CHAPTER – I

INTRODUCTION

Today's age is "The Age of Anxiety" and this century is called "The Century of Stress". Today majority of people are in a state of Stress. Their fast-paced lifestyle places them under pressure to perform the best. Stress is often termed as twentieth century syndrome born out of man's race towards modern progress and its ensuring complexities. At one point or the other everybody suffers from stress. While the college students may experience stress in meeting the academic demands, the people in jobs and businessmen may suffer stress to reach office in time and to complete the projects on time. Even the household ladies may experience stress in managing the home affairs, look for a maid or servant. Most of us experience stress at one time or other; for without stress, there would be no life.

Stress thus, has become a part of day-to-day living of every individual. A stress condition can be real or perceived. However the brain does not differentiate between real and imagined stress. Right from the time of birth till the last breath every individual is invariably exposed to various stressful situations.

1.1. ORIGIN OF STRESS

The origin of the term 'stress' is ambiguous. It is a common term which began life in the 14th century. It meant the experience of physical hardship, starvation, torture and pain. These days, however, the term revolves around the medieval definition, in which 'stress' simply meant 'hardship'. The recent scientific developments inform us that 'stress' is actually good for us. Stress is
derived from the Latin word stranger, meaning to draw tight, and was used in the 17th century to describe hardships or affliction. During the late 18th century stress denoted ‘force, pressure, strain or strong effort’, referring primarily to an individual or to an individual’s organs or mental powers, Hinkle (1973).

Stress is a physiological and psychological imbalance. Stress arises when individuals perceive that they cannot adequately cope with the demands being made on them or with threats to their well being. Stress results from an imbalance between demands and resources. Stress is the body’s way of reacting to any situation and it can have serious repercussions on an individual’s life. Yet, people fail to realize the importance of stress management in their lives. Effective managers can stay in control of life, without panicking even under stressful situations. They handle stress by planning work, taking regular breaks, and rejuvenating them.

1.2. STRESS! WHAT IS IT ???

“Stress is the demand made upon the adaptive capacity of mind and body”, David Fontana (1999).

It isn’t easy to find a generally acceptable definition of stress. The word with different people takes different meanings . . . be it professionals, psychologists, doctors, engineers, management consultants, all use the word in their own distinctive ways. Management consultants talk in terms of organizational challenges, psychologist in terms of human behaviour and doctors in terms of psychological mechanism.

1.3. TO DEFINE STRESS

The word ‘stress’ is defined by the Oxford Dictionary as “a state of affair involving demand on physical or mental energy”. It is a condition or circumstances (not always adverse), which can disturb the normal physical and mental health of an individual.
Hans Selye, (1936) the father of stress has defined stress as a "non-specific response of the body to any demands made upon it". Stress is a psychological reaction to problems, threats, opportunities and challenges faced by an individual when the outcome is both important and uncertain. Everyone experiences stress on a regular basis. Executives of Multi National Companies, particularly the executives are highly prone to stress due to:

i. Pressure to learn a large number of business operations in a limited time.

ii. Heavy demands on their time to complete assignments and preparing for presentations and discussions.

iii. The challenges of adjusting in the new environment.

iv. Pressure to meet high expectations from self and higher authorities.

v. Uncertainties about future task.

Facing problems is a day-to-day affair for executives in any organization. Problem solving, needs creative and scientific approaches. The opinion about, the problem solving ability of the executives underlines the need for their highly dynamic mental status. There are, certain behavioural patterns which can hamper the dynamism of individuals. Executives’ leadership style, if understood has got an important role to play, in solving organization problems. Every effective leader is expected to have emotional balance.
1.4. STRESS POSITIVE, NEGATIVE OR NEUTRAL

Hans Selye (1936) the father of stress said that stress is the spice of life and absence of stress is death. Without stress, there would be no life. Stress is not always necessarily harmful. He says, “Stress is not necessarily something bad. It all depends on how you take it”

Stress can be therefore negative, positive or neutral.

As a positive influence, stress can help and compel us to action. It can result in a new awareness and an exciting new perspective.

As a negative influence, it can result in feelings of distress, rejection anger and depression which in turn can lead to health problems such as headaches, stomach upsets, rashes, insomnia, ulcers, high blood pressures, heart disease and stroke.

