



**Discipline Courses-I**

**Semester-I**

**Paper : Organization Behaviour**

**Unit-II**

**Lesson: Work Stress**

**Lesson Developer: Amrita Kaur**

**College/Department: Shaheed Bhagat Singh (E) College, University  
of Delhi**

## **Table of Contents:**

### **Lesson: Work Stress**

- 1: Learning Outcomes
  - 2: Introduction
  - 3: Concept of Work Stress
  - 4: Types of Work Stress
  - 5: Causes of Work Stress
  - 6: Consequences of Stress
  - 7: Coping Strategies
    - 7.1: Individual
    - 7.2: Organization
- Summary  
Exercises  
Glossary  
References

### **1. Learning Outcomes:**

After you have read this lesson, you should be able to:

- describestress,
- understand work stress,
- describe the types of workstress,
- understand the causes of work stress,
- identify the consequences of work stress,
- explain the individual and organizational coping strategies of stress,
- applyappropriate strategyto cope with stress in a given situation.

### **2. Introduction:**

Have you ever heard someone saying, "I am stressed"? Or have you ever said to someone, "I am in stress"? If yes, what do you think the other person or you were referring to? You must have been referring to some kind of pressure, a weight on your head, which is unusual. Stress is perceived to be an undesirable deviation from the normal way of living. Have you heard a child of say 5 years say that he is stressed? Probably not! Have you ever got the opportunity of witnessing the life in sub-urban or rural areas? Do you think people living there, working in fields, having large families to support with average income, are

## Work Stress

more stressed than a technologically savvy individual working in a giant company having to support a small family? Again, probably not!

Figure 1: Stress



### 3. Concept of Work Stress

Stress refers to some kind of dissatisfaction with the self or the situation one is in. Stress is situational. A person may be in stress at one point of time and not at the other. Stress is more a perception of the mind rather than a manifestation of conditions of life. The same condition or situation may be perceived by someone as a threat, while other may take it as an opportunity. Also, stress may not always be bad and undesirable. Sometimes an adequate level of constructive stress might lead to better performance or productivity.

Figure 2: Occupational Stress

## Work Stress



Source:

[http://upload.wikimedia.org/wikipedia/commons/c/c7/Frustrated\\_man\\_at\\_a\\_desk\\_%28cropped%29.jpg](http://upload.wikimedia.org/wikipedia/commons/c/c7/Frustrated_man_at_a_desk_%28cropped%29.jpg)

### **Value Addition 1: Surf and Learn**

#### **Articles on Work Stress**

Click on the link below to read newspaper articles from 'Times of India' relating to work stress on topics like:

- Email storm causes work stress.
- Workplace stress ups diabetes risk.
- Women suffer more from work place stress.
- Youngsters more prone to call in sick for work.
- Work stress straining family relations.
- Black Death of the century.
- Stress? Bring it on, say Kolkata workers.

Source: <http://articles.timesofindia.indiatimes.com/keyword/workplace-stress>

United States National Institute of Occupational Safety and Health 1999 defines job stress as "the harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs of the worker. Job stress can lead to poor health and even injury"

Stress is a state of mind. Stress can be converted into mental illness if it becomes prolonged and extreme. Stress can be positive or negative. Positive stress could arise with

- increased responsibility,
- challenges to complete a task in a given time,
- high quality task which gives the employee recognition in the organization, etc.

If stress is positive, it is called eustress. It can act as a motivator and result in the best performance by the individual. If it is negative stress, it is called distress. It creates emotional, organizational or social problems. Some examples of negative stress or distress at work could be:

- use of power and influence against employees,
- biased opinion in promotion,
- favoritism,

## Work Stress

- autocratic leadership approach.

A situation or condition may be stressful for one person and not for the other. Stress is largely in the mind and in less in the situation. So, the level of stress experienced by an individual depends to a great extent on the personality of the individual. However, there may be situations that lead to stressful conditions. For example,

- illness or death in the family, loss of job,
- failure to achieve goals set for oneself,
- loss of stamina to work or poor health,
- overload of task,
- high expectations of others from self and like.

According to Beehr and Newman job stress is, "a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning."

"Work stress is the adverse reaction people have to excessive pressures or other types of demand placed on them at work."

-(Health and safety Executive) HSE's formal definition on Work Stress

### **Value Addition 2: Did You Know?**

#### **Facts Related to Stress**

Read some interesting facts about stress:

1. More friends you have on Facebook, the probability of suffering from stress and anxiety increases.
2. Stress can lead to weight gain.
3. Octopuses eat their arms in stressful situations.
4. Plants under stress cry for help by releasing chemicals in patterns.
5. Stress could make mice want to run less, which is otherwise its favorite past time.

