STUDY ON STRESS AND PREVENTION OF STRESS; WITH REFERENCE OF CORPORATE PROFESSIONALS

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Abstract: *Stress has become momentous collision on human life, due to dynamic social factor and varying desires of human life style. Stress is essentially adaptive rejoinder to a superficial state of affairs which would lead to corporal, psychological, intellectual, and behavioral change. Even though stress kills capacity of brain cells, and all stresses are adopt destructive, hopelessness in his present physical human nature. In the segment of stress the opposite quantity of stress can basically elicit passion in respect of work, and latent abilities and even ignite inspirations. The study throw light on the wide spread silent problem is known as by name 'Stress', which gave raise to acute dysfunctions are called many diseases, which increases annulment rates of stress, and other harassments. The work stress is found in the entire types of professions. In the field of admin, Lawyers, techno-professional, engineering, information technology services provider, service sector and all pronouncement makers, at the public counter, like banks, and web-based service. IT sector related professionals are very stressed because they are highly target driven and highly pressured on results. "Athletes experience the strength that comes from eu-stress right before they play a big game or enter a big competition. Because of eu-stres, they suddenly receive the strength that is required to perform to the best of the ability". Stress can make a person productive and constructive, when it is identified and well managed. The focus of the paper is to study the stress coping strategies identified by the study including stress management programs, physical activities planned a per the job design, life style modification programs, finding triggers and stressors, and coping style by other supportive organizational culture, stress counseling programs, and spiritual programs.*

Keywords: *Reaction, Behavioral change, Professional life; and prevent, strategy, spiritual programs*

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INTRODUCTION

In the fast growing corporate sector science 1990s in Indian trade and industry culture emerged as a most important performer in the field of administration, techno-professional, engineering, information technology services provider, service sector decision makers, public counter, like banks, and web-based service. Presently the Indian information technology industry employs a little more than half million people (NASSCOM). Now a days in the world, the degree of stress in increased due to urbanization, globalization that domino effect into cut-throat antagonism. Stress is inescapable part of recent human life, which is flattering an unpredictable stress in the industry, most human resources and it is appropriately called as the epoch of nervousness disorders. Stress is a condition which is arising from the interaction of people and their jobs; it characterized by change within people force them to deviate from their normal functioning. It is a product of business of modern life its emergence from the Industrialism. It is an epidemic playing modernity (Tim Newton). It is also an adoptive phenomenon. It builds up overtime. The dynamic condition of stress which an individual is confronted with an opportunity, constrain, or demand related to what he/she desires and for which the outcomes is perceived to be both uncertain and important.

By the nature administration should be painstaking to redesigning of jobs. Which effect on employee's maximization of authority and responsibility, more meaning full work and more autonomy, and situation of autonomy is creates self decision as per the requirement which mental strain and continuation of strain change to stress. Therefore an organization should established a strategy for managing stress as part of an employee's health and performance improvement policy, management can also use effective communication as a means to shape employees perception and outlook so stress as the product of an interaction between individual needs and resource and the various demands within the individuals. It is basally appears as a social-moral- institutional principles.

Stress has becoming significantly with the effect of active social factors and changing requirements of life style. Man's by the adaptation of stress react to an external state of affairs which would escort to physical, mental, emotional and behavioral changes. Cells of human brain produce thoughts and stress destruct the ideas, emotions and positive behaviors' in human nature by destructing the sense of capacity of human brain cells. In

case positive, negative and truth, the truth is that which is not producing stress and all stresses all stresses are not destructive in nature. Appropriate quantity or limitation of frequency of stress can pin point of fact triggers humans infatuation for occupation, tap human being latent ability and even set fire to inspiration.

Stress is the emotional and bodily strain which is caused by our reaction in the inappropriate condition or strain from the outside humanity. Basically stress produce adverse position or reactions including strain, bad temper, helplessness which decentralizes to human mind concentrate, and an assortment of corporeal symptom that produce nuisance or pain and may be produce a fast blood circulation for maintaining physiological balance in human body or we can say heartbeat. Stress is a situation or emotion which experienced when a person perceives that-demands exceed, the individual and social resources in the form of individual which is capable to activate. S=P>R i.e., stress occur, when the pressure is bigger than resources. Stress is our body's way of responding to a few kind of insisting. It may be cause by good and bad experience. When the person believe on stress by something going on approximately them, their bodies act in response by released few harmonic catalysts into blood. These hormones present more energy and strength in human body, which can be excellent fad; in this case stress is caused by bodily hazard. But we can say, it is also be a horrendous, if stress is in comeback to rather emotional and there is no outlet for this further energy and potency.

