables:

Just as environmental uncertainty influences the design of an organization. Changes in business cycle create economic uncertainties.

a) Political uncertainties:

If the political system in a country is implemented in an orderly manner, there would not be any type of stress.

b) Technological uncertainties:

New innovations can make an employee’s skills and experiences obsolete in a very short period of time. Technological uncertainty therefore is a third type of environmental factor that can cause stress. Computers, robotics, automation and other forms of technological innovations are threat to many people and cause them stress.

11. Organization Variables:

There are no storages of factors within the organization that can cause stress; pressures to avoid error or complete tasks in a limited time period, work overload are few examples.

1. Task demands are factors related to a person’s job. They include the design of the individual’s job working conditions, and the physical work layout.

2. Role demands relate to pressures placed on a person as a function of the particular role he or she plays in the organization. Role overhead is experienced when the employees is expected to do more than time permits.

3. Role ambiguity is created when role expectations are not clearly understood and employee is not sure what he / she is to do.

4. Interpersonal demands are pressures created by other employees. Lack of social support from colleagues and poor.
5. **Interpersonal relationships** can cause considerable stress, especially among employed with a high social need.

6. **Organizational structure** defines the level of differentiation in the organization, the degree of rules and regulations, and where decisions are made. Excessive rules and lack of participation in decision that affect an employee are examples of structural variables that might be potential sources of stress.

7. **Organizational leadership** represents the managerial style of the organizations senior executive. Some executive officers create a culture characterized by tension, fear, and anxiety. They establish unrealistic pressures to perform in the short-run impose excessively tight controls and routinely fire employees who don’t measure up. This creates a fear in their hearts, which lead to stress.

8. **Life Cycle** - Organizations go through a cycle. They are established; they grow, become mature, and eventually decline. An organization’s life stage - i.e.

Where it is in four stage cycle-creates different problems and pressures for employees. The establishment and decline stage are particularly stressful.

111. **Personal Variables:**

The typical individual only works about 40 hrs a week. The experience and problems that people encounter in those other 128 non-work hrs each week can spell over to the job.

   a) **Family problems:**

National surveys consistently show that people hold family and discipline, troubles with children are examples of relationship problems that create stress for employee and that aren’t at the front door when they arrive at work.

   b) **Economic problems:**

Economic problems created by individuals overextending their financial resources are another set of personal troubles that can create stress for employees and distract their attention from their work.

**Stage 2 – Cognition & Internalisation.**

The Sources of stress identified in Step 1 will be actualised in Stage Two.
Perceived Stress:-

The potential sources of stress identified in stage one will create stress only when they are recognised and internalised. If the person does not perceive and internalise the sources then the same may not create stress in the individual. But if the person perceives himself as exposed to stress, then we can say that he or she is exposed to the stressors identified earlier. Perception later becomes behaviour when it is recognised. The person in the initial stages may be able to manage the stressors. (Factors causing stress which the person has identified or is aware of).

Felt Stress:-

When the feelings (symptoms) becomes deeply internalised, the person gradually becomes emotional and further he is exposed to the consequences of stress.

If the person is further exposed to a second series of stressors and if the stressors take control over the person, then he moves to the next stage i.e Behavioural Consequences.

Stage 3 – Behavioural Consequences

1. Subjective – Anxiety, Aggression, Boredom, Fatigue, Frustration, Low Self esteem, Loneliness.


3. Cognitive – Inability to focus, Short Attention Span, Poor Decision Making Skills, Mental Blocks, Hypersensitive to Criticisms.

4. Physiological – Increased blood glucose levels, increased heart rate, High Blood Pressure, Dryness of eyes, Headache, Stiff Joints, Back Ache

Stage 4 – Control

Analysing the causes of stress may sometimes leave you helpless. But if the person has confidence on himself and can make a realistic action plan, it is possible to reduce stress. Stress Management techniques as detailed below may be employed by the person.

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*Sri Chandrasekharendra Saraswathi Viswa Mahavidyalaya, Kanchipuram*
1. Relaxation Techniques
   c) Breath Control

Breath Control is the simplest and most effective technique in stress management arsenal. It is very easy to learn and perform. When you are in a stressful situation at your work place, a simple act of breathing can calm you down. Learn and practise Pranayama and Chakra breathing, which are considered as the most important ones. Once these techniques are practised, it helps to condition your autonomic nervous system which ultimately makes you less tense, more relaxed, and more in control of your stress and tension.

