

## CHAPTER-4

### ANALYSIS AND INTERPRETATION OF DATA

This chapter outlines quantitative analysis of the scored data collected by means of the questionnaires and the statistical procedures used include descriptive statistics for the variables measured by each questionnaire.

As Mentioned in the earlier pages, an attempt was made to locate actual sources of job-stress, stressing situation arising in different conditions, coping strategies to overcome stress and means managing employees stress by the employer or organization. This chapter reports all the data collected in connection with this research project. To facilitate analysis and interpretation of the data on NIOSH general job stress questionnaire developed by the NIOSH, symptom rating scale by Kellner R. & Sheffield, proactive coping inventory (PCI) by dr. Esther Greenglass and stress assessment form (SAF) by investigator self have been presented in the form of tables calculated on the basis of the course obtained by the employees.

#### Part 1- Study of NIOSH

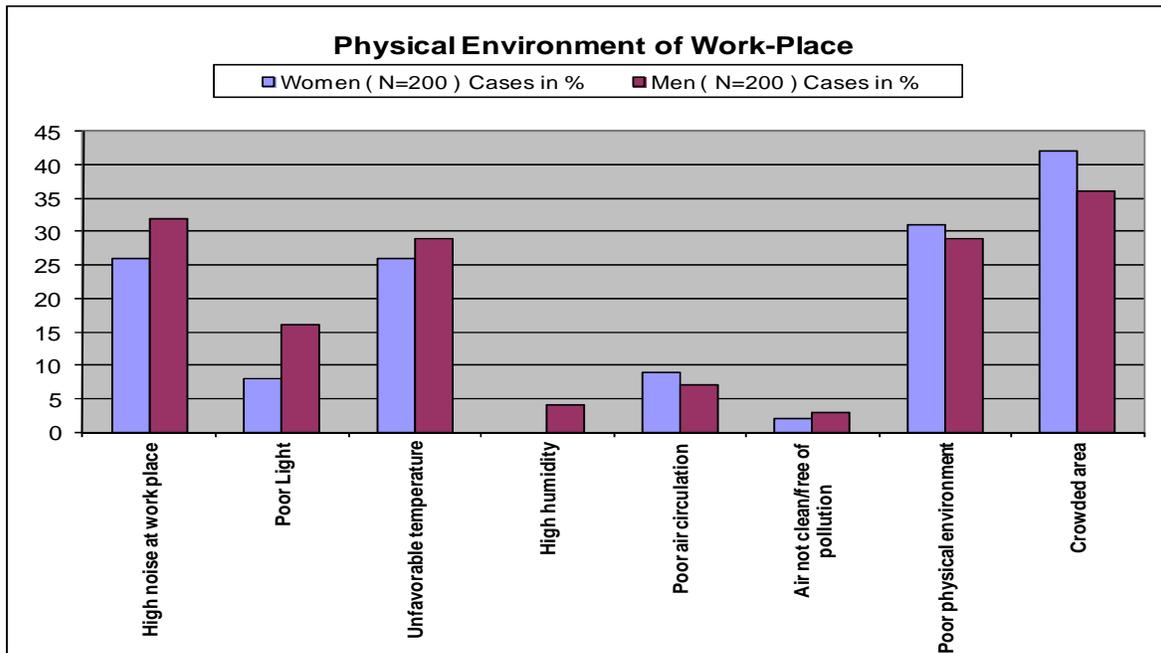
Findings:

**Table-12.1**

#### Physical Environment Evaluation

S. No	Physical environment of work-place	Men ( n=200 ) Cases in %	Women( n=200) Cases in %
1	High noise at work place	32*	26*
2	Poor light	16	8
3	Unfavorable temperature	29*	26*
4	High humidity	4	-
5	Poor air circulation	7	9
6	Air not clean/free of pollution	3	2
7	Poor physical environment	29	31
8	Crowded area	36*	42*

**Fig.12**



This table provides percentages in terms of response on NIOSH form from the workers. From the top of eight things one can be seen that crowded space (Men one year & ladies 42%), high noise at work place (Men thirty second & ladies 26%) and unfavorable temperature (Men twenty ninth & ladies 26%) are major sources of stress associated with physical setting at work for each Men and ladies staff.

Ill health of staff ends up in reduced productivity, high unsafe acts and magnified absence. Gift study conjointly unconcealed that unpleasant or dangerous physical conditions is intensely trying for workers within the gift state of affairs. Company staff particularly is subject to figure connected stress just because they are severally challenged by their chop-chop setting (Aameri (2005)).

As found the results from NIOSH, operations involving high air temperatures, heat sources, high humidness, direct physical contact with hot objects or strenuous physical activities have a high potential for inducement heat stress in staff engaged in such operations. Outside operations conducted in weather condition, like construction, are probably to cause heat stress among exposed employees. The signs and symptoms of warmth exhaustion square measure headache, nausea, vertigo, weakness, thirst and giddiness. Prostration should not be laid-off gently. One is that the fainting related to prostration is dangerous as a result of the victim could

also be operational machinery or dominant associate in nursing operation that ought to not be left unattended, moreover, the victim could also be harmed once he or she faints. Also, the signs and symptoms seen in prostration square measure just like those of warmth stroke, in step with a medical emergency (**Occupational Safety and Health Administration (OSHA)**).

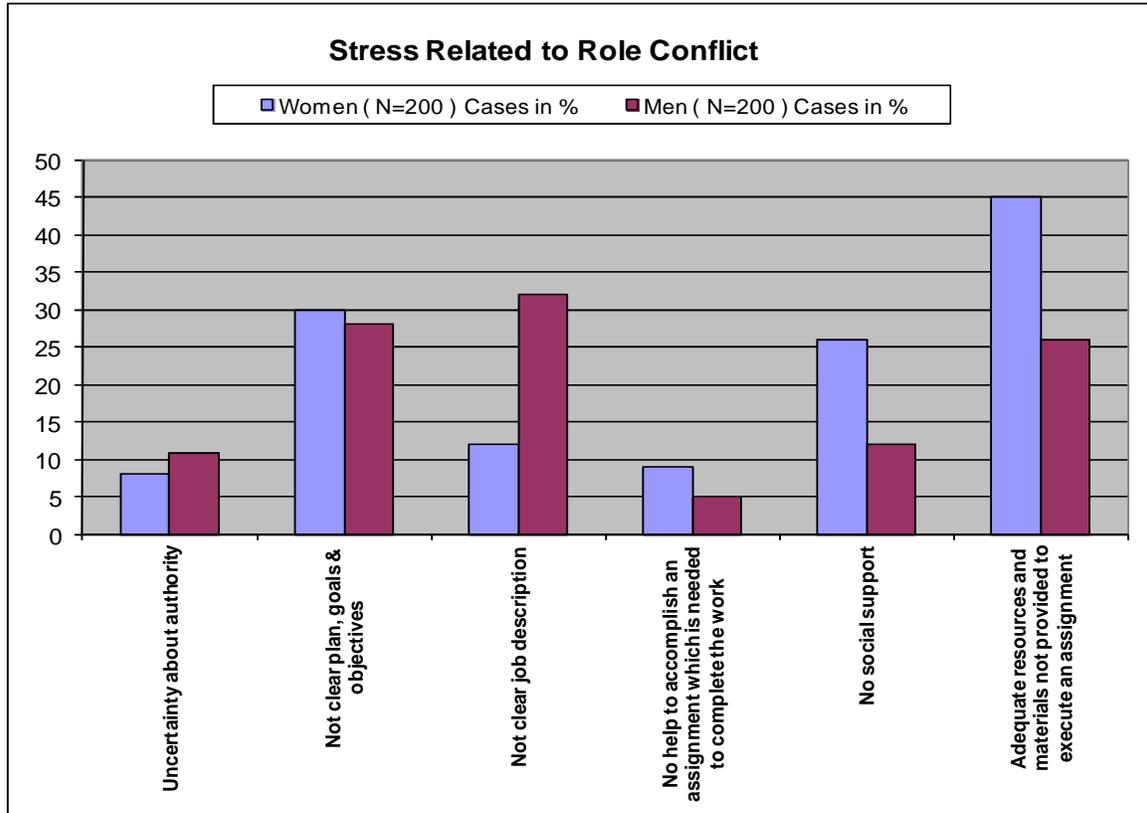
Becker (1990) reports that two most prominent effects of electromagnetic radiation are stress and cancers. Trendy offices square measure crammed with electronic devices that turn out high levels of radiation. These embrace computers, video monitors, typewriters, fluorescent lights, repeating machines, clocks, electrical pencil sharpeners, faxes and a bunch of different electronic devices. Human sensitivity to magnetic attraction fields is well-documented and also the style of future workplace instrumentality can presumably involve a thought of emitted radiation.

A high pressure environment that places chronic work demands on staff fuels the strain response. Participative management will cut back structure level stressors. Poor lighting, improper placement of article of furniture, loud noise and a unclean and malodorous setting produce stress and managers ought to monitors these and eliminate them at the earliest.

**Table-12.2**  
**Role conflict**

S. No	Stress related to role conflict	Men ( n=200 ) Cases in %	Women ( n=200 ) Cases in %
1	Uncertainty about authority	11	8
2	Not clear plan, goals & objectives	28*	30*
3	Not clear job description	32*	12
4	No help to accomplish an assignment which is needed to complete the work	5	9
5	No social support	12	26
6	Adequate resources and materials not provided to execute an assignment	26	45*

**Fig.13**



Role conflict occurs where people face competing demands which are incompatible or contradictory. It is evident from above the table that job-stress causing situations/circumstances, which are common among both sexes, were reported in majority. They were more stressed by not clear plan, goals & objectives (Men 28% and Women 30%), not clear job description (Men 32%) and adequate resources and materials not provided to execute an assignment (Women 45%) which are mainly related to the design of task and routine task etc. The nature of the work performed by employees has a significant impact on their level of job satisfaction (Llandy, 1989, Larwood, 1984, Luthans, 1992, Moorhead and Griffen, 1992).

Aspects of the work itself can be stressful, namely work overload (Defrank & Ivancevich, 1998, sparks and Cooper, 1999, Taylor et al., 1997) and role-based factors such as lack of power, role ambiguity, and role conflict (burke, 1988, nelson and burke, 2000). Quality of social environment in the workplace is associated with stress (sparks & Cooper, 1999) as certain behaviors of the leader (Carlopio et al., 1997, Cooper and Marshall, 1976). The experience of stress reactions at workplace is not an isolated phenoMenon (Fletcher, 1988). In a large sample

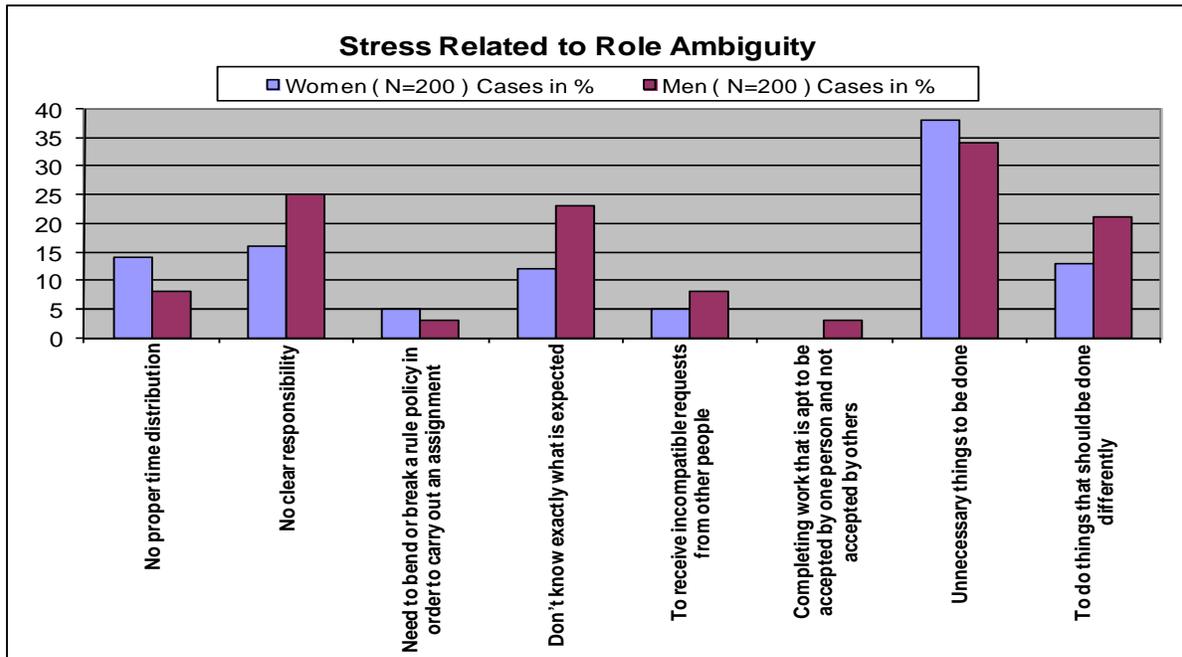
study of 7,099 employees from 13 different occupations, sparks and Cooper (1999) reported significant statistical associations between a number of workplace factors and indicators of Mental illness of health, such as somatic anxiety, free-floating anxiety and depression. Threats to career development & achievement including being undervalued, threat of redundancy and unclear promotion prospects are stressful (nelson, 2000).

