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**JAGAT GURU NANAK DEV
PUNJAB STATE OPEN UNIVERSITY, PATIALA**

(Established by Act No. 19 of 2019 of the Legislature of State of Punjab)

**BACHELOR OF COMMERCE (HONS.)
(ACCOUNTING AND TAXATION)**

ENHANCING HAPPINESS ATWORKPLACE

BAB32407T

Head Quarter: C/28, The Lower Mall, Patiala-147001

WEBSITE: www.psou.ac.in

SELF-INSTRUCTIONAL STUDY MATERIAL FOR JGND PSOU

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PREFACE

Jagat Guru Nanak Dev Punjab State Open University, Patiala was established in December 2019 by Act 19 of the Legislature of State of Punjab. It is the first and only Open University of the State, entrusted with the responsibility of making higher education accessible to all, especially to those sections of society who do not have the means, time or opportunity to pursue regular education.

In keeping with the nature of an Open University, this University provides a flexible education system to suit every need. The time given to complete a programme is double the duration of a regular mode programme. Well-designed study material has been prepared in consultation with experts in their respective fields.

The University offers programmes which have been designed to provide relevant, skill-based and employability-enhancing education. The study material provided in this booklet is self-instructional, with self-assessment exercises, and recommendations for further readings. The syllabus has been divided in sections, and provided as units for simplification.

The University has a network of 99 Learner Support Centres/Study Centres, to enable students to make use of reading facilities, and for curriculum-based counselling and practicals. We, at the University, welcome you to be a part of this institution of knowledge.

Prof. G.S. Batra
Dean Academic Affairs



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BAB32407T: ENHANCING HAPPINESS AT WORKPLACE

SYLLABUS

MAX.MARKS: 100

EXTERNAL: 70

INTERNAL: 30

PASS: 40%

Credits: 4

INSTRUCTIONS FOR THE CANDIDATES:

Candidates are required to attempt any two questions each from the sections A and B of the question paper and any ten short questions from Section C. They have to attempt questions only at one place and only once. Second or subsequent attempts, unless the earlier ones have been crossed out, shall not be evaluated.

Section A

Life style factors: Importance of Diet, Sleep, Exercise, Meditation and yoga. Stress Management: strategies for preventing and relieving stress; Time management: techniques and styles.

Section B

Enhancing Emotional Intelligence, Optimism, Forgiveness, Altruism. Conflict resolution and negotiations, Overcoming resistance to change, Maintaining work life balance.

Suggested Readings:

1. Anand, R. (2018). Happiness at Work: Mindfulness, Analysis and Well-being. Sage Publications Ltd.
2. Linley & Joseph. (2010). Positive Psychology in Practice. New Jersey. John Wiley and sons. Inc.
3. Michael Argyle. (2001). The psychology of Happiness. Routledge. Taylor and Francis.
4. Karpinski, E. (2020). Put Happiness to Work: 7 Strategies to Elevate Engagement for Optimal Performance. New York: McGraw Hill Ltd.
5. Goleman, D. (2000). Working with Emotional Intelligence. Bantam ltd.
6. Nielsen, K. (2018). Organizational Interventions for Health and Well-being: A



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BAB32407: ENHANCING HAPPINESS AT WORKPLACE COURSE

COORDINATOR and EDITOR: DR. SHEFALI BEDI

SECTION A

UNIT NO:	UNIT NAME
UNIT 1	LIFE STYLE FACTORS
UNIT 2	STRESS MANAGEMENT
UNIT 3	TIME MANAGEMENT

SECTION B

UNIT NO:	UNIT NAME
UNIT 4	ENHANCING EMOTIONAL INTELLIGENCE
UNIT 5	CONFLICT RESOLUTION AND NEGOTIATIONS
UNIT 6	MAINTAINING WORK LIFE BALANCE

**BACHELOR OF COMMERCE (HONS.)
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UNIT-1: LIFE STYLE FACTORS

STRUCTURE

- 1.0 INTRODUCTION TO LIFESTYLE FACTORS**
- 1.1 OBJECTIVES**
- 1.2 LIFESTYLE FACTORS**
- 1.3 HAPPINESS HORMONE ‘DOSE’**
- 1.4 WHY FOCUS ON HAPPINESS**
- 1.5 DIET**
 - 1.5.1 ROLE OF DIET IN HAPPINESS**
- 1.6 EXERCISE**
 - 1.6.1 TYPES OF EXERCISE**
 - 1.6.2 ROLE OF EXERCISE IN HAPPINESS**
- 1.7 YOGA**
 - 1.7.1 YOGA FOR HAPPINESS**
- 1.8 SLEEP**
 - 1.8.1 ROLE OF SLEEP IN HAPPINESS**
- 1.9 MEDITATION**
 - 1.9.1 HOW MEDITATION INFLUENCES HAPPINESS**
- 1.10 CONCLUSION**
- 1.11 KEYWORDS**
- 1.12 MODEL ANSWERS**
- 1.13 REFERENCES**
- 1.14 QUESTIONS FOR PRACTICE**

1.0 INTRODUCTION

Lifestyle is a way of actively mastering the living conditions of a person, implying compliance with the daily routine, hardening the body on the basis of active movement, sports, rational nutrition, compliance with hygienic food rules, achieving a communicative and ecological culture, abstaining from bad habits. Strengthening the health of the population is one of the most important tasks, risen to the level of state policy. All this requires knowledge of the main lifestyle factors affecting the health and happiness. To enhance this knowledge the current unit will help in explaining the role of lifestyle factors in happiness.

1.1 OBJECTIVES

- To help reader understand the concept of lifestyle factors.
- To study the relevance of diet, exercise, yoga and meditation in an individual's life.
- To explain the role of different lifestyle factors in happiness.

1.2 MEANING OF LIFESTYLE FACTORS

Lifestyle factors refer to the modifiable habits and adaptable behaviours that can greatly influence overall health and well-being of a person. These are the ways of life adopted by people, groups and nations and are formed in specific geographical, economic, political, cultural and religious text. The lifestyle of a person typically reflects an individual's attitudes, values, or beliefs. Therefore, a lifestyle is a means of forging a sense of self that resonate with personal identity.

The term 'lifestyle' was introduced by Alfred Adler an Austrian psychologist in his book, *The Case of Miss R.*(1929), where he defined it as "a person's basic character as established early in childhood". The broader sense of lifestyle as a "way of living" has been documented since 1961. Lifestyle constitutes both tangible and intangible factors. Tangible factors are an individual's demographic profile, whereas intangible factors concern the psychological makeup such as values, preferences, and outlooks.

Being healthy or unhealthy is the result of lifestyle choices. It is basically a conscious decision made by an individual that may increase or decrease wellbeing. Lifestyle choices that benefits overall health and wellbeing are positive like, physical activity, adequate sleep, balanced diet etc. while alcohol consumption, substance abuse are negative lifestyle choices as they deteriorate both health and happiness. Many of the negative consequences, such as poor health, low self-esteem, and poor wellbeing can be avoided by stopping a bad lifestyle choice today.

According to a report by WHO, 60% of factors related to health and quality of life are correlated to lifestyle. Many people follow unhealthy lifestyle, thus, they encounter illness, disability and even death. In the present scenario where technology has taken a lead in our life we have resorted to sedentary life style, junk food consumption and crash dieting. Consequently illnesses like diabetes, coronary heart diseases, hypertension, obesity etc has increased exponentially. Here it's important to mention that both physical and mental health are correlated and one leads to another like the saying goes "A sound body has a sound mind". There is ample research based on the principal that healthy

choices like nutritious food, exercise and good sleep are the predictors of good mental and physical health. Lifestyle has significant influence on health and wellbeing of individuals.

1.3 HAPPINESS HORMONE ‘DOSE’

Few changes in the lifestyle can be a rewarding experience. It helps you feel more confident, enthusiastic, happy and joyful. The scientific reason behind this is the biochemical processes that promote the release of the happiness hormones named as dopamine, oxytocin, serotonin and endorphin (DOSE).

1. **Dopamine**- brain releases in just few minutes after the run, during sports activity, having good and healthy meal, quality sleep or after some yoga exercise. It not only contributes to happiness but it also enhances performance.
2. **Oxytocin**- It is generally known as the love hormone. It is associated with empathy, trust, sexual activity, relationship-building and child birth.
3. **Serotonin**- it is a natural mood stabilizer. It's the chemical that helps with eating, digesting and sleeping. It also regulates your mood by making a person feel: happier, calmer, more focused, less anxious, more emotionally stable. The practice of yoga, meditation, healthy eating, physical activities etc. balance the level of serotonin.
4. **Endorphin**- it is generally considered as a painkiller and but it also has anti stress properties. It interacts with the receptors in the brain and reduces the perception of pain. It also triggers a positive feeling in the body, similar to that of morphine.

1.4 WHY FOCUS ON HAPPINESS

There is hardly any person in the world who does not seek happiness in life. It is the pursuit of happiness that motivates every human being to indulge in action (karma). According to (WHO); India is facing a serious mental health crisis, with an estimate 56 million people suffering from depression and 38 million from anxiety disorders. Happiness is the state of mind.

The paradox is despite the economic progress of our country, India's position in the World Happiness Index is continuously declining. In the 'World Happiness index' India was ranked 117 in 2015, the 118 was ranked in 2016, 123 in 2017. In 2018, India was placed on 133 positions, but in 2019 its ranking went down to 140. India is continuously going down in the world happiness index. And surprisingly, this happens to the country who had given the message of '*Survey Bhavantu Sukhinah*' (may all be happy), to the whole world to be happy. But we are busy in the race to earn money at any cost to buy happiness from malls and online shopping, while it can be obtained absolutely free by making little changes in lifestyle. Some of the important aspects of lifestyle that influence happiness are diet, exercise, yoga, Sleep and meditation.

1.5 DIET

Diet is the sum total of food consumed by an individual or other organism. It implies the intake of nutrition for health reasons. Dietary choice could be healthy or unhealthy depending upon food preferences or ethical reasons. Complete nutrition requires absorption of vitamins, minerals, proteins

and fatty acids. Nutrition rich diet is essential for better and healthy living. Dietary choices play a significant role in the health and wellbeing of a person.

1.5.1 Role of diet in happiness

Food is an undeniable necessity of life, thereby a precursor to the pursuit of happiness. Diet and happiness are highly correlated in physical, cognitive, and emotional ways. The experience of preparing and consuming food could be enjoyable, and the nutrition derived from consuming food is necessary for well-being. In addition to this food preference provides an ample opportunity to connect with different cultures with a shared experience to facilitate socialization.

Diet and Happiness

You are what you eat!" That phrase has been around for so long. If you eat well, you are much more likely to have a healthy body and mind. If your plate is filled with plenty of colorful plants you are already at a better mood advantage. Research shows that the more fruits and vegetables people consume, the happier, less depressed, and more satisfied they are with their lives. Food intake is linked to happiness practices such as regular breakfast, consuming more meals and snacks, and eating more fruits and vegetables were all associated with greater well-being. On the other hand an unhealthy diet—high in trans fats, sugar and processed and refined foods—increases risk for depression, especially in children and teens because it deprives the brain of the nutrients it needs, and breeds bad bacteria in the gut, which impacts our mental and physical health.

Importance of diet in mood can be rightly remarked as in the future patients experiencing depression may not only be referred to a therapist, but a nutritionist as well. A common belief that high-fat, high-sugar, or high-caloric foods tastes better and make us happy clearly contrasts with the contention that healthy food choices such as fruits and vegetables consumption are associated with greater happiness and well-being.

Do you know what does IKIGAI mean?

IKIGAI : The Japanese secret to a long and happy life. It literally means “the happiness of always being busy.” It explains the reason of extraordinary longevity on the island of Okinawa. The key reasons identified are: healthy diet, simple life in the outdoors, green tea and sub-tropical climate.

Healthy Eating

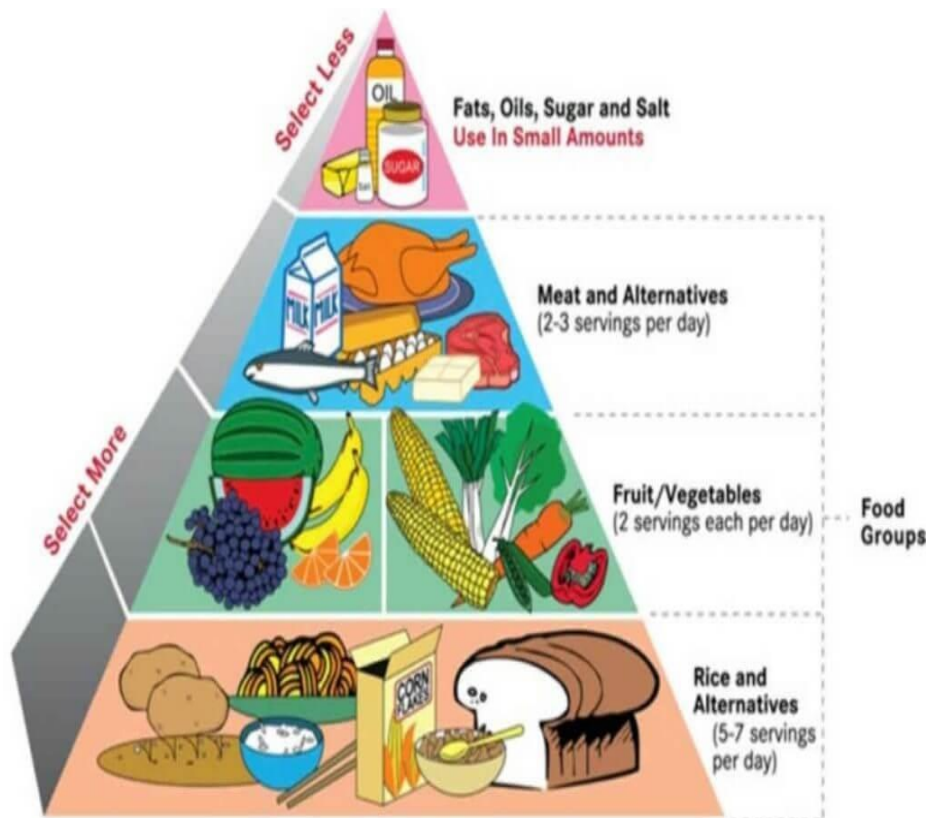
Healthy eating constitutes a diet rich in fruit and vegetables as it reduces the chance of contracting eating related diseases. Since good health adds to happiness, it is likely that healthy diets will also add to happiness. WHO (2018) describes components of a ‘healthy diet’ as involving’: 1) A varied diet, 2) Diet rich in fruit and vegetables 3) Moderate amount of fats and oil and 4) less salt and sugar than usual.

Somer, E. author of several books on the subject, including *Food & Mood* and *Eat Your Way to Happiness* confirmed what we're putting into our bodies has a profound impact on our emotions. Further, Dr. Laura Pawlak in her book *Hungry Brain*, stated that our brains have been hardwired to focus on "pleasure-seeking circuitry" of dopamine-producing neurons activated by any sign of food (smell, sight, memory). She further revealed that humans are innately pleasure seekers and shows that **certain foods—such as sugar, salt, and fat—are potent natural reward-drivers**. This occurs as they trigger the release of "pleasure" neurotransmitters—such as dopamine—more than their healthy counterparts. However, the health benefits of eating a healthy diet are only realized in the long term and, thus, may not be as motivating for people, particularly children and adolescents, who are more impacted by immediate results. WHO (2017) in its initiative to promote healthy lifestyle at workplace suggested following points with respect to diet intake:-

- Promote consumption of a variety of foods and awareness regarding their serving sizes
- Encourage conscious calorie reduction
- Make available fresh vegetables and fruits in the cafeteria
- Make clean water the default drink in the workplace and at meetings, and discourage sugar-sweetened beverages
- Discourage consumption of foods high in salt, sugar and saturated and trans fats.
- **Balanced diet** - A balanced diet is one which provides all the nutrients in required amounts and proper proportions consisting of foods from several food groups. It can easily be achieved through a blend of the four basic food groups.

**Check your plate for the food groups as given in the figure. The figure represents which food items should be consumed more and which less. The items at the bottom should be consumed the most and items at the top should be consumed less.*

Fig. 1: Food groups



National Institute of Nutrition, Govt. Of India

1.6 EXERCISE

Exercise refers to any bodily activity that enhances or maintains overall health and wellness. It aids growth, prevents aging, improves strength and is recreational in nature. Millions of individuals choose to exercise outdoors where they can congregate in groups and socialize. Exercise also incorporates cultural variations. In some countries, people exercise primarily indoors, while in others people prefer exercising outdoors. The reason of physical activity whether it is for weight management, health benefits or recreational purposes attributed to a variety of reasons including geographic location and social tendencies. Globally, there is a huge shift nowadays by increased use of mechanized transportation, a greater prevalence of labor-saving technology in the home, resulting into less physically demanding work. Individual lifestyle changes, however, can correct the lack of physical workout. Physical exercise not only improves health and well-being, but also enhances community ties and appreciation of natural living.

1.6.1 Types of exercise

The amount of recommended exercise depends upon the goal, the type of exercise, and the age of the person. Even doing a small amount of exercise is healthier than doing none. Physical exercises are generally grouped into three types, depending on the overall effect they have on the human body.

Aerobic exercise- The term aerobic means *with oxygen*. It is any physical activity that causes body to utilize more oxygen than it would while resting. Amount of oxygen controlled by breathing help

muscles burn fuel and move. Aerobic exercise includes running, brisk walking, skipping rope, dancing, playing tennis rowing and hiking etc.

Anaerobic exercise- it is any activity that breaks down glucose for energy without using oxygen. These are generally high intensity activities and are of short length. These exercises strengthen, and increase muscle mass, as well as improve bone density. Examples of anaerobic exercises are push-ups, pull-ups, squats, bench press weight training and sprinting.

Flexibility exercises- are the activities that improve the ability of a joint to maintain the movement necessary for carrying out daily tasks. Examples of flexibility activities are stretching, it keeps muscles limber. The major goal of flexibility exercise is to reduce the chance of injury.

Physical exercise can also be classified as dynamic or static. ‘Dynamic’ exercises tend to lower diastolic blood pressure. It includes steady running whereas, the static exercise (e.g. weight lifting causes systolic pressure to rise significantly).

1.6.2 Role of exercise in happiness

The effects of physical workout are numerous and involve a wide range of interrelated effects on brain structure, brain function, and cognition. An ample body of research has demonstrated that consistent physical activity has long term effects such as improved stress coping, enhanced cognitive control of behavior and improved overall quality of life. Physical exercise induces short- and long-term effects on mood and emotional states by promoting positive mood, inhibiting negative affect, and decreasing the biological response to acute psychological stress. Over the short-term, aerobic exercises function as both antidepressant and euphoriant, whereas consistent exercises produce general improvements in mood and self-esteem. A number of medical reviews have indicated that exercise has a marked and persistent antidepressant effect in humans.

An extensive set of studies has shown that there is a positive association between physical activity and happiness in the wider population. It feels better post workout that even the ones who are not motivated to exercise, the promise of that positive feeling is enough to keep them ignited. Even small amounts of exercise could have an outsize effect on happiness. There are many ways in which exercise makes us happier. The major benefit of exercise is endorphin rush. Endorphins are the hormones that are produced by the central nervous system and the pituitary gland. These hormones are primarily work to inhibit the transmission of pain signals, but they evoke a feeling of euphoria. That is why intense workout makes us feel happier instantly, and the effects last for a good amount of time.

Exercise not only increases endorphin level in body but it also increases other brain chemicals such as dopamine, adrenaline and endocannabinoid. It not only release endorphins but also helps to reduce the levels of cortisol and adrenaline in the body, both of these are identified as stress causing chemicals. So simply by reducing these, the feeling of stress in brain also reduces. Hence, exercise lowers the stress levels, reduces the feeling of loneliness, and even helps in relieving anxiety and depression. Another chemical that is shown to help relieve stress and boost happiness is myokine, which is created when muscles contract.

Exercise does a lot of things to the brain. For people who with rumination and worrying, even something as simple as walk can have an immediate profound effect that can give tremendous relief.

Exercise alters brain chemistry in a way that makes it easier to connect with others. When you get your heart rate up, when you use your body, when you engage your muscles. You start to feel a true sense of connection with the people that you're moving with

Physical workouts are great for mental health and happiness. Studies by US Department of Health have suggested that 30 to 60 minutes of exercise, 3 to 5 times per week will give immense mental health benefits. In terms of quantity, a Canadian study of walkers found that a single 30 minute daily exercise session had a bigger effect on mood than splitting this into three 10 minute sessions. A study by Rutgers University found a sweet spot when it comes to happiness and exercise. They found people feel happier after a moderate intensity strength training session than after higher or lower intensity sessions.

Ponder Over!!

Why Finland is the Happiest Country?

People in Finland are Physically Active.

Find other facts about Finland's Happiness Index

Self-Check Exercise 1

- 1 exercise includes running, brisk walking, skipping rope, dancing, playing tennis rowing and hiking etc.
2. Sum total of food consumed by an organism is.....
3. Endorphin is generally considered as
4. Meditation, yoga, exercise are examples of lifestyle.
5. Lifestyle includes both tangible andFactors.

on an extremely subtle science, with the focus of bringing harmony between mind and body. It is both an art and science of healthy living. Practice of yoga is accompanied by the breathing exercises of pranayama, and usually ending with a period of relaxation or meditation. The term 'Yoga' has its origin in the Sanskrit word 'Yuj', meaning 'to join' or 'to unite'. Therefore, as per the yogic scriptures it leads to the union of individual consciousness with that of the universal consciousness, indicating a perfect harmony between the mind and body. Thus the major goal of practicing yoga is Self-realization. It aids in overcoming sufferings of life and leads to the state of liberation or freedom in all walks of life. "restraint in every situation" (avoidance of excesses).

Bhobe S.(2004) suggested that Yoga is a science of Holistic living and not merely a set of Asanas and Pranayama. It is a psycho-physical and spiritual science which aims at the harmonious development of the human body, mind and soul. Yoga, is considered as an 'immortal cultural outcome' of Indus Saraswati Valley civilization – dated back to 2700 B.C. The practice of Yoga is believed to begin with the very dawn of civilization, in India the yogic system found its fullest expression. The

science of yoga has its origin thousands of years ago. Agastya, the Saptarishi who travelled across the Indian subcontinent, crafted this culture around a core yogic way of life. Yoga caters to both material and spiritual upliftment of humanity.

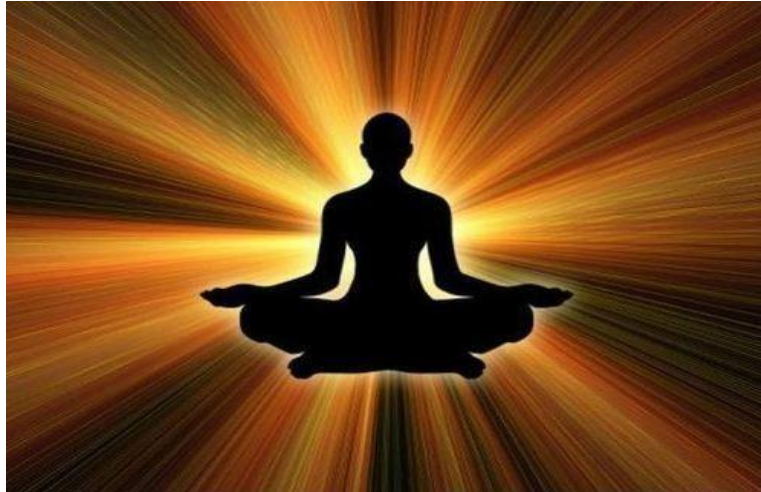
On the basis of different Philosophies, Traditions, lineages different Traditional Schools of Yoga were established. However, the aim of all these schools is to fulfill the aim of yoga. Each school has its own principles. Some of these schools are Jnana-yoga, Bhakti-yoga, Karma-yoga, Dhyana-yoga, Patanjala-yoga, Kundalini-yoga, Hatha-yoga, Mantra-yoga, Laya-yoga, Raja-yoga, Jain-yoga, Bouddha-yoga etc. Yoga does not adhere to any particular religion, belief system or community. In the modern science it has been approached as a practice for inner wellbeing irrespective of one's faith, ethnicity or culture. The United Nations General Assembly declared 21 June as "International Day of Yoga", celebrated annually in India and across the globe. On 1 December 2016, UNESCO listed yoga as an intangible cultural heritage.

1.7.1 Yoga for Happiness (Types of Yoga)

Yoga is considered to be one of the most effective tools to overcome various physical and psychological problems. Nowadays, people have started considering yoga practice as part of their daily life for healthy living. Based on facts, it can be said that yoga is not only the path of enlightenment but also happiness. Several studies support yoga as a practice to reduce stress and anxiety and elevate mood. It has been found that prolonged yoga not only reduces stress but also reduce fear, anger, and fatigue. There are numerous yogic techniques which boost feel-good factor within minutes. Some of them are as below:-

1. **Taal Yog (Clapping)**- Our both hands have receptors that are connected to sensory fields in the brain. Clapping activates hands receptors which help to stimulates blood circulation.
2. **Suryanamaskar (Sun Salutation)**- In the traditional scriptures of yoga the sun was considered as supreme power. Thus in order to honour the soul and the source of life a dynamic asana sequence is performed. Consistent practice of this posture reduces the secretion of the stress hormone called cortisol.
3. **Veerasana (Warrior Pose)**- Be a warrior, not a worrier, this particular asan showed that holding open-body postures for two minutes decreases cortisol and increases testosterone, a confidence-boosting hormone.
4. **Pranayam (Breathing Exercise)**- During the breathing exercise you keep your mind in the present moment. The practice of 90 seconds of deep, diaphragmatic breathing, can stimulate parasympathetic nervous system, which cuts down the cortisol (stress hormone) and secretes oxytocin and endorphins (happy hormones).

