

ORGANISATION BEHAVIOUR

UNIT – 4

Leadership is the process of influencing others towards the accomplishment of goals. It is the ability of a manager to induce the subordinates to work with confidence and zeal.

A key to effective leadership is helping followers to achieve their respective essential goals as well as their maximum potentials. Dynamic leaders, therefore, should have the ability to awaken in others, the desire to follow a common objective in a given situation.

Leadership is the art of motivating a group of people to act toward achieving a common goal. In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs.

Leadership refers to the quality of behaviour of the individual whereby they guide people on their activities in organised effort." -**Chester Barnard**

Leadership is the ability to awaken in others the desire to follow a common objective." -**Livingston**

"Leadership is the ability of influencing people to strive willingly for mutual objectives." -**Terry**

"Leadership is the ability to secure desirable actions from a group of followers voluntarily without the use of force." -**Alford and Beatty**

"Leadership may be defined as the ability to exert interpersonal influence by means of communication toward the achievement of a goal." -**Koontz and O'Donnell**

"Leadership is a human factor which binds a group together and motivates towards the particular goal." -**Keith Davis**

Leadership can be an important modifier of behaviour of people working in the organisation. Effective leadership is necessary for inspiring the people to work for the accomplishment of given objectives. It provides a cohesive force, withholds the group intact and develops a spirit of co-operation. Effective leadership is also essential for efficient direction of human efforts towards the predetermined goals.

Leadership provides direction for a company and its workers. Employees need to know the direction in which the company is headed and who to follow to reach the destination. Leadership involves showing workers how to effectively perform their responsibilities and regularly supervising the completion of their tasks.

Leadership is also about setting a positive example for staff to follow, by being excited about the work, being motivated to learn new things, and helping out as needed in both individual and team activities.

NATURE, FEATURES & CHARACTERISTICS:

Features and characteristics of leadership are as follows:

1. Leadership is a personal quality. Leadership is the ability to form a group of followers voluntarily without the use of coercion.
2. Leadership pre-supposes the existence of a group of followers.
3. Leadership is the process of interpersonal influence by which leader influences the followers.
4. Leadership involves the sharing of interest between the leader and his followers.
5. Leadership is a continuous process of influencing behaviour.
6. Leadership is situational. Leadership is exercised in a particular situation at a given point of time and under a specific set of circumstances.
7. Leadership not only influences the group but group also influences the leader. In a way it is a reciprocal relationship.

IMPORTANCE OF LEADERSHIP/ FUNCTIONS OF A LEADER:

Importance of leadership can be understood by the following functions which a leader generally performs:

1. **Leader is a representative of subordinates:** Leader is a link between the work group and the top management. As a representative of subordinates, he carries the voice of the subordinates to top management.
2. **Leader is an appropriate counsellor:** Employees often suffer from emotional disequilibrium in organisations. Leader can render advice and can try to remove barriers, real or imaginary, and instil confidence in the employees. Leadership creates a cooperative and wholesome attitude among employees for successful work accomplishment.

- 3. Leader develops team spirit:** Leader inculcates a sense of collectivism in the employees and motivates them to work as a team. Individuals within the group may possess varied interests and multiple goals. A leader has to reconcile their conflicting goals and restore equilibrium.
- 4. Leader manages time:** Unsatisfactory human performance in any organisation can be primarily attributed to poor utilization of time. A good leader manages his time well by proper planning based on information and facts, and by arriving at decisions at an appropriate moment. He visualizes problems before they turn into emergencies.
- 5. Leader strives for effectiveness:** A leader throws himself to fill the gap with a concrete effort to bring order out of the chaos and confusion and improve organisational effectiveness. He provides an adequate reward structure to improve the performance of employees. He delegates authority whenever needed and invites participation from the employees to achieve better results. He tries to infuse such will to do into the group, as to secure the best contribution of human energy. He provides imagination, foresight, enthusiasm and initiative to group members and forces them to have an identity of interests, outlook and action.
- 6. Builds work environment:** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.
- 7. Co-ordination:** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be

achieved through proper and effective co-ordination which should be primary motive of a leader.

8. Induces change: A leader persuades, clarifies and inspires employees to accept any change in the organization without much resistance and discontentment. He makes sure that employees don't feel insecure about the changes.

9. Creating Successors: A leader trains his subordinates in such a manner that they can succeed him in future easily in his absence. He creates more leaders.

Thus, a leader represents the organisation, initiates the action necessary to keep the organisation dynamic and progressive, administers the organisation and arranges for planning, organising, directing and coordinating, and interprets the organisational viewpoint to internal and external groups in a satisfying manner.

QUALITIES OF A SUCCESSFUL LEADER:

- 1. Intelligence:** A successful leader must have knowledge and intelligence. Mental ability to think precisely, analyse accurately, interpret clearly and briefly are necessary to consider the problems in the right perspective.
- 2. Maturity:** A leader should possess a high level of emotional stability and cool temperament. He needs a high degree of tolerance.
- 3. Sound physique:** Sound physical and mental health is essential to bear the burden of leadership. Sound physique includes physical stamina, physical

strength and good health which are considered important leadership qualities.

