Assessing the Degree of Stress Management Skills among Hospitals' Employees and Measurement of the Attitudes toward Stress Management

Original Article

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Citation

Abstract

The main aim behind conducting this study was to assess the degree of stress management skills of people working in Chashma, and to measure the attitude of people towards stress management. This is purely academic purpose research to learn different aspects of social research process. This research will be a road map for other researchers working in the same field. The study further intends to identify problems related to stress management and finally to suggest techniques to develop stress management skills. This is a group study of a given population sample and does not measure individual respondent's stress level or stress management. The approach used in this project is hypothetico- deductive approach. The population of this study consists of people working at Chashma in the Public Sector. A sample of fifty respondents will be selected through convenience sampling technique. The study finds that a strong relationship exists between stress and stress coping strategies, which means that stress management techniques have a positive impact on an individual's stress management practices. It is suggested that management should take care of the employees to keep the work stress to a minimum.

Keywords: Hospitals Employees, People's Attitude, Stress Management Practices, Stress Management Skills, Descriptive Analyses.

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Introduction

Almost every person experiences some kind of stress in day-to-day life. "stress" is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand, related to what he or she desires for which outcome is perceived to be both uncertain and important" (Adebayo & Akinyemi, 2021). The term stress management has two main meanings. In a formal sense, stress management refers to a range of techniques (both physiological & psychological) used deliberately by professionals, to help people reduce their stress levels. These can be used singly or in combination. Major examples include anxiolytic drugs, biofeedback, cognitive therapy includes progressive muscle relaxation, meditation, hypnosis (relaxation techniques) (Girma, Nigussie, Molla, & Mareg, 2021). In an informal sense, stress management refers to what we all do quite spontaneously on a day-to-day basis. In this sense, we all manage our stress effectively (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017). A major way in which we achieve this is, with coping strategies / mechanisms (Halbesleben, 2010). These are conscious attempts to adapt to stress in a positive and constructive way. Applied to workplace, a recent study identified examples of "bad stress" (distress) as office politics, red tape and stalled career and "good" stress" (eustress) as challenges that come with increased job responsibility, time pressure (Callus, Bassola, Fiolo, Bertoldo, Pagliuca, & Lusignani, 2020). In this research, we will concentrate only on the negative stress, its causes, consequences, and coping strategies. To understand negative stress and its management we shall first understand wellness. Wellness is defined as a harmonious and productive balance of physical, mental & social wellbeing brought about by the one's personal responsibility for developing and challenging to a health promotion program. Stress is the second most common occupational health complaint. This stress epidemic not only has a deteriorating impact on those affected and their families but also is also very costly to the organizations. Recent research indicates that job demands are primarily related to the exhaustion component of "burn out". Burnout is a consequence of stress. John 1ZZO, a former HR professional in occupational development, suggests that burnout may be the consequence of losing a sense of basic purpose and fulfillment of your work. Factors responsible for causing or aggravate stress are known as stressors. Our stress comes from two sources. Inside our body or mind (internal) and outside of ourselves (external). Stressors may be of (individual level), personal, environmental or job / career related origin (Girma, Nigussie, Molla, & Mareg, 2021). Internal stressors involve both our biology & personality. Biology "Circadian rhythms and genetic makeup, are static phenomena in our lives; we can do very little to change them (Chiappetta, D'Egidio, Sestili, Cocchiara, & La Torre, 2018). However, we can do a great deal to counteract their influence on our health by improving other internal factors such as fitness & nutrition. Due to restricted social environment, the people working in closed community suffer greater degrees of stress. The main aim behind conducting this study was to assess the degree of stress management skills of people working in Chashma, and to measure the attitude of people towards stress management. This is purely academic purpose research to learn different aspects of social research process (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017). This research will be a road map for other researchers working in the same field. The study further intends to identify problems related to stress management and finally to suggest techniques to develop stress management skills. This is a group study of a given population sample and does not measure individual   respondent's stress level or stress management.

Research Hypothesis
Stress management techniques have a positive impact on individual's stress management practices.

Literature Review

What is Stress?

An adaptive response moderated by individual differences, that is a consequence of any action, situation, or event that places special demands on a person. Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important (Girma, Nigussie, Molla, & Mareg, 2021). Two conditions are necessary for potential stress to become actual stress (Adebayo & Akinyemi, 2021). There must be uncertainty over the outcome and the outcome must be important. Regardless of the conditions, it is only when there is doubt or uncertainty regarding whether the opportunity will be seized, the constraint removed, or the loss avoided that there is stress. That is, stress is highest for those individuals who perceive that they are uncertain as to whether they will win or lose and lowest for those

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individuals who think that winning or losing is a certainty. But importance is also critical. If winning or losing is an unimportant outcome, there is no stress. Stress has become a major buzzword and legitimate concern of the times. Stress is usually thought of in negative terms (Callus, Bassola, Fiolo, Bertoldo, Pagliuca, & Lusignani, 2020). It is thought to be caused by something bad. This is a form of distress. However, there is also a positive, pleasant side of stress caused by good things. This is a form of eustress. Applied to the workplace, a recent large study by researchers at Comell University of 1,800 managers identified examples of "bad" stress as office politics, red tape, and stalled career and "good" stress as challenges that come with increased job responsibility, time pressure, and high-quality assignments. Stress is defined as an adaptive response to an external situation that results in physical, psychological, and or behavioral deviations for organizational participants (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017).

