



Impact of stress on front-line / business management executives and IT'S solution

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ABSTRACT:

In today's competitive environment, succumbing to stressful situations is cause of worries. Business environment is uncertain and turbulent and the race to reach the top has increased. The reasons for stress may be attributed to work pressure, peer pressures, family demands, lifestyles etc. Sometimes these stressors are beyond one's control and one may fall prey to number of problems indulge in alcoholic pleasures which have ruined lives. On the other hand there is no room for non performers which may result in loss of job and search for another. These pressures are there to stay closing one's eye is no solution. However it would be wrong to interpret that stress is an unwanted element of one's life. Creation of healthy and non stressful environment has become a key focus for organizations¹

The rich Hindu literature has since years contained methods and techniques that will help mankind to face the pressures and maintain a healthy mind, body and soul. This research papers deals in managing stress by understanding some aspects of Vedic literature.

Keywords:

Stress, Stress Management, Yoga, Power of Samkhya, Vedic role.

Council for Innovative Research

Peer Review Research Publishing System

International Journal of Research in Education Methodology

Vol.5, No.2

editor@cirworld.com

www.cirworld.com, member.cirworld.com



1. Introduction:

Today unlike the ancient times, stress has become a normal feature of one's life; it is not surprising to believe that organizations are increasingly facing problems of employee stress. The busy CEO's , the perplexed senior executive, the worried team leaders, the tired functionaries, front liners and the management executives are all surrounded and over powered with stress and stress full situations. One may identify the causes of stress as being job family, lifestyles; business etc. Researchers have highlighted that most of the workers are stressed due to greater workloads and having to work longer hours and in trying to balance work and family responsibilities².

The reasons for the sorry state of affairs are outcomes of making the worker (and the manager) more efficient and more productive. Companies offer workers more to work more, produce more, sell more and to stick to the organization while looking for alternatives. The sole aim of extracting better and more work from the worker is to improve the bottom-line of the enterprise. Thus making workers a hire able commodity, which can be used, replaced and discarded at will. Reducing workers to the state of a mercantile product, in such a state, it should come as no surprise to us that workers start using strikes (gheraos) sit-ins, (dharnas) go-slows, work-to-rule etc. to get maximum benefit for themselves from the organizations. Society-at-large is damaged. Thus we reach a situation in which management and workers become separate and contradictory entities with conflicting interests. There is no common goal or understanding. This, predictably, leads to suspicion, friction, disillusion and mistrust, with managers and workers at cross purposes. The absence of human values and erosion of human touch in the organizational structure has resulted in a crisis of confidence².

It is often noticed that when an employee finds him/her self in an unpleasant situation or is given tasks not of their liking they with expectations of completing the task with efficiency and dedication. Such situations are perceived as been stressful causing behaviors that are often not understood. A healthy employee is one who is able to maintain a balance between mental, physical and social aspects of his human life, disturbance in any of these aspects of life results in non performance or reduction in the effectiveness of the employee .These disturbances are due to stresses faced by employees in their day to day life³.

Management learning's from the west may have created prosperity for some people but it has not been able to ensure betterment of individual life and social welfare. It has remained by and large a soulless edifice and an oasis of plenty for a few in the midst of poor quality of life for many.

Hence, there is an urgent need to re-examine prevailing management disciplines - their objectives, scope and content. Management should be redefined to underline the development of the worker as a person, as a human being, and not as a mere wage-earner. With this changed perspective, management can become an instrument in the process of social, and indeed national, development.

2. THE IMPACT OF STRESS ON INDIVIDUALS

Individuals are continuously exposed to stressful occurrences in their day to day life. Completing deadlines, excessive demands of work, long meetings, changing business conditions, political interference, business demands etc are some stressful situations responsible for imbalances in the mental, physical and emotional state of the individual's life. Sometimes individual fail to recognize the deteriorating conditions of their overall health, Symptoms like headache, migraine, forgetfulness, irritations, tiredness, sleeplessness, fatigue are all results of pressures faced by them⁴.

Signs of stress can be noticed in the way an individual acts, thinks and feels such as:-

Inability to deal with small and petty problems.

Feel frustration and, losing temper more often, and yelling at others for no reason.

Feeling fatigue all the time difficulty in focusing on task an unnecessary worries for small things are emotional responses to stress

How stress affects an individual differs from person to person depending upon:-

Personality of an individual: is the mediating factor that determines whether the person will feel stressed or not.

