

IMPACT OF PHYSICAL ACTIVITIES IN MANAGING STRESS
AMONG CEOS IN THE MANUFACTURING SECTOR
AT SRI CITY INDUSTRIAL PARK

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Dedication

I dedicate this dissertation to my father – Mr. Janakiraman who always believed investing in education and acquiring knowledge is the best wealth accumulation than investing in property and materials. His affection, guidance, and trust in me have driven my passion towards continuation of my higher education while nearing half a century in my lifetime. His care and blessing from Heaven soothe me and gave me courage as well as comforting me to accomplish my challenges.

This thesis is dedicated to my family for their unconditional love, support, encouragement, and belief which have been the driving force behind my pursuit of knowledge and academic excellence and for always being there by my side. Special dedication to my incredible wife – M. Soundarya Saravanan who tolerated my disturbances in late nights and giving splendid support and being source of strength during this complete journey. Enacted as a leader, not only pushed me to focus, but also taught me the power of patience and perseverance. She is not only a life partner, stood by me from the kickoff day of this thesis till the final word to complete. Through her love and dedication, she reminded me every day to chase my dream. She is the heart and soul of this achievement.

Likewise, this dissertation is dedicated to everyone who works with passion and to those who have the determination and courage to pursue their dreams. Furthermore, this thesis is dedicated to all the C-Suite employees working hard with their crisis management, operational excellence, and driving profitability during their tenure as International Business Leaders.

Finally, I dedicate this work to the Almighty God who had given me the strength and wisdom through his grace which abled me to complete my course by facing all the challenges and hurdles during my work tenure to accomplish my academic pursuit.

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ABSTRACT

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This research is being conducted to explore and understand the problems of CEOs in managing stress and the effect of certain physical activity in coping up the stress to improve their quality of life. This study on stress management among CEOs in manufacturing industries helps the CEOs in identifying the factors which cause work stress and the effect of stress on them in the workplace. The study also emphasizes the ways the CEOs deal with stress and recommend best practices to effectively manage stress.

The central question posed is what to cope with mechanisms and strategies CEOs perform in manufacturing industries to manage stress. This study is done using descriptive research design methods and data collected by primary and secondary sources. The questionnaire method is used as the methodology to collect primary data for the study with CEOs of manufacturing industries at Sri City Industrial Park. The survey had been conducted through an online questionnaire to collect the data.

The findings of an Anova analysis done to look at and compare the variations in physical activity and the impacts of stress are shown in the forthcoming chapters. Analysing and contrasting variance resources can aid in determining which changes are important. This is the purpose of ANOVA. Since the value is greater than the significance threshold, the data demonstrates that there are no significant deviations. The respondents' level of physical activity has not changed in response to their level of stress.

It is concluded that based on the input given through the survey responses and the statistical analysis the result is not in favour of any respondents, despite continuous attempt to practice any physical activity to reduce their stress level, except the Vigorous intensive physical activity. This study and analysis report depicts that the Top Management Employees across the Sri City Industrial Park are experiencing a tough situation in managing their operations with elevated level of stress to turn around the company for achieving their goal and profitability.

It is imperative to have a workload sharing mechanism for such CEOs, who are lonely responsible for the Sales, Profit, Customer satisfaction, Operations Management, Staff Welfare, Statutory compliance, and Overall crisis management during the working tenure.

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CHAPTER I: INTRODUCTION

1.1 Introduction

In the modern world and concomitant lifestyle, people of all age groups are affected by stress and its dreaded consequences. Stress is a psychological and physiological response to demands or challenges that exceed an individual's ability to cope. It involves a complex interplay between emotional, cognitive, and physical responses. Stress can be triggered by a wide range of factors, including work pressures, personal relationships, financial issues, and health concerns. It has become vital to learn how to combat stress and thereby to cope with it. Stress management does not guarantee complete elimination, but it certainly helps people control the ill effects of stress. When something stressful happens, the body has a system in place that works to keep you safe in the face of potential danger. This process is regulated by parts of the brain, particularly the hypothalamic–pituitary–adrenal (HPA) axis, and with hormones such as cortisol (Russell G, Lightman S, 2019).

1.1.1 Concept of stress

Stress has become one of the major concerns of present times. It has become a buzzword and a legitimate concern of the time. Every walk of life is a victim of stress, which denotes pressures and irritants that people feel in life. People who are involved with their work and who spend a lot of energy finishing the job are supposed to be highly stressed and vice versa.

Stress is a situation in which an individual is incapable of handling a situation either because of lack of skill, knowledge or any other reasons which are beyond his/her control. It is mainly because of excessive pressure or other types of hassle placed upon an individual.

Stress leads an individual to deviate from normal state owing to unplanned or inappropriately intended system or work process, which in turn results in failures and non-accomplishment of goals. According to the Oxford Dictionary - stress implies mental pressure or worry affected by the problems of life, which usually gives rise to life-long illnesses putting pressure on the individual 's entity.

Thus, over the years, the term stress has been used in different ways by different theorists. Some have viewed stress as a stimulus event that presents difficult demands, while others have viewed stress as the response of psychological arousal elicited by a troublesome event. However, the emerging consensus among contemporary researchers is that stress is neither a stimulus nor a response but a special stimulus –response transaction in which one feels threatened. Hence, in this study, we define stress as any circumstance that threatens or is perceived to threaten one 's well-being and taxes there by one 's coping abilities.

1.1.2 Characteristics of stress

Stress is dependent on the situation but the individual reaction against stress is not alike. The reaction of an individual to a situation depends on his/her perception. Stimulus (external forces), response to stimulus, stimulus and the response interaction and comprehensive phenomenon encompassing all the three will be different. The basic characteristics of stress include:

- i. Stress has universal application.
- ii. Stress can be both positive and negative.
- iii. Actual stress is the result of ignoring the potential stress symptoms.
- iv. Stress arises due to interaction of people with some internal as well as external forces.
- v. Job stress arises at workplace.

- vi. Stress is related to the attitude of an individual.
- vii. The outcome of stress can be of either physiological or psychological disorders.
- viii. Stress is intangible in nature.
- ix. Stress is highly individualistic and impulsive.
- x. Stress taxes a person 's physical and psychological resources.

1.1.3 Understanding the stress response

When the body perceives a threat, real or interpreted, it coordinates a response between several systems, such as the HPA axis, the sympathetic nervous system (SNS), the parasympathetic nervous system (PNS), and the adrenal cortex (which releases stress hormones such as cortisol). This response helps you be prepared to deal with danger in the moment and then helps you recover from it (Becker et al., 2022, p. 2). The stress response is necessary for personal and species survival.

1.1.4 Stages of Stress

The body physiologically reacts to stress in three stages, called general adaptation syndrome.

Stage 1: Alarm

In this stage, your body is alerted to a stressor, which awakens the central nervous system (CNS) and prepares you to react. This is often referred to as "fight or flight."⁴ The stressor that triggers the alarm stage can be primary (a sudden, frightening experience, such as seeing a car heading toward you) or secondary (deliberately entering a stressful situation, like taking an exam). During the alarm stage, you might experience (Harvard) increased heart rate, rapid breathing, dizziness or light-headedness, appetite changes and cold sweats.

Stage 2: Resistance

During stage 2, your body tries to return to normal by bringing down your heart rate and lowering your blood pressure (Salleh, 2008, p.12). During this phase, your body begins to repair itself but may stay on high alert for a while. If your body doesn't successfully recover from stage 1, it can start releasing stored sugars and fats, which consumes vital resources and may cause you to overeat, eat foods that are not nutritious, or perform other unhealthy behaviours, feel exhausted or fatigued, feel anxiety or tension, have trouble concentrating and get sick.

Stage 3: Exhaustion

If stages 1 and 2 continue over time without resolution (your stress doesn't go away), you enter the third stage in which there is a breakdown of balance within the body ((Rodgers.K., 2014). This is known as chronic stress. Chronic stress can lead to a variety of health problems, including, diabetes, heart disease, stroke, high blood pressure, metabolic syndrome, mental health conditions, such as depression or anxiety, sleep problems, such as insomnia, increased susceptibility to infections, skin conditions, such as acne or eczema and menstrual problems.

Stress can cause many behavioural, psychological, emotional, physical, cognitive, and social symptoms. Stress affects multiple systems within the body, including the musculoskeletal system, respiratory system, cardiovascular system, endocrine system, gastrointestinal system, reproductive system.

1.1.5 Effects of Stress

a) Physiological Effects

Cardiovascular System: Stress can lead to increased heart rate, hypertension, and a higher risk of heart disease.

Immune System: Chronic stress can weaken the immune system, making individuals more susceptible to infections and illnesses.

Digestive System: Stress may cause gastrointestinal issues such as stomach aches, indigestion, and irritable bowel syndrome (IBS).

Musculoskeletal System: Stress can lead to muscle tension, headaches, and chronic pain.

b) Psychological Effects

Anxiety and Depression: Prolonged stress can contribute to the development or exacerbation of anxiety disorders and depression.

Sleep Disturbances: Stress can interfere with sleep patterns, leading to insomnia or poor-quality sleep.

Cognitive Impairment: Stress can affect concentration, memory, and decision-making abilities.

c) Behavioural Effects

Substance Abuse: Some individuals may turn to alcohol, drugs, or smoking as a way to cope with stress.

Changes in Eating Habits: Stress can lead to overeating or loss of appetite, affecting overall nutrition.

Social Withdrawal: Individuals under stress may withdraw from social activities and relationships, leading to isolation.

1.1.6 Stress Management Techniques

a) Physiological Techniques

Exercise: Regular physical activity, such as walking, jogging, or yoga, can help reduce stress levels by releasing endorphins and improving overall health.

Relaxation Exercises: Techniques such as deep breathing, progressive muscle relaxation, and meditation can help calm the mind and reduce physical tension.

Healthy Eating: A balanced diet rich in fruits, vegetables, and whole grains supports overall well-being and helps the body manage stress.

b) Psychological Techniques

Cognitive-Behavioural Therapy (CBT): CBT helps individuals identify and change negative thought patterns and behaviours that contribute to stress.

Mindfulness and Meditation: Mindfulness practices and meditation can enhance self-awareness and promote relaxation, reducing stress levels.

Time Management: Effective time management strategies, such as prioritizing tasks and setting realistic goals, can reduce work-related stress.

c) Social and Support Strategies

Social Support: Building a network of supportive friends, family, and colleagues can provide emotional support and practical assistance during stressful times.

Professional Help: Seeking help from a mental health professional, such as a therapist or counsellor, can provide guidance and support for managing stress.

Stress Management Programs: Many organizations offer stress management workshops and programs that provide practical tools and techniques for coping with stress.

1.1.7 Effects of Stress in the Industrial Workplace

a) Impact on Employee Health

Chronic stress can lead to physical health problems, including cardiovascular issues, gastrointestinal disorders, and musculoskeletal pain. Employees may experience fatigue, headaches, and other stress-related symptoms. Stress can contribute to mental health conditions

such as anxiety, depression, and burnout. Employees may struggle with emotional well-being and psychological resilience.

b) Impact on Work Performance

Stress can impair concentration, decision-making, and problem-solving abilities, leading to decreased productivity and efficiency. Stress-related health issues can result in increased absenteeism, impacting overall workforce availability and operational efficiency. Stress can lead to mistakes and errors in work processes, potentially compromising quality and safety standards.

c) Impact on Workplace Dynamics

High stress levels can negatively impact team morale and job satisfaction. Employees may feel disengaged or demotivated, affecting overall workplace atmosphere. Prolonged stress and dissatisfaction can lead to higher employee turnover rates, impacting organizational stability and increasing recruitment and training costs.

1.1.8 Long-Term Stress Management

Long-term stress management involves developing resilience and adopting a holistic to well-being. Cultivating resilience through adaptive coping strategies, positive thinking, and flexibility can help individuals better handle stress and to building resilience. Consistent practice of stress-reducing techniques, such as regular exercise, healthy eating, and relaxation, contributes to overall well-being and developing healthy habits. Setting achievable goals and managing expectations can help reduce stress and prevent burnout.

1.1.9 Stress and CEO

Because of the above cited importance of work stress, it is worthwhile conducting a study on the work stress among the employees in manufacturing industries to develop the industries and achieve great success in future forecasting in the workplace. While one can celebrate and feel

proud of being as top managing employee, one cannot forget its all-around effect on work lives of CEO of manufacturing industry. They are mostly contractual without any work stability. Still, they pay well and have a glitzy life. These experts are under continuous demand to provide target-oriented, reasonably priced services. Their sleep patterns are much changed by their requirement to coincide with the time zones of their clients.

Frequently, excessive work demands, rigid deadlines, extended working hours, anxiety over errors, lack of involvement in decision-making related to their roles, and challenges in team integration are common sources of stress among CEOs. Simply said, CEOs are always under stress and acquire many psychological and health-related issues. As such, they are known to suffer from weariness, despair, bad health, frequent absences, damped initiative, diminished commitment and drive with performance and desire of job move.

1.1.10 Physical activity

Physical activity is basically a practice which increases the fitness level while decreasing the stress and the enlightenment in mental aspect. Exercise improves strength and flexibility that focuses on the core muscles and on co-ordination of breath. Proper practice of physical activity, with a balanced diet with essential nutrients, keeps body hydrated and helps to keep their immunity system strong enough to fight against stress.

The number of working staff suffering from stress and stress-related illness is on the rise. In terms of the human body, stress can do many things from an increased heart rate to nausea, sharp muscle pain and tension headaches. Any prolonged stress can lead to many undesirable consequences like - fatigue, irritability, exhaustion, insomnia, ulcers, high blood pressure and heart disease amongst others.

Hence, this study will help CEOs to know how to prevent and lessen stress situations in their day-to-day living, and coping skills need to be urgently recovered and restored by them. Knowledge in this regard can help them to maintain both physical and mental well-being, to lead a sustainable lifestyle within a set of circumstances, conditioned by natural and other relevant factors because, for a purposeful living, the mind and the body needs to be strengthened.

Stress being an invisible factor may affect the CEOs, and this study is needed to review the stress level among the CEOs working in manufacturing Industry. As the working environment grows competitive and complex, stress at work is also bound to increase. The main objectives of this study were to investigate stress causes and how the job stress factor influences performance. This study is needed for the CEOs to understand the level of stress of their employees and to plan accordingly how to manage and overcome it.

1.2 Research Problem

Stress is an unavoidable factor in the life of a CEO. Stress has implications for both the individual and the manufacturing Company. A CEO, when stressed, can experience sickness, anxiety, depression, reduced productivity and leads to excess use of alcohol, smoking or drugs (Sharma, 2020, p. 87). Stress is a personal topic, hence it shows itself at the workplace in varied degrees depending on the person's nature. It plays an important part in coping with stress, for instance, habits of working close to the deadline or sociability (Timotius, 2022) High stress, however, can affect one's work performance, physical and emotional health for a long period. If the CEOs take care of their stress levels themselves, it will greatly reduce health issues and have a positive contribution to the success of the organization (Bakker et al., 2012, p. 677).

1.2.1 Source of Stress

a) External Stressors

High workloads, job insecurity, and struggles with colleagues can lead to substantial stress. The burden to meet deadlines and achieve performance targets often intensifies work-Associated Stress. Personal relationships issues such as conflicts with family or friends, relationship breakdowns, and caregiving responsibilities can contribute to stress.

Financial difficulties concern about debt, budgeting, and economic instability can be major stressors. Health problem such as chronic illness, injury, or health concerns can create ongoing stress and anxiety.

b) Internal Stressors

High personal standards such as perfection and the fear of failure can lead to self-imposed stress. Persistent negative thoughts and self-criticism can intensify stress levels. Past traumatic experiences can contribute to ongoing stress and anxiety.

1.2.3 Lifestyle Adjustments

Striving for a balance between work and personal life can help reduce stress. This may involve setting boundaries, taking regular breaks, and engaging in leisure activities. Engaging in activities that bring joy and relaxation, such as reading, gardening, or pursuing creative interests, can provide a healthy outlet for stress. Practicing self-care, such as getting enough sleep, maintaining a healthy diet, and engaging in activities that promote well-being, is essential for managing stress effectively.

Stress at the workplace commonly occurs chronically, that is until the employee is assigned to another job or goes on vacation. Chronic stress has been found to affect our body through a multitude of processes. The acute phase reaction, usually triggered by a destructive factor, initially involves a disease behaviour includes signs of depression, including mood, somnolence, exhaustion, decreased physical activity, social disengagement, and cognitive changes. (Mariotti, 2015). Stress had to be rightly identified at the right time and measures should be taken to control

the stress among the CEOs. Because of the above-cited importance of stress, it is worthwhile conducting a study on stress management among the CEOs.

1.1.9 Stress in the Industrial Sector

a) Workload and Job Demands

Excessive workloads, tight deadlines, and long hours can lead to high levels of stress. Employees may feel overwhelmed by the volume of work or the pressure to meet production targets. Complex tasks or responsibilities beyond an employee's skill set can contribute to stress, particularly if employees feel inadequately prepared or supported.

b) Workplace Environment

High noise levels, poor lighting, and inadequate ventilation are common stressors in industrial settings. These factors can contribute to physical discomfort and increase stress levels. Working in hazardous environments or dealing with safety risks can create significant stress. Concerns about personal safety and potential accidents can impact employees' mental well-being.

c) Job Security and Organizational Changes

Job insecurity and uncertainty about job stability, potential layoffs, or company restructuring can lead to stress. Employees may worry about their future and the security of their employment. Frequent changes in management, processes, or company policies can create uncertainty and stress for employees. Adapting to new systems or leadership can be challenging.

d) Interpersonal Relationships

Workplace Conflicts: Conflicts with colleagues, supervisors, or team members can create a stressful work environment. Poor communication and unresolved disputes can exacerbate stress. Authoritarian or unsupportive leadership styles can contribute to stress. Employees may feel undervalued or unsupported by management.

e) Work-Life Balance:

Struggles to balance work responsibilities with personal life can lead to stress. Long hours or high demands may encroach on personal time, affecting overall well-being. In stress is so common, it has been a popular goal of researchers to find effective ways to mitigate its negative

effects. Research has demonstrated numerous ways to deal with stress, one of the most common being physical activity or exercise (Tanner et al., 2019, p. 5). Exercise can improve one's overall mood and this in turn promotes stress reduction.

For example, regular exercise can increase self-confidence and decrease symptoms associated with anxiety and depression. Exercise is related to increased performance in working memory and cognitive flexibility, as well as the speed of information processing. Researchers have also demonstrated that physical activity prevents mild cognitive impairment by improving blood flow (Mebini et al., 2020). Thus, all these effects of exercise can also impact stress levels. Physical activity can also increase cognitive functioning (Mandolesi et al., 2018)

Stress is prevalent in everyone's life. Since it can significantly impact decision making, it is important to find a factor that could tone down the effects of stress when people are tasked to make important decisions. Research supports the hypothesis that physical activity can reduce the negative effects of stress. This research helps us to find the effects of physical activity on the body and mind in managing stress and its relationship to well-being of CEOs in a manufacturing sector.

1.3 Purpose of Research

The ability to deal with stress is one of the key qualifications of people working in management positions. The stress experienced by CEOs and managing directors goes far beyond the individual and affects other members of the working community. Work stress is present when the demands of work overcome humans' available resources and capabilities. Stress defined as a physical and emotional response to the work-life imbalance is a psychosocial factor of work that has both psychological and physical effects (Kundaragi & Kadakol, 2020, p. 1).

It can be especially harmful to mental and physical health when it is chronic or excessively intense. Indeed, persistent stress that is difficult to deal with may result in mental diseases

characterized by symptoms related to anxiety and depression (Chesnut et al., 2021). Psychological stress can cause acute physiological effects in the body, such as increased heart rate and blood pressure, which can lead to future health consequences, including an increased risk of many non-communicable diseases (Huang et al., 2023, p. 5).

Currently, due to the rapid acceleration of the world's technology development and the related emergence of many new various stressors, stress at work has become a public health issue. Work-related stress is one of the most serious challenges in the field of occupational health and safety (Thoits, 2010). These issues have a significant impact both on employees' health and on national organizations and economies. Management positions are exposed to numerous stressors at work, which makes them one of the most stressful occupations.

A high prevalence of stress is evident in the current western societies. A recent survey obtained in the United States indicated that over two-thirds of the 2020 adult respondents from the general population experienced symptoms of stress such as irritability, anger, fatigue, and sleeping irregularities. Similarly, in Europe, the average prevalence of work-related stress in 2005 was 22% among the 27-member states, ranging from 12% in the United Kingdom to 55% in Greece (Schneider et al., 2011)

Effective stress-reducing techniques are much needed considering the great frequency of stress. In other words, there is a growing need for stress managing techniques “that can be easily utilized by large numbers of people that are readily available, inexpensive and have minimal side effects” (Henriques et al., 2011)

Various national and international organizations have provided physical activity recommendations across the lifespan. The overwhelming evidence indicates that a lack of exercise

is associated with an onset of 40 chronic conditions/diseases and premature (Ruegsegger & Booth, 2018, p. 2). Moreover, it is precisely the lack of physical activity that can be a stressor.

The studies suggested that higher physical activity is associated with better well-being, quality of life as well as lower stress, depressive symptoms and anxiety. Additionally, Burton et al (2012, p. 4) provide interesting evidence that moderate levels of exercise can mitigate abuse by supervisors targeting their subordinates and thus have a positive effect on well-being at work. Moreover, with the growing awareness of a healthy lifestyle, one can get an impression that staying in good physical shape belongs to the image of a modern manager or CEO.

The previous research has confirmed that managers positively or negatively affect employees' mental health in the workplace; by influencing exposure to psychosocial risk factors such as work overload or decision-making freedom, and by helping employees to cope with work-related stress (Westman et al., 2004). The above phenomena constitute evidence of the need to increase knowledge about the problem in order to take effective preventive actions. In times when people are less active, the significance of studies on the positive impact of exercise on managing stress and mental health is critical.

So, the main background of doing this research is to review the literature pertaining to the effectiveness of physical activity as a treatment strategy for coping with stress with CEO. In the first part of this review, stress definition and manifestations, as well as a stress-coping model are presented.

Then, results on how physical activity affects stress and accompanying symptoms are compiled. In the second part, the psycho-physiological mechanisms related to stress, and several hypotheses concerning the underlining mechanisms of the physical activity-stress link are reviewed. Finally, limitations, implications, and an overall conclusion, are presented.

1.4 Significance of the Study

The significance of the research is predetermined to demonstrate what the study will achieve when completed.

To identify the effect of physical activity on stress among CEOs.

To know the level of stress in them.

To identify physical, emotional, and mental effects of stress.

To ascertain the methods adopted by CEOs to overcome their stress.

To ascertain the methods adopted by companies to overcome their stress.

To identify the steps further required for handling stress among CEOs.

To investigate the importance of stress management in manufacturing industries.

1.4.1 Scope of the present study

Common occurrence and present in any company regardless of size and type is stress. The volume of stress may vary from industry to industry and firm to firm. Organizations adopt their own stress management practices that help employees feel calm and overcome the difficulties experienced by them. Such stress management practices can be seen more in private sector as this sector is highly prone to stressful activities.

The scope of the present research study/investigation is limited to CEOs of manufacturing sector of Sri City. The main emphasis of the research project is on the identification of stress factors and their negative consequences. The study seeks to emphasize the most appropriate techniques of stress management for handling the issue. This will enable them to meet effectively the several challenges presently faced by them.

1.5 Research Purpose and Questions

The current study aims to clarify the responses to the following research questions:

1. What are the causes of stress among CEOs in the manufacturing sector?
2. What is the extent of their stress?
3. What are the implications of stress on one's health?
4. What are the physical activities adopted by them to handle their stress?
5. What are the stress reducing strategies adopted by them?
6. What further steps can be used to ease their stress?

1.5.1. Need for the study

When faced with work demands and pressures that are not consistent with their knowledge and skills and which evaluate their capacity to cope, people may exhibit the reaction known as work-related stress. Under stress, people struggle to keep a healthy balance between work and nonwork life and at the same time, they may engage in unhealthy activities, such as smoking, drinking and abusing drugs.

The prevention of work stress can be reduced through ergonomics, work design, organizational and management development, worker training, to develop more sensitive and responsive management systems and enhanced occupational health provision (Leka et al., 2003). Finding any research on the topic of the top management officials health habits and their ways of stress management and focusing on a simple physical activity like breathing, walking, or eating a healthier diet. Give special attention to this neglected research topic and examine the current relationship between physical activity and stress among CEOs.

CHAPTER II:

REVIEW OF LITERATURE

2.1 Introduction

Physical activity is a practice which increases the fitness level while decreasing the stress and the enlightenment in mental aspect. Exercise improves strength and flexibility that focuses on the core muscles and on co-ordination of breath. Proper practice of physical activity, with a balanced diet with essential nutrients, keeps the body hydrated and helps to keep their immunity system strong enough to fight against stress.

The number of working staff suffering from stress and stress-related illnesses is on the rise. In terms of the human body, stress can do many things from an increased heart rate to nausea, sharp muscle pain and tension headaches. Any prolonged stress can lead to many undesirable consequences like - fatigue, irritability, exhaustion, insomnia, ulcers, high blood pressure and heart disease amongst others.

Hence, this study will help CEOs to know how to prevent and lessen stress situations in their day-to-day living, and coping skills need to be recovered and restored by them. Knowledge in this regard can help them to maintain both physical and mental well-being, to lead a sustainable lifestyle within a set of circumstances, conditioned by natural and other relevant factors because, for purposeful living, the mind and the body need to be strengthened. Several researchers have investigated the problem of stress management and effective coping methods. A review of these investigations presented here.

2.2 Work stress definitions

Occupational stress is the inability to cope with pressures in a job, because of a poor fit between someone's abilities and his/her work requirements and conditions. It is mental and physical condition which affects an individual's productivity, effectiveness, personal health, and quality of work (Comish and Swindle, 1994, p. 26).

According to European Commission, DG, guidance on work-related stress Kristensen et al (1999), Work stress is _the emotional, cognitive, behavioural, and physiological reaction to aversive and noxious aspects of work, work environments and work organizations. It is a state characterized by elevated levels of arousal and distress often by feelings of not coping.

In the European Journal of Epidemiology by Shigemi et al, (2000, p. 375), Job Stress refers to the emotional, cognitive, behavioural, and physiological reaction to aversive and noxious aspects of work, work environments and work organisations. It is a state characterized by prominent levels of arousal and distress and often by feelings of not coping.

Work stress is transitional arousal state between objective stressors and strain where strain is reaction to the condition of stress. (Dollard et al, 2001).

Occupational stress is any discomfort which is felt and perceived at a personal level and triggered by instances or situations that are too intense and frequent in nature to exceed a person's coping capabilities and resources to handle them adequately was well explained (Mackay et al, 2004, p. 101).

It is as an inability of an individual to meet the demands from job due to the imbalance in the person-environment 'perceptions (Holmlund-Rytkönen & Strandvik, 2005)

Labelled job stress as a work-related psychological pressure and a worker 's ability to respond and grip the specific situation at workplace skillfully Chen (2008, p. 16).

(Salami, 2010) explained that Occupational stress can be defined as the experience of unpleasant negative emotions such as tension, anxiety, frustration, anger, and depression resulting from aspects of work.

Different work stress models have been proposed as well. Isabella (1989) proposed a model where stress is defined in terms of the imbalance between demands from the work environment and the ability of the individual to meet those demands. This imbalance can be caused either by too much work to do or too many responsibilities to undertake or a combination of both. Greenhalgh and Zev (1984, p. 445) examined how monotony and under-stimulation at the workplace also results in work related stresses. Such stresses are most found amongst workers in assembly lines, data entry jobs and amongst those who are under-employed.

2.3 Workplace stress

Workplace stress is dependent on the work itself. Different jobs call for different traits with different sets of required knowledge. Statt (1994) observed that, aside from mining and police employment, construction work is another quite demanding career due of the nature of the labour. The excessive pressure construction workers faced on their workplace has had negative effects on their health and output of work. Enshassi et al. (2015, p. 75) on the other hand discovered that job burnout and work stress had no bearing on the safety performance of the building sector.