- 4. Self-confidence:** He should have confidence in himself and strong will-power (ability to control oneself).
- 5. Objectivity:** A good leader should be fair and objective in dealing with subordinates. He must be free from biasness and prejudice (preconceived opinion that is not based on reason or actual experience).
- 6. Empathy:** The leader must have the ability to see things from others' point of view. He must respect the view points and feelings of others.
- 7. Foresightedness and vision:** He should have the capability to look forward and anticipate the events. He should have a high degree of imagination, moral courage, span and determination.
- 8. Determination:** A leader must have sound judgement and ability to take quick decisions.
- 9. Human relations approach:** A leader must have the capacity to understand people, work with them and to gain their confidence, loyalty and voluntary cooperation. He must be able to motivate people towards higher performance.
- 10. Responsibility:** A leader should be a responsible person and must be willing to assume responsibility for the consequences.

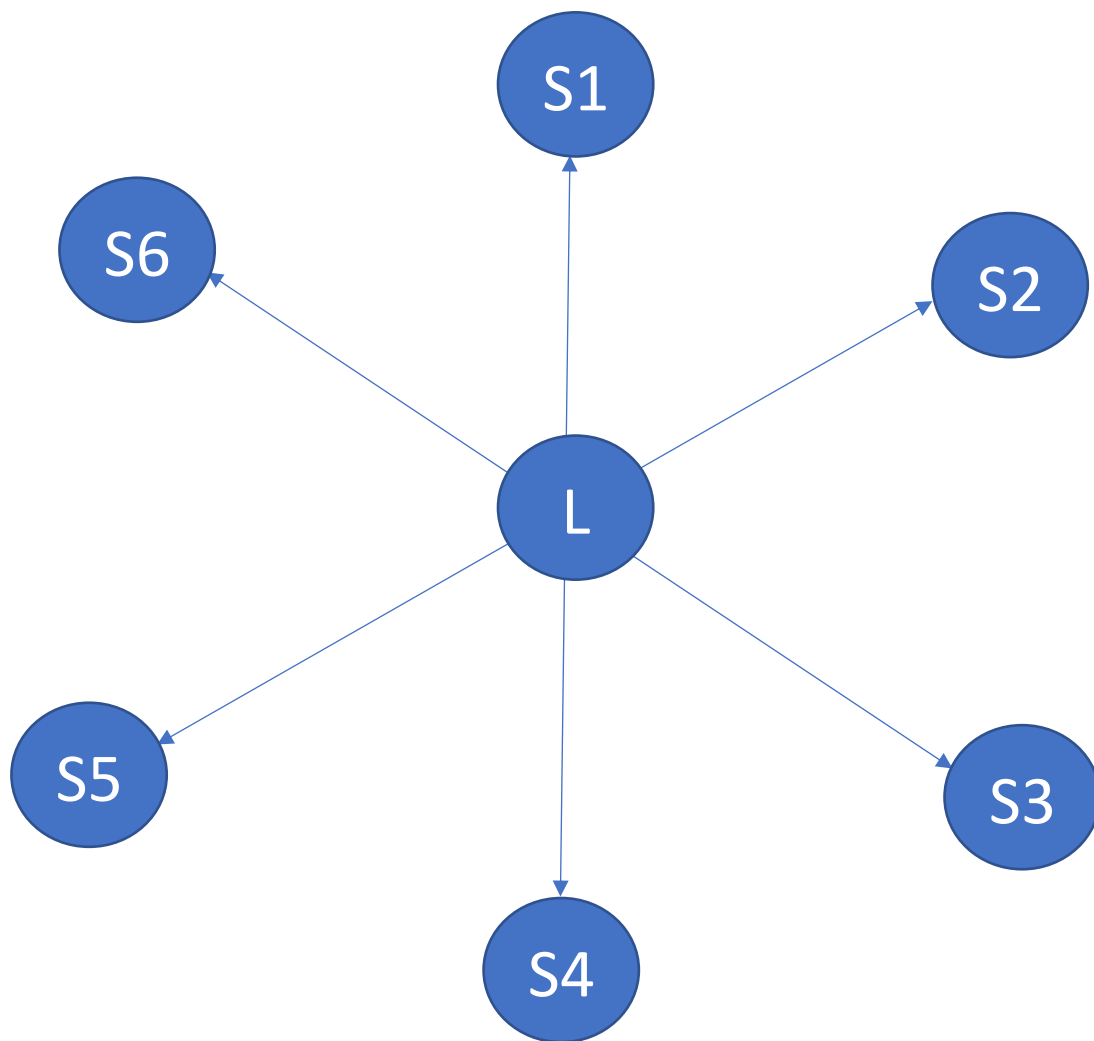
TYPES OF LEADERS/LEADERSHIP STYLES:

A leader's typical way of behaving towards group members can be classified as a leadership style. It refers to the behaviour exhibited by a leader during supervision of employees. The style represents the leader's predominant way of acting with his group. Actually, there are as many different styles as there are leaders.

- I. Autocratic Leadership Style:** Autocratic leadership is also known as authoritarian, directive or monothetic style. The autocratic leader assumes full responsibility for deciding on the group's projects by assigning tasks to members and permitting no participation in decision making process. He centralizes authority and decision making in himself and exercises complete and full- fledged control over his subordinates. He sets group goals and structures the work. He gives orders and the subordinates are expected to obey them. Here the leadership may be negative because followers are uninformed, insecure and afraid of the leader's authority. The manager expresses decisions by the use of rewards and the fear of punishment. Communication tends to be one way i.e., downwards.

The fundamental problem with this type of leadership style is that subordinates are made aware of what to do but not why. Tasks are assigned, facilities are provided and directions are given without consultation with the individual carrying out the work. Subordinates are compelled to follow the directions of the leader even though they may be wrong. If the leader is weak and inefficient, the followers will also be weak and inefficient.