Fig. 2: Pictorial Representation of Pranayam



1.8 SLEEP

Sleep is a natural biological process which recurs for several hours every night. During sleep the nervous system is relatively inactive, the eyes closed, the postural muscles relaxed, and consciousness is partially suspended. Sleep is an important part of daily routine, on an average an individual spend about one-third of his life sleeping. Getting quality sleep is as essential to survival as food and water. Without sleep it becomes harder to concentrate and respond quickly. Sleep is important to a number of brain functions, as the recent findings suggest that sleep removes the toxins in the brain that build up while being awake. Almost every tissue and system such as brain, heart, and lungs to metabolism, immune function, mood, and disease resistance in the body are affected by sleep. Lack of sleep or poor quality sleep increases the risk of disorders including high blood pressure, cardiovascular disease, diabetes, depression, and obesity.

Need for sleep and sleep pattern changes with age and amongst individuals. There is no magic “number of sleep hours”. It is considered to be adequate, when there is no daytime sleepiness or dysfunction. Initially babies sleep for 16 to 18 hours per day, which reduces to 9- 10 hours in school-age children and teens on average need about 9.5 hours of sleep per night. Most adults need 7-9 hours of sleep a night, but after age 60, sleep tends to be shorter and interrupted by multiple awakenings. Sleep occurs between two distinct modes: REM and non-REM sleep. REM stands for "rapid eye movement", this mode of sleep has a well-known feature and i.e.dream.

1.8.1 Sleep and Happiness

Researchers have discovered a treatment that increases people’s ability to concentrate, strengthen the immune system and decreases people's risk of stress. This treatment is free of cost and even enjoyable for many, it is sleep. Sleep deprivation dramatically impairs cognitive abilities and increases the level of stress hormones. Psychologist David Dinges, and colleagues in their experiments found that that people who get fewer than eight hours of sleep per night show pronounced memory impairments, a reduced ability to make decisions and dramatic lapses in attention. Sleep deprivation increases the risk of several health complications blood pressure, heart disease, stroke, diabetes, obesity and depression.

For optimum wellbeing, we need sleep. Sleep deprivation leads to the feeling of uneasiness and crankiness. An exhausted person is not a happy person. A recent research of the University of Binghamton revealed that participants who slept less were more likely to experience "repetitive negative thoughts" while completing set tasks. It was found true even for the participants who got "enough" sleep, but got it later at night, suggesting that not just the amount of sleep, but the timing of that sleep, is also critical. Researchers Kahneman D. and Alan B. in their research found that people who are well-rested rate their own levels of happiness on top. They suggested there is a direct correlation between sleep quality and overall happiness. In fact, they found sleep quality was the single most influential factor in rating daily mood, too. The above mentioned studies clearly depicts that enough sleep leads to better health and greater happiness, so it's worth trying to get the proper amount of shut-eye.

1.9 MEDITATION

Meditation is a method in which the mind rests and attains a state of consciousness that is totally different from the normal waking state. It is the means of experiencing true connection within. It is not religious but a scientific technique. It is the process that follows a particular sequence, has definite set principles, and produces results that can be verified. In meditation the mind is being fully awake and alert focuses inwardly and cut down the connections with the external events taking place around. The main aim of meditation is to experience our essential nature including peace, happiness, and bliss. It is a system of commitment, not commandment. You are committing to yourself, to your path, and to the goal of knowing yourself. But at the same time, learning to be calm and still should not become a ceremony or religious ritual; it is a universal requirement of the human body.

Brown D.P. described meditation as a training in awareness, which when kept over for a long period, produces definite changes in perception, attention and cognition. Taking a few minutes to relax everyday has profound influence on happiness. While meditating people can think their ways to more happiness. Achieving a sense of underlying contentment and satisfaction is a connection to something innate within us, leading us to the reconnection with our mind's happy state. By practicing meditation we are creating the conditions necessary to experience a happy state of mind. Meditation helps in nurturing four essential ingredients of happiness and that are kindness, empathy, playfulness and inner balance. By integrating these elements into our lives, we can step away from negative internal dialogue and achieve happy state of mind. Meditation as a method of increasing well-being has been practiced for centuries. Research has found it effective for stress management, increasing internal locus of control, decreasing anxiety and increasing self-actualization.

The various definitions of meditation that are used across cultures are:-

- Walsh & Shapiro (2006): "*Meditation* refers to a family of self-regulation practices that focus on training attention and awareness in order to bring mental processes under greater voluntary control and thereby foster general mental well-being and development and/or specific capacities such as calm, clarity, and concentration"

- Cahn & Polich (2006): "*Meditation* is used to describe practices that self-regulate the body and mind, thereby affecting mental events by engaging a specific attentional set regulation of attention is the central commonality across the many divergent methods"
- Goleman (1988): "the need for the meditator to retrain his attention, whether through concentration or mindfulness, is the single invariant ingredient in every meditation system"

1.9.1 How meditation influences happiness

- Meditation helps in getting rid of those thoughts that keep you away from drifting off at night. It promotes deeper, more refreshing sleep as result makes us feel energized and happy.
- It is evident from the studies that meditation can improve memory. This is particularly important in our digital world, where our attention spans are getting shorter and shorter.
- Meditation can help in energizing the creative parts of the brain. Studies have shown that meditation can enhance the ability to come up with creative ideas.
- Meditation plays a key role in reducing anxiety levels. It rewires the brain in a manner that neural pathways responsible for fear and anxious thoughts are weakened.
- One of the most amazing benefits of meditation is kindness. People who are consistent meditator are more empathetic and compassionate towards other people.
- Meditation helps in improving physical as well as mental health. Healthier body is the happier body.
- It increases feel good chemicals like endorphins and serotonin and reduces the propensity towards negativity.

From the above discussion it is clear that the prescription for the happiness and joyful life is meditation.

Self-Check Exercise 2

1. What is DOSE?
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.....
.....
.....

2. Define the role of Meditation in Happiness.
.....
.....
.....
.....

3. How healthy eating influence happiness?
.....
.....
.....

This chapter discusses on the relationship between lifestyle factors and health outcomes, and also highlights the use of effective interventions in improving health outcomes The scientific reason behind few changes in the lifestyle is the biochemical processes that promote the release of the happiness hormones named as dopamine, oxytocin, serotonin and endorphin (DOSE). The relevance of various life style factors like healthy and balanced diet, levels of physical activity, exercises, yoga, adequate sleep, meditation and better nutrition helps in improving the holistic health. However, one

of the greatest challenges in implementing lifestyle interventions can be ensuring that the interventions are enacted in an effective way in the areas of greatest need, which are often areas of deprivation.

1.11 KEYWORDS

- **Lifestyle Factors:** Lifestyle factors refer to the modifiable habits and adaptable behaviours that can greatly influence overall health and wellbeing of a person.
- **DOSE:** The biochemical processes that promote the release of the happiness hormones named as dopamine, oxytocin, serotonin and endorphin (DOSE).
- **Happiness:** Happiness has been defined as the appraisal, both affective and cognitive, of one's own life, consisting of general satisfaction with life, the presence of positive affects and the absence of negative ones.
- **Diet:** Diet is the sum total of food consumed by an individual or other organism. It implies the intake of nutrition for health reasons. Diet and happiness are highly correlated in physical, cognitive, and emotional ways. The experience of preparing and consuming food could be enjoyable, and the nutrition derived from consuming food is necessary for well-being
- **Exercise:** Exercise refers to any bodily activity that enhances or maintains overall health and wellness. It aids growth, prevent aging, improve strength and performed for enjoyment too.
- **Yoga:** Yoga is basically a physical activity consisting largely of asanas (postures), based on an extremely subtle science, with the focus of bringing harmony between mind and body. It is both an art and science of healthy living.
- **Sleep:** Sleep is a natural biological process which recurs for several hours every night. During sleep the nervous system is relatively inactive, the eyes closed, the postural muscles relaxed, and consciousness is partially suspended.
- **Meditation:** Meditation is a method in which the mind rests and attains a state of consciousness that is totally different from the normal waking state.

1.12 MODEL ANSWERS

- Self-Check exercise 1

1. Aerobic 2. Diet 3. Pain killer 4. Healthy 5. Intangible

- Self-Check exercise 2

1. The biochemical processes that promote the release of the happiness hormones named as dopamine, oxytocin, serotonin and endorphin (DOSE).

1 **Dopamine-** brain releases in just few minutes after the run, during sports activity, having good and health meal, quality sleep or after some yoga exercise. It not only contributes to happiness but it also enhances performance.

2 **Oxytocin-** It is generally known as the love hormone. It is associated with empathy, trust, sexual activity, relationship-building and child birth.

3 **Serotonin-** it is a natural mood stabilizer. It's the chemical that helps with eating, digesting and sleeping. It also regulates your mood by making a person feel: happier, calmer, more focused, less anxious, more emotionally stable. The practice of yoga, meditation, healthy eating, physical activities etc. balance the level of serotonin.

4 **Endorphin-** it is generally considered as a painkiller and but it also has anti stress properties. It interacts with the receptors in the brain and reduces the perception of pain. It also triggers a positive feeling in the body, similar to that of morphine.

2. How meditation influences happiness

- Meditation helps in getting rid of those thoughts that keep you away from drifting off at night. It promotes deeper, more refreshing sleep as result makes us feel energized and happy.
- It is evident from the studies that meditation can improve memory. This is particularly important in our digital world, where our attention spans are getting shorter and shorter.
- Meditation can help in energizing the creative parts of the brain. Studies have shown that meditation can enhance the ability to come up with creative ideas.
- Meditation plays a key role in reducing anxiety levels. It rewires the brain in a manner that neural pathways responsible for fear and anxious thoughts are weakened.
- One of the most amazing benefits of meditation is kindness. People who are consistent meditator are more empathetic and compassionate towards other people.
- Meditation helps in improving physical as well as mental health. Healthier body is the happier body.
- It increases feel good chemicals like endorphins and serotonin and reduces the propensity towards negativity.

From the above discussion it is clear that the prescription for the happiness and joyful life is meditation.

3. Food is an undeniable necessity of life, thereby a precursor to the pursuit of happiness. Diet and happiness are highly correlated in physical, cognitive, and emotional ways. The experience of preparing and consuming food could be enjoyable, and the nutrition derived from consuming food is necessary for well-being. In addition to this food preference provides an ample opportunity to connect with different cultures with a shared experience to facilitate socialization.

You are what you eat!' That phrase has been around for so long. If you eat well, you are much more likely to have a healthy body and mind. If your plate is filled with plenty of colorful plants you are already at a better mood advantage. Research shows that the more fruits and vegetables people consume, the happier, less depressed, and more satisfied they are with their lives. Food intake is linked to happiness practices such as regular breakfast, consuming more meals and snacks, and eating more fruits and vegetables were all associated with greater well-being. On the other hand an unhealthy diet—high in trans fats, sugar and processed and refined foods—increases risk for depression, especially in children and teens because it deprives the brain of the nutrients it needs, and breeds bad bacteria in the gut, which impacts our mental and physical health.

Importance of diet in mood is rightly remarked by a researcher that in the future patients experiencing depression may not only be referenced to a therapist, but a nutritionist as well. A common belief that high-fat, high-sugar, or high-caloric foods tastes better and make us happy clearly contrasts with the contention that healthy food choices such as fruits and vegetables consumption are associated with greater happiness and well-being. When it comes to eating, people usually assume that chocolate is a better mood booster than an apple. According to this in-the-moment well-being perspective, consumers have to trade off the expected enjoyment of eating against the health costs of eating unhealthy foods. A wealth of research shows that people may believe that snacking on “unhealthy” foods like ice cream or chocolate provides greater pleasure and psychological benefits, the consumption of “unhealthy” foods might not actually be more psychologically beneficial than other foods.

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1.14 QUESTIONS FOR PRACTICE

1. Define the role of yoga in attaining happiness.
2. Discuss the role of yoga and healthy eating in happiness.

**BACHELOR OF COMMERCE (HONS.)
(ACCOUNTING AND TAXATION)**

ENHANCING HAPPINESS AT WORKPLACE

UNIT 2: STRESS MANAGEMENT

STRUCTURE

2.0 INTRODUCTION

2.1 OBJECTIVES

2.2 NATURE OF STRESS

2.2.1 NATURE OF THE STRESSOR

2.2.2 A PERSON PERCEPTION AND TOLERANCE OF STRESS

2.3 CONSEQUENCES OF STRESS

2.4 STRESS MANAGEMENT

2.5 COPING WITH STRESS

2.5.1 EMOTION FOCUSED COPING

2.5.2 PROBLEM FOCUSED COPING

2.6 FACTORS THAT AFFECTS COPING

2.7 PREVENTING STRESS

2.7.1 AVOID

2.7.2 ALTER

2.7.3 ACCEPT

2.7.4 ADAPT

2.8 TIPS TO REDUCE STRESS

2.9 RELAXATION TECHNIQUES TO REDUCE STRESS

2.10 LET US SUM UP

2.11 KEYWORDS

2.12 MODEL ANSWERS

2.13 REFERENCES

2.14 QUESTIONS FOR PRACTICE

2.0 INTRODUCTION

Stress seems to be as old as the mankind is. According to Wheeler C.M. stress is a word of physics, used to analyze the problem of how manmade structures must be designed to carry heavy loads and resist deformation. In physics the term “stress” refers to the amount of force used on an object. The usage of term changed with transition from physics to behavioural sciences. In psychology it can be defined as any change that causes physical, emotional, or psychological pressure. Stress is simply a response of body to anything that requires attention or action. Stress is a type of psychological pressure. Everyone experiences stress to some degree. Small amounts of stress may be beneficial, as it plays a role in motivation. However, excessive stress increases the risk of strokes, heart attacks, ulcers, depression and hypertension.

This unit will highlight the role of stressors and subjective factors in dealing with stressful or adverse situations. The students will learn about the various coping mechanisms and techniques to prevent stress.

2.1 OBJECTIVES

- To help reader understand the meaning and nature of stress
- To explain consequences of stress
- To explain various coping strategies
- Strategies and tips to reduce stress

2.2 NATURE OF STRESS

The term stress was coined by Cannon (1932) and he believed it to underlie all medical problems. He termed the body's physiological response to stress as a flight-fight syndrome. In fight-fight syndrome, the epinephrine, cortisol and other hormones prepare the body to defend against stress by attacking or by running away from the stressful situation. He regarded this response as highly functional and adaptive in nature. Different physiological mechanisms that seem to play a role in stress are brain, nervous system and the endocrine system. When the sympathetic nervous system senses stress (Selye's alarm reaction) it triggers the release of adrenaline resulting into accelerated heart rate and respiration. Simultaneously, hypothalamus causes the pituitary to release adreocorticotropic hormone (ACTH) which further triggers the release of Cortisol. Cortisol boosts the energy and helps the individual to deal with the stressful situation by flight or fight reaction but sustained elevated levels weaken the immune system.

Fig. 1: Depicting Fight or Flight Reaction



Source: psychologistsworld.com

How we cope with tension and danger in our world is largely determined by our fight-or-flight reaction. When we are threatened, our bodies are primed to either fight or escape. Stress is considered to be subjective in nature as what may be stressful for one may not be for the other. Stress can be caused due to number of reasons such as financial difficulties, health issues, personal conflicts and work issues all carry force or pressure on a person's that deemed as stress. If the source of stress originates from the environment it is known as external stressor but most often it emanates from within a person's head in the form of worry, anxiousness, regret, discouragement and low confidence and self-esteem known as internal stressor.

Stress is usually experienced in terms of three components, that is, emotion (such as anxiety or fear), thought (such as pessimistic self-talk) and behavior (such as smoking). All situations, positive and negative, that require adjustment can be stressful. Thus, according to Hans Selye (1956), there are two kinds of stress---**Eustress** (refers to stress caused by positive situations such as marriage, promotion etc.) and **Distress** (refers to stress caused by negative situations such as death, divorce, loss of a job etc.). Though both eustress and distress tax an individual's coping skill and resources but distress has more potential to cause damage.

The severity of stress is assessed by the degree to which it disrupts functioning. Various factors that predispose a person to stress have been categorized below based on the nature of stressor, person's perception and tolerance of stress.

2.2.1 Nature of the stressor: the impact of stress on an individual depends on the nature of a stressor like its importance to the person, duration and number of stressors.

- Importance or intensity of a stressor to the person: stressors that involve important aspects of a person's life such as the death of a loved one, a divorce, a job, or a serious illness tend to be highly stressful for most people.

- **Duration of the stressor:** the longer a stressor operates, the more severe its effect is experienced. For example, chronic stressors like living with a frustrating job or an unhappy marriage are likely to have more adverse effect than an acute stressor like having a fight with a friend.
- **Cumulative effect of stressors:** the more the number of stressors one faces in succession the more the stress as, these stressors tend to have a cumulative effect. For example a person is going through heavy financial loss and his wife is diagnosed with cancer at the same time, the resulting stress will be more severe than if these events occurred separately or over a time gap.
- **The nature of the circumstances:** In difficult situations, especially those involving conflicts, the severity of stress usually increase as the need to deal with the demand approaches. For example, the anxiety of performing in an exam is likely to be higher in the hour just prior to the exam.
- **Degree of involvement:** The more closely an individual is involved in a traumatic situation, the more is the stress experienced by him or her.
- **Controllability:** the more control an individual thinks he or she can exert over the stressor the less is the stress experienced by him or her. That is why uncontrollable events like death of a closed one are likely to be more stressful.
- **Predictability:** Being able to predict the occurrence of a stressful event, even if the individual cannot control it, usually reduces the severity of the stress as it allows an individual to initiate some sort of preparatory process that acts to lessen the effect of a stressor. Also, with a predictable stressor, there is a safe period in which the individual can relax to some extent.
- **Challenging limits:** Situations despite being controllable and predictable can be experienced as stressful if they push one's limits and capabilities and challenge an individual's view of himself or herself. Similarly any change in life that requires numerous readjustments can be perceived as stressful.
- **Personality characteristics:** Researchers Friedman and Rosenman (1976) found that men with personality characteristics of intense drive, aggressiveness, ambition, competitiveness and the pressure for getting things done were two to three times more likely to have heart attack in middle age than men who were equally competent but more easygoing.

2.2.2 A person's perception and tolerance of stress

One person's stressor is another person's piece of cake. There are individual differences in reaction to the same stressor, this may be due to a person's perception of threat, level of stress tolerance and his personality traits.

- **Perception of threat:** if a situation is perceived as threatening and more likely to occur, whether or not the threat is real, it is likely to evoke significant stress. Also an individual who feels overwhelmed or feels that he or she will not be able to deal with the threat is more likely to experience negative consequences from the situation than a

person who believes that he or she will be able to manage it. Understanding the nature of a stressful event, preparing for it, and knowing how long it will last lessen the severity of the stress. Perception of threat is determined by an individual's past experiences, conditioned responses, his personality and resources he has to deal with it.

- **Stress tolerance:** The term stress tolerance refers to a person's ability to withstand stress without becoming seriously impaired. The amount of stress one can handle without getting overwhelmed is what psychologists call as stress tolerance. Psychologist Robert Sapolsky has used the term *stress signature* to demonstrate the individual differences in sensitivity for stress. There are certain receptors in different areas of the brain for stress chemicals and the more receptors you have the less sensitive you are to stress. It has been found that individuals who have better tolerance can withstand the daily stressors and make better decisions in high pressure jobs.
- **Optimism-pessimism :** Optimists are people who see the glass as the half full and pessimist are those who see it as half empty. Research has shown that optimists (i.e. people who have general expectancies for good outcomes) are likely to be more stress resistant than pessimists (i.e. people who have general expectation for poor outcomes). One reason behind this could be the difference in the stress coping strategies adopted by them.
- **Hardiness** is a term coined to demonstrate a personality characteristic having three constituent traits (commitment, challenge and control), and acts as a resistance to stress (Kobasa, 1979). Hardy people (i.e., relatively stress-resistant) seem to differ from other with respect to their high level of Commitment: tendency to see change as challenge (i.e. an opportunity for growth and development) and a stronger sense of control over events and outcomes in their life. Research finding indicates that persons high in hardiness tend to report better health than those low in hardiness even when they encounter major stressful life changes.

2.3 CONSEQUENCES OF STRESS

Stress at its optimum level can have adaptive and positive effects, for instance, it can increase one's tolerance for future stressors but continued exposure to severe stress can have more negative and damaging effect on one's physiological and psychological functioning, for instance, it can lower one's efficiency, cause depletion of adaptive resources, resulting in severe personality and physical deterioration. Prolonged and chronic stress may contribute to high blood pressure, diabetes, heart disease, obesity and many other psycho -somatic ailments.

Activity 1
 How Stressful Are You?
 Rate yourself on a scale of 1 to 10

1.....2.....3.....4.....5.....6.....7.....8.....9.....10

Least Stress Highest Stress

Higher the number more is the stress

i). Identify your any three internal stressors such as fear of failure, losing job or lack of confidence etc.

ii). Identify your any three external stressors such as financial crisis, relationship difficulties or career choice etc.

2.4 STRESS MANAGEMENT

Avoiding stress is not an easy task but managing can be. Stress management can help in minimizing the harmful effects of stress, such as depression or hypertension.

At times you may feel helpless in cutting down your level of stress. The obligations aren't going to stop, there will never be more hours in the day for all your errands, and your responsibilities will always remain demanding. But there is a lot more you can control than you think. Realization the charge of control is in your hand is the foundation of stress management. Managing stress is all about taking charge of your perceptions, thoughts, environment, emotions and the way in which you respond or react to the situation. Stress management begins with the identification of stressor. It is difficult to identify stressor as sometimes the source of stress is not obvious, and also because of human tendency to overlook one's own stress-inducing thoughts, feelings, and behaviors. For e.g. you might be worried about work deadline, but it is necessary to review if it is due to your procrastination that leads to job stress rather than actual job demand. Your stress level will remain out of your control until you take responsibility for the part you played in generating or sustaining it.

2.5 COPING WITH STRESS

Generally speaking, increased levels of stress threaten a person's well-being and automatically an individual takes some action to do away with stress and its harmful effects. What action an individual takes often depends on a complex interplay between internal factors like a person's frame of references, motives, competencies, or stress tolerance and external factors like one's social demands and expectations.

Ironically, some people are seen to create stress for themselves by engaging in maladaptive behaviors and cognitions rather than coping with it. Some individuals get caught in the vicious cycle of generating life events that in turn produce adjustment problems.

Individuals tend to cope with stress at three levels---at the biological or the physiological level (through the use of immunological defenses and damage-repair mechanisms), the psychological or the interpersonal level (through the use of learned coping patterns, self-defenses, and support from family and friends) and at the socio-cultural level (through group resources, such as labor unions, religious organizations, and law-enforcement agencies). The failure of coping efforts in any of these levels may seriously increase a person's vulnerability on other levels and also to other stressors.

In order to effectively cope with stress, individuals are seen to engage in various coping strategies. Coping strategies refer to various cognitive, behavioral and emotional ways people engage in to manage stress. They are dynamic processes which neither eliminate a stressor nor prevent its re-occurrence but increase one's tolerance of the situations; all the coping strategies an individual engages in are not equally effective.

Lazarus has given two kinds of coping strategies---emotion coping strategies and problem focused coping strategies.

2.5.1 Emotion focused coping: This involves the use of cognitive & behavior strategies to manage one's emotional reaction to stress. Cognitive strategies include changing one's appraisal of stressor and denying unpleasant information whereas, behavioral strategies include taking social support and alcohol or psychoactive drug. Emotion focused coping primarily aims at distracting attention from unpleasant situations, stress evoking events and problems. An individual tends to make use of them when nothing significantly can be done to alter the stressor or stress evoking situation. This type of coping is also adopted when he or she lacks the skills or resource to meet demands posed by the stressors. Three types of emotion focused coping strategies that are frequently used are:

- Escape avoidance coping is when the individual physically/psychologically separates himself or herself from the stressors. For instance, to avoid the fear of failing one may either not give the exam or may engage in excessive sleeping.
- Distancing refers to psychological detachment of oneself from the stressor. For instance, over-weight people may stop thinking about their weight.
- Position reappraisal is Reinterpreting the situation to turn the negative aspects of the situation or the stressor into its positive aspects. For example, one may look at the loss of job as an opportunity to get something better.

2.5.2 Problem focused coping involves directly dealing with the stressful situation by either reducing its demands, or by increasing one's capacity to deal with it. Some problem focused coping strategies that are frequently used are:

- **Proactive coping (preventive coping)** is to anticipate potential stressors and act in advance to either prevent their occurrence or to reduce its impact. To achieve this goal

one may make use of several mechanism like, improving problem solving skills, develop stronger social support network etc. for example, the fear of losing a job can be overcome by learning new skills and increasing social networking.

