1 Introduction

The success of an organization has a direct bearing on its human resources. The resources of an organization are men, money, machines and materials. Human wealth is the only resource that will not deplete over time. Incurring expenditure on training and developmental programmes will give returns in the future. Corporate world has realized the significance of its manpower. Organizations have to sharpen the skills of the employees so as to be competitive in the business world. Harnessing the full potential of the employees is imperative in gaining a competitive edge over similar organizations in the industry. Under such a perspective, organizations go for continuous technical training of non-supervisors and management development programs for executives.

Taking into cognizance the changing business scenario, organizations have adopted a paradigm shift from management aspects to leadership aspects. The shift is from boss to coach, mentor, collaborator; from control, centralized authority to empowerment, commitment and delegation; from short-term to long-term vision; from forced change and compliance to innovation, creativity; from rules and regulations to shared values; from position power, hierarchy to relationship power, networks; from departments to teams, task force; from blaming, isolating to collaborating, unifying; from schedules, numbers to quality and service; from inward, product-driven to outward, customer-driven.
The characteristics of managers vis-à-vis leaders of the 21st century are: while manager administers, the leader innovates; while the manager maintains, the leader develops; while the manager focuses on systems and structure, the leader focuses on people; while the manager relies on control, the leader inspires trust; while the manager imitates, the leader originates; while the manager accepts the status quo, the leader challenges the status quo.

In the words of Peter F. Drucker, “Management is doing things right; leadership is doing the right things”. Leadership is the ability to influence the activities of others to achieve a purpose, rather a goal, the tool used in the process being communication. Though leadership and management are two terms which are used interchangeably, there is significant difference between the two. An executive can be a manager by virtue of his position in the organizational hierarchy but he may not be a leader. Leadership deals directly with people and their behavior. It is a variable or an aspect of management. Management, a broader concept, includes the activity of leadership but may also involve non-behavioral functions, i.e., routine, day-to-day activities such as planning, organizing, coordinating, leading and controlling. A leader is one who can make others innovate and create a vision. An effective leader has a passion for a cause. He holds certain values. He has a vision and confidence. He has humility and has communication and interpersonal skills. He is proactive. Leadership is similar to succession planning in Human Resources Management (HRM). The leader leaves a trail behind for others to follow, unlike the manager. On the contrary, a manager may not necessarily be a leader.
For the manager to become a leader, he needs recognition as a leader from his subordinates. The subordinates should find something worthwhile in the leader to imbibe and evolve.

Leadership is the ability to influence the group to achieve the target (Robbins, 1993). A leader is somebody who shows direction to a group of people. That means leader needs a set of people whom he can lead or direct. He cannot direct himself. Thus the term “follower” is a corollary of the term “leader”. The dictionary meaning of leader is: The person who guides or takes by going in front. This connotes that the leader needs certain qualities, traits or style which differentiate him from his followers or that make him prominent when he is in the same group. Just the title or the designation will not make a person a leader. To function as leaders, they must have an emotional appeal that instills in other people the desire to follow them. Leaders will be able to lead only when they can effectively influence people over extended periods of time.

To become successful, leaders must develop the following perspectives: Communicate a global vision, be technologically savvy, embrace an open-minded leadership style, champion diversity (style, culture and leadership), display flexibility and respect toward employees and foster a corporate culture of teamwork.

The success of an organization depends greatly on its executives. The actions and decisions taken by an executive in any particular area of activity will have results which extend beyond that specific activity. A manager’s effectiveness in his organizational role depends on his capability in managing men, money, materials, machines and moments.
Inadvertent management of men, money, machines, materials or time can result in stress. Thus stress management is a key factor since stress is part and parcel of managerial excellence of executives in the corporate sector.

Every individual has to face stressful situations in life. Researchers have identified three types of stress- psychological, organizational and societal stressors. A moderate amount of stress is required to initiate action, i.e., to make an individual functional. However, excess of stress entails the necessity of strategy for managing stress. Coping with stress becomes inevitable. Executives have different approaches towards stress and consequently they resort to different strategies for coping with stress.

Stewart (1987) defines stress as the term given to the causes and consequences of less than optimal performance attributable to motivation which, either by its nature, or its intensity, is inappropriate to the work being performed and to the personality and abilities of the worker. Stress is not an isolated phenomenon unrelated to other things that happen to people; it sits on a continuum, running from stressful under-stimulation, through healthy levels of stimulation, to un-healthy over-stimulation.

