

An Analytical Introspection of Work Related Stress; In Indian Corporate Sector

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Abstract

This paper in making a study of the Indian corporate sector and shall focus on identifying the levels in the frequency of the job-stressors for individuals in the corporate world. In that it shall seek to trace out the disturbing levels of work-related stress that affects most individuals. The study shall also seek to highlight the organizational changes and reforms that can be made be brought in by the management and Human Resource department so that employees experience minimum levels of stress at work and all kinds of conflicts at workplaces can be completely avoided. The main emphasis of this paper is primarily on the corporate world of contemporary India wherein occupational stress has been noticeably high. The main reasons for this are insufficient rest from work, excessive and immoderate work pressure, unsystematic delegation of work, monotonous work environment, lack of challenges at work, non-recognition of hard work, lack of rewards/incentives, unachievable deadlines, impractical work targets, inadequate utilisation of talent and skills, poor influence on worker's mental well-being etc.

This paper has gathered infirmation and other relevant data through a detailed survey of individuals employed at various companies, through a well prepared and exhaustive questionnaire that probes into the issues related to work-related stress. The sample body was substantial and allowed for a detailed study of the issue at hand, and all data sources were methodically used to analyse the present statistics. It must be said that the results are alarming. More than 85% of the individuals surveyed reported to be stressed due to their work, and about 80% claimed that better work hours and a more negotiable workspace relieved tension to a great extent. The study has deep implications for policy makers to manage the stress at corporate level.

Keywords: Corporate, Human Resource, Organizational and Emotional Wellbeing, Stress-Management

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Editorial Comment Column: Editorial board are in suitable alleyway answerable for the supremacy of the critique and cautious for recognize noteworthy 'worth mentioning topics', sourcing high quality manuscripts, handling schedule paperwork, and organizing the flow of manuscripts (i.e. from author to referees and back in a camera ready shape). The two most outcome mentioning attributes of any article suitable for GJEIS are (1) having a wide-ranging acquaintance of the subject area and (2) being organized. Depending on the dimension of the composition and its argument potency, the number of editors can range from one or two people to many more and sometimes to bring articulateness the blind reviewer process enabled to bestow with wide-ranging justice to time-honored editorial. Initially at the Time of Submission (ToS) submitted paper had a 11% plagiarism which is an accepted percentage for publication. The editorial board is of a surveillance that manuscript had a successive close watch by the blind reviewer's which at a later stages had been rectified and amended by a author (Anil) in various phases as and when necessary to do so. The reviewer's had in a first round customary in a minuscule span restructured by authors. The comments related to this text are extremely detectable related estimating the stress in corporate sectors in India both subject-wise and research well thought-out by the reviewers during evaluation and further at blind review process too. All the comments had been collective at an array of dates by the authors' in due course of juncture and same had been incorporated by the author in totaling. By and large all the editorial and reviewer's comments had been en suite in a paper at the end and further the script had been mark down and decisive under "**Case Based Study**" group as its things to see and illustrate consideration to the effort in relation to Introspection of Work Related Stress; In Indian Corporate Sector.

1. Introduction

A certain amount of pressure is unavoidable in any kind of professional space. Tensions and stress can be caused to anyone working in any organisation. Several studies reveal that anyone, at any level of a company can be the victim of stress. In fact, stress is now known to be quite widespread and not limited to particular sectors, jobs or industries. A small amount of stress can help in staying motivated, enthusiastic, and can enable an individual to counter different challenges in the workplace. Dealing successfully with stress can give people a sense of triumph and can deeply motivate people. But in today's hectic world, the workplace often appears like an emotive roller coaster with long working hours, bound targets, and unending stresses. And when stress exceeds your ability to cope, it stops being helpful and starts initiating damage to your mind and body. The Health and Safety Executive (Palmer et al., 2004) specifies that work related stress is the negative and adverse result of individuals succumbing to tension and pressures. Williams (1994) describes 'stress' as "one of the most inaccurate words in the scientific literature" because it is used to describe "both the sources and the effects of the stress process." Contemporary modernity is the period of rapid increase in stress and tension levels, argues Coleman (1976). Beehr and Newman (1978) have further stressed that workplace stress is a phenomenon that compels an individual to create fluctuations in their daily routines for psychological reasons or other mental conditions.