Stress is a fact of life. But too much stress can breakdown a person’s physical, mental and emotional health. Planning can help people to manage stress in their lives. They must begin to make choices that support their values and develop a personal plan to take charge of their lives.

Stress is something that occurs all the time and affects everyone, one way or another, at least some time. Stress can be a good thing. It can be a source of motivation to help get something done or help one to react quickly to a potentially dangerous situation.

1.5. STRESS – LIFE SAVER / LIFE DESTROYER

At one end of the scale, stress represents those challenges that excite us and keeps us on toes, whereas on the other end stress represents those conditions under which individuals have demands made upon them, that they cannot physically and psychologically meet. Hence, at one end stress is a life-saver and on the other it is a life destroyer.
1.6. **WORK STRESS**

Work stress is a dynamic condition in which an individual confronts with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both certain and important.

1.7. **TYPES OF STRESS –BOON OR BANE?**

**Prof. D.M. Pertonjee** (1999) a well known expert on stress research, classified stress into four main categories that people experience. There are four main types of stress that people experience.

![Diagram of Types of Stress](image)

**Fig.1.1 Types of Stress**

1. **Eustress**: Eustress or positive stress occurs when your level of stress is high enough to motivate you to move into action to get things accomplished.

2. **Distress**: Distress or negative stress occurs when your level of stress is either too high or too low. It causes physical psychological behavioural problems. Distress creates feelings of discomfort and unfamiliarity.
There are two types of distress:

a. **Acute stress** is usually for a short time and may be due to work pressure, meeting deadlines, pressure or minor accident, over exertion, increased physical activity, fearing something you misplaced, or similar things.

   Symptoms of this type of tension are headache, back pain, stomach problems, rapid heartbeat, muscle aches or body pain. Acute stress can crop up in anyone’s life and it is highly treatable and manageable.

b. **Chronic stress** is prolonged stress that exists for weeks, months or even years. Someone who is constantly relocating or changing jobs may experience distress. While acute stress can be thrilling and exciting chronic stress is not. This is the grinding stress that wears people away day after day, year after year. Chronic stress destroys bodies, minds and lives. It’s the stress of poverty of dysfunctional families of being trapped in an unhappy marriage or in a depressed job or career.

   The worst aspect of chronic stress is that people get used to it. They forget it is there. People are immediately aware of acute stress because it is new. They ignore chronic stress because it is old, familiar and sometimes almost comfortable.

3. **Hyper stress**: Hyper stress occurs when an individual is pushed beyond what he or she can handle. Hyper stress results from being overloaded or over worked. When someone is hyper stressed even little things can trigger a strong emotional response.

4. **Hypostress**: Hypo stress is the opposite to hyper stress. Hypo stress occurs when an individual is bored or unchallenged. People who experience hypo stress are often restless and uninspired.
1.8. SIX MYTHS ABOUT STRESS: Fred Luthans (1980)

Six myths surround stress. Dispelling them enables us to understand our problems and then take action against them. Let’s look at these myths.

Myth 1: Stress is the same for everybody.

Completely wrong. Stress is different for each of us. What is stressful for one person may or may not be stressful for another; every individual responds to stress in an entirely different way.

Myth 2: Stress is always bad for you.

According to this view, zero stress makes us happy and healthy. Wrong. Stress is to the human condition what tension is to the violin string: Too little and the music is dull and raspy; too much and the music is shrill or the string snaps. Stress can be the kiss of death or the spice of life. The issue, really, is how to manage it. Managed stress makes us productive and happy; mismanaged stress hurts and even kills us.

Myth 3: Stress is everywhere, so you can’t do anything about it.

Not so. You can plan your life so that stress does not overwhelm you. Effective planning involves setting priorities and working on simple problems first, solving them, and then going on to more complex difficulties. When stress is mismanaged, it’s difficult to prioritize. All your problems seem to be equal and stress seems to be everywhere.

Myth 4: The most popular techniques for reducing stress are the best ones.

Again, not so. No universally effective stress reduction techniques exist. We are all different, our lives are different, our situations are different, and our reactions are different. Only a comprehensive program is tailored to the individual works.
Myth 5:

Absence of symptoms does not mean the absence of stress. In fact, camouflaging symptoms with medication may deprive you of the signals you need for reducing the strain on your physiological and psychological systems.