Hence, the basic technique for designing efficient jobs is industrial engineering which looks for the simplest way to structure work in order to maximize efficiency. Through methods such as time-and-motion studies, the industrial engineer creates job that are relatively simple and typically repetitive. According to the job characteristic model the jobs are more motivating if they have greater task identity , task significance, autonomy, skill variety & feedback about performance effectiveness. Flexible work schedule and telework offer greater autonomy.

**Table-12.3**  
**Role ambiguity**

<b>S. No</b>	<b>Stress related to role ambiguity</b>	<b>Men ( n=200 ) Cases in %</b>	<b>Women ( n=200 ) Cases in %</b>
1	No proper time distribution	8	14
2	No clear responsibility	25*	16*
3	Need to bend or break a rule policy in order to carry out an assignment	3	5
4	Don't know exactly what is expected	23	12
5	To receive incompatible requests from other people	8	5
6	Completing work that is apt to be accepted by one person and not accepted by others	3	-
7	Unnecessary things to be done	34*	38*
8	To do things that should be done differently	21	13

**Fig.14**



From this table, respondents are more stressed by not clear responsibility (Men 25% and Women 16%) and unnecessary things to be done (Men 34% and Women 38%) which are mainly related to the design of task and routine task etc. Luthans (1992) also supports this study, employees derive satisfaction from work that is interesting & challenging and also a job that provides them with status. Also, Sharma and Bhaskar (1991) postulate that the single most important influence on a person's job satisfaction experience comes from the nature of the work assigned to him/her by the organization.

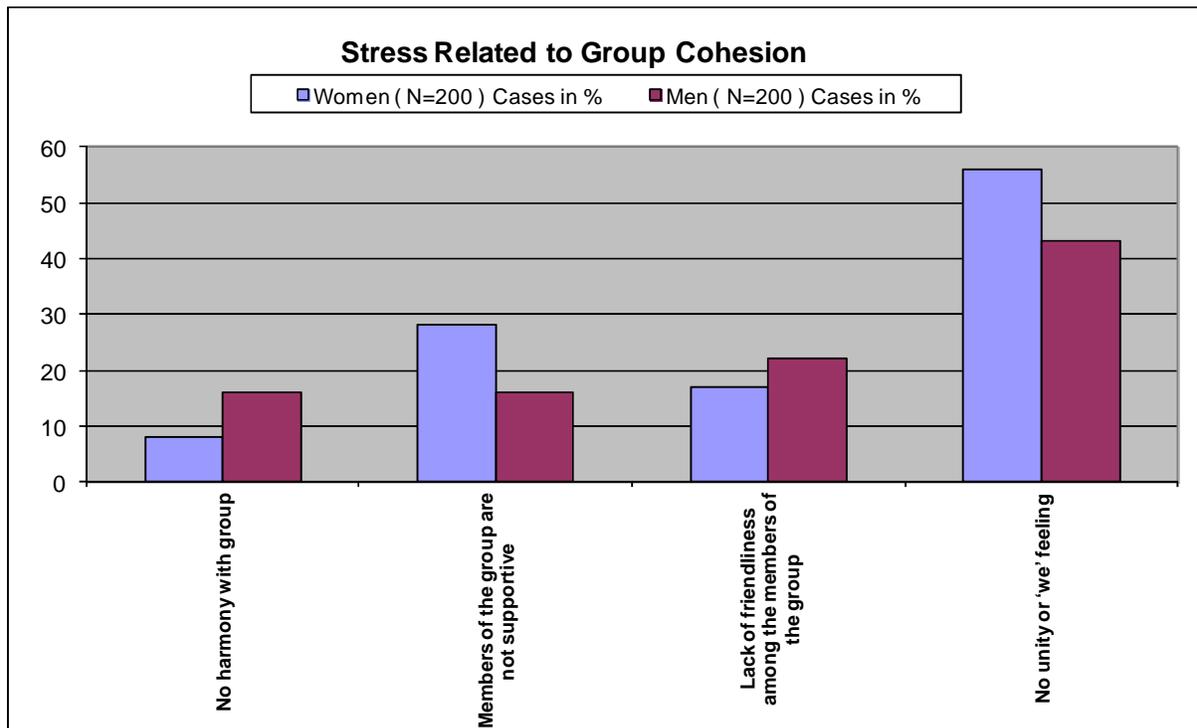
This condition exists when employees are uncertain about their responsibilities, function, performance expectations and levels of authority. This tends to occur when people enter or get new situation such as joining the organization or taking foreign assignments because they are uncertain about task and social expectations.

**Table-12.4**

**Group cohesion**

S. No	Stress related to group cohesion	Men ( n=200 ) Cases in %	Women ( n=200 ) Cases in %
1	No harmony with group	16	8
2	Members of the group are not supportive	16	28
3	Lack of friendliness among the members of the group	22	17
4	No unity or 'we' feeling	43*	56*

**Fig.15**



Perusal of this table we can find that both group of sexes are stressed about no unity/'we' feeling or lack of team spirit and opposing behaviors between them and co-worker/supervisor.

Team cohesion is commonly defined as a dynamic process that is reflected in the tendency of a group to remain united in the pursuit of its goals and objectives (Carron 1982). As the definition of team cohesion states that it is a dynamic process & implicitly therefore is capable of change, modification, growth and improvement.

There are two dimensions with cohesion:

1. A task dimension which reflects a team's ability to work together to achieve a goal, and
2. A social dimension which reflects the degree to which team members like each others' company.

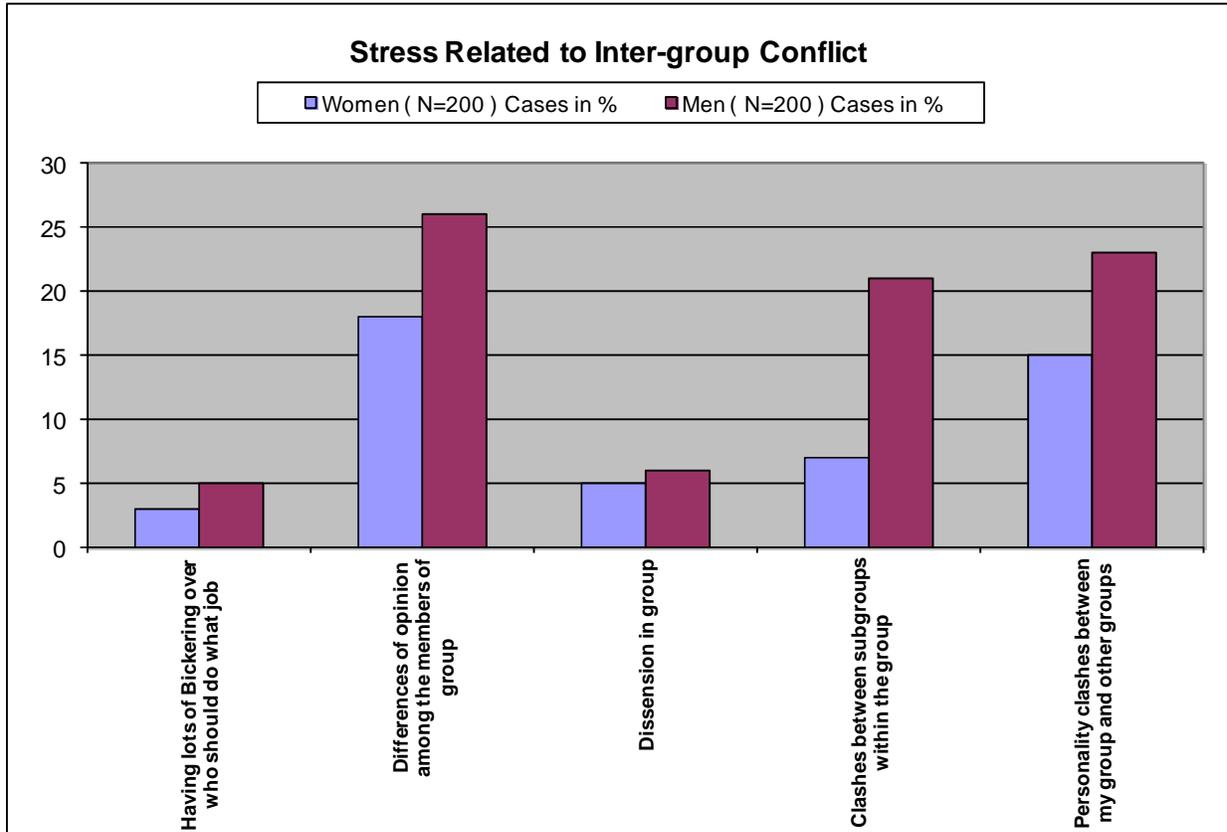
Cohesiveness encourages team members to provide emotional support (showing concern for each other), informational support (providing necessary and timely information required to each other), task support (helping others with performing their task) and belongingness to each other (Forsyth 1999).

**Table-12.5**

**Inter -group conflict**

<b>S. No</b>	<b>Stress related to inter-group conflict</b>	<b>Men ( n=200 ) Cases in %</b>	<b>Women ( n=200 ) Cases in %</b>
1	Having lots of bickering over who should do what job	5	3
2	Differences of opinion among the members of group	26*	18*
3	Dissension in group	6	5
4	Clashes between subgroups within the group	21	7
5	Personality clashes between my group and other groups	23	15

**Fig.16**



Employees are worried that they have differences of opinion with other members of group (Men 26% & Women 18%). This is a situation in which two or more than two persons feel themselves in opposition. They like to stay away from conflict, disagreements, ignore or remain neutral. These conditions may affect productivity and disagreements over the goals or the methods to be used to accomplish those goals. Some studies have shown that better the relationship, greater the level of job satisfaction (Wharton & Baron (1991)).

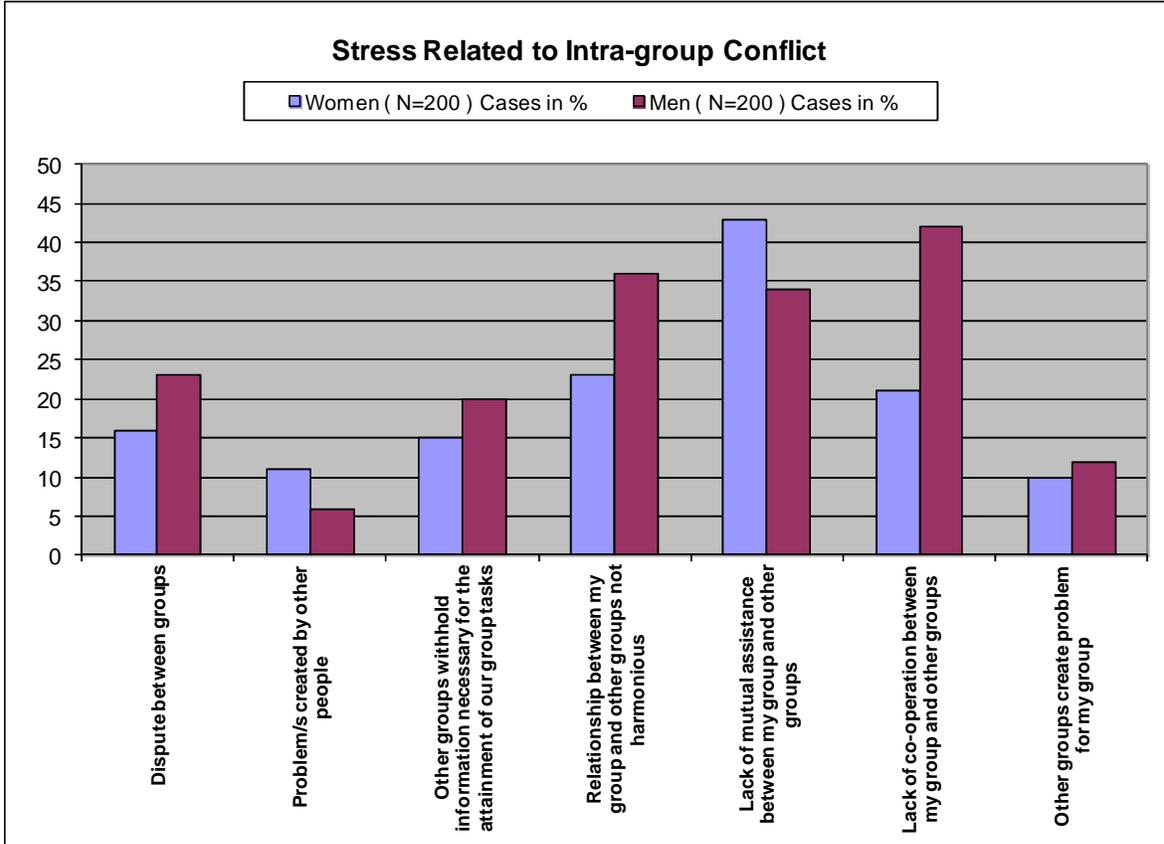
Although Cooperation, competition and conflict are three independent form of inter group behavior, they seem to be different points on a scale of inter group relationships. Groups can move from Cooperation to competition to conflict and vice versa, depending on the changing circumstances.