CONCEPT OF STRESS

Stress is the harmful phenomena in all living organisms' but impact of stress in human being effect on physiological, mental, intellectuality, and emotional states and produce disorder with the reference of capability, capacity, condition of psychology produce disorder depression anxiety, post – traumatic stress disorder. And emotional strain which related to tension, fatigue, mental- physical-emotional dissatisfaction, maladaptive behavior relates to rumble vibrations of panorama/scene and human energy. Cognitive impairment which refers to staying power memory and other related problem, concentration of mind. In turn, these conditions may lead to ferocious negativity in performance and it is typical in making in balance and maintains the normal condition of person. Task related or responsibility related stresses are also associated with the various biological reactions that may leads to

compromised health and its order. Ultimately disorder tends to death in case of extreme, and normally it produce different types of diseases like cardiovascular, memory related, etc. Symptoms effects of stress;

At the workplace stress is harmful in by phase either physical or emotional response. That occurs when there is a poor mach between job demand and capability and need of the workers. Stress - related   disorder encompass a board array of condition including psychological disorders as; depression, anxiety, post-traumatic stress disorder found under this symptom. In the emotional strain as deteriorations of workers performance, Maximizations of error prone and Losses of memory, dissatisfaction, fatigue, tension etc. in the maladaptive behavioral symptom high power of stress and escaping from work responsibility, and cognitive impairment effect on concentration and memory related problem and so many types of effect as; late arriving, and maximization of absenteeism. Over reacting, arguing, and getting irritation, and uncontrolled anxiety. Improper eating habits, excessive smoking and drinking, Sleeplessness.

According to *HANS SELYE* concept of stress "Stress is the body's nonspecific response to a demand placed on It." according to *D Souza* "Nervous tension that result from internal conflicts from a wide range of external situations". According to Richard *S. Lazarus* "Stress as a condition or feeling experienced when a person perceives that "demands exceed the personal and social resources the individual is able to mobilize.

The study throw light on the wide spread silent problem by name 'Stress' , which gave raise to acute dysfunctions and are called many diseases, increases divorce rates, and other harassments. If left uncared the extremity of stress may turn person vulnerable and even lead stress is found in all professions, the very affected are IT professional that are highly target driven, highly pressured on results, and are squeezed both physically and mentally to the maximum on their roles and loads. The stress is manifested in various ways and means, and the much prone sector is the IT sector, which has turned upside down only their working hours, but also their biological system, which affects at three different levels viz., individual, interpersonal and organizational level. It becomes the vital role of the management to take care of the employees' health rather providing only the monetary benefits, which is not so in practice of the fullest.

REVIEW OF LITERATURE

According to Vasudha Venugopal, in (2010), the rising number of professional has been verdict it intricate to be aware of emotional stress, according to experts. An 'industrial exposure,' the stress unified to employment requirements to be addressed without work stoppage, they give emphasis to. Coping with stress and determined for mental health welfare should be a subject of apprehension for all and not treated basically as a way of life dilemma of the phenomenon', according to medical expert external and internal stress in the corporation either private sector or public sector says Post-recession, employees feel pressured to perform well their allotted task. Basically standard job-related predicament like that health related evils due to regular uses of the tools and equipment, eye fatigue, mental stress, gastritis, muscular pain, backbone pain, are common are common problem in work place and also effective work place, administrative and interpersonal relation. These are creates unsympathetic condition at the time of functioning, but deeds of stress; that arise due to trepidation of undesirable effect of administration are unenthusiastic yield, which forced entity reflection or to cope with the escalating antagonism, affect the employee's performance, in due to course, taking a major toll on his health, medical experts explain. If corporate administration acknowledge the rate of recurrence and degree of stress at each level of employees then employees realized and try to control adverse effects of stress, presently corporate sector used to different types of have "help hotlines" which make to availability for psychoanalysis and interference to their employees combat stress improved. Companies those work in IT sector such as Infosys, Tata Consultancy Service, and Wipro have normally "stress breaks" planned to assist the employees strike a wealthy sense of balance between work and new zeal.