It must be said that anxiety and stress in the workplace lead to workers dreading their offices. Lately, such a version to workplaces due to sheer increase in work pressure has become a global trend as stress has affected workers in all kinds of fields and industries, regardless of their work profile, designation, responsibility, hierarchy. Job stress is negatively associated to performance, higher the stress, lower the performance and vice-versa. And stress at offices can arise due to many reasons. It can be because of demanding schedules, pressurising teams, ineffective management, improper work environment, poor work culture, longish travels to work, hectic lifestyle etc. Stress can also be caused by lack of rest and recreation, unfriendly colleagues, unpromising future prospects etc. Work related stress is an adverse and unfriendly condition resulting in ill health effects, both physiological and psychological" (Cox, 1993). In 2013, APA's Center for Organizational Excellence carried out an excellent study on job-related stress and found out that workplace stress is indeed a serious matter. In United States of America, a majority of workers in the corporate space undergo chronic stress and complain that their offices do not help them manage pressure effectively. In this, stress is must be taken as a condition that can potentially lead to severe psychological and physical health problems. And as is clear, it is caused due to poor managerial systems.

1.1 Stress and Anxiety in the Workplace

An individual is defining by his/her work and other professional skills. It shapes their character and defines their personality, giving them ambition in life and a motive to look forward to the future. Work also allows individuals to better utilise their time, make good use of their abilities and talents, and train themselves to be better and productive part of the society and economy. However, work has now become a social determinant and a means to a materialistic end. People are driven to push themselves harder in their professional lives so that they achieve success in their careers and are respected in society. They forget that every individual has a limit to their ability to churn out results. Not every worker can be productive in the same way and to the same extent as the rest. This capability differs from one individual to the other. And if an individual reaches their saturation point, or hits their limit, without managing the situation well, they can face serious problems with regard to their mental and physical well being.

Indeed, stress due to work can cause detrimental results in the work output. It can also lead to sickness and depression that can in turn adversely affect the overall workspace and office environment. For this reason, it is important to recognise the factors that cause stress at work. Sometimes, the leading causes can be the nature of the work itself, and sometimes it can be because of personal lives of the workers. Sometimes it is a combination of both. Whatever the reason may be, it negatively impacts the performance of the affected workers, diminishing their productivity and creativity. Moreover, work stress can ultimately lead to workers feeling exhausted, depressed, demotivated, and listless. It can also cause medical issues due to hypertension, which over time lead to long-term illnesses or fatal diseases. The solution therefore is in the manner in which these issues are tackled at the workspace which will benefit not just the company but also the employees.

1.2 Coping with Job Stress

Acute responses to stress may be in the form of feelings like nervousness, misery, despair, irritability, fatigue, changes in behaviour like being withdrawn, destructive, upset, unmotivated and extent in thinking like problem in focusing on issues, reduction in problem-solving abilities, or physical ailments such as headache, nausea, breathlessness. If stress level remain spiked then over time, permanent changes can be there in neuro-endocrine, cardiovascular, autonomic and immunological functioning of the body, ultimately leading to heart and brain diseases. Situations which are impulsive and involve conflict, loss, job insecurity, performance targets and deadlines are the greatest cause of stress. It depends on personal characteristics of the individual to cope with the stress i.e. (time management and problem solving) and with congenial working conditions with social support. In most

of the corporate sector companies, the tendency is to blame the workers who are actually the victims of stress. Lately however, it has been understood that there is no point in blaming the victims. It is essential to ensure that employers fulfill their responsibility and not overburden their workers. In fact, it is now being recognised that it is in their long term economic interest to ensure that stress is avoided so as to induce better results and better standards in work. Employer has to develop good workspace practices for ensuring that their organisation is successful and grows on a sustained basis. For this they must study the root cause of stress, and accordingly design strategies to combat it.

