

Determinants of Executive Employees' Stress At Indian Multinationals- Using Multivariate Statistics: Factor Analysis-Principal Component Analysis

***Dr. R.Sivarethinamohan**

INTRODUCTION

Stress is a response to a danger or demand in an environment that disturbs an individual's bearings- mental or physical. The causes of stress are called stressors. Stressors diverge in type and in severity. Physical stressors take account of extreme heat and cold. A common stressor in everyday life is being hard -pressed for time -too much to do in little time. Rushing to make appointments and having a watertight compartmentalization of schedule obviously results in stress.

Stress is the "wear and tear" experienced by the body while adjusting to a continually changing environment. It has physical and emotional effects and can create positive or negative feelings. As a positive influence, stress can compel a person to action; it can result in a new awareness and an exciting new perspective. As a negative influence, it can result in feelings of distrust, rejection, anger, and depression, which in turn can lead to health problems. With the death of a loved one, the birth of a child, a job promotion, or a new relationship, people experience relative stress since they have to readjust their life. In adjusting to different circumstances, stress will help or hinder a human being depending on how one reacts to it. More typically, stress is associated with constraints and demands. Constraints prevent one from doing the desired things and demands refer to the loss of something desired. But the moot question is- is stress renowned and positively related to growth? Hence there is a strong need to identify what determines an employee's stress.

STATEMENT OF THE PROBLEM

Identifying unrelieved stress and being aware of its effect on lives is not sufficient for reducing its harmful effects. Experiencing stress over prolonged periods of time can lead to detrimental consequences. Chronic stress can be harmful to general health, to a sense of well being, and can set the stage for further stress-related problems. Prolonged stress can overtax the body, which can result in lowering resistance and weakening the action of the immune system.

Developing an awareness of stress symptoms and stressors in life is important and is the payoff of being healthier, happier and more productive. Poor stress management often shows itself in the form of poor time management. Poor time management can cause poor stress management as well. When people try to manage stress on their own, they increase their use of drugs and alcohol. Smokers increase their smoking. Just at a time when healthiest habits are important to follow, under stress, many individuals skip meals (or eat high sugar and fat diets).

The consequences of people managing stress on their frequently end up with anxiety, depression, burnout, and drug and alcohol abuse, especially executives in MNCs. Just as there are many sources of stress, there are equally many possibilities for its management. However, all require work towards change: changing the source of stress and/or changing the reaction to it.

Some stresses are healthy and stimulate executives to adapt to challenges. But remaining other stresses threaten to cripple the modern society. Hence, it is necessary to have a systematic approach towards a proper balance of work-related stress. Hence this research mainly focuses on how stresses are identified, what are the sources and causes and how they are managed etc.

THEORY AND SPECIFIC HYPOTHESES

Overview of Relevant Theories

A brief review of literature would be of immense help to the researcher in gaining an insight into the chosen problem. The researcher would gain good background knowledge of the problem by reviewing certain studies. A reference to earlier studies on the problem will be relevant in the context of shaping the present study.

*Professor and Head (MBA), M.A.M College of Engineering, Trichy-621105, Tamil Nadu. Email : srmgreeshwar@yahoo.com.

Thomas Holmes and Richard Rahe, Cardiologists (1950) discovered that a major life change often occurs before an individual developed tuberculosis. Curious about this association, they investigated the link between life changes and the onset of illness. They devised a questionnaire that listed various changes that occur in individuals' lives and asked hundreds of people to indicate how much adjustment was required to deal with changes, such as divorce, injury, loss of a job, change in work, and change in residence. Stress was identified as the major contributing factor of adjustment needed to deal with these events. The greater the adjustment required, the greater the stress associated with the event. The greatest stressors were death of a spouse or a family member and marital separation.

Lazarus & Folkman, (1984) suggest 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 then is premised on the idea that stress is not a direct response to a stressor. Rather, it is one's resources and one's ability to cope with the stress response and amenable to change, thus conditioning stress to be controllable. In order to develop an effective stress management programme, it is necessary to identify the factors that are central to controlling stress, and to identify the intervention methods which effectively target these factors. Their interpretation of stress focused on the transaction between people and their external environment.

This Transactional Model proposes that helping stressed individuals change their perceptions of stressors, and providing them with strategies which help them cope with stressors and feel confident in their ability to do so, will reduce their stress.