Source: Go to the first five links in the Web link category of Reference Section at the end of the lesson to read more about them.

### **3. Types of Stress**

Stress could be of various types. Stress could be related to organization or job of a person; factors in the external environment; the norms, work style, methods or targets laid by teams or groups of which an individual is a member; or due to individual's personality traits.

#### **Organizational Stress**

Stressors within the organization have the most negative effect on the stress level of an employee. The factors leading to organizational stress could be responsibility without authority, no role in the decision making, authoritative leadership, job insecurity, favoritism, bad working conditions and many more. The recent trend of downsizing or restructuring has increased the threat for employees to remain in the job. It becomes very stressful for the employees to handle the pressure of downsizing as their livelihood is at stake. If by luck the employee survives the current downsizing, the pressure of remaining in the job and how to escape future

## Work Stress

downsizing continuously increases pressure on the employees, making their lives stressful with decreased quality of performance at the work place.

Figure 3: Organizational Stress



### Extraorganizational Stress

Work stress is not always associated with events happening within the organization. Extraorganizational stressors are the external forces such as globalization, technological or societal change, family problems, financial crises, personal health, etc., that can increase stress for an employee. Studies have shown that things happening outside the work place negatively affect the job performance. The modern living style has increased the stress level and decreased the personal health of people. The routine life of the people is becoming so fast day by day with urbanization that the chances of increased stress and the impact of negative stress on work, have expanded.

Family plays a big role in a person's life. Therefore, any crises in the family, like, tensed relationship with parents or spouse, illness of a close relative, have a huge negative effect on the stress level of the employee. The output of an employee deteriorates in such crises as his concentration and focus shifts from his work place to home during the working hours. Also, increased working hours and increased workload making the employee work at home, puts pressure on the work-family relationships. An employee is not able to maintain a balance between the responsibilities of work and home thereby creating issues in official and personal relationships and hence increasing stress.

### Group Stress

In every organization, an employee has to work as a team or in a group. Differences in opinion of individuals in the group, individual interests, politics within the group,

## Work Stress

acceptance or rejection by the group etc., leads to stress for an individual. Employees need social support so that they can share views, joys or sorrows with the other members while working in a group. If such social support is lacking in the group, the employee's stress level rises as he is not able to share his feelings with anyone during his working hours. This can lead to dissatisfaction and irritation which can cause health issues. The group leader should keep in mind the togetherness of the group as it plays the most important role in order to achieve the desired goals.

### Individual Stress

All the types of stress discussed above (extraorganizational, organizational and group) ultimately affect an individual's stress level. Individual stress is the one that differs depending upon the personality traits of a person like, tolerance, rigidity, supportiveness, anxiety, dedication, commitment to work etc. A situation may become a threat for one individual and an opportunity for another individual depending upon his perception, personality, experience and social support.

### Value Addition 3: Did You Know?

#### Albrecht's Four Types of Stress

Dr. Karl Albrecht, California, defined the four common types of stress in his book "Stress and the Manager" 1979.

**1. Time Stress**

An individual may go through time stress when he is short of time, for example, getting late for a meeting or trying to meet the deadlines.

**2. Anticipatory Stress**

A person may experience anticipatory stress while worrying about the future, for example, a forthcoming event or presentation.

**3. Situational Stress**

Situational stress may arise when an individual is in an uncontrollable situation or emergency, for example, doing something wrong in front of the whole team because of unavoidable and undue pressure.

**4. Encounter Stress**

A person may experience encounter stress when he is supposed to personally interact with too many people in a day., for example, physicians, customer care employees or social workers often experience this kind of stress as they mainly interact with people with distress.

To learn about how to manage Albrecht's four stress visit the link below:

Source: <http://www.mindtools.com/pages/article/albrecht-stress.htm>

## 5. Causes of Work Stress

Figure 4: Excessive work may not be Stressful

## Work Stress



The figure above shows that stress has nothing to do with the amount of time at your disposal or the number of hours you put in for an activity. What matters more is the process than the end result. If did your work passionately, enjoying and living every moment of work, you may be thrilled with your work rather than be stressed.

Stress occurs due to a demand that exceeds the individuals' coping ability, that disrupts the psychological equilibrium. The individual characteristics, for example, age, gender, education, self-confidence, commitment to work, values, beliefs, etc. influence the ability to cope with work stress. However, some common factors that cause stress at work for the employees are discussed below.