- Combating coping **is used** to escape from stressors that cannot be avoided. It involves the active use of Relaxation techniques meditation and eating nutritious diet.

Research has shown that women in general and individuals from a low socio-economic status are more likely to use emotion focused strategies. On the other hand men in general and people from a high socioeconomic status, make use of problem focused strategies. One reason behind this could be that women are seen to react emotionally more to stress than men and past experiences may create feelings of helplessness and hopelessness in individuals from a low socio-economic status. In fact, in dealing with various stressors, both the above mentioned coping strategies are often used together.

Activity 2

- Identify your coping style.
- Write the coping styles you engage in to deal with internal and external stressors.
- Do you think you can manage stress by using appropriate coping style?

2.6 FACTORS CONTRIBUTING IN COPING

In addition to the various coping strategies, certain factors that can affect one's ability to cope with stress are as follows:

- Hardiness is seen to be associated with better coping. It is seen that individuals high on hardiness are more likely to make use of problem focuses coping strategies.
- Resilience means to stand in the face of adversity and to cope with stressors effectively. Some individuals are seen to be more resilient than others. For instance, it is seen that some children have the ability to develop into competent and well -adjusted adults despite being raised in extremely disadvantaged environment. Resilience may be the result of child's personality trait, life experiences and the available social support. Resilient children tend to have well developed social, academic and creative skills.
- Explanatory style is another relevant factor in coping, it can be of two types namely, positive explanatory style and a negative explanatory style. Individuals who adopt a positive explanatory style tend to attribute outcomes always to a positive event such as one's personality, hard work etc. Individuals who adopt a negative explanatory style tend to attribute outcomes predominantly to a negative event, they feel that they are

always surrounded by failures. Pessimists have a negative explanatory style and are vulnerable to experience negative emotions like depression, anger, anxiety and hostility. They are also likely to have suppressed immune systems. However, in contrast to them optimists have a positive explanatory style and are more likely to experience positive emotions and are likely to increase one's social, physical and cognitive resources. They are also likely to have healthy attitudes and healthy habits.

- Self- regulation is the ability to modulate ones thoughts, actions and emotions in most of the situations. Individuals who are self -regulated have better inter personal relations, as they can control their negative emotions in a better way. However too much of self control is not healthy as it leads to suppression of anger and may make an individual vulnerable to develop ulcers later in life.
- Repression is a defense mechanism adopted by some individuals who tend to repress or block the awareness of negative stress evoking events out of consciousness. It is unhealthy and may result in pathology.
- Learned helplessness is a phenomenon, in which after experiencing a series of negative uncontrolled events, the individual comes to an understanding that he is helpless in the face of adverse circumstances and hence does not make effort to overcome his difficulties even if they have opportunity to do so. People with this trait usually find themselves in pitiable situation and indulge in negative self talk.

Fig. 2 Learned Helplessness



Source: quora.com

The above picture demonstrates that how one believes that he is unable to control or change the situation, hence he does not even try to — even when opportunities for change become available.

- Social support is the presence of adequate support of relatives or friends which acts as a buffer to stress. There are two hypotheses, namely buffering hypothesis and the direct effect hypothesis, which have been proposed to explain how social support reduces the negative effects of stress. According to the buffering hypotheses social support reduces stress by providing resources on the spot to cope with the stress effectively. People with

good social support tend to ruminate less and this further minimizes the negative impact of the stressor on the individual. According to the direct effect hypotheses social support enhances the physical response to challenging situations. for examples, pressure of others may reduce sympathetic nervous system arousal and may decrease the release of Corticotrophin Release Hormone (CRH).

Individuals with better social skills tend to create stronger social network and are likely to receive more social support.

Self Check Exercise 1

1. The body's physiological response to stress issyndrome.
- 2..... the ability to modulate ones thoughts, actions and emotions.
3. Stress caused by positive situations such as marriage, promotion etc. is.....
4. Lazarus has given..... kinds of stress coping strategies.
5. Reinterpreting the situation to turn the negative aspects into its positive ones is

2.7 PREVENTING STRESS

Feeling of stress is like carrying a backpack that's becoming heavier by the minute. Stress can make our journey across life difficult. For coping with stress one need to restore the balance by reducing the intensity of stressors or increasing the ability to cope or both. Try using one of the four A's: avoid, alter, accept or adapt can help in preventing stress.

2.7.1 Avoid

Simply avoiding a stressor can reap the benefits of a lighter load. If a stressful situation needs to be addressed It is not healthy to avoid it, but there are number of stressors that you can eliminate by simply avoiding them. Few strategies that can be incorporated in avoiding stress are:-

- **Learn to say no-** Overburdened and under too much stress, you're more likely to feel run-down and possibly get sick. There is always a line between being foolish and being charitable. At a certain point when worthy requests isn't lessening saying no is the solution. It is not necessarily selfish turn. Saying no to new commitments is actually making you honour the existing obligations.
- **Taking control of surroundings-** If the news makes you feel anxious, take the control and turn off the TV. If traffic makes you tense, leave early for work or take a longer but less-traveled route. If going to the market is an unpleasant chore, online shopping can help.
- **Avoid people who bother you-** If a person is causing stress consistently in your life, put physical distance between the two of you. Limit the amount of time spent with such a person.

- **Ditch part of your to do list-** After analyzing your daily tasks and responsibilities label your to-do list with A's, B's and C's, according to importance. If you have got too much on your plate, scratch the C's from your list.

However, some problems can't be avoided. For those situations, try another technique.

2.7.2 Alter

If avoiding a stressful situation is not possible try to alter it.

- **Communicate your feelings rather than bottling them-** Remember to use "I" statements in expressing your feelings such as "I feel stressed due to heavier workload. Is there something we can do to balance things out?"
- **Respectfully ask others to change their behavior-** And be willing to do the same. If small problems aren't resolved they often create larger ones. Be assertive in communicating concerns if something or someone is bothering you. For e.g. if you have an exam ahead but you got a chatty roommate say up front that you are preparing for exam in respectful manner. If you don't voice your feelings, resentment will build and the stress will increase.
- **Manage your time-** All work and no leisure is a recipe of burnout. Create a balanced schedule, combine the tasks that are similar in nature. The reward of increased efficiency will be extra time.

2.7.3 Accept

Sometimes there is no choice but to accept things, such as the death of a loved one, a serious illness, or a national recession. In such cases, the best way to cope with stress is to accept things as they are. For those times try to:

- **Share your feelings-** You may not be able to change a frustrating situation. In such case schedule a break with an understanding friend or visit a therapist. Expressing what you are going through is cathartic and helps in relieving stress.
- **Forgiveness-** we live in an imperfect world in which people make mistakes. It takes energy to be angry. Letting go of anger and resentment helps in relieving stress. Forgiving may take practice, but by doing so you will free yourself from burning more negative energy.
- **Make constructive self-talk a habit-** When you're tired, it's easy to lose your objectivity. One negative thought will lead to another, and you'll soon have a mental avalanche in your head. Maintain a good attitude by shifting thoughts. Rather than saying, ""I'm terrible with money and will never be able to manage my finances," try this: "I made a financial error, but I'm a hell of a fighter." I'm sure I'll be able to get through it."Don't try to control the uncontrollable.
- Many things in life are beyond our control, particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems.

2.7.4 Adapt

If you can't change the stressor, change yourself. Thinking you can't cope is one of the greatest stressors. Changing expectations and attitudes is a way to adapt to stressful situations and regain. That is why adapting can be helpful in dealing with stress.

- **Adjust your standards-** Redefine your success and stop striving for perfection. Perfectionism is a major source of avoidable stress. Set reasonable standards for yourself and others and you may operate with a little less guilt and frustration.
- **Reframe the problem-** Try looking at your situation from a positive perspective. Instead of feeling frustrated about a traffic jam, look at it as an opportunity to pause, listen to your favourite music, or enjoy some alone time.
- **Adopt a mantra.** Create a saying such as, "I can handle this," and mentally repeat it in tough situations.
- **Create an assets column-** Imagine all the things that bring joy in your life, such as vacation, children, old neighbours and pets. Then call on that list when you're stressed. It will put serve as a reminder of life's joys.
- **Practice gratitude-** **When you're feeling stressed, take a moment to think about all the things you're grateful for in your life, including your own good attributes and abilities. This straightforward approach will assist you in keeping things in perspective.**
- **Look at the big picture.** Ask yourself, "Will this matter in a long run? Will it matter in a month a year or in five years?" The answer is often no. Realizing this makes a stressful situation seem less overwhelming.

The way you respond to stress, however, makes a big difference to your overall well-being.

2.8 TIPS TO REDUCE STRESS

- **Start a stress journal-** **It is an easy way to identify stressor in daily life. Keep a record in your journal, each time you feel stressed. In your journal write about what is the cause behind your stress? How you felt about it? How you responded to the stressor to make yourself feel better?** Stress journal will be helpful in identifying if you have healthy or unhealthy coping mechanism.
- Don't get so caught up in the hustle and bustle of life that you forget to take care of your own needs. Nurturing yourself is a necessity, not a luxury.
- Set aside relaxation time. Include rest and relaxation in your daily schedule. Don't allow other obligations to encroach. This is your time to take a break from all responsibilities and recharge your batteries.
- Connect with others. Spend time with positive people who enhance your life. A strong support system will buffer you from the negative effects of stress.
- Do something you enjoy every day. Make time for leisure activities that bring you joy, whether it be stargazing, playing the piano, or working on your bike.
- Keep your sense of humor. This includes the ability to laugh at yourself. The act of laughing helps your body fight stress in a number of ways.

2.9 RELAXATION TECHNIQUES TO REDUCE STRESS

You can control your stress levels with relaxation techniques that evoke the body's relaxation response, a state of restfulness that is the opposite of the stress response. Regularly practicing these techniques will build your physical and emotional resilience, heal your body, and boost your overall feelings of joy and equanimity.

- Physical activity- It plays an important role in reducing and preventing the effects of stress. Exercise regularly for at least 30 minutes daily, minimum of three times a week.
- Diet- Eat a healthy diet, be mindful of what to eat. Well-nourished bodies are better prepared to cope with stress. Do not skip the first meal of the day i.e. breakfast, and keep your energy level up with balanced, nutritious meals throughout the day.
- Reduce caffeine and sugar- Avoid excessive intake of the temporary "highs" such as caffeine that often end in with a crash in mood and make you sleepless. Adequate sleep fuels your mind, as well as your body.
- Consuming alcohol or drugs may provide an easy escape from stress, but the relief is only temporary. Don't avoid or mask the issue at hand; deal with problems head on and with a clear mind.

Activity 3

Try Jacobson's Progressive Muscle Relaxation (JPMR)

Three-step process Spruill (Speech specialist) recommends:

1. Close your hands tightly to feel the tension. Hold for 5 seconds, and slowly allow the fingers to release one by one until they're completely relaxed.
2. Press your lips tightly together and hold for 5 seconds, feeling the tension. Slowly release. The lips should be completely relaxed and barely touching after the release.
3. Finally, press your tongue against the roof of your mouth for 5 seconds, and notice the tension. Slowly relax the tongue until it's sitting on the floor of the mouth and your jaws are slightly unclenched.

Activity Source: healthline.com

Self Check Exercise 2

1. What are the different strategies of coping with stress?

.....
.....
.....

2. Write about stress relieving techniques.

.....
.....
.....

3. Define stress and write about it's nature.

.....
.....
.....

2.10 LET US SUM UP

Stress can be defined as any change that causes physical, emotional, or psychological pressure. Small amounts of stress may be beneficial, as it plays a role in motivation. However, excessive stress increases the risk of strokes, heart attacks, ulcers, depression and hypertension. There are individual differences in response to a stressful situation. Certain factors that predispose a person to stress are nature of stressor, person's perception and tolerance of stress. Stress can't be avoided but can be managed. Managing stress is all about taking charge of your perceptions, thoughts, environment, emotions and the way in which you respond or react to the situation. You can control your stress levels with relaxation techniques that evoke the body's relaxation response, a state of restfulness that is the opposite of the stress response. Relaxation techniques like breathing exercise, walk, visual imagery and good sleep can make a person more adaptive and resilient.

2.11 KEYWORDS

Distress: refers to stress caused by negative situations such as death, divorce, loss of a job etc.).

Resilience: Resilience means to stand in the face of adversity and to cope with stressors effectively. Some individuals are seen to be more resilient than others. Resilience may be the result of child's personality trait, life experiences and the available social support. Resilient children tend to have well developed social, academic and creative skills.

Repression: It is a defense mechanism adopted by some individuals who tend to repress or block the awareness of negative stress evoking events out of consciousness. It is unhealthy and may result in pathology.

Stress tolerance: The term stress tolerance refers to a person's ability to withstand stress without becoming seriously impaired. The amount of stress one can handle without getting overwhelmed is what psychologists call as stress tolerance.

Escape avoidance: Escape avoidance coping is when the individual physically/psychologically separates himself or herself from the stressors. For instance, to avoid the fear of failing one may either not give the exam or may engage in excessive sleeping.

2.12 Model Answers

Self check exercise 1

1. Flight- fight 2. Self regulation 3. Eustress 4. Two 5. Position
reappraisal

Self check exercise 2

In order to effectively cope with stress, individuals are seen to engage in various coping strategies. Coping strategies refer to various cognitive, behavioral and emotional ways people engage in to manage stress. They are dynamic processes which neither eliminate a stressor nor prevent its re-

occurrence but increase one's tolerance of the situations, all the coping strategies an individual engages in are not equally effective.

Lazarus has given two kinds of coping strategies---emotion coping strategies and problem focused coping strategies.

Emotion focused coping : This involves the use of cognitive & behavior strategies to manage one's emotional reaction to stress. Cognitive strategies include changing one's appraisal of stressor and denying unpleasant information whereas, behavioral strategies include taking social support and alcohol or psychoactive drug. Emotion focused coping primarily aims at distracting attention from unpleasant situations, stress evoking events and problems. An individual tends to make use of them when nothing significantly can be done to alter the stressor or stress evoking situation. This type of coping is also adopted when he or she lacks the skills or resource to meet demands posed by the stressors. Three types of emotion focused coping strategies that are frequently used are :

- Escape avoidance coping is when the individual physically/psychologically separates himself or herself from the stressors. For instance, to avoid the fear of failing one may either not give the exam or may engage in excessive sleeping.
- Distancing refers to psychological detachment of oneself from the stressor. For instance, overweight people may stop thinking about their weight.
- Position reappraisal is Reinterpreting the situation to turn the negative aspects of the situation or the stressor into its positive aspects. For example, one may look at the loss of job as an opportunity to get something better.

Problem focused coping involves directly dealing with the stressful situation by either reducing its demands, or by increasing one's capacity to deal with it. Three types of problem focused coping strategies that are frequently used are :

- Proactive coping (preventive coping) is to anticipate potential stressors and act in advance to either prevent their occurrence or to reduce its impact. To achieve this goal one may make use of several mechanism like, improving problem solving skills, develop stronger social support network etc. for example, the fear of losing a job can be overcome by learning new skills and increasing social networking.
- Combating coping is used to escape from stressors that cannot be avoided. It involves the active use of Relaxation techniques meditation and eating nutritious diet.

Ans 2. Physical activity- It plays an important role in reducing and preventing the effects of stress. Exercise regularly for at least 30 minutes daily, minimum of three times a week.

- Diet- Eat a healthy diet, be mindful of what to eat. Well-nourished bodies are better prepared to cope with stress. Do not skip the first meal of the day i.e. breakfast, and keep your energy level up with balanced, nutritious meals throughout the day.
- Reduce caffeine and sugar- Avoid excessive intake of the temporary "highs" such as caffeine that often end in with a crash in mood and make you sleepless. Adequate sleep fuels your mind, as well as your body.

- Consuming alcohol or drugs may provide an easy escape from stress, but the relief is only temporary. Don't avoid or mask the issue at hand; deal with problems head on and with a clear mind.

Ans. 3 The term stress was coined by Cannon (1932) and he believed it to underlie all medical problems. He termed the body's physiological response to stress as a flight-fight syndrome. In flight-fight syndrome, the epinephrine, cortisol and other hormones prepare the body to defend against stress by attacking or by running away from the stressful situation. He regarded this response as highly functional and adaptive in nature. Different physiological mechanisms that seem to play a role in stress are brain; nervous system and the endocrine system. When the sympathetic nervous system senses stress (Selye's alarm reaction) it triggers the release of adrenaline resulting into accelerated heart rate and respiration. Simultaneously, hypothalamus causes the pituitary to release adrenocorticotrophic hormone (ACTH) which further triggers the release of Cortisol. Cortisol boosts the energy and helps the individual to deal with the stressful situation by flight or fight reaction but sustained elevated levels weaken the immune system.

Stress is usually experienced in terms of three components, that is, emotion (such as anxiety or fear), thought (such as pessimistic self-talk) and behavior (such as smoking). All situations, positive and negative, that require adjustment can be stressful. Thus, according to Hans Selye (1956), there are two kinds of stress---**Eustress** (refers to stress caused by positive situations such as marriage, promotion etc.) and **Distress** (refers to stress caused by negative situations such as death, divorce, loss of a job etc.). Though both eustress and distress tax an individual's coping skill and resources but distress has more potential to cause damage.

Stress is considered to be subjective in nature as what may be stressful for one may not be for the other. Stress can be caused due to number of reasons such as financial difficulties, health issues, personal conflicts and work issues all carry force or pressure on a person's that deemed as stress. If the source of stress originates from the environment it is known as external stressor but most often it emanates from within a person's head in the form of worry, anxiousness, regret, discouragement and low confidence and self-esteem known as internal stressor.

The severity of stress is assessed by the degree to which it disrupts functioning. Various factors that predispose a person to stress have been categorized below based on the nature of stressor, person's perception and tolerance of stress.

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2.14 QUESTIONS FOR PRACTICE

- 1. Write in detail the factors that affect the stress.**

**BACHELOR OF COMMERCE (HONS.)
(ACCOUNTING AND TAXATION)
ENHANCING HAPPINESS AT WORKPLACE**

UNIT- 3: TIME MANAGEMENT

STRUCTURE

3.0 INTRODUCTION

3.1 OBJECTIVES

3.2 MEANING OF TIME MANAGEMENT

3.2.1 CULTURE AND TIME MANAGEMENT

3.3 BENEFITS OF TIME MANAGEMENT

3.4 TIME MANAGEMENT TECHNIQUES

3.5 TIME MANAGEMENT STYLES

3.5.1 HOPPER

3.5.2 HYPER FOCUS

3.5.3 CLIFFHANGER

3.5.4 BIG PICTURE

3.5.5 PERFECTIONIST

3.5.6 IMPULSIVE

3.6 TIPS TO MANAGE TIME BETTER

3.7 LET US SUM UP

3.8 KEYWORDS

3.9 MODEL ANSWERS

3.10 REFERENCES

3.11 QUESTIONS FOR PRACTICE

3.0 INTRODUCTION

Managing your time lowers your stress level and boosts your self-confidence. Taking charge of your time will help you feel less stressed and anxious. Meeting tight deadlines and managing your time are examples of good time management. Managing your time prevents overwhelm and guarantees that you are not constantly tired. You will be more creative with the time you have if you handle it well. Furthermore, stress reduction leads to a rise in productivity and makes you successful in both professional and personal front.

In this lesson we will study about what time management actually is? We will focus on the benefits of time management and introduce various styles to manage it effectively.

3.1 OBJECTIVES

After reading this chapter you will be able to

- define time management
- understand the importance of time management
- know the benefits of time management
- explain various styles of managing time

3.2 TIME MANAGEMENT

The process of planning and controlling how much time to spend on particular tasks is known as time management. Good time management allows a person to do more in less time, reduces tension, and contributes to professional success. Time management means making optimal use of the available time to increase productivity. It is the process of organizing and planning tasks and exercising conscious control of the time spent on specific activities to work smarter than harder to get more done in less time. Being busy isn't the same as being productive, despite working the entire day, many people can't complete their daily tasks. Here comes in the role of time management strategies.

3.2.1 Culture and Time Management

Cultural differences influence time management. A linear time view (conceiving time as flowing from one moment to the other) is predominant in America along with most North- East European countries, such as Germany, Switzerland, and England. People in these cultures usually value productive time management and avoid decisions that would waste time later on. This cultural view leads to a better focus on accomplishing a singular task and hence, more productive time management.

Another time view is multi-active time view. Cultures that follow this trend believe that the more activities or tasks being done at once the better. People in this culture prefer to do multiple tasks at the same time. A multi-active time view is more popular in most Southern European countries such as Spain, Portugal, and Italy. In these cultures, people often tend to spend time on things deemed to be important. They often pay little attention on how long it takes to finish the task, rather focus is on having high quality results.

Another time view type is a cyclical time view. In cultures that follow cyclic time view time is not seen as wasted because it will always come back later, hence there is an unlimited amount of it. It is predominant throughout most countries in Asia, including Japan and China. Most people in cyclical cultures spend more time thinking about decisions and the impact they will have, before acting on their plans.

3.3 BENEFITS OF TIME MANAGEMENT

“Time and Tide Wait for None”

Geoffrey Chaucer

This is the phrase everyone is familiar with since school days. The importance of time in life is well cited, but many of us fail to get most out of it. In order to use time in more productive way it is essential to understand how important it is. Before we learn different time management styles, let's take a look at following advantages of time management:-

1. Reduces Procrastination

“I will do it later” is an excuse that we all have made at some point of time. The meaning of time management is not just about doing more in less time but also to reduce the urge to procrastinate. Time management lets you **control** your time. It will help you in focusing at what you want to complete in given time frame. As a result it reduces procrastination.

2. Improves Work-Life Balance

Effective time management results in finishing work early which eventually means having more time for self, personal goals and interpersonal commitments. It also impacts work and productivity in a positive way — the happier you are, the more productive you become.

3. Prevents Burnout

Taking some time off work, boost up mental energy level and avoids the possibility of burnout. It also enables a person to focus better and enhance problem-solving capabilities.

4. Reduces Stress and Anxiety

Overwhelmed with too much on plate can create stress and make oneself feel anxious. This not only hampers productivity but also the overall health. Planning tasks and prioritizing schedule reduces stress.

5. Develops Sense of Responsibility

It is true that time and tide waits for none. Each of us has got twenty four hours a day. Realizing the importance of time develops a sense of responsibility to reap more benefits out of limited resources.

6. Never miss a deadline

There are n number of time bound tasks allocated to students or in work life. Effective time management helps you allocate a time period to a particular task and ensure that they are

completed on time. This helps to stay sharp on the deadlines, and manage workload in the best possible way. Time boxing tasks and goals allow you to deliver the assigned work on time.

7. More time freedom

Techniques for time management mean that you have more time to do the things that matter most to you. Good time management means that you spend your time on the most important things. As a result, you'll have more time in your hands. When you have more time in your hands, you will have more freedom to use it in the way you want. You'll have more time to spend with your family if you have more time independence.

8. Things have become much simpler and faster.

Things become quick and easy when you have good time management skills. You become more optimistic and competent when you take care of your time, and tasks become easier. You will feel clear and optimistic about how to use your time if you practice good time management. As a result, you devote your time and effort to achieving the outcomes and outcomes you desire.

9. Increased vitality

One of the most significant advantages of time management is increased energy and motivation. Working longer and harder will deplete your energy levels, leaving you exhausted all of the time. You can better handle your resources and efficiency levels if you have good time management skills. Greater energy is one of the most significant advantages of time management.

10. Punctual and disciplined

As a result of successful time management, one learns to function only when it is truly necessary. Individuals should prepare a "TASK PLAN" or a "TO DO" List at the start of the day to jot down tasks that need to be completed in a given day according to their value and urgency against the various time slots allocated to each activity. At work, a Task Plan provides individuals with a sense of direction. A person understands how his day will unfold and works accordingly, resulting in improved productivity.

3.4 Time Management Techniques

As we have discussed above the ample benefits of managing time, but still most people struggle at managing time. This can be due to lack of knowledge of how to do it. Following section will provide a brief information about various techniques of time management. These techniques will provide a way to use time management skills.

1.4.1 ABC analysis

This technique is used in business management. It involves categorization of large data into groups. Activities are ranked by :-

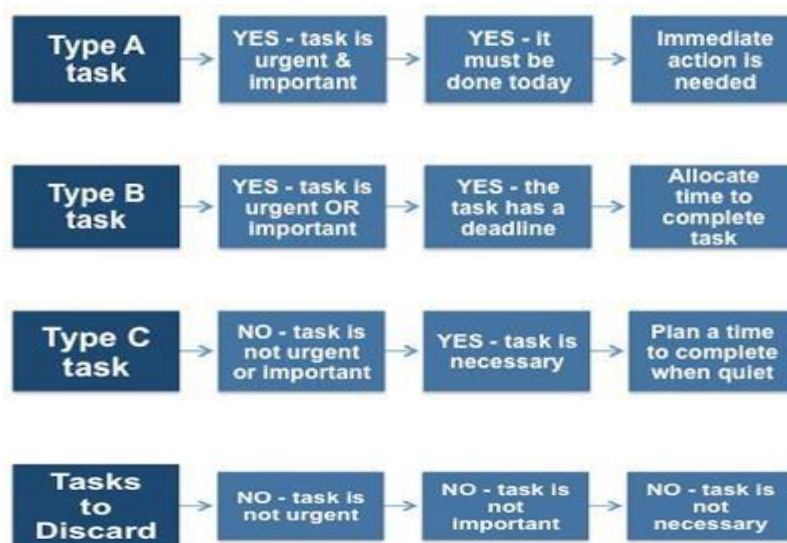
A- tasks that are urgent and important (very important)

B- tasks that are important but not urgent (important)

C- tasks that are unimportant but urgent (less important)

The goal of this analysis is to focus more on important things by differentiating between very important, important and less important tasks. Discard the tasks from your workload that does not fit in any of the above mentioned lists.