Pamela A. Geller and Stevan E. Hobfoll of Kent State University (1994) compared the amount of tedium, job stress, and home and work social support on 116 employees (61 males and 55 females) in four northeast Ohio companies. The differential effects of each source of support (i.e. supervisor, co-worker and partner) on tedium and job stress were also assessed. Women and men reported similar amounts of job stress and similar amounts of work support. Women reported the experience of more tedium than men and men reported the receipt of more household assistance than women. Workplace support was found to be more effective for men than for women. For men, household assistance was related to lower tedium and for women, it was related to greater tedium.

Mary A. Steinhart, Christyn L. Dolbier, The University of Texas at Austin (2002) conducted a study supporting the relationship between the predictors of hardiness, supervisory support, and group cohesion and the criteria of job stress and job satisfaction and between the predictor of job stress and the criterion of job satisfaction on 160 employees of Dell Computer Corporation in Texas. The study revealed that high hardiness, supervisory support, and group cohesion were related to lower levels of job stress, which in turn was related to higher levels of job satisfaction. It also proposed direct paths from hardiness, supervisory support and group cohesion to job satisfaction.

The present study, nevertheless, has disputes and doubtful questions about the earlier studies as to how could a stressor be controllable if it is harmful to the physical and emotional reactions that occur when the requirement of the job far exceeds the capabilities, resources or needs of the worker and which explicit factors are universally decisive to executives' stress. Hence the researcher made an endeavour to investigate the original symptoms and discover the determinants of stress which arise from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning and infer stressors who burn out more, using Factor Analysis-Principal component model to fill the gap of previous studies.

TESTING OF HYPOTHESIS

The present study attempts to portray the symptoms and determinants of stress among the executive employees of Indian multinationals, including the common remedial measures that are more helpful and believed in their efficacies by the employees. The study intends to test the following hypotheses, incorporating the above-mentioned objectives:-

1. Opinions of all age groups is same about different sources of stress.
2. Sources in which, the degree of stress level has no bearing on the employee's level of education.
3. Sources in which, stress level has nothing to do with the employee's income level.

4. Sources in which, stress level (increasing) depends on marital status of the employees.
5. Sources in which, stress level (increasing) do not differ according to the family size of the employees.

METHODOLOGY OF THE STUDY

An in-depth research has been done in the present study to know the amount of executive employees' stress. This approach enabled the researcher to explore new areas of investigation. This helped him to define clearly the scope of his survey, the target audience from whose benefit the information is (to be) gathered, and the time span available for conducting the survey, etc.

Sample Design

In this study, sample units are the executive employees of Indian multinationals and the sampling technique used to collect data from the executive employees is convenient sampling method.

Sample size

The population size under the study is infinite. Hence the researcher had conveniently selected 100 respondents from a large span, who are working under different executive levels/positions in the Indian MNCs, using the convenient sampling method.

DATA COLLECTION

i) Types of Data Collected and Used:

The task of data collection generally begins after a research problem has been identified. While deciding about the method of data collection to be used for study, the researcher had kept in mind two types of data.

a. Primary data:

Primary data was collected through field survey which reveals a cross sectional picture with specific set of objectives to assess the Stress level of the employees of Indian corporates by using a questionnaire. This is needed for a researcher to study in depth the sources and causes of executive employees' stress.

b. Secondary data:

The researcher had collected the secondary data from the records of sample companies, leading websites and magazines.

ii) Mode of collecting the data

The researcher formulated a set of questions and measured the variables of interest. In this questionnaire, the researcher included close-ended questions to elicit maximum response and study further for testing the hypothesis.

iii) Pilot study for testing the questionnaire:

The questionnaire, after it is set, is given to a certain number of respondents to verify or to cross check whether the questionnaire is correct or any changes have to be made. This is called Pilot study. The researcher issued five questionnaires to executives at various levels and slightly modified it based on their responses.

Techniques and tools used for analysis:

There are certain tools viz . Chi-square and Factor Analysis which are used to analyze the collected data. It helps in a clear interpretation of quantitative and qualitative information in a way that is understandable.

