

## STRESS MANAGEMENT FOR INDIVIDUALS AND ORGANIZATIONS

**Dr. P. Jeyabharathy**

*Assistant Professor,*

*School of Youth Empowerment*

*Madurai Kamaraj University*

### **Abstract**

*The definition of stress, different approaches to the definition of stress, evolution of the concept of stress, different sources of stress in the work environment and the effects of stress on the individual and the organization are discussed in detail. The consequences of stress are presented in two categories namely individual consequences and organizational consequences. Individual outcomes take the form of psychological outcomes, behavioral outcomes and psychological outcomes, behavioral outcomes and psychological outcomes. Stress negatively affects the mental and physical health of workers. As much as stress negatively affects workers, it also affects the organization they work for. The organizational effects of stress are considered here. Organizational effects discussed include job performance, organizational commitment, absenteeism, and more. Entrepreneurial stress is also explained.*

**Keywords:** Stress management, Individual stress, Organizational stress, Evolution of stress.

### **Introduction**

A theoretical discussion on job stress is presented in this chapter. The definition of stress, different approaches to the definition of stress, evolution of the concept of stress, different sources of stress in the work environment and the effects of stress on the individual and the organization are discussed in detail. Also, factors that act as moderators in stress functioning and individuals coping with stress are discussed. There is no generally accepted definition to define the term 'stress'. Hans Selye, the father of stress management, wrote that stress is affected by the most well-known and least understood mixed blessing. However, the term stress is generally defined in one of three ways, i) an environmental stimulus, ii) a person's psychological or physiological response to such an environmental force, or (iii) an interaction between the two. In the first approach, stress is viewed as a stimulus to environmental properties; Stress is used to refer to environmental factors that trigger unhealthy personal reactions or characteristics of the work environment that threaten the individual. According to Selye, organizational stress includes environmental factors (or) stressors such as workload, role conflict or ambiguity, and poor working conditions associated with a particular job. In the second approach, stress is viewed as a physiological response to some externally imposed demand. Depression is considered a pattern of psychological changes or a stress-related illness, which can be behaviorally disruptive. Selye defined stress as the body's non-specific response to multiple demands. According to him, stress is an adaptive response to an external situation that causes physical, psychological and/or behavioral deviation in organizational participants.

The interest in this approach lies in the answer. A stimulus is considered stressful only if it elicits a stressful response. This approach provides greater insight into the physiological process. A third approach posits that an event is stressful only if it is perceived by the individual, adopting a transactional perspective. By means of this stress represents the entire phenomenon of stimulus response and intervening variables.

## Reviews of related literature

Rama Subramanian gives his valuable advice on “Work Life Balance” and its impact on stress. A balanced diet is essential for an individual's health. A balanced life is essential for the well-being of people. Quality of life is greatly affected due to overwork and stress. Health disorders are all evidence of an unhealthy work-life balance. Stress can lead to overeating, smoking and drinking. Stress can lead to poor maintenance of work-life balance, poor coping skills, irritability, insecurity, fatigue and difficulty concentrating. It affects children, family systems and more. Therefore, it is necessary to adopt a planned approach to life, which will improve productivity and quality of work.

Rajesh Kumar.G and Rajamohan.S gave their advice on “Burn Stress, Move to Success”. It is to make an individual aware of the various effects of stress. They like to highlight various remedies to burn stress and make an individual happy. They stress that stress is necessary in life because it gives an individual greater strength and courage to face it with great purity and endurance. One must convert stress into vitality, otherwise it leads to killing the mind. It's the number one killer.

Lakshmiram.T and Mishra.P.K gave notes and comments on “Occupational stress among women working in multinational companies”. They suggest that occupation has a major influence on the experience of occupational stress. Women are particularly stressed as they shoulder more responsibilities at home and are overwhelmed at work. There are different types of occupational role stress (ORS), eight of which have important consequences. Research suggests that women experience certain stressors at higher rates than men.

Poonam Parihar et al., in a study on “Impact of Motivational Factors and Role Pressure of Women Entrepreneurs” in Jammu, India (82.5%) found that women prefer entrepreneurship for its independence and monopoly. The difference between hard work and smart work. A hard worker is more stressed than a smart worker who plans his work well.

Sumathi S has revealed her findings on “Managing Stress Among Managers” after interviews with executives. Man is in a stressful world. He has to deal with stress at work and family. He must realize the serious consequences of health and work performance; Otherwise his physical and psychological stress will affect the companies negatively. To overcome this deficiency, the organization should identify the factors that cause stress, analyze the coping measures and suggest effective ways to overcome it at various levels.

## Evolutions of stress

The term stress is derived from technical science, which refers to excessive and harmful loads of materials. Scientific inquiry into stress has evolved from many disciplines. However, research has flourished in two basic traditions. One is the biological perspective and the other is the psychological tradition. Each has made important contributions to the understanding of stress and the two complement each other.