1.3 Individual and Organizational Stress Management Approaches

1.3.1 Individual Stress Management

Almost all initiatives to tackle health-related hazards caused by stress at workplace involve employer and employee both to work together to rise above it. Some of the strategies include counseling, training, teaching, clinical and career counselling and health checkups. The main objective of individual approach is to change individual skills and resources and help them to change their situation. Training and teaching helps in early detection of signs of stress and helps in devising an active plan to reduce the stressors and boost the self-confidence and motivation. A wide variety of training and learning skills also helps in developing active coping techniques - for example, confidence, interactive methods, communication, effective time management and multi-tasking abilities, problem solving capacity, and effective managerial methods. However, there are certain stress-determinants such as structural issues, management, culture and trends of the industry, which cannot possibly be altered. For such kind of sources of stress, stress management approaches are often not enough and may require counter strategies and incisive intervention methods so that they can be tackled. This include meditation, art of living counselling, yoga, exercises, even social gatherings, so as to relieve the employees by providing recreation and relaxation through workspaces. Without these methods, the individuals may continue to suffer and undergo more serious consequences of stress, and possibly even cause hurdles in the work of other employees as a result of frustration and anger.

1.3.2 Organisational Stress Management

The proper prevention and alleviation of stress caused at workplaces mainly involve intervention through the organisation alone. This may be of different kinds and can range from structural changes to managerial changes like changes in staffing, shifts and changes in time tables, changes in the office space, to other methods like providing comfort, encouragement and support, and

providing rewards and recognition for good work. Thus, the study of stress causing agents must take into consideration all aspects of a professional space such as management and other organisational policies, as well as its existing approaches to tackling stress. The main emphasis of risk assessment strategy here is on prevention and to introduce protective measures to reduce the impact of stress. Threat identification i.e. identification of stressors at work place, deep assessment of harm by these work related stressors and their wide range of health related outcomes like smoking and drinking at the group and organisation level and also identifying, assessing existing management systems in relation to control of stressors are very important components of organisational stress management policies. Employers must therefore consider all the potential risk to the health and well being of the workers and make management control and employee support systems into proper order i.e. targeting equipment and material to counter ill effects of stress at organisational level. It has been observed, there is less association between workplace factors and psychological ill health and evidence based interventions to reduce this risk is scarce in Indian corporate sector. Some intervention strategies are essential to keep the environment under control like training and organisational techniques, increase feedback support and communication system, increased participation in decision making can give substantial benefits to the organisation in terms of stress management.

1.4 Role of Managers and Employers in Dealing with Job Stress

1.4.1 Workplace Intervention and Mediation Programme: Organizational and Individual Approach

In the organisations of today; it is the employer and the manager who play an imperative role in capping the stress levels of employees. It is in the interest of both the employer and employee to keep the level of stress at the lowest level by *improving communication* with employees in friendly manner and sometimes by sharing some information related to them or by *introducing feedback system*. There are some more effective techniques which are very helpful in capping stress level like employee participation in job related matters and also to be realistic in giving targets to employees this will be very important in building their confidence levels. Strategies to be adopted need not be elaborate or expensive. Simply by planning the ways to *increase and improve communication* and recognize employees can be effective. The company can institute a *program to recognize workers accomplishments and promote some leadership programmes*. This will not only reduce major layoffs but also decrease the attrition rate.

- Recognising the signs of stress is extremely important for employers. Signs of stress can appear in number of ways like less concentration level, irritable, making more mistakes, coming late to the office, not taking lunch breaks, ignoring deadlines. There can be some physical symptoms like tired at work, rapid loss in weight.
- An employer role is even more significant in extending help to their employees to cope with stress at work is concerned. A undisclosed platform may be given to employees with the help of HR professional who can ask the employee for a quiet word and identify what support the business can offer to better help the employee to cope.
- Regular staff surveys can prove to be an effective tool, giving workers the opportunity to anonymously voice concerns about their jobs and even make some good suggestions as to how they would like to see management reduce on stress.