Chi-square is an important non-parametric test and as such no rigid assumptions are necessary in respect of the type of population. In order that the present study applies Chi-square test to judge the significance of association between attributes, it is necessary that the observed as well as theoretical or expected frequencies are grouped in the same way and the theoretical distribution must be adjusted to give the same total frequency as found in the case of observed distribution. χ^2 is then calculated as follows:

$$\chi^2 = \frac{\sum(O_{ij} - E_{ij})^2}{E_{ij}}$$

Where O_{ij} = observed frequency of the cell in i^{th} row and j^{th} column.

$$E_{ij} = \text{expected frequency of the cell } i^{\text{th}} \text{ row and } j^{\text{th}} \text{ column.} = \frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$$

The χ^2 value obtained as such is compared with the relevant table value of χ^2 and then an inference is drawn by comparing the calculated value and table value of χ^2 . If the calculated value is less than the table value, the result supports the null hypothesis; otherwise the alternative hypothesis.

Factor Analysis is by far the most often used multivariate technique of research studies, especially pertaining to social and behavioural sciences. It is a technique applicable when there is a systematic interdependence among a set of observed or manifest variables and the researcher is interested in finding out something more fundamental or latent which creates this commonality. This technique allows the researcher to group variables into factors and the factors so derived may be treated as new variables and their values derived by summing up the values of the original variables which have been grouped into factors. They also facilitate comparison among groups of items as groups.

RESULTS

1- SOURCES OF STRESS

100 respondents were surveyed to ascertain the main sources as the reason for their stress and their response is shown in Table 1.1.

Table No. 1.1 : Sources of stress from the respondents of the study

S.No.	Sources	No. of respondents
1	Work	66
2	Relationships	18
3	Family events	16
	Total	100

Source: Primary Data

The above table clearly indicates that majority of the executives (66%) under the study had stated work and work related areas as the source for their stress. 18% of them voted for relationships as their source of stress and the remaining 16% expressed their family and family related events as the source.

CHI-SQUARE ANALYSIS

TABLE 1.2.A : Contingency table illustrating relationship between different age groups and sources of stress

Age	Sources			Total
	Work	Relationships	Family events	
Below 25	15	3	6	24
25-30	20	6	6	32
30-40	26	6	3	35
40-50	4	2	1	7
Above 50	1	1	0	2
Total	66	18	16	100

Source: Primary - Computed data

H_0 : Opinion of all age groups is same about different Sources of Stress.

H_1 : Opinion of all age groups is not same about different Sources of Stress.

TABLE 1.2.B : Calculation of Expected Frequencies and Chi-Square from Table 1.2.A

Observed frequency(O)	15	3	6	20	6	6	26	6	3	4	2	1	1	1	0
Expected frequency(E)	15.8	4.3	3.8	21.2	5.8	5.12	23.1	6.3	5.6	4.6	1.3	1.1	1.3	0.4	0.3
(O-E) ²	0.71	1.74	4.67	1.25	0.06	0.77	8.41	0.09	6.76	.38	.55	.01	.1	.41	0.1
$\frac{\sum (O - E)^2}{E}$	0.04	0.40	1.22	0.06	0.01	0.15	0.36	0.01	1.21	.08	.43	.01	.08	1.14	0.3

Source: Primary - Computed data

$$\text{Calculated chi square value} = \frac{\sum (O - E)^2}{E} = 5.52$$

With degrees of freedom $(c-1) \times (r-1)$ i.e $2 \times 4 = 8$, critical value is 15.50. Since the calculated value is less than the critical value, Null Hypothesis is accepted at 5% level of significance. Hence, the opinion of all age groups is same about different Sources of Stress.

TABLE 1.3.A : Contingency table illustrating the relationship between different Qualification levels and Sources of Stress

Qualification	Sources			Total
	Work	Relationships	Family events	
HSC	23	2	6	31
Diploma	11	1	3	15
UG-Degree	17	3	6	26
Engineering	6	5	0	11
PG-Degree	9	7	1	17
Total	66	18	16	100

Source: Primary - Computed data

H_0 : Sources due to which stress level increases do not differ according to the employee's Education.

H_1 : Sources due to which stress level increases differs according to the employee's level of Education.

