CHAPTER – VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSIONS

6.1 MODEL OF STRESS MANAGEMENT OF WOMEN EMPLOYEES

Questionnaire distributed to the respondents consisted of 5 parts, namely, demographic features, causes of stress, outcome of stress, stress management technique and impact of stress management technique on individual and at the organizational level. Demographic features include age, marital status, family status, job position, educational qualification, hours of work, shift system, level of management, nature of employment, salary, sufficient rest period, span of control.

Causes of stress consist of variables like management policies, performance evaluation, goal achieving, role of women, benefits from the organization, intellectual / mental demands and environmental conditions.

Factor Analysis is the Principal Component Method applied to reduce the variables into predominant factors. In the present research, the researcher downsizes the variables of management policies, performance evaluation, goal achieving, role of women and stress management technique impact at the organizational level. Management Policies variables are reduced into four factors namely Supportive Policies, Recognizing Potential, Women Empowerment and Strengthening Women. Performance evaluation variables are reduced into three factors namely Performance Evaluation, Motivational Factors and Competitive factors. Role of women variables are reduced into four factors namely Development Climate, Progression Factor, Role Determination and Attitudinal Factors. Employee Concurrence, Employee Contentment, Employee Efficiency, Employee Comrade and Employment Commitment are the factors of stress management technique at the organizational level.

K-Means Cluster Analysis was applied on factors of management policies, performance evaluation, goal achieving, role of women and stress management technique impact at the organizational level. Management policies clusters are
named as Supportive Cluster, Authoritative cluster and Encouragement cluster. Performance evaluation cluster are called as Accomplishment Appraisal cluster, Stimulation cluster and Aggressive cluster. Moderate Achievers, Learners and Perfect Employee are the clusters of goal achieving. Role of women clusters are named as Betterment, Situation Appreciation and Optimistic cluster. Harmonious, Dedication and Situational efficiency are the clusters of stress management technique impact at the organizational level.

The influence of demographic variables on causes of stress and stress management are measured through analysis of variance. It is found that age of women determines the level of stress in the organization and as a result they face various outcomes. Marital status of the women influence the intellectual and mental demands required in the job. Stress of the women increases due to nuclear family system. It is found that the stress management technique impact at the organizational level is more on permanent women employees than on temporary employees. Women employees who do not work on shift system strongly agree that it creates job stress in their respective organization. Women employees in the middle management enjoy more benefits and have a high level of satisfaction. Span of control influences the performance evaluation of women employees. Performance evaluation becomes difficult when persons to be controlled are more. Stress is created when women do not head the department due to the goal setting procedure.

It can be concluded that women employees are stressed due to various factors like management policies, performance evaluation, goal achieving, role of women, benefits, physical environment. As a result they face various outcomes like headache, tiredness, increase in heart beat rate, loss of appetite, shivering of body, giddiness, rapid breathing, indigestion, excessive sweating, depression and confusion. Women employees must adopt the various stress management technique to overcome stress. Reading news paper, listening to music, week end programmes, yoga, meditation, time management, exercises, change of environments, training and work simplification helps in stress reduction.

The above stated details have been depicted in the model.
Figure 6.1

Model of Stress Management of Women Employee
6.2 SUMMARY OF FINDINGS

Chennai is selected for conducting the survey. To obtain variety of opinions of women employees of Private sector, Public sector and Multinational Companies totally 650 well framed questionnaires were distributed on random basis and it is found that 600 are suitable for primary data analysis.

The study attempts to know the factors affecting stress, outcomes of stress, stress management technique etc among women employees. Convenient sampling method is adopted to acquire better statistical results to mirror the unique features of the population. The results are as follows:

A. Demographic Characteristics of the Sample

Demographic characteristics of the sample revealed the following results:

Personal Factors

- Percentage analysis revealed that sample unit comprises more number of women employees in the age group above 45 years.
- Percentage analysis showed that sample unit comprises of a maximum of 73% who are married women employees.
- Majority of women employees live in joint family system ie 72% of the sample.
- Percentage analysis reveals that 418(69.7%) of women employees have permanent job.
- Graduate women employees occupy the highest percentage i.e 69.7% of the sample.
Organizational Factors

- Majority of women employees (74%) work more than eight hours a day.
- Percentage analysis revealed that majority of women employees (52.8%) work under shift system.
- Majority of women employees (74.2%) belong to middle level management.
- Public sector women employees are more compared to Private and Multi National Companies.
- Majority of the sample (43.3%) are drawing monthly income of above Rs.30,000.

Stress Factors

- Percentage analysis showed that majority of women employees do not get sufficient rest period.
- Majority of women employees are in charge of a particular department.
- Percentage analysis reveals that majority of women employees in this sample have 6-10 people under their control.

B. Influence of Demographic Variables on Stress Related Factors

Objective: The study the influence of demographic variables on stress related factors.