1.5 Short term Policies and Deliberations

Long term strategy to cope with stress is always a preferable strategy compared to short term. There are some *short term policies* that can be implemented and can go a long way in helping to cope up with stress, like stress management workshops, which can actually give relief to affected employee. Staff leave record assessment is also useful in this regard, if any employee has not taken leave then a gentle reminder and ensuring them that somebody will take care of your work, this can boost them and help in reducing their stress levels. Constant monitoring of their workloads i.e. no tolerance of unreasonable workload can actually spread smiles amongst employees. Little appreciation by manager i.e. "thank you" is highly appreciable in this regard.

1.6 Long-Term Deliberations and Concerns

The long term concerns are grave and take longer to resolve, but once done, the results lead to great success. The long term changes take more time but they also give mileage to reduce the stress level. Small changes like changes in seating arrangements, job shadowing, refresher training, flexible working hours; work from home, providing third party help under Employee Assistance Programme (EAP), short courses on relaxation techniques and time management, advertising on websites relating to healthy eating etc work wonders in alleviating stress and tensions.

- In an organisation there are managers on a cross section basis, who have varying and diverse management styles in them. There are some who believe in nurturing, empathic and supportive role and on the other hand there are some with nurturing, empathic and supportive, management style. There are many empirical proofs in many research studies that the behaviour of corporate managers can reduce stress to a great extent.

- If managers are able to establish a good rapport with their employees then that too leads to stress management in work places. By behaving in a cordial and respectful manner, managers must be able to make the employees work for them with dedication, simply because they feel appreciated.

1.7 Implications

In the beginning stages, stress doesn't seem to be a major concern. It seems part and parcel of modern day life and an inevitable result of hectic corporate life. Indeed, the consequences of stress do not show for a long time. But slowly, the impacted individual begins to feel the signs of it.

- *Frustration:* Excess stress and work pressure leads to frustration both at work place as well as within the personal life. An individual will not be able to focus on work productively on his task unless he has emotional and psychological fulfillment. He will also not be able to take new initiatives unless he is satisfied with the work as well as the management. Reasonable income, adequate perks, and properly defined work expectations and deadlines can allow for better functioning. The management has to ensure that each worker has been delegated work according to their proficiency and profile, without which the worker will not be able to perform up to mark.
- *Anger issues:* Anger and aggression caused due to poor work satisfaction is rather common amongst workers and that is a direct result of the frustration that they face due to improper handling of the management. If a worker is not given work that they are trained to do, or if they are not treated right by the authorities, and even if they are over worked, it can lead to anger problems. This problem even comes due to lack of credit for the work they did, due to absence of rewards for their performance, lack of promotion, favouritism at workplace, mistreatment or disrespect/insult, refusal to give benefits and bonuses, lack of due break/holidays, excessive work pressure, exploitation of any kind, and exertion.
- *Anxiety:* Anxiety is a chronic problem amongst professionals in today's time and age. Stress and anxiety are considered part and parcel of the modern world where everybody has to match up to a great level of proficiency, without which they will not be able to survive the job market. Anxiety is caused due to unfairness at work as well. If there is mistreatment and mismanagement at work then also it may lead to anxiety.
- *Tiredness and lethargy:* Tiredness and less productivity and even health problems, are caused due to stress.
- *Health Problems:* Low immunity, damaged skin and hair. In the personal life, problems such as impatience, inability to cope with problems, disinterest in family etc are some of the direct results of stress induced by occupation. In severe cases, it can lead to heart related problems like stress, cholesterol, stroke etc.