Fig. 1 Pictorial representation of ABC analysis



Source: <http://www.free-management-ebooks.com/>

1.4.2 The Pareto Principle (The 80:20 Rule) in Time Management

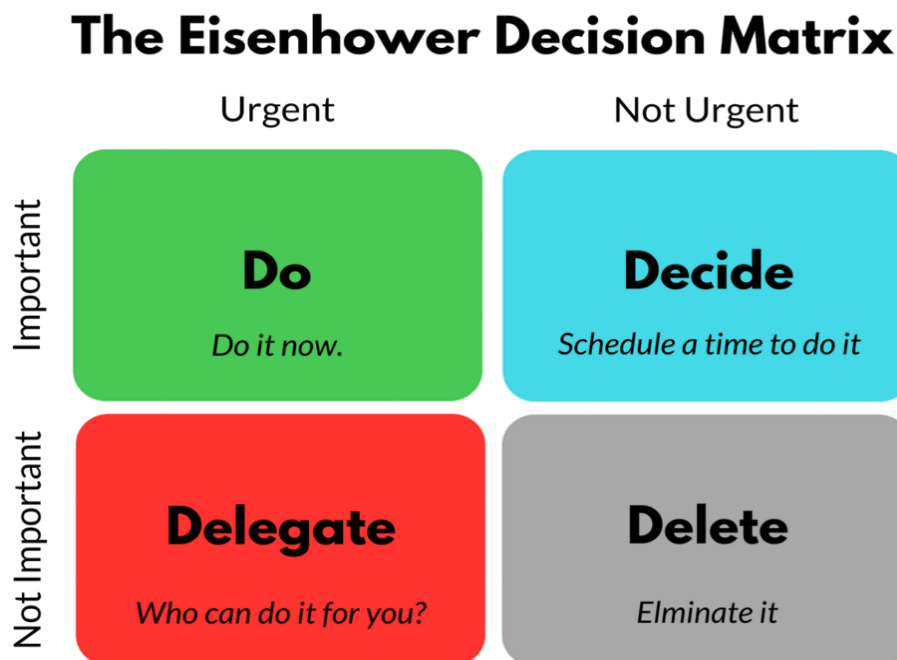
According to the Pareto principle 80% of the work can be done in 20% of the time. For time management, Pareto principle means that only 20% of the tasks contribute to 80% of the total success. It is an effective method for setting priorities and developing plans for work. In order to apply the Pareto Principle, it is essential to assess strengths and weaknesses and recognize the factors that will help to reap success. Examples of Pareto Principle in meetings, 80% of the decisions are usually made in 20% of the time. In daily life we usually wear only 20% of the clothes we own.

1.4.3 Eisenhower Method

In Eisenhower principle the tasks are divided into important, unimportant, urgent and not urgent. After division the tasks are placed in quadrant matrix (given below) also known as 'Eisenhower box' or 'Eisenhower Decision Matrix'. The quadrant is filled as follows:-

- 1st quadrant- important and urgent task (deadlines, crises etc.)
- 2nd quadrant- important but not urgent task (planning, preparation etc.)
- 3rd quadrant- not important but urgent (meetings, interruptions etc.)
- 4th quadrant- neither important nor urgent (pleasant activities, time wasters etc.)

Fig.1- The Eisenhower Decision Matrix



Source: luxafor.com

1.4.4 POSEC method

POSEC is an acronym to Prioritize, Organize, Streamline, Economize and Contribute. It is one of the popular methods of time management in personal life. It is a hierarchical model. Things that are more important are placed on the top while the least important at the base of the hierarchy.

- Prioritizing- first things first, defining life by goals
- Organizing- things that has be done regularly in order to succeed (finances, security etc.)
- Streamline- things you don't like to do but must do (work and chores)
- Economize- things that are not urgent but you should do (pastime, recreation etc.)
- Contribute- to remaining things that make a difference (social obligations etc.)

Fig. 2 POSEC Model

The POSEC Method Of Time Management



Source: Ionos.com

1.4.5 ALPEN Method

ALPEN is an acronym from German language.

- A (Aufgaben)- tasks to do
- L (Länge)- length of time
- P (Pufferzeiten)- plan buffer time
- E (Entscheidungen)- establish priorities
- N (Nachkontrolle)- notation

It helps in daily planning as follows:-

A: tasks list

L: time needed for each task

P: reserve at least 40% buffer time, plan only 60% of the work day

E: establish priorities (ABC analysis)

N: record results and accuracy of the plan

Activity 1

At the end of the day note down what distracted you from your goal. It could be anything a phone call, your thoughts, day dreaming, unwanted visitors etc. Do it for a week; identify your distracters and remove them.

Self-Check Exercise 1

Fill in the blanks

1. The most important task is categorized in list.
2. The..... principle suggested the time division into 80- 20 ratio.
3. The..... is the hierarchical model of time management.
4. The method that can be used to differentiate between important and less important tasks.....
5. The process of planning and controlling the time is known as.....

1.5 Time management styles

Equipped with different techniques to manage time, next comes the role of time

Equipped with different techniques to manage time, next comes the role of time management styles. These are the distinctive features that characterize an individual's personal disposition of managing time.

Six common time management styles are:-

1.5.1. Hopper

This time management style is similar as feeling busy. Hoppers are people who tend to work on multiple tasks at once. They switch from one task to another before finishing. They are involved in many different things but isn't usually productive. As those different tasks start to pile up, it can become difficult to stay organized, meet deadlines, and follow through.

A. Advantages

People who follow the hopper style of time management like to stay busy and can do several different things at the same time. It's easy for them to switch between tasks.

B. Disadvantages

Multitasking is not a very productive way of working, multi-taskers often find it difficult to stay organized, complete specific tasks, and meet deadlines.

C. Tips to Increase Productivity

- Eliminate distractions while working.
- Focus working on only two or three tasks.
- Use the Pomodoro technique to work in short bursts.

Pomodoro technique is a time management technique developed by Francesco Cirillo in the late 1980s. It involves usage of timer to break down work into intervals, traditionally 25 minutes in length, separated by short breaks. A *pomodoro* is the interval of time spent working with rest of 3 to 5 minutes between consecutive pomodoros. Four pomodoros forms a set. A longer (15–30 minute) rest is taken between sets. A goal of the technique is to reduce the impact of internal and external interruptions.

1.5.2. Hyper focus

This style is the opposite of the hopper. People who follows **hyper focus** style of time management instead of constantly moving between tasks gets **deeply involved** in the task at hand until it's done. This results in producing high-quality work. These people usually feel like they can't make it through their daily to-do list hence, get stressed.

A. Advantages

People often produce high-quality work with meticulous attention to detail.

B. Disadvantages

Focusing on only one task can lead to failure to meet deadlines and hence, stress is caused. It also lack flexibility, as it's challenging for them to move on from one task to another.

C. Tips to Increase Productivity

- People should set reminders to switch between tasks.
- Track the amount of time allocated to different tasks.
- Use backward planning strategy to make realistic predictions of the time taken to complete tasks.

In recent years, a method known as backwards planning has been receiving a lot of attention. It is a process of beginning from end goal and then work your way backwards to develop a plan of action. It helps you know when you actually need to get started, and also gives you timing points along the way to let you know if you need to adjust your plan in order to *get it done* when you need to.

An example of backward planning in daily life:

- The meeting is scheduled to be held at 3:00 pm.
- You need to pick up the grocery, which is fifteen minutes from the school.
- It will take around ten minutes in the store, so you need to arrive there at 2:35 pm.
- Before, that you have appointment with doctor at a local clinic, and take half an hour for checkup.
- The clinic is five minutes away from the grocery shop, so you need to arrive there at 2 pm.
- Finally, the clinic is twenty minutes from your house, so you need to leave home at 1:35 pm in order to reach meeting on time.

1.5.3 Cliffhanger

A person with cliffhanger style works best under pressure. Adrenaline rush gets as the clock ticks closer to the deadline moves the person forward. People with such time management style remains calm initially and works day in and out when deadline is closer. This can lead to rushing to finish a project, producing lower-quality work, and elevating your stress levels.

A. Advantages

People with Cliffhanger management style, withstand stressful work conditions and are productive even under pressure.

B. Disadvantages

The work performed under pressure is generally of low quality. People with this style usually tend to procrastinate.

C. Tips to Increase Productivity

- Schedule earlier dates for the urgent tasks.
- Prioritizing tasks is the way to avoid a last-minute rush.

3.5.4. Big Picture

People with big picture time management have a bird's eye view of the tasks in their to do list. They spend more time in planning over paying attention to the fine details necessary to execute plan. They are the ones who quickly spot smart solutions to problems.

A. Advantages

Since people in this category are quick thinkers and spontaneous problem solvers. They often suggest creative ideas and novel strategies for different problems.

B. Disadvantages

The most significant disadvantage with this style is they often have trouble when it comes to details.

C. Tips to Increase Productivity

- Collaborating with more detail-focused individuals like the perfectionists can help them achieve a balance.

Activity

Take a jigsaw puzzle and try to solve it without the sample picture in hand. Jot down the difficulties you had in solving the puzzle. The activity helps in identifying benefits of big picture in managing time

3.5.5 Perfectionist

As the name suggests a person with perfectionist time management spends too much time on details and engages in making everything perfect. They may miss a deadline, as they maintain very high standards of work. They are usually too involve in any task hence, feel burdened.

A. Advantages

These people produce very high-quality work.

They are good in prioritizing tasks and saying no to work wherever necessary.

B. Disadvantages

They often miss deadlines in the pursuit of trying to make everything perfect by focusing too much on details.

They usually fail to see with the larger vision.

C. Tips to Increase Productivity

- Should take on fewer tasks at a time.
- Collaborate with a team member to finish tasks

3.5.6 Impulsive

This style of time management means working without plan. They do not follow the idea of rigidly fixed schedule, setting up a routine or creating a task list. They work well in unexpected spontaneous situations.

A. Advantages

As they are great improvisers, people tend to operate well in the face of unexpected challenges,

B. Disadvantages

The impulsive time manager very often struggles with deadlines and also fails in organizing their day to day work.

C. Tips to Increase Productivity

These people should:

- Create schedules, and set reminders of their goals.
- Consider the larger projects, review routines and responsibilities before making a decision.
- Should design a flexible but clear schedule.

3.6 **SOME TIPS FOR BETTER TIME MANAGEMENT:-**

Set goals correctly- like it should be specific, realistic and relevant.

Priorities wisely- identify the most important and urgent task to do.

Set time limit- set a definite time period for each task and try to finish it in the set limit.

Take a break- take a small break; freshen your mind up before jumping to another task.

Identify distracters- identify the distracters and remove them.

Use a To-do list- it will help in planning the day and saving time for more productive goals.

Change in schedule- change your schedules frequently to avoid boredom and reduce procrastination.

Be strict- if you plan your day ahead, be strict with your schedule.

Self-Check Exercise 2	
1. What are the various benefits of time management?
2. Describe the Hyperfocus style of time management.
3. What is Eisenhower technique?

3.7 LET US SUM UP

Time management means making optimal use of the available time to increase productivity. It is the process of organizing and planning tasks and exercising conscious control of the time spent on specific activities to work smarter than harder to get more done in less time. Managing time can be beneficial in number of ways such as it lowers the stress, anxiety and increases productivity. To be successful in both personal and professional front managing time is an essential prerequisite. Different strategies of manage time have their ownpros and cons. Be wise while choosing the right strategy for yourself.

3.8 KEYWORDS

Time management: Time management means making optimal use of the available time to increase productivity. It is the process of organizing and planning tasks and exercising conscious control of the time spent on specific activities to work smarter than harder to get more done in less time.

Cyclic Time view: In cyclic time view; it is believed that the time is not wasted because it will always come back later, hence there is an unlimited amount of time we have. It is predominant throughout most countries in Asia, including Japan and China.

Procrastination: Procrastination is the practice of deferring or postponing assignments until the last possible moment or after the deadline has passed. Procrastination is described as a "type

of self-regulation failure characterized by the unreasonable delay of tasks despite potentially negative consequences.

Cliffhanger: A person with cliffhanger style works best under pressure. Adrenaline rush gets as the clock ticks closer to the deadline moves the person forward. People with such time management styles remain calm initially and works day in and out when deadline is closer.

Pomodoro technique:It is a time management technique developed by Francesco Cirillo in the late 1980s. It involves usage of timer to break down work into intervals, traditionally 25 minutes in length, separated by short breaks.

3.9 MODEL ANSWERS

Self-check exercise 1

1. A list
2. Pareto
3. POSEC
4. ABC analysis
5. Time management

Self-check exercise 2

1. Benefits of time management

1. Reduces Procrastination

"I will do it later" is an excuse that we all have made at some point of time. The meaning of time management is not just about doing more in less time but also to reduce the urge to procrastinate. Time management lets you **control** your time. It will help you in focusing at what you want to complete in given time frame. As a result it reduces procrastination.

2. Improves Work-Life Balance

Effective time management results in finishing work early which eventually means having more time for self, personal goals and interpersonal commitments. It also impacts work and productivity in a positive way — the happier you are, the more productive you become.

3. Prevents Burnout

Taking some time off work, boost up mental energy level and avoids the possibility of burnout. It also enables a person to focus better and enhance problem-solving capabilities.

4. Reduces Stress and Anxiety

Overwhelmed with too much on plate can create stress and make oneself feel anxious. This not only hampers productivity but also the overall health. Planning tasks and prioritizing schedule reduces stress.

5. Develops Sense of Responsibility

It is true that time and tide waits for none. Each of us has got twenty four hours a day. Realizing the importance of time develops a sense of responsibility to reap more benefits out of limited resources.

2. Hyperfocus Style of Time Management

This style is the opposite of the hopper. People who follow hyperfocus style of time management instead of constantly moving between tasks gets deeply involved in the task at hand until it's done. This results in producing high-quality work. These people usually feel like they can't make it through their daily to-do list hence, get stressed.

A. Advantages

People often produce high-quality work with meticulous attention to detail.

B. Disadvantages

Focusing on only one task can lead to failure to meet deadlines and hence, stress is caused. It also lack flexibility, as it's challenging for them to move on from one task to another.

C. Tips to Increase Productivity

- People should set reminders to switch between tasks.
- Track the amount of time allocated to different tasks.
- Use backward planning strategy to make realistic predictions of the time taken to complete tasks.

In recent years, a method known as backwards planning has been receiving a lot of attention. It is a process of beginning from end goal and then works your way backwards to develop a plan of action. It helps you know when you actually need to get started, and also gives you timing points along the way to let you know if you need to adjust your plan in order to *get it done* when you need to.

An example of backward planning in daily life:

- The meeting is scheduled to be held at 3:00 pm.
- You need to pick up the grocery, which is fifteen minutes from the school.
- It will take around ten minutes in the store, so you need to arrive there at 2:35 pm.
- Before, that you have appointment with doctor at a local clinic, and take half an hour for checkup.
- The clinic is five minutes away from the grocery shop, so you need to arrive there at 2 pm.
- Finally, the clinic is twenty minutes from your house, so you need to leave home at 1:35 pm in order to reach meeting on time.

3. Eisenhower Method

In Eisenhower principle the tasks are divided into important, unimportant, urgent and not urgent. After division the tasks are placed in quadrant matrix (given below) also known as 'Eisenhower box' or 'Eisenhower Decision Matrix'. The quadrant is filled as follows:-

1st quadrant- important and urgent task (deadlines, crises etc.)

2nd quadrant- important but not urgent task (planning, preparation etc.)

3rd quadrant- not important but urgent (meetings, interruptions etc.)

4th quadrant- neither important nor urgent (pleasant activities, time wasters etc.)

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3.11 Questions for Practice

1. [How important is time management? Discuss.](#)

Section -B

**BACHELOR OF COMMERCE (HONS.)
(ACCOUNTING AND TAXATION)
ENHANCING HAPPINESS AT WORKPLACE**

UNIT- 4: ENHANCING EMOTIONAL INTELLIGENCE

STRUCTURE

4.0 INTRODUCTION

4.1 OBJECTIVES

4.2 MEANING OF EMOTIONS

4.3 INTELLIGENCE

- **4.3.1 WHAT IS EMOTIONAL INTELLIGENCE**
- **4.3.2 ENHANCING EMOTIONAL INTELLIGENCE**

4.4 OPTIMISM

- **4.4.1 ATTRIBUTION STYLE**
- **4.4.2 ENHANCING OPTIMISM**

4.5 FORGIVENESS

- **4.5.1 ENHANCING FORGIVENESS**

4.6 ALTRUISM

- **4.6.1 WHAT MOTIVATES US TO HELP?**
- **4.6.2 ENHANCING ALTRUISM**

4.7 LET US SUM UP

4.8 KEY WORDS

4.9 MODEL ANSWERS

4.10 REFERENCES

4.11 QUESTIONS FOR PRACTICE

4.0 INTRODUCTION

Happiness is a mental or emotional state of contentment or deep pleasure marked by positive or pleasant emotions. Happiness is often described by philosophers and religious thinkers in terms of living a good life or flourishing, rather than simply as an emotion. Happy

people work at a higher level, putting their personal talents, expertise, and skills to work for their own well-being as well as the well-being of others and society. Emotional intelligence, optimism, forgiveness and altruism are the skills required for happy life. These skills benefits not only physical but mental health too. In order to practice these skills and making them way of life it is necessary to understand what they are? How they benefit us and if we can enhance them? In this unit we will discuss the meaning of these skills, their role in our lives and few techniques to enhance them.

4.1 OBJECTIVES

After reading this lesson you will be able to

- explain emotional intelligence
- optimism
- forgiveness
- altruism
- the way these skills influence our behaviour
- how to enhance them

4.2 EMOTIONS MEANING

Emotions colour our lives. Emotions can be defined as cognitive, physiological and behavioural aspect of feelings. Emotions have three major components 1. Physiological arousal in the body- shifts in heart rate, blood pressure and so on. 2. Subjective cognitive state (an inner awareness of feelings) labeled as emotions. 3. Expressive behaviours to the outward world.

Definition of emotion

“Each emotion is a feeling and each is at the same time a motor set. Fear is set for escape, anger for attack, happiness to laugh and grief to cry”.

Woodworth

“Emotion is an acute disturbance of the organism, as a whole psychological in origin involving behaviour, conscious experience and visceral functioning”.

P.T. Young

Emotion is a powerful force, every person shapes his behaviour to suit the world he lives in. People vary not only in experience of emotions but also in controlling and expressing emotions. Some people are effusive, others hide their feelings and sometimes only admirable emotions are expressed while disapproved ones are concealed.

4.3 INTELLIGENCE

Intelligence can be defined as the capacity for logic understanding, learning, self-awareness, emotional knowledge, critical thinking, reasoning, planning, creativity, and problem-solving. More generally it can be described as the ability to learn from experience, to solve problems, to think, ability to perceive or infer information and to adapt to new situations. Psychologist Robert Sternberg defined intelligence as "*the mental abilities necessary for adaptation to, as well as shaping and selection of, any environmental context*".

Although intelligence is considered as a cognitive ability by many psychologists but the role of emotions in solving problems and adapting to new things cannot be ignored. Thus there is a type of intelligence known as ***Emotional intelligence***. The concept of emotional intelligence can be traced back to Gardner's theory of Multiple Intelligence. In his theory he gave eight different types of intelligences namely: Linguistic, Logical/Mathematical, Spatial, Bodily-Kinesthetic, Musical, Interpersonal, Intrapersonal, and Naturalist. Where he described interpersonal intelligence as the ability to comprehend other people's feelings, intentions, motives, and desires and intrapersonal intelligence is described as the ability to comprehend oneself, including one's feelings and emotions.

4.3.1 What is emotional intelligence?

Greek philosopher Aristotle in his literature suggested "to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way", is the recipe for smooth relationships. This definition is a major theme of emotional intelligence. But as a term it was coined by Peter Salovey and John D. Mayer in 1990 and define it as "*a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action*" but it gained popularity in 1995 with best-selling book "Emotional intelligence" authored by Daniel Goleman. Goleman defined EI as the array of skills and characteristics that drive leadership performance.

Emotional intelligence (EI) is the ability to perceive, control, understand, evaluate and respond to your own as well as other's emotions. When it comes to happiness and success in life, EQ matters just as much as IQ. It helps in relieving stress, build stronger relationships, communicate effectively, achieve personal goals, empathize with others, overcome challenges and defuse conflict. It also aids in connecting with own feelings, turn intention into action, and make informed decisions about anything that matters the most. The ability to express and control emotions is essential. Imagine a world in which one is not understand when a loved one is feeling sad or when a co-worker was angry could create a great havoc. It is the capability of the individuals to discern between different feelings and label them appropriately, to adjust emotions to adapt to environments.

Importance of Emotional Intelligence

As we know, it's not the smartest people who are the most successful in life. Intellectual ability isn't enough on its own to achieve success in life. The importance of EI should not go unappreciated. Emotional intelligence can help us lead a fulfilled and happy life. EI, is a dynamic aspect of one's psyche that, when worked upon, can yield fruitful benefits, from personal happiness and well-being to elevated success in a professional context. There is ample of research supporting that individuals with higher EI are better equipped to work cohesively within teams, deal with change more effectively, and manage stress – thus enabling them to work more efficiently in personal as well as professional life.

Researchers suggested that heredity and environment have an interactive influence on intelligence. Although genetic makeup of a child influences his ability to sense emotions, but it is not the single factor affecting emotional intelligence. Every child possess a unique combination of emotional sensitivity, emotional memory, emotional processing and problem-solving abilities, and emotional learning ability when he enters the world. But this is not the end, the way a child is raised has a big impact on what happens to his or her potential in any of these areas. The impact of environment on emotional development cannot be ignored. There are many ways in which emotional intelligence can be learnt and enhanced. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it's an inborn characteristic. As the researchers suggest EI can be learnt also here are the few ways in which it can be enhanced:-

4.3.2 Enhancing Emotional Intelligence

Being assertive

Assertive communication is a skill in emotionally intelligent people. It goes far toward communicating one's opinions without being either forceful, or inactively tolerating 'wrong'. Emotionally intelligent people are good in communicating their opinions. Being assertive means responding in a calm and positive way while interacting with others.

Practice self-awareness

Emotionally intelligent people are high on self-awareness. They are aware of their own emotions and how they can affect those around them. They likewise get on others' feelings and non-verbal communication and utilize that data to improve their relational abilities.

Take critique well

An important part of increasing your emotional intelligence is to be able to take critique. Instead of getting offended or defensive, high EQ people take a few moments to understand where the critique is coming from, how it is affecting others or their own performance and how they can constructively resolve any issues.

Empathize with others

Emotionally intelligent people know how to empathize. They understand that empathy is a trait that shows emotional strength, not weakness. Empathy helps them to relate to others on a basic human level. It opens the door for mutual respect and understanding between people with differing opinions and situations.

Utilize leadership skills.

Emotionally intelligent people have excellent leadership skills. They have high standards for themselves and set an example for others to follow. They take initiative and have great decision making and problem-solving skills. This allows for a higher and more productive level of performance in life and at work.

Practice ways to stay positive.

Don't underestimate the power of your attitude. A negative attitude easily infects others if a person allows it. Emotionally intelligent people are aware of the moods of their surroundings

and pay attention to their attitudes accordingly. What to do to have a good day and an optimistic attitude. This could include having breakfast or lunch, praying or meditating during the day, or writing positive quotes on your desk or computer.

Take note of your feelings

Psychologist, Daniel Goleman identifies self-consciousness as one of the key additives of emotional intelligence. Self-consciousness entails the capacity to apprehend moods and feelings. This capacity to display your very own emotional states is a primary requirement for emotional intelligence.

Emotionally intelligent people have a variety of habits and behaviors that contribute to their ability to control their emotions and understand the feelings of others. Emotional intelligence includes four basic skills:

- The ability to perceive emotions.
- The ability to reason with emotions
- The ability to understand emotions.
- The ability to deal with emotions.

4.4 OPTIMISM

Optimism is an attitude that reflects people's belief or hope that the result of a particular effort or the overall result is positive, benevolent, and desirable. The common instance used to describe optimism and pessimism is half a glass of water. It is said that optimists believe that the cup is half full, while pessimists believe that the cup is half empty. The term comes from the Latin word *Optima*, which means "better". In a general sense, optimism is defined as the expectation of the best possible outcome for a given situation. This is usually called optimism in psychology, and therefore reflects people's belief that future conditions will be most effective. Optimistic people face the difficult situation with positive attitude.

