CHAPTER 9
Managing global operations across disparate cultures and markets is increasingly posing a challenge to all the organizations now days. The organizations operating in the financial sector are no exception.

As the markets are becoming more competitive and intertwined, the workers are facing drastic stressful working conditions, which not only affect their physical and mental health adversely but impact the performance of their business too.

The study of managerial occupational stress has assumed great importance for several reasons:

a) Stress has harmful psychological and physiological effects on employees;

b) Stress is a main cause of employee turn over and absenteeism;

c) Stress experienced by one employee can affect the safety of other employees; and

d) By controlling dysfunctional stress, individual and organization can be managed more effectively.

On the basis of review of literature, which indicates clear gaps in research undertaken in the area of stress management, a need was realized to develop an integrated and comprehensive model to assess the level of stress, especially among the managers working in the organizations of Indian financial sector.

Thus, the study was carried out with the following objectives:
Objectives of the Study

- To design a model to assess the level of stress among the managers in the Indian financial sector;
- To study the major stressors faced by the managers of the selected financial organizations;
- To investigate the various effects of the stressors on the individuals and the organizations;
- To identify effective coping strategies for managing stress; and
- To identify the hindrance factors for the application of the identified coping strategies.

The proposed model was developed and tested by keeping the scope of the study as the financial sector in the state of Punjab. The financial sector was chosen for the study because the organizations operating in this sector experience great deal of pressures in terms of cut throat competition. Thus, the managers working in those organizations were bound to experience stress.

The financial sector comprises of many financial institutions. However, only the Banking and Insurance sector were included in the scope of the study. Further, in the Banking sector, only the banks operating in the public sector and private sector were chosen. In the Insurance sector, only the life insurance companies were selected. The organizations selected for the purpose of the study were one bank and one life insurance company each from the public and private sector.

From the selected banks and insurance companies, the respondents were identified in two categories:
Managers or executives working at the middle level of management (Level I) and managers or executives working at the lower level of management (Level II) were the respondents.

**Level I** included Chief Managers, Assistant Managers, Branch Heads, Branch Managers, Branch Sales Managers etc. in the **Banking sector** and Branch Managers, Branch Incharges, Assistant Branch Incharges, Senior Division Managers etc in the **Insurance sector**.

**Level II** included Deputy Managers in the **Banking sector** and Administrative Officers, Development Officers, and Managers of various functional areas in divisional offices in the **Insurance sector**.

Stratified random sampling technique was used to select the sample for the study. For the purpose of sampling, the payroll registers of the respective organizations were used and every third manager in the payroll register was selected for the purpose of the study.

Questionnaire-cum-interview methodology was used for the survey. A self-designed questionnaire, based on literature review and inputs from academia and experts in the area of stress management was used to collect data for the study. The questionnaire was pre-tested on 50 respondents. The pre-tested questionnaire was administered to the respondents.

The questionnaire was divided into four parts. Part I dealt with the stressors and demands placed on the managers of the selected organizations. Part II dealt with the effects of the occupational stress, both on the individuals and the organizations and relationship between managers’ home/social lives. Part III of the questionnaire was
concerned with the coping strategies used by individuals and organizations to manage occupational stress. Part IV dealt with the hindrance factors for the application of the coping strategies.

Most of the queries were to be responded on a five point (Likert) scale. Majority of the questions were close ended, so that the respondents’ time may be optimally used. In some questions, the respondent could tick more than one alternative.

The data collected through these questionnaires, was used to assess the overall level of stress among the respondents. This was basically the testing of the proposed model. The data collected through the questionnaires (Part II, II, and IV) was used to identify the effects of stress, the coping strategies and the hindrance factors for the implementation of the coping strategies.

An index for managerial occupational stress was computed in order to assess the overall level of stress among the managers.

**Index for Total Managerial Occupational Stress (IMOS(τ)) = (Total score of the respondent/ Maximum Score) * 100**

Total score of the respondent = \( \sum S_i \)

Maximum score = \( N \times 5 \)

Thus, IMOS = \( (\sum S_i / N \times 5) \times 100 \)

Where

\( \sum S_i \) = Summation of the score of the respondent; \( i = 1 \) to \( 5 \)
N = number of stressors

In this, N=52. Thus, the maximum score is 260.

Thus, $\text{IMOS}_{(T)} = \frac{\text{Score of the respondent}}{260} \times 100$.

