



A STUDY ON STRESS MANAGEMENT

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ABSTRACT

Simply knowing the range of possible preventive stress management methods does not necessarily lead to effective prevention of distress. This chapter reviews preventive stress management programs (organizational/individual) and presents a framework for the implementation of such programs. At the organizational level, management training programs for all levels of management, organizational development activities, internal or external consultants, and ad hoc task forces can be useful in introducing preventive stress management activities. At the individual level, medical or health departments, stress management programs, fitness programs, and comprehensive health promotion programs can each be vehicles for bringing individual stress management techniques into the organization. Implementing preventive stress management in an organization requires (a) organizational stress diagnosis, (b) planning for prevention, (c) organizational and individual action, and (d) outcome evaluation. These functions form an iterative model for implementing preventive stress management that is intended to foster continuing growth and development of the organization and the individuals within it. (PsycINFO Database Record (c) 2010 APA, all rights reserved)

1. INTRODUCTION

In general, stress interventions are effective, though the predominant outcome measures

targeted psychological outcomes rather than performance or physiological outcomes. The results also revealed that relaxation interventions were the most frequent type of intervention. Further, there were few stress interventions focused at the organizational level. More specific results also indicated that cognitive-behavioral interventions produced larger effects than other types of interventions.

There are many occupational stress management programmes available which are designed to prevent and cure the negative aspects of job-stress. The focus of the programmes can be directed towards the individual worker, the working group, the organization of the work or the organization as a whole. Moreover, programmes show a considerable variation with respect to the type of interventions they promote and their underlying assumptions, as well as their duration and costs. In this paper, effect studies of occupational stress programmes published between 1987 and 1994 are reviewed. The aim is to give a practical overview of the variety in occupational stress programmes, their scope, applicability and the evidence of their effectiveness.

In the days when prehistoric man had not yet attained self-consciousness, he reacted to any signs of danger in two ways: he fought or he fled. This is the 'fight-or-flight' response—a term coined by W.B. Cannon in 1914. During this, the body reacts with alarm to the threat: there is a rapid increase in metabolism, with



hormonal, physiological and biochemical changes taking place instantly.

The body muscles become tense and the hypothalamus activates the pituitary gland, which secretes hormones that then activate other hormone-producing centers like the adrenal glands. The release of adrenaline and other hormones sustains the alarm reaction and physiological changes occur in response to the stress stimulus. The body now needs glucose for the muscles to function properly. The liver responds by releasing some into the bloodstream. For the glucose to be transformed into energy, extra oxygen is required. The heart begins pumping blood faster to carry this extra supply, leading to a rise in blood pressure.

The amount of blood available in the body is, however, limited. In order to deliver extra blood to select areas—the muscles, heart, lungs, kidneys and the brain—there is a temporary cutoff in blood supply to non-priority areas. Consequently, the digestive system slows or stops altogether, the salivary glands stop secreting, blood vessels in the kidneys and the abdomen constrict and the immune system slows down.

These physiological effects are categorized as 'arousal'. Concomitant emotional manifestations like fear, apprehension and worry are termed 'anxiety'.

Once the Neanderthal dealt with the threat—usually an animal, which he fought off or fled from—the body's reactions quickly returned to normal. All of which was fine in the good old days of yore.

"Unfortunately," says corporate consultant Santhosh Babu, "this wonderful survival tool hasn't adapted to modern forms of stress. Today

we react the same way with the boss as our ancestors reacted to a tiger—despite the fact that we have choices other than fighting or fleeing!"

If this stressful situation is not resolved (the Neanderthal could be up a tree with a saber-toothed tiger snarling below all day long!), the body goes into a second stage, the adaptation stage. This also happens when you aren't able to resolve the conflict with your boss. The changes that have occurred become chronic, that is, they take place all the time. This is the stage when the body is most prone to illness.

The third stage, according to Hans Selye (1956), was the "stage of exhaustion" which came about if the stress was constant and prolonged. Here, the body's resistance finally crumbles and death is usually the consequence.

