absenteeism (Charlesworth et al., 1984). As a result, more and more corporations are developing stress management programmes.

The key for any corporate stress management programme is the support of top management. If the corporate culture of the organization is the cause of the stress and cannot be addressed by top management, the objective of the stress management programme should be reduced to protecting employees from their own company (Adams, 1989).

Gill et al., 2006, has carried out research on ‘Mitigating stress and burnout by implementing transformational-leadership’ with the main objective to determine whether the use of transformational-leadership reduces employee, and whether increased job stress increases burnout. This was done by surveying a sample of employees in three main venues within the hospitality industry: hotels, restaurants, and pubs. The major finding of the study is that transformational-leadership is associated with reduced job stress, and that there is a high likelihood for burnout when there is a high level of job stress.

Since the hospitality industry is identified with high levels of customer-contact, all potential human resource management practices that may have a mitigating impact on employee job stress, and consequently, on burnout, were explored.

Although transformational leaders can arouse and inspire employees, such leaders may possess certain flaws or weaknesses (e.g. coldness, arrogance, overzealous ambition, and self-determination) that diminish the favorable impact of their leadership approach. Therefore, to execute TL effectively, hospitality managers need to know clearly the specific goals that have been set for them by upper-level management; and
must willingly internalize and accept these goals, before they “pass them down (Bass, 1985).

Broadbridge, 1999, in a study on ‘Retail managers: stress and the work-family relationship’ has attempted to uncover the relationship between work demands and home life on retail managers.

The recommendations of this research relate to the adoption of future retail policy to help minimise the pressures experienced by retail managers. One such strategy may be the need for a more realistic assessment of the job. Adequate resources should be provided on the job so that the job can be done effectively, efficiently within the time allowed and people are not pushed over the edge which is currently happening’.

Another strategy is a re-assessment of the working hours of managers. Managers in retailing continue to work long hours. However, compensations may be made for these long hours so that managers may more effectively combine their working and family spheres. The provision of quality time off for managers is both a necessary and feasible option in this respect. The introduction of more flexible working arrangements can help to alleviate some of the pressures relating to the work and home environment for both male and female managers.(Cooper and Cartwright, 1994; Ginn and Sandell, 1997). The adoption of family-friendly policies, suggested by Cooper and Cartwright (1994) may additionally relieve some of the pressures experienced, enabling managers to more effectively combine their career and family lives.

Social support is investigated in most studies as a single construct, recent research suggested that it should be viewed both by source and type (Sarros and Sarros, 1992). Further, social support may be the cure for stress-related disorders.(Beehr et al., 1976). Social support is both ambiguous and inconclusive as a resource for burnout
prevention and stress reduction. Also, it is a multifaceted resource that works better in some situations depending on the source of the stress. (Sarros and Sarros, 1992)

Clearly, support from one’s supervisor has a greater impact than the other sources investigated in this study. For instance, administrators’ support from their supervisors appears to be critical to help reduce the feelings of role conflict and ambiguity as well as role-based stress. While this study did not confirm strong correlations between support and burnout, others have testified that support from a supervisor can help alleviate educator burnout (Jackson et al., 1986; Sarros and Sarros, 1992). Support from one’s supervisor has a greater impact than other sources. It helps reduce the feelings of role conflict and ambiguity as well as role based stress. A supportive supervisor can help alleviate educator burnout (Jackson et al., 1986; Sarros and Sarros, 1992).

Treven and Potocan, 2005, in their article on ‘Training programmes for stress management in small businesses’ have talked about methods and strategies for managing stress in work settings. They have discussed individual methods for reducing stress and the programmes for helping employees with stress reduction within the organizations.

The individual methods for reducing stress include:

(i) Physical activities

Physical activities include physical exercises, jogging, walking, aerobic dance, swimming, riding and cycling etc. The physical exercises can help the individuals enhance their efficiency at work and improve their overall well-being. People who take regular physical exercise are mentally more alert, too (Markham, 1995). This is evident from the results of tests filled in by more or less active people. The beneficial
effects of regular physical exercise do not reflect only in better health or in greater ability to resist stress but also in better decisions and considerable improvement of job performance.