Hypothesis: There is no influence of demographic details of women employees on cause and effects of stress.

Analysis of Variance (ANOVA) is applied to find the influence of demographic variables on stress related factors. The results are as follows:
- Women employees in the age group of above 45 years strongly agree that stress is due to goal setting procedure of their respective organization.

- Role of women in the organization increases when she crosses above 45 years of age which creates stress.

- Unmarried women employees strongly agree that the process of achieving targeted goals in the organization and the intellectual mental demands required in their job creates stress.

- Women employees who live in joint family enjoy more benefits compared to women living in nuclear family.

- Stress of women employees increase when they are living in nuclear family.

- Permanent women employees adopt various stress management technique and the stress management technique impact at the organizational level is more on them.

- The professionally qualified women employees strongly agree that goal setting procedure causes more stress and enjoy more benefits bestowed by the organization. Stress management techniques are generally adopted by the post graduate women employees.

- Women employees who work for more than 8 hours in their organization are enjoying more.

- Women employees who draw salary of more than Rs.30,000 strongly agree that stress is created due to the goal setting procedure and who draw salary less than Rs.10,000 also feel stressed and their stress outcome is more.

- Physical stress is created due to insufficient rest period and when there is insufficient rest period, the women employees will not be able to adopt the various stress management techniques.
Most of the women employees who do not head the department, state that stress is created due to goal setting procedure.

Stress is created when number of persons under control is more than 10 due to difficulty in performance evaluation. If less than 5 persons are to be controlled then the stress management technique impact on individual becomes effective.

Women employees who work more than 8 hours are benefited. Stress management technique is adopted by women employees who work 8 hours a day.

Women employees who do not work on shift system agree that they experience job stress in their respective organization. Women employees who work in shift system strongly agree that stress is created only due to goal setting procedure.

Women employees working in the middle level management strongly agree that their role in the organization creates stress and they enjoy benefits at a highly satisfactory level.

Women employees in the Private sector feel performance evaluation creates stress and employees of MNC companies strongly agree that their role in the organization if not clearly defined creates stress. No opinion was expressed by women employees of public sector.

C. Elements of Factors affecting Stress among Women Employees - Factor Analysis

Objective: To study factors causing stress among women employees.

Hypothesis: The factors causing stress do not differ significantly among working women.
The factors affecting stress among women employees have been factorized based on the opinion of the customers on Likert’s five point scale. The following are the results:

- Factors of management policies have been grouped into Supportive Policies, Recognizing Potential, Women Empowerment and Strengthening Women.
- Factors of performance evaluation have been grouped into Performance Appraisal factor, Motivational factor and Competitive factor.
- Factors of role of women have been grouped into Development Climate, Progression Factor, Role Determination and Attitudinal factor.
- Factors of stress management technique impact at the organizational level have been grouped into Employee Concurrence, Employee Contentment, Employee Efficiency, Employee camaraderie and Employee Commitment.

D. Cluster Analysis

Objective: To classify the working women based on their perception on stress.

Hypothesis: Women employees do not differ in perception towards causes of stress.

Heterogeneous group in the sample unit are identified statistically through their strong and weak perceptions.

- On Cluster Analysis of factors of Management Policies, three clusters have been identified as follows:

  Supportive Cluster – 31.63% of the sample has strong perception for recognizing potential and weak perception for women empowerment and strengthening women.
Authoritative Cluster – 16.83% of the sample has strong perception for women empowerment and weak perception for supportive policies and strengthening women.

Encouragement Cluster – 50% of the sample has strong perception for supportive policies.

- On Cluster Analysis of factors of performance evaluation, three clusters have been identified as follows:

  Accomplishment Appraisal Cluster – 56.83% of women employees have strong perception for performance appraisal and competitive factor.

  Stimulation Cluster – 11.67% of the sample has weak perception for motivation factor.

  Aggressive Cluster – 31.5% of the sample has weak perception for competitive factor.

On cluster analysis of factors of goal achieving three clusters have been identified as follows:

Moderate Achievers – 72.33% of women employees with moderate opinion on organizational objectives.

Learners Clusters – 5.33% of the sample unit has weak perception for organizational objectives.

Perfect Employee – 22.33% of the sample unit has strong perceptions on organizational objectives’.

- On cluster analysis of role of women three clusters have been identified as follows:

  Betterment Cluster – 47.83% of women employees with strong perception for development climate and weak perception for attitudinal factor.
Situation Appreciation Cluster – 25.5% of women employees with weak perception for role determination and development climate.

Optimistic Cluster – 26.6% of women employees with strong perception for attitudinal and weak perception for progression.

➢ On cluster analysis of factors of stress management technique impact at the organizational level three clusters have been identified as follows:

Harmonious Cluster – 30.33% of women employees with strong perception for employee concurrence and weak perception for employee commitment.