## Biological traditions

Modern work on stress can be traced back to Claude Bernard. He pointed out that the internal medium of the living organism sustains the interior of the environment. It is a state of free and independent life. To maintain a healthy life, nothing in the body should be allowed to deviate from the norm. In his work on homeostasis, Walter Cannon used the term stress to describe emotional states that have harmful physical effects on organisms. Cannon's contribution to the understanding of stress lay dormant for decades until Selye began working in this area. Selye's work represents the primary popular view of stress research in the biological community. Selye (1936) found in his laboratory studies that certain common physiological effects accompany various noxious agents administered to animals. This is not a specific response—all aversive stimuli elicit the same response. Selye named this phenomenon the general adaptation syndrome—a three-stage process that describes how stress affects organisms.

The first stage of the process is alarm, in which the organism is mobilized to combat the physical demands of stress. The second stage is resistance, in which the organism appears to hold itself against a still-present threat. The third stage is exhaustion. This occurs when the threat is prolonged or repeated and reduces the organism's ability to resist. His theory has several implications.

First, the effects of stress are cumulative. Second, these effects engage in serious pathology when they reduce one's coping capacity. A third stressor may be additional—because responses to different threats tend to be similar.

Contributions have also been made by others through research into the physiological aspects of stress. Mason characterized stress as a catabolic process that added several dimensions to the model described by Cannon in 1950.

In 1970, Henry and Stephen attempted to combine the work of Cannon and Chely. Although researchers in this tradition occasionally mention occupational or work-related stress, actual research has not focused on it. Much of their land-breaking work was done with animals.

### **Psychosocial tradition**

A psychological perspective to the study of stress has generated a stream of research. It is generally independent of psychosocial studies. The main focus of this perspective is healthy, generally normal human and non-physical stressors. The effects of psychological stressors, psychosocial strains, are important here.

Theoretical work on coping and defense mechanisms can be traced back to early psycho-analytic formulations, and it formed an important part of the neo-analytic thought of the 1930s and 1940s in the works of Sigmund Freud. Stress found its place in psychological studies. Considerable interest in emotional breakdown in response to the stressors of war has led to research in this area.

Grinker and Spiegel wrote "Men under Stress" and published several studies on combat fatigue, combat neurosis, and depression in the military. After World War II, it became clear that many conditions of ordinary life could have effects comparable to those of war. This led to increased interest in stress as a cause of human distress and dysfunction.

A major source of current interest in job stress is a book reporting research results from studies conducted by Kahn and his team of researchers with American workers in the early sixties using observational methods. They estimated that one-third (or more) of workers in their national sample experience some work-related stress.

This was closely followed by Rahe's work, which found that individuals with severe disease experienced more stressful events in the months preceding illness than individuals with less severe disease.

This study brought to light two important concepts of stress, the first is the cumulative concept of stress over time. Second, positive and negative events may be associated with stress. What makes both positive and negative events stressful is the uncertainty, significance, and desire for resolution associated with them. Building on Rahe's work, several studies in this area have attempted to show that individuals who have experienced a disproportionate number of major life changes are particularly susceptible to the development of the disease.

As systematic refinements were gradually introduced, the magnitude of the associations observed between life changes and illness decreased, and researchers began to look for variables that might moderate the stress-illness relationship. Emphasis is placed on the interaction of stressful agents and the human system of assessment and evaluation of this view suggests that nothing is stressful unless individuals define it. A researched example of this concept of evaluation is provided by the classic works of Lazarus and his colleagues. Concept of assessment; It is a central component of most psychosocial research on stress.

At the Institute for Social Research, University of Michigan, Caplan and his colleagues study stress from the point of view of person-environment fit. When there was a mismatch between the human and the environment it caused stress to individuals. Since then, the study of stress has gained importance and many researchers have started conducting studies in this area.

Stress has long been recognized in India as well. Accidental references can be found in the Indian Vedas and Ayurveda. Uday Pareek has made significant contributions on stress and stock stress in general.

### Types of stress

Stress management can be complicated and confusing because there are so many different types. That means [stress](#). Acute stress, episodic acute stress and chronic stress each have their own characteristics, symptoms, duration and treatment approaches.

### Severe stress

Acute stress is the most common form of stress. It comes from the demands and pressures of the recent past and the expected demands and pressures of the future. Acute stress can be thrilling and exhilarating in small doses, but exhausting in excess. Speeding down a challenging ski slope, for example, can be exciting at the start of the day. Same ski run late day line and wear. Skiing beyond your limits can lead to falls and fractures. By the same token, short-term stress overload can lead to psychological distress, tension headaches, stomachaches, and other symptoms.

Fortunately, severe stress symptoms are recognized by most people. It's a laundry list of what's gone wrong in their lives: a car accident that smashes a car fender, the loss of an important contract, a deadline they're rushing to meet, their kids' occasional problems at school, and so on.