(ii) Deep breathing and progressive muscle relaxation

Deep breathing is one of the simplest techniques for lowering physiological arousal. Physiological arousal is affected by this technique because of the close association between the breathing centre and the reticular activating system (RAS) in the brain. The RAS controls neuromuscular functioning and, thus, deep breathing leads to relaxation in the neuromuscular system.

An extension of deep breathing is progressive muscle relaxation (PMR), a technique developed by Jacobson, 1938.

(iii) Meditation

The physicians recommend meditation for many diseases connected with stress such as heart conditions, shortness of breath and problems with the stomach. Control experiments have confirmed some decrease of restlessness in patients practising meditation. In many cases concerning stress, such as: anxiety attacks, hypertension, asthma, insomnia, heart arrhythmia, phobias, clinical application of meditation has improved the patient's condition (Craven, 1989).

(iv) Yoga

Yoga is another effective method that enables individuals to control stress on physical and mental level. According to the theory of yoga, we all consist of three basic "selves":
- The subconscious.
- The intellectual.
- The creative.

Once an individual learns through yoga to eliminate the tensions of our body, he may find that he has a far greater capacity for concentration, study and hard work. He will not be dissipating so much of his inner energies and so the making of decisions will be quicker and easier for him. The benefits experienced by someone in any area of the business world will therefore be significant.

(v) Cognitive-behavioural techniques

These techniques focus on the thoughts and actions a person has in relation to stress. The theoretical conceptualisations underlying these techniques are quite simple. In fact, Kendall and Bemis, 1983, suggested that cognitive-behavioural techniques include four basic guiding principles:

- Individuals do not respond directly to their environment; they respond to their own cognitive interpretation of the environment.
- Cognitions (thoughts), emotions (feelings) and behaviours (actions) are causally interrelated.
- The prediction and understanding of negative cognitions and behaviours are enhanced by paying attention to a person's expectancies, beliefs and attributions.
- It is possible and desirable to combine and integrate cognitive approaches to correcting problems with performance-based and behavioural contingency management.
One of the cognitive-behavioural techniques is cognitive appraisal, also called perspective taking (Ross and Altmaier, 2000). A related cognitive-behavioural technique is cognitive restructuring. Both these techniques are designed to help people tolerate stressors after they occur. A related technique, cognitive rehearsal, involves helping people tolerate stressors by anticipating them before they happen. This technique calls for visualising a potentially stressful event before it occurs and practicing or rehearsing how to respond.

(vi) Lifestyle and time management

One of the most effective ways of coping with stress is to develop physiological resiliency by getting the body into shape by eating a proper diet and engaging in cardiovascular conditioning.

Another effective element of lifestyle management involves balancing life activities. For example, spending too much time at work actually might interfere with job performance, such as making people tired and blocking their creativity (Greenberg and Baron, 2000; Treven, 1998). Instead, people can develop resilience to stress by being well-rounded in their life activities, which help them to approach work fresh, relaxed, and able to take on the challenges they face more effectively.

It is also important for people that they assume control over how they spend their time. The key to managing time effectively and to avoiding the stresses created by mismanaging time, involves taking control over our own actions.

(vii) Training programmes for managing stress with employees

Special programmes may also help employees to manage their stress more effectively. The most often applied programmes of the kind are:
- Stress management programmes;
- Wellness programmes; and
- Employee assistance programmes.

(viii) Relaxation training

Relaxation is a form of meditation, a state of concentration. By using the mind to focus upon an object, image, or thought, one cancels out all distraction associated with everyday life. The “relaxation response” is induced to counter balance the stress response. There are four basic elements of the “relaxation response” (Ross and Altmair, 2000):

- A quiet environment
- A comfortable position
- An object, thought, or image to dwell upon
- A passive attitude

Training programmes in techniques for relaxation may consist of various workshops in order to teach the employees how to use a particular technique, like meditation, yoga, deep breathing and progressive muscle relaxation or how to use some of the relaxation techniques sequentially. Such training can give the employee general knowledge about the causes of stress, its consequences and the stress management methods, or it can be oriented to the particular method such as yoga, meditation, breathing and relaxation technique and others. It can also include the stress inoculation training that was developed by Meichenbaum (1977). The stress inoculation training focuses on altering the way an individual processes information about a stressful situation and identifies cognitive and behavioural coping skills to change unproductive ways of reacting (Ivancevich and Matteson, 1993). It includes three stages:
• Preparation.
• Skill training.
• Application training.