Coping with stress: handling stress varies from person to person.

Attitudes: reaction to stress whether positive orientation or negative orientation.

Effects of stress ... Table -1

On your body	On your thoughts and feelings	On your behavior
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Headache Back pain Chest pain Heart disease Heart palpitations High blood pressure Decreased immunity Stomach upset Sleep problems	<ul style="list-style-type: none"> ▪ Anxiety ▪ Restlessness ▪ Worrying ▪ Irritability ▪ Depression ▪ Sadness ▪ Anger ▪ Feeling insecure ▪ Lack of focus ▪ Burnout Forgetfulness 	Overreacting Loss of appetite Angry outbursts Drug or alcohol abuse Increased smoking Social withdrawal Crying spells Relationship conflicts
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3. RESPONSIBLE FACTORS FOR STRESS

The factors causing stress are known as stressors and there are literally hundreds of different types of stressors, any event in life that a person finds threatening and difficult to cope with. A common belief states that stress is solely caused by external events, situations and people but stress may be caused both by external and internal factors. The germination of stress has two foundations these are -: The Situation and the causes of these situations. The main situations that precipitate stress may be identified as: The person or the Individual, the environmental ethics, financial aspects, social climate, job situations and the family dynamics. Stress is caused by a transaction, ie there is an interaction between the stressor, our view of the stressor and our perceived ability to cope with it. It's our own internal beliefs, attitudes, interpretations, perceptions and other factors in combination with the external events that tend to create stress. Internal factors which influence how we perceive stress include our beliefs, low assertion, perception, expectations, low self esteem, perfectionism, locus of control, personality⁵.

Most commonly stress results from the interaction of the worker and the conditions of work. Views differ on the importance of worker characteristics versus working conditions as the primary cause of job stress. According to one school of thought, differences in individual characteristics such as personality and coping skills are most important in predicting whether certain job conditions will result in stress-in other words. It is important to bear in mind that stress is an individualistic, subjective experience and therefore what one person finds stressful another may not. Although the importance of individual differences cannot be ignored, scientific evidence suggests that certain working conditions are stressful to most people. Such evidence argues for a greater emphasis on working conditions as the key source of job stress. Factors causing stress may be identified as:-

Organizational factors- such as- Discrimination in pay/salary structure, Strict rules and regulations ,Ineffective communication, Peer pressure Goals conflicts/goals ambiguity ,More of centralized and formal organization structure, Less promotional opportunities, Lack of employees participation in decision-making, Excessive control over the employees by the managers⁵.

Individual factors- There are various expectations which the family members peer, superior and subordinates have from the employee. Failure to understand such expectations or to convey such expectations lead to role ambiguity/role conflict which in turn causes employee stress. Other individual factors causing stress among employees are inherent personality traits such as being impatient, aggressive, rigid, feeling time pressure always, etc. Similarly, the family issues, personal financial problems, sudden career changes all lead to stress.

Job concerning factors- may be- monotonous nature of job ,unsafe and unhealthy working conditions ,Lack of confidentiality, Crowding Job related stressor (source of stress) are role conflict, role ambiguity, overload, under load, challenging assignments, promotions and conditions that affect employees' and job security , unemployment can be very damaging to employees and their families which may result in physiological and mental stress.

Extra-organizational factors- There are certain issues outside the organization which lead to stress among employees such as modern technology, Inflation, social responsibilities and rapid social changes.

Stress and Performance- The pressures and demands that may cause stress can be positive in their effect. One example of this is where sportsmen and women flood their bodies with fight-or-flight adrenaline to power an explosive performance. Another example is where deadlines are used to motivate people who seem bored or unmotivated¹⁰.

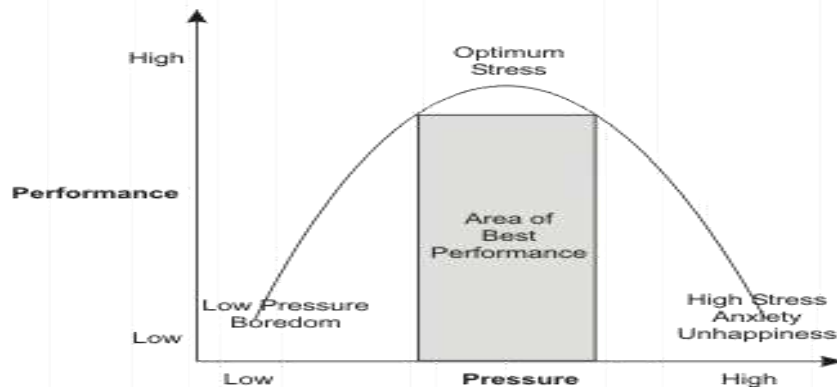
Mostly it is seen that work situations stress causes performance to suffer. A calm, rational, controlled and sensitive approach is usually called for in dealing with most difficult problems at work: Our social inter-relationships are just too complex not to be damaged by an aggressive approach, while a passive and withdrawn response to stress means that we can fail to assert our rights when we should.

