CHAPTER – II

REVIEW OF LITERATURE

INTRODUCTION

Stress is a subject which is hard to avoid. It is a costly business expense that affects both executives’ health and corporate profits. Stress is the order of the day and it’s highly impossible to be entirely without stress.

Work stress or executives stress has become a buzz word and a recent estimate is that stress results in lost productivity due to absence from work. Research evidence proves beyond dispute that stress has a dysfunctional impact on both individual and organizational outcomes.

A lot of literature is available on stress and its management. It is neither possible nor desirable to survey the whole literature. Therefore, review has been taken only for relevant works. Such review of literature always help the researcher is getting an overview of problem under study. Hence, the potential source of stress, stress consequences and other concepts related to the study was reviewed.

2.1. THE DEMOGRAPHIC FACTORS CAUSING STRESS

Maria Melchion and Jenny (2009) have given their views on “Sickness absence from work predicts worker’s risk of later depression”. They comment on participants who were studied were executives from the natural gas and Electricity Company. Required data (sickness absence) was obtained and assessed. The baseline for study on factors of age, gender, marital status, occupational grade, tobacco smoking, alcohol consumption, depressive
symptoms and work stress were analysed. The result obtained was that in a population of workers, those who take sickness absence are vulnerable to future depression. Sickness absence is an indicator to later health. Information of it may be useful to physicians, policy makers and employers to assess worker’s health.

Christopher Orpen (2001) conducted the research on “Occupational stress, personal strain and its adverse effects”. Personal strain manifests itself as anxiety and depression with life added restlessness, excessive drinking, smoking, social withdrawal and inability to concentrate. Impact of stress on individual at each stage requires attention to ease their mind providing work enjoyment.

Schlenker and Gutek (1987) have made their comments on “impact of stress in a large social service agency”. They stated that work role loss was associated with lower job satisfaction; lower work related self-esteem, and higher level of intention to leave the job but at the same time they found that executives were not likely to report work related depression or lower life satisfaction as the discontent was focused on the new jobs but not on life in general or involvement and identification with the profession. Satisfaction with the job itself accounted and identification with the emotional exhaustion.

Koustelios (2001) conducted research on “satisfaction with the job itself and satisfaction with promotion”. He suggested that job satisfaction and job promotion were significant predictors for the personal accomplishment. Pestonjee (1999) explained that optimum level at which stress is functional is different for different persons and is dependent on a variety of factors like the personality of an individual, self-esteem, his educational background, authority to make decisions, control over various organizational and environmental variables and so on.
Hayashi (2006) has focused a study on “Job stress and absenteeism”. He stated that almost 10% of the workforce suffers from work related stress at one point of time and about 7 million working days are last each year due to workforce stress.

Sparks et al., (2001) has given his abstract on “Work schedule and work environment” and stated that compressed work time schedules, flexible work hours increase satisfaction with the work environment and the work schedule itself.

Margaret Francis (2007) in her empirical study has made comments on “Stress Personality Relationship” Stress had been a noted problem among students for it evokes negative thoughts and feeling in a person. There has been a study of how personality influences stress which led to the finding that significant differences exist between low and high categories of stress. Low extraversion, high anxiety, etc., leads to higher stress. Thus study proves that personality factors have an impact on stress. 16 PF Personality Test and perceived stress scales were used as a guidance and support to publish their research.

Charlene Marmer Solamon referring to workforce Costa Mesa (2002) has expressed her opinion on the title ‘Stressed to the limit’. The author has extensively studied on the effects of stress an individual and the extracts produced by different researchers and psychiatrists. One of the professors of psychiatry has rightly said, that all the factors operating in a person’s life at his workplace converge to influence how he behaves. His stressful job can spill over to the family, health spheres and also into the work environment. To help out of such conditions the problem needs to be recognized and assessed. A good service agency such as EAP in an HMO can help. At the initial level a HR’s assistance is required before the individual is sent to the EAP. In order to help and prevent stress for executives one has to
read the signs of stress in the workplace. It could be heavy workload, infrequent rest breaks, long work hours and shift work, lack of participation by workers in decision making, poor communication, career concerns, environmental conditions etc. Organizations with HR professional can do the best with regular review process and ease the stress of any individual.

Lakshmiram.D and Mishra.P.K (2008) have given notes and comments on “Occupational stress among working women in Multinational Companies” after they made a study. They comment that profession has a major effect on the experience of occupational role stress. Women are particularly prone to experiencing stress as they shoulder more responsibilities at home and seek perfection in work. There are various types of occupational role stress (ORS) of which eight of them have important effects. Research suggests that women experience certain stresses to a greater degree than men.

Niharika Gaur (2008) has inferred his observations after he had made a study on “Stress, Social support, Job Attitudes and Job Outcome across gender” among 240 information systems professional. He emphasizes a significant difference between male and female professionals on stress and on social support. His finding led to conclude that Men have higher job satisfaction, and commitment than Female professionals, but Female professionals have higher turn over intention.

Christo et al., (2008) have presented their study under the title ‘Length of Service And Role Stress’. Public and private sector banks in Goa consisting of 186 executives were taken for their study on stress. A scale namely (ORS) was used to measure ten types of role stress. Their study was made on the basis of service as short medium and long groups. In terms of different types of role stress and total role stress, experienced groups were analysed. There appeared significant difference. Long tenure groups’ experienced minimum stress, medium tenure groups’ medium stress and short tenure groups the maximum
stress. This result pointed to the existence of a negative relationship between length of service and role stress.

Marker. G.A. (2005) writes his abstract on “It takes work to have a life in 24 x 7 world”. Life demands work; people who work long days, nights and weekends receive credits of appreciation. Yet it is healthy to know your limits. It should never affect your mental, physical health or personal relationships. Be alert to set back and assess your job if your work load affects mental health. Re-align your diet and sleep if your physical health is affected. Think of what is most important if it affects personal relationships. Technologies can help you shape and balance your work instead of working for unusual hours of 10-12 hours a day. Not everyone is a happy workaholic. If you place undue stress, encourage yourself to take time and refresh yourself. Take time to know your executives and show genuine empathy when you are under stress.

Davidson. M.J. and Cooper. C.L. (1999) have given their finding under the title “Occupational stress In Female Managers: A Comparative Study”. The research of the above authors speaks of the occupational stressors and stress outcomes associated with being a female manager. With a sample of 60 female managers a qualitative data was obtained. A qualitative data was also obtained by designing a survey. The result proved that women in management were experiencing higher pressure level from stressors in the work compared to men managers. Stress experienced by women at all levels of managers compared to their male counterparts was carried out to study. In general managers must learn techniques that help them to relax. There is an obvious need for cooperation and coalition of employers and executives, men and women to face problems jointly together and hope to resolve.

