Chapter-I

Introduction
INTRODUCTION

Work and family are the two domains from which most adults derive satisfaction in life; equally they are the common sources of stressful experiences. The working environment continues to change with globalization of the world economy and greater workload demands. There is thus, not an unreasonable perception that work is increasingly the source of much of stress and distress.

Today's business world is taking its toll on employees. Work place is one, where individual spends large amount of his time. The work place can be a highly stressful place to spend one's time. Work related stress contributes to a variety of problems for both; individual experiencing the stress and the organization for which he or she works.

In most of the developing countries, an economy operates in a higher gear, naturally the technical people like managers and executives are subjected to a great mental stress.

After a day's challenging and strenuous work, when they go to bed with next day's work load in mind, they find it very hard to relax and consequently, not replenished before they getup early in the morning.
To wake up and get on with life, we need energy: both body energy and mind energy. We need body energy to get out of bed, make the tea, run for the bus, beat our competitors and drag ourselves home again. Whereas mind energy arouses and motivates us to actually want to get out of bed and do something.

But what is this thing-energy that divides the strong from the weak, the young from the old, the living from the dead? How does energy animate or drive the body and mind? How does it enable a body to grow, a finger to move or a mind to think?

Our body and mind are powered by (work on) electricity. Our cells are energized by a huge electric fields, driving vast current of charged particles through tiny molecular machines, motors, gates, pumps, switches and chemical factories that together creating cellular life. So, where does the electricity driving us come from? It comes from the food we eat and the air we breathe. Inside our cells, electrons are torn from the food and fed to the oxygen, in crossing from food to oxygen, the electrons pass down an 'Electron transport chain' consisting of a little wire of copper and iron atoms, located within the proteins in a membrane. Thus, an electric current flows along this wire and enables the muscle to generate energy.

Energy is the basic constituent of the Universe. It is the origin of all change. Every event in the Universe from the collision
of atoms to the explosion of stars uses energy. To be alive is to be a continuous transformer of energy. It is a central aspect of our lives. Without it our personal world shrinks to a few essential tasks, people and places.

Literally everything we do uses energy. It ebbs and flows within us, every minute of the day with every burst of adrenaline and every thought swirling through our mind. During dreamless sleep, the body is still and the mind is empty; when awake, body and mind are in ceaseless motion. Whenever motion appears from non-motion or activity from inactivity we say that 'energy' is involved. This energy produces the motion or activity. It may be stored or it may be supplied from outside or internal sources. When we complain 'we are short of energy' it means that our capacity for physical or mental activity is low and we need this capacity to be recharged.

Energy, in fact, is a central component of wellness. With it, we can reach our highest possible levels of performance, maintain satisfying relationships, provide the basis for emotional stability, think clearly and ensure good health. Without it, one will under achieve, become irritable, burnout and breakdown. In short energy is vital.
According to Flora Davis (1980) “Energy is one’s own perception at any given moment of his potential for action. Its his sense of what he could do if he choose to.”

Vitality, passion, dynamism, confidence, the ability to concentrate and work without rest, to think fast and coherently, to resist fatigue and exhaustion - in short ‘energy’ is required to succeed in life.

Most of all, everybody is looking for energy within themselves. The motivation and drive to get up and do something; the endurance, stamina and resolve to carry through what we are already doing and need to do; the courage and will power to change direction and break out of the old routines, when necessary. We may know how to do something but without will and energy, it is not going to happen. Without mental energy, there can be no joy, enhancement or enthusiasm. There is abundant evidence that how energetic we feel is a major element of how happy, healthy, productive and creative we are. But physical and mental fatigues seem to have infected almost everyone.

The rapid industrialization and urbanization lead to excessive crowding. Too much of competition, excessive hurry and worry are some of the important factors, which ultimately lead to mental and physical changes. Now a days stress is considered as
a pressure on the personal system and environment of an individual. It is also the demand on the energy system of a person to get certain things done by the person for the quality or the system demanding the things. Stress has been used to mean things, which are on demand for a person—physiologically, psychologically and socially.