Alternatively,

$$\text{IMOS}(T) = \frac{\text{IMOS}(o) + \text{IMOS}(p) + \text{IMOS}(c) + \text{IMOS}(r)}{4}$$

where

$\text{IMOS}_{(T)}$ – Index for Total Managerial Occupational Stress

$\text{IMOS}(o)$ – Index for Managerial Occupational Stress due to Organizational stressors

$\text{IMOS}(p)$ – Index for Managerial Occupational Stress due to Personal stressors

$\text{IMOS}(c)$ – Index for Managerial Occupational Stress due to Characteristics of the job

$\text{IMOS}(r)$ – Index for Managerial Occupational Stress due to Role stressors

Cronbach’s Alpha test was applied to check the reliability of the questionnaire and the value of the coefficient was more than 0.7 in all the categories of the questionnaire, thus indicating the goodness of scale measurement.

To ensure the relevance and matching of the questionnaire with the topic of the research in hand, different parts of the questionnaire were mapped against each objective of the study.

The data collected from the survey was analyzed using SPSS 12.0 package. Different statistical tools used to reach at useful conclusions include:
- Average score
- t-test for finding the difference between two groups
- ANOVA test for finding the difference between more than two groups
- Post-hoc tests like Tukey HSD, Student-Newman-Keuls and Duncan’s test

The proposed model was named as ‘IMOS Model’ (Index for Managerial Occupational Stress Model). The various categories of stressors included in the model were:

- Organizational stressors
- Personal stressors
- Characteristics of the job
- Role stressors

Each category of stressors and the factors included in each category of the model can be expressed and studied with the help of instruments. Different stress indices can be calculated for different categories of the stressors. Alternatively, the score of each respondent on all the factors can be added up to get a total score. The figure of the total score indicates the overall level of stress of a respondent. Then according to the total score, the respondent can be placed in one of the three levels of stress: low, moderate or high.
The diagrammatic representation of the model has been shown in the figure below:

The major findings of the study are presented below:

- In State bank of Patiala, ‘repetitive work’ and ‘inability to get leave when most required’ are the highest stress causing factors. Least amount of stress is caused
in this organization due to ‘job insecurity’ and ‘inability to make changes in the organization’.

- In ICICI Bank, ‘great deal of reporting’ and ‘working more than normal working hours’ are the most effective stressors whereas ‘lack of adequate resources’ and ‘work not related to personal interests’ are the least effective stressors.

- In Life Insurance Corporation of India, ‘lack of time for family’ and ‘great deal of reporting’ are the top most stressors for the managers. On the other hand, the managers experience least amount of stress due to ‘job insecurity’ and ‘unclear policies and procedures’.

- Among the managers working in ICICI Prudential Life Insurance Company, ‘lack of time for family’ and ‘working more than normal working hours’ have been found to be the most effective stressors, whereas ‘unclear policies and procedures’ and ‘lack of adequate resources’ are the least effective stressors.

- In the Public sector taken as a whole, ‘lack of time for family’ and ‘working more than normal working hours’ have been reported to be the most effective stressors whereas ‘job insecurity’ and ‘inability to make changes in the organization’ are the least effective ones.

- In the Private sector taken as a whole, ‘working more than normal working hours’ and ‘lack of time for family’ are the factors contributing to maximum stress whereas ‘work not related to personal interests’ and ‘lack of adequate resources’ contribute least towards causing stress.
• In the Banking sector taken collectively, 'working more than normal working hours' and 'inability to get leave when most required' are the most effective stress causing factors. On the other hand, 'work not related to personal interests' and 'lack of adequate resources' are the factors that contribute least towards causing stress.

• 'Lack of time for family' and 'working more than normal working hours' are the factors contributing to maximum stress in the insurance sector. On the other hand, 'unclear policies and procedures' and 'lack of adequate resources' do not prove to be stressful factors in such organizations.

• In the whole financial sector also, 'lack of time for family' and 'working more than normal working hours' have been found to the most effective stressors. The least stress causing factors are 'work not related to personal interests' and 'lack of adequate resources'.

• The male and female respondents in the whole financial sector differ in opinion over two factors only. The factors for which the difference of the means of the two groups is statistically significant are two personal stressors, namely 'inability to meet targets' and 'lack of time for family'.