Mary Beth Grover referring to Farbes, New York September 6, (2005) has expressed her views under the above given title calling the stress
“Daddy stress” Men are expected to take care of household chores, spend time with kids and family. This causes them to become guilty, depressed, do shoddy work and sometimes leads to divorce. Women are able to tolerate and balance lives and work but men on trying to solve problems are at a disadvantage in the workplace and appear as through they are not being committed to work or serious about their jobs. This confusing environment makes men rethink their priorities. Fathers are put in a state of conflict between their homes and their jobs. It is rather tough doing a good job as a father and a career loving man.

Avinash Kumar Srivastav (2008) express his findings on “Role Stress in organizational roles across qualification levels”. It was his intense study made on management and labour. He clearly expressed that role stress is experienced differently across the qualification levels. Low qualification reflects impersonal inadequacy. Role stagnation and self role distance are stronger in medium qualification. It is therefore logical that role stress depends on individual perception which is influenced by the level of education.

The author (2004) whose abstract is titled as ‘Human resource management, guidelines, stress” is unknown. Negative effects of workplace stress is well known to HR professionals. They are still to learn that gender influences physical and mental reaction to stress. Both genders are exposed to risk of cardiovascular problems, depression and infectious diseases. These can affect health care cost, productivity and retention. Research has shown that women and men respond differently to stress. Women are prone to higher health risk than men as they worry more about each day. Therefore workplace stress needs to be reduced. There should not be excessive work. Too much work robs their time from spending with their families. Higher stress is noticeable among women. Work related causes of stress need to be identified and prevented for the well-being of both genders.
Edwina Jordan K. (2003) has expressed ideas on "stress management knowing well what many would face in the work force". Job stress is ever present and therefore one needs attention to understand, live and work successfully. Stress is everywhere among the family, students, teachers of every elementary schools, etc. Stress is a significant factor. Better understanding with the healthy attitude can help one to avoid psychological counselling or other forms of doctor aided therapy. Learning to minimize stress is the best way to handle stress.

Joshi (1999) studied "the job satisfaction, job involvement and work involvement of industrial executives". The data obtained on these scale were analysed by means of product moment correlation. The result revealed that the executives age, job experience and monthly income were significantly related to job involvement and work involvement. It was also find out that the monthly income to be significantly correlated with job satisfaction. It was observed that the executives job satisfaction and job involvement was found significantly associated. The result did not yield significant relationship between executives work involvement and job satisfaction.

2.2. THE ORGANIZATIONAL FACTORS CAUSING STRESS

Avinash Kumar Srivastav (2005) has expressed his views on the "Role of Stress Across Management Levels in an Organization". He highlights the stress encountered by individuals which depends on the levels of management. Statistical analysis revealed Role Erosion as the predominant stress across the three levels of management. The study also emphasized that the senior management level role stagnation and role erosion are the predominant causes to induce stress among executives.

Mahindra Bhattacharya and Jha. S.S (2007) have analysed on the topic "Stress in the organizational context" to show that retrospected fit,
psychological strain and anticipated fit, is a better predictor of behavioural strain. Their location of study was Calcutta Metropolitan Area with the age range of 28 – 48 years. Views exchanged by many had led to the definition of stress. One of them said that any characteristics of the job environment that poses threat to the individual is stress. Another said that it is a condition at work which disrupts psychological or physiological homeostasis. However a self report questionnaire was administered to 370 men and women working in eight different occupations.

To contact work-related stress in organizations and to reduce and prevent it at work was the major work of an anonymous (2005) writer. He has given guidance, "A key to managers to stopping stress". Management behaviours play a vital role in preventing, identifying and tackling stress. Management can help prevent most of the problems, causing stress at work. If managers could set clear goals and follow, there would be less stress and problems could be avoided. Trusting executives and giving responsibilities, expressing their emotions, communicating openly and not discussing behind closed doors go a long way in preventing and reducing stress at work.

Yogarvaya Panda (2008) has under the title 'Emotional Intelligence and Perceived Stress' has stated his/her investigations. Thirty one male and female executives from a business organization, were samples for observation. She inferred from her analysis that Emotional Intelligence (EI) is negatively correlated with perceived stress test. There appeared no difference in gender for EI and perceived role stress. But the importance of EI for management students is highlighted.

Richard S De Frank and John M Ivancevich (2008) have given their opinion on 'Stress on the Job: An Executive Update'. The accelerated and hectic pace of modern life styles has been leading to frequent and intense stress. Some sources of stress – such as down sizing violence, technology and
diversity are a part of current business environment. Management needs to consider the effects of workplace stress. Organizations should be aware of the impact of stress on their executives and their productivity. If they fail to recognize then they are at great risk. Lay offs among executives can increase anxiety and cause decrease in performance. Managers must be aware as how to cope with stress. Otherwise it will result in reduced productivity, poor worker morale and increased legal expenses. When attention is paid to both executives and the jobs they are to do, it will provide benefits for the health of both the workers and the organization as well.

Nicholas J Ashill, et al., (2001) abstract is on the ‘Job resourcefulness, symptoms of burnout and service recovery performance: an examination of call centre frontline executives’. It deals with the relationship between role stressors and symptoms of burnout by process and its impact on service recovery performance. Call centre frontline executives of New Zealand were used to investigate the influence of job resourcefulness, burnout symptoms and service recovery performance. The results of the investigation show that job resourcefulness buffers both the effects of role stressors on symptoms of burnout and the effects of role stressors on frontline executives service recovery performance.

Kalyanasundaram.P and Thirumali Arasan.M (2001) have focused their study on “The Motivational climate in an industry” Motivational climate builds up or inhibits employee satisfaction and productivity. It is only what is perceived to be the organizational environment. An organization today faces demands for change. It is essential to foster a climate that is congenial. It is necessary to take steps for preservation of employee motivation. A study was made on executives of different ranks considering twelve organizational dimensions and six motives. It was inferred that motivational climate is dominated by the dependency and control motives.
Carole Spiers (2006) imparts the opinion of “The Human Sacrifice”. Skilled management hands are needed to cure occupational stress. Cruel and hasty decisions taken can damage the very structure of life they meant to protect. Redundancy can thus wield a relentless sword if enforced indiscriminately and insensitively. Many instances could be quoted that lead to disaster blaming the individual on the management. A major mistake often made by organizations is to assume that only the staff being made redundant will be affected. Changes within the organization and thoughtless handling or redundancy can cause chaos. It is therefore imperative that managers receive specialist training as to how to run a redundancy programme which includes damage limitation.

