



ISSN: 2230-9926

Available online at <http://www.journalijdr.com>

IJDR

International Journal of Development Research

Vol. 16 Issue, 02, pp. 70040-70046, February, 2026

<https://doi.org/10.37118/ijdr.30557.02.2026>



RESEARCH ARTICLE

OPEN ACCESS

STRESS MANAGEMENT AT WORKPLACE: A STUDY

Dr. Suchitra Satishchandra Mendke

Assistant Professor, Institute of Management and Research, MGM University, Aurangabad (MS)

ARTICLE INFO

Article History:

Received 17th November, 2025
Received in revised form
28th December, 2025
Accepted 29th January, 2026
Published online 27th February, 2026

Key Words:

Stress, Management, Workplace,
Human Resource Department And Stressors.

*Corresponding author:

Dr. Suchitra Satishchandra Mendke

ABSTRACT

Stress is an inevitable part of life. Stress is a very common factor in both the personal and professional life. At work an individual experiences stress according to his age, experience, and his expectations, nature of job, work culture and organizational set up. Irrespective of the nature of the organization like service industry, manufacturing sector or trading firm stress is a common phenomenon seen at all the types of companies. Stress, its causes exploration and management has become the most important task for the organization including the human resource department. This study aims at the exploration of the concept of stress, its causes or stressors and its management at the workplace. It is a generic study and doesn't focus on the specific industry of a company. This study has been done using a qualitative approach with descriptive research design which is rigid in nature. It is totally based on the secondary data.

Copyright©2026, Suchitra Satishchandra Mendke. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Citation: Dr. Suchitra Satishchandra Mendke. 2026. "Stress Management at Workplace: A Study". *International Journal of Development Research*, 16, (02), 70040-70046.

INTRODUCTION

An individual without stress is hardly seen in any of the organizations. Among the employees and the employers stress is seen commonly. (Michie, 2002, p. 67) The increasing level of stress is seen among the employees because of different backgrounds and the causes. Irrespective of the nature of the organization, employee's exhibit changing stress levels continuously. The response towards the stress at the workplace therefore is not a separate entity.

(Fairbrother, & Warn, 2003 p. 8) Some of the external forces are seen which also causes stress like development in technology, rapid transformations in the economy of the country. Even in the transnational and multinational manufacturing companies stress is primarily observed due to their global operation and the difference in the cultural and ethnic background of the employees. Even the employees may experience stress at personal or family level which affects the performance at the workplace. Other reasons like job restructuring, internationalization and pressure of the work at hand also elevates the level of stress. Such factors lead to a high level of job insecurity and it makes the employees feel more stressed and distressed. (Tennant, 2001, p. 697) Because of such an increasing prevalence of stress at the workplace, the human resource department is also showing a high level of interest, sensitivity and curiosity towards the subject of this study. Apart from the medical state, vulnerability to stress is counted as a mental disorder. "A study done by the Institute of Psychiatry found that employees with high-stress jobs have twice the risk of developing serious depression or anxiety as compared with others in less stressful jobs." (Melchior et al., 2007, p.2)

Irrespective of the gender, position or type of employment Work, workplace stress is seen among the employees. A thorough study about work stress also discovers that it is an inevitable entity at the workplace. Stress is closely associated with an individual's capability to handle the resources, demands from the internal and external environment and different unknown shortages towards the process while doing a job. It is very general thing and can be considered as an unpredictable phenomenon. Human resource department and the management of the firms are seen to organise various activities and events as a motivational and inspirational aspect with that particular organization to counter the workplace stress. The level of stress is found to reduce to a certain extent because of this exercise. (Fairbrother, & Warn, 2003 p. 8) Human resource management can also reengineering of the work provided for the employees, by concentrating on the demands, know-how, method and skills of employees and provide provision and a good control mechanism to reduce the scope of the stressful situations and the conditions.

Statement of the problem: Stress being such an important element which is highly prevalent and affects the whole ecosystem of the organization, the study focuses on understanding of this concept, determination of its causes and delineate the management strategies about the same in a workplace set up.