An advantage of autocratic leadership is that the decisions are very speedy. It is most suited at the time of crisis or when the subordinates are inefficient.



There are three categories of autocratic leaders:

- 1. Strict Autocrat:** He follows autocratic style in a very strict sense. His method of influencing subordinates' behaviour is through negative motivation, that is, by criticising subordinates, imposing penalty, etc.
- 2. Benevolent Autocrat:** He also centralises decision-making power in him, but his motivation style is positive. He can be effective in getting efficiency in many situations. Some people like to work under strong authority structure and they derive satisfaction by this leadership.
- 3. Incompetent Autocrat:** Sometimes, superiors adopt autocratic leadership style just to hide their incompetence (not having or showing the necessary

skills to do something successfully) because in other styles they may be exposed before their subordinates. However, this cannot be used for a long time.

But, in the following situations autocratic leadership is not desirable:

1. When an established and successful work group has already been formed successfully and are working to realise its objective.
2. When a job calls for team work and co-operation among employees.
3. When employees are knowledgeable about their jobs and have a considerable experience with the task they are called upon to perform.
4. When the supervisor is interested in improving morale and group attitude towards the management.

This style of leadership gets results but its consequences are not desirable. Subordinates lose interest and initiative, and depend entirely upon the superior's instructions. They become frustrated, lose confidence and hardly acquire any managerial ability.

The main **advantages** of autocratic style are as follows:

1. There are many subordinates in the organisation who prefer to work under centralised authority structure and strict discipline. They get satisfaction from this style.
2. It provides strong motivation and reward to a manager exercising this style.
3. It permits very quick decisions as most of the decisions are taken by a single person.
4. Less competent subordinates also have scope to work in the organisation under this leadership style as they do negligible planning, organising, and decision making.

There are several **disadvantages** of autocratic leadership which are as follows:

1. People in the organisation dislike it specially when it is strict and the motivational style is negative.
2. Employees lack motivation. Frustration, low morale, and conflict develop in the organisation damaging the organisational efficiency.
3. There is more dependence and less individuality in the organisation. As such, future leaders in the organisation do not develop.

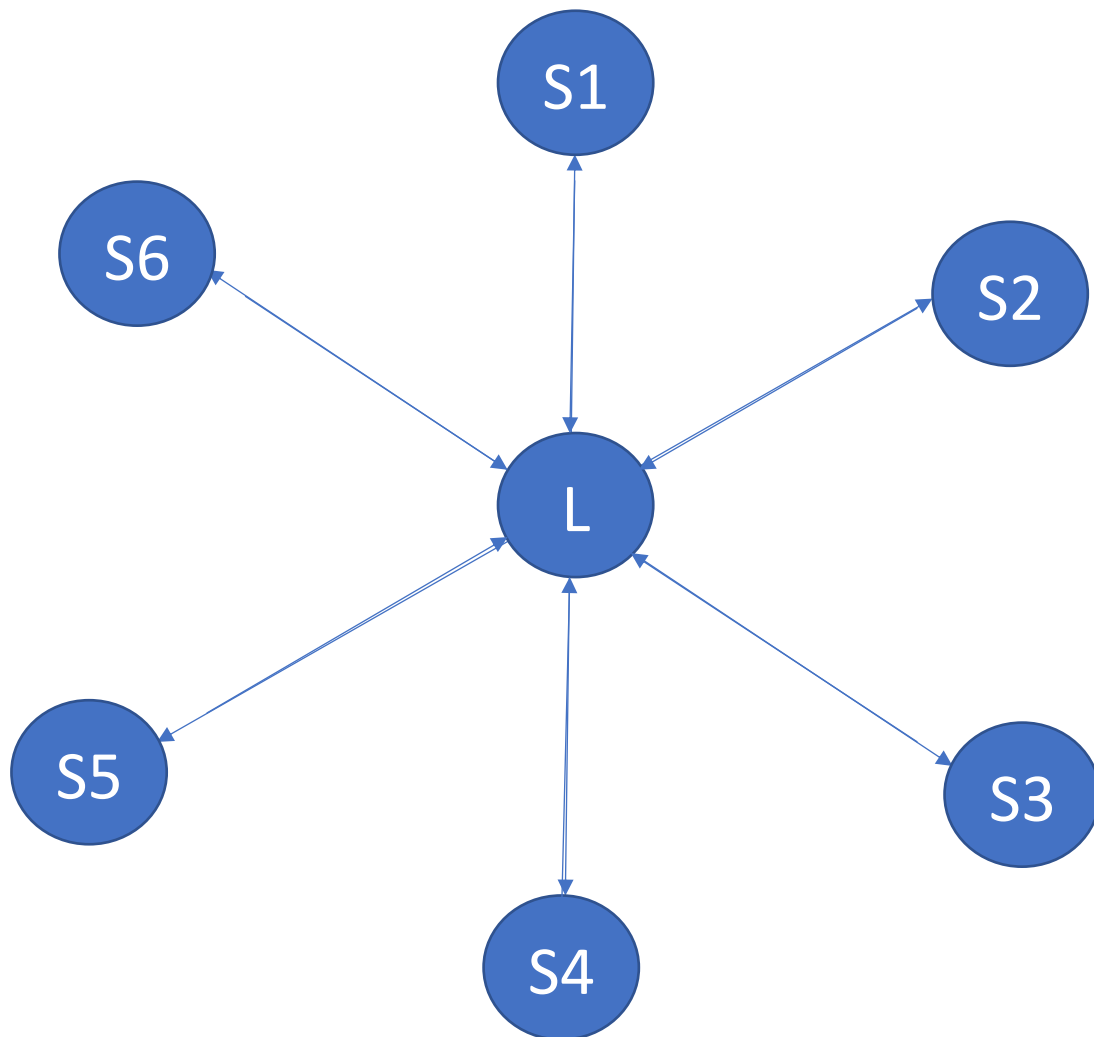
Considering the organisational efficiency and employee's satisfaction, autocratic style generally is not suitable.

