CHAPTER-I

MANAGING

OCCUPATIONAL STRESS:
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When it is dark enough, you can see the stars. C.A. Beard

Stress is an inherent and inescapable part of any professional’s life in general and at the work place in particular. A survey by healthcare consultancy IHC\(^1\) has highlighted that 13.4 m days are lost each year due to stress, anxiety and depression. Life is becoming more and more time pressured.

What makes this factor particularly dangerous is that we generally accept stress as an integral part of our professional life and do not even think of taking any steps to minimize or eliminate it. Everybody feels that he is too strong and capable to handle the stress perfectly well and nothing physical or mental damage can happen to him.

Stress manifests itself in more than one ways. Stress canvas spreads from mood swings, anxiety, and tiredness to changes in life style like sleeping / eating habits or drastic changes in social relationships.

Stress can wreak havoc on both your body and your mind, contributing to everything from irritability, heartburn, and tension headaches to chronic depressions, heart disease and possibly even cancer. While you can’t eliminate all stress, you can get rid some of it and you can certainly learn to better control your physical, mental and emotional response to the rest.

Stress is everywhere in modern society. In Europe you may hear people complaining about le stress, lo stress, el stress, or der stress. In Japan, you may run into another term; karoshi, which means death by overwork.
With the death of a loved one, the birth of child, a job promotion, or a relationship, we experience stress as we readjust our lives. In so adjusting to different circumstances, stress will help or hinder as depending on how we react to it.

Occupational stress and burnout have become the buzz words of the 1990’s for human resource departments throughout all of industry and in particular of the human service industry. According to the National Institute for Occupational Safety and Health (NIOSH), one-fourth of employees view their jobs as the number one stressor in their lives and, three-fourths of employees believe that the worker has more on-the-job stress than a generation ago (NIOSH. 1999)\(^2\).

We have to learn to manage the way we walk through our life. We have to learn to manage our anger, our attitude and the way we behave. In order to live a healthy, productive and energetic life, we have to learn to get into a state of relaxation.

1.1 The Problem

Broadly, the word ‘stress’ means strain. It refers to physical, emotional or mental pressure experienced by an individual. A stressor is the agent that causes the stress. Stress is often perceived as a negative condition but a certain level of stress is necessary for effective functioning. High levels of stress for extended periods may have a detrimental effect on an individual's health and well-being.

Stress is a condition of strain on one’s emotions, thought processes, and/or physical conditions that seem to threaten one’s ability to cope with the environment. Stress is a threat to the quality of life, and to the physical and psychological well-being. Stress is a process in which environmental events or personal factors pose a challenge to the physical or mental health of an individual and in which the individual tries to face such challenge and saves himself from the danger created by these
conditions (Father Bulake, 1971). These events under certain conditions create stress reactions that are characterized by fear, anxiety and anger.

Stress may be termed as pressure or it is the tension that is created by pressure. It always gives an unpleasant feeling. Cannon (1929) was among the first who used the term stress. He suggested both physiological and psychological components of this term. In Life Sciences Hans Selye first introduced the concept of stress in 1936.

The term stress has many definitions (Lazarusg Folk man, 1984). Stress may be defined as internal state, which can be caused by physical demands of the body, e.g., disease conditions, exercise and the like or by environmental and social situations which are evaluated as potentially harmful, uncontrollable or exceeding our resources for coping. The physical, environmental, and social causes of the stress state are termed as stressors. Once induced by stressors, the internal stress state can lead to various responses. On the one hand, it can result in a number of physical and bodily responses, while on the other, psychological responses such as anxiety hopelessness, depression, irritability, and a general feeling of not being able to cope with the work can result from the stress state. Stress is a big problem in our society (Allen, 1983).

What is stressful to one person may be refreshing challenge to another depending upon individual’s perception of the situation as well as his own ability to cope with that situation. Even though a situation is perceived as demand or threat, it may still not mobilize a stress response if the individual thinks that he is able to cope with it adequately either on his own or with the help of external resources or support from other people in his life.
Figure: 1.1

**HUMAN STRESS**

External Stressors \[\rightarrow\] Internal Needs & Values

\[\uparrow\]

Perception of Stressful Stimuli

Coping Resources (Actual or Perceived) \[\rightarrow\] External Support (Actual or Perceived)

\[\uparrow\]

Imbalance = Stress

Stress Response

\[\downarrow\]

Emotional Experience \[\rightarrow\] Mental Response

Psychological Response

\[\downarrow\]

Physiological Reactions \[\rightarrow\] Behavioral Reactions

Final Outcome

\[\downarrow\]

Fight \[\rightarrow\] Flee

In general, the balance resulting from the interaction of these four components - external demands, internal needs and values, personal coping resources and external resources or support - determines whether a particular situation will be stressful or not. Stress can not only be imposed by external demands but can also be
generated from within by our hopes, fears, expectations and beliefs. Stress then, is a specific response, the body makes to all non specific demands.

Some stress is essential for our very existence as well as for our continued personal growth. A completely unstressed person might as well be dead. A certain amount of stress gives us a zest for life and releases our creativity. Too few challenges make our lives boring and frustrating. So the requirement is of right balance like that of adjusting the strings of a musical instrument: too loose and the tune will be ruined, too tight and the strings will break.

**Figure: 1.2**

**HUMAN PERFORMANCE CURVE**

![HUMAN PERFORMANCE CURVE](image)

**Source:** Yerkes Dodson Law

Any situation which the individual perceives to be psychologically or physically demanding involves active coping. Successful coping will improve
performance up to a certain level beyond which there is no further improvement neither is any deterioration. Coping efforts are just matched to the person’s tolerance level.

However if changes are too fast to allow adequate time for him to adapt he will begin to experience warning signs that he is over stretched. If he continues his efforts and ignores initial symptoms of fatigue, he may reach a point where a breakdown in health or a burnt out syndrome is likely to occur.

Stress on the job is not necessarily undesirable. Mild stress, in fact, tends to stimulate performance in most persons but excessive stress can lead to physical and emotional disorders and can lower effectiveness in performance. It is particularly harmful when sustained over a long period of time, as in that situation, human system does not get the opportunity to rebuild its ability to cope with the stress.

All this about stress accounts for its popularity and importance as a research theme in several disciplines including Medical Science, Neurophysiology, psychology and Business Management. Fundamental utilitarian and academic concerns have produced a number of studies on stress. The concept takes on different meanings depending on the problem under investigation, the methods used and the theoretical orientations and personal preferences of investigations.

1.1.1 Occupational Stress

Stress on the job or occupational stress has become a common problem in the work places. But in spite of this focus, confusion always remains about the causes, effects and prevention of job stress.

Occupational stress can be defined as the harmful physical and emotional response that occurs when the requirements of the job do not match with the
capabilities, resources or needs of the workers. It can lead to poor health and even injury.

The concept of job stress is often confused with that of challenge, but both are not the same. Challenge or mild stress energizes us psychologically and physically, and it motivates us to learn new skills and to master our jobs. When a challenge is met, we feel relaxed and satisfied. Thus, challenge is an important ingredient for healthy and productive work. The importance of challenge in our work lives is probably what people are referring to when they say, “a little bit of stress is good for you”. But the situation is different when the challenge has turned into job demands that cannot be met, relaxation has turned to exhaustion, and a sense of satisfaction has turned into feelings of stress.

Stress is a cause of concern in almost all the organizations. It is one of the prime factors that results in the lagging productivity, rising cost, more errors, more absenteeism and higher manpower turnover rate. Stressed employees are less creative and less effective decision-makers. What about the risk an organization is exposed to when talented and loyal employees become ill, burnout and are consequently job disabled, or are for health reasons forced into premature retirement? It is both a personal and corporate tragedy.

1.1.2 What is not Occupational Stress?

Occupational stress is not a disease. Workers’ responses to stressors may be positive or negative depending upon the type of demands placed on them, the amount of control they have over the situation, the amount of support they receive and the individual response of the person. In most of the cases people adjust to stressors and are able to continue to perform their normal work duties.
1.1.3 Causes of Job Stress

It is believed that job stress results from the interaction of the worker and the conditions of work. However, the views differ on the importance of work characteristics versus working conditions. A nationwide survey by Northwestern National Life Insurance Company (1991) showed that about 46% of American workers felt that their jobs were somewhat stressful, whereas 27% reported that their jobs were the single greatest source of stress in their lives. A large number of respondents, i.e., 72% experienced frequent stress-related physical and medical condition.

The job itself may pose as a basic cause of stress as the employees may not be able to cope with the demands of the job or the requirements of the job may be unclear to them. In such situations, the employees may feel that they have a work overload, pressure they cannot cope, tension, anxiety and insecurity. All these feelings cause stress. Inter-personal conflicts i.e. conflicts with other people also cause stress. It causes greater stress if such a conflict is with one’s superior. Sometimes, the stress caused by one’s family and financial problems also affects on the job situation.

On the basis of experience and research, NIOSH (National Institute for Occupational Safety and Health) favors the view that working conditions play a primary role in causing job stress. However, the role of individual factors is not ignored. NIOSH has pointed out that exposure to stressful working conditions (called job stressors) can have a direct influence on workers’ safety and health. But the individual and other situational factors can intervene to strengthen or weaken this influence. The following individual and situational factors can help to reduce the effect of stressful working conditions:
• A balance between work and family/personal life
• A support network of friends and co-workers
• A relaxed and positive outlook.

A Spanish Job Stress Survey was carried out by Maria Jesus Gonzalez and Jose M.Prieto, Complutense University, Faculty of Psychology. They have listed a number of factors which are responsible for creating stress. The first factor has a relational component, which highlights the lack of organizational support, especially from supervisors or colleagues.

The second factor seems to be the workload in itself, which leads to a feeling of job pressure, as a consequence of an increase in responsibility, critical decisions, new issues and delicate circumstances.