Medically, stress is defined as a perturbation of the body's homeostasis. The common indices of stress include changes in:

- (i) biochemical parameters such as epinephrine and adrenal steroids,
- (ii) physiological parameters such as heart rate and blood pressure and
- (iii) behavioral effects such as anxiety, fear and tension. In essence, stress is an umbrella term that encompasses physical trauma, strenuous exercise, metabolic disturbances and anxiety as they produce challenges to the body's homeostasis. The wear and tear that stressors subject our body too is termed as stress.

Says Dr Chugh: "Stress is how people react to demands placed on them and arises when there is worry about one's capacity to cope. Seventy-five to 90 per cent of adult visits to primary care physicians are for stress-related problems."



For the lay person, however, the word stress has mental rather than physiological connotations. As Anandi Iyer, Deputy Director at German Technical Cooperation (GTZ) says: "Stress occurs when you are incapable of handling a given situation. For instance, for soldiers constantly at the border, the situation is no longer so stressful. But for others, it would be."

Need and Importance of Stress Management:

In the past decade, the news headlines have definitely made it clear that the need for stress management should be one of the top agendas in modern day society. The rages alone such as Road Rage and the trends of violent acts in life today prove a lot of it well.

Living today is a lot tougher than it was even in the days of the great depression. It's been coming out in many ways such as all time occurrences of stomach and intestinal ulcers. Others find sleep disorders and wind up zombies during their busy days. Insomnia is growing in leaps and bounds.

Today stress management is important in everyone's lives. It's necessary for long happy lives with less trouble that will come about. There are many ways to deal with stress ranging from the dealing with the causes of stress to simply burning off its effects.

A good place to start in planning your own stress management would be finding the roots of your stress. It can come from physical exertion and mental strain as well. We all have these things in our everyday life. Its effects on our overall being can vary dramatically from others experiences. For that reason your needs in stress management may indeed differ from theirs as well.

Dealing with the sources of stress is best when possible. Often these are the things we dwell and over worry about. Among them are finances, family planning, balancing work/home, and often dealing with others over expectations. A good place to start in stress management is to focus on what your limitations are. While it may seem at times you can move mountains; don't forget after the move you will need a lot of rest.

OBJECTIVES OF STUDY:-

Study has been taken up with the following specific Objectives.

- An understanding of a Manager's responsibilities, within the law, to manage stress.
- An understanding of the relevant Council policies relating to a Manager's responsibilities to manage stress.
- An understanding of what stress is and the difference between pressure and stress.
- Recognize the factors, both external and internal, that could trigger stress at work e.g. conflict, change, bullying, unclear goals, personal problems
- Recognize stress and what the early warning signs are.
- Undertake stress risk assessments.
- Take effective remedial action to reduce employee stress.
- Develop personal strategies for dealing with their own stress.

II. Research methodology

Collecting the data

In dealing with any problem it is often found that data at hand are inadequate, and therefore it becomes necessary to collect data



that are appropriate. These are several ways of collecting the appropriate data, which defer considerably in context of time and other resources. Here for the purpose of study two kinds of data has been used.

1. Primary data
2. Secondary data

1. Primary Data

The primary data are those, which are collected afresh for the first time, and thus happens to be original in character, with reference to this study, data is collected through.

- A) Questionnaire
- B) Interview method

A) Questionnaire Method

Data is gathered by distributing Questionnaire to managers and employees. Questionnaire in prepared and pre tested before using it for data collection. Questionnaire is a structured one consisting of questions, which are close, ended having fixed response pattern with multiple answers.

b) Interview method

The study also includes obtaining information from knowledgeable persons. This interview is an informal or unstructured one with competent and articulate individuals, employees and professionals of the organization.

2. Secondary data

The secondary data are those that are already available, i.e. they refer to the data, which have already been collected and analyzed by someone else. Secondary data is gathered from the organization catalogues, journals and books.