II. Democratic Leadership Style: It is widely known as participative, consultative or employee-oriented leadership style. A participation is defined as mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share responsibility in them. A participative manager decentralises his decision-making process. The essence of this style is the consultation. The leader consults the subordinates before arriving at decisions. Participative leadership style takes into consideration the advices and suggestions of the subordinates as well as those of the leader. All members of the group are seen as important contributors to the final decision. The communication is always two way i.e., upward as well as downward.

The characteristics of democratic or participative leadership (leader) are:

1. He shows concern for his employees and thereby gains their respect.
2. He defines the objectives for the group and gives its members some freedom for performance within the standards laid down by him.
3. He places emphasis on results rather than on action.

4. He encourages co-operation as it will lead to greater productivity and creativity.
5. The leader delegates as much responsibility to the members of the work team as their experience and knowledge will permit.
6. He takes all the decisions and accepts full responsibility.



The feasibility and usefulness of the participative decision-making style is dependent on the following factors:

1. The cost of participation of subordinates in the decision making should not be no more than the benefits derived from the decision.

2. The input from the subordinates should be free from any fear of repercussions in case such input is in conflict with the views held by the management.
3. Subordinates should be sufficiently responsible so that there is no leakage of confidential information to outside elements.
4. Since participative decision-making process is time consuming, there should be urgency to the decision.
5. The participation of subordinates should not be of such a degree as to be perceived as a threat to the formal authority of management.

The **advantages** of this type of leadership style include:

1. Increased members' morale and support for the final decision and better decisions by the subordinates participating in decision making can lead to and can be improved through shared information.
2. Ideas among group members participating in decision-making can lead to improved manager-worker relations.
3. High satisfaction and decreased dependence on the leader.
4. Multi-directional communication permits fruitful exchange of ideas and information between the leader and the followers and also helps in encouraging members' commitment to the decision.
5. Defensiveness on the part of employees is reduced.

This style has few **limitations** which are as follows:

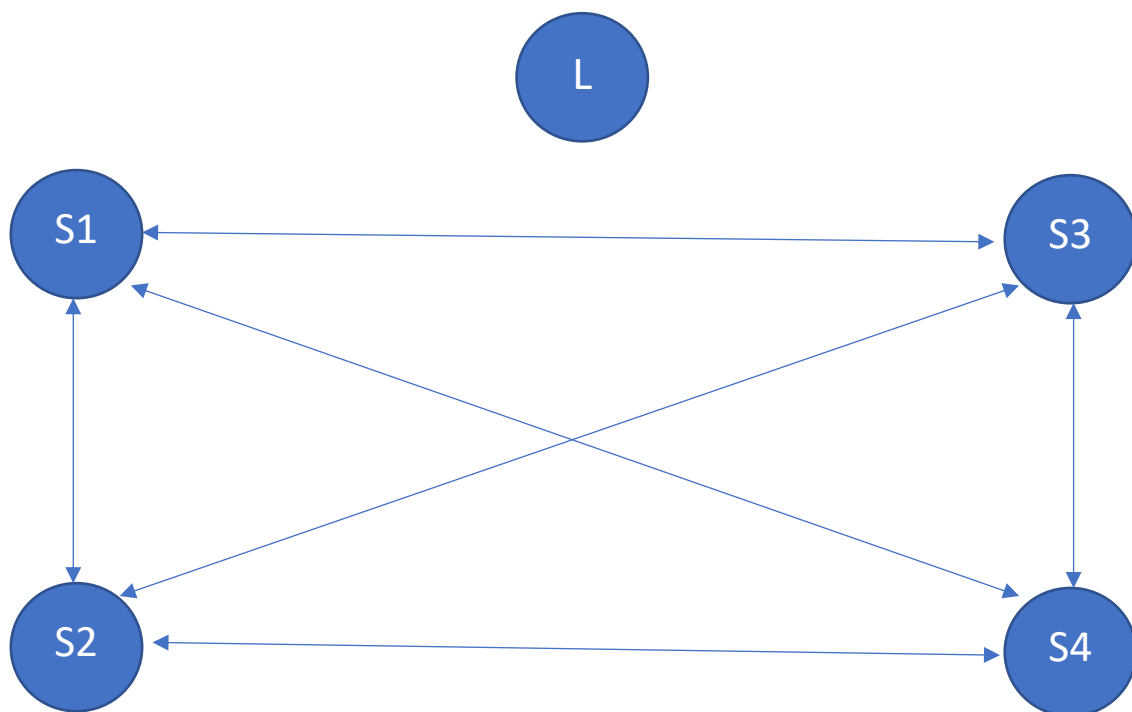
1. Participation may be interpreted as a sign of inefficiency on the part of the leader. Subordinates may view the leader as incompetent to handle crisis independently.