However, certain amount of stress is needed to keep an individual on his toes, healthy and motivated. Initially an individual tries to adopt himself and then he starts getting the manifestations of psychosomatic changes one by one. The effects of stress are: Physical (Muscle tensions, cramps, palpitations, physical tiredness, headache, chest pain, high pitched voice, indigestion, sexual problem); Psychological (Inability to concentrate, muddled thinking, loss of self confidence, memory lapses, depression, frustration, difficulty in making simple decisions and rational judgments, making rash decisions); Emotional (Anxiety, angry outbursts, fear of failure and guilt, irritability); Behavioural (Increased reliance on alcohol, smoking cigarettes and tranquilizers; increased and decreased food intake, avoidance of certain people and places, social withdrawal, workaholic, absenteeism, obsessive and compulsive behaviour).
An excessive long-term stress has a negative effect, for some people it may be unbearable even unendurable. Too much of stress can lead an individual to crash into nervous breakdown.

It is now well known that people of modern age suffer greatly from disorders of stress. In fact they are the major causes of morbidity and mortality all over the world. Disorders of stress and injuries are responsible for a large number of human tragedies in developed countries. As the developing countries are also becoming more and more industrialized, a number of these disorders are increasing at a very fast rate. Up to 12 million people will admit for having stress related problems at anyone time. **MIND survey-Stress work (1992).**

Almost 10% of work force suffers from work related stress at any one time. **Davis and Teas Dales (1994).** 80 million working days are lost each year due to mental illness. **CBI Report, 'working for youth health-practical steps to improve the health of your business' (1993).** 30-40% of sickness absence from work is attributable to mental and emotional disturbances. **Mind (1995).**

The value of health is realized only when it is lost. Without health, life is dull, dreary and dross. If the body is not in good health, one cannot enjoy success and prosperity. Health is the fundamental condition of happiness and contentment. Health,
happiness and peace of mind are those assets and treasures that cannot be purchased. A healthy person can meet the struggles, dangers and difficulties of life bravely. Life is a struggle for existence and in the world there is survival of the fittest. Healthy persons with courage, stamina, vigor and vitality can be successful in the battle of life.

“The health of our nation is a key to its future, to its economic vitality, to the moral and efficiency of its citizens, to our success in achieving our own goals and demonstrating to others, the benefit of free society. Ill health and its harsh consequences are not confined to any state or region, to any tale, age or sex or to any occupation or economic level. This is a matter of national concern”. (President John F. Kennedy).

Today, we confront history's most devastating problems, changes, turmoil, opportunities and challenges.

Many people today work long hours, face constant deadlines and are subject to pressure to produce more and more. Organization and the people, who run them, are under constant pressure to increase income while keeping costs in check. To do things faster and better but with fewer people is the goal of many companies today. The results can indeed be increased performance, higher profits and faster growth. But stress, burnout, turnover, aggression and other unpleasant side effects
can also occur. Stress is widespread and so paternally disruptive in organizations. As other people do, managers and executives are also victims of stress.

In today's competitive environment driven by such forces as globalization, technology and downsizing, it is more important than ever for managers and executives to hone their craft to manage this stress, as they are constantly seeking new ways to perform their tasks more effectively. The nature of managerial work varies from company to company and continuous to evolve but one common thread permeates virtually all managerial activities is that they act as bridge between the management and employees. Thus, the management process and the behaviour of people in organization are undeniably intervened.

Managers and executives use their knowledge and skills to better understand their own needs, motives, behaviours and feelings; better decision making, communicate better and comprehend how career dynamics unfold, to better understand themselves, subordinates, peers, colleagues, their superiors and clients.

They carry their work home for evenings and weekends. Their roles and workload make them to experience excessive stress (negative stress), which in turn affects their health, behaviour and performance. This may spoil organizational climate, employee
morale and can create stress for other employees. Ultimately, the stress effects produce business problems and the organization becomes ineffective. Hence, there is an urgent need that people and organization should be concerned about how to manage stress and its related effects or diseases more effectively.

Though, recently innumerable tranquilizing agents have been discovered and marketed, all of them have certain toxic and habit forming properties.