Robert W. Eckles (2007) has adopted the ideas of “Stress-Making Friends With The Enemy” after his reading from one of the reference books. He has dealt with major stressors in business life. What constitutes too much stress and how managers can transform a liability into an asset, is a major cause that affect organizations. It greatly has its impact on executives. Most executives experience the external stressful event, but stress is internally generated when the individual is unable to cope with external stressors. The major stressors for business people are their personality types, organizational climates, management effectiveness and job satisfaction. The best way to be out of stress is not to be too urgent or hurry. One should be free from being hostile and relax without guilt or agitation.

Gasiorowska and Grazyna Maria (2007) conducted “A study of Project Managers” most dominant emotional intelligence abilities and skills’. Project Management has been a professional field for long years. In today’s world it is taking a change and new meaning. Great demands are felt by project managers. Growing importance is laid on emotional intelligence (EI) as great skills and emotions of people appear in their daily task. A study to explore the current status of Project Manager’s Emotional Intelligence was
worked. Twenty Three experienced PM’s from USA were the target for study. Tools were used to collect data and provide answers. The results were analysed. It was observed that professional environment will benefit from these discoveries which may lead to additional research but requires to be used carefully.

Michael S.Cole, et al., (2010) studied and examined the relationship between “Organizational Justice and Individuals Withdrawal” to observe if emotional exhaustion was mediator of these linkages. They used techniques obtaining data from 865 military personnel and civil servants. They derived from their observations that justice perceptions are related to psychological health, Emotional exhaustion mediated the linkages between organizational justice and withdrawal outcomes. Results also proved that one had the impact with the other repeatedly and finally negatively influenced turnover intentions.

Anup Singh.K, et al., (2002) have made their comments on “Supportive and conflicting Social Net-work and the stress-strain relationship” Study made by the above faculties proved that social support and social undermining are two contrasting aspects of social relationships. Social support is found to be negatively related to stress and strain while social undermining is positively related to stress and strain. The moderating effects of social support is yet vague as it may vary. Its effects of social undermining has no supportive result.

Daftuar and Anjali (1997) explored the “Influence of occupational stress” organizational commitment and job involvement and personality of lower and middle level manager working in electrical manufacturing company in western India. Result revealed significant positive correlation between job involvement and several areas of occupational stress, organizational commitment and personality types.
Biswar (1998) studied "the influence of life style stressors – performance, frustration, threat and physical damage on organizational commitment and job involvement of manager, supervisors and workers of large and medium public and private sector organization". The subjects were asked to complete the demographic information schedule, life style stressors questionnaire, job involvement questionnaire and the perceived organizational questionnaire. The result indicated that the performance, threat and frustration emerged significant predictors or organizational commitment. Whereas none of the stressors emerged as predictor of job involvement. The result also indicated that managers scored high on job involvement as compared to the supervisors and workers. The workers showed greater performance stress.

2.3. WORK RELATED FACTORS CREATING STRESS

Shailendra Singh and Arvind Sinha (2000) have explored the dimensions of “Job stress and perceived organizational characteristics”. It was a study on the executives of private and public sectors. The perception of an individual has a major role in stress experiences. When assessed through different questionnaire, significant factors of job stress had been detected. Ten dimensions of stress and ten regression equations were computed. Their finding suggested that a decentralized liberal decision-making strategy should be followed to reduce role conflict, role overload and feeling of inequity.

Mazerall and Lorraine Margaret (2003) have given their opinion on "Stress Management with the Manufactures and Environment". Greatest risk is to face in manufacturing environment as it causes a great stress to the executives. Stressors such as noise, temperature, air quality, lighting, ergonomics', and physical hazards are experienced on a daily basis. The impact of this is hazardous to health affecting physical, emotional, behavioral and social life. It also affects turnovers; decreased productivity and quality
controls manufacturing. Officials should be conscious about health program development and safety services.

**Dora Luk M. and Margaret Shaffer A (2005)** have given their findings on **"Work and Family Domain Stressors and Support: Within and Cross – Domain Influences on Work – Family Conflict"**. Their study was to examine within the cross domain influences on work and family. Multi source data was collected from 248 Hong Kong executives and their spouses. Their study revealed that expectations and demands were significant domain antecedents. Work and family stressors, conflict, support resources were measured using different variables and items to anlayse. It was found that cross – domain variables played an important role in the experience of work – family conflict. Cross domain support resources exhibited an exacerbating effect on stressor strain relationships within the opposite domain.

**Judy Arhunian (2005),** made a study in **"Burnout, Work environment, Employee morale organization development"**. It is a great challenge to manage. I.T. workers on the night shift. Night shift workers sleep less than day workers. When fatigue sets in, productivity is less. Changing sleep hours on days off can increase the effect. During shift only a few managers are available, so night workers feel disconnected from management. I.T. managers can take steps to encourage their night shift crews to be more productive and content. Night shift achievements need recognition. So find out the cause of them who take sick days. Keep them busy for if they are idle at night then absenteeism is high. Management needs to watch out shift times and change schedules with care. Create a healthful work environment. Allow night shift executives select their own schedules for this can reduce the rate of absenteeism.

**Shalini Srivastava (2007)** has placed her opinion of **"Women In Workforce: Work And family Conflict"**. She sadly expresses the difficulty
of married female executives. They hardly have time to devote to family, children and friends. Studies reveal the fact that they long to work with flexibility, to manage work life conflicts. Organizations that fail to achieve work life balance are unable to retain the most capable and motivated executives. Study on married female professionals with children (n=100) were made to identify the major causes and remedies of work life conflict. It is also for organizations to realize the importance of family friendly work. Interviews were conducted and evaluated. Analysis on it produced a set of pie charts that illustrated respondents concern for work family balance.