According to Desmukh N.H in (2009), nervous tension and life pleasure among working and non-working employees from analogous level of "socio - economic – political" condition of the organizational culture resulted that there is no important difference in physical stander and family related stress among working workman. Character of stress was extensively higher among working female workers. Gillian E. Hardy, David Woods and Toby D. Wall (2003), "Psychological distress particularly depression was found to predict absence, with higher levels of distress predicting a greater number of days and number of times absent". Job satisfaction and psychological agony in parallel predicted a larger number of days and

number of times. Job contentment and psychological distress independently predicted levels of absence. The psychological distress- absence relationship was not moderate by demographic variables. Michael R. Frone (2008), the connection of work stressors, those work stressors, those work over consignment and job anxiety, due to the relief mental of employees uses to toxicity as alcohol use unlawful drug use resulted, in the maintain the relation and ratio of work stander stressors to take extra potency of toxicity such as alcohol and illegal medicine use before the work, during the before and offer of the workday, and after work.

According to Shane Schick, (2007), stressed administrative professionals who work in decision systems of organization maintain a sense of balance of problem-focused coping strategies and emotion-focused coping strategies are mainly successful in industry with the stress of staying continuously up-to-date. The study places of interest the importance of the monitoring the stress that results from the constant requirement and insist on professionals to revise their technological skill because the take care of, the technical obsolescence may effect in a higher degree of absenteeism, work burnout and a desire to change the way of employees career. Corporation can facilitate and provide to sufficient tools for IT/ professionals with actual resources such as research time, opportunities to attend the refreshment course, and physical facilities that facilitate trial and error. Corporate professionals who deploy different combinations of coping strategies end up with different levels of distress. They fared best by using a combination of problem-focused coping and emotion-focused coping.

According to V. V. Raghavan, (2010), the upshot of flexible work schedule, employee support and training, and telecommunicating as potential coping resources to relieve stress. Perceived workload, role ambiguity, work facilitation, and decision latitude are potential stressors of Admen system and IT professional. Removing role ambiguity and improving work facilitation reduce work-related stress and allowing employees to have flexible work schedules ease their perception of workload. Sahana Charan, (2007), High work pressure, long hours in front of the computer and a fast-paced life-style, if these factors team up to weaken your physical health, here is one more strong reason why they are simply unhealthy: mental health professionals are now convinced that an increasing number of

persons working in the IT and IT –enabled services sector fall prey to depressions, because of the high stress they undergo.

According to Murali Raj, in 2009, Depression is habitually related to present and past work and it effects which create stress on the people, human beings undergo the pressure with reference of works result and try to perform up to desirable stage or better, and compete with other colleagues and meet tight deadlines. Most of their works are target-oriented in this case if target are not met, it can lead to anxiety. Peers are not very supportive because they also contending in the same field. Moreover, in the sense of job security about the job may lead to feeling of expression. Kamala Balu, (2002), most stress management programmes are focus on the individual either assisting employees or help them to cope with job-related stressors. There is more concern in organization with coping with the consequences of stress rather than eliminating or reducing the actual stressors themselves. Wide range of stress reducing programmes for employees rather than intervention to change the nature of work which would bring a more effective solution for the problem. Employee support programmes such as counseling and support services for employees have shown a promising approach of dealing with stress, however their effectiveness is limited. Training or counseling employees to cope with stress are just short-term solutions but have long-term benefits for mental health and well-being. In 1990 according to Elkin and Rosch have been summarized a wide assortment of other strategies which are aimed at increasing workers autonomy, and control. These strategies include: redesigning tasks, redesigning the physical work environment, role definition and clarification, establishing more flexible work schedules, participative management, employee-centered self career improvement programmes, and providing feedback by social support for employees and supplementary equitable reward system. These approaches are may be possible to prevent stress at work rather than treat as stress once it has been developed. 75% to 90% of all visits to primary care under physicians are for stress-related complaints. As per report of American institute of stress (AIS) is 40% of employment turnover is due to stress; and Up to 60% of on-the-job accidents are stress-related situational, environmental, and other factors.

According to Canadian employees, the degree of stress and product cost of stratification in the yearly originate a big difference in cost, in the Canadian organization origin of disorder, due to stress-related disorders which is near about $12 billion, which produced in the

organization Absenteeism. This is only due to job related stress which has greater than before by over 300% since 1995. Employees in extreme workplace stress conditions suffer from: more than triple the rate of cardiovascular problems; over five times the rate of colorectal cancer; up to three times the rate of back pain and each second workers are suffer for mental stress by job, as well as target achievement, and other job and self related problems. And nobody is having time for self realization, normalizations of mental and physical condition and there is no imaginative development by the Statistics Canadian employees. Problems at work place are more strongly associated with health related complaints they are any other life stressor, more so than even financial problems or family problems.   -St. Paul Fire and Marine Insurance Co.