Myth 6: Only major symptoms of stress require attention.

This myth assumes that the “minor” symptoms, such as headaches or stomach acid, may be safely ignored. Minor symptoms of stress are the early warning, that your life is getting out of hand and that you need to do a better job of managing stress.

1.9. STRESS AND GENDER

Does stress tend to affect the male of the species more than the female? Opinions vary, since there are differentiating factors between the sexes. All parameters being equal, however, the preponderant view is that women are more adapt at handling stress.

Men and women do not seem to differ in the amount of stress they face only in their reaction to it. Women seem to be slightly more reactive to stress and related illness than men. Lakshmiram.D and Mishra.P.K (1999). They comment that profession has a major effect on the experience of occupational stress. Women are particularly prone to experiencing stress as they shoulder more responsibilities at home and seek perfection in work. Women tend to use more social support than men in dealing with stress. While men tend to use more avoidance than women. Women too are more likely to seek counselling or advice from professionals. Men and women both report the same top source of stress, finance, time worries about the future, academics, change and personal relationships.
1.10. CAUSES OF STRESS

There may be numerous conditions in which people may feel the stress. Conditions that tend to cause stress are called stressors. The various stressors can be grouped into three categories.

1) Individual, 2) group and 3) organizational.

1) **Individual stressors:** There are many stressors at the level of individuals which may be generated in the context of organizational life or his personal life.

2) **Group stressors:** Group interaction affects human behaviour. Therefore, there may be some factors in group processes which act as stressors. Following are the major group of stressors:
   - Lack of group cohesiveness
   - Lack of social support and conflict

Group interaction may become stressing for the individual, be it interpersonal conflict among the group members or intergroup conflict.

3) **Organisational stressors:** (Pertonjee.D.M – 1999) An organization is composed of individuals and groups and therefore individual and group stressors may also exist in organisational context. Organisational policies provide guidelines for action. Unfavourable and ambiguous policies affecting adversely may lead to stress.

1.11. SYMPTOMS OF STRESS

For convenience of the study, the various symptoms of stress can be classified into three broad categories viz.
1. Psychosomatic

2. Psychological and

3. Behavioural

**Psychosomatic:**

The “psychosomatic” combines the two wards, namely, “psyche’ which means mind and ‘soma’ which means body. The psychosomation symptoms of stress are physical for which the cause are mental. The physical symptoms are like ulcer, headaches, chest pains, constipation, bronchial asthma etc.

**Psychological:**

Stress also manifests in various forms of emotional disorders. Researchers have found that stress gets its reflection in the form of anxiety, depression, helplessness, hopelessness and anger.

**Behavioural:**

There is a general agreement that a high degree of job stress drives people adopt certain easily, visible behavioural symptoms such as sleeplessness, excessive drinking, smoking, absenteeism, obesity.


I. Individual:

a) Physical ailments:

- Headache,
- indigestion,
- insomnia,
- heart trouble.
b) Mental:

- Anxiety,
- irritability,
- lack of clear thinking,
- inability to relax,
- frustration,
- helplessness,
- loneliness, etc.

c) Behavioural:

- Excessive smoking
- Drinking alcohol
- Strained relationships
- Speech disturbances.

II. Organization:

Low productivity, poor quality, higher costs, increased absenteeism, low job satisfaction, accident proneness, poor interpersonal communications.

1.13. STRESS MANAGEMENT:

Stress management is dealing with stress in a positive way to ensure good health and general well being. Although stress in a changing world is inevitable executives have options on how to manage it. Stress management includes regular relaxation, physical exercise, talking with others, making time for social activities and reasonable self-statement. To master change, workers need to assess the need for stress management and develop strategies for
reducing the impact of stressful changes at work. Learning changes at work. Learning to lower the stress load will enable staff to function and adapt more effectively.

Stress management helps executives to cope when change threatens to become overwhelming. Ideally one would like to see change unfold in a systematic way that allows one to remain calm, confident and optimistic. Stress can cause unpredictable and immeasurable problems to an individual and also to the organization. It can cause job-related problems like negating safety norms, indifferent job performance, quality compromises, not caring for others and surroundings, forgetfulness, uncharacteristic clumsiness, defying authority, defensiveness and violent behaviour.

