CHAPTER -2

INTRODUCTION TO STRESS
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2.1 Introduction

Work life is never a bed of roses. However, if we know how to negotiate our way between the thorns and hurdles of work life, the roses of success will be ours. Stress a synonym with the word “Human Being” has become a corporate buzz. At home, at work place, at school, at play everywhere there is stress. An executive in a bank, Hospital, I.T sector, or a Home Maker, you are operating in a world of uncertainty, yet you manage it. A person is said to be open to the elements of stress when he is not able to manage the Stressors. However with a little awareness we can tranquil our stress and thus lead a very happy work life.

You would think that defining stress would be relatively easy. Many people have spent most of their professional lives studying about stress, but even now there is a dilemma defining the term. Despite efforts over the last half-century to define the term, no satisfactory definition of stress exists, other than the definitions given by many research scholars and authors of books on stress management. Defining stress is much like defining happiness. Everyone knows what it is, but no one can agree on a definition. Essentially, stress is the emotional and physical response you experience when you perceive an imbalance between demands placed on you and your resources at a time when coping is important. What this means is that you experience stress whenever you are faced with an event or situation that you perceive as challenging to your ability to cope. If you see the event or situation as only mildly challenging, you will probably feel only a little stress; however, if you perceive the situation or event as threatening or overwhelming your coping abilities, you will probably feel a lot of stress. Importantly, your perception of how negative an outcome could be will significantly determine what degree of stress you experience. So, having to wait for a bus when you have all the time in the world triggers only a little stress. Waiting for that same bus when you are running late for an appointment triggers much more stress. The difference between the demands of the situation and your perception of how well you can cope with that situation is what determines how much stress you will feel.
2.2 Definition:
The concept of stress has its origin in Physical sciences (Hinkle, 1977) [1]. Dating back to the last century, load referred to as an external force on, say, metal or wood. Stress was the ratio of resulting internal forces to the area over which the external forces acted. The term strain was applied to disruption or distortion of the material being acted on, such as a building beam or a floor. In the nineteenth century, first applications of stress to human experience began to occur in medical literature. According to Dr. Hans Selye [2], When he started doing research in 1930 there was no word for stress and he coined the phrases le stress in French and der stress in German. Dr. Paul Rosch, M.D., founder and president of the American Institute of Stress, points out: “Stress, in addition to being itself, can also be the cause of itself and the result of itself.” “Stress” according to:

Physicists: A force, stress or pressure implying exposure to excessive demands or environmental conditions that cause emotional upset and tension.

Psychologists: Anything that alters the psychological homeostatic process.

Anthropologists: Is adversity: Coercion between people, or between the environment & humans, or between history & human kind.

Endocrinologists: Is the non specific response of the body to any demand made on it.

The concept of stress was first introduced in the life sciences by HANS SELYE in 1936. It is Concept borrowed from the natural sciences. Derived from Latin word ‘SRINGERE’, stress was popularly used in seventeenth century to mean hardship, strain, adversity or affliction. It was used in the eighteenth and nineteenth centuries to denote force, pressure, strain or strong effort with reference to an object or person.

Richard S. Lazarus has defined stress as a condition or feeling experienced when a person perceives that “demands exceed the personal and social resources the individual is able to mobilize” . It’s quite obvious that if we have everything in place, say for example time and resources and if we are able to manage the same, we experience little stress where as if we cannot manage it, then we experience the so called feeling of stress. Thus we can say the stress is mo re personal in the sense a person says that he is having stress when the person perceives so and is not able to cope with it. As Swami Rama has said “outer circumstances and events don’t create stress, it is our response to them which creates stress.”

In its most basic form, stress can be conceptualized as whatever reaction is caused by a stressor [6]. However, this type of definition still leaves unanswered the question of what
stress really is, as a unique, identifiable conceptual entity, because, by definition, we are now forced to define the term stress. A better, yet still simplistic, definition, is that it is the nonspecific response of the body to any demand. Such a definition provides us with a conceptual model for understanding the interactions between individuals or families and the environment. This interactional approach requires us to consider two concepts, demands and fit. Individuals and/or families make certain demands on the environments in which they find themselves. Melson [4] has indicated that these demands, which we can basically consider as expectations about what the environment should provide, are usually unspoken. Examples of such demands or expectations include a minimal sense of identity for an individual and identification as a family unit. Others would include demands for emotional closeness, communication, flexibility and solidarity. Just as families and individuals differ in the demands they make on specific environments they find themselves in, environments, too, differ in the demands they make on individuals and families within them. Individual family members, and occasionally entire family systems, move in and out of various immediate environmental settings during any typical time frame. These have been described by Bronfenbrenner [3] as microsystems. It is the number of microsystems and the ease of making transitions among them that can be characterized as environmental demands. Additionally, these demands differ not only in the total number of expectations, but also in their complexity and coherence. The complexity and contradiction which may exist within any given immediate environment can and often does exist between all the various immediate environments of the individual and family unit. Within this collection of immediate environments, Bronfenbrenner's [3] mesosystem, an individual or a family will encounter a variety of different expectations or demands for a certain set of behaviors across different settings. For example, one would expect to encounter a variety of different behavioral expectations between home, work, school, recreation and church. Finally, there are "indirect" interactions, known as exo- and macrosystem levels [5], which produce their own environmental stress. These include everything from third-party indirect involvement in individual microsystems to local and national policies and regulations which create expectations on the individual or the family.

It is the "fit" between environmental and family or individual demands that determines the presence and/or level of stress that is experienced. If there is a "good fit" between demands we can assume that -the family or individual has been successful in "adapting" the presenting circumstances, while a lack of fit characterizes a certain level of stress.
However, as Melson [4] pointed out, just as adaption does not necessarily signify successful stress management, stress itself is not bad. It is how one adapts, and what one does with a stressful situation that is most important. Individual perception also plays an extremely critical role in the concept of environmental demands. The same event or demand can be perceived quite differently by different individuals, and such unique perceptions of demand directly influence the “fit” of the situation.

Stress is a mind body arousal that can save our lives on one side and on the other side fatigues body to the point of malfunction and disease. Stress is both a physical response that protects us and a natural defense mechanism that has allowed our species to survive. Stress can be motivating, energizing, exciting and fun: it can challenge us to a greater endeavour. Thus a review of many studies reveals that stress arousal is implicated in 70 – 80 percent of all the visits to physicians and at least 50 percent of all illness in general. (Young & Walsh 2005) [6]

In the words of Szilagyi and Wallace, [7] Stress is an internal experience that creates a psychological or physiological imbalance with an individual and results from factors in the external environment, the organization or the individual.

This definition identifies three main elements of stress in organizations.

a) Stimulus Element
b) Response Element and
c) An Interaction element.

![Fig.2.1 Components of Stress](source: Andrew Szilagyi & Marc Wallace, Organisational Behaviour & Performance)
1. The Stimulus Element: - This included the initiating forces that result in a feeling of stress. Stress stimuli can originate from the environment, the organization & the individual.

2. The Response Element: - This involves the physiological, psychological or the behavioural reactions to stress. Two responses to stress are most frequently identified. The first one is frustration, which is caused by the obstruction between a behavior and its goal and second, the anxiety which the feeling of being unprepared to respond appropriately in some situation. Stress associated with organizational activities is called as Job Stress.

3. The Interactive Element: - This consists of the interaction of stimulus and response stress factors. For example for the Air traffic controller, Stress is a complex interaction of environmental, organizational and personal feelings and responses.

If we ask ten people what stress is, we are likely to get at least ten definitions for stress. The business person views stress as frustration or emotional tension, the air Traffic controller sees it as a problem of alertness and concentration n, the Bio Chemist thinks of it as a purely chemical event, In an uncomplicated way, Stress is best considered as something that involves the interaction of the individual with the environment. Most definitions of Stress recognize the individual and the environment in terms of a stimulus interaction, a response interaction, or a stimulus – response interaction.

A stimulus definition of stress would be: Stress occurs when a force or stimulus acting on the individual results in a response of strain, where strain is pressure or, in a physical sense, deformation. A major drawback of this definition is that it fails to recognize that two people subjected to the same stress may show far different levels of strain.

A Response definition of Stress would be: Stress is the physiological or psychological response of an individual to an environmental stressor, which is a potentially harmful external event or situation. In the stimulus definition stress is an external event, here, it is an internal response. This definition fails to enable any one to predict the nature of stress response or even whether there will be such a response.

A Stimulus – Response definition of Stress would be: Stress is the consequence of the interaction between an environmental stimulus and the response of the individual. Here stress is viewed as more than either a stimulus or a response, but as a result of unique
interaction between stimulus conditions in the environment and the individual predisposition to respond in a particular manner.

2.3 Types of Stress

In some situations even if a person’s mind and body are aroused, the person may respond neutrally to external and internal demands. Thus most of the time, stress in such cases remains harmful or harmless, ie, it remains neutral. Morse and Furst (1979) [8], refer to this stress as Neustress.

Now suppose the arousal is too high or vice versa, the challenge for the individual is to identify a zone of positive stress so as to maintain a perspective life a style which enables the person to stay within that zone most of the time. Lazarus and Folkman (1984) [9], says that whether a person experiences an event as harmful depends on the degree to which a stressor is perceived as exceeding his or her resources to cope with it and whether personal well being is threatened. He says that events are not intrinsically distressing. They become so when they are interpreted that way – sometimes quite realistically, of course when they do endanger ones well being and one is uncertain of his or her ability to handle it. Such stresses are called as Distress.

Studies have revealed that on one hand, moderate, occasional elevations of anxiety can help a person to be productive. Thus stress can bring about positive impact too for individuals. Thus say for example positive stress helps us to quickly respond to physical emergencies such as averting an auto collision, lifting a heavy object off a child etc. So any stress which brings about positive impact to the individual and to the organization can be said to be Positive Stress.

Normal and toxic stress

The first definition used earlier describes normal circumstances for stress: stress is dealt with and then it passes. Our instinctive reaction to stress is to combat or flee the source of stress – known as the fight or flight reaction. With normal stress we can fight or flee. The response occurs fairly quickly and then the stress ends. The three phases of normal stress are:

- Stress comes (facing an immediate threat/demand).
- Stress goes (dealing with the stress).
• Stress is over (the body relaxes, no longer feeling stressed).

An example of normal stress is short-term anxiety because you have lost something important (e.g., keys), or feeling temporarily stressed because your bus is stuck in traffic and you are late for work. When the item is found, or the bus gets you to work on time, your stress drops away and is eliminated. There are many day to day occurrences like these that cause normal stress.

Toxic stress is another matter. As the name suggests, toxic stress is like a poison. This form causes the most damage, as the human body is not equipped to deal with toxic stress. Unlike normal stress that comes and goes, toxic stress stays with you, building up the harmful effects.

The three phases of toxic stress are:
• Stress comes (facing a demand or threat that does not stop).
• Stress stays with you (you have no way of dealing with the stress).
• Stress builds up (you can never relax and the stress is not eliminated).

Workers can experience toxic stress when they are exposed to staff shortages, harassment, bullying, noise, and other hazards. This form of stress often leads to negative physical and psychosocial effects.

2.4 Symptoms of Stress

Before being able to identify stressors (the things that make us stressed in the first place), it is important to identify whether or not stress has become a problem in your life. Take note of any emotional and physical changes that you have recently experienced:
• Are you irritable?
• Are you easily upset over small events?
• Are you feeling isolated or withdrawn from your peers and loved ones?
• Are you unhappy with yourself? (i.e., do you have feelings of worthlessness?)