**Table-12.6**

**Intra -group conflict**

<b>S. No</b>	<b>Stress related to intra-group conflict</b>	<b>Men ( n=200 ) Cases in %</b>	<b>Women ( n=200 ) Cases in %</b>
1	Dispute between groups	23	16
2	Problem/s created by other people	6	11
3	Other groups withhold information necessary for the attainment of our group tasks	20	15
4	Relationship between my group and other groups not harmonious	36	23
5	Lack of mutual assistance between my group and other groups	34	43*
6	Lack of co-operation between my group and other groups	42*	21
7	Other groups create problem for my group	12	10

**Fig.17**



Poor intra group relationships are a common source of stress in organizations. Lack of co-operation between groups among Men (42%) and lack of mutual assistance among Women (43%) are major causes of stress related to intra group conflict. Arnold and Feldman (1986) cite three types of interpersonal relationships that can evoke a stress reaction: 1) too much contact with people from other departments, 2) too much prolonged contact with other people and 3) an unfriendly or hostile organizational climate. That policy of groups and lack of team spirit/interrelationship leads to dissatisfaction about the job (Ishawar & Laxmana (1991)) and this dimension reveals that friendly, stimulating and helping nature of colleagues adds to satisfaction (Winter & Saros (2002)). Luthans (1998) postulates that work groups characterized by co-operation and understanding amongst their members tend to influence the level of job satisfaction or dissatisfaction. Also, inadequate leadership/supervision, a breakdown in the interpersonal climate and the resultant conflict can be very stressful within the confines of a work environment (Suedfeld, 2000).

As this study depicts, lack of Cooperation and mutual assistance lead to competition amongst the groups. Conflict is an extreme form of competition where the group's survival depends on the successful achievement of its goal. Conflict may also arise because of misperceptions, narrow interest, parochial feelings and selfish motives. The groups in conflict may not be able to see the harmful effects of these feelings and may do everything possible to perpetuate the state of the conflict.

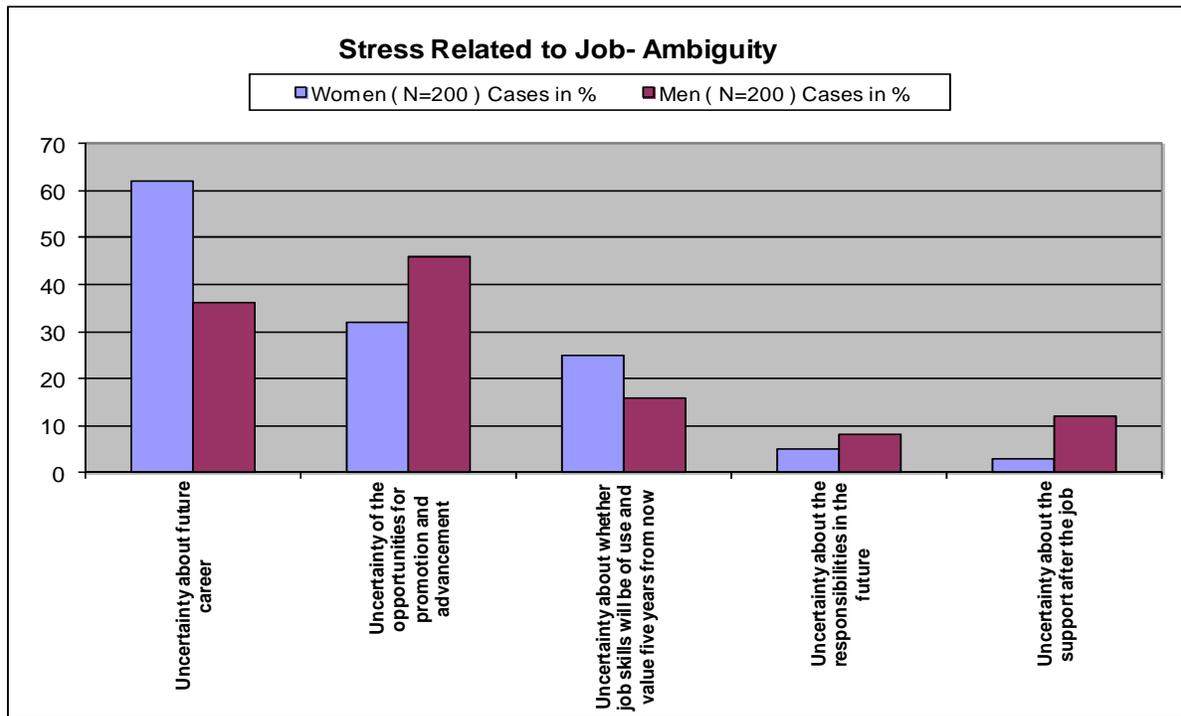
So, managers should use a variety of techniques to manage conflict for achieving a high degree of task effectiveness. They can also choose accommodation, compromise, consulting and dependence on rules to manage conflicts.

**Table-12.7**

**Stress related to job ambiguity**

<b>S. No</b>	<b>Stress related to job- ambiguity</b>	<b>Men ( n=200 ) Cases in %</b>	<b>Women ( n=200 ) Cases in %</b>
1	Uncertainty about future career	36	62*
2	Uncertainty of the opportunities for promotion and advancement	46*	32
3	Uncertainty about whether job skills will be of use and value five years from now	16	25
4	Uncertainty about the responsibilities in the future	8	5
5	Uncertainty about the support after the job	12	3

**Fig.18**



It is evident from this table; employees have uncertainty about future career (Women 62%) and the opportunities for promotion and advancement (Men 46%). These are the major factors that make them more stressed among both sexes of group. Also, Drafke and Kossen (2002) postulate that many people experience satisfaction when they believe that their future prospects are good. They maintain that if people feel they have limited opportunities for career advancement, their job satisfaction may decrease. Opportunities for promotion appear to have a significance positive correlation with job satisfaction (Tolbert, 1998).

Hence, economic factors that employees are facing in the 21st century have been linked to increased stress levels. Social commentators and researchers have pointed out that the computer and communications revolutions have made companies more efficient and productive than ever before. This increase in productivity however it also has caused higher expectations and greater competition by putting more stress on the employee (Primm, 2005). Employees, who must take time off work because of anxiety, stress and related disorder will be off the job for about 20 days (according to the bureau of labor statistics). So promotions and advancement need to be provided to the employees on the basis of a genuine interest in the protection and benefits

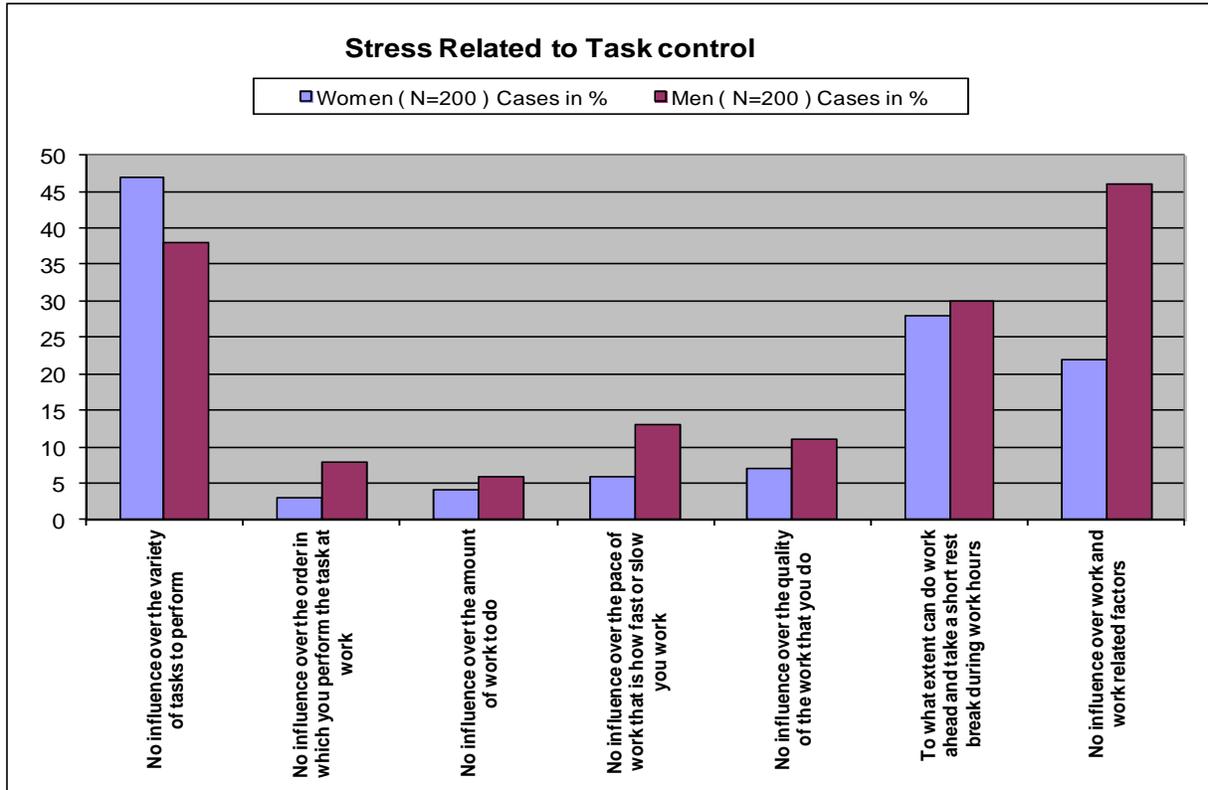
of their wellbeing. The managements should not feel that the promotions are thrust upon them. Nor should the management feel that they are providing the benefits as a matter of charity.

**Table-12.8**

**Task control**

<b>S. No</b>	<b>Stress related to task control</b>	<b>Men ( n=200 ) Cases in %</b>	<b>Women ( n=200 ) Cases in %</b>
1	No influence over the variety of tasks to perform	38	47*
2	No influence over the order in which you perform the task at work	8	3
3	No influence over the amount of work to do	6	4
4	No influence over the pace of work that is how fast or slow you work	13	6
5	No influence over the quality of the work that you do	11	7
6	To what extent can do work ahead and take a short rest break during work hours	30	28
7	No influence over work and work related factors	46*	22

**Fig.19**



Task management is basically a psychological feature development and refers to the amount that people understand they are in control of their lives as well as their work (Luthans, 2002). Staff in jobs with similar demands however totally different levels of management, exhibit terribly totally different psychological and physiological responses. With a similar demand level the staff in low management, workplaces are considerably a lot of tormented by their work. Consistent with this table no influence over work/work connected factors ( Men 46%) and therefore the style of tasks to perform ( ladies 47%) are major supply of stress. An individual's standing within the work will have an effect on levels of stress. Whereas work stress has the potential to have an effect on staff of all categories; those that have little influence to those that create major choices for the corporate. However, less powerful staff (that is, those that have less management over their jobs) is a lot of doubtless to suffer stress than powerful staff. Thus, once staff have very little management over their work and feel swamped generally, they are a lot of doubtless to suffer from the sort of "dumping down" that we are able to see in organizations throughout Asian country. Conjointly ladies rumored that they are disturbed regarding not having management over the hours and schedule to figure. It are often noted that

point well managed to understand realistic goal is priceless in reducing stress in any work-place space. There will never be enough time for everything. It's so necessary to continuously set realistic goals that may be achieved at intervals a timeframe.

