6.1 SUMMARY OF THE STUDY

The whole study is presented in six chapters. Individual chapter deals with an area of investigation and in depth study.

Chapter one states the objectives of the study on the basis of which the whole research is carried out and aimed at. It is followed by the hypotheses and methodology adopted in collection and recording of data. The universe of the study, determined sample size, research design and sampling technique adopted, research instruments used have been elaborated in detail. Social relevance of the topic of research has been presented and discussed. Occupational stress is a much demanded and sought after area of research. The implications of the study can be applied by various professionals to combat stress. Every researcher or investigator encounters some problems while undertaking a study and hence the present research work is also accompanied by some limitations. The constraints of the study and the various problems faced by the researcher in the pursuit of conduct of the research work have been covered in this chapter.

Chapter two presents the review of literature. Various stress related studies have been made. Correlation of stress with various personality types and roles; locus of control; organizational structure, climate and change; interpersonal relationship with colleagues and the like have been studied and presented in the review of literature. Publications in national and international journals on issues of stress experienced by employees of different organizations like banks, insurance companies, university and college teachers, police personnel, medical personnel, aviation personnel etc. are discussed and their observations have been presented.

Chapter three encompasses various aspects of stress. Key terms of research like stress, occupational stress, managers, public sector and private sector have been
defined. Literature review on stress related studies focusing on types, symptoms, causes and consequences have been mentioned whenever and wherever required. Various types of stress i.e., both negative and positive facet of stress, symptoms of stress, factors contributing to stress or stressors along with their consequences are discussed in detail. This chapter exclusively deals with occupational stress and the various environmental, organizational, group and individual stressors. Consequences of stress and its effective management are also discussed at length. Moreover, stress being the subjective issue is handled differently by different individuals. Some seek social support systems and tend to socialize, some change jobs, some adopt meditation and yoga programmes while few adopt negative coping strategies like caffeinism, alcoholism, smoking, drug addiction and the like. In addition to the above, distress related disorders are discussed. Positive results of stress are also discussed. It is pertinent to know the ill consequences of stress along with various stressors. Awareness of negative effects of stress will instill a fear among common people and all will take this issue seriously which is otherwise frequently ignored by all and taken as inevitable truth of lives.

Chapter four covers the organizational profile of public and private sectors where questionnaires were distributed to gather primary data. The research was carried out to study the existence and extent of occupational stress among employees. Further, a comparison is drawn between degree of stress between male and female employees, public and private sector employees and employees of two different income groups. To facilitate comparison, a sample of 320 respondents was selected from public and private sector organizations. Four organizations were selected in public sector and five organizations in private sector. Public sector organizations comprises of Nagaon Paper Mill (NPM), India Post, Bharat Sanchar Nigam Limited (BSNL) and Union Bank of India. Private sector encompasses ICICI Prudential, Industrial Credit and Investment Corporation of India (ICICI) Bank, Crompton Greaves, Crystal Brook and Bharti Axa life insurance. A brief
profile of the organizations stating their nature of work, quantum of stress and organization structure has been presented to provide a glimpse of the organizations.

Chapter five covers the statistical analysis and interpretations drawn from the study. After collection and recording of data, it becomes necessary on the part of the researcher to apply proper and adequate statistical tools for analyzing the responses and stating interpretations. Collection of primary data is useless if the results are not shown statistically. Mean, standard deviation and t-test have been used to measure the existence and extent of occupational stress of employees. As t-test is a parametric test hence firstly, kolmogorov-smirnov normality test has been performed to check whether the distribution is normal and donot contain any extreme scores. It is followed by tables representing the degree of stress and its comparison between genders, organizational sectors and two different groups of income. Impact of other variables like age, marital status and spouse relation in development of stress among employees have been discussed. Conclusions are drawn on the basis of statistical analysis and the stated hypotheses are accepted and rejected on the basis of tests.

Chapter six is the follow up chapter of the research. It covers the summary of the study. Brief descriptions of respective chapters are presented and the opinions and views of the researcher were expressed. This chapter also covers the major findings of the study. In the end note the researcher has offered few suggestions and recommendations
6.2 FINDINGS OF THE STUDY

The major findings of the study are enumerated below-

- It has been found that significant difference lies between stress level of employees in public sector and private sector organizations. Public sector employees have expressed and experiencing higher levels of stress in comparison to private sector employees. Hence, H1 is rejected. (H1: There is no difference in the stress level of employees in public and private sector organizations. The present study supports the observation made by (Mohan and Chauhan 1999)\(^1\). This view was supported by (Khurshid et al. 2011)\(^2\) who carried out a study between public and private sector university teachers and concluded that public sector university teachers experience much higher degree of stress than private sector university teachers. However, opposite trend was reported by (Mishra, Bharadwaj and Mishra 1999)\(^3\). On the same note, (Sankpal et al. 2010)\(^4\) found that private sector bank employees experienced higher organizational role stress than their public bank counterparts. However, no stress differences in organizational sectors have been noted by (Macklin, Smith & Dollard 2006)\(^5\).

- Next finding is that there is no significant difference between stress level of male and female employees. Male and female employees are more or less equally stressed out and there is no statistical difference registered. Hence H2 is accepted. (H2: No difference exists in the stress level of male and female employees in public and private sector organizations. This observation is contrary to the view established by (Tyagi and Sen 2000)\(^6\).
- Next observation in the queue is that the female employees in public sector organizations experience higher levels of stress as compared to male employees of public sector. Hence, H3 is rejected. (H3: No difference exists in the stress level of male and female employees in public sector organizations.