2. Participative leadership is time consuming. Quick decisions cannot be taken.
3. This leadership style is less effective when the workers are unskilled and there are potential dangers when it comes to information sharing.
4. Some of the members may feel disappointed if their ideas are not accepted for the action by the leader.
5. It may also become a source of frustration to the impatient employees.

III. Free Rein Leadership Style: It is also known as laissez faire style. 'Free rein' means granting complete authority or devolution of entire authority to the subordinates. It goes a step further of democratic style and turns the entire problem of project over the subordinates. Subordinates may be asked to set their own goals and to develop plans for achieving them. Thus, in this type of leadership style, a manager avoids power and surrenders leadership position. The leader is a silent spectator. In essence, this approach is characterised by the absence of any active leadership by the leader. The leader merely functions as a group member, providing only as much advice and direction as is requested. There is very little control or influence over group members of the leader.

Free rein leadership ignores the manager's contribution approximately in the same way as the autocratic leadership ignores that of the group members. It fails to give the group the advantages of leader's inspired motivation. The leader completely abandons his leadership position, gives all responsibility and most of the work entrusted to him to the group which he is supposed to lead, limiting his authority to maintain the contact of the group with persons outside the group. This is also known as permissive style of leadership, where there is least intervention by the leader,

relinquishment of authority and letting the group to operate entirely on its own. This mode of direction can produce good and quick results if the subordinates are highly educated, more skilled, competent, knowledgeable, mentally matured and brilliant people who have a sincere desire to go ahead and perform their responsibility. The leader plays only a minor role. His idea is that each member of the group when left to himself will put forth his best effort and the maximum results can be achieved in this way. The leader acts as an umpire.



The **advantages** of this type of leadership style include:

1. It encourages personal growth as leaders are so hands-off in their approach, employees have a chance to be hands-on. This leadership style creates an environment that facilitates growth and development.
2. It encourages innovation because freedom is given to employees which in turn enhances creativity and encourage innovation.

3. It allows for faster decision-making as employees under laissez-faire leadership have the autonomy to make their own decisions. They are able to make quick decisions without waiting weeks for an approval process.
4. The benefits of the laissez-faire leadership style include empowering employees and boosting productivity. This type of leadership can also help a team become more innovative and improve morale as a whole.

This style has few **limitations** which are as follows:

1. In some situations, the laissez-faire style leads to poorly defined roles within the group. Since team members receive little to no guidance, they might not really be sure about their role within the group and what they are supposed to be doing with their time.
2. Laissez-faire leaders are often seen as uninvolved and withdrawn, which can lead to a lack of cohesiveness within the group. Since the leader seems unconcerned with what is happening, followers sometimes pick up on this and express less care and concern for the project.
3. At its worst, laissez-faire leadership represents passivity or even an outright avoidance of true leadership. In such cases, these leaders do nothing to try to motivate followers, don't recognize the efforts of team members and make no attempts at involvement with the group.
4. Some leaders take advantage of this style as a way to avoid responsibility for the group's failures. When group goals are not met, the leader can then blame members of the team for not completing tasks or living up to expectations.

IV. Paternalistic Leadership Style: Under this type of leadership, the leader assumes that his function is paternal or fatherly. His attitude is that of

treating the relationship between the leader and his group as that of family with the leader as the head of family. He works to help, guide, protect and keep his followers happy, working together as members of a family. He provides them with good working conditions, fringe benefits and employee services. This style has been successful particularly in Japan because of its cultural background. It is said that employees under such leadership will work harder out of gratitude. However, in the modern complex industrial relation system, this attitude may not result in the maximum motivation.

A paternalistic leader, towards his followers, believes in the philosophy ‘work hard and I will take care of you.’ This style of leadership contains an overdose of human elements of managing and is bound to prove quite successful both in the short-run and the long-run of the organizational life provided that the leader and the followers have mutual trust towards each other.

The main **advantages** of paternalistic style are as follows:

1. Under this style of leadership, subordinates are loyal to the leader and the organisation both because of a ‘father-like’ approach of the leader.
2. There are good human relations, in the organisation; because of a sort of family- environment generated by paternalistic style of leadership.
3. This style of leadership implies a balanced leadership approach; in that fear and love both are combined in a unique manner by the leader. Hence performance by people is, perhaps, the best.

Paternalistic style of leadership suffers from the following **limitations**:

1. This style of leadership is unsuitable, when there is a lack of mutual trust between the leader and the followers.

2. Under this style of leadership, subordinates might take undue advantage of the leniency of the leader.
3. Hard-approach of the leader, as warranted by the urgency of situational factors, might be strongly resisted to by subordinates.
4. Under this style of leadership, leader might be more involved in personal problems of subordinates than organizational issues.

WORK STRESS:

Stress is the general term applied to the pressures people feel in life. The presence of stress at work is almost inevitable in many jobs. There is no escape from stress in modern life. In today's context, stress is a costly business expense that affects both employee health and company profits.

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important.

"Job stress is a condition arising from the interaction of people and their jobs and characterised by changes within people that force them to deviate from their normal functioning."

- TA. Bechar and J.E. Newman

"Stress is an adoptive response mediated by individual characteristics and psychological processes, that is a consequence of any external action situation, or event that places special physical or psychological demands upon a person.

-John M. Ivancevich and Michael T. Matterson

Work-related stress is the result of a conflict between the role and needs of an individual employee and the demands of the workplace. Research has shown that feeling stressed at work is not confined to particular occupations or levels within organizations. Workers with management responsibilities also show stress symptoms. Different individuals may react differently to stress and the same person may react differently to stress at different times.