Moreover, depending on the type of work one does—a desk job or a field job—different degrees of stress are involved. According to the research by Swaminathan and Rajkumar (2010) field work causes more stress than a desk job. Stress is a personal issue; hence it shows itself differently depending on the nature of the person working on it. It is crucial for managing stress; for example, socializing or working near the deadline shapes habits.

Other job-related stressors include inadequate remuneration, the working environment, organizational stress, employee conflicts, poor organizational communication, job demand, job role, unspecified employment requirements, a lack of authority, and a lack of adequate facilities (Chen et al, 2006, p. 16; Ibem et al, 2011, p. 55; Leung et al, 2010, p 235; Raitano and Kleiner, 2004, p. 33).

Ng et al. (2005, p. 279) compiled poor compensation, inadequate space for innovation, and unpredictability of job requirements as organizational related stresses.

Haynes and Love (2004) included as the employment stressors work overload, long-hour shifts, and work-family problems. The main pressures in the company, according to Enshassi et al. (2015, p. 75), are insufficient safety training, lack of stability, poor safety performance management, low wages, unfair rewards and a punishment system, the management concern on productivity without safety and well communication.

Likewise, organizational performance and work stress have negative correlation (Cotton and Hart, 2003, p. 124; Elovainio et al, 2002, p. 107; Cooper et al, 1985) claim that combining many layers comprising environmental and personal variations has helped to classify the causative stresses more generally. Work stress results from an imbalance between the employee's needs, competencies, and requirements to reach a given work target (Blaug et al., 2007, p. 18)

Kalpana and Jayashree (2018, p. 14) conducted a study on stress at workplace with reference to Axles India limited. The aim of this study is to find the stress level of employees at workplace and employees' satisfaction towards the management practices and work stress. The researcher collected one hundred samples through questionnaire and the statistical tools used were a chi-square test. The researcher concluded that majority of the employees are happy and can cope with stressful situations and the study revealed that only few employees fall under low stress

category, and more than half of the employees are highly stressed & need prevailing in the organization to some extent.

Kihara and Mugambi (2018, p. 2397) conducted a study on the effect of stress management strategies on employees' performance in the public service. The main aim of the study is to evaluate the influence of stress management strategies on employees' performance. The sample is collected from four hundred employees and used multiple linear regression as the tool for the study. This study concluded that organization should create awareness to employees to enable them to be aware of utilization of stress management strategies available in the organization that can result in improved performance.

Peswani and Kalani (2019, p. 799) conducted a study on stress management among employees. The purpose of this study is to identify the effect of stress on individual life and to identify the different methods & techniques of reducing stress. They collected eighty samples through questionnaire. The researcher concluded that employees dread with the way that the lack of quality work puts weight on them, the professionals should exhibit self-control and good self-esteem, engage in continuous professional development on skills for better organization, integration of work within specified project constraints and delegation of assignments, authority and breaking work into manageable parts to be able to cope with stress.

The demand control model proposed by Cascio (2013, p. 1111) states stress is caused by high demand and a lack of control which results in more strain in the workplace. High demand combined with high control, which is the characteristic of many high strain jobs, were not found to be associated with enhanced health risks. Band and Tustin (2011, p. 44) indicate how social support, or the lack thereof contributes to excessive stresses and strains.

Important levels of work-strain combined with low levels of support results in more stresses and strains and heightened health risks. Social support is therefore considered to be necessary as a buffer against health-related risks under stressful conditions at work.

Murthy and Narasimha (2008) identified six factors that contribute to stress levels amongst IT professionals in India. These include demands of the job, control over work, colleagues, managerial support, work levels, job clarity and organizational change. This report recommended training to manage and control stress in the workplace.

2.4 Workplace stress and productivity

Samani et al (2014, p. 417) discovered in the manufacturing sector that the workplace might serve as a starting point for happy mood. Sadly, especially in the manufacturing industries, the workplace sometimes causes stress in individuals. Among the most important health risks for workers are those related to stress (Rengamani et al., 2017, p. 150). It influences psychological and bodily problems as well as possible negative effects including production.

Particularly in developing nations where employee health has never been given any importance, this productivity problem is getting more severe and complicated. Stress at the workplace can compromise one's well-being through physical, psychological, emotional, and behavioural behaviours can be related to heart attacks, hypertension, and other disorders (Blaug et al., 2007, p. 23).

Workplace stress is a normal condition and sometimes necessary, consider the suitability of employees in the work environment rather than their job characteristics. High stress, however, can affect one's work performance, physical and emotional health for a prolonged period. Should staff members manage their own stress levels, this will significantly lower health problems and help the company to flourish (Bakker et al., 2012). Severe job stress fuels anxiety, inferior

performance, illness, and absenteeism in productivity issues (Crandall and Perrewe, 2020). Unlike ordinary stress, noxious stress stays and keeps rising. This has undesirable, detrimental consequences for work performance, mental and physical aspects alike.

Physiologically, stress wakes the human brain, signals the nervous system to defend the body as a response, and releases endorphins to increase alertness. The neurological system becomes attentive and produces hormones to raise awareness; some symptoms of a change in pulse rate and tense muscles follow from this. This is known as a fight or flight response; therefore, it is imperative to assist the body in becoming ready for threatening conditions. This reaction is the same whether the cause of stress is employment or other events. Lesser effects on the body would be acute or transitory stress.

If an intense situation is not managed, however, the body will get tenser over a longer period because of more devaluation. The main factors causing a great spectrum of employee health-related stress are psychological ones. They cause restlessness, cardiac ailments, stomach difficulties, absenteeism, disappointment, tiredness, musculoskeletal disease, accidents, work-family conflicts, and many more problems.

They may result in low productivity, errors at work, work accidents, less accountability, low morale, and labour lawsuits leading to additional costs and losses for the company. Commonly occurring chronologically at the office, stress usually lasts until the employee is allocated to another job or on vacation. Our body has been shown to be affected by chronic stress via several channels. Certain brain areas correlate macroscopic and physical changes in neural networks (Mariotti, 2015). Workers experiencing work-related stress have much more leukocytes circulating than those without such stress. Usually prompted by a destructive source, the acute phase reaction

starts with disease behaviour including symptoms of depression, such as decreased physical activity, social withdrawal, mood, somnolence, fatigue, and cognitive changes.

Vijayaraj (2018, p. 193) conducted a study on stress management in M.S Knitting mills at Tirupur. The purpose of this study is to know the reasons for stress among the employees and the ways used by employees to cope with the stress generated at workplace. The researcher collected one hundred samples through a questionnaire. The researcher concluded that the productivity of the workforce is the most decisive factor as far as the success of an organization is concerned. organization should create awareness to employees to enable them to be aware of utilization of stress management strategies available in the organization that can result in improved performance and employee retention.

Chandra Sekhar Patro and Sudesh Kumar. K (2019, p. 417) conducted a study on the effect of workplace stress management strategies on employee's efficiency. The study was conducted to examine the effectiveness of stress management strategies adopted by private enterprises and their effect on employees' efficiency. The sample collected from 240 employees through questionnaire and the statistical tools used were one way ANOVA.

The researcher determined that stress management interventions and training and development significantly impact staff efficiency. It is essential for private firms to allocate resources towards formulating strategies and interventions aimed at mitigating workplace stress.

Research conducted by King (2009) indicates the importance of good relationship with supervisors, support from superiors and support from fellow colleagues in eliminating work-related stress hazards. Lewin and Johnston (2008, p. 254) point out that the real cause of occupational stress is not the work environment but is more dependent on the persons involved in the workplace and hence the most effective way to reduce and even eliminate stress is to change

the person-based factors. Research conducted by Morden (2011, p. 240) amongst retail associates of an apparel firm in London found that higher demands on the job combined with lowered levels of support at work can cause higher levels of job stress.

This finding was corroborated by Noer (2011) who conducted similar research in Belgium where it was found that a supportive work environment in the form of support extended by both the fellow workers and supervisors resulted in minimization of work-related stress disorders like coronary disease. Porras et al (1992) point out that the low supervisor support in manufacturing concerns is one of the major reasons for work-related stress.

2.5 Stressors

Various phrases used synonymously with stress are pressure, worry, and irritation. Stressors are the elements causing stress. Stress originated in the 1930s with Canon (1932), who developed the "fight or flight" hypothesis to underline how living entities react to hostile surroundings. The term "Stress" initially entered life science thanks to Selye (1956). It is derived from a Latin word "Stringere," meaning "to be drawn tight,"

According to Robbins (2003, p. 595) - "Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important". Bennet (1994) defined stress "as a wide collection of physical and psychological symptoms that result from difficulties experienced by an individual while attempting to adapt to an environment".

For companies, stress in the workplace has become a major concern. According to the National Institute for Occupational Safety and Health, workplace stress affects about eighty percent of employees. "Stress is caused by heavy work demands in the job itself" (Keeley and Harcourt, 2001, p. 109). Work stress is defined as "the harmful physical and emotional responses

that occur when requirements of the job do not match the capabilities, resources or need of the worker.” High demands of job and little control of the situation leads to stress (Sauter and Murphy, 1995).

Physical demands, work demands, role demands, and interpersonal pressures were four primary types of stresses suggested by Quick and Quick (1984). Five main organizational stresses according to Hendrix (1994) are work overload, control supervision with support, work autonomy, role conflicts and role ambiguity. Cooper and Marshal (1976) identified “intrinsic nature of work demands, employee intrinsic role participation, interpersonal workplace conflicts, slow career progression and fragmented organizational structure & climate” as the five broad factors causing workplace stress.

The stress of work is found in all professional jobs (Premkumar & Ganapathi, 2018, p. 61). However, CEOs are known for their extremely high stress level because CEOs work long hours, make high-stakes decisions such as layoffs or plant closures, and face uncertainty in times of crisis (Bandiera et al., 2020, p. 17). These jobs are mostly contractual, highly target driven and result oriented. Globalization, cutthroat competition, fear of obsolescence, threat to job security is some of the major reasons of high stress for CEOs.

Several researchers have investigated the problem of stress management and effective coping methods. A review of these investigations is presented here.

2.5.1 Stress due to work overload

A study conducted by (Yan & Xie, 2016, p. 307) states that “Work stress define as a series of physiological, psychological and behavioural responses due to the continuing effects of one or more stressors on individuals in an organization”.

In another study by (Yaribeygi et al., 2017, 1057) emphasized that muscle tension, increased heart rates associated with high blood pressure, are all due to the stress leading to gastrointestinal, cardiovascular, respiratory, musculoskeletal, skin, immune, and pathophysiological disorders.

The relationship between —occupational stress, ill health and organizational commitment was researched by Viljoen and Rothmann (2009) found that organizational stressors influenced significantly to ill health. Stress about job security contributed to both physical and psychological ill health. Low individual commitment to the organization was predicted by five stressors, such as Work-life balance, Overload, Control, Job aspects and pay.

Banu et al (2010, p 8) looked at elements producing employee stress and looked at how well applied stress management techniques worked for SRF Limited, a private sector company. According to the report, the primary causes of work stress among employees are job-security threats, high targets, heavy workload, and noise pollution. The management must act immediately with appropriate steps to reduce work stress.

Rawal & Mhatre (2018, p. 15) carried out a study looking at the pressures, their consequences, and coping strategies teachers in self-financing institutions used. Among these workers, the study found that excessive workload is the main source of stress. Many times, they had to give up their domestic duties to finish homework assigned to them at the university. It was noted that even under excessive pressure they somehow balance their social lives.

Among stress and excessive work, job anxiety and issues in occupational relations, psychological and physical situation, interaction and job conviction Nelson & Burke (2000) had shown a strong correlation. Stephens and Long (2000) highlighted several aspects of interaction that have indicated the divergence in post-traumatic stress disorder and physical indication with

unique effects for many spheres of life. Some of them were found, while analysing excessive stress in terms of indicators for subcategories at different forms of interaction, including conventional communication which could be problematic for the simplicity of speaking about supporting interactions with employment. Lewig and Dollard (2001) presented that negative operational condition results from stress-related epidemic expenses at the workplace.

A study on stress management with special reference to a private sector unit. The purpose of this study is to know the impact of organisational factors that contribute stress to the employees and to find the impact of individual factors that contribute stress to the employees. The sample is collected from eighty-five employees and the statistical tools used were one way ANOVA. The researcher concluded that employees' job role is stressor in the organization and some employees agreed that noise pollution is also major stressor in the organization. The study recommended that the organization should concentrate on the employees so that they can keep an eye on their performance and productivity (Banu, Santhosh and Venkatakrishnan, 2010, p. 14)

Akankshi Singh and Gupta (2016) conducted a study on stress management of banking sector employees. The aim of the study is to determine the cause-effect relationship between factors causing stress and their impact on bankers' personal life and health. The sample is collected from fifty employees. The researcher concluded that stress in the banking sector is mostly due to excess work pressure and work life imbalances. The organization should support and encourage taking up roles that help them to balance work and family.

Ekienabor (2016, p. 129) conducted a study on job stress on employee's productivity and commitment. The purpose of this study is to investigate the impact of job stress on employee's productivity and commitment among academic staff on Nigeria universities. Field study was conducted with questionnaire and statistical tools used are chi-square analysis. The researcher

concluded that there was an impact of job stress on employee commitment, thereby causing decrease in the employee's performance.

Rohit Yadav (2017) conducted a study on stress among employees in Banking industry. The study was conducted to find out the level of stress exists among the employees of the Banking Sector and to figure out the possible reasons for stress. The sample is collected from two hundred employees working in different Public Sector Banks and Regional Rural Banks fall under the National Capital Region of India. The researcher concluded that most of the employees are under stress in the Banking Industry, which is impacting their health and wellbeing. Stress management should be done on an individual level as well as organisational level.

Bhattacharya and Basu (2007) observed distress, wellness and organizational role as determinants of stress amongst IT professionals and the study revealed that women experienced more stress as compared to men, and older professional experienced higher levels of stress as compared to their younger counterparts. The level of distress was found to be predictable from life events and the coping resources provided to employees.

Walkey et al (2013) conducted several studies on burnout, exhaustion, and work overload. They explained how job-related stress negatively impacts job skills, proves costly for employers, and is reflected in lower productivity and reduced motivation. Their study indicates how poor relationships with managers and the perception of unsympathetic management also significantly contribute to stress levels.

2.5.2 Stress due to experience

Khalid et al (2012, p. 487) in his research titled Role of Supportive Leadership as a moderator between job stress and job performance, have found that there is a direct relationship between stress and job performance in any organization. To improve the performance of an

individual in an organization an employee should receive good support from their leaders. Therefore, a supportive leader can improve the performance of an employee even in unfavourable situations.

Kumar Sharma et al (2012, p .17) The level of stress within a role varies because of individual difference in mindset, age, gender, and performance in job. However, several factors that influence stress are age where the younger employees are more stressed as compared to other employees, level of qualification, pay, authorities of control, awards, word of praise, improved designation and working couples. The study recommended a reinforcement approach that should be positive in nature to reduce the degree of stress at the workplace.

Sinha & Subramanian (2012) The study highlights that various levels of organization experience different organizational role stress. It also states that stress is influenced by various focus like shortage of resources, Inadequacy within a person, overload with a role, stagnation of a role and isolation and expectation of a role.

Sujatha and Raju (2013, p. 5) looked at stress management for MNC employees in Chennai City. The study revealed that employee stress had nothing to do with gender, age, present position, or overall experience. Using appropriate stress management techniques helps organizations to lower employee stress to a more significant degree.

Gopika (2014, p. 31) investigated in the banking sector the effect of experience over stress degree. According to the survey, most bank staff members were stressed out. The study recommended open lines of communication and suitable job-oriented initiatives to lower staff work-related stress. The investigation also recommended changes in the way the company managed grievances.

Pal et al (2018, p. 103) examined work related stress & professional adjustments among medical professionals. The study noted that senior doctors experience nineteen higher stress due to several responsibilities on their shoulders whereas junior doctors do not face such problems. According to the study, doctors would be able to manage their stress better if accepted rules were provided to them. This helps their life to become purposeful and enables improved performance of their responsibilities.

Jayaraj and Dharmaraj (2017, p. 613) conducted a study on stress management practices adopted by small scale manufacturing units in Coimbatore. The study aims to analyse the factors influencing stress and to study the relationship between job profile and level of stress among the employees. 120 samples have been collected through the questionnaire. The tools used under the study are chi square analysis. The study found out that the employees have less or more work experience, it does not have any impact on the level of stress among the employees and the educational qualification of the employees does not have any impact on the level of stress among the employees.

Aziz (2004, p. 353) believes that organizational stress originates mainly because of organizational demands placed upon the individual employee. Stress is directly proportional to the seniority of the role occupied by the individual, i.e., the more experience the more stress. It was found that women were more impacted by the resource inadequacy factor followed by role overload and personal inadequacy. It was also found that married employees across all genders experience more stress than their unmarried counterparts.

Mohan and Ashok (2011) explored the influence of age and experience on stress and depression amongst female call center employees and on female IT professionals in Bengaluru (Karnataka). Their study had manifold purposes including: (i) ascertaining the level of stress and

depression experienced by women IT professionals (ii) understanding the impact of age and experience on stress and depression (iii) studying the relationship between stress and depression and (iv) examining the factors causing stress in software companies. It was found that female software professionals experienced moderate levels of stress. This study also indicated that 85% of the respondents experienced medium levels of depression and stress, and that both age and experience influenced overall stress and depression experienced by employees. The most significant finding from this research was that there is a strong and positive relationship between depression and overall levels of stress.

2.5.3 Occupational stress

The term “occupational stress” refers to the feelings and experiences that develop because of an individual’s inability to cope with the exceeding demands of his job. Nowadays, occupational health problems can cause significant economic loss. It may produce both overt psychological and physiological issues in an individual and may also cause subtle morbidity that can affect an individual’s personal well-being and productivity (Reichel et al., 2018).

“Increased workloads, downsizing, overtime, hostile work environments, and shift work are a few of the many causes of stressful working conditions” (Quick et al., 1992).

Extant literature emphasizes that occupational stress is a widespread phenomenon that affects individuals in various industries. The prevalence of occupational stress is significant among teaching professionals. National-level research carried out on academic professionals in the US, UK, and Australia reported serious work-related stress accompanied by decreased job satisfaction, frustration, reduced morale, increased drug use, to sleep, and health-related concerns such as fatigue, lifestyle disorders, heart disease, and psychosomatic illness leading to absenteeism and decreased productivity.

According to Tytherleigh et al (2005, p. 57) teaching professionals experienced a higher level of occupational stress due to factors such as inadequate control over decisions, insufficient resources, inadequate communication of job-relevant information, work-life interference, inadequate time to perform their duties at the desired level of quality, and inadequate compensation and benefits. A study conducted by Reddy & Poornima (2012, p. 109), considerable proportion of university teachers (74%) report experiencing moderate to elevated levels of occupational stress, while a substantial majority (86%) report experiencing professional burnout.

Michailidis & Georgiou (2005), The author focusses on the degree of occupational stress that is influenced by the factors like level of education, various patterns of their relaxation and any other habits like drinking or smoking. The implications say that consuming alcoholic drinks is the main factor that determines the degree of occupational stress in an individual.

Chisholm et al (2009) in their research titled - Occupational Stress & Psychological Well Being following University Relocation they describe and analyse that management standards for work related stress (demand, support, control, role, relationships and change) can be analysed by examining 1) overall levels of psychological strain 2) job satisfaction, and 3) the psychosocial working conditions.

Urakawa & Yokoyam (2009) stated in their work on; Sense of Coherence (SOC) may Reduce the Effects of Occupational Stress on Mental Health Status among Japanese Factory Workers, has found the result i.e., adverse effects on mental health due to the job demand and job stress was positively associated with SOC, the mental health status of males in managerial work was adversely negative, where as it was positive among the female co-workers. Finally, they found that SOC is a crucial factor determining the coping ability over the job stress for both the genders.

Majidi et al. (2012, p. 2167) looked at how stress management related training affected employee happiness in ports and shipping. The study found that the happiness of employees and occupational stress have inverse relationships. By helping developing employees to control their emotional state and lower their occupational stress, training seminars aid to increase organizational efficiency. This increases employee satisfaction and helps to reduce the expenses related to work desertion, staff replacement, and transfer.

Narban et al. (2016) investigated conceptual aspects of professional stress together with its repercussions later. According to the study, too little stress produces boredom, indifference, and inferior performance; too much stress at the workplace produces a toxic effect. Job stress and contentment have inverse correlation. Occupational stress shows itself as organizational, environmental, and personal factors. Stress is cumulative; job stress and role stresses have a favourable relationship. Occupational stress should be controlled and turned to minimum so that the company has a suitable work atmosphere.

Krithika & Rajam (2018, p. 398) looked over forty-seven research papers on occupational stress experienced by women workers. Most of the research studies, the reviewer observed, were conducted on women employed in BPOs, IT firms, school level teaching and home. There were quite few studies done on college women teachers. As such, the researcher tried to investigate this subject to learn about the pressures as well as the coping mechanisms applied.

Spector, (2002, p. 133) different countries regard job stress as a major physical and psychological problem. Stressful working situations cause employees to feel tense, experience physical health problems both short term and long term and have an irregular and illogical attitude toward their jobs. Excessive work and strict rules have an undeviating relationship with coping

mechanisms and issue resolving solutions. Moreover, connected with these techniques are strain and task stresses.

Vinothini. G (2020) conducted a study on stress management among the employees of private sector life insurance company with reference to Chennai city. The objective of this study is to investigate the occupational stress and impact on the employees. The sample is collected from five hundred employees through questionnaire and the statistical tools used were chi-square test and KMO and bartlett's test. The researcher concluded that there was an impact of job stress on employee commitment, thereby causing decrease in the employee's performance.

Floyd and Woolridge (2012) observed that the less the level of job satisfaction, the more the level of occupational stress. Jones (2011) indicates that participation in decision making determines the extent of job satisfaction where the employee is encouraged and allowed to participate in decision making activities, then there is more job satisfaction and less stress. Kozlowski et al (2013) views that preventing employees from taking part in decision making activities is one of the main causes of work-related ailments. Muirhead (2013) points that restriction on freedom of the individual and identity are further causes of occupational stress.

Whittington et al (2012) states that improper behaviour on the part of the management and poor supervisory styles are the main causes of occupational stress. Other factors which contribute to occupational stress include poor communication styles, lack of leadership and of clarity about the vision, mission, and the objectives of the organization as well as the very nature of the organization itself.

Mansor et al (2010) conducted research amongst employees of a tax office in Malaysia. They found that organizational culture was directly correlated to employee job stresses and job satisfaction levels. According to Cameron (2012) a lack of clarity on the path ahead in terms of

career growth has been the main source of work-related stress. This lack of clarity shows up as inadequate training and development, bad promotion procedures, job insecurity, and reduced wages. Brockner (2011) found that the most common manifestation of frustration in career growth is coronary heart disease (CHD).

Decision control is an important contributor to work-related stresses. It represents the extent to which employees are allowed to participate in the decision-making processes and the freedom given to employees to choose their work (Balogun et al., 2011). Individuals falling under the higher income group typically display lowered levels of strain due to more control in their jobs. In general, Ashman (2012) found that white collar workers have higher levels of decision control as compared to blue collar job workers.

The importance of work control is underscored by research conducted by Band and Tustin (2011, p. 37) in London who discovered that boosting mental health and commitment as well as lowering absenteeism depends on job control. Lack of authority and more demanding jobs lead to higher chances of early retirement. Cameron and Mishra (2012) believe that work-related stresses on account of lack of control lead to more depression amongst employees. Faphunda and Tinuke (2012) found that high psychological demands from the workplace combined with low levels of decision-making ability cause higher level of stress amongst women as compared to men. This is typically manifested in the form of musculoskeletal problems like shoulder pain amongst workers due to lower control on the jobs and lower prospects to discuss the problem with their supervisors.

Hildebrandt et al (2013) believes that more control on the job increases and improves the coping ability of employees during times of high job demand. Low job control on the other hand was found to lead to lower levels of job performance. Improvement in working conditions and enhanced job control resulted in enhanced turnover amongst employees.

Jarzabkowski et al (2012) examined work stress factors such as high work demand and low job control amongst employees of a manufacturing concern across ages and gender. It was found that those who had less control had higher levels of heart-related ailments. Such incidence of heart disease was noted more amongst younger workers than older ones.

A conflict between home, family and work-related demands were all found to contribute to occupational stress. This conflict is manifested in the form of inter role conflict in which the role pressures from the work and family are mutually incompatible in some form or the other. Whittington et al (2011) studied the impact of work and family conflicts amongst both men and women and indicated how this conflict results in more sickness in both men and women but was more pronounced in women. Zilka (2014) points out the lack of work-life-balance results in psychiatric disorders as well.

Jones (2011) indicates that there are several aspects of job content which are found to be dangerous and contributing to stress. These include low value ascribed to the work assigned to an employee, reduced utilization of skills, repetitive nature of work, uncertainty, lack of opportunities for growth and development, high attention to details of the job, conflicts in demand and insufficient resources to do the job. A perception of the inherent meaninglessness of a task and a lack of variety was found to increase work-related stress hazards. Work that is excessively demanding and that does not employee results in high levels of stress. Studies conducted by Henkoff (2009) indicate that those jobs with lower levels of autonomy and skills have only a reduced ability to satisfy the need for recognition amongst employees that this in turn results in low self-confidence, impacting on the mental health of the employees.

Research conducted by Holmes and Green (2011) indicates that low value of work leads to low levels of job satisfaction and heightened levels of stress. Gebel et al (2007, p. 363) found

that work that is sedentary and with lower levels of physical activity results in more work stress while work that is monotonous, not stimulating, meaningless, unpleasant, and aversive to the employee all contributes to work-related stress. Faphunda and Tinuke (2012) point out that the repetitive nature of work and the time given to complete the work cycle is responsible for work stress. In research conducted by Cascio (2013, p. 1103), the repetitive nature of work results in more cardiovascular problems amongst workers.

Pandey (2021, p. 2146) conducted research amongst bank employees, private and nationalized. His research indicated significant differences in levels of occupational stress between employees working in these two types of banking institutions. There is no significant difference between public and private banks employees on Occupational Stress.. The productivity of the employees was found to be highly dependent on the psychological health of the employees. His study acknowledges the impact of stresses and strains that occur today in the dynamic and competitive banking sector and the importance of suitable interventional strategies such as stress management programs.

Ghosh et al (2010) focused their research amongst employees to study the main contributors or variables that impact job satisfaction and to assess their theoretical findings in private banks in India. Their empirical survey documented the theoretical findings that work-life-balance and remuneration were the most significant and positively impacting parameters of stress level in employees.

Srivasta (2010) studied the degree of job satisfaction amongst employees in public and private sector banks in India found that the threat of layoff, large turnover rations, reduced welfare schemes and limited scope for learning, growth and development were found to be positively and suggestively related to job satisfaction levels.

Suparna (2005) conducted a cross-section study of IT professionals of Delhi to examine health problems that IT professionals suffer from and the role of ergonomics in determining stress levels. Most of them suffer from visual discomfort and did not have their monitors placed at the correct distance and Musculo-skeletal problems were found to be higher amongst employees using inappropriate ergonomics. This research highlights the importance of computer-related morbidity amongst IT professionals and of ergonomics in impacting health, all of which then impacts stress levels amongst them.

Sjoberg and Littorin (2013) studied occupational stress amongst IT professionals working for a telecommunications company in Sweden. Their study indicated that perceived risk, emotional intelligence, personality, and performance were all important. Other factors including work-life balance, ambition, adherence to materialistic values and obsession with money were all significantly correlated to levels of stress experienced by the employees.

Similar studies were conducted by Sharma (2005) which examined the relationship between emotional intelligence and organizational commitment amongst professionals working in the manufacturing and service industries with ten years of service. It was found that those employees who are emotionally more stable and intelligent are more committed to the organization with more emotional connection between the organizational values and their own. It was found that emotionally intelligent employees show their concern for their organizations by discharging their duties responsibly and keeping their spirits high even in critical times.