- Further, a comparison is drawn between stress level of male and female employees of private sector. It has been observed that there is no significant statistical difference between male and female employees in private sector. Therefore H4 is accepted. (H4: There is no difference between stress level of male and female employees in private sector organizations.)

- Stress level of employees of two different income groups have been studied and observed that there is no significant difference between the two. Low income group suggest income upto 50,000 and high income group suggest 50,000 and above. Hence H5 is accepted. (H5: Discrepancies donot exist in the stress level of employees in public and private sector organizations among low and high income groups.)

- Stress level of private sector employees under two income groups have been studied and observed that employees drawing high income experience more stress than employees drawing low income.

- It is observed that there is no discrepancy in stress level of employees drawing high and low income in public sector organizations.

- Consequences of occupational stress among the employees may be identified and studied through physiological, psychological and behavioural effects.
Female employees experience more stress than the male employees because they simultaneously manage household anxieties and workplace pressure. However, coping strategies adopted by female employees are more effective as a result of which significant difference between genders as regard to stress has not been registered. This observation has been made by collection of data from personal interaction and interviews.

It has been found that age has a significant bearing on development of stress among employees. Age is positively correlated with stress. Stress is lowest among very young employees i.e., up to the age of twenty five and highest among employees of age group 36-45. Stress is reported to increase with increase in age. However, in later professional life stress is reported to be decreasing substantially. The present study supports the observation made by (Beena and Poduval 1991)\(^7\) that employees at young age are less stressed and their stress increases with increase in age. In another study it was observed by (Ushashree and Jamuna 1990)\(^8\) that stress levels were higher in case of younger female school teachers.

Correlation between marital status of employees and stress has been studied. It has been found that stress is highest among married employees. Unmarried employees experience comparatively low stress. Employees living separate from their spouses and family have also complained of moderate to high degree of stress. The present study confirms the observation made by (Tharakan, 1992)\(^9\) who found that professional working women experienced greater work related stress than non-professional working women.
Further, it has been observed that stress has significant correlation with nature of spouse relation among male and female employees in organizations. Employees nurturing good relation with their spouses have reported low to moderate stress. However, employees developing tense marital relationship with spouses display moderate to high degree of stress.

Although occupational stress is unavoidable due to job demands and continuous competition in the corporate world, effective management of the same is very important. Proper coping strategies must be adopted at individual and organizational level to mitigate the negative impacts of stress on employees.
6.3 SUGGESTIONS AND RECOMMENDATIONS

- Stressors can be of various types. Although individual stressors are difficult to control due to vested uncertainty of events and changing personalities, organizational stressors should be identified and worked upon to decrease its worse effects. Among various organizational stressors, inadequacies of job role are a major source of occupational stress (Ivancevich and Matteson 1980); (Kahn and others 1964); (Pareek 1981). Role ambiguity may be reduced by clearly defining job and role demands; unity of command principle may be religiously followed to reduce role conflict and good interpersonal relationships can be established and encouraged among peers to decrease role isolation. Moreover, inadequate or hazardous physical conditions at work such as insufficient or excessive lighting, continued loud noise, extreme cold or heat, fluctuation in temperature, crowded workplace etc are environmental stressors which can be minimized to a great extent in organizations by careful and systematic planning.

- Performance Feedback is another important factor which enhances employees’ motivation and performance, but causes dissatisfaction and stress if it is inadequate or absent. Feedbacks should be given with an unbiased attitude and at time to boost the morale of the employees. Proper financial and non-financial incentives must be provided to enhance motivation, repetitive work should be minimized by job rotation to reduce boredom and stress, interpersonal relations at work should be encouraged (Payne 1980), organizations should be decentralized (Ivancevich and Donnelly 1975) and power games and political alliances are to be avoided to decrease stress among employees (Matteson and Ivancevich 1987).
There should be scope and provision for relaxation sessions like meditation, yoga that can be provided to employees for few hours after job. Different kinds of yoga like hatha yoga, gyan yoga, bhakti yoga can be provided to needy employees who will be able to find peace and relief from workload and stress.

It has been observed in the present study that public sector employees are more stressed out than the private sector employees. Difference in stress level may be attributed to various causes or reasons. It is pertinent on the part of the organizational heads of the public sector to identify the major organizational stressors and find ways to mitigate its harmful effects to the extent possible.
6.4 SCOPE FOR FURTHER RESEARCH

The present study has been conducted with three independent variables; organizational sector, gender and income of employees. Impact of demographic variables like age, marital status and spouse relation among employees on stress building has been investigated. Occupational stress is an interesting and challenging area of study which can further be explored and in-depth research may be carried out. The Occupational Stress Index developed by Srivastava and Singh 1981 consist of twelve sub scales such as role overload, role ambiguity, role conflict, unreasonable group and political pressure, responsibility for persons, underparticipation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions and unprofitability. Each sub scale can be an extensive area of study and further research may be conducted to study the impact of the above mentioned factors on occupational stress among employees in organizations. Various sub scales of Occupational Stress Index (OSI) scale associated with the relevant questions in the OSI are placed in annexure IV for reference. The reliability and validity of OSI has been placed in annexure V.
REFERENCES


[184]