**TABLE – 1.1**

**Stress Factors**

<table>
<thead>
<tr>
<th>Factor I</th>
<th>Factor II</th>
<th>Factor III</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Unreliable fellow workers</td>
<td>Working overtime</td>
<td>Poor Equipment</td>
</tr>
<tr>
<td>2 Lack of support from supervisor</td>
<td>New Duties</td>
<td>Inadequate Salary</td>
</tr>
<tr>
<td>3 Lack of recognition</td>
<td>Crisis situations</td>
<td>Noisy Environment</td>
</tr>
<tr>
<td>4 Difficulties with supervisor</td>
<td>Increased responsibility</td>
<td>Regular Interruptions</td>
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<tr>
<td>5 Negative attitudes</td>
<td>On the spot decisions</td>
<td>Doing the work of another</td>
</tr>
<tr>
<td>6 Personal insults</td>
<td>Frequent changes</td>
<td>Demotivated Partners</td>
</tr>
<tr>
<td>7 Lack of participation</td>
<td>A Backlog of Paperwork</td>
<td>Inadequate heating</td>
</tr>
<tr>
<td>8 Poor supervision</td>
<td>Deadlines</td>
<td></td>
</tr>
<tr>
<td>9 Demotivated Partners</td>
<td>Lengthy workdays</td>
<td></td>
</tr>
<tr>
<td>10 Conflicts between departments</td>
<td>Contradictory demands</td>
<td></td>
</tr>
</tbody>
</table>
The third factor is series of situations which are irksome and give to job annoyance, through working on inadequate salary, poor equipment, regular interruptions, de-motivated partners and doing the work of other persons.

Personality or behavior traits are critical in the chain of events which lead from excessive stress to the development of specific stress-related disorders. When life events cluster and this level of stress score is high, these personality or life long behavior patterns are important determinates of how that stress is likely to manifest itself.

Personality of a person is the most dominating factor which influences the way he or she responds to all events and situations. In personality, we include values, attitudes and behavior patterns that make up the uniqueness of an individual and ultimately make him more or less vulnerable to stress.

The origin of much personal stress lies within our perception or our concept of self. Low self esteem can lead to number of stress inducting problems, inability to adapt, willingness to place excessively high demands on ourself and lack of assertiveness. It can also lead to poor self expression, so that we harbor negative emotions such as anger, fear, aggression and anxiety rather than giving vent to them.

Those with high self esteem handle stress with ease since a high self concept and confidence in their abilities allows them to develop positive attitudes towards the management of stress and enables them to deal with stressful situation with calmness and clear thinking.
Eu-Stress Vs Dys-Stress

People normally have negative associations with stress. Logically, stress can be of two kinds:

a) **Eu-Stress**: Everyone needs some "good stress" to act as an impetus to meet challenges in order to get the most out of life. The technical term for stress is 'arousal'. One needs to be sufficiently aroused to get out of bed and go to work. As the day goes on, you become more alert until you reach your optimum performance, which is when you do your best work.

b) **Dys-Stress**: This results in feeling that the pressures in ones life have become overwhelming and one is no longer able to cope. It is the type of stress that people really mean when they say they are 'stressed' if left unresolved bad stress can escalate from a feeling of being crushed under to becoming physically ill.

Whether good stress becomes bad stress will very much depend on individual circumstances and personal strength.

*Selby (1976)*[^9] made the distinction between two different types of stress:

- **Eu-Stress** — which is pleasant and provides a sense of satisfaction and a sense of achievement. You can be busy at work, working long hours and under a great deal of pressure, but still not experience any of the negative effects often associated with stress.

- **Dis-stress** — which is unpleasant. This can involve such things as losing a job, death of a partner, loss of a friend. This *dis-stress* is responsible for the negative effects on the individual and, if continuing, ultimately upon their ability to function properly.
Stress at the Workplace

Work plays a powerful role in people's lives and exerts an important influence on their well-being. Since the 1960s, paid work has occupied an increasing proportion of most people's lives. Although employment can be an exciting challenge for many individuals, it can also be a tremendous source of stress. Consequently, as work makes more and more demands on time and energy, individuals are increasingly exposed to both the positive and negative aspects of employment. The relationship between work and mental and physical health may also contribute to career adjustment as well as to the productivity and economic viability of companies.

Three concepts are important to understanding this relationship:

- Stress is an interaction between individuals and any source of demand (stressor) within their environment.
- A stressor is the object or event that the individual perceives to be disruptive. Stress results from the perception that the demands exceed one's capacity to cope. The interpretation or appraisal of stress is considered an intermediate step in the relationship between a given stressor and the individual's response to it.
- Appraisals are determined by the values, goals, individual commitment, as personal resources (e.g., income, family, self-esteem), and coping strategies that employees bring to the situation.

Newspaper headlines worldwide have heralded an unprecedented concern about the detrimental effects of work stress. The United Nations World Labor Report attributes the source of stress to work places that are unstable, impersonal, and hostile.
Since the early 1960s, researchers have been examining the psychosocial and physical demands of the work environment that trigger stress. Research has identified many organizational factors contributing to increased stress levels: (a) job insecurity; (b) shift work; (c) long work hours; (d) role conflict; (e) physical hazard exposures; and (f) interpersonal conflicts with coworkers or supervisors.

Reciprocally, elevated stress levels in an organization are associated with increased turnover, absenteeism; sickness, reduced productivity, and low morale. At a personal level, work stressors are related to depression, anxiety, general mental distress symptoms, heart disease, ulcers, and chronic pain. In addition, many people are distressed by efforts to juggle work and family demands, such as caring for sick or aging parents or children. Therefore, any exploration of the relationship between work conditions and mental distress must take into account individual factors such as sex, age, race, income, education, marital and parental status, personality, and ways of coping.

To have a balanced approach to understanding work stress, it is necessary to recognize that employment provides rewards that are both internal (intrinsic) and external (extrinsic), (e.g., skill development, self-esteem, money, variety from domestic surroundings, social contacts, and personal identity). Although increasing the rewards of work can offset its stressful aspects, the physical environment and the psychosocial conditions of employment can have deleterious effects on workers' mental and physical well-being.

How well a person will cope with occupational stress will depend on

* the extent to which they fell threatened by the stressor
* the actions they know they can take to reduce the impact of the stressor

* their expectations as to how they will be able to cope with the stressor.

The number of workers compensation claims being made is increasing and the cost of them to the organization, not just in compensation, but also in lost productivity, is considerable. Many employers are now also taking positive action to prevent occupational stress and the high costs it can occur.

**Stress can be Positive**

The words 'positive' and 'stress' may not often go together. But, there are innumerable instances of athletes rising to the challenge of stress and achieving the unachievable, scientists stressing themselves out over a point to bring into light the most unthinkable secrets of the phenomenal world, and likewise a painter, a composer or a writer producing the best paintings, the most lilting of tunes or the most appealing piece of writing by pushing themselves to the limit. Psychologists second the opinion that some 'stress' situations can actually boost our inner potential and can be creatively helpful. Sudha Chandran, an Indian danseur, lost both of her legs in an accident. But, the physical and social inadequacies gave her more impetus to carry on with her dance performances with the help of prosthetic legs rather than deter her spirits.

Experts tell us that stress, in moderate doses, are necessary in our life. Stress responses are one of our body's best defense systems against outer and inner dangers. In a risky situation (in case of accidents or a sudden attack on life et al), body releases stress hormones that instantly make us more alert and our senses become more focused. The body is also prepared to act with increased strength and speed in a pressure situation. It is supposed to keep us sharp and ready for action. Research suggests that stress can actually increase our performance. Instead of wilting under
stress, one can use it as an impetus to achieve success. Stress can stimulate one's faculties to delve deep into and discover one's true potential. Under stress the brain is emotionally and biochemically stimulated to sharpen its performance.

1.1.4 Types of Stress

- **Reactive stress:** This occurs when a person perceives that they do not have the capacity to cope with the demands placed upon them.

- **Cumulative stress:** A condition brought about by a number of stressful factors.

- **Critical Incident stress:** A reaction to sudden, unanticipated demands of specific incident(s).

- **Post Traumatic stress:** A condition caused by an inability to satisfactorily accommodate memories of a traumatic episode (or episodes).

If workplace stress and causal factors are recognized, it may be dealt with effectively. Stress is a workplace hazard that should be identified, assessed and controlled in the same manner as other work hazards.

**Contributing Factors**

- **Absence of autonomy:** A worker may not have control over the demands of work.

- **Poor physical work environment:** It may also contribute towards stress. Negative factors include cramped, hot or noisy working conditions.

- **Workload factors:** Workers can be under stimulated with too little challenge or overwhelmed with unrelentingly high workloads.

- **Repetitive or meaningless tasks:** Lack of stimulation or challenge can lead to boredom, demotivation and lack of interest.
• **Role ambiguity**: An absence of clarity regarding expectations about a worker's duties.

• **Work conflict**: A major cause of stress at work is unmediated conflict between a worker and their supervisor or colleague(s).

• **Occupational mismatch**: There may not be sufficient fit between a worker and their organization. This may be in terms of communication, rewards/recognition or management style.

• **Work-home boundaries**: Taking work home regularly can create conflict with family members and blur the work-home boundaries.

• **Job satisfaction & Expectations**: Job satisfaction, security and career prospects may not meet the expectations of some workers.

1.1.5 Symptoms of Stress

There are several signs and symptoms that you may notice when you are experiencing stress. These signs and symptoms fall into four categories: Feelings, Thoughts, Behavior, and Physiology. When you are under stress, you may experience one or more of the following:

**Feelings**

- Feeling anxious.
- Feeling scared.
- Feeling irritable.
- Feeling moody.
Thoughts

- Low self-esteem.
- Fear of failure.
- Inability to concentrate.
- Embarrassing easily.
- Worrying about the future.
- Preoccupation with thoughts/tasks.
- Forgetfulness.