Optimism can also be linked to health. Optimism is a state of mind full of hope and confidence in a successful and optimistic future. Optimistic are the people who expect good things and pessimists are those who predict unfavorable results. An optimistic attitude brings many benefits, including better coping skills, lower stress levels, better physical health, and greater perseverance to succeed. Even the most miserable day will assure you, "Tomorrow may

be better. If you always see the positive aspects of things, you may feel that you have more positive experiences in your life than others.

Interpretation or attribution are factors that contribute to optimism. Interpretation or attribution refers to how people interpret events in life. People can explain the situation in three ways that affect their tendency to be optimistic or pessimistic:

4.4.1 Attribution style

It refers to attribution we tend to make for behavior. It can be internal or external. One such attribution style falls in three dimensions as follows:-

- **Internal vs. external**

This refers to whether the person considers him/ herself responsible for causing the event or leave the cause to some external factor (outside his control).

- **Stable vs. Unstable**

It is the feeling behind the success, failure or setback whether it will remain same throughout life or can be changed over time.

- **Global vs. Specific**

This refers to the tendency to attribute cause behind single events as being replicated in all other events or it is just limited to the single event.

Pessimistic or negative explanation of the causes

EXTERNAL ----- STABLE ----- GLOBAL

Optimistic or positive explanation of the causes

INTERNAL ----- UNSTABLE ----- SPECIFIC

Let's take an example if someone fails in say, mathematics and consider the failure as

- Out of his control and situation dependent (external) explanation.
- Situation will remain same throughout the attempts; means he feels he will always fail (stable).
- He/ she will fail in music, art, English and any other task in hand (global).

The above mentioned example shows pessimistic explanation of the causes which leads to psychological distress and feeling of self-inferiority. We do explain many day to day events in negative style which hinders mental peace.

4.4.2 Enhancing optimism

Reattribution Technique

For better health and peace of mind we need to shift our attention from Pessimistic or negative explanation of the causes to Optimistic or positive explanation of the causes.

Let's take similar above mentioned example if someone fails in mathematics and consider the failure as:-

- In his control and dependent on his efforts (internal) explanation. He would eventually invest more efforts for better results.
- Situation will change with the attempts means he feel can pass the exam with efforts (unstable).
- It's just one subject; I am good at others music, art, English and any other task in hand (specific).

Few other ways to enhance optimism are:-

Keep an eye on who you hang out with

We've all got mates that are constant whiners or gossipers. We find ourselves joining the Debby Downer bandwagon after spending a few hours with them. It's obvious that negativity is infectious. Fortunately, optimistic feelings can also be infectious. Having neighbour, spouse or anyone near with positive outlook actually increases the likelihood you being happier and positive.

Mind what to watch

Watching bad news or any content that are high on negative emotions should be avoided. Be mindful of what to watch as modeling (seeing others behaviour) influences our own thoughts and actions.

Watch your thoughts

Think good, feel good and do good is the mantra to remember. Positive thinking will not only lighten up the mood but also helps in shifting perspective from nothing can be done to something can be done.

Focus on commitment rather than result

Seligman emphasized the importance of having the right attitude in cultivating hopefulness. Positive thinkers are often more concerned with the process than with the outcome. Encourage children to engage in sports without thinking about who wins or loses, is a powerful message for instilling optimism in them.

Practice Gratitude

Make a list of all the things in your life for which you are grateful. Include even the tiniest information, such as a lucky penny you find on the street or a warm embrace from your partner today. You'll almost certainly end up with a long list to refer to if you find yourself falling into negativity.

Self Check Exercise 1

Fill in the blanks

- 1. The ability to understand emotions**
- 2. Attribution make for the behaviours**
- 3. According to Goleman emotionally intelligent people have Skills.**
- 4. Being hopeful for the better in life is**

4.5 FORGIVENESS

To err is human, to forgive divine.

Alexander Pope

Forgiveness is often defined as an individual and voluntary internal process of letting go the urge of crime and thoughts of resentment, bitterness, anger, and the need for revenge and retaliation against someone we believe have wronged us, including ourselves. Forgiveness helps us to overcome conflicts quickly. Forgiving others, is a key characteristic of successful

relationships. Partners who are close find it easier to forgive. People who tend to forget the offender usually see the offender's behaviour as temporary and it doesn't stop them insisting on better behaviour next time. It is not about forgiving others only but ourselves too. Forgiving our own pitfalls aids in moving on from shame, guilt and humiliation. It provides a wide array of rewards such as inner peace to mental health. Self – forgiveness on the one hand reduces depression, fatigue, anxiety and stress while on the other hand, improves our sleep and protects our immune system and heart from diseases. Forgiveness from an evolutionary point of view, is an instinct with interpersonal and societal purpose. According to Enright (1996), forgiveness is a state encompassing three parts: forgiving others, receiving forgiveness from others, and forgiving oneself. Forgiveness is a skill to work at and it is actually a way of life. The Dalai Lama says reliving pain and suffering is optional.

Forgiveness can be triggered by a variety of factors, including changes in cognition, offender actions, victim behaviour, willful decision, emotional experience or speech, spiritual experience, or a combination of these. Some of us are more forgiving than others, and forgiveness can be thought of as a personality attribute or as part of a larger, long-term quality. Forgiveness is not the same as pardoning, condoning, excusing, or forgetting an offence. It's also not the same as reconciliation, even though reconciliation will happen as part of the forgiveness process. Some contend that decisional forgiveness, in all of its ways, can be mistaken for forgiveness at times (Worthington & Scherer, 2004). For example, the administration of justice may serve to facilitate an end to the case is not forgiveness. True forgiveness, on the other hand, is a personal and internal operation, while administration of justice is merely an external response to an internal case that seldom addresses the complexities involved in the process of forgiveness.

Forgiveness is strong medicine for emotional hurt. When life hits us hard, compassion is the most powerful way to heal deep wounds. If I hadn't been convinced of this, I would not have spent the last 30 years of my life learning forgiveness. Many people have misinterpretations about what forgiveness entails, and they can resist it. Others will prefer to forgive but doubt their ability to do so. Forgiveness does not always come easily.

4.5.1 Enhancing forgiveness

Below is an outline of the basic techniques to enhance forgiveness:-

Know what forgiveness is and why does it matter

Forgiveness is about kindness, about showing compassion to those who have wronged us, even though they don't "deserve" it. It's not about making excuses for the offender's actions or saying they never happened. Forgiveness will boost our self-esteem and provide us with a sense of inner strength and security. Forgiving can lead to psychological healing.

Mindfulness

Also strongly associated with forgiveness, particularly forgiveness directed towards others. The process might be described as an energy exchange where forgiveness frees up energy for attentive involvement, depending on the level of a client's spiritual diversity. Mindfulness and forgiveness have both been related to improved mental health.

Look for the bright side

Journaling about a scenario in which you were hurt might assist you in processing what happened and moving on. Rather than focusing on the feelings you're experiencing as a result of a terrible scenario, journaling about the positives you've obtained from it can actually help you forgive and move on more quickly. Keep an ongoing gratitude journal and forgive a little every day.

Empathy might help you develop a forgiving mindset

Empathy is linked to forgiveness and can help in the process. Rather than perceiving the offender as "the enemy," try to comprehend the issues they were facing. Try to recall the other person's positive traits, and presume that their motivations were not to intentionally hurt you.

Talk about your emotions

Before you can forgive someone, you must first be able to express your sentiments about what happened. This necessitates first embracing those feelings, even the ones you don't desire.

Consider forgiveness as a gift to yourself, not to others

One of the reasons you may hold on to a grudge is that you assume that by forgiving the other person, you are letting them off the hook. In truth, it isn't about the other person at all. Forgiveness is a gift to yourself in order for you to be at peace. The longer you keep a grudge, the more likely you are to suffer from sleepless nights, stress, and other health problems.

Recognize that it occurred

When you refuse to forgive, you may feel somewhat responsible for the situation, so you opt to place blame on someone else rather than be honest with yourself. Guilt is no different from harbouring a grudge; both of these emotions will ultimately harm you. You owe it to yourself and your health too.

We often make forgiving a mental exercise, yet we still harbour resentment when it comes down to it. Keep performing the forgiveness exercises and be patient with yourself. Recognize that no one is perfect, and that the more you can forgive, the more your body, mind, and spirit can heal.

4.6 ALTRUISM

Helping someone is also known as Pro-social behaviour that ultimately relies on providing benefits to the one who is providing help. Altruism on the other hand is defined as a behaviour that involves no self-benefits at all. Altruism is the act of helping others without expecting any benefit in return. It is the unselfish desire to help and does not involve the obligations of duty, loyalty, or religious reasons. It involves acting out of concern for the well-being of other people. The term altruism is used as an antonym of “self-interested” or “selfish” or “egoistic”.

The classic example comes from Jesus' parable of the Good Samaritan: A man was travelling from Jerusalem to Jericho when he was attacked by robbers who stripped him, beaten him, and fled, leaving him half-dead. A priest happened to be walking down that road at the time, and when he saw him, he turned around and went the other way. Similarly, when a Levite arrived at the location and saw him, he went by on the other side. However, while driving, a Samaritan came close to him, and when he saw him, he was moved with compassion. He went over to him and applied bandages to his wounds after pouring oil and wine on them. Then he put him on his own animal and took him to an inn, where he was cared for. He took out two denarii the next day, gave them to the innkeeper, and told him, "Take care of him; and when I return, I will repay you whatever more you spend." The story is extracted from (*David G. Myers, Social Psychology, 2010*).

The above story is an example of altruistic behaviour filled with compassion. The helper is motivated to give a stranger time, energy, and money while expecting neither repayment nor appreciation.

4.6.1 What motivates us to help?

There are various perspectives identified by social psychologists to find the motivation behind helping behaviour. Below section will explain these perspectives in brief:-

Empathetic Altruism

One explanation of helping behaviour is empathy induced altruism. This refers to the ability to understand other person's distress. This perspective explained helping behaviour occurs in order to end plight of the sufferer as "it feels good to do good deeds".

Negative state relief

Another perspective identified to motivate helping is instead of helping others because we want to reduce our own distress caused by witnessing someone in need. In other words, this sort of help is offered to reduce the feeling of guilt in ourselves.

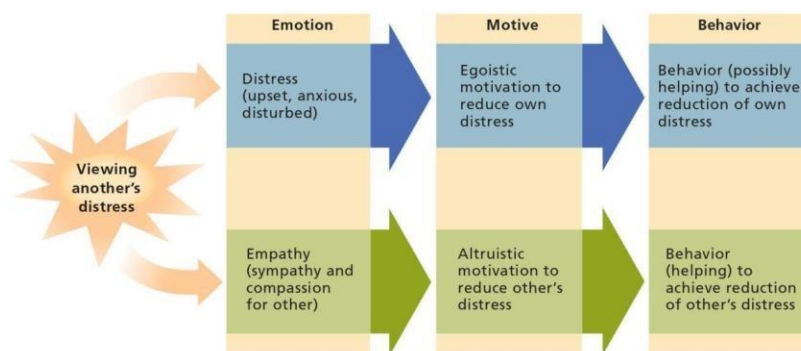
Empathic Joy

The empathy joy theory tries to justify why someone will extend support to other who is in need. According to the Empathy Joy hypothesis states that positive feelings correlated with altruistic actions motivate people to support others in need. Helping others is rewarding in itself, because it gives pleasure and joy to the individual who performs the act.

Kin selection

This is evolutionary perspective highlighting the role of innate human tendency to pass on genes to next generation. This means a person is more likely to help other who is closely related to him rather than someone who is not related to us.

Fig. 1 Empathic and Egoistic Routes to Help

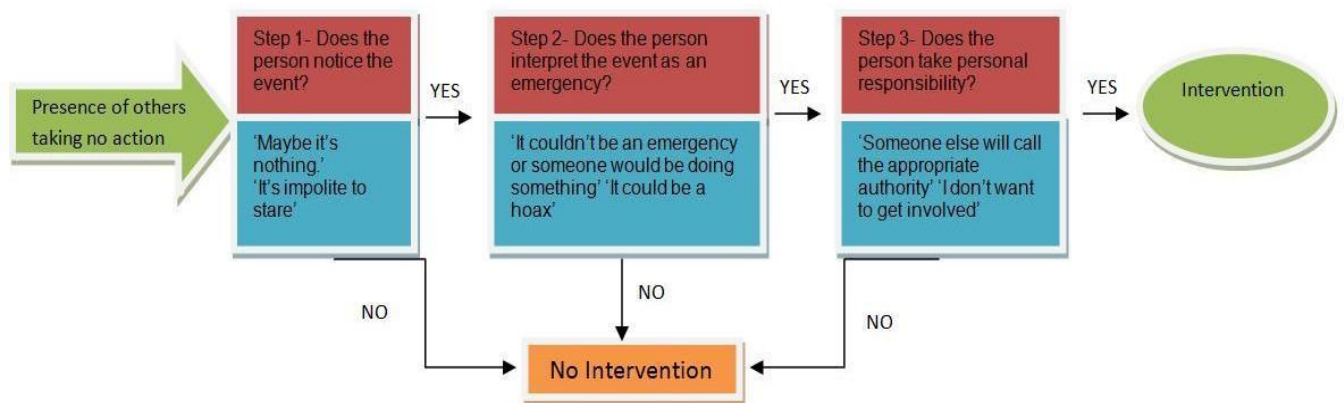


Viewing another's distress can evoke a mixture of responses. Above figure explains helping behaviour in case the emotion is empathic or egoistic.

Helping in emergencies

An important element of helping in emergencies is the *bystander effect*. Kitty Genovese, a 28-year old bartender, was attacked by a knife wielding assailant as she returned from work to her Queens, New York, apartment at 3 a.m. on March 13, 1964. She pleaded for help. Some of her neighbours (38, according to initial New York Times report) heard her screaming. Some of them allegedly came to their windows to have a glimpse of the attacker but no one had called police before her assailant had actually left. This case creates curiosity among researchers that what motivates the bystander to help? Latane and Darley (1970) suggested that as the number of bystanders increase the victim is less likely to get help. Latané and Darley proposed a step wise model depicting bystanders intervention and suggested that as the number of bystanders increases, any stander is less likely to *notice* the incident, less likely to *interpret* the incident as a problem or an emergency, and less likely to assume *responsibility* for taking action.

Fig. 2 Latane and Darley's Model of Helping



The above picture depicts that if the bystander will extend support to the needy only if he notices the event and interpret it as an emergency and feels himself responsible to help.

4.6.2 Enhancing Altruism

Below are the few ways in which one can enhance their altruism:-

Visualize Helping

Close your eyes for a few minutes every morning and imagine yourself assisting some of the people you know you will meet during the day. This is referred to as "priming" in psychology, and it is very successful in influencing behaviour.

Remember how you were helped by others

Remembering the act of kindness extended to you by someone increases the chances that you are more likely to help others in same situation.

Accept personal responsibility for assisting others.

Ignore what others are doing. Don't wait for anyone else to help if you see someone in need. "We should not wait to see what others do," said Mahatma Gandhi.

Model Helping Behaviour

Provide a good example to anyone around you, kids, relatives, friends and neighbours by engaging yourself in helpful actions.

Do not feel embarrassed

People are often afraid of rushing to help just to find out that their support was unwarranted. In order avoid being embarrassed by the bystanders, people simply do not take any action. Do not be a puppet to the show, initiate help without the fear of embarrassment.

Self Check Exercise 2

1. What are the different ways to enhance emotional intelligence?

.....
.....
.....

2. Why people are motivated to help?

.....
.....
.....

4.7 LET US SUM UP

Emotional intelligence, optimism, forgiveness and altruism all adds in living happy life. These skills provide fruitful results at both professional and personal level. There are many ways in

which these skills can be enhanced and practiced. Emotional intelligence refers to the ability to understand and manage emotions effectively while optimism is the key to positive attributions. Forgiveness is the internal process of releasing grudge and resolving conflicts. Enhancing forgiveness is beneficial for peaceful mind. This unit also explained the concept of altruism and various ways to enhance altruistic behaviour. Enhance your skills by opting the way that seems more appropriate to you; and see the difference in life.

4.8 KEY WORDS

Intelligence: Intelligence can be defined as the capacity for logic understanding, learning, self-awareness, emotional knowledge, critical thinking, reasoning, planning, creativity and problem-solving.

Emotions: Emotions can be defined as cognitive, physiological and behavioural aspect of feelings. Emotions have three major components 1. Physiological arousal in the body- shifts in heart rate, blood pressure and so on. 2. Subjective cognitive state (an inner awareness of feelings) labeled as emotions. 3. Expressive behaviours to the outward world.

Emotional Intelligence: Emotional intelligence (EI) is the ability to perceive, control, understand, evaluate and respond to your own as well as other's emotions. When it comes to happiness and success in life, EQ matters just as much as IQ.

Optimism: Optimism is an attitude that reflects people's belief or hope that the result of a particular effort or the overall result is positive, benevolent, and desirable. The common instance used to describe optimism and pessimism is half a glass of water.

Forgiveness: Forgiveness is often defined as an individual and voluntary internal process of letting go the urge of crime and thoughts of resentment, bitterness, anger, and the need for revenge and retaliation against someone we believe have wronged us, including ourselves.

Altruism: Altruism is the act of helping others without expecting any benefit in return. It the unselfish desire to help and are does not involve the obligations to duty, loyalty, or religious reasons. It involves acting out of concern for the well-being of other people.

4.9 MODEL ANSWERS

Self-check exercise 1

1. Emotional intelligence 2. Attribution style 3. Four 4. Optimism

Self-check exercise 2

1. Enhancing emotional intelligence:

Being assertive

Assertive communication is a skill in emotionally intelligent people. It goes far toward communicating one's opinions without being either forceful, or inactively tolerating 'wrong'. Emotionally intelligent people are good in communicating their opinions. Being assertive means responding in a calm and positive way while interacting with others.

Practice self-awareness

Emotionally intelligent people are high on self-awareness. They are aware of their own emotions and how they can affect those around them. They likewise get on others' feelings and non-verbal communication and utilize that data to improve their relational abilities.

Take critique well

An important part of increasing your emotional intelligence is to be able to take critique. Instead of getting offended or defensive, high EQ people take a few moments to understand where the critique is coming from, how it is affecting others or their own performance and how they can constructively resolve any issues.

Empathize with others

Emotionally intelligent people know how to empathize. They understand that empathy is a trait that shows emotional strength, not weakness. Empathy helps them to relate to others on a basic human level. It opens the door for mutual respect and understanding between people with differing opinions and situations.

Utilize leadership skills.

Emotionally intelligent people have excellent leadership skills. They have high standards for themselves and set an example for others to follow. They take initiative and have great decision making and problem-solving skills. This allows for a higher and more productive level of performance in life and at work.

2. There are various perspectives identified by social psychologists to find the motivation behind helping behaviour. Below section will explain these perspectives in brief:-

Empathetic Altruism

One explanation of helping behaviour is empathy induced altruism. This refers to the ability to understand other person's distress. This perspective explained helping behaviour occurs in order to end plight of the sufferer as "it feels good to do good deeds".

Negative state relief

Another perspective identified to motivate helping is instead of helping others because we want to reduce our own distress caused by witnessing someone in need. In other words, this sort of help is offered to reduce the feeling of guilt in ourselves.

Empathic Joy

The empathy joy theory tries to justify why someone will extend support to other who is in need. According to the Empathy Joy hypothesis states that positive feelings correlated with altruistic actions motivate people to support others in need. Helping others is rewarding in itself, because it gives pleasure and joy to the individual who performs the act.

Kin selection

This is evolutionary perspective highlighting the role of innate human tendency to pass on genes to next generation. This means a person is more likely to help other who is closely related to him rather than someone who is not related to us.

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4.11 QUESTIONS FOR PRACTICE

1. What are the basic techniques to enhance forgiveness?
2. Discuss the concept of Emotional Intelligence in detail.

UNIT 5: CONFLICT RESOLUTION AND NEGOTIATIONS

STRUCTURE

5.0 INTRODUCTION

5.1 OBJECTIVES

5.2 CONFLICT AND CONFLICT MANAGEMENT.

5.3 TYPES/CLASSIFICATION OF CONFLICT

5.4 SOURCES OF CONFLICT IN ORGANIZATIONS

5.5 CONFLICT RESOLUTION

5.5.1 INDIRECT CONFLICT MANAGEMENT STRATEGIES

5.5.2 DIRECT CONFLICT MANAGEMENT STRATEGIES

5.6 NEGOTIATION

5.6.1 NEGOTIATION GOALS AND OUTCOMES

5.7 ETHICAL ASPECTS OF NEGOTIATION

5.8 ORGANIZATIONAL SETTINGS FOR NEGOTIATION

5.9 NEGOTIATION STRATEGIES

5.9.1 DISTRIBUTIVE NEGOTIATION

5.9.2 INTEGRATIVE NEGOTIATION

5.10 HOW TO GAIN INTEGRATIVE AGREEMENTS

5.11 COMMON NEGOTIATION PITFALLS

5.12 RESISTANCE TO CHANGE

5.12.1 WHY EMPLOYEES RESIST CHANGE

5.13 OVERCOMING RESISTANCE TO CHANGE

5.14 LETS SUM UP

5.15 KEYWORDS

5.16 REFERENCES

5.17 QUESTIONS FOR PRACTICE

5.0 INTRODUCTION

You may love your family and friends, but truth be told, you spend much of your time with the people at work. Not getting along with co-workers, or having members of your team at odds with one another can be stressful and distracting. In addition, problems in the workplace rarely stay at work; they can permeate every aspect of your life. So it behooves you to take the time to understand what's behind a conflict, to get beyond the surface issues, and to work to find satisfying resolutions for everyone involved.

Stress and conflict are closely related terms, but are different. Both terms are realities of today's large, complex, and uncertain organizations. These terms have been increasingly emphasized in today's work situations. Stress and conflict have reciprocal effect; stress may be source or reason for conflict, and some conflicts (for example, intra-individual—goal or role—conflicts) generate stress for some people. Conflict is viewed as disagreement or difference between two parties while stress is mental pressure people feel in the life. Both conflict and stress have important implications for understanding, modifying, and controlling human behavior at work. Managers spend considerable time, money, and energy to manage stress and conflict. Conflict affects relations among people and work performance, whereas stress affects personal life and health, and, hence, it may affect normal work performance.

In this unit we will discuss about conflict, its definition, types and sources with reference to organizations. Conflict resolution will be discussed in detail. Various Indirect and indirect strategies of conflict management will be delineated. Also, negotiation, its goals and outcomes will be deliberated upon. And finally conceptual understand of resistance to change and how to overcome resistance to change will be discussed.

5.1 OBJECTIVES

After completing this unit, you should be able to:

- Understand conflict and conflict resolution
- Know the classification and types of conflict
- Know various strategies of conflict resolution
- Define Negotiation and its strategies
- Understand resistance to change and how to overcome resistance to change

5.2 CONFLICT AND CONFLICT MANAGEMENT

Conflict is a generic term and carries several meanings. Therefore, it is difficult to define the term precisely. Conflict is more or less similar to clash, difference, disagreement, or lack of harmony. Note that conflict is not similar to quarrel. A quarrel may be irrational or baseless. Conflict is an intellectual phenomenon and is based on facts and realities. People have some solid reasons or bases to express conflict. Modern management thinkers and practitioners opine that conflict is natural, structural, and, to some extent, desirable. The structure of modern organization is such that conflict always arises. There is always possibility of conflict when intellectual and creative people are employed. It is, thus, the result of creativity of people. Healthy personalities do not agree on all issues; they always have different (conflicting) views. Conflict is obvious phenomenon in today's complex and large organization.

Definitions of Conflict:

Stephen Robbins: "Conflict is a process in which efforts are purposefully made by a person, unit, or group to block other that results into frustration either in attaining goals or furthering his/her interests."

Schermerhorn, Hunt, Osborn & Uhl-Bien: "Conflict occurs whenever disagreements exist in a social situation over issues of substance, or whenever emotional antagonisms create frictions between individuals or groups."

5.3 TYPES/CLASSIFICATION OF CONFLICT

- **Substantive conflict** is a fundamental disagreement over ends or goals to be pursued and the means for their accomplishment. A dispute with one's boss or other team members over a plan of action to be followed, such as the marketing strategy for a new product, is an example of substantive conflict. When people work together every day, it is only normal that different viewpoints on a variety of substantive workplace issues will arise. At times people will disagree over such things as team and organizational goals, the allocation of resources, the distribution of rewards, policies and procedures, and task assignments.

- **Emotional Conflict** In contrast, **emotional conflict** involves interpersonal difficulties that arise over feelings of anger, mistrust, dislike, fear, resentment, and the like. This conflict is commonly known as a "clash of personalities." How many times, for example, have you heard comments such as "I can't stand working with him" or "She always rubs me the wrong way" or "I wouldn't do what he asked if you begged me"? When emotional conflicts creep into work situations, they can drain energies and distract people from task priorities and goals. They can

emerge in a wide variety of settings and are common in teams, among co-workers, and in superior–subordinate relationships.

- Our first tendency may be to think of conflict as something that happens between people, and that is certainly a valid example of what we can call “interpersonal conflict.” But scholars point out that conflicts in teams and organizations need to be recognized and understood on other levels as well. The full range of conflicts that we experience at work includes those emerging from the interpersonal, intrapersonal, intergroup, and interorganizational levels.