Causes of Stress

The antecedents of stress, or the so-called stressors, affecting today's employees are extra organizational stressors, organizational stressors, group stressors, and individual stressors (Halbesleben, 2010). In fact, a recent research study found that stressors outside the workplace was related to negative effects and feelings on the job. Extra organizational stressors include things such as societal / technological) change, globalization, the family, relocation, economic and financial conditions, race, and class, and residential or community conditions (Callus, Bassola, Fiolo, Bertoldo, Pagliuca, & Lusignani, 2020). Although medical science has increased the life spans of people and has eradicated or reduced the threat of many diseases, the place of modern living has increased stress and decreased personal wellness. It is generally recognized that a person's family has a big impact on one's stress level. A family crisis, such as a squabble or the illness of a family member, or long-term strained relations with parents, spouses, or children – can act as a significant stress for employees. As employees are working longer hours and bringing more work home at night, increased pressure is being placed on work family relationships and more emphasis on the coordination of work and vacation schedules, and the search for elder and childcare options has become prominent and very stressful to them (Chiappetta, D'Egidio, Sestili, Cocchiara, & La Torre, 2018). Relocating the family because of a transfer or a promotion can also led to stress. For most people in recent years, their financial situation has also proved to be a stressor (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017). Medical researchers have verified that sudden life changes do in fact have a very stressful impact on people. They found a definite relationship between the degree of life changes and the subsequent health of the person. These life changes can also directly influence job performance. Sociological variable such as race, sex, and class can also become stressors. Although a recent review of up-to-date evidence concludes that women experience more stress than men do, an earlier meta-analysis performed on 15 studies found no significant sex differences in experienced and perceived work stress. In addition, people in the middle and upper classes may have particular or common stressors (Girma, Nigussie, Molla, & Mareg, 2021). The same is true for the local community or region that one comes from. For example, one researcher identified the condition of housing, convenience of services and shopping, neighborliness, and degree of noise and air pollution as likely stressors.

Organizational and Group Stressors

Besides the potential stressors that occur outside the organization, there are also those associated with the organization itself. These macro level stressors can be categorized into administrative policies and strategies, organizational structure and design, organizational processes, and working condition. Some specific examples of these organizational stressors include responsibility without authority, inability to voice complaints, inadequate recognition, and lack of clear job descriptions or reporting relationships. The actual loss of jobs, or even the mere threat of being laid off, can be extremely stressful for employees (Adebayo & Akinyemi, 2021). The group can also be a potential source of stress. Lack of group cohesiveness. Since the historically famous Hawthorne studies, it has become very clear that cohesiveness or "togetherness" is very important to employees, especially at the lower levels of organization. Lack of social support. Employees are greatly affected by the support of one or more members of a cohesive group. There is even research indicating that the lack of social support is so stressful that it accounts for some health care costs. In addition to the group, per se, group–level dynamics may become stressors them (Chiappetta, D'Egidio, Sestili, Cocchiara, & La Torre, 2018). For example, one study found that organizational politics was a potential source of

stress in the work environment and another study found social stressors such as conflicts with co-workers and supervisors and social dislikes or ill will of all kinds, overtime, can lead to depressive symptoms for the employees involved (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017).

Individual and Personal Stressors

There is also more research and agreement on possible situational dimensions and individual dispositions that may affect stress outcomes (Halbesleben, 2010). For example, individual dispositions such as Type A personality patterns, personal control, learned helpless, and psychological hardiness may all affect the level of stress someone experiences. Personality traits such as authoritarianism, rigidity, extroversion, supportiveness, spontaneity, emotionality, tolerance for ambiguity, anxiety, and the need for achievement have been uncovered by research as being particularly relevant to individual stress them (Chiappetta, D'Egidio, Sestili, Cocchiara, & La Torre, 2018). One study found that 60 percent of the managers sampled were clearly Type A and that only 12 percent were Type B. In it is now accepted that Type As per se do not predict heart problems, and in fact, Type As may release and better cope with their stress than do Type Bs. The most recent studies indicate that it is not so much impatience that is closely associated with type that leads to heart problems, but rather anger and hostility (Callus, Bassola, Fiolo, Bertoldo, Pagliuca, & Lusignani, 2020). This conclusion was supported by an organizational psychiatrist who after extensive study of the causes of stress in Japanese, German, and American workers, concluded, "how workers handle their own aggression is the key factor in determining whether they will experience the kind of stress that can lead to heart attacks, high blood pressure and other health problems. If employees feel that they have little control over the work environment and over their own job, they will experience stress. Studies have shown that if employees are given a sense of control over their work environment, such as being given a chance to be involved in the decision-making process, that affects them; this will reduce their work stress. The researchers concluded that lack of control turns stress into physical problems. A recent study also found that job control has an impact on stress if the employee perceives organizational justice (Girma, Nigussie, Molla, & Mareg, 2021).