Coetzer and Rothmann (2006, p. 37) identified causes of stress amongst employees in an insurance firm in South Africa in which the study considered the relations between occupational stress, ill health, and commitment to the organization. The nature of the job and the degree of control were found to statistically impact predictors of the two components of organizational

commitment considered in this study. Job overload and the nature of the job were found to impact both physical ill health and psychological well-being.

Manshor et al., (2003, p, 627) studied the sources of occupational stress amongst Malaysian employees in an insurance firm in Kuala Lumpur and found that the extent of workload, working conditions and work relationships were the key issues impacting stress levels amongst managers in the Malaysian insurance sector. The study observed the role played by demographics on levels of stress. It was found that women are more negatively impacted by stress as compared to men and that the older the executive, the better the stress coping mechanisms.

Dubinsky and Yammarino (1985) conducted a study of stress amongst employees of the Japanese insurance industry. They found that stress levels are dependent on the employee commitment to their organizations and the level of satisfaction with their supervisors. Other factors included age, involvement with job, performance, tenure, education, role ambiguity, organizational commitment, relationship with supervisors, tenure, and educational level. Another key finding of this study, as the insurance data collected by them indicates, is that insurance claims for stress-related industrial accidents cost twice as much for non-stress-related industrial accidents.

Meanwhile, occupational stress as a phenomenon is most studied in Western countries while it has been ignored in developing countries like India. No parameter or standard has been recommended for the assessment of occupational stress. Furthermore, very few significant attempts have been made in South India to study the causes of stress, effects of stress, stress management practices and its effects in the public sector or the private sector.

2.5.4 Behavioural stress

Shakil Ahmad et al., (2009,p. 474) looked at how stress affected staff's attrition, performance, and production as well. Results reveal that the primary reasons for great stress and inadequate

employee performance are supervisors' general attitude. According to the study, managers should exercise good management to prevent the waste of otherwise potential of competent workers. This can compromise overall performance and endanger organizational goals.

Akanji (2015) investigated critically several opinions on work stress and its impact on workers as well as on organizations. The report recommended giving active communication with employees addressing their pressures a greater top priority. Companies should give those policies and procedures that involve their staff members in decision making by focusing fourteen on employee empowerment, work autonomy, effective workplace communications and self-managed teamwork. Other suggested interventions are - proper workload adjustment, proper workplace ergonomics, role clarification, suitable performance evaluation with feedback systems and adoption of transformational style of management.

Geeta Kumari and Pandey (2011, p. 366) conducted a study on stress management: A case study of Avatar steel industries Chennai. It was found that most of the employees were not satisfied with the grievance handling procedure of the organization. The researcher concluded that all the respondents are satisfied with the physical and psychological working conditions of the organization, and only fewer respondents are dissatisfied with the psychological working conditions of the organization. The opinion about the training programs conducted by the organization is almost better, according to majority of the respondents.

Shah (2003) identified some reasons of key role stressors such as depression, role disintegration, and disobedient. The study unearthed some components of job-related cognitive antecedents which are highly linked with job stress namely job requisition, shortage of command on jobs, interpersonal aid, negative friendly relation, and technological issues. Workers who have less control over their employment and less society support are probably prone to experience job

anxiety. Liu and Onwuegbuzie (2012, p. 160) underlined the reasonable thinking of intent to leave occupations include distress, low pay, too heavy workload, insufficient time off and leaves.

According to Arshadi & Damiri (2013), job stress negatively affects workplace performance and intends to quit positive influence of employment. It represented that some antecedents of job burnout (exhaustion and disbelief) are influenced by job stressors (role overburden, role inability, and role limit) along with intervening impact of mood regulation on the association amid them. Emotional tiredness, role limitation, and mood control are exactly related to one other. On the other hand, it is related to ignorance, role limit, and inability.

Mohanaselvi and Manimaran (2016) conducted a study on stress management among consultants in the insurance sector in Dindigul. The purpose of this study is to analyse various components of stress and to identify stress management for the public and private sector of the insurance industry. The sample is collected from 120 employees and the statistical tools used were a chi-square test. The researcher concluded that role conflict, political pressure, top management pressure and the long working hours are possible for the high degree of work stress among the insurance agency's employees.

Ramesh and Naresh (2016, p. 105) conducted a study on employee stress in the information technology sectors. The purpose of the study was to know perception of employees on Environmental and general causes leading to stress and stress management techniques and its impact on their physical, mental, and behavioural changes. The researcher collected two hundred samples from the employees and the statistical tools used were variance methods. The researcher concluded that the employees of the IT sector always get contradictory instructions regarding their work from hierarchy like team leaders, project managers, departmental heads etc. This leads to

confusion among employees where they are not clear whether to follow their own procedure or the procedure suggested by their bosses.

Whittington et al (2012) noted that the primary causes of occupational stress are incorrect behaviour on the part of the management and ineffective supervising methods. Apart from the sheer nature of the company itself, other elements influencing occupational stress include inadequate communication techniques, a lack of leadership and clarity about the vision, goal, and objectives of the company.

(Shaw, 1997) conducted research amongst employees and they found that organizational culture was directly correlated to employee job stresses and job satisfaction levels, for which they believed in stress based organisational downsizing approach will provide more realistic understanding and perceptions to reduce the stress by discussing between the top decision makers, working group and individual employees. Within the IT sector, Palliam and Shalhoub (2002) point out that allocation of resources, participation in decision making and the ability to give feedback as well as a culture of work and exacerbated tensions; all contribute to work-related stress.

The role played by the employee in the workplace is another source of stress. Mayer et al (2004) noted that the two major causes of stress are role ambiguity and conflict. When workers are confronted with uncertainty, lack of knowledge on the role they are expected to perform in the workplace and ambiguities on their expectations and obligations, role ambiguity results. This subsequently causes conflict that shows up as reduced levels of productivity, organizational dysfunction, and physical diseases. It also leads to a deterioration of performance in the job due to lack of clarity of role. Kowske et al (2009) indicate nine types of changes in the workplace. These include “slow change, new vision, new technology, reduction in individual authority, disputes, redundancy, changes due to external coercion, change as a starting point of new activity, and

changes due to new ideas”. A lack of understanding of the dynamics of change and transformation increases the probability of work-related stresses.

Here compatibility is determined by several conditions including the educational level of the employee, training, experience and demands of the job. The net effect of role conflict is stress and stress-related disorders. Greenberg and Baron (2012) are of the view that increased levels of communication and interactions between supervisors and their workers minimize both role conflict and ambiguities resulting in lower levels of stress and stress-related disorders.

According to Teryima et al., (2012, p. 107) change at the workplace is one of the most common causes of occupational stress. Schilling & Steensma (2001, p. 1162) point out several causes of change in the workplace. These include changes due to technology, organizational restructuring, and work redesign as well. (Marimuthu, 2009) is of the view that rapid change, combined with poor interpersonal relationships, results in work-related stresses.ma

2.6 Studies related to stress among CEOs of various sectors.

A particular demographic group with a high stress level is corporate executives who are managing directors and CEOs. According to a study conducted by Nelson & Burke (2000), the high prevalence of stress among CEOs is due in part to considerable performance pressure in a competitive world. While executive stress is of concern in every population subset, the effect of stress among corporate executives has an outsized effect on society because of their leadership roles and influence on their organizations, the stakeholders, and their employees. Management of corporate stress has considerable individual and societal value.

New research clarifies the rigorous job and time demands of CEOs. Bandiera et al. (2020, p. 17) discovers weekly diaries of more than a thousand industrial CEOs with records of long hours, often including six- and seven-day workweeks. , (Porter et al., 2018) p. 148 note an even

more demanding schedule for 27 CEOs of multi-billion-dollar companies and documents that professional CEO's job is extremely hard as they work longer hours and consume less leisure than family CEOs.

Few studies specifically look at health outcomes among CEOs. Bennedsen et al. (2020) paper investigates how CEO hospitalizations negatively affect company performance. Corporate boards in Scandinavia consider CEO health into CEO selection and retention choices, according to Keloharju et al (2020). None of these studies, meanwhile, look at how CEO job expectations affect their paths of health.

Yen and Benham (1986, p. 347) estimate the age-adjusted death rates of 125 executives in the banking sector and compare them with those in other sectors to identify notable expenses for CEOs, in terms of the mortality as well as visible aging.

Sullivan and Von Wachter (2009, p. 1265) in a study explained in health and labour economics, stress has been proposed as an association between job loss and higher mortality. The research showed the novel evidence on the health effects of stress, socioeconomic status, and financial insecurity.

Hummels et al. (2016), who show the negative effects of trade shocks on workers' stress, injury, and sickness among CEOs, are the only article relating quasi-random increases in job demands directly to health outcomes.

Engelberg and Parsons (2016, p. 1229) found a link between stock-market crashes and hospital admissions, especially for anxiety and panic disorders among CEOs. This is straightforward evidence that distress experiences impose long-term health costs, even for successful and wealthy individuals.

2.7 Influence of Stress management

Habibi et al. (2013, p. 85) looked at how stress management related skill training affected anxiety, depression, and stress levels in drug addicts after interventions were stopped. Results revealed that skill development in stress management significantly reduced emotional reactivity. It was observed that the effect persisted even two months after the training program ended.

Kannan and Suma (2015, p. 164) to manage stress suggested the organization must encourage employee development and embark on training interventions for employees. Training specifically related to policies and policy implementation is a key priority. Stress in the banking sector is mostly due to excess work pressure and work life imbalance the organization should support and encourage taking up roles that help them to balance work and family.

Jani (2016, p. 144) in the study on "Stress Management Practices in Indian Industry" concentrated on sources of stress at workplace and examination of stress management approaches adopted by best employers of Indian industry. Results revealed that top companies give each of their staff an incredibly good and sound organizational culture. Their priorities are stress management and basic healthcare to improve work-life balance as well as employee welfare.

Mathur & Bisawa (2017) looked at the several strategies companies used to manage employee stress. According to the study, the best way to reduce stress at work is to combine stress management with organizational behaviour. Some of the helpful strategies to manage employee stress are designing jobs for their employees using their skills, establishing employees' work schedule, and monitoring the workload of each employee to ensure that it is in line with his capabilities and resources etc. According to the report, companies should give their staff members chances to socialize with others. It was also advised that the company should adopt a participatory leadership style and include a maximum number of their staff in addressing stress-related issues.

Changing policies and practices, creating staff help programs, and running stress management courses were some suggested actions.

Arulmary (2012, p. 657) conducted a study on stress management of BPO employees in Puducherry. The purpose of the study is to identify the sources of occupational stress and to evaluate stress management among the BPO personnel. The researcher concluded that overall job satisfaction of the employees tends to increase if there is a decline in the level of stress from work overload, work pressure and ambiguous job.

Prasad et al (2016, p. 86) conducted a study on employee's stress management techniques – an empirical study of Singareni Collieries Company Limited. The study is to examine whether the organization as well as the employees together work out to reduce workplace stress and try to improve the organization's growth along with one's individual career. The sample is collected from two hundred employees and the statistical tools used were one way ANOVA. The study concluded that organizations cannot avoid occupational stress, hence it can follow certain policies to deal with employee stress, because stress plays an especially vital role in employees' job satisfaction and productivity. Singareni Collieries Company Limited is extraordinarily supporting their employees and in reducing their workplace stress.

Harry (2020) conducted a study on stress management and employee performance. The study investigates the influence of stress, management, workload, role ambiguity, role conflict, effectiveness, efficiency, and commitment on employee performance. They collected eighty samples through questionnaire. The researcher concluded that stress management bears a positive and significant influence on employee performance, the study recommended management should design tasks and jobs in ways that would make for effective, efficiency and commitment and bring about improvement in the performance of workforce.

According to Bhui et al (2016, p. 323), organizational policies and poor working circumstances define the primary causes of job strain experienced at the workplace. Stress management approaches are impracticable expectation, deficiency of encouragement, unpleasant treatment, lack of power, lack of gratitude or enthusiasm, effort-remuneration imbalance, incompatible roles, lack of clarity and lack of contact.

Employees experience several types of stress, including declining remuneration and salaries, lengthy working hours, lucrative approach, behavioural change among organization and individuals, re-configuring, and limited employment prospects or progress. Vijayan (2018. P. 21) provided a strong connection among selected antecedents including too much work, workplace safety, and work scheduling. These selected antecedents have a stronger impact on employee performance and are quite linked.

One of the studies revealed that areas of job performance (inter or intra), job contentment, and work stress were adversely correlated. Moreover, job happiness acts as a mediator among them. The major aim of the research is to concentrate on the relevance and challenges connected to occupational stress. According to Sahni (2020, p. 35), an effective approach combining executive support, community-oriented assistance, and moral support is desperately needed to maintain person's psychological and physical well-being. Discovering a few traits described as societal and occupational concerns, Queirós et al (2020, p. 17), connected tension, nervousness, and tiredness with these traits.

Ramesh and Naresh (2016, p. 105) conducted a study on employee stress in the information technology sectors. The purpose of the study was to know perception of employees on Environmental and general causes leading to stress and stress management techniques and its impact on their physical, mental, and behavioural changes. The researcher collected two hundred

samples from the employees and the statistical tools used were variance methods. The researcher concluded that the employees of IT sector always get contradictory instructions regarding their work from hierarchy like team leaders, project managers, departmental heads etc. This leads to confusion among employees where they are not clear whether to follow their own procedure or the procedure suggested by their bosses.

Bamba (2016, p. 193) studied job performance and stress management in the areas of industry that Mali boasts. Investigating the effects of occupational stress on employee performance is the aim of this study. Given these elements as influencing modern working conditions, most employees feel stressed out. Using a questionnaire, the researcher gathered one hundred samples. The study concluded that work pressure will cause employees to feel physical and mental diseases and some problems such lack of satisfaction, high absenteeism, and high turnover rate and so on which will lower efficiency and raise the cost of organization operation.

Janice (2012) studied stress levels in the insurance, financial and banking sectors amongst employees in Singapore. She assessed the relationship between personality type, perception of stress and psychological well-being and classified all the respondents into —Type A and —Type B persons. The former reported higher levels of stress as compared to the latter. The Type B executives were not as psychologically healthy as the Type A executives. Work overload, ambiguity and poor client / colleague relationships were all found to contribute towards employee stress while switch-off, exercise and quite control were found to be the most common coping mechanisms. The study indicates that suitable interventions towards changing the work routines, task variables and changing the characteristics of hired individuals were all found to impact employee stress levels.

2.8 Physical activity in managing stress.

Deshpande (2012, p. 2151) focused his study on practices followed by various organizations for prevention, minimization and controlling workplace stress. The study examined the adoption of physical activity like yoga to control workplace stress. The study inferred that workplace stress and yoga, meditation & soothing humour have a positive as well as significant relationship. Thus, yoga-based interventions result in significant reduction in workplace stress.

Kotteeswari and Sharief (2014, p. 24) investigated the employees in BPOs in which the study found that irrespective of age and gender, most of the employees experienced job stress which influenced their performance. The management adopted some of the practices of yoga, meditation, and exercise among the employees to overcome their stress. In this way the employees' satisfaction level has increased.

Nirmala (2015) investigated the stress factors of higher ranked bank employees and examined their coping methods at workplace. Findings indicated that the employees were using exercise, yoga, and some other stress-relieving methods to manage work overloads, high targets, conflict among employees, neglect of family related problems and other stressors. Despite stress, most of them were able to balance their social life.

Along with personal and organizational strategies used to control stress in private, public, and non-governmental organizations, Bhui et al (2016) sought sources of job stress. The study found that common sources of occupational stress were negative working circumstances as well as poor management techniques. Among the stress-inducing management strategies were lack of support, grand expectations, unfair treatment, lack of appreciation, low decision latitude, effort-reward imbalance, lack of openness, contradictory responsibilities, and inadequate communication. According to the study, one should follow certain stress management strategies including appropriate work breaks, physical activity, and enough time for task preparation.

Jeevitha et al (2017, p. 62) looked at top-level professionals' stress level together with their coping mechanisms. Though their opinions differed, most of the experts engaged in physical exercise including yoga and meditation to help with stress management. Over a prolonged period, the study revealed that yoga and meditation rejuvenated and fed their minds, bodies, and spirits. Long as well as healthy life were made possible by this.

Kingstone et al (2016, p. 45) conducted a study on effective management of occupational stress as perceived by workers at a manufacturing company in Zimbabwe. The main aim of the study is to find out the different effective techniques of managing stress as perceived by workers in the organization. Thirty-five samples have been collected through questionnaire. The researcher concluded that workers agree with the concept of counselling, body exercise and sport as techniques for managing stress at the workplace. The study recommends employers to ensure counselling of employees at the workplace, sport, and recreation at the workplace to ensure the effective management of stress at the workplace.

2.9 Exercise and Stress

Exercise is considered an adaptive coping strategy. Exercise is a subset of planned, structured, and repetitive physical actions, aimed at improving or maintaining physical fitness (American College of Sports Medicine [ACSM], 2013). Exercise types include strength, endurance, functional, balance and flexibility. Of these, the most comprehensively studied in stress and exercise literature have been endurance exercises, also known as aerobic exercise.

Examples of aerobic exercise include running, walking, dancing, and swimming. Traditional exercise recommendations suggest a threshold of activity that is necessary for health protection, while the ACSM's (2015) position stand on the issue indicates that low to moderate-intensity exercise reduces blood pressure as much, or more, than higher intensity exercise.

Adults must undertake at least 150 minutes of moderate-intensity exercise per week to maintain their fitness and health. Moderate exercise increases one's heart rate and breathing; specifically, it prompts 40%–60% of heart rate reserve. Examples include jogging and bicycle riding slower than 10mph (Weinstock et al., 2017). Low to moderate exercise intensity is associated with favourable status on coronary artery disease and other stress-related risk factors.

In the domain of exercise and stress reduction, exercise interventions usually include at least three exercise sessions per week of effectiveness of at least 15 minutes duration at moderate intensities. In this way, throughout this review, the term exercise intervention refers to an aerobic exercise program, performed for fitness purposes, and includes at least three exercise sessions per week at a moderate intensity. The effectiveness of exercise was evident in scientific literature as one which positively affects physical health and stress-reduction along with its related manifestations, such as anxiety and depression symptoms (Buckley et al., 2004).

Systematic reviews were targeted at examining the clinical evidence of the beneficial effects of exercise on various medical conditions, such as cancer (Knobf & Winters-Stone, 2013), hypertension and chronic heart disease. Specifically, people who exercise were less prevalent to mental abnormalities such as depression, negative affectivity, and anxiety (Conn 2010).

Exercise is associated with reduced reported stress, a finding that has been evident in varied populations including athletes, students, elderly, and veterans with post-traumatic stress disorder (McHugh & Lawlor, 2012). While it is equivocal whether those who exercise experience less stressful life events association between exercise and fewer daily hassles was noted. Several meta-analyses revealed that exercise is an effective treatment for depression (Schuch et al., 2016, p. 42), and that regular physical activity reduces anxiety symptoms in non-clinical adult populations (Rebar et al., 2015, p. 366).

In addition, it was recently suggested that exercise can serve as a treatment for coping with extremely stressful life events (Rosenbaum, et.al 2015), and to increase the overall quality of life and psychological well-being. A recent review concluded that exercise buffers the effects of stress on physical health (Gerber & Puhse 2009, p. 801). For instance, exercise prevents stress-inducing immunosuppression. Indeed, exercise has been demonstrated to promote positive changes in one's mental health and the ability to cope with stressful encounters (Edenfield & Blumenthal 2011).

Considering the noticeable effects of exercise on stress, it has been conceptualized as a method to inoculate individuals against the theory of stressful experience (Garber 2017, p. 4). Based on this notion, several studies were designed and performed to examine the effect of exercise interventions on stress reduction and consequently its associated symptoms.

2.10 Summary

In many organizations, stress relief activities aimed at top management often fall short of delivering the intended benefits. While these initiatives, such as wellness programs, team-building exercises, and mindfulness sessions are designed to enhance well-being, several factors can undermine their effectiveness.

Top executives may have unique stressors related to decision-making, responsibility, and strategic vision that generic programs do not address. Activities that work for lower-level employees may not resonate with the complexities faced by senior leaders. The demanding schedules of top management can make it challenging to fully engage in stress relief activities. Often, these leaders prioritize immediate business needs over personal well-being, leading to inconsistent participation.

In some corporate cultures, there may be stigmas associated with seeking help or taking time for self-care, which can prevent executives from fully embracing stress relief initiatives.

Many stress relief programs are one-size-fits-all, failing to consider the individual preferences and circumstances of top management. Customization and personalization are crucial for effectiveness.

Without ongoing support or follow-up, initial benefits from stress relief activities may diminish over time. Continuous engagement and reinforcement are essential to maintain positive outcomes. If leaders do not perceive these activities as valuable or relevant, they may disengage, further perpetuating stress rather than alleviating it.

To improve the effectiveness of stress relief activities for top management, companies should consider tailored approaches that align with executive needs, incorporate flexibility, and promote a supportive culture around mental health and well-being.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

This chapter explains the methodology adapted for the study. This section will articulate the various aspects of how the research will be conducted, the guiding principles, the nature and philosophy of the research. Simply the research methodology is the blueprint of the entire research work. It is the flow of arrangements of research activities which starts from the problem identification to identification of suitable solution for the identified problem.

There are two main research designs used, they are quantitative research design and qualitative research design. The quantitative design is primarily about examining the relationship between variables. It involves generating data from samples and analysing them using statistical techniques and works well with the deductive approach. Qualitative research design, on the other hand, is used with inductive and abductive approaches. This research design often involves interviewing people, asking probing questions and deriving insights. While quantitative research design involves examining the relationship between variables, qualitative research design involves examining the relationship between entities.

The strategy of research is a method applied to study the nature of data to produce results in-line with the research objectives. Quantitative strategies are best applied to studies that involve mathematical, statistical, and fact-based approaches, while qualitative strategies are applied to studies that involve the life experiences of subjects. The research being presented is a descriptive study and looks to properly explain the various phenomena in managing stress among CEOs. After a screener survey of potential CEOs obtained through voluntary sampling is completed, the data

will be collected. Therefore, qualitative research design will be employed through a questionnaire and examination of the experiences and views of the subjects.

3.2 Operationalization of Theoretical Constructs

Operationalization of theoretical constructs refers to the process of defining and measuring abstract concept or variables in a way that allows them to be assessed and analysed empirically (Kerlinger, 1973, p. 30).

Steps involved in operationalization:

Conceptualization which clearly defines the theoretical construct. Operational is defined as specifying the procedures used to measure the construct. Measurement instrument development to create tools (e.g., surveys, scales) to collect data. Data collection to gather data using the measurement instrument. And finally, data analysis to interpret results in relation to theoretical constructs.

Operationalization in quantitative research:

In quantitative research, operationalization involves defining theoretical constructs through mathematical models or hypotheses. Quantitative operationalization focuses on measuring, testing, and validating theoretical constructs using surveys, experiments, and secondary data analysis.

Operationalization in qualitative research:

In qualitative research, operationalization involves defining theoretical constructs through literature reviews and conceptual analysis. Qualitative operationalization focuses on exploring, understanding, and interpreting theoretical constructs in-depth, often using interviews or questionnaires, focus group, observational studies, and document analysis. We used this type for our study.

3.3 Research Purpose and Questions

The purpose of this study is to understand how the CEOs manage stress by adopting various physical activity working in manufacturing sectors. The participants chosen for this study were from manufacturing industry of Sri city industrial park located in Tada, Andra Pradesh in India, and the target audience for the results are the same.

This research aims to answer the following central question and sub-questions.

Central Question: What is the Impact of Physical Activities in Managing Stress among CEOs in Manufacturing Sector at Sri City Industrial Park?

Sub question 1. How does leadership habits influence CEO stress?

Sub question 2. What is the level of their stress?

Sub question 3. What coping mechanisms are most effective for CEOs to overcome physical, emotional, and mental effects of stress?

Sub question 4. What are the methods adopted by companies to overcome their stress and improve their performance?

Sub question 5. How does CEO stress affect their strategic decision-making?

3.4 Research Design

The design process used in this research study is based on a descriptive approach that involves qualitative data. Quantitative data analysis involves the use of natural language processing techniques to extract sentiment and topics from customer reviews, while qualitative data analysis involves manual coding of the reviews to identify common themes and patterns. The researcher used a well-structured questionnaire, and the data obtained from these questions will be codified by the researcher and will be used to form themes. These observations will then be used to formulate the scenario or explanation for the phenomenon.

The investigation undertaken for this study will be of a descriptive nature. The research will attempt to explore and explain the themes and provide additional insights between stress and physical activity among manufacturing industries.

Population and sample

Although sampling is essential to the practice of qualitative approaches, it has received less attention than data gathering and analysis. Krosnick (2018) proposed that questionnaires can ensure a faster and more accurate data collection process and facilitate the data processing. A questionnaire, at the heart of the survey, is based on a set of questions to gather data from respondents. Questionnaire surveys are a popular data collection method for academic research, business organizations, and public institutions. The result of the research is purely dependent upon the quality and quantity of the gathered data. A good questionnaire can provide the answers as accurate and adequate as possible, however a poorly designed questionnaire can lead to biases and different errors.

Questions are commonly divided into two broad categories: close-ended and open-ended questions. Open-ended questions deliver the opportunity of using their own words for the respondents; however, using close-ended questions restricts the possibility of true answers by using a set of specific answers. Questionnaires are conducted in two general ways including Self-administered surveys and Interviewer based surveys.

Face-to-face, telephone interviews and postal surveys are traditional approaches of completing questionnaire surveys (Evans & Mathur, 2005), but a novel internet-based online questionnaire of data collection technique survey has become popular and effective in recent years (Stewart & Williams, 2005). With the growing access to the internet facility globally, recently

qualitative data collection through online focus groups is also evolving. Therefore, online questionnaire surveys are cost effective, feasible and effective in collecting data.

According to Ziebland & McPherson (2006), the sampling technique in qualitative research is primarily aimed to represent a wide range of views and experiences, rather than to mimic their frequency in the general population. While the sample size is small, it can still be informative and enables the researcher to obtain information that is meaningful, and derive useful perceptions from the respondents (Creswell, 2003). Robinson (2013) quoted sample selection is critical to the research because the sample itself is the data and addresses the research problem.

In this research study, causes and levels of stress and effect of physical activity on CEOs are to be investigated. The respondents for the study would hold key top management positions in the company and would have had a considerable influence on the success of the business. The study is limited to Manufacturing sector located at Sri City. As such, the universe of this research consists of 109 CEOs located in Sri City. Out of 109 samples, 105 samples were selected and four got rejected due to inappropriate answers. Both open and closed-ended questions were prepared. Voluntary sampling method was initiated, and potential candidate was invited to fill out a screener survey, passing which a questionnaire was sent to respondent through online.

Participant selection

Morse (1991) states that selection of participants in qualitative research depends on the purpose of the research and is found to rely heavily on the researcher's decision. Quantitative research mostly aims to get statistics—about numbers and frequencies but qualitative research considers the reasons for human behaviour, analysing specific cases in more detail than a quantitative study. To select participants for qualitative study, researchers use purposeful sampling, choosing people who fit the characteristics they wish to study.

Participant selection in qualitative research involves the following steps:

1. Make a list of the demographic details of the respondents.
2. Identifying every person who meets the sample criteria.
3. Identifying the location.
4. Asking respondents to suggest another respondent who qualifies.
5. Contacting people.
6. Refining sample.
7. Willingness to participate to clarify the goals of the research.
8. Determining the right audience to survey.

3.5 Research instrumentation

a. Anova test

Analysis of Variance (Anova) is a versatile and powerful statistical technique which is the essential tool when researching multiple groups or categories. One-way Anova can help you know whether there are significant differences between the means of the independent variable. The formula for the Anova test is.

