

A Project On

Managing Stress at Workplace

Date of Submission: August 30, 2020



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Managing Stress at Workplace

Supervised By:

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Major: Human Resource Management

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LETTER OF TRANSMITTAL

Date: August 30, 2020

To

Farhana Mitu

Senior Lecturer

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Uttara University

Subject: Submission of project report.

Dear Mam,

I am very pleased to submit my Internship Report title as, “Managing Stress at Workplace”, that was required for a partial fulfillment of the BBA Program of Uttara University of Business Studies.

In presenting this report, I have tried my level best to include all the relevant information and the explanation, to make the report informative and comprehensive.

I am really very sorry for bothering you during my Internship. Lastly, I would like to express my sincere appreciation and thanks to your help while doing this internship report. I shall be glad to answer any queries that you may have in this regard.

Sincerely Yours,

.....

Shanzida Ahmed Shimul

ID: 2162011066

Batch: 40 th

Major: Human Resource Management

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Students Declaration

I am,Shanzida Ahmed Shimul, the student of Bachelor of Business Administration, batch 40 th ID: 2161011159 from Uttara University, Dhaka, Bangladesh, would like to declare here that an project report on “Managing Stress At Workplace”, is an authentic work prepared under the supervision of Farhana Mitu mam . I am also solemnly declaring that i have not submitted this report for any other degree before.

.....
Shanzida Ahmed Shimul
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Supervisors Declaration

This is to certify that Shanzida Ahmed Shimul, ID: 2162011066, she has successfully completed internship program and prepare a report entitled “Managing Stress At Workplace” under my supervision as a partial requirement for BBA completion.

She has done her internship under my supervision and guidance. She has tried her best to done this successfully. I think it will help her in the near future to build a career.

I wish her success in every step.

.....

Farhana Mitu
Senior Lecturer
Department of Business Administration
School of Business
Uttara University

ACKNOWLEDGEMENT

I express my deep gratitude to the creator, who created and nurture me in this transitory world. I also express my gratitude to him for giving me an opportunity to successfully complete my project report within this pandemic situation with good health as a partial requirement of BBA program.

I wish to express my heartfelt gratitude and sincere thanks to my respected supervisor **Farhana Mitu**, Senior Lecturer, Department of Business Administration, Uttara University for tremendous support and constructive advice. Whose kind and proper guidance made me possible to prepare this report titled “**Managing Stress at Workplace**”.

Last but not the least; I want to express my deep gratitude to my parents, all well-wishers whose enormous help assist me to complete this report.

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ABSTRACT

Work stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress can lead to poor health and even injury. Stress is normally an unavoidable part of human life. It portrays a negative notion that can have a severe impact on a sound daily life. Stress can cause physical, emotional, and behavioral problems which can affect human health, energy, well-being, mental alertness, and personal and professional relationships. It can also cause defensiveness, lack of motivation, difficulty concentrating, accidents, reduced productivity, and interpersonal conflict. This report is aimed at to understand the scenario of stress at workplace Bangladesh perspective in different sectors of occupation. This study provides the understandings of current scenario at different work place ,the working environment different sectors, causes of stress, the effects of work stress on the employees and advice on how to deal with work stress with possible solutions and recommendations. This paper implies Work-related stress occurs when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands. Subjective and self-reported evaluations of stress are just as valid as ‘objective’ data . This study examined the relationship between job stress, job satisfaction and mental health, and attempted to assess the effects of job stress on different parameters of satisfaction and mental health in the context of Bangladesh. It is intended that employers, managers and trade union representatives use this booklet as part of an initiative to educate on the management of work stress. Discussed are the nature of stress at work, the causes and effects of stress, as well as prevention strategies. Also discussed are the roles of the organizational culture in this process and the resources to be drawn upon for managing work stress.

Section-01

Justification of Study

Stress at the workplace has become a vital issue due to external factors such as technological advancement, changes in the economy of a country which might lead to becoming redundant, work load, working condition and so on.

Stress can be considered as an inevitable condition at least at one point in time or another. However, it can also be minimized to the extent that the productivity and health of the employee is maintained which could lead to a productive organization. Increasingly the stress level is changing rapidly among the employees due to various sets of reasons.

By this study we can understand the major cause & effect of stress so that the employee can understand the adverse effect of this unavoidable issue at workplace.

Also, this study can also help the employers & top management of any organization to take decision to reduce the work stress and initiate the necessary steps so that their organization will become an employee friendly & stress-free workplace.