Learned Helplessness and Psychological Hardiness

The feeling of loss of control goes back to some of the classic research on learned helplessness conducted by Seligman. Other studies have found that people, too, can learn to be helpless, which helps explain why some employees just seem to have given up and seem to accept stressors in their work environment even when a change for the better is possible. Everyone has observed individual differences of people faced with stressors (Callus, Bassola, Fiolo, Bertoldo, Pagliuca, & Lusignani, 2020). Those able to cope successfully with extreme stressors seem to have a hardiness disposition (Halbesleben, 2010). Kobasa and her colleagues studied executives under considerable stress, who were both measurably hardy and not hardy. She suggests that the predisposition of psychological hardiness helps those with it to resist stress by providing buffers between themselves and stressors (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017).

Conflict Due to Frustration

Frustration occurs when a motivated drive is blocked before a person reaches a desired goal. These reactions to frustration often cost organizations a great deal because of the dysfunctions associated with aggression, withdrawal, and fixation. In the case of compromise, the employee's motivation is forced outside the organization (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017). It should be remembered that defense mechanisms per se are not bad for the individual. They play an important role in the psychological adjustment process and are unhealthy only when they dominate the individual's personality.

Role Conflict and Ambiguity

Although all the roles that men and women bring into the organization are relevant to their behavior, in the study of organizational behavior the organizational role is the most important them (Chiappetta, D'Egidio, Sestili, Cocchiara, & La Torre, 2018). Roles such as digital equipment operator, clerk, team leader, salesperson, engineers, systems

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analyst, department head, vice president, and chairperson of the board often carry conflicting demands and expectations. There is recent research evidence that such conflict can have a negative impact on well-being and performance and may be affected by cultural differences. There are three categories of potential stressors: environmental, organizational, and individual (Adebayo & Akinyemi, 2021).

Environmental Factors

Just as environmental uncertainty influences the design of an organizations structure, it also influences stress levels among employees in that organization (Halbesleben, 2010). Changes in the business cycle create economic uncertainties. Technological uncertainty is a third type of environmental factor that can cause stress.

Organizational Factors

There is no shortage of factors within the organization that can cause stress. Pressures to avoid errors or complete tasks in a limited time, work overload, a demanding and insensitive boss, and unpleasant co-workers are a few examples. Task demands are factors related to a person's job. They include the design of the individual's job (autonomy, task variety, degree of automation), working, conditions and the physical work layout. Role demand related to pressures placed on a person as a function of the role he or she plays in the organization (Girma, Nigussie, Molla, & Mareg, 2021). Interpersonal demands are pressures created by other employees. Lack of social support from colleagues and poor interpersonal relationships can cause considerable stress, especially among employees with a high social need. Organizational structure defines the level of differentiation in the organization, the degrees of rules and regulations, and where decisions are made. Excessive rules and lack of participation in decisions that affect an employee are examples of structural variables that might be potential sources of stress. Organizational leadership represents the managerial style of the organization's senior executives. Some chief executive officers create a culture characterized by tension, fear, and anxiety (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017).

Individual Factors

Our final category, then, encompasses factors in the employee's personal life. Primarily, these factors are family issues, personal economic problems, and inherent personality characteristic (Halbesleben, 2010). Marital difficulties, the breaking off a relationship, and discipline troubles with children are examples of relationship problems that create stress for employees that are not left at the front door when they arrive at work. Economic problems created by individuals overextending their financial resources are another set of personal troubles that can create stress for employees and distract their attention from their work. Stress symptoms expressed on the jobs may originate in the person's personality (Adebayo & Akinyemi, 2021).

Individual Differences

Some people thrive in stressful situations, while they overwhelm others. At least five variables – perception, job experience, social support, beliefs in locus of control, and hostility – have been found to be relevant moderators.

Perception, Job Experience, and Social Support

Employees react in response to their perception of reality rather than to reality itself (Chiappetta, D'Egidio, Sestili, Cocchiara, & La Torre, 2018). Perception, therefore, will moderate the relationship between the potential stress conditions and an employee's reaction to it. Therefore, stress potential in and individual's factor does not lie in their objective condition. Rather, it lies in an employee's interpretation of those factors. Experience is said to be a great teacher. It can also be a great stress reducer. That is, experience on the job tends to be negatively related to work stress (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017). "First is the idea of selective withdrawal. Voluntary turnover is more probable among people who experience more stress. Second, people eventually develop coping mechanisms to deal with stress. There is increasing evidence that social support – that is, collegial relationships with

co-workers or supervisors – can buffer the impact of stress. For individuals whose work associates are unhelpful, or even actively hostile, social support may be found outside the job.

Believe in Locus of Control

Those with an internal locus of control believe they control their own destiny. Those with an external locus believe outside forces control their lives. When internals and externals confront a similar stressful situation, the internals are likely to believe that they can have a significant effect on the results (Callus, Bassola, Fiolo, Bertoldo, Pagliuca, & Lusignani, 2020). They, therefore, act to take control of events. Externals are more likely to be passive and defensive. Therefore, externals, who are more likely to feel helpless in stressful situations, are also more likely to experience stress.

Hostility

Until recently, researchers believed that Type A's were more likely to experience stress on and off the job. By looking at various components of Type a behavior, it has been found that only the hostility and anger associated with behavior are related to heart disease. The chronologically angry, suspicious, and mistrustful person is the one at risk them (Chiappetta, D'Egidio, Sestili, Cocchiara, & La Torre, 2018).