Physically, are you experiencing
• Sleeplessness?
• Irregular eating?
• Difficulty breathing?
• Low energy?
• Lack of concentration?
• Loss of interest?
Common Symptoms of Stress

The symptoms of stress can be classified under four major heads – a) Feelings, b) Behavioural c) Thoughts and d) Physical.

Feelings

- Anxiety
- Irritability
- Fear
- Moodiness
- Embarrassment

Behavioral

- Stuttering or other speech difficulties
- Crying
- Acting impulsively
- Nervous laughter
- Snapping at friends
- Teeth grinding or jaw clenching
- Increased smoking, alcohol or other drug use
- Being prone to more accidents
- Increase or decrease in appetite

Thoughts

- Self-criticism
- Difficulty concentrating or making decisions
- Forgetfulness or mental disorganization
- Preoccupation with the future
- Repetitive thoughts
- Fear of failure

Physical

- Tight muscles
- Cold or sweaty hands
- Back or neck problems
- Sleep disturbances


- Stomach distress
- More colds and infections
- Fatigue
- Rapid breathing or pounding heart
- Trembling
- Dry mouth

Suzanne C. de Junasz et.al in her book on Interpersonal Skills in Organisations, P.72 says that stress can be understood with the help of certain symptoms. These symptoms are classified into six groups. They are Physical Signs, Emotional Signs, Mental Signs, Relational Signs, Spiritual Signs and Behavioural Signs.

<table>
<thead>
<tr>
<th>Physical Signs</th>
<th>Emotional Signs</th>
<th>Mental Signs</th>
<th>Relational Signs</th>
<th>Spiritual Signs</th>
<th>Behavioural Signs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appetite Changes</td>
<td>Bad Temper</td>
<td>Lacking Humour</td>
<td>Isolation</td>
<td>Feeling of Emptiness</td>
<td>Pacing</td>
</tr>
<tr>
<td>Headaches</td>
<td>Anxiety</td>
<td>Dull Senses</td>
<td>Defensive</td>
<td>Apathy</td>
<td>Swearing</td>
</tr>
<tr>
<td>Fatigue</td>
<td>Night Mares</td>
<td>Boredom</td>
<td>Intolerance</td>
<td>Inability to Forgive</td>
<td>Substance Abuse</td>
</tr>
<tr>
<td>Insomnia</td>
<td>Inability</td>
<td>Indecisiveness</td>
<td>Resentment</td>
<td>Cynicism</td>
<td>Nail Biting</td>
</tr>
<tr>
<td>Indigestion</td>
<td>Depression</td>
<td>Forgetfulness</td>
<td>Loneliness</td>
<td>Loss of Direction</td>
<td>Slumped Posture</td>
</tr>
<tr>
<td>Colds</td>
<td>Frustration</td>
<td>Poor Concentration</td>
<td>Nagging</td>
<td>Doubt</td>
<td>Restlessness</td>
</tr>
<tr>
<td>Weight Change</td>
<td>Over Sensitivity</td>
<td>Personality Changes</td>
<td>Lower Sex Drive</td>
<td>Nee to prove Self</td>
<td>Risk Aversion</td>
</tr>
<tr>
<td>Teeth Grinding</td>
<td>Mood Swings</td>
<td>Stuck in the Past</td>
<td>Aggression</td>
<td>Negative Outlook</td>
<td>Eating Disorders</td>
</tr>
<tr>
<td>Tension</td>
<td>Fearfulness</td>
<td>Abuse</td>
<td>Gloom</td>
<td>Headaches</td>
<td></td>
</tr>
</tbody>
</table>

Table 2.1 Signs of Stress [10],

2.5 Stressors

Our life should be considered to be a constant process of responding to stimuli, pressures and changes. We do not live in a vacuum. Rather, we are “Open Systems”, where in we directly interact with the environment continually exchanging energy, information and feelings. We also place demands on ourselves. Thus we are always dealing with stressors – demands on our mind, our body or both. Adaptation is a continuous process. We respond to these demands with ease and familiarity. Thus Stressors remain facts of life with no ill effects. But adjustment can exact a toll in wear and tear on mind or body. Physical upset or emotional turmoil often result, thus stressors become distressors.


Thus Stressors are environmental factors that produce stress. Stated differently, stressors are a prerequisite to experiencing stress response. Charlesworth and Nathan (1984) [12] have presented an informative list of types of stressors.

<table>
<thead>
<tr>
<th>Environmental</th>
<th>Chemical</th>
<th>Social</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commuting</td>
<td>Family</td>
<td>Pain</td>
</tr>
<tr>
<td>Physical</td>
<td>Decision</td>
<td>Phobic</td>
</tr>
<tr>
<td>Change</td>
<td>Disease</td>
<td>Work</td>
</tr>
</tbody>
</table>

Demands do not cause harmful effects. Rather, harmful effects results from the person’s interpretation of those demands. Thus the awareness about stressors itself can be a deterrent to turning them into distressors. As Hans Selye points out, “It is well established that the mere fact of knowing what hurts you has an inherent curative value.” (Selye, 1976,406) [13]

Stressors are classified as follows:-

a) Individual Level
b) Group Level
c) Organizational Level and

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d) Extra – Organizational

Individual Level Stressors: - are those directly associated with a person’s job duties. Say for example emergency room nurses experience stress uniquely associated with treating patients who are high on drugs and alcohol. The lost common examples of stressors are role overload, role conflict and role ambiguity

Group Level Stressors: - are those caused by group dynamics and managerial behaviour. Managers create stress for employees by a) Exhibiting inconsistent behaviours b) failing to provide support c) Showing lack of concern, d) Providing inadequate direction e) creating a high productivity environment f) focusing on negatives while ignoring good performances.

Organizational Stressors: - Organizational stressors affect a large number of employees. Organizational climate or culture is an example. A high pressure environment that places chronic work demands on employees fuels stress response. Office design, general office environment are important organizational stressors. Research demonstrates that poor lighting, loud noise, improper placement of furniture and a dirt or smelly environment create stress.

Extra Organizational Stressors: - are those caused by factors outside the organization. For example conflict that a person experiences with balancing his career and family life. So is in the case of individual’s socio economic status. Stress is higher for people with lower socio economic status, which represents a combination of 1) Economic Status as measured by income, 2) Social Status assessed by educational level and 3) Work Status as indexed by Occupation

Individual Differences: - The level of experiencing stress varies from one individual to another. If a stressor is perceived as threatening, an individual tends to experience greater stress and more negative outcomes. Personality traits of chronic hostility or cynicism also moderated stress. People who were chronically angry, suspicious, or mistrustful were twice as likely to have coronary artery blockages as clinical research points out. Another study conducted among married couples says that women are experiencing more stress than men, when they argue with each other. Likewise age, heredity, our diet etc also may act as stressors in life.
Yet another classification of stressors are as follows

a) **Cataclysmic Phenomena**: - Natural disasters and those events which cause stress in the life of large segment of people.

b) **Individual Crisis**: - Death of relative or Personal accidents is examples of such types of stressors.

c) **Daily Hassles**:- Routine problems which do not pose great adoptive difficulty yet are such as commuting to office, neighbourhood problems etc.

d) **Psychological Stressor**: - Our life is a series of adoption to challenges and thus stress accompanies like a shadow. If our sentiments are hurt we carry stress for a long time.

e) **Organisational Stressor**: - These are inevitable as no organization has got a best congenial work environment. Some of the examples are :-
a) Unreasonable Targets b) Unethical instructions by Superiors e) Misbehaviour of Subordinates d) Threat of Transfer e) Denial of Promotion
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Fig. 2.2 Various Stressors [14]

Source: Dr. Niraj Kumar, Organisational Behaviour, Himalaya Publishing,
Page 460.

We have already identified the feeling of stress, and now it is time to identify what is causing it.

Here is a list of potential stressors. [15]

✓ Death of a loved one
✓ Relocation
Divorce of parents
Encounter with the legal system
New school/job
Marriage
Lost job
Elected to leadership position
New romantic relationship
Serious argument with close friend
Increase in course load or difficulty/increased responsibility at job
Change in health of family member
Failed important course/missed deadlines
Major personal injury or illness
Managing learning or other disabilities
Change in living conditions
Argument with instructor
Outstanding achievement
Change in social life
Change in sleeping habits
Lower grades than expected
Breakup of relationship
Financial problems
Change in eating habits
Chronic car trouble
Pregnancy
Too many missed classes/sick days
Long commute to work/school
Working more than one job
Impending graduation
Argument with family member
Sexual concerns
Changes in alcohol and/or drug use
Roommate problems
Raising children
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Following also Cause Stress: stress the body

1) Alcohol

Though it relieves anxiety for a limited period, it sets in a state of complete malnutrition and makes a person prone to infections. It increases wasteful energy expenditure and stresses other vital sources like body proteins and increases requirements for B-complex vitamins; precipitates deficiency of vitamins like Vitamin A, Thiamine, Niacin, B6 and Vitamin D. It also sets in a state of gastritis, inhibiting the intake and absorption of vital anti stress vitamins and minerals.

2) Smoking

Tobacco contains nicotine, which causes dependence. It can be carcinogenic and burdens the body stress of its nutrients. This depletion results in low immunity to fight the effects of tobacco and a vicious circle starts making body weak. Nicotine increases heart rate, raises blood pressure and causes sickness of platelets making arterial valves narrow. Carbon monoxide takes the place of oxygen in the blood, reducing supply to the heart. It destroys vitamin C and B (anti-stress nutrients) and reduces vital oxygen supply to the tissues.

3) Overeating

In certain individuals food is a stress reliever. They turn to food under stress and tend to overeat. Snacking on friend and junk food or eating very heavy meals burdens body systems and depletes the nutrient stores. Eating up to ¾ capacity and a diet with various food groups help in good digestion. Overeating makes a person lethargic, weak and sleepy.

4) Insomnia

Sleep impairment may be a cause or result of stress. It causes memory lapses, lack of concentration, emotional instability, loss of co-ordination and a lingering feeling of lethargy. All these can aggravate the insomnia and the result is stress. Late night dinners, irregular sleeping time, excessive use of white flour products, sugar, tea, coffee, chocolates, cold drink, fried and fatty foods, salt could lead to insomnia, stressing the body system of the individual.

People with chronic insomnia have deficiency of vitamin B-Complex, vitamin C, vitamin D and also minerals like calcium, magnesium, potassium and zinc. It
thus becomes importance for insomniacs to plan their diet, so as to include foods rich in these nutrients.

_Studs Terkel_ in his book, working (1990) says “Work is about a search for daily meaning as well as daily bread, for recognition as well as cash, for astonishment rather than torpor, in short, for a sort of life rather than a Monday to Friday sort of dying”. _Cooper_ in 2000, says Stress is the second highest work related disease in United States accounts for 20-25 % of all health claims. The nature of work has changed tre mendously and has gone through drastic changes at whirl wind speed. Job stress is a threat to physical and organisational health.

A person is said to be suffering from _job stress when that person experiences stress as a result of factors related to his or her job and these factors has an adverse impact on that persons performance thus resulting as a threat to one’s own physical health , finally affecting the organisations health._ Work place stress is different for every one – what is stressful to one person may not be stressful to another. It can depend on your personality type and how you have learned to respond to pressure. There are many factors called as stressors (Work place stressors) causing job stress. Some of them are

- **Work Overload**- Unrealistic expectations put unhealthy and unreasonable pressures on the employee. Extremely long work hours and intense pressure to perform at peak at all times for the same pay actually leaves the employees physically and emotionally drained. Many research works have led to a conclusion that those workers who have to work a long time and who take many tasks simultaneously are more likely to turn into harmful health habits like smoking, alcohol usage etc and they tend to become more sick than workers that have not been over loaded.