Dedication Cluster – 11.83% of women employees with weak perception for employee commitment and concurrence and strong perception for employee efficiency.

Situational Efficiency Cluster – 57.83% of women employees with strong perception for employee efficiency and employee commitment.

E. Association among various Clusters of Stress Dynamics

Objectives: To establish the association between the various clusters of stress.

Hypothesis: There is no association among the clusters of stress.

The non-parametric chi-square analysis of association is performed and the following results have been obtained:

Association between Clusters of Management Policies and Performance Evaluation, Goal Achieving, Role of Women and Stress Management Technique Impact at the Organizational Level

➢ There is deep association between management policies and performance evaluation in causing stress among women employees.

➢ There is an intense association between management policies and goal achieving evaluation in causing stress among women employees.
There is a strong association between management policies and role of women evaluation in causing stress among women employees.

Management policies are not well associated with stress management techniques impact at the organizational level.

**Association between Clusters of Performance Evaluation and Goal Achieving, Role of Women and Stress Management Technique Impact at the Organizational Level**

- There is a deep association between performance evaluation and goal achieving in causing stress among women employees.
- Employee performance evaluation is well associated with that of role of women in causing stress among women employees.
- There is a strong association between performance evaluation and stress management technique impact at the organizational level in causing stress among women employees.

**Association between Clusters of Goal Achieving and Role of Women and Stress Management Technique Impact at the Organizational Level**

- There is a deep association between goal achieving and role of women in causing stress among women employees.
- There is a close association between goal achieving and stress management technique impact at the organizational level in causing stress among women employees.

**Association between Clusters of Role of Women and Stress Management Technique Impact at the Organizational Level**

- There is sound association between role of women and stress management techniques impact at the organizational level in causing stress among women employees.
F. Cluster Justification and Discriminant Analysis

The application of K means cluster analysis classified the respondents into heterogenous groups. In this context the discriminant analysis is applied on cluster and the independent variables. The results found are given below:

- The discriminant score of individual women employees fall between (4.323<Z<6.85) which means women employees are stressed due to management policies.

- The discriminant score of individual women employees fall between (-1.01<Z<5.241) which indicates that performance evaluation of the organization creates stress in women employees.

- The discriminant score of individual women employees fall between (1.4870<Z<5.0670) which means stress is created when women employees are not able to achieve organizational goal.

- The discriminant score of individual women employees fall between (-0.949<Z<7.291) which indicates that stress is created when women employees are not clear about their role in the organization.

- The discriminant score of individual women employees fall between (4.4470<Z<10.096) which indicates that various stress management techniques adopted in organization helps women employees to relax and thereby stress is reduced.

G. Parametric Relation among Factors Influencing causes of Stress among Women Employees

Karl Pearson’s coefficient of correlation is applied to establish the parametric relationship. The results are as follows:

- There is a significant positive relationship between management policies and performance evaluation, goal achieving, role of women and stress
management techniques impact at the organizational level. It is also found out that significant negative relationship exits between management policies and stress management technique impact on individual.

- Performance evaluation is positively correlated with goal achieving and role of women. This relationship indicates performance evaluation is significant in measuring goal achieving and role of women which are the factors that causes stress among women employees.

- Positive relationship exists between goal achieving and role of women, stress management technique impact on individual and stress management technique impact at the organizational level.

- Role of women has a positive relationship with stress management technique impact on individual and negative relationship on stress management technique impact at the organizational level.

H. Opinion of Respondents Pertaining to various aspects of Stress Management

Para motive ‘T’ test is applied with test values and mean values of each variable are computed to exactly ascertain the overall opinion of the respondents. The results are as follows:

- Working women in Chennai agree that their management suitably introduces new policies for improvement of working women. They want to extract best of ability and implement National policies of reservation for women. Working women are not sure if the management are aware of the role of women in the organization and also they feel that the management does not show trust and openness towards them.

- Women in Chennai agree that their talents are evaluated through innovative methods that creates competitive work force which in turn encourages working women to achieve more. When the organization fails to evaluate
women employees performance properly they are disappointed and lose motivation. This ultimately cause stress among women employee’s.

- Working women in Chennai agree that women participate and discuss frequently to fix goals and their superiors teach them departmental objectives. Stress is created when employees are not allowed to discuss and participate in fixing the organizational goals.

- Working women in Chennai agree that women’s potentials are properly channelized and women feel that their teams are encouraged which makes them feel positive and optimistic. It further found that working women are not able to decide anything about their place in the organization and whether systematic application of mind is taught to women employees. This causes stress among them.

- Working women in Chennai are satisfied with various benefits given to them except housing facilities, education for children and retirement benefits. When these benefits are denied it may cause stress among women employees.

