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# Strategies for Effective Occupational Stress Management in the Workplace

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## ABSTRACT

Effective stress management involves addressing and mitigating occupational stress among employees. Designing a successful stress management program requires identifying key factors that influence employees' ability to manage workplace stress. This also involves selecting intervention models that can effectively target these factors. The management framework conceptualizes occupational stress as an outcome of how stressors are perceived and how employees evaluate their coping resources. Organizational strategies to control occupational stress tend to take a more proactive approach. This study examines occupational stress management at both organizational and individual levels, aiming to enhance our understanding of effective workplace coping strategies for occupational stress. The study results indicate that IT employees, at both individual and organizational levels, expect organizations to implement stress management strategies, including counseling, training and development programs, proper recognition, career advancement opportunities, effective performance management systems, open communication, and ample support from management.

## **1. Introduction**

Globalization, technological advancement, and the complex nature of work have brought many challenges, problems, and new stressors to employees (Allen, 1980). The problem of occupational stress hindered the performance and productivity of the employees and the organization. Work performance or productivity of employees is the most important element in the growth and development of any organization. Productivity is related to the physical and psychological well-being of the employees. Information Technology (IT) organizations have been facing several problems and challenges in this context. The fact is that occupational stress cannot be avoided by the IT employees as the systems, procedures and advanced technology are getting complicated day by day. Every employee working in an IT organization cannot cope with the changes taking place in their jobs and this results in the form of occupational stress among the employees. Various changes in technology have become a cause of occupational stress and therefore, it is a challenging task in IT organizations to separate occupational stress from the organizations. Therefore, the management of occupational stress has become a precondition for creating an efficient and pleasant work environment in the present organizational scenario. Management of occupational stress by implementing effective stress management strategies or adopting various stress management techniques has become very important in today's IT organizations. Occupational stress is like an additive, it is good in small quantities only (Singh et al., 2019). Therefore, there is a need to prevent spiraling stress and contain it within reasonable limits to avoid its damage and to benefit from its advantages. The main objective of occupational stress management strategies and techniques is to manage the stress of everyday life among employees. There are several techniques and strategies which can be employed to cope with occupational stress. There is a need for good occupational stress management strategies or techniques for maintaining a good organizational environment (Sathasivam & Kumaraswamy, 2014).

Occupational stress management is now considered the most significant and valuable management technique to enhance the morale of employees and the organization's productivity. As stated earlier today, all the organizations have realized that the employees play an important role and they should be kept out of stress by being given a higher job performance environment. There are several types of management techniques implemented in the majority of IT organizations to manage occupational stress in the organization (Sabbarwal et al., 2017). Higher-stress jobs have been identified as these jobs which include hectic schedules and complexities in work responsibilities. Due to this, there is a tremendous imbalance between the quality of personal life and the quality of work life. Apart from this, many factors could be held responsible for being the cause of increasing occupational stress among the employees. There are many individual stressors, such as role ambiguity, psychological hardiness, and the nature of the employees' personalities, etc. which affect the morale of the employees on the whole.

Implementation of effective stress management strategies at the organizational level should overcome the stressors and it is also true that none of the occupational stress management techniques can completely overcome the problem of occupational stress, but these can only minimize it to a negligible level (Greenberg, 2005). Nowadays many IT organizations are making efforts to minimize occupational stress-related problems. Many organizations are also trying to cope with stress-related factors by implementing various trends and techniques to remove occupational stress among employees. The employees must keep constant stability in their professional and personal lives. It can be said that there should be a proper balance between the quality of personal life and the quality of work life. So, employees and the organization get long-term benefits from this.

First of all, employees should acquire knowledge and skills to recognize the nature of work stress, so that

they can apply it to cope with the problem of occupational stress. The symptoms of stress are usually different from one employee to another employee. Some employees mainly experience physical symptoms while other employees experience psychological symptoms. Occupational stress management is needed when an employee is not able to cope with the demanding environment. Coping with occupational stress problems is an alleviating factor, which helps employees to maintain physical and psychological health during the period of heavy workload. It involves various intellectual functions and efforts to minimize and eliminate the distress caused due to occupational stress. Having proper knowledge, essential skills, a proper understanding of how to manage, cope, minimize, and deal with occupational stress and proper implementation of various management techniques help employees to feel more relaxed and not to react when a stressful situation arises (Malarvizhi and Jeyarathnam, 2016).

