

**A STUDY OF ORGANISATIONAL STRESS AND HR
INTERVENTIONS FOR THE STRESS MANAGEMENT
OF ITS EMPLOYEES WITH SPECIAL REFERENCE
TO SNL FINANCIALS, AHMEDABAD**

**A DISSERTATION PRESENTED BY
SALONI TAMASKAR**

**UNDER THE GUIDANCE OF
DR RASHMI HEBALKAR**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD**

OF

MASTER OF PHILOSOPHY (MANAGEMENT)

2013-14

TO

TILAK MAHARASHTRA VIDYAPEETH

PUNE

FORM 'A'

I hereby declare that the dissertation entitled “A Study Of Organisational Stress and HR Interventions for the Stress Management of its employees with special reference to SNL Financials, Ahmedabad.” completed and written by me has not previously formed the basis for the award of any Degree or other similar title upon me of this or any other Vidyapeeth or examining body.

Research Student : SALONI TAMASKAR

Place : PUNE

Date : 23 Jan 17

FORM 'BC'
C E R T I F I C A T E

This is to certify that the dissertation entitled “A Study Of Organisational Stress and HR Interventions for the Stress Management of its employees with special reference to SNL Financials, Ahmedabad.” which is being submitted herewith for the award of the Master of Philosophy (M.Phil) in Management of Tilak Maharashtra Vidyapeeth, Pune is the result of original research work completed by Smt. Saloni Tamaskar under my supervision and guidance. To the best of my knowledge and belief the work incorporated in this dissertation has not formed the basis for the award of any Degree or similar title of this or any other University or examining body upon her.

Research Guide : DR. RASHMI HEBALKAR

Place : PUNE

Date : 23 JAN 17

FORM 'C'

Form for Progress Report

1. Name of the Researcher: SALONI TAMASKAR
2. Date of registration: 10/09/2013 P. R. No. : 17113002227
3. Name of the Subject: M PHIL (MANAGEMENT)
4. Name of the guide: DR. RASHMI HEBALKAR
5. Title of the Research work: A study of organisational stress and HR interventions for the stress management of its employees with special reference to SNL Financials, Ahemadabad
6. Period of report: Date JULY 2014 To DEC 2015
7. Details of the work done:
The project is a study of stress amongst the employees of a business organisation. The work deals with identifying the stressors and the coping strategies used by the employees to manage stress
8. Submission date of the progress report: 23 Jan 17

Signature of the student

Signature of the guide

ACKNOWLEDGEMENT

1. At the outset, I wish to thank my research guide, Dr Rashmi Hebalkar, for her guidance and support in progression and culmination of this research project.

2. I owe special thanks to Dr Rajan Dhamdere, erstwhile HOD, Management Department, Tilak Maharashtra Vidyapeeth, for this continued encouragement and support through the entire course. I also am indebted to Dr Bhole of Management Department, TMV for her valuable guidance in steering my project work.

3. I owe my sincere gratitude to Dr Asha Nagendra, Professor, Symbiosis Institute of Management Studies, Pune for helping me initiating my work and providing academic support and motivation during the conduct of my work. Her unbiased inputs helped immensely in refinement of the work.

4. Overall, I would like to place on record my special appreciation for the entire faculty and staff of TMV for their support and encouragement in all the aspects of the study.

Saloni Tamaskar

TABLE OF CONTENTS

S No	Chapter No	Page No
CHAPTER 1-Introduction		1-8
1.1	Introduction	2
1.2	Title	4
1.3	Objectives	4
1.4	Hypothesis	4
1.5	Meaning and Significance	5
1.6	Scope and Limitations of Study	6
1.7	Working Definitions	7
1.8	Conclusions	8
CHAPTER 2- Review of Literature		9-40
2.1	Introduction	10
2.2	Review of books	10
2.3	Review of Articles	26
2.4	Review of Ph. D. Thesis	38
2.5	Conclusion	40
CHAPTER 3- Research Methodology		41-46
3.1	Introduction	42
3.2	Research Objectives	42
3.3	Statement of Hypotheses	42
3.4	Research Design	43
3.4.a	Secondary Data	43
3.4.b	Primary Data	43
3.5	Sampling Design	44
3.6	Analytical tools	45
3.7	Conclusion	46
CHAPTER 4- Analysis and Interpretation		47-79
4.1	Introduction	48
4.2	About the sample organisation	48
4.3	Analysis & Interpretation	50
4.4	Conclusion	79
CHAPTER 5- Findings and Recommendations		80-87
5.1	Introduction	81

5.2	Findings	81
5.3	Recommendations	84
5.4	Areas for further study	87
5.5	Conclusion	87
	Bibliography	88-91
	Annexure 1– Questionnaire Annexure 2- Proposed Stress Policy (For SNL Financials, Ahmedabad)	

CHAPTER 1 - INTRODUCTION

1.1 Introduction

1.2 Title

1.3 Objectives

1.4 Hypotheses

1.5 Significance and Meaning

1.6 Scope and Limitations

1.7 Working Definitions

1.8 Conclusion

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

“I cannot and should not be cured of stress, but merely taught to enjoy it. “

Without stress, there would be no life.”

Modern age referred to as “The Age of Anxiety” terms stress as an indirect influence on people of every walk of life. No one is immune to stress. Right from the childhood till death, an individual is exposed, directly or indirectly, to various stressful situations. And keeping in mind the cumulative build up of average stress levels, we possibly are living through the most stressful period ever experienced. It is a serious issue that humans have to deal with leading to life threatening lifestyle illness some of which even lead to death. It is the issue that costs companies and our economies billions and unfortunately, the negative effects of stress are widespread and growing.

“Stress as a scientific concept suffers the misfortune of being too widely known and too poorly understood. Stress is derived from Latin word *Stringere*, which literally means “to draw tight”. Stress is a condition which poses a challenge to our well being. It affects physical, emotional & mental wellbeing of individuals and also hampers workplace productivity. In the seventeenth century Stress meant hardship, strain and adversity but in the present times it is used to denote force, pressure, strain, or strong efforts with reference to an object or person. Stress can be understood as “the rate of all wear and tear caused by life”. Stress is not necessarily bad. It’s just how we take it.

ATTRIBUTES OF STRESS

Exciting or challenging events such as the birth of a child, completion of a major project at work or moving to a new city generate as much stress as does tragedy or disaster. Stress can affect an individual in a positive as well as a negative way. A minimum amount of stress is desirable as it enables to get the optimum performance from an individual. This is positive stress and is called Eustress. But, when the stress becomes too much for the individual to handle, it can be detrimental. It is negative for the person and is called Distress.

STRESS MANAGEMENT

Managing stress is all about taking charge: of your thoughts, emotions, schedule, and the way you deal with problems. There is a definite merit in learning healthier ways to manage stress. One must appreciate that if your methods of coping with stress aren't contributing to your greater emotional and physical health, it's time to find healthier ones. Another approach in this regard is to understand that when faced with a stressful situation, one can either change the situation or change our reaction. Mostly the latter dictates how the situation unfolds. Since everyone has a unique response to stress, there is no "one size fits all" solution to managing it.

BENEFITS OF STRESS MANAGEMENT

To summarise, the benefits that can be derived from practising efficient stress management methods are enumerated below:-

1. It improves our overall health status.

2. One can assume a more positive attitude and outlook in life.
3. It increases overall productivity since you are able to focus clearly on your tasks.
4. One has better control over his/her emotions and responses/reactions.
5. It motivates people to remain active and eliminate boredom.

1.2 TITLE

A Study of Organisational Stress and HR Interventions for the Stress Management of its employees with special reference to SNL Financials, Ahmedabad.

1.3 OBJECTIVES

- To study the nature of Employee stress and its effect on work performance.
- To study the coping strategies used by employees to overcome stress.
- To study the HR Policies and interventions relating to Stress Management of employees of the organisation under study.

1.4 HYPOTHESES

For the present study, the following hypotheses were formulated:-

- 1) There is existence of stress among the employees of the organisation.
- 2) Stress affects the performance effectiveness.
- 3) Individual employees follow their own techniques to cope up with stress.
- 4) HR Policies & Interventions of the organisation play a vital role in stress reduction of the employees.

1.5 MEANING AND SIGNIFICANCE:

Since our work environments often contain new situations, stress may be inevitable. The ways in which different individuals react to stress are different.

Being active and tackling the issue of stress in the workplace before it effects your company is the best way to safeguard against a stressed workforce, which can lead to suboptimal performance. There are preventative measures and reactive measures to deal with stress. It is better for the management to adopt preventive measures to counter stress in the organisation.

For this the pre- requisites are -

- A complete understanding of the working ecosystem.
- Identifying workplace stressors.
- Creating an environment where there is a balance between productivity demands and personal aspirations.

As discussed in the preceding paragraphs, pressure itself is not bad. However, when the pressures exceed a person's ability to cope it leads to stress accumulation. It follows, therefore, that we can tackle stress either by reducing pressures or by increasing our coping resources or better still, a combination of the two. Today's workforce occupies a wide spectrum of working habitats. Each sector projects specific challenges and hence the people working within are subjected to very characteristics stress inducing conditions. While it is understood that each individual responds in a very unique manner to a situation, it must also be appreciated that those situations too are very specific and incidental. Therefore, for getting any insight into the concept of 'Stress' it would be but logical to focus on a specific human sample amongst the working population and target a specific industry.

With the backdrop of the earlier discussions, this study aims at understanding the causes of Stress among the employees in the **Business Intelligence Services** by assessing the present trends, studying the working environment and analysing the personnel feedback from the employees working therein. The focus is on identifying the subtle issues that affect the performance of the employees; both directly and indirectly. The main objective is to diagnose the pertinent stressors and offer remedial measures for helping the employees in overcoming the problems related to it. To gain a holistic view on the subject and to gain a deeper perspective, literature survey and analysis of study reports on Stress will be carried out. This will also facilitate a focused understanding of the topic under study while identifying the causal factors responsible for stress among employees.

1.6 SCOPE AND LIMITATIONS OF THE STUDY:

Scope : The study is about

- Stress
- Stress Management
- Stress-coping strategies
- Stress and Performance Effectiveness
- HR Policies and interventions relating to Stress Management

Limitations:

1. The study is limited to the employees of SNL Financial India office located at Ahmedabad.
1. The study is limited to the Senior and Middle level employees of SNL, Ahmedabad.
2. The study is limited to sample size of 79.
3. The study is conducted during the period 2014-15.

1.7 WORKING DEFINITIONS

(I) STRESS

- Pressure or tension exerted on a material object
- A state of mental or emotional strain or tension resulting from adverse or demanding circumstances.

Meaning – Stress is basically pressure on the mind and body of a person which is experienced as a result of worries and tension faced by the person in his professional or personal life.

(II) ORGANISATION

An Organisation is an entity comprising of a group of people working together for a common goal and it functions in an external environment.

(III) HUMAN RESOURCE

Human resources is the set of individuals who make up the workforce of an organization, business sector, or economy. "Human capital" is sometimes used synonymously with human resources. A resource that resides in the knowledge, skills, and motivation of people. Human resource is the most important resource in an organisation and is the biggest asset for an organisation.

(IV) MANAGEMENT

Management is a function that synchronizes the resources of the organisation with the efforts of the employees of the organisation to achieve the organisational goals in the most efficient and effective ways.

Management comprises planning, organizing, staffing, leading or directing, and controlling an organization to accomplish the goal. Management is also an academic discipline, a social science whose objective is to study social organizations.

(V) **HUMAN RESOURCE INTERVENTIONS**

H R Interventions are a set of planned activities carried out in the organisation in a very systematic way. It is a means to bring change in the organisation. HR Interventions are planned, systematic and co-ordinated activity in the organisation.

(VI) **PERFORMANCE**

Performance is the act of doing a job, an activity etc., the execution of an action.

(VII) **EFFECTIVENESS**

The degree to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and whereas efficiency means “doing the thing right” effectiveness means “doing the right thing.

1.8 CONCLUSION:

A certain amount of Stress is necessary for everyone in order to keep functioning, some people may actively seek out stress. Psychologists have tried to distinguish between positive stress, which has been termed eustress, and detrimental stress, termed distress. The distinction is not clear cut, because not everyone interprets the same events as positive or negative, stress is a personal issue. The next Chapter throws light on the literature related to the studies conducted for the various aspects of stress.

CHAPTER 2 – REVIEW OF LITERATURE

2.1 Introduction

2.2 Review of Books

2.3 Review of Articles

2.4 Review of Ph. D Research thesis on Stress

2.5 Conclusion

2.1 INTRODUCTION:

“When you find yourself stressed, ask yourself one question:

Will this matter in five years from now?

If yes, then do something about the situation.

If no, then let it go.”

Catherine Pulsifer

This chapter consists of some book reviews and article reviews. The objective of this study is to gain better clarity about the concepts in the research title.

2.2 REVIEW OF BOOKS

BOOK REVIEW - 1

Name of the Book: Managing Stress at Work (Harvard Business Review)

Publisher: Harvard Business Review Press

When it comes to stress, one is far from powerless. Stress cannot be eliminated from the life of an individual but it can be managed in a better way. A certain amount of stress boosts our productivity. But then if it goes too far, it saps our energy and performance. This HBR guide to Managing Stress at Work helps the readers to find a sustainable solution to stress. This book acts as a guide to reach the goal of getting on an even keel – and staying there.

The reader learns to:

- Harness stress so it spurs productivity.
- Create realistic and manageable routines.
- Aim for progress, not perfection.
- Have the element of flexibility in the schedule.

- Decide when to set work/life boundaries and when to blur them.
- Renew physically, mentally, and emotionally.

The book is divided into fourteen chapters which are clubbed under four sections.

The four sections are given below:

Section1 : Understanding how you're wired.

Section 2 : Renewing your Energy

Section 3 : Improving your Work-Life Balance.

Section4 : Finding the tools that work for you.

The Introductory write up deals with nine ways that successful people use to defeat stress. We should not be harsh to ourselves if we commit a mistake. Rather we should learn from them. We should always keep our long term goals in our mind. There needs to be some routine which you follow on a daily basis. It helps in organising our actions. Develop interest in the work that you are doing. You should have a "to-do" list. Your mind-set should be constant improvisation and not perfection always. We should always appreciate the progress that we have already made. It is important to know the drivers which motivate you. It gives a forward momentum and helps us perform at our best.

Chapter 1 is about "The Breakout Principle" given by Benson and Proctor. They said that we can be more productive and successful by using this principle. A Breakout sequence occurs in four steps. The first step is to struggle mightily with a thorny problem. We should put significant amount of hard work into the matter. But when we reach the top of the Yerkes-Dodson curve, we stop feeling productive and start feeling stressed. Second step is walking

away from the problem and doing something utterly different. The third step – gaining a sudden insight – is the actual breakout. Here the person feels completely immersed in what they're doing. Step four is the return to the 'new-normal' sense of self-confidence.

Chapter 2 throws light on a neurological phenomenon Attention Deficit Trait (ADT). It is not an illness or character defect. It is our brain's natural response to exploding demands on our time and attention. There are certain strategies which can help us combat ADT like promoting positive emotions, taking physical care of our brain and organising our tasks. Companies should also invest in amenities that foster a productive and positive atmosphere. ADD or Attention Deficit Disorder is something similar to ADT. ADT has both positives and negatives associated to it. While ADD often requires medication, the treatment of ADT certainly does not. ADT can be controlled only by creatively engineering one's environment and one's emotional and physical health.

Chapter 3 is a summary of an HBR article by Schwartz and Mc Carthy which talks about managing your energy and not your time. When the demands in the workplace rise, we start putting in longer hours. This takes a toll on us physically, mentally and emotionally. Spending longer days at the office and putting in extra hours at home doesn't work because time is a limited resource. But our energy (Physical, Emotional, Mental and Spiritual) is renewable. This can be replenished by including small rituals in our routine. Ex: taking brief breaks at specific intervals, expressing appreciation to others, reducing interruptions, spending more time on the activities that you do best and enjoy doing. This concept of energy renewal boosts the productivity.

Chapter 4 emphasizes on the importance of proper sleep in our lives. Many of us do not realize this but the fact is that sleep deprivation takes a significant toll on our health, mood,

cognitive capacity, and productivity. It is scientifically proven that at least eight hours of sleep per day is important for us to perform better in our lives.

Chapter 5 is all about striking a balance between your work and personal life. The pursuit of a meaningful, multifaceted life involves endless choices about both Short-term tactical issues and Long-term strategic ones. People should realize that they can't have everything in life. In this messy real world, it is impossible to do everything perfectly at the same time. You should know how to assess the value of the options available.

Chapter 6 focuses on a very important concept which is usually ignored i.e taking time-offs. People in professional services believe that a 24/7 work ethic is essential for getting ahead. Researches done by leading consulting groups like Boston suggests that professionals can meet the highest standards of service and still have planned, un-interrupted time off. A strict mechanism has to be imposed for taking time-offs, encourage lots of talks about what's working and what isn't, promote experimentation with different ways of working, and ensure top-level support.

Chapter 7 highlights the concept of Flexible work arrangements. Traditionally, managers were reluctant to have people work from home because of lack of trust. But, this concept has gained popularity in the present context. When employees have the flexibility they need, they meet goals more easily, they are absent or tardy less often, and their morale goes up. Every job is not suited for a flexible arrangement. So, before going in for such flexibility in a job, certain modalities should be worked out. Initially a trial period can be done so that even if things fall apart, there is a back-up plan. This kind of an arrangement works if the members of the team agree and believe in this concept. Flexi-work arrangement is good if it is beneficial for the organisation.

Chapter 8 talks about a very popular concept of two career households. They walk the tightrope in order to balance work and home-life. Such couples should clearly and explicitly state their expectations from their partner. Open and honest discussions can avoid disappointment and frustration. This article also emphasizes the importance of booking a scheduled time for your partner which results in happiness at home and relaxed mindset at work. Dual –career relationships can become more difficult when work and home occupy completely separate spheres. There should be some integration between your work life and the family life. Partner’s should know each other’s colleagues and should be aware of the work environment. A tip for a successful healthy two-career couple is that compromise should be made by both the partners and not just one.

Chapter 9 is about the thought that we should never take a bad day home. Things inevitably go wrong on the job because of our own or other’s mistakes or failed systems or processes. This causes stress but it should be dissipated before we wrap things up. For such an occasional bad day, doing something that makes you feel good about yourself before you head home can help us put all that stress at bay.

Chapter 10 deals with Positive Intelligence. Research shows that when people work with a positive mind-set, performance on nearly every level – productivity, creativity, engagement – improves. People who cultivate a positive mind-set perform better in the face of challenge. We can train our brain to be positive by involving ourselves in some new habits like exercising daily, writing a positive message to someone, meditation, nurturing our co-workers, etc. We should change the way we deal with stress. We should try and increase our happiness as it increases our chances of success.