1.8 Measures to Tackle Occupational Stress

- *Respecting Subordinates and Being Supportive:* In high priority work which requires speedy and effective management, employees may often feel overworked and heavily burdened. In such a situation, it is understandable when managers get dissatisfied with the work of their teammates and other subordinates. In such a case, it helps considerably when the Manager keeps their emotions in check and conducts all interactions in a considerate manner.
- *Effective Management and Proper Communication of Workload:* It is necessary to always ensure that the Managers have made it clear to the staff about the upcoming assignments and other work so they can better manage their workloads. It's also good to take an open problem solving approach with employees. A collaborative approach wherein all the works work in conjunction with each other will help in making the employees feel capable and empowered.
- *Forming a Spirit of Team Work:* It always proves to be productive when a team works in unity, as a single unit. For this, the most important factor is having an open-door policy (although it is not always easy to achieve this, but it really will help to ensure that such a policy persists). Also, where it is possible, the seniors and managers must endeavour to empathies with employees and offer flexibility in hours, workload, or location to help employees manage their individual work/life balance.
- *Provide Support During Conflicts Situations:* The Managers must be able to manage conflict in all situations. This proves to be more challenging for some people than others. Where ever you see difficult situations arising, offer support and, if needs be, take responsibility for resolving the issue.
- *Proper Allocation of Work amongst Employees:* Managers should ensure that the nature of work suits the capacity of the workers and their talent/capabilities/training. There should be a complete avoidance of setting unreal expectations from workers. Realistic deadlines must be decided. The approach wherein Managers just get the work done is not practical or profitable in the long run. The employees will be able to prove their true value to the institution only after they are assigned the proper work as per their qualifications and specialisations.
- *Interactive Office Space:* An office space should not be exclusivist. It should not be strictly professional with very little social interaction. It is necessary to make sure that there is social participation and interaction amongst employees. For this, periodic activities and events must be conducted so that healthy interpersonal relations in workspaces between employees can boost the productivity and alleviate stress. Consistent interaction with them on an informal basis will greatly allow for stress-relieving.
- *Proper Assignments and Challenging Work Environment:* While it is true that employees shouldn't be over worked or over burdened. Inadequate and unchallenging work projects can also cause stress. Moreover, employees who have too little work also become burdensome to the company. Idle employees will not give any benefit to the organisation and will also end up losing their true potential and even lose opportunities to grow in their careers.
- *Loop in Human Resources:* The role of HR in managing stress levels in work spaces is very high. Indeed for managing work related tension, the HR department can buttress a culture of inclusiveness wherein the personal is integrated with the professional so that the workers do not always overlook their families and other aspects of their personal lives to fulfill work responsibilities. The HR can also devise ways in which each and every worker can effectively manage and handle their own tasks and achieve their targets which they set for their own selves. And when work becomes dull and tiring, the monotony can be broken by bringing changes to the daily routines, through creativity and even fun.
- *Have Realistic Standards:* It becomes important not to set unrealistic expectations from employees, only to meet the goals of the organisation or a particular team. Even though some projects require urgent and quick work, excellence cannot be achieved with shortcuts. The employees need the basic minimum time and resources to realise any goal. The Management must understand this and always delineate work according to realistic expectations. Thus, managers should not exert and push the employees with unreasonable targets.
- *Planning Events:* A work space can get oppressive and stressful oftentimes. It becomes important to make sure that there is adequate outlet for tensions and other worries. Break time can be used for planning recreational activities. Employees can be asked for ideas on how to uplift the mood of the office. Lunches and dinners outside the workspace, parties, picnics, and even short tours can help regenerate the workers. Indeed, some informal meetings such as this can work wonders in boosting the overall morale of the employees and refresh and rejuvenate them enough to take up new challenges with a clear head.
- *Hosting Wellness Programs:* Health and well being is very important for everybody, and when offices arrange wellness programs it can greatly help in relieving stress levels across. Consistent attention to the well being of employees can also lead to less number of sick holidays. For this, health camps, checkups, awareness on health related matters, nutritionist guidance, gym memberships etc can greatly help in improving the health of employees. Even matches can be organised so as to encourage healthy sportsmanship and improve activeness amongst all.