TABLE 1.3.B : Calculation of Expected Frequencies and Chi-Square from Table 1.3.A

Observed frequency(O)	23	2	6	11	1	3	17	3	6	6	5	0	9	7	1
Expected frequency(E)	20.5	5.6	4.96	9.9	2.7	2.4	17.2	4.7	4.2	7.3	1.98	1.8	11.2	3.1	2.7
(O-E) ²	6.45	12.8	1.08	1.2	2.9	0.36	0.03	2.82	3.39	1.59	9.12	3.10	4.93	15.52	2.96
$\frac{\sum (O - E)^2}{E}$	0.32	2.30	0.22	0.12	1.07	0.15	0.00	0.6	0.81	.22	4.61	1.76	0.44	5.07	1.09

Source: Primary - Computed data

$$\text{Calculated chi square value} = \frac{\sum (O - E)^2}{E} = 18.78$$

With degrees of freedom $(c-1) \times (r-1)$ i.e $2 \times 4 = 8$, critical value is 15.50. Since the calculated value is greater than the critical value, Null Hypothesis is rejected at 5% level of significance. Hence the sources in which, stress level increases differ according to the employee's level of Education.

TABLE 1.4.A Contingency table illustrating relationship between different Income levels and Sources of Stress

Income	Sources			Total
	Work	Relationships	Family events	
Below 5000	0	0	0	0
5000-10000	46	11	15	72
10000-20000	19	5	1	25
20000-30000	1	2	0	3
Total	66	18	16	100

Source: Primary - Computed data

H_0 : Sources due to which stress level increases do not differ according to the employee's income level.

H_1 : Sources due to which stress level increases differs according to the employee's income level.

TABLE 1.4.B : Calculation of Expected Frequencies and Chi-Square from Table 1.4.A

Observed frequency(O)	0	0	0	46	11	15	19	5	1	1	2	0
Expected frequency(E)	0	0	0	47.52	12.96	11.52	16.5	4.5	4	1.98	0.54	0.48
(O-E) ²	0	0	0	2.31	3.84	12.11	6.25	0.25	9	0.96	2.13	0.23
$\frac{\sum (O - E)^2}{E}$	0	0	0	0.04	0.30	1.05	0.38	0.05	2.25	0.49	3.95	0.48

Source: Primary - Computed data

$$\text{Calculated chi square value} = \frac{\sum (O - E)^2}{E} = 8.99$$

With degrees of freedom $(c-1) \times (r-1)$ i.e $2 \times 3 = 6$, critical value is 12.60. Since the calculated value is less than the critical value, Null Hypothesis is accepted at 5% level of significance. Hence the sources due to which stress level increases does not differ according to the employee's income level.

TABLE 1.5.A : Contingency table illustrating the relationship between marital status and Sources of Stress

Marital status	Sources			Total
	Work	Relationships	Family events	
Married	37	11	6	54
Unmarried	29	7	10	46
Total	66	18	16	100

Source: Primary - Computed data

H_0 : Sources which cause an increase in stress level depends on marital status of the employees.

H_1 : Sources which cause an increase in stress level does not depend on the marital status of the employees.

TABLE 1.5.B : Calculation of Expected Frequencies and Chi-Square from Table 1.5.A

Observed frequency(O)	37	11	6	29	7	10
Expected frequency(E)	35.64	9.72	8.64	30.36	8.28	7.36
(O-E) ²	1.85	1.64	6.97	1.85	1.64	6.97
$\frac{\sum (O - E)^2}{E}$	0.05	0.17	0.81	0.06	0.20	0.95

Source: Primary - Computed data

$$\text{Calculated chi square value} = \frac{\sum (O - E)^2}{E} = 2.24$$

With degrees of freedom $(c-1) \times (r-1)$ i.e $2 \times 1 = 2$, critical value is 5.99. Since the calculated value is less than the critical value, Null Hypothesis is accepted at 5% level of significance. Hence, the sources due to which stress level increases depends on the marital status of the employees.

TABLE 1.6.A Contingency table illustrating relationship between different Family size and Sources of Stress

Family size	Sources			Total
	Work	Relationships	Family events	
Below 2	1	0	0	1
3-4	35	12	8	55
4-6	23	5	6	34
6 & above	7	1	2	10
Total	66	18	16	100

Source: Primary - Computed data

H_0 : Sources due to which stress level increases do not differ according to the family size.

H_1 : Sources which cause increase in stress level differ according to the family size of the employees.