This approach can help employees deal with a wide variety of stress reactions including anger, anxiety and fear.

Love and Irani, 2007, in their article on ‘Coping and psychological adjustment among information technology personnel’ have concluded that IT personnel are active agents who respond to changes in the environment within which they work. This results in a transactional relationship between the individual and their environment, involving several processes. The most regulating process in the stress-related transaction is cognitive, involving several factors such as personal beliefs, individual differences, appraisals and affect, all of which give direction towards the adoption of specific coping strategies. Those IT personnel who engaged in a more problem-focused style of coping, such as active coping were better adjusted than those who engaged in more emotion-focused styles of coping such as cognitive avoidance coping, social coping, accepting responsibility, and self-controlling coping.

Rout, 1999, in her research on ‘Occupational stress in women general practitioners and practice managers’ discusses that in general, the practice managers and women general practitioners in this study have quite good mental health in contrast with the normative population. The study revealed that women general practitioners were less satisfied with their job than the practice managers with regard to amount of work, variety and freedom in their job.

An interesting finding was that administrative responsibility was predictive of job dissatisfaction; such findings echo those of Rout and Rout’s (1993) findings on general
practitioners. In addition, wishful thinking and avoidance coping behaviour were associated with negative mental wellbeing and job dissatisfaction. The women (practice managers and general practitioners) who were dissatisfied in their work were using emotion-focused coping strategies. Support seeking coping factor was found to be a significant predictor for drinking behaviour. In Western culture the common sex role stereotype suggests that women are expected to be emotional, supportive and dependent (Bem, 1974; Smith and Midlarsky, 1985).

Johnson, 1995, in his study on ‘Stress and stress management among owner-managers of small and medium-sized enterprises’ proposes a framework for the management of stress among owner-managers of small firms. Interventions need to be directed at the individual, interpersonal and organizational levels. At the individual level there now exists a whole host of techniques to enable people to relax, develop more effective coping strategies, manage their diets, manage their time, etc. Owner-managers of small firms could potentially benefit from the inclusion of these techniques in an overall stress management strategy. At the interpersonal level it is well recognized that stress can result from conflict, lack of assertiveness, poor communication skills and once again there already exists a whole package of techniques which could be included in an overall strategy.

Montgomery et al., 1996 in their article on ‘A model of financial securities salespersons’ job stress’ have given two managerial recommendations for reducing securities salespersons’ role overload. They propose to:

- Encourage better time management, and
- Hire highly qualified sales assistants.
Concerning time management, sales managers can encourage salespeople to block off specific time slots each day in which to perform different tasks. For example, securities salespeople might spend one hour in the morning studying the market, three hours a day calling on and meeting with existing clients, three hours a day calling prospects and taking walk-in traffic, and two hours on paperwork (although not necessarily in that order, or in those time increments. Furthermore, each salesperson might follow a different schedule. Some might prefer to make cold calls during the evening hours, while others prefer to work from 8 a.m. to 5 p.m.).

An important finding of this study is that Type-A salespeople experienced higher levels of role overload and job stress. Sales managers should be concerned about this finding, because job stress can have detrimental effects over the long term. In order to control better role overload and job stress, sales managers should:

- Set challenging, yet reachable sale goals for Type-As, and
- Encourage Type-As to reward themselves with time off.

The results suggest that sales managers can reduce role conflict and role ambiguity by:

- Granting their salespeople a high degree of autonomy, and
- Providing plenty of feedback.

Ho, 1996, in his research article on ‘Stress, health and leisure satisfaction: the case of teachers’ discusses the teacher stress and practical implications.

Since leisure is said to play an important role in psychological wellbeing, leisure satisfaction was thus hypothesized to moderate, or alleviate, the levels of experienced stress.