- **Change in Technology**- With an intention to enhance productivity and employee performance, modern organisations is making a very strategic leap to implement the most modern technology. This heightened expectations of productivity, speed and efficiency has added on pressure on the individual worker to constantly operate at peak performance levels. More than this there is constant pressure to keep up with technological breakthrough and improvisations, forcing employees to learn new methods and processes all times.
- **Workplace Culture** – Coping up with culture (work place culture is intensely stressful. If a person cannot adjust with the Communication patterns, Hierarchy, Dress Code, Work Space, working and behavioural patterns of superiors, peers and subordinates, then it may lead to subtle conflicts with them. Office politics and gossips are a main form of stress inducers at work place.

- **Personal or Family Problems** - 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 goods performer.

- **Unclear Policies and no sense of direction** - Policies and company goals have to be properly communicated to the employees. Everyone should know on where the company is going and what the company is into. Unclear policies create tension ridden minds and the employees might not know on how to ensue further leading to stress.

- **Career & Job ambiguity** - 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. So keep employees informed about the business situations, threats and obstacles that they have to overcome.

- **No feedback and appreciation** – Employees would always like to know how they are doing and whether they are able to meet the demands of the business. For this the employee’s performance has to be evaluated and that should be communicated to them. Otherwise the employees will be stressed about how well they are doing. Daily or weekly communications can reduce such stress. Managers who wait till year end to explain job performance are about 51 weeks too late. Similar is the case with employee appreciation. Forgetting to realize the contributions of employees engenders stress in employees and will imperil future efforts.

- **Lack of Participation** – Savvy managers know the importance of employee participation. Employees do participate in many ways. Some of their suggestions, comments and inputs on the work that they do will do wonders for the managers. This when implemented by the managers, will definitely boost the confidence level of workers.

- **Too much or too little of responsibility** – Too much of responsibility results in stress. It’s true that a person is a performer, but if that person is assigned with tasks one after the
other it results in stress as the person becomes confused and may not be able to meet the responsibilities in time.

Same is the case with assigning too little of responsibility. A person who is a performer is being under estimated by the superior and only boring tasks are being assigned to him. This makes the person frustrated, leading to stress.

- **Inflexible work hours** - It is true that every organisation specifies their working hours for all employees. The reality is that many employees have to work beyond the normal work hours specified so as to meet the unrealistic deadlines. This is in fact cutting into the time they have to spend with the family. More than this it is also noticed that many employees are carrying their work to their home. Hence this is ultimately leading to many family related issues, in some cases these issues become quite grave that it leads to even divorce.

- **Difficult journeys to and from work** – Many times people have to travel places as a part of their work, may be to meet their project deadlines. Hectic travel schedule results in physical break down on one side and mental break down on the other side.

- **Poor working conditions** – Working parameters such as work schedule, late night shifts, work and career insecurity, working hours, reduction in payment etc can increase stress levels in the work place.

- **Environmental conditions** – Factors such as poor lighting, high noise levels, inadequate ventilation of the area, bad architecture and ergonomic arrangement of space etc has found that they can have a very significant impact on the health of the workers and are often a reason for causing industrial accidents.

2.6 Effects of stress in work place

According to the National institute of Safety & Health, Work related stress can cause both physical and Physiological and behavioural / emotional health problems. Some of the physical symptoms are Headaches, Muscular Tension, Back ache, Neck Ache, Tiredness, Insomnia, Digestive Problems, A raised heart rate, skin rashes, sweating, blurred vision, migraine etc.
Some of the physiological symptoms of stress are cardiovascular diseases, respiratory diseases, cancer, disorders of the reproductive system, hearing problems, dermatological diseases, psycho somatic problems etc.

Some of the psychological symptoms are:

Exposure to long term stress results in severe anxiety and depression. Person feels nervous and isolated, feelings of emptiness, irritability, mood swings, disturbed eating patterns, lack of focus, less motivated, lower libido and low self esteem.

Behavioural problems that have been identified are absenteeism, increased smoking and consumption of alcohol, use of psycho active substances and drugs, aggressive behaviour towards colleagues and to family members, propensity to accidents.

2.7 Personality & Stress [16] & [17]

All individuals have personality. It is made up of certain features that make us unique. However there are many aspects of our personality that are similar to other people. These similar personality factors are called Personality Traits. Many research works has been carried out in this area and all these studies have indicated that certain personality traits can make us more vulnerable to stress. People with such traits are known as Type A personalities, and they tend to be more competitive, more impatient, have time urgency when compared to the other group called as Type B personalities who are more relaxed and laid back. It’s true that we individuals are a combination of Type A and Type B personalities, but if we are excessively type A this can make us more vulnerable to stress. Here are some Type A and some Type B Personality Traits:

<table>
<thead>
<tr>
<th>Type A Personality Traits</th>
<th>Type B Personality Traits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Must get things finished</td>
<td>Do not mind leaving things unfinished for a while</td>
</tr>
<tr>
<td>Never late for appointments</td>
<td>Calm and unhurried about appointments</td>
</tr>
<tr>
<td>Excessively competitive</td>
<td>Not excessively competitive</td>
</tr>
<tr>
<td>Can’t listen to conversations,</td>
<td>Can listen and let the other person finish speaking</td>
</tr>
</tbody>
</table>
Interrupt, finish others sentences

- Always in a hurry
- Do not like to wait
- Very busy at full speed
- Trying to do more than one thing at a time
- Want everything to be perfect
- Pressurised speech
- Do everything fast
- Hold feelings in
- Not satisfied with work/life
- Few social activities/interests
- If in employment, will often take work home

- Never in a hurry even when busy
- Can wait calmly
- Easy going
- Can take one thing at a time
- Do not mind things not quite perfect
- Slow and deliberate speech
- Do things slowly
- Can express feelings
- Quite satisfied with work/life
- Many social activities/interests
- If in employment, will limit working to work hours

Many studies have been conducted with respect to Stress & Personality using the Myer Brigg’s Type Indicator (MBTI). A study conducted by Charles Martin, Ph.D. Paul D. Tieger and Barbara Barron-Tieger in 1970’s using the MBTI reveals the following.

ISTJ

They are responsible, organizing, efficient and practical. They take up things seriously, expect others to do this also, and are traditional and conforming. May not be emotionally available, can hold rigid points of view like formal and informal acknowledgements.
Under stress: Such people under stress may withdraw, push too hard to get things done.

ISTP

They are logical, realistic- natural trouble shooters. They are quiet and analytical observers and remains detached and overly pragmatic. They can be uncomfortable dealing with their emotions and occasionally seen spontaneous and playful. They always like to be acknowledged for their problem-solving capabilities.

Under stress: Such people under stress can feel trapped, move impulsively.

ESTP

They are enthusiastic, hands on, adaptable realists and enjoy real-life experiences, new activities and challenges. They are happiest when they are in the moment. Such people are friendly, talkative and outgoing. They wait eagerly for the next experience. People belonging to this type always want to be respected for their need for freedom. Under stress: When exposed to stressful situation such people may become excessively impulsive.

ESTJ

Individuals belonging to this category type are great talkers with strong opinions. They are always dependable and responsible. They find comfort in family routines and traditions and are organized and orderly. Quite often they may try to control their partner. Such people can be inflexible and impatient and they always love to be acknowledged for keeping things running smoothly.

Under stress: Such people under stress may become hypercritical and controlling.

ISFJ

People in this category type have strong need to belong and to have harmony. In matters they are very good with details and the here-and-now. They always learn from their experience, Trust the lessons of the past, rather than try new things. They are factual, never
goes for confrontation with others and always wish that others should appreciate them for their contributions.

**Under stress: When exposed to stressful situations they can become rigid.**

**ISFP**

Such people are gentle, sensitive, compassionate, and Down to earth, prefer action to words.

They are modest and reserved. They can take a long time to get to know. They hide their vulnerability behind an air of detachment and want a deep and intimate connection with their partners.

**Under stress: Under stress they can become passive and withdraw.**

**ESFP**

People in this category are highly enthusiastic for the world of real-life experiences. They are energetic and fun-loving, practical, spontaneous and flexible. They are easily frustrated by rules and regulations. They are very much outgoing, and have a special concern for children.

At time they may show a lack of commitment or seem impulsive.

**Under stress: When under stress such people may become excessively impulsive, over committed.**

**ESFJ**

People in this category care intensely about other people. They generously support them. They always wish to bring harmony in whatever they do and even in relationships with others and believe that this is essential to their well-being. Such people take up their work seriously; think that others should also do as they do. They value traditions are important; as are family events and holidays. In work life they can be comfortable as leaders. They can be seen as intolerant (based on their clear sense of right and wrong).

**Under stress: When exposed to stress, they can become excessively emotional, see only the negative.**

**INFJ**
Individuals in this category have deep concern for people and relationships. They live for insight and imagination. They are very much interested in gaining knowledge and they have a love of learning. They are deeply concerned with fellowship and harmony; and are caring and compassionate. They are concerned with the growth of others. Such people are idealists at heart; value trust in relationships and can be seen as stubborn about their own correctness.

Under stress: When under stress, such people may be surprisingly critical, can become self-absorbed.

INFP

Individuals in this category type are very good and skilled communicators. Quite often they are idealistic. They believe that harmony in relationships is important. They may not be able to get their own needs met and are excited by new ideas and possibilities. They always give more importance to creativity and are interested in artistic activities. They don’t walk on their values.

Under stress: When under stress they can become outwardly critical of others

ENFP

People in this category always love to talk about what is going on in their lives. They will encourage their mates to grow. They need to feel encouragement. Such people are reluctant to say when their feelings are hurt and they tend to withdraw to process hurt feelings in private. They are very eager to know from others how much they mean to them. They exhibit spontaneous demonstrations of love and respect to all.

Under stress: when under stress they may have difficulty saying no and take on too many projects.

ENFJ

Individuals in this category have a strong desire for harmony. Such people are idealists who need active contact with people. They exude charm, but can overwhelm others with too much enthusiasm.

Under stress: When under stress they can become rigidly narrow, emotional and irritable
INTJ

Individuals in this category have assumptions about the way things could be (strong opinions). They always have an intense desire to be around other competent people. They love maintaining interpersonal relationships, avoid interpersonal conflict, but love a spirited debate. They can need to feel in control, and be inflexible. They appear to be challenging and insensitive (generally not true underneath). Such individuals have the tendency to avoid emotional risks, tend to keep thoughts and insights to themselves and appears to be a bit stubborn.

Under stress: When under stress they may become over-structured; paralyzed by seeking perfection before taking action

INTP

Individuals belonging to this type are flexible and adaptable and are willing to make sense of concepts, and the world. Such people are more logical and analytical. They always wish to interact with people like them, those who are analytical and logical. They are blessed with great powers of concentration and like abstract and symbolic thinking. They are quite often non-traditional. Sometimes they may be seen as aloof; out of touch with the world.

Under stress: When under stress they may feel overwhelmed and misunderstood

ENTP

These categories of people are excited by possibilities and they try to do anything new. They are optimists, gives more importance and values knowledge and competence. They are highly gregarious, sociable; and are self confident. They always tend to view people in an objective manner, so they can appear insensitive. At times they may argue for the sake of argument.

Under stress: When under stress they may take on too many projects, drive themselves to exhaustion
ENTJ

Individuals belonging to this type are excellent at analyzing and bringing order even from chaos. They are extremely logical and would like to dream too much extent about impossible to possible. They are big picture thinkers and energetic planners. Competence and intelligence forms their value. They set their standards and hold to these standards which are high. Such people are very much confident in what they do and are highly assertive.