1.1 INTRODUCTION

Stress at workplace is completely normal and, in most cases, unavoidable. Successful employers and managers provide leadership in dealing with the challenge of work stress. Stress is a state of mind or an illness. Stress is the way human beings react both physically and mentally to changes, events, and in their lives. Another word for stress is tension or anxiety. Stress occurs where demands made on individuals do not match the resources available or meet the individual's needs and motivation. Stress will be the result if the workload is too large for the number of workers and time available. When someone experiences stress, there are many different symptoms and effect. Depending on the level and frequency of stress, some of these symptoms can become serious and cause a many of problems. Stress affects people both mentally and physically. The heart rate increases, headaches can develop, and often people become irritated much more easily. Individuals who work in high stress or dangerous jobs as well as those who are employed at a place where there is a high-pressure environment are often prone to experiencing stress. Work environment, coworker relations, and customer pressures can all contribute to stress at work. Understanding how to manage, minimize, and deal with stress can help people feel more relaxed and react when stressful situations as they arise. People experience stress in different ways and for different reasons. The reaction is based on our perception of an event or situation. The adverse reaction people have to excessive pressures or other types of demand placed on them. Workers who are stressed are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. Their organizations are less likely to be successful in a competitive market. Employers cannot usually protect workers from stress arising outside of work, but they can protect them from stress that arises through work. Stress at work

can be a real problem to the organization as well as for its workers. While you can't avoid stress, you can learn to manage it and develop skills to cope with the events or situations you find stressful. Good management and good work organization are the best forms of stress prevention. If employees are already stressed, their managers should be aware of it and know how to help. Organizational culture is one of the key factors in determining how successful an organization will be in managing work stress. Organizational culture is reflected in the attitudes of staff, their shared beliefs about the organization, their shared value systems and common and approved ways of behaving at work. Organizational culture also concerns how problems are predictable and solved. It can affect what is experienced as stressful, how that experience translates into health difficulties, how both stress and health are reported and how the organization responds to such reports. Employers, managers and trade union representatives must therefore become aware of the culture of an organization, and explore it in relation to the management of work stress. If necessary, these parties must engage in culture change activities as an important aspect of improving the management of stress at work. Work related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. Stress occurs in a wide range of work circumstances but is often made worse when employees feel they have little support from supervisors and colleagues and where they have little control over work or how they can cope with its demands and pressures.

1.2 DEFINITION OF STRESS:

According to Robbins and sanghi (2006) "A dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desire and for which the outcome is perceived to be both uncertain and important."

According to ILO (1986) "It is a recognized world-wide as a major challenge to individual mental and physical health. and organizational health."

According to Newman and Beehr (1979) define job stress or workplace stress as "a situation wherein job-related factors interact with the worker to change his or her psychological and/or physiological condition such that the person is forced to deviate from normal functioning."

1.3 Meaning of Stress:

Stress may be understood as a state of tension experienced by individual facing extraordinary demands. Constraints or opportunities. The pressure of modern life, coupled with the demand of the job, can lead to emotional imbalances that are collectively labeled stress.

Stress is as result of an interaction between an individual's emotional, intellectual, social, and physical resources and the demand on him or her.

The health and safety Executive (HSE) define stress as “the adverse reaction people have to excessive pressures or other types of demand placed on them”. Recent research shows that this ‘adverse reaction’ can seriously undermine the quality of people’s working lives and, in turn, the effectiveness of the workplace.

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”.

1.4 Background of issue

- ✓ **Difference between Pressure & Tension:** Pressure is what can put you in stress but not all the time and mostly comes from external behaviors as having overload of tasks, Manager need you for alternative tasks, someone your supports and so on. Stress it can be pressure converted to stress and it’s what you deal with internally that effects your feelings as dis motivation, no one care about your tasks, no one support you, no time management, be nervous, someone make you mad and so on. Pressure is being overloaded or having a time deadline accompanied with lots of work. Stress is that negative energy that controls you and convinces you that you aren't going to achieve your work within that deadline you have. The main causes of work-related pressure and stress were Lack of management support & Work-related violence and harassment.
- ✓ **Occupational Stress and its Consequences:** The issue of stress at workplace is an extremely common phenomenon in today’s demanding world. According to Beehr & Newman occupational stress is ‘a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning.
- ✓ **Job Performance:** According to Schepers, Boshoff & Arnolds job performance includes elements such as the ability of an employee to perform tasks at work, their problem solving skills and their ability to take initiatives at work. There has been much debate whether or not stress affects performance at work. Some suggest that stress leads to poor job performance and decreased productivity while others say that it leads to better job performance and increased productivity. Other such studies concluded that this varies across attitudes, personalities and experiences of the employees such as according to a study, employees who are more experienced in their jobs and more committed to their employers perform well at workplace even under stressful situations.
- ✓ **Sources of Stress at Workplace:** Occupational stress arises when a person is unable to control and cope up with the demands of a job, thereby altering their physical and psychological state. There are many reasons for occurrence of stress at the workplace setting and almost all employees experience stress at a point of time. Some of which include poor physical conditions or career-related issues such as lack of career advancement.
- ✓ **Coping:** There are many coping strategies that employees utilize to deal with stress. However, it is essential to consider whether these techniques are adaptive or maladaptive. Adaptive coping strategies that can help to alleviate stress include self-

assistance and changing beliefs. Maladaptive coping strategies like drinking alcohol and eating more than usual negatively affect one's perceived ability to deal with stress