Behavior

- Stuttering and other speech difficulties.
- Crying for no apparent reason.
- Acting impulsively.
- Startling easily.
- Laughing in a high pitch and nervous tone of voice.
- Grinding your teeth.
- Increasing smoking.
- Increasing use of drugs and alcohol.
- Being accident prone.
- Losing your appetite or overeating.

Physiology

- Perspiration /sweaty hands.
- Increased heart beat.
- Trembling.
- Nervous ticks.
- Dryness of throat and mouth.
- Tiring easily.
- Urinating frequently.
- Sleeping problems.
- Diarrhea / indigestion / vomiting.
- Butterflies in stomach.
- Headaches.
- Pain in the neck and or lower back.
- Loss of appetite or overeating.
- Susceptibility to illness.

### 1.1.6 Consequences of Stress

As is pointed out in the introducing comments on stress, stress is not automatically bad for individual employees or their organizational performance, it is the dysfunctional aspects of the high level of stress that should be and are a major concern for contemporary society in general and for effective human resource management in particular. Distress experienced by individuals has negative consequences for them, their families and for the organizations they serve.

Robbins, Millett, Cacioppe & Waters-Marsh (1998)\(^\text{10}\) developed the model below to detail the three major categories of potential stressors:

- Environmental
- Organisational
- Individual

Anecdotal comments from professionals working in this area, i.e. psychologists and medical practitioners, observed that this model does have some shortcomings with regard to the consequences. In particular, behavioral aspects such as substance abuse, i.e. nicotine and/or alcohol, eating disorders, relationship breakdowns, family violence and even in some cases, suicides, can be directly attributable to workplace stress. These behaviors are not included in the list of behavioral symptoms listed in Figure 1.3.
Organisational Factors listed in Figure 1.3 are of most concern to the present research. Each organizational factor as it relates to the New Zealand finance sector is now considered in turn.

Task Demands are factors related to a person’s job. High-level projects being imposed, in addition to usual workloads, have been a feature within the finance sector. Examples include merger and integration projects, implementing reporting requirements for new shareholders, and reconciling the demands of multiple stakeholders that are often in conflict.

Role Demands relate to pressure placed on a person as a function of the particular role they play in the organization. Role demands of executives in the New Zealand finance sector have increased markedly from all directions. Examples include the demands of staff for communication, vision, and direction and from boards and shareholders for return on investment. These demands can create a great deal of conflict for those in leadership roles. Pressures such as making people redundant, whilst attempting to ensure survival in their own roles, also cause stress.
Interpersonal Demands do other employees create pressures? Lack of social support from colleagues and poor interpersonal relationships can cause considerable stress. An individual’s ability to perform is dependent upon someone else having done his or her bit. A “You feel pressured by me and I feel stressed by you” syndrome arises, that contributes to the feelings of stress. This is particularly so when executives are dependent upon many people within the organization to produce results that are being demanded by others such as shareholders.

Organisational Structure defines the level of differentiation in the organization. Recent trends include the flattening of structures, the loss of autonomy over decision-making, and the loss of staff that may have provided support for these leaders in the past. All can affect the level of stress experienced. When some, or all, of the above are experienced the potential for high levels of stress is exacerbated.

Organisational Leadership represents the managerial style of the organization’s senior executives. In the case of these senior executives, the board of directors they report to, or the major shareholders, create the organizational climate. Learning to cope with the demands of these people, in particular those from different cultural backgrounds can be a major contributor to stress. The ‘leaner, meaner’ organization has meant that frequently fewer people are doing the same amount of work. ‘Leaner, meaner’ has become ‘anorexic’ in an effort to reduce costs in many finance sector organizations (McNally 1999).

Organisational Life Stage in the case of the New Zealand finance sector the majority of firms were at the end of the maturity cycle or in the decline cycle. Many of the changes have been forced upon the companies in order for them to survive. In many cases, more than one change strategy has been imposed within a short period of time. For example, one company alone had — within a two-year period — a
restructuring of the sales and distribution system, a demutualization, a strategic
alliance/take-over, an internal restructuring and two downsizing exercises.

Robbins et al. (1998) made the very important point that stressors are
cumulative. Stress builds up. Each new and persistent stressor adds to an individual’s
stress level. Each single stressor in and of itself may seem unimportant, but when
added to an already high level of stress, it can be the one thing that pushes someone to
complete breakdown. Therefore, it follows that if an individual executive has to cope
with all of the organizational factors as outlined above, the potential for an individual
to experience the negative consequences of stress is extremely high indeed.

Maslach and Leiter’s (1997) employee burnout model outlined the aspects of
organizational life that, taken in conjunction with those identified by Robbins et al.
(1998), identified the causes of the stress impacting upon these executives. Maslach &
Leiter (1997) believed that organizations should act to prevent burnout. For
organizations to create environments that enable people to do their best work Maslach
& Leiter (1997) believed that a goal oriented organizational approach was necessary
to minimize stress-induced burnout.

Rather than focus upon the individual as having responsibility for the
management of stress, an organizational approach gives stress a workplace focus.
Therefore, Maslach & Leiter (1997) analyzed organizational life and found that six
areas held the key to identifying sources of stress related burnout in employees. These
six areas are:

- Workload
- Reward
- Control
- Community
• Fairness

• Values

However, if any or all of Maslach & Leiter’s (1997) six areas of organizational life are disrupted, and then employee burnout is more likely to occur. If organizational strategy has as its goal the building of processes and structures that promote engagement with work, then Maslach & Leiter (1997) believe management can take a proactive role in the control of job related stress.

Figure 1.4 shows how the goal of organizational strategy is to build a form of organizational life that promotes engagement with work, and this engagement contributes toward preventing burnout. Each of Maslach & Leiter’s six areas of occupation life was examined within the context of the responses of interviewees in this case.

**Figure 1.4: Maslach & Leiter’s Framework for Employee Burnout**

*Source: Maslach & Leiter (1997)*

**Workload:** Workload is a key dimension of organizational life. From the organizational point of view, workload means productivity: from the individual’s point of view workload means time and energy. Finding the balance between the two is the challenge facing most workplaces. Major organizational transitions associated with downsizing and restructuring, target workload first in order to increase
productivity.

**Control:** The level of control a person has over their work is another important factor in the contribution to work related stress. According to Maslach & Leiter (1997) people want the opportunity to make choices and decisions, to be able to use their ability to think and to solve problems, and to have some input into the process of achieving the outcomes for which they will be accountable. Failure to feel a sense of control over one’s work could lead to a lack of motivation and job satisfaction and, ultimately, to a sense of powerlessness.

**Rewards:** The challenges in the workplace reduce the capacity of organizations to reward people in meaningful ways. Maslach and Leiter (1997) defined rewards as being both internal and external, for example:

- money
- prestige
- security

What appears to be most devastating for workers is the loss of the internal reward that comes when a person takes pride in doing something of importance and value to others, and doing that job well.

**Community:** Maslach & Leiter (1997) identified the fourth impact as being the breakdown of the community at work. Community is a sense of belonging that exists when people work together and is undermined by loss of job security resulting from repeated downsizing and mergers and acquisitions and an excessive focus on short-term profit that excludes consideration of people. Consequently, with the fragmenting of personal relationships, the sense of belonging disappears.
**Fairness:** A workplace is perceived to be fair when three key elements are present:

- trust
- openness
- respect

When an organization achieves community, people trust one another to fulfill their roles in shared projects, to communicate openly about their intentions and to show mutual respect (Maslach & Leiter 1997).

**Values:** Values influence everything about one’s relationship with work. The current work environment has created considerable conflict of values for many. Maslach and Leiter (1997) stated that one of the most frustrating things regarding working in organizations is where there is an emphasis upon excellent service, yet at the same time actions are taken that damage the quality of work.

Ivancevich & Power (1987) found those employees at risk concentrated on surviving, maintaining status, prestige, power and careers. This, in turn, created destructive competition among employees and greatly detracted from achieving the organizational goals and requirements.

Maslach and Leiter (1997) developed the two-stage model (Figure 1.5) to illustrate the two approaches that may be taken in the problem solving process. This model may provide an insight into a practical remedy to this problem in the finance sector. There is a synergy that an organization can create in solving the problem that individuals cannot.
Figure 1.5: Two Approaches to the Problem Solving Process

The research methodology for this study is now outlined. The results of this research included the emergence of stress as a strongly explanatory phenomenon. Consequently, the nature of stress, couched in terms of the extant literature on that topic, dominates the discussion about the results of this research.

1.1.7 The Stress Models

The concept of stress has generated a great deal of interest with many authors (for example De Longis, Folkman & Lazarus, 1980; Schlebusch, 2000) supporting the conviction that stress is a causal factor in a variety of illnesses. Positive coping resources reduce the chances of the individual suffering from stress related mental or physical illnesses. Various models of stress reveal how psychologically relevant events translate into physiological changes that may result in serious health-impairment.

Selye’s Model of Stress

Hans Selye has been regarded as the founder of modern stress theory (Capel & Gurnsey, 1987). One of the first attempts to explain the process of stress related illness was given in Selye (1976) whereby the individual experiences three stages during the
stress response. The three stages were referred to as GAS or the Generalized Adaptation Syndrome\textsuperscript{13} and are as follows:

1. **Alarm Reaction:** In this first phase, resistance is lowered and is followed by a counter shock whereby the individual’s defense mechanisms become more active.

2. **Resistance Stage:** this is the stage of maximum adaptation and should ideally represent a return to equilibrium for the individual. If the stress continues and defense mechanisms do not work, the individual moves to the third stage.

3. **Exhaustion:** — In this stage the adaptive mechanisms collapse.

The earlier work of Greenwood (1979) emphasizes that as with any activity in the human body, the stress responses do not always conform to a specified pattern. When the pattern deviates from the norm in a significant manner, the outcome may be diseases of adaptation. This is explained in Selye’s GAS model, whereby in the resistance stage responses, if stress is severe and prolonged, illness could result. Illnesses include psychosomatic disorders, allergies, cardiovascular and kidney disease. Diseases of adaptation are seen as inappropriate responses of the body during a stress reaction, being the indirect result of the attack of stressors (Greenwood, 1979).