Sample size:

1. The sample size of the survey (N) is 100.

2. Samples are collected customers of showroom.
3. The age limit of the customers is in between 20-55.
4. The customers will be randomly selected.

LIMITATIONS

1. Firstly the respondents were not available readily and the data were collected as per the convenience of the respondents.
2. Secondly the sample of respondents was very less given by the organization hence appropriate sample technique was not applied for selecting the respondents.
3. Thirdly, time is also one of constraints. Duration of 45 days is not sufficient to cover all the aspects of the study.

For the above limitation the study conducted may not give the true representation of the entire organization.

III. Models of stress management

Transactional model

Richard Lazarus and Susan Folkman suggested in 1984 that stress can be thought of as resulting from an “imbalance between demands and resources” or as occurring when “pressure exceeds one's perceived ability to cope”. Stress management was developed and premised on the idea that stress is not a direct response to a stressor but rather one's resources and ability to cope mediate the stress response and are amenable to change, thus allowing stress to be controllable.

In order to develop an effective stress management programme it is first necessary to



identify the factors that are central to a person controlling his/her stress, and to identify the intervention methods which effectively target these factors. Lazarus and Folkman's interpretation of stress focuses on the transaction between people and their external environment (known as the Transactional Model). The model conceptualizes stress as a result of how a stressor is appraised and how a person appraises his/her resources to cope with the stressor. The model breaks the stressor-stress link by proposing that if stressors are perceived as positive or challenging rather than a threat, and if the stressed person is confident that he/she possesses adequate rather than deficient coping strategies, stress may not necessarily follow the presence of a potential stressor. The model proposes that stress can be reduced by helping stressed people change their perceptions of stressors, providing them with strategies to help them cope and improving their confidence in their ability to do so.

Health realization/innate health model

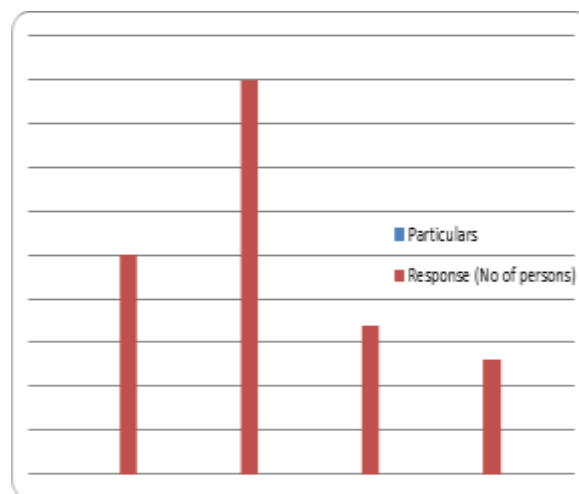
The health realization/innate health model of stress is also founded on the idea that stress does not necessarily follow the presence of a potential stressor. Instead of focusing on the individual's appraisal of so-called stressors in relation to his or her own coping skills (as the transactional model does), the health realization model focuses on the nature of thought, stating that it is ultimately a person's thought processes that determine the response to potentially stressful external circumstances. In this model, stress results from appraising oneself and one's circumstances through a mental filter of insecurity and negativity, whereas a feeling of well-being results from approaching the world with a "quiet mind," "inner wisdom," and "common sense"

This model proposes that helping stressed individuals understand the nature of thought—especially providing them with the ability to recognize when they are in the grip of insecure thinking, disengage from it, and access natural positive feelings—will reduce their stress.