### **Work environment**

The working environment of an organization encompasses the type of leadership adopted by the management, relation among the departments and employees of the organization, communication pattern followed in the organization, the synergy of employees and management, etc. It is stressful for an employee to work in the organizations where the congenial environment within all departments and employees is missing.

Figure5: Workplace stress caused by an unsuitable work environment



## Work Stress



Source: [http://en.wikipedia.org/wiki/Occupational\\_stress](http://en.wikipedia.org/wiki/Occupational_stress)

### **Unclear role and responsibility**

In many job profiles the role and responsibility of the employee are not defined properly. The un-spelt role and responsibility of the employee will create chaos and confusion with regard to the expected outcome. Such a confusion may lead him to be accountable at multiple levels or individuals which is not a recommended principle of management and the distorted unity of command does disturb the harmony of the organization and causes stress to the employee, since he will not be able to satisfy anyone as different people will have different expectations from the post for which he has been hired. Such situations result in work stress.

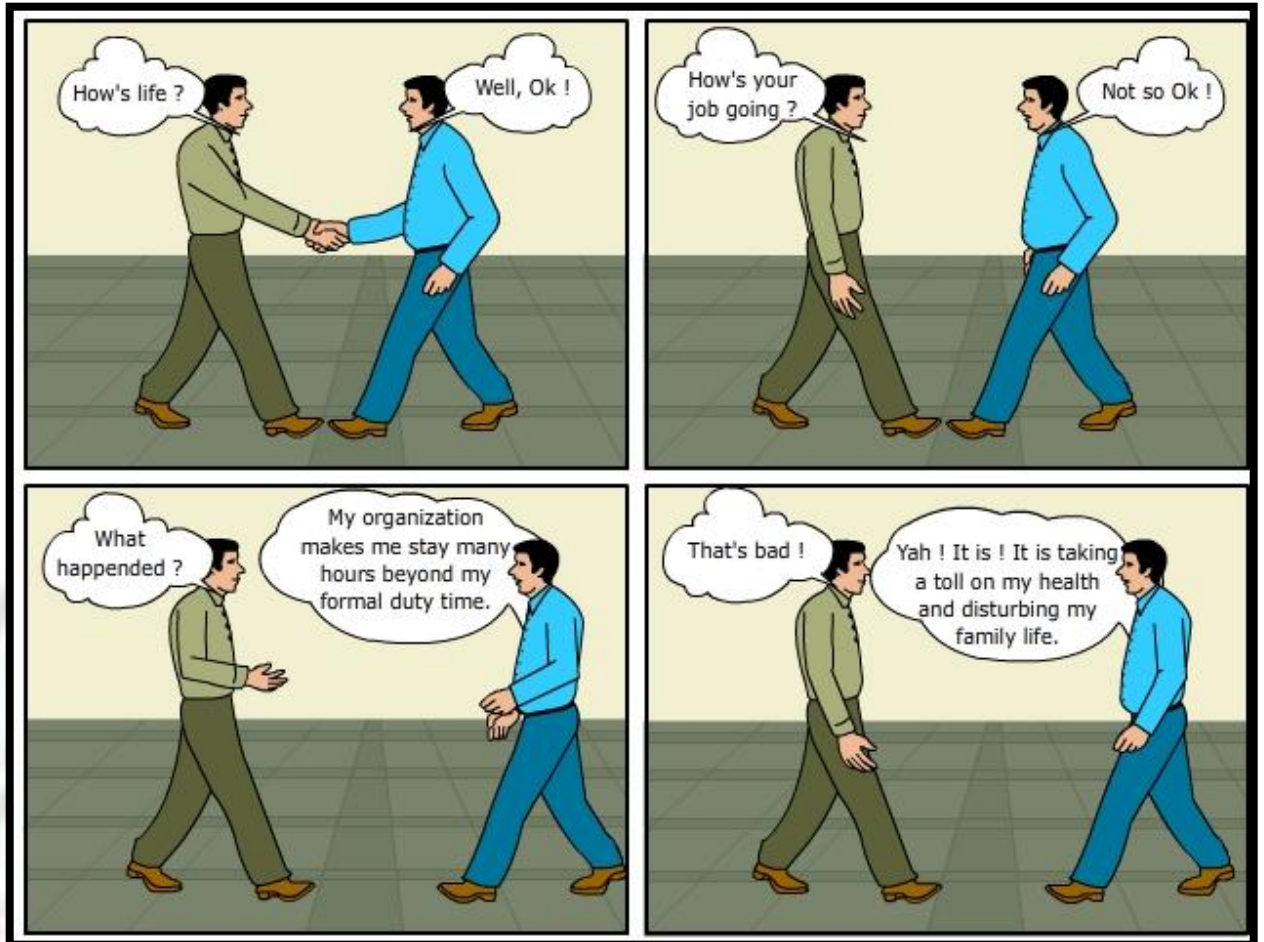
### **Working conditions**

Bad working conditions like unhygienic sanitation facilities, poor lighting and ventilation, too much dust, insufficient safety measures etc, leads to dissatisfaction among employee. Such dissatisfaction has impact on employee performance adversely. It causes psychological stress of doing his duties and assignments in unwanted or unpleasant conditions.