Consequences of Stress

In fact, it is generally recognized that low levels of stress and conflict can enhance job performance. However, it is still safe to conclude the performance of many tasks is in fact strongly affected by stress. It is the dysfunctional effects of high levels of stress and conflict that should be and are a major concern for contemporary society in general and for effective human resource management in particular. The individual can exhibit the problems due to high levels of stress and conflict physically, psychologically, or behaviorally (Adebayo & Akinyemi, 2021).

Physical and Behavioral Problems Due to Stress and Conflict

Specific physical health concerns that have been linked to stress include Immune system problems, where there is a lessened ability to fight off illness and infection e.g., rheumatoid arthritis. Cardiovascular system problems, such as high blood pressure and heart disease; musculoskeletal system problems, such as tension headaches and back pain; and Gastrointestinal system problems, psychological problems due to stress and conflict. High levels of stress may be accompanied by anger, anxiety, depression, nervousness, irritability, tension, and boredom. One study found that stress had the strongest impact on aggressive actions, such as sabotage, interpersonal aggression, hostility, and complaints (Callus, Bassola, Fiolo, Bertoldo, Pagliuca, & Lusignani, 2020). These types of psychological problems from stress, in turn, are especially relevant to poor job performance, lowered self–esteem, resentment of supervision, inability to concentrate and make decisions, and job dissatisfaction.

Direct behaviors that may accompany high levels of stress include undereating or overeating, sleeplessness, increased smoking and drinking and drug abuse. There is research evidence over the year indicating a relationship between stress and especially absenteeism and turnover (Halbesleben, 2010). Staying away from a job that is causing stress or quitting the job is a "fight" reaction to the situation. This may be a healthier reaction than a "fight" reaction, in which the person may stay on the stress-producing job and become angry and / or aggressive. Like the psychological problems resulting from stress and conflict, behavioral problems are often not attributed to stress by coworkers or supervisors and generate little sympathy. However, also like the psychological and the physical symptoms of stress, behavioral problems can be controlled, more effectively managed, and even prevented by the individual and the organization. Stress shows itself in several ways (Adebayo & Akinyemi, 2021). These can be subsumed under three general categories: physiological, psychological, and behavioral symptoms.

Physiological, Psychological, and Behavioral Symptoms

Most of the early concern with stress were directed at physiological symptoms. This research led to the conclusion that stress could change in metabolism, increase heart and breathing rates, increase blood pressure, bring on headaches, and induce heart attacks. Stress can cause dissatisfaction them (Chiappetta, D'Egidio, Sestili, Cocchiara, & La Torre, 2018). Job-related stress can cause job-related dissatisfaction. Nevertheless, stress shows itself in other psychological states – for instance, tension, anxiety, irritability, boredom, and procrastination. Similarly, the less control people have over the pace of their work, the greater the stress and dissatisfaction. Behaviorally related stress symptoms include changes in productivity, absence, and turnover, as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech, fidgeting and sleep disorders. However, moderate levels of stress experienced continually over long periods, as typified by the emergency room staff in a large urban hospital, can result in lower performance (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017).

Individual Coping Strategies

People are taking responsibility or know they should be taking responsibility for their own wellness. Individual coping strategies for dealing with stress make sense. Some specific techniques that individuals can use to eliminate or more effectively manage inevitable, prolonged stress are the following:

Exercise and Relaxation, and Behavioral Self Control

Today, it is not whether you win or lose, but whether you get some good exercise that counts. People of all ages are walking, swimming, jogging, riding bicycles or playing softball, tennis, or racquetball to get some exercise to combat stress them (Chiappetta, D'Egidio, Sestili, Cocchiara, & La Torre, 2018). There seems little doubt that it can help people better cope with stress, even if only because of the side effects. Such as relaxation, enhanced self-esteem and simply getting one's mind off work for a while and thus perform better in their daily tasks in the workplace (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017). Whether a person simply takes it easy occasionally or uses specific relaxation techniques such as biofeedback or mediation, the intent is to eliminate the immediately stressful situation or manage a prolonged stressful situation more effectively. Meditation involves muscle and mental relaxation; the person slowly repeats a peaceful phrase or word or concentrates on a mental picture in a quiet location (Adebayo & Akinyemi, 2021). By deliberately managing the antecedents and the consequences of their own behavior, people can achieve self-control. Besides managing their own behavior to reduce stress, people can also become more aware of their limits and of "red flags" that signal trouble ahead (Girma, Nigussie, Molla, & Mareg, 2021). They can avoid people or situations that they know will put them under stress.

Cognitive therapy and Networking

Besides behavioral self-control techniques, several clinical psychologists have entered the stress field with cognitive therapy techniques. Research has shown that those with low self-efficacy are stressed both emotionally and physiologically but those with high self-efficacy are unfazed by heavy workloads (Callus, Bassola, Fiolo, Bertoldo, Pagliuca, & Lusignani, 2020). Thus, the goal is to gain or enhance one's sense of efficacy over stressful situations, as an individual coping strategy for stress reduction, though successful performance experience, vicarious experience, social persuasion, and / or controlling physiological and emotional states. One clear finding that has come out of social psychology research over the years is that people need and will benefit from social support. Applied as a strategy to reduce job stress, this would entail forming close associations with trusted, empathetic coworkers and colleagues who are good listeners and confidence builders (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017). These friends are there when needed and provide support to get the person through stressful situations.