Research Objectives

- To understand and describe the concept of stress at the workplace and its effects.
- To discover the causes or stressors responsible for the workplace stress in an organizational set up.

- To explore the sign and symptoms of stress at workplace.
- To derive effective management strategies for the workplace stress and role of HR to manage the workplace stress.

Scope of the study: The scope of the study covers all the types of organizations like manufacturing, service and the trading firms involved in a variety of the operations. The engineering manufacturing sector is at the forefront since the level of stress generated at such a setting is high due to the operational aspects. The employees, human resource department, managers, management and the society as such are also considered as the key players in the scope area. The organization as a whole is also an integral part of this study since stress may affect the individual performance which in turn affects the organizational performance. The stressors may vary among the employees' level and the managers level due to change in their work profile.

Limitation of the study

- The study was generic in nature and doesn't focus on a specific company or industry related stress observed among their employees.
- It was totally based on the secondary data.
- It was qualitative in nature and didn't involve any type of quantitative analysis or mathematical model or calculations.
- Specific types of stress and its management strategies were not derived in the study due to its generic nature.

LITERATURE REVIEW

Conceptual Review

Stress: The Health and Safety Executive (HSE) defines stress as 'the adverse reaction people have to excessive pressures or other types of demand placed on them'. Employees feel stress when they can't cope with pressures and other issues. Employers should match demands to employees' skills and knowledge. For example, employees can get stressed if they feel they don't have the skills or time to meet tight deadlines. Providing planning, training and support can reduce pressure and bring stress levels down. Stress affects people differently. What stresses one person may not affect another. Factors like skills and experience, age or disability may all affect whether an employee can cope. One of the definitions was given by Fletcher as a "continuous process that involves individual transacting with their environments, making appraisals of the situations they find themselves in, and endeavouring to cope with any issues that may arise (Fletcher (2006) cited Rumbold et al, 2012, p. 173)". Stress is an ordinary response of the body when changes happen. The physical, mental and emotional reactions will be used by the body in response to change. The environment, the body and thoughts are all factors that influence stress (Cleveland Clinic, 2015). Workplace stress is the reaction that individuals have when some types of work demands do not suit their capacities and knowledge, or when work pressures exceed one's ability to handle it effectively (Semmer, 2007). Stress is the physiological reaction of a person to an external stimulus that causes the "fight-or-flight" response (Mujtaba and McCartney, 2010; Stress Management, 2020). According to the American Psychological Association (APA), stress is classified into three categories of acute, episodic and chronic.

Acute stress: Acute stress is the most common type. It happens in the short-term and does not always have a negative meaning, because the current tensions help to train and stimulate one's brain's development to deal with stressful situations in the future. Acute stress often proceeds from reactive thinking for events that have recently happened, or upcoming challenges and needs.

Episodic acute stress: Episodic acute stress happens when people frequently suffer stress or people who face frequent triggers of stress and have a crisis in their current life. Episodic acute stress is often found in people who feel the pressure of overload, take on too much

responsibility, and make unrealistic demands and unreasonable goals that exceed their ability to perform it on time.

Chronic stress: Chronic stress is considered the most harmful type of stress, and it is the opposite of acute stress. It happens when people have serious and long-term problems such as their life being out of control and give up looking for solutions. Chronic stress is the most dangerous. It can cause adverse effects on both physical health and mental health (Felman, 2017).

There are six main areas of work design which can affect stress levels. They are:

Demands: These are internal factors related to a job such as working conditions (for example noise, temperature, lighting or ventilation), shift work, long or unsociable hours, workload.

Control: The level of autonomy the person has on his job, like if an employee has low level of control means he has high levels of stress.

Relationships: Relationships with superiors, subordinates and colleagues can all play a part in an individual's stress levels; low levels of trust and support are likely to increase stress. Also, conflict, harassment and bullying in the workplace are all linked to heightened stress.

Change: The way in which change is introduced, managed and communicated to staff can impact on levels of stress, as unnecessary or badly planned change results in excess pressure on workers.

Role: Stress may be triggered when an individual does not have a clear understanding of his role within the organization, when there is conflict between roles or ambiguity with regards to position and degree of responsibility over others.