In Japan every year near about 31,000 deaths are found duo to maximization of work load means greater than the human capacity of work. Fresh study in Indian environment organized by Delhi based NGO-SAARTHAK by research report in around 30 Indian organizations, result was found that 50% of the employees suffered from stress related to organizational problems. Further, in the Studies Conducted in the continental business environment like US and UK, result was institute which is more than 60% of employees complain to be stressed from out in their jobs.

AIM OF THE STUDY

In This qualitative analysis researcher study by the sample from current survey (2013-14), which is available in special journal related to professional background, Medicinal, and noted that for those people who are working maximum hours in comparison of their physical capacity, mental capacity which is 12 or more than 12 hours including overtime or end of the work or without rest in a same working day, in this types of problem the possibility of disorder near about 38.7% these possibility are increase risk and increased in the employees mental, physical illness and greater possibility of injuries, in comparison of those worker who work normal hours in normal atmosphere and other those who work in high pressure, temperature, noise, big target, unpleasant interpersonal relations of administration and among workers. These are creates ad versed environment and produce vicious stress in employees. And another study done by Northwestern National Life, reports that one-fourth of employees view their jobs as the number one stressor in their lives. A St. Paul Fire and Marine Insurance Co. study concluded that problems at work are more

strongly associated with health complaints than any other life stressor, even financial or family problems.

According to Seathy and Schultler in 1996 point out main causes for on job stress and physical mental statuses which creates job stress and the coping style which is important issues: In the Concern of individual employees' health and performance; and physical standard like that coronary heart disease, high blood pressure, and job related accidents, irritation, and other many types disorders.

The financial impact on organization by reducing the employees working capacity manpower losses, materials losses, time and tools losses, Including days lost due to stress related mental –corporal illness, arte reducing individual capacity of employees, and injury which create performance gap all factors are draw a impact on financial structure of organization and indirect effect on organizational health and well-being. Foremost stressors as per the global business and Economic roundtable of addiction and Mental Health are as;

Lack of control; less degree of stress to be in charge of employees has over their situation, is the bigger their stress. Which Request and reflect on employees' suggestion, clarification and input.

Impact of Communication; Communication drop direct effect to the ref of the employees in the form of positive and adverse phase, by communicating the subject and making surety to stress offer deliver the news for observations and impact of observation on subject person.

Impact of Appreciation; when is the last time you praised an employee for a job well done? Say "Thank you" more often. Put it in writing for even greater impact. Corporate wellness is a good investment, with a strong return on investment.

Effects of Feedback, In case of employees, don't wait until to the subject for annual review to let employees know how they're doing. They wonder every day.

Indecisiveness of job - In the situation of uncertainty of opportunity in the organization the subject matter of job security leads to a feeling of failure of control. Keep employees understandable about performance and objectives', provide them room for advancement and how your organization is doing.

Effect of direction and implementation of organizational policies; In the organizational system must be clear and free of complexity of rule regulation, policies, and implementation

of policies, and Clearly directed by appropriate authority of line order in the organization and must be proper communication of change, amendment of rule, policies and corporation goal, In the phase of change of condition of appropriate authority of organization must be thoughtful for managing the organizational situation.

Impact of injustice external – Internal culture; Unfairness produces insufficiency of internal mobility and create typical environment for cultural changes in the organization. Which differentiates in group valuation and employee/people valuate individually in reference of organizational change to change of evaluation. And belief or to Follow the formal systems of organization as meetings with a written memo so everyone can review in this situation facts or degree of employees emotions are tending to zero.

Unmethodical interruption; with the help of electronic communication supervisors inquire the actual position of demands and keep employees actual situation for completing the work at hand. Consider the time foe management training to help people prioritize and delegate.

The habitual syndrome; Having too much or too little to do outcome in self-delegating conduct which lad to lead to elevated stress. And Make sure works is regularly divided and take on further help if needed.

The research problem is formulate on the basis of vast study of related literature survey which provides theoretical background and conceptual frame work to this study which broaden knowledge base dimensions; those are the impact of stress on body, mind, behavior and emotions on the basis of review of literature.