Warr (1992) has listed the following features of jobs as related to stress: (i) Low job discretion (ii) Low use of skills (iii) Little variety at work (iv) Low or high work demands (v) High uncertainty (vi) Low pay (vii) Poor working conditions (viii) Low interpersonal support (ix) Valued social position.
Extensive research has been done over the years on stress in various contexts – home, organization, society etc. People do not live in islands; compartmentalization of various types of stress is not advisable. Stress experienced in work place may be carried home and vice-versa. The present study gives emphasis to stressors in the organizational set up.

According to Cooper and Marshall (1976), there are six sources that cause stress for employees: (i) Factors intrinsic to the job (ii) The role of the individual in the organization (iii) Relationships and interpersonal demands (iv) Career development factors (v) Organizational structure and climate (vi) Home-work interface.

Studies conducted on career-related causes of stress have revealed that several aspects related to job are responsible in causing stress to the role incumbents. Oakland and Ostell (1996) have identified several job-related stressors such as performance anxiety, lack of proper planning and goal setting, lack of clarity as to the duties and responsibilities of the job, lack of recognition, lack of authority to make decisions, peer pressure, conflict, pressure from work demands, underutilization of skills, overload or underload of work, low morale, lack of job security, poor working conditions, insufficient communication, limitation of resources, organizational politics, lack of support from boss and need for managing change.

The contributory role played by organizational stressors in aggravating stress emphasizes that organizations have a definite role to play to prevent or alleviate the occurrence of stress, whereby both the individual and the organization are benefited. This makes a
study of organizational stressors of paramount importance in improving the health of the individual as well as the development and sustenance of an enabling culture with a view to maximizing the optimum utilization of the employee’s potential which entails increase in productivity.

1.1 Research Questions

Executives have to face stress at workplace while carrying out their duties and responsibilities. Executives are placed at different levels in the organizational hierarchy. Moreover, based on their qualifications they may be placed in technical departments catering to line functions or non-technical departments like HR, finance etc. catering to staff functions. Though the generic competencies required to carry out a role may be common, there are specific competencies attached to each role. Thus the stress level is not the same among the executives. The first research question is derived in the following manner:

Q1. Do executives face varying levels of stress in one and the same organization?

An organization has a specific domain of activity in a particular industry. If the organization is considered as a system made up of sub-systems, the departments, each with its own functions, will be the sub-systems. Breaking it further down, i.e., at the micro-level, the employees are the units in each organization. Notwithstanding the above, each organization has certain policies, rules and regulations. There are specific systems, procedures and practices to be followed. All these factors contribute to the stress
experienced by executives in organizations, though they may be in similar positions in different organizations. This leads to the second research question.

Q2. If the executives in different organizations are studied, is the job stress the same with respect to executives in the same hierarchical level?

Officers cannot allow stress to override them. If they have to accomplish their tasks, they have to counter stress and not succumb to stress. Over a period of time, officers knowingly or unknowingly resort to a definite pattern to counter stress and achieve positive results. This poses the third research question.

Q3. Are the strategies adopted by executives to manage stress comparable?

Managers differ from leaders. To become a leader, a person need not be a manager. Leadership comprises of various dimensions. If the executives are assessed against the leadership traits, skills and styles identified by other researchers, how many will fall into a particular bracket? A pertinent question follows.

Q4. Can we compare the leadership qualities of officers in different organizations?

The role incumbents have to report to a boss. The reporting frequency and the number of bosses may differ from person to person. The leadership of the boss may or may not affect the subordinate’s job stress. Or in other words, the subordinate perceiving a situation as stressful or not is subjective. Here individual differences and personality characteristics of the subordinate come into play. Relating leadership and job stress, the next research question is arrived at.
Q5. Is there a cause-effect relation between leadership and job stress?

Continuous exposure to a particular behavior exhibited by the boss may become contagious and help to develop a tendency to emulate the constantly observed pattern. Here again, the subordinate officer, himself/herself being a leader, can have own style which is not a replica of the style of boss. This leads to the sixth research question.

Q6. Has the leadership style of subordinate officer any relation to the leadership style of boss?

1.2 Objectives of the study

Against the backdrop of the concepts of stress and leadership, the objectives of the study have been formulated.