Successful adaptation to stress signifies the attainment of a new level of homeostasis. When the body fails to provide the balance, disease may result. GAS is essentially a defense mechanism of the human body, a means of coping with stimuli which threaten its homeostasis or stability.

Critics of Selye’s work indicate that it ignores the psychological impact of stress on an individual and his/her ability to recognize stress and to act in ways to change the situation or the impact of that stress (Cartwright & Cooper, 1997)\textsuperscript{14}. Selye is further criticized for ignoring the element of emotion in stress. Selye’s views also
emphasize the physiology of stress due to his use of animals in his research, neglecting the aspects unique to humans, such as perception and interpretation of stressful experiences (Brannon & Feist, 1997).

**The Stress Model of Richard Lazarus**

Richard Lazarus’s interpretation of stress responses had a significant impact on psychologists. Lazarus\(^\text{15}\) (in Brannon & Feist, 1997) emphasized that it is not the environment or the stressor that is so important, but the perception of the individual pertaining to the stressful situation that reveals how he or she will cope.

Lazarus’s research (in Brannon & Feist, 1997) revealed that the ability of people to think and evaluate future events makes them more vulnerable in ways that animals are not. Thus the effect that stress has on the individual is based on that individual’s feelings of vulnerability and ability to cope. Lazarus recognized that individuals use three kinds of appraisal to analyze situations namely: Primary appraisal, Secondary appraisal and Reappraisal. Primary Appraisal concerns the first encounter with the stressful event. At this point, the individual appraises the situation in respect of its effect on his/her well-being. The situation may be viewed as positive or negative or unimportant.

A stressful appraisal would indicate the individual sees the situation as harmful or threatening. This type of interpretation is likely to generate an emotion or what Lazarus refers to as ‘harm’ which results in anger, sadness or disappointment. The interpretation of ‘threat’ is seen as the anticipation of harm and the interpretation of ‘challenge’ as the individual’s confidence in overcoming the demands of the situation.

After the individual’s appraisal of the event, he/she forms an impression of his or her ability to control or cope with the situation, be it “harm” or “threat” or “challenge”. This stage is referred to as a secondary appraisal.
The third type of appraisal is reappraisal. This implies that the individual’s appraisals of the situation may change as new information becomes available. Reappraisal does not always reduce the stress; it can increase it since a previously non-threatening situation may be viewed as threatening once more information has become available.

Important in Lazarus’s theory is the ability to cope with a stressful situation. Lazarus and Folkman (1984) define coping as “constantly changing cognitive and behavioral efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person” (p.141).

The classical stress model of Cox (1978) highlights a more contemporary approach towards stress, which emphasizes the interaction between an individual and his or her environment. In the present study, the workplace is considered as a source of environmental stress.

**Cox’s Model of Stress**

According to Cox (1978, 1985) the individual becomes stressed when a discrepancy occurs between the perceived level of the stressful demands and his/her perceived ability to respond to and to cope with the demands. There is thus an imbalance between a perceived demand and a perceived capacity to cope. Cox (1985) notes that: “The classic stressful situation is one in which the person’s resources are not well matched to the level of demand and where there are constraints on coping and little social support. Stress, itself, is an individual psychological state. It is to do with the person’s perception of the work environment and the emotional experience of it” (p.1156).

Cox (1978, 1985) maintains that perception plays an important role in ‘recognizing’ stressors. The individual’s ability to cope with environmental ‘threats’
or adverse events are also emphasized. This view would suggest that if the individual can perceive environmental and psychological demands made on him, he can learn (for example, through counseling as a form of intervention) to recognize which are the best resources to call upon when confronted with perceived stressful demands.

Cox (1985) emphasizes that the stress phases experienced by the individual involve a complex interactive process with various levels of appraisal, emotion and response, with the immediate response to a stressful situation being in the form of negative emotion, propelling the individual into flight or fight action.

Cox (1978, 1985) maintains that stress is an imbalance between a perceived demand and a perceived capability, with the demands changing at various levels of appraisal during the phases of the stress process. An appraisal of capability takes into account external resources as well as internal capabilities. In using the ‘capabilities’ the individuals makes an assessment of the social support available (external factors) and appraises his or her internal strengths or limitations in order to deal with the stressor. Successfully coping with stress would thus be reliant on the individual’s assessment of where his/her coping resources exist, namely from an internal or an external source.

Cox’s model could be compared to Rotter’s theory of Locus of Control which asserts that some individuals have a stronger internal locus of control, namely a greater sense of self-reliance. According to Rotter’s theory\textsuperscript{17}, individuals with a stronger internal locus of control have a greater influence over their destiny or circumstances, which would suggest that they would cope better in stress related situations. Mayer and Sutton (1996) contend that individuals with a strong internal locus of control are associated with greater academic achievement, more effective relationships and a greater problem solving ability than those individuals showing a greater external locus
of control.

When further compared to Cox’s model, the individual with the stronger internal locus of control would reveal a more positive appraisal of his/her internal capabilities than the individual with a stronger external locus of control, which would reveal a less confident appraisal of his/her internal capabilities in coping with stress. As part of the individual’s appraisal of his/her coping abilities, recognition of the symptoms of stress whether physical or psychological, play an important role in ‘warning’ the individual that he or she is experiencing unhealthy stress levels.

1.1.8 What Causes Stress Among Marketers?

It is being reinvented constantly, and there is more pressure than ever before on marketers-to make a measurable contribution to the bottom-line and to deliver strong brand “value” over the long and short-term-while facing exceedingly tight timelines and substantial scrutiny. With these demands, and with the proliferation of new technologies and media channels, marketers are being forced to become more nimble and flexible. This adaptability is essential for their survival-the way the world looks now will radically change in six months and then again in a year.

At the same time, marketers are losing their place at the boardroom table and the voice of shareholders has assumed centre stage. As a result, marketing is increasingly seen as expendable by the C-suite in tough economic times.

Marketers are losing sleep now. According to a research, there are the seven major issues that are causing the most stress on marketers. These issues which a causing stresses are:
Marketing ROI

Because of the explosion of media channels, it’s difficult to measure all the ways brands connect with the consumer. While metrics exist for the various elements, there seems to be a profession-wide lack of understanding of how to measure an entire integrated campaign.

The Longwoods AdTrac\textsuperscript{18} 2005 Report, released by CMA earlier this year, suggests that this is indeed a concern for marketers. It found, for instance, that 80% of marketers agree with the statement “it is important to have a measure of ROI that deals with delivery and consumption across multiple channels.”

However, one of the main challenges facing the industry is whether marketers understand what they’re measuring and why. Much of the pressure from the CEO and CFO- who are, of course, answering to shareholders-is to provide immediate short-term results. This often jeopardizes long-term brand health, which is sometimes only measurable a couple of years down the road. That’s why campaigns get pulled before the marketer gets a chance to prove their worth.

Brand Consistency

Brand building has become much more complex. Compared to even five years ago, today’s consumer is bombarded with twenty times as many messages. Breaking through isn’t as easy as it used to be, and integration becomes more important because if a company is not consistent across mediums, consumers simply won’t hear the message.

The issue of integration also creates many more challenges. For instance, it is now more difficult to develop a marketing plan and deploy a media budget. Discovering the right mix of various media, such as PR, traditional and one-to-one, is challenging. By the same token, marketers have to do a reasonable job in any chosen
medium, otherwise they’d be wasting their money. But even the most skillful are not necessarily fluent in all media—most marketers have not been trained to work across disciplines.

**Talent Development and Retention**

It’s been said that the average CMO’s tenure is just 23 months. Brand managers, meanwhile, tend to stick around for even less time—on average 18 months. Part of this human resource issue stems from the fact that marketing tends to be soiled off, and, in some cases, it has lost its voice in the boardroom, making it difficult for marketers to make the connection between their job and the overall goal of the company. Many firms have also cut back on training and development. As a result, many marketing departments are dealing with an unhealthy case of churn.

As Sulemaan Ahmed\textsuperscript{19}, online channel manager for SearsTravel.ca points out in his blog on the CMA website, the adage; “Take care of your employees as they’ll take care of your customers and customers will take care of the shareholders” makes sense. Indeed, often “firms outstanding in customer experience are also outstanding in employee experience.” Unfortunately, as Ahmed says, many organizations seem to miss this point.

But it’s the impact of turnover on the brand that causes marketers the most sleepless nights, particularly when it comes to the loss of intellectual capital. Who has the deep insight if significant personnel changes occur every two years? This is becoming even more problematic as brand building has come to reside within the marketer’s walls, due to the fact that the role of the ad agency as the right hand of the marketer is undergoing fundamental change.
Managing Customer Relationships

Traditional media isn’t necessarily getting cheaper, but the audience is more fragmented and there are many more channels marketers need to deploy to reach that audience. This requires a clearer perspective on a target market. Most marketers realize it’s more effective to spend the bulk of their marketing dollars on their most valuable customers. But this is easier said than done. To truly achieve one-tone marketing, CRM needs to influence organizational design. Yet most companies haven’t fully ingrained CRM into their operation, therefore making the job for marketers taxing.

Then there’s the need for organizations to be more flexible and respond to the whims of consumers. For marketers, managing the customer relationship in this environment is daunting. They need not only respond to customers’ individual needs, but also anticipate changes in those needs. And they need the skills and the tools to make it happen.

Using Consumer Information

The days of corporations collecting and using data as they see fit, limited only by imagination, are certainly over. The rules have changed. Consumer privacy is of critical concern for every organization and it remains an important aspect of the federal and provincial governments’ ongoing agenda. Of utmost concern to business is the increasing likelihood that the existing privacy laws will be tightened further, and in particular, the potential arrival of a stringent law requiring marketers to obtain express positive consent prior to the collection, use or disclosure of a customer’s personal information. Left unchallenged, such a law would cripple many current standard marketing practices.
At the same time, as mass marketing loses its impact, one-to-one communication with customers becomes imperative, and customers do want to hear from brands, provided the messaging is relevant. The danger is that any significant changes to privacy laws could impede marketers’ ability to have a two-way dialogue with them.