Organizational Coping Strategies

Organizational coping strategies are designed by management to eliminate or control organizational-level stressors to prevent or reduce job stress for individual employees. In other words, each of the specific stressors would be worked

on to eliminate or reduce job stress. Stress coping programs ranging from counseling services, lunchtime stress management seminars, and wellness publications to elaborate company-run fitness centers where employees can sweat out the tension. These involve both reorganization initiatives (e.g., restructuring of jobs and job duties, telecommuting, part-time work and job sharing, and flexible scheduling) and work and life benefit policies and programs (e.g. on-site cchildcareand / or elder care, paid family and medical leave, release time for personal / family events, and limits on frequency and distance of business travel. Employee assistance programs (EAPs) have also become a very valuable organizational response to help employees cope with stress. Often, the mere presence of mind that EAPs provide – knowing that there is support available – can help ease some of the stress that employees face in today's environment (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017).

Managing stress

High levels of stress, or even low levels sustained over long periods, can lead to reduced employee performance and, thus, require action by management.

Individual Approaches

An employee can take personal responsibility for reducing his or her stress level. Therefore, an understanding and utilization of basic time management principles can help individual's better cope with tension created by job demands them (Chiappetta, D'Egidio, Sestili, Cocchiara, & La Torre, 2018). For example, making daily lists of activities to be accomplished; prioritizing activities by importance and urgency; scheduling activities according to the priorities set, and knowing your daily cycle and handling the most demanding parts of your job during the high part of your cycle when you are most alert and productive (Halbesleben, 2010). Physician has recommended non-competitive physical exercise such as aerobics, walking, jogging, swimming, and riding a bicycle, etc. To deal with excessive stress level. Individuals can teach themselves to reduce tension through relaxation techniques such as meditation, hypnosis, and biofeedback (Callus, Bassola, Fiolo, Bertoldo, Pagliuca, & Lusignani, 2020). Having friends, family, or work colleagues to talk to provides an outlet when stress level becomes excessive. Expanding you social support network, therefore, can be a means for tension reduction (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017).

Organizational Approaches

Several of the factors that cause stress – particularly tasks and role demand, an organizational structure can be modified. Strategies that management might want to consider include improved personal selection and job placement, use of realistic goal setting, redesigning of jobs, increased employee involvement, improved organizational communication, and establishment of corporate wellness programs (Girma, Nigussie, Molla, & Mareg, 2021). The use of goals can reduce stress as well as provide motivation. Managers should consider increasing employee involvement in decision-making (Callus, Bassola, Fiolo, Bertoldo, Pagliuca, & Lusignani, 2020).

Coping with Stress

A trained, educated, and knowledgeable workforce can make modifications with the help of management in how work is performed. Some of the targeted corrective programs include training programs for managing and coping with stress (Girma, Nigussie, Molla, & Mareg, 2021). Furthermore, they include redesigning work to minimize stressors; changing management style to include more support and coaching to help workers achieve their goals; more flexible work hours and attention paid to work / life balance and needs such as child and elder care, and better feedback on worker performance and management expectations. These and other efforts are targeted to prevent and / or manage stress. The potential for success of any stress prevention or stress management program is good if there is a true commitment to understanding how stressors, stress, and outcomes are linked (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017). There is a very important distinction between preventing stress and managing it. Stress prevention focuses on controlling or eliminating stressors that might provoke stress response (Halbesleben, 2010). Stress management on the other hand suggests procedures for helping people cope effectively with or reduce stress that is already being experienced.

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Relaxation Training

The purpose of this approach is to reduce a person's arousal level and bring about a calmer situation, both psychologically and physiologically (Callus, Bassola, Fiolo, Bertoldo, Pagliuca, & Lusignani, 2020). Psychologically successful relaxation results in enhanced feelings of well-being, peacefulness and calm, a clear sense of being in control, and reduction in tension and anxiety; physiologically, decreases in blood pressure, respiration, and heart rate should take place. Relaxation techniques include breathing exercises; muscle relaxation; autogenic training, which combines elements of muscle relaxation and meditation and a variety of mental relaxation strategies, including imagery and visualization. Conditions conducive to achieving relaxed states include a quiet environment, a comfortable physical position, and closed eye (Burton, Burgess, Dean, Koutsopoulou, & Hugh-Jones, 2017). Simply taking a few moments of "mental rest" from job activities can be an effective relaxation activity. Short, more frequent breaks of this sort are more relaxing than fewer, longer breaks (Girma, Nigussie, Molla, & Mareg, 2021).

List of Extracted Variables

Table 1
Working Concepts (Variables) and their definitions.