Relation between performance and pressure needs to be understood in terms of inverted 'U' and the flow concept⁷.



The relationship between pressure and performance is explained in one of the oldest and most important ideas in stress management, the “Inverted-U” relationship between pressure and performance. The Inverted-U relationship focuses on people’s performance of a task.

The left hand side of the graph is easy to explain for pragmatic reasons. When there is very little pressure on us to carry out an important task, there is little incentive to focus energy and attention on it. This is particularly the case when there may be other, more urgent, or more interesting, tasks competing for attention⁷.



The Inverted-U relationship between pressure and performance

Source: http://www.tandfonline.com/doi/abs/10.1207/S15327043HUP1604_2

“Has the Inverted U Theory of Stress and Job Performance Had a Fair Test” by Lori A. Muse, Stanley G. Harris & Hubert S. Field

As pressure increases, performance increases and there is an attainment of area of best performance. – there is enough pressure to focus on attend to task but not so much that it disrupts performance. But too much stress places unattainable demands or constraints on a person, which results in lower performance. This may be due to limited “attainable capacity”. This concepts explains that’s an individual has limited short term memory even though human brain has huge processing power but it is not possible to have more than a few thoughts at any one time. Therefore when an individual is uncomfortably stressed, distractions, difficulties, anxieties, and negative then being begins to crowd the mind.

These thought complete with performance of tasks. Concentration suffers, and focus narrows as our brain becomes overloaded. Thus a slippery slope forms the more the overloaded on the brain the more the performance suffers. The more the performance suffers new distractions, anxieties, difficulties crowded the mind⁷.

Entering a State of "Flow"-When a person is operating in “area of best performance”, he is able to concentrate, focus all attention on the important task at hand. When task is done without distraction, person enters in a state of ‘flow’. This involves “being completely involved in an activity for its own sake. The ego falls away time flies. Every action, movement, and thought follows inevitably from the previous one, the state is of complete involvement, and skills are effectively utilized. Performance is at its best- This is an intensely creative, efficient and satisfying state of mind. It is the state of mind in which, for example, the most persuasive speeches are made, the best software is developed, and the most impressive athletic or artistic performances are delivered.

One of the frustrations of management is that managers can feel that they lose the ‘right’ to these periods of deep concentration when they must be readily available to others, and be able to deal with the constantly changing information, decisions and activities around them. Studies of good managers show that they rarely get more than a few minutes alone without distraction. This alone can be frustrating, and can contribute strongly to managerial stress.

In jobs where concentration is a rare commodity, there are various solutions to creating the periods of flow that sustain good performance. Achieving efficiency in one’s performance can be through creating a flow therefore it is important to learn to manage stress.

If we turn over the pages of our Vedic history we find that Sages and Rishis in India and elsewhere have provided us huge corpus of knowledge and wisdom. Their contribution to understand and manage stress is the legacy of the entire human race. The focus is mainly on mental relaxation and Physical exercise.

Samkhya & yoga are branches of Indian philosophy provide us the meaningful practices of mental relaxation (samkhya) and physical exercise (Yoga). Samkhya and yoga help us in restructuring & reshaping our personality to deal with stress positively while Bhagwad Gita provides learning’s in management.

4. UNDERSTANDING THE POWER OF SANKHYA, YOGA & BHAGWAD

GITA:



The Indian Vedic philosophy is based on six darshans or systems .These six systems are called the Darshan Shashtras - also known as Upaang or Shat Darshan .These system are visible at different levels i.e adi (the body),Devik (mann) and the aadhatmik (spiritual,self realization or the Atma)8.