Job stress should not be confused with challenge, which motivates the employee to learn and master new skills. Challenge is an important aspect of productive work. Some stress is OK. But when it occurs rapidly and in large amounts, mental and physical health can be negatively affected. The ability of employees to deal with job stress can determine their success or failure in a role. Fortunately, as more research is completed, employers and leadership have a greater understanding of job stress and how to prevent it. For employees, finding ways to manage stress in the workplace is key.

NATURE/ FEATURES/ CHARACTERISTICS OF STRESS:

Nature & characteristics of stress are as follows:

1. Stress may be the result of individual's interaction with environmental stimuli. Such stimuli may be in any form, interpersonal interaction, event and so on. The impact of the stimuli produces deviation in the individual.
2. Stress may result in any kind of deviation - physical, psychological or behavioural - in the person. The deviation is from the usual state of affairs.
3. Stress can be either temporary or long term, mild or severe, depending mostly on how long its causes continue, how powerful they are, and how strong the individual's powers are. If stress is temporary and mild, most people can handle it or at least recover from its effects rather quickly.

4. It is not necessary that stress is always dysfunctional. On the contrary, there may be some stresses, called eustress, like stress for creative work, entrepreneurial activities, competition etc. which stimulate better productivity. It is only the dysfunctional stress, called distress, which is bad and must be overcome.

CAUSES OF STRESS:

There may be numerous conditions in which people may feel stress. Conditions that tend to cause stress are called stressors. Although even a single stressor may cause major stress, like death of near one, usually stressors combine to press an individual in a variety of ways until stress develops. The various stressors can be grouped into four categories: individual, group, organisational and extra organisational. Within each category, there may be several stressors. Though, stressors have been classified into these categories, all eventually get down to the individual level and put stress on individuals.

1. **Individual Stressors:** There are many stressors at the level of individual which may be generated in the context of organisational life or his personal life. There are several such events which may work as stressors. These are life and career changes and role characteristics.

- a. **Life and Career Changes:** Stress is produced by several changes in life and career. Research studies show that, in general, every transition or change produces stress. People in newer places experience such state of transition as stress. Young adults between 20 and 30 years of age have been found to report twice as many stressful events, compared to older people. Stress has been found more amongst urban population than rural and greater in higher

educational categories. Any change in life of an individual puts him on disequilibrium state of affairs and he is required to bring a new equilibrium. In this process, he experiences stress. The impact of stress would depend upon the change and new equilibrium required as a consequence. Life changes may be slow and gradual (getting older) or sudden (death of spouse). In both these cases, intensity of stress would be different. Like life changes, there may be changes in career, in the form of promotion, demotion, transfer, separation. With each change, some kind of stress is experienced.

b. Role Characteristics: There may be role stress either because of role conflict or role ambiguity. Role conflict arises because of incompatibility of two or more roles. When people become members of several systems like family, club, voluntary organisation, work organisation, etc., they are expected to fulfil certain obligations to each system and to fit into defined places in that system. In many situations, the various roles may have conflicting demands and people experience stress as they are not able to fulfil the conflicting role requirements. In organisational context, role conflict arises because of incompatibility between job tasks, resources, rules, policies and other people. Another source of role stress is the role ambiguity in which people are not clear about the actual expectations from a role. This may be because of inadequate knowledge or information to do a job. Stress level in various jobs differs because of differences in over-time, deadlines, competitiveness, physical demands, environmental conditions, hazards encountered, initiative required, stamina required etc.

2. Group Stressors: Group interaction affects human behaviour. Therefore, there may be some factors in group processes which act as stressors. Following are the major group stressors.

a. Lack of Group Cohesiveness: Group cohesiveness is important for the satisfaction of individuals in group interaction. When they are denied the opportunity for this cohesiveness, it becomes very stressing for them as they get negative reaction from group members.

b. Lack of Social Support: When individuals get social support from members of the group, they are able to satisfy their social needs and they are better off. When this social support does not come, it becomes stressing for them.

c. Conflict: Any conflict arising out of group interaction may become stressing for the individuals, be it interpersonal conflict among the group members or intergroup conflict.

3. Organisational Stressors: An organisation is composed of individuals and groups and therefore, individual and group stressors may also exist in organisational context. However, there are macro level dimensions of organisational functioning which may work as stressors. The major organisational stressors are as follows:

a. Organisational Policies: Organisational policies provide guidelines for actions- unfavourable and unclear policies may affect the functioning of the individuals in adverse way and they may experience stress. Thus, unfair and arbitrary performance evaluation, unrealistic job description, frequent reallocation of

activities, rotating work shifts, ambiguous procedures, inflexible rules, inequality of incentives, etc. work as stressors.

b. Organisation Structure: Organisation structure provides formal relationships between individuals in an organisation. Any defect in organisation structure like lack of opportunity, participation in decision making, lack of opportunity for advancement, high degree of specialisation, excessive interdependence of various departments, line and staff conflict works as stressors as relationships among individual and groups do not work effectively.

c. Organisational Processes: Organisational processes also affect individual behaviour at work. Faulty organisational processes like poor communication, poor and inadequate feedback of work performance, ambiguous and conflicting roles, unfair control systems, inadequate information flow, etc. cause stress for people in the organisation.

d. Physical Conditions: Organisational physical conditions affect work performance. Thus, poor physical conditions like crowding and lack of privacy, excessive noise, excessive heat or cold, pressure of toxic chemicals and radiation, air pollution, safety hazards, poor lighting etc. produce stress on people.