1.5 Statement of Problem

Stress can have various effects on the individual as well as on the organization. Clearly not only that the individual suffers but the organization may also be affected by absenteeism, work related accidents, turnover and impaired decision making. From the organization's stand point, management may not be concerned when employee experience low to moderate level of stress. Such levels may lead to higher employee performance. But high levels of stress or even low levels sustained over a long period of time can lead to reduced employee performance and thus require action by management. From the individuals stand point even low levels of stress are likely to be perceived as undesirable. What management may consider as 'a positive stimulus that keeps the adrenaline running' is very likely to be seen as 'excessive pressure' by the employee. Stress has an impact on all types of organizations employee, regardless of whether it is a manufacturing industry or a service organization, and it comes in different forms such as emotional stress, psychological stress, physical stress, environmental stress and economic stress.

1.6 Level of stress

Stress is derived from the Latin word "strictus" that translates into taut, meaning stiffly strung. Stress comes from any situation or circumstances that require behavioral adjustment. Any change, either good or bad, is stressful, and whether it's a positive or negative change, psychological response is the same". The sensation and perception of stress requires the use of our body's energy and defensive resources. Three levels of stress are acute stress ,episodic stress, and chronic stress. Each level of stress has associated emotional and physiological symptoms.

Acute stress

Acute stress occurs when new demands, pressure, and expectations are placed on an individual and these demands place their arousal levels above their threshold of adaptability. These demands can be in the form of receiving unrealistic work demands, unexpected meetings that thwart attempts to get work completed, and other situations that might cause frustration but generally last a short period of time. Symptoms of acute stress include emotional disturbances such as increased anxiety, worry, frustration, and hostility.

Episodic stress

Episodic stress includes the criteria for acute stress; however, the stress is experienced more frequently and consistently-in multiple episodes. The person who experiences episodic stress will tend to exhibit

aggressiveness, low tolerance, impatience, and a sense of time urgency. Along with the symptoms stated in the acute stress, persons experiencing episodic stress are at risk for heart disease, chest pain, asthma, hypertension, and persistent headaches.

Chronic stress

Chronic stress is characterized by the accumulation of stressors that persist and are long - standing. Chronic stress is associated with family problems, poverty, long term illness, and job strain etc.

1.7 CONSEQUENCES AND SYMPTOMS OF STRESS: -

As stated, earlier stress is caused by or reaction to the external events and bring about changes in our response and our general behavior. It is important to learn how to know when our stress levels are out of control. Stress affects the mind, body, and behavior in many ways, and everyone experiences stress differently. The stress response, also called the fight or flight response, first described by Cannon, refers to the physiological and emotional changes brought on by stress hormones in response to certain situational or event stressors (Cannon 1918). The presence of stress can be divided into three different categories:

- ✓ Physiological,
- ✓ Behavioral and
- ✓ Psychological.

These three symptoms as follows:

Physiological Symptoms	Behavioral Symptoms	Psychological Symptoms
Perspiration	Impulsive behavior	Physical trauma
Eating disorders	Depression/Isolation	Dissatisfactions
Irritability	Lower energy levels	Anxiety
Headaches	Change in personality	Fear and tension
Illness	Laughing in a high pitch	Memory problems
Premenstrual tension	Irritable/Aggressive	Depression
Urinating frequently	Increased errors	Depression or general unhappiness

Table 1: The three categories of symptoms of stress

Section-02

Objective

Aim & objective of Study

The objective of this study is:

- ✓ To examine the various types & level of stress for employees in any workplace.
- ✓ To examine the cause of occupational stress among employees.
- ✓ To examine the effect of work stress in any workplace.
- ✓ To suggest effective coping strategies for overcoming occupational stress for increasing productivity.

Section-03

Research Methodology

This research paper is a conceptual study about the stress management in work place. In this paper, the highlighted topic is the cause & level of stress, consequence & symptoms of stress, effect of stress on individual & organization, Management & prevention of stress in work place. The data collection is secondary in nature. Credible research articles, available literature, reports, survey and published data were reviewed to get the insight of the concepts.

3.1 Source of data

The secondary data has been obtained from published as well as unpublished literature on the topic, journals, online articles, websites & past research paper.

3.2 Limitations

The limitations during the study are the wide scope of the study such as. concept of stress, reasons for stress and strategies for coping stress in Global perspective respectively. Such an extensive study apparently couldn't be generalized.

