



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

### CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	STATUS OF INVESTMENT IN SOUTHERN NATIONS, NATIONALITIES AND PEOPLES REGIONAL STATE (SNNPRS) FROM 1993-2011. <i>DR. BREHANU BORJI AYALEW</i>	1
2.	HUMAN RESOURCE MANAGEMENT PRACTICES AND ITS OUTCOMES IN INDIAN PUBLIC SECTOR BANKS <i>DR. T. MANGALESWARAN &amp; DR. P. T. SRINIVASAN</i>	11
3.	ORGANISATIONAL CULTURE AND THE ENTREPRENEURIAL SCHOOL: A CASE STUDY <i>NICK CHANDLER</i>	17
4.	IMPACT OF TRAINING AND DEVELOPMENT IN CONTEXT OF IHRM <i>ANURADHA REDDY</i>	25
5.	JUST! FIVE DISTINCT LEADERSHIP STYLES <i>KRISHNA MURARI</i>	30
6.	A TEST ON MARKET EFFICIENCY OF BSE BANKEX: AN EMPIRICAL RESEARCH <i>DR. K.S. CHANDRASEKAR &amp; ARAVIND.M</i>	37
7.	DETERMINING THE GAP BETWEEN CUSTOMER EXPECTATION AND PERCEPTION IN RETAIL BANKING <i>GANESH P</i>	44
8.	AN ANALYSIS OF 'ORGANIZATIONAL COMMITMENT' AMONG COLLEGE TEACHERS <i>DR. R. S. MANI &amp; N. UMA DEVI</i>	49
9.	MANAGING PEOPLE FOR SUPERIOR PERFORMANCE & RETENTION <i>LRK KRISHNAN &amp; DR. A SETHURAMASUBBIAH</i>	55
10.	AN ANALYSIS ON THE RELATIONSHIP STRATEGIES IN GENERAL INSURANCE SECTOR <i>AMRINDER SINGH &amp; DR. G. S. BATRA</i>	60
11.	BPO PENETRATION IN FMCG SECTOR - AN EMPIRICAL STUDY IN INDIA <i>DR. CHANDAN A. CHAVADI &amp; DR. RAJU L. HYDERABAD</i>	65
12.	MARKETING OF SELECT FOOD PRODUCTS: ETHICAL PRACTICES AND CUSTOMER SENSITIVITY <i>DR. ASHOK AIMA &amp; NARESH SHARMA</i>	75
13.	INDIAN RURAL MARKETING: A NEW PATH TO PROFIT <i>DR. DEEPAKSHI GUPTA</i>	79
14.	WORK STRESS AND EMPLOYEE COUNSELLING <i>DR. KALYANI KENNETH &amp; LATHA JANAKI.R</i>	84
15.	MEASURING OF RETAIL SERVICE QUALITY - A STUDY OF SUPERMARKETS IN BANGALORE <i>S.MANJUNATH &amp; DR. CYNTHIA MENEZES PRABHU</i>	87
16.	CONCEPTUALISING CAUSE RELATED MARKETING: A REVIEW & RESEARCH PROPOSITIONS <i>KRISHAN GOPAL</i>	94
17.	A STUDY OF THE FACTORS AFFECTING EMPLOYEE ENGAGEMENT AMONG THE EXECUTIVES OF MNC'S IN DELHI AND NCR <i>SILKY MADAN</i>	98
18.	PSYCHOGRAPHIC APPERCEPTION AND PURCHASE RESONANCE OF FOREIGN BRANDS IN THE INDIAN MARKETING SECTOR <i>APARNA MARWAH &amp; DALJEET SINGH BAWA</i>	105
19.	CONSUMER COMPLAINT BEHAVIOUR: AN INDIAN PERSPECTIVE <i>DR. MITU G MATTA</i>	113
20.	A STUDY OF EXPECTATION OF B-SCHOOL STUDENTS FROM MANAGEMENT INSTITUTES WITH REFERENCE TO B -SCHOOLS IN PUNE <i>RAJESH KUMAR AGRAWAL</i>	117
21.	CHANGING SCENARIO OF HUMAN RESOURCE MANAGEMENT IN THE 21ST CENTURY: FACTS AND CHALLENGES <i>SRI. PHILIP MODY &amp; SRI. B.P.S BARUA</i>	119
22.	CHANGE: TO BE ACCEPTED WITH OPEN ARMS RATHER A THING TO BE RESISTED <i>NEHA VOHRA</i>	123
23.	AN EMPIRICAL STUDY OF SUPERIOR-SUBORDINATE CONFLICT MANAGING STYLES INFLUENCING CORPORATE DECISION-MAKING <i>RANGARAJ G &amp; DR. R. THIMMARAYAPPA</i>	125
24.	WORKING CAPITAL MANAGEMENT AND PROFITABILITY – A CASE STUDY OF ANDHRA PRADESH POWER GENERATION CORPORATION <i>SYED AZHAR &amp; B. RAMESH</i>	128
25.	CUSTOMER RETENTION THROUGH SERVICE RECOVERY <i>PIYALI PAL</i>	131
	REQUEST FOR FEEDBACK	135