### **Long working hours**

Figure 6: Long Working Hours cause Stress

## Work Stress



Increased trend of working for longer hours in order to complete the overload of work is another major reason of stress. Employees work for continuous and endless hours to complete their work commitments that in turn disturb their personal life and reduce their efficiency.

### **Volume of workload**

Over load of work is one of the main reasons of work stress amongst the employees these days. Management often sets unrealistic targets to be achieved by individuals, which leads to a stressful situation for the employee, as it may be beyond the capability of the individual or too many activities are to be performed in the defined time frame.

### **Job insecurity**

The major difference in a public and a private sector is the job security that is lacking in the private sector. It puts the employees in the race of exhibiting excellence every time. Employees feel insecure and pressurized at work, as they are not assured any permanency of job. Recession in the recent time has added to the stress and insecurity amongst the employees due to downsizing and restructuring by the organizations.

**Value Addition 4: Misconceptions**

**Myths about Stress**

The following are some misconceptions about stress:

- Wealthy people experience less stress.
- The principal cause of burnout is working for long hours.
- Higher management positions leads to a more stressful life.
- More friends mean less stress in life.
- Stress is cured by working less.

Visit the link below to know about common Myths and facts about stress:

Source: <http://www.rediff.com/getahead/slide-show/slide-show-1-health-10-myths-about-stress-busted/20130221.htm#2>

**Value Addition 5: Activity**

**Total Job Stress Score**

Click on the link below to find a scale that will help you assess the total job stress scale of an individual through summation of responses marked by you for each aspect.

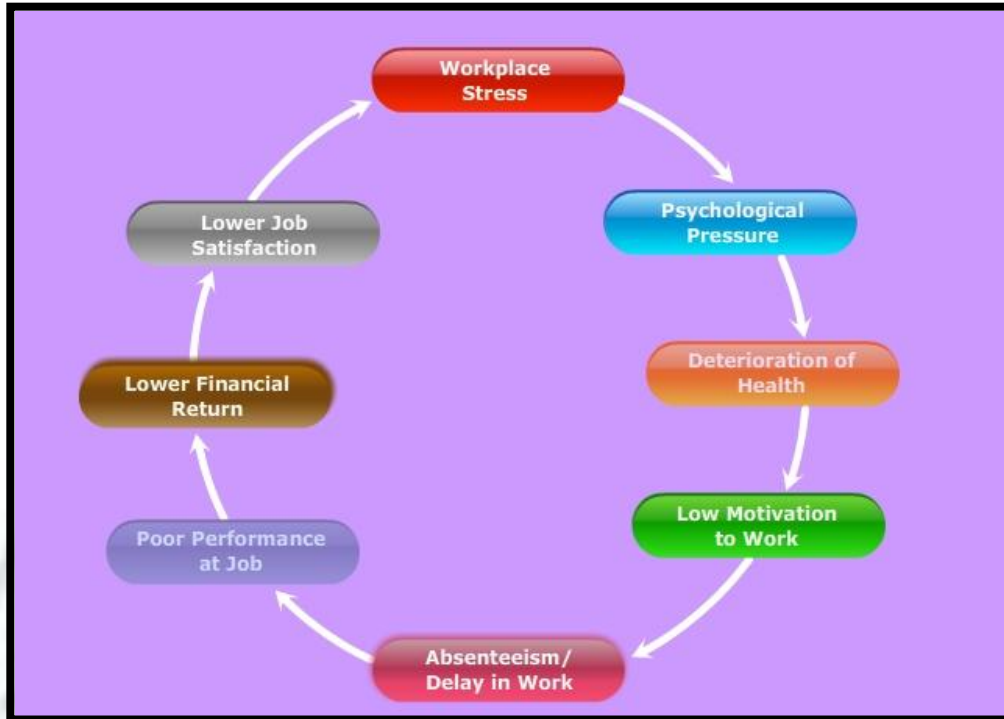
Source: [http://www.asaecenter.org/files/ImportedFiles/e-stress\\_chart\\_bw.jpg](http://www.asaecenter.org/files/ImportedFiles/e-stress_chart_bw.jpg)