Under Stress: When exposed to stressful events such people may become hypercritical of themselves and others.

2.8 Personality Types Under Stress - ENTP, ENTJ, ENFP, ENFJ

ENTP

ENTPs value their ability to use imagination and innovation to deal with problems. Trusting in their ingenuity to get them out of trouble, they often neglect to prepare sufficiently for any given situation. This characteristic, combined with their tendency to underestimate the time needed to complete a project, may cause the ENTP to become over-extended, and to work frequently beyond expected time limits. Complicating this situation is their predisposition to experiment with new solutions. This makes them eager to move on to the next challenge when things get boring. ENTPs become stressed when their improvisational abilities are ineffective and they will avoid circumstances where they might fail.

If stress continues, ENTPs become distracted and their "can do" attitude is threatened. Feelings of incompetence, ineptness, and inadequacy take over. They need to escape situations that are associated with anxiety is more prominent for the ENTP than for any other personality type. Doubtful of whether they will have what it takes to accomplish a task, they displace their fears onto situations they can elude. Panic, fear, and anxiety then block the expression of their creativity. Defensive phobic reactions cause the ENTP to circumvent achievement in other areas and prevent the success they strive on.
ENTJ

ENTJs can get ahead of themselves and jump to conclusions in their effort to get things done. They may need to be reminded to take the time to listen to other points of view. Being tough-minded, ENTJs have a tendency to ignore their own and others' feelings. With a burning desire to achieve and a constant eye on how current decisions will affect end results, ENTJs may become overly argumentative when obstacles get in their way. Small talk and casual conversations appear frivolous and without merit when projects are at hand. This, along with the NT's nature of being impervious to social conventions and customs, can cause others to feel affronted.

When ENTJs sense that they are losing control, they feel an increasing need for completion. If stress continues, they become distracted by a compelling "got to" and "have to" state of mind. Their need to master a situation then becomes misdirected and they engage in compulsive behaviors that preoccupy their attention and time. Feeling helpless, and lacking confidence, they resort to completing simple, meaningless, repetitive tasks (i.e. cleaning, counting, inspecting) in an effort to avoid a growing sense of failure. By avoiding ineptitude at all costs, their competence and ability are never fully tested. Ironically, these all-consuming distractions are the very behaviors that prevent ENTJs from fulfilling their basic need for achievement and improvement.

ENFP

ENFPs have a tendency to overextend themselves in both their physical and emotional commitments. Their proclivity to procrastinate and to overlook details complicates their circumstances. ENFPs often move on to new ventures without completing those they have already started. Their charming personalities can show signs of irritability and oversensitivity when their desires to please different people come into conflict. During times of stress, ENFPs feel alienated. They then engage in deceptions that serve to obscure what is occurring within themselves.

The ENFP finds symbolic meanings behind the immediate circumstances. These meanings are construed as foreboding problems when ENFPs are under stress. Having a pervasive feeling of losing control over their own independent identities, ENFPs will feel virtually split apart by intruding circumstances. They will be "besides themselves" and "just not all
there" - as if something, or someone, has taken away the essence of who they are. Not feeling like themselves, the ENFP will become subject to their own feelings of shame for being a phony, a fake or an impostor. If stress continues to grow, they may attribute malevolent schemes to others in order to explain away their fears.

**ENFJ**

The ENFJs optimistic outlook toward social relationships is a burden to them at times. When external conflicts affect a group, the ENFJ is likely to assume responsibility. Their ability to empathize then turns into a liability. ENFJs, when over-identifying with the pain of others, will lose sight of their own concerns and interests. Their idealism can also be the cause of some distress when their assumptions are unable to weather the winds of reality. Fantasized relationships rarely translate into reality and even the best charismatic leader encounters unexpected resistance.

Like all NFs, ENFJs will disassociate themselves from stressful situations in an effort to protect their sense of well-being and togetherness. The ENFJ, however, will repress the unpleasant side of life only to have to face it later in an intensified form when it explodes from its hiding place. It can manifest itself as fits of anger, sudden outbursts, or emotional explosions. Often the ENFJ’s body will reflect pent-up stress by manifesting various physical symptoms that will erupt unexpectedly.

**2.9 Burn Out**

Prolonged exposure to intense emotional stress results in Burn Out. It is a state of mind resulting in emotional exhaustion and a combination of negative attitudes. In burnout the most important phases are:-

- Emotional exhaustion
- Depersonalization and
- Feeling of lack of Personal accomplishment.

Presence of personal, job and organizational variables or stressors creates stress in the individuals. People who expect a lot from themselves and the organization in which they work tend to create more internal stress, which in turn leads to emotional exhaustion. This emotional exhaustion fuelled by work overload, role conflict and by the type of inter-
personal relationships at work. Frequent, intense face to face interactions that are emotionally charged are associated with higher levels of emotional exhaustion. As time passes, this emotional exhaustion leads to depersonalization. In this stage the individual psychologically tries to withdraw from the job. This finally results in a feeling of being unappreciated, ineffective or inadequate. All these put together results in a stage where the individual depicts total hostile and negative attitude and negative behavioural outcomes.

Removing personal stressors and job and organizational stressors is the best way to prevent burn out. The most effective way to cope burn out is by buffering its effect. Buffers are resources or administrative changes that alleviate the symptoms of Burn Out. Potential buffers include extra staff or equipment at peak work periods, support from top management, increased freedom to take decisions, recognition for achievements, time off for personal development or rest and equitable rewards. Another buffer is to maintain open and frank communication. An individual’s job content has to be analyzed and based on that responsibilities can be added or eliminated. Allowing individuals to participate in decision making, altering the pattern of inter personal contacts, etc also acts as buffer in reducing burn out.

Companies like IBM, McDonald’s Corporation, Apple, American Express and Intel to reduce burn out, use Sabbaticals to replenish employee’s energy and desire for work. Such programmes allow employees take a designated amount of time off from work after being employed for a fixed number of years. McDonald’s grant paid sabbaticals after 10 years of employment. For Intel it’s eight weeks off with pay after seven years for every full time employee.

Another strategy for reducing burn out is Employee Retreat. Retreat entails sending the employees to an outside location for 3 to 5 days. In this location every one can relax, reflect or engage in team and relationship building activities. This strategy has been successfully employed by Hallmark cards. Individuals in this situation shows different attitude as detailed in the table below.

**Attitudinal Characteristics of Burn Out**

The table below summarizes the different characteristics that individuals exhibit when they are exposed to Burn Out.
<table>
<thead>
<tr>
<th>Attitude</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatalism</td>
<td>A feeling that you lack control over your work.</td>
</tr>
<tr>
<td>Boredom</td>
<td>A lack of interest in doing your job</td>
</tr>
<tr>
<td>Discontent</td>
<td>A sense of being unhappy with your job</td>
</tr>
<tr>
<td>Cynicism</td>
<td>A tendency to under evaluate the content of your job and the rewards received</td>
</tr>
<tr>
<td>Inadequacy</td>
<td>A feeling of not being able to meet your objectives.</td>
</tr>
<tr>
<td>Failure</td>
<td>A tendency to discredit your performance and conclude that you are ineffective</td>
</tr>
<tr>
<td>Overwork</td>
<td>A feeling of having too much to do and not enough time to complete it.</td>
</tr>
<tr>
<td>Nastiness</td>
<td>A tendency to be rude or unpleasant to your co workers</td>
</tr>
<tr>
<td>Dissatisfaction</td>
<td>A feeling that you are not being justly rewarded for your efforts</td>
</tr>
<tr>
<td>Escape</td>
<td>A desire to give up and get away from all.</td>
</tr>
</tbody>
</table>

Table 2.2 Attitudinal characteristics of Burn Out [18]

2.10 Models of Stress

2.10 (a) The General Adaptation Syndrome (G.A.S) Model of Stress

Stress is considered as a response to situation which demands that the individual adapt to a change physically or psychologically. The theory of General Adaptation Syndrome by Hans Seyle, 1976, states that when an organism is confronted with a threat, the general physiological response occurs in three stages:
2.10 (c) The Bounce Model of Stress

Pestonjee 26 has also developed a model to explain how we cope with stress reactions. It is called the BOUNCE model because the behavioral decomposition taking place due to stress tense to get reflected in interpersonal reactions. The reactions are received & analyzed by the environment, which in turn, bounce back signals to the individuals to bring about a change either at the orgasmic level or at the response level.

Studs Terkel in his book, working (1990) says “Work is about a search for daily meaning as well as daily bread, for recognition as well as cash, for astonishment rather than torpor, in short, for a sort of life rather than a Monday to Friday sort of dying”. Cooper in 2000, says Stress is the second highest work related disease in United States accounts for 20-25 % of all health claims. The nature of work has changed tremendously and has gone through
drastic changes at whirl wind speed. Job stress is a threat to physical and organisational health.

A person is said to be suffering from job stress when that person experiences stress as a result of factors related to his or her job and these factors has an adverse impact on that person's performance thus resulting as a threat to one's own physical health, finally affecting the organisation's health. Work place stress is different for every one – what is stressful to one person may not be stressful to another. It can depend on your personality type and how you have learned to respond to pressure. There are many factors called as stressors (Work place stressors) causing job stress.

The term “Work life Stress” or “Occupational Stress” is a modern construct which is a resultant of many factors (called as stressors) at work environment or the organization and now this has become an ever increasing problem for the organization and the individuals. Davis (1981:52) defines stress as “condition of strain on one’s emotions, thought processes and physical conditions”. Di Martino (2003:1) summarized the concept of stress as “the physical and emotional response that occurs when the requirements of the job do not match the capabilities, resources needs of the employee”.

2.10 (d) Karasek's demand-control model of occupational stress

One of the well explained models of work life stress is the Karasek's demand-control model of occupational stress which has had a large influence on the job design and occupational health literature, in part because it is quite spare, practical and testable.

(Jones & Bright, 2001[1]). This model says that job stress or work stress is a function of how demanding a person’s job is (say for example to what extent the job is challenging) and how much control the person has over his own job. (Discretion, authority or decision latitude etc.) The model further says that this creates four kinds of jobs: passive, active, low strain and high strain.

Job demands means factors like interruption rate, time pressures, conflicting demands, reaction time required, pace of work, proportion of work performed under pressure, amount of work, degree of concentration required, and the slowing down of work caused by the need to wait for others. These can be collectively interpreted as the Psychological
stressors. Decision latitude refers to what extent the employee has control over his or her own tasks and also the manner in which those tasks are being executed.

This consists of both skill discretion and decision authority. Skill discretion describes the degree to which the job involves a variety of tasks, low levels of repetitiveness, occasions for creativity and opportunities to learn new things and develop special abilities. Decision authority describes both the employee's ability to make decisions about their own job, and their ability to influence their own work team and more general company policies.

The dimensions of strain and latitude give us four stress categories for jobs, as follows:

**P – High Strain Jobs (Low Latitude, High Strain):** Producers are more likely to augment their strain levels by taking more on without seeking additional latitude, partly because of their appreciation of challenge and their desire to enjoy individual mastery experiences, and partly because they take an individual approach to responsibility ascription, which may cause them to overlook opportunities to ask for more latitude. Producers enjoy levels of strain that people with other dominant styles would find excessive. Of all the styles, they are most likely to thrive in high strain jobs.