$F = MST/MSE$, where in

$MST = SST / p - 1$

$MSE = SSE / N - p$

The test is effectively utilised to find the F value and responding Significance value to analyse the variable data of physical activity which has direct impact on Stress factors. While most of the physical activity does not give an effective impact to reduce stress, only vigorous exercises tend to have a meaningful impact on reducing stress as a beneficial physical activity is for relief.

b. Reliability test

Reliability testing is a type of software testing that examines the stability and dependability of a system or application. It comprises subjecting the software to various stress conditions and circumstances over an extended period to identify potential failures or performance issues. SPSS is the tool utilised for this test in which a value above 0.70 suggests acceptable reliability.

Test manuals and independent review of tests provide information on test reliability. The following discussion will help to interpret the reliability information about any test.

The reliability of a test is indicated by the reliability coefficient. It is denoted by the letter "r," and is expressed as a number ranging between 0 and 1.00, with $r = 0$ indicating no reliability, and

$r = 1.00$ indicating perfect reliability. One should not expect to find a test with perfect reliability.

We can be able to see the reliability of a test as a decimal, for example, $r = .80$

or $r = .93$. The larger the reliability coefficient, the more repeatable or reliable the test scores. Below table serves as a general guideline for interpreting test reliability. However, do not select or reject a test solely based on the size of its reliability coefficient. To evaluate a test's reliability, you should consider the type of test, the type of reliability estimate reported, and the context in which the test will be used.

Table 3.1 General Guidelines for Reliability Results

Reliability Coefficient Value	Interpretation
0.9 >	Excellent
0.8. – 0.89	Good
0.7 – 0.79	Adequate
< 0.7	May have limited applicability

In this study we utilised the Reliability test to analyse the Stress Table in questionnaire which contains twenty-four open questions and for that test the reliability results are exceptionally good with a Cronbach's Alpha value of .911 with respect to 24 no. of inputs.

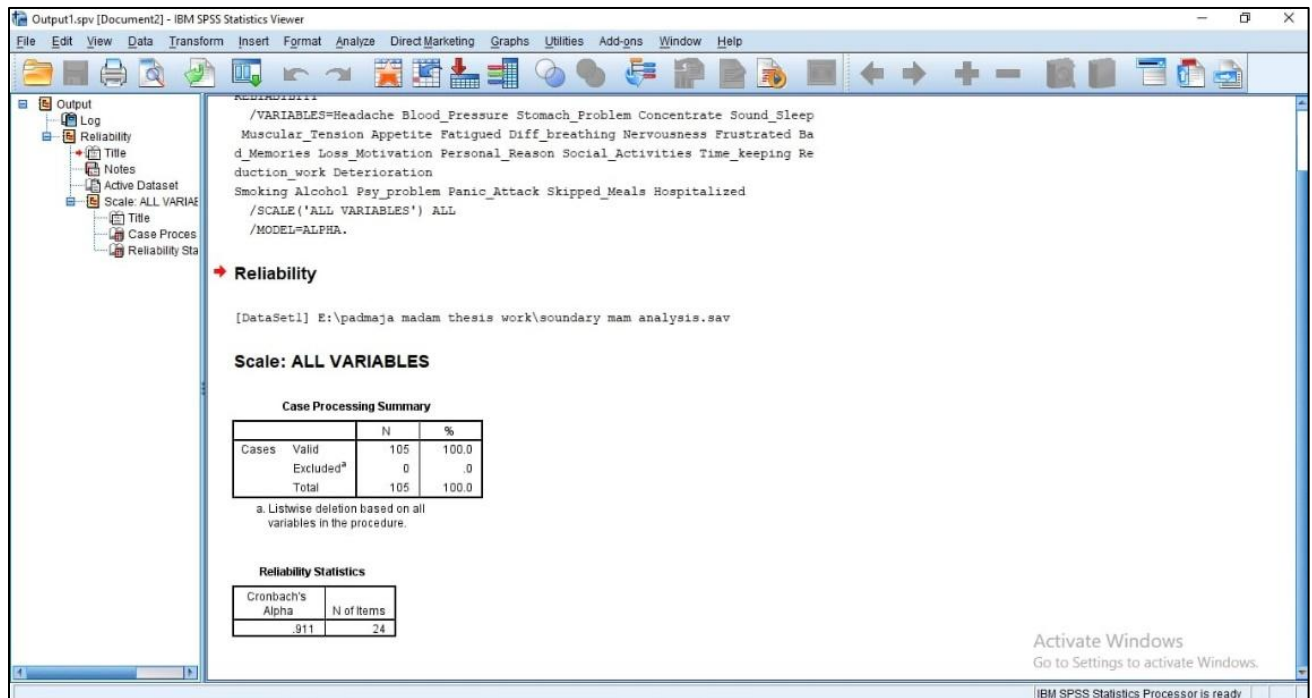


Figure 3.1- Reliability test run in IBM SPSS Statistics Viewer Scale: All Variables

Item	N	%
Cases Valid	105	100
Cases Excluded*	0	0
Total	105	105

Table 3.2 Case Processing Summary

Cronbach's Alpha	No. of Items
.911	24

Table 3.3 Reliability Statistics

The r value .911 is exceptionally good for the analysis of Stress based on the questionnaire with twenty-four points.

c. Correlations Analysis:

Correlation exists as a relationship between two variables or more according to statistics, which shows one variable's changing nature in response to another variable. A positive correlation is when one of the variables is increasing, along with the rise of the other variable, and this is the negative correlation, indicating that when a variable increases, the other lowers. Correlation does not refer to causation - that means even if these variables are said to be related, one cannot say its change causes other variables to rise or fall.

The correlation coefficient formula is:

$$r = (n \cdot \sum XY - \sum X \cdot \sum Y) / \sqrt{\{ (n \cdot \sum X^2 - (\sum X)^2) \cdot (n \cdot \sum Y^2 - (\sum Y)^2) \}}$$

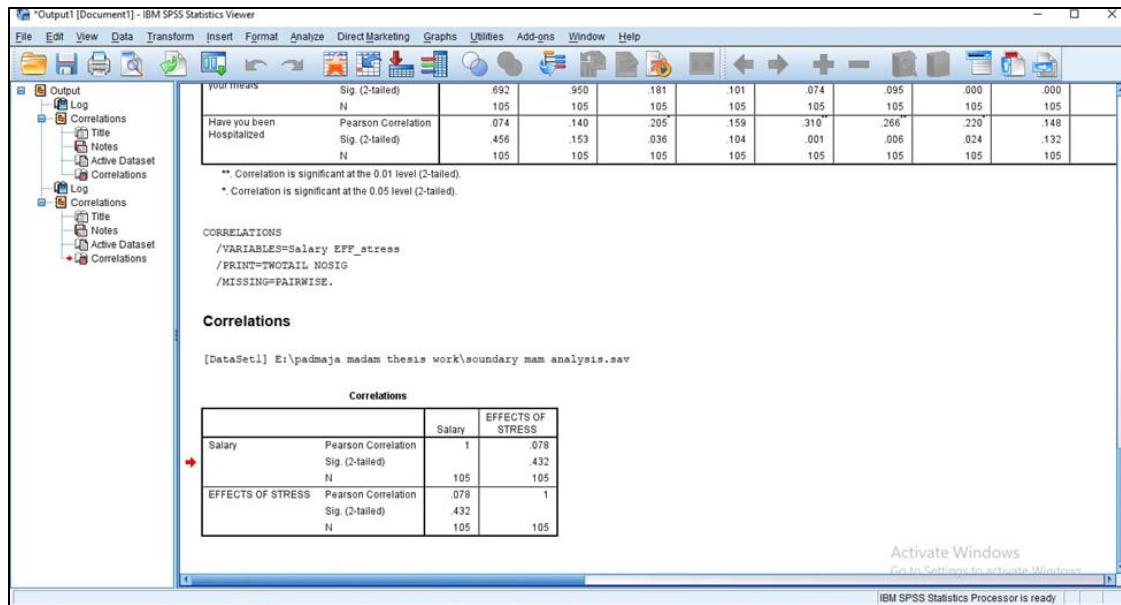


Figure 3.2 Correlation test run in IBM SPSS Statistics

The terms in that formula are: n = the number of data points, $\sum XY$ is the sum of the product of the x-value and y-value for each point in the data set, $\sum X$ is the sum of the x-values in the data set, $\sum Y$ is the sum of the y-values in the data set, $\sum X^2$ is the sum of the squares of the x-values in the data set, and $\sum Y^2$ is the sum of the squares of the y-values in the data set. A value close to +1 indicates a strong positive correlation, a value near -1 signifies a strong negative correlation, and a value close to zero suggests little to no relationship. In this correlation analysis, we utilised IBM SPSS to compute Pearson Correlation keeping Salary as a variable relating to the Effects of Stress based on the feedback from the questionnaire resultant data.

d. t – Test Analysis:

This test is used to compare two samples to determine that they come from the same population. t-test is an analysis to determine if there is a significant change between the means of two groups, to test whether observed differences between the groups are due to chance or a real effect; it is basically used to compare means with relatively small sample sizes.

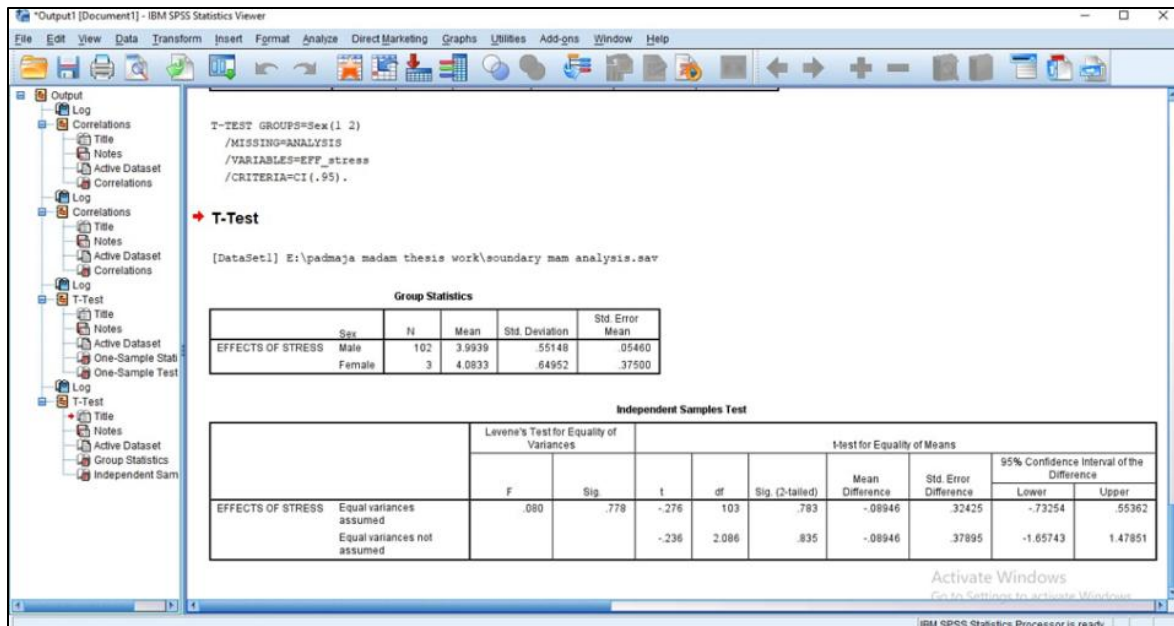


Figure 3.3 t - Test run in IBM SPSS Statistics

In this analysis we have taken the Effect of Stress and the Gender to compare the average (mean) of two groups to see if they are statistically different from each other. This is considered as independent samples t-test which compares the means of two separate groups.

e. Mean & Standard Deviation

The mean is like an arithmetic mean where instead of each of the data points contributing equally to the final average, some data points contribute more than others. The notion of weighted mean plays in descriptive statistics and occurs in a more general form in several other areas of mathematics. weighted mean used to analyse level of influence of various factors among the CEO in managing stress.

Standard deviation is a measure used in statistics to understand how the data points in a set are spread out from the mean value. It indicates the extent of the data's variation and shows how far individual data points deviate from the average. The mean and standard deviation are used in the calculation so that we may order the various variables based on our preferences. The results

illustrate many information sources that the respondents are facing as the effect of stress. The Results are plotted into Ranking system wherein the Rank 1 is the resultant of Higher level of Effect from Stress and the Rank 24 is the lowest effect from stresses.

The outcome of Mean and Standard deviation is also effectively utilised to analyse the Significance and to arrive at the F Value by attributing ANOVA test. The test is effectively utilised to find the F value and responding Significance value to analyse the variable data of physical activity which has direct impact on Stress factors.

$F = MST/MSE$, where in

$MST = SST / p-1$

$MSE = SSE / N-p$

f. Percentile

In statistics, a percentile is a term that describes how a score compares to other scores from the same set and used to understand and interpret data. Data collection the study uses primary data alone. Primary data is collected directly from the respondents through a well-designed questionnaire. After a wide review of literature, a suitable questionnaire has been developed to collect the primary data to measure physical activity and its effect on stress from manufacturing companies. This questionnaire also explores the most appropriate and popular stress management methods for individual CEOs from Sri City.

The complete demographic data collected for this study with an appropriate questionnaire had been illustrated in percentile for better calculation and illustration purpose. The Demographical classifications such as the Industrial Sector, Revenue, Employees Strength, the combination of gender aspects, their eating habits, remunerations, qualifications, years of

experience, type of family, do they consume tobacco / alcohol, proximity of their stay etc., had been studied based on survey questionnaire and interpreted based on the percentile calculations.

3.6 Data Collection Procedures and analysis

All questionnaires conducted was in English. All respondents' responses will be kept under strict confidentiality, and any data shared will be included in the dissertation as aggregates or ranges. No data will be shared by the researcher including identities, conversations, etc. Statistical Analysis of Data is done using various Statistical Tools which are made available by Statistical Software Packages.

- A. Online survey questionnaire was provided to the respondents through internet in a several convenient ways.
- B. Respondent answered at a convenient time.
- C. Respondent took as much time as they needed to respond to questions.
- D. Respondent completed surveys in multiple sessions.
- E. Online questionnaire surveys are capable of question diversity so that they can even skip irrelevant questions.
- F. Collected open-ended questions (qualitative data) through a free text box.

3.7 Research design limitations

As the sample size is slow, there were fluctuations in the data and the estimated values. As the respondents were CEOs, it was too difficult to get the appointment to explain about the thesis and their willingness to participate. As the respondents from the top positions, it took too much time for them to complete the questionnaire.

3.8 Conclusion

This study has explored the qualitative methods of research design. Qualitative research design is applicable when the phenomenon in question is related to the lived experiences of the people involved in the research. The research instruments used for this research were a questionnaire to screen potential respondents, comprising both open-ended and closed ended probing questions.

The answers provided by the respondents were the main source of data for this study. The various procedures for data collection, coding and analysis used in this study were presented and discussed in the above sections. Finally, the limitations of the research were stated and discussed.

CHAPTER IV: RESULTS

4.1 Research Question One

In this chapter, the data interpretation and the in-depth data analysis are discussed. The result section of the research thesis is mainly done by three questionnaires. Research question one is all about the demographic details where the personal details of the respondents are collected. Around 18 questions were asked in a simple manner to understand the basic information about the individual's professional and personal life of CEOs of Sri city manufacturing sector.

As the industrial portfolio of Sri city is diverse, it is essential to know the manufacturing sector where the CEO works to identify the level of stress in various sectors. Stress varies from person to person so knowing about the gender, age and the number of years working is more important to extract the precise result. The details about the educational qualification of the respondents and their self-renumeration as well as organizations overall turnover are collected. Number of employees working in an organization plays a major role in managing stress. More employees more stress, so figuring the employees is vital.

Along with these official details, more data about the respondent's marital status, food habit, type of family and the employment details about their spouse are collected. Finally, CEOs present lifestyle habits like smoking and drinking details are composed.

4.2 Research Question Two

The second questionnaire is to find the effect of stress on CEOs. Already organised 25 questions were given to the respondents, and they marked their answers as Always, Frequently, Often, Seldom, never. These questions helped us to know about their basic physical problems and about their sufferings like migraine, indigestion, blood pressure, muscular tension, loss of appetite,

palpitation of heart, etc. Apart from the physical problems, their mental issues like anxiety, frustration, quality of sleep, the level of focus, etc.

Occupational stress and behavioural stress are the main which causes too many difficulties to the workers. In a such a way, the questionnaire was prepared to find the respondents interest, motivation, planning and commitment towards their work which influences job performance and control. Finally, the questions were asked about the respondent's lifestyle habits of smoking and consumption of alcohol which leads to stress related disorders.

4.3 Research question Three

This questionnaire is mainly for the assessment of the respondent's current level of physical activity in managing stress. The questions were all about the CEOs kind of physical activity that they adopt at work, their primary fitness goal, type of physical activity, frequency of physical activity, hours of performing physical activity, household activities and the kind of entertainment they do to reduce their stress levels.

4.4 Summary of Findings

4.4.1 Demographic classification of the respondents Types of Manufacturing Sector

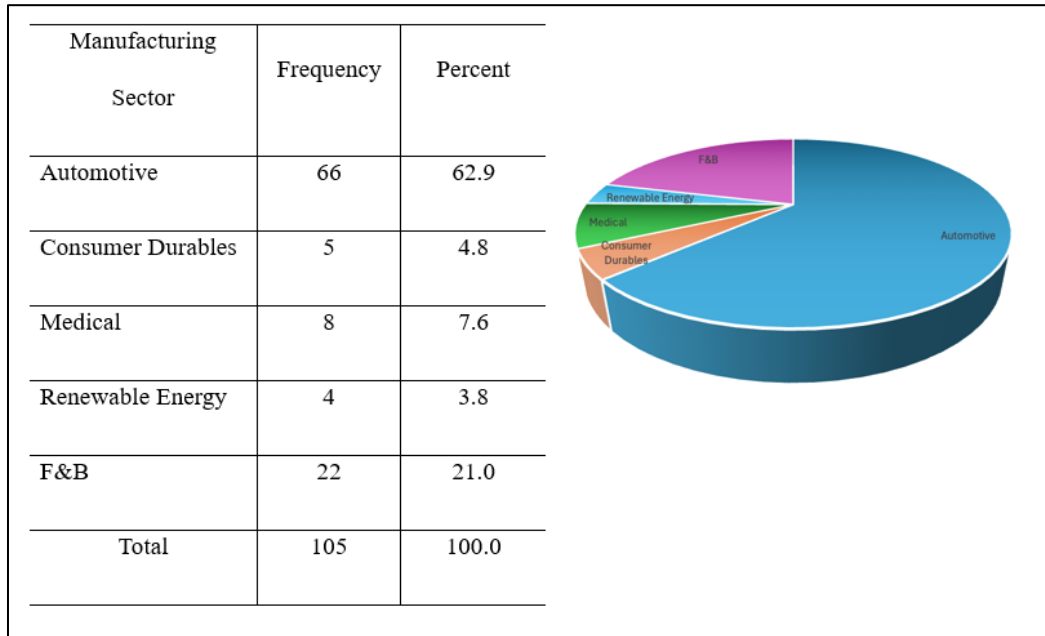


Figure 4.1 Types of Manufacturing Sector

One of the main sources of income for the federal and state governments seeking to boost the economy is the manufacturing sector. We shall examine the various manufacturing sectors that are stated in Sri City by looking at the above table. According to the above table, the automotive industry accounts for the largest share (62.9%), while the lowest percentage (3.8%) is related to renewable energy.

Sex Ratio

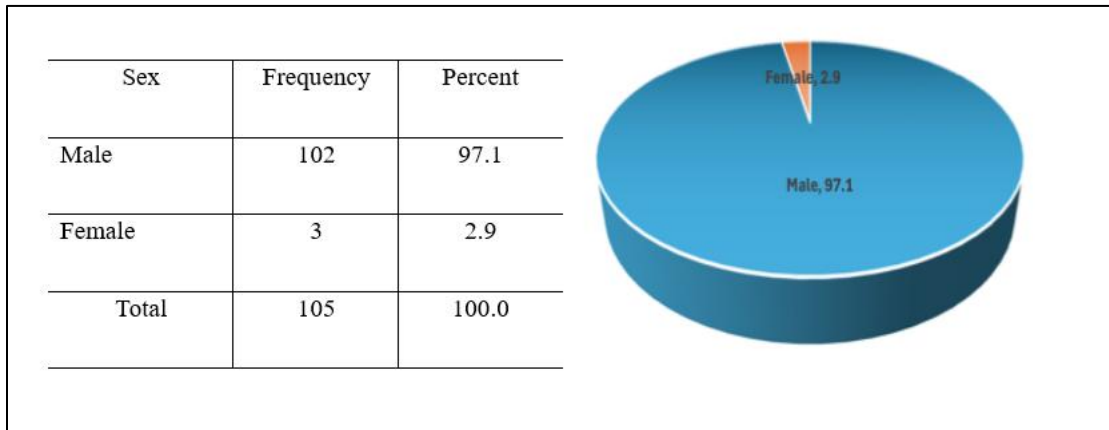


Figure 4.2 Sex Ratios

The above table shows the respondents gender involved in the study. The analysis of frequency has been completed. The findings of the research in Seriousness show that 97.1 percent of CEOs are men and only 2.9 percent are women.

Experience in Years

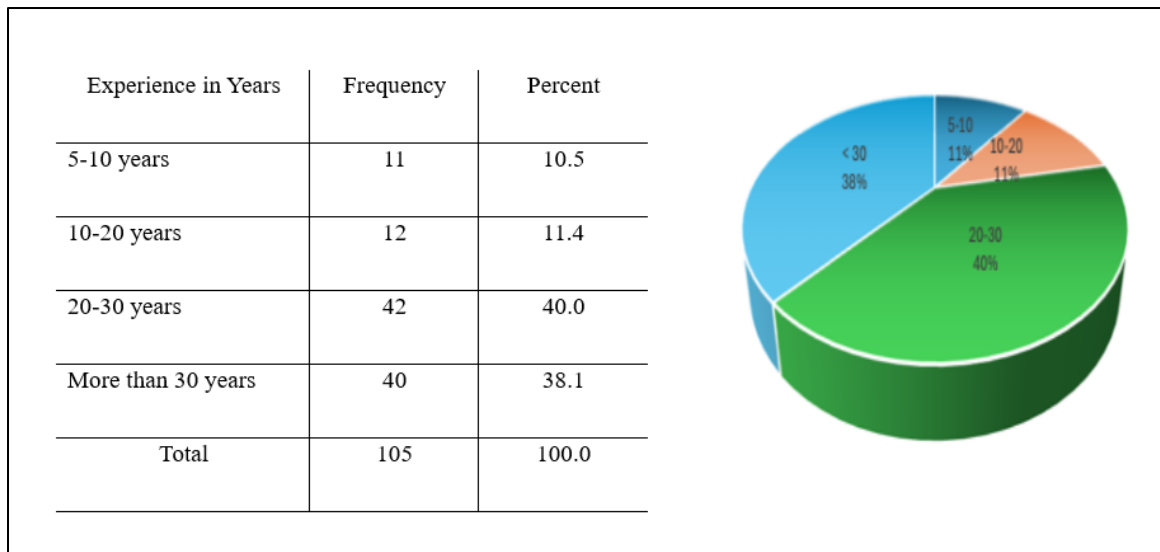


Figure 4.3 Experience in Years

According to the above table, experience is divided into four categories: less than five years, ten to twenty years, twenty to thirty years, and more than thirty years. 105 respondents shared their opinions about their experiences, with 10.5% indicating 5 to 10 years of experience, 11.4% indicating 10 to 20 years, 40% indicating 20 to 30 years, and 38.1% indicating more than 30 years of experience.

Education

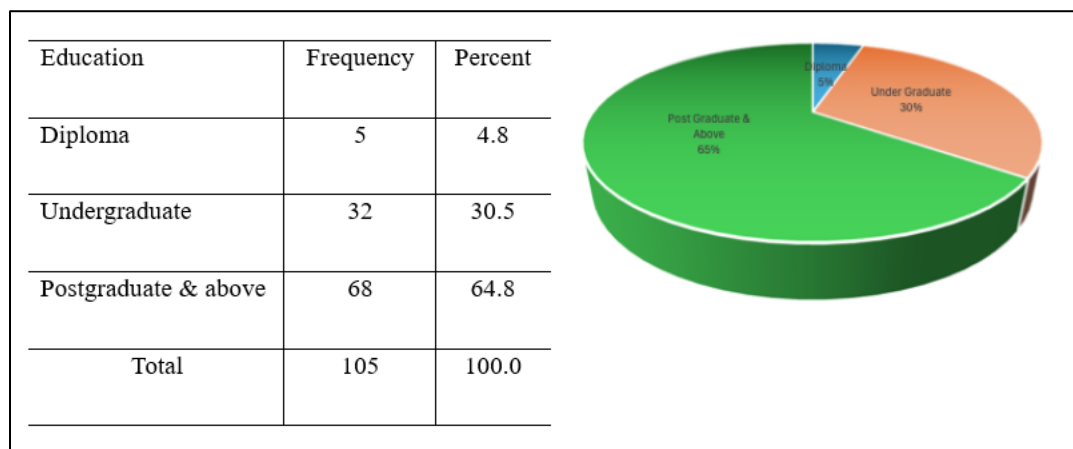


Figure 4.4 Education

Respondents are classified based on their educational qualification. It is inferred from the above table, 5 respondents out of 105 contains 4.8 percentage have completed Diploma. Followed by 32 respondents out of 105 contains 30.5 percentage have completed Undergraduate, 68 respondents out of 105 contains 64.8 percentage have completed their Postgraduate and above. Postgraduate and above participation in the study found to be high.

Salary

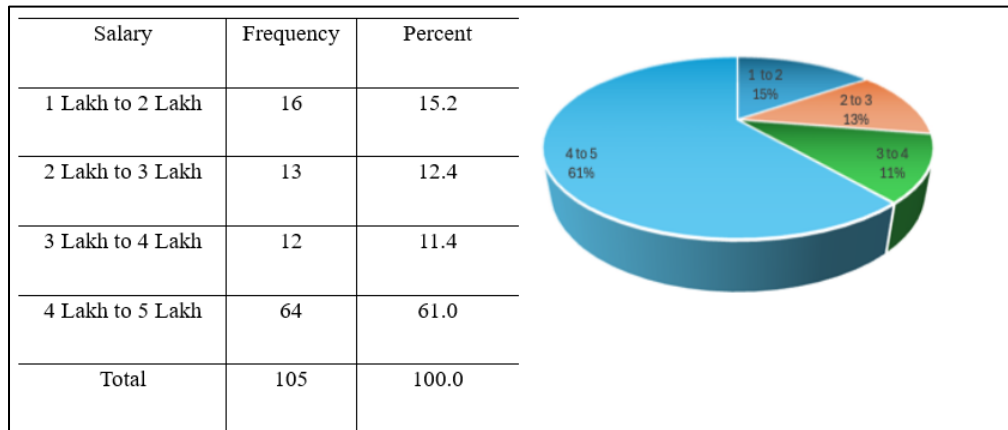


Figure 4.5 Salary

Above table explains the classification of respondents based on their monthly salary. 16 respondents out of 105 forming 15.2 percentage are earning 1 to 2 Lakh per month. 13 respondents out of 105 forming 12.4 percentage are receiving monthly salary between 2 to 3 Lakh, 12 respondents out of 105 forming 11.4 percentage are receiving monthly salary between 3 to 4 Lakh and remaining 64 respondents consisting of 61 percentage are receiving monthly salary of 4 to 5 Lakh. More number of respondents are earning 4 to 5 lakhs as their monthly salary.