## **2. Occupational Stress Management at Organizational Level**

Organizational strategies to eradicate the problem of occupational stress are simple. These strategies include the creation of a proper working environment in the organization which is related to the characteristics of employment-employee relations, the structure of the organization, and the achievement of a healthy organizational culture. All these factors are very helpful in maintaining a positive and better organizational climate without any work stress. This positive organizational climate is favorable for using employees' skills and it ensures that the heavy workloads are sufficiently varied. It is very challenging to maintain the interest of the employees; it has to be kept in mind that assigned works do not run against their interests. Stressors in organizations affect the majority of IT employees. The stressors in IT organizations have adverse psychological and physical effects on them (Amiri, 2018). If the effects remain for a longer period, it may also adversely affect the organizational performance. To remove or avoid or reduce employee occupational stress, IT organizations have implemented various types of strategies to control over the issue of occupational stress faced by the employees. Management of IT organizations is now taking important steps intending to remove or eradicate occupational stress problems by way of changing the rules and regulations and other organizational strategies. IT organizations are keeping occupational stress under control by implementing the following means or strategies:

**Defining the job:** By setting specific works or assignments reducing the danger and harmful factors which may be caused due to the ambiguities and conflicting activity and granting more autonomy to employees in doing their assigned job or task within a well-defined organizational structure.

**Setting of organizational objectives and performance standards:** Today majority of IT organizations have set their organizational objectives and performance standards to reduce the problem of occupational stress.

**General occupational stress reduction activities:** The general stress reduction activities are – the reduction of work of the employee, or even implementation of the program of change, simplification of procedures, and of secondary tasks of various activities enabling employees to express unpleasant feelings about their conditions. Through such types of management activities, professional advice is made available to the employees.

**Improvements in Communication style:** Nowadays, higher-level management officials are sharing the information with their employees to reduce uncertainty about their jobs and futures. They clearly define the roles and responsibilities of employees and make communication friendly and efficient, and not mean-spirited or petty.

**Consultations with Employees:** Higher-level management officials are providing opportunities to the employees to involve them in decisions that may affect their working ability. Therefore, employees are now consulted by the management officials about the scheduling and rules of working. Higher management authorities are now taking care that the workload is suitable to their employees' abilities and resources. They are now avoiding unrealistic deadlines which may adversely affect the employees' performance. Management authorities are showing that individual employees are valuable and important to the organization, and they offer rewards and incentives and praise good work performance verbally and officially also.

**Providing and cultivating a friendly social environment:** Today, IT organizations are trying to provide opportunities for social interaction among their employees. They have established a zero-tolerance policy for harassment and are trying to make management actions consistent with the organizational values.

**Value addition and training for up-gradation:** The working environment has now become competitive. Therefore, continuous up-gradation of skills and techniques are very much essential. If there is a lack of skills in employees, they may fail to perform. It will surely create higher pressure in the minds of the employees. Therefore, a periodic value addition is incorporated so that the same should not become an obstacle for the employees.

**Providing a safe and healthy working environment:** Today, safety in organizations has become a significant issue while dealing with employees' occupational stress. It is obvious that, if the working environment in the organizations is not safe and healthy then there may be chances of an increase in employees' attrition rate. It will create a high level of pressure on the employees and it may create dissatisfaction with their work. Therefore, today in every IT organization effort are being made to reduce the pressure of occupational stress by providing a safe and healthy working environment.

**Providing opportunities for career development:** Every employee in an organization works to earn good financial perks and opportunities for better career development and growth. The employees are trying to achieve during the time and if they fail to do so, it may create pressure on their minds. Therefore, organizations are now aware and have realized the development and growth prospects of the employees from the beginning so that employees can get a clearer idea about the organizational growth that they may be able to achieve career development within a specific period subject to fulfillment of organizational commitments.

**Leisure time/Holiday with friends and families:** Relaxation from a routine busy work schedule is always inevitable. If employees can spend quality time with their friends and family members in a good environment without thinking about the work in an office, then it will motivate them and they will work more effectively so that they can get desired results. Therefore, in the majority of IT organizations, there is a plan for such holidays/vacations for their employees. This will certainly reduce the problem of occupational stress.

**Meditation and yoga practices:** Meditation and yoga practices are traditional practices that help employees to concentrate on the work assigned to them rather than become stressed by workload. Through this strategy, employees are provided quite an environment and it enables them to counter the ill effects of heavy workload. This occupational stress management strategy reduces the work stress of employees to a great extent. Therefore, some IT organizations have developed their workshops on yoga and meditation.