Chapter 11 emphasizes on stop juggling between work, home, community and self. We should have a clear view of what we want from and contribute to each domain of our life.

Chapter 12 discusses a practical plan for what can be done when you feel overwhelmed. There are times when we have so much to do and we cannot figure out how to finish the lined up jobs. Some of the practical tips at the times when we feel overwhelmed are- writing down everything you have to do on a piece of paper, spend 15 minutes completing the easiest & fastest tasks on the to-do list, work on the most daunting ones for next 35 minutes, take a break of 10 minutes and then repeat the cycle. This helps in dissipating the tensions and the forward movement becomes possible.

Chapter 13 discusses Desk yoga and Chapter 14 discusses about how we can diversify ourselves. Our identity should not be restricted to our work field alone. Diversifying ourselves helps so that one identity fails, the other ones keep you alive.

Learnings: The book helped the researcher to understand the theoretical concepts with the help of practical examples from our day-to-day lives. After reading this book, the researcher also got clarity on the areas to be covered in the study.

BOOK REVIEW - 2

Name of the Book: Managing Stress

Author: Donald H. Weiss

Publisher: American Management Association

Everyone is aware that in today's competitive business world, Stress is inevitable and is a part of our life. Stress producing situations are plentiful on the job and at home, and they take a toll on our life, lead to illness, shattered relationships, so on and so forth. This book entitled "Managing Stress" shows us how to

- Identify stressful situations at work and home, as well as our reactions to them.

- Manage our reactions to stress by giving ourselves “first aid”, by making necessary changes, and by anticipating & planning for stress in advance.
- Combat stress by developing anti-stress eating, sleeping, and exercise habits
- Conduct “feedback sessions” that reduce stress in troubled work and family relationships

The book is divided into seven chapters which deal with different aspects of Stress. The introductory note gives an insight into the two facets of Stress. Many people are unaware that there are two categories of stress: Eustress and Distress

Eustress is the good stress that motivates you to continue working. Stress can be a motivator and provide incentive to get the job done. This "good stress" is what eustress can be identified as and some people enjoy it. Everyone needs a little bit of stress in their life in order to continue to be happy, motivated, challenged and productive. Bad stress, or distress, is when the good stress becomes too much to bear or cope with. Tension builds, there is no longer any fun in the challenge, there seems to be no relief, no end in sight. This is the kind of stress most of us are familiar with and this is the kind of stress that leads to poor decision making. Physiological symptoms of distress include an increase in blood pressure, rapid breathing and generalized tension. Behavioural symptoms include overeating, loss of

appetite, drinking, smoking and negative coping mechanisms.



Chapter 1 talks about “Everyday Stress”. There are some people who make excessive demands on themselves in daily living. They are over-achievers, aggressive, demanding, hard-driving, short-tempered workaholics. Such kinds of men fall in the category of “Type A” and according to Dr. Braiker such women are labelled as “Type E”. These species of people don’t relate well to other people, often reject the love offered to them, are unwilling to delegate and literally run themselves into the ground. They have to learn how to control their stress through Self-management.

Chapter 2 “What stresses you?” is about identifying the Stressors and find out ways to control them. There are some situations like the death of a loved one or a divorce induces the greatest amounts of stress for most people. But these are personal tragedies which we face at some point of time or the other. We have to focus instead on situations in our work life which make us anxious. Make a list of such events where you feel stressed out. Then figure out how often you feel them and which was the one you felt recently. Do it with a pen and paper. And now analyze what made you feel that way. This helps us understand our own emotional responses to situations and maybe help us modify them in future.

Chapter 3 “First Steps toward Self-Management” is all about the mechanism to deal with the stress. In the preceding we tried getting a hang of our stress reactions and the circumstances

when we feel them. This Chapter throws some light on ways to deal with them. We need to answer a question in writing- “What is the worst possible thing that could ever happen to me?” Try to live it in the actual sense. You will experience lot of pain when you are doing this exercise, but this pain gives you the basis to compare between the worst possible thing that could happen to you and the stressors which you are facing right now. Now you are a better person and you can cope with the stressor in a more matured way.

Chapter 4 “First Aid for Stress” deals with the remedies available to counter stress. It can be one method or a combination of methods, which work the best for you. Some of the suitable methods discussed are Exercising, Yelling, Crying, Dancing, Music, Reading, Meditation and Self-talk. All these stress busters are referred to as First-aid which gives only temporary and superficial relief.

Chapter 5 “Controlling Conditions That Produce Stress” highlights a very important thought- Of all the stress inducing conditions, you have greatest control over those that you produce yourself, such as poor eating habits and poor sleeping habits. Junk food, sugar, caffeine, rich creams, fried stuff have no nutrition and simply make us overweight. The result is stress. Poor sleep patterns also aid in increasing stress as lack of sleep saps people off the vital energy. Loss of energy interferes with their performance on job. Eating habits and sleeping patterns can be worked on. We can also control the physical world we live in like the surroundings, light, air, sound. We can suit these aspects to our likings and make it less stressful.

Chapter 6 “Stress in your Relationships” tells us the importance of good interpersonal relationships and ways to bring harmony and peace in them. An organisation is a conglomeration of people working together for a common objective. So it is very obvious

that if they have good interpersonal relations, the functioning of the organisation will be smoother.

Chapter 7 “Stress and your goals in life” throws light on a fairly practical aspect in vogue today of the men and women working hand in hand and running the household. They have to practice self-management by setting measurable, observable, realistic, and achievable goals. Goals are both tangible and intangible. Tangible goals relate to all aspects of physical life ; intangible goals relate to all aspects of your spiritual or intellectual life. The best strategy is to integrate the two and work towards achieving them.

The book concludes with the thought that Managing Stress requires an understanding of one’s situations and the variables which lead to such circumstances. Once you have all this information, steps can be undertaken to reduce or manage the stress.

Learnings: This book helped the researcher to get an insight about variety of concepts like potential stressors and their impact on the performance of an individual. Stress and its impact on performance of the employee is one of the main feature of the researcher’s study as well . It also guided the researcher in the process of framing the questionnaire.

BOOK REVIEW - 3

Name of the Book: How to deal with Stress

Author: Stephen Palmer and Cary Cooper

Publisher: Kogan Page (The Sunday Times)

This book, written by two international stress experts, gives an in-depth insight into the causes of stress and how to successfully deal with them. It is a surprising revelation that we

ourselves are directly responsible for our own levels of stress at work and at home. This knowledge gives us an advantage as awareness of stress helps us deal with it in a better way.

This book is divided into nine chapters. Chapter 1 “What is Stress?” looks at what stress is and includes definitions, highlights the difference between pressure and stress and explain the biology of stress. Stress occurs when pressure exceeds your perceived ability to cope. Stress is real and is not good for us. We work at our optimum when we are under the right amount of pressure. An internal Locus of Control is desirable and good for our psychological health.

Chapter 2 “A working model of stress, coping and resilience” provides a working model of stress that underpins the approach of the book, and looks at the importance of life events and the concept of helpful and unhelpful negative emotions. The working model of stress highlights why some people become stressed where as others can cope, perform well, are resilient and in good health. The stress response occurs in a number of stages. There are three key responses to stress: Psychological, behavioural and physiological. Long term stress can lead to some serious medical conditions.

Chapter 3 “Changing your thinking” takes a psychological approach to tackling stress, and provides many strategies for changing our stress-inducing and goal-blocking perceptions, attitudes, rules and beliefs. This help to take out trauma from a crisis. This chapter also considers improving confidence, self-esteem and self-acceptance, which are aspects of stress. Psychologists have identified 15 thinking errors that frequently contribute to stress and hinder successful problem solving. We need to identify those thinking errors and try to modify them.

Chapter 4 “Changing your Imagery” focuses on the images or pictures which create high levels of stress and reduce performance. We can focus on them and modify these pictures or visualisations. Sports psychologists and coaches do exactly the same for top athletes and it is scientifically proven that it works. Coping imagery is a powerful technique to deal with

future events and reduce stress. Motivation imagery can help to motivate. Similarly there are other imageries which help us improve our performance. Regular practice makes it much easier to use imagery techniques and methods.

Chapter 5 “Changing your Behaviour” concentrates on modifying your unhelpful behaviour by improving your interpersonal and time management skills, and teaching you not to overlook the importance of support networks. Usually people become passive or aggressive under stress. This chapter tells us how to be assertive when we face stress. This chapter also provides an insight into overcoming procrastination by using psychology and not just the usual standard time-management methods, which may not work.

Chapter 6 “Improving your physical health to help you conquer stress” focuses on the importance of exercise, nutrition and relaxation techniques. These interventions may seem simple but they can really help to build up resistance to help us cope with stressful periods of our lives, and the relaxation techniques can even reduce the blood pressure.

Chapter 7 “Dealing with work-related stress” helps us to understand, recognise and take proactive action to manage or prevent work-related stress. HSE has developed six key management standards that employers can strive for to address stress, performance and well-being at work. There are six key potential causes of stress at work: demands, control, lack of Manager’s and peer support, relationships, role and change. Company Stress Policy is a good initiative from the organisational point of view to keep stress at bay.

Chapter 8 “Stress self-audit” brings together the key stress questionnaire results from the previous chapters and gives you the opportunity to assess yourself.

Chapter 9 “Developing your own action plan” helps to develop an action plan so we can become successful stress managers. It also helps you to assess whether you are a stress carrier, and whether you wish to become a life manager, too.

This book takes a self-coaching approach. The author helps us understand the symptoms of stress and also throws light on how we are largely responsible for creating stress for ourselves. The book also mentions various stress-busting techniques, methods and strategies which can be chosen and used by individuals. The highlight of this book is that concepts are explained and these are followed by various activities which enhance learning for the reader.

Learnings: This book provided a lot of clarity to the researcher about the main concepts involved in study like coping strategies and their use in tackling stress. The activity exercises in this book helped the researcher to design the questionnaire in a better way.

BOOK REVIEW - 4

Name of the Book: Integrated Self Development with Meditation

Author: Mohan Kotwal

Publisher: Lambert Academic Publishing

This book is a study of the art of Meditation and other self development techniques for effective management. The book is divided into 8 chapters.

Chapter 1 includes the concept of Self management and Self development. In the present days, the mankind is witnessing a breakthrough in the spiritual field. Fifty years ago Peter Drucker had identified the ultimate aim of management as spiritual liberation of human beings. There is a growing awareness about Self-management and Self-development.

Chapter 2 covers the review of literature on the topics of meditation, self-development and their application in management.

Chapter 3 includes discussion on Scope, Objectives, Hypotheses, limitations and research design. The main objective of the study is to explore meditation & various other self development techniques and their applicability in the field of management. The idea is to assess their usefulness and effectiveness in the broad perspective of managerial effectiveness. Sample group chosen was practicing managers and the sample size was limited to 100. Questionnaire was designed to collect primary data.

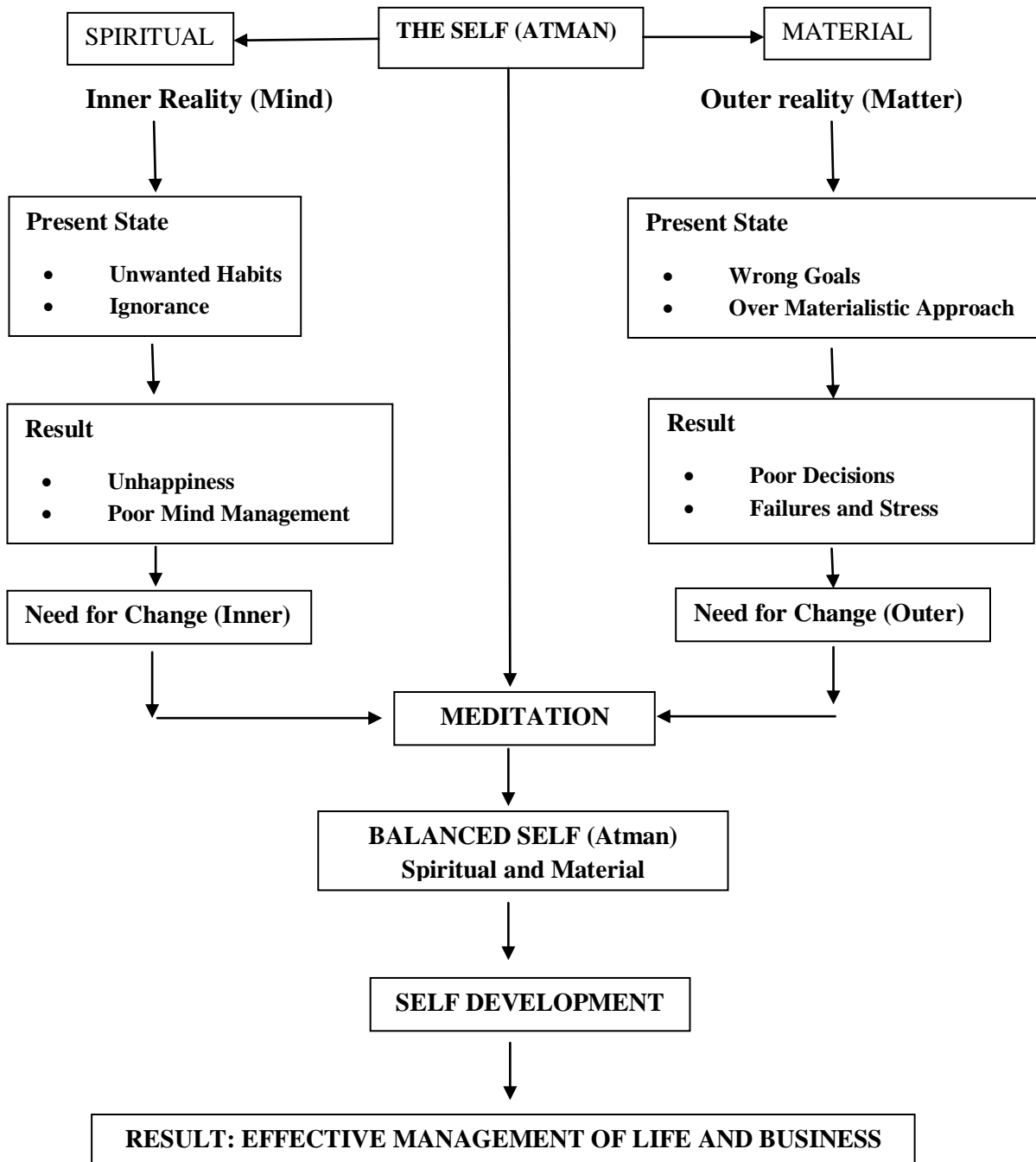
Chapter 4 & 5 discuss profiles of various Meditation and Self development systems. 16 systems of meditation and self development were finally selected for study. This are-

- Art of living
- Chinmaya mission
- Gurutatva Yoga
- Iskcon
- Neuro linguistic programming
- Landmark forum
- Osho Rajneesh
- Sahaj Marg
- Sahaj Yoga
- Silva Mind Control
- Stephen Covey's 7 habits method
- Vedanta Philosophy
- Vinod Research Foundation
- Vipassana
- Yogoda

Salient features of each systems and the profile of the systems are covered in detail.

Chapter 6 discusses about the need for development of a detailed structure of Self-development. Self development is development of ‘Self’ and development by ‘Self’ (not by external efforts). An Integrated model of Self development was developed

INTEGRATED MODEL OF SELF DEVELOPMENT



Chapter 7 discuss the findings and analysis of the study. The most important finding is that Meditation is considered to be the most preferred technique for self development of managers and to improve their effectiveness. It is required by managers at all levels.

Chapter 8 mentions the conclusions, recommendations and scope for further studies.

Learnings: This book helped the researcher understand the importance of self development techniques in keeping stress at bay. The researcher understood and gained clarity about few techniques like meditation which must be used for managers at all levels.

2.3 REVIEW OF ARTICLES

1) Title of the Research Paper : “Pull the plug on Stress”

Journal : Harvard Business Review, July 2003, Vol 81 Issue 7, p102-107

Author : Bruce Cryer, Rollin Mc Craty, and Doc Childre

This article reveals that controlling stress is easier than what we think of it. “Stress Reversal Technique” can do a lot of good for the organisation. This technique is for lowering body’s stress response within a minute or two. It can be practiced anywhere, even during a tense meeting or while we struggle to meet tight deadlines. By doing so, we can reverse the toxic effect that stress has on the body, mind, mood of a person.

This article also talks about the Freeze –frame phenomenon. Stress has to be managed from moment to moment and day by day. Freeze-frame technique is based on the concept that conscious perception is like watching a movie, and we perceive each moment as an individual frame. When a scene becomes stressful, the Freeze-frame technique allows us to freeze that perceptual frame and isolate it in time so that we can observe it from a more detached and objective viewpoint similar to pausing VCR for a moment.

5 steps of Freeze Frame Technique are:

- 1) Recognize and disengage. Take a time-out so that you can temporarily disengage from your thoughts and feelings- especially stressful ones.
- 2) Breathe through your heart. Shift your focus to the area around your heart. Now feel your breath coming in through that area and out your solar plexus.
- 3) Invoke a positive feeling. Make a sincere effort to activate a positive feeling. Ask yourself/"Is there a better alternative?"
- 4) Ask yourself what would be an efficient, effective attitude or action that would de-stress your system.

5) Note the change in perspective. Quietly sense any change in perception or feeling and sustain it as long as you can.

Once you master these steps, you will be able to block the immediate stress response and, as a result the mind, heart, and body systems work in sync.

Learnings: The researcher got conceptual clarity about the topic and also new knowledgeable insights into the field of study.

2) Title of the Research paper: Causes of Stress among Insurance Employees: an Empirical Study

Journal: The ICFIAN Journal of Management Research, Vol. 14 VII, Nov 10, 2008

Author : Jyoti Budhraj

Jyoti Budhraj (2008) conducted a research on “Causes of Stress among Insurance employees”. Insurance sector has been one of the most rapidly growing sectors in the present scenario with a remarkable growth rate of 15-20 percent annually, thus attracting the cream talent to the industry. Insurance along with the banking sector has contributed to the tune of 7 percent to the GDP of the country. A fast growing industry is susceptible to several changes, and thus may contribute to high stress levels for the employees.

This paper focussed on the causes of stress among insurance employees. The main objective was to diagnose the pertinent stressors and offer remedial measures for helping the employees in overcoming the problems related with it.

The data for the study was collected from two insurance companies. For accomplishing the objective of this research, a structured questionnaire was designed and administered on 100 employees selected from all levels. Information was also collected through personal interviews and observation for gaining deeper insights with regard to the topic of study. Both the organizational and individual factors were analyzed for availing a focused perspective on the causes of stress.