• Managers working at Level I and Level II in the organizations in the financial sector differ in opinion over stress caused by some of the factors whereas they have similar opinion for the other factors. The list of the factors for which the means of the two groups are significantly different include 9 characteristics of the job, 13 organizational factors, 5 personal factors and 3 role stressors.
The managers working at different hierarchical levels in the public sector banks and insurance companies differ significantly over some factors that cause stress on the job. Among these factors, 8 are characteristics of the job, 11 organizational factors, 7 personal factors and 5 role stressors.

The managers working at different hierarchical levels in the private sector banks and insurance companies differ in their perceptions regarding various factors that cause stress on the job. Out of the significantly different factors, 7 are characteristics of the job, 8 organizational factors, 8 personal factors and 2 role stressors.

There is a difference in opinion regarding the various factors that cause stress on the job among the managers working at different hierarchical levels within the banking sector. Although there are certain similarities in the occupations in the banking sector, the managers working at different hierarchical levels experience stress on their jobs due to different factors. Among the factors whose means are significantly different for the two groups are 7 characteristics of the job, 12 organizational factors, 6 personal factors and 3 role stressors.

The perceptions of the managers working at different hierarchical levels within the insurance sector differ regarding various factors that cause stress on the job. The list of the significantly different factors includes 7 characteristics of the job, 9 organizational factors, 2 personal factors and 1 role stressor.

There is a difference in opinion over many factors among the managers in the public and private sector, taken as a whole. Since the nature of work and operations in the public sector and private sector organizations is quite different in many aspects, the difference in opinion is obvious. The factors on which the
managers of the two groups have different opinion include 10 characteristics of the job, 10 organizational factors, 13 personal factors and 4 role stressors.

- There are differences in opinion among the respondents of the Banking and Insurance sectors over some factors and on the others, they have similar opinion. Among the factors that have a significantly different opinion are 6 characteristics of the job, 12 organizational factors, 11 personal factors and 4 role stressors.

- Although the male and female respondents differ in their opinion over certain stress causing factors, they experience similar level of stress on their job.

- The overall response of the managers indicates that they experience different level of stress on their jobs. The managers working at different hierarchical levels in the whole financial sector report different levels of stress.

- The overall level of stress experienced by the managers working in Banking and Insurance Sector is significantly different.

- The overall response of the managers indicates that they experience different level of stress on their jobs. The managers working in Public and Private sector organizations report different levels of stress.

- The responses of different age groups under study show that the managers of all the age groups experience different level of stress.

- The overall response of the respondents in all the four organizations under study shows that the managers in all the organizations experience different level of stress.
• The value of all the indices is greater in the private sector organizations as compared to those in the public sector. This indicates a higher level of stress in the private sector.

• The values of all the indices are greater in banking sector as compared to those in Insurance sector. Thus it can be inferred that the managers working at various hierarchical levels in the banks experience more stress as compared to those working in the insurance companies.

• When taken as a whole, the value of managerial occupational stress index of personal factors is the highest in the financial sector.

• An important finding of the research is that no respondent has been found in the category of low stress. All the respondents fall either in the category of moderate or high stress level. A majority of the managers (94.5%) experience moderate stress and a very small percentage (5%) experiences high level of stress.

• When the level of stress is compared in banking and insurance sector, it is found that a higher percentage of the managers working in the insurance sector fall in the category of moderate stress. On the other hand, the number of managers in the category of high stress level is more in the banking sector.

• The overall stress levels in the public as well as the private sectors indicate that though the respondents falling in the moderate stress level category are more in the public sector, the managers who experience high stress are relatively more in the private sector.
- Among all the effects of occupational stress in the whole financial sector, the psychological/emotional effects have been found to be the most severe. This is consistent with the findings of the study conducted by Randolfi (1996).

- Although the effects of occupational stress are similar in the public and private sector organizations, there tend to be some differences where the effects are concerned. Poor organizational climate has been found to be the most pronounced effect in both the sectors, followed by poor work relations and low employee morale. These findings are similar to the findings of the study conducted by Randolfi (1996).

- Among the coping strategies, Yoga has been identified as the most effective and commonly used strategy.

- A majority (48.03%) of the respondents were of the view that the management sometimes takes steps to reduce stress in the organization. Another 42% of the respondents said that the management rarely takes an initiative to formulate and implement some strategies to alleviate stress in the organization.

- Job rotation is the most common strategy used by the organizations to reduce stress on the job.