Support: The amount of support and job training available, as well as encouragement, sponsorship and resources provided by colleagues and management. A recent report by the National Association of Mental Health confirms that the individual Worker's 'personality and coping strategy' can have direct, moderating or perceptual effects on stress outcomes. For example, an extroverted person might find a socially isolating job more stressful than an introverted person, who conversely, might find a job with greater levels of social interaction more difficult and stressful. Moreover, a worker's past experience, individual characteristics and personal resources appear to influence how she or he interprets and manages the specific conditions and demands of the job.

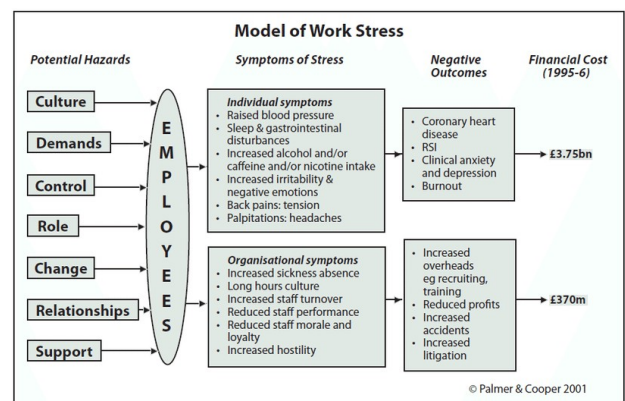


Fig. 1 Model of work stress ©Palmer & Cooper 2001

Causes of stress: Michie (2002) classified the causes of stress into 5 categories. The first cause is intrinsic to the job, and it includes work overload, time pressures, and physical danger. The second is one's role in the organization. Role conflict, responsibility for people, and conflict of organizational boundaries are the factors that are included in this cause. The third cause is career development, namely over promotion, under promotion, lack of job security, and thwarted ambition. Besides, the relationship at work is the fourth cause. Poor relations with bosses, subordinates, colleagues, and difficulties in

delegating responsibility are also considered as the main causes of this type of stress. The last is organizational structure and climate, such as little or no participation in important decisions, restrictions on behavior, and lack of effective consultation (Michie, 2002).

The effects of stress: The negative aspect of stress can be noted like job dissatisfaction and employee's unwillingness to their works, reputation at stake, decrease in the level of production and turnover and weakness in quality of work would be the demerits for the company.

Table 1. Effects of stress. Source: (Michie 2002, p. 68)

S. No.	Individual Problems	Organizational Problems
1	Health	Increased absenteeism
2	Well being, quality of life	Increased turnover
3	Functioning, goal achievement	Reduced quality and quality of work
4	Self esteem & confidence	Reduced job satisfaction & moral
5	Personal development	Poor communication & increased conflict

A study made by (Michie 2002, p. 67) has stated that employees at the workplace are a victim of stress; both employees and employers were affected by this phenomenon. The causes for employees are for example illness, early retirement, burnout and being unmotivated, etc. and for the employers the thing that was stressful was losing of staffs, reducing in turnover, conflict, client dissatisfaction, economic threat and major difference between actual expectations and outcomes. Some time workplace stress at certain bearable level at both the individual and organizational level may lead to improved performance such stress is called as eustress or positive stress.

Symptoms of Stress: Some of the symptoms of stress are Feelings such as nervousness, depression, anger and boredom are looked as the emotional symptoms, error in performance, problems with sleep, conflict with colleagues and become less social.

Table 2. Signs of stress. Source: (Michie, 2002, p. 68)

How you feel (Emotions)	How you think (Cognition)
Anxious	Poor concentration and memory
Depressed/tired	Poor organization and decision making
Angry/irritable/frustrated	Less creative in problem solving
Apathetic/bored	Hypersensitive to criticism
	Increased absenteeism and turnover
How you behave	Your body
Have accidents/make mistakes	Sweating, dizzy, nauseous, breathless
Eating/sleeping problems	Aches and pains
Take drugs (e.g. tobacco, alcohol)	Frequent infections
Problematic social behaviour (e.g. withdrawal aggression)	Asthma, ulcers, skin complaints, cardiac problems