No.	Concepts	Definitions
1.	Stressors	Any factor that leads to stress
2.	Stress	Unwellness, to be caused by something bad
3.	Stress Consequences	Resultant of stress, causing illness or behavioral problems
4.	Coping strategies	Steps taken to resolve / reduce stress

Figure 1
Theoretical Framework

Schematoc Model of Thereoteical Frameowk
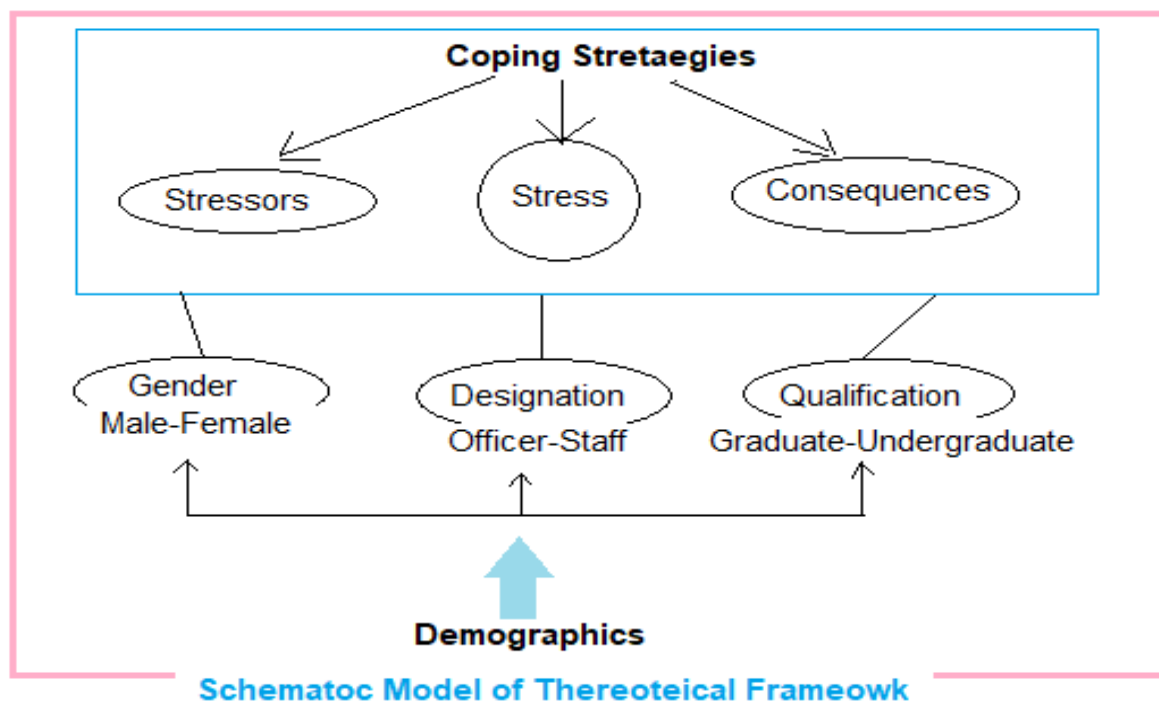
Methods and Materials

Given the human and social nature of the topic, the researcher will apply a survey approach since surveys are 'excellent vehicles for measuring attitudes and orientations in a large population (Sekaran, 1999: 257). Research shows that survey approach to data collection is the "most frequently used mode of observation in the social sciences (Babbie (1993: 256-257). The potential of survey research is questionnaire technique, which enables the researcher to collect every kind of data to answer every question about the topic (Yin, 1994: 6). A research design or research methodology is set up to decide on among other issues how to collect further data, analyze and interpret those data and, finally, to provide an answer to the problem. The approach used in this project is hypothetico- deductive approach. The population of this study consists of people working at Chashma in the Public Sector. A sample of fifty respondents will be selected through convenience sampling technique.

Table 2

Operationalization of Concepts

No.	Variables	Attributes	Code	Questions
1	Stressors	Forced change, workload behavior, authority, challenges, family conditions	V1	Q1-Q8
2	Stress	Intolerance, financial constraints, social support, personality attributes	V2	Q9-Q16
3	Stress Consequences	Ill health, High BP, Back pain, Anxiety, Boredom.	V3	Q17-Q26
4	Coping Strategies	Exercise, relaxation techniques, relaxant drugs, fight or flight relaxation, praying, joyful activities, laughing at oneself.	V4	Q27-Q36