4. Extra organisational Stressors: Since an organisation interacts continuously with its environment, events happening outside the organisation also work as stressors. Thus, social and technical changes, economic and financial conditions, social class conflicts, community conditions, etc. work as stressors.

EFFECTS OF STRESS:

Generally, stress is considered to be negative, thereby meaning that it has negative consequences. However, stress has neutral connotation; it is only the degree of stress which produces positive or negative consequences. From this point of view, stress can be classified as eustress or distress.

Eustress: Eustress denotes the presence of optimum level of stress in an individual which contributes positively to his performance. This may lead employees to new and better ways of doing their jobs. In certain jobs, such as sales, creativity (journalism, radio/television announcement, where time pressure is significant), a mild level of stress contributes positively to productivity.

Distress: Distress denotes the presence of high level of stress in an individual which affects job performance adversely and creates many types of physical, psychological and behavioural problems.

At the optimum level of stress (eustress), the performance is maximum. It is lower in the case of very low-level stress and still lower in very high-level stress. Though optimum level of stress may be different for different individuals, each individual can determine how much stress is functional for him to operate in a productive manner but on the other hand, high level of stress (distress) causes physical, psychological and behavioural problems.

- 1. Physical Problems:** Stress causes physical reactions including nervousness, increased heart beat rate and a decrease in body temperature. A research finding suggests that high-level stress is accompanied by high blood pressure and high level of cholesterol and can result into heart disease. There may even be link between stress and cancer. Such serious ailments, however, are not caused exclusively by stress alone; physical

characteristics of the individuals have their contributions. These ailments have a drastic effect on the individuals, their families, and organisations.

- 2. Psychological Problems:** High level of stress may be accompanied by psychological reactions such as anger, anxiety, depression, nervousness, irritability, tension, and boredom depending upon the nature, the capacity of individuals to bear stress. The effects of psychological reactions of individuals may be changes in mood and other emotional states, lowered self-esteem, resentment of supervision, inability to concentrate and make decisions and job dissatisfaction. These affect productivity in the organisation adversely.
- 3. Behavioural Problems:** People show dysfunctional behaviour because of stress of high level. Such behaviour may be in the form of alcoholism, drug addiction, increased smoking, sleeplessness, under/over-eating, etc. In extreme cases, when the individual is not able to bear stress, it may result into suicide. At the workplace, people may show behaviour like tardiness, absenteeism and turnover. In all these cases, organisation is going to suffer.
- 4. Burnout:** Burnout is a syndrome wherein a person breaks down physically and emotionally due to continuous over-work over a long period of time. The human body cannot instantly rebuild the ability to cope with stress once it is depleted. As a result, people become physically and emotionally weakened from trying to fight it. They become detached from their jobs and feel unable to accomplish their goals. Burnout is a slow process and goes through the following stages:
 - a.** Stage of job contentment-enthusiasm to work with high energy level and positive attitudes.

- b. Stage of fuel shortage-experiencing mental fatigue, frustration and low morale.
- c. Stage of withdrawal and isolation-avoiding contact with co-workers, showing anger, negativism and emotional disturbances.
- d. Stage of crisis-very low self-esteem and experiencing negative feelings.
- e. Stage of final breakdown-alcoholism, drug addiction, suicidal tendency and heart attacks.

Some persons, particularly those who are work addicts or workaholics are prone to burnout. Similarly, some jobs, such as those in the helping professions (counsellors, health care professionals, and social workers) and those with continuous high stress (air-traffic controllers, customer service representatives, and stock brokers) are more likely to cause burnout.

When people become burnt out, they are more likely to complain, to attribute their errors to others and to be highly irritable. They feel withdrawn which drives many of them to think about leaving their jobs, to seek out opportunities to become trained for new careers. In addition to higher turnover, such people show increased absenteeism, decreased productivity and defective work quality.

5. Rustout: Rustout is a syndrome wherein a person is chronically under-worked and his skills are under-utilised in performing the job. This syndrome is a problem for employees. Like a rusting tool, there is continuous erosion in employees and over the period of time, they become useless. Rusting in employees occurs in two situations—sidelined and misemployment. In sidelining, an employee is isolated by his superior either due to lack of confidence, prejudices, or due to demonstrated misdeeds/incompetence. In misemployment, the employee is placed on a

job which requires much lesser skills than what he possesses. In both these situations, the employee develops one or more of the following feelings or behaviours:

- a. He no longer engages in workplace events.
- b. He does not identify with his job the way he used to do earlier.
- c. He begins to feel that he is not needed or valued.

STRESS MANAGEMENT:

High level stress affects the individuals directly and through them, their families and organisation are also affected. Therefore, efforts should be made to overcome the negative consequences of high stress.

Stress management is required when an individual is unable to cope with the demanding environment. This inability generates anxiety and produces defensive behaviour and stress symptoms. Therefore, actions are required for developing adaptive behaviour so as to overcome the consequences of stress. Such actions may be taken at individual level as well as at organisational level.

I. Individual Coping Strategies: Stress may cause within organisational context and outside as discussed earlier. Therefore, coping strategies may be adopted by individuals without reference to the organisation. Individual coping strategies tend to be more reactive in nature, that is, they tend to be ways of coping with stress that has already occurred. Some individual strategies, such as physical exercises, can be both reactive and proactive, but most are geared towards helping the person who is already suffering from stress. Following are the major individual coping strategies.