RESEARCH REVIEW

In a study conducted by Dr. Agrawal S. (2017) titled, 'Role of emotional intelligence as a buffer effect in stress management of newly recruited employees, the purpose of the paper was to measure the role of emotional intelligence as a cushion or buffer which protected the employees from stress. The paper mainly aimed at the study of relationship between emotional intelligence and occupational stress. The study revealed that there was a positive relationship between emotional intelligence and occupational stress. Still there is scope to explore the relationship between emotional intelligence and stress in specifically manufacturing industry. A research done by Mayuran L. (2013) namely, "Impact of Emotional Intelligence on Stress Management: Study of Schools with Banks in Jaffna District" had objectives of exploring the association between emotional intelligence abilities and stress management in the school and banks

in Jaffna district. It was done to determine whether selected EI abilities are potential determinants of stress management or not. Questionnaire was used to carry out the study. Moderate level of stress was found in the staff and positive correlation was found between the emotional intelligence and stress. Same study can be conducted in manufacturing sector as well. A research done by Wadhwan K. (2018) with a title, "Influence of spiritual intelligence on mental health and stress management of teacher educators" focused on the examination of the influence of spiritual intelligence on mental health and stress management of teacher, educators in three cities like Mohali, Panchkula and Chandigarh. The study concluded that there was a significant negative correlation between the spiritual intelligence and stress among the teachers. It was also seen that females were more spiritually intelligent than males and they were found to manage the stress in a better way than males. There is a scope to investigate the correlation between the spiritual intelligence and stress level in different sectors like large scale manufacturing sector. In an investigation done by Mathew J., Shetty P., & Nair S. (2020) namely, "Role of Spiritual Intelligence and Occupational Stress on Organizational Commitment: Evidence from Outsourcing Industry" The study attempted to understand the drivers of the commitment levels of the employees of outsourcing industry. The study concluded that the individual's spiritual intelligence levels and the level of perceived stress played important role in determining their levels of commitment. Thus spiritual intelligence and stress were found very important at work place and played vital role in organizational commitment.

RESEARCH METHODOLOGY

This study has been done using a qualitative approach with descriptive research design which is generally rigid type of design in nature. It is totally based on the secondary data.

DISCUSSION

Workplace Stress: Workplace Stress can be called as a mental state of an individual which is experienced because of the inability to work as that of one's own expectations or capabilities due to external organizational factors. It affects an individual's physical, emotional, mental and behavioural aspects which results in adverse organizational effects. As per Centre for Diseases Control (CDC) Workplace stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress can lead to poor health and even injury.

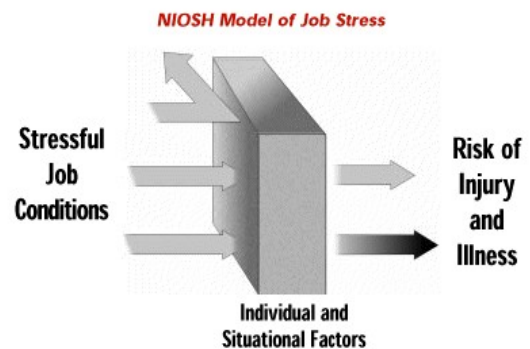


Fig. 2 NIOSH Model of Job Stress

On the basis of experience and research, NIOSH favours the view that working conditions play a primary role in causing job stress. However, the role of individual factors is not ignored. According to the NIOSH view, exposure to stressful working conditions (called job stressors) can have a direct influence on worker safety and health. But as shown below, individual and other situational factors can intervene to strengthen or weaken this influence. Theresa's need to care for her ill mother is an increasingly common example of an individual or situational factor that may intensify the effects of stressful working conditions. Examples of individual and situational factors that can

help to reduce the effects of stressful working conditions include the following:

- Balance between work and family or personal life
- A support network of friends and co-workers
- A relaxed and positive outlook