## 5. Consequences of Stress

Although, it is argued that some amount of stress is necessary for an employee's better job performance, but long-term stress can lead to serious health problems. The matter if the mild stress would lead to improvement in the performance or create undue pressure in fact depends on the nature of the job. For example, in case of a sales job, constant mild stress gives a boost to the employee to achieve the set targets in the given time frame. But, at the same time constant stress in a doctor's job may diminish his performance as the nature of the job is demanding and it requires a fresh mind every moment of the day. Hence we can say that low level of stress may affect the performance favourably but higher level of stress is bound to impact the performance negatively. These warning signs of high level of stress are depicted in the figure and discussed below as physical problems, psychological problems, and behavioral problems.

Figure 7: The Stress Cycle

## Work Stress

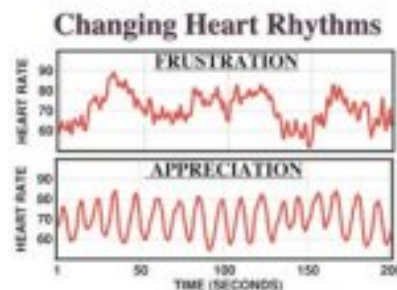


### Physical Problems

Chronic stress disturbs the whole system of the body. It can lead to heart disease high blood pressure, digestive problems, obesity, etc. Stress also weakens the immune system leading to a low ability of fighting with illness and infections. It also leads to problems like headaches, depression, sleep disorders, anxiety, etc. Long term stress leads to such musculoskeletal system problems, where the employee takes time to recover and it also affects the employee's personal relationships. There is enough evidence that increasing level of stress in today's corporate world is majorly deteriorating physical health of employees. Professionals like stock investors and brokers are more likely to have cardiovascular system problems as their level of work stress is too high due to the level of uncertainty involved.

### Value Addition 6: Did You Know?

#### HeartMath's Research



Heart Math's research on how Stress affects the body shows that our heart rhythm patterns change with the emotions we go through. Positive emotions like appreciation, creates coherent heart rhythms, which are systematic and smooth in pattern like rolling hills. Whereas, negative emotions like stress, creates erratic heart rhythms, which are disordered and show abnormal patterns. You can use a

## Work Stress

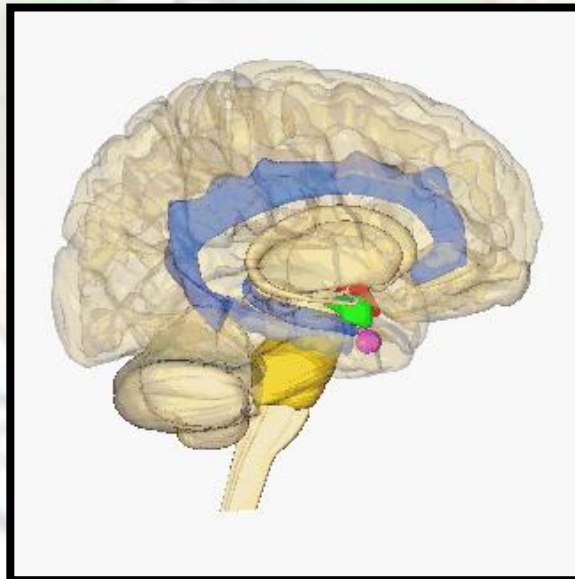
heart rhythm monitor to actually see the patterns change with the change in emotions.

Source: <http://www.heartmath.com/infographics/how-stress-effects-the-body.html>

### Psychological Problems

Just as physical health is impacted by the stress levels at the work place, psychological health is equally affected by it. Constant and high level of stress generates anger, anxiety, aggression, depression, irritation, tension, etc. An employee facing any of these mental problems is more likely to be dissatisfied and/or jealous. Consequently he is likely to get into aggressive arguments, and/or complaints. Even the managers on the key positions suffer from these psychological problems. The higher stress that comes along with the position, may even change the working style of the manager. For example, he may become moody, and may over react with the subordinates at times. In such situations, the subordinates and other colleagues would prefer keeping a distance, and stop communicating freely with him because of not being sure of his reactions. Both a physical health problem i.e. heart attack and a psychological health problem i.e. moodiness and rudeness are the result of high level of stress in the manager's work, but the reaction of others differ. For example, while the manager's moodiness, rudeness, and inability to take employees along would create annoyance among employees; a heart attack suffered by him would make the employees feel sorry for him. This is for the reason that they understand and agree to the fact that it is high level of stress that negatively affected his health.