Stress in an inevitable outcome of modern day complex life, in organizations after the arrival of multinational companies in India.

1.14. COPING WITH STRESS

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

*Thomas Jefferson (2001)*

Individuals and organizations cannot remain in a continuous state of stress. Some actions become necessary. Coping with stress involves an adaptive response to stress so as to eliminate or reduce the stress producing factors. Some common methods of managing stress are given below:

**Action points:**

**Managers should:**

- Identify sources of stress and their effects.
• Adopt a de-stressing routine like going for a solitary walk at the end of the day.

• Spend time with family, friends.

• Make time for vacations.

• Practice relaxation methods like deep breathing, meditation, and yoga.

• Sleep for at least 6-8 hours.

• Plan, prioritize, and delegate work

• Try to maintain a work-life balance.

Managers should not:

• Ignore symptoms like frequent headaches, coughs and colds.

• Take on too many responsibilities or demands that are outside your capabilities.

• Use drugs, tobacco, alcohol to handle stress.

• Use self-medication.

• Wait for deadlines to approach.

• Set unrealistic goals.

1.15. RESEARCH QUESTIONS

The Review of Literature has raised some research questions which motivated the researcher to undertake the present topic:

• Stress related issues like productivity, physical ailments, psychological pressure etc.

• Stress among the senior level employees in the multi national companies.
- Stress management techniques to be adopted to cope with stress and tension in order to create a healthy attitude.

1.16. STATEMENT OF THE PROBLEM

Stress is a dynamic condition in which a person faces with constraint and strains. Stress is the discomfort of an individual. Stress is a pressure condition causing hardship. It is an internal phenomenon of mental attitude. Stress is generally believed to have deleterious effect on health and performance. But a minimum level of stress is necessary for effective functioning and peak performance. It is the individuals reaction to stress which makes all the difference.

Stress is a mental, emotional or physical reaction resulting from an individual’s response to environmental pressure. It refers to pressures people feel in life. Different persons respond to stressful situation in different ways.

It is important to distinguish between pressure and stress. Pressure is motivating, stimulating and energizing. But when pressure exceeds the ability to cope, stress is produced. Stress is an external force or pressure on the human mind. One should try to transform stress into vitality, energy into power and knowledge into wisdom.

Stress can have serious consequences on both health and work performance. In terms of health, the current belief among many practitioners is that 50% or 70% of all physical illness is related to stress.

Behaviour response to physical and psychological stress can affect organizations negatively. Executives under stress grow unhappy with their pay, work, co-workers and have less organizational commitment and exhibit greater degree of absenteeism, job turnover and production inefficiencies.
1.17. NEED FOR THE STUDY

The present globalized economy and the entry of multinationals have put the executives to enormous pressure due to acute competitions. This competition reflects on human resource and quality output. The competition is a continuous process and it has sustained its popularity in the market. Under these circumstances, the executives need extensive research as they are instrumental for maintaining a healthy organization. Delighted executives are the need of today's industry (MNC) whose performance decides strategies, to create a conducive climate and environment which would enable them to ease out stress and strain for their better performance.

Although a lot of research has been conducted on 'Stress' over the last hundred years, some theories about it are now settled and accepted, while others are still being researched and debated. Researchers still continue to trace the causes and consequences of stress and strategies for coping with stress have not yet gained finality. Since then a great deal of further research has been conducted on this subject and new ideas have come to light. Though there are many researches going on, there are some missing links and gaps in the information provided by them. So an attempt is made in the present study to fill the gaps in the research and add new dimensions to the selected area of the subject.

1.18. ENTRY OF MULTINATIONAL COMPANIES IN INDIA AFTER LIBERALISATION: (1990)

There is a need to study the impact of globalization on developing countries from the view point of inward foreign direct investment. Attention should also be focused on the role which some developing countries particularly from parts of Asia and Latin America are playing as initiators of globalization through their own multinational companies.
India opened up the economy in the early nineties following a major crisis that was led by a foreign exchange crunch. The response was a slew of domestic and external sector policy measures, partly prompted by the immediate needs and partly by the demand of the multinational organizations. The policy regime radically pushed forward in favour of a more open and market oriented economy.