**Emancipation by Technology**

Technology has turned the brand customer relationship on its head. First, technology has put the consumer in control. They can now receive messaging when and how-and if-they want it. Technology has also enabled consumers to thoroughly investigate companies—they’re no longer going to take your word for it that the car you’re selling performs well. They’ll do some digging online to see what the experts and other consumers and customers say. And if they have a negative experience with your brand, they may very well broadcast it to the world, via the Internet. Which means a lot more work for marketers.

On the other hand, with the emergence of cellphones, blogs, podcasting and so on, marketers now have more avenues to reach their consumer. To be successful, they must engage in a two-way dialogue, and make information both accessible and user friendly. After all, it’s much better to have a customer receive valid information from your company then some other, unknown source. Marketing is no longer about “push” but “pull,” and the entire foundation of the discipline has to be restructured to accommodate that tectonic shift.

**Outsourcing**

Because of media fragmentation and the need to integrate messaging across many channels, over the years marketers have added more specialist partners to the mix. With that trend however comes the need for a “general contractor”—someone to
guide the way and make sure all the respective pieces tie together seamlessly. Research suggests, unfortunately, that marketers don’t have time to fulfill this task. Nor, in many cases, do they want to. The Longwoods study cited earlier found that only one-third of marketers would prefer to be in charge of handling the co-ordination of services between their suppliers.

Obviously, the logical party to assume an “orchestrator” function would be the client’s main agency communication partner. However, this same study found that while most clients would like to reduce the number of agencies they deal with, they also lack the confidence in their main agency partner to cast them in this role. Therefore, in many cases, integration simply isn’t happening to its full potential.

**Developing the Solutions**

So what are we going to do about all the storm clouds hovering overhead? For one thing, CMA will be focusing on these seven issues and will continue to develop its member value through its own case histories, benchmarking, research and best practices. We will also be identifying the key sources of leading-edge thinking, engaging them in our programming and sharing their insights with the marketing community.

Marketers need to work collectively as an industry and through groups like CMA to combat common issues and come up with real solutions and plans that are sustainable. Only then, will we be able to embrace the changes necessary for success in the present, and the future. Only then will we be able to help marketers cope with stress better, and more efficiently.

**1.1.9 Needs of the Life Insurance**

Insurance is basically a risk management device. The losses to assets resulting from natural calamities like flood, fire, earthquake, accident etc. are met out of the
common pool contributed by large number of persons who are exposed to similar risks, this contribution of many is used to pay the losses suffered by unfortunate few. However the basic principal is that loss should occur as a result of natural calamities or unexpected events, which are beyond the human control. Secondly the insured person should not make any gains out of insurance.

Life Insurance could be defined as a policy that will pay a specified sum to beneficiaries upon the death of the insured. It is an agreement that guarantees the payment of a stated amount of monetary benefits upon the death of the insured. Life Insurance could be said as protection against the death of the insured in the form of payment to a designated beneficiary, typically a family member or business.

It is basically risk insurance intended as protection against the financial consequences of the death of the insured person which takes the form of payment of a previously agreed lump sum or pension to a beneficiary, if the insured person dies during the term of insurance. In the case of pure life insurance, without any endowment insurance component, no payments are due if the insured person survives the term of insurance.

In big terms Life Insurance is a contract agreement between the certificate holder and the insurance company, providing a specified sum to beneficiaries upon the death of the insured. It is a coverage that pays out a set amount of money to specified beneficiaries upon the death of the individual who is insured. It is a policy that will pay a specified sum to beneficiaries upon the death of the insured. There are many types of life insurance, including whole life, term life, universal life, etc. It is an insurance relating to a risk depending on human life. This includes contracts providing payment on the insured person's death, endowments providing payment
either on survival to a specified date or on earlier death and annuities which are paid throughout the annuitant's lifetime but cease on death.

According to an article on site life-line.org Life insurance is the foundation of a sound financial plan. It provides financial security for your family by protecting your financial resources, such as your present and future income, against the uncertainties of life. More specifically, life insurance provides cash to the family after death. This cash (the death benefit) replaces the income one would have provided and can meet many important financial needs. It can help pay the mortgage, run the household, send kids to college, and ensure that dependents are not burdened with debt. The proceeds from a life insurance policy could mean that the family won't have to sell assets to pay outstanding bills or taxes. And also that there is no federal income tax on life insurance benefits.

Most people with dependents need life insurance. While there's no substitute for evaluating specific situation, one rule of thumb is to buy life insurance equivalent to five to ten times ones annual gross income. To determine how much, if any, life insurance one needs, then start by gathering all personal financial information and estimating what the family will need after one is gone, including ongoing expenses (such as day care, tuition, or retirement) and immediate expenses at the time of death (like medical bills, burial costs, and estate taxes). The family also may need funds to help them readjust: perhaps to finance a move, or pay expenses while job hunting. Choosing a life insurance product is an important decision, but it can be complicated. As with any major purchase, it is important that one should understand his or her family's needs.
1.2 The Significance of the Study

"Nothing gives one person so much advantage over another as to remain always cool and unruffled under all circumstances."

—Thomas Jefferson

The marketing environment today is extremely competitive. There are large number of companies including Multi National Companies operating in almost all fields of marketing like Banking, Insurance, Telecommunications, Information Technology and other service sectors. In an effort to meet the challenges / threats posed by all these players, Today’s Marketer is under tremendous pressure and stress. Coupled with competition, the easy availability of large variety in goods and services enhances the marketer’s stress.

This type of stress is not unfortunately the ‘productive’ stress that mobilizes our resources and enhances our performance. It is instead destructive. It overloads our mental and physical resources. It interferes with the effective use of our skills, becomes a destructive factor in our relationships, our outlook and our well being.

Due to rapid economic growth, urbanization and popular education (Chan, 2002) the insurance industry expanded considerably in the 19th century, resulting in acute competitiveness and rivalry between companies (Chan, 2002; Lai, Chan, Ko & Boey, 2000). The impact of this competitiveness is felt amongst employees in the insurance industry by engendering general feelings of distrust, tension, strain in interpersonal relations, jealousy from colleagues, interpersonal conflicts and coping with sustained pressure to produce/perform (Lai et al., 2000).

Stress in the workplace reduces productivity, increases management pressures and makes people ill in many ways. Evidence shows that the problem is increasing. Workplace stress affects the performance of the brain, including functions of work performance, memory, concentration, and learning. In the UK over 13 million
working days are lost every year because of stress, and the annual cost to companies is in the region of £700 million. So there are clearly strong economic and financial reasons for organisations to manage and reduce stress at work, aside from the obvious humanitarian and ethical considerations.

Occupational stress has become a serious health issue, not just in terms of an individual’s mental and physical well being, but also for employers and governments who have begun to assess the financial consequences of work stress. Lou and Shiau (1997) estimate that occupational stress causes half of all absenteeism, 40% of turnover, and that 5% of the total workforce accounts for the reduced productivity due to preventable stress (300 billion dollars for the US economy annually).

Occupational stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker (NIOSH, 1999).

However, occupational stress can be an extremely difficult construct to define. Obviously, it is stress on the job; but stress on the job occurs within a person. Here is where we run into problems; since every worker brings to the job a level of predisposition to be stressed (Greenberg, 1990).

Documentations of stress at work indicate that stressors can come from multiple sources. Some stressors are identified as routine work stress, or those intrinsic to the job, some are related to the employee’s role within the organization (role identity stress), some to interpersonal stress, some to career development, and still others to work environment stress, or of the climate and organization of the workplace (Steber, 1998). Interacting with these work stressors are the individual’s characteristics. These are brought to the workplace rather than being a function of it, but they are important ingredients in occupational stress nonetheless. These
characteristics include the worker’s level of anxiety, tolerance of ambiguity, Type A behavior pattern, and others (Greenberg, 1990).

Perhaps the most predictable consequence of job stress is the report of overall job dissatisfaction. The employee feels little motivation to go to work, to do a good job while at work, or to stay on the job (Rice, 1992).

According to Sowa and May, persons in the occupation of providing services to others, such as mental health counselors, are especially vulnerable to the accumulation of occupational stress and of subsequent burnout. The numerous demands which are placed upon counselors and the ethical dilemmas inherent in the counseling profession contribute to the occupational stress of mental health counseling as a profession (Sowa and May, 1994).

In the helping professions, such as mental health counseling, close interactions with clients, time pressures, diminishing resources, increased workloads, and diminishing rewards from their work outcomes can lead to severe reactions to burnout (Bellani and Furlani, 1996). The burned-out report symptoms such as emotional exhaustion, reduced personal accomplishments, loss of positive attitude toward clients, lowered self-esteem, and the intention to quit (Bellani and Furlani, 1996). Reactions to burnout may include physical illness, the formation of ulcers, heart conditions, elevated blood pressure, migraines, etc..., as well as emotional and behavioral problems. High incidence of occupational stress and the subsequent burnout reactions of individuals generally involve both the work organization and its employees.

Occupational stress is associated with increases in negative work-related outcomes, such as job dissatisfaction, ill-health, absenteeism, higher turnover and lower productivity (Jones & Bright, 2001). The negative effects of occupational stress
include impaired performance or a reduction in productivity, diminishing levels of customer service, health problems, absenteeism, turnover, industrial accidents, alcohol and drug use and purposefully destructive behaviors (Quick, Quick, Nelson & Hurrell, 1997; Wright & Smye, 1996). Research by Winslow 1998) confirmed that those reporting high occupational stress and depression had health costs that were 2.5 times higher than those who were not. With such evidence mounting it is not surprising that civil law suits and workers’ compensation claims for work stress-related disabilities are increasing.