- **Interpersonal conflict** occurs between two or more individuals who are in opposition to one another. It may be substantive, emotional, or both. Two persons debating each other aggressively on the merits of hiring a specific job applicant is an example of a substantive interpersonal conflict. Two persons continually in disagreement over each other’s choice of work attire is an example of an emotional interpersonal conflict. Interpersonal conflict often arises in the performance evaluation process.

- **Intrapersonal conflict** is tension experienced within the individual due to actual or perceived pressures from incompatible goals or expectations. *Approach– approach conflict* occurs when a person must choose between two positive and equally attractive alternatives. An example is when someone has to choose between a valued promotion in the organization or a desirable new job with another firm. *Avoidance–avoidance conflict* occurs when a person must choose between two negative and equally unattractive alternatives. An example is being asked either to accept a job transfer to another town in an undesirable location or to have one’s employment with an organization terminated. *Approach–avoidance conflict* occurs when a person must decide to do something that has both positive and negative consequences. An example is being offered a higher-paying job with responsibilities that make unwanted demands on one’s personal time.

- **Intergroup conflict** occurs between teams, perhaps ones competing for scarce resources or rewards, and perhaps ones whose members have emotional problems with one another. The classic example is conflict among functional groups or departments, such as marketing and manufacturing, within organizations.

- **Interorganizational conflict** is most commonly thought of in terms of the competition and rivalry that characterizes firms operating in the same markets. A good example is the continuing battle between U.S. businesses and their global rivals: Ford vs. Toyota, or Nokia vs. Motorola, for example.

5.4 SOURCES OF CONFLICT IN ORGANIZATIONS

The conflict model starts with the sources of conflict, so we need to understand these sources to effectively diagnose conflict episodes and subsequently resolve the conflict or occasionally to generate conflict where it is lacking. The six main conditions that cause conflict in organizational settings are incompatible goals, differentiation, interdependence, scarce resources, ambiguous rules, and communication problems.

- **Incompatible Goals:** Goal incompatibility occurs when the goals of one person or department seem to interfere with another person's or department's goals.²⁸ For example, the production department strives for cost-efficiency by scheduling long production runs whereas the sales team emphasizes customer service by delivering the client's product as quickly as possible. If the company runs out of a particular product, the production team would prefer to have clients wait until the next production run. This infuriates sales representatives who would rather change production quickly to satisfy consumer demand.
- **Differentiation:** Another source of conflict is differentiation-differences among people and work units regarding their training, values, beliefs, and experiences. Differentiation can be distinguished from goal incompatibility; two people or departments may agree on a common goal (serving customers better) but have different beliefs about how to achieve that goal (e.g., standardize employee behavior versus give employees autonomy in customer interactions). Differentiation is usually a factor in intergenerational conflict. Younger and older employees have different needs, different expectations, and different workplace practices, which sometimes produces conflicting preferences and actions. Studies suggest that these intergenerational differences occur because people develop social identities around technological developments and other pivotal social events that are unique to their era. Differentiation also produces the classic tension between employees from two companies brought together through a merger. Even when people from both companies want the integrated organization to succeed, they fight over the "right way" to do things because of their unique experiences in the separate companies. This form of conflict emerged when Century Link acquired Qwest, creating the third-largest telecommunications company in the United States. The two companies were headquartered in different parts of the country. "Their languages were different, their food was different, answers were different. We talked fast and interrupted, and they talked slow and were polite," recalls a senior Qwest executive. "If we said up, they said down. If we said yes, they said no. If we said go, they said stop." This resulted in "unnecessary misunderstandings" as executives tried to integrate the two companies.

- **Interdependence:** All conflict is caused to some extent by interdependence, because conflict exists only when one party perceives that its interests are being opposed or negatively affected by another party. Task interdependence refers to the extent to which employees must share materials, information, or expertise to perform their jobs. Conflict is inherently about relationships because people and work units are affected by others only when they have some level of interdependence.

The risk of conflict increases with the level of interdependence. Employees usually have the lowest risk of conflict when working with others in a pooled interdependence relationship. Pooled interdependence occurs where individuals operate independently except for reliance on a common resource or authority. The potential for conflict is higher in sequential interdependence work relationships, such as an assembly line. The highest risk of conflict tends to occur in reciprocal interdependence situations. With reciprocal interdependence, employees have high mutual dependence on each other as well as higher centrality. Consequently, relationships with reciprocal interdependence have the strongest and most immediate risk of interfering with each other's objectives.

- **Scarce Resources:** Resource scarcity generates conflict because each person or unit requiring the same resource necessarily undermines others who also need that resource to fulfill their goals. Most labor strikes, for instance, occur because there aren't enough financial and other resources for employees and company owners to each receive the outcomes they seek, such as higher pay (employees) and higher investment returns (stockholders). Budget deliberations within organizations also produce conflict because there aren't enough funds to satisfy the goals of each work unit. The more resources one group receives, the fewer resources other groups will receive. Fortunately, these interests aren't perfectly opposing in complex negotiations, but limited resources are typically a major source of friction.
- **Ambiguous Rules:** Ambiguous rules-or the complete lack of rules-breed conflict. This occurs because uncertainty increases the risk that one party intends to interfere with the other party's goals. Ambiguity also encourages political tactics and, in some cases, employees enter a free for- all battle to win decisions in their favor. This explains why conflict is more common during mergers and acquisitions. Employees from both companies have conflicting practices and values, and few rules have developed to minimize the maneuvering for power and resources. 35 When clear rules exist, on the other hand, employees know what to expect from each other and have agreed to abide by those rules.

- **Communication Problems:** Conflict often occurs due to the lack of opportunity, ability, or motivation to communicate effectively.

Check your progress
<ul style="list-style-type: none"> • Differentiate between conflict resolution and conflict management. • What are the various types of conflict? • Write different sources of conflict in organizations?

5.5 CONFLICT RESOLUTION

Conflict can be addressed in many ways, but the important goal is to achieve or set the stage for true **conflict resolution**-a situation in which the underlying reasons for dysfunctional conflict are eliminated. When conflicts go unresolved the stage is often set for future conflicts of the same or related sort. Rather than trying to deny the existence of conflict or settle on a temporary resolution, it is always best to deal with important conflicts in such ways that they are completely resolved. This requires a good understanding of the stages of conflict, the potential causes of conflict, and indirect and direct approaches to conflict management.

5.5.1 INDIRECT CONFLICT MANAGEMENT STRATEGIES

- **Reduced Interdependence** When workflow conflicts exist; managers can adjust the level of interdependency among teams or individuals. One simple option is *decoupling*, or taking action to eliminate or reduce the required contact between conflicting parties. In some cases team tasks can be adjusted to reduce the number of required points of coordination. The conflicting units can then be separated from one another, and each can be provided separate access to valued resources. Although decoupling may reduce conflict, it may also result in duplication and a poor allocation of valued resources.

Buffering is another approach that can be used when the inputs of one team are the outputs of another. The classic buffering technique is to build an inventory, or buffer, between the teams so that any output slowdown or excess is absorbed by the inventory and does not directly pressure the target group. Although it reduces conflict, this technique is increasingly out of favor because it increases inventory costs. This consequence is contrary to the elements of just-in-time delivery, which is now valued in operations management.

Conflict management can sometimes be facilitated by assigning people to serve as formal linking pins between groups that are prone to conflict. Persons in *linking-pin roles*, such as project liaisons, are expected to understand the operations, members, needs, and norms of their

host teams. They are supposed to use this knowledge to help the team work better with others in order to accomplish mutual tasks. Although expensive, this technique is often used when different specialized groups, such as engineering and sales, must closely coordinate their efforts on complex and long-term projects.

- **Appeals to Common Goals** An *appeal to common goals* can focus the attention of potentially conflicting individuals and teams on one mutually desirable conclusion. By elevating the potential dispute to a common framework where in the parties recognize their mutual interdependence in achieving common goals, petty disputes can be put in perspective. In a course team where members are arguing over content choices for a PowerPoint presentation, for example, it might help to remind everyone that the goal is to impress the instructor and get an “A” for the presentation and that this is only possible if everyone contributes their best. An appeal to higher goals offers a common frame of reference that can be very helpful for analyzing differences and reconciling disagreements.
- **Hierarchical Referral** *Hierarchical referral* uses the chain of command for conflict resolution.¹⁵ Here, problems are moved from the level of conflicting individuals or teams and referred up the hierarchy for more senior managers to address. Whereas hierarchical referral can be definitive in a given case, it also has limitations. If conflict is severe and recurring, the continual use of hierarchical referral may not result in true conflict resolution. Managers removed from day-to-day affairs may fail to diagnose the real causes of a conflict, and conflict resolution may be superficial. Busy managers may tend to consider most conflicts as results of poor interpersonal relations and may act quickly to replace a person with a perceived “personality” problem.
- **Altering Scripts and Myths** In some situations, conflict is superficially managed by scripts, or behavioral routines, that become part of the organization’s culture.¹⁶ The scripts become rituals that allow the conflicting parties to vent their frustrations and to recognize that they are mutually dependent on one another via the larger corporation. An example is a monthly meeting of “department heads,” which is held presumably for purposes of coordination and problem solving but actually becomes just a polite forum for superficial agreement.¹⁷ Managers in such cases know their scripts and accept the difficulty of truly resolving any major conflicts. By sticking with the script, expressing only low-key disagreement, and then quickly acting as if everything has been resolved, for instance, the managers publicly act as if problems are being addressed. Such scripts can be altered to allow and encourage active confrontation of issues and disagreements.

5.5.2 DIRECT CONFLICT MANAGEMENT STRATEGIES

In addition to the indirect conflict management strategies just discussed, it is also very important for everyone to understand how conflict management plays out in face-to-face fashion. Consultants and academics generally agree that true conflict resolution can occur only when the underlying substantive and emotional reasons for the conflict are identified and dealt with through a solution that allows all conflicting parties to “win.” However, the reality is that direct conflict management may pursue lose-lose and win-lose as well as win-win outcomes.

- **Lose-Lose Strategies** *Lose-lose conflict* occurs when nobody really gets what he or she wants in a conflict situation. The underlying reasons for the conflict remain unaffected, and a similar conflict is likely to occur in the future. Lose-lose outcomes are likely when the conflict management strategies involve little or no assertiveness. **Avoidance** is an extreme form that basically displays no attention toward a conflict. No one acts assertively or cooperatively; everyone simply pretends the conflict does not really exist and hopes it will go away.
- **Lose-Win (Accommodation, or smoothing)** as it is sometimes called, involves playing down differences among the conflicting parties and highlighting similarities and areas of agreement. This peaceful coexistence ignores the real essence of a given conflict and often creates frustration and resentment.
- **no lose - no win (Compromise)** occurs when each party shows moderate assertiveness and cooperation and is ultimately willing to give up something of value to the other. As a result of no one getting their full desires, the antecedent conditions for future conflicts are established.

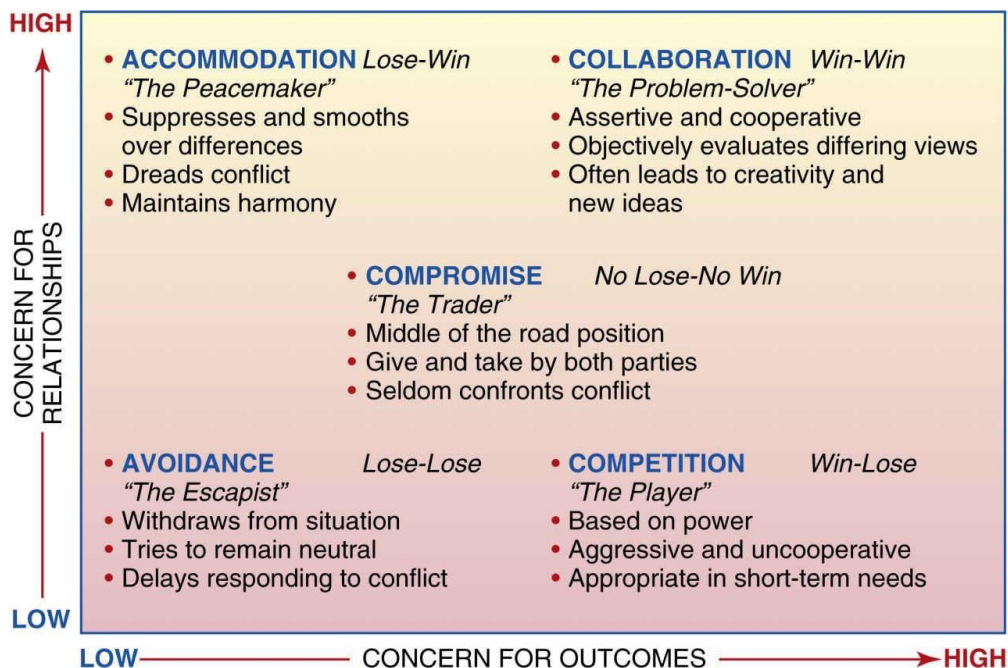


Fig. 5.1: Model for Conflict Resolution

- **Win-Lose Strategies (forcing)** in *win-lose conflict*, one party achieves its desires at the expense and to the exclusion of the other party's desires. This is a high assertiveness and low-cooperativeness situation. It may result from outright **competition** in which one party achieves a victory through force, superior skill, or domination. It may also occur as a result of **authoritative command**, whereby a formal authority such as manager or team leader simply dictates a solution and specifies what is gained and what is lost by whom. Win-lose strategies of these types fail to address the root causes of the conflict and tend to suppress the desires of at least one of the conflicting parties. As a result, future conflicts over the same issues are likely to occur.

- **Win-Win Strategies** *Win-win conflict* is achieved by a blend of both high cooperativeness and high assertiveness. **Collaboration**, or *problem solving*, involves recognition by all conflicting parties that something is wrong and needs attention. It stresses gathering and evaluating information in solving disputes and making choices. Win-win outcomes eliminate the reasons for continuing or resurrecting the conflict because nothing has been avoided or suppressed. All relevant issues are raised and openly discussed.

The ultimate test for collaboration and a win-win solution is whether or not the conflicting parties see that the solution to the conflict (1) achieves each party's goals, (2) is acceptable to both parties, and (3) establishes a process whereby all parties involved see a responsibility to be open and honest about facts and feelings. When success in each of these areas is achieved, the likelihood of true conflict resolution is greatly increased. However, it is also important to recognize that collaboration and problem solving often take time and consume lots of energy; something to which the parties must be willing to commit. Collaboration and problem solving may not be feasible if the firm's dominant culture rewards competition too highly and fails to place a value on cooperation.

Check your progress
<ul style="list-style-type: none"> • Write direct strategies of conflict resolution. • What is the best strategy to resolve a conflict and why?

5.6 NEGOTIATION

Frequently, an important part of the process of conflict resolution involves negotiations. Negotiations may be viewed as a process in which two or more parties attempt to reach acceptable agreement in a situation characterized by some level of disagreement. In an

organizational context, negotiation may occur (1) between two people (as when a manager and subordinate decide on the completion date for a new project the subordinate has just received); (2) within a group (most group decision making situations); (3) between groups (such as the purchasing department and a supplier regarding price, quality, or delivery date), which has been the focus in this chapter; and (4) over the Internet. The Internet now serves as a place to negotiate jobs, consulting projects, training program prices, and supplier product prices. The one difference in negotiating on the Internet is that it is done with written communication only. Many of the skills discussed in this section apply to both face-to-face negotiations and Internet transactions.

5.6.1 NEGOTIATION GOALS AND OUTCOMES

Two important goals must be considered in any negotiation: substance goals and relationship goals. *Substance goals* deal with outcomes that relate to the “content” issues under negotiation. The dollar amount of a wage agreement in a collective bargaining situation is one example. Relationship goals deal with outcomes that relate to how well people involved in the negotiation and any constituencies they may represent are able to work with one another once the process is concluded. An example is the ability of union members and management representatives to work together effectively after a contract dispute has been settled.

Unfortunately, many negotiations result in damaged relationships because the negotiating parties become preoccupied with substance goals and self-interests. In contrast, **effective negotiation** occurs when substance issues are resolved and working relationships are maintained or even improved. Three criteria for effective negotiation are:

- *Quality*: The negotiation results offer a “quality” agreement that is wise and satisfactory to all sides.
- *Harmony*: The negotiation is “harmonious” and fosters rather than inhibits good interpersonal relations.
- *Efficiency*: The negotiation is “efficient” and no more time consuming or costly than absolutely necessary.

5.7 ETHICAL ASPECTS OF NEGOTIATION

Managers and others involved in negotiations should strive for high ethical standards of conduct, but this goal can get sidetracked by an overemphasis on self-interests. The motivation to behave ethically in negotiations is put to the test by each party’s desire to “get more” than the other from the negotiation and/or by a belief that there are insufficient resources to satisfy

all parties. After the heat of negotiations dies down, the parties involved often try to rationalize or explain away questionable ethics as unavoidable, harmless, or justified. Such after-the-fact rationalizations may be offset by long-run negative consequences, such as not being able to achieve one's wishes again the next time. At the very least the unethical party may be the target of revenge tactics by those who were disadvantaged. Furthermore, once some people have behaved unethically in one situation, they may become entrapped by such behavior and prone to display it again in the future.

5.8 ORGANIZATIONAL SETTINGS FOR NEGOTIATION

Managers and team leaders should be prepared to participate in at least four major action settings for negotiations. In *two-party negotiation* the manager negotiates directly with one other person. In a *group negotiation* the manager is part of a team or group whose members are negotiating to arrive at a common decision. In an *intergroup negotiation* the manager is part of a group that is negotiating with another group to arrive at a decision regarding a problem or situation affecting both. And in a *constituency negotiation* each party represents a broader constituency, for example, representatives of management and labor negotiating a collective bargaining agreement.

5.9 NEGOTIATION STRATEGIES

When we think about negotiating for something, perhaps cars and salaries are the first things that pop into mind. But in organizations, managers and workers alike are constantly negotiating over not only just pay and raises, but also such things as work goals or preferences and access to any variety of scarce resources. These resources may be money, time, people, facilities, equipment, and so on. In all such cases the general approach to, or strategy for, the negotiation can have a major influence on its outcomes. In OB we generally talk about two broad approaches-distributive and integrative.

In **distributive negotiation** the focus is on "positions" staked out or declared by conflicting parties. Each party is trying to claim certain portions of the available "pie" whose overall size is considered fixed. In **integrative negotiation**, sometimes called *principled negotiation*, the focus is on the "merits" of the issues. Everyone involved tries to enlarge the available pie and find mutually agreed-upon ways of distributing it, rather than stake claims to certain portions of it. Think of the conversations you overhear and are part of in team situations. The notion of "my way or the highway" is analogous to distribution negotiation; "let's find a way to make this work for both of us" is more akin to integrative negotiation

5.9.1 Distributive Negotiation: In distributive bargaining approaches, the participants would each ask this question: “Who is going to get this resource?” This question frames the negotiation as a “win-lose” episode that will have a major impact on how parties approach the negotiation process and the outcomes that may be achieved. A case of distributive negotiation usually unfolds in one of two directions, with neither one nor the other yielding optimal results. “*Hard*” *distributive negotiation* takes place when each party holds out to get its own way. This leads to competition, whereby each party seeks dominance over the other and tries to maximize self-interests. The hard approach may lead to a win-lose outcome in which one party dominates and gains. Or it can lead to an impasse.

“*Soft*” *distributive negotiation*, in contrast, takes place when one party is willing to make concessions to the other to get things over with. In this case one party tries to find ways to meet the other’s desires. A soft approach leads to accommodation, in which one party gives in to the other, or to compromise, in which each party gives up something of value in order to reach agreement. In either case at least some latent dissatisfaction is likely to develop. Even when the soft approach results in compromise (e.g., splitting the difference between the initial positions equally), dissatisfaction may exist since each party is still deprived of what it originally wanted.

5.9.2 Integrative Negotiation: In the integrative approach to negotiation, participants begin by asking not “Who’s going to get this resource?” but “How can the resource best be used?” The latter question is much less confrontational than the former, and it permits a broader range of alternatives to be considered in the negotiation process. From the outset there is much more of a “win-win” orientation.

At one extreme, integrative negotiation may involve selective avoidance, in which both parties realize that there are more important things on which to focus their time and attention. The time, energy, and effort needed to negotiate may not be worth the rewards. Compromise can also play a role in the integrative approach, but it must have an enduring basis. This is most likely to occur when the compromise involves each party giving up something of perceived lesser personal value to gain something of greater value. For instance, in the classic two-party bargaining case over salary, both the graduate and the recruiter could expand the negotiation to include the starting date of the job. Because it will be a year before the candidate’s first vacation, she may be willing to take a little less money if she can start a few weeks later. Finally, integrative negotiation may involve true collaboration. In this case, the negotiating

parties engage in problem solving to arrive at a mutual agreement that maximizes benefits to each.

5.10 HOW TO GAIN INTEGRATIVE AGREEMENTS

Underlying the integrative or principled approach is a willingness to negotiate based on the merits of the situation. The foundations for gaining truly integrative agreements can be described as supportive attitudes, constructive behaviors, and good information.

Attitudinal Foundations There are three attitudinal foundations of integrative agreements. First, each party must approach the negotiation with a *willingness to trust* the other party. This is a reason why ethics and maintaining relationships are so important in negotiations. Second, each party must convey a *willingness to share* information with the other party. Without shared information, effective problem solving is unlikely to occur. Third, each party must show a *willingness to ask concrete questions* of the other party. This further facilitates information sharing.

Behavioral Foundations During a negotiation all behavior is important for both its actual impact and the impressions it leaves behind. Accordingly, the following behavioral foundations of integrative agreements must be carefully considered and included in any negotiator's repertoire of skills and capabilities:

- Separate people from the problem.
- Don't allow emotional considerations to affect the negotiation.
- Focus on interests rather than positions.
- Avoid premature judgments.
- Keep the identification of alternatives separate from their evaluation.
- Judge possible agreements by set criteria or standards.

Information Foundations The information foundations of integrative agreements are substantial. They involve each party becoming familiar with the BATNA, or "best alternative to a negotiated agreement." That is, each party must know what he or she will do if an agreement cannot be reached. This requires that both negotiating parties identify and understand their personal interests in the situation. They must know what is really important to them in the case at hand, and they must come to understand the relative importance of the other

party's interests. As difficult as it may seem, each party must achieve an understanding of what the other party values, even to the point of determining its BATNA.

5.11 COMMON NEGOTIATION PITFALLS

The negotiation process is admittedly complex on ethical, cultural, and many other grounds. It is further characterized by all the possible confusions of complex, and sometimes even volatile interpersonal and team dynamics. Accordingly, negotiators need to guard against some common negotiation pitfalls when acting individually and in teams.

The **first** pitfall is the tendency in negotiation to stake out your position based on the assumption that in order to gain your way, something must be subtracted from the gains of the other party. This *myth of the fixed pie* is a purely distributive approach to negotiation. The whole concept of integrative negotiation is based on the premise that the pie can sometimes be expanded or used to the maximum advantage of all parties, not just one.

Second, because parties to negotiations often begin by stating extreme demands, the possibility of *escalating commitment* is high. That is, once demands have been stated, people become committed to them and are reluctant to back down. Concerns for protecting one's ego and saving face may lead to the irrational escalation of a conflict. Self-discipline is needed to spot this tendency in one's own behavior as well as in the behavior of others.

Third, negotiators often develop *overconfidence* that their positions are the only correct ones. This can lead them to ignore the other party's needs. In some cases negotiators completely fail to see merits in the other party's position-merits that an outside observer would be sure to spot. Such overconfidence makes it harder to reach a positive common agreement.

Fourth, communication problems can cause difficulties during a negotiation. It has been said that "negotiation is the process of communicating back and forth for the purpose of reaching a joint decision." This process can break down because of a *telling problem*-the parties don't really talk to each other, at least not in the sense of making themselves truly understood. It can also be damaged by a *hearing problem*-the parties are unable or unwilling to listen well enough to understand what the other is saying. Indeed, positive negotiation is most likely when each party engages in active listening and frequently asks questions to clarify what the other is saying. Each party occasionally needs to "stand in the other party's shoes" and to view the situation from the other's perspective.

5.12 RESISTANCE TO CHANGE

In organizations, resistance to change is any attitude or behavior that indicates unwillingness to make or support a desired alteration. Leaders often view any resistance as something that must be “overcome” in order for change to be successful. This is not always the case, however. It is helpful to view resistance to change as feedback that the leader can use to facilitate gaining change objectives. The essence of this constructive approach to resistance is to recognize that when people resist change, they are defending something that is important to them that appears to be threatened.

5.12.1 WHY EMPLOYEES RESIST CHANGE

Change management experts have developed a long list of reasons why people resist change. Some people inherently oppose change because of their personality and values. Aside from these dispositional factors, employees typically oppose organizational change because they lack sufficient motivation, ability, role clarity, or situational support to change their attitudes, decisions, and behavior. In other words, an employee’s readiness for change depends on all four elements of the MARS model. These MARS elements are the foundation of the six most commonly cited reasons why people resist change: (1) negative valence of change, (2) fear of the unknown, (3) not-invented-here syndrome, (4) breaking routines, (5) incongruent team dynamics, and (6) incongruent organizational systems and structures.

(1) Negative Valence of Change Employees tend to resist change when they believe the new situation will have more negative than positive outcomes. In other words, they apply (although imperfectly) the rational choice decision-making model to estimate whether the change will make them better or worse off. This cost–benefit analysis mainly considers how the change will affect them personally. However, resistance also increases when employees believe the change will do more harm than good to the team, organization, or society.