The study concluded that majority of the employees (96%) faced stress. It was identified that the employees mostly suffer from stress due to heavy work load and unattainable targets. Some of the secondary factors causing stress amongst the employees were communication gap and work life imbalance. Suggestions have been offered based on the analysis of the results of the survey. The problem of stress is inevitable and unavoidable in the insurance sector. A majority of the employees face severe stress-related ailments and a lot of psychological problems. It was suggested that efforts should be made by the management to provide a common platform to the workforce, where they get an opportunity to communicate freely and project them as a potential talent. The study concluded that as stress in insurance sector is mostly due to excess work pressure and heavy targets. The respondents expected that the management should come up with a few of the initiatives for controlling their stress levels. Some of these initiatives are: continuous training for developing their technical skills and soft skills, thereby creating ample scope for career growth in the future, constant recognition of meaningful contribution in their job and availability of a healthy and encouraging work environment based on trust and mutuality. Apart from this, the respondents also reported that their company must organize certain stress management programs, aiming at improving their awareness of the various stress management techniques.

Learnings: The researcher got a better idea of the way in which a research is conducted in an organisation and also valuable insights about the research methodology to be followed in the research process.

3) Title of the Research Paper: Sources of stress for Management Students : A

Descriptive Analysis

Journal: ICFAI University Press, 2009

Authors: Neeta Sinha and Ritu Sharma

Professional courses now -a -days have become the need of the hour for the career focussed students. These professional courses train the students as per the needs and trends of the industry. This can be demanding and stressful at times both physically and mentally. Study was conducted on the students of a premier B school in Ahmedabad. This paper discusses different kinds of stress faced by management students. Participants were 138 students (100 male and 38 female) in the age group of 20-28 years. A stress survey was conducted to determine primary sources of stress among management students. Stress scale was created for the study based on Student Stress Scale (Insel and Roth, 1985), Organisational Stress Scale (ORS Scale- Udai Pareekh, 1993), ICMR Stress Scale (Pestonjee and Srivastava, 1996). Study identified major sources of stress as Increased class workload, Placement issues, Problems in some subjects due to varied backgrounds in graduation, Change in sleeping habits due to poor time management. Placements account for 20% of total stress, followed by academics (17.4%). Environmental stressors are 16.5% and financial stressors account for 15.6%. Interpersonal and intrapersonal are both 13% each.

Learnings: The researcher got awareness about the various research tools available for the measurement of stress and also developed better understanding of the way in which research analysis should be done.

4) Title of the Research Paper: Level Of stress experienced by NWU employees:

Towards developing a Stress Management

Journal: ASIAN Journal of Management Research, Volume 2, Issue 2, 2012

Authors: Eric S. Parilla

This research paper determines the level of stress experienced by NWU (North- Western University) employees. Three levels were considered – Top, Middle and Lower. Rahe and Holmes Stress Questionnaire was used to gather data. it was found out that the middle level

of employees experienced the highest degree of stress compared to other positions. Job Stress is not co-related to personal characteristics but to job position.

Research proposed a Stress management programme for University employees as it was determined that productivity and stress are negatively co-related. Stress has to be lowered and controlled to make employees more productive. Stress management can be in the form of seminars/ workshops on motivational topics like 7 habits of highly effective people, people empowerment, conflict management, human relations skills, time management techniques etc. Health care and relaxation activities can be introduced like walking, jogging, swimming, ballroom dancing.

Learnings: This article gave the researcher deeper clarity about the areas to be covered in the questionnaire. It also gave knowledge to the researcher about the important concepts like variety of coping strategies used to counter stress.

5) Journal: Journal of Information Technology and Economic Development 2(2), 30-48, October 2011, 30

Title of the Research Paper: A Study on Stress Management and Coping Strategies with reference to IT companies.

Authors: Uma Devi T

The study throws light on stress faced by IT professionals in and around Hyderabad. The Survey method was used for the research and sample size was 200. 10 IT companies were included in the study. Out of the total sample, there were 130 male and 70 female. Respondents had 5-7 years of experience in the industry. Main objectives of the study were to study the level of stress among IT employees and identify coping strategies at organisational level. Following stressors were identified in IT companies – work load, Organisational changes, lack of employee control, organisational culture, operating style, emphasis on competition, fear of job loss, increasing technology and push for multi tasking. Study also

focussed on finding out extent of impact of stress on body, mind, behaviour and emotions of employees. Coping strategies identified were

Start stress management programmes

Involvement in physical activities

Conducting stress audit at organisational level.

Start lifestyle modification programmes

Create supportive organisational culture.

Work on Ergonomics

Introduce stress counselling programmes

Learnings: This article studied proved immensely useful to the researcher in understanding the topic of research as the organisation under study is a Business Intelligence Services Provider where organisational functioning bears resemblance to the functioning in IT companies.

6) Title of the Research Paper: Emotional Intelligence and Perceived Stress

Journal: The ICFAI University Journal of Organizational Behaviour, Vol VII, No. 3, 2008

Authors: Yogmaya Panda

This research paper investigates the relationship between Emotional Intelligence and perceived stress among 31 male and 31 female management students in a B School. The study highlights the importance of EI for management students. Sample Size includes 62 respondents in the age group of 22 -28 years. Instruments used in the study are Emotional Intelligence Test developed by Chadha (2001) and Perceived Stress Scale (PSS) developed by Cohen, Kamarck and Mermelstein (1983).

The finds of the study – Female students do not differ significantly from Male management students on EI and Perceived Stress. The study inferred that those who are high on EI, tend to become more committed towards their work.

Learnings: This research article gave researcher more knowledge about the different instruments used to measure stress. It also helped the researcher in understanding how to study and measure emotional aspects in research.

7) Title of the Research Paper: Impact of Organisational Climate on Job Stress for Women Employees in IT Sector in India

Journal: Asia Pacific Journal of Reasearch in Business Management Volume 2, Issue 6 (June 2011) ISSN 2229-4104

Authors: Mrs J. Juliet, Dr. Vijila Kennedy

The purpose of this study was to investigate the relationship of work-stress and organisational climate among the women employees of IT industry. Data was collected from 52 IT companies in Bangalore, Chennai, Pondicherry and Coimbatore. Sample size was 450 women employees in the above region. Self designed questionnaire was used for the study and the Statistical tools used were Standard Deviation and Percentage Analysis. Study revealed that women employees perceive existence of an assertive climate with regard to employee development and for new entrants. They also perceive pay disparity between genders. This pay disparity between genders demotivates the women who perform well. There is significant association between organisational climate and job stress in IT sector. A majority of employees feel that their organisation has an intrusive climate. Hence, to better the climate, HR policies should facilitate self improvement and career growth.

Since it has been found out that there is association between Organisation Climate and Job Stress, the IT organisations should strive to build the right climate in order to reduce the

stress of women employees. Job redesign and Organizational Climate are the preferred approaches to Stress Management in the current scenario.

Learnings: This research article was useful for the researcher better understanding of ways to study the organisational climate. It also provided knowledge of the analytical tools which can be used by the researcher.

8) Title of the Research Paper: Occupational Stress in Organizations and

Its effects on Organizational Performance

Journal: Journal of Management Research (09725814) December1, 2008

Authors: Henry Ongori and Joseph Evans Agolla

This research paper talks about a very common problem existing in the organisations i.e Occupational Stress. Managers in various organizations are in dilemma over what interventions need to be employed to minimize the costs associated with occupational stress. It is therefore, essential to understand the causes, symptoms and effects of occupational stress on organizational performance.

The human body has a natural chemical response to a threat or demand, commonly known as the “flight or fight” reaction, which includes the release of adrenalin. Once the threat or demand is over the body can return to its natural state. A STRESSOR is an event or set of conditions that causes a stress response. STRESS is the body’s physiological response to the stressor, and STRAIN is the body’s longer-term reaction to chronic stress.

Occupational stress can affect your health when the stressors of the workplace exceed the employee’s ability to have some control over their situation or to cope in other ways. For example:

⇒Workers are overburdened with workloads that remain high regardless of their efforts: the workload is the STRESSOR

⇒Employees feel anxious and their heart rate speeds up because they can not control their workloads: that is **STRESS**

⇒Increased blood pressure, insomnia, or chronic headaches: that is **STRAIN** .

Learnings: This research article proved to be very useful to the researcher as the topic covered here was Organisational stress and its impact on employee performance. It is one of the aspects that is covered by the researcher as a part of her study. So this research article provided clarity to the researcher on different aspects of research.

9) Title of the Research Paper: Stress and Coping: a Study of Project Managers in a large ICT Organization

Journal: Project Management Journal, 2006

Authors : Arin Richmond, Queensland University of Technology, Australia

Martin Skitmore, Queensland University of Technology, Australia

Richmond & Skitmore, 2006 conducted a study on Project Managers in a large Queensland – based ICT organisation. Information technology project managers face a multitude of stressors in their work places. This has implications not only for individual practitioners but also for their employers and society.

This paper reports on an exploratory study aimed at identifying sources of stress, coping strategies, and outcomes that are relevant to IT Project managers. A critical incident analysis method was used involving interviews with a sample of 12 project managers from a pool of 22 project managers resulting in identification of 50 stressors, coping outcome incident chains. They were then coded into categories for frequency analysis. Interview was conducted in three parts: the stressor, coping behaviours, and the outcomes of the stressor-coping behaviour interaction.

The study concluded that the Stress faced by IT managers are similar to those faced by other managers. Most common and effective coping strategies were found to be Problem-solving, Planning and Social support.

Most commonly cited stressor is the lack of control over project resources, followed by having to deal with a new or unknown technology, high workload, and conflicting needs of project managers and third parties, weight of responsibility.

In terms of coping strategies, project managers utilize more problem-focused coping strategies than emotion-focused coping strategies. What coping strategy is successful for one might not be successful for the other project manager. Social support and communication were widely used coping strategies by the project managers. Emotional avoidance (trying not to think about the problem) was also a coping strategy used in some stressful situations. Problem-solving was used to cope with new & uncertain technology as well as difficulties with delegated work.

Some of the coping strategies like Planning, Risk management, Time management & communication may be learnt by giving formal training to project managers. Networking with other project managers is a great boon as they can consult about issues they encounter in their project. Giving authority over project resources gives the project managers confidence and better control over situations.

Learnings: This research article gave new insights to the researcher in the research methodology and the techniques which can be used to study stress.

10) Title of Research Paper : Organizational Role Stress: A Comparison between Professionals in IT and ITES Sectors

Journal : South Asian Journal of Management , Volume 20 No 2

Authors : Seema Bhatt* anil Pramod Pathak*

The increased globalization, privatization and favourable government policies, has facilitated the emergence of India as a leading offshore IT/ITES destination. There is a sudden boom in this sector which has posed new challenges and constraints on the workforce employed. This research article presented a systematic study on the occupational stress in the IT sector and the ITES sector. The main objectives were -

- 1) To compare the nature and intensity of ORS among professionals employed in IT and ITES sector across India.
- 2) To investigate the various coping strategies used.
- 3) To understand the influence of the gender in this industry.

Organizational Role Stress (ORS) Pareek's (2002) and Role PICS (O) (Projective Instrument for Coping Styles) Pareek (2002) has been used in the study. Primary data from leading IT/ITES destinations in India (Delhi and NCR, Bangalore, Hyderabad, Chennai, Mumbai and Chandigarh) had been used for this research. The sample consisted of 234 respondents with an approximate average age of 27 years and 4.5 years of work experience. Snowball technique for data collection was employed.

The findings presented will deepen our understanding of organizational stress in IT/ITES industry. The paper benefitted the policy makers and the manager to understand the various Role stressors faced by average employee in these organizations and became the basis for initiating the stress management in IT/ITES organizations. Some of the findings of this research work were-

- Professionals in IT were found out to be more stressed and had high scores. An overall higher stress is faced by IT professionals because of the nature of jobs that they perform (strict deadlines, high pressure to perform effectively.)
- For both IT and ITES top three Stressors were Role Stagnation (RS), Inter Role Distance (IRD) and Role Erosion (RE).

IRD – because they are frequently required to travel on site locations

RE – lack of challenging tasks and desire to perform meaningful roles.

RS – monotonous job.

- Role PICS (Pareek 2002) was used for assessing existing coping strategies. It was observed that both coping styles (avoidance and approach) were used by the respondents.

The study concluded with the thought that stress arising in IT and ITES sectors are mainly due to nature and characteristics of these sectors. These organisations have a flat structure which has resulted in limited job opportunities. There has been a drastic cut in Training & Development programme budgets due to recession. Mostly the training curriculum focuses on present processes. This makes the employee insecure & under-confident to handle new roles and challenges. Due to recession, future projects have also slowed down leading to role erosion. When faced with role erosion, an individual may adopt a dysfunctional strategy by increasing role visibility.

Study reveals that for Role stagnation, Role isolation, Role overload & Role inadequacy, respondents expect the organisation to take proactive role in reducing stress.

Apart from vertical growth, other channels of growth are – Job enrichment & developing specialists. This boosts the morale of employees in the organisation.

Fun-filled environment needs to be nurtured in organisation. Team building and sharing should be integral to any organisational culture.

At the time of induction, the individual should be imparted relevant training. The organisation should chalk out regular training programmes in such a way that they keep employees abreast of the latest trends and technology.

Employees need to be encouraged to take globally recognised certifications – that helps them when they are deployed on global projects.

The organisations should have de-stressing facility like Gym, Health club, indoor game rooms, etc., which will also help the employees.

It is the high time that Indian IT/ITES organizations apart from monetary benefits also focus on stress management and improve the quality of life of their employees.

Learnings: This research article helped the researcher in getting better clarity about the topic of study and also on how to go about conducting the study in the organisation. The researcher also understood about the trends and practices in IT organisation which proved to be beneficial in the conduct of study in the target organisation.

2.4 REVIEW OF Ph. D. THESIS ON STRESS

Title of the Research: A study of inter-relationship between Stress level and Productivity among PMPML Bus drivers and conductors

Name of Researcher : Prashant Dadaso Mohite

Submitted to: Modern College of Arts, Science and Commerce

This Ph. D thesis dwells on the inter-relationship between stress level and productivity among Pune Mahanagar Parivahan Mahamandal Ltd (PMPML) Bus drivers and conductors. PMPML strives to provide an efficient, economic and reliable public transport system within Pune.

In Chapter 1, researcher has focussed on the role of PMPML in development of Pune and Pimpri-Chinchwad city. The researcher has highlighted problems faced by PMPML. Some of

these are poor quality of depots, parking problems at the depots, Increase in number of accidents, suffering losses since inception.

Chapter 2 of the thesis presents the literature review done by researcher for developing clarity on the subject. The researcher here discusses about Stress and theoretical aspects related to stress. Researcher also has done detailed study on the Public transportation and various elements of productivity.

Chapter 3 focuses on Research methodology. Here , researcher has given Statement of the problem, formulated relevant objectives and hypothesis for the study. Main Hypothesis were-

PMPML Bus drivers and conductors are suffering from stress.

Stress adversely affects the productivity of bus drivers and conductors.

Sampling design was also discussed by researcher. Sample size was limited to 500. Stratified Random Sampling was the type of sampling method used. Primary and secondary methods were used to collect data. The statistical tool used for data analysis was also mentioned in this chapter.

In Chapter 4 researcher has thrown light on the profile of PMPML.

Chapter 5 is about analysis and interpretation of Primary data. Researcher has used Minitab-16, SPSS 17 and Ms Excel for analysing Primary data.

Chapter 6 includes Findings, conclusions and recommendations. Some of the important findings are mentioned below: Number of buses with PMPML are inadequate and majority of them are not in good condition. PMPML bus drivers and conductors not made permanent on job and are poorly compensated. There are no availability of basic facilities like rest rooms, canteens for the drivers and conductors. The bus depots are poorly maintained and unhygienic. All these things result in unhappiness and stress in the bus drivers and

conductors. Hypothesis is validated that PMPML bus drivers and conductors are suffering from stress. Stress adversely effects on the productivity of PMPML bus drivers and conductors.

Learnings: The study of this thesis work gave the researcher clarity on the methodology of research and how to go about analysis of the data.

2.5 Conclusion:

In this chapter we have studied various research articles and books on stress. As we move ahead, in the next chapter we focus on the Research Methodology that we have used for our study.

CHAPTER 3 -- RESEARCH METHODOLOGY

3.1 Introduction

3.2 Research Objectives

3.3 Statement of Hypotheses

3.4 Research Design (Method mix Chart)

3.4 .a) Secondary data

3.4.b) Primary Data (Questionnaire design)

3.5 Sampling Design

3.6 Analytical Tools

3.7 Conclusions

3.1 INTRODUCTION

In order to make the study more reliable and to draw some meaningful conclusions, the researcher has used appropriate and suitable research methodology. The study has been undertaken to study nature of employee stress and its effect on work performance. This chapter includes objectives of study, hypotheses of study, Research design, Sampling design, analytical tools used by the researcher.

3.2 RESEARCH OBJECTIVES

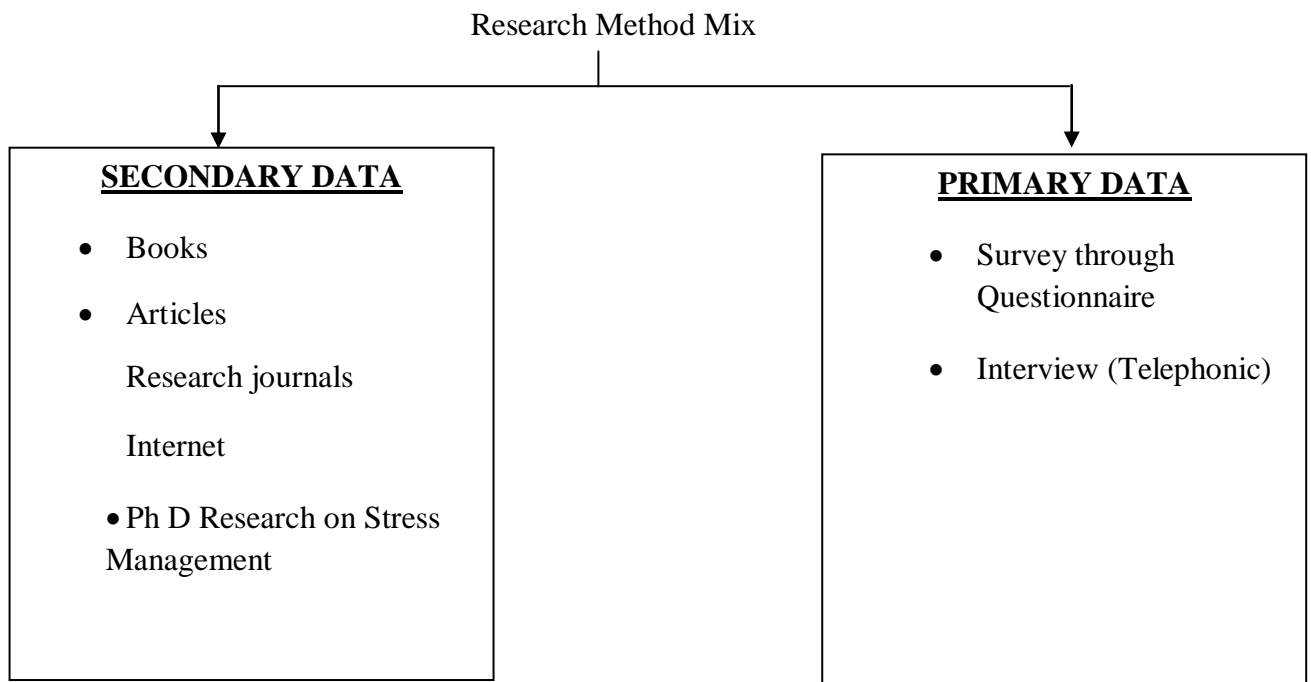
- To study the nature of Employee stress and its effect on work performance.
- To study the coping strategies used by employees to overcome stress.
- To study the HR Policies and interventions relating to Stress Management of employees of the organisation under study.