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories Indexed & Listed at: [Ulrich's Periodicals Directory](#) ©, [ProQuest, U.S.A.](#), [The American Economic Association's electronic bibliography, EconLit, U.S.A.](#), [EBSCO Publishing, U.S.A.](#), [Index Copernicus Publishers Panel, Poland](#), [Open J-Gate, India](#) as well as in [Cabell's Directories of Publishing Opportunities, U.S.A.](#) [Circulated all over the world & Google has verified that scholars of more than Hundred & Eighteen countries/territories are visiting our journal on regular basis.](#)

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

[www.ijrcm.org.in](http://www.ijrcm.org.in)

## CHIEF PATRON

**PROF. K. K. AGGARWAL**

Chancellor, Lingaya's University, Delhi  
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi  
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

## PATRON

**SH. RAM BHAJAN AGGARWAL**

Ex. State Minister for Home & Tourism, Government of Haryana  
Vice-President, Dadri Education Society, Charkhi Dadri  
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

## CO-ORDINATOR

**DR. SAMBHAV GARG**

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

## ADVISORS

**DR. PRIYA RANJAN TRIVEDI**

Chancellor, The Global Open University, Nagaland

**PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

**PROF. M. N. SHARMA**

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

**PROF. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

## EDITOR

**PROF. R. K. SHARMA**

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

## CO-EDITOR

**DR. BHAVET**

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

## EDITORIAL ADVISORY BOARD

**DR. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**PROF. SANJIV MITTAL**

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

**PROF. ROSHAN LAL**

Head & Convener Ph. D. Programme, M. M. Institute of Management, M. M. University, Mullana

**PROF. ANIL K. SAINI**

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

**DR. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**DR. MOHENDER KUMAR GUPTA**

Associate Professor, P. J. L. N. Government College, Faridabad

**DR. SHIVAKUMAR DEENE**

Asst. Professor, Government F. G. College Chitgappa, Bidar, Karnataka

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

## ASSOCIATE EDITORS

**PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

**DR. KUMARDATT A. GANJRE**

Director, Mandar Education Society's 'Rajaram Shinde College of M.B.A.', Pedhambe – 400 706, Maharashtra

**DR. V. SELVAM**

Divisional Leader – Commerce SSL, VIT University, Vellore

**DR. N. SUNDARAM**

Associate Professor, VIT University, Vellore

**DR. PARDEEP AHLAWAT**

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

**S. TABASSUM SULTANA**

Asst. Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

## TECHNICAL ADVISOR

**AMITA**

Faculty, Government M. S., Mohali

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

## FINANCIAL ADVISORS

**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

## LEGAL ADVISORS

**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

## SUPERINTENDENT

**SURENDER KUMAR POONIA**

## CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Business Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses: [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or [info@ijrcm.org.in](mailto:info@ijrcm.org.in).

## GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: \_\_\_\_\_

**THE EDITOR**

IJRCM

**Subject:** SUBMISSION OF MANUSCRIPT IN THE AREA OF \_\_\_\_\_.

(e.g. Computer/IT/Engineering/Finance/Marketing/HRM/General Management/other, **please specify**).

**DEAR SIR/MADAM**

Please find my submission of manuscript titled ' \_\_\_\_\_ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

I affirm that all author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution in any of your journals.

**NAME OF CORRESPONDING AUTHOR:**

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers**, and **email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of the every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed 5000 words.