**A – Passive Jobs (Low Latitude, Low Strain):** As long as the passivity of a job stems from successfully forestalling disruptions, then that passivity is likely to be highly satisfying to an Administrator. Passivity that stems from the job being either irrelevant or unimportant will not be satisfying. The Administrative style seeks to manage disruptions by putting processes into place that cope with all contingencies and buffer the vital variables of the organization, preventing them from disruption. When latitude is reduced by following a procedure, and when that procedure causes things to proceed smoothly with low levels of strain, an Administrator will take that as evidence of success. The goal state of Administration will be reached, and maintaining that peace will be a pleasure.

**E – Active Jobs (High Latitude, High Strain):** Active jobs are not seen as stressful in Karasek's typology, because employees have many protective measures available to them to reduce the strain. Of all the PAEI styles, it is E that most naturally thrives in active situations. E is characterized by great ambition and almost no fear surrounding disruptions of the status quo. Strain is thus a continual consequence of E type work. E also needs great
flexibility and latitude both to stir up problems and seek out solutions. The active mode most nearly matches the mode in which E naturally works.

I – Low Strain Jobs (High Latitude, Low Strain): The combination of high levels of latitude with low levels of strain indicates that social processes are very significant in the low strain job. Employees will have a lot of authority relative to their strain levels, and thus will presumably participate more in the definition and management of tasks than in other, more stressful working environments.

Thus according to this model we can say that

- Stress increases when control declines in combination with rising psychological demands or stressors.
- Stress decreases when control increases in combination with falling psychological demands or stressors and
- Social support operates as a “facilitator” in reducing stress at work. Stress will decrease when social support increases.

Thus stress can be identified by several variables and the impact of stress need to be properly managed to avoid economic cost for organizations and the well-being of the employees.

2.10 (e) Burn Out Stress Syndrome Model of Stress (BOSS)

Boss can lead to at least four types of stress related consequences such as, depletion of energy reverses, lowered resistance to illness, increased dissatisfaction and pessimism and increased absenteeism and inefficiency at work.

Veninga and spradley have identified five distinct stages of BOSS.

**Honey Moon Stage**

This stage can be describe as accounting for the euphoric feeling of encounter with the new job such as excitement, enthusiasm, challenge and pride. Dysfunctional features emerge in two ways first; the energy reverses are gradually depleted in coping with the demands of a challenging environment. Second, habits and strategies for coping with stress are formed in this stage which is often not useful in coping with later challenges.
Fuel Shortage Stage

This stage can be identified as composed of the value feelings of loss, fatigue and confusion arising from the individual’s overdraws on reverses of adaptation energy. Other symptoms are dissatisfaction, inefficiency, and fatigue and sleep disturbances leading to escape activate such as increased eating, drinking & smoking.

Crisis Stage

When these feelings and physiological symptoms persist over period of time, the individual enters the stage of crisis. At this stage he develops “escape mentality” and feels oppressed. Heightened pessimism, self-doubling tendencies, peptic ulcers, tension headaches, chronic backaches, blood pressure.

Hitting the wall Stage

This stage of BOSS is characterized by total exhaustion of one’s adaptation energy, which may mark the end of one’s professional career. While recovery from this stage elude may be resourceful to tide over the crises.

2.10 (f) The Kosha Model of Stress Management

Kosha means a sheath or a cover. We put a sword into a scabbard. Money is kept in a treasury or kosha. In the case of human beings the thing kept in this five fold case is the “real self”. If a person has to understand himself and has to see his own truth, he has to remove these five cases. These five koshas are :

- Annamaya Kosha
- Pranamaya Kosha
- Manomaya Kosha
- Vijnanamaya Kosha
- Anandamaya Kosha.
Dr. Umesh Sharma, 2005, in his book on stress Management says that over five hundred text books and research papers has been analysed for understanding the human energy networks and its origin. All these channels finally route to Psychology and Kosha is symbolizing an aspect of psychology.

Thus Koshas can be considered as different layers of interacting and overlapping layers of energy which forms the complete spiritual, mental and physical nature of human personality. They all enfold at the same time but reach their ultimate stage of development at different points.

The koshas are imagined as layers of an onion and form a barrier from realizing the true nature of bliss and oneness with the Universe. We can peel back these layers to bring awareness deeper and deeper, eventually reaching out the innermost core, "True Self".

Wrapped in the layers of our being in the various disguises that are super imposed up on our underlying consciousness, each one of us experiences the world in a unique way (Perception). Individual differences have to be there. In modern medicine, Stress Management is not based on individual differences, but based on Symptoms of disease, something like a bad reaction to a good method. Kosha Model looks very closely at each individual and his mind body constitution. So here the focus is on the person’s entire make up.

A schematic representation as detailed below indicates that as the sheaths become subtler, the freedom of operation in the living being increases, the bondage decreases and the bliss associated with it also increases. While in Manomaya kosha, the creative power predominates, it is in the Vijnanamaya Kosha that there is power to discern and discriminate. Bliss is embodied in Ananadamaya Kosha – the highest stage of evolution in the manifested existence. It is the subtlest among the five sheaths of existence.
### 2.10 (g) Gary Jones Model of Organisational Stress.

Individuals experience stress provoking situations in organizations. Even routine jobs may create stress when a minor change is effected in the routine. Here there are three key stages in stress. They are :-

- **Stressor** :- are environmental events or conditions that have the potential to induce stress. For example, an employee may assume a new position which may be incompatible with his personality.
- **Stress** :- This in fact is the Psychological imbalance expressed in the form of anxiety which make people unable to achieve their goals.
- **Stress Reactions** :- Individuals demonstrate two types of behaviour after they experience stress. A person may try to reduce his anxiety or his reaction may be in the form of direct
confrontation with stressor. For example a person may blame others for his problem and set out to find a situation that may be incompatible with his personality.

Fig 2.5 Gary Jones Model of Stress[21]

Source: Gary Jones, Organisational Behaviour, 1988, p.465

2.10 (h) Integrative Model of Stress - Stress & Work – A Model

Individuals have to spent more than 40 hours on work related activities. Many individuals find a substantial portion of their satisfaction and identity at work. Consequently work and non work activities are independent. The distinction between stress at work and stress at home is artificial one. For example a source of stress at work spill over into a person’s non work activities. Even though the stressor is experienced at work, the person may carry the same home becomes irritable, short tempered and fatigued and may argue with a more safer object in the house say for example his spouse or his kid, rather than arguing with the boss at work place. Thus stress at work and stress away from work are often inter related. Thus this integrative model of stress focuses on to understand in a better manner the link between stressors, stress and consequences of stress at work. The model divides stressors at work into four categories.

- Physical environment
- Individual
- Group and
- Organisational.
"A STUDY ON STRESS & STRESS MANAGEMENT AMONG THE EXECUTIVES IN KERALA BASED ORGANISATIONS WITH SPECIAL REFERENCE TO I.T. INDUSTRY IN KERALA, (TECHNOPARK CAMPUS)"

The Integrative Model of Stress also presents five potential categories of the effects of stress. The model also introduces ‘Individual Differences’ that can affect reactions to stress. Individual differences investigated by occupational stress researchers have included age, sex, additional work, Self esteem and community Involvement.

**Occupational Stressors**

**Physical Environment**
- Light, Noise,
- Temperature, Polluted Air.

**Individual**
- Role Conflict, Role ambiguity, Work Overload, Responsibility.

**Group**
- Poor inter personal relationships with peers, subordinates and superiors.

**Organisational**
- Poor structural design, Politics, No specific policy.

---

**Stress**

The Appraisal Process,
How the individual perceives occupational stressors.

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**Consequences**

**Subjective**
- Anxiety
- Apathy
- Behavioural Changes
- Alcoholism
- Drug Abuse
- Accident Proneness

**Cognitive**
- Poor Concentration.
- Mental Blocks

**Physiological**
- Increased Blood Pressure.
- Increased Heart Rate.

**Organisational**
- Lower Productivity
- Absenteeism.

---

**Individual Differences**

**Cognitive/Affective**
- Type A/B
- Hardiness
- Social Support

**Biological/Demographic**
- Age
- Sex
- Occupation

---

**Fig: 2.6 Stress & Work – Integrative Model [22]**

Source: Dr.Niraj Kumar, Organisational Behaviour, 2009, p.461-462
2.10 (i) The ‘Effort – Rewards Imbalance’ model of Stress- J. Siegrist

A research on effort – reward imbalance and health aims at understanding social and psychological reasons for human health and disease. Here a positive and negative effect of health is analysed by focusing on a person’s behaviour, cognitions and emotions through his core social roles in adult life (Work Role, Civic Role and Family Role) through a theoretical and methodological approach.

The theoretical approach is based on the notion of social reciprocity which is a fundamental principle of human interpersonal behaviour. Social reciprocity is featured as cooperative investments based on the norms of return expectancy where efforts are equalized by respective rewards. Failed reciprocity elicits strong negative emotions and sustained stress responses as it threatens the fundamental principle. Thus this model emphasizes that failed reciprocity in terms of high efforts spent and low rewards results in frequent negative emotions and sustained stress responses in such people. If positive is the emotion evoked by appropriate social rewards it promotes well – being, health and survival.

According to the model, effort at work is spent as part of a social contract that reciprocates effort by adequate reward. Rewards are distributed by three transmitter systems: money, esteem, and career opportunities including job security. Each one of these components of work-related rewards was shown to matter for health.

The model of ERI at work claims that an imbalance between (high) effort and (low) reward is maintained under the following conditions:

1. Work contracts are poorly defined or employees have little choice of alternative workplaces (e.g. due to low level of skill, lack of mobility, precarious labour market);

2. Employees may accept this imbalance for strategic reasons (this strategy is mainly chosen to improve future work prospects by anticipatory investments);

3. The experience of ‘high cost / low gain’ at work is frequent in people who exhibit a specific cognitive and motivational pattern of coping with demands characterized by excessive work-related commitment (‘over commitment’). Overcommitted men and women
suffer from inappropriate perceptions of demands and of their own coping resources more often than their less involved colleagues, because perceptual distortion prevents them from accurately assessing cost-gain relations.

The following three hypotheses are derived from the ERI model:

1. An imbalance between high effort and low reward (non-reciprocity) increases the risk of reduced health over and above the risk associated with each one of the components.

2. Overcommitted people are at increased risk of reduced health (whether or not this pattern of coping is reinforced by work characteristics).

3. Relatively highest risks of reduced health are expected in people who are characterized by conditions (1) and (2).

2.11 Stress Coping Methods & Strategies

As pointed out in the beginning, every person will be exposed to pressure and demands in one way or the other. It is unrealistic to believe that we can live without stress. The success depends on how effectively and efficiently he or she can manage.

Every one responds to stress in a different way, it is only by understanding the nature of individual responses that you can start fighting stress yourself and others.

Reduction or elimination of stress is necessary for psychological and physical well being of an individual. Efficiency in stress management enables the individual to deal or cope with the stressful situations instead of avoidance. Strategies like tie management, body-mind and mind-body relaxation exercise, seeking social support help individual improve their physical and mental resources to deal with stress successfully. Apart from helping employees adopt certain coping strategies to deal with stress providing them with the service of counselor is also useful.

Many strategies have been developed to help manage stress in the work place. Some are strategies for individuals, and other is geared toward organizations.
Some of the basic approaches in dealing with workplace stress are:

2.11 (a) Individual coping strategies:

Many strategies for helping individuals manage stress have been proposed.

![Diagram showing the process from The individual to Coping strategies to Reduced stress with subcategories like Exercise, Relaxation, Time management, Role management, Support, Group/Networking, Behavioral self-control, Cognitive Therapy, and Counseling.]