- Lack of time and heavy workload are the foremost hindrance factors in the implementation of the coping strategies.

After analyzing the results of the study, it was recommended that the organizations need to reassess the working hours of the managers, arrange short-term stress management workshops for the managers and compensate the managers for the extra time worked. The organizations should carry out regular assessment of the
occupational stress so that the strategies can be formulated and implemented well in time.

The proposed model demonstrates a comprehensive approach to generate results which are directly applicable to organizations as they would be able to gain an insight into the level of managerial occupational stress. This would not only help the organizations identify the major effective stressors placed on the managers, but also assist them in taking certain measures to alleviate the stress experienced by the managers. The identification of the hindrance factors in the implementation of the identified coping strategies would further enable the organizations to understand the factors which are required to be handled to increase the effectiveness of coping strategies.

The academicians and the researchers will find this work useful as they would get a framework, enabling them to identify the stressors causing maximum stress; the effects of managerial occupational stress on the managers' lives and on the organizations; the coping strategies that can be adopted by the managers themselves and that can be adopted by the organizations and the hindrance factors in the implementation of the coping strategies.

The study contributes an instrument that can further be refined, modified and applied for future research in the area of stress management in the financial sector as well as in other sectors.

The proposed model can be applied to a larger sample of employees covering more states of the country. To generalize the findings, similar studies can also be conducted by taking more financial institutions and by other sectors.
More variables can be added and the level of stress experienced by other employees in the organization can also be evaluated as well. The dimensions of the model can be extended in order to have a more detailed view of the stressors and demands faced by the managers.

Further, the model can be automated and applied ‘online’ so that the occupational stress experienced by the managers can be assessed on a regular basis. This would help the management to take necessary steps to alleviate stress before it turns out to be a major problem and proves to be a hindrance in the effective performance of the managers.
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ANNEXURES
Annexure-1

Questionnaire

Please fill in the following questionnaire according to the best of your knowledge and experience. The information provided by you will be used only for research purposes and will be kept confidential.

(Part – I)

(a). Please rate the following statements according to your personal opinion on the 5-point scale. (SA- Strongly agree; A-Agree; UD-Undecided-Disagree; SD-Strongly disagree)

1. I lack the adequate resources required for my job.

   SA  A  UD  D  SD
   [ ]  [ ]  [ ]  [ ]  [ ]

2. I have been assigned too many duties and responsibilities.

   SA  A  UD  D  SD
   [ ]  [ ]  [ ]  [ ]  [ ]

3. My workload is too heavy.

   SA  A  UD  D  SD
   [ ]  [ ]  [ ]  [ ]  [ ]

4. Sometimes I have to do things against my wishes to fulfill the requirements of my job.

   SA  A  UD  D  SD
   [ ]  [ ]  [ ]  [ ]  [ ]

5. The work environment is not comfortable.

   SA  A  UD  D  SD
   [ ]  [ ]  [ ]  [ ]  [ ]
6. I get disturbed when I am not able to make any changes in the organization.

   SA       A       UD       D       SD
   □       □       □       □       □

7. I am not able to devote any time to my hobbies and interests due to work pressure.

   SA       A       UD       D       SD
   □       □       □       □       □

8. Sometimes, my interests do not match with those of my superiors.

   SA       A       UD       D       SD
   □       □       □       □       □

9. I do not get adequate rewards and recognition for my work.

   SA       A       UD       D       SD
   □       □       □       □       □

10. I am being paid according to my work.

    SA       A       UD       D       SD
    □       □       □       □       □

11. Sometimes my family doesn’t support me in fulfilling the requirements of my job.

    SA       A       UD       D       SD
    □       □       □       □       □
12. My job is a cause of several of my health problems.