(The Six Visualisation); are:-

Purva Mimaansa / Mimaansa Shashtra by Rishi Jaimini:-

Vaisheshika Shashtra by Rishi Kannaad:-

Nyaaya Shashtra by Rishi Gautam:-

Yoga Shashtra by Rishi Patanjali:-

Sankhya Shashtra by Rishi Kapil:-

Uttar Mimaansa / Vedaant Shashtra by Rishi Veda Vyaas / Baadaraayana:-

These Darshans throw light on principles of Jeev (soul), Brahm (god) and maya (materialistic). Jeev has no knowledge about Brahm because Jeev is surrounded by Maya (materialism) Brahm is self knowledge and to attain moksha (salvation) Brahm is required. This philosophy is also the gospel of Ramayan, Gurmukhi and the Upanishads.The concept of Yoga Shashtra by Rishi Patanjali and the Sankhya Shashtra by Rishi Kapil are closer to practical life in their approach and thus most acceptable.

Sankhya comes from samyag akhyate, which literally means that which explains the whole. Samyag means correct and khya means gyan or knowledge it is the correct knowledge about God - the seed of the universe & knowledge. Samkhya deals with Prakriti (matter), purusha (consciousness), buddhi or mahat (intelligence), ahamkara (I-am-ness), three gunas namely Sattva, Rajas and the Tamas (elements of stability, activity, and lightness), mind (manas), cognitive and active senses (indriyas), and the five subtle and gross elements (earth, water, fire, air, and space).

God created pursha, the soul & prakriti the nature. Purusha is the eternal, all-knowing and absolute reality without any attributes. Prakriti also is absolute and eternal reality, but it is non sentient. The Shristi (creative process) begins when pursha joins prakriti & becomes established in it. Out of this process evolves 24 principles. These principles of nature mould & blend with its three gunas or qualities namely Sattva (purity, light, harmony), Rajas (passion, activity, motion) and Tamas (inertia, darkness, inertness, inactivity). The hub of life is interdependent upon these three gunas wherein all the twenty-four tattvas or principles of nature of man revolve around them. The Gunas are the objects. Purusha is the witness-subject. Prakriti evolves under the influence of Purusha. When Purusha activates Prakriti, the first thing to emerge in this process of evolution of Prakriti is mahat (the great principle). From the mahat evolves buddhi and manas. Buddhi is the principle of intelligence or the discriminating awareness & manas is mind which consists of pure consciousness. From buddhi evolves ahmkara (the feeling of individuality and separation) and the five tanmatras. The rest of the principles arise from mind, which are the five senses, the five organs of actions and the five gross elements.

Role of Gunas - According to the Yoga Vasistha, people who are of a satvic nature and whose activities are mainly based on satva will tend to seek answers regarding the origin and truth of material life. These people will lead a controlled and disciplined life .With proper support they are likely to reach liberation5.

Sattva	Rajas	Tamas
Virtue	Passion	Dullness
Beautiful, good, wise	Active, fierce	Dark, stupid, ugly
Intelligence & self consciousness	Energy	Sloth

Source: Samkhya Philosophy; Based on: Worthington V (1982), A History of Yoga; Arkana

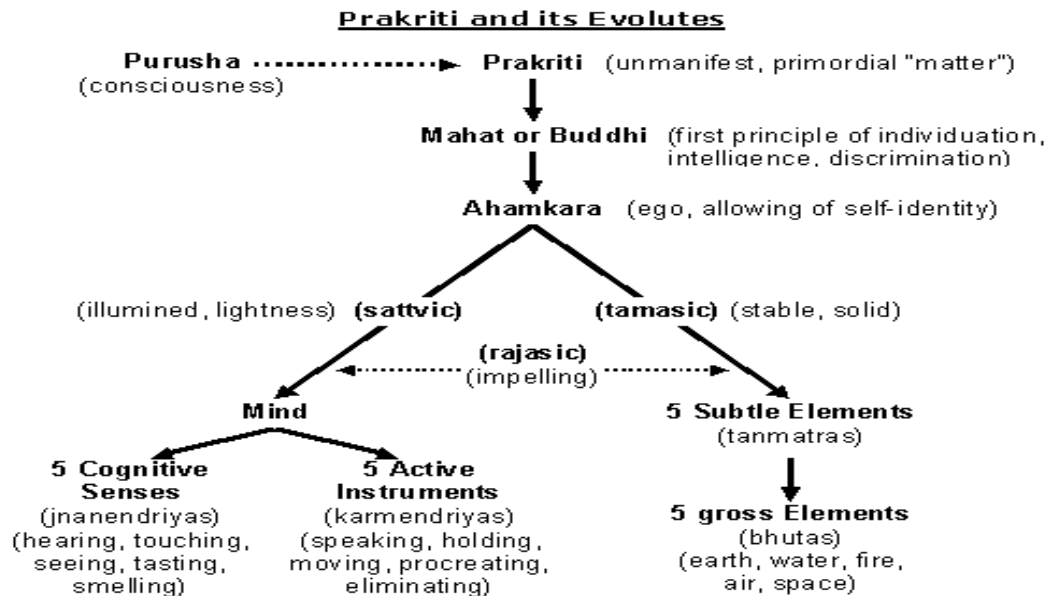
Rajas- gives Rise to five sense Organs (Jnanendriyas): hearing, feeling ,seeing, tasting and smelling.The Five Action Organs (Karmendriyas): speaking, handling, bowels and excretion , genitals and sexual activity , and movement of the body . Rajas is associated with concepts of energy, activity, ambition, and passion; so that, depending on how it is used, it can either have a supportive or hindering effect on the evolution of the soul5.