In today's space age, where one is always faced with a multitude of problems and tensions, it is not advisable to use drugs continuously to cope with stress and related ailments. Hence, their use should be bare minimum followed by certain non-medical (Non-drug) measures that are advantageous and safer such as Yoga / Meditation.

Yoga seems to be the earliest and the most effective method for providing peace and tranquility of mind. These yogic practices not only help in eliminating stress, reversing the progress of stress related diseases but also improve the resistance of the body at psycho-physiological level.

Changes in feelings, especially if they are intense, are reflected in patterns of breathing, profoundly affecting the smooth, continuous flow of breath. Fear may produce fast and shallow breathing; anger results in short, quick inhalations and strong
rapid exhalations. In anxiety states, breathing is fast and sometimes irregular. Pain often causes holding of the breath and can in fact produce a change in both breathing and emotion. By contrast, feelings such as joy, love and forgiveness induce slow, smooth, even respirations and a general sense of peace and well-being. A change in the emotional state can be created by consciously altering the patterns of breathing.

Working from the premise “Life is breath, breath is life”, yoga places a great emphasis on making the breathing deep, rhythmic and effective. It increases blood circulation and reduces oxygen consumption. It can also increase lung capacity as lung tissue becomes more elastic and surrounding muscle more flexible; getting ample air into lungs helps to feel more alert and focused. The principle here is that essential thoughts, messages are delivered more effectively when the body is relaxed and the brain is well-oxygenated; helping the body and mind to work more successfully while feeling less tired and less stressed. Many researchers have found that subject’s heart rate, respiration rate, oxygen consumption and carbon dioxide elimination decline during meditation. Fig.1 shows the physiological changes as an evidence of physical relaxation during the meditative state.

Wallace and Benson (1972).
Today, it is recognized by all leading scientists in the field of Physical Education that the real field of physical training should not be the muscles but the nervous system. Yoga practice through neuromuscular motility promotes internal health and develops the mental, the moral and psychic potentiality of an individual.

By practicing Yoga, an individual will be able to be aware of his latent abilities and huge reserves of energy that lie dormant within that results in a significant improvement in the quality of life of an individual.

Its regular practice helps an individual to bring deep-seated tensions to the surface and to cope with them. Consequently,
individual becomes more at ease with himself and comfortable with others. This results in greater self-confidence and enhanced productivity. It helps to integrate and strengthen personality, allowing an individual to become serene and competent.

Yoga / meditation wine mind to the deepest bones and marrow. It activates and regulates the finest layers in the innermost recesses of the nervous system.

The more nourished the nervous system, the more it will express the qualities of pure consciousness-intelligence, creativity and bliss.

It promotes body fitness, helps to deal with everyday stress. It will relax an individual and calm his mind, increases his stamina and evokes inner power to safeguard an individual from illness.

Yoga / meditation practicing helps individual learn to think clearly under pressure, its unique approach helps one to deal with the source of stresses that can otherwise plague his working as well as personal life.

**Studies conducted by Singh and Udupa (1977) and Datey (1977)** throw a light on the positive effects of yoga practices on experienced stress.

**Sam Batliwala (1990)** compared the stressors experienced by Indian executives at the organizational and at personal level vis-a-vis his American counter part. The executives singled out 19
stressors at organizational level and 15 at personal level - in subordination, inadequate training, housing, demanding spouses and in-laws, integrity, noisy environment and transfer or jobs were some of their typical stressors. Yoga was one of the typical coping strategies adopted by these executives.

Yoga appears to be one of the most important techniques used by Indians to cope with stress.

The technique of yoga / meditation is most suitable and effective for every individual especially managers and executives who are hard pressed for time and stressed by new challenges posed by very nature of their work.

The management of stress, its negative ailments and related diseases is of concern both for the individual and for employing organization. For individuals it is important because life, health, productivity and income can be affected; for organizations it is important not only for humanitarian reasons but also because, performance in all facets and thus organizational effectiveness and national economy can be affected.

Therefore, the urgency of getting an ideal method of attaining mental peace has become operation, in view of the tremendous increase in the stress and strain of life, especially, in urban areas and organizational settings.