Categories of Job Stressors: Stressors are seen as stimuli that are generated on the job and have negative consequences, physical or psychological, for significant proportions of people exposed to them. Kahn & Byosiere (1992) reduced stressors to two major types: Task content and role properties. Task content includes such dimensions as simplicity-complexity and monotony- variety. Role properties refer to the social aspect of the job and include supervisory relationships and role conflict. Generally, job stressors may not only come from environmental factors but also individual differences. To be more specific, Table 3 shows categories of workplace stressors and examples that were collected by Beehr and Newman (1978)

Table 3. Categories of workplace stressors and examples given by Beehr and Newman (1978)

Categories of Job Stressors	Environmental Factors – Examples
Job demands and task characteristics	<ul style="list-style-type: none"> • Weekly work schedule; • Over and under-utilization of skills; • Variance in workload; • The pace of work; • Responsibility (for people or things); • Travel as part of the job; • Job characteristics thought to be intrinsically motivating
Role demands	<ul style="list-style-type: none"> • Role overload; • Role conflict; • Role ambiguity
Organizational characteristics and conditions	<ul style="list-style-type: none"> • Company size; • Job security (fear of redundancy either from the economy, or a lack of tasks or work to do); • Socio-technical changes; • Organizational structure (and job's position within the hierarchy); • The communication system (and job's position within the system); • Subsystem relations; • Staffing policies and procedures; • Management style (philosophical and operational); • Evaluation, control, and reward systems; • Training programs; • Organizational climate; • Opportunity for advancement; • Required relocation; • Local union constraints
Organization's external demands and conditions	<ul style="list-style-type: none"> • Number and nature of customers or clients; • National or international unions; • Governmental laws and regulations; • Suppliers; providers of needed services; Technological and scientific developments; • Consumer movements; • The geographic location of the organization
Personal Factors Examples	
Psychological condition	<ul style="list-style-type: none"> • Type A;

(personality traits and behavioral characteristics)	<ul style="list-style-type: none"> • Ego needs; • Need for clarity/intolerance of ambiguity; • Introversion/extroversion; • Internal/externality; • Approval seeking; • Defensiveness; • Impatience; • Intrapersonal conflicts (e.g., between ego-ideal and reality); • Self-esteem; • Motives/goals/aspirations (career, life); • Typical anxiety level; • Perceptual style; • Values (human, religious, etc.); personal work standards; • Need for perfection; • Abilities (especially task-and coping-related)
Physical condition	<ul style="list-style-type: none"> • Physical fitness/health; • Diet and eating habits; • Exercise, work, sleep, and relaxation patterns
Life-stage characteristics	<ul style="list-style-type: none"> • Human development stages; • Family stages; • Career stages
Demographics	<ul style="list-style-type: none"> • Age; • Education (amount and type); • Sex; • Race; • Socio-economic status; • Occupation, avocation

Signs and symptoms of stress

According to Gwilt (2014), there are 10 signs of stress during change

- Absenteeism and arriving late to work.
- Work attitude becomes careless and sloppy.
- Starts to talk negatively about the job and the company.
- Demonstrates a resistance to change.
- Often the ringleader of a “rumour mill” with talk about lack of trust.
- Starts to focus on unnecessary detail.
- Less cooperative and more hostile with management and colleagues.
- Difficulty in concentrating and becomes more restless.
- Complains of feeling unwell or having to deal with aches and pains.
- 10. Seems to be tense, uptight or nervous and talks about having trouble sleeping.

Table 4. Common warning signs and symptoms of stress overload

Cognitive Symptoms	Emotional Symptoms
<ul style="list-style-type: none"> • Memory problems • Inability to concentrate • Poor judgment • Seeing only the negative • Anxious or racing thoughts • Constant worrying 	<ul style="list-style-type: none"> • Depression or general unhappiness • Anxiety and agitation • Moodiness, irritability, or anger • Feeling overwhelmed • Loneliness and isolation • Other mental or emotional health problems
Physical Symptoms	Behavioral Symptoms
<ul style="list-style-type: none"> • Aches and pains • Diarrhea or constipation • Nausea, dizziness • Chest pain, rapid heart rate • Loss of motivation • Frequent colds or flu 	<ul style="list-style-type: none"> • Eating more or less • Sleeping too much or too little • Withdrawing from others • Procrastinating or neglecting responsibilities • Using alcohol, cigarettes, or drugs to relax • Nervous habits (e.g. nail biting, pacing)