**Flexibility in work timings:** In the IT sector, there are 24-hour working organizations. Therefore, flexible working hours may be inevitable so that the employees can spend quality time with their family members. Because of a longer period, employees in IT organizations cannot spend quality time with their family members and this often raises their level of stress. Flexible work time, in this way, can help the employees to reduce the stress of work as they can spend enough time with their family and friends.

**Enrichment of Job:** Through the enrichment of jobs, employees can perform their work in a better manner. Some employees are not able to find the job interesting due to its monotonous nature. Therefore, now many IT organizations are taking care of this and trying to add innovative ideas that employees may be able to implement in their existing jobs. Today management of IT organizations is giving more freedom to their employees to do their assigned tasks in a more innovative manner and along with that enrichment of jobs may be merged with some sort of achievement in the career development of the employees. This technique or strategy can reduce the extent of occupational stress levels.

**Training for occupational stress management:** Recognition of stress is not enough unless and until the same cannot be managed properly. Stress management training is not new and various IT organizations have made many innovations in this regard to get better results and performance from the employees. Stress management training strategies are being adopted by various IT organizations in India, these are in terms of stress control workshops and job burnout seminars. In this strategy, the aim is to get clear information regarding the job and the nature of problems, which the employees might face during their working period. This strategy is becoming one of the significant tools for managing the occupational stress faced by

employees.

**Information about job role:** Frequent meetings and discussions with various experts, and officials may provide information regarding the job role. Greater responsibility towards a job will lead to a reduction in the conflicts related to job and ambiguity. Therefore, by providing clear information about the job that the employees have to do or by increasing the job responsibility the organization can reduce the level of stress. Thus this is important to provide clear information to employees about the job role and a clear understanding of the role of employees.

**Effective Networking:** In many IT organizations jobs that are assigned to the employees are required to be completed with the help of other employees. In this case, there arises the importance of effective networking. Through good networking, employees can share knowledge/information concerns related to jobs and personal problems. This helps them to get support from other employees who are equally concerned about the activity and probable results. This kind of support and help from the other employees increases the morale of employees who are facing heavy work stress.

**Celebration of Events:** This type of strategy may add little cost but the positive results are more favorable than the cost in terms of money. Celebration of marriage anniversaries, birthdays, etc. gives the employees much-needed break and relaxation from their routine work which may reduce the occupational stress level to some extent.

### **3. Occupational Stress Management Strategies of Individual Level**

Some employees have more resistance capacity to cope and manage with occupational stress (Sahoo, 2016). The following management strategies help the employees to cope with occupational stress that they experience.

**Relaxation Method:** Employees in IT organizations hardly get time for relaxation and it is a big problem for them and it has resulted in increasing occupational stress among them. Through relaxation methods or techniques, they can get help in this context and this method is likely to be most beneficial for them. The employee could be forced to take a holiday or work off or even be ordered to do so. Apart from this, many easily taught relaxation methods can be used to control work stress. This includes breathing exercises, muscle relaxation, and meditation. The technique of meditation is more beneficial for physical and psychological relaxation.

**Physical Exercise Method:** Daily physical exercises like, jogging, walking, and workouts in fitness centers are very helpful. Physical exercise not only improves blood circulation but also lowers blood pressure, and the tension of muscles and controls the level of cholesterol. This type of method has a subtler impact. Thinking about well-being can help employees to overcome the problem of heavy occupational stress when employees are relaxed, they tend to sleep more soundly. It provides a time of intense relaxation and enables an employee to increase his working ability.

**Bio-feedback:** The bio-feedback method is related to the technique of learning to observe an employee's bodily functioning like taking pulse rate, checking breathing rate, etc. by using relevant instruments. In this method of managing occupational stress, employees are also taught basic methods of controlling certain activities of the human body like heartbeats, muscle tension, and blood pressure, which can help one find out the symptoms of occupational stress.

**Assertiveness Training:** Through this method, employees are in a position to learn to reappraise stressful conditions and one able to identify the root causes of occupational stress-related problems. Assertiveness should not be confused with aggression. The employees having assertiveness are likely to stand their ground and refuse to be trampled on, whereas, aggression is more likely to be an attempt to trample on someone else. Helping someone is more assertive, perhaps it is one technique that can encourage employees to adopt a more problem-focused approach to occupational stress and this type of method is highly advantageous for a longer period.