1.21 General Objective

To study the causative factors of stress, strategies adopted to manage stress and leadership qualities of executives

1.22 Specific Objectives

(i) To portray the demographic profile of officers from various organizations
(ii) To identify the causative factors of stress
(iii) To measure the level of stress
(iv) To find out whether there is any correlation between hierarchical level and stress
(v) To analyse inter-organizational job stress
(vi) To find out the strategies used by executives to manage stress
(vii) To compare inter-organizational leadership styles
(viii) To study the effect of leadership style on job stress
(ix) To find out whether or not there is any relationship between the leadership qualities of boss and the leadership qualities of subordinates

1.3 Theoretical background

Stress management and leadership styles are parameters which are relevant to the productivity of a company and the resultant success of the company in the industry. Public Sector Undertakings are no exception to this. The executives in Public Sector Undertakings (PSUs), similar to their counterparts in the private sector have to achieve targets within time schedules. Annual performance appraisal is another yardstick employed to measure the potential and performance of executives. PSUs have a hierarchical organization, unlike the flatter organization in private sector companies. Executives who wish to climb up the career ladder and reach senior management cadre have to continuously prove themselves in terms of their technical/technological know-how, human and conceptual skills etc.

Generally speaking, in PSUs there are three management levels- junior level, middle level and top level. The officers at the junior level are in direct contact with the workers, operators at the shop floor or clerical staff depending on the functional requirements. The middle level officers are those with a number of responsibilities and linking or connecting activities. They direct the activities of the junior level officers. The middle
level managers have to report to top level managers on the official duties discharged by them. The top level managers are a small group of policy makers responsible for the overall strategic management of the organization. They may be the Head of Departments who do not have direct contact with the non-management staff.

Stress involves coping of mind to the circumstances. It is individual-specific. For one and the same situation, the level of stress experienced differs from person to person. Similarly, the extent to which one can manage stress also varies from person to person. For some people, stress acts like a catalyst. Such people thrive on stress. Basically a situation can be called stressful or not depending on the way you perceive it.

1.31 Organizational Stressors

Organizational stressors can be broadly classified under two categories- demands and inadequate resources. Demands can be further classified as task demands, physical demands, role demands and interpersonal demands. The various resources which come into play are men, money, materials, machines, time and power. As regards executives of an organization, the above mentioned resources can be reworded as subordinates (for men), budget (for money), literature, data (for materials), computer, equipment (for machines), deadlines, schedules (for time) and authority (for power). Some additional resources required for organizational effectiveness are potential, i.e., knowledge/skills and communication.
Resource inadequacy can cause stress. But even though resources are available, they have to be utilized in an optimum manner. Take for example time or money. Here we have used the terms deadline and budget in the place of time and money. If you wait to complete your target towards the deadline, it causes stress. So also is the case with budget. Inadvertent use of budget will result in lack of funds for contingencies. In order to prevent stress from resource inadequacy, we have to manage resources optimally.

Resources may not be available due to some external factors. For example, lack of role clarity, lack of proper communication down the line, lack of delegation for taking decisions etc. Added on to this may be time constraints. The net effect will cause stress for the role incumbent.

Stress has a major impact on effectiveness of leaders. There are factors intrinsic to the leadership role such as long working hours, travel, attending numerous meetings, work overload, pressure to keep up with new technology and so on. There are also factors intrinsic to the leader’s role. There can be conflicts and ambiguities associated with the role such as lack of role clarity and lack of communication from the higher level.

Workplace relationships can cause stress. A manager cannot function or carry out his responsibilities without interacting with the boss, peers and subordinates. Stress can develop from such relationships. Psychologically unhealthy relationships cause stress. The relationship between the leader and his boss can be such that, the leader seeks approval and does not get it or he does not get appreciation when he deserves it. The
boss’ style may be such that instead of praising in public and reprimanding in private, he may reprimand in public and praise in private. This type of behavior of the boss demoralizes the leader. He will be in a state of fear caused by stress while attending meetings, discussions etc. chaired by the boss. Another negative type of behavior of a boss is belittling or humiliating the person for actions which deserve a word of appreciation. Intentionally ignoring an individual’s presence in meetings chaired by the boss can lessen the self-confidence of the subordinate.

Considering the organization as a system having many sub-systems which are inter-connected, the leader forms a unit of a sub-sub-system of a sub-system. Successful performance of tasks of any sub-sub-system makes inputs from other subsystems indispensable. Hence the leader has to maintain good working relationship with his peers/subordinates. Hostile behavior can be a causative factor of stress. Stress among colleagues can also arise in mild form from competition for promotion or recognition. Leaders are also affected by systems in the environment, i.e, systems external to the organization such as government, clients, customers, vendors, contractors, suppliers, consultants, financial institutions etc.