Jenny M. Hoobler et al., (2007) were the three who made a research on “Bosses perception of family work conflict and women’s promotability: Glass ceiling Effects” and expressed their valuable opinion. They found that though women could easily gain entrance for promotion and manager assessed promotability, they still remain stuck in middle management. Having this in mind the three researchers began testing whether managers, view women as having more family-work conflict than men. Their question was whether women were disabled to carry out their work roles due to their personal family work conflict. Their study to explore led to present a hypothetical model. Their sample for study was strictly from one Midwestern Vs Transportation firm. They collected information from managers and subordinates using several variables. They rated the managers and subordinates of both sexes. The results proved good, but there were limitations. Therefore future research of this study is needed. Results have indicated that managers tend to view women as less promotable and poor performers because women face greater family work conflict than men.

Nirmala Kanshik and Manju Singh Tank (2008) have made a study of the relationship between “Personality And Quality Of Work Life”. They worked on colleges and universities selecting teachers for study and observation. They used NEO – Five Factor Inventory (NEO – FFI) and OWL
scale to measure the dimensions. To be positively correlated with the OWL, some related to develop human capacity and some related to social integration in work force and constitutionalism in the work organization.

Miranda Kennet Canituar (2009) talks about "Management Today". It is her opinion that one’s ability should be encouraged. This can reveal good leadership and discretionary effort to their work. But one has to know how to balance the situation, not to be too friendly and suddenly, turn to be a grumpy refuse link. Generally people who are willing and helpful are preferred but at the same time there are dangers. You could be overloaded which may be difficult to execute your own work well. This can hold back your own work from the standard expected. This in turn can cause you to become more stressful and damage your chances of promotion. There are tactics that you can adopt to ensure that you are in a good light. Remember always to fit your own mask first before seeking to help others.

Navjot Kaur and Simranjit Kaur (2009) have identified the level of stress and presented their abstract titled. “Occupational stress; Hierarchical levels” Occupational stress is a problem faced physically and emotionally. It is a costly problem faced in work places. It gets worse when the requirements do not match with the capabilities, resources or needs of the workers. The object of the study was to find out the organizations which create more stress and the difference in stress levels at different organizations. The study was carried out in Punjab State Electricity Board (PSEB) Research tools were used to measure organizational role stress after the scale was checked for its reliability and validity. Different types of role stress experienced were measured and ranked. Five hierarchical levels in the PSEB had been recognized. Some have been found to have the highest level and some quite high and some to be lowest in design and office. It was found to be high amongst those performing more than one role. Various methods to reduce the stress levels have been recommended.
can try to repair problems. The victims who say they are pressured by bad bosses are the full time workers. Bosses take credit for their work and ignore to recognize success or hard work and do not provide guidance or opportunities to their executives. Survey also revealed that workers on the night shift are more likely to have a bad boss. Age has also its impact to express that those under forty years are expected to work late unexpectedly.

Sanjay Kumar Singh (2009) conducted research work on “Leveraging Emotional Intelligence for Managing Executive’s Job Stress”. Researchers across the globe have found the relevance of emotional intelligence of the executives which act as a moderator of job stress. There are individual differences that places special demands. People with good IQ and emotional intelligence are more successful than those with good IQ with under developed emotional intelligence. Thus more of stress at workplace is found among people with low emotional intelligence. A developed framework on emotional intelligence for use in the industry can reduce stress, improve health, well being and performance. Making executives emotionally competent through training and developmental programs is gaining importance.

Raymond Randall et al., (2009) have made a study on “The development of five scales to measure executives appraisals of organizational – level stress management interventions”. From the information and data collected from participants involved, their sensibility, reliability and validity were tested. A group of scales for evaluating executives’ appraisals lead to the finding that such a measure has the potential to improve the evaluation of interventions. The cause for the study on the above title was because organizations and researchers often encounter difficulties when evaluating organizational level stress management interventions.
Max Kashefi (2009) refers to the above title “Job satisfaction and/or Job stress”. Many scholars in sociology and psychology have in the last three decades paid attention to the psychological consequences of working in high performance, work organization. This has specially lead to specifically the issues of job stress and job satisfaction. The findings reveal the raised job satisfaction as well as the increasing job stress due to the adoption of internalization strategy. The reason for job stress is because of the internalization strategy that speeds up work pace, develops conflicting demands and intensifies conflicts between work and family.

Marguerite Rigogliso (2005) has given his summary under the title “Layoffs, Human resource management, Communication, stress”. It is tiresome to have constant contact with demanding clients. When managers who push frontline workers to put on a happy face tend to burn out their executives. Many authors have expressed their opinion on how demanding jobs lead to burnout while Wilk and Magnithan have expressed to supervisors who can improve or worsen executives experience. Call centre workers have been frustrated with their jobs. Worker’s supervisors and workers on both sides have expressed their true feelings. So it is obvious that they need breakout sessions to debrief and give vent. A healthy behaviour for clients should be the model adopted for better communication and management.

Amita Singh (2010) has expressed WLB on “The perception of work-life balance policies, among software professionals”. He expressed that unbalanced work life relationship, can result in reduced health and low performance outcomes for individuals, families and organizations. A distorted life and work is prevalent among the software professionals. Therefore a study had been made to assess their policies importance, attitude etc. The experience of software professionals, endowed insights, thus enabling them to improve the WLB policies and hence improve the quality of work and life.
Parul Rishi (2002) has given his views and has expressed his observation on “Occupational stress and health promotion”. Unsafe occupational environment has created alarming situation and increased potential hazards to health. Awareness and advancements in technological process, has to some extent controlled and reduced occupational diseases and accidents. But attention needs to be given to psycho-social stress. This should be the interest of the organizations to improve good work environment and promote health for the well being of the executives. If neglected it can cause unrest and undesirable consequences.

Graham Yemen (2007) made a study on “Is your workplace suffering contagious stress”. All organizations need to pay attention to stress and manage effectively to improve performance and effectiveness. When stress is allowed to spread, it can like any other disease get around the workplace. Therefore every effort needs to be taken to prevent it. They are contagious. It can lead to problems within family and business which can in turn cause poor service or poor quality. One needs to pay attention for it is the duty of care and responsibility for a safe sail of health and safety. Effort should be taken to reduce stress and pressure at work. Work should be sensibly scheduled. Good relationships should be maintained. Organizational changes should be well managed and communicated. Learn to be reasonable making your work place a pleasant one.

Job stress – Jennifer J Salapek (2005) writes on “Management, Occupational psychology, Human Resource Management, Transcendentalism, Stress, Employee development, Developing countries – LDC’s studies”. Workplace stress has its effect on sufferers and on business. It all depends on how job stress is treated. It requires attention and prevention. It needs recognition, for steps to be taken to reduce stress. There should be general awareness about job stress and security. Technical capacity should be to conduct the program for training house staff or retention of the consultants.
It is the working conditions that play a primary role in causing job stress. There should be participation of workers in decision making and communication. Social environment, support or help with good relationships can reduce stress. Nevertheless according to Santer, they should to be taken as challenges considering them to have a positive effect and constructive steps. Awareness in identifying stressors, evaluating progress regularly, establishing technical capacity should be adopted for better changes.