Turnover of the Current Organization

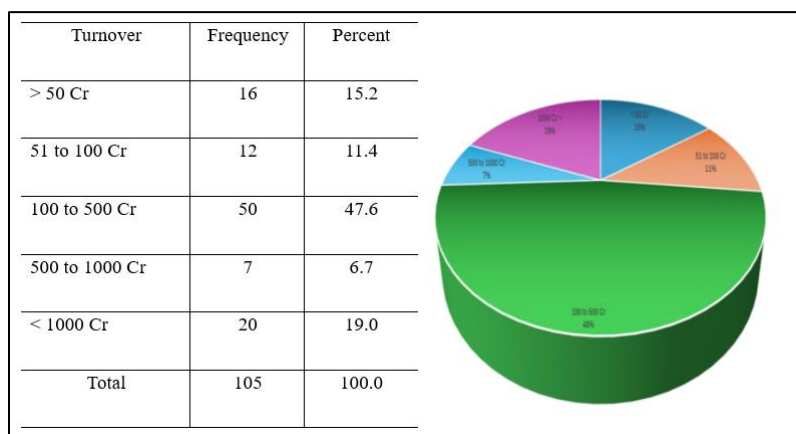


Figure 4.6 Turnover of the Current Organization

From the above table, taking into consideration the turnover of the current organization, of the total sample of 105 respondents, there were 16 organizations turnover is less than 50 Cr (15.2%), 12 organizations turnover of 51 to 100 Cr (11.4%), 50 organizations turnover be 100 to 500 Cr (47.6%), 7 organizations turnover should be 500 to 1000 Cr (6.7%), 20 organizations turnover of more than 1000 Cr (19%).

Number of Employees in Current Organization

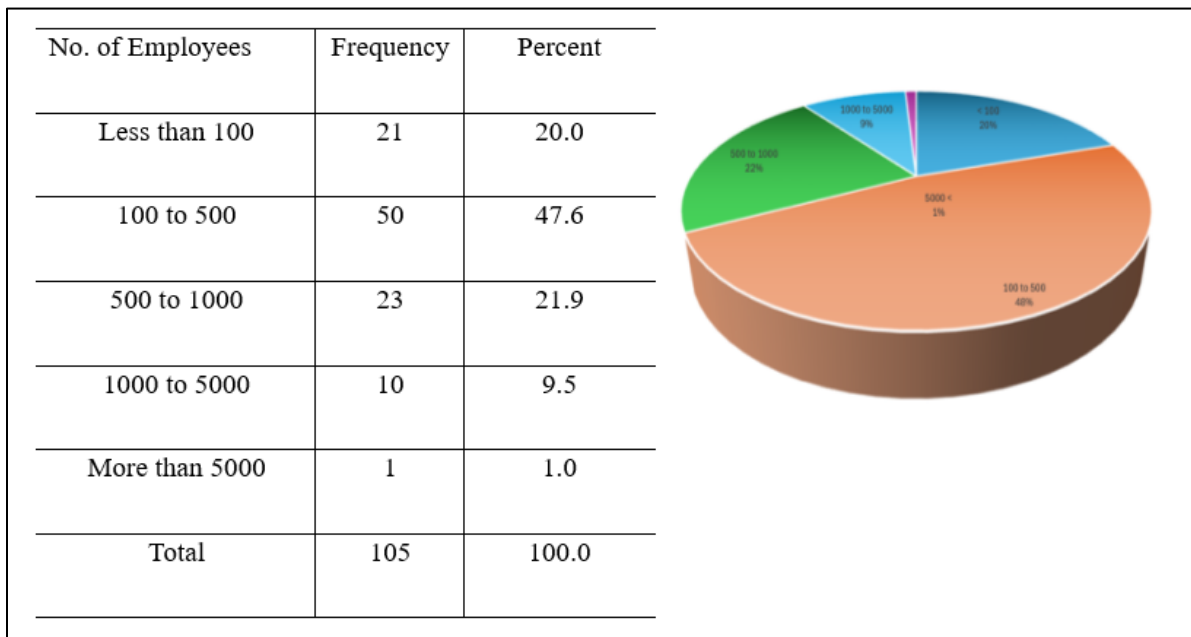


Figure 4.7 Number of Employees in Current Organization

From the above table, taking into consideration the number of employees in the respondent's organization, of the total sample of 105 respondents, there were 21 organizations have less than 100 employees (20%), 50 organizations have 100 to 500 employees (47.6%), 23 organizations have 500 to 1000 employees (21.9%), 10 organizations have 1000 to 5000 employees (9.5%), 1 organization have more than 5000 employees (1%).

Food Habits

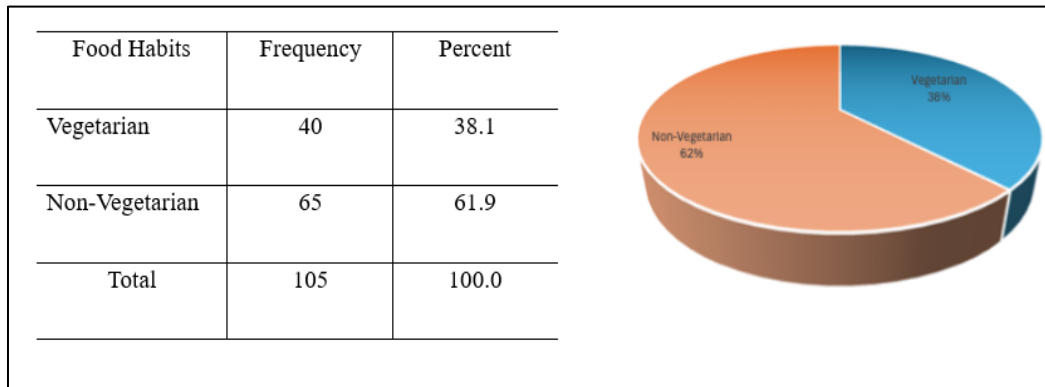


Figure 4.8 Food habits

From the above table taking into consideration the number of respondents in the organization and their food habits, Total sample of 105 respondents, there are 40 of the respondents are vegetarian (38.1%) and 65 of the respondents are non-vegetarian (61.9%).

Marital Status

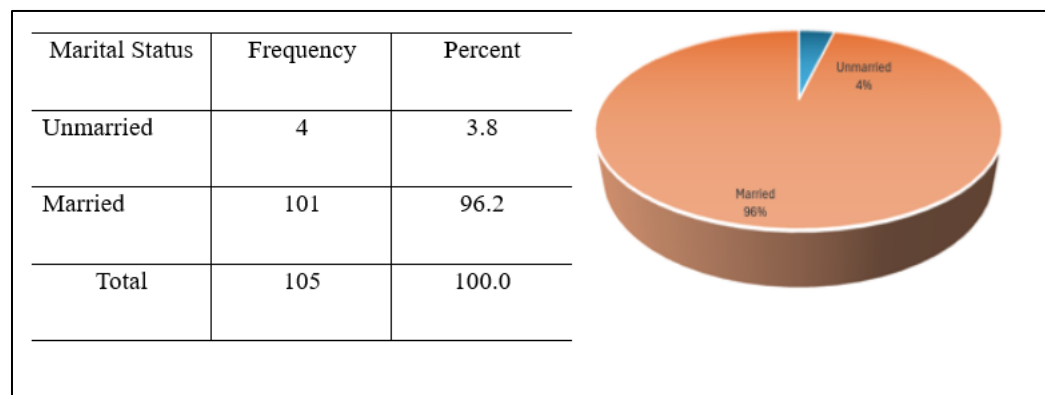


Figure 4.9 Marital Status

Respondents are classified based on their marital status. It shows from the above table, 4 respondents out of 105 consisting of 3.8 percentage are unmarried. 101 respondents out of 105 consisting of 96.2 percentage are married.

Type of Family

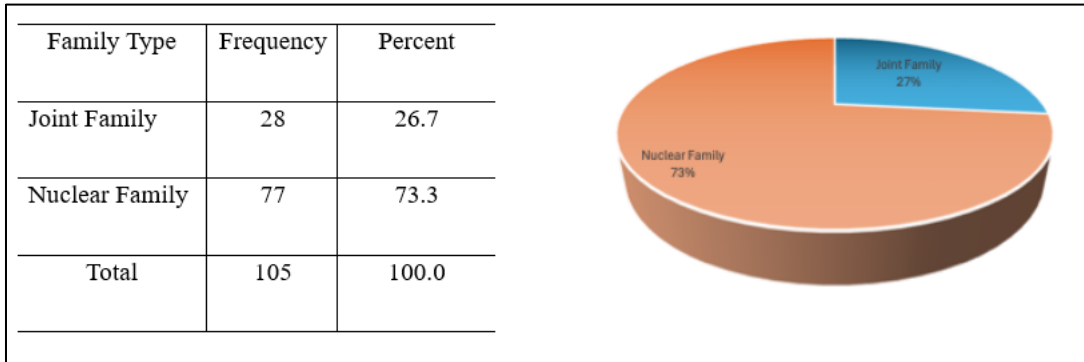


Figure 4.10 Type of Family

Respondents are classified based on their type of family. It shows from the above table, 28 respondents out of 105 consisting of 26.7 percentage are joint family. 77 respondents out of 105 consisting of 73.3 percentage are nuclear family.

Spouse is Employed

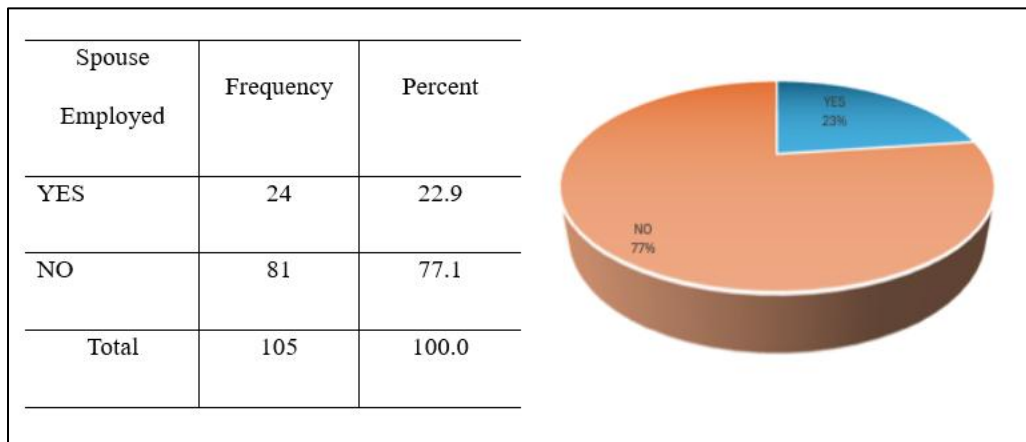


Figure 4.11 Spouse is employed

Respondents are classified based on their spouse is employed or not. It shows from the above table, 24 respondents out of 105 consisting of 22.9 percentage are working. 77 respondents out of 105 consisting of 73.3 percentage are not working.

Do You Stay near Sri City

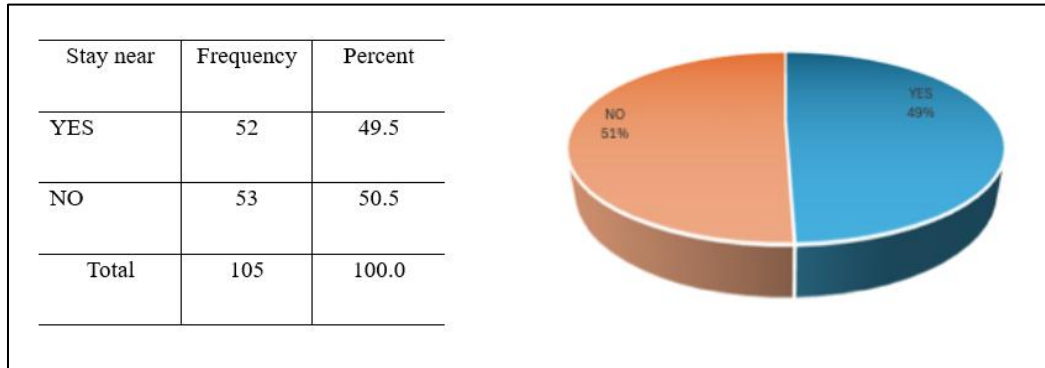


Figure 4.12 Distance from workplace

Respondents are classified based on their stay near to Sri City or not. It shows from the above table, 52 respondents out of 105 consisting of 49.5 percentage are said yes because they are staying near to Sri City only. 53 respondents out of 105 consisting of 50.5 percentage are not staying near Sri City.

Presently staying with your family

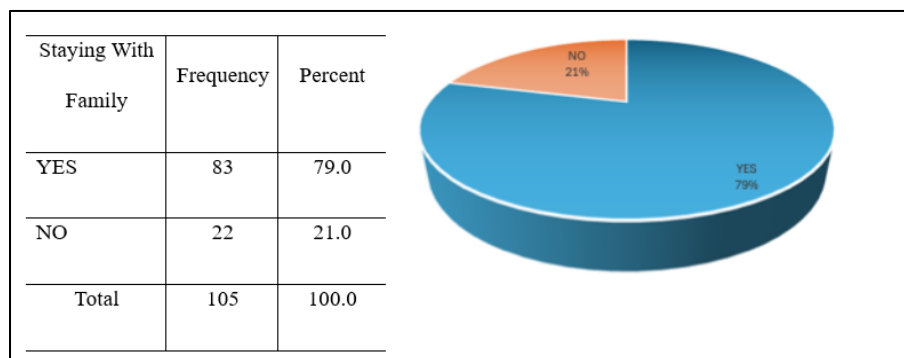


Figure 4.13 Staying with family

Respondents are classified based on their staying with family or not. It shows from the above table, 83 respondents out of 105 consisting of 79 percentage are said yes because they are

presently staying with family only. 22 respondents out of 105 consisting of 21 percentage are not staying with their family.

Does Your Job Create Stress

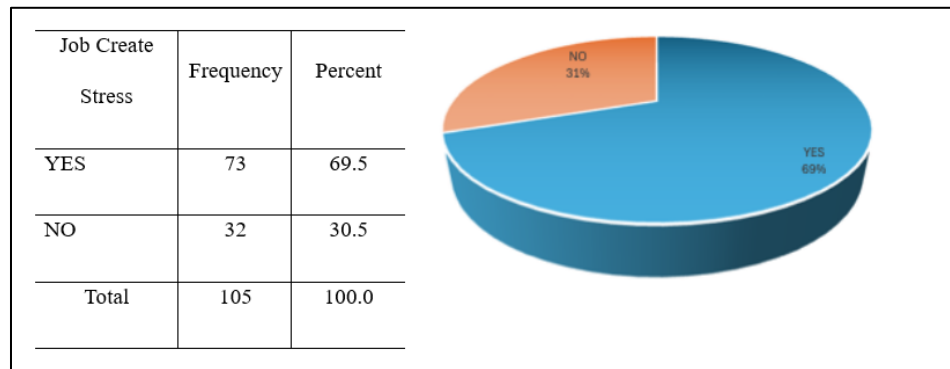


Figure 4.14 Job Stress

Respondents reacted for the question does your job create stress there where interesting facts are shown here. It shows from the above table, 73 respondents out of 105 consisting of 69.5 percentage of respondents are mentioned that their job is creating more stress. 32 respondents out of 105 consisting of 30.5 percentage of respondent's jobs are not creating any stress on their organizations.

Are you a Smoker

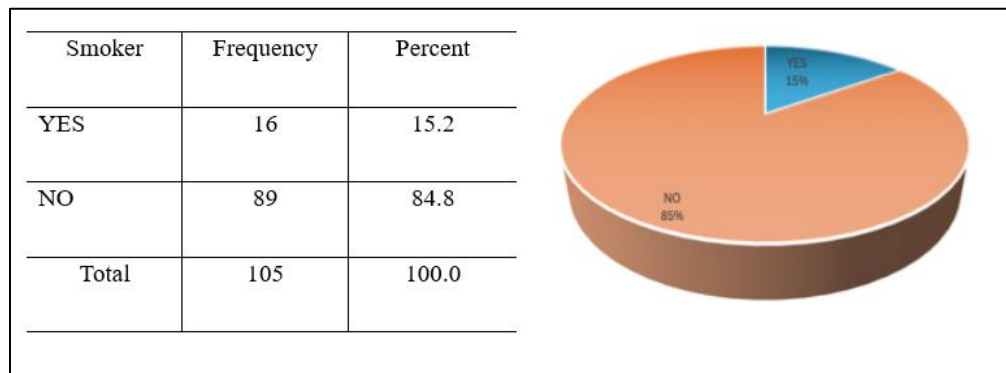


Figure 4.15 Smoking habits

Respondents are classified based on their habit of smoking. It shows from the above table, 16 respondents out of 105 consisting of 15.2 percentage are said yes, they are having a habit of smoking. 89 respondents out of 105 consisting of 84.8 percentage are not having a habit of smoking.

Do You Consume Alcohol

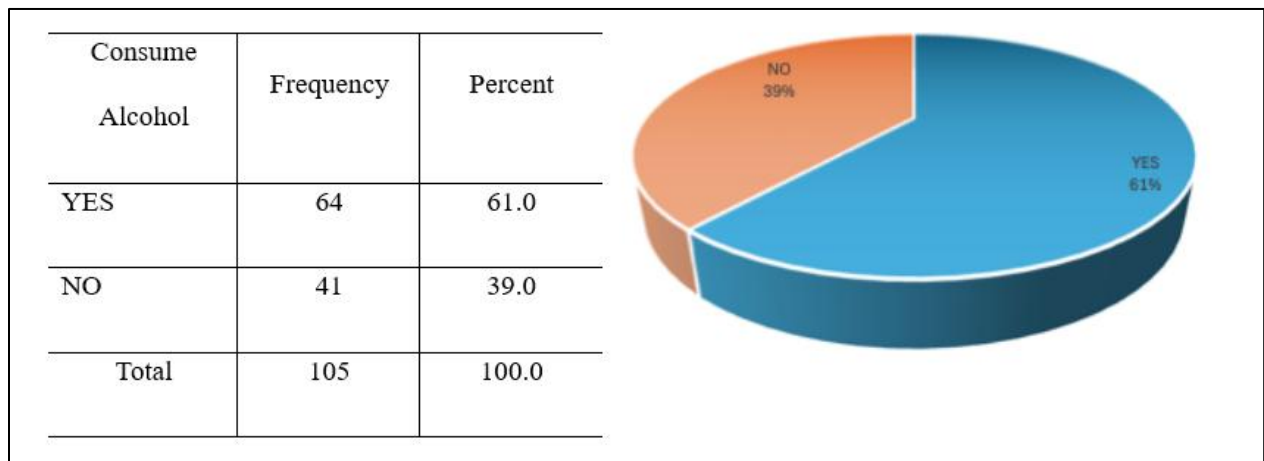


Figure 4.16 Alcohol habits

Respondents are classified based on their habit of consuming alcohol. It shows from the above table, 64 respondents out of 105 consisting of 61 percentage are said yes, they are having a habit of consuming alcohol. 41 respondents out of 105 consisting of 39 percentage are not having a habit of consuming alcohol.

4.4.2 Effects of Stress: Result

Effects of Stress	N	Mean	Std. Deviation	Rank
I feel exhausted/fatigued	105	3.39	.985	1
I am unable to get sound sleep	105	3.43	1.142	2
I get frustrated feelings	105	3.51	.911	3
I suffer muscular tension (neck/back/jaw/wrist)	105	3.55	1.286	4
I get reduced interest in usual and social activities	105	3.55	1.168	5
I take leave for personal reasons	105	3.64	.810	6
I get High Blood Pressure	105	3.68	1.341	7
I Suffer indigestion/Stomach Problems	105	3.74	1.092	8
I am unable to Concentrate	105	3.76	.976	9
Have you ever skipped your meals	105	3.76	1.043	10
My timekeeping becomes erratic and poor	105	3.86	.975	11
I get Nervousness and Anxiety	105	3.87	.878	12
I suffer loss of appetite	105	3.93	1.049	13
I suffer Headache/Migraine	105	4.06	.842	14

Effects of Stress	N	Mean	Std. Deviation	Rank
I find deterioration in my planning and control work	105	4.10	.936	15
I find loss of motivation and commitment	105	4.10	.929	16
I find reduction in my work output and increase in my error rate	105	4.18	.907	17
I get nightmares and bad memories	105	4.31	.824	18
Consumption of alcohol increased	105	4.41	.958	19
I suffer palpitation of heart and difficulty in breathing	105	4.43	.842	20
Have you faced any physiological and psychological problems after entering the present job	105	4.50	.921	21
Have you been Hospitalized	105	4.68	.612	22
I find increase in my smoking	105	4.73	.750	23
Have you ever had panic attack	105	4.74	.519	24

Table 4.1 Effects of Stress: Result

The above results illustrate many information sources that the respondents are facing as the impact of stress. The mean and standard deviation are used in the calculation so that we may order the various variables based on our preferences. These results had been compared with existing studies and analysis result to critically discussed and contrasted to similar and relevant academic papers to bring greater validity to the study.

I feel exhausted/fatigued

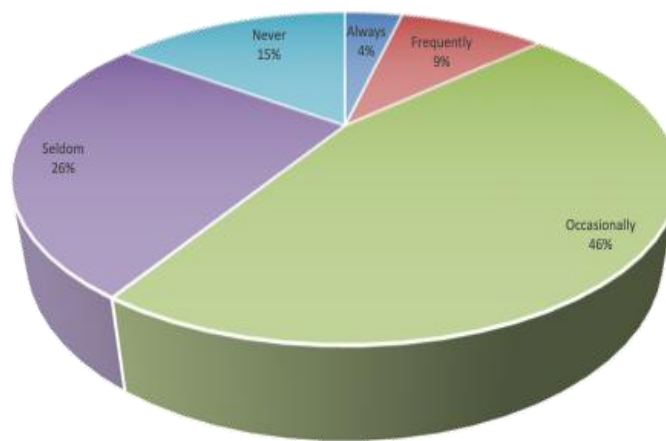


Figure 4.17 I feel exhausted/fatigued: Results

The results indicates that the response option "I feel exhausted/fatigued" had the lowest mean (mean = 3.39). This indicates that respondents are experiencing higher levels of fatigue/exhausted due to stress.

A study reveals that high prevalence of stress is evident in the current western societies. The survey obtained in the United States indicated that over two-thirds of the 2020 adult respondents from the general population experienced symptoms of stress such as irritability, anger, fatigue, and sleeping irregularities. While comparing the studies, it is not only the western

societies, but even in India we have similar results for this study conducted for Stress creating the effect of Fatigue and Exhaustion and unable to good sleep.

I am unable to get sound sleep

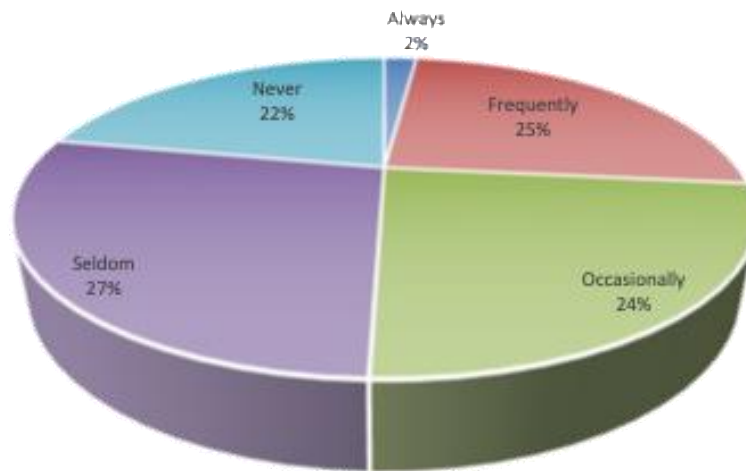


Figure 4.18 I am unable to get sound sleep: Results

The results indicates that the response option “I am unable to get sound sleep” had the second lowest mean (mean = 3.43). This indicates that most of the respondents are unable to get sound sleep due to higher level of stress. National-level research carried out on academic professionals in the US, UK, and Australia reported serious work-related stress accompanied by decreased job satisfaction, frustration, reduced morale, increased drug use, to sleep, and health-related concerns such as fatigue, lifestyle disorders, heart disease, and psychosomatic illness leading to absenteeism and decreased productivity. Due to lack of sound sleep caused by stress the respondents couldn’t attend the work next day which leads to absenteeism.

I get frustrated feelings

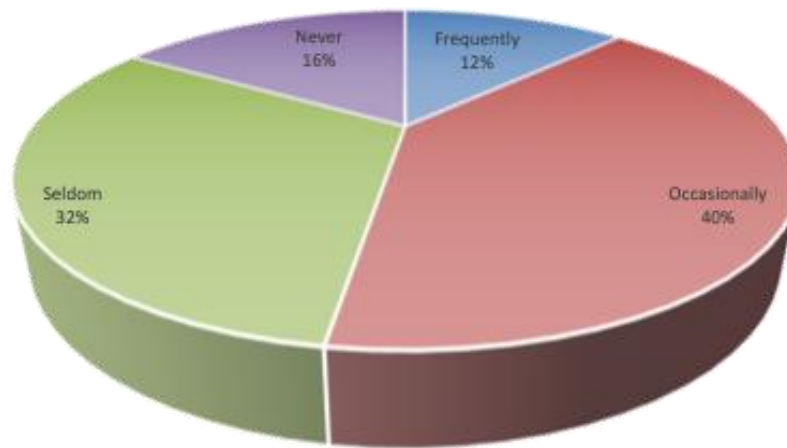


Figure 4.19 I get frustrated feelings: Results

The results indicates that the response option “I get frustrated feelings” had the third lowest mean (mean = 3.51). This indicates that respondents are experiencing third highest level of frustrated feelings due to stress. Bennet (1994) defined stress “as a wide collection of physical and psychological symptoms that result from difficulties experienced by an individual while attempting to adapt to an environment”. Frustration is one of the psychological symptoms experienced by 52% of the respondents in this study.

I suffer muscular tension

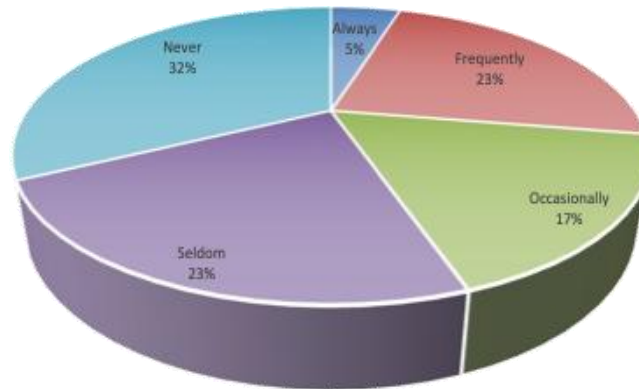


Figure 4.20 I suffer muscular tension: Results

The results indicates that the response option “I suffer muscular tension (neck/back/jaw/wrist)” had the fourth lowest mean (mean = 3.55). This indicates that respondents are experiencing higher levels of muscular tension because of stress. elaborates that muscle tension, increase heart rates associated with high blood pressure are all due to the stress leading to gastrointestinal, cardiovascular, respiratory, musculoskeletal, skin, immune and patho physiological disorders (Yaribeygi et al., 2017, 1057).

I get reduced interest in usual and social activities

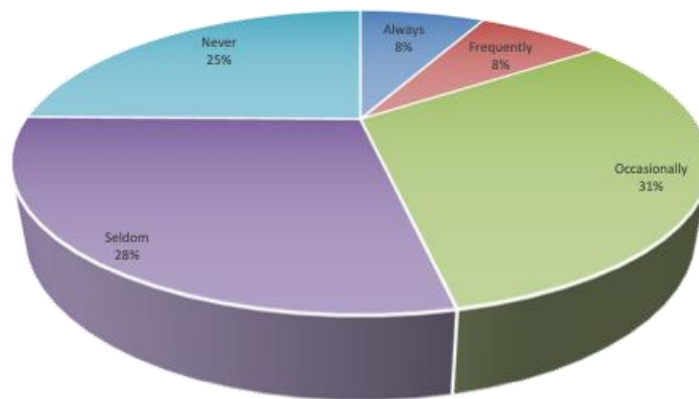


Figure 4.21 I get reduced interest in usual and social activities: Results

The results indicates that the response option “I get reduced interest in usual and social activities” had the fifth lowest mean (mean = 3.55). This indicates that respondents are experiencing less interest in usual and social activities due to stress. Almost 47% of the respondents are having reduced interest in usual and social activities due to their stress.