Section- 4

Discussion

4.1 Stress Reactivity

At present stress is the number one problem for working people. It is increasing continuously day by day due to globalization and global economic crisis. It creates the fight or flight response in the brain, the stress hormone then circulates in the blood stream which causes the heart to speed up, the arteries to narrow and blood sugar to rise. In our daily life we face different type of stressors, such as biological, psychological, sociological and philosophical in any case, regardless of the stressor; the body's reaction will be the same. Hans Selye (1976) in his classic book *The Stress of Life* briefly described the stress reactivity as a three-phase process termed the general adaptation syndrome as follows:

Phase 1: Alarm Reaction

The body shows the changes characteristic of the first exposure to stressor. At the same time, its resistance is diminished and, if the stressor is sufficiently strong (severe burns, extremes of temperature), death may result.

Phase 2: Stage of Resistance

Resistance ensues if continued exposure to the stressor is compatible with adaptation. The bodily signs characteristic of the alarm reaction has virtually disappeared and resistance rises above normal.

Phase 3: Stage of Exhaustion

Following long-continued exposure to the stressor, to which the body had become adjusted, eventually adaptation energy is exhausted. The signs of the alarm reaction reappear, but now they are irreversible, and the individual dies (Greenberg 1990).

4.2 Cause of Stress

We can recognize nine categories of cause of stress in work place that are listed below

a) Job Content:

- ✓ Tedious, under-stimulating, meaningless tasks
- ✓ Lack of variety
- ✓ Unpleasant tasks
- ✓

b) Workload and Work Place:

- ✓ Having too much or too little to do
- ✓ Working under time pressures

c) Working Hours

- ✓ Strict and inflexible working schedules
- ✓ Long and unsocial hours
- ✓ Unpredictable working hours

d) Participation and Control

- ✓ Lack of participation in decision making

- ✓ Lack of control (for example, over work methods, work pace, working hours and the work environment)
- e) Career Development, Status and Pay
 - ✓ Job insecurity
 - ✓ Lack of promotion prospects
 - ✓ Under-promotion or over-promotion
 - ✓ Unclear or unfair performance
 - ✓ Evaluation systems
 - ✓ Being over-skilled or under-skilled for the job
- f) Role in the Organization
 - ✓ Unclear role
 - ✓ Conflicting roles within the same job
 - ✓ Responsibility for people
 - ✓ Continuously dealing with other people and their problems
- g) Interpersonal Relationships
 - ✓ Inadequate, inconsiderate or unsupportive supervision
 - ✓ Poor relationships with co-workers
 - ✓ Harassment and violence.
 - ✓ Isolated or solitary work.
 - ✓ No agreed procedures for dealing with problems or complaints.
- h) Organizational Culture
 - ✓ Poor communication
 - ✓ Poor leadership.
 - ✓ Lack of clarity about organizational objectives and structure.
- i) Home-Work Interface
 - ✓ Conflicting demands of work and home
 - ✓ Lack of support for domestic problems at work.
 - ✓ Lack of support for work problems at home.

4.3 EFFECT OF STRESS

The adverse effect of stress can categorize in two categories:

- ✓ **Effect of stress on individuals**

1. **Harmful impact on intellectual & behavioral activities:** A moderately common effect of stress is impairment of one's Intellectual & behavioral functioning. In some people, stress may lead to a narrowed focus of attention, reduced flexibility in thinking, poor concentration and less effective memory storage. Such effects are far from inevitable. (Mandler,1979). Also, some people face some behavioral bad impact like unpunctuality, inappropriate display of behavior, segregation etc.

2. **Shock and disorientation:** Severe stress can leave people dazed and confused. In these states people tend to feel emotionally numb and they respond in a flat, apathetic fashion to events around them.
3. **Physical problems and illness:** The existence of connection between stress and certain kinds of physical illness has long been recognized. Examples of illness that have long been viewed as stress-related are asthma, hypertension, migraine headache, and ulcers.
4. **Burnout:** This is a stress-related Syndrome wherein one's behavior comes to be dominated by feelings of physical, mental and emotional exhaustion. The physical exhaustion includes chronic fatigue, weakness, and low energy. The emotional exhaustion is manifested in highly negative attitudes towards oneself, one's work and life are general.

✓ **Effects of Work Stress on Organizations**

Where the stress is not identified and dealt with promptly, it soon impacts on the organization and society. The organizational consequences of stress can have a massive negative impact on the organization, in a wide variety of areas. This post covers some of the more common organizational consequences of stress.

1. **High Staff Turnover & Recruitment Costs:** This is, perhaps, the most common of the organizational consequences of stress. Stressed employees do not tend to enjoy their working environment. While some may have the confidence to seek their employer's help in combating the stress, others may feel they have no option but to leave the organization and remove them from the stressful situation; sometimes as a result of medical advice. Also, employees who seek help may not receive the help they require and so choose to leave the organization. Unfortunately, many organizations make no attempt to ascertain the true reason for an employee's resignation and so never realize that their organization has an issue with stress.
2. **High Absenteeism and Presenteeism Levels:** Stressed individuals tend to experience more illness and so take more time off due to illness. Absenteeism can also be the result of staff feeling that they simply cannot cope with going into work so they attempt to escape the stressful situation by remaining in the safety of their own home. In many instances, these staff will make it into work but will be unable to contribute much. They are physically present but psychologically they are elsewhere. This is referred to as Presenteeism. These factors are usually just attributed to poor discipline on the employee's part. Where organizations recognize absenteeism and presenteeism as organizational consequences of stress, they are able to take corrective action, to the benefit of both staff and the organization, before things escalate out of control.
3. **Reduced Productivity Levels:** As exposure to stress is prolonged and chronic fatigue kicks in, it becomes more difficult for the employee to work to an optimum