(2) Fear of the Unknown Organizational change usually has a degree of uncertainty, and employees tend to assume the worst when they are unsure whether the change will have good or bad outcomes. Uncertainty is also associated with lack of personal control, which is another source of negative emotions. Consequently, the uncertainty of organizational change is usually considered less desirable than the relative certainty of the status quo. This condition shifts the cost–benefit calculation of the change even further into negative territory.

(3) Not-Invented-Here Syndrome Employees sometimes oppose or even discreetly undermine organizational change initiatives that originate elsewhere. This “not-invented-here” syndrome is most apparent among employees who are usually responsible for the knowledge

or initiative. For example, information technology staff are more likely to resist implementing new technology championed by marketing or finance employees. If the IT staff support the change, they are implicitly acknowledging another group's superiority within IT's own area of expertise. To protect their self-worth, some employees deliberately inflate problems with changes that they did not initiate, just to "prove" that those ideas were not superior to their own. As one consultant warned: "Unless they're scared enough to listen, they'll never forgive you for being right and for knowing something they don't."

(4) Breaking Routines People are creatures of habit. They typically resist initiatives that require them to break those automated routines and to learn new role patterns. And unless the new patterns of behavior are strongly supported and reinforced, employees tend to revert to their past routines and habits. "When you are leading for growth, you know you are going to disrupt comfortable routines and ask for new behavior, new priorities, new skills," says Ray Davis, executive chair of Oregon-based Umpqua Bank, which is regarded as one of America's most innovative financial institutions. "Even when we want to change, and do change, we tend to relax and the rubber band snaps us back into our comfort zones."

(5) Incongruent Team Dynamics Teams develop and enforce conformity to a set of norms that guide behavior. However, conformity to existing team norms may discourage employees from accepting organizational change. For instance, organizational initiatives to improve customer service may be thwarted by team norms that discourage the extra effort expected to serve customers at this higher standard.

(6) Incongruent Organizational Systems Rewards, information systems, patterns of authority, career paths, selection criteria, and other systems and structures are both friends and foes of organizational change. When properly aligned, they reinforce desired behaviors. When misaligned, they pull people back into their old attitudes and behavior. Even enthusiastic employees lose momentum after failing to overcome the structural confines of the past.

5.13 OVERCOMING RESISTANCE TO CHANGE

Resistance to change needs to be overcome. Change will become dysfunctional if resistance is not properly handled. Without full or at least adequate acceptance of everyone concerned successful implementation of the change does not occur. How do you successfully deal with resistance or control it? There are several useful strategies or ways for overcoming resistance to change and they are given below.

1. Education

Education contains training and communication. Every employee needs to be educated about the nature of the change, its rationale, its benefits, and the way of implementing it. Relevant knowledge, skills and positive attitude can be imparted to everyone who is supposed to understand and support the change. Workshops, meetings, sending employees to participate in outside programmes and self study manuals are some methods which can be used for the purpose of education about the change. Proper training will address to the problem of obsolescence of competencies of the employees. Proper exchange of information needs to be done from those who initiate and implement the change (change agents) to those who are affected by the change and vice versa. As a result barriers such as fear of unknown, fear of loss, and fear of failure can be removed even though it takes a considerable time.

2. Participation

When people who are affected by organizational change are allowed to involve in the design and implementation of the change, resistance to change can be avoided or at least minimised. It is well established that people who participate in making a decision tend to be more committed to the outcomes of the decision than those who are not involved. Owing to participation, employees have an opportunity to understand and clarify the change, and contribute ideas and comments. Consequently they become an integral part of the change process and they will not want to see unsucccess of the change resulting in increasing their commitment to implement it successfully. People may not enjoy change really. But if they participate in it, it is more likely that change becomes a positive experience to them.

3. Use of Rewards

People who accept the change and support it should be rewarded. Rewards include praise, recognition, feedback, promotion and even monetary incentives. Rewarding employees for behaving in the way that is intended is an effective way of facilitating change. This is specially critical when an organization is in the transition period of introducing the change. An example is praising an employee who learns successfully to use a new equipment. Another example is to give feedback to an employee that will provide an assurance to uncertainty and help to shape the desired behaviour. It is possible that rewarding those who support change shapes the attitudes and behaviour of those who resist.

4. Use of Punishments

People who reject the change and engage in sabotage it should be punished. Punishments include oral warning, written warning, fining, transferring, demoting and the like. This strategy involves explicit and implicit coercion which forces people to accept change under threat of undesirable consequences (punishments). Punishing employees for behaving in the way that is not intended may be an effective way of making change (which needs to be done within a short time) happen. Though quick and effective in the short run, it might rouse the anger of people and provoke them to resort to mean behaviour in the long run.

5. Negotiation

When a certain individual or group who will exert power is against the change (due to a serious disadvantage), negotiation is a good strategy. Through negotiation it is possible to reach an acceptable agreement between the party that is at the disadvantage due to the change and the party that wants to do the change. Usually it necessitates to offer some kind of incentives or special benefits to the party at disadvantage in order to stop the resistance.

6. Leadership

A manager who possesses strong leadership traits is able to use personal reasons for change without arousing resentment within followers. Right leadership is respected and admired by followers. Rather than using legitimate power a manager can use his or her excellent moral and leadership qualities to impress people for change. A climate where followers not only accept change but also have willingness to propose changes can be created.

7. Top Management Support

Top management of the organization can provide technical, facilitative and emotional supports to employees who have adjustment problem to the proposed change. Technical support is an attempt to remove barriers relating to a technical change, and it can include providing the appropriate tools and materials, giving technical advice, imparting technical training etc. Facilitative support is removing structural blocks and it includes creating an environment for establishing clear goals, defining and redefining jobs, appropriate delegation of authority etc. Emotional support is psychological assistance and it can include empathic listening, helps to manage stress and developing new relationships. Though this strategy is time consuming and expensive it is effective as it involves top management.

8. Identification and Neutralization of Change Resisters

As an important strategy it needs doing identification and neutralization of change resisters. Owing to fear of unknown, fear of failure, fear of loss and other reasons there are resisters who need to be identified clearly and their resistance needs to be prevented from having any effect to disturb. An offhand remark about change that expresses concerns and fears about impending change can be contagious, sending fear into the workplace. It is possible for people who promote organizational change to counteract change resisters. Resisters make various statements which reflect resistance to change and these statements may get spreading throughout the organization. Without being delay these statements should be countered.

Table 5.1 presents several statements that reflect a fear of change and ways of responding to them.

WHEN THEY SAY	YOU SHOULD COUNTER BY SAYING
1. That seems risky.	1. Yes, but the risk is worth taking. After all, it is even riskier to do nothing.
2. Let's get back to basics.	2. The world has changed so much that what once seemed appropriate because it was "basic" no longer works today.
3. It worked in the past.	3. May be so, but as conditions have changed, there is reason to consider a new approach.
4. Things are okay as they are.	4. Possibly, but unless we take action, things are unlikely to be okay in the future.
5. I don't see any threat.	5. There's always a threat. Just because you don't see any compelling threat it doesn't mean that one doesn't exist.
6. That's not our core competence.	6. Just because a particular area was used to be an organization's core competence it doesn't mean that it should stay that way.
7. The numbers don't work.	7. In the new Internet-based economy, new rules of accounting may be considered.
8. Once we start down that road, we can never go back.	8. Don't be afraid of relinquishing control. Anything that doesn't work can be stopped.
9. There will be unforeseen consequences.	9. This is always the case. In fact, that is precisely why it is necessary to consider making changes.

Table 5.1: Ways of Responding to Change Resisters; Source: Adapted from Greenberg and Baron (2007)

9. Creation of a 'Learning Organization'

It is important to develop a capacity at organizational level to adapt and change continuously. At every level of the organization, employees are supposed to set aside old ways of thinking, engage freely in sharing new ideas with others, and work towards achieving the mission and vision. To develop the continuous capacity to adapt and change, a learning organization needs to be created. A learning organization is an organization that is successful at acquiring, cultivating, and applying knowledge that can be used to help it adapt to changes. Top management's commitment to change, adoption of an informal organizational structure and developing an open organizational culture which embraces risk taking, openness, and growth are three steps to be taken by management to make the organization become a continual learner.

10. Creating a Culture for Innovation

Innovation is generating or adding a new thing which is useful by utilizing a new idea or a set of new ideas. New thing may be a new good or a service. Or it may be a new policy or a procedure. Innovation is a new idea applied to initiating or improving a product, process, or service. It can be viewed as a process by which an organization uses new ideas and resources to develop new products and operation systems so that it can better respond to the customers' needs. It is important for an organization to do the following so as to create a culture for innovation:

- a. Encourage all employees to do experimentation.
- b. Give autonomy to employees and encourage them to use organizational resources to facilitate the continuous development of new processes and products.
- c. Recognize and reward successes of employees by linking rewards directly to performance.
- d. Ensure that there are no penalties for failures which will extinguish risk taking and innovation.

Read the following vignette. Is there an appropriate reward system to promote innovation in the organization?

A large firm manufacturing toys engages in promoting innovation through a reward system. Creative behaviour and every successful innovation are rewarded. Managers are required to be very careful in responding to innovative failure. The firm withholds pay raises or reducing promotion opportunities to those who make innovative failures due to incompetence, systematic errors, or sloppiness. Those who act in good faith to develop an innovation that simply does not work out is not penalized for failure.

Yes. The organization has an appropriate reward system because it rewards creative behaviour, it does not punish employees who act in good faith to develop an innovation that simply does

not work out, and it punishes those who make innovative failures owing to incompetence, systematic errors, or sloppiness. A good reward system will encourage employees to take risks and make successful innovations.

Read the following vignette. Is William a change leader?

William is the Head of a department of a large firm. He is a hard working person and a smart working person as well. He has been working for the department for two years and indeed under his leadership the department progressed very well. His perspectives and behaviours in his job included the following:

- Adopted improved procedures and rules for doing his job.
- Brought about improved procedures and rules for the department by eliminating redundant procedures.
- Corrected several faulty practices.
- Implemented solutions to pressing organizational problems.
- Introduced a new structure to improve efficiency.
- Formed and empowered three groups to make constructive suggestions for improving how things operate within the department.

Yes. William is indeed a change leader. He can be seen as a change initiator and he took charge of change in the department.

Check your progress

Write different sources of conflict resolution in organizations?

Define resistance to change.

Describe various reasons why people resist change.

What are the various strategies for overcoming resistance to change?

5.14 LETS SUM UP

Conflicts are inevitable. They are part of all relationships between individuals who work together. There are several reasons that conflict may arise during supervision. Some of those reasons are a difference in personalities, learning styles, values and expectations, a lack of knowledge, and so forth. Conflict and stress have important implications for understanding, modifying, and controlling human behavior at work. In the current unit various types and classifications of conflict have been discussed. Also various strategies to resolve these conflicts

have been delineated. Several negotiation strategies have been detailed. Ways to overcome resistance to change are also well explained. In brief, workplace conflict is understood as a stressful and unpleasant but inevitable part of human work life.

5.15 KEYWORDS

Conflict: Conflict is when two people or groups disagree, and the disagreement causes friction

Conflict resolution: A situation in which the underlying reasons for a given destructive conflict are eliminated. Effective resolution begins with a diagnosis of the stage to which conflict has developed and recognition of the cause(s) of the conflict.

Negotiation: Negotiation is a process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them. In an organizational context, negotiations may take place between two people, within a group, between groups and over the Internet.

Distributive Negotiation: it focuses on positions staked out or declared by the conflicting parties. Parties try to claim certain portions of the existing pie. The key questions is: “Who is going to get this resource?”

Integrative Negotiation: Sometimes called principled negotiation. It focuses on the merits of the issues. Parties try to enlarge the available pie. The key questions is: “How can the resource best be utilized?”

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5.17 QUESTIONS FOR PRACTICE

1. How can we overcome resistance to change?
2. Discuss the common negotiation pitfalls.
3. How can integrative agreements be gained?

**BACHELOR OF COMMERCE (HONS.)
(ACCOUNTING AND TAXATION)
ENHANCING HAPPINESS AT WORKPLACE**

UNIT-6: MAINTAINING WORK LIFE BALANCE

STRUCTURE

6.0 INTRODUCTION

6.1 OBJECTIVES

6.2 IMPORTANCE OF WORK LIFE BALANCE

6.2.1 WORK LIFE BALANCE MEANS LESS STRESS

6.2.2 WORK LIFE BALANCE WILL IMPROVE ONE'S MENTAL HEALTH

6.2.3 WORK LIFE BALANCE MEANS BETTER PHYSICAL HEALTH

**6.2.4 A BALANCED LIFESTYLE ENHANCES ONE'S ABILITY TO
BE PRESENT**

6.2.5 WORK LIFE BALANCE IMPROVES ONE'S RELATIONSHIPS

6.2.6 A BALANCED LIFESTYLE INCREASES ENGAGEMENT AT WORK

6.2.7 WORK LIFE BALANCE INCREASES CREATIVE THINKING

6.2.8 BALANCE MAKES ONE MORE PRODUCTIVE

6.2.9 REAL BALANCE BRINGS HAPPINESS AND FULFILLMENT

6.2.10 WORK LIFE BALANCE BRINGS HIGHER LEVELS OF SUCCESS

6.3 FACTORS AFFECTING WORK-LIFE BALANCE

6.3.1 THE BALANCE THEORY AND WORK-LIFE BALANCE

6.3.2 EMOTIONAL INTELLIGENCE AND WORK-LIFE BALANCE

6.3.3 SPIRITUAL INTELLIGENCE AND WORK-LIFE BALANCE

6.3.4 JOB ENGAGEMENT AND WORK-LIFE BALANCE

6.3.5 ORGANIZATIONAL SUPPORT AND WORK-LIFE BALANCE

6.3.6 WORK OVERLOAD AND WORK-LIFE BALANCE

6.3.7 TECHNOLOGY ADVANCEMENT AND WORK-LIFE BALANCE

6.4 MANAGING WORK-LIFE BALANCE

6.4.1 LET GO OF PERFECTIONISM

6.4.2 UNPLUG

6.4.3 EXERCISE AND MEDITATE

6.4.4 LIMIT TIME-WASTING ACTIVITIES AND PEOPLE

6.4.5 CHANGE THE STRUCTURE OF YOUR LIFE

6.4.6 START SMALL. BUILD FROM THERE

6.4.7 WORK-RELATED STRESS AND ITS MANAGEMENT

6.5 MANAGING WORK-RELATED STRESS

6.5.1 REMOVE THE STRESSOR

6.5.2 WITHDRAW FROM THE STRESSOR

6.5.3 CHANGE STRESS PERCEPTIONS

6.5.4 CONTROL STRESS CONSEQUENCES

6.5.5 RECEIVE SOCIAL SUPPORT

6.5.6 ENCOURAGE TIME OFF

6.5.7 IMPLEMENT SHORT BREAKS THROUGHOUT THE DAY

6.5.8 ASK EMPLOYEES FOR GUIDANCE

6.5.9 PRACTICE WHAT YOU PREACH

6.6 LET'S SUM UP

6.7 KEYWORDS

6.8 REFERENCES

6.9 QUESTIONS FOR PRACTICE

6.0 INTRODUCTION

Work-life balance (WLB) refers to the equilibrium between one's personal life and professional life/career/work. Work-life balance is very important among employee and employers in organizations. In today's competitive business environment, working people are facing more significant challenges in balancing their work and family responsibilities. The typical employee in the 1960s or 1970s showed up at a specified workplace Monday through Friday and worked for clearly defined 8-or 9-hours. That's no longer true for a large segment of today's workforce. Employees are increasingly complaining that the line between work and non-work time has become blurred, creating personal conflicts and stress. In this sense, some researchers argue that, technological advancement leads to less work-life conflict by allowing them working from multiple locations, including the home through e-mails and other electronic communication methods. On other hand, Robbins and Judge (2013) have explained that communication technology allows many technical and professional employees to do their work at home, in their cars and other places which away from their workplace. Hence, it is extremely difficult to get away from their jobs. Nowadays, organizations are asking employees to put in longer hours to reach their goals and objectives. Further, creation of global organizations led to the world that never sleeps. Thus, work-life conflict is considered as a contemporary issue in today's world and led to several social conflicts.

Hence, employees are forced to search for a job where they can balance their work and family responsibilities to ensure good quality life. Recent studies suggest that employees want jobs that give them flexibility in their work schedules so they can better manage work-life conflicts. Nowadays, employees are seriously concerned about their work-life balance before accepting the job offer beyond the salary and other fringe benefits. Also employees do not show interest in working beyond their home town in order to eliminate the work-life conflict. Thus, organizations also increasingly required to focus work-life balance (WLB) of their employees

to unleash the employees as well as organizational performance to ensure the competitive advantage. Any organization aiming to increase competitive advantage needs to develop an approach to human resource and work-life balance strategies that cater for the diverse needs of the workforce. In order to respond to this issue, managers are paying a great attention on designing workplaces and jobs that can help employees deal with work-life conflicts. Thus, organizations today offer a range of work-life and work-family programmes and benefits such as job sharing, work flexibility and on-site child-care designed to reduce the stress associated with balancing multiple roles.

Many scholars have conducted research studies regarding work-life balance and organizational dynamics. Researchers argued that, an organization's performance directly depends on the individuals it employs. As an organization's competitive advantage is typically based on strong human resources, it is crucial for organizations to improve employee performance to enrich the overall organizational performance. Hence, organizations seriously focus on enhancing positive work related attitudes (eg: job satisfaction, organizational commitment) and work related behaviors (eg: OCB, work engagement) to unleash the job performance of employees. In this context, several researchers argued that it is possible to enhance the positive work-related attitudes and behaviors among employees through the work-life balance promoting HRM practices such as telecommuting, job sharing, flextime, etc. Organizations with more satisfied employees tend to be more effective. For many companies, work-life balance seems to lead to several positive outcomes such, low turnover, less absenteeism higher work engagement, OCB, in-role performance, increased employee productivity, job satisfaction, organizational commitment etc. which in turn lead to higher profitability, better financial performance. Wheatly (2012) indicate that work-life balance of employees is a win-win situation for both employer and employees.

In 1998, *Management Today* conducted their first 'Work life Survey'. Results of the survey found that although for many, work remained a high source of satisfaction; it wasn't going too well for Britain's managers. The price of a satisfying career can be high with 84 per cent admitting to making important personal sacrifices in pursuit of their career. Using the original 1998 survey as a benchmark, *Management Today* undertook a second survey in 2001. Results of the survey showed evidence that the long-hours culture is leveling off and even improving, but that cutting back on office hours and even introducing flexible working schedules is not having the expected effect on relieving pressure and improving the sense of balance. Three-quarters of respondents report that their workload pressure has increased over the past three

years and the number of managers who feel they have been forced to put work before family life is slightly up.

Thevanes and Arulrajah (2017) have identified work-life balance promoting practices as a one of the sustainable HRM practices which equally contributes to economic, social and environmental performance of the organizations. In this sense, for the employees who work in the home town, the work-life conflict is much less than the others whose work site is far away from home. An employee has the privilege of spending more time with his family and easily fulfills his/her family commitments. So the employees become a vibrant team of happy and committed individuals driving the organizations towards sustainable growth. In addition to that, Robbins and Judge (2013) revealed that organizations that don't help their people achieve work-life balance will find it increasingly difficult to attract and retain the most capable and motivated employees. Hence, organizations should give more priority to enhance the work-life balance of employees to create the satisfied, committed and retained workforce to enrich the organizational performance.

In this unit we will discuss about the importance of work life balance. Various factors affecting work-life balance will be detailed and several strategies of managing work-life balance will be discussed. Lastly, various strategies to effectively manage work-related stress will be discussed.

6.1 OBJECTIVES

After completing this unit, you should be able to:

- Understand the concept of work-life balance
- Explain the Importance of work life balance
- Know about the factors affecting Work-Life Balance
- Be aware of various ways of managing a healthy work-life balance
- Know the strategies to effectively manage Work-Related Stress

6.2 IMPORTANCE OF WORK LIFE BALANCE

6.2.1 Work life balance means less stress

Workplace stress is the biggest cause of poor wellbeing of employees. Additionally, majority of employees identify their jobs as their #1 source of stress. The biggest problem is that most people think they have no choice. But that's not really true. Remember that work life balance

is ultimately created through your choices. That's also what's causing much of one's stress. By agreeing to take on more work when one don't have the capacity or not delegating work that could be delegated, one is creating more stress for oneself.

Here are the choices that one could start making for oneself to relieve a lot of his/her stress and anxiety:

- Saying no to things that aren't priorities.
- Delegating as much as can be delegated.
- Choosing to do things that are priorities (and letting go of non-priorities).
- Prioritizing your own wellbeing.

The end result is a more manageable workload and more time doing the things that are important to you. That's going to greatly decrease one's stress and anxiety levels.

6.2.2 Work life balance will improve one's mental health

One of the biggest reasons why work life balance is important is that it relates to one's mental health. When one feel balanced one is more capable of dealing with negative emotions and thoughts. The human brain isn't meant to feel stressed-out and under pressure all the time. Creating more balance in one's life gives one breathing space to think, which allows one's subconscious thoughts to bubble up to the surface. That helps one to better understand one's feelings, know one's thoughts, and actually deal with them (instead of allowing them to stay pent up within, ready to blow up at the most inopportune moment).

6.2.3 Work life balance means better physical health

Part of creating balance for oneself includes taking care of one's physical health. And yes, that includes things like:

- Eating healthy meals,
- Reducing sugar and alcohol intake,
- Healthy sleep habits,
- Regular exercise.

But there's actually more to it than that. If we look at most professionals, they are chained to a desk most of the day and glued to their couch at night because of how exhausted and stressed they are (while drinking a glass or two of wine to take the edge off). That means that they're rarely moving, often sitting and almost never outside. And they're coping by using alcohol (which upon occasion isn't a big deal but isn't a healthy way to cope with stress). **The simple fact is that human beings aren't meant to sit so much. Nor are they meant to be cooped**

up indoors. They're meant to stand, move and get outdoors. That means that achieving balance includes more movement and outdoor activity. Physical activity (especially when you get your heart rate up) and spending time outdoors generates endorphins, which are hormones that make you feel more positive and good about oneself. Doing this also helps one sleep better, give them more energy, and will give them a more positive outlook.

6.2.4 A balanced lifestyle enhances one's ability to be present

One of the biggest complaints most employees have is their inability to be present both at home and at work and it looks like this:

- Their mind feels like it's always "on", racing and cluttered with thoughts that can sometimes be difficult to decipher.
- Always thinking about work when with family and friends (which then leads them to constantly check email).
- Worrying about what's going on in their personal life when trying to work (such as their overflowing laundry, the fight they had with their spouse that morning or how guilty they feel about not making it to their child's piano recital the other night).

The good news is that human brain can be trained to be more present and calm through consistent practice of specific mindfulness practices. Doing this is the part of how one can create a balanced life. Mindful awareness will help one to be more attuned to people's emotions and feelings; better at responding to people intuitively (which will positively affect one's relationships with family, friends, colleagues, and even clients); and aware of the good around you (and not just focused on the bad).

6.2.5 Work life balance improves one's relationships

Working too much means less time with those one loves. It's pretty difficult to be present and give one's full attention to one's loved ones when exhausted and overwhelmed. **A balanced lifestyle means there should be equilibrium between the time given to one's profession and the time given to one's family and friends.** Connecting with and relating to people isn't happening enough these days. People are too busy (and allowing technology to get in the way of real human connection). **Having a balanced lifestyle means developing deep connections with other people (and not just family, but colleagues and friends too). One derives more purpose from these connections and also feels more connected to his/her work (in a meaningful way).**

6.2.6 A balanced lifestyle increases engagement at work

When employees are happy and feel motivated by their job, they're more likely to be loyal and engaged. Being engaged is about feeling committed to something that one is doing or task at hand. Engaged employees are involved in, enthusiastic about and committed to their work. Many employers falsely believe that engagement is created through pressure or incentives. Although this might work (a little) in the short-term, it ultimately creates stress, anxiety, and resentment. That's not exactly a recipe for long-term engagement or morale. **A less stressed, mentally and physically healthy employee who feels connected to co-workers is more likely to be motivated to work harder. And that increased motivation means that one is going to perform at a higher level and be more engaged.** Even better is that increased engagement results in better workplace morale, more accountability and better communication.

6.2.7 Work Life Balance Increases Creative Thinking

Our brain needs space to think. It's not meant to be constantly bombarded by people, social media, email, phone calls, and texts. And we also NEED space for clear, creative thinking. Ever wrack your brain on a problem and feel stuck because no answer comes? Yet an answer magically appears (and you can't believe you didn't see it sooner) quickly after you let go of worrying about it? The same things happens when you have an unhealthy work life balance. **When you're stressed, overwhelmed and/or anxious, you have no capacity to think creatively. But with balance comes clear, creative thinking. And that means better work product too!**

6.2.8 Balance Makes one More Productive

Everyone wants to be more productive. The thing that WILL make one more productive is a better work life balance. With a healthy work-life balance one feels better (both physically and mentally), be more focused and present, and able to think more calmly, clearly, and creatively. Plus, one is more motivated to work hard. Also, **one is more likely to perform at a higher level because of one's balanced lifestyle.**

6.2.9 Real Balance Brings Happiness and Fulfillment

One of the big reasons why work life balance is important (even imperative) is for one's own happiness and fulfillment. Balance is about feeling good about oneself and being in control of one's life and career path (both keys to creating happiness for oneself and bringing real

meaning to one's life). Think about the reasons listed above about why work life balance is important. Most (if not all) of them will make you feel more positive, happy and fulfilled.