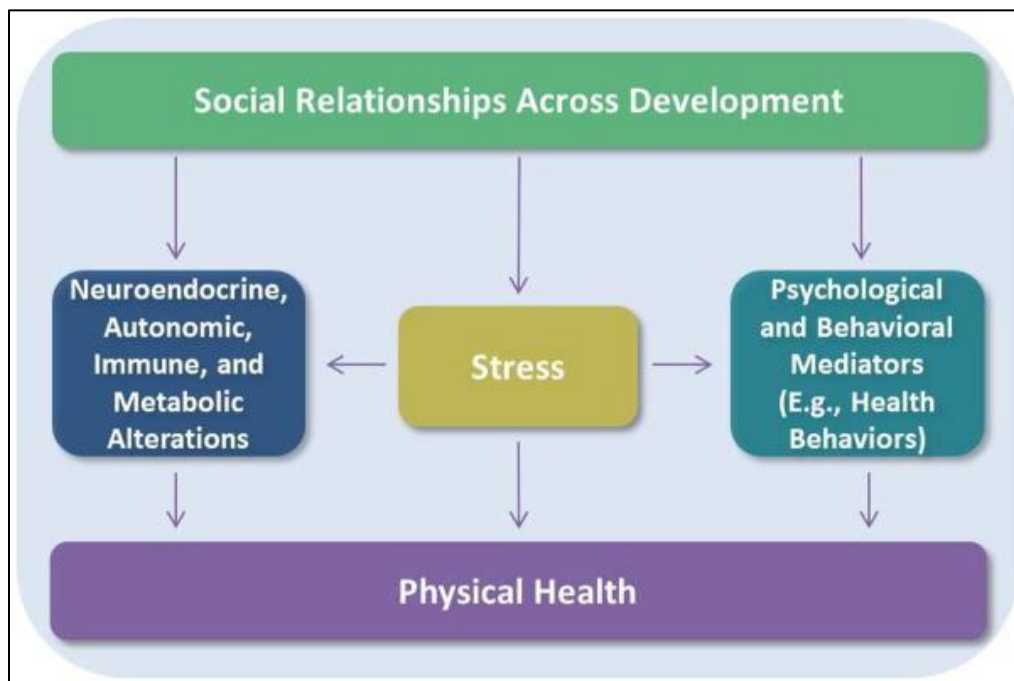


Figure 4.22 Social relationships

Curr Opin Psychol. (2015) mentioned in the study about Recent Developments in the Study of Social Relationships, Stress Responses, and Physical Health this conceptual model illustrating some of the pathways through which social relationships might impact physical health across development. Relationships can shape health by buffering or causing stress but can also more directly affect physiological and psychological functioning, with implications for physical health. Bidirectional connections between several constructs depicted are likely but are beyond the scope of this review.

I take leave for personal reasons

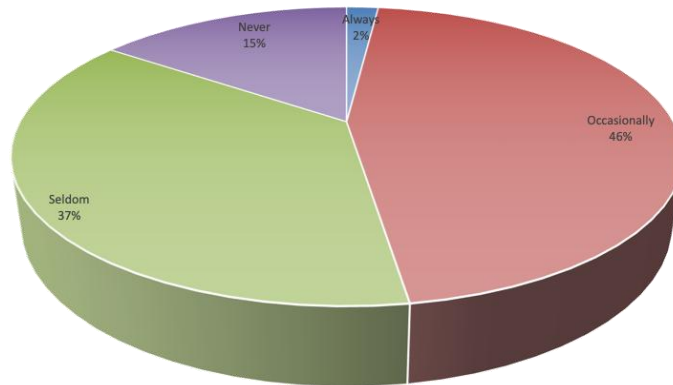


Figure 4.23 I take leave for personal reasons: Results

The results indicates that the response option “I take leave for personal reasons” had the sixth lowest mean (mean = 3.64). This indicates that respondents are experiencing sixth higher levels of problems where they take leave for personal reasons due to stress. In a study by Hulten et al., (2022) elaborated that high stress due to indistinct organization and conflicts was reported by 21% ($n=49$), while 45% ($n=105$) reported high stress due to individual demands and commitment. 36% percent were on sick leave for 15 days or more during 12 months after baseline. The odds of being on registered sick leave during this period was approximately twice as high for patients perceiving high stress due to indistinct organization and conflicts (OR 2.25, 95% CI 1.18;4.26), high stress due to individual demands and commitment (OR 2.21, 95% CI 1.28;3.82), low influence at work (OR 2.07, 95% CI 1.20;3.57), or high interference between work and leisure time (OR 2.19, 95% CI 1.27;3.80). Perceiving high stress due to both indistinct organization and conflicts as well as individual demands and commitment quadrupled the odds of sick leave, (OR 4.15 95% CI 1.84; 9.38).

I get High Blood Pressure

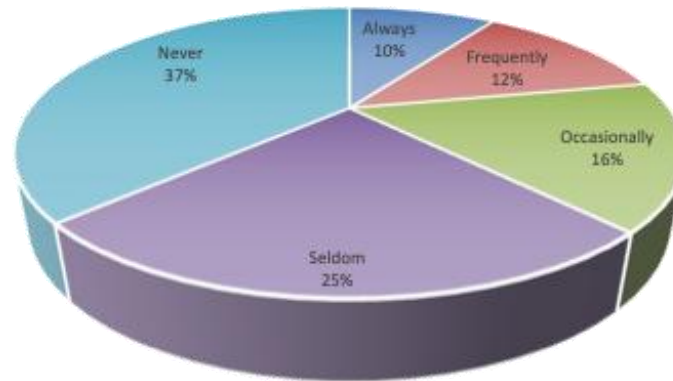


Figure 4.24 I get High Blood Pressure: Results

The results indicates that the response option “I get High Blood Pressure” had the seventh lowest mean (mean = 3.68). This indicates that respondents are undergoing higher levels of blood pressure as an effect of stress. The latest research by Tanya M Spruill in her study on “Chronic Psychosocial Stress and Hypertension” suggests that the return of blood pressure to the pre-stress resting level may also have a role in the pathogenesis of hypertension. There are few studies have demonstrated that recovering from blood pressure following mental stress predicts future blood pressure levels, in some cases more strongly than reactivity.

I Suffer indigestion/Stomach Problems

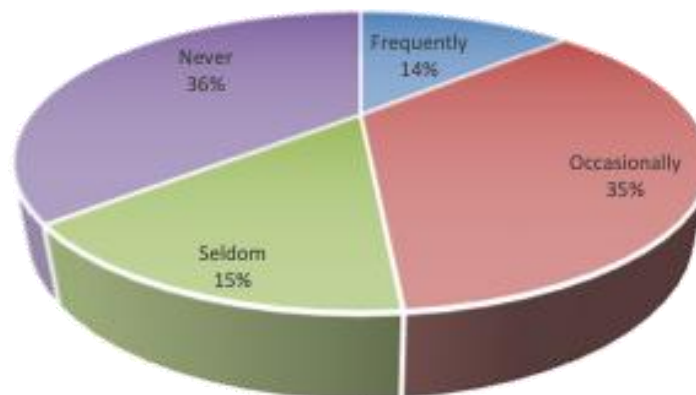


Figure 4.25 I Suffer indigestion/Stomach Problems: Results

The results indicates that the response option “I Suffer indigestion/Stomach Problems” had the eighth lowest mean (mean = 3.74). This indicates that respondents are experiencing eighth higher levels of indigestion/Stomach Problems due to stress. Harvard Health Publishing 2019 explained in a study that Functional gastrointestinal disorders affect 35% to 70% of people at some point in life, women more often than men. These disorders have no apparent physical cause such as infection or cancer yet result in pain, bloating, and other discomfort due to work related stress, which in turn in comparisons with our study and results it is with the same objective and results,

I am unable to Concentrate

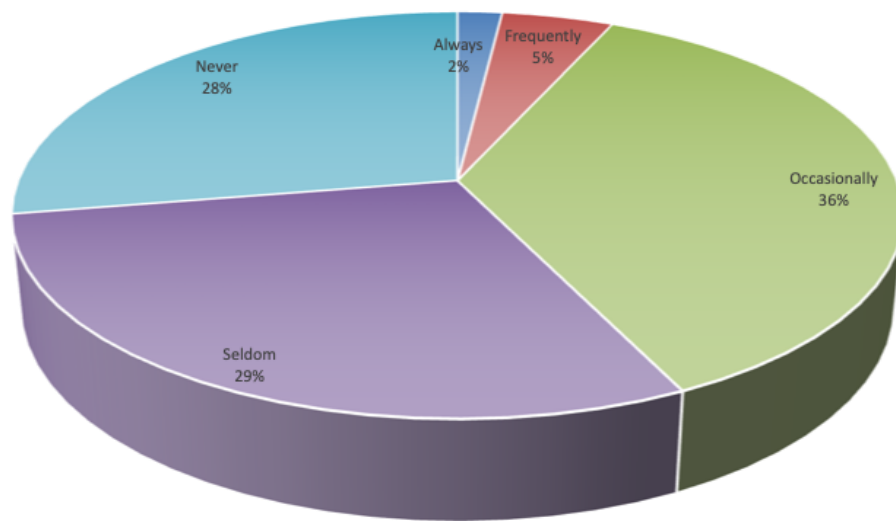


Figure 4.26 I am unable to concentrate: Results

The results indicates that the response option “I am unable to Concentrate” had the ninth lowest mean (mean = 3.76). This indicates that respondents are experiencing low level of concentration due to stress. Walkey et al., (2013) conducted several studies on burnout, exhaustion and work overload. They explained how job-related stress negatively impacts job skills, proves costly for employers and is reflected in lower productivity and reduced motivation. Their study

indicates how poor relationships with managers and the perception of an unsympathetic management also significantly contribute to stress levels. Due to lack of concentration the study reveals the lowers their skill, productivity and motivation.

Have you ever skipped your meals

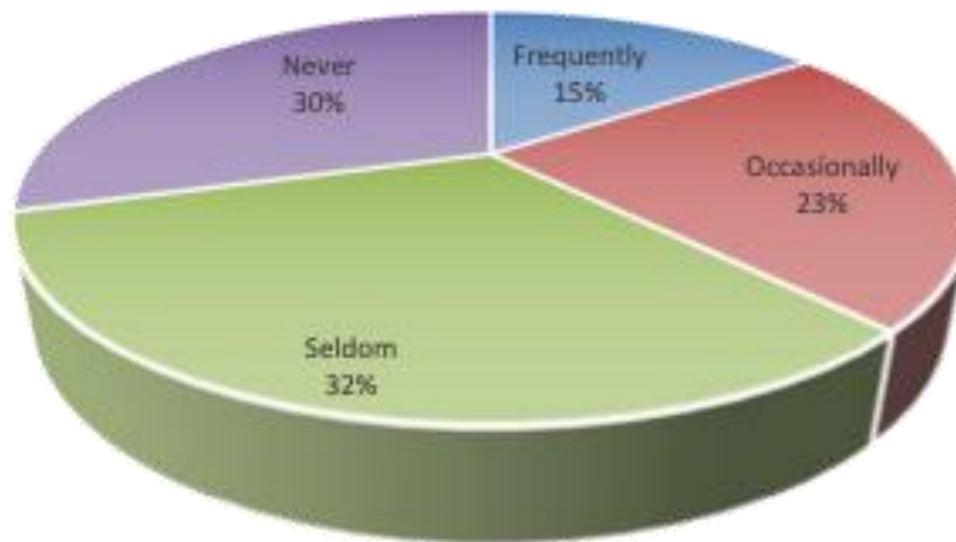


Figure 4.27 Have you ever skipped your meals: Results

The results indicates that the response option “Have you ever skipped your meals” had the tenth lowest mean (mean = 3.76). This indicates that most of the respondents are skipping their meals because of stress. Ego-threatening stressors by O'Connor et al., (2008) and those with social evaluation elicit much stronger stress responses and may be more likely to result in changes to normal eating behaviours. But in contrast Dickerson & Kemeny, (2004) found that stressors that were physical in nature like anxiousness, fear, feeling ill, threat were associated with a reduction in between-meal snacking.

My timekeeping becomes erratic and poor

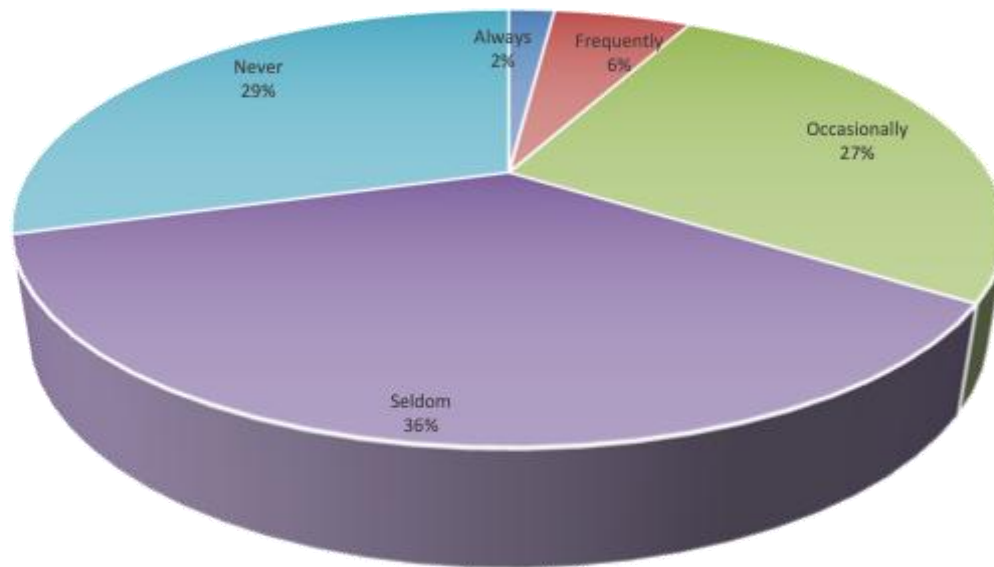


Figure 4.28 My timekeeping becomes erratic and poor: Results

The results indicates that the response option “My timekeeping becomes erratic and poor” had the eleventh moderate mean (mean = 3.86). This indicates that respondents are not able to keep up their time and becomes erratic and poor due to moderate levels of stress. A research paper published by Kabir, S.M.S (2017) contradicts that stress impacts time management due to individuals would like to achieve their goals and dreams in less time, with less effort and with lower stress. And, they want to have confidence in their ability to control their time and their lives in ways that allow them to be highly productive while maintaining a healthy work-life balance. Quite often, however, people feel a very real sense of frustration. They seem unable to get everything done during the day and rarely leave work at a decent hour with a feeling that they have moved closer to their goals.

I get Nervousness and Anxiety

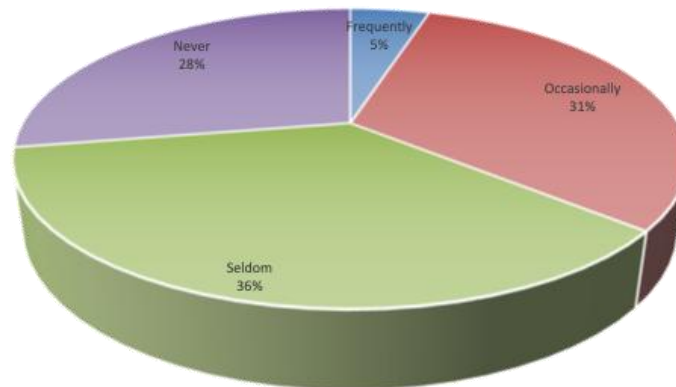


Figure 4.29 I get Nervousness and Anxiety: Results

The results indicates that the response option “I get Nervousness and Anxiety” had the twelfth moderate mean (mean = 3.87). This indicates that respondents are experiencing twelfth moderate levels of nervousness and anxiety because of stress. In a study Engelberg and Parsons (2016) found especially for anxiety and panic disorders among CEOs. This is evident that distress experiences impose long-term health costs, even for successful and wealthy individuals at a position of CEO.

I suffer loss of appetite

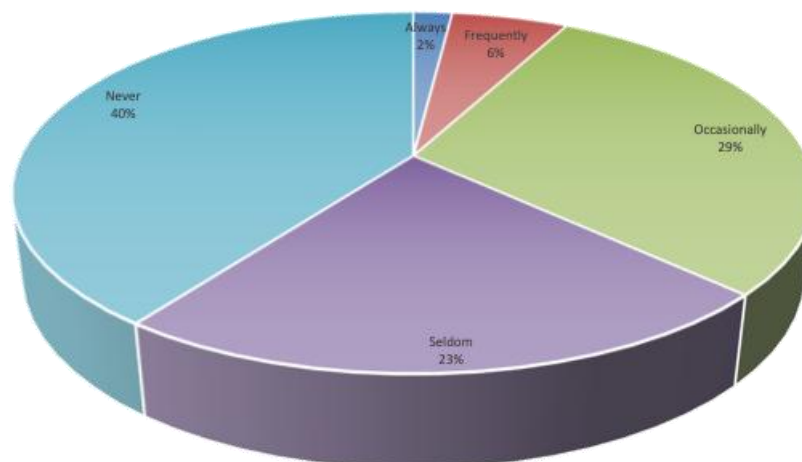


Figure 4.30 I suffer loss of appetite: Results

The results indicates that the response option “I suffer loss of appetite” had the thirteenth moderate mean (mean = 3.93). This indicates that respondents are experiencing thirteenth moderate levels of the loss of appetite due to stress.

I suffer Headache/Migraine

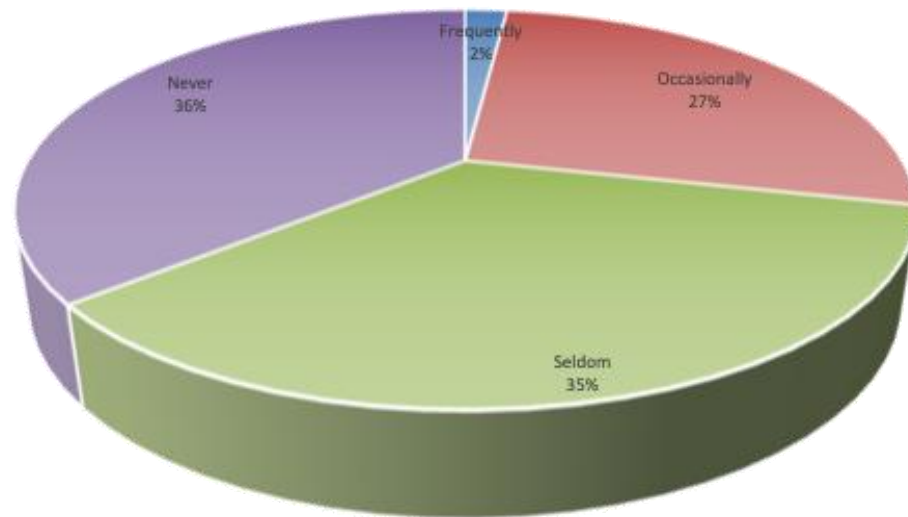


Figure 4.31 I suffer Headache/Migraine: Results

The results indicates that the response option “I suffer Headache/Migraine” had the fourteenth moderate mean (mean = 4.06). This indicates that respondents are moderately suffering from headache/migraine due to stress. In a study by Anker Stubberud, et al, explained that stress may induce sensitization and altered cortical excitability, partially explaining attack triggering, development of chronic migraine.

I find deterioration in my planning and control work

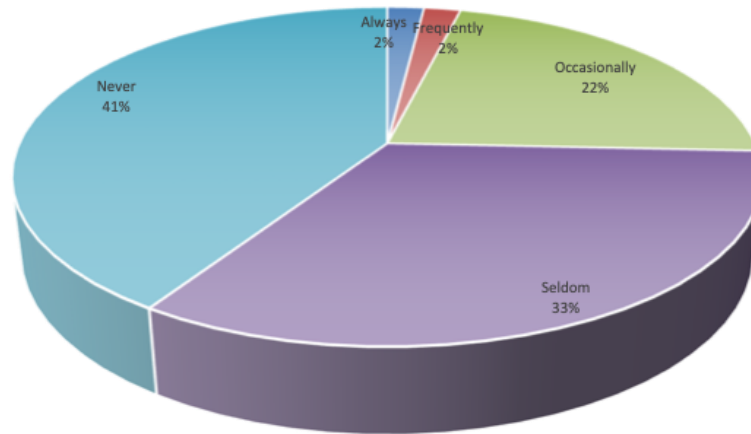


Figure 4.32 I find deterioration in my planning and control work: Results

The table indicates that the response option “I find deterioration in my planning and control work” had the fifteenth moderate mean (mean = 4.10). This indicates that respondents are finding fifteenth moderate levels of deterioration in their planning and control work as the effect of stress. Jarzabkowski et. al (2012) examined work stress factors found that the managers having less control over their day-to-day job had higher level of stress due to high work demand by their employer of a manufacturing industry across ages and gender.

I find loss of motivation and commitment

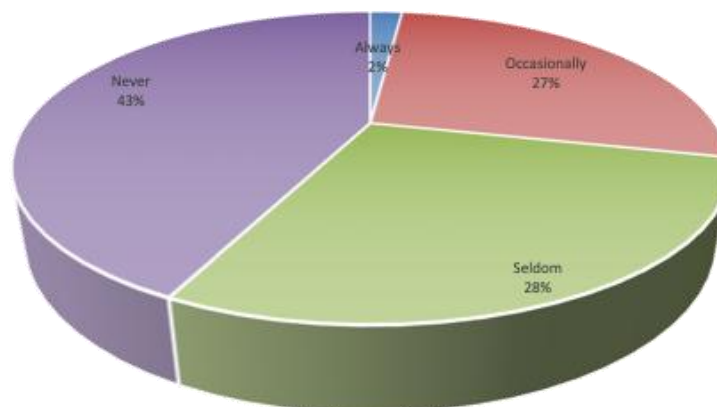


Figure 4.33 I find loss of motivation and commitment: Results

The table indicates that the response option “I find loss of motivation and commitment” had the sixteenth moderately high mean (mean = 4.10). This indicates that respondents are experiencing moderate levels of loss of motivation and commitment towards their role.

I find reduction in my work output and increase in my error rate

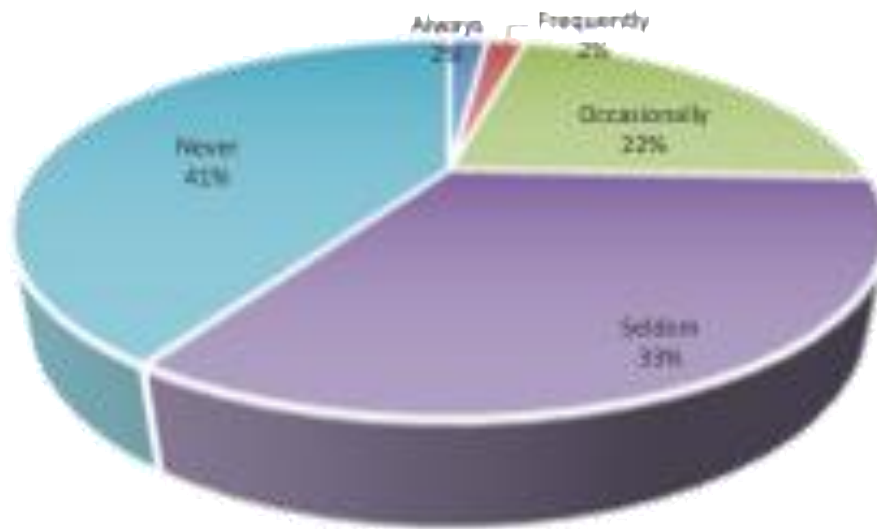


Figure 4.34 I find reduction in my work output and increase in my error rate: Results

The table indicates that the response option “I find reduction in my work output and increase in my error rate” had the seventeenth moderately high mean (mean = 4.18). This indicates that respondents are experiencing reduction in their work output and increase in their error rate due to stress.

I get nightmares and bad memories

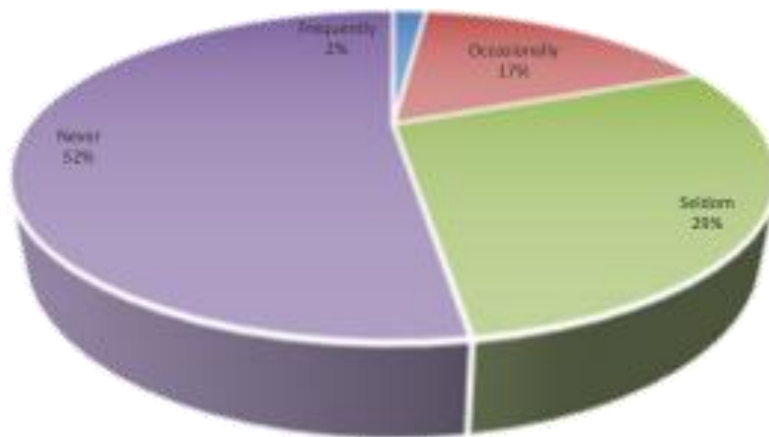


Figure 4.35 I get nightmares and bad memories: Results

The table indicates that the response option “I get nightmares and bad memories” had the eighteenth moderately high mean (mean = 4.31). This indicates that respondents are feeling eighteenth moderate high level of nightmares and bad memories in their sleep because of stress.

Consumption of alcohol increased

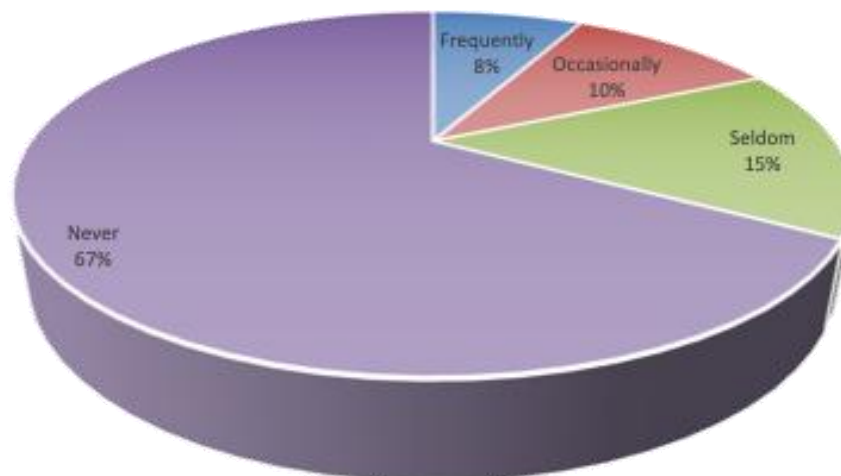


Figure 4.36 Consumption of alcohol increased: Results

The table indicates that the response option “Consumption of alcohol increased” had the nineteenth high mean (mean = 4.41). This indicates that respondents are experiencing nineteenth high level of increase in their consumption of alcohol due to stress.

I suffer palpitation of heart and difficulty in breathing

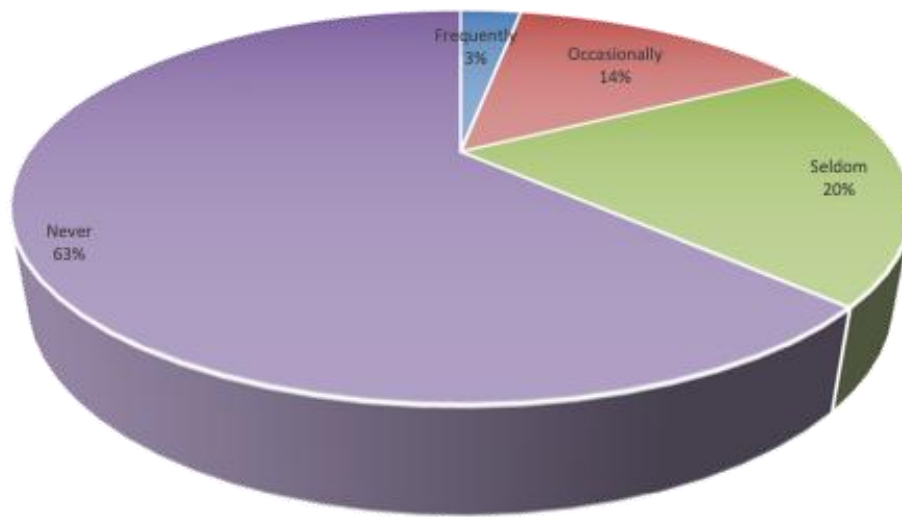


Figure 4.37 I suffer palpitation of heart and difficulty in breathing: Results

The table indicates that the response option “I suffer palpitation of heart and difficulty in breathing” had the twentieth high mean (mean = 4.43). This indicates that respondents are experiencing twentieth high level of palpitation of heart and difficulty in breathing because of stress.