Figure 8: Effect of Stress on different brain regions



Source: [http://en.wikipedia.org/wiki/File:Rotating\\_brain\\_colored.gif](http://en.wikipedia.org/wiki/File:Rotating_brain_colored.gif)

### Behavioral Problems

Another set of problems that arise due to high level of work stress is the behavioral problems. These problems could be smoking, consumption of alcohol, taking drugs, overeating or under eating, etc. Stress also leads to absenteeism and labor turnover. A highly stressed person tends to take an off from his work too frequently and even ends at

## Work Stress

giving up the job when he thinks he is not able to handle the pressure any more. A number of researches have been conducted to study the stress-performance relationship.

### **Value Addition 7: Did you Know?**

#### **Inverted 'U' Relationship between Performance and Stress**

The most widely accepted relationship between performance and stress is the inverted U relationship given by Robins (2006).

According to Robins (2006), "The logic underlying the inverted U is that low to moderate levels of stress stimulate the body and increase its ability to react. Individuals then often perform their tasks better, more intensely, or more rapidly. But too much stress places unattainable demands on a person, which result in lower performance."

Click on the link below to read more on the topic and view the inverted 'U' figure showing the relationship between stress and performance.

Source: <http://champ-pride99.blogspot.in/2012/11/theoretical-framework-of-premature-sign.html>

## **6. Coping Strategies**

Work stress is increasing with time. The concern about the manner in which stress is affecting the lives of employees is also increasing. One cannot deny that the kind of life style, working culture, growing individualism, the race of being the best in every situation at all times causing all time stress, in individuals life and within the organizational life too.

From an organization's point of view, low or reasonable level of stress is necessary as it improves the performance of the employees. High level stress or constant low level of stress can influence the employee performance and therefore require management's attention. But from the employee's standpoint, even low level stress is undesirable. Therefore, the management and the employees do not have the same opinion on the matter.

Where management thinks that a moderate level of stress acts as a positive boost to the employees for working harder, the employees see it as an excessive pressure that distracts them from work. The difference of opinion regarding the condition of existence and quantum or degree of stress does not reduce the importance of stress handling strategies. They are required at all the levels of an organization-individual, group, and organization. The people do need to burst the stress by adopting a suitable mix of coping strategies.

### **6.1 Individual Coping Strategies**

Many studies have been conducted on strategies of coping with stress but an employee's personality and trust play the most important role in order to overcome stress. In today's world people are aware that they need to take care on their own to keep themselves fit. They are personally accountable for reducing the stress level and maintaining a balance in their life. Some of the strategies that an individual can use to reduce his stress level are discussed below:

#### **Time management**

A well-organized employee with good time management can achieve double than a poorly managed employee. The commonly known time management principles can be used are:

- Making a 'to-do' list on a daily basis

## Work Stress

- Arrange and execute work according to its importance and urgency.
- Knowing your daily cycle and doing the most challenging work in the part of the day when you are most alert and energetic.

### **Physical exercise**

Physicians recommend that physical exercise improves blood circulation increases heart capacity and deviates the person from the work stress. These exercises could be walking, jogging, swimming, or any other outdoor game. Although there is no guarantee that exercise would always lead to improved working of the heart but at least it diverts a person's mind from the work pressure and tensions he carries along with him from work to home. The mental fatigue can be well handled by physical work. They should alternate as far as possible.

### **Relaxation techniques**

Relaxation techniques like meditation or biofeedback helps an individual detach himself from the immediate world. The person experiences deep relaxation which releases all his tensions and worries and gives him a peaceful state of mind. These techniques help in improving the health and reducing the stress level if done for 15-20 minutes on a daily basis.

Figure 9: Group Meditation as a Stress Buster



Source:

[http://upload.wikimedia.org/wikipedia/commons/d/d4/Early\\_Morning\\_Meditation.jpg](http://upload.wikimedia.org/wikipedia/commons/d/d4/Early_Morning_Meditation.jpg)

### **Social network**

Having social support at the work place is increasingly becoming important as the work stress is rising with days. Every employees goes through a stressful situation where he needs people to talk to who are good listeners and who can help them relax and overcome the stress. It is proved that increasing the social network helps reduce tension.

## Work Stress

Social networks outside the organization also rejuvenates the mind and body. The people, in present scenario do organize social get-togethers within their large families, localities, societies etc. which act as stress busters.

### **Self control**

Handling oneself in an adverse situation is the most important task that a person has to do. In order to seek help from outside world, when faced with a stressful situation the person should be able to handle himself first. Employees should keep patience while going through a stressful situation and recognize the fact that they are dealing well with such situations . These would encourage them to appreciate their own work and make them capable of handling such situations in future more effectively. As said earlier, a person's own personality plays the most important role in coping with the work stress.