Diann M. Marshead (2002) has expressed his views after his reading. “Occupational Health and Safety”. His expression is that stress of Shift work can cause body to increase tiredness, irregular sleep patterns, digestive problems and other health hazards. A thorough understanding of stress associated with shift work can help to avoid and reduce worker fatigue, accidents, injuries and subsequent cost incurred due to accidents and reduction in efficiency and productivity. Therefore planning the right schedule is indispensable. Stress associated diseases such as hypertension, ulcers, anxiety, depression, allergies, etc., etc. could be avoided with executives working on regular schedules. Rotating shifts could be beneficial especially to those above 40 years. Designing the right schedule for executives can increase employee satisfaction, which will ultimately result in increased production and reduced injuries.

Kalimo & Mejman (1987), Stokols (1992). “Occupational stress and health promotion: A psychological approach”. Today’s high pressure life styles can take a heavy toll in decreased productivity, frustration, disease and even mortality. The reactions of individuals to stressors represent a major psychological and medical problems. The increasing potential hazards to health resulting from unsafe physical and psychological occupational environment are creating an alarming situation and promotion of occupational health and well being has become an issue of great concern. Health of industrial workers is highly influenced by conditions prevailing in the work
place. There is always a conflict between the needs of the employer to push for increased output and efficiency and the needs of the employee to be protected from the hazards of the work place. The enormous cost involved, both in financial and human terms, is enough to justify the importance of improving occupational safety and health, besides the humane idea of making work environment better for all executives. One estimate, made in the United States, indicates that the direct cost of executive stress alone are nearly $20 billion / year. Indirect costs are even more difficult to estimate and include items such as impaired motivation, poor decision making, loss of creativity and accidents.

2.4. STRESS MANAGEMENT TECHNIQUES

Anonymous (2005) this suggestion of Tips for reducing work related stress is by an unknown author. His suggestions to help employers reduce work-place stress are first to recognize the symptoms of stress, which is the stress causing events. Then one has to exercise regularly in order to have a longer and healthier life. Next one should maintain a healthy diet. Other suggestions as know yourself better to stop worrying, take pleasure in others success and do not procrastinate as it can have a negative effect on mental health. It is quite common for anyone to get stressed often but to educate executives as how to manage their stress would build up their physical and mental health.

Sumathi.S (2007) has expressed her findings on “Managing stress among the executives” after subsequent interviews with executives. Man is in a world of stress. He needs to cope up with stress at work, family etc. He should realize the serious consequences of health and work performances, otherwise his physical and psychological stress can affect organizations negatively. To overcome this flaw, the company should identify the factors causing stress, analyse the measures to overcome and suggest effective means to overcome it at different levels.
Charlie, Thomas William (2005) has studied on the “Work life balance, Workloads, Stress, Human Resource Management”. They dealt with the effects of the Transcendental Meditation, health stress reduction and also on human resource development. In the workplace, organizational effectiveness depends largely on stress reduction and development of personnel. The two are inseparable and necessary compartments of an organization. It requires careful study and attention for business progress and success.

Mohan. N (2008) on “Impact of Stress in Software Industry” has lead to a finding that ‘Stress is dynamic’. It is in different levels depending on age groups, income levels, work experience etc. His conclusions were after his focus on the stress level of the executives in software industry. His object was to identify methods of reducing stress at the individual and organization level. Having learnt from his study that there is no significant difference in stress level between those belonging to various income level groups, to various work experience groups or various number of dependent groups, he suggests, to spend leisure time in yoga and to share their time. They should not be trapped with circumstances, but just live with it. This will help them to reduce stress.

Miranda Kennett (2008) expresses on “Management Today”, the negative aspects of stress. He says that a boss’s body language and critical talk can amplify one’s stress. Stress can lead to loss of motivation and productivity and if unchecked lead to physical and mental ill-health. Absenteeism, sick leave and resignations prove the results of stress. Suggestions shared by the employee and boss might improve the situation otherwise it would turn out to be an added problem. Reorganization in a department may also cause stress till normality is achieved. A boss too can be most stressed of all, when he begins to dash around, frowning all the time, short tempered and ordering everyone. All efforts must be adopted to cut stress. Reduce stress by letting know what’s happening, and give them a sense
of involvement. Allow the staff to make judgment and decision and also allow them to express their feelings and listen to them.

Vinay Joshi (2005) has given a review on “Stress: From Burnout to Balance”. Maladaptive response of the body and the mind to stress and many of its consequences have been explored. Stress causes various physical and psychological disorders. These problems, arise due to imbalance in the workplace and family life. Techniques of stress management adopted could improve and correct health hazards.

Kavitha.G and Baby.M (2009) have made a discriminate analysis on the “Stressors of high and low stress groups of bank executives”. Having found that stress caused frustration and fatigue affecting office and home relationship, they worked to suggest ways and means to reduce stress. They used for their study, first hand information from public and private sector banks. They exposed the causes of stress referring to introduction of VRS, CRS and golden shake schemes. Frequent transfers and imbalanced salaries with heavy workload, with behavioural attitude of superiors caused high level of stress. A few strategies suggested to reduce were to introduce BPO systems, providing furnished, fames to transferred executives, arranging family get together, yoga, meditation etc.

Jeffrey Lating et al., (2000) a team of researches were lead to explore the applicability of “Biofeedback – assisted with relaxation training” using frontal and E.M.G as part of a pre-incident stress management training programme within a model of comprehensive crisis intervention. Same participants were taught a different relaxation techniques and results proved good. The study of the above was effective to teach life long effective coping strategies to inoculate people against the adverse impact of stress.
Oliver Niehouse, L and Karen Massoni, B (2000) give their suggestions to managers as how to adjust to stressful situations and regain their productivity. Their abstract is titled "Stress – an inevitable part of change". Constant change in the organizational environment for long years increases stress levels to even chronic stages of stress. It is accepted that stress is a growing problem for top management today. Managers who deal with stress in their executives must distinguish between two types acute or chronic. Magnitude and frequency of stress must be considered when examining the effects of stress. Management must be aware of the need to manage change, for executives take time for readjustment. Therefore keep change at a tolerable stress level. Help them by encouraging to deal with new or different situations on their own. Group meetings organized to discuss change will express the concern the organization has towards executives. Jogging, progressive relaxation exercises and tapes can help sufferers of chronic stress. Managers must provide opportunities to overcome stress problems dealing successfully with stress on their own.