To organisational psychologists, work-related stress is considered to be the product of an imbalance between environmental demands and individual capabilities (Lazarus & Folkman, 1984). Most researchers, however, adopt the fairly common practice of using the term 'stress' to describe either the external stimulus from the environment or the response of the individual, or sometimes both meanings simultaneously. To minimize semantic difficulties as well as theoretical confusion, in this article we will use the terms 'stressors' or 'sources of pressure' to refer to characteristics of the external environment (i.e. job characteristics and working conditions) and the term 'strain' to describe any response of the individual to these (i.e. physical and psychological ill-health, job satisfaction and impaired job performance).

According to the transactional model (Lazarus & Folkman, 1984), stress depends on an individual's cognitive appraisal of events and circumstances and on the ability to cope, these being the end result of a person's transaction with the environment. An individual's coping strategy is constantly changing to manage specific demands that are appraised as exceeding the person's resources (Lazarus & Folkman, 1984). Coping with stress in the work environment can, however, be less
effective because many aspects of the work situation that are stressful tend to lie outside the individual's control (Kyriacou, 1981). Research has demonstrated that work-related stressors can have a wide range of negative effects on individuals. Strain is observable at several different levels. Marketer’s stress is seen mainly as a negative effect with diverse psychological (e.g. job dissatisfaction), physiological (e.g., high blood pressure) and behavioral (e.g., absenteeism) correlates. In the long run these negative stress effects could lead to physiological and biochemical changes accompanied by commitment and ill-health psychosomatic and even chronic symptoms, such as coronary heart disease (Van Dick & Wagner, 2001). Other levels of strain include cognitive (e.g. poorer quality decision-making, lower levels of creativity and impaired memory) and interpersonal (e.g. reduced levels of sensitivity, warmth, consideration, altruism and tolerance) changes.

In their study on insurance agents, Lai et al. (2000) found that when gender, education, age and work experience in the organization and the position are controlled, factors such as work pressures, uncertain job prospects and professionalism contributed significantly to the overall experience of work stress, with work demands standing out as the most important source of work stress. In this regard work experience in the organization (i.e. length of service) tends to enhance job satisfaction (Lai et al., 2000), ultimately reducing the experience of stress. It may be due to a result of self-selection in that those employees who are not satisfied might have already left the organization or even the profession. However, Preuss and Schaeke (1998) found no relationship between age, experience and level of perceived strain. Research has demonstrated that work-related stressors can have a wide-ranging negative impact on the individual and the organization. In terms of the current research, occupational stress of marketing executives working in the insurance
companies is studied. Not only is it important to establish reliable and valid methods of measurement of perceived stress, but based on the findings, the aim will be to understand stress as an organisational phenomenon so that it can be tackled at the organization level.

Occupational stress is not a private matter for the employee to deal with alone and in isolation. Job stress produces negative effects for both the organization and the employee. For the organization, the results are disorganization, disruption in normal operations, lowered productivity, and lower margins of profit. For the employee, the effects are threefold: increased physical health problems, psychological distress, and behavioral changes (Rice, 1992). Within the mental health profession, the effects of job stress are experienced at yet another level, the individuals, couples, and families who seek the services of qualified mental health counselors. Job stress and burnout results in a loss of positive attitude towards the client, a depersonalization, and diminishing resources to adequately address the needs of those seeking professional assistance.

Until recently, Indian Organizations had never bothered about the issues related with human behavior. Modern society is organizational in nature. But presently organizational behavior has become a separate field of study and Indian organizations have also started thinking on the pattern of Multi National Corporations (MNCs) which are successfully running their business in India. Organizational behavior is basically an interdisciplinary approach. OB focuses attention on people with humanistic point of view. It studies human behavior at individual level, group level and organizational level. Organizations are moving from theory X to Theory Y of Mc Gregor\(^20\). It has become very important for management to understand behavior related problems of people working in the organizations for achieving the
predetermined goals. The issues which are gaining importance these days are-- if the people are under organizational/occupational role stress, if the quality of work life is as per their requirements, if they are satisfied with their jobs and if managerially they are successful or not. The level of these two behavioral issues, Organizational Role Stress & Job Satisfaction will vary from person to person, group to group and organization to organization.

Management problems have become more and more complex with the gradual disappearance of traditional systems operated by authoritarian or paternalistic leadership. Human psychology and organizational behavior are the areas, which are generally ignored in Indian organizations. Unfortunately, in India, organizational behavior, interpersonal processes, human relations and applied psychology have been given a back seat in comparison with the areas like, finance, accounting, quantitative techniques etc. But with introduction of the concepts like liberalization and privatization, these psychological problems are not easy to ignore in Indian organizations also. Even the better facilities provided by MNCs are not able to control the increasing level of stress among the executives.

So, an effort is needed for analyzing and removing these issues on humanitarian grounds. This research work is an attempt in this direction. Increasing the level of job satisfaction among managers and developing a stress free climate to work may well be the areas where we can hope, significantly, to raise the level of executive performance, achievement and satisfaction. The two factors taken for study purpose have their own impact and influence on the psychology of human beings. The importance need and indeed, even relevance of creating a stress free climate for managerial personnel are often overlooked. It is perhaps for this reason that little has
so far been done specifically to study and explore the human factor in relation to job satisfaction and in relevance of a tension free climate in this context.

Many of the research efforts, so far have been directed towards problems related to policies and programmes, training and development of employees etc., for improving the productivity of an organization. Although many studies have been conducted individually either on ORS or on JS, this study is an effort to understand the two concepts jointly along with their relationship.

**The Costs of Stress**

Because stress is so widespread, it has a very high cost for individuals, companies and organizations, and for society.

For the *individual*, in addition to the devastating impact of the serious health impairments referred to above, the loss of capacity to cope with working and social situations can lead to less success at work, including loss of career opportunities and even employment. It can give rise to greater strain in family relationships and with friends. It may even ultimately result in depression, death or suicide.

For the *company or organization*, the costs of stress take many forms. These include absenteeism, higher medical costs and staff turnover, with the associated cost of recruiting and training new workers. It has also been shown in recent years that stress takes a heavy toll in terms of reduced productivity and efficiency.

The following are recent estimates which related to the cost of work-related stress:

- in the *United Kingdom*, it has been suggested that over 40 million working days are lost each year due to stress-related disorders;
in *Australia*, the Federal Assistant Minister for Industrial relations estimated the cost of occupational stress to be around A$30 million in 1994; in the *United States*, over half of the 550 million working days lost each year due to absenteeism are stress-related.

Hopefully this study will help the professionals and their agencies to become more aware and sensitive to the risks and difficulties which they may face in the near future. This study may also prove to be useful in providing life insurance companies methods to reducing the job stress and subsequent job dissatisfaction and burnout experienced by its marketing executives. The purpose of this study is to define the characteristics of occupational stress, in particular how occupational stress effects marketing executives. Further objectives are to determine the most common occupational stressors and strategies for the reduction of occupational stress as identified by respondents.

The aim of this study is to provide staff, Managers and Supervisors with some basic stress management skills that will assist them address stress issues that they may encounter personally, in their colleagues. There should be a clearer understanding of occupational stress, work and non-work causes, implications for the work environment, knowledge of a range of helping strategies and guidelines for the referral of complex situations to specialists.

In the light of the above, no more emphasis need be placed on the significance of addressing the most important factor affecting our life i.e. STRESSES. Hence there is definitely a need to study this aspect of the marketer’s professional life so that appropriate remedial actions can be taken before the damage is irreparable.
This study is significant as it tries to find out the organizational stressor (variables) causing the Occupational stress. It would determine challenges & problem faced by Marketing Executive of public and private sector insurance companies which lead them to switch over to another sector. It would also strive to investigate the effect of occupational stress on their personal and professional life. It would also strive to find and suggest the techniques or coping mechanisms to decrease the level of occupational stress.

1.3 The Objectives

The present study titled, “Managing Occupational Stress: A Study of Marketing Executives in Public & Private Life Insurance Companies” has been initiated with the objective of investigating the occupational stress and its impact among the marketing executives in public and private life insurance companies. The stress may be due to any reason at the workplace, will restrict them to perform better in their career. The various suitable techniques and coping mechanisms used to reduce the stress among the employees will also be studied.

In recent years, there has been increasing concern over the stress at the work place i.e. Occupational Stress. The marketing environment today is extremely competitive. There are large number of companies including Multi National Companies operating in almost all fields of marketing like Banking, Insurance, Telecommunications, Information Technology and other service sectors. In an effort to meet the challenges / threats posed by all these players, Today’s Marketer is under tremendous pressure and stress. Coupled with competition, the easy availability of large variety in goods and services enhances the marketer’s stress.

The main objectives of the study are:

- To find out the organizational and individual factors that causes stress.
• To study the stress level of the Marketing Executives in the Insurance Companies.
• To study the effect of stress on the efficiency of the Marketing Professionals.
• To identify suitable techniques and coping mechanisms used to reduce the stress among the employees.
• To compare the level of stress among the Marketing Executives of the Public and Private Sector Insurance Companies.

1.3.1 The Hypothesis

• There is no individual factor exist which can cause stress.
• There is no organization factor exist which can cause stress.
• There is not any significant difference in the stress level among the marketing professionals working in different life insurance companies.
• There is no association between the stress level and the efficiency of the marketing executives in the life insurance companies.

1.4 The Data and Methodology

Research is not only aimed at revision of the facts and building an up-to-date knowledge but also to discover new facts involved through the process of dynamic changes in the society. Research Methodology is a way to systematically solve the research problems under study.

1.4.1 Research Methodology

Research in common parlance refers to a search for knowledge. The dictionary meaning says, research is “careful investigation or inquiry especially through search for new facts in any branch of knowledge”. Research is actually to explore something new. We all possess the vital instinct of inquisitiveness. When the unknown confronts us, we wonder and our inquisitiveness makes us to probe and attain full understanding
of the unknown. This inquisitiveness leads us to knowledge and the methods employed for obtaining this knowledge pave the way for research.