Source: Segal, Smith, Segal and Robinson, 2019

Table 5. Three approaches to reducing workplace stress

Intervention type	Goal	Individual	Organizational
Primary	<ul style="list-style-type: none"> Prevent tension from happening in employee 	<ul style="list-style-type: none"> Selection and assessment Pre-employment medical examination 	<ul style="list-style-type: none"> Job Redesign Working time and schedules Management training, e.g. mentoring
Secondary	<ul style="list-style-type: none"> Find ways to equip employees with the knowledge and skills to manage stressful conditions Give opportunities for employees to engage in activities to lessen stress 	<ul style="list-style-type: none"> Mindfulness training Health promotion, e.g., exercise Cognitive-behavioral therapy Relaxation Meditation Personal and interpersonal skill training Acceptance and commitment therapy Psychosocial intervention training Coping skills training Resilience training 	<ul style="list-style-type: none"> Improving communication and decision making Conflict management Peer support groups Coaching and career planning
Tertiary	<ul style="list-style-type: none"> Concentrate on the employee with a high stress level that can impair the ability to perform their work 	<ul style="list-style-type: none"> Employee Assistance Programs Counseling Posttraumatic stress assistance Disability management 	<ul style="list-style-type: none"> Vocational rehabilitation Outplacement

Source: Holman, Johnson and O'Connor, 2018

Moreover, the study of Segal, Smith, Segal and Robinson (2019) showed common warning signs and symptoms of stress overload which are presented in Table 4.

Stress Management at Individual and organizational level: Holman, Johnson and O'Connor (2018) in their recent publication has proposed specific primary, secondary and tertiary approaches to reducing stress in the modern workplace (see Table 5). Individual and workplace stress management strategies proposed by a researcher Nirmla R. are as follows,

Individual Oriented Strategies for Coping with Stress

- Solo-Active - Reading, Writing, Photography, Art, Playing a musical instrument, Collection of different things, Running, Hobbies, Vacations.
- Group- Activities: - Sports, Games, Eating out, Vacations.
- Solo-Passive/Group-Passive: - Television, Movies, Shows & Theatre, Listening to music, Concepts, opera, Sporting events, Vacations.
- Yoga & Meditation: - it is helpful in overcoming the stress

The Organizational Oriented Strategies for Coping with Stress

- Flexible time.
- Job sharing.
- Work from home.
- Longer lunch hours
- Healthcare advocacy.
- EAPs (Employee Assistance Programs)
- Stress management programs
- Physical activities planned in job design

Stress management Process at workplace proposed by Sahoo S. R. is as follows,

Step 1 – Identify Potential Work-Related Stress Hazards

- Participate in processes to gather information about work related stress hazards.
- Report work related stress hazards to your employer and HSR (Health & Safety representative) & encourage your colleagues to do the same.

Step 2 – Assess the Work-Related Stress Risks

- Indicating when, how often and over what period of time work related stress risk occur.

- Describing how work related stress could affect or harm your health.

Step 3 – Control the Work-Related Stress Hazards and Risks

- Contribute ideas on ways to control work related stress hazards & risks in workplace
- With the help of discussion about how actions to control risks can be implemented in workplace.

Step 4 – Implement Continuous Improvement

- Report the effectiveness of those measures to the management & HSR (Health & Safety representative)
- Contribute ideas on how to improve effectiveness.
- Report any new risk that the workplace or work changes may be generated.

Role of HR in Stress Management

The World Health Organization (2007) recommended certain suggestions for the prevention of work-related stress that managers can apply; see Figure 3 which presents the five action-oriented steps.