Lack of career progression, failure on the management’s side to give opportunities to shoulder more responsibilities and not giving autonomy to participate in decisions become stressors by making the leaders feel unimportant. The organizational culture has a significant role to play in managerial satisfaction and health. To alleviate stress caused
by organizational culture, there should be trusting and open communication systems in the organization.

Apart from organizational stressors, other stressors are environmental, social, major life events, daily hassles, home-office interface etc. Environmental stressors may be due to the body’s (senses) difficulty in adapting to the environment. For e.g., noise, cold, heat, bright lights, low light, heights, confined spaces etc. Social stressors are created by interaction with people, i.e., relationship problems. Major life events – whether positive such as getting married, having a child, promotion etc. or negative such as death of a dear one, transfer etc. cause stress.

Stress can come from the interface between work and home. Home is the support system. When there is an increasing demand of commitment and time of the executives in the organization, the family life shows signs of distress. This type of stress is more in families where both husband and wife work. Indulging in extravagance, inadvertently exhausting available financial resources, financial mismanagement etc. can develop into stressors.

For the leader to sustain over the long term, he/she must learn to distinguish the role from the self. Leaders must not take personally what is not personal. Though it may look and sound like a personal attack, it is the issues that the leader represent triggers the conflict. The leader experiences stress when he wants to maintain his self-image. Self-management is a pre-requisite to managing others. For this, the leader should develop a
sense of emotional stability. The leader’s decisions could have ethical implications, i.e., involving moral values of human conduct and the rules and principles that ought to govern it.

This research tries to identify the causative factors of stress experienced by executives in PSUs. Another important area on which this research is focused is to identify the leadership qualities exhibited by the executives at various hierarchical levels. Since stress warrants for a strategy to cope with stress so that the performance of the officer is not adversely affected, an interest is generated into exploring the strategies adopted by executives to manage stress by classifying the strategies under broad concepts. The study also tries to explore the relationship among leadership styles, job stress and also the influence of leadership style of boss (officer) on leadership style of subordinate (officer).

### 1.4 Propositions and Hypotheses

It could be seen that there are five associated propositions with respect to the objectives. The hypotheses relevant to each proposition are stated under the respective proposition. These hypotheses have been formulated based on the grouping of stress variables and leadership dimensions. The grouping of stress variables and leadership dimensions is elaborated in Chapter 3: Research Methodology under tables 3.8 and 3.10 respectively.

Proposition 1: There is significant difference in job stress

Hypothesis 1: There is significant difference in stress-personality

Hypothesis 2: There is significant difference in stress-role
Hypothesis 3: There is significant difference in stress-boss

Hypothesis 4: There is significant difference in stress-organization

Hypothesis 5: There is significant difference in stress-competency

Hypothesis 6: There is significant difference in stress-peer

Hypothesis 7: There is significant difference in stress-subordinate

Hypothesis 8: There is significant difference in stress-time management

Proposition 2: Job stress is related to hierarchical level

Hypothesis 9: There is significant correlation between hierarchical level and job stress

Proposition 3: There is significant difference in the leadership qualities of self and boss

Hypothesis 10: There is significant difference in the leadership traits of self and boss

Hypothesis 11: There is significant difference in the leadership skills of self and boss

Hypothesis 12: There is significant difference in the leadership style of self and boss

Proposition 4: There is significant difference in the leadership qualities at junior, middle and top levels of management

Hypothesis 13: There is significant difference in traits-self at junior, middle and top levels of management
Hypothesis 14: There is significant difference in traits-boss at junior, middle and top levels of management

Hypothesis 15: There is significant difference in skills-self at junior, middle and top levels of management

Hypothesis 16: There is significant difference in skills-boss at junior, middle and top levels of management

Hypothesis 17: There is significant difference in style-self at junior, middle and top levels of management

Hypothesis 18: There is significant difference in style-boss at junior, middle and top levels of management

Proposition 5: Leadership style of boss has significant influence on job stress of subordinates

Hypothesis 19: Leadership style of boss has negative influence on stress-personality

Hypothesis 20: Leadership style of boss has negative influence on stress-role

Hypothesis 21: Leadership style of boss has negative influence on stress-boss

Hypothesis 22: Leadership style of boss has negative influence on stress-competency