SA    A    UD    D    SD
     ☐    ☐    ☐    ☐    ☐

13. I am not able to upgrade my knowledge.

SA    A    UD    D    SD
     ☐    ☐    ☐    ☐    ☐

14. Sometimes I am given very less time for meeting the targets.

SA    A    UD    D    SD
     ☐    ☐    ☐    ☐    ☐

15. My job provides me enough opportunities for growth and development.

SA    A    UD    D    SD
     ☐    ☐    ☐    ☐    ☐

16. The working hours of the organization are too long.

SA    A    UD    D    SD
     ☐    ☐    ☐    ☐    ☐

17. Sometimes the competent people do not get promoted due to favoritism by the top management.

SA    A    UD    D    SD
     ☐    ☐    ☐    ☐    ☐

18. I do not have enough knowledge about the latest IT techniques.

SA    A    UD    D    SD
     ☐    ☐    ☐    ☐    ☐
19. Frequent transfers make it inconvenient for me to work effectively.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐

20. I have many opportunities for promotion.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐

21. I get tense about small matters.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐

22. I feel disturbed when I am unable to meet the targets.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐

23. My teammates and subordinates co-operate me in every way.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐

24. My health problems prove to be a hindrance in effective performance.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐

25. I am not able to cope with the changes taking place in the organization.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐

26. I feel disturbed because I have to stay away from my family because of the job.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐
27. The policies and procedures of the organization are not clear.

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28. The management doesn't consult me while taking decisions.

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29. My family complains that I do not spend time with them.

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30. Sometimes I am not able to work properly because I lack the required information.

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31. The expectations of the top management are too high.

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32. My work is not challenging enough to motivate me.

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33. I do not have the required authority to do my job.

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34. I have a lot of paperwork other than my work.

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35. The organization doesn’t provide many training facilities.

SA  A  UD  D  SD
☐  ☐  ☐  ☐  ☐

36. I do not have the required skills to perform my task effectively.

SA  A  UD  D  SD
☐  ☐  ☐  ☐  ☐

37. I have to attend too many meetings.

SA  A  UD  D  SD
☐  ☐  ☐  ☐  ☐

38. My family problems do not let me devote myself completely to my job.

SA  A  UD  D  SD
☐  ☐  ☐  ☐  ☐

39. I have to attend too many phone calls.

SA  A  UD  D  SD
☐  ☐  ☐  ☐  ☐

40. Restrictions on behavior at my workplace are unjustified.

SA  A  UD  D  SD
☐  ☐  ☐  ☐  ☐

41. I am not able to achieve my targets because of office politics

SA  A  UD  D  SD
☐  ☐  ☐  ☐  ☐

42. My role in the organization has not been defined clearly.

SA  A  UD  D  SD
☐  ☐  ☐  ☐  ☐
43. I do not get support from the organization in my personal problems.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐

44. The expenses incidental to the tours related to the job are easily reimbursed.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐

45. I have to do a great deal of reporting to my superior.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐

46. I do not get leave when it is most required.

SA  A  UD  D  SD

☐  ☐  ☐  ☐  ☐

(b) Please put a tick on the relevant option as per your job and responsibilities

47. I have to work more than the normal working hours.

Always  Often  Sometimes  Rarely  Never

☐  ☐  ☐  ☐  ☐

48. I get bored doing the same type of work again and again.

Always  Often  Sometimes  Rarely  Never

☐  ☐  ☐  ☐  ☐
49. I have to go on unexpected tours.

Always  Often  Sometimes  Rarely  Never

☐  ☐  ☐  ☐  ☐

50. I have to work on weekends.

Always  Often  Sometimes  Rarely  Never

☐  ☐  ☐  ☐  ☐

51. I am not able to achieve the assigned targets.

Always  Often  Sometimes  Rarely  Never

☐  ☐  ☐  ☐  ☐

52. The work I do is not related to my interests.

Always  Often  Sometimes  Rarely  Never

☐  ☐  ☐  ☐  ☐

(Part -II)

(a) Which of the following problems do you face as a result of stress on the job?

1. Headache

Always  Most of the Times  Quite often  Sometimes  Never

☐  ☐  ☐  ☐  ☐
2. Fatigue

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3. Hypertension

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4. Chest and Back ache

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<th>Quite often</th>
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5. Ulcers

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6. Diabetes

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7. Overeating/loss of appetite

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8. Sleeplessness

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<th>Always</th>
<th>Most of the Times</th>
<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>
9. Emotional outbursts

<table>
<thead>
<tr>
<th>Always</th>
<th>Most of the Times</th>
<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>

10. Forgetfulness

<table>
<thead>
<tr>
<th>Always</th>
<th>Most of the Times</th>
<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>

11. Anxiety

<table>
<thead>
<tr>
<th>Always</th>
<th>Most of the Times</th>
<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>

12. Violence/aggression

<table>
<thead>
<tr>
<th>Always</th>
<th>Most of the Times</th>
<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>