<b>Value Addition 8: Illustration</b>
<b>Quotes on Stress</b>
Visit the link below to read interesting quotes on how women express what stress is.
Source: <a href="http://www.huffingtonpost.com/2013/06/12/chronic-stress-women-health-middle-age_n_3415803.html?utm_hp_ref=stress">http://www.huffingtonpost.com/2013/06/12/chronic-stress-women-health-middle-age_n_3415803.html?utm_hp_ref=stress</a>

## **6.2 Organizational Coping Strategies**

Most of the factors that cause stress in the organization are in the hands of the management. It depends on the management how does it keep a control and modify them. Also, the level of stress an employee experiences largely depends on the type of the job and the experience of the employee. Some jobs are more stressful than others. Likewise, more experienced employees can better handle a stressful situation than an inexperienced employee. Some of the strategies that can be used by the management to help the employees cope with work stress are discussed below:

### **Specific goals**

While setting the goals for an employee, the manager should be as realistic and specific as possible. Employees can be expected to perform better if their goals are specific and they receive a regular feedback on their performance which acts as a motivator for achieving the goals by working in the right direction. This also helps in keeping their stress level low as the management is aware of what they are doing and the employee knows that he is on the right track.

### **Employee involvement**

The organization can make the employee feel important by involving him in the organizational processes like assigning the role in the decision making process. This will help keep the stress level of the employees low as they themselves are the part of the decision making. This would make the environment conducive and acceptable to the employees. The employees would also be tuned to the levels at which the goals are set and the methods adopted for evaluation of job performance.

### **Strong communication**

The management should try to maintain a strong and healthy communication with the employees of their organization in order to build a bond with the employees. This provides the employees an opportunity to put forward their demands or any role conflict they are facing thereby reducing the level of stress. Also, the management is able to mould the



## Work Stress

perceptions and views of its employees in the direction beneficial to the organization as a whole, if the management properly communicates with its employees.

### **Reward employees**

Recognition is the greatest reward for the human beings. Employees should be recognized when they achieve their targets in time or exceed their targets. It provides a sense of satisfaction and self confidence for the employees which ultimately reduces the level of stress and gives a jump to him in order to work more dedicatedly for achieving the next set goal.

### **Sabbatical**

The provision of leave for a few weeks or months is another way of letting the employee take a break from the routine stressful life and bringing his stress level low. Employees should sometimes be given an option to detach himself from the routine and enjoy a vacation with family and friends, so that once he is back he willingly joins his job back with a fresh mind and work with higher enthusiasm and energy.

### **Wellness programs**

Another step taken by the organization could be organizing wellness programs for the employees. These programs target at the mental and physical health of the employees. For example, weight loss, exercise, quit alcohol or smoking, better eating habits, etc. such programs help the employees to concentrate on their own health and take steps for improving their life styles.

### **Summary:**

- Work stress is the adverse reaction people have to excessive pressures or other types of demand placed on them at work.
- Stress can be positive or negative. Positive stress is called eustress. Negative stress is called distress.
- Stress can be extra-organizational, organizational, group, or individual stress.
- Extraorganizational stressors are the external forces such as globalization, technological or societal change, family problems, financial crises, personal health, etc., that can increase stress for an employee.
- The factors leading to organizational stress could be responsibility without authority, no role in the decision making, authoritative leadership, job insecurity, favoritism, bad working conditions and many more.
- Differences in opinion of individuals in the group, individual interests, politics within the group etc., leads to stress for an individual working in a group.
- All the types of stresslike extra organizational, organizational and group ultimately affect an individual's stress level.
- A situation may become a threat for one individual and an opportunity for another individual depending upon his perception, personality, experience and social support.
- Some of the causes of stress could be work environment, ambiguity in role and responsibility, working conditions, long working hours, volume of workload, and job insecurity.
- Some amount of stress is necessary for an employee's better job performance, but long-term stress can lead to serious health problems.

## Work Stress

- Where management thinks that a moderate level of stress acts as a positive boost to the employees for working harder, the employees see it as excessive pressure which distracts them from work.
- Individual stress can be managed through strategies like time management, physical exercise, relaxation techniques, social network and self control.
- Similarly, organizations can manage stress by following the strategies like setting specific goals, increasing employee involvement, building strong communication, rewarding employees, granting sabbaticals, and organizing wellness programs.