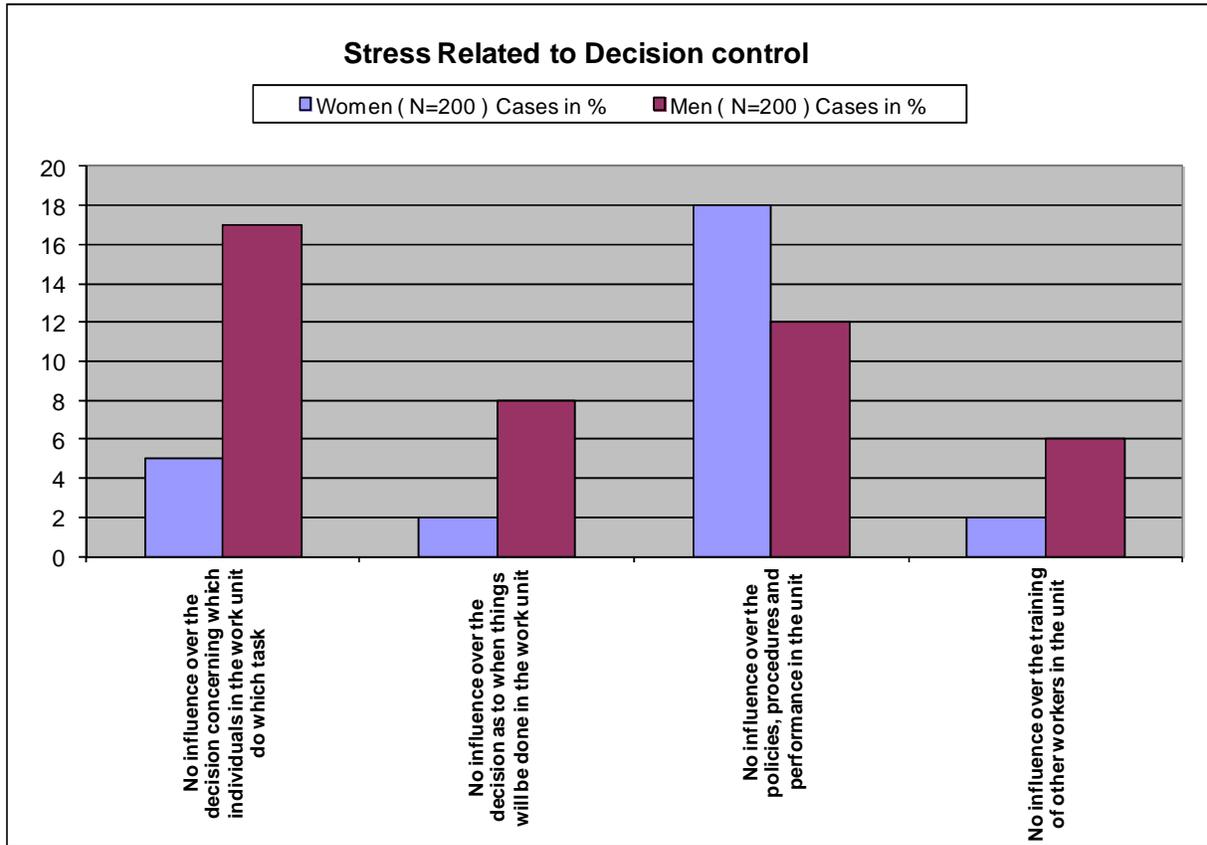
Other side, Men don't seem to be cleared what extent will work ahead and take a brief rest break throughout work hours. Ferkol (1998) discovered that several staff doesn't commonly have time for leisure, whereas Nawe (1995) declared that any time put aside for relaxation or leisure purpose once a tough day's work isn't a wasted time. Nawe (1995) more counseled that each employee ought to keep healthy by taking a decent sleeping hours during a day, feeding sensible and adequate diet, consulting medical professionals just in case of any stress symptoms, constituting positive perspective towards amendment, managing time properly and setting a sensible goal.

**Table-12.9**

**Decision control**

<b>S. No</b>	<b>Stress related to decision control</b>	<b>Men (n=200) Cases in %</b>	<b>Women (n=200) Cases in %</b>
1	No influence over the decision concerning which individuals in the work unit do which task	17*	5
2	No influence over the decision as to when things will be done in the work unit	8	2
3	No influence over the policies, procedures and performance in the unit	12	18*
4	No influence over the training of other workers in the unit	6	2

**Fig.20**



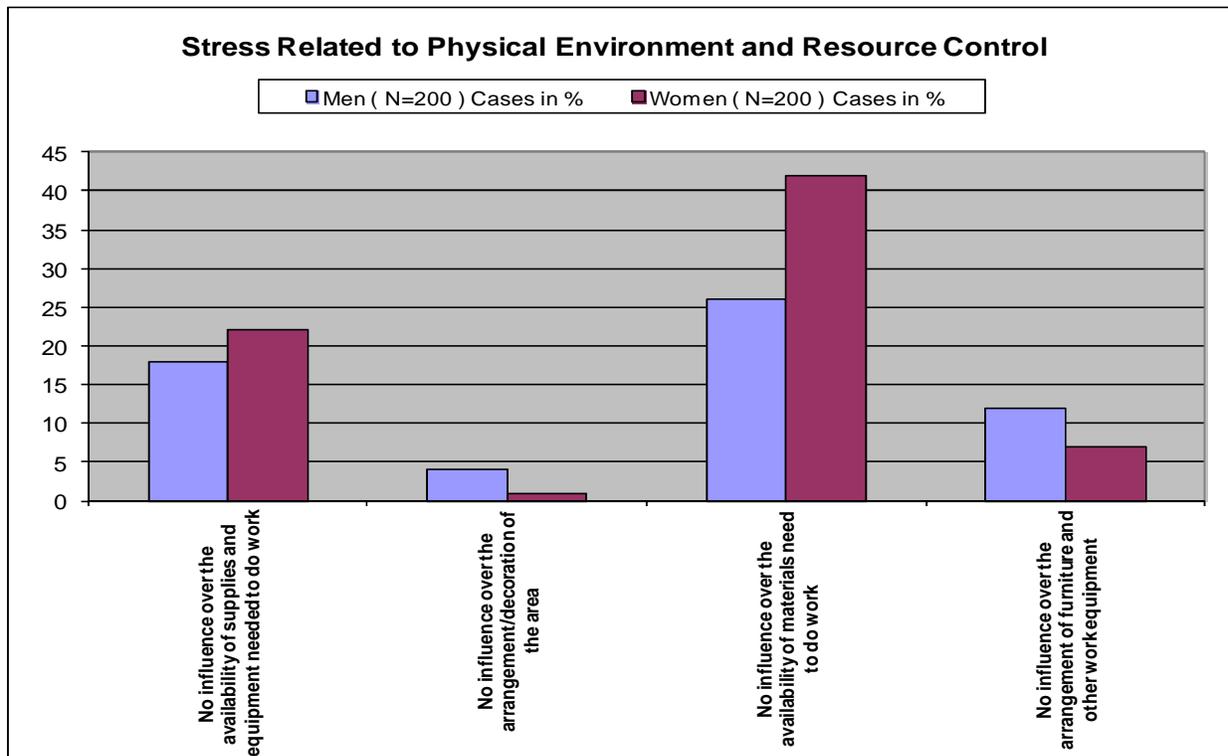
This table shows that revolutionary organization 17% Men don't have influence over the choice regarding that people within the energy unit do that task and eighteen ladies have less influence over the policies, procedures and performance within the unit. So, it is finished that "where workers square measure authorized wherever they need a lot of management over however they perform their work, reduces the chance of stress" (Froiland, 1993). This study done by Umiker (1992) showed that people who feel that they in control of their jobs and their futures are higher ready to handle stress. Conjointly that these authorized staff become a lot of productive out of being au fait. A study conducted by Bushe et al. (1996), magnified productivity and efficiencies from being authorized measured by reportable magnified client satisfaction and innovation. Further, stress was reduced once someone ought not to report back to somebody daily. By empowering workers they took upon themselves management over their work giving them the next sense of accomplishment.

**Table-12.10**

**Physical Environment and Resource Control**

S. No	Stress related to physical environment and resource control	Men ( n=200 ) Cases in %	Women ( n=200 ) Cases in %
1	No influence over the availability of supplies and equipment needed to do work	18	22
2	No influence over the arrangement/decoration of the area	4	1
3	No influence over the availability of materials need to do work	26*	42*
4	No influence over the arrangement of furniture and other work equipment	12	7

**Fig.21**



Employees are quite upset that they need no influence over the supply of materials got to work (Men twenty sixth & ladies 42%). Personal management is outlined because the perceived management a personal has over varied characteristics of his/her atmosphere that includes: (1) the organization of one's space, (2) personalizing ones space, (3) management over social contact and (4) management over temperature, lighting and therefore the work method (lee & complete, 2009). Creating one adapt to the varied aspects of geographical point culture like communication patterns, hierarchy, codification if any, space and most significantly operating and activity patterns of the boss still because the co-workers, may be a lesson of life. Personality disorder to geographical point cultures might cause delicate conflicts with colleagues or perhaps with superiors. In several cases workplace politics or gossips may be major stress inducers.

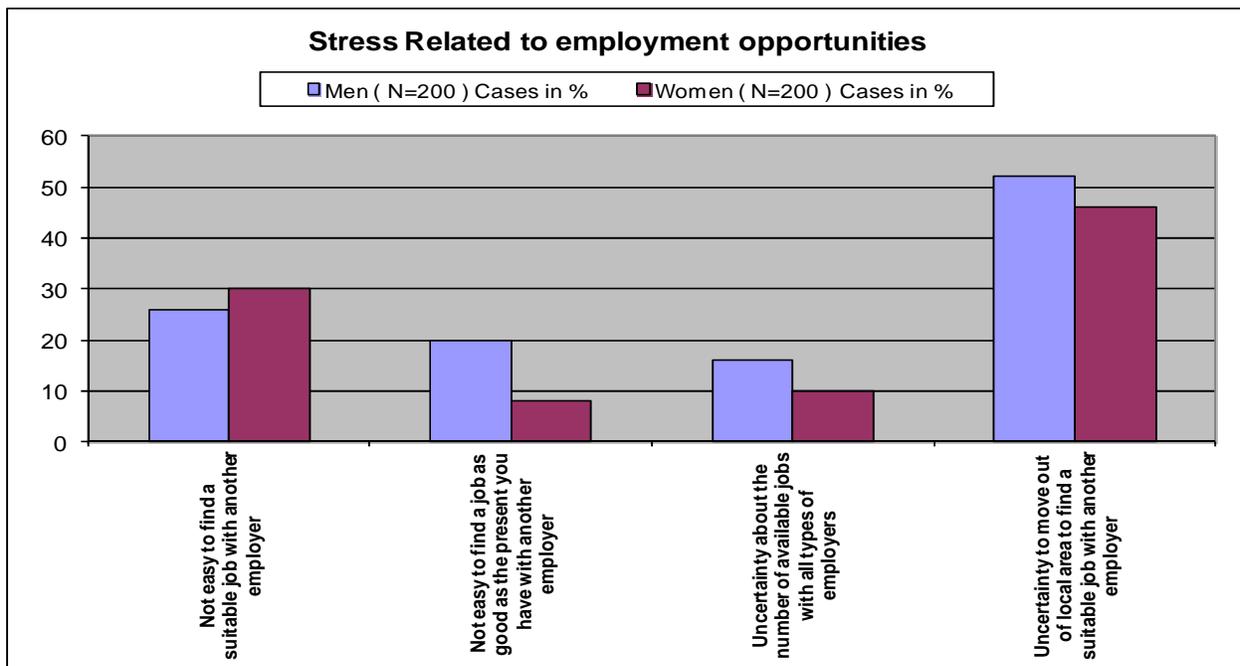
A thought cluster of workers articulated that their organizations didn't look after its workers and typically workers don't love to figure with their organizations indicating high levels of stress among them and majority were between the age brackets of 26-35 years. Anomaly with organization, no half in deciding, were according main causes of stress still no management over work atmosphere, temperament traits, lack of relaxation alongside ambiguous rules have an effect on workers performance (Meneze 2005). According to the workplace of radiation, chemical and biological safety, 1999, higher managed workers area unit a lot of Cooperative and function assets for a corporation and once their stress is unnoticed by the leader the results area unit accrued absence, cost, low productivity, low motivation and frequently legal monetary damages).