Sattva -gives Rise to: Buddhi is intelligence, discrimination, analysis , Ahamkara is the ego ,Manas is the mind or the mental functions, builds perceptions, images, concepts and Chitta is the unconscious, memory bank

Tamas is commonly associated with inertia, darkness, insensitivity. Tamas Gives Rise To Five Subtle Elements (Tanmatras):Energy of vibration or sound (Sabda), Energy of impact or touch (Sparsha),

Energy of light and form or form (Rupa),Energy of viscous attraction or taste (Rasha) ,Energy of cohesive attraction or smell (Gandha) & The Five Gross Elements (Bhutas).

Souls who are more tamasic are considered imbued in darkness and concentrate only on self. They take the longest to reach liberation.



Source: Swami Jnaneshvara Bharati in www.swami.com/ accessed on 23/07/2011

Life is all about the management and control of these Gunas. To reduce stress in life it is important to continuously sharpen one's Jnanendriyas. There is a reason for every action. One acts as one thinks and creates. The symptoms of such creations are seen and felt and an atmosphere is created. Thus establishing a relation between the God and the person. Ahankar is the ego that guides the action of an individual. Swabhimana or self respect is courage but wrong swabhimana is Ahankar. These symptoms are to be observed and assigned a treatment. The aadhatmik state is achieved when a person has no realization of bodily needs. He needs to introspect within himself the purpose for which he was given a human body. What should he give to the society, show his gratitude towards things that were provided to him. He develops spiritual nature and power.

Yoga starts when realization towards achieving aadhatmik state awakens. Yoga propagates the philosophy of right time, right action and right body management. Yoga is the union and integration of every aspect of a human being, from the innermost to the external of the individual soul with the cosmos, or the Supreme. Yoga scientifically deals with all of the levels of one's being, determined to experience the eternal center of consciousness. It aims to achieve physical fitness through control of body. Yoga has many forms specifically designed to suit different types of people. Yoga has both a philosophical and a practical dimension. The practice of yoga, leads or brings the practitioner closer to this mystical union - a state called self-realization⁹.

Yoga enhances every facet of physical fitness the mind/body energy exchange supports a mental clarity and concentration. Yoga provides whole some approach for obtaining "Chitta shuddhi" Patanjali defines yoga as control over the behavior of chitta - yogas chitta- vritti nirodhah (Yoga is control over the nature of chitta) According to yog chitta bhoomi is divided in to the five parts--- Control over these chittas is possible by continuous practices of Astanga yoga ie.-Yam, Niyam, Aasan, Pranayam, Pratyahar, Dharna, Dhyana and Samadhi. According to Sankhya, the mind plays a significant role in the process of the evolution of Prakriti. For that, there are many paths of yoga for attaining clarity of mind. Patanjali's ashtanga yoga acts as an instrument for attaining clarity of mind. Patanjali begins the sadhana pada, of the Yoga Sutras, with a discussion on the five great obstacles (klesas) to the practice of Yoga, namely, avidya (ignorance), asmita (egoism), raga (attachment), dvesha (anger) and abhinivesa (will to live). Elimination of these obstacles for Successful and healthy life may be done through yoga⁹.