3.3 STATEMENTS OF HYPOTHESES

For the present study, the following hypotheses were formulated:

- There is existence of stress among the employees of the organisation.
- Stress affects the performance effectiveness.
- Individual employees follow their own techniques to cope up with stress.
- HR Policies & Interventions of the organisation play a vital role in Stress reduction of the employees.

3.4 RESEARCH DESIGN



3.4 .a. Secondary data

In this research work, Secondary data was collected from-

1. Books
2. Various articles which are published in journals, magazines, research papers published in research journals.
3. Websites

3.4.b. Primary Data

Telephonic Interview (Pre survey)

Telephonic interviews were conducted of 4 managers for getting the overview , broad guidelines and reactions. With the help of that and with the help of secondary data the questionnaire was designed.

Questionnaire:

In this research work, the Primary data was collected through questionnaire method by distributing questionnaire and collecting data from the Senior and Middle level of SNL Financials, Ahmedabad.

The Questionnaire used for the study comprised of 28 questions. The questions were of binary and multiple choice and also open ended type. The present research is a qualitative research in the form of a case study of one organisation. The questionnaire comprised of the questions on

- Physical work environment
- Work-life balance
- Causes of Stress
- Symptoms or consequences of stress

Physical

Psychological

Behavioural

- Policies, Rules and regulations of the organisation
- Reward and Recognition mechanism of the organisation
- Techniques for coping with stress
- Workshops/Training programmes relating to stress etc.

3.5 SAMPLING DESIGN

Population and Sample –

It has been observed that the organization under study had strength of 89 middle level and senior level management cadre. Since the study is related with stress among middle and

senior level management employees this is the population. Thus population consists of 89 employees.

Sampling method –

The population consists of 89 employees hence instead of selecting a sample it was decided to follow a census method. To collect the data regarding stress & its management. It was decided to follow a questionnaire method. Stress and its management both are of qualitative nature questionnaire include qualitative type of questions.

Initially a pilot survey was conducted and data was obtained from 10 respondents. After scrutinizing the answers certain modifications in the questionnaire were made and a questionnaire was finalized. The questionnaire was given to each and every employee. After repeated follow ups researcher could collect the data from 79 respondents. The further analysis is depending on the answer given by these 79 respondents. This is 88.76% of the population. The remaining employees have not responded after several follow-ups.

3.6 ANALYTICAL TOOLS USED:

To record the data S.P.S.S. package was used. Initially simple frequencies and percentages were used to prepare simple tables. Since the nature of hypothesis is of qualitative they are being tested using ‘z’ test for proportion as sample size is large.

For z test

$$\text{Standard error S.E.} = \sqrt{\frac{P(100-P)}{n}}$$

P : Proportion in percentage

N : sample size

$$\text{Calculated value of } z = \frac{\text{difference}}{\text{S.E.}}$$

Difference is difference between observed proportion and assumed proportion

Critical values of z	One tail	Two tail
5% level	1.64	1.96
1% level	2.33	2.58

Weighted total : To find the preferences among the techniques from responses weighed total is being used which is calculated as below.

For harmless (Good) techniques the weightages were given as below

Response	Never	Sometimes	Often
Weightage (W)	0	1	2

Then weighted total is

$$\text{Wt. Total} = \sum fW$$

Where f = frequency for the response

W = Weightage allotted

For harmful techniques, the weightages were as below :-

Response	Never	Sometimes	Often
Weightage (W)	2	1	0

CONCLUSION: As per the research methodology given in this chapter, the researcher collected and analysed the data. The same is given in the next chapter.

CHAPTER 4 : ANALYSIS AND INTERPRETATION

4.1 Introduction

4.2 About the Sample Organisation

4.3 Analysis and Interpretation

4.4 Conclusion

4.1 INTRODUCTION

In this chapter, the researcher has analysed the primary data collected for the purpose of the research study. The researcher has interpreted the data to draw meaningful inferences from it.

4.2 ABOUT THE SAMPLE ORGANISATION

COMPANY OVERVIEW

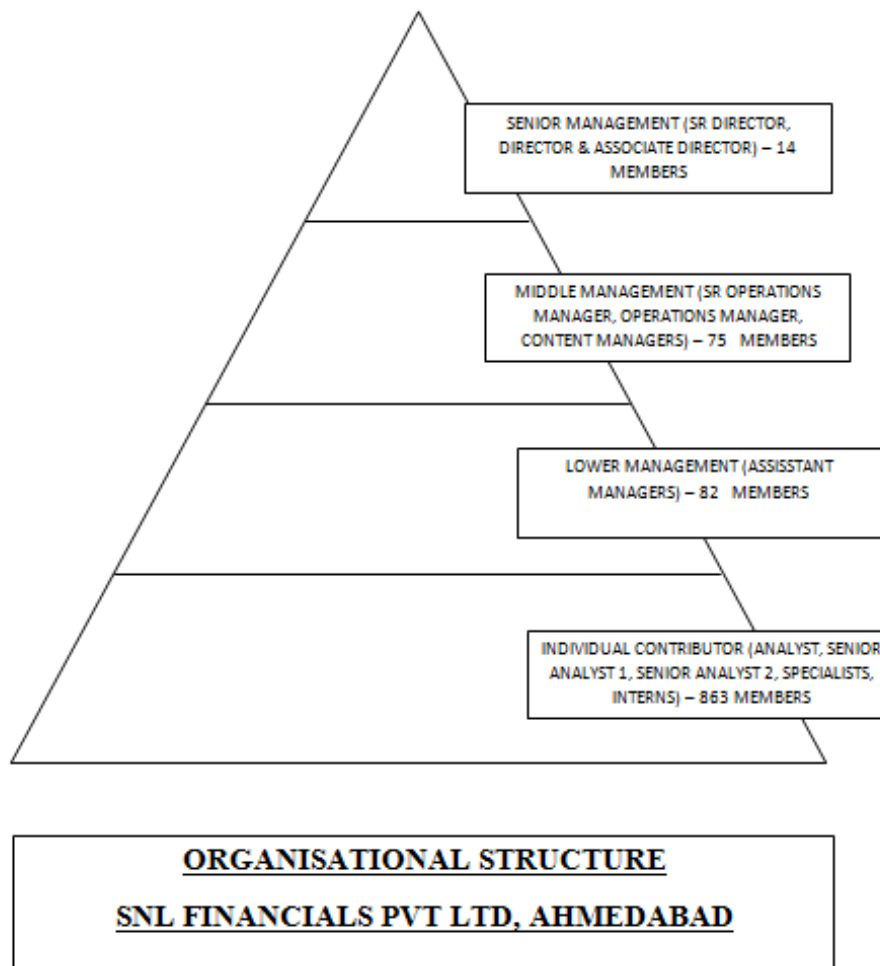
The company is a premier provider of Breaking news, financial data and expert analysis on business sectors critical to global economy. These sectors are Banking, Insurance, Financial Services, Real Estate, Energy, Media and Communication, Metals and Mining. SNL's Business Intelligence Service provides investment professionals from leading Wall Street Institutions to top corporate management, access to an in-depth electronic database, available online and updated 24/7.

SECTORS :

- 1) **Financial Institution:** SNL Financials combines exclusive analysis and in-depth data in real time for the banking, financial services and insurance industries.
- 2) **Real Estate:** SNL Real Estate combines real-time news, in-depth data and expert real estate research on companies around the world. SNL has robust Web- and Excel- based platforms which makes it a trusted solution for global real estate investment.
- 3) **Energy Company Research:** SNL redefines the energy information market by integrating news, data and analytics in real time on a web-based platform.

4) **SNL Kagan – Media and communications:** SNL Kagan is the first single source for in-depth analysis and proprietary data on the constantly evolving media and communications business.

5) **SNL Metals and Mining:** SNL metals and mining is the most trusted source of global mining information and analysis with more than three decades of providing global insights and intelligence. From world wide exploration, development and production to strategic planning and acquisitions activity, our unbiased research helps clients make confident



decisions.

4.3 ANALYSIS AND INTERPRETATION :

Following is the analysis of data. It includes 79 respondents

PROFILE OF RESPONDENTS

1. **Age** : Age wise distribution of respondents

Table 1

Age in years	Number of respondents	% of respondents
20 – 30	29	37%
31 – 40	50	63%
Total	79	100%

From the above table it can be seen that 63% of the respondents belong to the age group of 31-40 years and the remaining 37% belonged to the age group 20-30 years.

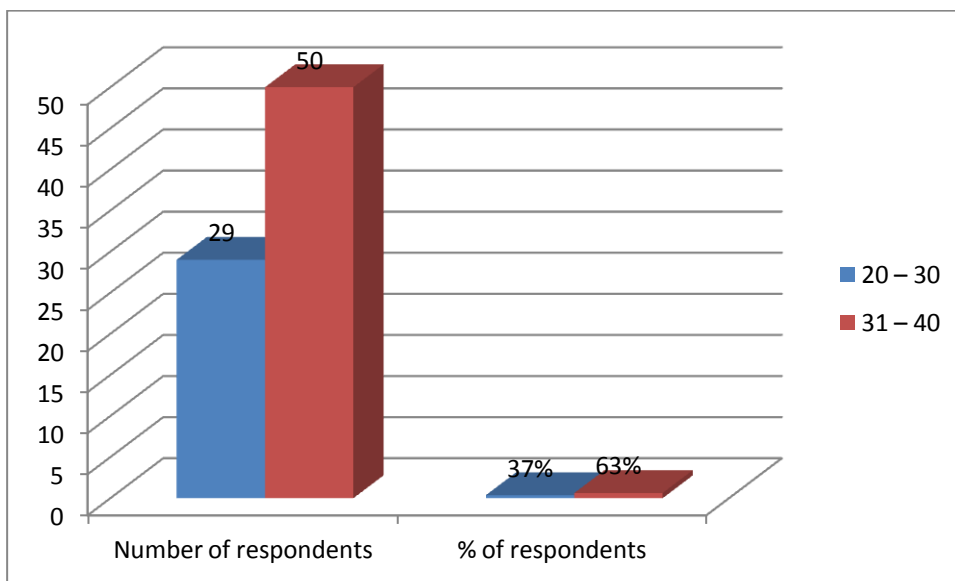


Fig 1 : Age wise Distribution Of Respondents

PROFILE OF RESPONDENTS

2. Marital Status : Distribution of respondents according to marital status

Table 2

Marital Status	Number of respondents	% of respondents
Married	67	84.8
Unmarried	12	15.2
Total	79	100

It can be seen from the table that 84.8% of the respondents are married. This means majority of respondents are having some responsibilities of their family at home.

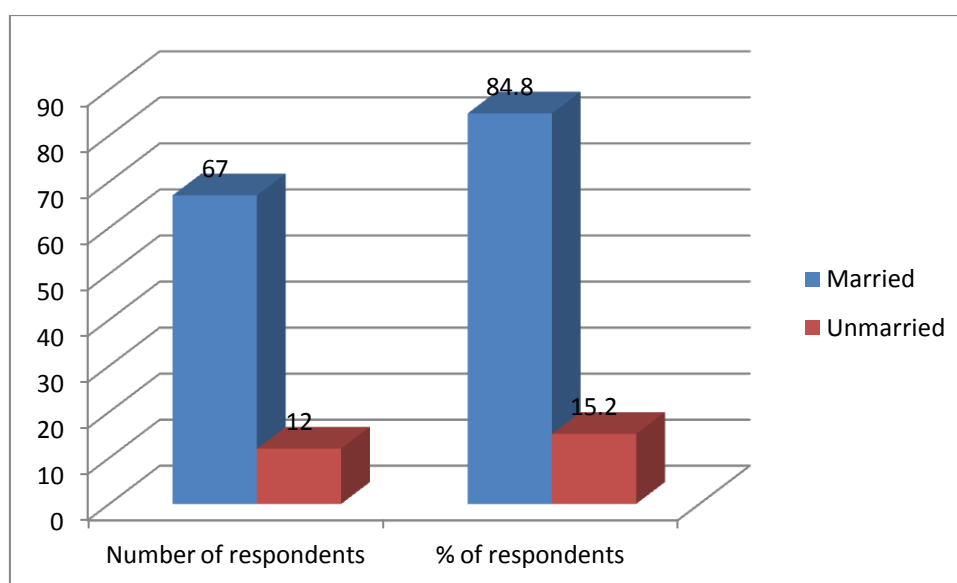


Fig 2 : Distribution Of Respondents According To Marital Status

PROFILE OF RESPONDENTS

3.GENDER : Distribution of respondents according to Gender

Table 3

Gender	Number of respondents	% of respondents
Male	63	79.7
Female	16	20.3
Total	79	100

It can be seen that only 20.3 of the respondents are female members. Generally it is observed that female managers have to cop up with responsibilities at work place, and home also.

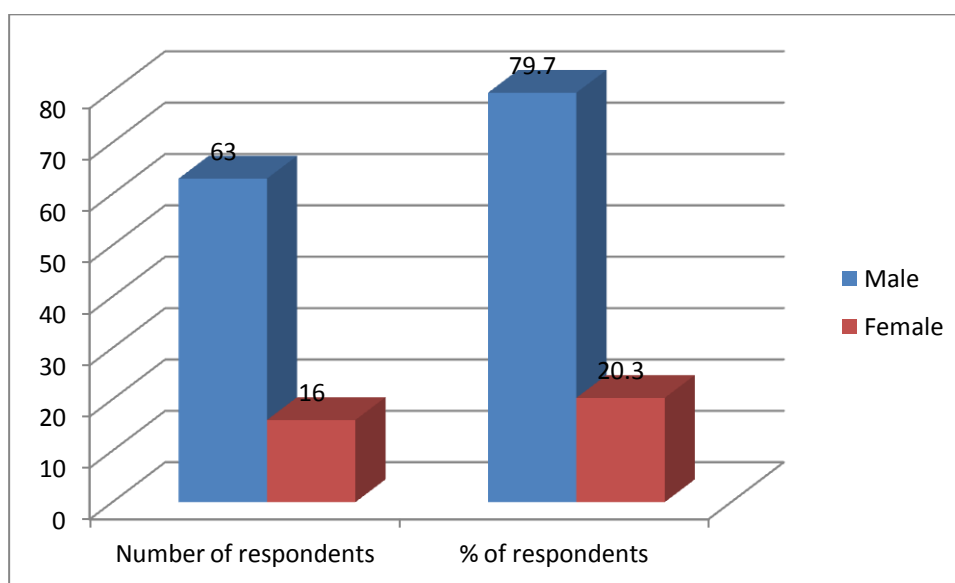


Fig 3 : Distribution Of Respondents According To Gender

PROFILE OF RESPONDENTS

4. RESIDENTIAL BACKGROUND : Distribution of respondents according to residential background.

Table 4

Residential background	Number of respondents	% of respondents
Urban	75	94.9
Semi Urban	3	3.8
Rural	1	1.3
Total	79	100

From the above table, it can be seen that almost 95% of the employees are having Urban background. Only 1 out of 79 respondents is having rural background.

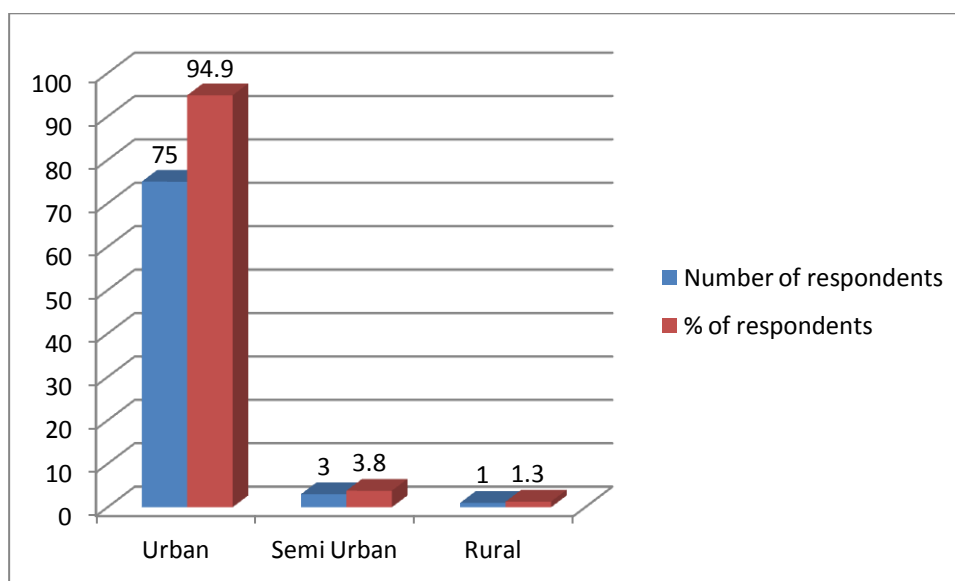


Fig 4 : **Distribution Of Respondents According To Residential Background**.

ANALYSIS RELATED TO STRESS

5. STRESS AND ILLNESS

Stress and illness are always related with each other. Whether the respondents are suffering from any illness or not was a question.