10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per following:
  - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use (ed.) for one editor, and (ed.s) for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parentheses.
  - The location of endnotes within the text should be indicated by superscript numbers.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:****BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

**UNPUBLISHED DISSERTATIONS AND THESES**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITE**

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on December 17, 2011 <http://epw.in/user/viewabstract.jsp>

## WORK STRESS AND EMPLOYEE COUNSELLING

**DR. KALYANI KENNETH**  
**READER**  
**SCHOOL OF COUNSELLING**  
**RAJIV GANDHI NATIONAL INSTITUTE FOR YOUTH DEVELOPMENT**  
**SRIPERUMBUDUR**

**LATHA JANAKI.R**  
**LECTURER**  
**SCHOOL OF COUNSELLING**  
**RAJIV GANDHI NATIONAL INSTITUTE FOR YOUTH DEVELOPMENT**  
**SRIPERUMBUDUR**

### ABSTRACT

Modern life is full of stresses and strains; there isn't one of us who has not experienced turmoil of one sort or another. Most of the time we are able to deal with problems on our own, or with the help of a partner, family member or friend. Sometimes, however, a problem may be too difficult for us to resolve on our own. Occasionally, the ups and downs of life can spill over into our workplace and make working life seem a little overwhelming and stressful. Stress is a prevalent and costly problem in today's workplace. About one-third of workers report high levels of stress. One-quarter of employees view their jobs as the number one stress or in their lives. Three-quarters of employees believe the worker has more on-the-job stress than a generation ago. Evidence also suggests that stress is the major cause of turnover in organizations. There comes the need & importance of employee counseling to enhance mental health of employees. This paper highlights the various types of employee problems that exists in organisations, need for employee counseling and mainly focuses on the employee stress & burnout which affects the work place performance or in attaining the organizations goal. In this conceptual paper, the author will be emphasizing on work stress and employee counseling. In the present scenario, employees are experiencing stress due to the rapid and dynamic growth of globalization and vocationalization. Keeping this as a base the current paper focuses on the conceptual aspects of work stress and employee counseling. Through employee counselling in organizations, the employee's mental health can be enhanced. There by resulting in improved work performance, achievement of organizational goal and develop balanced family life and healthy work life.

### KEYWORDS

Employee, Employee counseling, Stress, work stress.

### INTRODUCTION

**A** **N EMPLOYEE** is a person who works in the service of another person under an express or implied contract of hire, under which the employer has the right to control the details of work performance (Black's Law Dictionary). An employee is hired for a specific job or to provide labor and who works in the service of someone else (the employer).

**STRESS** is the body's reaction to a change that requires a physical, mental or emotional adjustment or response. Stress can come from any situation or thought that makes you feel frustrated, angry, nervous, or anxious. Stress is caused by an existing stress-causing factor or "stress or." Stress is our body's way of responding to any kind of demand. It can be caused by both good and bad experiences. When people feel stressed by something going on around them, their bodies react by releasing chemicals into the blood. These chemicals give people more energy and strength, which can be a good thing if their stress is caused by physical danger. But this can also be a bad thing, if their stress is in response to something emotional and there is no outlet for this extra energy and strength.

### EMPLOYEE STRESS

Historically, stress has been viewed as an inevitable consequence of work life; or at most, a health care issue. Neither view begins to capture just how costly this problem is to employers. Research shows that stress interferes with human intellectual, emotional, and interpersonal functioning. In fact, nearly every popular training and organizational development initiative is directly compromised by the intellectual, emotional, and interpersonal consequences of stress.

The National Institute for Occupational Safety and Health (NIOSH) defines **job stress** as "the harmful physical and emotional responses that occur when job requirements do not match the capabilities, resources, or needs of the employee." **Job stress** arises when demands exceed abilities, while job-related strains are reactions or outcomes resulting from the experience of stress." (West man). Stress can be of two types, namely eustress and distress. The theoretical reviews relating to stress was examined, where **Hanseyle** assumes that stress depended only on intensity of the stress or while **Lazarus** proposed that mental process determines whether stress occurs. Keeping this as a base the current paper focuses on the conceptual aspects of work stress and employee counseling. While many employees derive great satisfaction from their jobs, the workplace itself may be the source of stress. At these times it is useful to know that there is someone to talk to - someone who is professionally trained and skilled to listen without making a judgment, someone who will understand and help in the discovery of a solution. He is none other than the professional counselor.