Hypothesis 23: Leadership style of boss has negative influence on stress-organization
1.5 Contributions of the study

This study focusing on five Public Sector Undertakings will help to throw light upon the causative factors of stress in the selected Public Sector Undertakings. The realizations of the stressors, which will affect health of officers if ignored for long period, will set the thinking process on how to manage stress. The individual can definitely change his/her attitude and make himself/herself acclimatize to the work environment rather than wishing for the systems, policies, rules, procedures and practices undergoing change to suit his/her requirements. Another contribution of this research to the officer community in the Public Sector is discovering one’s potential, if not already done, especially the leadership qualities. Leaders influence the followers, as they unconsciously try to emulate the good qualities of their leader and thus the end-result is creation of more leaders. An outcome of this study is development of a conceptual model of Job Stress- Stress Management- Leadership Style. The study is an attempt to make a positive difference in the corporate sector.

1.6 Operational definitions

The following terms that appear in the document have the meaning given alongside. This is given for clarity of the usage of these terms.

Accountability: Obligation to account for, and report upon the discharge of responsibility and/or use of authority (IGNOU, 1997c).
Authority: Powers and rights entrusted to enable performance of task assigned (IGNOU, 1997c).

Boss: An individual that is usually the immediate supervisor of some number of employees and has certain capacities and responsibilities to make decisions. The term itself is not a formal title and is sometimes used to refer to any higher level employee in a company, including a supervisor, manager, director or the CEO (businessdictionary.com). In the present study, the term refers to the person/persons superior to the role incumbent to whom he/she has to formally report about his/her official activities.

Change agent: Members of an organization whose role involves strategies and procedures for inducing change in the organization (IGNOU, 1997l).

Competence: Cluster of related abilities, commitments, knowledge and skills that enable a person to act effectively in a job or situation (businessdictionary.com).

Conflict: The extent to which people oppose and block each other (IGNOU, 1997i).

Consideration: The extent to which stimulation and help is received by an individual from others (IGNOU, 1997i).

Control: The degree to which a check is kept on the behavior of an individual (IGNOU, 1997i).

Coordination: Linking or relating various parts and activities of an organization to one another (IGNOU, 1997c).
Corporate: Pertaining to corporations. Corporations are the most common form of business organization, and one which is chartered by a state and given many legal rights as an entity separate from its owners. This form of business is characterized by the limited liability of its owners, the issuance of shares of easily transferable stock, and existence as a going concern. The process of becoming a corporation, called incorporation, gives the company separate legal standing from its owners and protects those owners from being personally liable in the event that the company is sued (a condition known as limited liability). Incorporation also provides companies with a more flexible way to manage their ownership structure. In addition, there are different tax implications for corporations, although these can be both advantageous and disadvantageous. In these respects, corporations differ from sole proprietorships and limited partnership (business dictionary.com).

Delegation: The sharing or handing over of authority and responsibility to a subordinate (IGNOU, 1997a).

Environment: The business environment of a firm comprising economic, social, political, cultural, legal and geographic factors which critically affect the working of organization (IGNOU, 1997a).

Executive: Person or group appointed and given the responsibility to manage the affairs of an organization and the authority to make decisions within specified boundaries (businessdictionary.com). Here, the term executive refers to the officers in the organizations in this study.
Job Stress: The term job stress used in this study covers stress related factors such as personality, role, boss, organization, competency, peers, subordinate and time management.

Feedback: An informational input in a system transmitting messages of system operation to indicate whether the system is operating as planned (IGNOU, 1997b).

Group cohesiveness: The extent to which group members are motivated to remain within the group and in consequence to behave in similar ways (IGNOU, 1997g).

Hierarchy: Pyramid-like ranking of ideas, individuals, items etc. where every level (except the top and bottom ones) has one higher and one lower neighbour. Higher level means greater authority, importance and influence (business dictionary.com).

Individual Autonomy: The extent of freedom from accountability to others (IGNOU, 1997i).

Innovation: It may be defined as a new idea or practice or approach that helps the system or the individual to deal effectively with a problem or change.

Job: The various tasks expected of an employee in the context of social and physical environment in which he carries them out (IGNOU, 1997f).

Leadership Qualities: Leadership qualities comprise of traits, skills and style.

Leadership Skills: It can be defined as the application of personal characteristics associated with leadership success depending on the requirements of a problem or situation or context.
Leadership Style: The way in which the leader influences followers (IGNOU, 1997a).