d) Muscle Relaxation

Muscles are our only means of expression. We cannot move toward pleasure or away from danger without muscle movements. Speech, facial expressions, eye movements or expression of emotions – joy, sadness all are achieved through muscle movements. Muscle tension is one of the most prevalent stress responses. Muscle tension is self perpetuating; it exacerbates anxiety, which in turn exacerbates muscle tension. If the muscles are tensed, we cannot relax our mind, hence muscle relaxation is a must for stress reduction. Neuro-Muscular relaxation makes you learn to feel the difference between tension and relaxation is the most effective method for the reduction of excess muscle tension. It involves a voluntary manipulation of muscle tension, alternatively tensing and relaxing each muscle group so as to feel the difference and eventually producing the relaxes state at will. In addition, numerous types of massage like the Neuro Muscular Massage, Deep Tissue Massage, Sports Massage, Acupressure (Shiatsu) or Finger Pressure Massage, also can be used to promote muscle relaxation.

a) Bio Feedback - is yet another muscle relaxation method. It is a technique that uses electrical instrumentation to magnify the subtle signals from the body so they become more noticeable and thus more controllable. Electrical impulses from muscles, brain waves and or skin temperature are most commonly used.

b) Therapeutic Approach

This approach was developed by Dolores Hriger, a professor at New York University and Dora Unz, a natural Healer in 1970’s.
It is based on the principle that the human energy field extends beyond the skin and the practitioner can use the hands as sensors to locate problems in it that corresponds with the problems of the physical body. Here disease is seen as a condition of energy imbalance or blocked energy flow. Polarity Therapy, Reiki, Reflexology and Zero Balancing are some of the methods.

c) Autogenics & Visual Imagery

Self Generation or Autogenesis describes almost every form of relaxation exercises. This method has been found as highly effective in treating stress related disorders. This method is a form of relaxation involving self directed mental images of relaxed states.

d) Relaxation Recall is an advanced form of Relation training, learned by individuals more rapidly provided the individual already has some relaxation skills. The components of relaxation recall are concentration and Relaxation where you are being facilitated by your own ability to clearly imagine a scene or a feeling and then ability to concentrate without any arousal.

e) Visual Imagery - Aristotle wrote, "The Soul never thinks without a picture". What is being understood is that our physical arousal and stress reaction are closely related to what we see in our minds. So what works against us can be turned in favour of us if we can control the pictures in mind. As Roekelein (2004) Ganim & Fox- Wood (1999) has pointed out, the basic premise is that imagery is an experience as equivalent to the actual experience with a concomitant elevation of stress arousal or relaxation response. Thus a person who is stressed can be guided to create a fantasy illustration to help stimulate the personal imagery based on his or her personal experience.

f) Yoga & Meditation

No one very specifically can say when the practise of YOGA came into being. But the history says that it dates back to 5000 years and perhaps is the oldest known practise of self empowerment through physical and spiritual methods. Yoga is a widely accepted stress management programme now. Employees who practise yoga has been found to be more relaxed and at peace at the work place.

Today, yoga is very popular among both men and women. Although yoga was once practiced mainly in the East, now there are many Western practitioners. Yoga has three main techniques. They are
Asanas or poses - The various yogic poses give your body flexibility and improve blood circulation. Pranayama or breathing - Pranayama is actually a breathing technique which is an effective way to energize, harmonize and tranquilize the body, spirit and mind.

Meditation - Meditation is an important way in managing stress and it curtails overreaction, emotional outbursts and temper tantrums.

When these three techniques are done together in sync the health benefits to the mind, soul and body are tremendous. There are many types of yoga like iyengar, kundalini, bikram, ashtanga, power, hatha, kripalu, and sivanda.

Ashtanga Yoga (or eight-limbed yoga) came to be the authority on yogic practice. These eight limbs are to be practiced in sequence to achieve its spiritual end. Bikram Yoga is a series of 26 postures, done inside a heated room.

Yoga has a number of benefits. The physical benefits from yoga are apparent enough but its practice also leads to psychological and spiritual harmony. One experiences stress reduction coupled with a sense of well-being and spirituality. Most asanas or poses can be done almost anywhere and the only accessory you need is a comfortable mat to sit on.

Laughter Yoga - One of the most effective stress management therapies is laughter yoga. A typical laughter session consists of different laughter exercises, which help the individual discover an innate ‘spark’ within themselves, and this lets the laughter loose. Laughter yoga is a physical technique that utilizes a perfect combination of light-hearted, empowering, and tension-releasing laughter drills, followed by yogic breathing techniques, gentle stretching, rhythmic hand clapping, and chanting of the laughter mantra. The mantra of Ho Ho Ha Ha is chanted in unison. In laughter clubs, these exercises end with a powerful cool down laughter meditation, in which laughter flows out of the body like a river. Laughing Yoga has a number of health benefits and one of them is stress management.

g) Time Management

No matter you are the Hon. President of India or you are a lay man living in a village in sasthamcottah in Kerala, There is only one resource that God has evenly distributed, there are always 24 hours in a day. Many people say that “My boss is giving me a lot of
assignments and I am not getting time to do and I am getting frustrated” Why does this happen?
Ineffective time management quite often creates stress. If we have proper planning of time, we can avoid the hassles and bustles created out of this. Some tips are

1) Realize that time management is a myth.

2) Identify the Time Wasters.