Research comprises defining and redefining the problems, formulating hypotheses and suggests solutions, collecting, organizing, and evaluating data, making deductions and reaching conclusions. Research methodology helps us to systematically solve the research problem. It is formed as many dimensions and research methods. Every kind of research study initiates from defining the research problem. The present study titled, “Managing Occupational Stress: A Study of Marketing Executives in Public & Private Life Insurance Companies” has also been initiated with the basic objective of looking into the occupational stress i.e. stress at work place among the employees of insurance organisations and to see if there is any impact of this occupational stressed on the performance of the employees.

1.4.2 Research Design

Research Design is a purposeful scheme of action proposed to be carried out in a sequence during the process of research focusing on the problem under consideration. Though collection and analysis of data are important aspects of the research and hence the research design, there are still many other aspects to be included in it. As per, Claire Selltiz, research design should be such that it leads into logical conclusions. Exploratory personal investigations involving original field interviews with the marketing executives in insurance sector has helped to have a greater insight into all possible practical aspects of the research problem. The adoption of the descriptive and diagnostic research design has been very effective in the later stage in the present study.
1.4.3 Scope of the Study

The study has been restricted to the public and private life insurance companies in the states of Punjab, Haryana and Union Territory of Chandigarh. Data is an important tool for the success of any survey/study. Moreover it reduces the uncertainty in decision-making process. In order to make meaningful research a suitable methodology has been adopted. Data collection is of two types i.e. Primary Data and Secondary Data. The major part of the data is primary data in nature and has been collected through the use of questionnaire/scale. Secondary sources to gather information have been the various national/international journals, books, earlier related studies, reports and surveys of government and non-government agencies, newspapers, periodicals and also internet to explore various useful sites in relation to the study.

1.4.4 Sample Design

All items in any field of inquiry constitute a universe. A sample design is a definite plan for obtaining a sample from a given universe. Sample design is determined before data is collected. Our universe approaches towards infinite, because of large and scattered respondents. The purpose of our research is to study the stress among the marketing executives, the effects of the stress and to find/device the remedial measures. A number of variables have been considered which were tested to uncover the various factors causing stress, which may affect the employees of an insurance company. This study is based on a limited sample size in the areas of Punjab, Haryana and Chandigarh (U.T.) states so that there could be comprehensive study comprising mainly Middle Level Marketing Executives working in the particular service sector i.e. Public & Private Life Insurance companies. The sample unit is a marketing executive as an individual working in the
above said service sector organizations. In the present study, Random Probabilistic
(Stratified Random Sampling) sampling technique has been adopted.

Size of the Sample

The Sample size has been restricted to 500 marketing executives (i.e. 250 from each public and private Life Insurance Companies) keeping in mind the research objectives and constraints. The distribution of sample units in the various specified areas has been there in the three different areas of the sample.

1.4.5 Data Collection

For the above said study, a questionnaire/scale has been prepared for marketing executive working in the public and private life insurance companies. That questionnaire/scale has been used to collect the data through personal contact i.e. survey method. Reliability and Validity of the questionnaire/scale is the most important aspect. The prepared questionnaire/scale has been tested for reliability & validity before using them for data collection.

1.4.6 Instrument of Data Collection

Measurement is a process of mapping aspects of a domain onto other aspects of a range, according to some rules of correspondence. Scaling describes the procedure of assigning number to various degrees of opinion and attitudes. This can be done in two ways i.e.

(i) Making a judgment about some characteristics of some individual and then placing him/her directly on the scale.

(ii) Constructing questionnaire in such a way that the score of the individual responses assigns him/her a place on a scale.

Once the type and size of the sample has been determined, the next task is to select the various tools to be used to collect data from the identified universe. Depending upon the various considerations such as objectives of the study, suitability of the test, competency of the researcher to control the administration and interpretation of the results, the tool has been prepared by the researcher.

The response was measured on 5-point scale. The method is based on Likert scaling technique: Rensis Likert who first developed this approach for attitude
surveys explained the benefits of his approach in his article, “A Technique for the Measurement of the Attitudes” (1972). The usefulness of this technique was that it was too quick to develop and adopt as compared to any other technique. Further, the Likert scaling approach does not necessitate the use of negative items, a benefit that explains its widespread industrial applications.

The Likert technique consists of a series of statements to which one responds using a scale of possible answers, Strongly Agree (5), Agree (4), Indifferent (3), Disagree (2), Strongly Disagree (1), and the scores can be vice-versa also. This 5-point Likert scale can be expanded to seven or more points with a modification of the adverbs (Strongly, Moderately, Mildly). The five and seven point scales are the most common form in use. In the present study, Summated Scale (Likert Five Point Scale) has been used. In this Likert’s Five Point Scale, the respondent is asked to respond to each of the statements given, in terms of five degrees of agreement or disagreement as below:

| Strongly Agree | Agree (2) | Indifferent (3) | Disagree (4) | Strongly Disagree (5) |

- Each point on the scale carries a score, i.e., from least score to the highest score. Most of the factors are psychological i.e., relating to attitude, behavior, general family environment etc. which cannot be measured quantitatively, so the need of Likert Scale has been tremendous.

1.4.7 Item Generation

At the initial stage, it was quite essential to identify those various factors which affect the attitudes of executives towards the work and the level of stress at workplace in their respective organisations. For this purpose, the existing relevant literature was explored to get help in the formation of various relevant statements.

(a) The statements were made on the basis of existing organisational structure and the job role in the organization.
A deep study of the literature on job role, job conflict, role ambiguity, job overload in organisations was made. International and prominent journals were also screened for the formation of relevant statements.

Informal interviews with a good number of management professionals and marketing executives were also held.

**Selection of the Statements**

The choice of the statements depends upon the opinion of the competent persons for its suitability towards the study and the tests. A set of statements has been developed and evaluated by the sample respondents on the Likert Scale. This also helped in determining the content validity. Approximately 100 selected statement items were given to the panel of 25 judges’ experts in the field of Marketing Management and Organisational Behaviour. The purpose was:

- To strike off the redundant statements
- To delete the ambiguous items, words or statements.
- To suggest modifications (if any) or addition of new statements or items.

All the panel members were contacted personally and were given sufficient time to make their judgment on each statement item.

Research evidence proves that a relatively small number of judges can be entrusted to obtain reliable scale values for the statements Edward (1969). Rosander (1965) obtained independently from two groups of fifteen judges each a correlation as high as 0.99. Similarly UprBrock (1965) from the two groups of fifty judges each the correlation between two scale values were found of twenty judges is fully satisfied.

**1.4.8 Preparation of the Scale**

In preparation of the scale, Likert Summated rating technique was used. Shukla (1972) pointed out that Likert method of summated rating has been perceived significantly and was easiest to fill in. Therefore, in the present study, Likert’s Method of summated rating was employed. Each statement carried five alternative responses, Strongly Agree, Agree, Indifferent, Disagree and Strongly Disagree. The scale thus prepared will be administrated on 500 respondents, (i.e. 250 marketing executives from each public and private life insurance companies) working at the middle level positions. The respondents were asked to give their choice on Likert scale on their own.
The data thus obtained were statistically treated giving a weightage of 5, 4, 3, 2, 1 for the positive items. The weightage were reversed for negative items, i.e. 1, 2, 3, 4, 5. Then the score of each individual was summed up to calculate the response of the items.

Item Analysis

Various approaches are used for the item analysis to finally select the items. The first methods by which the individual statements are evaluated are known as the criterion method. In this method, twenty-five per cent of the subjects with the lowest total score are taken up. These constitute criterion groups in terms of which the statements are evaluated by finding out the t-value for each statement and ranking the statement in order of their t-values. In this way, the statement with higher t-values were retained to construct a scale (Garrett 1956)\(^2\) and Guilford, J.P. (1984)\(^2\).

The other method of item analysis is the correlation method, which may be used for evaluating the individual statements. In this method, the scores of each item are correlated with the total score by a statistical technique of point bi-serial correlation. In such case there are two categories of responses, hence, it cannot be used here, as it is a five-point scale.

In this study, the determination of validity indices has been followed because it is much favoured by test makers and it sets up extreme groups in computing the validity of an item. Garrett suggests that it is the best among several methods. The number of items is correctly selected to form the upper and lower sub-groups. Then the discriminating power of the items i.e. its consistency with the total score of the test is judged by bi-serial correlation of the items with the whole test. The bi-serial ‘r’ is read from the table.

The researcher in this study divided the responsibilities into two groups, top 25 per cent and bottom 25 percent. Each statement item from both the groups was corrected for chance success by the formula:

\[
P_c = \frac{(R-W)}{(K-1)/(N-HR)}
\]

The difficulty index of each item was found by averaging the percentages, correlated in the upper and lower groups. Further the discriminating power of the items, its consistency with the total score on the test was judged by the correlation of the items and the whole test. In this way the bi-serial ‘r’ was found. The validity index
(Discriminating Power) was read out from the normalized bi-serial coefficient of correlation, (Garrett, 1973) as determined from proportions of correct responses in the upper and lower sub-groups.

The validity index (Discriminating Power) has been determined to the extent to which the given item discriminates among the respondents who differ sharply in the functions measured by the test as a whole. Bi-serial analysis is regarded as the standard procedure in such type of item analysis, because it gives the correlation of an item with total scores in the test or with scores on some independent criterion. The corrected percentage of difficulty indices for chance success and item validity as determined by the method.

According to Garrett (1973) regarded items with validity index of 0.20 or more as satisfactory and the items with discriminatory power 0.50 or above were retained.

‘Reliability and Validity’ of the measurement scale is generally the most important concept after preparing the scale. Reliability is concerned with the stability of test scores that it does not go beyond the test itself. Validity, on the other hand, implies evaluation in terms of outside and independent criteria.