Faced physiological and psychological problems

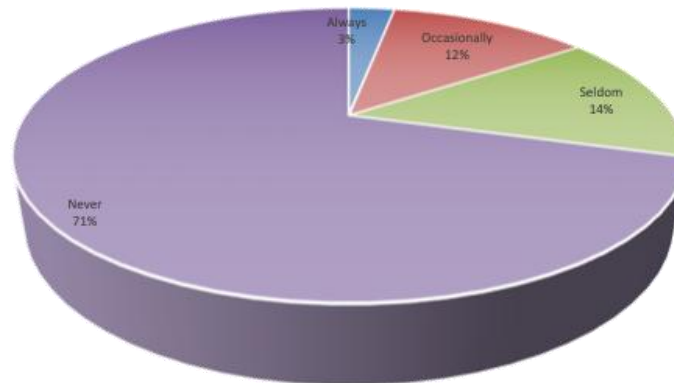


Figure 4.38 Faced physiological and psychological problems: Results

The table indicates that the response option “Have you faced any physiological and psychological problems after entering into the present job” had the twenty first high mean (mean = 4.50). This indicates that respondents are facing twenty first high level of psychological and psychological problems after entering the job due to stress.

Have you been Hospitalized

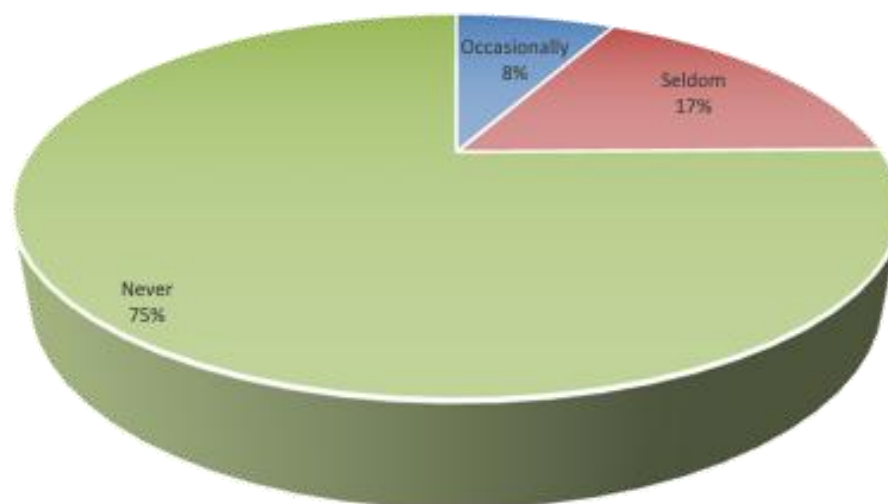


Figure 4.39 Have you been Hospitalized: Results

The table indicates that the response option “Have you been Hospitalized” had the twenty-second-high level of mean (mean = 4.68). This indicates that respondents have been hospitalized often due to this stress.

I find increase in my smoking

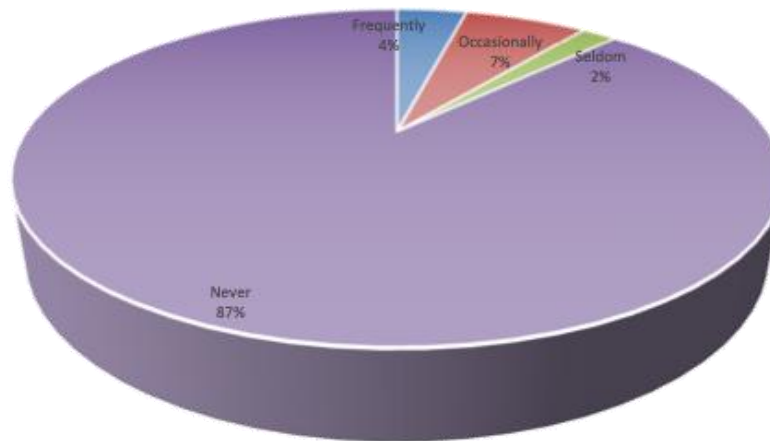


Figure 4.40 I find increase in my smoking: Results

The table indicates that the response option “I find increase in my smoking” had the twenty third high level of mean (mean = 4.73). This indicates that respondents are more addictive for smoking because of stress.

Have you ever had panic attack

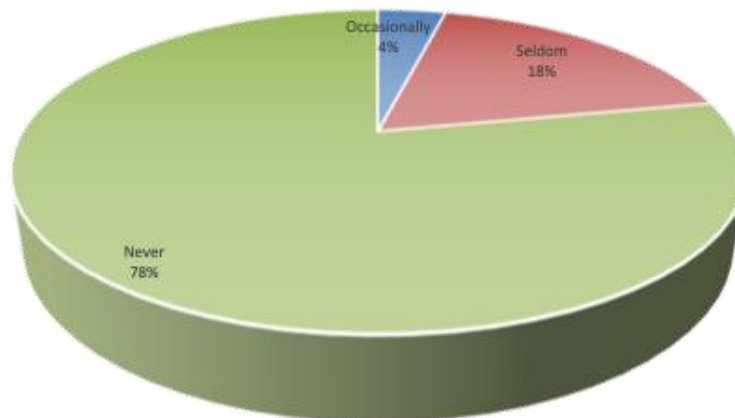


Figure 4.41 Have you ever had panic attack: Results

The table indicates that the response option “Have you ever had panic attack” had the twenty fourth high level of mean (mean = 4.74). This indicates that respondents are experiencing twenty fourth high level of panic attack due to stress.

4.4.3 Current level of physical activity: ANOVA

The findings of an Anova analysis were done to look at and compare the variations in physical activity and the impacts of stress are shown in the above table. Analysing and contrasting variance resources can aid in determining which changes are important. This is the purpose of ANOVA.

Physical Activity	N	Mean	Std. Deviation	F	Sig.
Walking around the factory	82	3.9614	.50123	3.18	0.03
Climbing Stairs	5	4.6333	.20069		
Standing During Work Hours	12	3.8507	.78445		
Sitting on the Desk	6	4.2361	.56129		
Total	105	3.9964	.55108		

Table 4.2 Physical Activity: ANOVA

The f-value in this test analysis is 3.18 at the 0.03 percent level, according to the study. Since the value is greater than the significance threshold, the data demonstrate that there are no significant deviations. The respondents' level of physical activity has not changed in response to their level of stress.

Primary Fitness	N	Mean	Std. Deviation	F	Sig.
Overall Fitness	45	4.0870	.56581	6.64	0.00
Loose Bodyweight/Fat	44	4.0786	.46954		
Decrease Stress	7	3.6190	.18700		
Manage Chronic Health Condition	5	3.0000	.53278		
Others	4	3.9792	.12028		
Total	105	3.9964	.55108		

Table 4.3 Primary Fitness: Result

The findings of an Anova analysis that was done to look at and compare the variations in Primary Fitness and the impacts of stress are shown in the above table. Analysing and contrasting variance resources can aid in determining which changes are important. This is the purpose of ANOVA. The f-value in this test analysis is 6.64 at the 0.00 percent level, according to the study.

Since the value is greater than the significance threshold, the data demonstrate that there are no significant deviations. The respondents' level of Primary Fitness has not changed in response to their level of stress.

Exercise	N	Mean	Std. Deviation	F	Sig.
Yes	66	4.0025	.49689	0.64	0.43
No	39	3.9861	.63926		
Total	105	3.9964	.55108		

Table 4.4 Exercise: Result

The findings of an Anova analysis that was done to look at and compare the variations in Exercise and the impacts of stress are shown in the above table. Analysing and contrasting variance resources can aid in determining which changes are important. This is the purpose of ANOVA. The f-value in this test analysis is 0.64 at the 0.43 percent level, according to the study. Since the value is greater than the significance threshold, the data demonstrate that there are no significant deviations. The respondents' level of Exercise has not changed in response to their level of stress.

Schedule of Days of Exercise	N	Mean	Std. Deviation	F	Sig.
zero days	8	3.5469	.74350	2.58	0.04
1 to 2 Days	12	3.7882	.60078		
3 to 4 Days	47	4.0080	.47033		
5 to 6 Days	11	4.1439	.57505		
All the Days	27	4.1420	.53011		
Total	105	3.9964	.55108		

Table 4.5 Schedule of Days of Exercise

The findings of an Anova analysis that was done to look at and compare the variations in Schedule of Days of Exercise and the impacts of stress are shown in the above table. Analysing and contrasting variance resources can aid in determining which changes are important. This is the purpose of ANOVA. The f-value in this test analysis is 2.58 at the 0.04 percent level, according to the study. Since the value is greater than the significance threshold, the data demonstrate that there are no significant deviations. The respondents' level of Schedule of Days of Exercise has not changed in response to their level of stress.

Schedule of Minutes of Exercise	N	Mean	Std. Deviation	F	Sig.
Zero Minutes	11	3.3674	.58358	5.01	0.00
Less than 30 Minutes	16	4.0885	.47014		
30 to 60 Minutes	65	4.0551	.53644		
60 to 120 Minutes	9	4.2315	.37909		
More than 120 Minutes	4	3.8750	.09623		
Total	105	3.9964	.55108		

Table 4.6 Schedule of Minutes of Exercise

The findings of an Anova analysis that was done to look at and compare the variations in Schedule of Minutes of Exercise and the impacts of stress are shown in the above table. Analysing and contrasting variance resources can aid in determining which changes are important. This is the purpose of ANOVA. The f-value in this test analysis is 5.01 at the 0.00 percent level, according to the study. Since the value is greater than the significance threshold, the data demonstrate that there are no significant deviations. The respondents' level of Schedule of minutes of Exercise has not changed in response to their level of stress.

Moderate Intensity Exercises	N	Mean	Std. Deviation	F	Sig.
Weightlifting	11	4.3106	.25978	3.52	0.02
Resistance Training	13	3.7692	.50963		
Yoga	21	4.1984	.60823		
Others	60	3.9174	.54313		
Total	105	3.9964	.55108		

Table 4.7 Moderate Intensity Exercises

The findings of an Anova analysis that was done to look at and compare the variations in Moderate Intensity and the impacts of stress are shown in the above table. Analysing and contrasting variance resources can aid in determining which changes are important. This is the purpose of ANOVA.

The f-value in this test analysis is 3.52 at the 0.02 percent level, according to the study. Since the value is greater than the significance threshold, the data demonstrate that there are no significant deviations. The respondents' level of Moderate Intensity has not changed in response to their level of stress.

Vigorous intensity Exercises	N	Mean	Std. Deviation	F	Sig.
Swimming	6	4.0694	.74938	0.31	0.87
Cycling	11	4.0758	.65559		
Jogging, Treadmill, Brisk Walking	37	4.0450	.51952		
Lunges and Squats	5	3.9083	.47177		
Others	46	3.9384	.54749		
Total	105	3.9964	.55108		

Table 4.8 Exercises: Result

The findings of an Anova analysis that was done to look at and compare the variations in Vigorous intensity and the impacts of stress are shown in the above table. Analysing and contrasting variance resources can aid in determining which changes are important. This is the purpose of ANOVA. The f-value in this test analysis is 0.31 at the 0.87 percent level, according to the study. Since the value is less than the significance threshold, the data demonstrate that there are significant deviations. The respondents' level of Vigorous intensity has changed in response to their level of stress.

Household Activities	N	Mean	Std. Deviation	F	Sig.
Cooking	33	4.0316	.41862	2.80	0.04
House Keeping	32	4.1563	.60018		
Gardening	20	3.7188	.45400		
Others	20	3.9604	.66755		
Total	105	3.9964	.55108		

Table 4.9 Household Activities: Result

The findings of an Anova analysis that was done to look at and compare the variations in Household Activities and the impacts of stress are shown in the above table. Analysing and contrasting variance resources can aid in determining which changes are important. This is the purpose of ANOVA. The f-value in this test analysis is 2.80 at the 0.04 percent level, according to the study. Since the value is greater than the significance threshold, the data demonstrate that there are no significant deviations. The respondents' level of Household Activities has not changed in response to their level of stress.

Entertainment to Manage Stress	N	Mean	Std. Deviation	F	Sig.
Listening to Music	56	4.0335	.47993	1.63	0.17
Watching Movies/Drama	26	3.8750	.68516		
Playing Musical Instruments	3	3.4167	.79386		
Meditation	5	4.0417	.32676		
Others	15	4.1694	.50456		
Total	105	3.9964	.55108		

Table 4.10 Entertainment to Manage Stress: Result

The findings of an Anova analysis that was done to look at and compare the variations in Entertainment to Manage Stress and the impacts of stress are shown in the above table. Analysing and contrasting variance resources can aid in determining which changes are important. This is the purpose of ANOVA. The f-value in this test analysis is 1.63 at the 0.17 percent level, according to the study. Since the value is greater than the significance threshold, the data demonstrate that there are no significant deviations. The respondents' level of entertainment to manage Stress has not changed in response to their level of stress.

Physical Activities to Manage Stress	N	Mean	Std. Deviation	F	Sig.
Strongly Agree	33	3.9558	.47117	5.31	0.00
Agree	46	4.0725	.55126		
Somewhat Agree	19	3.9934	.53346		
Disagree	5	4.2083	.19094		
Strongly Disagree	2	2.4167	0.00000		
Total	105	3.9964	.55108		

Table 4.11 Physical Activities to Manage Stress: Result

The findings of an Anova analysis that was done to look at and compare the variations in physical activities to Manage Stress and the impacts of stress are shown in the above table. Analysing and contrasting variance resources can aid in determining which changes are important. This is the purpose of ANOVA. The f-value in this test analysis is 5.31 at the 0.00 percent level, according to the study. Since the value is greater than the significance threshold, the data demonstrate that there are no significant deviations. The respondents' level of physical activities to Manage Stress has not changed in response to their level of stress.

Correlation Analysis Results:

Correlation		Salary	Effect of Stress
Salary	Pearson Correlation	1	.078
	Sig. (2 - tailed)		.432
	N	105	105
Effect of Stress	Pearson Correlation	.078	1
	Sig. (2 - tailed)	.432	
	N	105	105

Table 4.12 Correlation Analysis Results: Result

There is a strong relationship between two variables like effects of stress and salary. This means the changes in one variable are strongly correlated with the changes in the second variable. Pearson value derived from the analysis is $r = .078$, the results confirm negligible correlation since the changes in one variable are less correlated with changes in another variable. Positive correlation shows between .07 to .09 which is highly positive correlation between the variable. If Pearson correlation value is less than 0.01, we can conclude that correlation is negative correlation but here it shows highly negligible correlation.

Size of Correlation	Interpretation
.90 to 1.00 (-90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-70 to -90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	negligible correlation

Table 4.13 Size of Correlation: Result specifications

T – Test Analysis Results:

Group Statistics

Sex		N	N	Std. Deviation	Std. Error Mean
Effect of Stress	Male	102	3.9939	0.55148	0.05460
	Female	3	4.0833	0.64952	0.37500

Table 4.14 T – Test Analysis Results: Result

Independent Sample Test

Effect of Stress	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	Df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval Diff.	
								Lower	Upper
Equal variances assumed	0.080	0.778	-0.276	103	0.783	-0.08946	0.32425	-0.73254	0.55362
Equal variances not assumed			-0.236	2.086	0.835	-0.08946	0.37895	-1.65743	1.47851

Table 4.15 Ex Independent Sample Test: Result

Based on the derived analysis results the significant value is greater than 0.05 confirm that the variable in two conditions is about the same. Since the score in one condition do not vary enormously while compared with the score in condition two which in significance of 0.778 wherein, we had considered Effect of Stress as condition one and the gender as second condition.

This reveals that the variability in two conditions is not significantly different as per the statistical analysis results.

4.5 Conclusion

This study's goal is to identify and evaluate the impact of physical activities in managing stress among CEOs in manufacturing sector at Sri city industrial park. Towards this goal, the researcher spoke to several participants and sent a questionnaire through online survey link to make them participate to acquire their demographic details, level of stress and their involvement in physical activity.

In the above sections, the background of each of the respondents was reviewed to better understand the type of participants involved in the study and the questions were discussed. Then, some context was provided about the stress and physical activity, to put into perspective some of the questions and potential responses.

Next, the respondents were asked to go through the questionnaire and fill the answers and it were grouped and reviewed, along with key quotes where necessary. Each question was thoroughly explored with views and counter views, with the researcher presenting them as close to the source as possible.

The next chapter will discuss the major findings, provide a precis of the researcher's interpretation, and provide some practical purposes for the results of the research and finally make recommendations for future research. The results concludes that the Stress Level of the CEO's are at higher level despite of any physical activities, except few seldom intensive exercises. The Impact of results will be elaborately discussed and summarised in forth coming chapter.

CHAPTER V:

DISCUSSION

5.1 Discussion of Results

The results indicate that CEOs experience elevated stress levels regardless of their engagement in physical activities. This suggests that the demands and pressures of their roles such as decision-making responsibilities, long working hours, and the constant need to navigate complex challenges—contribute significantly to their stress, overshadowing the potential stress-relief benefits of regular exercise.

While some CEOs may participate in occasional intense workouts, these activities appear insufficient to mitigate the chronic stress associated with their positions. This could imply that their lifestyles and work environments create a sustained high-stress state that is not easily alleviated through physical exercise alone.

Moreover, the findings highlight the importance of addressing stress management holistically. It suggests that CEOs might benefit from additional strategies beyond physical activity, such as mindfulness practices, mental health support, and time management techniques, to better cope with the unique challenges they face in their leadership roles.

5.2 Discussion of Research Question One: Demographical Classification

India's economic boost can be attributed to significant growth across various sectors, each contributing uniquely to the overall development. Among that, the automotive industry in India is one of the largest in the world. Likewise, from the results it is evident that in Sri City, the automobile sector contributes more than 60% among the manufacturing industries when compared to Consumer Durables, Medical Sector, Renewable Energy, etc.

The statistic highlighting that less than 3% of CEOs are female compared to their male counterparts underscores a significant gender disparity in leadership roles across industries. This imbalance reflects broader systemic issues that contribute to the underrepresentation of women in executive positions.

Across these sectors, CEOs often deal with lofty expectations from stakeholders, the need for constant innovation, and navigating through complex regulatory environments. The cumulative effect of these stressors highlights the importance of effective stress management strategies, such as building supportive networks, engaging in regular physical activity, and fostering a healthy work-life balance to maintain their well-being and organizational effectiveness.

Addressing the gender gap in CEO positions requires a multi-faceted approach, including policy changes, mentorship programs, and cultural shifts within organizations. Increasing female representation in leadership is not just a matter of equity but also a pathway to enhanced business performance and innovation. The prevalence of postgraduate qualifications among CEOs underscores the value placed on advanced education in business leadership. However, while education is important, organizations should also consider a broader range of skills and experiences to promote diversity and innovation in their leadership teams.

Mark Borgschulte, et al (2021) in their paper CEO Stress, Aging, and Death explains that the key reason for the lack of causal evidence is that it is stimulating factor to separate the health effects of job stressors from those of income losses and financial hardship (Smith 1999). In this paper, we overcome these identification obstacles by concentrating on CEOs of large publicly traded companies. CEOs in this sample are wealthy and unlikely to be affected by financial hardships even if they lose their job. Thus, the setting of top corporate jobs allows us to isolate direct effects on health from indirect effects due to financial constraints.

Based on the above explanation it is clearly viable that Salary could play a major role in the Stressor and their impact on CEO of industries which may in turn may lead to causalities or even lead to death due the stress factors as the management pressure is combined with the financial burden which complicates the CEOs to be stress over professionally as well as in their personal life, being the contributor for the family expenses as a breadwinner. This has been analysed in our correlation test which is resulting in negligible relation.

In summary, while most CEOs being non-vegetarian may not directly influence their stress levels, it is part of a broader context of lifestyle choices, health, and social dynamics that can affect their ability to cope with the pressures of their roles. Stress management for CEOs hinges on a combination of diet, exercise, work-life balance, and support systems rather than dietary choices alone.

While the statistics about CEOs being non-vegetarian offers insights into dietary trends, it also raises questions about cultural influences, health perceptions, and leadership dynamics. It is a reminder that personal choices, even those as seemingly trivial as diet, can reflect broader societal norms and values within the corporate landscape.

While the high percentage of married CEOs suggests a potential source of support and stability that can mitigate stress, the dual pressures of family and professional responsibilities can also contribute to heightened stress levels. While collaboration with a partner can lead to better decisions and emotional backing, the competing demands of family and work can also introduce stress. The impact of marriage on decision-making and stress levels is multifaceted, depending on individual circumstances and the quality of personal relationships. The relationship between marital status and stress in CEOs is complex and influenced by individual circumstances, including the quality of relationships, the balance of responsibilities and coping mechanisms.

Being part of a nuclear family can significantly impact a CEO's stress levels and decision-making. While the emotional support and stability offered by a nuclear family can help mitigate stress, the challenges of balancing professional and family responsibilities can introduce new pressures. The dynamics of family life play a crucial role in shaping how CEOs manage stress and make decisions in their leadership roles.

The considerable number of CEOs staying far from factory locations presents a mix of challenges and opportunities. While physical distance can lead to stress due to oversight challenges and communication barriers, it can also provide CEOs with the space to focus on strategic initiatives. The impact on stress levels depends on the effectiveness of communication, the strength of relationships with on-site teams, and the ability to balance operational oversight with strategic planning.

The acknowledgment by over 69% of CEOs that their jobs create stress reflects the complexities and pressures of leadership roles. Grand expectations, crisis management, work-life balance challenges, isolation, and stakeholder relationships all contribute to this stress. Understanding these factors can be crucial for CEOs to develop effective coping strategies and seek support to mitigate the impact of stress on their well-being and performance.

The fact that more than 15% of CEOs are smokers highlights the complex relationship between stress, health, and leadership. While some may use smoking as a coping mechanism for stress, it poses significant health risks that can further complicate their ability to manage stress effectively. Addressing smoking and promoting healthier coping strategies can be crucial for CEOs to improve their well-being and performance in their roles.

The high percentage of CEOs who consume alcohol highlights the complex relationship between stress, health, and leadership. While some may use alcohol to cope with stress, the potential health risks and impacts on decision-making can create a challenging dynamic. Promoting healthier coping strategies and fostering a culture of wellness can be crucial for CEOs to manage stress effectively while maintaining their overall health and professional integrity.

In an article written by Mats Ramstedt and Isabella Grip (2024) in their CAN report shows that managers in general, and CEOs in particular, consume more alcohol than other occupations in Sweden. Professionals in healthcare and education have the lowest consumption. While comparing with the results in this thesis 8% of the CEOs are substantial risk alcoholism and 10% of the CEOs are in moderate alcoholic and 15% falls under seldom consumption of alcohol. Compared to medical professionals, manufacturing sector CEOs tend to consume more alcohol.

5.3 Discussion of Research Question Two: Effect of Stress

The prevalence of exhaustion and fatigue among CEOs as a top-ranking effect of stress highlights the intense demands of their roles. The combination of heavy workloads, constant decision-making, crisis management, isolation, and physical health impacts creates a cycle that can significantly deplete their energy and well-being. Recognizing this issue is essential for CEOs to implement effective stress management strategies and prioritize self-care, which can enhance their performance and overall quality of life.

Keloharju, et al, (2020) study explains except while dividing the health index of CEOs into mental and physical health subcomponents, given that both the mental and physical component contribute to overall health, we would expect the results for overall health to be statistically more significant than those for the mental and physical health components separately.

Even in the decomposition, all the relations between the health variables and firm policy and performance variables are negative. One of these associations, which is mental health and sales growth, is statistically substantial at the 5% level and one is significant at the 10% level based on their physical health.

A one standard deviation change in the mental health index is associated with a larger change in the policy variables than a one standard deviation changes in the physical health index. In this sense, the firm policy results are in line with our earlier results on the relative strength of the mental and physical health components. The lack of a statistically significant association between CEO health and operating performance is understandable given that firm performance is far more than an aggregation of active CEO decisions.

The prevalence of poor sleep among CEOs highlights the significant impact of stress on their well-being. The combination of high responsibility, cognitive overload, work-life imbalance, health issues, and lifestyle factors creates a perfect storm for sleep disturbances. Addressing these issues is crucial for CEOs, as sound sleep is essential for effective decision-making, emotional resilience, and overall health. Implementing stress management techniques, prioritizing self-care, and fostering a healthier work environment can help improve sleep quality and enhance overall performance.

According to an article from Harvard Business Review sleep deprivation among employees poses other kinds of risks to companies as well. With too little sleep, people do things that no CEO in his or her right mind would allow. All over the world, people are running heavy and dangerous machinery or guarding secure sites and buildings while they are exhausted. Otherwise, intelligent, well-mannered managers do all kinds of things they would never do if they were rested—they may

get angry at employees, make unsound decisions that affect the future of their companies, and give muddled presentations before their colleagues, customers, the press, or shareholders.

While compared with our study results 25% of the CEOs are at considerable risk of stress due to lack of sleep and almost 24% of the CEOs are moderately not getting sound sleep, which obviously deteriorates their mental as well as physical health conditions. Sleep being a crucial factor for stress-free mental health which directly affects the performance of the CEOs at work and imbalances in their physical health.

Akerstedt, et al (2002), It was concluded that stress and the social situation at work are strongly linked to disturbed sleep and impaired awakening, that gender and, even more so, age may modify this and that the inability to stop worrying about work during free time may be an important link in the relation between stress and sleep. This had been clearly captured in our study and its results that 49% of the CEO's in Sri city industrial manufacturing sector are not in a position in getting sound sleep or most of them are affected with sleep deficit which is increasing their stress during the work time.

Frustration as a high-ranking effect of stress among CEOs underscores the intense challenges they face in their roles. Elevated expectations, complex decision-making, resource limitations, isolation, and work-life imbalance all contribute to this emotional state. Addressing these sources of frustration through effective stress management strategies, fostering open communication, and building a supportive organizational culture can help mitigate these feelings, enhancing both personal well-being and organizational performance.

Muscular tension in the neck, back, jaw, and wrists as a high-ranking effect of stress among CEOs highlights the physical toll of their demanding roles. Factors such as prolonged sitting, high stress levels, anxiety, lack of physical activity, and sleep disturbances all contribute to this issue.

Addressing these concerns through ergonomic improvements, stress management techniques, regular exercise, and prioritizing self-care can help alleviate muscular tension and enhance overall well-being.

The decision for CEOs to take leave for personal reasons as a high-ranking effect of stress underscores the critical importance of self-care and mental health. Factors such as burnout, mental health considerations, work-life balance challenges, physical health issues, and the need for reflection all play a role in this trend. Encouraging a culture that recognizes the importance of mental well-being and supports personal time off can help CEOs manage stress more effectively, leading to healthier leadership and improved organizational outcomes.

High blood pressure as a high-ranking effect of stress among CEOs underscores the serious health implications of their demanding roles. Factors such as chronic stress responses, lifestyle choices, sleep disturbances, emotional strain, and high-pressure work environments all contribute to this issue. Addressing these factors through effective stress management strategies, promoting healthier lifestyles, and fostering supportive work cultures can help mitigate the risk of hypertension and enhance overall health and well-being for CEOs.

Indigestion and stomach problems as high-ranking effects of stress among CEOs highlight the significant impact of their roles on digestive health. Factors such as the body's stress response, lifestyle choices, high-pressure environments, sleep disturbances, and mental health considerations all contribute to these issues. Addressing these challenges through stress management techniques, promoting healthy eating habits, ensuring adequate sleep, and fostering a supportive work environment can help alleviate digestive problems and enhance overall well-being for CEOs.