TABLE 1.6.B : Calculation of Expected Frequencies and Chi-Square from Table 1.6.A

Observed frequency(O)	1	0	0	35	12	8	23	5	6	7	2	1
Expected frequency(E)	0.66	0.18	0.16	36.3	9.9	8.8	22.44	6.12	5.44	6.60	1.800	1.60
(O-E) ²	0.12	0.03	0.03	1.69	4.41	0.64	0.31	1.25	0.31	0.16	0.64	0.16
$\frac{\sum (O - E)^2}{E}$	0.18	0.18	0.16	0.05	0.45	0.07	0.01	0.20	0.06	0.02	0.36	0.10

Source: Primary - Computed data

$$\text{Calculated chi square value} = \frac{\sum (O - E)^2}{E} = 1.84$$

With degrees of freedom $(c-1) \times (r-1)$ i.e $2 \times 3 = 6$, critical value is 12.60. Since the calculated value is less than the critical value, Null Hypothesis is accepted at 5% level of significance. Hence the sources which cause increase in stress level do not differ according to the family size of the employees.

II- SYMPTOMS OF STRESS

TABLE: 2-1 : Rating of symptoms by the respondents

S.No.	Symptoms	Never	Rarely	Sometimes	Often	Always	Total	Rank
1	Feel negative about everything	38	23	25	9	5	120	7
2	Find it difficult to concentrate	20	33	26	13	8	156	3
3	Get confused easily	24	31	22	13	10	154	4
4	Think about a lot of things at a time	25	39	18	15	3	132	6
5	Find it difficult to sleep	23	21	30	20	6	165	2
6	Neck and Shoulder pain	37	27	20	14	2	117	8
7	Feel nervous	47	16	24	6	7	110	9
8	Feel worried	27	32	15	14	12	152	5
9	Feel saturated	17	20	22	33	8	195	1

Source: Primary Data

Stress in the workplace is not a new phenomenon, but it is a greater threat to employee health and well-being than ever before. The signs or symptoms of stress are relatively easy to recognize. It may be harder to see how job stress affects chronic health problems, since chronic conditions develop over time and may be influenced by factors other than stress. Workplace stress plays an important role in several types of ongoing health problems, especially cardiovascular disease, musculoskeletal conditions and psychological disorders. From the above table, it is inferred that employees have ranked feeling saturated as first and ranked difficulty in sleep as second. It clearly indicates that feeling overworked in their job is the earliest symptom of stress.

FACTOR ANALYSIS

Table: 2-2 Communalities for the Stress symptoms

Symptoms	Initial	Extraction
Feel Negative	1.000	.720
Difficult to Concentrate	1.000	.702
Get Confused Easily	1.000	.665
Think lot of things	1.000	.472
Difficult to sleep	1.000	.595
Neck and Shoulder Pain	1.000	.488
Feel Nervous	1.000	.755
Feel Worried	1.000	.774
Feel Saturated	1.000	.621

Extraction Method: Principal Component Analysis

Table 2.3: Rotated Component Matrix (A) for the stress symptoms

Symptoms	Component	
	1	2
Feel Negative	.773	.350
Difficult to Concentrate	.838	.008
Get Confused Easily	.729	-.366
Think lot of things	.667	.162
Difficult to sleep	.221	.739
Neck and Shoulder Pain	.599	.359
Feel Nervous	.803	.331
Feel Worried	.793	.380
Feel Saturated	.067	.785

From the above Table 2.3, it is inferred that 9 factors are considered for the factor analysis. Out of 9 factors related to symptoms of stress, 2 factors contribute more towards symptoms of stress. The factors are (1) Difficult to Concentrate, (2) Feeling Saturated. The remaining 7 factors contribute only a minimum towards the symptoms of stress.

III - Reasons Why Stress

Table 3-1: Communalities for the reasons of Stress

Reasons why	Initial	Extraction
Unable to organize my time effectively	1.000	.741
Job Insecurity	1.000	.520
Work schedule is Demanding	1.000	.465
Thinking about things in Night	1.000	.716
Forget to do things in office	1.000	.582
Subordinates mostly depend on me	1.000	.705
More things go wrong at once	1.000	.673
Some people seem to keep causing problems to me	1.000	.744
If my opinion is considered, I could solve most of the problems	1.000	.685
Little patience with my coworkers	1.000	.691
Tension or Pain When I am Stressed	1.000	.583
I cannot stop thinking about problems, even at sleeping time	1.000	.609
Physical Problems such as Headaches, Sleeplessness, High BP, and fatigue	1.000	.594