In this context the LPG paved the way for opening up the economy to foreign direct investment, providing facilities to foreign companies to invest in different fields of economic activity in India, removing constraints and obstacles to the entry of multinational companies in India, allowing Indian companies to enter into foreign collaborations and also encouraging them to set up joint ventures abroad, carrying out massive import liberalization programs by switching over from quantitative restrictions to tariffs and import duties. Therefore globalization has been identified with the policy reforms of 1991 in India.

Post 1991, the most significant development in the industrial sector has been the significant growth of manufacturing and software, while the software services sector has been a spectacular growth. Its evolution has been based as a distinct role in the global production system that involves relatively low value added work, "locked in" to the global division of labour. The software service sector has attracted India's best talent and spurred a tremendous growth of technical education, much of it being in the private sector while the software sector has both Indian and multinational firms.

The broader objective was to stimulate economic growth by attracting foreign investment, removing licensing and "monopoly" controls, allowing imports and encouraging exports, Government has carried forward the above reform process. As a result today, most industries do not require industrial licensing as automatic approval is given for foreign investment even up to
100% in many industries. State government has responded by computing the investment by multinationals and large industrial groups, through innovative activities undertaken by local industry to survive in increased competition.

1.19. MULTINATIONAL COMPANIES CHOSEN FOR THE STUDY:

Company Profile:

Three large multi national vehicle manufacturing companies Hyundai, Caterpillar and Ford are selected for the study.

HYUNDAI

Hyundai motor company earned its name as a “Car maker of the year 2010” being the U.K.’s leading auto trade obtaining an award. Its founder is Chung Ju-yung, Chung Mong-koo and he is the Chairman and CEO. The products of the company, much sought after by the world, is its automobile and commercial vehicles. They have executives over 75,000. Their revenues ¥ 31.86 trillion (2010) and their net income is amazingly ¥ 2.96 trillion Hyundai (2010).

FORD

The Ford motor company is an American Multinational Corporation. It was founded by Hendry Ford in the year 1903, June 16\textsuperscript{th}. William C. Ford, Jr. (Executive Chairman), Alan R. Mulally President & CEO). Presently Ford the second largest automaker in the U.S. and the fourth largest in the world, based on number of vehicles sold annually. They are known for their automobiles and automotive parts. They have the services of automotive finance, vehicle leasing and vehicle service. Their revenue amount to US$ 118.308 billion. Their operative income is US$ 2.957 billion. They obtained a net income of US$ 2.717 billion. The company has great number of executives amounting to 159,000. Ford (2010)
CATERPILLAR

Caterpillar the company provides the best value in machines, engines and support services. They provide the best value to customers. They are the worlds largest manufacturers of earth moving machinery. It was founded in California, United states, April 15, 1925. Its head quarters is in Peoria, Illinois, United States. Douglas R. Oberhelman, Chairman and Chief Executive Officer. It manufactures products such as D11 Bulldozer, 345C L Excavator, 930G Wheel Loader, 797F Haul Truck, C13 Diesel Engine. They render services of financing, insurance, training and maintenance. Their revenue is US$32.396 billion. Their network is US$895 million. They have a great number of executives who are about 93813. At some time even when the company went through a period of crisis, they stayed profitable. Caterpillar (2010).

1.20. HUMAN RESOURCE DEVELOPMENT PRACTICES ADOPTED IN MULTINATIONAL COMPANIES TO MANAGE STRESS:

"The problem is not stress. Rather it is how we react to stress", Michael Morrison (2001).

Stress is becoming increasingly globalised and affects the health of all categories of workers. Stress and coping with stress have become important concerns in both research and organizational practices for two-decade.

Coping with stress involves an adaptive response to stress so as to eliminate or to reduce the stress producing factors. Both the individual and the organization must stick on to certain important strategies to minimize their degrees of stress / stress level.

The multinational companies set up various committees through election. It comprises
a) Social responsibilities committee,
b) Recreation committee,
c) Sports committee,
d) Health committee, etc. To select committee members through campaign, election will be conducted and the names of the office bearers selected by the committee will be included in their personal profile. This is a value added to their position and qualification.

If they carry out their task to the expectations of their supervisors and colleagues, they are considered to hold prestigious post in the multi national company. This added value of fame is considered for their elevation and promotion for the post they hold on.