Leadership Traits: Personal characteristics associated with leadership success.

Line Functions: Those functions in an organization which are perceived to be directly contributing to the organization’s objectives (IGNOU, 1997a).

Motivate: To ensure that people carry out effectively and willingly the tasks assigned to them by providing them with reasons for behaving in certain ways (IGNOU, 1997e).

Needs: The positive driving forces which impel a person towards certain objectives or conditions (IGNOU, 1997e).

Objectives: Expected results (IGNOU, 1997m).

Opportunity: A value which provides enough scope to people to develop their capacities (IGNOU, 1997j).

Organization: An organization is a system consisting of four interacting subsystems: structure, technology, people and task.

Organization Chart: The depiction of specific positions in an organization, their states within the organization and the reporting relationship between a subordinate and his/her superior (IGNOU, 1997a).

Organizational Culture: A relatively uniform perception about a number of features of an organization which allows distinction of one organization from others (IGNOU, 1997j).

Peer: Person occupying a position/grade similar to the role incumbent’s position, in the same department or another department.
Performance Appraisal: A systematic assessment of an individual performance in order to assess the changing needs, potential for promotion or salary review (IGNOU, 1997n).

Personality: It is the sum total of the nature, looks, characteristics and behavior of a person.

Power: Ability to exercise influence or control over others (IGNOU, 1997g).

Pro-action: An orientation to take initiative and to do things without being told to do so (IGNOU, 1997j).

Public Enterprise: An institution operating a service of an economic or social character on behalf of the government but as an independent legal entity, largely autonomous in its management, though responsible to the public through government and Parliament and subject to some direction by the government, equipped on the other hand with independent and separate fund of its own and the legal and commercial attributes of a commercial enterprise (Friedmann, 1954).

Responsibility: Activities which must be performed to carry out the task assigned (IGNOU, 1997d).

Risk-taking: The extent of freedom given in an organization to experiment with new ideas (IGNOU, 1997j).

Role: Role is the position a person occupies as defined by expectations of different significant persons (who have face-to-face relationship with the role occupant) from him/her.
Staff Functions: Functions which are advisory or auxiliary in nature but do not directly contribute towards the organization’s objectives (IGNOU, 1997a).

Strategy: Plan to achieve a certain task.

Stress management: Coping with stress so that negative outcomes do not ensue.

Stress management strategy: Refers to the methods/routine patterns adopted when encountered with a stressful situation.


Subordinate: Person occupying a position/grade lower in hierarchy with respect to the role incumbent’s position.

SWOT analysis of self: This term is relative in the context of handling a stressful situation. SWOT is the abbreviation used for self-appraisal of the Strengths, Weaknesses, Opportunities and Threats of the individual.

Targets: Measurable results pre-set that are to be achieved by the subordinate within a fixed time frame.

Task: Task refers to the set of activities to be performed.

Task interdependence: The mutual inter-connectedness of responsibilities of various parts of an organization even in a conflict situation (IGNOU, 1997k).
Time management: Execution of activities effectively within the available time without wasting time on trivial matters that may result in running out of time/non-accomplishment of tasks.

Value: An enduring belief that a specific mode of conduct is personally and socially preferable to other alternative modes of conduct (IGNOU, 1997).

1.7 Organization of the thesis

The thesis is written under six chapters: Chapter 1 Introduction poses the research questions, states the objectives of the study, sets the theoretical framework, puts forward propositions for the areas to be focused in the research and states hypothesis under the proposed areas of research. The introductory chapter also mentions the contributions that are expected on completion of this research. The operational definitions are also given in Chapter 1. Finally the organization of the thesis, i.e., sequence in which chapters are arranged is explained. Chapter 2 Review of literature captures the earlier research works done on topics such as organizational stress, leadership and also the interdisciplinary research on stress and leadership. The literature survey covers a span of over fifty years, starting from 1951 to 2005. For better explanation of concepts, side headings are given wherever necessary. The earlier research works which bear relation to the present research, is written under the heading ‘linkage to the present research problem’. Chapter 3 Research Methodology explains the population, sampling frame, sample, sampling method adopted, tools used for data collection and statistical techniques used for analyzing the data. Chapter 4 Public Sector Enterprises & Company Profile deals with the setting up of Public Sector Enterprises in general and profile of the five organizations i.e.,

Chapter 5 is on Analysis and Results. Chapter 6 deals with Discussion of Findings and Conclusions. The list of references is given under Bibliography.