**Table-12.11**

**Lack of alternative opportunities**

S. No	Stress related to employment opportunities	Men ( n=200 ) Cases in %	Women ( n=200 ) Cases in %
1	Not easy to find a suitable job with another employer	26	30
2	Not easy to find a job as good as the present you have with another employer	20	8
3	Uncertainty about the number of available jobs with all types of employers	16	10
4	Uncertainty to move out of local area to find a suitable job with another employer	52*	46*

**Fig.22**



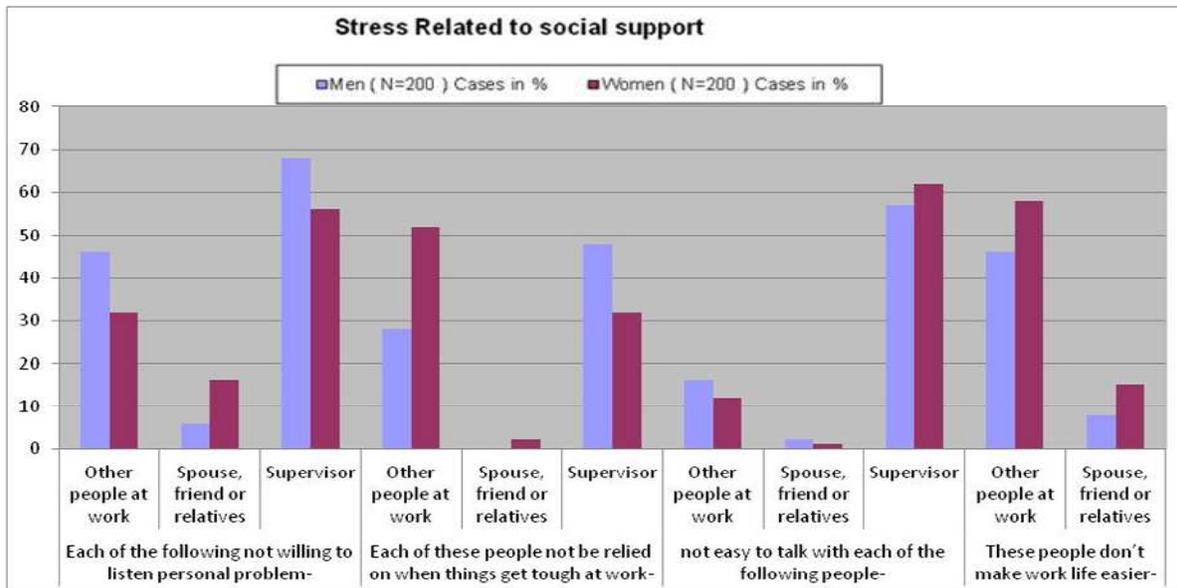
Uncertainty to move out of local area to find a suitable job with another employer (Men 52% & Women 46%) and not easy to find a suitable job with another employer (Men 26% & Women 30%) are major sources of stress among employees as they mentioned. Opportunities for advancement within the corporation's square measure restricted. Attributable to the amendment in industrial situation these days the strain has magnified considerably. Though competition has magnified and time to finish the duty is needed to be reduced considerably in terms of seconds, small seconds, etc. Attributable to this issue the strain parameter has become vital in today's industrial situation. The notice relating stress and satisfaction has magnified these days and therefore this makes the work vital.

Private sector employees feel a lot of pressure to prove their worth thanks to the recession (Lawless, 1992). Workers don't seem to be as glad with pay, opportunities for promotion, and direction, as on the opposite sides. On the performance evaluations, the department overall have a really high mean with regard to what the executives had set forth as being average or traditional. Giga and Hoel in 2003 complete that prime rates of mergers, acquisitions, increasing economic mutuality among countries attributable to economic process, technological development and restructuring have modified the structure beat up the previous couple of decades have resulted in time pressure, excessive work demand, role conflicts, applied science insufficiencies and problematic client relationship square measure causes of stress. One among the best areas is Cooperative and Cooperation that could be a necessity with being a manager, they need to be able to work along and accept each other once in tough things. Work on gift job was negatively related with anxiety; therefore if someone was a lot of anxious, then their satisfaction with their work on gift job went down. This may add up that if someone is a lot of anxious, they will not be as glad.

**Table-12.12**  
**Social support**

<b>S. No</b>	<b>Stress related to social support</b>	<b>Men ( n=200 ) Cases in %</b>	<b>Women ( n=200 ) Cases in %</b>
1	<b>These people don't make work life easier-</b>		
	Supervisor	26	18
	Other people at work	46*	58*
	Spouse, friend or relatives	8	15
2	<b>Not easy to talk with each of the following people-</b>		
	Supervisor	57*	62*
	Other people at work	16	12
	Spouse, friend or relatives	2	1
3	<b>Each of these people not be relied on when things get tough at work-</b>		
	Supervisor	48*	32
	Other people at work	28	52*
	Spouse, friend or relatives	-	2
4	<b>Each of the following not willing to listen personal problem-</b>		
	Supervisor	68*	56*
	Other people at work	46	32
	Spouse, friend or relatives	6	16

**Fig.23**



The quality of relationships that staff has at work has systematically joined to job stress. These relationships are understood to be of 3 types: relationship with co-workers/work teams, relationship with supervisors/leaders and relationship with clients/customers. Altogether these relationships the organization play a serious role particularly in strengthening these relationship i.e. By making an environment of trust between the management and staff, between employee and staff, subsidence rifts, counseling, human relation coaching and social support services.

Several studies have shown that insecure attachment and oversight characterized by coldness, rejection, harsh discipline and contradictory behavior is absolutely associated with employee’s stress. Staff Mentioned clearly in on top of table that supervisors aren't willing to pay attention their personal issues and dangerous to speak with them. Authoritative managers are high on warmth and firm control. Oversight is negatively related with dominance, independence and group action. The lot of dominant, dominant and indecent an individual is that the less happy with their supervisor. Megnussen (1991) found that each worker and supervisor over-control area unit related to higher level of stress.

Taylor et al. (1997) maintain that individual characteristics area unit nested among social environment s and reject the notion that health effects of environment s will be reduced or explained by individual-level factors. Moreover, once these environment s return below the management of management practices among the structure setting, there exists the chance for management to require action that may influence the geographical point risk factors. Activity

health and safety initiatives generally determine the physical risk factors within the surroundings. Likewise, personnel practices will be accustomed minimize the chance factors within the activity and social environments of the organization (Frank, 2000).

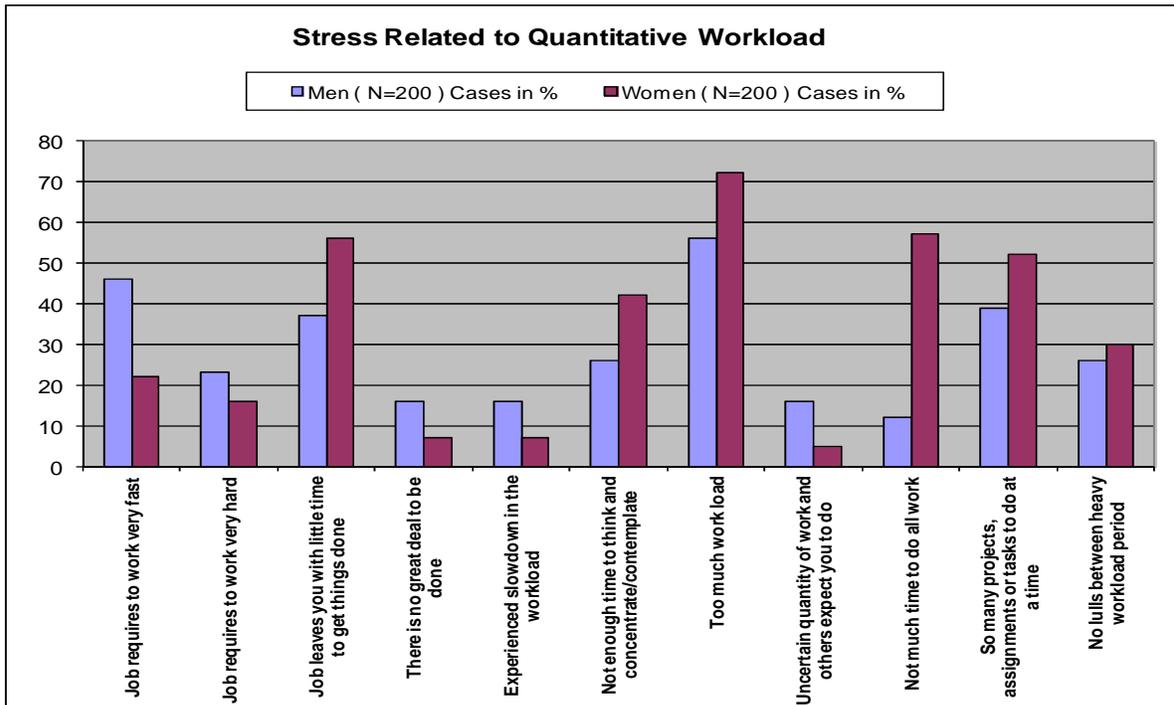
Related to associate, staff responded that co-workers don't create their work-life easier and not willing to pay attention their personal issues. It's additionally fascinating that staff has higher family support for his or her work-life than co-workers. Psychosocial consider the activity life, family and work surroundings area unit most important. Therefore, for crucial employee's stress, role of family and activity surroundings cannot be unnoticed. A severe sense of social effectivity tends to breed socially antagonistic behavior (Bandura, Barbaranelhi, Caprara and Pastorelli, 2001). It absolutely was additionally fascinating that staff have a lot of family support that their supervisor or coworker in career life.

**Table-12.13**

**Quantitative workload**

<b>S. No</b>	<b>Stress related to quantitative workload</b>	<b>Men ( n=200 ) Cases in %</b>	<b>Women ( n=200 ) Cases in %</b>
1	Job requires to work very fast	46	22
2	Job requires to work very hard	23	16
3	Job leaves you with little time to get things done	37	56
4	There is no great deal to be done	16	7
5	Experienced slowdown in the workload	16	7
6	Not enough time to think and concentrate/contemplate	26	42
7	Too much work load	56*	72*
8	Uncertain quantity of work and others expect you to do	16	5
9	Not much time to do all work	12	57
10	So many projects, assignments or tasks to do at a time	39	52
11	No lulls between heavy workload period	26	30

**Fig.24**



It is recognized through this study that pressure, modification associate degreed difficult demands area unit an inevitable and doubtless useful facet of operating life however there's a distinction between acceptable pressure and stress which ends from excessive work pressures. Managers moreover of other forms of employee's area unit at risk of work overload (Primm, 2005). Overload (Men fifty six & ladies 72%) is often created by excessive time pressures, wherever stress will increase as point approaches, so chop-chop subsides.

Although the importance of individual variations can't be neglected, scientific proof suggests that bound operating conditions area unit nerve-wracking to the majority. Such proof argues for a bigger stress on operating conditions because the key supplies of job stress and for job design as a primary bar strategy. Lawless (1991) known the 5 most typical causes of employee stress: 1) an excessive amount of rigidity in the way to do employment, 2) substantial cuts in worker edges, 3) a merger, acquisition, or modification of possession, 4) requiring frequent overtime, and 5) reducing the dimensions of the workforce. Over 40% of the workforce old one or additional stress-related diseases as a result of these 5 stressors. Job conditions (workload and responsibilities) that will cause stress-

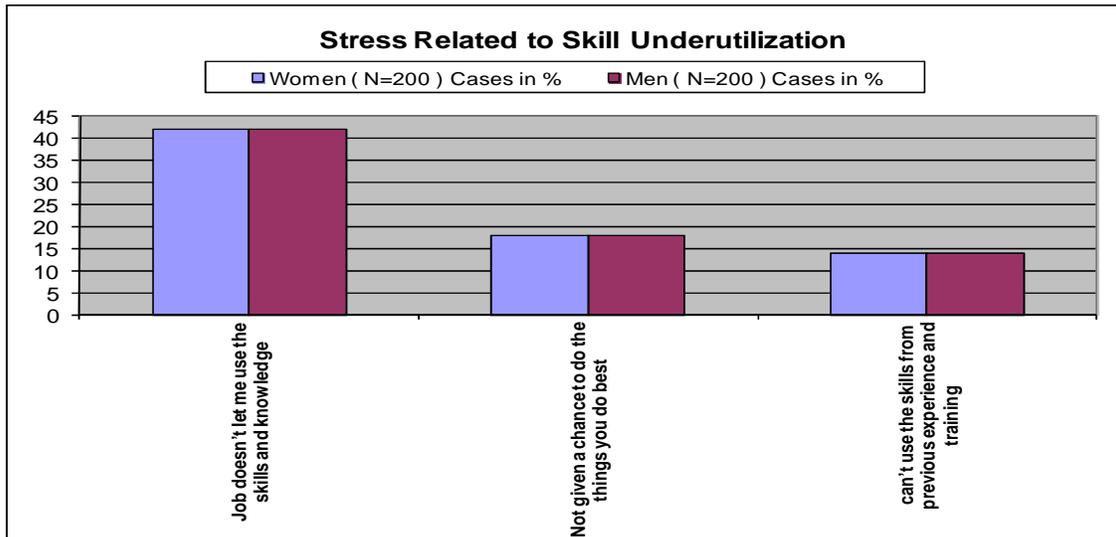
- **The style of tasks.** Serious work, occasional rest breaks, long works hours and shift work; agitated and routine tasks that have very little inherent that means, don't utilize workers' skills, and supply very little sense of management.
- **Management vogue.** Lack of participation by employees in decision- creating the lack of family-friendly policies and poor communication within the organization.
- **Interpersonal relationships.** Poor social environment and lack of support or help from coworkers and supervisors.
- **Work roles.** Conflicting or unsure job expectations, an excessive amount of responsibility, too several “hats to wear.”
- **Career issues.** Job insecurity and lack of chance for growth, advancement, or promotion; fast changes that employees area unit unprepared.
- **Environment al conditions.** Unpleasant or dangerous physical conditions like situation, noise, pollution, or technology issues.