Table 5

Health Status	Number of respondents	% of respondents
Suffering from Illness	14	17.7
Not suffering	65	82.3
Total	79	100

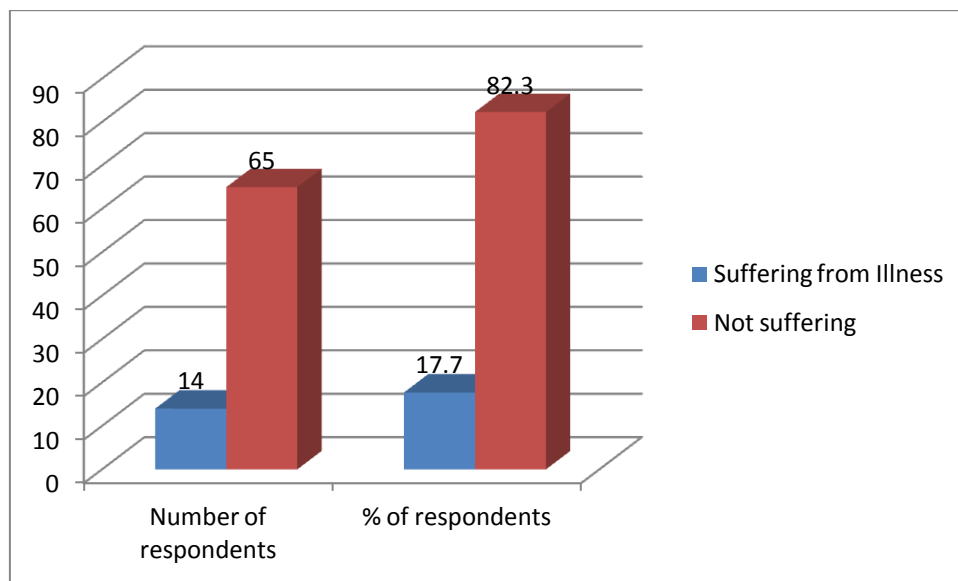


Fig 5 : Health Status Of Employees

Analysis : It can be observed that 82.3% of the employees are not suffering from any illness.

Interpretation: Majority of the respondents are not suffering from any illness which means that either they are not under any stress or they are managing with the stress.

6. MEDICATION: Those who have some kind of illness actually must undergo certain medication. The responses regarding this are as follows. Distribution of respondents according to medication

Table 6

Response	Number of respondents	% of respondents
Under medication	9	11.4
Not under medication	70	88.6
Total	79	100

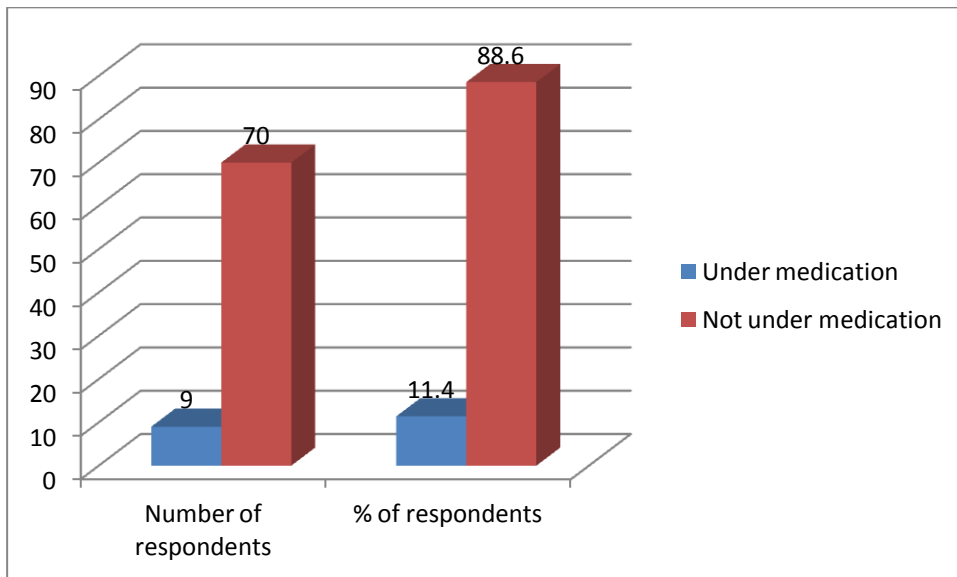


Fig 6 : Distribution Of Respondents According To Medication

Analysis :It can be observed that 11.4% of the respondents are under some kind of medication. From table 5, it is seen that 17.7% are suffering from some kind of illness. This indicates that 6% of the respondents are suffering from illness which may be a temporary or not so serious that they require any medication.

Interpretation: Majority of respondents are not under any medication.

7. HABITS LIKE SMOKING, ALCOHOL CONSUMPTION:

Following is the distribution of respondents according to habits.

Table 7

Habit	Number of respondents	% of respondents
Consuming Alcohol	13	16.5%
Smoking	9	11.4%
Both	19	25.3%
None of these	38	46.8
Total	79	100

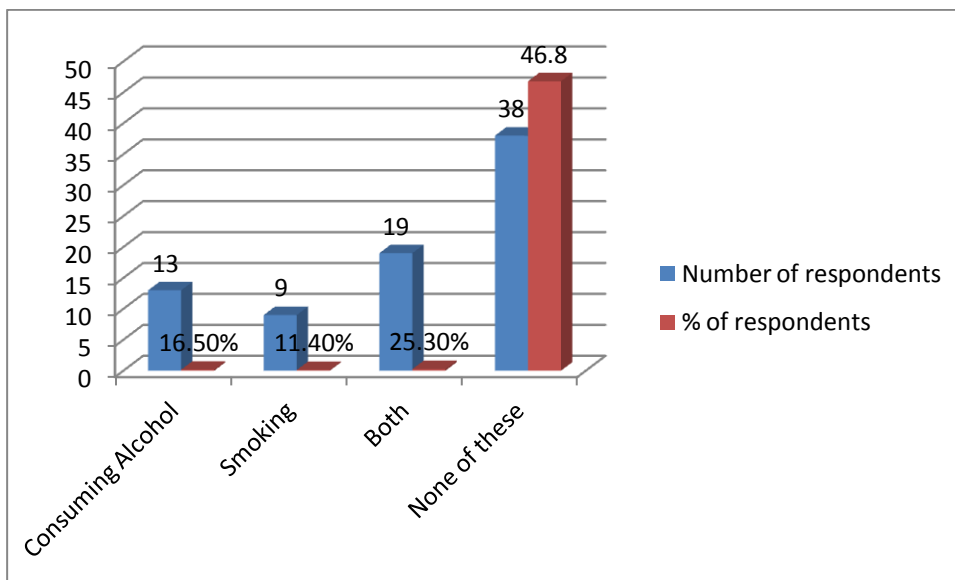


Fig 7 : Distribution Of Respondents According To Habits

Analysis: It can be observed that 46.8% of the respondents do not have any such habits. This shows that 54.2% of the respondents have either the habit of consumption of alcohol or smoking or both. Some of them may be consuming it occasionally but still percentage is alarming. It is general mis- belief among people that consumption of alcohol or tobacco reduces stress or those who are under stress tend to have such types of habits. This indicates that generally these middle & senior level managers may be under stress and this supports our

hypothesis that there is existence of stress among the employees of the organization under study.

Interpretation : 54% of respondents consume tobacco or alcohol or both.

8. FEELING ABOUT JOB:

When the people are under stress at the job they cannot enjoy the work and are not happy. Following is the distribution of respondents according to what they feel about the job.

Table 8

Feeling about Job	Number of respondents	% of respondents
Completely happy and enjoy their work	39	49.4
Sometimes dissatisfied by enjoy the work	37	46.8
Most of the time do not enjoy the work	3	3.8
No interest at all in the work	0	0
Total	79	100

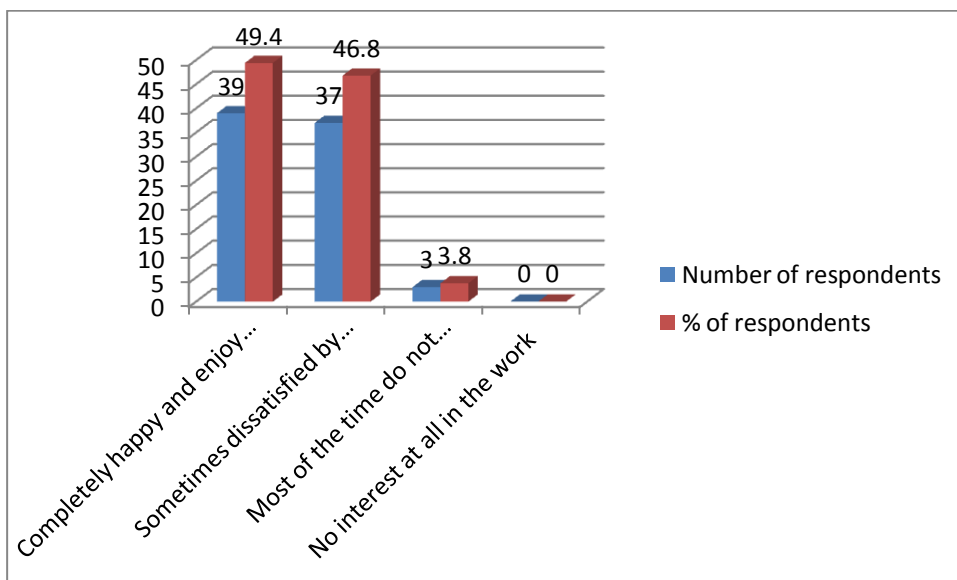


Fig 8: Feeling Of Respondents Towards Job

Analysis: It can be seen from the above table that 49.4% of the respondents are completely happy and enjoy their work. Remaining 50.6% sometimes do not enjoy their work. It can be said that those who enjoy the work are not under stress.

Interpretation: 50.6% respondents are not happy and do not enjoy the work that they are doing. This again supports the conclusion from table No. 7 which supports Hypothesis 1 i.e. There is existence of stress among the employees of the organization under study.

9. STRESS AT WORK : The responses of the respondents regarding stress are as below

Table 9

Stress at work	Number of respondents	% of respondents
Always	2	2.5
Frequently	8	10.1
Sometimes	37	46.8
Rarely	29	36.7
Never	3	3.8
Total	79	100

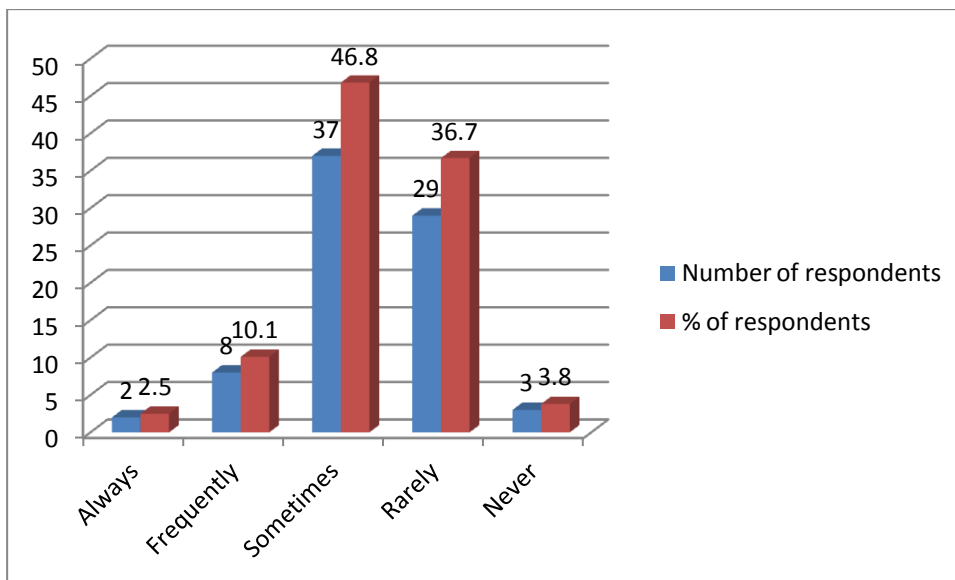


FIG 9 : Stressed At Work

Analysis: Statistically we test the hypothesis regarding existence of stress among the employees

Let P = Percentage of employees those are under stress sometimes frequently or always

The hypothesis is

$$H_0 = P = 50$$

$$H_1 = P > 50 \text{ (More than 50\% employees are under stress)}$$

We use 'Z' test for proportion

S.E. = 5.62, Critical Value of Z = 1.64 at 5% level.

Calculated Z = 1.68

1.68 > 1.64 (Critical Z)

∴ Reject – H₀

Interpretation: Hence we conclude that there is existence of stress among the employees of organization under study. As reflected from table 7 and 8, There is existence of stress among respondents.

10. REASONS FOR STRESS:

Those who feel they are under stress were asked for the reason. Following is the distribution of respondents for the same.

Table 10

Reason for stress	Number of respondents	% of respondents
Problems at work	32	42.10
Problems at home	38	50.00
Other	9	7.90
Total	79	100

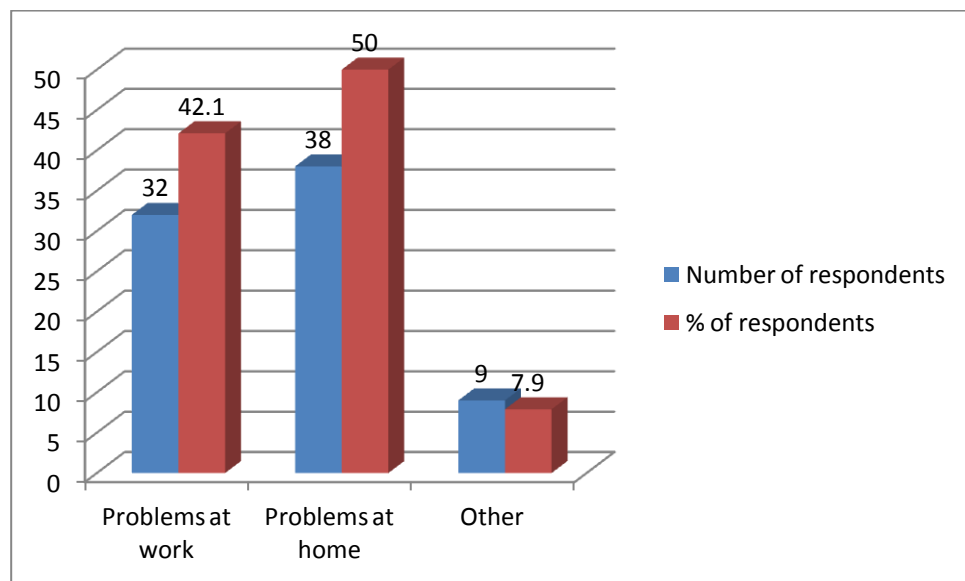


FIG 10 : Reasons For Stress

Analysis:

It can be observed that those who feel they are under stress the reason is problems at home. 42.10% are of opinion that it is problems at work.

Interpretation:

The reasons for Stress of employees are more related to the problems at home than problems at work.

11. WORK-LIFE BALANCE:

Since the reasons for stress are Problems at work and home they have to maintain work life balance. How the employees find it is reflected in the following table .

Table 11

Difficulty in maintaining work life balance	Number of respondents	% of respondents
Always	2	2.5
Mostly	37	46.8
Sometimes	28	38
Never	12	12.7
Total	79	100

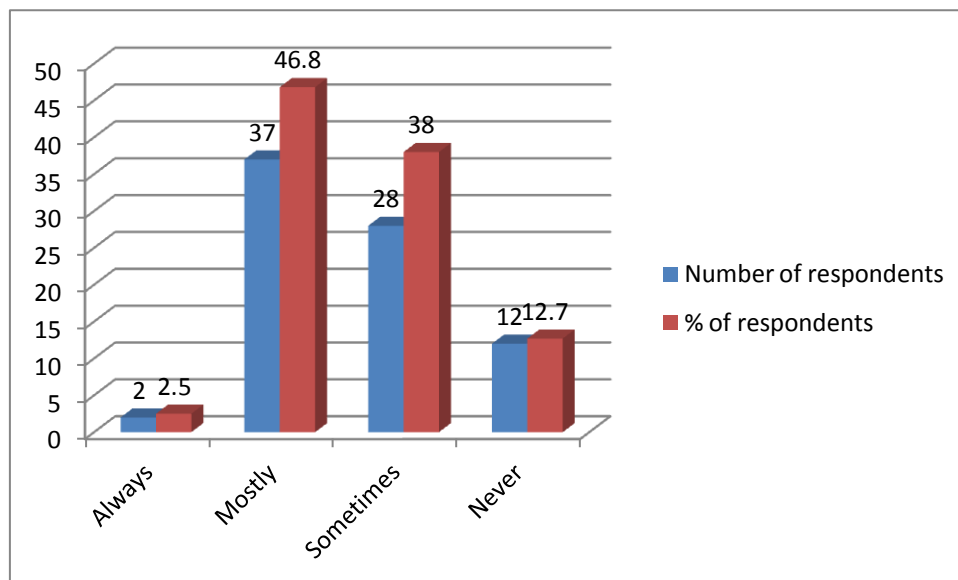


FIG 11 : Ability To Strike Work-Life Balance

Analysis :

49.3% of the employees feel that in maintaining work life balance they find it mostly or always difficult. Remaining do not have much difficulty in maintaining work life balance.

Interpretation: Majority of employees find it difficult to maintain the work life balance.

12. PHYSICAL WORK ENVIRONMENT:

How the physical work environment is judged by noting the responses on a five point scale for a statement. The statement and the frequencies of the responses were as below:-

Statement : The Physical work environment is conducive for you to function to the best of your abilities.

Table 12

Response	Number of respondents	% of respondents
Strongly Disagree	3	3.8
Disagree	1	1.3
Neutral	13	16.5
Agree	12	15.2
Strongly agree	50	63.3
TOTAL	79	100.00

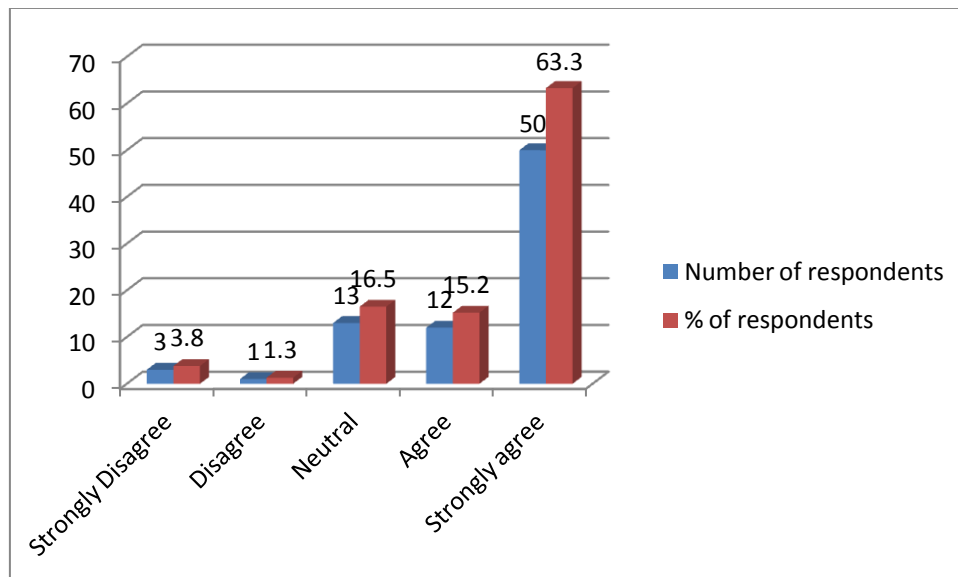


Fig 12 : Physical Work Environment Is Conducive

Analysis: 78.5% of the employees have opinion that the physical work environment is conducive for them to function to the best of their abilities. Only 5% of the employees do not agree with it.