Analysis of the Descriptive Results

The first question was about the people's response over the ease of acceptability of sudden changes in life. 8% of the people strongly agreed with it. 20% disagreed. 30% of the people remained neutral. Again 30% agreed. 12% of people strongly agreed. The second question was about people's adaptability over forced changes in life. 12% of the people strongly agreed with it. 14% disagreed. 28% of the people remained neutral. Again 36% agreed. 10% of people strongly agreed. The third question was about the level of depression in relation to the boss's behavior. 14% of the people strongly agreed with it. 28% disagreed. 32% of the people remained neutral. Again 24% agreed. 2% of people strongly agreed. The fourth question was about the feeling of anger when people are told to do some extra work. 6% of the people strongly agreed to it. 4% disagreed. 24% of the people remained neutral. Again 52% agreed. 14% of people strongly agreed.. The fifth question was about the scope of challenges in work people do. 2% of the people strongly agreed to it. 14% disagreed. 32% of the people remained neutral. Again 34% agreed. 16% of people strongly agreed. The sixth question was about reasonable authority to make decisions. 2% of the people strongly agreed to it. 6% disagreed. 8% of the people remained neutral. Again 34% agreed. 50% of people agreed. The seventh question was about home, which is a place where one puts relax and be yourself. 4% of the people strongly disagreed with it. 6% disagreed. 28% of the people remained neutral. Again 42% agreed. 20% of people agreed. The eight questions were about having a plan for life and following it. 14% of the people strongly disagreed with it. 20% disagreed. 24% of the people remained neutral. Again 36% agreed. 06% of people agreed. The ninth question was about tolerating waiting for someone late. 4% of the people strongly disagreed with it. 2% disagreed. 32% of the people remained neutral. Again 38% agreed. 24% of people strongly agreed. The tenth question was about feeling responsible for own wellness. 6% of the people strongly disagreed with it. 28% disagreed. 12% of the people remained neutral. Again 44% agreed. 10% of people strongly agreed. The eleventh question was about being able to save a reasonable amount of money. 4% of the people strongly disagreed with it. 8% agreed. 28% of the people remained neutral. Again 44% agreed. 16% of people strongly agreed. The 12th question was about comfort with your current level of spending. 22% of the people strongly disagreed with it. 12% Disagree. 12% of the people remained neutral. Again 42% neutral. 12% of people strongly agreed. The 13th question was about enjoying social life. 8% of the people strongly disagreed with

it. 20% Disagree. 22% of the people remained neutral. Again 40% agreed. 10% of people strongly agreed. The 14th question was about feeling comfortable with colleagues. 2% of the people strongly disagreed with it. 4% Disagree. 20% of the people remained neutral. Again 48% agreed. 26% of people strongly agreed. The 15th question was about usually being able to focus on the positive in life rather than negative. 6% of the people strongly disagreed with it. 40% Agree. 22% of the people remained neutral. Again 40% agreed. 32% of people strongly agreed. The 16th question was about seeing life at one glance as progressive. 6% of the people strongly disagreed with it. 2% Disagreed. 24% of the people remained neutral. Again 34% agreed. 34% of people strongly agreed. The 17th question was to suffer from back pain. 42% of the people strongly disagreed with it. 20% Disagreed. 10% of the people remained neutral. Again 22% agreed. 06% of people strongly agreed. The 18th question was to suffer from tension headache. 26% of the people strongly disagreed with it. 26% Disagreed. 14% of the people remained neutral. Again 24% agreed. 10% of people strongly agreed. The 19th question was to suffer from gastrointestinal problems. 20% of the people strongly disagreed with it. 16% Disagreed. 16% of the people remained neutral. Again 42% agreed. 06% of people strongly agreed.

The 20th question was to suffer from musculoskeletal problems. 22% of the people strongly disagreed with it. 24% Disagreed. 26% of the people remained neutral. Again 20% agreed. 08% of people strongly agreed. The 21st question was to suffer from anxiety when some important task / goal is not achieved. 14% of the people strongly disagreed with it. 32% Disagreed. 16% of the people remained neutral. Again 26% agreed. 12% of people strongly agreed. The 22nd question was about getting bored during routine work. 8% of the people strongly disagreed with it. 16% Disagreed. 14% of the people remained neutral. Again 48% agreed. 14% of people strongly agreed. The 23rd question was about that stressful work makes moody. 14% of the people strongly disagreed with it. 20% Disagreed. 26% of the people remained neutral. Again 34% agreed. 06% of people strongly agreed.

The 24th question was about each too much. 12% of the people strongly disagreed with it. 24% Disagreed. 22% of the people remained neutral. Again 40% agreed. 02% of people strongly agreedThe 25th question was about sleeping. 20% of the people strongly disagreed with it. 46% Disagreed. 20% of the people remained neutral. Again 08% agreed. 06% of people strongly agreed. The 26th question was about suffering from attacks of high BP. 26% of the people strongly disagreed with it. 42% Disagreed. 12% of the people remained neutral. Again 12% agreed. 08% of people strongly agreed.

The 27th question was about the response to the increase in workload is increased output. 18% of the people strongly disagreed with it. 28% Disagreed. 26% of the people remained neutral. Again 20% agreed. 08% of people strongly agreedThe 28th question was about how to enjoy holidays as always. 06% of the people strongly disagreed with it. 22% Disagreed. 24% of the people remained neutral. Again 24% agreed. 24% of people strongly agreed. The 29th question was about to take relaxant drugs when usually under stress. 56% of the people strongly disagreed with it. 24% Disagreed. 04% of the people remained neutral. Again 14% agreed. 02% of people strongly agreed. The 30th question was about preference to leave job if it is stressful. 30% of the people strongly disagreed with it. 36% Disagreed. 10% of the people remained neutral. Again 18% agreed. 06% of people strongly agreed. The 31st question was about preferred to fighting position even with degrees of stress. 4% of the people strongly disagreed with it. 14% Disagreed. 28% of the people remained neutral. Again 40% agreed. 14% of people strongly agreed.