- *Family-orientation:* The personal lives of the workers should not be neglected. Families should be invited at company get-togethers so as to remain family-friendly. This kind of outlook that involves the family will improve the participation of the employee at a greater extent because of the support the family will provide in return. The workers would also feel motivated to do more as the family understands their work demands and other professional commitments. Furthermore, it will lead to greater satisfaction at work on all sides. This will help people living away from family as well.
- *Rewards and Incentives:* Improving interpersonal bonds at workplace can prove to be rewarding. Further, it can prove to be useful to periodically acknowledge and reward hard work and achievements through bonuses, incentives, leave, grants, as well as other benefits. The HR can help in this by regularly announcing the achievers and congratulating them publicly for their hard work. This will encourage people to hone their talent and other qualities and work on them so as to be able to gain rewards too. Certificates, trophies, and other accolades go a long way in providing motivation.
- *Fun Activities:* Making work more fun by including activities such as plays, can greatly help in making the overall environment of the workplace better.
- *An Efficient and Innovative HR:* The HR has to work diligently to ensure that all employees related issues are resolved and in fact avoided at every step. They must also ensure that the employees have the necessary stimulant that can inspire them to grow and achieve more and more. For this they must remain creative and proactive in their initiatives so that all the resources can be maximised to the fullest, and stress can be dealt with effectively.

2. Research Methodology

2.1 Objective of the Research

- To determine the major causes of work-related tension and stress, and provide solutions.
- To unearth the role of managers and management in determining how much stress is caused due to corporate policies, and how such stress can be avoided. HR's role is discussed in great detail.

2.2 Design of Research

This research is conclusive in nature and undertakes several discussions with regard to the sample survey that it conducted alongside.

2.2.1 Method of Sampling

- The number of participants was 62.
- The strategy was descriptive.
- The study was specifically designed to trace stress levels in workers of the corporate sector.

2.3 Tools

The survey has been carried out through questionnaires that contain appropriate queries.

2.4 Data Collection

The primary data was acquired through questionnaires. The secondary data was acquired through published research in journals and books.

3. Data Analysis and Interpretation

3.1 Interpretation

This section contains the survey results. It was revealed that More than 80% employees reported to feeling stressed due to work. The rest reported stress due to personal reasons. The percentage relating to work related stress is 87% and 13% stress was related with personal matters as shown in Figure 1.



Figure 1. Employees who have been stressed.

Results revealing reduction in stress (Figure 2).

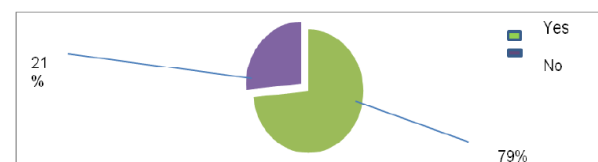


Figure 2. Flexible working hours or work from home options greatly releases stress at workplace.

3.1.1 Interpretation

79% shows that flexible working hours enable the employees to reduce stress. Work from home option also allows workers to reduce stress because it is give liberty to the workers to stay at home in case of inability to travel great distance, or during illness etc. The benefits of such options are buttressed with technology that now allows workers to communicate live with the rest of the employees across the world through video conference. This allows for greater coordination as well, as the workers remain within the comfort zones of their homes. Godrej's has a policy of letting workers compress their work if they have given 42 hours a week, regardless of gender (Figure 3).

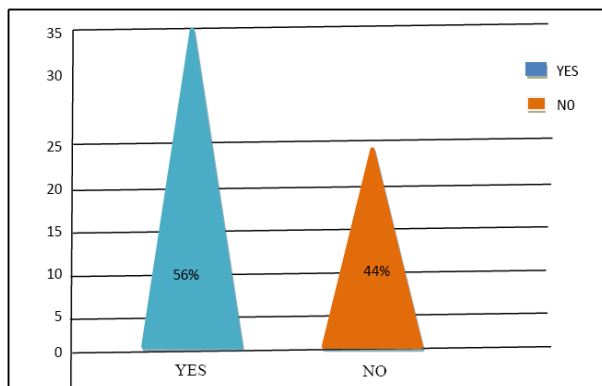


Figure 3. Unplanned leave from work due to stress or other reasons.

3.1.2 Interpretation

In today's time, the job scenario is such that that competition is increasing day by day. The labour market is in surplus where there are more and more able and competent workers and lesser jobs in comparison. Due to this there is a conflict between employee and employer where the latter will have several options with lesser price. This leads to reduction in salaries and makes the employees feel that they are underpaid. More than half (58% respondents) feel that they are underpaid or undervalued in their workplaces. This causes stress and also reduces self respect and self esteem (Figure 4).