**Table-12.14**

**Skill underutilization**

<b>S. No</b>	<b>Stress related to skill underutilization</b>	<b>Men ( n=200 ) Cases in %</b>	<b>Women ( n=200 ) Cases in %</b>
1	Job doesn't let me use the skills and knowledge	36*	42*
2	Not given a chance to do the things you do best	28	18
3	Can't use the skills from previous experience and training	22	14

**Fig.25**



Studies show that once employees are underneath stress, their thought processes slim. This narrowing of attention, by definition, prevents intellection, that is that the foundation of power. Intellection is that the ability to examine connections between terribly distantly connected concepts & context which is a very important element for thinking outside the box. Once employees are stressed, they are able to understand obvious connections and associations between concepts. Once employees are during a positive emotion, their ability to form additional distant, novel connections and associations will increase. Thus, stress compromises, at the foremost basic medicine level, one among the foundational skills of power and innovation. Three hundred and sixty five days Men and forty second girls workers have criticism that job doesn't allow them to use the talents and data.

Creative and innovative thought are at the center of the educational organization. Associate degree organizations ability to pioneer is maybe the foremost vital supply of competitive advantage. Organizations united nations agency shrewdness to stimulate and leverage innovative thought are able to respond faster and resourcefully to plug changes and client necessities than their slower & less innovative competitors and despite the tremendous contribution innovative thought makes to structure survival, most organizations do not realize however they forestall such thought from being exercised in their organization. The everyday high stress geographical point the physiological and psychological effects of stress on the human brain and mind compromises such power and innovation. Thus, organizations that alter open,

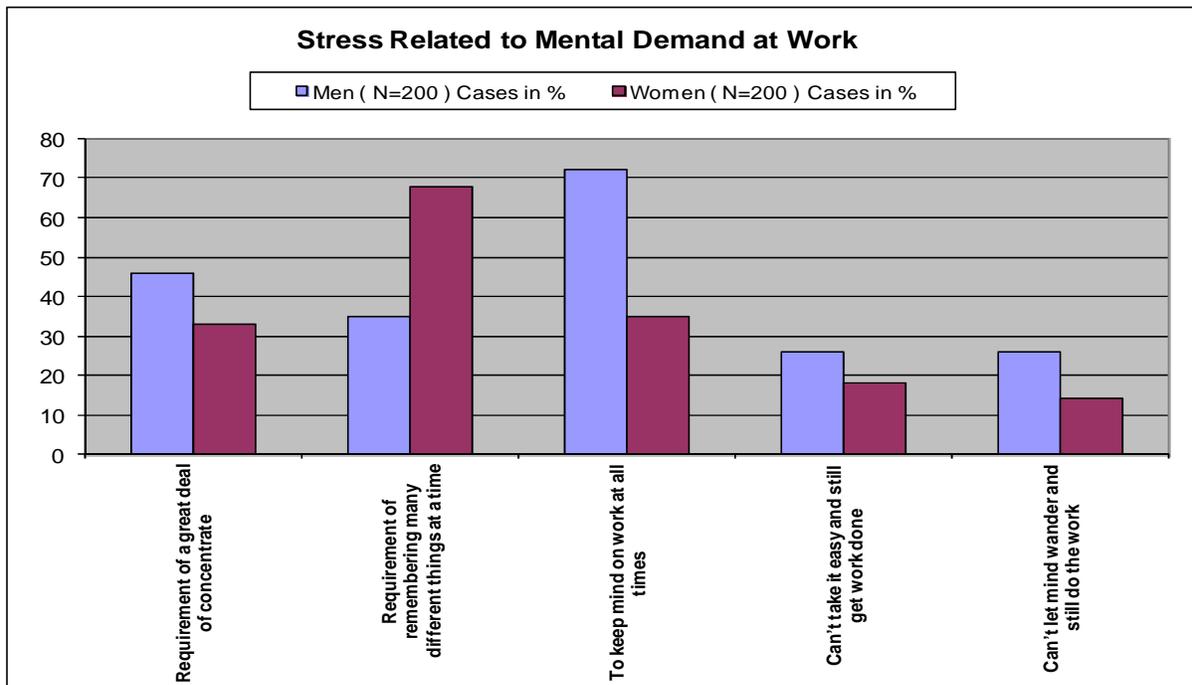
honest communication produce a context within which folks are less probably to be wired, and since of that, additional probably to utilize their capabilities.

**Table-12.15**

**Mental demand at work**

S. No	Stress related to Mental demand at work	Men ( n=200 ) Cases in %	Women ( n=200 ) Cases in %
1	Requirement of a great deal of concentrate	46	33
2	Requirement of remembering many different things at a time	35	68*
3	To keep mind on work at all times	52*	35
4	Can't take it easy and still get work done	26	18
5	Can't let mind wander and still do the work	26	14

**Fig.26**



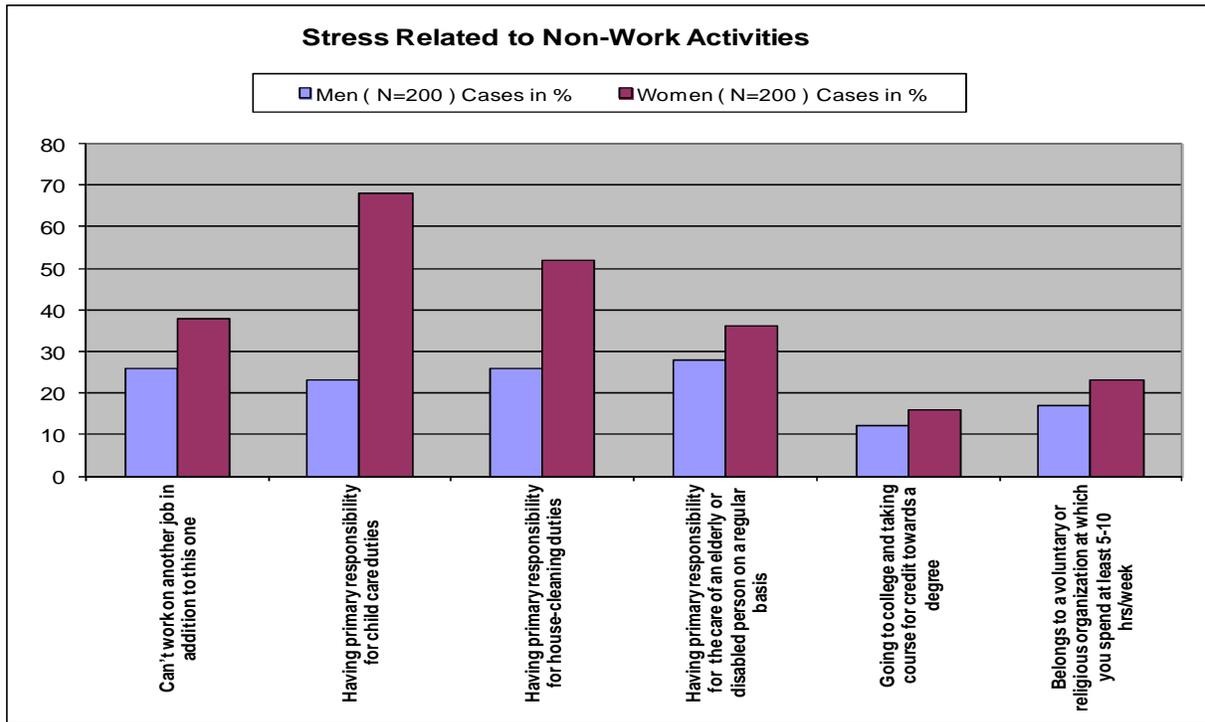
Requirement of remembering many different things at a time creates job-strain among female candidate (68%). In a recent study, De Jonge et al. (2000) showed that the risk of emotional exhaustion, job satisfaction and psychosomatic complaints increased with the combination of heightened job demands and lessening control over determining elements of the job. As shown in this table, 52% male employees have to keep mind on work at all times which is associated with impaired individual functioning at workplace. Negative effects include decreased capacity to perform, reduced efficiency, dampened initiative and reduced interest in working, a lack of concern for the organization, increased rigidity of thought and colleagues and a loss of responsibility (Greenberg and Baron, 1995, Matteson and Ivancevich, 1982). Stress has been associated with important occupational outcomes of job satisfaction, organizational commitment and employee withdrawal behavior (Naumann, 1993, Sullivan & Bhagat, 1992, Tett & Meyer, 1993, Williams & hazer, 1986). Many workers express that their job is prominent source of stress in their life but reduced workload, supervision and improve management, better pay, benefits, and vacation times can reduce the stress among employees (Thomson, 2006).

**Table-12.16**

**Non-work activities**

<b>S. No</b>	<b>Stress related to non-work activities</b>	<b>Men ( n=200 ) Cases in %</b>	<b>Women ( n=200 ) Cases in %</b>
1	Can't work on another job in addition to this one	26	38
2	Having primary responsibility for child care duties	23	68*
3	Having primary responsibility for house-cleaning duties	26	52
4	Having primary responsibility for the care of an elderly or disabled person on a regular basis	28*	36
5	Going to college and taking course for credit towards a degree	12	16
6	Belongs to a voluntary or religious organization at which you spend at least 5-10 hrs/week	17	23

**Fig.27**



Above table depicts that employees find difficulties in balancing between work and family (Men 28% & Women 68%). A person's non-working life (e.g., family, friends, health and financial situations) can contain stressors that negatively impact job performance. Employees may find increasingly difficult to balance work and family due to longer working hours and late night shifts (Atkinson, 1999), thus more putting more strain on work-family relationship (Carlson & Perrewe, 1999, Sutherland & Cooper, 2000). In firms with strong work performance norms conflict due to family-work demand led to job stress (Hammer et al. 2004). The conflict between home & work impact on personal relationship is stressful ( sparks, 1999).

The coordination of work and vocation schedules and the search for child and elder care has become prominent and highly stressful ( Defrank & Ivancevich, 1998), as reported by the respondent in this study also. An individual's family situation which can include crises such as a squabble or illness of a family member or a strained relationship with the spouse or one or more of the children, has capacity to generate stress for employees ( Luthans, 2002). This research also supports this study.

It was also interesting fact that apart from the above Mentioned these situations, Men employees are going through both job and social support while Women employees are only

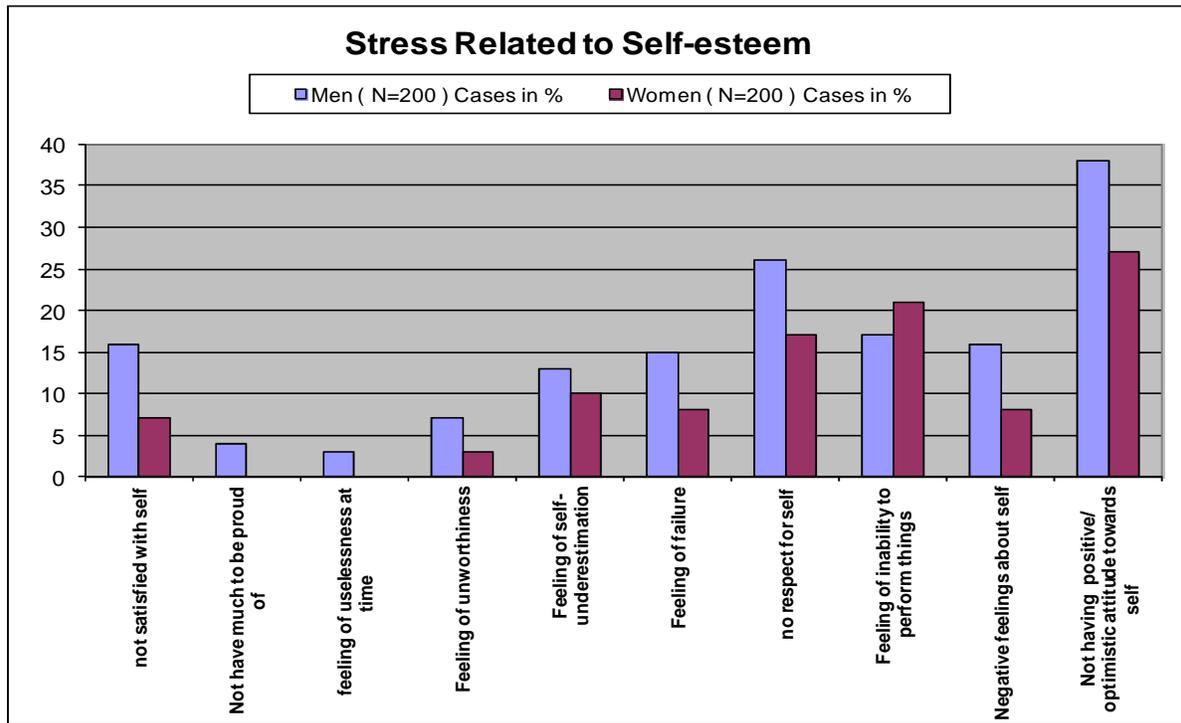
concern with their job without having any social support (personal or family problems) which tend to carry their worries and anxieties. Social support places an important role in moderating the effects of the demands and role stressors in both the family and work domain reducing the level of work-family conflicts (Carlson & Perrewe, 1999). Factors described above appear to magnify the impact of stress on Women, chief among them being the preponderant role that Women still play in the provision of family care. Lawless (1992) found similar results except that there was no significant difference between married and unmarried workers. The single Women with children were more likely to burn out than married Women with children. "Single Women face in child care responsibilities and juggling work , especially in overtime hours ."