**Self-Control of behavior:** The main objective of this method is usually to get employees to analyze and take control of their behavior. Through this method, it recognizes how their behavior gives rise to stress. This is the method for employees to learn how to manage their time effectively and have to make their priorities work. Through this method, employees learn to identify the situations which may put them under heavy occupational stress and they can try to manage or handle this stressful situation so that the situations may become less stressful.

**Getting Social Support:** Getting social support is also one of the major moderators of occupational stress. This method is utilized by the employees as a source of coping and managing occupational stress through discussions about stressful situations with colleagues, family members, friends, etc. This method has a better beneficial effect to remove occupational stress. The beneficial effects of work-based support are much greater. It is due to the feeling of the recipient that they can readily appreciate the problem.

**Getting help from Professionals and Experts:** This method is implemented when all the above-stated methods fail to help an employee overcome the problem of occupational stress. This method is adopted when the level of occupational stress has gone beyond the capacity of the employees. It means employees are in a dangerous situation. This method is the severest form of stress. It can be implemented when an employee is unable to understand or unable to work out what to do to reduce the symptoms of occupational stress. In this situation, even friends and family members fail to overcome the problems of occupational stress and their well-intentioned interventions may be harmful. It is necessary to take guidance from professionals or experts about clinical treatment. There are many types of clinical treatment methods available like counseling, psychotherapy, behavioral therapies, hypnotherapy, insight-oriented approaches, virtual reality exposure therapy, repetitive transcranial magnetic stimulation, etc. All these therapies provide positive and better results for those employees who are facing severe occupational stress. It tends to lower anxiety levels and employees come to view their work positively.

#### **4. Coping and Management Strategies to Prevent Occupational Stress**

An employee's working ability deals with occupational stress factors; which are related to coping ability, the ability to adjust to stress or concerned with all the means utilized objectivity or subjectivity to respond to a stressful situation perceived by the employees in IT organizations. Preventive measures or strategies to overcome occupational stress involve very high costs, but these provide great advantages which can be measured in terms of finance for the improvement of employee's morale and well-being (Shrivastava, 2015). In several organizations, many programs are designed and implemented in the organizations to provide better physical and mental health to the employees, to prevent problems arising due to severe occupational stress. These programs also help "make do" with job-related stress (Ahmad, Bharadwaj, and Narula, 1985).

Preventive strategies for occupational stress are very simple these include the creation of a suitable working environment in terms of employment characteristics, employee relations organizational structure, and achievement of better organizational culture. Today, these become more significant than the management and coping methods of occupational stress (Roy, 2016). These have to be well implemented and directly linked to employees who are experiencing this situation; to ensure their wellbeing, the right methods can be used for the best benefits in coping with job stresses. It is very important to understand job stress and coping strategies in contemporary organizations, in terms of the physiological, psychological, and behavioral conditions of employees. Occupational stress cannot be eliminated from daily routine work in the organization; the only remedy is to manage it effectively by utilizing different measures. Management of organizational stress is now considered an innovative element of human resource management. As

occupational stress adversely impacts all at some time or other, the department of HR should have its focus on measuring and taking steps to manage occupational stress. Thus, planning and proper implementation of programs and various stress-preventive strategies have become a very big challenge for management.

In many IT organizations, management is trying to implement a decentralized and participative decision-making structure where upward communication is more important than ever before. Management people are trying to clarify organizational policies for every employee and trying to provide them with more job control and a proper description of the job. The organizational culture should be such that, innovative thinking is enhanced even if it leads to failed ideas. This also helps in bringing down the stress experienced by the employees. Stressed IT employees who utilize a balance of problem-focused coping strategies and emotion-focused coping strategies are most successful in dealing with the stress of staying perpetually up-to-date (Singh, 2017).

Employees are a very important and valuable asset for IT organizations. The performance and success of the IT organization depend mainly on the ability, performance, and productivity of their employees. Thus, in the majority of IT organizations, programs for productivity improvement focus at the employee level. In many IT organizations, it has been observed that productivity increases by intensifying the work effort of the employees by bringing flexibility in the work time. The idea of flexible time has gained popularity among IT employees. It not only allows the organization to deal with the issue or problem caused by transit times during peak hours but also allows the employee to fulfill family commitments, granting employees greater flexibility in starting and quitting times while maintaining core time when they are to be present in the organization (Amiri, 2019).