Their excellent performance recognized by the company adds a good name not only to themselves but also in the growth of the company.

THE CYCLE OF WORK:

The elected members form their respective committees with their leaders and sub leaders. Each of the committees have their special task to perform. Every committee yearns to perform their best for themselves and for the good of the company. Every individual taking part enthusiastically is evaluated. The company thereby lends its best assistance in order to help them to have a healthy atmosphere, reduce stress and tension and to come out with their best talents.

While the committee sees to the outer performance of the executives, the management solely controls the finance.

To ease the pressure of work, the committee incharge, conducts cultural activities, once or twice a quarter. Their cultural activities include sports,
recreations, social networking, health check ups and fund raising for charitable purpose.

Planning tours and trips for recreation and relaxation, can destress to get through challenging circumstances.

**COUNSELLING**

Professional counselors can help individual executives to be free from anxiety, worries etc.

**NSS ACTIVITIES**

Giving options to executives to render voluntary services such as (Blood donation camp, eye camp and health checkup by having a tie up with Lions club and leading social service organizations can release their mind from stress and give the executives an encouragement for their mind to be diverted from hectic work load.

The above activities are conducted under the interest of the executives. They are carried out as a social cycle of work continuously which has its mutual benefits to the giver and to the given. These kind of activities can be adopted to enhance the popularity of the company.

**BRAND VALUE**

To empower the brand value of the company, special activities such as Rally on World Environment Day, Women’s Day, etc can be conducted, where full participation of the executives are encouraged. This is a good, distressing and relaxing activity from their day to day tight schedule of work.
EXECUTIVES UNION

The executives union in the companies can represent to the management, on behalf of their executives on matters such as bonus, arrangement for celebrations of the various festivals (Independence Day, Republic Day, New Year, Pongal celebrations) irrespective of cast and religion. From time to time, the executives meet the employer to discuss on matters that could be constructive to themselves and to the company.

TRAINING DEVELOPMENT TEAM (TDT)

The company offers for the betterment of the executives various activities such as mind relaxation techniques, Yoga to develop communicating skills, presentation skills of the executives etc. This is all organized with an overall supervision of the training development team (TDT).

EXECUTIVES PARTICIPATION

Meetings and conferences are conducted by the management, Participation of the executives will encourage one to one discussions getting feedback of their performance which could be either individually or collectively as a team.

The above are the Human Resources Development practice that every company wishes to adopt and follow in order to keep the executives lively and the executives of the management devoid of stress and to bring the company to the limelight of its surrounding and environment.

1.21. OBJECTIVES OF THE STUDY

1. To identify personal factors causing stress among the executives of multinational companies
2. To analyse the organizational factors (Crucial HRD elements) leading to stress among the Executives.

3. To study the work related factors creating stress.

4. To ascertain the stress management techniques of the organization

5. To suggest the implementation of coping mechanism among the Executives of Multinational companies.

1.22. HYPOTHESIS

1. There is no influence of personal variables of executives on causes of stress, stress management techniques and coping mechanism.

2. The factors causing stress do not differ significantly among the executives of multinational companies.

3. Organizational Factors in multinational companies do not cause stress among executives.

4. Work related factors do not influence stress among the executives of multinational companies.

5. Stress management techniques and coping mechanism among the executives of multinational companies do not offer significantly.

1.23. SCOPE AND LIMITATIONS OF THE STUDY

1) The study is confined to the executives, of three Multi National Companies Ford, Hyundai and Caterpillar in Chennai City.

2) The personal bias of the respondents might have an impact on the data collected due to the respondents’ reluctance to answer the questions.

3) The study is confined to selected groups of executives in a manufacturing industry and it may not be equally applied to all the executive classes of the country.
4) Stress can be either temporary or long term, so the level of stress can vary at any time.

5) Findings of the study are based on the assumptions that respondents have divulged the correct information.

1.24. RESEARCH METHODOLOGY

Pilot Study and Pre-Testing

A preliminary investigation is undertaken by contacting 50 executives working in MNC companies to identify the important variables regarding stress and the factors influencing stress. The responses are obtained from the executives for stress management techniques adopted in the organisations and its direct impact on individual and organisational efficiency. The purpose of the pilot study is to test quality of the items in the questionnaire and to confirm the feasibility of the study. This preliminary investigation is conducted in all levels of the executives. The random sampling method, cronbach alpha method and Hotellings t-square test are applied. It is found that cronbach value and Hotelling t-square value are .837 and 85.317. They are statistically significant at 5 percent level.