Table-1.a: Impact of stress in various magnitudes

physiological effects	Mental effects	Behavioral effects	Emotional effects
Headache, taut muscles, breathlessness	Worrying, muddled thinking, night mares	Accident prone, loss of appetite	Loss of confidence, more fussy
Frequent infections, skin irritations	Impaired judgment, indecisions	Drinking and smoking more	Irritability, depressions, apathy
Fatigue, muscular twice	Negativity, hasty decisions	Loss of sex drive, insomnia	Alienation, apprehension

OBJECTIVE OF THE PRESENT STUDY

- To study the degree of stress among corporate administrative professional employees; and

- To identify the effects of stress preventing /coping strategies at corporate level.

HYPOTHESIS

- H1: Occupational stress has impact on organizational level outcomes.

DATA AND PROFILE OF THE RESPONDENT COMPANIES

The study is based on a survey conducted in 10 companies in and around U.P with sample size 200. Out of total sample, 130 (65%) were men and rest women. The respondents are different level of organization in different professionals as upper level of authority and middle levels with a mean of about 7 years in the company and 10 years in industry.

Table 1.5 shows sample description on the basis of respondent's age group.

Table 1.b: Sample description

Age Group	Sample size
20-29	35
30-34	55
35-39	60
>40	50

Total sample size: 200

Table 2 shows that, the stress among professional/employees at physiological, mind, behavioral and emotional levels

Table-2: Number of respondent who felt high level of stress;

Age group	20-29	30-34	35-39	>40
Impact on human bodily processes	22	45	52	46
Impact on human Mind capacity	28	50	56	40
Impact on human Behavior	32	49	50	40
Impact on Emotions	33	50	57	38

Source: primary data

ANALYSIS OF THE TABLE 2 STATISTICS

Physiological effect on Human;

By the finding , From the table 2,92% of respondents from >40 age group felt high level of stress impact on body followed by 87% from 35-39 age group, 82% from 30-40 age group and 63% from 20-29 age group. Stress impacts on body lead to headache, fatigue, Hypertension, Coronary artery diseases, Skin diseases etc., the data obtained from primary source, draw the attention and alarming the individual as well as organizational.

Effect on Human Mental Capacity;

As impact on mental status of workers, as finding 93% of respondents from 35-39 age group felt high level of stress impact on mind followed by 91% from the age group of 30-34 and 80% from the rest age groups. Depressions, Anger, Irritability, Mood swings, Lack of self-confidence etc., are the symptoms of stress on mind which leads to serious effect on individual as well as organizational in the reference of efficiency and work effectively.

Effect on Human Behavior;

Human behavior impact are as finding 91% from 20-29 age group felt high level of stress impact on behavior followed by 889% from the age group of 30-34, 83% from 35-39 and 80% from 20-29 age group. Stress impacts on behavior leads to unsafe behavior pattern, Speech disturbance, and unsuitable condition in mental and physical status even suicidal tendencies etc.

Degree of Emotional impact on humans' behavior;

In the degree of emotional impact on human behavior as finding 94% from 20-29 age groups felt high level of stress impact on emotions followed by 91% from the age group of 30-34, 87% from 35-39 ages and 75% from above 40 years, Emotional impact of stress on individual level leads to Alienation, estrangement, rift, crevice, apprehension etc., causes, major impacts are absenteeism, results are employee turnover and low productivity etc.

Identified stressors in the organization.

Respondents who felt elevated degree of stress from following stressors;

Table -03

Age group	20-29	30-34	35-39	>40
Work loads	20	40	50	45
Organizational Changes	20	42	52	44
Lack of employee control	28	48	53	40
Organization culture	25	47	52	48
Operating style	32	45	51	44
Emphasis on competition	29	49	54	47
Fear of Job loss	32	48	50	38
Increasing technology	22	48	54	45
Push for multi-tasking	20	40	52	46

Source: primary data

Analysis of table No; 3 which is clear that the employees felt high pressure with high workloads i.e., 90% in above 40 year of age followed by 83% in the age of 35-40. Coming to the organizational changes also above 40 years employees were taking as a dominant stressor followed by 35-40 age groups. Lack of employees were taking has become a major stressor for the employees (96%) followed by employees of 36-40 age group. Operating cycle influences extra on the employees are in 20-29 age groups i.e., 91% from above 40 years employees.

Competition has become a major stressor in professional area including IT sector and other organization and 94% from above 40 years of employees were fell higher stress followed by 90% from 36-40 years of age group. Another most important stressor is fear of job loss creates more stress among employees, especially 20-29 age groups of employees with 91% followed by 30-34 years with 87%. Increasing technology and press on multi-tasking become major stressor among administrative, IT other professionals and the most effected ages are above 40 years 90 and 92% consequently followed by 35-39 age groups.