Extraction Method: Principal Component Analysis

Table 3.2: Rotated Component Matrix (A) for the reasons of Stress

Reasons why	Component			
	1	2	3	4
Unable to organize my time effectively	-.002	-.151	.846	.046
Job Insecurity	.317	.301	.476	-.319
Work schedule is Demanding	.515	.134	.318	.285
Thinking about things in Night	.036	.783	.202	.247
Forget to do things in office	.311	.044	.694	.039
Subordinates mostly depend on me	.728	.372	-.135	.135
More things go wrong at once	.757	.103	.291	-.062
Some people seem to keep causing problems to me	.782	-.305	.196	.045
If my opinion is considered, I could solve most of the problems	.042	.055	-.247	.787
Little patience with my coworkers	.153	.787	-.214	-.040
Tension or Pain When I am Stressed	.192	.137	.295	.663
I cannot stop thinking about problems, even at sleeping time	-.273	.582	.215	.386
Physical Problems such as headaches, Sleeplessness, High Blood pressure, fatigue.	.409	.533	-.182	-.332

From the above Table 3.2, it is inferred that 13 factors related to the study were considered for the analysis. Out of 13 factors, 4 factors contribute maximum towards the reason for stress. The factors are (i) Some people seem to keep causing problems to me, (ii) Little patience with coworkers, (iii) Unable to organize my time effectively, (iv) If others would just consider my opinion, I could solve most of the problems. The remaining 9 factors contribute minimum towards the reason for stress. If the management concentrates and gives more importance to the above mentioned 4 factors, most of the problems may be reduced in the organization.

IV -Measures to reduce Stress

Table 4.1 : Communalities for the measures to Stress

Measures	Initial	Extraction
Regular Exercise for Fitness	1.000	.775
Effective Time management	1.000	.734
Trusting relationship	1.000	.797
Temporary relaxation techniques	1.000	.504
Affirm my priorities	1.000	.371
Pursuing other interests outside work	1.000	.527
Close relationship with well-wishers/family	1.000	.633
Effectively utilize others in work assignment	1.000	.683
Encourage others to generate solutions	1.000	.393
Use problems as opportunities for improvement	1.000	.577

Extraction Method: Principal Component Analysis

Table 4.2: Rotated Component Matrix (A) for the measures to Stress

Measures	Component		
	1	2	3
Regular Exercise for Fitness	.863	.114	-.129
Effective Time management	.083	.846	-.106
Trusting relationship	.015	-.122	.884
Temporary relaxation techniques	.000	.707	.065
Affirm my priorities	.354	.395	.298
Pursuing other interests outside work	-.162	.666	.238
Close relationship with well-wisher	-.076	.298	.734
Effectively utilize others in work assignment	.817	-.124	-.002
Encourage others to generate solutions	.577	-.040	.243
Use problems as opportunities for improvement	.411	.148	.621

From the above Table 4.2 it is inferred that 10 factors related to the study is considered for the analysis. Out of the 10 factors, 3 factors contribute more towards the measures to reduce the stress. The factors are (i) Program of regular exercise for fitness, (ii) Effective time - management, (iii) trusting relationship with someone to share problems and difficulties. The remaining 7 factors contribute minimum towards the measures to reduce stress. If the management can consider and give more importance to the above mentioned 3 factors, the level of stress will significantly reduce as compared to the present level of stress.

DISCUSSION

Based on the above results, the researcher deliberately discussed the following:

- Stress can be managed by proper modification of personal-related activities, overall management philosophy and HR policy based on company's specific diagnosis of the causes, the characteristics of the employees, the company norms and values and allied factors influencing their choices.
- Management of stress is the joint responsibility of the organization and the employees. By providing a climate where an employee is able to do so effectively, the employer can help employees to overcome their stress.
- The workers must co-exist together and work sensibly without being too demanding.
- The company can make use of the strategies for preventing job stress in four areas: job design, design of organization structure and atmosphere, personnel selection and placement and training.
- The mismatch between the capabilities of young and middle aged individuals and higher job demands could be overcome by using systematic employee evaluation procedures and development programmes.
- The common stressors in a work environment are (i) work overload, (ii) lack of autonomy and (iii) career development pressures. By matching the employee's expectations, job security, open negotiation of work

- load and creating career opportunities, the employer can help the employees to manage their stress.
- Symptoms of stress give rise to prolonged absence from work, frequent and severe accidents and apathy. If the employer assigns such jobs to employees which provide enough leverage to use their skills and enable them to decide how to solve a problem, the workers can endure a high level of positive stress.
 - Sources of stress at work cause divergent reactions from different employees. If employees can adapt their behaviour in a way which fits the environmental requirements, they could be more capable of coping with any stressors.
 - Programmes with an effort to develop an employee both physically and mentally such as meditation, relaxation techniques and exercises are indispensable in any organization to reduce stress.