- level. As fatigue sets in, concentration and motivation levels drop. This leads to mistakes creeping in to their work. It also takes longer to complete tasks. The quantity and quality of the employee's work begins to suffer. This lowers the productivity levels of the company.
4. **Increased Health and Safety Issues:** This is more common in workplaces which are more manual in nature. Employees tend to take more risks and suffer poorer concentration when they are stressed. This combination is a recipe for increased accidents which in turn increase litigation, insurance and medical costs for the organization.
 5. **Reputational Damage:** The reputation of the organization is damaged by the culture of stress which can develop as a result of the failure to manage stress at both an organizational and individual level. It doesn't take long for a company to develop such a reputation; though it can take a long time to lose this reputation.
 6. **Increased Training Costs:** As a result of higher staff turnover, more induction courses are required. The organization may also have to spend more on interpersonal skills, health and safety and stress management training.
- ✓ **Performance curve of employees**

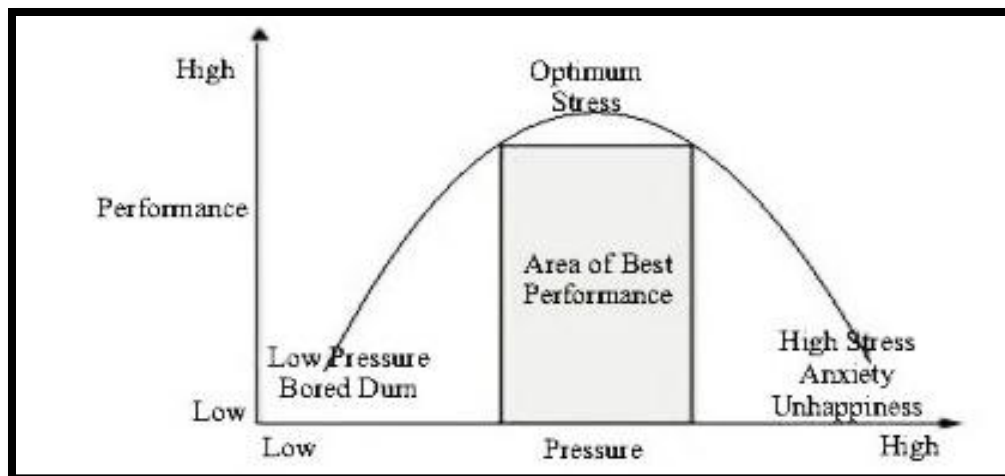


Figure 1: The inverted-U relationship between pressure & performance

Explanation of performance curve: When pressure on an employee to perform a task is low then employee gets bored due to lack of enough motivation due to pressure from superiors. At optimum pressure, employee is highly motivated to do his work and shows best performance. But when levels of stress exceed the optimum level, employee is unable to cope up with such a high stress and employee faces various disorders like anxiety. Hence according to above curve, in an organization,

optimum pressure must be put on employees so that they give their best performance.

4.4 Stress management

Stress management is the need of the hour. However hard we try to go beyond a stress situation, life seems to find new ways of stressing us. Stressors, if not escapable, are fairly manageable. Effective management of job stress can only be achieved under two conditions. First, the individual worker must be able to recognize stressors and understand their consequences and second, organizations must develop stress prevention, as well as stress reduction techniques. Stress Management is important for both individual and from the point of view of the organization. We can divide actions to reduce work-related stress into two categories

- ✓ organizational strategies and
- ✓ Employee stress management.

Organizational Strategies

STEP 1: Review and revise workplace policies and practices to help reduce stress

- ✓ Carefully assess employee workload and timing of workflow. Ensure that job demands are in line with the employee's capabilities and resources. When workload demands are not achievable in relation to agreed hours of work, employees experience stress and burnout.
- ✓ Make policy and schedule adjustments to allow employees flexibility to care for their families and themselves (through doctors' appointments, physical activity breaks, etc.). When possible, give employees control over their pace of work.
- ✓ Engage leadership at multiple levels. Middle managers are drivers of change in workplaces and should be included in wellness program design.
- ✓ Encourage employees to use vacation time and to disconnect from work while away. Employees given adequate vacation time report lower levels of work-related stress and burnout, which alleviates absenteeism.
- ✓ Provide opportunities for career development, job training, and education.
- ✓ Establish a zero-tolerance policy for workplace harassment. Employees who are bullied at work experience more stress and feel less supported by supervisors and coworkers. Provide training on diversity and conflict resolution for employees and supervisors.