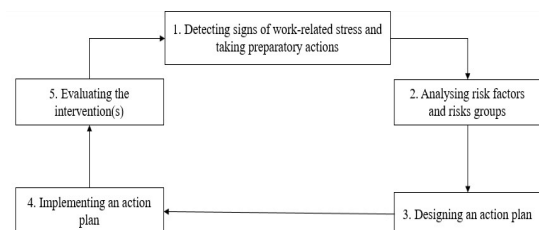


Fig. 3 Stress Prevention Process Source: World Health Organization (2007)

There are some important roles and responsibilities that an HR manager needs to do in stress management (Balaji, 2014):

- Identify types of stress in the workplace.
- Understand the reasons which lead to stress at the workplace.
- Ask employees: What solutions can be taken to prevent these stresses?
- Build policies about stress management appropriately and effectively to handle stress in the company.

- Discuss and engage with the staff about the problems of stress, enhance their awareness in the method of working or other related aspects.
- Perform management standards well to determine the level of stress, and what approaches might be applied to solve the current circumstance.
- Discuss with other departments in building and applying the resolutions.
- Observe and adjust stress management methods following company policies and procedures.
- Coordinate with managers to promptly detect and help employees under stress.
- Establish sustainable policies that can improve employees' welfare and health.

RESULTS

Workplace Stress can be called as a mental state of an individual which is experienced because of the inability to work as that of one's own expectations or capabilities due to external organizational factors. It affects an individual's physical, emotional, mental and behavioural aspects which results in adverse organizational effects. Individual and organizational effects of workplace stress were seen. Individual effects were seen as health issues, quality of life and wellbeing getting affected, no proper functioning and issues in goal achievement, self-esteem, confidence issues and adverse effects on personal development. Organizational effects were seen as high absenteeism, high turnover, reduced job satisfaction, reduced work quality, poor communication, increased conflict, employee's unwillingness to do their work, reputation at stake, decrease in the level of production and adverse effects on the organizational overall performance. In some cases eustress or positive stress was found to result in improved performance at individual and organizational level.

Important stressors were found to be job demands and task characteristics, role demands, organizational characteristics and conditions and organization's external demands and conditions. Various signs and symptoms of workplace stress were found as physical, emotional, cognitive and behavioural symptoms. Effective workplace management strategies were found to be offering flexible time, job sharing, work from home, longer lunch hours, healthcare advocacy, conduct of employee Assistance Programs, stress management programs and physical activities planned in job design. The HR Department was found to play an important role in workplace management by identifying the stressors, analysing the risk factors, preparation and implementation of the action plan and its evaluation and sustenance.

CONCLUSION

The workplace stress was found to be inevitable. It was found to yield adverse effects at individual and organizational level. To derive and implement the suitable workplace stress management strategy was found to be the most effective way to reduce the adverse effects on the organization.

Implications of the study: The study contributed to finding out the workplace stress concept, causes and its management. Therefore it is extremely important for employees, individuals, organizations, management and the human resource department to be careful about this phenomenon and protect the organization at the best possible level.

Scope for further study

- The study at individual organization or a sector level can be done to explore the company wise or industry wise workplace stress phenomenon.
- Primary data can be used to make the study more comprehensive.

- The companies and the sectors which are more susceptible to workplace stress can be included for future study like an engineering manufacturing sector.
- Other factors like emotional, spiritual, behavioural, cognitive and affective state of mind can be taken into consideration along with workplace stress to get the whole connected picture of an organizational performance and its correlation with these factors.