**Table-12.17**

**Self-esteem**

<b>S. No</b>	<b>Stress related to self-esteem</b>	<b>Men ( n=200 ) Cases in %</b>	<b>Women ( n=200 ) Cases in %</b>
1	Not satisfied with self	16	7
2	Not have much to be proud of	4	-
3	Feeling of uselessness at time	3	-
4	Feeling of unworthiness	7	3
5	Feeling of self-underestimation	13	10
6	Feeling of failure	15	8
7	No respect for self	26	17
8	Feeling of inability to perform things	17	21
9	Negative feelings about self	16	8
10	Not having positive/ optimistic attitude towards self	38*	27*

**Fig.28**

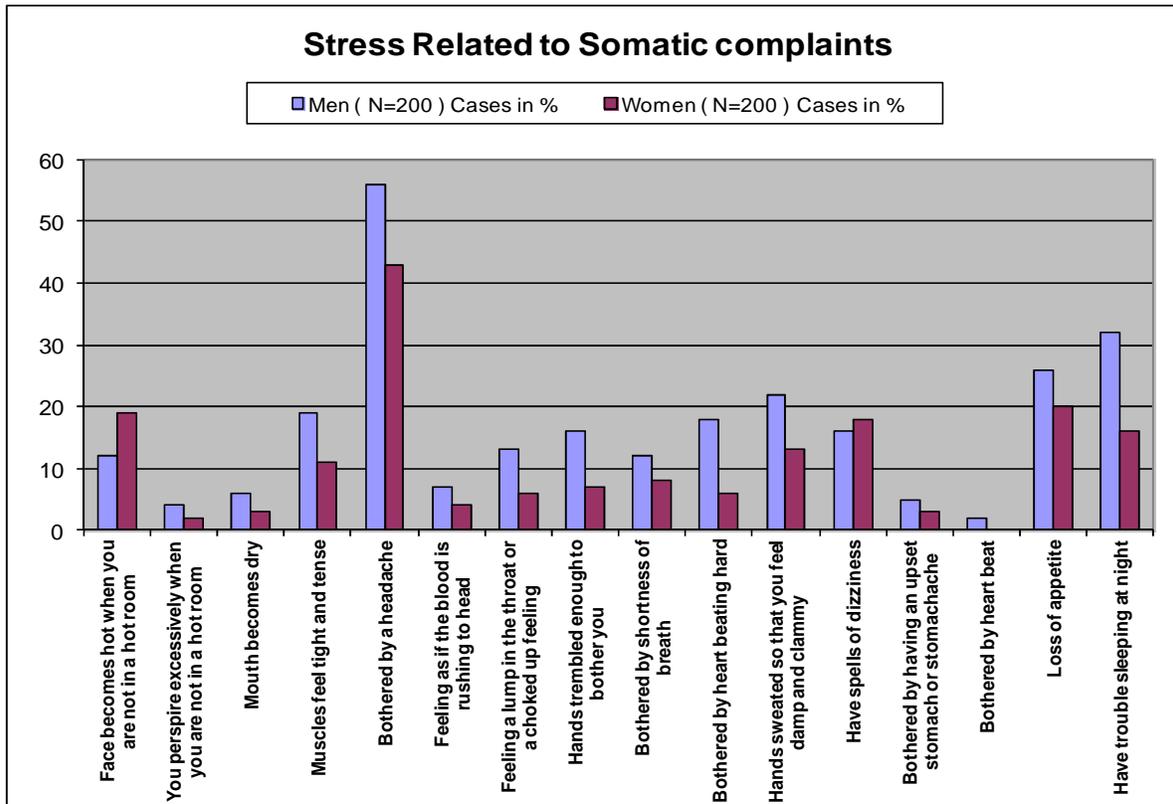


A person enjoying higher shallowness lives a lot of balanced life with their feeling, thoughts, and behaviors. This supports our study as Mentioned by the workers. Because of extremely work pressure or work load, workers don't have positive/optimistic perspective towards self (Men thirty eighth & girls 27%). In a very study conducted in 1998 by Cowan, Neighbors, Delamoreaux and Behnke, it absolutely was found that girls exhibited hostile feelings towards different Women. The researchers additionally checked out 2 sorts of shallowness and the way they will be associated with hostility towards girls. They found that ladies with lower collective shallowness, beside low personal shallowness, were a lot of probably to be hostile towards different girls. Collective shallowness was outlined as one's acceptance and acknowledgement of membership to a bunch (Cowan, et.al, 1998). Those with high collective shallowness were less probably to be hostile to different girls. Luhtanen associate degreed Crocker (1992) additionally found that the collective shallowness is an applicable live of one's social identity. In their article, they discuss the 2 basic ideas of identity, identity and social identity that they outline as collective identity. Social identity is usually thought of to be supported social domains within the yank culture, wherever collective identity is observing membership in numerous teams (Luhtanen & Crocker).

**Table-12.18**  
**Somatic complaints**

S. No	Stress related to somatic complaints	Men ( n=200 ) Cases in %	Women ( n=200 ) Cases in %
1	Face becomes hot when you are not in a hot room	12	19
2	You perspire excessively when you are not in a hot room	4	2
3	Mouth becomes dry	6	3
4	Muscles feel tight and tense	19	11
5	Bothered by a headache	56*	43*
6	Feeling as if the blood is rushing to head	7	4
7	Feeling a lump in the throat or a choked up feeling	13	6
8	Hands trembled enough to bother you	16	7
9	Bothered by shortness of breath	12	8
10	Bothered by heart beating hard	18	6
11	Hands sweated so that you feel damp and clammy	22	13
12	Have spells of dizziness	16	18
13	Bothered by having an upset stomach or stomachache	5	3
14	Bothered by heart beat	2	-
15	Loss of appetite	26	20
16	Have trouble sleeping at night	32	16

**Fig.29**



This table summarizes the physical health considerations that are related to stress. Workers notice the matter of the system, like tension and headaches (Men 56% & Women 43%). This physical ill contains a serious result on the eudemonia of the individual and it impacts on the organization ( Luthans 2002).

Stress could be a term that refers to add of physical Mental emotional strains or tensions on an individual or feelings of stress that result from interactions between folks and their surroundings that area unit perceived as straining or surpassing their reconciling capacities and threatening their well being, additionally stress contains a wide psychological and physical result as vas, contractile organ systems, headache, gi issues, sleep disturbance and depression (Ghaleb, Thuria 2008). Health sector has got to face sometimes great deal of stress. High levels of stress area unit related to substantial will increase in health service utilization. Stress among workers of MNC's & alternative organizations area unit high, the medical community is full of increased stress, however most of the eye has been centered on junior workers and their excessive hours of labor (Caplan, R P, 1994). Suedfeld and Steel (2000) noted that disruption to non-public sleep

routines and capability to undertake exercise were known as stressors in work environments. Employee's world health organization report experiencing stress at work additionally shows excessive health care utilization. During a 1998 study of 46,000 employees, health care prices were nearly 50% bigger for employee's coverage high levels of stress compared to "low risk" employees. This increment is about one hundred and fiftieth, a rise of over \$1,700 per person annually, for employee's coverage high levels of each stress and depression. In addition, periods of incapacity as a result of job stress tend to be for much longer than incapacity periods for alternative activity injuries and diseases. During this direction Coleman and Hammen (1974) known 5 major supply of stress and frustration-delays, lack of resources, losses, failure and negative perspective toward life. Above all, researches additionally show that hr to ninetieth of doctor visits area unit stress connected, Perkins (1994).

In the past twenty years, several studies have checked out the link between job stress and a range of ailments. Mood and sleep disturbances symptom, disturbed relationships with family & friends and headache area unit samples of stress-related issues that area unit fast to develop and area unit ordinarily seen in these studies. These early signs of job stress area unit sometimes simple to acknowledge. However the consequences of job stress on chronic diseases area unit tougher to envision as a result of chronic diseases take an extended time to develop and might be influenced by several factors apart from stress. Notwithstanding, proof is speedily accumulating to counsel that stress plays a crucial role in many styles of chronic health problems-especially disorder, contractile organ disorders, and psychological disorders.

**Table-12.19**

**Stress related to job satisfaction**

S. No	Stress related to job satisfaction	Men ( n=200 ) Cases in %	Women ( n=200 ) Cases in %
1	Decide without hesitation to take the same job	32	28
2	Decide definitely not to take this type of job	36	27
3	Not want to work	45*	37*
4	Not advice/recommend to friend for same job	28	16
5	Not satisfied with job	42	28

**Fig.30**



45% Men & 37% Women don't wish to figure in their organization as a result of lack of job satisfaction. The analysis literature supports this prediction that work factors can have direct

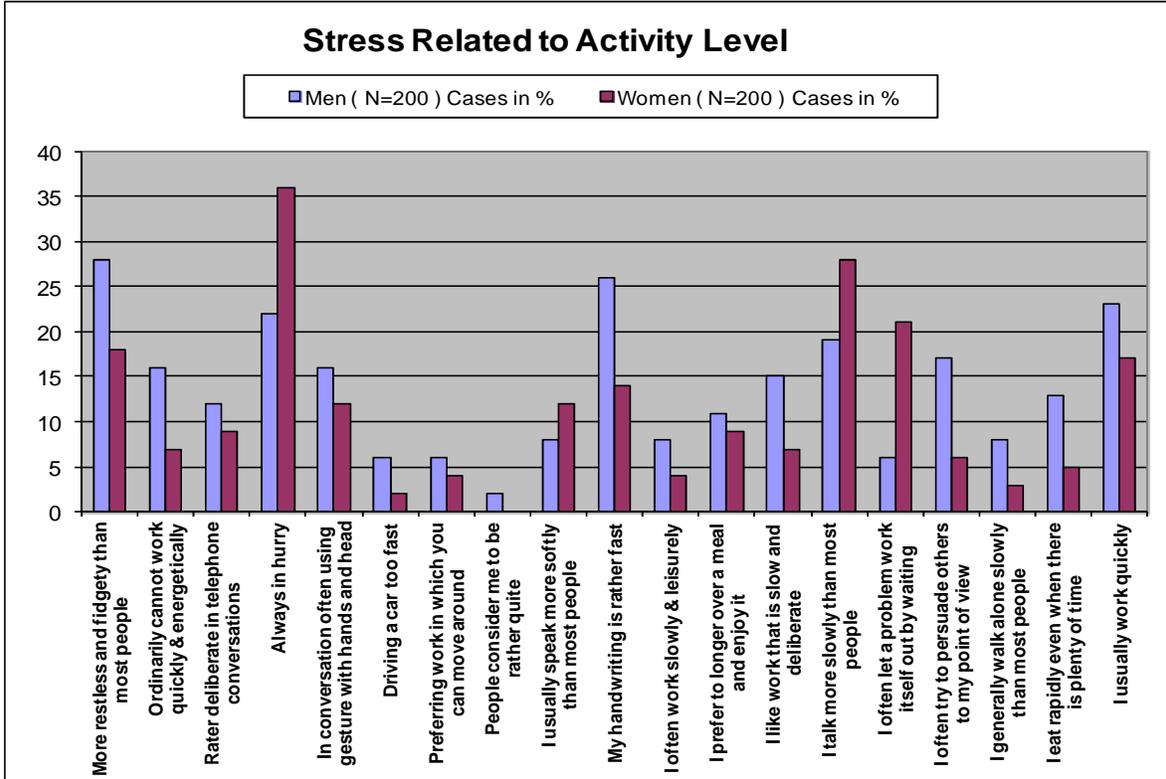
effects on stress and job satisfaction additionally as stress influencing job satisfaction (Kirkcaldy et al. 1999, Leong et al. 1996 and Lyne et al. 2000). Despite the strength of such findings, interpretation of the relationships continues to be knowledge and not theory driven (Sutton and Staw, 1995). Lacking may be a theoretical basis on that to clarify why the associations are found. Likewise, job satisfaction has been represented as a theory free idea compared to different variables in structure analysis. This theoretical approach creates issue in predicting that factors in an exceedingly specific work can contribute to worry and that to job satisfaction. Within the absence of associate in nursing integrated theory, the implication of the advice by sparks and Cooper (1999) is that the prominence of work factors within the expertise of stress might rely on activity groupings or explicit aspects of the work. For example, in an exceedingly study on activity stress among senior civil servants, Mental health problem was expected by the pressure related to the role of management and an occasional level of perceived management (i.e. Externality), whereas job discontentedness was expected by structure climate, structure influence and job constraints (bog & Cooper, 1995).