**EMPLOYEE COUNSELING** can be explained as providing help and support to the employees to face and sail through the difficult times in life. At many points of time in life or career people come across some problems either in their work or personal life when it starts influencing and affecting their performance and increasing the stress levels of the individual. Counseling is guiding, consoling, advising and sharing and helping to resolve their problems whenever the need arises. Workplace stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker. Work-related stress occurs when job demands are "incompatible with mental regulation processes, such as information processing, planning, and movement execution".

### MAJOR CAUSES OF WORK STRESS

The physical environment of the job. Extreme levels of noise, temperature, humidity, or illumination cause stress (Mackay & Cox, 1978).

Perceived insufficient control. People experience stress when they have little influence over work procedures or the pace of the work (Cottingham & House, 1987).

Poor interpersonal relationships. Stress increases when an employee's boss or colleague is socially abrasive, being insensitive to the needs of others or condescending and overly critical of the work other individuals do (Quick and Quick, 1984).

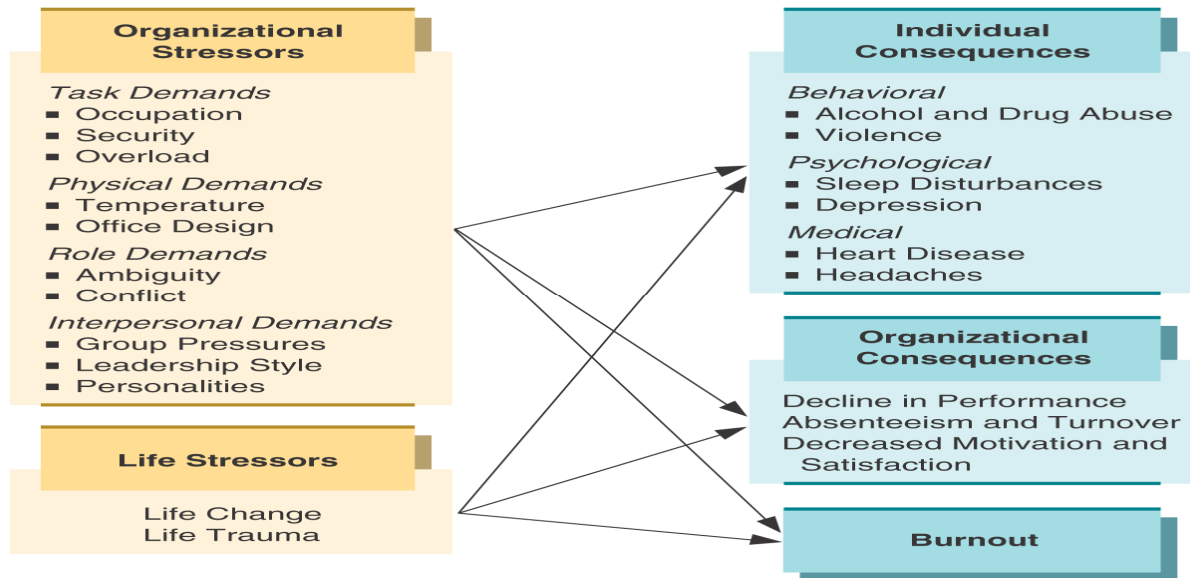
Perceived inadequate recognition or advancement. Workers feel stress when they do not get the recognition or promotions they believe they deserve (Cottingham et al, 1986).

Job loss is the sense of job insecurity is stressful, particularly if the employee has little prospect of finding another job (Cottington et al, 1986). Unemployment is associated with stress, such as in people's loss of self-esteem and heightened blood pressure (Olafsson & Svensson, 1986).

**SIGNS OF STRESS IN THE WORKPLACE**

Some of the behavioral signs of stress found in the employees at workplace include:

1. Persistent irritability and anxiety, Insomnia, Occasional forgetfulness and/or inability to concentrate which denote his mental health status.
2. During Stress Resistance Stage the employees depict following behaviors, such as Absenteeism, Tired and fatigued, Procrastination and indecision, Social withdrawal Resentful, indifferent, defiant, increased use of coffee, alcohol, tobacco, etc .may result.