13. Depression

<table>
<thead>
<tr>
<th>Always</th>
<th>Most of the Times</th>
<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>

14. Apathy

<table>
<thead>
<tr>
<th>Always</th>
<th>Most of the Times</th>
<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>

15. Low self esteem

<table>
<thead>
<tr>
<th>Always</th>
<th>Most of the Times</th>
<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>
16. Lesser job involvement

<table>
<thead>
<tr>
<th>Always</th>
<th>Most of the Times</th>
<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>

17. Lesser organizational commitment

<table>
<thead>
<tr>
<th>Always</th>
<th>Most of the Times</th>
<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>

18. Lesser Creativity

<table>
<thead>
<tr>
<th>Always</th>
<th>Most of the Times</th>
<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>

19. Inability to concentrate

<table>
<thead>
<tr>
<th>Always</th>
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<th>Quite often</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
</table>

(b) Which of the following effects of occupational stress are found in your organization? Please tick the appropriate option:

(a) Job Turnover

(b) Low employee morale

(c) Poor work relations

(d) Poor organizational climate

(e) Absenteeism

(f) Low productivity

(g) Any other please

specify ..................................................................................................................
(Part – III)

(a) How often do you use the following measures to cope with the stress? Please mark your response against the appropriate option on the five point scale:

1. Yoga
   - Always
   - Most of the Times
   - Quite often
   - Sometimes
   - Never

2. Meditation
   - Always
   - Most of the Times
   - Quite often
   - Sometimes
   - Never

3. Engage in some religious activity
   - Always
   - Most of the Times
   - Quite often
   - Sometimes
   - Never

4. Listen to music
   - Always
   - Most of the Times
   - Quite often
   - Sometimes
   - Never

5. Go for a vacation
   - Always
   - Most of the Times
   - Quite often
   - Sometimes
   - Never

6. Go to some peaceful place
   - Always
   - Most of the Times
   - Quite often
   - Sometimes
   - Never
7. Take rest or adequate sleep
   Always          Most of the Times          Quite often          Sometimes          Never
   □               □                        □                       □                       □

8. Talk to people
   Always          Most of the Times          Quite often          Sometimes          Never
   □               □                        □                       □                       □

9. Talk to somebody who could be of some help
   Always          Most of the Times          Quite often          Sometimes          Never
   □               □                        □                       □                       □

10. Try to avoid small issues
    Always          Most of the Times          Quite often          Sometimes          Never
    □               □                        □                       □                       □

11. Think about the next task
    Always          Most of the Times          Quite often          Sometimes          Never
    □               □                        □                       □                       □

12. Go on as if nothing has happened
    Always          Most of the Times          Quite often          Sometimes          Never
    □               □                        □                       □                       □

13. Take alcohol
    Always          Most of the Times          Quite often          Sometimes          Never
    □               □                        □                       □                       □
14. Start smoking

Always  Most of the Times  Quite often  Sometimes  Never

15. Don’t think too much about the problem

Always  Most of the Times  Quite often  Sometimes  Never

16. Play games

Always  Most of the Times  Quite often  Sometimes  Never

17. Try to bring a change in attitude

Always  Most of the Times  Quite often  Sometimes  Never

(b) Does the management take any steps to reduce stress in the organization?

Sometimes  Rarely  Never
(c) Which of the following measures are adopted by your organization to help the employees to cope with the stress on the job? You may tick more than one alternative:

A. Organize yoga camps  
B. Organize meditation camps  
C. Arrange for vacation for the employees  
D. Introduce wellness programs  
E. Psychological counseling  
F. Job rotation  
G. Arrange get to-gathers  
H. Creative problem solving  
I. Job redesign  
J. Recreational activities at the workplace

Any other please specify.................................................................
(Part – IV)

What do you think are the hindrance factors for the application of the coping strategies? You may tick more than one option:

A. Lack of interest on the part of the organization

B. The meaning of the word “stress” is not clear

C. Lack of co-operation on the part of the employees

D. Heavy workload

E. Lack of time

F. Lack of communication

G. Family problems

H. Costs incurred

I. The problem of stress is not taken seriously

J. The measures taken by the management are not specific

Personal profile:

Name.............................................................................................................(optional)

Gender...........................................................................................................
Name of the Organization

Designation

Age:
(a) 20-30 years  (b) 30-40 years  (c) 40-50 years  (d) more than 50 years

Thank You