Promoting positive manager behavior;

In this research study, researcher tray to explore the effects of a learning and development intervention for managers aimed at helping them show the management behaviors' identified by earlier research as a important for preventing and reducing stress in their staff. This method has been successfully applied in the study of training evaluation (Kraiger, Ford and Salas 1993) and stress management interventions (Bond and Bunce 2001; Randall, Griffiths and Cox 2005). In addition to gathering 'before and after' data designed to explore the impact of the intervention on manager behavior, a range of qualitative data-gathering exercises were conducted to explore barriers and facilitators to managers behaving positively and/or changing their behavior. Participants

The participating all employees those work within the organization needs to improve their capacity in the work related culture. And employer must be responsible to invite a group of managers to participate in the intervention. In addition, quarterly consortium meetings were held to enhance organizational learning and explore applicable topic. These meetings were attended by up to two stakeholders from each of the organizations, and representatives of the CIPD, IIP and the HSE. They provided an opportunity to capture data on the process of implementing the intervention in organizational settings and particularly

the barriers and facilitators to helping managers behave in ways that prevent and reduce stress at work. The learning and development intervention the intervention was based on the framework of 'management competencies for preventing and reducing stress at work' and improve the organizational climate.

- An upward feedback report was provided to managers, generated by getting all managers and their direct reports to complete the 'stress management competency indicator tool', the questionnaire that was produced in the research. Direct reports were asked to rate their manager's behavior, whereas managers were asked to rate their own behavior. Provided at least three appropriate direct reports responded to the questionnaire, a feedback report was generated, showing the manager how their behavior was perceived in terms of the four competencies and sub-competencies. The feedback report also allowed managers to see how their score compared with the average of their direct reports' score for each of the individual behaviors'/questions. Feedback was generated at two different time points: initially prior to attending the workshop; and then at a follow-up point.

- A short term workshop for managers, which is objectively to help them: explore the importance of positive manager behavior; increase awareness of their own behavior; and equip them with the tools to further enhance and/or develop their skills. This workshop was provided face to face to groups of up to maximum number of members or managers. It combined structured individual exploration of the manager's feedback report with developing an understanding of the behaviors' included in the 'management competencies for preventing and reducing stress' framework. The workshop design was highly interactive, including individual reflection, small group discussion, case studies, vignettes, plenary debate and analysis, and other exercises to help managers understand which behaviors' they needed to develop and how they might do so. A sample timetable for the workshop is provided in the appendix.

The evaluation of the intervention's impact included a range of 'before and after' measures. These were completed by the participating managers themselves and, for perceptions of manager behavior, by the managers' direct reports. Some of the 'after' measures were completed immediately after the workshop; others were completed at a follow-up point

three months after the workshop. Drawing from the leading approaches to training and intervention evaluation (Kirkpatrick 1976; Kraiger, Ford and Salas 1993; Randall, Griffiths and Cox 2005), the intervention evaluation included:

- Manager reactions and learning, evaluated through questionnaires completed by managers at the end of the workshop.

- Stakeholder reactions and organizational learning, Evaluated through group discussions at the end of the research process

- Manager behavior change, self-report responses and upward feedback/direct-report responses on the extent to which managers showed the relevant competencies, as measured by the 'stress management competency indicator tool'. The behavior change achieved by managers who had participated in the complete intervention was compared with the following control groups: those who had received only the upward feedback, not the workshop; those who had received neither the upward feedback nor the workshop. Copies of the relevant questionnaires are provided in the appendix. In total, 112 managers attended the intervention workshop, 58 of whom completed questionnaires at both time points, and received a feedback report, and therefore provided usable intervention group data. Data across both time points was also received from a further 95 managers who formed control groups with which the intervention group were compared. Further, upward feedback data at two time points was received from 209 employees whose managers received the workshop and the feedback, and a further 385 employees whose managers formed control groups with which the intervention group were compared.

Exploration of barriers to and facilitators of positive manager behavior and behavior change a range of qualitative methodologies was used to explore the barriers and facilitators both for managers showing positive manager behavior and for the intervention to achieve behavior change. The specific questions explored were as follows.

- What are the barriers to managers showing positive behaviors' and how could these be overcome? This question was considered through focus group discussions with managers, held during the manager workshops.

- What support do managers need in order to show the behaviors' identified in the 'management competencies for preventing and reducing stress at work' framework?