Because it is short-lived, acute stress does not have enough time to do the extensive damage associated with long-term stress. The most common symptoms are:

- i. Emotional distress is some combination [anger or irritation](#) , [concern](#) And [Stress](#) , three stressful emotions.
- ii. Muscle problems including tension headaches, back pain, jaw pain, and muscle tension that can lead to pulled tendons and ligament problems.
- iii. Stomach, bowel and intestinal problems such as heartburn, acid stomach, flatulence, diarrhoea, constipation and irritable bowel syndrome.
- iv. A temporary loss of consciousness leads to increased blood pressure, rapid heartbeat, sweaty palms, palpitations, dizziness, migraines, cold hands or feet, shortness of breath, and chest pain. Acute stress can develop in anyone's life and is highly treatable and manageable.

### Episodic acute stress

However, there are also people who often suffer from severe depression, whose lives are so disorganized that they study in confusion and crisis. They are always in a hurry, but always late. If something goes wrong, it will. They take on too much, have too many irons in the fire, and can't manage the demands and pressures on their attention. They always seem to be in the grip of severe stress.

People with severe stress reactions are more agitated, short-tempered, irritable, anxious and nervous. Often, they describe themselves as having "a lot of nervous energy." Always in a hurry, they are abrupt, and sometimes their irritation turns into hostility. Personal relationships quickly deteriorate when others respond with genuine hostility. The workplace becomes a very stressful place for them.

Cardiac Prone The "type A" personality, described by cardiologists Mitter Friedman and Ray Rosenman, resembles an extreme case of episodic acute stress. Type A's have a "highly competitive drive, aggressiveness, impatience, and a sense of urgency." Additionally, "there is a free-floating but well-reasoned form of hostility and almost always deep insecurity." Such personality traits appear to create frequent episodes of severe depression in the Type A individual. Friedman and Rosenman found that type Bs were more likely to develop coronary heart disease than type Bs, showing the opposite pattern of behavior.

Another form of episodic acute stress comes from incessant worrying. "Worry warts" see disaster around every corner and pessimistically predict disaster in every situation. The world is a dangerous, unproductive, punishing place where something terrible is always going to happen. These "terrorists" tend to be more agitated and nervous, but more anxious and depressed than angry and hostile.

Symptoms of episodic acute stress are symptoms that extend over the stimulus: persistent tension headaches, migraines, high blood pressure, chest pain, and heart disease. Treating episodic acute stress requires multiple levels of intervention, usually professional help, which can take several months.

Often, the lifestyle and personality issues are so ingrained and habitual with these people that there is nothing wrong with the way they conduct their lives. They blame their miseries on others and external events. Often, they see their lifestyles, ways of interacting with others, and the world as part and parcel of who and what they are.

Victims can strongly resist change. Only the promise of relief from the pain and discomfort of their symptoms can keep them on track with treatment and their recovery program.

### Chronic stress

While acute stress is thrilling and exhilarating, chronic stress is not. This is what wears people down day by day, year after year. Chronic stress destroys bodies, minds and lives. It causes destruction through prolonged wear and tear. It is [The stress of poverty](#), dysfunctional families, being stuck in an unhappy marriage or in a menial job or profession. The stress brought endless "troubles" to the people of Northern Ireland, the tensions of the Middle East brought Arabs and Jews, and endless ethnic rivalries brought the peoples of Eastern Europe. Former Soviet Union.

[Chronic stress](#) It comes when a person does not see a way out of a bad situation. It's the stress of relentless demands and pressures for seemingly endless periods of time. Without any hope, the individual gives up searching for solutions.

Some chronic stress stems from traumatic, childhood experiences that become internalized and always painful and present. Certain experiences deeply affect personality. A worldview, or a belief system, causes the individual endless stress (eg, the world is a threatening place, people will find out you're a pretender, and you have to be right all the time). Recovery requires active self-examination, often with professional help, if personality or deeply held beliefs and convictions need to be restructured.

The worst part about chronic stress is that people get used to it. They forget to be there. People are immediately aware of acute stress because it is new; They ignore chronic stress because it's old, familiar, and sometimes, almost comfortable.

Chronic stress is suicidal, violent, [Heart attack, stroke and, possibly, even cancer](#). People tire to a final, fatal breakdown. Because physical and mental resources are depleted by long-term attrition, symptoms of chronic stress are difficult to treat and may require extended medical and behavioral therapy and stress management.

## Conclusion

In this chapter, the researcher presents a theoretical discussion on stress. The definition of job stress is presented from three angles. Stress is viewed as a stimulus, a reaction, and an interaction of the two. Definitions are discussed from all three perspectives. Also basic terms such as stressor, strain and effect are clarified. The study of stress has evolved through two traditions. Evolution is presented from both complementary traditions. Job stress arises from a variety of sources, including workload, interpersonal relationships, role in the organization, and work pace, career development, intrinsic characteristics of the job, and restructuring and change. As much as stress negatively affects workers, it also affects the organization they work for. The organizational effects of stress are considered here. Organizational effects discussed include job performance, organizational commitment, absenteeism, and more. Entrepreneurial stress is also explained.

## Notes

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