1.25. MAIN STUDY

The data is collected for the study by means of a three section questionnaire section 1 for the questionnaire is framed to obtain the general information about the executives, section II deals with different types of stress due to interpersonal relationship, work environment and organisational culture and climate. Section III deals with various determinants of stress due to organisational climate.

Section I of the questionnaire is designed in optional type, whereas the section II is designed in likerts 5-point scale, ranging from 5-strongly agree, 4-
agree, 3-neutral, 2-disagree, 1-strongly disagree. The questionnaire with covering letter is handed over personally to each and every respondent and they are requested to return the filled in questionnaire after 15 days, when the researchers visit them. The respondents took a period of 15 days to 2 months to return the completed questionnaire.

1.26. SAMPLE SELECTION

The multi stage random sampling method is applied to collect the primary data. This sampling method is justified as follows: The whole MNC companies is downsized into a block in the first stage of sampling. The second stage is preceded with technical executives working in the MNC companies. After these two stages, the random sampling method is applied to obtain the responses from the executives. Hence, the multi stage sampling method is justified to collect the samples from the different MNC companies.

1.27. SAMPLE SIZE

A sample size of 623 respondents is selected on multistage random sampling method. 623 samples are distributed among the executives of three companies in equal proportion as the total number of executives in each company is more or less equal. Executive belonging to all the categories and levels are included in the sample selection. Out of 623 samples, only 514 returned the questionnaire. Among 514 questionnaires 510 of them are found usable. The sample of this study covers all types of executives. Hence, the exact sample of the study is 510.

1.28. DATA ANALYSIS

The sources of data are primary as well as secondary. The data collected from the executives’ survey constitute primary information; the data gathered through books, journals, magazines, reports, dailies constitute
secondary data. The data collected from both the sources are scrutinized edited and tabulated. The data is analyzed using statistical package for social sciences (SPSS) and other computer packages. The following statistical tools are used in the study.

01. T-test and Paired t test are applied to ascertain the nature of responses of executives about the causes of stress, stress outcomes, stress management and its impacts.

02. Factor Analysis by Principal Component Method is used to identify the factors of causes of stress, stress effects, stress management and effects of stress management.

03. K-means Cluster Analysis is exploited to classify the executives of MNC companies based on their perception.

04. Discriminate Analysis and correspondence analysis are brought to bear upon the problem of identifying the discrimination of factors of various aspects of stress.

05. Karl Pearson’s Co-efficient of Correlation is brought into the context to explore the parametric relationship among the various factors of HRD practices and consequences

06. One way Analysis of Variance (ANOVA) is applied to ascertain the significant relationship between various stress management practices and their effects with respect to the organisational and personal variables of executives.
1.29. CHAPTER ARRANGEMENT

Chapter I: Introduction - deals with brief account on causes and effectiveness of stress, need and importance of the study, scope of the study Objectives of the study, hypothesis and methodology.

Chapter II: Review of literature – highlights the studies relevant to the present study. Studies on causes of stress and stress management are included in this chapter.

Chapter III: Conceptual frame work of stress and its management - elaborate the complete conceptual frame work that leads to stress causes, effects and stress management techniques adapted. This chapter also explains the history and growth of the company and stress management practices in the organization.

Chapter IV: Analysis of demographic and organizational crucial (HRD) elements influencing stress among the executives of multinational company – highlights the analysis of the primary data using higher order statistical tools.

Chapter V: Analysis of work related factors influencing stress among the executives of multinational companies – presents an empirical relationship between stress management and its impact on executives and MNC companies.

Chapter VI: Analysis of individual and organizational stress management and coping mechanism in MNC - indicates the various techniques of stress management and coping mechanism adopted in multinational companies.
Chapter VII: Summary of findings, suggestions and conclusions - summarizes the findings along with the suggestions to the management as well as to the executives for framing the strategies of stress management.

This chapter is continued to the study of literature on cause and effect of stress.
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