- a. **Physical Exercise:** Physical exercise is a good strategy to get body fit and to overcome stress. Physical exercises of different types, such as walking, jogging, swimming, playing, etc. are good methods of

overcoming stress. The role of Yoga, a scientific technique of physical exercise to keep body fit and to overcome stress, has been recognised in most part of the world. Physical exercise helps people to better cope with stress generally as a side effect, such as relaxation, enhanced self-esteem, and simply getting one's mind off work for a while.

b. Relaxation: Impact of stress can be overcome by relaxation. The relaxation can be a simple one or some specific techniques of relaxation, such as bio-feedback and meditation. In bio-feedback, the individual learns the internal rhythms of a particular body process through electronic signals feedback that is wired to the body area (for example, skin, brain, or heart). From this feedback, the person can learn to control body process. Meditation involves quiet concentrated inner thought in order to rest the body physically and emotionally. Transcendental meditation is one of the more popular practices of meditation. In this practice, the meditator tries to meditate for two periods of fifteen to twenty minutes a day, concentrating on the repetition of some mantra. Any meditation essentially involves a relatively quiet environment, a comfortable position, a repetitive mental stimulus and a submissive attitude. Meditation has been recognised as a powerful technique for reducing stress. Whether a person takes easy one or specific relaxation technique, the intent is to eliminate the immediately stressful situation or manage a prolonged stressful situation more effectively.

c. Work-home Transition: Work-home transition is also like a relaxation technique. In this technique, a person may attend to less pressure inducing type or routine work during the last 30 or 60

minutes of work time. For instance, during the last hour of work, the person can review the day's activities, list the priorities of the activities that need to be attended to the next day. Thus, he can finish his day's work and come back in relaxed manner.

d. Cognitive Therapy: Because of increasing stress, special cognitive therapy techniques have been developed by psychologists. In these techniques, lectures and interactive discussion sessions are arranged to help participants to:

- a. recognise events at work and what thoughts they produce
- b. become aware of the effects of such cognitions on their physiological and emotional responses
- c. systematically evaluate the objective consequences of events at work
- d. replace self-defeating cognitions that unnecessarily arouse stress.

e. Networking: Networking is the formation of close associations with trusted, empathetic co-workers and colleagues who are good listeners and confidence builders. Such persons provide mental support to get the person through stressful situation.

II. Organisational Coping Strategies: Organisational coping strategies are more of proactive nature, that is, the attempt at removing existing or potential stressors and prevent the onset of stress of individual job holders. As discussed earlier, there are many organisational stressors. Therefore, the organisational coping strategies revolve around those factors which produce or help producing stresses. Following are organisational coping techniques and efforts.

a. Supportive Organisational Climate: Many of the organisational stressors emerge because of faulty organisational processes and practices. To a very great extent, these can be controlled by creating supportive organisational climate. Supportive organisational climate depends upon managerial leadership rather than the use of power and money to control organisational behaviour. The focus is primarily on participation and involvement of employees in decision making process. Such a climate develops belongingness among people which helps them reduce their stress.

b. Job Enrichment: A major source of stress is the repetitive and disinteresting jobs being performed by employees in the organisation. Through more rational designing of jobs, jobs can be enriched. Improving content factors, such as responsibility, recognition, opportunity for achievement and advancement, or improving core job characteristics, such as skill variety, task identity, task significance, autonomy and feedback may lead to motivation, feeling sense of responsibility, and utilising maximum capability at the work. Such a phenomenon helps in reducing stress.

c. Organisational Role Clarity: People experience stress when they are not clear about what they are expected to do in the organisation. This may happen because either there is ambiguity in the role or there is role conflict. Such a situation can be overcome by defining role more clearly. Role analysis technique helps both managers and employees to analyse what the job entails and what the expectations are. Breaking down the job to its various components clarifies the role of the job. This helps to eliminate imposing unrealistic expectations on the individual. Role ambiguity, role conflict, and

role overload can be minimised, consequently leading to reduced stress.

d. Career Planning and Counselling: Career planning and counselling help the employees to obtain professional advice regarding career paths that would help them to achieve personal goals. It also makes them aware of what additional qualifications, training, and skills they should acquire for career advancement. A variety of career counselling programmes can be adopted:

- a. devices designed to aid the individuals in self-assessment and increased self-understanding
- b. devices designed to communicate opportunities available to individuals
- c. career counselling through interviews by managers, counselling professionals and personnel, and educational specialists
- d. workshops and educational activities designed to assist the individuals in goal setting and establishing action plan for change
- e. educational and experimental programmes to prepare individuals with skills and knowledge for new activities and new careers
- f. programmes for enhancing the individuals' opportunities to make job and career changes.

Various career planning and counselling programmes for individuals go a long way in providing them satisfaction and reducing the stress.

e. Stress Control Workshops and Employee Assistance

Programmes: The organisation can hold periodical workshops for control and reduction of stress. Such workshops may help individuals to learn the dynamics of stress and methods of overcoming its ill effects. Similarly, the organisation can make arrangement for assisting individuals in overcoming their personal and family problems. This arrangement may include managing personal finance, dealing with family problems, dealing with health problems, and dealing with other kind of personal and family stresses.

Both types of coping strategies for stress-individual and organisational-taken together not necessarily guarantee that individuals will not experience stress. However, such strategies may help either in reducing the tendency of occurring stresses or if stresses have occurred, help in minimising their negative impact.