3) Set Time Management Goals.

4) Prepare a Time Management Plan & Implement. Don’t deviate.

5) Use time management tools.

6) Prioritize ruthlessly.

7) Practice the art of delegation or Out Sourcing.

8) Establish routines and stick to them as much as possible.

9) Be sure your systems are organized.

10) Don’t waste time waiting.

You can be in control and accomplish what you want to accomplish - once you've come to grips with the time management myth and taken control of your time.

h) Anticipate Changes –
Time keeps on changing. Same is the case with our environment too. No business and its incumbents are free from the changes in the environment. We feel that we are secured in a habituated life. The reality is that changing with time makes a person more secure. A person feels pressure when he is not able to cope up with the changes in the environment. To avoid this anticipate change just like any other natural phenomenon and be continually prepared to welcome the change so as to avoid stress and survive in the competitive world. So Don’t be complacent. Be prepared for any change physically, emotionally and financially.
i) Give up Ego –
In Astavakra Gita, the King asked the rishi to tell him in a nut shell the way to salvation. The rishi answered: “Give up Ego”. Ego binds us to a complicated mix of materials and emotional things which distorts our vision, develops prejudices, affects our behaviour and finally destroys our peace of mind by spoiling relationships. Therefore try to get rid of ego.

j) Develop a desire for others Growth –
When Yaksha asked Yudhishtira (Mahabharata) what was the most difficult thing to be controlled, Yudhishtira replied its was “Tongue”. Don’t gloat over others failures. Always be polite, be forgiving and be empathetic. Respect individuals as assets and not as tools. Grudge and hurt retains a sense of revenge only. Revenge results in stress. So why carry the burden of revenge?

k) Live in the present –
The Past is over. Learn from it. Always live in the present but after developing a blue print of your future.

l) Think Positively –
Negative thoughts germinate stress. Fear, Anger, Revenge etc are some examples. As the saying goes “A sound mind in a sound body”. Think positively. Present day life has become too complex and complicated; there is a scramble for more and more. Money, Power and Wealth has become the icons of Success and Happiness. A confuse sense of affairs and lop sided values leads to a lot of tension and distress. Here comes the magic of positive thinking. Advocate change of attitude, acceptance of things as they are, inculcating moral values gives you a personality free of negative elements.

m) Spend more time with your family –
Reduce Work Place stress by spending more time with your family. This helps you to refresh, re-energize and re-motivate yourself. Spend quality time with your family may be an excellent source of emotional and moral support.

n) Celebrate Achievements –
With your family and well wishers. Deliberately create an open platform for you to openly communicate all your problems and achievements with your dear and near ones. Always inform others what you have learned from your experiences.
o) **Remodel** your life style by reverting to holistic relaxation methods as discussed earlier.

**Stage 5 – Outcomes** – The stress reduction strategies and methods adopted by the person so as to control the stressor may result in functional or dysfunctional outcome. If the person is able to control the stressors, the function becomes constructive as the person regains his normal state of mind.

If dysfunctional it ultimately affects the person and if the person is further exposed to unfortunate incidents, it results in a stage called as ‘BURN – OUT’, where the person experiences completely exhausted. If not treated properly this may result in death of the individual.

**If you are in the danger of a burn out, then**

- Re-evaluate your goals and prioritize them.
- Evaluate the demands placed on you and see how they fit in with your goals.
- Identify your ability to comfortably meet these demands.
- If people demand too much emotional energy, become more unapproachable and less sympathetic. Involve other people in a supportive role. Acknowledge your own humanity: remember that you have a right to pleasure and a right to relaxation.
- Identify stressors in your life, such as work, or family. Get the support of your friends, family and even counselling in reducing stress.
- Ensure that you are following a healthy lifestyle:
  - Get adequate sleep and rest to maintain your energy levels.
  - Ensure that you are eating a healthy, balanced diet—bad diet can make you ill or feel bad. Limit your caffeine and alcohol intake.
  - Try to recognize your spiritual needs that may have been buried under the mires of worldly pursuits.
  - Develop alternative activities such as a relaxing hobby to take your mind off problems.
Still if you are burned out?

- If you are so de-motivated that for a time you do not want to continue with what you do, then take some time off.

- Alternatively, try to switch to another area of activity within your organization. If you come back later, you may find that you have started to enjoy the work again, and can take on only those commitments that you want. You may, however, find that you have absolutely no interest in continuing with what you are doing. In this case it may be best to drop it altogether.

- Take support and counselling of near and dear ones to bring change to the current situation.

- Enrol yourself with some meditation or yoga classes (to ensure group spiritual practice), gyms, aerobics or sports clubs to switch your focus, and to reorganize your priorities.

- If you are in late stages of burnout, feeling deeply de-motivated and disenchanted with your job or life, get help from a good psychologist.
Fig No: 6.1 THE CHANDRA – RAMANA MODEL OF STRESS MANAGEMENT