REFERENCES

- Aggarwal S. (2017). Role of Emotional Intelligence as a Buffer Effect in Stress Management of Newly Recruited Employees. *International Journal of Applied Sciences and Management*. 2(2), 269-281.
- Balaji, R. (2014). Role of Human Resource Manager in Managing Stress of Employees in Manufacturing Concerns. *International Journal of Innovative Research in Science, Engineering and Technology*, 3(4), 11070-11071. Retrieved from: https://www.researchgate.net/publication/321126407_Role_of_Human_Resource_Manager_in_Managing_Stress_of_Employees_in_Manufacturing_Concerns.
- Beehr, T. A., & Newman, J. E. (1978). Job stress, employee health, and organizational effectiveness: a facet analysis, model, and literature review. *Personnel Psychology*, 31, 671-674. Link: <http://dx.doi.org/10.1111/j.1744-6570.1978.tb02118.x>.
- Centre for Disease Control (CDC) US, Report on Workplace Stress and its Management retrieved from <https://www.cdc.gov/niosh/docs/99-101/default.html>
- Cleveland Clinic. (2015). Stress. Retrieved from: <https://my.clevelandclinic.org/health/articles/11874-stress>.
- Cooper, CL, Liukkonen, and P. & Cartwright, S. (1996) Stress prevention in the workplace: assessing the costs and benefits to organizations. Dublin: European Foundation for the Improvement of Living and Working Conditions.
- Davis, M., Robbins Eschelman, E., McKay, M., (1995) "The Relaxation & Stress Reduction Workbook". 4th ed. New Harbinger Publications. Oakland, CA.
- Fairbrother, K., & Warn, J. (2003). Workplace dimensions, stress and job satisfaction. *Journal of Managerial Psychology*, 18 (1), 8-21.
- Gwilt, B. (2014). Top 10 signs of stress during change. CDL Insight Consulting. Retrieved from: <https://www.cdinsight.co.nz/top-10-signs-of-stress-during-change/>.
- Kahn, R. L. & Byosiere, P.B (1992). Stress in organizations. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (2nd ed., Vol. 3, pp. 571-650). Palo Alto, CA: Consulting Psychologists Press.
- Mental Stress Management Guide retrieved from http://helpguide.org/mental/stress_management_relief_coping.htm
- HSE, "A business case for the Management Standards for Stress", (2006), HSE Books.
- Mathew J., Shetty P., & Nair S. (2020). Role of Spiritual Intelligence and Occupational Stress on Organizational Commitment: Evidence from Outsourcing Industry. *Journal of Critical Reviews*. 7 (6), 776-781.
- Mayuran L. (2013). Impact of Emotional Intelligence on Stress Management: Study of Schools with Banks in Jaffna District. *Global Journal of Commerce and Management Perspective*. 2(6), 67-71.
- Michie, S. (2002) Causes and Management of Stress at Work. *An international peer-reviewed journal in all aspects of occupational & environmental medicine*. 59 (1) 67-72.
- Michie, S. (2002). Causes and Management of Stress at Work. Available via: <http://oem.bmj.com/content/59/1/67.long> [Retrieved: May 10, 2013].
- National Association of Mental Health, US Report on Stress Management.
- Nezkada N. & Tekeste S. F. (2013). A Qualitative Study on the Causes of Stress and Management Mechanisms at Volvo Trucks

- AB, Umea. *Bachelors Thesis at Umea School of Business and Economics, Umea University.*
- Nirmala R. (2015). A Study on Stress Management Among the Employees of Banks. *International Journal of Science, Technology & Management*. Volume 4 (2) 1-14.
- Sahoo S. R. (2016). Management of Stress at Workplace. *Global Journal of Management and Business Research (A) Volume XVI Issue VI Version I.*
- Stress Management retrieved from www.hse.gov.uk/stress/what-to-do.htm
- Tennant, C. (2001). Work-related Stress and Depressive Disorders. *Journal of Psychosomatic research*, 51 (3) 697-704.
- Tran C. T. H., Tran H. T. M., Nguyen H. T. N., Mach D. N., Phan H. S. P., & Mujtaba B. G.(2020). Stress Management in the Modern Workplace and the Role of Human Resource Professionals. *Business Ethics and Leadership*, Volume 4 (2) 26-40.
- Wadhawan K. (2018). Influence of Spiritual Intelligence on Mental Health and Stress Management of Teacher Educators. *International Journal of Advanced Research and Development*.3 (2), 626-630.
- World Health Organization (2007). Raising awareness of stress at work in developing countries. *Protecting Workers' Health Series*, 6. Printed in France, 17, 23. Retrieved from: https://www.who.int/occupational_health/publications/raisingawarenessofstress.pdf?ua=1.
- World Health Organization, (2005). Mental health policies and programs in the workplace. *Mental health policy and service guidance package*, 18, 20. Retrieved from: https://apps.who.int/iris/bitstream/handle/10665/43337/9241546794_eng.pdf.