- Working women in Chennai agree that their jobs generate intellectual and mental demands like memory power, accuracy, concentration, alteration, attention and tactfulness which in turn is a source of stress. They are not able to decide whether promptness and speed are required for their job.

- Working women in Chennai agree that physical stress is caused due to various aspects of their environment and job conditions in the organization. They further disagree that designed furniture is being a source of physical stress.

- Working women in Chennai feel stress and as a result they have outcomes like headache, tiredness, increase in heart beat rate, depression, irritability but they disagree about losing appetite, shivering of body and giddiness as outcomes of stress.
I. **Stress Level**

- Stress level of women employees increases or decreases due to several variables. The present study tries to tell the impact of these variables on women employees and the percentage of women employees who are affected by these variables. The percentage analysis revealed the following:

- Majority of women employees (71.8%) consume a balanced meal every day.

- Majority of women employees (51.3%) do not have adequate sleep in a day which results in tiredness which is the outcome of stress.

- 59.8% women employees have sound sleep for five days in a week. When women employees do not have sound sleep physical stress is created.

- Majority of women employees (52.7%) do not have any relative staying near their residence. Nearness of residence of relatives has an impact in reducing the stress level of employees.

- 60% of women employees said that their body weight match their height.

- Majority of women employees (59.3%) feel they are not able to control their emotions. Failure to control negative emotions lead to building up of stress among women employees.

- 36.2% of women employees are not attending social functions regularly. When women employees do not indulge in socializing stress is created.

- Most of the women employees (88%) are able to take care of their problems or pains in their life. When they are not able to control their problems or pains stress is created.

- 87.7% of women employees have a close friends to share their problems and 83.3% of them speak openly when they are angry or worried.
- 81.3% of women employees discuss about their personal problems and social issues to other persons and 79.5% of them keep aside at least two days in a week for fun or game.

- 79% of women employees adopt time awareness.

6.3 SUGGESTIONS

- Goal setting procedure in the organization must be clearly defined and simple.

- Women employees must get sufficient rest period.

- Working women must be made aware of their role in the organization.

- Evaluation of women employees must be proper.

- Women employees must be allowed to discuss and participate in fixing the organizational goals.

- Education for children and retirement benefits must be given to the women employees.

- Environmental and job conditions in the organization should be conducive for women employees.

- Various stress management techniques like yoga, meditation, exercises etc. must be adopted by the organization. Time management should be adopted by the women employees to manage their negative emotions and to take care of their problems and pains in their lives.

- Women employees must identify the sources of stress and work towards managing or mitigating them.

- Develop personal resilience by changing one’s perception
Flexible work schedules, telecommuting and company assistance with childcare and elder care can help women employees to deal with overload and work-home issues.

Organization must ensure that development and reward systems, promotions are on equitable basis.

Women employees can maintain a stress diary, wherein a specific description of the stressful event along with a description of feelings and thoughts that results from the event should be recorded.

Women employees must have a positive attitude towards themselves as well as others in the organization.

Occupational stress inventory questionnaire can be administered to the employee at regular intervals of time, to identify the stressed women employee, so that she can be helped with a suitable coping strategy to reduce stress.

6.4 SCOPE OF FUTURE RESEARCH

Future research can be conducted on stress of women employees in the following areas.

1. Comparative study on stress dynamics among men and women employees working in different organizations.

2. Impact of stress on job performance of women employees working in different organizations.

3. Research on job stress can be undertaken among the employees belonging to different cultural background and regions.

4. The role of training and development in controlling work place stress.

5. Relationship between stress and time management.

6. Stress as work in a slowing economy.
6.5 CONCLUSION

The problem of stress in women, particularly working women, is an important aspect of the process of social and economic changes in India of the 1990s. Traditionally Indian women worked within the framework of the family system. Today, they have joined hands with men in the workforce in the organization. The consequent outcome is that modern women live in a system that requires them to perform both family as well as professional roles. This in turn leads to a number of stressors and strain among working women.

With the changed social attitude towards women and expansion of women education, many women are now entering into industrial organizations in large numbers. The problem of occupational stress for women employees has been studied in Western countries but there is a scarcity of such research in India. The results of the study cannot be generalized in the Indian cultural context because of different socio-cultural conditions.

The modern world which is said to be a world of achievements is also a world of stress. It is the employer’s duty to provide safe conditions at work for women employees. Life is full of conflicting choices, demands, desires and expectations. People react differently to stress. Women employee’s reaction to stress depends upon the extent to which they are able to cope with the stress and also upon the extent of support they receive from various parts.

When stressful situations arise in the work environment, it is important that the company’s management and women employees jointly address the stressors in the work environment through employee participation in assessing the problem, communicating potential resolutions and recognizing that stress management is a joint effort.

From the study, it may be concluded that the most important causes of stress among women employees are Management Policies, Performance Evaluation, Goal Achieving, Role of Women, Benefits from the organization and environmental conditions.