STEP 2: Create a supportive work climate.

- ✓ Provide opportunities for social interaction and allow employees time to participate in workplace wellness programs. Walking groups or physical activity challenges have concurrent benefits of increasing physical activity, social interaction, and team-building.

- ✓ Provide constructive, sincere feedback to help employee work through problems. This helps show employees that you care about them and their well-being. When employees feel supported, they are more productive.
- ✓ Provide recognition for good work through verbal comments, monetary rewards, or written acknowledgement. Recognition for competent work, outstanding performance, and achievements outside of work, like certificates or degrees, can reduce stress.

STEP 3: Improve Communication

- ✓ Involve employees in decision-making and in creating solutions. Consult your employees to identify sources of work-related stress. You can do this through a survey, conversations, or team meetings.
- ✓ Clearly define job expectations and responsibilities. Stress at work is linked to the quality of communication between supervisors and employees.
- ✓ Share information with employees when going through changes to reduce uncertainty about career development and future employment prospects. Uncertainty about job security negatively impacts employee job satisfaction and well-being.

Employee Stress Management

STEP 1: Connect aspects of your existing workplace wellness program to stress reduction

- ✓ Increase opportunities for employees to be physically active. Regular physical activity is associated with stress reduction and improved mood. Gym discounts, on-site exercise facilities or classes, and promotion of nearby walking/biking trails are examples of ways to increase physical activity.
- ✓ Provide healthy eating options for employees. Stress can disrupt normal eating patterns and increase consumption of foods that are high in calories, sugars, and fats. Offering healthy food choices at meetings and events helps support employees to choose healthier foods and beverages.

STEP 2: An Employee Assistance Program (EAP).

- ✓ Contact your insurance provider and/or EAP to learn what resources they offer employees for stress management
- ✓ EAPs provide individual counseling for employees on both work and personal issues that may be causing stress. Promoting healthy relationships between work and family life can help employees focus on work.

STEP 3: Communicate mental health benefits to employees.

- ✓ Offer stress management trainings and information to managers, middle managers, and employees. Nearly one-half of large companies in the United States provide some type of stress management training for their workforces. Trainings teach employees how to identify and cope with work stressors and

instruct personal skills like time management and mindfulness meditation to reduce stress,

4.5 Some Resources for Managing Work Stress

- ✓ Limit on-duty work hours to no more than 12 hours per day.
- ✓ Rotate work from high-stress to lower stress functions.
- ✓ Rotate work from the scene to routine assignments, as practicable.
- ✓ Use counseling assistance programs available through your agency.
- ✓ Drink plenty of water, and eat healthy snacks such as fresh fruit, whole grain breads, and other energy foods. Take frequent, brief breaks from the scene, as practicable.
- ✓ Talk about your emotions to process what you have seen and done.
- ✓ Stay in touch with your family and friends.
- ✓ Participate in memorials and rituals, and use of symbols as a way to express feelings.
- ✓ Pair up with another responder so that you may monitor one another's stress.

Below we can see percentage wise ten steps those are taken worldwide by employers to manage stress.

	India	Asia Pacific	United States	EMEA
Flexible working options	50%	40%	51%	50%
Stress management interventions (e.g., workshops, yoga, tai chi)	43%	38%	39%	16%
Education and awareness campaigns	41%	41%	40%	26%
Promotion of employee assistance program (EAP)	40%	24%	85%	29%
Specialized training for employees	30%	26%	23%	39%
Training for managers	23%	24%	34%	41%
External resources used to design and deliver program(s)	16%	12%	23%	18%
Expanding EAP and other services to dependents	15%	10%	46%	25%
Anti-stress space	12%	10%	10%	4%
Written guidelines on stress	10%	9%	7%	9%

Table 2: Percentage wise ten steps those are taken worldwide by employers to manage stress.

Section- 5: Future Forward

It is very important to deal with the invisible emotional wounds to prevent the traumatic condition. There are many such invisible stressors not being identified either by the management or the employees or for that matter their near and dear ones. This invisible stress affects the personal and professional lives of an employee directly or indirectly and in short-run or long run impacting negatively on the health and work place respectively. There is a need to identify this subsisting stress in work place. Further research can be carried forward in this identified aspect of stress. This piece of conceptual research will be used as a foundation to enquire more about the existing invisible stress also termed as camouflaged stress (Inamdar 2019). Hence, an initial case for conceptual research has been developed for future research.