Interpretation: Physical work environment at workplace is conducive. This shows that physical work environment may not be the reason for existence of stress. This supports the hypothesis that HR policies and interventions of the organisation under study play a vital role in stress reduction of employees under study.

13. CONTROL OVER THEIR JOB

If the employees have control over their job it can reduce the stress. To find control over the job it is considered with four statements and responses were recorded with knowing frequencies about the statements with three alternatives. The statements and their frequencies are recorded as below.

Table 13

STATEMENT	RESPONSES			
	Never (%)	Sometimes (%)	Often (%)	Total (%)
You are able to plan your own work	1.3	27.8	70.9	100
You can participate in decision making for your own job	3.8	34.2	62.0	100
You have some control over the pace and content of your work	7.6	44.3	48.1	100
You have no control at all	69.6	25.3	5.1	100

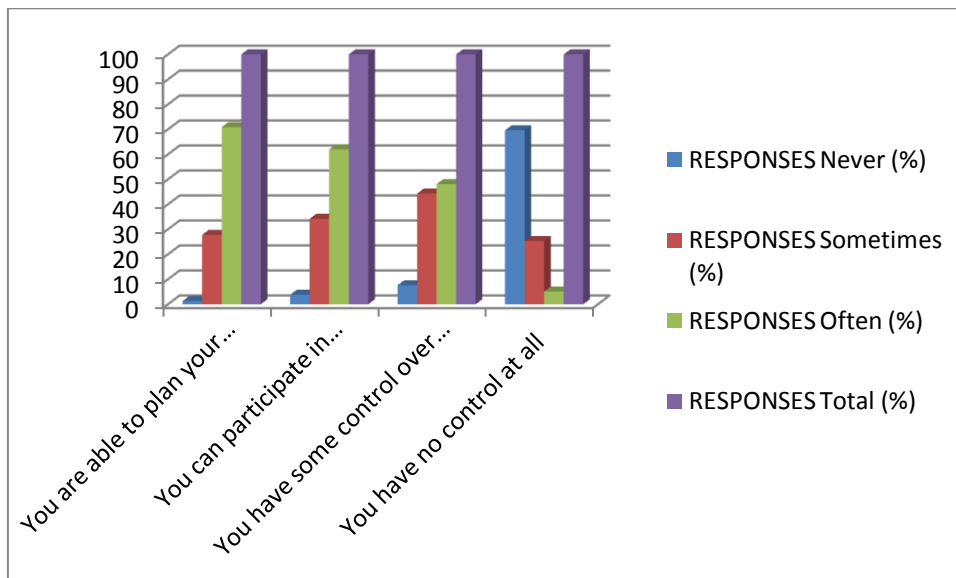


Fig 13: Control Over Their Job

Analysis: From the table it can be observed that

- 98.7% of the employees are able to plan their own work sometimes or often.
- 96.2% of the employees can participate in decision making for their job; either sometimes or often.
- 92.4% of the employees have some control over pace and content of their work.
- Only 5.1% of employees say that they do not have control over their work.

Interpretation: Majority of employees are able to

- Plan their own work
- Participate in decision making for their own job
- Have some control over pace and content of their work
- Have full control over their work

All the above statements are related with HR policies and interventions. These are favourable for reducing stress. The percentages of opinions itself support the hypothesis that ‘HR policies and interventions of the organization under study play a vital role in stress reduction of the employees under study.

14. CLARITY ABOUT POLICIES, RULES/REGULATIONS OF ORGANISATION:

Distribution of respondents according to clarity of policies, rules and regulations –

Table 14

Responses	Number of respondents	% of respondents
No clarity	2	2.5
Partially	11	13.9
Most of them	66	83.5
Total	79	100

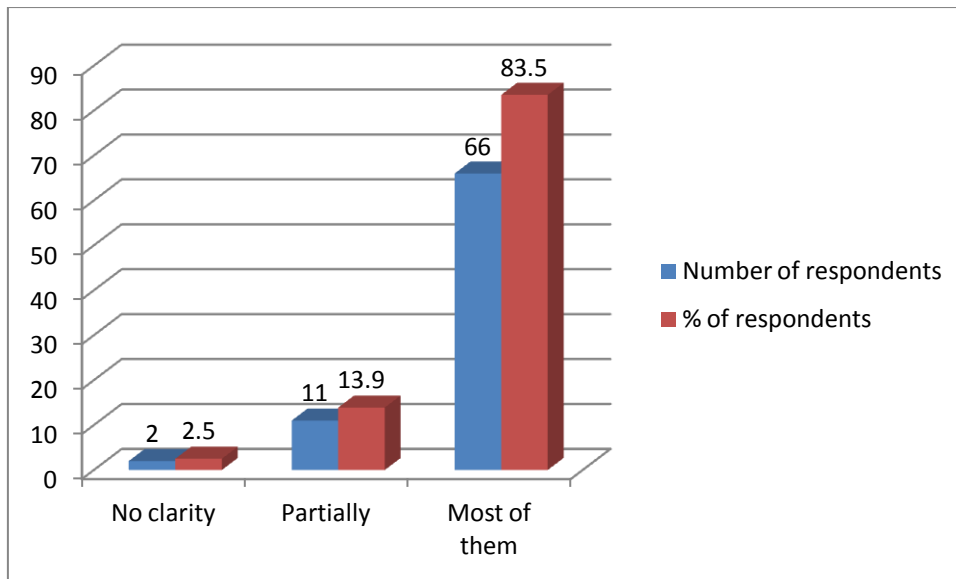


FIG 14: **Clarity about Policies, Rules And Regulations Of Organisation**

Analysis: It can be seen that only 2.5% of employees do not have clarity about policies, rules and regulations of the organisation. These may be the new entrants in the organisation.

Interpretation: Most of the employees have clarity about the policies, rules and a regulation of the organisation. This indicates that HR department works efficiently in the organisation. Many times if employee knows about the rules and regulations, it helps in reduction of stress and improves efficiency.

15 . CAUSES OF STRESS :

As observed, the stress may be at work place or at home. There might be different causes at workplace which may be common to many. They were recorded qualitatively as sometimes, often and never. Following tables will illustrate the frequencies of responses according to the causes-

Table 15

CAUSES	RESPONSES (% Of respondents)			
	Sometimes(%)	Often(%)	Never(%)	Total(%)
Shiftwork	40.5	5.1	54.4	100
Inadequate break time	30.4	11.4	58.2	100
Very heavy workload	50.6	15.2	34.2	100
Unfair distribution of work	40.5	8.9	50.6	100
Repetitive/boring work	45.6	13.9	40.5	100
Job insecurity	36.7	13.9	49.4	100
Poor supervision	34.2	7.6	58.2	100
Underutilization of skills	40.5	13.9	45.6	100
Meeting deadlines	48.1	17.7	34.2	100

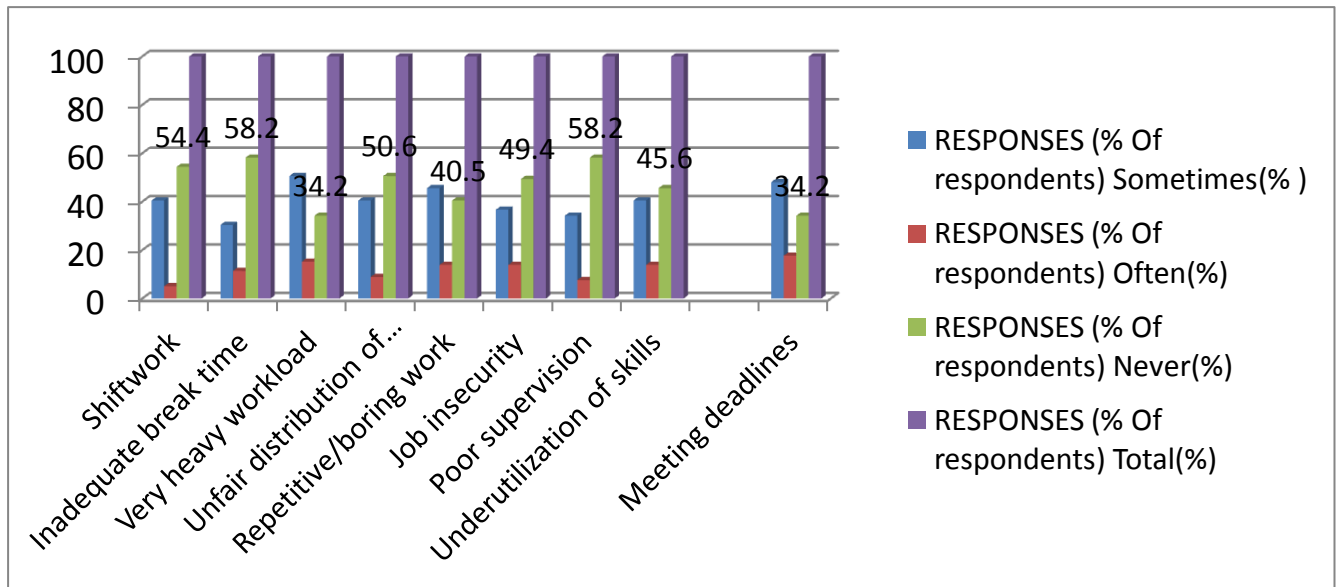


Fig 15: Causes Of Stress

Analysis: Observing the responses given by employees we can conclude that-

- Meeting deadlines (17.7% say often) is the major cause of stress.

- Underutilisation of skills, job insecurity, repetitive work are another dominant causes of stress.
- Heavy workload is also one of the major causes of stress.
- Other causes such as shift work, inadequate break time, poor supervision may not be considered as they are of less importance.

Interpretations: Major causes of stress relating to work are

- Very heavy workload
- Meeting deadlines
- Repetitive/Boring work
- Underutilisation of skills
- Shiftwork

16. CAUSES OF STRESS : RELATIONSHIPS AT WORK ENVIRONMENT

Employee is in contact with many people at workplace colleagues, subordinates, supervisors, boss, employees from other departments etc. The relationship with these people may be the causes of stress. Following table will give the frequencies of responses regarding such relationships

Table 16

Relationship at workplace	RESPONSES			
	Sometimes	often	Never	Total
Poor relationship with supervisors	41.8	7.6	50.6	100
Poor relationship with colleagues	40.5	3.8	55.7	100
Harrasment / Discrimination	31.6	6.3	62.0	100
Impersonal treatment	38.0	3.8	58.2	100
Lack of communication from management	48.1	6.3	45.6	100

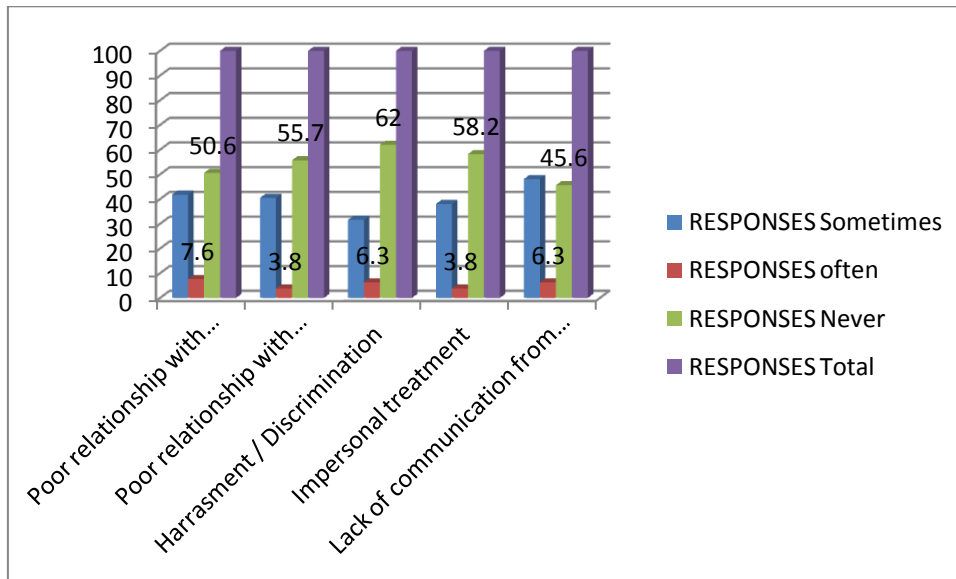


FIG 16 : Causes Of Stress –Relations At Work

Analysis : As observed from the table more than 50% of the employees never have

- Poor relationship with supervisors (50.6%)
- Poor relationship with colleagues (55.7%)
- Harassment / Discrimination (62.0%)
- Impersonal treatment (58.2%)
- Lack of communication from management (45.6%)
- Very few i.e. maximum 7.6% of the employees say that these are the causes of stress often. This indicates that ‘HR policies & interventions of organization under study play a vital role in stress reduction.’

Interpretation: Major causes of stress relating to relationships at workplace are -

- Lack of communication from management
- Poor relationship with supervisors
- Poor relationship with colleagues
- Impersonal treatment
- Harassment/Discrimination

This indicates that “HR Policies and interventions of organisation under study play a vital role in stress reduction.”

17. CONSEQUENCES OF STRESS - PHYSICAL:

Stress affects physically and physical disorder increases stress. As there is existence of stress among employees, now physical symptoms are being identified. Following table will give the frequencies according to responses.

Table 17

PHYSICAL SYMPTOMS	RESPONSES			
	Sometimes (%)	Often (%)	Never (%)	Total (%)
Lack of Apetite	38.0	5.1	57.0	100
Craving for food when under pressure	38.0	11.40	50.60	100
Nail biting	29.1	8.9	62.0	100
Breathlessness without exertion	27.8	2.5	69.6	100
Constant fatigue	41.8	6.3	51.9	100
Chest pain / palpitation	30.4	2.5	67.1	100
Cramps or muscle spasms	30.4	7.6	62.00	100
Frequent headaches	43.0	7.6	49.4	100

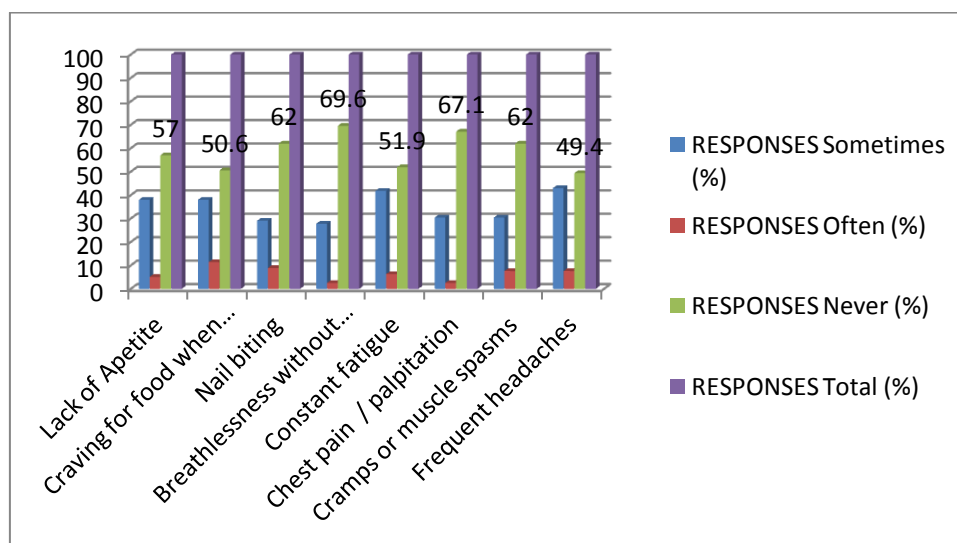


Fig. 17 : Consequences of Stress - Physical

Analysis: From the responses regarding physical symptoms of stress on an average 58.7% of the respondents have said they never have Physical symptoms. Which shows 41.3% of the respondents on an average have physical symptoms or consequences of stress; either sometimes or often. Naturally these physical symptoms may not be observed all at a time for all the employees.

Interpretation: The consequences of stress are shown in the form of

- Frequent Headaches
- Constant Fatigue
- Lack of Appetite
- Craving for food when under stress
- Stress Pain and palpitation
- Cramps or Muscle Spasms etc

This shows that as existence of stress is reflected in physical disorder and ultimately it affects the performance effectiveness.

18. CONSEQUENCES OF STRESS - PSYCHOLOGICAL:

As observed in Table 17 the existence of stress results in physical disorder. Similarly it has effects on mental set up also and has some psychological consequences also. The responses regarding psychological consequences are tabulated below-

Table 18

PSYCHOLOGICAL CONSEQUENCES	RESPONSES			
	Sometimes (%)	Often (%)	Never (%)	Total (%)
Hard to relax	48.1	16.5	35.4	100
Anxiety	50.6	16.5	32.9	100
Irritation	49.4	10.1	40.5	100
Depression /Frustration	53.2	8.9	38.0	100
Feeling unable to cope	40.5	10.1	49.4	100
Inability to concentrate	40.5	10.1	49.4	100
Lack of confidence	46.8	3.8	49.4	100

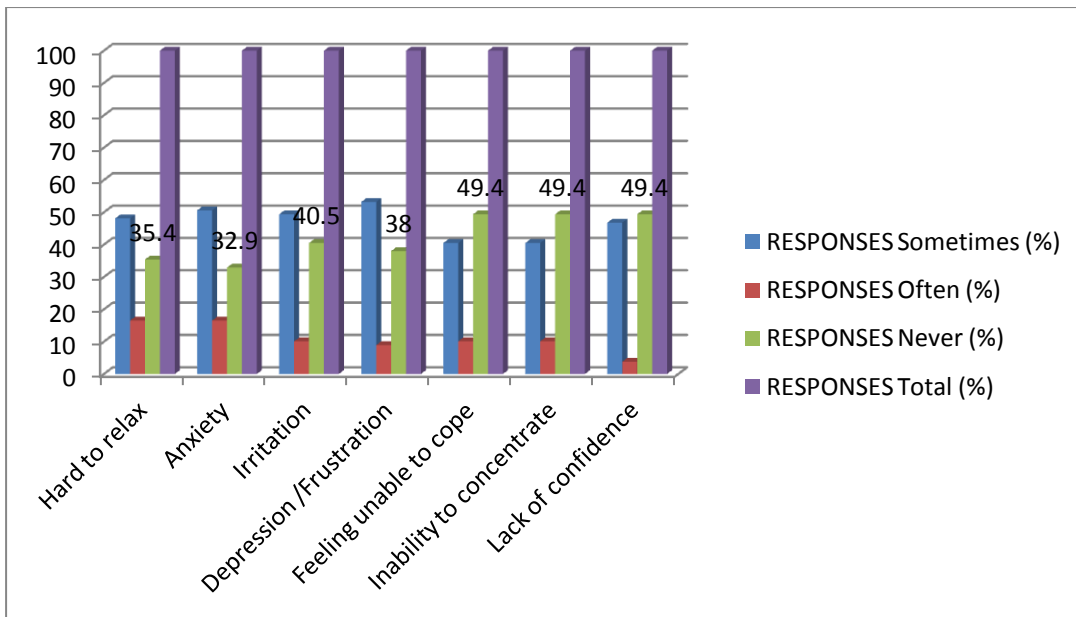


Fig. 18 : Consequences of Stress - Psychological

Analysis: It is observed that at most each of the recorded psychological consequences as hard to relax, anxiety, irritation, depression, feeling unable to cope, inability to concentrate, lack of confidence etc is experienced sometime or often.