CONCLUSION

Stress is not at all dysfunctional and moreover, realistically, stress can never be totally eliminated from a person's life because life is comprised of both positive and negative stresses. But the level of stress can be reduced by means of intervention techniques. As far as this study is concerned, employees are prone to stress by their job related activities. Employees are subjected to high workload in their jobs and the other reasons of stress are forgetfulness, difficulty to concentrate and employees practice several measures to overcome stress. As they are not well versed with the measures, it is necessary to properly guide them in a right way to reduce stress. It is the job of the management to design a program to bring out the factors relating to stress of the employees by their respective departments and to apply various stress reduction activities. A positive attitude to work does not only shape a bright personality but also reduces stress.

BIBLIOGRAPHY

- Allen Elkin. (2000): 'Stress Management for Dummies', IDG Books India (P) Ltd, New Delhi.
- Beck, T.J. (1997). 'Structural indices of stress fracture susceptibility in female military recruits. Presentation at the workshop on Reducing Stress Fracture in Physically Active Young Service members', December 10, Washington, D.C.
- Carlson, Richard (1997). 'Don't Sweat the Small Stuff...and it's all small stuff'. New York:Hyperion.
- Cedoline, Anthony J (1982). 'Job Burnout in Public Education: Symptoms, Causes, and Survival Skills'. New York: Teachers College, Columbia University, 1982.
- Charlesworth, Edward A. and Ronald G. Nathan(1984). Stress Management: a Comprehensive Guide to Wellness. New York: Ballentine Books.
- Chopra, Raj(1984). Making a Bad Situation Good. Nashville, TN: Thomas Nelson.
- Christyn L. Dolbier, Shanna E. Smith, Mary A. Steinhardt, 'Relationships of Protective Factors to Stress and Symptoms of Illness, American Journal of Health Behavior', Volume: 31, 1 July 2007, Page(s): 423-433.
- Donald R Cooper (2006): 'Business Research Methods', The McGraw Hills Companies, New Delhi.
- E. Birgitta M. Grahm, G. Kjerstin E. Stigmar and Charlotte S. Ekdahl, 'Motivation for change & personal resources in patients with prolonged musculoskeletal disorders', Journal of Bodywork and Movement Therapies, Volume 5, Issue 3, July 2001, Pages 160-172.
- Esherrick, Joan(2005). 'Balancing Act: a Teen's Guide to Managing Stress. Philadelphia, PA. : Mason Crest Publishers, 2005.
- Faelton, Sharon and David Diamond & the editors of Prevention Magazine. 'Take Control of Your Life: a Complete Guide to Stress Relief'. Emmaus, Pennsylvania: Rodale Press, 1988.
- Farber, Barry. 'Crisis in Education: Stress and Burnout in the American Teacher'. San Francisco: Jossey-Bass, 1991.
- Gary Dessler, (2000): 'Human Resources Management', Prentice Hall International Inc.
- Greenberg, J.S.(2002): 'Comprehensive Stress Management', McGraw Hill Higher Education Boston.
- Hellriegel, Slocum and Woodman (2001): 'Organizational Behavior', South-Western Thomson Learning, Singapore Kaufman, Barry Neil. 'Happiness is a Choice'. New York: Fawcett Columbine, 1991.
- Pamela A. Geller, Stevan E. Hobfoll, 'Gender Differences in Job Stress, Tedium and Social Support in the Workplace', Journal of Social and Personal Relationships, Vol. 11, No. 4, 555-572 (1994).
- Prager, Dennis. 'Happiness is a Serious Problem': a Human Nature Repair Manual. New York: Regan Books, 1998.
- Russell Viner, 'Putting Stress in Life: Hans Selye and the Making of Stress Theory', Social Studies of Science, Sage Publications, Ltd Vol. 29, No. 3 (Jun., 1999), pp. 391-410
- Sapolsky, Robert. 'Why Zebras Don't Get Ulcers: a Guide to Stress, Stress-related Diseases, and Coping'. New York: Freeman, 1994.
- Wynder, Ernst. 'The Book of Health'. New York: Franklin Watts, 1981.

WEBSITES

www.the-stress-site.com
www.managementhelp.org
www.helpguide.org