Section- 6: Conclusion

Work stress is a real challenge for workers and their employing organizations. It is the intention of this report to educate on the damaging effects of workplace stress, and increase awareness of the pervasive nature of this problem. A culture of stress can soon develop with many damaging consequences for the organization. Where such a culture has developed there is no quick fix solution for the organization. The organizational consequences of stress are best avoided by adopting a stress management culture in the organization requiring the 'buy-in' of both management and staff. It is hoped that this knowledge will motivate organizations to explore the stressors that are present in their own work environments, and to take steps to reduce and/or prevent stress in the workplace, thereby working to maintain the health and wellbeing of employees. Organizational approaches coupled with individual strategies are the most effective way to address job stress,

APPENDICES

Appendix I Introducing Consulted Articles

Sl	Article Title	Author(s)	Journal Name	Volume & Issue	Year	Publisher
01	A study on stress management among the different type of working employees of banking sector with skill development orientation solution in India	Dr. V. Antony Joe Raja V. Vijayakumar	International Journal of Marketing and Human Resource Management (IJMHRM)	Volume 08 Issue 01	January – March 2017	IAEME Publication
02	Management of Stress at Workplace	Smruti Rekha Sahoo	Global Journal of Management and Business Research: A Administration and Management	Volume 16 Issue 6 Version 1.0	Year 2016	Global Journals Inc. (USA)
03	Effective Stress Management and Employee Productivity in the Nigerian Public Institutions; A Study of National Galary of Arts, Abuja, Nigeria	Marcus Garvey Orji, Gloria Nankling Yakubu	Budapest International Research and Critics Institute (BIRCI-Journal) Humanities and Social Sciences	Volume 03 Issue 02	Year 2020	Budapest International Research and Critics Institute

04	Stress management in chemical industry- a study with respect to Durgapur chemicals limited (A west Bengal state government undertaking company)	KAMAL KUMAR RAJAGOPALAN	EXCEL International Journal of Multidisciplinary Management Studies	Volume 06 Issue 07	JULY, 2016	ZENITH International Research & Academic Foundation (ZIRAF)
05	Causes and Prevention of Occupational Stress	Murtaza Mustafa ¹ EM. Illzam ² RK.Muniandy ³ MI.Hashmi ⁴ AM.Sharifa ⁵ MK.Nang ⁶	N/A	Volume 14, Issue 11	Nov. 2015	IOSR Journal of Dental and Medical Sciences (IOSR-JDMS)
06	Managing stress at workplace	Ashok Panigrahi	N/A	Volume 3, Issue 4	2017	ResearchGate

Appendix II

Compilation of Objectives/ Purposes/ Questions/Hypotheses Addressed by the Articles

SI	Article Title	Objectives
01	A STUDY ON STRESS MANAGEMENT AMONG THE DIFFERENT TYPE OF WORKING EMPLOYEES OF BANKING SECTOR WITH SKILL DEVELOPMENT ORIENTATION SOLUTION IN INDIA	The main objective of this articles is to study the following topics based on working employee of banking sector in India. 1. The causes & level of stress among employees. 2. The effects of stress on the health of employees 3. The effects of stress on the health of employees 4. To analyze the importance of interventional strategies to manage stress among bank employees. 5. The effectiveness of stress management programme organized by the banks
02	Management of Stress at Workplace	The main objective of this articles is: 1. Model of Work Stress at work place. 2. Causes of Work Stress at work place.

		3. Effects of Work Stress on individual & organizations. 5. Prevention of Work Stress. 6.How to Manage Stress Resources for Managing Work Stress 7.coping with Work Stress in Today's Uncertain Climate.
03	Effective Stress Management and Employee Productivity in the Nigerian Public Institutions; A Study of National Galary of Arts, Abuja, Nigeria	The main objective of this articles is to study the following topics based on Nigerian Public Institutions. 1. Psychological Stress on employee emotional stress. 2. Emotional stress on employee. 3. Environmental stress on employee. 4. Economical stress on employee. 5. Effect of stress on employee productivity
04	Stress management in chemical industry- a study with respect to Durgapur Chemicals Limited (a west Bengal state government undertaking company)	The main objective of this articles is to study the following topics based on Durgapur Chemicals Limited (A west Bengal state government undertaking company). 1. What is stress 2. Stress management. 3. Work load stress on employee. 4. consequence of stress
05	Causes and Prevention of Occupational Stress	The main objective of this articles is: 1. Occupational stress 2. Employees stress 3. Prevention of stress 4. Stress management
06	Managing stress at workplace	The main objective of this articles is to study the following topics based on at any work place: 1. What is stress 2. Stress management, 3. Causes of stress 4. Measures of stress, 5. Effects of stress.