John Ivancevich, M and Michael Matteson, T (2002) have given their abstract titled "Optimizing Human Resources: A Case for Preventive Health and Stress Management". Present age is an age of anxiety and stress. Job related stress has drawn the attention of medical – specialists, behavioural scientists and organizational managers. Negative aspects of stress need to be reduced on executives to improve quality of worklife. In any work organization managers should plan and control work activities. For several reasons managers are responsible for executives’ health. Death from stress related disorders calls for new preventive approaches. Preventive health management programmes help to reduce stress. Prevention is better than cure, therefore workers load of work should be considered. Regular exercise and checkups are necessary to keep workers healthy. Every worker should be conscious of maintaining good physical and mental health. Awareness of preventive health and stress management to improve health and reduce stress should be created for better environment and life.
Navedita Srivastav and Biswajeet Pattanayak (2002) stated that the main objective of their study was “To compare job stress level”. Their finding revealed significant difference in the stress level. It was concluded that stress management training would be helpful in reducing the job stress because of the practice of progressive muscle relaxation.

Rama Subramanian (2009) imparts his valuable advice on “Work Life Balance”. Balanced diet is indispensible for the physical well being of an individual. A balanced life is necessary for the well being of people. Quality of life is greatly affected due to over work and increased stress. Health disorders are all evidences of an unhealthy work-life balance. Stress may lead to binge eating, smoking and alcohol consumption. Poor maintenance of work-life balance leading to stress can result in poor coping skills, irritability, insecurity, exhaustion and difficulty in concentrating. This in turn affects children, families organizations etc. Therefore adopt a planned approach to life. Do not be obsessed with work. A relaxed approach to life work will enhance productivity and quality of work.

Clifford Sawhney (2010) enlightens the readers from his finding that it is possible “To convert stress building thoughts into stress-lushing ones”. The impact of stress in one’s body is such that it constricts the blood vessels raising the blood pressure. Stress, inspite of the negatives spoken of, is not alarming if sorted out and solved. No doubt stress causes increase in metabolism, with hormonal, physiological and biochemical changes taking place in the body system. Stress can become very intense and chronic and lead to related diseases if ignored. Stress could be categorized as common and uncommon stress. Most of these stressors can ultimately impair immune functions. Men are more stressed than women, but opinions vary. Stress building attitude should be replaced with stress ones. An excellent stress luster is to reduce stress by talking to yourself in a reassuring way. Positive attitude can reduce stress and transform an individual’s life. When one has a realistic
and flexible expectations, regular exercise, a healthy life style and a balanced diet reduces stress. Therefore handling stress the right way is most important.

Anonymous (2004) suggestion on “Stress management”. More than half out of 62 industrial managers confessed that their jobs were the source of stress in their lives. About fifty six percent said that that better management would be effective to reduce their stress. Management effectiveness is essential, for poor management practices can lead to conflicts and stress. High self expectations can also lead to stress. Certain warning signs of stress need to be sensed before it become serious. When uncontrolled stress is experienced one must know how to cope with stress. Good management practices, active aerobic exercise programme, a change of location or responsibility may be important in coping with stress.

Andrew sawers (2008) to the title ‘I’m fine no really, I’m fine’ reports that an over stressed person experiences anxiety, exhaustion indecision, confusion etc. etc. but finally they lead one to success is the author’s view. The author expresses it as good, for without stress one can’t do anything. He repeats that a stressed brain works in its full capacity, keeps you alert and sharpens your mind. He has completely a positive word for every form of stress bringing his own experience.

Benedict Carey (2005) has expressed his opinion and findings “On environment, stress, yoga, meditation, etc., etc” It is a great challenge to Human Resource professionals to device a strategy to manage employee stress levels, at the same time maintaining a productive working environment. Researchers who have studied on stress related to freezes, lay offs and cutbacks have expressed the related problems. Work overloads have led to job dissatisfaction as no recognition is found either for promotion or increase in payment. In order to overcome and control such damage, it is suggested to prioritize, avoid conflicting priorities and spread the work to share the load.
Barbare Moses (2000) referring has produced her finding under the title “Give people belief in the future” companies meet the challenges of increasingly competitive market place in the present times. Managers and profession also fight through increased work loads due to elimination of jobs. The author highlights the anciently involved in todays workforce and how one as a HR professional can help support executives’ faith in work and business. People sweeping through changes are chronically anxious about the future. They are worried about the security of their income. Organizations need to help people to cope with these pressures providing them with a renewed sense of purpose and make them feel valuable both to themselves and to the organization make people restore their sense of the future by recognizing, communicating clearly and honestly appreciating and providing opportunities for self assessment and self determination.

Charlene Marmer Solornon (2002) has expressed under the title “HR’s push for productivity”, flexibility, training and right incentives that can create a high performance at workplace. HR also has its importance to play to take on productivity. Good preparation and guidance can cause improvements and long term gains in productivity. An overall result depends on the ability of executives. Leaders need to recognize the goals, implement measures to reduce the impact of absenteeism and must manage the impact of human factors such as family and work stress, depression and over time. Integrating all elements of HR can help productivity to thrive.

2.5. STRESS COPING MECHANISM

Christo FV Fernandes, et al., (2008) have given their views on the “Impact of social support of Role stress”. Their models for study were executives of public and private sector banks. Improvements to the work have been recognized, if stress is reduced and prevented. Social support was an effective mechanism for coping with stress. Therefore social support was
measured on three levels of poor, good and excellent. When social support is poor role stress is high and stress is at the lowest when social support is excellent and stress is medium when social support is good. For satisfactory performance it is necessary to enhance the social support, explore the methodology of outdoor games and encourage altruistic work culture.

**Michael Crant. J (2000)** has given his suggestions under the title “**Proactive Behaviour in Organisations**”. Proactive behaviour is an important component of job performance. After a review the author has described four constructs related to pro-active behaviour: proactive personality, personal initiative role breadth self efficacy and taking charge. Another set of proactive behaviours reviewed by the author are socialization, feed back seeking, issue selling, innovation, career management and certain kinds of stress management. The author after a study on the behaviour have provided a set of suggestion for future research.