A test is called reliable when we find the scores obtained are stable and trustworthy, which can be examined only through the measure that the scores are error free. As already mentioned the items of the test were divided into two sub-groups, i.e., 25 per cent in the upper and 25 per cent in the lower group, which are further corrected to eliminate chance success. The discriminating power (Validity index) of each item is 0.50 and more.

Four procedures are commonly used for computing the reliability coefficient (sometimes called the self-correlation) of a test. These are:

- Test-Retest (Repetition)
- Alternate or Parallel Forms
- Split-Half Technique
- Rational Equivalence.
In this study, the Split-Half Method has been used which has some advantages over the other methods. One of its main advantages is that all data for computing reliability are obtained on one occasion and therefore variance is perfectly avoided. In the Test-Retest method, there is a problem of interval between the two tests. The method of rational equivalence tends to underestimate some, but the reliability coefficient is found by the other methods. Moreover it is difficult to prepare the corresponding items that are interchangeable. But Split-Half Method is found to be commonly used. In this method, the test is divided into two halves on the basis of odd-even basis. From the reliability of the half test, the self-correlation of the whole test is estimated by the Spearman-Brown prophecy formula. In this test, the reliability of the odd-even items has been found to be 0.76, and the self-correlation of the whole test has been estimated by the formula has been found to be 0.86, which is highly correlated. The present test is highly reliable because its test reliability has been found more than 0.85 as suggested by Edwards (1969), if the test is reconstructed by the method of summated rating.

Validity

The validity of a test depends upon the fidelity with which it measures when it is supposed to measure. A test is said to be valid when the performances which it measures correspond to the same performance as otherwise independent measures are objectively defined.

In the development of Managing Occupational Stress, in the first instance, efforts were made to improve and ensure the face validity of the scale by editing it again and again, and got read by several experts. A test is said to have face-validity when it appears to measure whatever the researcher had in mind. It also helps to decide whether the test items are relevant to the situation or to the persons whom this test is going to be given. In the second phase, content validity was determined on the basis of judgment of the HR/OB executives and experts in the field and experts in test-construction. They numbered about twenty-five respondents. Only those items were retained which represented their consensus. In this way, the content validity of the test through competent judgment was ensured. Garret (1973) points out, “The validation of content through competent judgment is most satisfactory when the sampling of items is wide and judicious and when adequate standardization groups are utilized.”
Construct validity was ensured by making correction for chance success of the top and bottom groups (25% in each case). The difficulty index was worked out by averaging the scores of the top and bottom groups of each item. Validity index of each item was read from the table of bi-serial correlation (normalized) as determined from proportions of correct responses of upper and lower groups. Only those items were retained which had a validity index of .50 and above. In this way, the construct-validity was ensured and it is clear that the scale has very high construct validity.

**Pilot Survey**

After the selection of the data collection method, the particular methodology and scale to be used in the survey have been formulated. In the initial phase of the study, several test/experimental surveys have been carried out so as to list down various significant factors playing central role in the study in hand. In these types of complex studies, it is better to examine various aspects with the help of pilot surveys. The initial scale includes various statements recorded during the direct communication with the respondents, which later on helped to draft a final scale. It was decided to conduct a pilot survey for the following reasons:

(a) To finalise the method of measuring attitude [attitude towards role perception and clarity among marketing executives in life insurance sector] which will be used in the main empirical research.

(b) To finalise the scale to be used in the research.

(c) To gain familiarity with the fieldwork and the problems that can occur at different stages of the research.

**1.4.9 Collection of Data**

Primary Data and Secondary Data sources are used for data collection in this study, but the overall dominance remains with the primary data.
(i) Collection of Primary Data

In the case of descriptive research the primary data can be collected either through observations or through direct communication with the respondents in one form or the other. The data has been collected through the scale (prepared by the researcher), which has been filled by direct communication with the respondents. In spite of a big Universe and a large sample size the tedious work of collection of data has been completed successfully.

As already discussed that the objective of the study is to analyze the level of Stress at work place in the life insurance sector and studying the effect of the stress on the employee performance. As per the requirement of the study data has been collected through the use of scale. The scale comprises a number of statements on the basis of five point Likert Scale. Every kind of primary information has been collected through this scale.

Data has been collected from the respondents through personal interaction and the responses were recorded under the same conditions. The interaction with the respondents was made during the months of December 2009 to March 2010. There was a minimum refusal on the part of the respondents.

(ii) Collection of Secondary Data

Though the primary data collected with the help of Likert’s Scale provides the real thrust to the study yet incomplete without the assistance of secondary data. The secondary data has been obtained from various journals, books, earlier related studies, reports and surveys of government and non-government agencies in this regard press release, newspapers and periodicals. The relevant internet sites were also explored to get the necessary information for the study.

Processing and Analysis of Data

The data after collection are to be processed and analyzed in accordance with the requirement and purpose at the time of the development of the scale. It is essential
for such a scientific study that only the relevant data should be used from the collection of such a voluminous data and processed through the proper statistical tools. Data were thoroughly evaluated before analysis. Data were analyzed with the help of Statistical Package for Social Sciences (SPSS package) and the MS-EXCEL tool.

Since the data related to behavioral characteristics, therefore, the following statistical techniques as recommended by Garrett (1956), Guilford (1985); Ferguson (1966) and Glass & Stanley (1978) were used for the purpose of analysis:

(i) **Measures of Central Tendency**

The three measures of central tendency, namely, the arithmetic mean (average), median and mode were worked out. The purpose was to judge the nature of distribution.

(ii) **Measures of Dispersion (Variability)**

The different measures of variability, i.e. quartiles, standard deviations, variances and coefficient of variation were calculated to observe the scatteredness of the data around the central value. The coefficient of variation was calculated to see the variability in the scores of various items, areas under study and the variability between the genders of the same area as well as of the different areas.

(iii) **Measures of Divergence**

Skewness and Kurtosis is calculated to analyze the divergence of the scores from the normal distribution. Distributions are said to be skewed negatively or to left when scores are massed at the high end of the scale (the right end) and are spread more gradually towards the lower end. Distributions are said to be skewed positively when scores are massed at the low end of the scale (the left end). In fact, greater the gap between mean and median, greater is the skewness. A frequency distribution more peaked than the normal is said to be *leptokurtic*; one flatter than the normal, *platykurtic*; and the normal distribution itself is called *mesokurtic*. 
(iv) **Coefficients of Correlation**

Correlation between various demographic characteristics of the family different cities of the scope of the male-female factors has been calculated to study the relationship between them.

(v) **Regression Analysis**

Regression analysis is applied to derive the regression equations based on the variables having significant correlation coefficients. The coefficient determination method is used to judge the percentage-variation in the dependent variables due to independent variables.

(vi) **‘t’-test**

‘t’-test (student’s ‘t’ distribution) of significance is applied to find whether relationship between the variables is significant or not.

(vii) **Analysis of Variance**

The F-ratios are computed to study the significant difference in different responses of the respondents towards the discriminatory attitudes towards the marketing executives in the private service sector.

(viii) **Comparison of Means**

To study the significant difference for further analysis, comparison of means is also applied. The levels of significance are either at 5% or at 1% i.e. 95% or 99% confidence level respectively.

Apart from the simple tabulation and classification- percentages, central mean values, statistical tests, dispersion and other measures have also been widely used wherever necessary. Likert’s Scale technique has helped to measure the attitudes of the respondents. Finally data have been presented graphically so as to depict the logical conclusions and other important findings.

**Chapter Scheme**

The significant task involving any research study refers to proper and logical presentation of the data concerning different aspects so that required weightage to every aspect can be observed. The problem in hand being an integral part of the respondents daily life, they shared their views freely which were then analyzed to
present the findings of the research problem. The final presentation of the study has been divided into the following chapters:

**Chapter – I  Managing Occupational Stress: An Introduction**

1.1 The Problem

1.1.1 Occupational Stress
1.1.2 What is not occupational stress?
1.1.3 Causes of Job Stress
1.1.4 Types of stress
1.1.5 Symptoms of Stress
1.1.6 Consequences of Stress
1.1.7 The Stress Models
1.1.8 What Causes Stress Among Marketers?
1.1.9 Needs of the Life Insurance

1.2 The Significance of Study

1.3 The Objectives

1.3.1 The Hypothesis

1.4 The Data and Methodology

1.4.1 Research Methodology
1.4.2 Research Design
1.4.3 Scope of the Study
1.4.4 Sample Design
1.4.5 Data Collection
1.4.6 Instrument of Data Collection
1.4.7 Item Generation
1.4.8 Preparation of the Scale
1.4.9 Collection of Data

1.5 The Limitations

**Chapter – II  Review of Related Literature**

**Chapter – III Demographic Profile of Respondents**

**Chapter – IV Analysis of Data & Interpretation**

- Managing Occupational Stress: Factors, Stress level & their Effects.
• Managing Occupational Stress: Techniques & Coping Mechanisms.
• Managing Occupational Stress: Comparative Study of Public & Private Sector Insurance Companies.

Chapter – V Conclusions and Recommendations

Bibliography

ANNEXURE – I
(Researcher’s Managing Occupational Stress Scale)

ANNEXURE – II
List of Life Insurance Companies Operating In India

1.5 The Limitations

The study has been conducted with immense responsibility keeping in the mind the fact that the success of first step is deemed necessary to have the second one. Proper planning has been done to analyze all aspects and related factors of the study. All precautions have been taken to evolve a systematic study to reduce the element of bias to its lowest extent. The data were collected through personal interaction and every effort was made to observe consistency throughout. The statements of the scale were well explained and every response has been recorded properly.

Every effort has been made to make the study comprehensive but due to the small sample size as compared to the universe, bias or resistance in the respondents’ response due to some personal reasons, lack of published/unpublished direct literature on the study, time constraints and frequent developments/changes in the field, there could be some limitations also.
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