The inability to concentrate as a high-ranking effect of stress among CEOs underscores the profound impact of their roles on cognitive function. Factors such as mental overload, emotional

distraction, sleep disruptions, high-pressure work environments, physical health issues, and mental health concerns all contribute to this challenge. Implementing effective stress management strategies, promoting a supportive work culture, ensuring adequate rest, and fostering open communication can help enhance concentration and overall productivity for CEOs.

Skipping meals as a high-ranking effect of stress among CEOs highlights the significant impact of their roles on self-care and health. Factors such as time constraints, appetite changes, cognitive overload, social pressures, and health implications all contribute to this behaviour. Addressing these issues through effective stress management, promoting a culture of self-care, and encouraging regular meal breaks can help CEOs maintain better eating habits and overall well-being. The high-stakes nature of their roles may also create a perception that eating is a sign of weakness or distraction from work, further contributing to meal-skipping behaviour.

The moderate ranking of erratic timekeeping among CEOs due to stress highlights that while the issue is significant, it is not uniform across all leaders. Individual responses to stress, coping mechanisms, workplace culture, and the nature of responsibilities all play crucial roles in how time management is affected. Recognizing this complexity is essential for developing strategies to support CEOs in managing stress and maintaining effective timekeeping practices. By fostering a healthier work environment and encouraging self-care, organizations can help mitigate the impact of stress on their leaders' productivity and overall well-being.

The moderate ranking of nervousness and anxiety as effects of stress among CEOs indicates a complex interplay of individual and situational factors. While these feelings are common due to the inherent pressures of leadership, their impact is not uniform. Factors such as experience, support systems, and workplace culture play crucial roles in shaping how CEOs manage stress. Understanding this complexity can inform the development of targeted

interventions and support systems that help leaders navigate their challenges more effectively, fostering a healthier, more resilient leadership environment.

The moderate ranking of loss of appetite as an effect of stress among CEOs reflects a complex interaction between individual characteristics and situational factors. While many leaders may experience a decreased appetite due to the pressures of their roles, the extent of this issue varies widely. Factors such as personal resilience, coping strategies, and the work environment play crucial roles in determining how significantly stress impacts appetite. By recognizing and addressing these factors, organizations can support CEOs in maintaining their well-being, which is essential for effective leadership and overall productivity.

The moderate ranking of headaches and migraines as effects of stress among CEOs highlights the interplay between psychological stress and physical health. While many CEOs do experience these symptoms due to their demanding roles, the severity and frequency vary based on individual factors such as resilience, lifestyle choices, and workplace environments. Recognizing the importance of health and wellness in leadership is crucial. Organizations can support their CEOs by promoting a culture of well-being, providing resources for stress management, and encouraging self-care practices. This approach not only benefits the individuals but also enhances overall organizational effectiveness and productivity.

The moderate ranking of deterioration in planning and control work among CEOs due to stress underscores the complexity of leadership challenges. While stress can impede effective planning and oversight, the degree of this impact varies based on individual resilience, cognitive load, and the support available. Addressing these challenges requires a holistic approach that includes stress management strategies, improved workplace culture, and enhanced support systems. By fostering an environment that prioritizes well-being and encourages strategic thinking,

organizations can help their leaders navigate stress more effectively, leading to better planning and control outcomes.

The moderate ranking of loss of motivation and commitment among CEOs due to stress highlights the complex interplay between individual well-being and organizational demands. While many leaders face challenges that can diminish their engagement, the impact is not uniform and depends on several factors, including personal resilience, support systems, and workplace.

culture. Addressing these issues requires organizations to prioritize mental health and create environments that foster motivation and commitment. By providing resources for stress management and promoting work-life balance, organizations can help their CEOs remain engaged and effective in their leadership roles.

The moderate ranking of reduction in work output and increased error rates among CEOs due to stress highlights the complexity of leadership under pressure. While many CEOs face challenges that can affect their performance, the severity of these issues varies based on individual resilience, support systems, and workplace dynamics. Organizations can address these challenges by fostering a supportive culture, promoting stress management strategies, and encouraging work-life balance. By prioritizing mental well-being, organizations can help their leaders maintain productivity and accuracy, enhancing overall performance and effectiveness.

The moderate ranking of nightmares and bad memories as effects of stress among CEOs underscores the complex relationship between leadership responsibilities and mental health. While many CEOs may experience these disturbances, severity and frequency can vary based on individual factors such as resilience, coping mechanisms, and the overall work environment.

Addressing these issues requires organizations to prioritize mental well-being and support systems for their leaders. By fostering a healthy work culture, promoting work-life balance, and

providing resources for stress management, organizations can help mitigate the impact of stress on CEOs, improving their overall quality of life and effectiveness in their roles.

The moderate ranking of increased alcohol consumption among CEOs due to stress highlights the need for awareness and intervention in leadership roles. While some CEOs may use alcohol as a coping mechanism, the impact and prevalence of this behavior can vary widely based on individual and situational factors. Organizations should promote a culture of well-being and

provide resources for stress management, encouraging healthier coping strategies. By fostering an environment that prioritizes mental health, organizations can help mitigate the risks associated with increased alcohol consumption, enhancing both the personal well-being of CEOs and the overall effectiveness of their leadership.

The moderate ranking of heart palpitations and difficulty breathing as effects of stress among CEOs highlights the complex interplay between psychological stress and physical health. While these symptoms are significant, they do not affect all leaders to the same extent, as individual responses to stress vary widely. Organizations should recognize the importance of mental health and promote supportive environments that include stress management resources, wellness programs, and a focus on work-life balance. By addressing these issues proactively, organizations can help mitigate the physical effects of stress on CEOs, enhancing their overall health and effectiveness in leadership roles.

The lower ranking of physiological and psychological problems among CEOs after entering their current roles suggests that while stress is a factor, its impact is not universally severe. Individual resilience, effective support systems, and a positive workplace culture play crucial roles in shaping how stress is experienced. Organizations should continue to prioritize mental health resources and create supportive environments to help leaders thrive in their roles. By fostering a

culture that emphasizes well-being, organizations can further minimize the effects of stress on their CEOs, promoting healthier leadership and enhanced organizational performance.

The lower ranking of hospitalization among CEOs as an effect of stress suggests that while stress is a factor in their roles, it does not typically lead to severe health crises for most leaders. This is due to a combination of access to healthcare, preventive health measures, resilience, and supportive workplace cultures. Organizations can further enhance this positive trend by

fostering environments that promote mental well-being and encourage healthy lifestyle choices. By prioritizing these aspects, organizations can help minimize the risk of severe health issues related to stress among their leaders, ensuring sustained effectiveness and productivity in their roles.

The lower ranking of increased smoking among CEOs as an effect of stress indicates that, while some may still resort to smoking, this behavior is not a predominant coping mechanism for most leaders. Factors such as health awareness, alternative coping strategies, access to resources, and positive workplace cultures contribute to this trend. Organizations can further support this by fostering environments that promote health and well-being, helping CEOs manage stress more effectively and reduce reliance on unhealthy behaviors like smoking.

The ranking of panic attacks as the least effect of stress among CEOs indicates that, while they can occur, they are not a common experience for most leaders. Factors such as resilience, access to support, awareness of mental health, and positive workplace environments all contribute to this trend. Organizations can continue to foster supportive cultures and provide resources for mental health to further minimize the risk of panic attacks among their leaders. By prioritizing mental well-being, organizations can enhance overall leadership effectiveness and promote healthier coping strategies in the face of stress.

5.4 Discussion of Research Question Three: Physical Activity

The statistics show that walking around the factory is the most favored physical activity among CEOs for stress reduction, reflecting its benefits in engagement, visibility, and health. While climbing stairs and standing during work hours also contributes to physical activity and stress relief, sitting at the desk remains the least effective choice. Encouraging more active practices like walking and standing can significantly enhance well-being and productivity among CEOs, promoting a healthier workplace culture overall.

The data indicates that CEOs focus on overall fitness as their primary goal for physical activities, with a notable emphasis on weight loss as well. While stress reduction and management of chronic health conditions are also important, they play a lesser role in motivation. This highlights the multifaceted nature of fitness goals among CEOs, where the overarching aim is to maintain health and vitality, which in turn supports their demanding roles. Promoting awareness of the stress-relieving benefits of physical activity could help elevate its importance among this demographic, encouraging a more balanced approach to health and well-being.

The data shows that a substantial majority of CEOs (64.1%) prioritize exercise as part of their health regimen, recognizing its benefits for stress management and overall productivity. However, 35.9% who do not exercise represent a notable opportunity for improvement. Organizations can enhance their wellness initiatives to encourage all leaders to engage in physical activity, fostering a healthier workplace culture that benefits both executives and employees alike.

The data illustrates a varied commitment to physical activity among CEOs, with half engaging in exercise three times a week, making it the most common frequency. This highlights the importance of promoting wellness initiatives within organizations to support all leaders in

maintaining active lifestyles. By fostering a culture that values health and well-being, organizations can enhance the overall effectiveness and resilience of their leadership teams.

The data shows that while many CEOs engage in physical activity—particularly within the 30 to 60-minute range—there remains a notable percentage who either engage minimally or not at all. This highlights an opportunity for organizations to promote health and wellness initiatives that support increased physical activity among their leaders. By encouraging a culture of fitness, organizations can enhance not only the well-being of their CEOs but also the overall productivity and morale of the entire workforce.

The data indicates that while a substantial number of CEOs engage in various forms of moderate-intensity physical activities, including yoga and resistance training, a considerable percentage still do not participate in regular exercise. This highlights both the commitment of some leaders to their fitness and the need for organizations to foster a culture that encourages physical activity. By providing resources, flexibility, and support, companies can help all CEOs prioritize their health and well-being, benefiting the entire organization.

The data shows that a substantial portion of CEOs engage in vigorous-intensity cardiovascular training, with brisk walking being the most popular choice. While many are active, a notable percentage still do not engage in regular vigorous exercise, suggesting an opportunity for organizations to encourage healthier habits. By fostering a culture of wellness and providing resources for physical activity, organizations can help all leaders prioritize their health, benefiting their overall productivity and well-being.

The data reveals that CEOs actively engage in household activities to manage stress, with housekeeping being the most common choice, followed by cooking and gardening. These activities provide not only practical benefits but also psychological relief, helping them unwind from their

demanding roles. Encouraging a balanced lifestyle that includes such activities can be beneficial for overall well-being, promoting resilience against stress in high-pressure environments.

The data indicates that listening to music is the most common way CEOs engage in entertainment to manage stress, followed by watching movies and meditation. These activities offer valuable outlets for relaxation and emotional well-being. By recognizing the importance of leisure activities in stress management, organizations can encourage leaders to incorporate these practices into their routines, promoting a healthier work-life balance and overall well-being.

The data indicates a strong belief among CEOs in the effectiveness of physical activities for managing stress, with over three-quarters either agreeing or strongly agreeing. This highlights the importance of promoting physical wellness initiatives within organizations, as the majority view exercise as a vital component of their overall stress management strategy. By fostering an environment that encourages regular physical activity, organizations can enhance the well-being and resilience of their leadership teams, benefiting the entire workforce.

Limbach, Sonnenburg (2015) in their study mentioned with the increasing demand and responsibilities CEOs must face, physical aspects become increasingly important. In this study we provide a first attempt to answer the question whether the physical fitness of CEOs matters. Therefore, we use hand collected data on U.S. marathons to measure CEO fitness. Additionally, they had explained fitness as a vital role for CEOs because of its positive effects, such as coping up with their stress, better job performance and executive control processes. It reflects the relation to our study results that CEOs who intend to do vigorous physical activities such as Swimming, Cycling, Jogging, Treadmill, Brisk walking, Lunges, Squats etc., are getting positive results in managing their stress level directly proportionate in their performance.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

CEOs often struggle with maintaining a healthy lifestyle due to demographic factors and high stress levels. Engaging in physical activities is typically limited, with vigorous exercises and training being the most effective in alleviating stress. Other forms of activity may not significantly impact their well-being. They often encounter a range of factors that contribute to unhealthy lifestyles, primarily rooted in their demographic situations and the elevated levels of stress associated with their roles.

CEOs frequently face unique challenges that hinder their ability to maintain a healthy lifestyle. These challenges often stem from their demographic situations, which may include long working hours, prominent levels of responsibility, and limited personal time. Such demands can lead to chronic stress, which adversely affects both physical and mental health.

CEOs typically work in high-pressure environments that demand long hours and constant decision-making. This often leads to limited time for self-care, including physical exercise and healthy eating. Their positions may also come with expectations to network or attend events, further encroaching on personal time. As a result, they may prioritize work over health, leading to sedentary habits and poor dietary choices.

The stress experienced by CEOs can be significant and multifaceted. It may arise from responsibilities such as managing large teams, meeting financial targets, and dealing with market volatility. Chronic stress can lead to mental health issues like anxiety and depression, as well as physical health problems such as hypertension and cardiovascular diseases. This ongoing strain not only affects well-being but also impacts productivity and decision-making capabilities.

While regular physical activity is effective for managing stress, many CEOs find that engaging in only moderate or light activities—such as walking or casual sports—does not yield substantial stress relief. Instead, they often find that vigorous exercises, like high-intensity workouts or structured training programs, provide more significant benefits. These activities can trigger the release of endorphins, improve mood, and enhance overall resilience against stress.

6.2 Implications

The impact of physical activities on managing stress among CEOs in the manufacturing sector is significant, especially considering their unique demographic situations and the elevated levels of stress they face. The implications of CEOs not maintaining a healthy lifestyle due to demographic factors, stress, and ineffective stress relief from various physical activities can be significant across multiple areas. The lack of a healthy lifestyle can lead to serious physical health issues for CEOs, including obesity, heart disease, diabetes, and high blood pressure. These conditions can reduce their lifespan and quality of life, impacting their ability to lead effectively.

When physical activities do not effectively alleviate stress, CEOs may face increased risks of health issues, including cardiovascular diseases, obesity, and mental health disorders. The cumulative effects of chronic stress can lead to burnout, decreased resilience, and even serious illnesses, affecting their longevity and effectiveness in leadership roles.

Chronic stress can exacerbate mental health problems, leading to burnout, anxiety, and depression. This not only affects personal well-being but can also hinder decision-making, creativity, and overall job performance. CEOs in such states may struggle with focus and strategic thinking, which are critical for their roles.

The inability to engage in effective physical activity can perpetuate a cycle of unhealthy work-life balance. CEOs may find it challenging to prioritize personal time, which can lead to

feelings of guilt or inadequacy, further increasing stress. This imbalance can affect their relationships, both personally and professionally.

In today's world, a CEO's lifestyle choices are often scrutinized. If they are perceived as unhealthy or unable to manage stress effectively, it can impact on their reputation and the public perception of the company. This can affect investor confidence and consumer trust, which are vital for business success. The health and well-being of a CEO can impact stakeholder confidence. Investors, clients, and partners often look for strong, stable leadership. If a CEO is perceived as struggling with stress, it may raise concerns about the company's direction and stability, potentially affecting investment and partnership opportunities.

A CEO's health and well-being directly influence the organization's culture and performance. If a CEO is frequently stressed or unwell, it may create a trickle-down effect, impacting employee morale, productivity, and engagement. Employees may feel less motivated or inspired, leading to higher turnover rates and lower overall performance. CEOs set the tone for organizational culture and performance. High stress levels can impair their decision-making and strategic thinking, leading to poor business outcomes. In the manufacturing sector, where operational efficiency and problem-solving are crucial, ineffective stress management can result in decreased productivity and innovation, negatively impacting the company's competitiveness.

The inability of CEOs to manage their stress through physical activities can create a culture of stress within the organization. If leaders appear overwhelmed or disengaged, it can demotivate employees, leading to lower morale and productivity. Conversely, a culture that encourages physical activity and well-being can foster a more engaged and motivated workforce. The situation underscores the necessity for holistic approaches to stress management. Organizations may need to provide comprehensive wellness programs that go beyond physical activity to include

mental health resources, stress management training, and flexible working arrangements. This can help CEOs and employees alike better cope with the demands of their roles.

The situation highlights the need for systemic changes within organizations. Companies might consider implementing wellness programs, flexible schedules, and resources for stress management. Creating a culture that prioritizes health can help CEOs and employees alike to engage in more balanced lifestyles. For CEOs in the manufacturing sector, the inability to manage stress effectively can threaten the sustainability of their leadership. Long-term success requires resilient leaders who can navigate challenges without succumbing to stress. Organizations must prioritize leadership health to ensure continuity and strategic alignment. Sustaining high performance over time is critical for CEOs. Neglecting health and well-being can lead to reduced longevity in their roles, resulting in leadership instability. Companies may face disruptions during transitions and may struggle to maintain strategic direction.

6.3 Recommendations for Future Research

Based on the findings regarding the high stress levels among CEOs in the manufacturing sector and the limited effectiveness of physical activities, except vigorous exercises in managing that stress, the following recommendations for future research can be made:

1) Explore Alternative Stress Management Techniques:

Investigate the efficacy of alternative stress management strategies beyond physical activities. This could include mindfulness practices, meditation, yoga, and cognitive behavioral therapy (CBT). Understanding how these techniques can complement physical exercise may provide a more holistic approach to stress management.

2) Analyze the Impact of Workplace Environment:

Conduct research to assess how the workplace environment and culture affect stress levels among CEOs. This could include examining factors like organizational support, work-life balance initiatives, and flexibility in work arrangements. Identifying elements that contribute to a healthier work environment can inform other best practices for stress reduction.

3) Longitudinal Studies on Stress and Health Outcomes

Implement longitudinal studies to track the health and stress levels of CEOs over time, particularly focusing on those who engage in several types of physical activities. This can provide insights into the long-term effectiveness of various stress management strategies and their impact on overall health and job performance.

4) Investigate Demographic Variables

Explore how demographic variables (age, gender, career stage, etc.) influence stress levels and the effectiveness of different physical activities. Understanding these relationships may help tailor interventions that better address the specific needs of distinct groups of CEOs.

5) Evaluate Group Dynamics and Peer Support

Research the role of peer support and group dynamics in stress management among CEOs. Investigating how engaging in physical activities with peers or forming support networks can enhance stress reduction may reveal valuable insights into effective practices.

6) Assess the Role of Technology and Innovation:

Examine the impact of technology and innovative tools (e.g., fitness apps, wearable devices) on stress management among CEOs. Understanding how these tools can facilitate engagement in vigorous exercises or other activities might provide new avenues for promoting health and well-being.

7) Conduct Industry-Specific Studies:

Expand the research to include different sectors beyond manufacturing. Comparative studies across various industries could help identify unique stressors and effective stress management strategies relevant to each sector, leading to more tailored recommendations.

8) Develop Intervention Programs:

Investigate the development and effectiveness of structured intervention programs that integrate physical activity with mental health resources. Programs designed specifically for CEOs could be assessed to evaluate their impact on stress reduction and overall well-being.

6.4 Conclusion

In summary, the combination of demanding demographic situations and high stress levels creates barriers for CEOs in maintaining a healthy lifestyle. While physical activity is beneficial, only vigorous exercises tend to have a meaningful impact on reducing stress, leaving many leaders struggling to find a balance that fosters both health and effective performance in their roles. Addressing these challenges requires tailored approaches that promote physical and mental well-being in high-pressure environments.

The implications of inadequate stress management through physical activities are multifaceted, affecting health, organizational performance, workplace culture, and long-term leadership sustainability. The implications of unhealthy lifestyles among CEOs extend far beyond individual health; they influence organizational dynamics, employee well-being, and overall business success.

Addressing these issues through supportive structures and effective stress management strategies can lead to healthier leaders and more resilient organizations. This requires a

comprehensive approach that fosters a supportive environment for CEOs and employees to thrive, benefiting the organization.

Future research in these areas can help build a more comprehensive understanding of the factors influencing stress management among CEOs in the manufacturing sector. By exploring a range of strategies and variables, researchers can contribute to developing effective interventions that promote health and well-being in high-stress leadership roles.

APPENDIX A

SURVEY COVER LETTER

From: saravanan <saravanan@in.ventureglobal.biz>
Date: 5 May 2024 at 10:50:10 PM IST
To: ravi.reddy@srcity.in, md@srcity.in
Subject: Study for my Project Thesis

Dear Reddy Garu,

As discussed I seek your support to complete my Thesis, by forwarding this email to the management of our Sri City Family.

Title: IMPACT OF PHYSICAL ACTIVITIES IN MANAGING STRESS AMONG CEO's AT SRI CITY.

This research endeavors to delve deep into the impact of physical activities in managing stress among CEOs, with a particular focus on Sri City Industrial Park. By unraveling the intricate interplay between stress, physical activity, and organizational dynamics, this study seeks to pave the way for evidence-based interventions aimed at enhancing the well-being and resilience of executives in demanding roles.

1. The overall survey will take around 5 mins.
2. The title might be mentioned as CEO's, but any of the top position like Exec/MD/Chairman/CXO/ Plant Head can participate in this survey.
3. This survey is only specific to Sri City based Head of the Company.
4. We are expecting to have minimum of 150 participants for fulfilling the Statistical analysis.
5. Time for the survey can be taken as within 1 week.
6. All information will be treated as anonymous results and with high confidentiality as per disclaimer.
7. For any clarification, participants can feel free to contact me without any hesitation.

Survey Link:

<https://forms.gle/iYSSsCHQEnun5QkC7>

Thanking you all in advance for your valuable inputs and successful completion of my research.

Best Regards,

SARAVANAN JANAKIRAMAN | CEO

Mobile: [+91 90424 42612](tel:+919042442612) | www.ventureglobal.biz

550 West, R1 South Sricity SEZ, Sathyavedu Mandal,

Chittoor Dist, Andhra Pradesh, India – 517646

From: Ravindra Sannareddy <md@srcity.in>
Sent: 31 May 2024 11:45
To: Ramesh A Admin <ramesh.c@srcity.in>
Subject: Fwd: Study for my Project Thesis

Dear all,

One of our Sri citizens is doing his Thesis on “Stress Management” for which he seeks Sri City CXO community support to fill in a survey form. Request the top management member of each company in Sri City to complete this survey and help him to complete his research.

Detailed information given below with the link to fill the Survey. If you need any clarification, please feel free to call or write to Saravanan directly (his contact details are given below) or coordinate with Sri City team.

I wish Saravanan for his successful completion of this Project on time!

Regards,

APPENDIX B
INFORMED CONSENT

IMPACT OF PHYSICAL ACTIVITIES IN MANAGING STRESS

Title of Research Study:

IMPACT OF PHYSICAL ACTIVITIES IN MANAGING STRESS AMONG CEO's AT SRI CITY INDUSTRIAL PARK

Researcher's Contact Information:

saranjram@gmail.com

or

saravanan@in.ventureglobal.biz

Introduction:

You are being invited to take part in a research study conducted by *Saravanan*. Your expertise is sought for a survey that aims to shed light on Strategies for managing stress. Your insights will play a crucial role in advancing my research analysis.

Description of Project:

Top Management of any organisation has the weight of immense responsibility, navigating the intricate web of operational challenges and strategic decisions. As stewards of industry, they are not immune to the corrosive effects of stress; rather, they often find themselves at the epicentre of organisational pressures. This research project endeavours to delve deep into the impact of physical activities in managing stress among the Top Management, with a particular focus on Sri City Industrial Park.

Time Required

The survey taking approximately 5 minutes, consists of multiple choice questions designed to gather your perspectives and experience.

Confidentiality

The results of this participation will be anonymous. All IP addresses will be confidentially treated and de-identified. All responses will remain confidential and are intended solely for academic research.

Inclusion Criteria for Participation

You must be 18 years of age or older to participate in this study.

Use of Online Survey

The online survey link may register your IP address.

If you have any questions or concerns regarding this research or the informed consent statement, please do not hesitate to contact us at

APPENDIX C
QUESTIONNAIRE - PERSONAL INFORMATION

1. Designation :
2. MFG Sector : Automotive ☐ Consumer Durables ☐ Medical ☐ Renewable Energy ☐ F&B ☐
3. Sex : Male ☐ Female ☐
4. Age (Years) :
5. Experience in Years :
6. How long have been working with the current organization? Between 1-5 years ☐
] Between 5-10
7. years ☐ More than 10 years ☐
8. Education : Diploma ☐ UG ☐ PG & above ☐
9. Salary (p.m.) :
 - a. 100000-200000 ☐
 - b. 200000- 300000 ☐
 - c. 300000-400000 ☐
 - d. 400000-500000 ☐
 - e. 500000 <
10. Turnover of the current organization (P.A).....
11. Number of employees in current organization
12. Food Habits : Vegetarian ☐ Non-Vegetarian ☐
13. Marital Status : Un-Married ☐ Married ☐ Others ☐
14. Type of Family : Joint ☐ Nuclear ☐
15. Spouse is employed : Yes ☐ No ☐
16. Do you stay near Sri City? Yes ☐ No ☐
17. Presently Staying With family Yes ☐ No ☐

18. Does your job create stress? Yes [] No []
19. Are you a smoker? Yes [] No []
20. Do you consume alcohol? Yes [] No []

APPENDIX – D

QUESTIONNAIRE - EFFECT OF STRESS

S.No	Effect Of Stress	A	F	O	S	N
1	I suffer headache / migraine.					
2	I get High blood pressure.					
3	I suffer indigestion / stomach problems.					
4	I am unable to concentrate.					
5	I am unable to get sound sleep					
6	I suffer muscular tension (neck / back / jaw/ wrist).					
7	I suffer loss of appetite.					
8	I feel exhausted / fatigued.					
9	I suffer palpitation of heart and difficulty in breathing.					
10	I get nervousness and anxiety.					
11	I get frustrated feelings.					
12	I get nightmares and bad memories.					
13	I find loss of motivation and commitment.					
14	I take leave for personal reasons.					
15	I get reduced interest in usual and social activities.					
16	My timekeeping becomes erratic and poor.					
17	I find reduction in my work output and increase in my error rate.					
18	I find deterioration in my planning and control work.					

19	I find increase in my smoking					
20	consumption of alcohol increased					
21	Have you faced any physiological and psychological problems after entering the present job?					
22	Have you ever had panic attack?					
23	Have you ever skipped your meals?					
24	Have you been hospitalized?					

APPENDIX – E

QUESTIONNAIRE - IMPACT OF PHYSICAL ACTIVITY

To determine your current level of physical activity whatever that may be. Please answer the following to the best of your knowledge.

1. To reduce your stress, what kind of physical activity you adopt at work?
 - A. Walking around the factory
 - B. Climbing stairs
 - C. Standing during work hours
 - D. Sitting on the desk
2. What is your primary fitness goal?
 - A. Overall fitness
 - B. Loose bodyweight/fat
 - C. Decrease stress
 - D. Manage chronic health condition
 - E. Others
3. Do you exercise? (yes) (no)
4. How often does your schedule allows you to do physical activity? days per week.
5. How many minutes do you perform physical activity? Minutes per day.

6. Do you engage in moderate-intensity (anaerobic-strength training) physical activity for at least 5 days every week? (yes) (no)

If yes, what are they?

- A. weight-lifting
- B. Resistance training
- C. Yoga
- D. Others (Pls Specify)

7. Do you engage in vigorous-intensity (aerobic-cardiovascular training) exercise for at least 3 days every week? (yes) (no)

if yes, what are they

- A. Swimming
- B. Cycling
- C. Jogging
- D. Treadmill
- E. Brisk walking
- F. Lunges and Squats
- G. Golf
- H. Others (Pls Specify)

8. What household activities do you involve to manage stress?
- A. Cooking
 - B. House keeping
 - C. Gardening
 - D. Others (Pls Specify)
9. What kind of entertainment do you indulge in managing stress?
- A. Listening to music
 - B. Watching movies/Drama
 - C. Playing musical instruments
 - D. Meditation
 - E. Others (Pls Specify)
10. The above physical activities helps you in managing stress
- A. Strongly agree
 - B. Agree
 - C. Somewhat agree
 - D. Disagree
 - E. Strongly agree

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