**Tracy L Veach, et al., (2003)** have studied the “**Effectiveness of an Intensive Stress Intervention Workshops For Senior Managers**”. They investigated the ability of an intensive, integrated approach to stress reduction and coping enhancement towards an educated, upper level management population. Ninety five U.S. Governmental senior managers were participants whose knowledge of stress liabilities and coping skills were experimented for increase. On evaluation significant improvement was observed in their psychological symptoms, depressed symptoms, health habits, social support, responses to stress and life satisfaction.

**Benedict Carey (2004)** has expressed his views of “**Occupational health, stress, gender, human resource management and employee benefits**”. To help executives relax, reduce stress and recharge, free classes of yoga and meditation are encouraged at workplaces. When the labour market was tight and stress damage was on the increase the programs on stress reduction,
massages to relieve stress etc were encouraged at industries and organizations. Much research for safety of health and studies have proved massages and meditation as soothing and make them feel calm after classes.

Rajesh Kumar. G and Rajamohan. S (2008), have conveyed their advice on the “Burn out stress, pass on to success”. It is to make an individual aware of various effects of stress. They wish to highlight various remedies to burn out stress and make an individual happy. They also emphasis the fact that stress is necessary in life, as it gives an individual more strength and courage to face challenge with great sheer and endurance. One should transform stress into vitality, otherwise it will lead to the killing of the mind. It is the number one killer.

Shailendra Singh (2007) remarks on “Managing stress through empowerment”. Empowerment is a means of achieving the highest level of performance of which they are capable. Empowerment strategies such as delegation of authority, participation in decision making, role efficacy, empowering leadership, mentoring etc. are aimed at enhancing a person’s ability to deal with demanding situations. The above mentioned strategies can serve as an antidote to stress experience and help the individual in promoting employee effectiveness and well being. Thus empowerment is an antidote to job stress.

Sacha Cohen (2000) to the abstract “De-stress for success” is. Article referred to is ‘Heavy Workload, career pressure and budget cuts in workplace leads to stress. One has to find means to refresh his spirit and simplify life. Headaches, high blood pressure, insomnia are the initial signs of stress. If neglected can endanger ones career and health. Therefore an individual should learn to cope with stress in his workplace and elsewhere. Surveys conducted have proved that stress interferes with their ability to concentrate at work. So to cope with everyday annoying inconveniences remedial de-stress training
should be adopted to refresh one's spirit and simplify life. Train yourself to
gather information on the net, media, print, etc. simplifying your daily routine,
keeping track of time and working during prime time. Prioritize each new task
that comes your way. Just don’t sit at your desk long but relax in your position.
Every time you feel the pain change your position, straighten your posture
stand up and flex your neck and fingers etc. Take a break every hour or two
and walk around. These are a few tips for deflating stress.

Lewis, Darcy (1999) has conveyed his thoughts on “Ways to stop
stress before it stops you”. He has given six stress breaking suggestions, for
occupational safety professionals. They are, take care of oneself, sharpen your
communication skills, be a team builder, try a fresh approach share the burden
and highlight the positive.

Suzanne M Crompton et al., (2000) have made a study on “Stress and
Stress Management” and given their opinion as how to recognize and also
overcome. Many wish to avoid stress and live longer. It is also argued as the
salt and spice of life. It affects the performance of an individual in the
workplace. Stress can result in physical psychological and behavioural
responses Employers should be conscious of stress of their executives and find
means to reduce it. Many have conducted research on stress and have found
women too as victims of stress. There are many stress effects. Role conflict
and role ambiguity are also stress loading. An extreme case of stress is
‘burnout’, when a person experiences that, he/she can no longer cope. There
are various methods to combat job stress. Task redesigned, flexible work
schedules, participative management etc., etc., are work related techniques.
Training given helps managers become better bosses who can alleviate stress of
their executives. Stress training programs when implemented rightly can also
enhance productivity. A survey was conducted through out a six country area
of western Michigan. Study proved that some levels of stress can increase the
productivity of the average person. There were different opinions categorizing
on age factors. Stress tolerance differs among individuals. Many felt that responsibility for stress management lies with the individual rather than the organization as stress is viewed as a personal problem. A stress management program is a must to identify the stressor, support assist, meet their needs and communicate.

Panchanathan N, et al., (2006) have given findings on “The stress pattern of Coercive and non-coercive leaders”. Sixty problem solving executives of an organization were taken for the study. A scale was used to identify occupational stressors. The findings proved that coercive leaders to reduce their stress level should have changes in the executives’ leadership pattern. Executives stress level should be monitored by HRD division. This study could help prepare HRD programs, schedule and model.

John Hamilton (2007) has given his finding titled “Lender Loving Care”. It relates to management of work related stress and how to tackle a hazard in the modern workplace. Investigations and results thereby helped to plan for improving and managing stress. High level support and endorsement from the company’s senior management team helped in the successful implementation of new stress management. The following were instrumental in its success determining the problem, making everyone accountable for managing stress, equipping managers to manage stress etc. There were a few standards derived for stress management as how executives can cope with the demands of their jobs and the way they perform their work. How well the managers and colleagues support, not being unreasonable and make executives understand their responsibilities and also how organizational change is managed and communicated is indispensable.

Unknown (2008) advises on “Managing stress: Tips on staying strong”. Whatever may be the situation one is facing or is going around him, he is advised to remain calm in order to deal with the matter more effectively.
The present times are unpredictable and uncontrollable but one can take right steps to control. Trouble will soar up when one takes irrational decisions. Anxiety in the work place is normal but a healthy way of responding will shut down all fight on flight response. Anxiety should not become contagious affecting the progress of the entire organization. One can follow a few steps to break the destructive cycle of anxiety. Be a predictable leader, map the anxiety in your situation, learn to know the cause to solve the problem and keep yourself to the extent of even taking a vacation.

Clifford Sawhney (2010) has given some tips on “Stress Management”. He arouses interest to read the practical tips suggested to keep ones body mind and spirit to be fit. He speaks of improving ones memory and increasing brain performance. Various other observations made were time management referring to working and working moments. He warns of indecision and procrastination as time wasters. Other suggestions were of creative visualization, muscle relaxation laughter, hobbies, vacation, exercise etc. Choice of colour, music and practising yoga can relieve one’s tension and undo stress.