Views on this question were sought both from the managers themselves and from the organizational stakeholders who were championing the process in each participating organization. The managers were asked about their support needs in questionnaires at the end of the workshop and at the end of the research process. Stakeholders were asked for their views in a focus group at the consortium meeting held at the end of the research process.

- How can participation from line managers, buy-in from senior managers and role-modeling of behaviors' by senior managers be achieved? At an early stage, it was identified that achieving manager participation in the intervention was not always straightforward: this prompted an exploration of the barriers to line manager participation and how they could be overcome. In addition, because gaining senior manager buy-in was identified as a crucial element in ensuring success of the process; further data was gathered specifically on how this could be achieved. Views on the role-modeling of positive behaviors' by senior managers were also sought. These questions were explored through seeking stakeholder views in focus groups during consortium meetings.

How the intervention and made a difference In Participant reactions and learning managers reactions and learning in the workshop At the end of each workshop, managers were asked to provide feedback on their reactions and learning from the session (see workshop evaluation form in \the appendix). Responses came from 112 managers: of these, 16 managers had not received an upward feedback report.

To what extent did the workshop achieve its aims? Managers were asked three questions about whether the workshop achieved its aims, which were the following:

    1 to explore the importance of positive manager behavior

    2 to increase awareness of managers' own behavior

    3 to equip managers with the tools to further enhance and/or develop their skills.

Figure 2 shows the percentage responses from those managers who had received an upward feedback report.

- By the analysis of data 58% of administrative capacity holder's of managers, who had received feedback felt that they did explore the importance of positive behavior of manager despite not receiving a report, 62% of managers without an upward

feedback report also felt they had benefited from the workshop in terms of understanding the importance of positive manager behavior.

- And 87% (Eighty-seven percent) administrative capacity holders of managers who had received feedback felt that they had increased their awareness of their own behavior. The majority of managers who hadn't received an upward feedback report, although a smaller number (53%) also felt that the workshop had increased awareness of their own behavior.

- Next 54% (Fifty-four percent) of managers who had received upward feedback reports felt that the workshop had equipped them with the tools to further develop and enhance their skills. Interestingly, 63% of managers who hadn't received feedback felt that they had been equipped with skills.

To what extent will you be able to apply learning from the workshop? Managers were asked to what extent they felt they were able to apply the learning from the workshop into their work. Figure 3 shows responses from both groups of managers. Responses were positive whether managers had received a feedback report or not: 82% of managers who had received a feedback report felt that they could go on to apply their learning, compared with 63% of those who hadn't received a report. Perceived change in behavioral understanding following the workshop

Figure 4 shows the percentage of managers who felt they had a good understanding of their own manager behavior before and after the workshop. Although there was a strong improvement in understanding in both groups, those managers who had received a feedback report showed a steeper increase in understanding their behavior.

Organizational strategies for identification and prevention of stress;

- Employee counseling is a very good strategy to overcome employee's stress, through counseling employees can become aware of their strengths and how to develop these strengths, their weakness and how to eliminate them and they can developed strategies for changing their behavior. Employees are also given career counseling which helps in reducing their ambiguities with regards to career.

- The employees should make a "to-do" list daily. And act as per the list, by effective time management for archive their target timely remove work pressure remove stress.

- To encourage healthy life style take regular and sufficient intake as per the required for physical need of human body.

- The employees should built social support. They should have close interpersonal relation in peer employees, co-operation and develop degree of confidence.

- To developed in the employees, optimistic approach for their work and avoid negative approach in the work environment with their life.

- Encourage maximum of organizational communication with the employees so that there is no rule ambiguity/conflict. Effective communication can also change employee's views. Management/administration can use better signs and symbols which are not misinterpretated by the employees

Organizational level Stress management programs

Concerning stress management programs at organizational level, with the objective of creating awareness about stress and making employees to learn stress management techniques.

Pre- planned activity regarding task design;

The body can release stress, better through physical exertion, as physicians were suggesting, indulging any kind of physical activity is recommended while job design.

Grade based organizational level Audit programme for Stress;

Conducting stress-audit at organizational level, for the purpose teaching individual, what causes stress and its impact on themselves. This leads to design the best suitable strategies for managing the stress.

Disparity programs for professional and personal life;

To combat the ill effects of stress, life style modification programs at individual and organizational levels are recommend, after discussing experts. Ultimately individuals should be responsible to carry forward these programs. Identifying triggers and stressors through continuously monitoring health of the employees and proactive organizational style will be a coping strategy in stress management.