Yoga helps us to put restraints on social behavior through yamas and personal inner behavior through niyamas and by regulating the activities of his gross and subtle bodies through the practice of asanas, pranayama and pratyahara, in the light of the Vedic concepts of human physiology, psychology and cosmology.

To perform effectively one needs to maintain healthy mind and body. Yoga propogates the aspects of Nitya Niyam this helps an individual to relax if not followed disturbs the mind and changes the temperament. And being temperamental sets the chores of the day on a wrong note.

Asana means to be stationary according to Kapil Muni it is to be in a state in which one feels comfortable whether sitting, standing or sleeping. According to Yoga there are six to eight chakras or energy centers in our body. They are :- Muladhar Chakra (Pelvic Plexus), Swadhisthan Chakra (Hypogastric Plexus), Manipur Chakra (Epigastric Plexus or Solar Plexus), AAnahat Chakra (Cardiac Plexus), Vishuddhi Chakra (Carotid Plexus), Aagyaa Chakra (Madula Plexus), Sahastrar Chakra (Cerebral Gland). These Chakras are the centre of energy and power. The chakras start from a specific point and are joint to the upper part of the body, by practicing the Pranayam and Dhyana these chakrya receive energy and vibrate at different frequencies. Each chakra presents us with the opportunity to establish a root relationship and to satisfy a deep soul desire. Each frequency holds the gift of a certain power, which enhances our human experience. As we tune into this power, we are internally empowered



to deal with the specific life challenges of that energy center or chakra and as a consequence to live more whole, meaningful and fulfilling lives. These chakras when activated in the right manner keep diseases away from human body and keep the mind and body healthy and energetic. Asanas are most effective when they are combined with pranayama.

Pranayama is a complete scientific system which brings relief from chronic disease and provides mental peace. Life is made of paanch Tatavas or elements- pit, kaf, deha most important is Vaayu (air) which is the only aspect of life that is mobile. Vaayu moves in the body freely and is full of rajas guna in our body. Our body is active only by the energy and power created by the pran (life). All glands in our body (heart, lungs and brain) are kept in a healthy state only by the pran. It is the pran that provides sight, hearing, smelling, speaking, intellect, digestion etc. and provides resistance to falling prey to diseases. Pranayama helps to control our body by removing all problems of the Jnanendriyas and the mind. According to the Gauraksh Shataka through Aasana we can control the Rajas Guna, the unnatural and altered patterns of behaviour gets removed through Pranayam negative and evil intentions and through Pratyahaar all mental problems get dissolved.

Regular practice of pranayama enables an individual to get rid of negative thoughts such as-ignorance, feelings of deception, wicked and evil thoughts, Conflicts and disputes, strife all which are offsprings of Tamas. It is a breathing exercise which strengthens the lungs, blood circulation because of which many diseases gets reduced carbonic gas in the body is lessened and oxygen increases in the body. Emotional problems like agitation, worries, anger, sadness, fear etc can easily be controlled by pranayama. Pranayama helps to improve memory, intelligence, wisdom, rational thinking, decision making etc.

Mind when cleansed of negative thoughts begins to concentrate on its own. If real clarity of mind is present, we experience quietness & peace within us. We will be able to recognize our dukkha or suffering that arises out of the incorrect understanding of avidya & we must know that we can avoid it. This is the real awareness & freedom from all bondage. Yoga provides the strength, improves posture/alignment to support our daily activities, flexibility helps to prevent injuries and keeps us supple and youthful. The breathing practices are the foundation and the link between the mind and the body, providing a valuable tool for releasing tension and reducing stress.

Dyaan /Meditation focuses on spiritual control of self and living life in a balanced manner. Meditation starts with the concentration of the mind on the external world, with the awareness of the gross objects composed of five elements: space, air, fire, water, and earth. The mind then proceeds to explore the cognitive senses (jnanendriyas), active senses (karmendriyas) and then to mind (manas) itself, which is the source of the other 15 evolutes through the process of withdrawal (pratyahara). The process reaches the last stage when ego (ahamkara), which is an agent of attachment and aversion and which provides the individual with false identities. Aim is to transcend this I-ness (ahamkara), all levels of attachment and false identities and reach the stage of Intelligence (Budhi). This is the stage where the individual consciousness is freed from the entanglement of the manifest world. But even Budhi is a construct or one of the evolutes of Prakriti. The goal of meditation is reached only when the individual self (atman) is completely separated from all relationship with Prakriti and comes to the realization of its reaching pure consciousness. This stage of the atman becoming completely separated from Prakriti to the self-realization of pure consciousness is called Kaivalya/Mukti in Sankhya-Yoga.