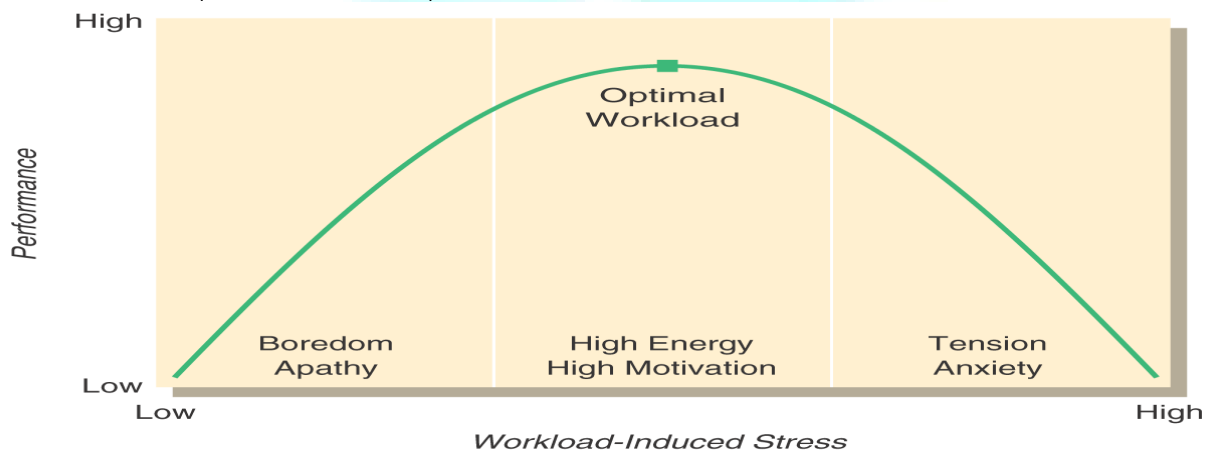


**INDIVIDUAL CONSEQUENCES**

- Behavioral Consequences: Alcohol abuse may harm the person under stress or others.
- Psychological Consequences: Relate to a person’s mental health and well-being, which may precipitate in the form of sleep disturbances & depression.
- Medical Consequences: Affect a person’s physical well-being. Heart disease and stroke, are common illnesses, that have been linked to stress.

**RESEARCH REVIEW SHOWS THAT:**

1. 46% of workers find job to be extremely stressful
2. Cost of stress related disorders is estimated to be \$150 billion a year
3. Stress related disorders comprise 14% of workers’ compensation cases.



**ORGANIZATIONAL CONSEQUENCES**

- \*Performance: When an employee is under too much of stress, there is a decline in his performance.
- \*Withdrawal: Absenteeism results due to sever stress and finally quitting the job .
- \*Attitudes: Employee develops negative effect on job satisfaction, has low morale, reduced organizational commitment, and low/diminishe dmotivation to perform at high levels.
- \*Burnout: It is the general feeling of exhaustion that develops when an individual simultaneously experiences too much pressure and has too few sources of satisfaction.

Hence, here we would like to emphasize the importance of employee counseling for treating stress in the work place.

Employee counseling is a psychological health care intervention which can take many forms. Its aim is to assist both the employer and employee by intervening with an active problem-solving approach to tackling the problems at hand. The costs to industry and commerce each year associated with employees’ poor psychological health are enormous. A significant proportion of the Gross National Product (GNP) of industrialized countries is lost each year through ill-health, particularly in respect of stress-related illness. These costs increase substantially when lost productivity resulting from stress-related inefficiency and incompetence is taken into account. Stress-related incompetence is not inevitable though. Employee counseling can do much to prevent the negative effects of

stress at an individual level and ultimately at an organizational level. Few organizations can now afford to ignore the consequences associated with employees' psychological health.

## EMPLOYEE COUNSELING

Counseling involves the individual employee meeting with a psychological adviser, usually on a one-on-one basis. It is not uncommon for the individual employee and counselor to meet once or twice a week for several weeks. However, the number and frequency of meetings required will depend upon the nature of the perceived difficulty and the nature of the intervention needed.

The focus of counseling sessions is to encourage discussion of personal and work-related difficulties. This is often followed by the adoption of an active problem-solving approach to tackle the problems at hand.

The specific aims of employee counseling are to:

1. Explore and find the key sources of difficulty.
2. Review the individual's current strategies and styles of coping.
3. Implement methods of dealing with the perceived problem, thereby alleviating the issue. Often, this step may involve also improving interpersonal relations at work and/or improving personal performance.
4. Evaluate the effectiveness of the chosen strategies.