IV. DATA ANALYSIS AND INTERPRETATION

- 1) What is Stress According to You?
 - a) Psychological response
 - b) A feeling experienced by a person
 - c) Demand or Pressure
 - d) Emotional effect

Particulars	Response (No of persons)
Psychological response	25
A feeling experienced by a person	45
Demand or Pressure	17
Emotional effect	13



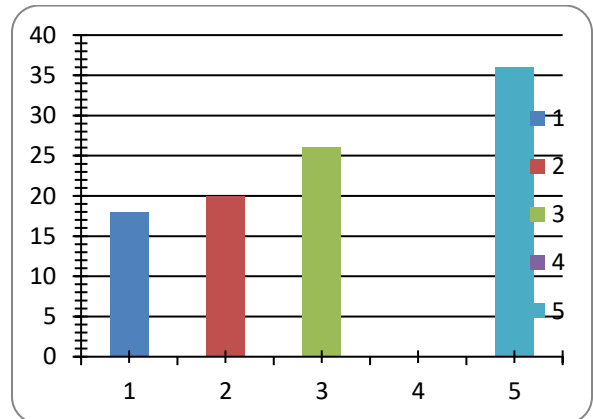


Interpretation:

25 members said the about stress as a Psychological response, 45 members said the about stress as A feeling experienced by a person, 17 members said the about stress as a Demand or Pressure 13 members said the about stress as Emotional effect.

- 2) When Do You Get Stressed
 - a) You are pressured by your superiors
 - b) Poor planning of job
 - c) Poor time management
 - d) Relation At work
 - e) All the above

Particulars	Response (No of persons)
ou are pressured by your superiors	18
oor planning of job	20
Poor time management	26
elation At work	-
ll the above	36



Interpretation:

18 respondents get stressed pressured by your superiors and 20 are stressed by Poor planning of job, 26 are from Poor time management and 36 are by all the above.

V. FINDINGS

- We can observe the responds physiologically to stress, so that you can recognize and address the symptoms as they appear.
- Situations and events aren't inherently stressful in **Hero MotoCorp Ltd** they vary according to individuals' perceptions.
- Create and agree with senior management, employees and their representatives an overall action plan for the implementation of solutions.
- Share your action plan with all employees, including dates for monitoring and review in the organization.
- It Begin the process of implementing the action plan and lower level plans in Hero Moto Corp.
- The Employee group should be responsible for collating the relevant sections of the various preliminary



action plans into an overall action plan for the organization.

- The Employee group may want to focus on the strategic, organizational actions in developing an overall action plan.
- Also find it useful to have sections aimed at different levels of the organization.
- The ways to measure progress is to repeat the Management Standards survey or other survey you may have used as part of finding the Stress in **Hero MotoCorp Ltd.**
- The Management Standards approach suggests that you do this after a period of time as part of the 'continuous improvement' model.
- You may wish to set this up as an annual survey or as part of an annual survey.

SUGGESTIONS

- There should be coordination and cooperation between executives and non-executives.
- The employees have a high degree of understanding of the concept of worker's participation in management
- Suggestive and collective bargaining should be more effective that they can play much greater role in eliminating the communication gap between management and workers.
- The committees should pay more attention on areas where is scope for improvements, so as to improve the overall performance of the company.
- The employees want the company to give rewards in accomplishing the tasks.
- Improve the promotion and recognition system.

- Every year a survey should be conducted by management regarding the grievances and settlement should be done so that every employee will work with dedication.
- See that the quality of food is maintained in the canteen.
- The suggestions of the workers must be given importance in the decision making.
- The various other facilities and schemes provided by the company such as sports, recreation, compensation and benefit packages, incentives etc are satisfactory.

VI. CONCLUSION

From the stress management in the **Hero MotoCorp Ltd**, I concluded that the organization was following the stress control principals and they are maintain the employees very satisfactory at their work

- Organization should focus on the benefit that are aimed to words self improvement of the employees.
- Organization need to maintain the appropriate balance of work.
- Opportunity for career growth should improve.
- Benefits provided by the organization are very good to satisfy the employee personal needs.
- Teamwork in the organization is very good.
- Organization should focus on the training sessions in order to motivate the employees.
- Organization need to provide scope for the employee development.
- There is no discrimination at work place.
- The relationship with superior at



workplace is good.

- On the whole the quality of work life good.

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