Strategies for coping with occupational stress refer to the measures adopted by an employee or organization to manage occupational stress effectively. At the employee level, coping means to cure the symptoms of occupational stress, and to help the employee to cope effectively with work stressors and pressures. On the other side, minimization or eradication of occupational stressors by transforming organizational systems, practices, and processes is done at an organizational level. Apart from these organizational-level occupational stress management strategies provide equal opportunity to all employees to overcome occupational stress. Management of occupational stress is the need of the hour. However, it is very difficult for us if we try to go beyond the stress situation; life seems to find new ways of stressing employees out and plaguing them with anxiety attacks.

Reduction or total elimination of occupational stress is required for the psychological and physical well-being of an employee. Efficiency in the occupational stress management process enables the employee to cope effectively with the situations of stress, instead of avoiding them. Occupational stress management strategies such as –time management, body-mind, and mind-body relaxation exercises, and seeking social support help employees improve and develop their physical and psychological resources to deal with the problem of occupational stress successfully. Besides these, helping employees to follow certain management strategies to cope with occupational stress by providing them with counseling services. Many occupational stress management strategies have been developed in majority of the IT organizations to help their employees overcome the problem of occupational stress. Some strategies are exclusively for employees and some strategies are geared toward organizations. Employees and organizations need to analyze the occupational stress management strategies, that they are utilizing to cope as this may create a gap between effectiveness and ineffectiveness. It is observed that the effectiveness of the coping strategy is related to the nature and severity of the perceived occupational stress and other factors of the situation. It has also been observed that the employees who followed “Approach Coping strategies” experienced more stress in a short period, but the coping method results in better morale, performance, and health of the

employees in a longer period. It is natural for employees to develop and follow their management strategy for coping with occupational stress.

Stress management strategy, as we know, is a process by which an employee can fight to reduce the ill effects of occupational stress (Gupta, 2016). It can be implied that if an employee's coping strategy is effective, then the negative effect of occupational stress on their job performance will be reduced as compared to when coping is ineffective. The term coping or management of occupational stress management has been used to explain the preventive methods of dealing with stress or the efforts to master conditions of harm, fear, and challenge when a routine response is not readily available. Studies of different management or coping strategies or methods used in role stress reveal that approach styles have a strong correlation with internality, optimism, role efficacy, the satisfaction of job as well as effective role behavior in organizations. In the subsequent paragraphs, the various coping or management strategies for controlling occupational stress among the employees of IT organizations have been discussed. Coping strategies for occupational stress prevention;

### **Coping strategies**

Many experts and psychologists have explained the important methods or ways in which employees cope with occupational stress. They have categorized these methods based on similarity in coping approach. There are two approaches- according to the first approach, an employee decides to suffer or has been denied the experience of occupational stress. This is a passive approach. Contrarily an employee decided to face the realities of experiencing occupational stress and clarified the problem through negotiations with other employees. This is the active approach. Apart from this occupational stress coping strategy could be divided based on problem-focused coping and emotion-focused coping. The first approach involved those strategies that directly deal with the stressor through overt action and realistic problem-solving psychological functions. In these strategies, there is a focus on the problem to be dealt with and on the element or factor that had caused occupational stress. In the second approach, an employee did not look for methods of changing the situation of the stressful environment in the organization. The employee tried to change his personal feelings of thinking about it. This type of strategy is known as emotion regulation. It aims at relieving the emotional effect of occupational stress and makes one feel good even though the harmful stressor has not changed. Relying on this approach, employees are seen to consume alcohol, smoke cigarettes, and also depend upon tranquilizers or drugs. In the psychoanalytic approach, the ego defense mechanism is the emotion regulation approach. This type of approach is used unconsciously by any employee to protect himself/herself from inner anxieties and pain. Defense mechanisms lead to coping strategies that aim at self-protection rather than at solving problems.

Although there are several methods to elaborate and classify the coping responses, the majority of approaches are distinguished between strategies that are active and the problem confronting oriented and the strategies that entail an effort to remove tension by avoiding dealing with the problem. There are some other types of occupational stress coping strategies:

- i. Appraisal-oriented coping is a coping strategy related to the attempts to explain the meaning of a situation and related to such strategies as logical analysis and cognitive redefinition.
- ii. Problem-focused coping is related to the modification or elimination of the source of stress to deal with the consequences of a problem or actively to change the self and develop a satisfying condition.