Appendix III

Complication of Methods

SI	Article Title	Methods
01	A study on stress management among the different type of working employees of banking sector with skill development orientation solution in India	Both primary and secondary method is used to collect information. The sample size is 50. It was collected from the employees of various bank situated in Hussar. Data was collected through self-structured questionnaire. Books, internet web sites, journals etc. were used as a source of secondary data. Percentage analysis method was used to analyze and interpret results and achieves research objectives.
02	Management of Stress at Workplace	This thesis has been using online resource such internet websites, eBooks, previous journals, previous research paper, online articles etc.
03	Effective Stress Management and Employee Productivity in the Nigerian Public Institutions; A Study of National Galary of Arts, Abuja, Nigeria	This study is a survey research, using data collected from both primary and secondary sources. The secondary sources comprise of mainly text books, journals and periodicals, while primary source was descriptive survey questionnaires. The population under study is 300. However, the sample size is 171.
04	Stress management in chemical industry- a study with respect to Durgapur Chemicals Limited (a west Bengal state government undertaking company)	This thesis has been made using qualitative approach, with a descriptive and exploratory case study approach. The data used are collected through conducting semi-structured interviews with 20 different employees from Durgapur Chemicals Limited, (WEST BENGAL STATE GOVERNMENT UNDERTAKING CO.) one of whom works as a therapist at the company. Also, statistical inference-based test of hypothesis is used to find the relationship between work load and stress. The age of the employee is in the range of 35 to 53.
05	Causes and Prevention of Occupational Stress	National Institute of Occupational Safety and Health (NIOSH) guidelines on organizational change to prevent occupational stress is useful.
06	Managing stress at workplace	This thesis has been using online resource such internet websites, eBooks, previous journals, previous research paper, online articles etc.

Appendix IV

SI	Article Title	Conclusions
01	A study on stress management among the different type of working employees of banking sector with skill development orientation solution in India	Stress can make an individual productive and constructive when it is identified and well managed. In times of great stress or adversity, it's always best to keep busy, to plow anger and energy into something positive. Positive attitude and meditation will be helpful for coping the stress. Stress can be minimized if companies take the right steps. Stress-free employees perform better, work harder, feel happier and have a long-term commitment to the organization as compared to their counterparts. Having broader perspective of life will definitely change the perception of stress. Let us hope that we will be successful in making distress into eu-stress for our healthy lifestyle as well as organizational well-being.
02	Management of Stress at Workplace	Work stress is a real challenge for workers and their employing organizations. It is the intention of this report to educate on the damaging effects of workplace stress, and increase awareness of the pervasive nature of this problem. A culture of stress can soon develop with many damaging consequences for the organization. Where such a culture has developed there is no quick fix solution for the organization. The organizational consequences of stress are best avoided by adopting a stress management culture in the organization requiring the 'buy-in' of both management and staff. It is hoped that this knowledge will motivate organizations to explore the stressors that are present in their own work environments, and to take steps to reduce and/or prevent stress in the workplace, thereby working to maintain the health and wellbeing of employees. Organizational approaches coupled with individual strategies are the most effective way to address job stress.
03	Effective Stress Management and Employee Productivity in the Nigerian Public Institutions; A Study of National Gallery of Arts, Abuja, Nigeria	Employees are the most valuable resource of every organization. Without competent employees, no organization can succeed to out run its competitors. The success of the organization depends on the employees. The study draws its conclusion from the fact that effective stress management can mitigate the negative factors that distressed employees which have a negative effect on their performance. So, for a public institution to be more successful, it is necessary for the employees to be stress free for them to perform well.

04	Stress management in chemical industry- a study with respect to Durgapur Chemicals Limited (a west Bengal state government undertaking company)	There are several reasons at Durgapur Chemicals Limited why employees feel stressed at the workplace, the reasons mainly were inability to manage time, work overload and noise as the main stressors at the workplace. Test of Hypothesis based on statistical inference-based test suggests that there is a relationship between stress and work load. They also saw that Durgapur Chemicals Limited has provided a safe workplace for the employees. It obtained a national award because of having a safe workplace. Durgapur Chemicals Limited has provided medical health center for the treatment of employee's stress. Durgapur Chemicals Limited has also made free time activities and various sport facilities for the employees. We think that it is an effective way to support its employees in reducing their stress level.
05	Causes and Prevention of Occupational Stress	Stress is an integral part of human life. Stress can occur due to workplace environments, and organizational climate. Long term stress may lead to physical, psychological disorders, and negative health effects that include cardiovascular disease, gastrointestinal disease and health service utilization. Stress prevention should be at organizational and individual level.
06	Managing stress at workplace	Stress is an important factor for the employees in any organization. Stress within a specific limit helps to achieve necessary objectives. But if stress exceeds any particular limit then it shows its harmful effects on the body, mind and behaviors. Now the ways to cope with the stress include adequate sleep, sports, talking to a close one, relaxation habits and quitting of addictive products. These all must be used to get relief from stress. Workplace stress plays a significant role in physiological and psychological well-being of employees. It also affects the productivity and performance of organizations. The various results of workplace stress like physical problems, mental disturbances, emotional imbalance, lifestyle disturbances and behavioral problems lead to disturb the climate of the organization. These issues create interpersonal conflicts, decreased productivity, low organizational commitment, increased absenteeism and more attrition etc. By facilitating the employees with effective training, the management can provide them with platform to solve their stress related problems, meditation, exercise and recreational activities can provide better environment to control stress.

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