### Exercises:

#### Short Questions:

1. Define Stress
2. What is Work Stress?
3. Name the types of stressors.
4. List the causes of work Stress?
5. What are the consequences of work stress?
6. Enumerate some of the physical problems that can occur due to work stress.
7. Enumerate some of the psychological problems that can occur due to work stress.
8. Enumerate some of the behavioral problems that can occur due to work stress.
9. What is inverted U relationship?
10. Name some of the individual coping strategies for stress management.
11. Name some of the organizational coping strategies for stress management.

#### Long Questions:

1. Discuss the concept of work stress.
2. Discuss the types of work stress that an individual can suffer.
3. Explain the causes of work stress.
4. Discuss the consequences of work stress
5. Explain the concept of inverted U relationship between stress and performance given by Robins 2006.
6. Discuss how an individual can manage work stress by using individual coping strategies.
7. Discuss how an organization can manage work stress of its employees by using organizational coping strategies.

### Glossary:

- **Anxiety:** Uneasiness or nervousness, specifically about a particular event or uncertain outcome.
- **Autocratic leadership:** Autocratic leadership style is a leadership style where the leader takes all the decisions and controls the whole group. Other members do not have any say in the working. It is also known as authoritarian leadership.

## Work Stress

- **Biofeedback:** Biofeedback is a technique where a person is connected to electrical sensors which help you learn to control your body functions through your thoughts.
- **Cardiovascular system:** System of the human body relating to heart and blood vessels.
- **Depression:** A state of mental disturbance where the person lacks energy, concentration and interest in life.
- **Downsizing:** Reducing the number of employees in a company by termination or spin offs.
- **Eustress:** A term coined by endocrinologist Hans Selye suggestive of the constructive stress that motivates people to continue moving forward and enjoy the life. The prefix eu in greek denotes to 'well ' or 'good'
- **Meditation:** Meditation is a practice in which an individual trains the mind or induces a mode of consciousness, either to realize some benefitor as an end in itself.
- **Musculoskeletal system:** System of muscles, tendons, ligaments, bones, joints and tissues that move the body.
- **Restructuring:** A significant change made to the structure of the company when it is facing some significant financial problems.
- **Role conflict:** Role conflict is a conflict among the roles corresponding to two or more statuses.
- **Social support:** Social support is the perception and actuality that one is cared for, has assistance available from other people, and that one is part of a supportive social network.
- **Urbanization:** It is the growth of urban areas in the form of modernization or industrialization.

## References:

### 1. Work Cited:

- <http://www.hse.gov.uk/stress/furtheradvice/whatisstress.htm>
- <http://champ-pride99.blogspot.in/2012/11/theoretical-framework-of-premature-sign.html>
- <http://workstresscoaches.com/workplace-stress/>
- <http://www.managementstudyguide.com/employee-stress.htm>
- <http://kalyan-city.blogspot.com/2011/03/what-is-stress-meaning-definition-and.html>
- <http://www.statcan.gc.ca/pub/75-001-x/2007112/article/10466-eng.pdf>
- <http://www.cdc.gov/niosh/docs/99-101/>
- [http://en.wikipedia.org/wiki/Occupational\\_stress](http://en.wikipedia.org/wiki/Occupational_stress)

### 2. Web Links:

- 1. <http://www.rediff.com/getahead/slide-show/slide-show-1-health-10-myths-about-stress-busted/20130221.htm#5>
- 2. <http://www.rediff.com/getahead/slide-show/slide-show-1-health-10-myths-about-stress-busted/20130221.htm#5>
- <http://seriousfacts.com/some-octopuses-have-been-known-to-eat-their-arms-off-when-they-are-exposed-to-stressful-situations/>
- 4. <http://factguru.info/did-you-know-when-plants-are-under-stress-they-cry-for-help-by-releasing-chemicals-in-patterns/>

## Work Stress

- 5.[http://www.huffingtonpost.com/2013/06/09/chronic-stress-running-activity-mice\\_n\\_3401736.html](http://www.huffingtonpost.com/2013/06/09/chronic-stress-running-activity-mice_n_3401736.html)
- Visit the link [http://www.who.int/occupational\\_health/publications/pwh3rev.pdf](http://www.who.int/occupational_health/publications/pwh3rev.pdf) to read more on work stress.
- Watch a video on handling work place stress <http://www.youtube.com/watch?v=6OzKD1YWHRI>
- Watch a video on managing workplace stress and improving well being at work <http://www.youtube.com/watch?v=Tie9fBxZKI>
- <http://lifehacker.com/5948016/why-work-stresses-us-out-and-what-we-can-do-about-it>
- Visit the link <http://positivesharing.com/2006/11/top-5-myths-about-workplace-stress/> to know about top 5 Myths about workplace stress:

