

“STRESS AND ITS IMPLICATIONS: REVIEW OF LITERATURE”

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ABSTRACT

Stress is a fact of everyday's life. When people reach out for help, they often dealing with circumstances, situations and stressors in their lives that leave them feeling emotionally and physically overwhelmed. Many people feel that they have very little resources or skills to deal with the level of stress they are experiencing.

The word 'stress' is defined by the Oxford Dictionary as "a state of affair involving demand on the physical or mental energy". A condition or circumstances (not always adverse), which can disturb the normal physical and mental health of an individual. In medical parlance 'stress' is defined as a perturbation of the body's homeostasis. This demand on mind-body occurs when it tries to cope with incessant changes in life.

Stress in professional life amongst social workers, teachers, managers, even the police, is a much discussed problem nowadays. Clearly, people under too much stress (or too little) do not work at their best and may suffer symptoms such as poor concentration, backaches, sleeplessness and general feeling of hopelessness. Yet stress can be managed

The world is becoming a more stressful place for many reasons. It is more complex, and the pace of change seems faster. Increasingly we find ourselves taking on roles for which we feel unprepared. Developments in technology which were supposed to make our lives better sometimes just seem to overwhelm us, or leave us feeling lost. This paper focuses on stress management and its implications among managers and employees with respect to small and medium scale industries.

Keyword: *Stress, Stress Management, Implications, Employees, Large & Small Scale Industries.*

I. INTRODUCTION

According to R.S.Schuler stress is a dynamic condition in which an individual is confronted with an opportunity, constraints or demand related to what he desires & for which the outcome is perceived to be both uncertain & important.

Stress is a normal part of life. In small quantities, stress is good; it can motivate you and help you become more productive. However, too much stress, or a strong response to stress can be harmful. How we perceive a stress provoking event and how we react to it determines its impact on our health. We may be motivated and invigorated by the events in our lives, or we may see some as "stressful" and respond in a manner that may have a negative effect on our physical, mental, and social well-being.

Some of the Sources of Stress are the environment; the environment can bombard you with intense and competing demands to adjust.

Social Stressors; we can experience multiple stressors arising from the demands of the different social roles we occupy, such as parent, spouse, caregiver, and employee.

Physiological; Situations and circumstances affecting our body can be experienced as physiological stressors.

Thoughts; Your brain interprets and perceives situations as stressful, difficult, painful, or pleasant.

II. Objectives

1. To identify the causes and impact of stress.
2. To examine the stress reducing management strategies/ practices for enhancing the overall performance of the employee.
3. To find out the impact of productivity on health of employee.
4. To find out the impact on socio-cultural relationship.
5. To identify common stress indicators among employees & suggest solution for minimizing stress at work place.

III. Research Methodology

The articles reviewed in this conceptual review paper have been downloaded from google, google scholar, emerald data base, International Journal Of Scientific Research and Management and various other journals and sources. In total 55 articles published in between 2006-2015 have been chosen for review.

IV. Review of literature

Review of literature paves way for a clear understanding of the areas of research already undertaken and throws a light on the potential areas which are yet to be covered. Keeping this view in mind, an attempt has been made to make a brief survey of the work undertaken on the field of occupational stress.

This paper deals with the review of literature concerned with the subject of this study. Many studies have been conducted. It highlights the occupational stress from different angles. The reviews of some of the important studies are presented below:

EMPIRICAL STUDIES ON OCCUPATIONAL STRESS

Upadhyay, G.R. and Havalappanavar, N.B. (2007) in their study compared the level of stress among widows and widowers to that among families where both parents are alive. Stress among 77 single parents (58 widows and 19 widowers) was compared with that of 77 families (matched group) where both the father and the mother were alive. Results showed that single parents differed significantly regarding total stress and in all four areas of stress (care, emotional, social and financial stress). Stress was high in emotional and social areas compared to care and financial stress. Widows and widowers showed similar care stress. They differed significantly in their social, financial, emotional and total stress. Single parent families of mentally retarded children experience higher levels of stress (total and in all areas) compared to such families where both the parents are alive. Total, social, emotional and financial stresses, were higher than the care stress among widows compared to widowers.

Singh Anurag (2012) Occupational stress has become a great matter of concern among the IT companies all over the world, which create lots of human resources problems like executives intention to leave the organization, it also create loss of talent as well as money of IT companies. The present Paper studies assess level of occupational stress among the executives in Indian multinationals IT companies the paper also studies level of occupational stress among the executives in foreign multinational IT companies.

Kohinoor Akhtar (2012) emphasized that the stress is mandatory according to modern school of thought but excessive targets and lack of motivational practices degenerates the engagement level of employee within the organization which causes less job satisfaction and leads to less organizational commitment. HRM policies play a major role in handling stress and healthy environment in organization and show that stress has a inverse relationship with psychological fitness which contribute to the total productivity and employability. This study is based on trend analysis of corporate stress and its relation with the psychological fitness of employees working in Information Technology Industry in Mumbai Region.

EMPIRICAL STUDIES ON OCCUPATIONAL STRESS ON JOB SATISFACTION

Jennifer McLean's (2006) purpose of study was to provide an initial exploration into the experiences of distance education faculty with regard to occupational stress and job satisfaction. The results of this study indicate that distance education is a rewarding career path for many higher education faculty. The challenges faced by faculty teaching exclusively at a distance are not entirely different from those of their on-campus counterparts, but

the from those challenges the avenues by which they have managed are necessarily changed in the distance environment.

R Lakshminarayanan (2006) “in his study has concluded that every person has a working life-time/period of about 35 years, normally between 25 to 60 years of age. Given the Indian scenario of competitive market, over population and scarcity of good jobs, runs on the theory of “Survival of the Fittest” and no profession is stress-free. The degree and depth may vary from one another. Both employer and employee must understand that work should be valued and not excessive. Work should not compromise on health and family life; rather offer happiness, peace of mind, certainty, variety and flexibility. As a general rule, actions to reduce job stress should be given top priority in the process of organizational change to improve working conditions and to avert the situation of brain drain. But even the most conscientious efforts to improve working conditions are unlikely to eliminate stress completely for all workers.

Srivastava, Deepak's,(2009) study has been designed to examine the degree of job satisfaction of two public sector and two private sector banks in India. The banks were selected and from each organization 25 subjects were selected randomly. A questionnaire developed by **Sinha (1990)** was used for ascertaining the level of job satisfaction. Data were analyzed employing one-way ANOVA. The means of four organizations were significantly different from one another. The result indicates that layoff threats, quick turnover, less welfare schemes, and less scope for vertical growth increasing job dissatisfaction. On the other hand, secure job environment, welfare policies and job stability increase the degree of job satisfaction.

Talma Rosenthal, et al., (2012) pointed out that the occupational stress, or job strain, resulting from a lack of balance between job demands and job control, is considered one of the frequent factors in the etiology of hypertension in modern society. Stress, with its multifactorial causes, is complex and difficult to analyze at the physiological and psychosocial levels. The possible relation between job strain and blood pressure levels has been extensively studied, but the literature is replete with conflicting results regarding the relationship between the two. Further analysis of this relationship, including the many facets of job strain, may lead to operative proposals at the individual and public health levels designed to reduce the effects on health and well-being. In this study, researchers reviewed the literature on the subject, discussing the various methodologies, confounding variables, and suggested approaches for a healthier work environment.

Abdul Qayyum Chaudhry (2012) aims to find out the relationship between occupational stress and job satisfaction based on age, gender, nature of job, cadre, work experience of university teachers, and sector of university. The Pearson correlation indicates: no significant relationship found between job satisfaction and overall occupational stress; inverse relationship is found between the occupational stress and overall job satisfaction in faculty members of private universities; is no relationship between the occupational stress and overall job satisfaction in faculty members of public universities; no relationship between the occupational stress and overall job satisfaction in case of both male and female faculty members of universities; young age university teachers are more sensitive to the occupational stress and job satisfaction; and no significant relationship is found between the occupational stress and overall job satisfaction in faculty members of universities across the nature of job; visiting, contract and permanent.

Anurag Singh, et al., (2012) pointed out occupational stress is a key problem before organizational leadership, in this study researchers tried to explore the relationship between occupational stress and leadership behavior of organizational managers and researchers found that most of behavioral researchers are believed that reason of occupational stress may be different but there is most important reason may in its leadership behavior. The findings reflect the leadership styles exhibited by the managers in organizations. It appears that the leadership style of the managers vary depending upon various factors like the situation, need of the subordinates personal attributes etc. few studies were available highlighting the impact of leadership style of superior on the level of stress of the subordinates. Though different studies on the variables of occupational stress among executives indicate that role overload, role ambiguity, role conflict, under participation, trust, intrinsic impoverishment significantly contribute to stress. A survey of the various studies on stress management reveals that research study on the occupational stress and job satisfaction in public sector banks in Tiruvarur district is not yet attempted. The present study “Impact of occupational stress on Job Satisfaction and subjective wellbeing of the employees in Selected Public Sector Banks in Thiruvavur District of Tamilnadu” attempts to fill the research gap. The study focuses mainly on the impact of occupational stress on job satisfaction and subjective wellbeing with special reference to

public sector banks employees in Tiruvarur, Tamilnadu. The findings of this study not only throw light on level of stress and coping strategies adopted by the banks.

EMPIRICAL STUDIES ON OCCUPATIONAL STRESS AND SUBJECTIVE WELLBEING

Hi Dhar (2006) in his study has suggested that meditation is the best technique for stress free life. Meditation is not a path of information but a path of transformation, not the path of knowing but the path of becoming. It is said five perversions (lust, anger, greed, attachment and ego) of mind create stress in the body like mental tension, migraine, high blood pressure, heart attack, diabetes, constipation, sleeplessness etc. Meditation develops virtues of chastity rather than lust, forgiveness rather than anger, detachment rather than attachment, generosity rather than greed, humility rather than ego. When the mind is detached from aforesaid five weaknesses, peace of mind automatically surfaces, balance of mind and state of wellbeing are experienced resulting in life free from stress. He also suggested that regular practice of integrated type of yoga not only prevent the development of various psychosomatic disorders but also improves a person's resistance and ability to endure stressful situations more effectively.

Daisy Chauhan (2006) has concluded that it is a fact that stress is not similarly experienced by all people. The severity or gravity of a stressful situation depends on certain personality attributes like confidence, self-esteem, attitude, and certain qualities possessed by individuals like decision-making, sense of control, conflict resolution, possibility thinking. In that sense each individual has the capacity to choose his/her response to a particular stimulus through his/her self-awareness, independent will, creative imagination and conscious decision. Only the capability varies from person to person. The author further asserted that we need to understand that we have the ability to control and influence the environment and therefore are responsible for whatever is happening in their lives and career. Such an approach would limit the effect of other forces (external circumstances, condition or conditioning) in matters concerning one self. If the meaning of life is the presence of difficulties, challenges, changes and conflicts then we need to learn to confront, adapt and meet the challenges by enhancing our capability and thereby realizing our potential. This is possible by adopting an integrated holistic approach to stress management. Seen in this regard stress management can be considered to be a preventive mechanism to reduce the risk of illness and thereby aim at a sense of fulfillment in one's professional and personal life by adopting a balanced approach to life.

S Subramanian (2009) attempts to explore the status of mental health and occupational stress with respect to two categories of patients: those who are suffering from cardiac problems and non cardiac health problems. Occupational Stress Questionnaire and Mental Health Questionnaire were administered to both cardiac and non cardiac patients. The cardiac group consisted of 40 patients who were being treated at the cardiology department of a reputed hospital, and non cardiac group (40 patients) consisted of outpatients of the same hospital being treated for non cardiac problems like knee pain, headache, etc. Responses to these self-reported questionnaires were subjected to statistical analysis to find out the difference between cardiac and non cardiac groups. The results revealed that cardiac patients tend to have lower levels of mental health than non cardiac patients. Similarly, cardiac patients were reported to have higher levels of stress due to role ambiguity, powerlessness, intrinsic impoverishment and unprofitability.

Jacoba J. et.al, (2009) assessed the relationship between the occupational stress, sense of coherence, coping, burnout and work engagement of registered nurses in South Africa. Across sectional survey design was used. The study population consisted of 818 registered nurses. The Nursing Stress Inventory, the Orientation to Life Questionnaire, the COPE, the Malachi Burnout Inventory-Human Services Survey, and the Utrecht Work Engagement Scale were administered. The results showed that the experience of depletion of emotional resources and feeling of depersonalization by registered nurses were associated with stress due to job demands and a lack of organisational support, focus on and ventilation of emotions as a coping strategy, and a weak sense of coherence. Work engagement was predicted by a strong sense of coherence and approach coping strategies.

Cornell Viljoen, J.P., and Rothmann, S.(2009) aimed at studying and investigating the relationship between "occupational stress, ill health and organizational commitment". The results were that organizational stressors contributed significantly to ill health and low organizational commitment. Stress about job security contributed to both physical and psychological ill health. Low individual commitment to the organization was predicted by five stressors, namely work-life balance, overload, control, job aspects and pay.

Stewart Collins (2008) in his book titled “Statutory Social Workers: Stress, Job Satisfaction, Coping, Social Support and Individual Differences” he is highlighted that healthy or unhealthy coping strategies have gender difference and the importance of support in various forms with in the work setting, where as mutual group support accompanied by individual differences are linked to good self-esteem, personal hardiness and resilience.

Richardson, K. M., and Rothstein, H.R. (2008) in their article titled “Effects of occupational stress management intervention programs” they provided an empirical review of stress management interventions, employing meta-analysis procedures. The results also revealed that relaxation interventions were the most frequent type of intervention. Further, there were a few stress interventions focused on the organizational level. More specific results also indicated that cognitive-behavioural interventions produced larger effects than other types of interventions.

Kopp, Maria S; Stauder, Adrienne; Purebl, Gyorgy; Janszky, Imre; Skrabski, Arpad (2008) in their research paper titled “Work stress and mental health in a changing society” they conducted a study indicates that a cluster of stressful working and psychosocial conditions are responsible for a substantial part of variation in self reported mental and physical health with work related factors.

Katherine Pollak. Eisen. George J. Allen. Mary Bollash and Linda S. Pescatello (2009) in their book titled “Stress management in the workplace” it suggested that work stress significantly contribute to corporate health costs. Comparison through randomised controlled design of stress management and intervention provided by an instructor-led group and computer presented format, has resulted in significantly higher attrition in computer based presentation format.

Hampel, Petra; Meier, Manuela; Kummel, and Ursula (2008) in their article “School-Based Stress Management Training for Adolescents: Longitudinal Results from an Experimental Study” they investigated the effectiveness of a school-based universal preventive stress management training program for early and middle adolescents in comparison with a no-treatment control group. The experimental group scored higher on perceived self-efficacy compared to the control group at the follow-up assessment.

Gbolahan and Gbadamosi (2008) in their research titled “Stress at Work: Any Potential Redirection from an African Sample” they conducted a study which explored the relationship among perceived stress, perception of sources of stress, satisfaction, core self-evaluation, perceived health and well being. Data were collected from 355 employees in Botswana. Result indicated that significant links existed between perceived stress, Satisfaction, Core self-evaluation and Well being.

Christopoulos, M. And Hicks, R.E., (2008) in their article titled “Perfectionism, occupational stress and depression among Australian university students”. they carried out a study and investigated the relationship of perfectionism between occupational stress and depression in the context of an Australian university student population. The study revealed that as expected maladaptive perfectionism significantly correlated with occupational stress and depression; however, unexpectedly adaptive perfectionism did not correlate significantly with occupational stress and depression.

Buddeberg-Fischer, B; Klaghofer, R; Stamm, M; Siegrist, J; Buddeberg, (2008) in their book titled “Work stress and reduced health in young physicians: prospective evidence from Swiss residents” they investigated the perceived job stress, its association with the amount of working hours, and its impact on young physicians’ self-reported health and their satisfaction with life during residency. Stress at work in young physicians, especially when being experienced over a longer period in postgraduate training, has to be a matter of concern because of its negative impact on health and life satisfaction and the risk of developing symptoms of burnout in the long run.

Upson, John W.; Ketchen Jr., David J.; Ireland, R. Duane (2007) in their article titled “Managing Employee Stress: A Key to the Effectiveness of Strategic Supply Chain Management” focused their research on supply chain activities and studied the dangerous role of stress among supply chain members. They have also given measures to address this stress. The researchers concluded that by using the suggested initiatives, both employees' quality of life and the organization's performance can improve.

The study by **Mikolajczak, Moïra; Menil, Clémentine; Luminet, Olivier (2007)** in their article “Explaining the protective effect of trait emotional intelligence regarding occupational stress: Exploration of emotional labour processes” focused that, when confronted with emotional labour, high trait EI individuals experience lower levels of burnout and somatic complaints, and this effect was found to be mediated by the choice of emotional labour strategies.

Wated, Guillermo; Sanchez, Juan I., (2006) in their research titled “The Role of Accent as a Work Stressor on Attitudinal and Health-Related Work Outcomes”, has stated that, data collected from the employees who spoke English with a supported accent and prediction, by examining in their role in group, self-efficiency and perceived control in the process where none of the proposed coping mechanism had an impact of perceived discrimination on employees accent.

Richards, David; Bee, Penny; Barkham, Michael; Gilbody, Simon; Cahill, Jane; Glanville, Julie.,(2006) In their research article. “The prevalence of nursing staff stress on adult acute psychiatric in-patient wards” their study reviewed the prevalence of low staff morale, due to stress, burnout, job satisfaction and psychological well-being amongst staff working in in-patient psychiatric wards. It has resulted that particular mental health studies has specific and non specific samples, it explain that using of validating measures of stress together with personal and organisational variation requires the process influencing the stress over the staff.

Raidén, Ani Birgit; Dainty, Andrew R. J.; Neale, Richard H. (2006) in their study on “Balancing employee needs, project requirements and organizational priorities in team deployment”. the team deployment strategies of a large construction company with the view of establishing how a balance could be achieved between organizational strategic priorities, operational project requirements and individual employee needs and preferences, suggested that project priorities often took precedence over the delivery of the strategic intentions of the organisation in meeting employees’ individual needs.

Kushnir, Talma; Melamed, and Samuel (2006) in their study titled “Domestic Stress and Well-Being of Employed Women”. Respondents were 133 mothers employed in secretarial and managerial jobs. It is suggested that in families (as in teams), shared decision control may be a more potent coping resource than personal control.

Keeva, and Steven ,(2006), in their article titled “Depression Takes a Toll” deal with the high rates of mental depression among lawyers in the U.S. Studies which highlighted the depression problem among lawyers are cited. It discusses the suicide of Judge Mack Kidd of Austin, Texas. It explores the role of occupational stress in depression among lawyers.

Jackson, Leon; Rothmann, Sebastiaan, (2006) in their titled “Occupational stress, organisational commitment, and ill-health of educators in the North West Province” discussed to determine the differences between occupational stress and strain of educators in different biographical groups, and to assess the relationship between occupational stress, organizational commitment and ill-health. A sample of 1170 was selected and Organizational Stress Screening Tool and a biographical questionnaire were administered. The results show differences between the occupational stress, organizational commitment and ill-health of educators of different ages, qualifications and associated with different types of schools.

H., Azlihanis A.; L., Naing; D., Aziah B.; N., Rusli ,(2006) in their titled “Socio-demographic, Occupational And Psychosocial Factors Associated With Job Strain Among Secondary School Teachers In Kota Bharu, Kelantan” they conducted a study to identify the factors associated with job strain among teachers working in secondary schools in Kota Bharu, Kelantan. A sample size of 580 teachers was taken. The result was significant. There was linear relationship between job strain and the duration of service in the present employment, duration of working hours, job insecurity and social support.

Bernhart, and Molly (2006) in their article, “Work intensity showing up in stress, employee attrition”, focused the intensification of work by employers to increase productivity with fewer employees, where human resource turnover are in large number due to shortage of skilled workers, retiring employees, stressed out workers, work-life option should be set up in such way to eliminate employee stress for filling the vacancy by bridging the gap between retiring employees and stress out workers.

STRESS AMONG WORKING WOMEN:

According to **Khetarpal & Kochar (2006)** the key stressors which affected maximum number of women were poor peer relations, intrinsic impoverishment and under participation.

Karve (2010) and Nair examined the different role stressors encountered by women executives and coping styles used by them. Results indicate that there is a significant correlation between Inter role distance, and Defensive mode of role stress. Employees tend to use more of a proactive style of Approach mode of coping with role stress wherein they deal with role stress through own efforts.

Kristina (2008) investigated work-related stress in women and its association with self-perceived health and sick leave among working women. The findings reveal that the major factor causing stress among them is 'stress owing to hard to set limits', and followed by 'increased workload'.

On the other hand women associated with 'high perceived stress owing to indistinct organization and conflicts' are reported taking more sick leaves.

According to a study conducted by **Bakshi et al.,(2008)** states that maximum percent of women are facing high level of occupational stress. They also stated that due to stress working women are not able to concentrate on their kitchen needs and their household affairs.

Maryam Zarra-Nezhad et al.(2010) stated that there exists positive relationship between levels of occupational stress and family difficulties in working women.

Abirami (2011) found balancing family and work effectively creates stress among women. According to him the factors that cause stress among working women are perception for stress under working conditions, low, monetary benefits, and stress due to improper safety and security.