Effective suggestion made by Anonymous author (2007) on “Training managers which will help to reduce stress”. He highlights that new problems often arises in new situations, which they would not have ever encountered before. This will lead to a lot of stress. Research made on this is to show how managers can be trained to handle these un-programmed problems and generate new productive strategies under stress. A survey was conducted with 300 managers to discover the major causes of stress and how managers deal with them. It was found that they need to learn to cope with new situations and manage change without anxiety. They must learn to identify problems and do things differently to solve. If they begin to worry about unprogrammed problems they will fail to do their best job in the productive
aspects of their work. Unprogrammed problems when handled well will help to reduce stress and anxiety disorders.

**Akinnusi.D.M. (2004)** has conducted research on the “**Relationship between personal attributes, stressors, stress reactions and coping styles**” she has given her findings after investigating the relationship between characteristics of the individuals, stressors, stress reactions and coping styles. It was concluded from the study that the development of stress reactions is a function of factors peculiar to the individual and external environment. Women show greater behavioural stress than men. Their reaction to stress is either the desire to quit the organization or withdraw. Women tend to relieve stress by talking with their friends while men take to exercise, smoking and drinking.

**Pattanayak. B, et al., (2005)** indicated several interesting features on “**Helplessness and coping Patterns among employed adults**”. Statistical analysis was made to examine the relationships and to identify coping patterns. It indicated that people with higher education use more confrontative coping. One can infer that education and counselling are very important for helpless individuals who experience hostile social conditions.

**Suparn Sharma and Jyoti Sharma (2008)** have made a study on “**Stress and cope-up strategies of service sector executives**”. Stress has become a part of day to day living of every individual. Stress differs from person to person. Demanding work, stressful relationship and excessive working hours can be the cause. To overcome the problem, listening to music taking anti-depression drugs, attending social activities, balanced diet, going for walks etc., can reduce the level of stress. Stress management programmes can be effective tools to control. It is essential to identify the factors which lead to stress in order to fight out and overcome.
Janice Prochaska, M, et al., (2001) lead to derive on the subject “Mastering Change: A Core Competency for Executives”. Change can be exciting but one's mind must be receptive for the change. One has to be capable of adequately coping with the amount of changes they face. Tremendous change can be noticed when an individual masters the change. The process of transformation can help progressing and mastering for a personal well-being. Executives need to know where they are in the stages of change, where they need to go next and how best to get there.

Effective suggestions made for “Managing stress” by anonymous authors (2008) are valuable. One is advised to remain calm in any situation that is around you. When excessive stress begins to add up, researchers on this advice you to be a predictable leader and map the anxiety of the situation. Anxiety is normal, even desirable. But take steps to remain calm and control. Anxiety is contagious when you hastily pass it on. Therefore look first for the objective cause of the anxiety. Anxiety itself is a very complex phenomenon, but don’t despair or take efforts to rise above your own anxiety.

Mark Slaski and Susan Cartwright (2003) have made a study on ‘Emotional intelligence training and its implications for stress, health and performance’. About 60 UK Managers were given training in emotional intelligence. Their results relating to emotional intelligence, stress and health and management performance were measured. It proved to be encouraging. They found that emotional intelligence could be taught and learnt which may help to reduce stress, improve health, well-being and performance.

Suzy Wales (2002) has given her abstract on ‘Why Coaching?’ Experience of a group of managers were explored providing a coaching programme. Questionnaires helped to collect data from individual managers on benefits of coaching. All managers in the programme described significant improvement in their communication skills. They arrived at the conclusion that
coaching is an invaluable tool. It substantially increases the effectiveness of the links between self development, management development and organizational effectiveness.

**Harsh K Luthar (2000)** has conducted research on "The cause of stress and strain". They seek the ways to calm their mind. It is not just high-aerobic exercises only that can be the answer to stress relief. HR managers are expanding their wellness programs by offering meditation, yoga and relaxation training. Employers are well aware of the negative consequences of job stress and employee absenteeism. They are concerned to ease their stress by offering health care to keep workers rejuvenated and productive. Many companies offer such programmes as meditation classes or onsite fitness centres for they have come to know the way (Tao) of wellness. Some companies sound financially to provide yoga classes. Therefore the awareness of yoga and meditative approaches improve creativity and focus in a demanding work environment. It definitely enhances a company’s competitive advantage.

**Namin - Hedayah and Farnaz (2003)** explored the “Effects of emotional intelligence on work life balance above and beyond personality components in working graduate and undergraduate students”. About 100 working undergraduate and graduate students were models for their study and observation. They observed that certain dimensions of emotional intelligence correlated with personality emotional intelligence appeared to cause conflict over and beyond the influence of personality traits. Hierarchical regression was also used to study emotional intelligence. Results proved that there was variance in work family conflict and family work conflict even in the presence of personality.

**Edward and Gerald. R (2007)** have both worked on the project to examine “The Relationship between use of time management techniques and sources of stress among public school superintendents in Missouri”
From the data gathered they observed the relationship of benefiting and practising more effectively the areas of time management and job related stress. Participants in their research were volunteers from 524 public school superintendents of Missouri. Each one was given to complete forms assuring that it would be confidential. The result derived was the need for development and implementation of formal courses in time management and stress management at institutions which would benefit public school superintendents in their administration.

Available literature is not sufficient. Hence the present study is undertaken to fill the gaps in the literature and provide latest information about cause and effect of stress among the executives of multi national companies in Chennai city.

2.6. RESEARCH GAP

➢ The causes and effects of stress are considered to be a deeply felt necessity.

➢ The LPG paved the way for opening up the multinational companies in India. This has resulted in increased responsibility and ill defined work roles create stress among the executives of multinational companies. So there is a need to study the causes and impact of stress among the executives of multinational companies

➢ In India, Chennai being the most suitable and vital city for the establishment of business, where more multinational companies are being established. The researcher has chosen Chennai city as her area of study.

This chapter is continued to the next topic on the conceptual frame work of stress and its management.
REFERENCES


<table>
<thead>
<tr>
<th>No.</th>
<th>Author(s)</th>
<th>Title / Source</th>
</tr>
</thead>
</table>


47. Anonymous ‘Managers are key to stopping stress’ (2007) - Journal of ICFAI – pp.53-57


63. Miranda Kennett (2008) - Reference to the abstract is from London. May 2008 p.68


72. More than half out – (2010) - Through website


75. Barbare Moses referring to ‘Workforce, Costa Mesa: June 2000 – Vol.79 – pp.45-47


88. Unknown (2008) - The reference to the above is from HR Focus New York December 2008 vol. 85 ISS 12 p15 (1pp)


90. Anonymous Management Highlights (2009) - Through website


-------