**Figure 2.7 Individual Stress Coping Strategies**

Individual coping strategies are used when an employee under stress exhibits undesirable behavior on the job such as performance, strained relationship with co-workers, absenteeism, alcoholism and the like. Employees under stress require help in overcoming its negative effects. The strategies used are:

**Exercise:**

One method by which an individual can manage their stress is through exercise. People who exercise regularly are known to less likely to have heart attacks than inactive people are. Research also has suggested that people who exercise regularly feel less tension and stress are more conflict and slow greater optimism.

**Relaxation:**

A related method an individual can manage stress is relaxation. Copying with stress require adaptation. Proper relaxation is an effective way to adopt.
Relaxation can take many forms. One way to relax is to take regular vacations; people can also relax while on the job (i.e. take regular breaks during their normal workday). A popular way of resting is to sit quietly with closed eyes for ten minutes every afternoon.

**Time management:**

Time management is an often recommended method for managing stress, the idea is that many daily pressures can be eased or eliminated if a person does a better job of managing time. One popular approach to time management is to make a list, every morning or the thins to be done that day. Then you group the items on the list into three categories: critical activities that must be performed, important activities that should be performed, and optimal or trivial things that can be delegated or postponed, then of more of the important things done every day.

**Role Management:**

Some what related to time management in which the individual actively works to avoid overload, ambiguity and conflict.

**Support Groups:**

This method of managing stress is to develop and maintain support group. A support group is simply a group of family member or friends with whom a person can spend time. Supportive family and friends can help people deal with normal stress on an ongoing basis. Support groups can be particularly useful during times of crisis.

**Behavioural Self Control:**

In ultimate analysis, effective management if stress presupposes exercise of self-control on the part of an employee. By consciously analyzing the cause and consequences of their own behavior, the employees can achieve self-control. They can further develop awareness of their own limits of tolerance and learn to anticipate their own responses to various stressful situations. The strategy involves increasing an individuals control over the situations rather than being solely controlled by them.

**Cognitive Therapy:** The cognitive therapy techniques such as Elli’s rational emotive model and Meichenbaum’s cognitive strategy fir modification have been used as an individual strategy for reducing job stress.
Counselling:

Personal counseling help employees understand and appreciate a diverse workforce, the holistic approach adopted by the counselor gives him a comprehensive view of the employee as client and enable him to deal the issues of work related problems in a larger context with his awareness of the inter-relationship among problems in adjustment with self, other and environment and that a work concern will effect personal life and vice- versa, the employee would receive help regarding the problem in all life.

One of the advantage of the individual interventions is the individual can use these skills to improve the quality of life in offer domains like family, social support and self, thus reducing the negative carry of experiences in these domains into the work life which might effect his occupation mental health.

2.11 (b) Organisational Strategies:- The most effective way of managing stress calls for adopting stressors and prevent occurrence of potential stressors.' Two basic organizational strategies for helping employees manage stress are institutional programs and collateral programs.

![Organizational strategies for stress reduction diagram]

<table>
<thead>
<tr>
<th>Institutional programs</th>
<th>Collateral programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Design</td>
<td>Stress Management programs</td>
</tr>
<tr>
<td>Work schedules</td>
<td>Health promotions programs</td>
</tr>
<tr>
<td>Culture</td>
<td>Other programs</td>
</tr>
<tr>
<td>Supervision</td>
<td></td>
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</tbody>
</table>

**Figure 2.8 Organisational Strategies for Stress Reduction**

Institutional programs:-

Institutional programs for managing stress are undertaken to established organizational mechanism for example, a properly designed job and word schedules can
help ease stress. Shift work in particular can constantly have to adjust their sleep and relaxation patterns. Thus, the design of work schedules should be a focused of organizational efforts to reduce stress.

The organization’s culture can also used to help to manage stress. The organization should strive to foster a culture that reinforces a healthy mix of work and nonworking activities.

Finally, supervision can play an important institutional role in overload. In managing stress. A supervisor is a potential manager source of overload. If made aware of their potential for assigning stressful amounts of work, supervisors can do a better job keeping workloads reasonable.

**Collateral Programmes:**

In addition to their institutional efforts aimed at reducing stress, many organizations are turning to collateral programs. A collateral stress program in an organizational program specifically created to help employees deal with stress. The organizations have adopted stress management programs, health promotion programs and other kinds of programs for this purpose.

According to the National institute of Safety & Health, Work related stress can cause both physical and Physiological and behavioural / emotional health problems. Some of the physical symptoms are Headaches, Muscular Tension, Back ache, Neck Ache, Tiredness, Insomnia, Digestive Problems, A raised heart rate, skin rashes, sweating, blurred vision, migraine etc.

Some of the **physiological** symptoms of stress are cardio vascular diseases, respiratory diseases, cancer, disorders of the reproductive system, hearing problems, dermatological diseases, psycho somatic problems etc.

Some of the **psychological** symptoms are:-

Exposure to long term stress results in severe anxiety and depression. Person feels nervous and isolated, feelings of emptiness, irritability, mood swings, disturbed eating patterns, lack of focus, less motivated, lower libido and low self esteem.
Behavioural problems that have been identified are absenteeism, increased smoking and consumption of alcohol, use of psychoactive substances and drugs, aggressive behaviour towards colleagues and to family members, propensity to accidents.

As pointed out in the beginning, every person will be exposed to pressure and demands in one way or the other. It is unrealistic to believe that we can live without stress. The success depends on how effectively and efficiently he or she can manage. Some of the basic approaches in dealing with workplace stress are:

Relaxation Techniques

a) 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 workplace, 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.

Deep Breathing

This is a technique which can be done wherever you are, provided you find some time. Many people who have practiced it have found it to be a most powerful stress management method. Deep breathing provides extra oxygen to the body, which in turn, reenergizes the body and promotes relaxation.

Steps in Deep Breathing

a) Slowly inhale through your nose, expanding your abdomen before allowing air to fill your lungs.

b) Reverse the process while exhaling. Contract your abdomen before allowing air out of your lungs.
Exhalation Breathing

This technique in fact slows the breathing so as to calm you down. On constant practice, the individual will attain a slow rhythm in his or her natural breathing. This in turn helps the individual to remain calm.

Steps in Exhalation Breathing.

a) Spread a carpet or a mat on the floor.
b) Lie down on your back with your arms at your sides.
c) Begin to breathe in slowly. While doing so raise your arms towards the ceiling. Move them all the way up and over your head to the floor. Complete your inhalation.
d) Reverse the order. Breathe out slowly and smoothly. While doing so return your arms to the original position, that is, to your sides.
e) Once you practice it for several times, then try to inhale and exhale without moving your arms.

b) 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 relaxed 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.

Exercise: it tones up muscles and help to avoid overweight; it Also help to reduce cells breakdown which is related to ageing and the one set of auto immune disease. It helps to cope up with insomnia, anxiety, depression and pain. Endorphins are released during
exercise in the body which distress in the mind. The physical co-ordinated movement temporarily diversifies attention from trouble causing stimuli.

**Stretching Exercise.**

This is one of the most effective methods for any individual who is involved in long hours of a sedentary job. Sticking on to one posture while working, say for example as in the case of I.T Professionals, doing desk work or assembly line works etc creates tension and strain in certain muscular points. Stretching exercises if done intermittently helps to release such muscular tension and rigidity. If properly done it helps in reducing stress and promoting relaxation.

The only drawback is that if over stretched, muscles may be injured.

**Steps in Stretching Exercise**

a) Identify the muscles suffering tension.
b) Breathe in slowly and do not hold your breath.
c) Stretch your neck to the back, and exhale as you stretch.
d) While exhaling, imagine and believe that you are getting rid of the tension.
e) Inhale as you release the stretch.
f) Close your eyes for better awareness of your body’s response.
g) Identify other areas of the body where you feel muscles to be tensed and repeat the process.

**Walking**

Hippocrates, 2000 years ago stated that walking is man’s best medicine. Stress to a major extent can be prevented by regular but vigorous walking, it is a natural antidote. (Pestonjee, 1992)

Rigorous walking helps to tone up the body muscles and cardio vascular system. It also refreshes human mind. Appropriate care has to be taken so that walking does not become a strain to the individuals. Thus the pace of walking should be controlled and should help to boost up energy. Thus walking should bring in proper relaxation and enjoyment. Its better to avoid mobile phones while walking.
Restful Sleep

For the rejuvenation of human body, its cells and for the proper metabolic functioning a sound sleep is necessary. People running to meet deadlines, quite often do not get time for a proper sleep as sleep eludes from them owing to one or the other reason. Ultimately, in bed, people start thinking of the next days schedules, get anxious about it. In such circumstances the best methods is “do not even try to sleep”. If you are not feeling sleepy, get out of the bed and sit in a comfortable chair. You can read a book, watch television, play computer games or take up some relaxing activity. It’s better to stay awake as late as you like rather than yourself forcing you to sleep. The idea here is to divert your thoughts from the anxiety of not being able to sleep to some other activities. But, in cases of chronic insomnia, it is always advisable to seek professional medical help.

Pranayama

The natural link between the breath (Pranayama), the body and mind was discovered in India. It was Patanjali and his school of thought that advocated yoga and pranayama. According to them the conditions under which the body is over worked or the mind is stressed the breath becomes faster or constricted. When the body is in rest and the mind is calm, the breath is slow and calm. Regulation of breathing lowers the heartbeat and moderate blood pressure. Thus when the physiological states are being controlled it results in relaxation. This message is further transmitted to the brain, in turn the brain sends this message to the various parts of human body enabling the person to experience the state of relaxation.

Pranayama is a very simple exercise that can be practiced by all. It forms the basis of “Art of Living”, the training imparted to individuals by Bangalore based spiritual organization. The Indian Yogic terminology explains the term Pranayama (Prana + Ayama). “Prana” refers to the vital life force and “ayama” refers to control or regulation. Thus the term connotes the function of control and regulation of vital life form through breathing. The simplest form of Pranayama is to inhale and exhale in a way that cleanses the sensitive nerves. The steps are detailed as follows.

Steps in a Simple Pranayama

- Hold your right hand up. Curl your index and middle fingers towards your palm.
- Close the left nostril by pressing gently against it with your ring finger.
• Inhale through the right nostril. The breath should be slow, steady and full.
• Now, close the right nostril by pressing against it gently with your thumb. Open your left nostril by relaxing your ring finger. Exhale fully with slow and steady breath.
• Now, Inhale through the left nostril, close it and exhale through the right nostril.

This completes one round.

A beginner can start with 5 to 10 rounds and gradually increase the number. Practicing Pranayama reduces anxiety and brings down tension. It works for the prevention of devastating impact of stress. It also enhances the individuals to cope with the stress they are experiencing.

**Figure 2.9 Physical & Psychological response to Pranayama [23]**

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Yoga

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.

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.

**Meditation**

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.

**Coon (2000) [28]** claimed that any enjoyable hobby such as listening or playing music or taking nature walks can be meditation of sorts. Meditation techniques are increasingly used for therapeutic and relaxation purposes. Transcendental Meditation (TM) of Maharishi Mahesh Yogi gained popularity in the 1970’s. It is a very simple technique of calming the mind. This can be easily done if you can spend 15-20 minutes for your own well being. Research in the area of TM states that by practising TM, an individual can dissolve all accumulated stress and fatigue. It is also found to bring out individuals latent creative talents, dynamism, orderliness and organising power.

**Rathus (2002) [24]** stressed that it is important to know what should not be done in meditation while understanding what should be done.

- Adopt a passive attitude of “What happens happens.”
- Select a quiet non disruptive environment (say for example no mobile phones, no telephones in the room, do not face light directly etc)
- Do not eat an hour prior to meditating and avoid caffeine and nicotine two hours before meditation.
- Take a comfortable posture. It is alright to change positions, stretch or yawn.
- Select a device to facilitate your concentration. (For example you can have a low level lamp normally lit before a deity etc)
- Perceive a word or sound a word like “Om” as you breathe in and breathe out. It will be better if you can perceive it that says it. But if you feel that chanting the word gives you
more enjoyment, you can do that way too. Say this word more times and softly. Close your eyes and perceive the word you have been chanting loud.

- It may go louder and softer or disappear for some time. Do not worry. Adopt a passive attitude and let it take its course.

- If disruptive thoughts disturb you, let them pass through. Do not try to avoid them or handle them. It may take you to the arousal level.

- If necessary, allow yourself to drift with an attitude of ‘Let things happen the way they do’

- Accept what you get. You cannot force relaxation effects on meditation.

**Guided imagery**

Guided imagery is a technique wherein people are trained to visualize images that are pleasant and relaxing. In this technique people sit quietly and imagine beautiful visuals that they experienced in their life. Try to make the images as vivid as possible. By doing so, the associated pleasant feeling also come in automatically, smoothing the mind from any tension or anxiety. Thus the experience of stress is substituted with experience of quiet and peace.

**Ventilate your feelings**

Ventilate your suppressed negative feelings with someone is another important technique to reduce stress. It is very important that there is a timely and adequate let-out for the negative feelings. This ‘letting the steam off the chest’ is a good strategy to prevent oneself from strong emotional behavior, anxiety or depression.

**Irrational thoughts control**

Our own thought process may sometimes be a source of stress, or it accentuates stress and builds pressure from within. Unrealistic fears and irrational thought may induce stress and they adversely affect our psychological well being.

For controlling these irrational thought, first we closely examine our thoughts and find out thoughts are making us feel and find out our thoughts are making as feel miserable and inhibition action. Then evaluate the accuracy of these thoughts and assess
their contribution to our problem solving. Also examine the extent of their reality. Prepare thought that are incompatibles with the irrational thought and say them to them self. If these practiced carefully them may fetch effective result in sustaining the psychological well-being of the individual.

Set SMART Goals

Many a time we experience stress because of unrealistic goal, either set by others or by ourselves. When we setting a goal, it is imperative to consider one’s own abilities in attaining the goal. The rule of thumb is to take the SMART path. SMART refers to set a goal that is Specific, Measurable, Achievable, and Realist with a Timeline. The goal must be specific, achievable and realistic in nature.

Develop Positive, Realistic, Disposition

Some people have a tendency to overestimate there owns capacity and assume a ‘superman’ or ‘superwomen’ role in executing every bit of the task. It is necessary to shed this image or role to avoid stress. Doing one thing at a time enhances the efficiency and quality of work while reducing stress.

Re-orientation to Work

Demand from various sources, pressure of time line and conflict cause a high degree of stress. Time management techniques are most crucial here. It is essential to set clear priorities and be assertive about postponing the low priority tasks. We should tell ourselves several times we will effectively communicate our priorities to the intruders. Interruption and intrusions should be handled with rehearsed assertiveness.

Countering the Stress of indecisiveness

Decision – making is very difficult when one under stress. These problems of decision making and stress are mutually contributing factors. Their mutual nurturance normally results in enhancing the state of confusion and anxiety. The best way to break this vicious cycle is through directed behavior. Take a piece of paper and a pencil. Write down the full narration of the problem. Divide the plain paper into four columns with sub-headings, description, stakes involved, alternate decisions and consequences.
Challenging procrastination

A common tendency to procrastinate culminates in a last minute rush and severe stress. Procrastination could be the outcome of either a casual attitude or an unsurfaced lurking fear of the magnitude of work demanding effort and time. Procrastination is only a manifestation. Since the original cause is wrapped up in manifestation. Since the original cause is wrapped up in manifestation, a concealed attack on procrastination can be expected to bring a desired result. The first step in the fight is identifying the problem. If you see that you have put off an activity for the third time, you may identify it as a problem.

One must follow certain basic principles at the behavior level while coping with stress. Following are a few guidelines to that-

a) Slow down

When you experience physical and mental fatigue, it becomes imperative for you to slow down. Even if you push yourself hard, the quality of your input will not be good. Instead, after an adequate rest, you will be able to contribute both in quantity and quality. This is the time that you must tell yourself-‘my goal is the distance, not the speed’.

b) Organize

When the situation is complex and complicated, it is better to organize and reorganize the whole perception into meaningful units. Once that is done, you must set priorities after weighting the stakes, and the control that can be exercised. By doing so, you automatically follow the principles of keeping it simple (KIS). Setting priorities can be real stress fighters. While prioritizing, you must remember that the final goal is the quality but not the quantity of life.

c) Seek social support

Seeking support does not lower your self esteem if you do so by exercising your direction. There are a number of studies, while proved the positive effects of having a strong support network on physical and mental health. Strong and deep relation with others ensure timely help in times of trouble.
d) Handle frustration and conflicts

The first step is assessing yourself. Identify and accept your weakness. When dealing with frustration, you must know when to quit and seek new directions. Coon (2000) named the following few methods to handle frustration and conflict:

- Identify the sources of frustration. Examine whether the block to set goal is located externally or is it from within.
- Can the situation be changed? If so, how hard should you work for it? Is it under your direct control?
- Are the necessary efforts to change worth it?

The answer to the above questions suggests whether you should persist or quit. But here, you must be very objective in identifying the real and imaginary barriers.

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.

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.

Progressive Relaxation

Increasing relaxation to a new level is facilitated by the concepts of Progressive relaxation. If not experienced before, the person may not feel the feelings of relaxation on this method. It helps in managing the physical symptoms of stress like headaches, hyper tension etc and also reduces anxiety, irritability and depression.

It is always advisable to practice progressive relaxation exercise in a quiet room with no interruptions during the process. The relaxation exercise closely resembles the technique of meditation. The do’s and Don’ts of during relaxation are listed below.
<table>
<thead>
<tr>
<th>Do’s</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wear loose clothing. Have back support.</td>
<td>Put yourself in a position to fall asleep.</td>
</tr>
<tr>
<td>Quite Down. If tense thoughts enter the</td>
<td>Thinks your way into tension (If you cannot clear your mind, take a</td>
</tr>
<tr>
<td>mind, allow them to pass out of your head.</td>
<td>long deep breath and let it out slowly)</td>
</tr>
<tr>
<td>Stay alert and conscious while relaxing.</td>
<td>Allow yourself to feel groggy or sleepy. (If you start falling</td>
</tr>
<tr>
<td>Pay attention and note the changes in</td>
<td>asleep open your eyes and sit up. When you are ready return to the</td>
</tr>
<tr>
<td>your body.</td>
<td>relaxation position).</td>
</tr>
<tr>
<td>Go at your own pace and let go of your</td>
<td>Expect yourself to relax all at once. Like any other physical</td>
</tr>
<tr>
<td>muscles as your body decides to give up</td>
<td>exercise you must practice letting go step by step.</td>
</tr>
<tr>
<td>tension.</td>
<td></td>
</tr>
<tr>
<td>Give your body messages of appreciation</td>
<td>Reprimand yourself for not relaxing. Trust your body to go at its</td>
</tr>
<tr>
<td>for relaxation as you notice feelings</td>
<td>own pace.</td>
</tr>
<tr>
<td>going through your body</td>
<td></td>
</tr>
<tr>
<td>Stay aware of your breathing. Observe how</td>
<td>Smoke before, during or after relaxation at it tightens lung tissues</td>
</tr>
<tr>
<td>how much air you are taking in full</td>
<td>and blood vessels. Let you body breathe.</td>
</tr>
<tr>
<td>breaths at regular rhythms.</td>
<td></td>
</tr>
</tbody>
</table>

Table 2.4 The Do’s & Don’ts of Relaxation[25]


Yoganidra

This method of relaxation has Indian origin. The practice of Yoganidra is so relaxing that it becomes almost impossible to remain awake. While doing Yoganidra, see that you are not sleeping. Once completed you will feel more rested than you do after a good night’s sleep.

In this method the individual lies flat. The instructions can be recorded in a cassette and played or else there has to be an instructor. The preliminary phase deals with drawing one’s own attention to various parts of the body, thus creating awareness and providing relaxation. Further, sessions are followed by an awakening of sensation of pairs of polar opposites, such as heaviness and lightness. It concludes with rapid visualization of some images and abstract symbols.
2.12 Managing Stress through nutrition & diet

The Role of Diet in Stress Management

Stress is today’s society is omnipresent. It is the manner in which a person reacts to stress that makes all the difference. Any reason causing psychological strain activates certain hormones to flow in the body. There are connections between the brain, hypothalamus, pituitary gland (controls hormone secretion) and adrenal glands (secret important hormones like cortisol and catecholamines – adrenaline and non-adrenaline).

Any stress, even short, cause increase of heart rate, blood pressure, cortisol and catecholamine’s. Secretion of non-adrenaline following stress also leads to liberation of Free Fatty acids from stored fat (adipose tissue) in the body. These in turn lead to increased production of Cholesterol, which gets deposited on the arterial walls. Free Fatty radicals can cause stickiness of platelets leading to rapid clotting causing obstruction of blood flow in the arteries. Frequent stresses or continued unabated stress thus leads to hypertension, atherosclerosis, a coronary artery disease. Thus an individual may suffer from angina or acute heart attack. Studies have shown that coronary prone subjects are always in hurry. They are inclined to work, walk, speak, write and even eat quickly. They have more paranoid tendencies, e.g. suspiciousness, jealousy and self-sufficiency.

A relaxed way of life, active relaxation techniques like meditation, yoga and healthy dietary habits go a long way in reducing stress.

Insomnia

Sleep impairment may be a cause or result of stress. It causes memory lapses, lack of concentration, emotional instability, loss of co-ordination and a lingering feeling of lethargy. All these can aggravate the insomnia and the result is stress.

Late night dinners, irregular sleeping time, excessive use of white flour products, sugar, tea, coffee, chocolates, cold drink, fried and fatty foods, salt could lead to insomnia, stressing the body system of the individual.

People with chronic insomnia have deficiency of vitamin B-Complex, vitamin C, vitamin D and also minerals like calcium, magnesium, potassium and zinc. It thus becomes importance for insomniacs to plan their diet, so as to include foods rich in these nutrients.
These are few foods which help to cure insomnia:

**Lettuce:** It contains a sleep inducing substance called lectucarium which has a sedative effect similar to opium, without accompanying excitement.

**Chamomile Tea:** It brings about relaxation and promotes sounds sleep, thereby reducing effect of stress.

Other Ayurvedic herbs like nutmeg, Ashwagandha are also helpful.

**Vegetarianism:** Flesh foods require 25-30 hours to pass through the entire digestive tract as compared to 4-7 hours taken for the vegetarian food. During this long time, it is acted upon by a variety of acids and enzymes. This putrefaction advances causing inflammation of intestines resulting in diarrhoea. Studies have shown that incidences of colon cancer were directly related to meet eating.

Some prefer non vegetarian food for its high protein content. But excessive protein burdens digestive process. Excessive protein is stored as fat adding to one’s weight. Too much protein enters blood stream, gets converted to nitric, sulphuric and phosphoric acid. The body is then forced to use up large amounts of alkali minerals to neutralize these acids, resulting in mineral deficiency in the bones, hairs and nails.