Dhanabhakyam and Anitha (2011) observed that managing the daily home activities, looking after the family members and child care are identified as the sources of personal stress and developmental opportunity provided by the management, availability of transportation facility and recognition of hard work are identified as the major sources of organizational stress among working women.

Sussanna (2012) identified high psychological demands; job strain and low job control are associated with increased stroke risk in working women.

Tomba and Rapheileng (2013) concluded that female entrepreneurs feel more stress than male counterparts. Inability to spend enough time with families and friends, daycare and education for children are considered very stressful by both male and female entrepreneurs.

Rajasekhar and Sasikala (2013) concluded that employed women face stress due to family responsibilities, job insecurity, workplace culture and high demand of job performance. They also concluded that effective management of stress involves preparing role occupants to understand the nature of stress, directing stress for productive purposes, and making role occupants to understand their strength and equipping them to develop approach strategies for coping with stress.

Bhuvaneshwari (2013) revealed that stress in married working women is caused due to various family and official commitments, harassments at work place, working for long hours and improper work life balance. These factors lead to stress in working women such as prolonged headaches, hyper tension and obesity. She also concluded that stress can be relieved from balancing work and family, from institutional support, by spending time with the family and performing physical exercises.

Essien and Stephen (2014) observed that annual leave and getting assistance from colleagues as the most widely used organizational and personal stress coping strategies by female employees of commercial banks in Nigeria.

Dhanabhakyam and Malarvizhi (2014) stated there is a positive relationship between stress and family difficulties in working women. The increase in work-family conflict leads to increase in work stress and vice versa in married working women. It is observed that women in professional job positions with high job demand were more prone to experience work family conflict and work stress.

Dr. Hemanalini (2014) investigated the causes of stress that affect women in the working atmosphere in the textile industry. Majority of women stated that they are experiencing stress because of job insecurity and because of high targets.

Ansuman, Adithya and Madhulita (2014) determined that maximum number of women is suffering from poor mental health. According to them home and workplace atmosphere played a major role in deciding mental health status of women. Additionally, this study is a comparison in the degree of occupational stress experienced by married and unmarried working women. The study reveals that married women are experiencing more stress than unmarried women, and the stress is explained in terms of traditional trends, demands of society and more roles and responsibilities assigned to them as a mother, wife and homemaker. **(Nagina 2009)**

Balaji (2014) studied various factors which could lead to work family conflict and the stress undergone by women employees. He concluded that married women employees experience work family conflict due to the number of hours worked outside the home, flexible or in flexible working hours, size of the family and number of dependants of the family. These factors have an severe consequences for the psychological distress and well-being of married working women.

Kristina and Stephen (2015) reported that working women are facing higher level of stress than compared to men. The stressors are multiple roles, discrimination and stereotyping.

Deepthi and Janghel (2015) discussed coping strategy of stress in employed women and in non-employed women. They observed that employed women use self distraction technique (surprisingly effective technique for changing mood) more as coping strategy compared to non-employed women.

Dr. A. Chandra, Balaji, Kishore (2015) studied the relationship between self-esteem and stress, the factors that create stress among gold collar employees in Chennai city and the effect of stress on the health of the employees.

Their study revealed that most of the female married employees are experiencing high level of stress compared to men and unmarried employees. From the data it is concluded that there is no significant relationship between self esteem and stress.

Again this study is done by **Ramanaiah and Subramanian (2008)** on gold collar employees of Chennai city to know the level of stress they are experiencing. According to them the employees are under high level of stress and there exists a negative relationship between marital status and stress. They concluded that stress among female employees is due to role isolation, inter role distance and role overload.

Conclusion-

The world is becoming a more stressful place for many reasons. It is more complex, and the pace of change seems faster. Increasingly we find ourselves taking on roles for which we feel unprepared. Developments in technology which were supposed to make our lives better sometimes just seem to overwhelm us, or leave us feeling lost. This paper focuses on stress management and its implications among managers and employees with respect to small and medium scale industries. Different authors examined and assessed the stress management in small and medium scale industries and in different fields of management. One of the author emphasized that the stress is mandatory according to modern school of thought but excessive targets and lack of motivational practices degenerates the engagement level of employee within the organization which causes less job satisfaction and leads to less organizational commitment while one of the author discussed coping strategy of stress in employed women and in non-employed women. They observed that employed women use self distraction technique (surprisingly effective technique for changing mood) more as coping strategy compared to non-employed women.

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