Some of the techniques to be followed at organizational level include

1. Organizational Techniques
2. Provide sufficient support for change
3. Provide sense of control through participation
4. Clearly define employee roles
5. Eliminate work over and under load
6. Employee Assistance Pro grammes for stress reduction (teach coping strategies)
7. Provide opportunity for social support (formal or informal)
8. Techniques for Stress Reduction: Exercise, Relaxation Training, Biofeedback, Behavior Modification Exercise and eat regularly
9. Avoid excess caffeine intake which can increase feelings of anxiety and agitation
10. Avoid illegal drugs, alcohol and tobacco, Learn relaxation exercises (abdominal breathing and muscle relaxation techniques)
11. Develop assertiveness training skills. For example, state feelings in polite firm and not overly aggressive or passive ways: ("I feel angry when you yell at me" "Please stop yelling.")
12. Rehearse and practice situations which cause stress. One example is taking a speech class if talking in front of a class makes you anxious
13. Learn practical coping skills. For example, break a large task into smaller, more attainable tasks
14. Decrease negative self talk: challenge negative thoughts about yourself with alternative neutral or positive thoughts. "My life will never get better" can be transformed into "I may
15. Listening to music
16. Playing with a pet
17. Laughing or crying
18. Going out with a friend (shopping, movie, dining)
19. Taking a bath or shower
20. Writing, painting, or other creative activity
21. Praying or going to church
22. Exercising or getting outdoors to enjoy nature
23. Discussing situations with a spouse or close friend
24. Gardening or making home repairs
25. Practicing deep breathing, meditation, or muscle relaxation.

## CONCLUSION

Organizational growth and employee growth are inter woven concept which is inseparable. If either of them is affected the organizational goal achievements also gets affected. Employee counselling can do much to prevent the negative effects of stress at an individual level and ultimately at an organizational level. Tackling employee problems can have a positive effect on, employee commitment to work. Employee Counselling today, minimizes the negative effect of employee layoffs through effective announcements. Employee Counselling ... in the workplace, can have a detrimental effect on employee performance and morale. If employees are to function at an optimum level of well-being and competence, it is vital that they feel supported and valued. Organizational systems are sometimes quick to make demands and 'hinder' but occasionally slow to 'help.' Employee counseling can be a vehicle to provide help in an effective, practical way. It is through such help that individuals are motivated to understand and realize their own career potential, thus maximizing the chances of functioning in the best interests of the organization.

Thus employee counseling enables and enhances the mental health of the employees which will result in, increased productivity, conducive stress free environment in achieving organizational goals, enhanced interpersonal relationship, team building and capacity building.

## REFERENCES

- Andre, R. (1995). Diversity stress as morality stress. *Journal of Business Ethics*. 14. 469-496.
- Arendt, L.A. (1990). The role of psychological stress, cognitive appraisal, and experience in the construction and testing of a model of the antecedents of experienced stress. Unpublished masters thesis, University of Wisconsin-Green Bay.
- Barling, J. 1990. *Employment, stress and family functioning*. Chichester, England: Wiley.
- Barling, J., MacEwen, K. E. (1992). Linking work experiences to facets of marital functioning. *Journal of Organizational Behavior*. 13. 573-583.
- Berger, S., Huchendorf, K. (1989). Ongoing orientation at Metropolitan. *Life Personnel Journal*. 68. 28.
- Bijmolt, T., Zwart, P.S. (1994). The Impact of Internal Factors on the Export Success of Dutch Small and Medium-Sized Firms. *Journal of Small Business Management* 32(2). 69-83.
- Boles, James S., Barry J., Babin. (1996). On the Front Lines: Stress, Conflict, and the Customer Service Provider. *Journal of Business Research* 37 (1). 41-50.
- Sager, Jeffrey K., (1994). A Structural Model Depicting Salespeople's Job Stress. *Journal of the Academy of Marketing Science*. 22. 74-84.
- Roberts, M., Harris, G.T. (1989). Wellness at work. *Psychology Today*. 23. 54-58.
- Thomas, L. T., Ganster, D. C. (1995). Impact of family-supportive work variables on work-family conflict and strain: A control perspective. *Journal of Applied Psychology*. 80. 6-15.
- Mental Health & Work- Impact, issues & good practices. Geneva 2000 Report. Nations for Mental Health Network.



## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. **infoijrcm@gmail.com** or **info@ijrcm.org.in** for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail **infoijrcm@gmail.com**.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**