Interpretation: Major consequences of stress (Psychological) found in the employees are -

- Depression /Frustration
- Anxiety
- Hard to relax
- Lack of confidence
- Inability to concentrate
- Feeling unable to cope

When they are psychologically disturbed, naturally it will affect the performance of the work. Thus “Stress affects the performance effectiveness.”

19. CONSEQUENCES OF STRESS - BEHAVIOURAL:

When anybody is under stress it may have effect on his behaviour. There may be changes in his behaviour. Following table shows the frequencies of respondents for behavioural changes.

Table 19

BEHAVIOURAL CONSEQUENCES	RESPONSES			
	Sometimes (%)	Often (%)	Never (%)	Total (%)
Difficulty in Making Decisions	48.1	8.9	43.0	100
Cannot Express Feelings	44.3	11.4	44.3	100
Lose your Temper Easily	48.1	15.2	36.7	100
Depression/ Frustration	48.1	10.1	41.8	100
Lack of Interest in Life	36.7	5.1	58.2	100
Feeling of Failure as a Person	38.0	5.0	57.0	100
Feel Tired and Unenergetic	50.6	6.3	43.1	100

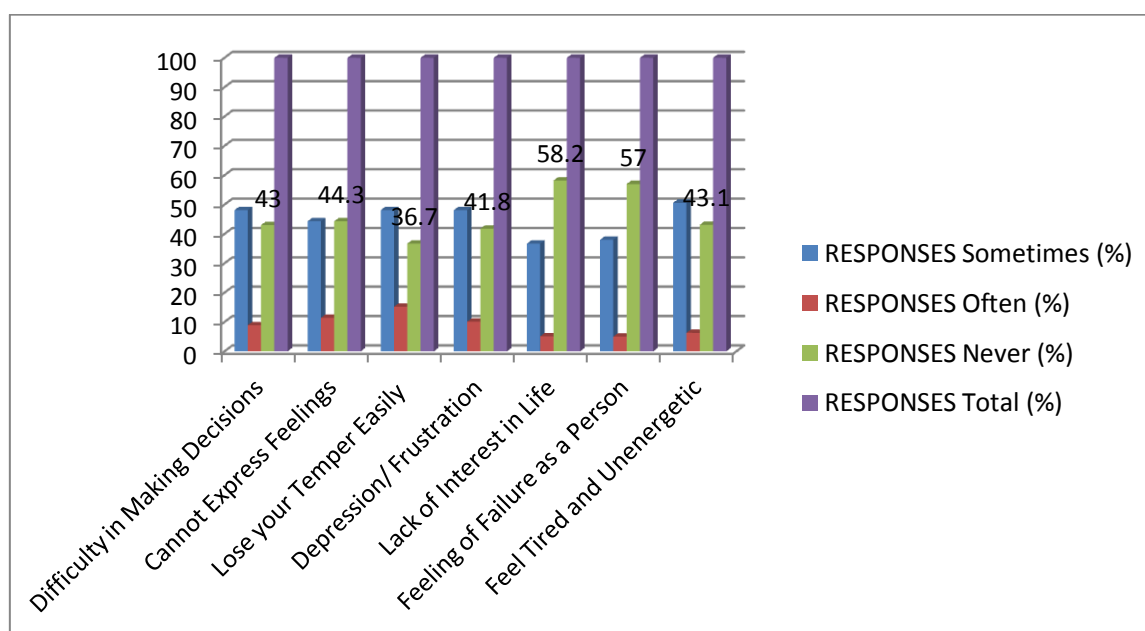


Fig. 19 : Consequences of Stress - Behavioural

Analysis: As seen from the table, the respondents say that certain behavioural consequences of stress that are experienced often and sometimes are:

- Lose your temper easily (15.2% Often, 48.1% sometimes)
- Depression/ Frustration (10.1% Often, 48.1% sometimes)
- Cant express feelings to anyone (11.4% Often, 44.3% sometimes)
- Difficulty in making decisions (8.9% Often, 48.1% sometimes)
- Feeling tired and unenergetic (6.3% Often, 50.6% sometimes)

Interpretation: Major consequences of stress (Behavioural) found in the employees are -

- Feeling tired and unenergetic
- Difficulty in making decisions
- Lose your temper easily
- Depression/ Frustration
- Cant express feelings to anyone
- Feeling of failure as a person

From the percentages itself, it can be easily concluded that stress has certain major behavioural consequences. These behavioural consequences are such that it affects performance effectiveness. Thus “Stress affects the performance effectiveness.”

From Table 17, 18 and 19 we can observe that stress has physical, psychological and behavioral consequences. The percentage of respondents who feel these changes often or sometimes is significant. This is almost 50% on an average in each case. Any such consequence independently or together affects performance effectiveness.

Thus we prove our hypothesis “Stress Affects Performance Effectiveness”

20. POLICIES OF ORGANISATION:

In reducing the stress among employees, the policies of organisation are important. Following are the responses recorded regarding policies of organisation

Table 20

POLICY	RESPONSES			
	Sometimes (%)	Often (%)	Never (%)	Total (%)
Communicated to all	30.4	67.1	2.5	100
Transparent	29.1	69.6	1.3	100
Flexible	35.4	63.3	1.3	100
Satisfactory	38.0	62.0	0	100

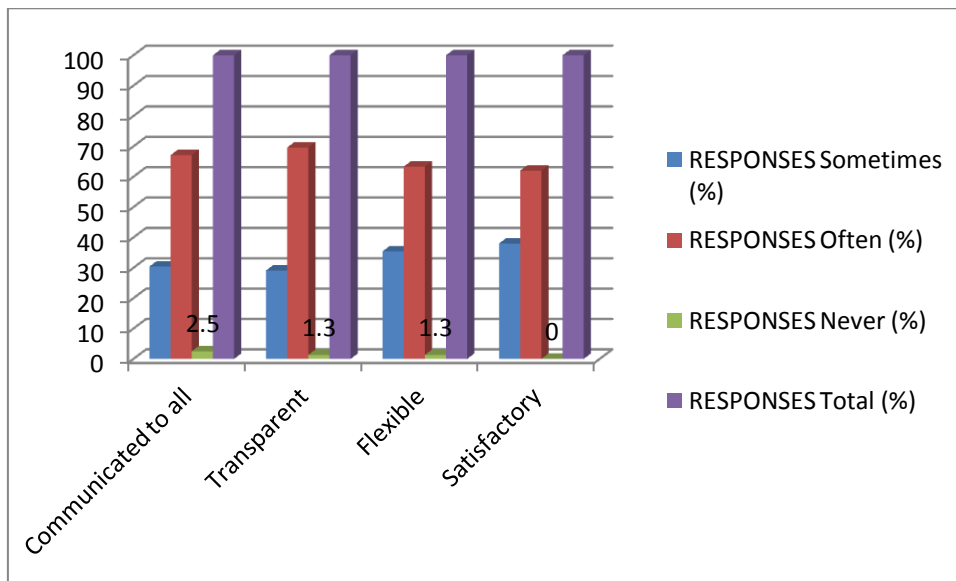


FIG 20: Policies Of Organisation

Analysis: It can be observed that percentage of respondents who say it is sometimes or often regarding the policies are communicated to all (97.5%), Transparent(98.7%), Flexible (98.7%), satisfactory (100%).

Interpretation: The policies of the organisation are transparent, flexible& are communicated to all. The policies help to maintain healthy relations between employees and top level of management. Ultimately it helps in reduction of stress among the employees. The employees are satisfied with the policies of the organisation.

Thus, it supports the hypothesis that “HR policies and Interventions of the organisation under study play a vital role in reduction of stress of employees.”

21. RECOGNITION AND REWARD OF PERFORMANCE:

Table 21

Organisation has suitable reward and performance recognition mechanism	Number of respondents	%
Strongly Disagree	1	1.2
Disagree	2	2.5
Neutral	15	18.9
Agree	51	64.5
Strongly Agree	10	12.6
TOTAL	79	100

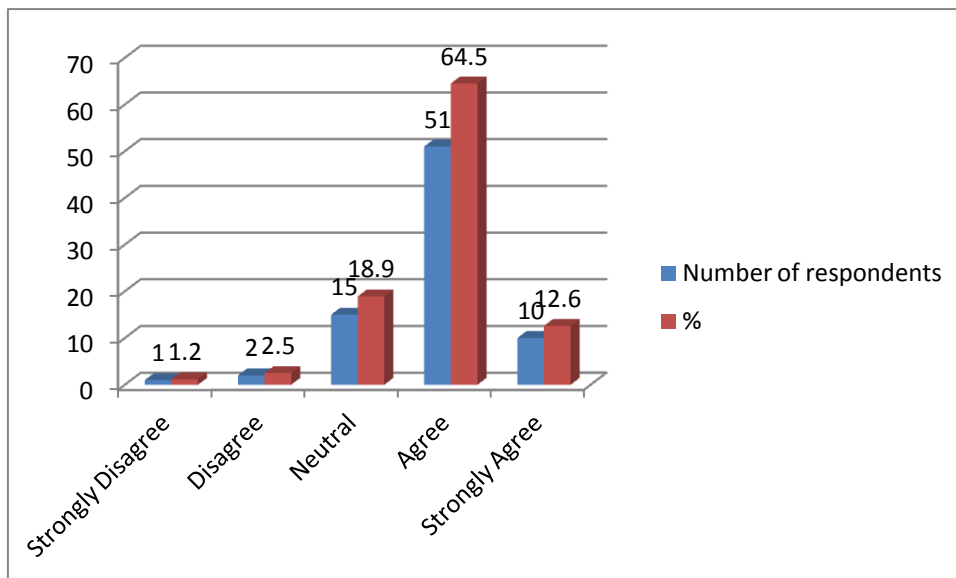


FIG 21 Recognition and reward for performance

Analysis: When asked regarding whether there is suitable mechanism in their organisation for recognition and rewarding the performances, 77% of the employees have said that there is such suitable mechanism. 19% could not say anything about such mechanism. Only 3.8% refused it. But, it indicates that such mechanism exists in the organisation.

Interpretation: The organisation has suitable mechanism for recognising and rewarding the performances of its employees. This type of policy helps in reducing stress among employees.

Thus, it again proves the hypothesis that “HR policies and Interventions of the organisation under study play a vital role in reduction of stress of employees.”

22. TECHNIQUES FOLLOWED BY EMPLOYEES FOR COPING WITH STRESS:

We have seen that when there is a stress, individual employee may follow some techniques for coping with stress. The techniques are categorised under two heads; Harmful Technique and Good Techniques. Following are the frequencies for the various techniques

Table 22

TECHNIQUE	RESPONSES				
	Never (%)	Sometimes (%)	Often (%)	Total (%)	Wgt Total
Self Counselling	3.8	49.4	46.8	100	113
Expert Counselling	46.8	30.4	22.8	100	60
Practice Yoga	38.0	34.2	27.8	100	71
Meditation/ Art of Living	40.5	36.7	22.8	100	65
Physical Exercise	16.5	48.1	35.4	100	94
Playing Sports	15.2	48.1	36.7	100	96
Outing with Family/Friends	3.8	45.6	50.6	100	116
Use of Sedatives/ Medication*	57.0	25.3	17.7	100	110
Consume Alcohol*	43.0	39.2	17.7	100	107
Talk to Family or Friends	7.6	51.9	40.5	100	105
Long Walks	21.6	50.6	27.8	100	84

Note - Entries marked with* imply Harmful Techniques

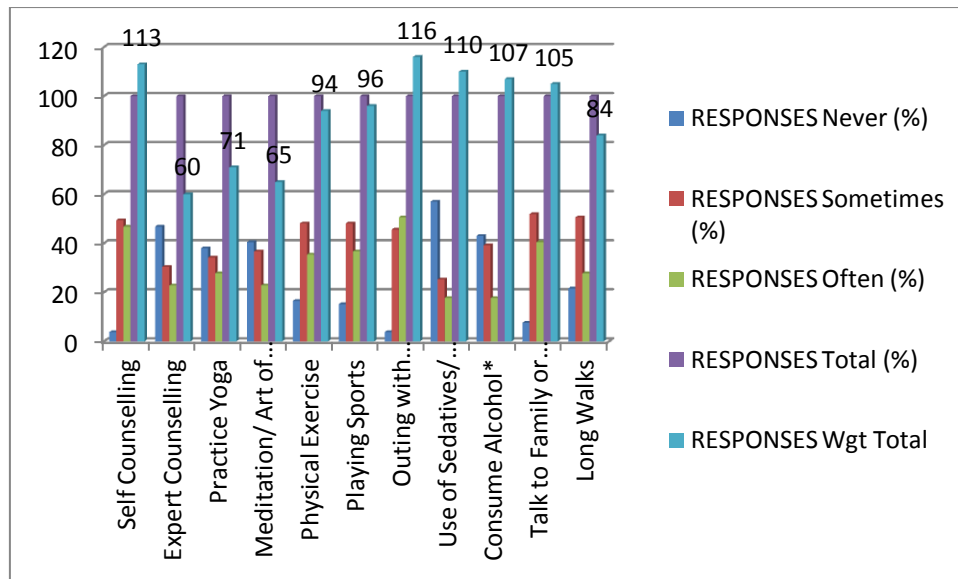


FIG 22 Techniques followed by employees for coping with stress

Analysis: To find which technique is followed individually to cope up with stress, weighted total method and weighted total is used for each technique. From the weighted total it can be seen that top five techniques followed by employees for coping with stress are:-

- Outing with family or friends
- Self counselling
- Talk to family or friends
- Play some sport
- Physical exercise

Interpretation: As stress primarily is because of problems at work place and problems at home, it can be observed that individual techniques like outing with family or friends, talk to family or friends may reduce the stress due to problems at home and remaining may reduce the stress due to problems at work.

Thus, it again supports the hypothesis that “Individual employees follow their own techniques to cope up with stress.”

23. WORKSHOP/ TRAINING PROGRAMS FOR THE EMPLOYEES:

According to respondents following training programs/workshops are organised by the organisation for them.

Table 23

TECHNIQUE	RESPONSES			
	Respondents saying it is arranged (%)	Percentage of respondents for training duration		
		Less than 10 days/year	10-20 days/year	>20 days/year
Stress Management	93.7	78.5	1.3	20.3
Time Management	88.6	78.5	1.3	20.3
Task Management	57.0	54.4	-	45.6
Interpersonal Relations Management	55.7	54.4	-	45.6
Work Life Balance	44.3	44.3	-	55.7
Emotional Intelligence	51.9	46.8	1.3	51.9

Analysis: It can be seen from the table that organisation is arranging various workshops/training programs for employees. All respondents do not say so. It may be because they may not have participated in the workshop or training or they may be newly promoted in the category. It can be observed that in general stress management and time management training is arranged for most of the employees. Task management, Interpersonal relations management, Work life balance, Emotional Intelligence management workshops are not arranged for all but selected employees. In general such workshops are for less than 10 days during the year.

Interpretation: This shows that HR policies of organisation are such that they are helping the employees to cope up with stress. As seen earlier, there is existence of stress amongst the employees and one of the major causes of stress is meeting deadlines (Table 15). The

workshops regarding these two are being arranged by the organisation. It may help to reduce the stress among the employees.

Thus “HR policies and interventions play a vital role in stress reduction among workers.”

24. NEED FOR TRAINING:

Amongst those who have responded that training courses are not being arranged, most (more than 80%) are of the opinion that such workshops or training courses should be arranged which may in turn reduce the stress among the workers. This will at least target the stress caused at workplace. (Stress caused by problems at home is very personal and differs from individual to individual and beyond the scope of this dissertation)

Table 24

TRAINING PROGRAMS	RESPONSES (Need for Training)	
	YES (%)	NO (%)
Stress Management	72	28
Time Management	80	20
Task Management	81	19
Interpersonal Relations Management	84	16
Work Life Balance	82	18
Emotional Intelligence	80	20

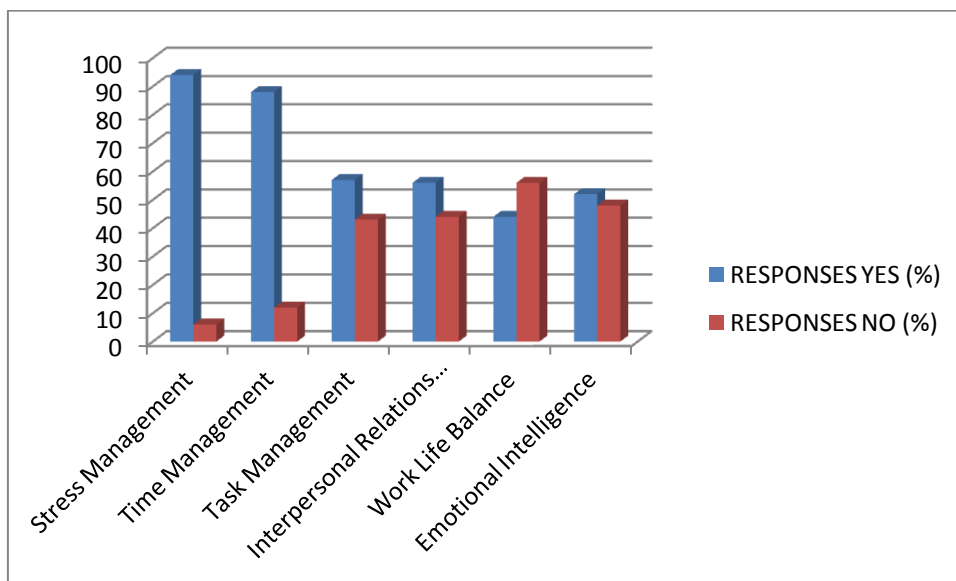


Fig 24: Need for Training

Analysis: It can be seen from the table that majority of respondents want relevant need based training programs to be conducted by the organisation. It can be observed that in general respondents want programs targeting Stress management, Time management, Interpersonal relations management, Work life balance and Emotional Intelligence

Interpretation: Majority of employees expect the following training programs for their stress management.