6.2.10 Work Life Balance Brings Higher Levels of Success

If career success is important to an individual (and one believes that balance is synonymous with settling and anathema to success), then there is good news because. . . Work life balance will make one more (not less) successful. There's a misconception that balance doesn't work for those who want to be successful. But that's just not true (and it's based on a common misconception that work life balance is about settling for less). Work life balance is about creating a life of success on ONE'S OWN TERMS by: prioritizing and focusing on what's most important to oneself; ensuring one's own well-being (thereby enabling oneself to serve others to the best of one's ability); and being in control of one's own life. Besides, a balanced lifestyle makes one more well-rounded, a more creative thinker and more productive. And that means that one will have more ability for success in both one's personal and professional life.

6.3 FACTORS AFFECTING WORK-LIFE BALANCE

6.3.1 The Balance Theory and Work-Life Balance

In general, the balance theory, a theory originated from the work of Fritz Heider (1946), posits that if people see a set of cognitive elements as being a system, then they will have a preference to maintain a balanced state among these elements. From the perspective of most employees, they would see that their paid work and all important aspects of their life, such as family, community activities, voluntary work, personal development, leisure and recreation, as a set of cognitive elements that must be in the state of balanced, and thus need to be managed effectively. In other words, there is a need for these employees to maintain work-life balance, otherwise both their performance at work and everywhere else will be jeopardized. However, maintaining work-life balance is not easy, especially if the individuals (i.e. employees) do not have the capacity to do it effectively and the organizations that they work for do nothing to help them. Hence, there is a need to determine factors that could help employees maintain their work-life balance.

Previous studies have shown that there are many factors that could affect work-life balance. Some of the factors that have been shown to have a positive relationship with work-life balance include job satisfaction; and telework. On the other hand, some factors were found to have a negative impact on work-life balance, for example work overload, and job demands. Indeed

there are many factors that have been said to affect work-life balance, but there are still many more that need to be discovered.

6.3.2 Emotional Intelligence and Work-Life Balance

One factor that has been discussed to have an effect on work-life balance is an individual's emotional intelligence. According to Thorndike (1920), having emotional intelligence means the ability to understand and manage people and to act wisely in human relations. In agreement, Mayer and Salovey (1997) indicated that emotional intelligence is "the ability to perceive emotions, to access and generate emotions so as to assist thoughts, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth". It is important to have emotional intelligence in balancing one's work-life because it enables one's thinking and actions deal with anything with a measure of balance, maturity and also retain a positive viewpoint almost all the time.

However, thus far only a couple of empirical study has been conducted to link emotional intelligence and work-life balance. One study was conducted by JothiSree and Jyothi (2012), and they found that emotional intelligence plays an important role for women employees who are trying to achieve a good work-life balance. Similar findings were also reported by Ramanithilagam and Ramanigopal (2012) in their study which was conducted in India. Therefore, it is important to highlight here that emotional intelligence could be a very important factor in maintaining work-life balance.

6.3.3 Spiritual Intelligence and Work-Life Balance

Another individual factor that have been said to influence individual's work-life balance is spiritual intelligence. Spiritual intelligence is one of the new concepts of intelligence which helps a person solve problems. Spiritual intelligence has many effects on human life, especially at his workplace and at home. Emmons (2000) defined spiritual intelligence as "the adaptive use of spiritual information to facilitate everyday problem solving and goal attainment". According to Emmons (2000), having spiritual intelligence means one has the ability to transcend the physical and material, experience heightened states of consciousness, sanctify everyday experience, and utilize spiritual resources to solve problems. Though it has not been proven that spiritual intelligence has a significant relationship with work-life balance, it is an important factor that affects the quality of life, which directly affect work-life balance. In essence, people with higher spiritual intelligence experienced higher states of consciousness, and therefore are more able to use their intellectual resources to solve problems, and in this case the problem of work-life imbalance can be solved. Spiritual intelligence is important for

work-life balance because spiritual intelligence motivates people to balance their work schedules, so that they can spend time with their family. In addition to that, by using spiritual intelligence, employees will be able to change stress into positive power and also spiritual intelligence also allows them to be present in the moment free of anger, resentment, worry, and fear.

6.3.4 Job Engagement and Work-Life Balance

Another factor that could affect work-life balance is job engagement. Engagement is the state in which individuals are emotionally and intellectually committed to the organization as measured by three primary behaviors such as say, stay and strive. Schaufeli, Salanova, Gonzalez-Roma, and Bakker, (2002) specifically define job engagement as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption. Indeed, job engagement has a positive impact on work performance because engaged employees are fully involved in day-to-day work and able to perform better in their job, and this premise is supported by previous research which found significant positive relationship between job engagement and employee performance. However, the relationship between job engagement and work-life balance could be rather tricky, and thus research that links this two variables are still limited.

This study argued that job engagement could affect employees' work-life balance. There are previous study support that, there is a significant relationship between employee job engagement and work-life balance. In general, these studies argued that work-life balance has a significant influence on job engagement, and not the other way around. It is important to highlight that highly engaged employees are vigorous, dedicated and absorbed employees. It is most likely that highly engaged employees in their work will able to manage a good work- life balance. It is because the people are expected to be dedicated employees who are highly involved in their work and committed to their profession. When this happen, work-life balance could be increase.

6.3.5 Organizational Support and Work-Life Balance

Work-life balance is not only the responsibility of the employees, but also of the employers. Organizations also must take care of their employees by helping them maintaining a healthy balance between their personal and professional life. In other words, organizational must provide the needed support for the employees to maintain work-life balance. Organizational support is important because providing support means that firms value the contribution of their employees and cares for their employee's wellbeing.

Organizational support is important in maintaining a good work-life balance. Organizations that did not understand the importance of work-life balance might abuse their employees' hard work and effort. On the other hand, organizations that care about the well-being of their employees would show support by implementing program and policies that emphasize on work-life balance. Researchers found that such effort have a positive impact on employees work-live balance. Besides that, other literatures have also shown that organizational support has an effect on work-life balance, in which it moderates the relationship between various factors and work-life balance. In short, organizational support was found to play an important role in the regulation and management of work-life balance. In fact, organizational support in the form of work-life balance programmes (i.e. flexible work arrangements and also family leave policies) or initiatives could help employees manage a good balance with their work life and personal life.

6.3.6 Work Overload and Work-Life Balance

Specifically work overload is one of the major factor that was said to influence work-life balance. Work overload describes a perception that one has too much to do. Individual who perceive their workload to be more than they can handle are likely to experience exhaustion and fatigue, which may negatively influence one's motivation to respond to the demands of other domains (i.e. friends and family). Furthermore, experience shows that when employees are overworked they actually do not produce extra output. In fact, when employees were overloaded with work, they often get frustrated that their work-life balance seems to be nonexistent.

6.3.7 Technology Advancement and Work-Life Balance

One of the main reasons for this increasing concern of work-life balance is due to technology advancement which has impact on work and personal lives. Advance technology is good for the workplace because it enables a more flexible approach to when and where to work. However, it is also argued that technology can help and hinder work-life balance by making work more accessible at all times of the day and night. In support of that, Stephens, McGowan, Stoner, and Robin (2007) also highlighted that connectivity technology is making some lives less flexible and making it harder to maintain work-life balance. This argument is supported by the finding of Stawarz, Cox, Bird, and Benedyk (2013), who found that tablets have negative impacts on work-life balance, and Waller and Ragsdell (2012) who found that e-mail has a negative impact on employees' lives outside of working hours. In short, technological

advancement provides flexibility with respect to the timing and location of work, and makes it easier to accommodate both work and family, but it has a negative impact on work-life balance. Therefore, technologies have done more to damage work-life balance than to help it, and this is not so good for the employees.

Check your progress
What do you understand by the term work life balance (WLB)?
Why employees' work life balance is important to an organization?
What are the factors affecting Work-Life Balance?

6.4 MANAGING WORK–LIFE BALANCE

6.4.1 Let go of perfectionism

A lot of overachievers develop perfectionist tendencies at a young age when demands on their time are limited to school, hobbies and maybe an after-school job. It's easier to maintain that perfectionist habit as a kid, but as you grow up, life gets more complicated. As you climb the ladder at work and as your family grows, your responsibilities mushroom. Perfectionism becomes out of reach, and if that habit is left unchecked, it can become destructive, says executive coach Marilyn Puder-York, PhD, who wrote *The Office Survival Guide*.

The key to avoid burning out is to let go of perfectionism, says Puder-York. "As life gets more expanded it's very hard, both neurologically and psychologically, to keep that habit of perfection going," she says, adding that the healthier option is to strive not for perfection, but for excellence.

6.4.2 Unplug

From telecommuting to programs that make work easier, technology has helped our lives in many ways. But it has also created expectations of constant accessibility. The work day never seems to end. "There are times when you should just shut your phone off and enjoy the moment," says Robert Brooks, a professor of psychology at Harvard Medical School and co-author of *The Power of Resilience: Achieving Balance, Confidence and Personal Strength in Your Life*. Brooks says that phone notifications interrupt your off time and inject an

undercurrent of stress in your system. So don't text at your kid's soccer game and don't send work emails while you're hanging out with family, Brooks advises. Make quality time true quality time. By not reacting to the updates from work, you will be developing a stronger habit of resilience. "Resilient people feel a greater sense of control over their lives," says Brooks, while reactive people have less control and are more prone to stress.

6.4.3 Exercise and meditate

Even when we're busy, we make time for the crucial things in life. We eat. We go to the bathroom. We sleep. And yet one of our most crucial needs - exercise - is often the first thing to go when our calendars fill up. Exercise is an effective stress reducer. It pumps feel-good endorphins through your body. It helps lift your mood and can even serve as a one-two punch by also putting you in a meditative state, according to the Mayo Clinic.

Puder-York recommends dedicating a few chunks of time each week to self-care, whether it's exercise, yoga or meditation. And if you're really pressed for time, start small with deep breathing exercises during your commute, a quick five minute meditation session morning and night, or replacing drinking alcohol with a healthier form of stress reduction.

These exercises require minor effort but offer major payoffs. Psychotherapist Bryan Robinson, who is also professor emeritus at the University of North Carolina at Charlotte and author of the book *Chained to the Desk*, explains that our autonomic nervous system includes two branches: the sympathetic nervous system (our body's stress response) and the parasympathetic nervous system (our body's rest and digest response). "The key is to find something that you can build into your life that will activate your parasympathetic nervous system," says Robinson. Short, meditative exercises like deep breathing or grounding your senses in your present surroundings, are great places to start. The more you do these, the more you activate your parasympathetic nervous system, which "calms everything down, (and) not just in the moment," says Robinson. "Over time you start to notice that in your life, your parasympathetic nervous system will start to trump your sympathetic nervous system."

6.4.4 Limit time-wasting activities and people

First, identify what's most important in your life. This list will differ for everyone, so make sure it truly reflects your priorities, not someone else's. Next, draw firm boundaries so you can devote quality time to these high-priority people and activities.

From there, it will be easier to determine what needs to be trimmed from the schedule. If email or internet surfing sends you into a time-wasting spiral, establish rules to keep you on task. That may mean turning off email notifications and replying in batches during limited times each day. If you're mindlessly surfing Facebook or cat blogs when you should be getting work done, try using productivity software like Freedom, LeechBlock or RescueTime. And if you find your time being gobbled up by less constructive people, find ways to diplomatically limit these interactions. Cornered every morning by the office chatterbox? Politely excuse yourself. Drinks with the work gang the night before a busy, important day? Bow out and get a good night sleep. Focus on the people and activities that reward you the most.

To some, this may seem selfish. "But it isn't selfish," says Robinson. "It's that whole airplane metaphor. If you have a child, you put the oxygen mask on yourself first, not on the child." When it comes to being a good friend, spouse, parent or worker, "the better you are yourself, the better you are going to be in all those areas as well."

6.4.5 Change the structure of your life

Sometimes we fall into a rut and assume our habits are set in stone. Take a birds-eye view of your life and ask yourself: *What changes could make life easier?*

Puder-York remembers meeting with a senior executive woman who, for 20 years of her marriage, arranged dinner for her husband every night. But as the higher earner with the more demanding job, the trips to the grocery store and daily meal preparations were adding too much stress to her life. "My response to her was, "Maybe it's time to change the habit,"" recalls Puder-York. The executive worried her husband might be upset, but Puder-York insisted that, if she wanted to reduce stress, this structural change could accomplish just that.

So instead of trying to do it all, focus on activities you specialize in and value most. Delegate or outsource everything else. Delegating can be a win-win situation, says Stewart Freidman, a management professor at the University of Pennsylvania Wharton School and author of *Leading the Life You Want: Skills for Integrating Work and Life*. Freidman recommends talking to the "key stakeholders" in different areas of your life, which could include employees or colleagues at work, a spouse or a partner in a community project. "Find out what you can do to let go in ways that benefit other people by giving them opportunities to grow," he says. This will give them a chance to learn something new and free you up so you may devote attention to your higher priorities.

6.4.6 Start small. Build from there

We've all been there: crash diets that fizzle out, New Year's resolutions we forget by February. It's the same with work-life balance when we take on too much too quickly, says Brooks. Many of his workaholic clients commit to drastic changes: cutting their hours from 80 hours a week to 40, bumping up their daily run from zero miles a day to five miles a day. It's a recipe for failure, says Brooks. When one client, who was always absent from his family dinners, vowed to begin attending the meals nightly, Brooks urged him to start smaller. So he began with one evening a week. Eventually, he worked his way up to two to three dinners per week.

6.4.7 Work-Related Stress and Its Management

When asked if they often feel stressed, most employees these days say "Yes!" Not only do most people understand the concept; they claim to have plenty of personal experience with it. **Stress** is most often described as an adaptive response to a situation that is perceived as challenging or threatening to the person's well-being. It is a physiological and psychological condition that prepares us to adapt to hostile or noxious environmental conditions. Our heartrate increases, muscles tighten, breathing speeds up, and perspiration increases. Our body also moves more blood to the brain, releases adrenaline and other hormones, fuels the system by releasing more glucose and fatty acids, activates systems that sharpen our senses, and conserves resources by shutting down our immune system. One school of thought suggests that stress is a negative evaluation of the external environment. However, critics of this "cognitive appraisal" perspective point out that stress is more accurately described as an emotional experience, which may occur before or after a conscious evaluation of the situation.

Whether stress is a complex emotion or a cognitive evaluation of the environment, it has become a pervasive experience in the daily lives of most people. Stress is typically described as a negative experience. This is known as *distress*—the degree of physiological, psychological, and behavioral deviation from healthy functioning. However, some level and form of stress—called *eustress*—is a necessary part of life because it activates and motivates people to achieve goals, change their environments, and succeed in life's challenges. Our focus is on the causes and management of distress, because it has become a chronic problem in many societies

Check your progress
<ul style="list-style-type: none">• Write the techniques of managing Work-Life Balance.

6.5 MANAGING WORK-RELATED STRESS

Stress has also been linked to work-life balance. Work-related stress is a growing problem around the world that affects not only the health and well-being of employees, but also the productivity of organizations. Most job roles have elements which can cause the employee to experience stress. Stress does not only affect employees on an individual level, but it also impacts their relations with family, friends, and their colleagues at the work place. High degree of stress has been reported among employees who have difficulty of balancing work and non-work demands. There are a wide variety of practices currently being used to help employees achieve work-life balance. It is important to note that some work-life balance programs help employees handle stress and otherwise cope more effectively while other programs help to reduce the absolute stress levels by rebalancing work life.

Also, usually employees deny the existence of their stress until it has more serious outcomes. This avoidance strategy creates a vicious cycle because the failure to cope with stress becomes another stressor on top of the one that created the stress in the first place. To prevent this vicious cycle, employers and employees need to apply one or more of the stress management strategies described next: remove the stressor, withdraw from the stressor, change stress perceptions, control stress consequences, and receive social support.

6.5.1 Remove the Stressor

There are many ways to remove the stressor, but some of the more common actions involve assigning employees to jobs that match their skills and preferences, reducing excessive workplace noise, having a complaint system that takes corrective action against harassment, and giving employees more control over the work process. Another important way that companies can remove stressors is by facilitating better work–life balance. Work–life balance initiatives minimize conflict between the employee’s work and non-work demands. Five of the most common work–life balance initiatives are flexible and limited work time, job sharing, telecommuting, personal leave, and child care support.

- *Flexible and limited work time.* An important way to improve work–life balance is limiting the number of hours that employees are expected to work and giving them flexibility in scheduling those hours. For example, San Jorge Children’s Hospital offers a unique form of work flexibility that has dramatically reduced turnover and stress. The Puerto Rican medical

center introduced a “ten month work program” in which employees can take summer months off to care for their children while out of school.

- *Job sharing.* Job sharing splits a career position between two people so they experience less time-based stress between work and family. They typically work different parts of the week, with some overlapping work time in the weekly schedule to coordinate activities. This strategy gives employees the ability to work part-time in jobs that are naturally designed for full-time responsibilities.

- *Telecommuting.* Telecommuting (also called *teleworking*) involves working from home or a site close to home rather than commuting a longer distance to the office every day. It potentially improves work–life balance by reducing or eliminating commuting time and increasing flexibility to perform non-work obligations (such as picking up the kids from school).¹⁰⁹ However, telecommuting may increase stress among those who do not receive enough social interaction outside of the workplace and among those who lack the space and privacy necessary to work at home.

- *Personal leave.* Employers with strong work–life values offer extended maternity, paternity, and other forms of personal leave, which gives them flexibility in managing family and other non-work demands. Most countries provide 12 to 16 weeks of paid leave, with some offering one year or more of fully or partially paid maternity leave.

- *Child care support.* Many large and medium-sized employers provide on-site or subsidized child care facilities. Child care support reduces stress because employees are less rushed to drop off children and less worried during the day about how well their children are doing.

6.5.2 Withdraw from the Stressor

Removing the stressor may be the ideal solution, but it is often not feasible. An alternative strategy is to permanently or temporarily remove employees from the stressor. Permanent withdrawal occurs when employees are transferred to jobs that are more compatible with their abilities and values. Temporarily withdrawing from stressors is the most frequent way that employees manage stress. Vacations and holidays are important opportunities for employees to recover from stress and re-energize for future challenges. A small number of companies offer paid or unpaid sabbaticals. Many firms also provide innovative ways for employees to withdraw from stressful work throughout the day such as game rooms, ice cream cart breaks, nap rooms, and cafeterias that include live piano recitals.

6.5.3 Change Stress Perceptions

The level of stress that people experience from a stressor depends on how they perceive that stressor. Consider two employees who are assigned a difficult project. One employee experiences distress because he or she views the task as a hindrance to career success. The other employee feels eustress because the task is perceived as a challenge that will further develop personal competencies. There are many personal characteristics that cause employees to perceive stressors differently. One important factor is positive self-evaluation and optimism. Consequently, one way to manage stress is to help employees improve their self concept so job challenges are not perceived as threatening. Personal goal setting and self-reinforcement can also reduce the stress that people experience when they enter new work settings. Research also suggests that some (but not all) forms of humor can improve optimism and create positive emotions by taking some psychological weight off the situation.

6.5.4 Control Stress Consequences

Regular exercise and maintaining a healthy lifestyle are effective stress management strategies because they control stress consequences. Physical exercise reduces the physiological consequences of stress by helping employees moderate their breathing and heart rate, muscle tension, and stomach acidity. Many companies offer Pilates, yoga, and other exercise and meditation classes during the workday. Research indicates that various forms of meditation reduce anxiety, reduce blood pressure and muscle tension, and moderate breathing and heart rate. Wellness programs can also assist in controlling the consequences of stress. These programs inform employees about better nutrition and fitness, regular sleep, and other good health habits. Many large companies offer *employee assistance programs (EAPs)*— but some counseling also varies with the industry.

6.5.5 Receive Social Support

Social support occurs when coworkers, supervisors, family members, friends, and others provide emotional and/or informational support to buffer an individual's stress experience. For instance, one recent study found that employees whose managers are good at empathizing experienced fewer stress symptoms than did employees whose managers were less empathetic. Social support potentially (but not always) improves the person's optimism and self-confidence because support makes people feel valued and worthy. Social support also provides information to help the person interpret, comprehend, and possibly remove the stressor. For instance, to reduce a new employee's stress, coworkers could describe ways to handle difficult customers.

Seeking social support is called a “tend and befriend” response to stress, and research suggests that women often follow this route rather than the “fight-or-flight” response mentioned earlier.

6.5.6 Encourage time off

Vacations are not a luxury, they are a necessity. A break from work will provide you with the chance to switch off and enjoy yourself, it is also a great opportunity to recuperate and recharge. This is essential to help your people improve productivity and focus when they return to the office.

Numerous studies show that vacations increase company productivity and reduce stress. The American Sociological Association compiled a report, which suggests that a larger number of vacations lead to a decline in the psychological distress of people.

An effective way to encourage your people to take time off is to implement a “use it or lose it” system – whereby any unused days will not be carried over at the end of the year or repaid financially.

6.5.7 Implement short breaks throughout the day

If taking time off isn’t an option for the employees, then it is important to encourage small breaks throughout the day. The human body is not designed to stare at a bright screen for hours on end. It is not good for our health, or our mental wellbeing. To combat this, it is important to consider installing a games room (obviously not video games) where people can socialize and take their minds off work. Consider encouraging light exercise throughout the day and introducing walking meetings outside the office. Going out can also be considered as an option like going out as a team to grab a coffee. Some leading companies will get meditation practitioners in to help calm and de-stress their employees. All of these techniques will positively impact a teams’ work performance, productivity and workplace happiness.

6.5.8 Ask employees for guidance

If you are struggling to come up with innovative ways to improve your employees’ work-life balance, then why not ask them? If you notice that your people are struggling to find balance, then find out what changes *they* think would improve their situation. By collaborating with your team, you will get more of an insight into the way they think, and you will be able to work together on strategies more effectively in future. To help you facilitate these discussions, consider having regularly scheduled meetings, or implement real-time cultural feedback programmes to provide you with data-driven insights. This way you can accurately gauge how your people are feeling at any given time and make adjustments to ensure that they have the right balance.

6.5.9 Practice what you preach

Finally, it is important to lead by example. If you tell your employees to leave at six and not work over the weekend, but you're sending them emails during these periods it sends a very mixed message. It also puts additional pressure on your employees to mirror your working hours. Lead by example and witness how your work practices will permeate throughout the business. There is a law in France called the "Right to disconnect." It ensures there are limits on the amount of work undertaken outside of office hours. It is important to respect the balance and privacy of your team when they are not in the office. This means you should avoid contacting them outside of office hours to allow them to fully switch off, and recharge from everyday work stresses. Most of us will spend a massive percentage of our time at work. We let it take over and feed into all aspects of our lives. Bearing this in mind it is essential to find the right balance and implement it in your workplace. This will allow you and your people to switch off from work and give your personal lives equal measures of attention too. By loosening the reins when it comes to your people's work-life balance, you will make huge strides towards building an engaged and productive team.

Check your progress
<ul style="list-style-type: none">• How would you define work related stress?• How one can effectively manage work related stress?

6.6 LET'S SUM UP

Work plays a significant part in all our lives. Our earnings ensure that the lights stay on, there's food on the table and the rainy-day pot is full. It is no easy task to achieve work-life balance in today's unpredictable and fast-paced business world. As we grow increasingly more connected through technology and social media, it is becoming more and more difficult to separate work from our personal lives. It is commonplace to check emails at all hours, take business calls at the dinner table and work on our laptops on weekends. Employers expect more from their people, which leads to them feeling more pressure to achieve greater results. Consequently, this leads to longer working hours, and less time spent at home, thus creating the work-life imbalance. Work life imbalance is associated with many negative consequences for one's overall health and wellbeing. Also, it has detrimental impact on an organization's growth and success. Maintaining a healthy work-life balance is not only important for health and relationships, but it also improves employee productivity, and ultimately employee

performance. Especially in today's troubled times the COVID-19's demand to work from home has rather given rise to the need to maintain the balance in work and personal lives.

6.7 KEYWORDS

- **Work-Life Balance:** the equilibrium between one's personal life and professional life/career/work.
- **Work-Related Stress:** the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.
- **The Balance Theory:** a theory of attitude change, proposed by Fritz Heider. It conceptualizes the cognitive consistency motive as a drive toward psychological balance. The consistency motive is the urge to maintain one's values and beliefs over time.
- **The Emotional Intelligence:** Emotional intelligence (otherwise known as emotional quotient or EQ) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict.
- **Spiritual Intelligence:** the adaptive use of spiritual information to facilitate everyday problem solving and goal attainment.

6.8 REFERENCES

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6.9 QUESTIONS FOR PRACTICE

1. What do you mean by managing Work-Life Balance?
2. List the factors that affect Work-Life Balance.
3. How one can effectively manage work related stress?