Nature of material world is such that we cannot be free from anxiety. Our dilemma is that we are always trying to make a solution of our problems. According to Patanjali the attention of the mind is systematically used to encounter, examine and to transcend every level of the manifestation of reality for moving inward to the core of being, which is pure consciousness.

The sum and substance of the yoga system is to control the agitated mind. In this system mind is controlled by focusing on the supersoul. This is achieving spiritual realization while performing all types of activities. All systems of yoga aim to purify oneself. Purification ensues upon the realization of one's actual identity.

CONTRIBUTION OF GITA IN MANAGING THE STRESS⁶:

India's one of the greatest contributions to the world is Holy Gita. Bhagwad Gita contains Lord Krishna's preachings to Arjun when he refuses to fight against his kith and kin. The sermons of Gita are counsellings to achieve mental equilibrium and perform tasks and duties as assigned⁶.

Management guidelines from the Bhagavad Gita

Management is a process of aligning people and getting them committed to work for a common goal to the maximum social benefit - in search of excellence.



The critical question in all managers' minds is how to be effective in their job. The answer to this fundamental question is found in the Bhagavad Gita, which repeatedly proclaims that one must try to manage oneself. The reason is that unless a manager reaches a level of excellence and effectiveness, he or she will be merely a face in the crowd.

The Bhagavad Gita, written thousands of years ago, enlightens us on all managerial techniques leading us towards a harmonious and blissful state of affairs in place of the conflict, tensions, poor productivity, and absence of motivation and so on, common in most of Indian enterprises today and probably in enterprises in many other countries.

The modern management concepts of vision, leadership, motivation, excellence in work, achieving goals, giving work meaning, decision making and planning, are all discussed in the Bhagavad Gita. Modern management thoughts deal with problems at material, external and peripheral levels while the Bhagavad Gita tackles the issues from the grass roots level of human thinking. Once the basic thinking of man is improved, it will automatically enhance the quality of his actions and their results.

Let us understand management concepts in the light of the Bhagavad Gita which is a primer of management-by-values.

Utilization of Available Resources

The first lesson of management science is to choose wisely and utilize scarce resources optimally. During the curtain raiser before the Mahabharata War, Duryodhana chose Sri Krishna's large army for his help while Arjuna selected Sri Krishna's wisdom for his support. This episode gives us a clue as to the nature of the effective manager - the former chose numbers, the latter, wisdom.

Attitudes towards Work

Gita tells us to develop the visionary perspective in the work we do. It tells us to develop a sense of larger vision in our work for the common good.

Work commitment

A popular verse of the Gita advises 'detachment' from the fruits or results of actions performed in the course of one's duty. The best means of effective performance management is the work itself. Attaining this state of mind (called 'nishkama karma') is the right attitude to work because it prevents the ego, the mind, from dissipation of attention through speculation on future gains or losses. Being dedicated to work means 'working for the sake of work, generating excellence for its own sake.'

Conclusion

Whatever may be the cause of stress it is evident that beyond a sustainable limit stress infuses a negative impact. Present work and lifestyle, work environment are open invitations to stressful situations on continuous basis. These stressful situations are often unavoidable and sometimes recurring at regular intervals. It is therefore important that individuals and organizations ways and means to deal with stress and stressful situations.



Working executives especially in the middle level are a easy prey to stress and stressful situations. They are required to meet targets at the end of the specific time periods. Completion of one set of targets invites another set of targets perhaps more difficult and larger than the earlier ones.

Efficiency and effectiveness of an individual is dependent on the healthy and sound state of human life. Organizations have recognized this fact and have adopted measures to reduce stress caused by work. It is equally important that individuals develop their own coping strategies.

Inefficiency and non performance cannot be tolerated in the extremely competitive and turbulent business environment.

To keep oneself fit and continue on the path of success individuals need to develop immunity to stressful situations by practicing Yoga. Pranayam, meditation and Dyan are all scientific methods that bring relief from not only chronic diseases but also helps to prevent human body from falling prey to physical, emotional and mental ailments. They also help to provide peace with oneself and the world. All systems of yoga purify an individual and cleanse him and his inner-self leaving him devoid of evil thoughts and deeds.

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