- Stress Management
- Time Management
- Task Management
- Interpersonal Relations Management
- Work Life Balance
- Emotional Intelligence

4.4 CONCLUSION

The researcher has analysed and interpreted the collected data with the help of statistical tools and in the next chapter certain recommendations are given.

CHAPTER 5 : FINDINGS & RECOMMENDATIONS

5.1 Introduction

5.2 Findings

5.3 Recommendations

- To the Employees
- To the Management

5.4 Area for further Study

5.5 Conclusion

5.1 INTRODUCTION

In this Chapter the researcher has presented the findings of the study. The recommendations are given both to the Employees and the Management. The scope for further research in this field is also identified.

5.2 FINDINGS

- # Majority of respondents are not under any medication.
- # Majority of the respondents are not suffering from any illness.
- # 62% of respondents consume tobacco or alcohol or both.
- # Majority of respondents are by large happy about the work that they are doing.
- # There is existence of stress among the employees of organization under study.
- # The reasons for Stress of employees are more related to the problems at home than problems at work.
- # Majority of employees find it difficult to maintain the work life balance.
- # Physical work environment at workplace is conducive. This shows that physical work environment may not be the reason for existence of stress.
- # Majority of employees are able to
 - o Plan their own work
 - o Participate in decision making for their own job
 - o Have some control over pace and content of their work
 - o Have full control over their work
- # Most of the employees have clarity about the policies, rules and regulations of the organisation

Major causes of stress relating to work are

- Very heavy workload
- Meeting deadlines
- Repetitive/Boring work
- Underutilisation of skills
- Shiftwork

Major causes of stress relating to relationships at workplace are –

- Lack of communication from management
- Poor relationship with supervisors
- Poor relationship with colleagues
- Impersonal treatment
- Harassment/Discrimination

The consequences of stress (Physical) are shown in the form of

- Frequent Headaches
- Constant Fatigue
- Lack of Appetite
- Craving for food when under stress
- Stress Pain and palpitation
- Cramps or Muscle Spasms etc

Major consequences of stress (Psychological) found in the employees are -

- Depression /Frustration
- Anxiety

- Hard to relax
- Lack of confidence
- Inability to concentrate
- Feeling unable to cope

Major consequences of stress (Behavioural) found in the employees are -

- Feeling tired and unenergetic
- Difficulty in making decisions
- Lose your temper easily
- Depression/ Frustration
- Cant express feelings to anyone
- Feeling of failure as a person

Stress affects Performance effectiveness..

The policies of the organisation are transparent, flexible& are communicated to all.

The employees are satisfied with the policies of the organisation.

The organisation has suitable mechanism for recognising and rewarding the performances of its employees.

Top five techniques followed by employees for coping with stress are:-

- Outing with family or friends
- Self counseling
- Talk to family or friends
- Play some sport
- Physical exercise

Individual employees follow their own techniques to cope up with stress.

In general stress management and time management training is arranged for most of the employees. Task management, Interpersonal relations management, Work life balance, Emotional Intelligence management workshops are not arranged for all but selected employees.

Majority of employees expect the following training programs for their stress management.

- Stress Management
- Time Management
- Task Management
- Interpersonal Relations Management
- Work Life Balance
- Emotional Intelligence

5.3 RECOMMENDATIONS :

As many employees under the study consume tobacco/ alcohol/ both, awareness programmes on its ill effects should be conducted by the organisation.

Physical Check-up of employees should be done on regular basis as the employees suffer from Chest pain, palpitations, breathlessness, cramps, frequent headaches.

As there is existence of stress amongst employees, following training programmes and workshops should be conducted for the managers :

- Stress Management
- Time & Task Management
- Health & Well being
- Work-life balance

- Supervisory development programmes
- Interpersonal relations
- Team Building
- Emotional Intelligence

As the reasons for Stress for employees are more related to the Problems at home than Problems at work, counselling sessions should be conducted to give orientation to the employees on this issue.

As repetitive and boring work has come out as one of the important causes of stress, three things can be suggested –

- Job rotation
- Empowerment
- More participation in decision making

As there are many causes of stress relating to relationships at work, the company should do efforts for harmonious relationships through –

- Good team building
- Effective leadership
- Effective Oral and written communication
- Indiscrimination in treatment
- Transparency in behaviour

As there are many Psychological and Behavioural consequences of Stress like

- Frustration
- Lack of confidence
- Loosing temper etc.
- Depression

Following Training programmes are suggested:

- Self- awareness
- Personality Development
- Anger Management
- Conflict Management

As conducive work environment & good Physical environment make the employees positive and motivated and thereby they enjoy the work, the company should maintain and upgrade the same and regularly do so –

- Employee Opinion Survey
- Employee Satisfaction Survey
- Work Environment Survey

There is a growing awareness about Self-management and Self-development. The organisation should conduct workshops on techniques like meditation and yoga. This will be useful for managers at all levels. Desk yoga techniques can be taught which include

breathing and stretching exercises. The employees can learn the right technique of breathing which is essential tool in de-stressing.

HR department should develop and publish a policy document on Stress at work.

There is no stress policy as of now. A formal Stress policy will make Stress Management mandatory for the management.

5.4 AREAS FOR FURTHER STUDY :

Further study can be done on –

- Stress Management and Productivity
- Big Sample like 500 employees.
- Stress of Top Management of 10 companies

5.5 CONCLUSION

The business environment has increasingly become competitive; leading to an inherent sense to outdo contemporaries to gain valuable market space. While the mantra of “Perform or Perish” does infuse efficiency and vigour in performance, it also introduces stress at all levels. Stress factors have been adequately discussed in the paper with an intent to bring to the fore that there are a multitude of elements which can affect personnel and all of these have to be factored in for any holistic analysis. It is now well supported that today stress is endemic to any organisation. It has epidemic potential and if overlooked can push any person/ organisation into distress. The HR management structure must diagnose the stress levels at early stages and provide facilities and time to undergo stress management sessions. These measures can be based on the causes and factors discussed above. *The final aim should be to contain stress and promote overall wellbeing.*

BIBLIOGRAPHY

BOOKS:

1. Aldwin, Carolyn M. “*Stress coping and development – An Integrative Perspective*” , The Guilford Press.2007
2. Alex, Roney and Cooper, Cary. “*Professionals on Workplace stress*” , John Wiley and Sons Ltd., 1997.
3. Ashwathappa, K. “*Human Resource and Personnel Management- Text and Cases*” , 4th Edition, Tata Mcgraw Hill, 2005.
4. Batra, Promod. “*Simple ways to manage Stress*” , Thompson Press, India. 1995.
5. Beehr, Terry, A. “*Psychological Stress in the Workplace*” , Routledge Publications. New York. 1995.
6. Bolton, C Sharon. “*Emotion Management in the Workplace*” , Palgrave Mc Millan New York, 2005.
7. Brewar, Sarah. , Dr. “*The Ultimate Stress Buster*” Edbury Press, London. 1999.
8. Dessler, Gary. “*Human Resource Management*” 9th Edition, Pearson Education. 2004. Pg 165-166.
9. Dean, Bartlett. “*Stress – Perspectives and Processes*”, Open University Press. 1998.
10. Das, G S. “*Coping with Executive Stress*” , Dastane Ramachandra and Co., Pune.1991.
11. Deb, Tapomoy. “*Human Resource Development – Theory and Practice*” Ane Books India.2006.
12. Dwivedi, R S., “*Human Relations and Organisational Behaviour – A Global Perspective*” 5th edition, Macmillan India Ltd. 2001.
13. Weiss, Donald H., “*Managing Stress*” American Management Association.
14. Cooper, Cary. And Palmer, Stephen., “*How to deal with Stress*” , Kogan Page, The Sunday Times.
15. Luthans , Fred. “*Organisational Behaviour*” 10th edition, Mc Graw Hill.2005.
16. Kothari, CR. “*Research Methodology – Methods and Techniques*”, 2nd edition revised, New Age International Publishers, 2006.
17. Khanka, S.S, “*Organisational Behaviour*” , S. Chand and Co. Ltd., 2000. Part 3 Chapter 14.

WEBSITES:

1. <http://www.businessdictionary.com>
2. <http://www.merriam-webster.com>
3. <http://www.sn1.com>
4. <http://www.timeday.org>
5. <http://www.workhealth.org>
6. <http://www.hazards.org>
7. <http://www.stress.org.uk/fact-sheets.aspx>
8. <http://healthylife.com/blog>
9. <http://www.cdc.gov/niosh/docs/99-101>
10. <http://www.psychcentral.com/lib/the-benefits-of-stress-management/000405>
11. <http://www.merdomeblog.com/2013/10/13/importance-of-stress-management>
12. <http://www.mayoclinic.org/healthy-living/stress-management/basics/stress-basics>
13. http://www.helpguide.org/mental/stress_management_relief_coping.htm
14. <http://www.citeulike.org/journal/springerlink-104881>
15. <http://www.sciencedirect.com/science/journal/10725245>
16. <http://www.medworm.com/rss/search.php/international-journal-of-stress>
17. <http://www.acquirecontent.com/titles/international-journal-of-stress-management>
18. <http://www.m.webmd.com/a-to-z-guides/tc/stress-management-topic-overview>
19. <http://www.helpguide.org>
20. <http://www.eddigest.com>
21. <http://www.ijbmi.org>

JOURNALS:

1. Sinha Neeta & Sharma Ritu, "Sources of Stress for Management Students: A Descriptive Analysis", ICFAI University Press, 2009.
2. Parilla Eric S. , "Level of Stress experienced by NWU Employees: Towards developing a Stress Management" , ASIAN Journal of Management Research, Volume 2 Issue 2 ,2012
3. Devi T Uma., "A Study on Stress Management and Coping Strategies with reference to IT companies" , Journal of Information Technology and Economic Development 2(2), 30-48, October 30, 2011.
4. Panda Yogmaya, " Emotional Intelligence and Perceived Stress", The ICFAI University Journal of Organisational Behaviour Vol VII, No.3, 2008.
5. Juliet J. & Kennedy Vijila, "Impact of Organisational Climate on Job Stress for Women employees in IT sector in India" , Asia Pacific Journal of Research in Business Management Vol 2, Issue 6, June 2011.
6. Wani Showkat, "Job Stress and its impact on employee motivation: a study of a select commercial bank" , International Journal of Business and Management Invention Volume 2 Issue 3, March 2013.
7. Cryer Bruce, Craty Rollin & Childre Doc, "Pull the Plug on Stress" , Harvard Business Review, Vol 81 Issue 7, July 2003, p102-107.
8. Budhrajya Jyoti, "Causes of Stress among Insurance Employees: an Empirical Study", The ICFIAN Journal of Management Research, Vol 14 VIII, Nov2008.
9. Vaughan Debi, "Supporting Teachers Through Stress Management", The Education Digest, September 2013.
10. Pope K. Nigel, "The impact of stress in self and peer assessment, Assessment & Evaluation in Higher Education ,Vol 30, No. 1, Feb 2005, pp.51-63.
11. Shukla S., Singh Amrit, Mishara Ashutosh & Tiwari Swati, "Stress Management brings your life into balance relieve stress and take control of your life", International Journal of Business and Management Invention, Vol 2 Issue 7, July 2013, pp.1-8

If you have trouble viewing or submitting this form, you can [fill it online](#).

A QUESTIONNAIRE FOR STUDY OF STRESS & ITS MANAGEMENT

Dear Respondent, I, Ms Saloni Tamaskar, a student of M Phil (Mgmt), would like your cooperation in answering the following questionnaire. It is sincerely requested that you answer spontaneously without reference to any external inputs. Your answers and opinions will be of immense help in understanding employee and organisational problems in a scientific manner. All information will be confidential and the data will be used for research purpose only.

*Required

Name :

(Optional)

Age : *

- 20-30 years
- 31-40 years
- 41-50 years
- 51-60years

Designation: *

Educational Qualification: *

- Graduation
- Post-graduation
- Other:

Marital Status : *

- Married
- Unmarried

Sex: *

- Male
- Female

Residential Background

- Urban
- Semi-rural
- Rural

Do you suffer from any type of illness?

- Yes
- No

Are you under any kind of medication?

- Yes
- No

Do you use any of these mentioned below?

- Alcohol
- Smoking
- Both
- None of these

How do you feel about your job in general? *

- I am completely happy and enjoy my job.
- I sometimes feel dissatisfied, but generally enjoy my job.
- Most of the times, I do not enjoy my work
- I have no interest at all in my work.

How much stressed are you at work? *

- Always
- Frequently
- Sometimes
- Rarely
- Never

If you feel you are under stress, please choose the one which you feel is the main contributory factor. *

- Problems at Work
- Problems at Home
- Other:

Do you find it difficult to maintain Work-Life balance?

- Always
- Mostly
- Sometimes
- Never

The Physical Work Environment is conducive for you to function to the best of your abilities

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

How much control do you feel you have over your job? Do you feel *

	Never	Sometimes	Often
You are able to plan your own work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You can participate in decision-making for your own job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You have some control over the pace and content of your work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You have no control at all.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you think that you have clarity about the policies, rules and regulations of the organisation? *

- No clarity
- Yes, but partially
- Yes, about most of them

Do you think any of the following causes stress to you? *

	Sometimes	Often	Never
Shift work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inadequate breaktimes/mealtimes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Very heavy workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unfair distribution of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Repetitive/ Boring work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting deadlines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job insecurity / Fear of job loss	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor supervision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Underutilisation of your skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Regarding Working relationships, does any of the following cause stress to you. *

	Sometimes	Often	Never
Poor relationships with supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor relationships with colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Harassment/Discrimination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impersonal treatment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of communication from management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Identify the SYMPTOMS / CONSEQUENCES OF STRESS faced by you- PHYSICAL *

	Sometimes	Often	Never
Lack of appetite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Craving for food when under pressure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nail biting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Breathlessness without exertion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Constant fatigue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chest Pain/ Palpitations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cramps or muscle spasms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequent Headaches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Identify the CONSEQUENCES OF STRESS faced by you- PSYCHOLOGICAL *

	Sometimes	Often	Never
Hard to relax	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anxiety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irritation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Depression /Frustration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feeling unable to cope	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inability to concentrate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of Confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Identify the CONSEQUENCES OF STRESS faced by you- BEHAVIOURAL *

	Sometimes	Often	Never
Difficulty in making decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cant express feelings to anyone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loose your temper easily	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Depression /Frustration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of interest in life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A feeling of failure as a person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Sometimes	Often	Never
Feel tired and unenergetic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Policies of the organisation are *

	Sometimes	Often	Never
Communicated to all.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transparent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfactory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The organisation has a suitable mechanism for recognising and rewarding the performances of its employees. *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Techniques you follow for COPING WITH STRESS - *

	Never	Sometimes	Often
Self- counselling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expert counselling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Practice Yoga	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meditation/ Art of living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical Exercise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Play some sports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outings with family/friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of Sedatives/Medication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consume Alcohol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talk to family/friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long walks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Does your organisation conducts the following Workshops/Training programmes for the employees *

	Yes	No
Stress Management	<input type="radio"/>	<input type="radio"/>
Time Management	<input type="radio"/>	<input type="radio"/>
Task Management	<input type="radio"/>	<input type="radio"/>
Inter-personal relations Management	<input type="radio"/>	<input type="radio"/>
Work-life Balance	<input type="radio"/>	<input type="radio"/>

	Yes	No
Emotional Intelligence	<input type="radio"/>	<input type="radio"/>

If yes, for any of the options in the above question, mention how many days of training have you undergone under above topics in a year? *

	Less than 10 days in a year	10-20 days in a year	More than 20 days in a year	None
Stress Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Task Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inter-personal relations Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emotional Intelligence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If your ans is none for the above question,do you feel there is need for training on any of the topics mentioned above? *

	Yes	No
Stress Management	<input type="radio"/>	<input type="radio"/>
Time Management	<input type="radio"/>	<input type="radio"/>
Task Management	<input type="radio"/>	<input type="radio"/>
Inter-personal relations Management	<input type="radio"/>	<input type="radio"/>
Work life balance	<input type="radio"/>	<input type="radio"/>
Emotional Intelligence	<input type="radio"/>	<input type="radio"/>

What are the other HR Interventions of your company for reducing the stress?

Anything else that you want to share about your stress, your coping strategies & support of your organisation in dealing with stress.

ANNEXURE 2

PROPOSED STRESS POLICY

(SNL FINANCIALS, AHMEDABAD)

Introduction:

The organisation is committed to provide a positive and supportive work environment to its employees. SNL believes that the employees of the organisation are the most valuable asset for the organisation and their health and well being is of utmost importance. SNL Financials recognises and understands that workplace stress is a health and safety issue and it is very important to identify and reduce workplace stressors.

The policy will be applicable to everyone in the company. Managers are responsible for proper implementation of the policy and the company will ensure that necessary resources are made available to effectively manage workplace stress.

What is Workplace Stress?

HSE defines stress as “people’s natural reaction to excessive pressure”. It is not a disease. But, if it is excessive and goes on for some time, it can lead to mental and physical ill health.

The Policy:

- SNL Financials will carry out “Risk Assessments” to identify workplace stressors and will endeavour to eliminate, or control the risks resulting from experience of stress.
- SNL Financials will provide necessary training to its staff at all levels so that they are aware of new evolved strategies and practices to overcome stress.
- SNL Financials will arrange for confidential counselling for the employees affected by Workplace Stress, whether it has been caused by work or other external factors.
- SNL Financials will ensure a culture in which employees have healthy life style and are able to strike work - life balance
- SNL Financials will ensure that stress policy is effectively implemented and necessary resources are available.

Responsibility:

Responsibility for effective management of stress rests with all levels of the organisation.

Senior and Middle level of Management-

To ensure effective and clear communication at all times.

To ensure jobs are designed properly.

To ensure that adequate training is provided to employees at all the levels.

To create an open and supportive work environment.

To monitor working hours, rest periods & annual leave of the employees.

To ensure proper mechanism for resolution of conflicts.

To keep a close watch on changes in employee behaviour which may signify signs of stress.

Individual Contributors:

To engage in regular exercising, yoga and any other form of fitness activity to handle the stress in their day –to- day lives.

To resort to counselling in case there is a need for the same.

HR Department:

Provide guidance to managers and employees on stress policies and procedures.

Advise managers and individuals on training requirements.

Provide support to individual employees who have been absent from workplace due to stress related sickness.

Monitor and review effectiveness of measures to reduce stress.

Provide expert/specialist advice & awareness training on stress.