Organizational working culture;

Impact of Organizational culture on multiple dimensions of organizational outcomes, stress management is also among them. Highly supportive organizational system will integrate an individual system in order to understand stress and designing appropriate coping strategies.

Need for improvement in equipment used at work, and physical conditions are in much demand in present teach-savvy world, undoubtedly this will become one of the best stress coping strategies at organizational level.

Behavioral Stress counseling programs at organizational level and effective small unit level; Introducing stress counseling programs, in order to understand and solve stress related problems to control mostly behavioral and emotional outcomes of employees.

Psychological concentration spiritual programs;

Conducting spiritual programs at organizational level with leads to introspection of employees and reduce stress to create more energetic and enriched platform which can increase organizational performance.

Individual strategies for managing stress;

Modern working life creates tremendous personal and occupational pressure which need immediate management with the consent of successful resolution stress management techniques are many type and all are try to control this fight – fight response. Stress has to be managing with a rational, controlled and socially sensitive approach. (I) in the action oriented approach confronted directly to appropriate changed and make to alter the situation or climate and thereby reduce stress by resolution of the problem creating the stress. (ii) Emotional oriented technique the individual personal cannot change the situation then modify personal emotions to interpret the situation differently and thereby attempt to reduce to elimination stress. (iii) In the acceptance oriented approach the individuals has no direct or indirect control over the factors causing the stress along with no emotional control to alter the interpretation of the situations total acceptance of the stress is undergone and the focus is only on to somehow let the time pass and survive the stress. (iv) In the phase of adaptation-oriented approach the individuals adapts to the situations and instead of trying to fight it. Tries to go along with the flow, thereby becoming one of the factors causing stress shall be diverted to some other individual and thereby the individual shall be free from stress. This approach is widely practiced in office politics. In case officers transfer their stress to their subordinates who again pass it on to other juniors. The negative side of this approach is that if the last individual who finally receives the stress is unable to face it or fails in the resolution of the stress then additional stress is created which goes on increasing

and if it is uncontrolled, may result in a severe mental derangement of the individual, leading even to suicide or death.

LIMITATIONS OF THE STUDY

Environmental, Ecological location, internal environment, of this study is limited to administrative class in the organization including it and other professional, with sample size of 200 employees from 6 industries. The primary data collected for this study is perceptual.

DISCUSSION AND CONCLUSION

On the basis of research finding, the following measures can be applied to decrease the degree of stress and its impact on personals stress among Administration, IT and other professionals and makes it less effective in the organizational climate and may be stress covert as constructive.

Self-Exploration

Self-Exploration is the starting point in discovering you. It allows finding out about your attitude towards life, what is important to you and what is not. To find anchor points that will leads to the development of CHARACTER and LEADERSHIP style over a period of time giving you the confidence and poise to face daily living with effectiveness and without stress.

Character Strength

Character is doing what's right where nobody's looking and determines what exactly you are. The true test of character is not how much we know how to do but how we behave when we don't know what to do. The reflections of your character are your thoughts, actions, habits, behavior and destiny. Undoubtedly It makes you excel and unique in the world.

Leadership

By the nature leadership is a expose based character and developed by situation, environment, so it is an attempt to influence the behavior of others, And professional are complete their job through hard work. And that's the price we'll have to pay to achieve the goal. They are creator of organizational destiny. Administration should energize, motivate and lead them and to make their life valuable.

Exercise 3 co's

By eliminating conflicts, exercising the correct control systems to make the right option of organizational system for work and takes straight and proper path for stress-free life of their professional.

CONCLUSION

By the nature stress is a pre controlled phenomena but people controlled it in post from of stress means after the losses of indemnity. In the organizational work culture, Stress distress has become contemporary, being a professional peril in past and in front of profession; which necessitate to be addressed without interruption. For that reason the importance of the study of stress at various levels, among employee is growing. At organizational level, which is well designed coping strategies have become the awareness of organizations. Like cooperative unit under state regulation, seasonal unit like sugar unit, insurance sector, banking, and other service sector professionals, etc., Stress can make a human being industrious and positive when it is acknowledged and well manage. At the times of immense stress or harsh conditions, it's always best to keep full of activity, to till irritation and energy into something positive attitude and meditation will be helpful for prevent the stress. Having broader point of view of life will definitely revolutionize perception of stress. Let us optimism that we will be successful in making distress into eu-stress for our healthy lifestyle as well as organizational well-being.

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