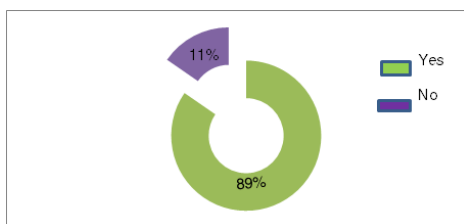


Figure 4. Rewards (non-monetary) to motivate workers and combat stress.

3.1.3 Interpretation

This includes the number of employees who received any sort of appreciation which may be non monetary in nature, and if that allowed them to feel better. More than 70% were for it and nearly 90% said that such acknowledgement of hard work did help them in reducing stress at work.

It must be said that recognition is needed at all times, and works well to inspire workers who have been working hard. It may be of many types. Sometimes, simply word of appreciation in front of people or even in private may do wonders. Otherwise, small tokens such as certificates of performance, gift coupons, option of taking leave etc are also provided.

Indeed, being appreciated and given due credit for the good work, allows one to stay motivated and gives tremendous satisfaction. On the other hand, steady neglecting of one's good work may lead to a feeling of dejection and depression, and may cause negative effect on one's emotions and even work (Figure 5).

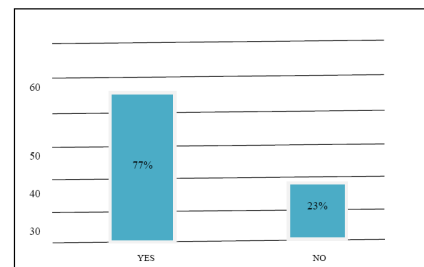


Figure 5. Changes in attitude at professional/private space due to increase in stress levels.

3.1.4 Interpretation

About 75% of the individuals agreed upon the fact that their attitude alters due to work stress. Difference in work method and mood etc include lack of concentration, lack of motivation, no goal-oriented work and inadequate communication and initiative. Employees should also be counselled about work related stress.

3.1.5 Limitations

- There weren't enough candidates who were willing to be surveyed.
- There wasn't any method to map out the variations through the diverse body of corporate workers.
- The solutions offered in this essay are reliant solely on ideas and discussions with corporate bodies and participants.

4. Summary and Conclusion

To conclude, it appears that stress is part and parcel of everyday life. Each individual is faced with stress and tensions, especially in work space where the work pressure is high and the requirements of the job are several. Worries about financial stability, professional growth, and self-esteem are some of the factors that play a huge role in this. Stress seems unavoidable. However, individuals must ensure that stress is tackled with effectively and on a continued and sustained manner. If this is not done then it can lead to serious health problems and can also severely damage the personality and appearance of a person. The long-term effects on the mind and body are several and the growing trend in today's times of young individuals acquiring diseases is testimony to the same. It is therefore imperative that stress levels are reduced greatly and across different walks of life. In the corporate sector, stress levels can be tackled through a number of measures that can change the atmosphere of the office and make it more informal than formal. For instance, the integration of the personal/familial with the professional can prove to have great results. The mood of the office, if cordial and happy, can help avoid stress and tension and significantly improve the output of each individual. Through the steady cooperation of the managers, it can be ensured that not only are the employees not overworked and pressurised, but also feel appreciated and valued. Friendliness and being open to discussions can also go a long way in establishing a good rapport.

An appropriate standard in work is desirable. To ensure that employees don't get overburdened, but also don't get underworked and de-motivated, it is necessary to ensure that there is a proper drive towards the goals. For this the managers need to keep the workers inspired and full of zeal through steady encouragement and productive feedback system. Family and work balance must not be disturbed in this process because that in turn leads to several frustrations that adversely impact the output of an individual. The HR needs to give proper assistance in this.

However, while there are several solutions to the problems and many ways can be devised to tackle excessive stress and tensions in workplaces, it is also true that avoiding it cannot be possible at all times. There are times when the nature of work is such, or the deadlines are close, that workers need to put in extra effort and additional time, compromising on their sleep, family time, recreation etc, so as to complete the projects. In such a situation, a sustained effort at managing work while keeping in mind the saturation level in each individual.

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Annexure-I

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