Uric acid causes damage to liver and kidneys. It can also cause high cholesterol levels. The same quality proteins can be obtained from vegetarian sources like whole grains, dals, cereals and milk. In addition, these also provide roughage to the diet. High proteins compromise with immune system and cause increased excretion of nutrients such as calcium and create greater need for B-Complex vitamins in the body.

Good nutrition is a term of synonymous with maintenance of a healthy body. Various nutrients are required by human body to carry out its vital activities and to sustain life. It is necessary to strike a balance between the quantity and quality of the diet so as to sustain adequate nourishment. However for most of us the primary concern for adequate food intake is merely to satisfy the hunger and the palate. This is the very factor which leads to an improper selection of food.

For many people, convenience has become the most important consideration when choosing with food product to buy.
Stress and Foods (Nutrients)

Under stress demand for nutrient is more and more key nutrients are burnt up. Stress increases the demand for vitamin C, B complex, magnesium, vitamin A, proteins, antioxidants and essential oils. Following are the distress nutrients which, if incorporated in daily, diet can help relieve stress.

<table>
<thead>
<tr>
<th>The wrong choice</th>
<th>The right choice</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Cola</td>
<td>• Raw vegetables: carrots, celery sticks, cherry tomatoes, pepper rings, and cucumber slices may be eaten as a side salad, or as low calorie snack between meals.</td>
</tr>
<tr>
<td>• Ice cream</td>
<td>• Fruit juice: a glass of fresh, unsweetened fruit juice is a good choice; it is thirst - quenching and high in nutrients.</td>
</tr>
<tr>
<td>• Chocolate</td>
<td>• Fresh fruit: apple bananas, strawberries, pears and oranges make handy, nutrient packed snacks.</td>
</tr>
<tr>
<td>• Chips</td>
<td>• Yoghurt: a low fat yoghurt is a healthy dessert either on its own or with fruit.</td>
</tr>
<tr>
<td>• Crisps</td>
<td>• Filling snacks: pairing whole grain bread with salad. wholemeal pizza is also a healthy choice.</td>
</tr>
<tr>
<td>• Hot dog</td>
<td></td>
</tr>
<tr>
<td>▶ Added sugar</td>
<td></td>
</tr>
<tr>
<td>▶ Sweet tasting foods have sugar added, but so do many savoury foods such as relishes, burgers, and baked beans.</td>
<td></td>
</tr>
<tr>
<td>▶ Added fats</td>
<td></td>
</tr>
<tr>
<td>▶ Chips, sausages, hamburgers, and crisps are low in nutrients and also contain a great deal of fat, sugar and salt.</td>
<td></td>
</tr>
</tbody>
</table>

Table 2.5 Wrong & Right Choice of Food [27]

Source: Bright.P.S., “Stress Causes & Cures”, Bright Careers Institute, Delhi, 2008, p234

Stress and Foods (Nutrients)

Under stress demand for nutrient is more and more key nutrients are burnt up. Stress increases the demand for vitamin C, B complex, magnesium, vitamin A, proteins, anti-
oxidants and essential oils. Following are the distress nutrients which, if incorporated in daily, diet can help relieve stress.

**Vitamins** - These are group of organic compounds required in small quantities by the body for good health.

**Vitamin-A** - **Vitamin** A is an anti-oxidant, which prevents the process by which substances combine with oxygen to destroy nutrients. Apart from its various functions in maintaining body tissues, it helps the body to fight against stress caused by infections. It helps to repair cells damaged by stress.

**Food sources**

Fresh vegetables (green –yellow ones like Broccoli and carrots, pumpkin etc.), fresh fruits (apricots, melons, papaya, peaches etc), milk and milk products and fish liver oil.

**The B-Vitamins** - This complex of more than 20 vitamins is essential for maintaining a healthy nervous system and counteracting the effects of stress. These fight infections and delay the ageing of skin, hair and other body parts.

**Food sources**

Brewer’s yeast, fresh fruits and vegetables (green leafy ones), pulses, liver eggs, milk, nuts, seeds, wheat, germ, whole grains and cereals.

**Thiamine (B1)** - Prevents fatigue, aids in proper digestion.

**Riboflavin (B2)** – Works with other substances to metabolize proteins, carbohydrates and fats. It aids vision and relieves fatigue.

**Niacin (B3)** - It is an anti oxidant and is important for a healthy digestive systems and good circulation and healthy skin.

**Pyridoxine (B8)** – it helps in assimilation of protein and fat, production of hormones, resistance to disease. It helps to combat depression and is useful to combat PMS. Along with B9 and B12 it prevents s a high homolysteine level, a risk factor in heart disease (a group of proteins that can damage the inner walls of arteries when their levels are too high).
Folic acid (B9) – Prevents anemia and keeps the immune system functioning effectively.

Cyanocobalamin (B12) – It essential for production and regeneration of red blood cells. It helps to maintain the health of nervous system and to improve concentration and memory. It is important in utilization of proteins and carbohydrates.

Vitamin - C - It is an anti-oxidant, which helps to retard the potentially destructive effects of oxygen. It is important for formation of collagen, healthy blood circulation and is an anti stress vitamin. It reduces effects of allergy producing substances, relieving symptoms of common cold and helps to reduce hot flushes during menopause. It also protects women against breast cancer.

Brain has maximum concentration of vitamin C than any other tissues. During stress, more of it is used up and more than usual amounts should be consumed.

**Food sources**

Fresh fruits such as berries, citrus fruits and fresh vegetables like cabbage, tomatoes etc.

**Vitamin - D** - Along with Vitamin A and C, it helps to ward off colds and relieves inflammation of the eyes.

**Food sources**

Through action of sunlight on the skin and from Vitamin D enriched milk, butter, eggs, fish and fish liver oils.

**Vitamin – E (Tocopherol)** - It is an anti-oxidant and anti stress nutrient. It is an effective vasodilator and natural diuretic. It combats fatigue, protects against pollution.

**Food sources**

Almonds and other nuts, broccoli, Brussels sprouts, eggs, fresh fruits, green leafy vegetables, pulses, seeds, unrefined oils, wheat germ and whole grains.

**Minerals**

**Calcium** - It is anti-stress minerals, needed for proper functioning of nervous tissue. It is useful to metabolize iron and combating anemia. It is required for good muscle tone, sound bones and teeth and for a healthy cardio-vascular system.
Food Sources

Citrus fruits, dried beans and figs, green vegetables, milk and milk products, peanuts, sesame seeds, soya beans, sunflower seeds and walnuts.

Iodine - It is needed to keep thyroid gland healthy (controls body’s metabolism) it controls one’s weight. It promotes mental alertness and helps to keep skin hair and nails healthy.

Food sources

Broccoli, cabbage, carrots, garlic, lettuce, onions, pineapple and foods grown in iodine rich coastal soil.

Iron - It is necessary for the proper utilization of the B-vitamins and for the assimilation of vitamin C. It is also required for healthy blood and a sound immune system.

Food sources - Brewer’s yeast, sprouts, cauliflower, dry fruits, egg yolk, kiwi fruit, leafy vegetables, strawberries, watermelon, wheat germ and whole grains.

Magnesium - It is an anti stress mineral, useful in combating depression and insomnia. It is essential for utilization of several nutrients and proteins and is also needed for sound bones and for a healthy nervous system.

Food sources - Fresh fruits and vegetables grown in minerals rich soils, almounds and other nuts, whole grain cereals.

Potassium - It works with sodium to regulate body’s water balances and to keep heart rhythm is control. It is needed for nerves and muscles to function properly. Potassium can promote clarity of thinking by improving oxygen supply to the brain.

Food sources – banana, citrus fruits, egg plants, mint leaves, nuts, pears, peppers, watermelon and whole grain cereals.

Selenium - It is an anti-oxidant and helps in healthy blood circulation and preserves elasticity of body’s tissues. It relieves certain menopausal discomforts such as hot flushes and protects against breast cancer.

Food sources - Vinegar, Asparagus, brewer’s, yeast, eggs, garlic, mushrooms, sesame seeds, unrefined cereals, wheat germ, whole grains, whole grain products.
Silicon- It is considered as anti-ageing nutrient, giving life to skin, hair and is necessary for healthy bones and connective tissues. It is also help to normal functioning of adrenal glands and overall health of heart and blood vessels.

Food sources- fresh fruits and vegetables; whole grains and cereals.

<table>
<thead>
<tr>
<th>Vitamins</th>
<th>Used in numerous cell activities; vitamin aid the release of energy from glucose, and assist growth and repair mechanisms.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minerals</td>
<td>Sixteen different minerals facilitate growth and repair mechanisms, the release of energy from nutrients, and help from new tissue.</td>
</tr>
<tr>
<td>Fibre</td>
<td>Fibre regulate cell metabolism by influencing the digestion and absorption of other energy producing nutrients.</td>
</tr>
<tr>
<td>Carbohydrates</td>
<td>Sugars and starches are broken down to provide energy. Rapid absorption means that they are ideal food to eat before exercise.</td>
</tr>
<tr>
<td>Fats</td>
<td>Fats supply concentrated energy. They also help from chemical messengers, such as hormones and prostaglandins</td>
</tr>
<tr>
<td>Proteins</td>
<td>Amino acids, released from the digestion of proteins, are used as building blocks in the formation of new cells.</td>
</tr>
</tbody>
</table>

Table 2.6 The Six Vital Components of Food [29]


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 are 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:

You can beat your stress by looking to a mirror a few minutes a day for a week. They key to control life is to be honest with yourself. When you look in a mirror, you see a reflection of your self- honestly – thus you are face to face with you self. There are six main ways that men and women respond to their reflections.

The Mugger: - will grin and make faces and hams it up before the mirror. This person is a fun loving, easy going extrovert with a light hearted manner. Such people will be generous and they enjoy good jokes.

The Prober: - will carefully study his face in great detail, getting close to the mirror. They are curious, thoughtful and pensive; often think over something over in their mind for a long time before venturing an opinion on it. Such people love making loyal friends.

The Preener: - has mirrors all over the house and can’t pass one without stopping to poss. or preen. This person has a great capacity for love, but needs constant reassurance. They always would like to please others.

The Glancer: - rarely spends more than a second looking in the mirror, because he is not overly concerned with personal appearance. To some extent such people are loners, bit rough and a realist. Such people love doing jobs with utmost care and they will see that they complete the tasks assigned in time.

The Smiler: - Such people invariably smile at themselves whenever they look in a mirror. They are not egotistical, they simply likes them and others too. They are very sure of themselves and make an excellent companion.

The Scowler: - always scowls at his reflection. They are close minded, with a narrow point of view. They feel that they are carrying the whole weight of the world in their shoulders – and quite often needs reassurance that it’s not as they think.
Therapeutic Approach

This approach was developed by Dolores Hrger, 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.

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 Roeckelein (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.

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

- Realize that time management is a myth.
- Identify the Time Wasters.
- Set Time Management Goals.
- Prepare a Time Management Plan & Implement. Stick on to the same under any Circumstance.
Use time management tools.

Prioritize ruthlessly.

Practice the art of delegation or Out Sourcing.

Establish routines and stick to them as much as possible.

Be sure your systems are organized.

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.

**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.

**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.

**Develop a desire for others Growth** – When Yaksha asked Yudhishtira (Mahabharata) what was the most difficult thing to be controlled, Yudhishtira replied it was “Tongue”. Don’t rejoice over others failures. Always be refined, be merciful 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?

**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 based on your experiences.
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.

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. Never carry your office work to your home. This will cut into the time that you have to spend with your family.

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.

Remodel your life style by reverting to holistic relaxation methods as discussed earlier.

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.
• Enroll 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.
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