The 32nd question was about feeling relaxed after saying prayers when tense. 4% of the people strongly disagreed with it. 02% Disagreed. 02% of the people remained neutral. Again 32% agreed. 60% of people strongly agreed. The 33rd question was about relaxing by watching light movies / reading books when tense. 6% of the people strongly disagreed with it. 22% Disagreed. 18% of the people remained neutral. Again 40% agreed. 14% of people strongly agreed. The 34th question was about taking an extra break during stressful job. 8% of the people strongly disagreed with it. 28% Disagreed. 20% of the people remained neutral. Again 40% agreed. 04% of people strongly agreedThe 35th question was about could and do laughing at self. 8% of the people strongly disagreed with it. 34% Disagreed. 16% of the people remained neutral. Again 28% agreed. 14% of people strongly agreed. The 36th question was about taking exercise when under stress. 6% of the people strongly disagreed with it. 16% Disagreed. 27% of the people remained neutral. Again 28% agreed. 22% of people strongly agreed.

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Table 3

Testing of Hypotheses

	1	2
Stress	1	.*426
		.044
	50	50
Coping Strategies	.426*	1
	.044	
	50	50

The Pearson Correlation between stress and stress coping strategies is "0426", while significant value is 0.044.the correlation is significant at the 0.05 level (2-tailed). It shows that a strong relationship exists between stress and stress coping strategies. So, the hypothesis will be accepted that Stress management techniques have positive impact on individual's stress management practices.

Discussion

In view of the research work conducted it is found that although there are sufficient facilities to reduce stress at different level by stress management such as sports center, club, swimming pool, but there is no proper employee support program to combat organizational stress (Tsurugano, Nishikitani, Inoue, & Yano, 2021). Stressors such as limited availability of daily life utilities such as shopping area, high quality education for children and child elderly care are lacking (Husso, Notko, Virkki, Holma, Laitila, & Siltala, 2021). Similarly, the shortage of helping staff and poor quality of training is a stressor for lower-level staff. The workplace is having a greater impact on today's workforce (Joy, 2020). This suggests that stress intensity from the most frequently recognized sources has increased, and/or additional sources are contributing to the cumulative effects. The sources of stress cannot be considered as 'new' but rather they appear to have a increased in relative significance (Onigbogi & Banerjee, 2019). To distinguish between the factors that were most likely to result in emotional exhaustion and (job) disengagement, the two main components of burnout arising because of severe distress. Employee assistance program, this is an employee benefit program designed to deal with a wide range of stress-related problems, including behavioral and emotional difficulties, substance abuse, family and marital discord and other personal problems, EAP's tend to be based on the traditional medical approach to treatment. General program elements include Employee with the problem asked for help; EAP staff attempts to diagnose the problem. Treatment counseling and supportive therapy are provided. If in-house EAP staff are unable to help, the employee may be referred to as an appropriate specialist. Screening periodic examination of employees in highly stressful jobs is provided to detect early indications of problems (Klein, Taieb, Xavier, Baubet, & Reyre, 2020). Education and persuasion are used to convince employees at high risk that something must be done to assist them in effectively coping with stress. Crucial to the success of any EAP's is trust. Employees must trust that the program can and will provide real help, confidentiality will be maintained, and use of program carries no negative implications for job security or future advancement. Wellness programs, sometimes called health promotion programs, are employee programs focusing on the individual's overall physical and mental health (Salilih & Abajobir, 2014). These may include a variety of activities and assist in preventing or correcting specific health problems, health hazards or negative health habits. This includes not only disease identification but lifestyle modification as well.

Conclusion and Recommendations

Stress could be defined as an unpleasant state of emotional and physiological arousal that people experience in situations that they perceive as dangerous or threatening to their well-being. The word stress means different things to different people. Some people define stress as events or situations that cause them to feel tension, pressure, or negative emotions such as anxiety and anger. Others view stress as the response to these situations. This response includes physiological changes- such as increased heart rate and muscle tension – as well as emotional and behavioral changes. However, most psychologists regard stress as a process involving a person's interpretation and response to a

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threatening event. In the research we have come across the fact stress is a common experience. We may feel stressed when we are very busy, have important deadlines to meet, or have too little time to finish all our tasks. Often people experience stress because of problems at work or in social relationships, such as a poor evaluation by a supervisor or an argument with a friend. Some people may be particularly vulnerable to stress in situations involving the threat of failure or personal humiliation. Others have extreme fears of objects or things associated with physical threats – such as snakes, illness, storms, or flying in an airplane – and become stressed when they encounter or think about these perceived threats. Major life events such as the death of a loved one, can cause severe stress. Stress can have both positive and negative effects. Stress is a normal, adaptive reaction to threat. It signals danger and prepares us to take defensive action. Fear of things that pose realistic threats motivates us to deal with them or avoid them. Stress also motivates us to achieve and fuels creativity. Although stress may hinder performance on difficult tasks, moderate stress seems to improve motivation and performance on less complex tasks. In personal relationships, stress often leads to less cooperation and more aggression. If you do not manage appropriately, stress can lead to serious problems. Exposure to chronic stress can contribute to both physical illnesses, such as heart disease, and mental illnesses, such as anxiety disorders. The field of health psychology focuses in part on how stress affects bodily functioning and on how people can use stress managements techniques to prevent or minimize disease at individual level. Management at strategic, structural designs functions and working condition level shall adopt stress coping strategies. EAP's (employee assistance programs) shall be adopted.

Declarations

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