- iii. Emotion-oriented coping method includes responses whose basic functions are to manage the emotions arising due to stressors and thereby maintain effective equilibrium.
- iv. The transformational coping method is related to altering the events, therefore they will be less stressful. An employee has to interact with the events, think about them optimistically, and act towards them decisively, so changing them in a less stressful direction.
- v. The progressive coping approach includes a strategy wherein the employee thinks about the events of stress, pessimistically and acts evasively to avoid contact with them.
- vi. Coping through the direct action approach is related to the behavior or function which when performed by the organism in the stressful situation is expected to bring about a transformation in the environment of occupational stress.
- vii. Palliative Coping approach related to those thoughts or functions whose aim is to relieve the organism of any emotional effect of occupational stress.

There is no clear consensus as to which coping strategies or coping methods are more effective. Many studies have indicated that social and emotional support available for employees to help them cope effectively with occupational stress is very effective. Employees who have close interpersonal relationships with friends and families can utilize more coping strategies. Approach or strategies of coping include efforts to improve the psychological and physical ability for coping (through physical exercises, meditation, yoga, and management of diet), creative diversions for emotional enrichment, and strategies for dealing with the problems.

Coping strategies are also in the form of avoiding the situation which is a dysfunctional style and confronting and approaching the problem a functional style. The employees who decide to suffer from stress, accepted or denied the experienced occupational stress and they blamed somebody or something for being in that stressful situation. These are the passive strategies and are known as dysfunctional styles of coping with occupational stress. On the other hand, the employees who are facing the true nature of stress consciously take some action to solve the problems related to stress in their way or with the help of others. This is an active approach to coping with occupational stress and it is known as the functional style of dealing with the stressful situation. These approaches are supposed to be more effective in comparison to the dysfunctional styles.

Several different coping strategies have been suggested by management experts these range from casual manoeuvres to the complicated nature of problem-solving. These coping strategies range from rational to irrational efforts. As per the nature of coping operation procedure (that is cognitive/behavioral coping strategies) and orientation or mode of coping efforts (that is approach and avoidance coping strategies) five main categories of coping strategies have been recommended. These fall under two heads- Approach coping and Avoidance coping. The effectiveness of a coping strategy mainly depends upon the nature and severity of the perceived stress and other situational factors. Lack of coping strategy leads to ineffectiveness. Coping strategy is also concerned with the quality and intensity of emotional reactions of employees. The approach method of coping can be explained by;

- i. Hope that things will develop and improve;
- ii. Efforts made by the employees to solve the problem;
- iii. Expectation from others that they will help or ask for help in the context of occupational stress; and
- iv. Jointly doing something about the problem.

## **5. Occupational Stress Management Strategies**

Many stress management methods are being used in IT organizations. The management interventions that are commonly used include the primary, secondary, and tertiary methods (Jahanian, Tabatabaei, and Behdad, 2012). In the primary stress management method emphasis is laid on identifying the possible reasons for occupational stress and their risks and adverse effects on the physical and psychological conditions of the employees. This is done by taking pre-emptive action to remove the risk of occupational stress and of limiting the employee's exposure to stress. The primary stress management method includes redesigning jobs to modification of workplace stressors, increasing employees' decision-making authority, and providing co-employees support groups.

The secondary stress management methods are designed to provide training to the employees. This type of stress management method includes seminars and workshops, to help the employees to identify and deal with occupational stress and recognize organizational stressors. This type of method aims to reduce the severity of stress and to treat symptoms before they lead to serious physical and psychological problems in an employee and the organization at large.

The tertiary stress management method includes the care of employees, who are already suffering from the effects of stress. This type of method also includes counseling and assistance programs for employees, consulting a stress manager, or psychological health professionals to help employees cope with occupational stress. According to various studies, this type of method has been found successful in removing occupational stress-induced conditions like heart rate, and salivary cortisol.

Management of the IT organization is using these three-tier stress management methods to manage and control occupational stress in the organization. The first method is used to assess the workplace factors that contribute to stress, the second method implements management methods to remove occupational stress. The third method is the one through which one has to monitor the improvement or the progress to improve or develop an appropriate management method to manage occupational stress. This training about stress management includes time management instruction, the setting of a goal, delegating, counseling of subordinates, self-awareness, relaxation techniques, conflict management, and resolution and reorganization of occupational stress situations and their symptoms.

## **6. Conclusion**

The majority of information technology employees seem to have suffered from various occupational stress because of various factors such as, workload, poor salary, time pressures and deadlines, frequent travel, repetitive and boring work, poor and unplanned work, shortage of staff, conflict in organization, lack of career development, feeling of powerlessness, lack of job security and inability to satisfy all managers. So, management should take care of their employees through various stress management techniques.

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