A Massachusetts-based study dating back to 1972 showed the surest predictor of heart condition was job discontentedness. Staff with low job satisfaction are 30% likely to have multiple injuries than those with high satisfaction. Staff with the next variety of nerve-racking life events were 25 % a lot of probably to own had quite one injury than those with an occasional variety of nerve-racking life events. Above all, 40% of job turnover is thanks to stress. Satisfaction and commitment have invariably reportable a negative relationship to intent to go away and turnover (Arnold & Feldman, 1982, Hollen-beck & Williams, 1986). High levels of labor stress square measure related to low levels of job satisfaction (Lands-Bergis, 1988, Terry'et al., 1993) & job stressors square measure prophetic of job discontentedness and a bigger propensity to go away the organization (Cummins, 1990).

**Table-12.20**  
**Stress related to activity level**

S. No	Stress related to activity level	Men ( n=200 ) Cases in %	Women ( n=200 ) Cases in %
1	More restless and fidgety than most people	28*	18
2	Ordinarily cannot work quickly & energetically	16	7
3	Rater deliberate in telephone conversations	12	9
4	Always in hurry	22	36*
5	In conversation often using gesture with hands and head	16	12
6	Driving a car too fast	6	2
7	Preferring work in which you can move around	6	4
8	People consider me to be rather quite	2	-
9	I usually speak more softly than most people	8	12
10	My handwriting is rather fast	26	14
11	I often work slowly & leisurely	8	4
12	I prefer to longer over a meal and enjoy it	11	9
13	I like work that is slow and deliberate	15	7
14	I talk more slowly than most people	19	28
15	I often let a problem work itself out by waiting	6	21
16	I often try to persuade others to my point of view	17	6
17	I generally walk alone slowly than most people	8	3
18	I eat rapidly even when there is plenty of time	13	5
19	I usually work quickly	23	17

**Fig.31**



Employees square measure restless (Men 28%) & continuously in hurry (Women 36%) as a result of their line of work activities. Ross and Altmaier (1994) categories structure stress interventions in: role characteristics, job characteristics; social relationships, structure and climate and human resource management systems. These also can be applicable to organizations.

## **Part II- Study of SRS (Symptoms Rating Scale)**

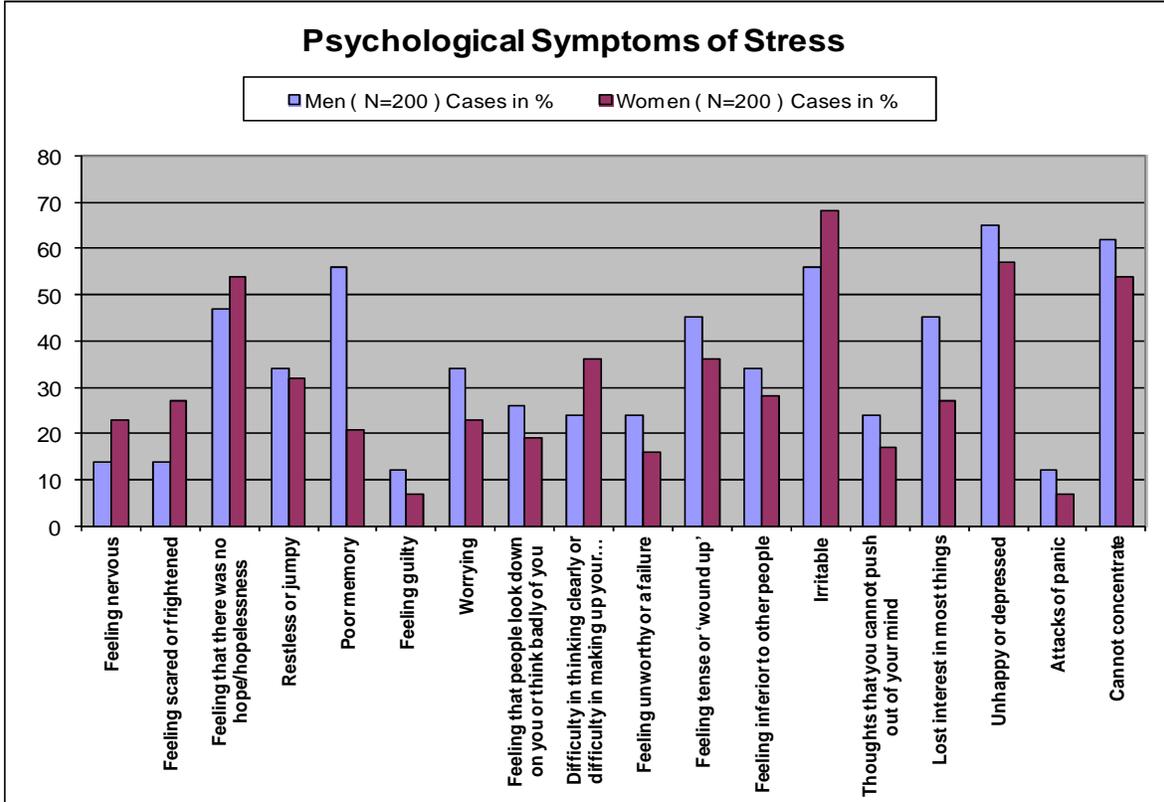
Wikipedia (2007) categories stress victimization completely different criteria, however usually stress was sorted as physical or psychological. This was any explained that the physical stress is that the one that irritate or brings immediate or future negative result on our physical or bodily health. This might not essentially have an effect on our psychological state. While, the mental stress brings immediate or future irritation or negative result on our psychological or psychological state. This might not essentially have any immediate result on our physical state. However these 2 teams will be terribly interactive i.e. our physical state will have an effect on our status and the other way around.

**Findings:**

**Table-13.1**  
**Psychological symptoms of stress**

S. No	Psychological symptoms of stress	Men ( n=200 )	Women ( n=200 )
		Cases in %	Cases in %
1	Feeling nervous	14	23
2	Feeling scared or frightened	14	27
3	Feeling that there was no hope/hopelessness	47*	54*
4	Restless or jumpy	34	32
5	Poor memory	56*	21
6	Feeling guilty	12	7
7	Worrying	34	23
8	Feeling that people look down on you or think badly of you	26	19
9	Difficulty in thinking clearly or in making up your mind	24	36
10	Feeling unworthy or a failure	24	16
11	Feeling tense or 'wound up'	45	36
12	Feeling inferior to other people	34	28
13	Irritation	56*	68*
14	Thoughts that you cannot push out of your mind	24	17
15	Lost interest in most things	45	27
16	Unhappy or depressed	65*	57*
17	Attacks of panic	12	7
18	Lac of concentration	62*	54*

**Fig.32**



Stress manifests itself in the form of many psychological problems. For example in this study, it was found that stress is associated with depression (Men 56% & Women 57%), hopelessness (Men 47% & Women 54%), irritation (Men 56% & Women 68%) and un-concentration (Men 62% & Women 54%). It has also been reported that stressed people are more likely to be psychologically distressed than those who are not (Dua, 1990, 1994).

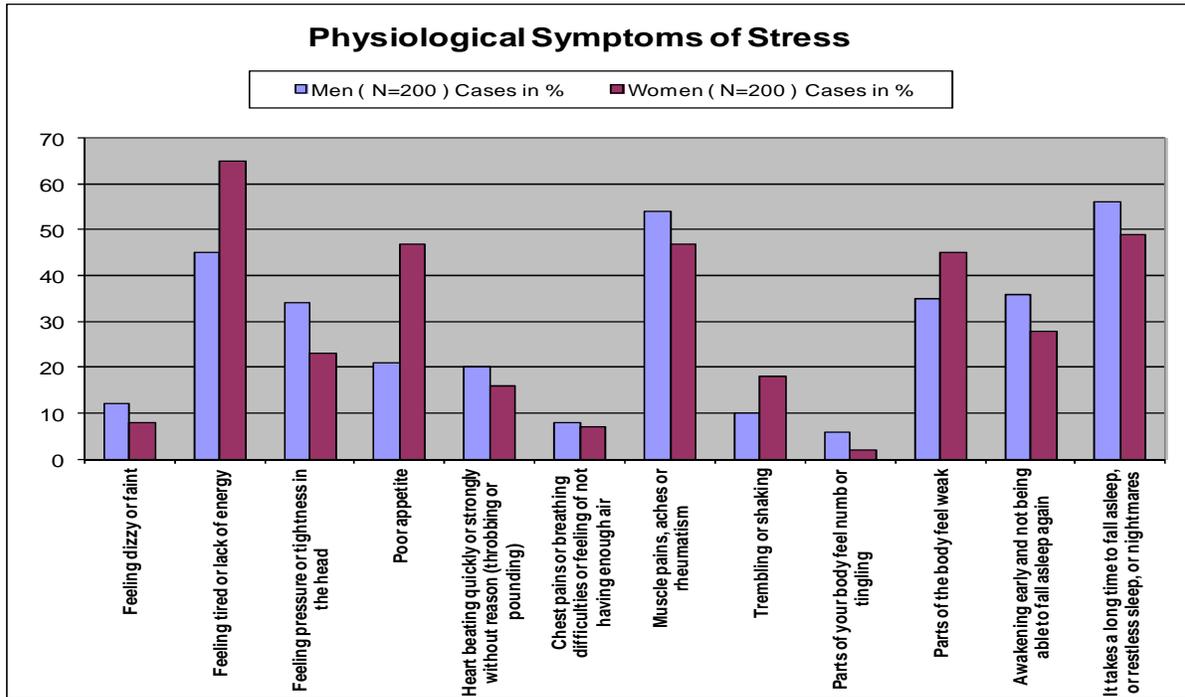
Reitz (1987) writes that individuals in modern society often substitute other psychological reactions for flight. Substitutions for fighting include irritability, dissatisfaction, expression of boredom, negativism, feelings of persecution and anger over unimportant matters. Substitutions for fleeing include resignation, apathy, fantasy, inability to make decisions inability to concentrate, procrastination, and forgetfulness.

**Table-13.2**

**Physiological symptoms of stress**

<b>S. No</b>	<b>Physiological symptoms of stress</b>	<b>Men ( n=200 ) Cases in %</b>	<b>Women( n=200 ) Cases in %</b>
1	Feeling dizzy or faint	12	8
2	Feeling tired or lack of energy	45	35
3	Feeling pressure or tightness in the head	34	23
4	Poor appetite	21	47*
5	Heart beating quickly or strongly without reason (throbbing or pounding)	20	16
6	Chest pains or breathing difficulties or feeling of not having enough air	8	7
7	Muscle pains, aches or rheumatism	54*	47*
8	Trembling or shaking	10	18
9	Parts of your body feel numb or tingling	6	2
10	Parts of the body feel weak	35	45
11	Awakening early and not being able to fall asleep again	36	28
12	It takes a long time to fall asleep, or restless sleep, or nightmares	56*	49*

**Fig.33**



From this table, it can be concluded that many physical illness/disorders such as insomnia (Men 56% & Women 49%), muscle pains (Men 54% & Women 47%) and poor appetite (Women 47%) are associated with stress. Previous researches also have proved that stress produces harmful physical outcomes.

**Table-13.3**

**Difference between the groups**

Showing comparison between the mean scores of male and female employees on the physiological and psychological symptoms of stress at work

S. No.	Dimensions	Employees	N	Mean	SD	Z-value P=0.05
1.	Physiological symptoms of stress	Men	200	12.18	4.67	4.29*
		Women	200	14.20	5.10	
2.	Psychological symptoms of stress	Men	200	15.71	3.14	3.72*
		Women	200	14.63	3.02	

The obtained z-ratio showed that there were significant differences between the Men and Women employees on the physiological and psychological symptoms of stress. The mean and standard deviation values of physiological symptoms of stress among Men employees were- M=12.18 & SD=4.67 and psychological symptoms of stress were - M=15.71 & SD=3.14. Whereas, the mean and standard deviation value of physiological symptoms among Women were - M=14.20 & SD=5.10 and on psychological symptoms were – M=14.63 & SD=3.02.

Mean scores clearly indicate that male employees show higher psychological symptoms of stress in comparison to their counterpart female participants. Others side, female participants reported greater expression of physiological symptoms as compared to male employees.

### **Part III: Study of PCI (Proactive Coping Inventory)**

The proactive coping inventory is used to assess different dimensions of a proactive approach to coping. It has 7 subscales: proactive coping, emotional support seeking, preventive coping, strategic planning, instrumental support seeking, reflective coping and avoidance coping. The proactive coping inventory can be administered either by an interviewer or self administered in approximately 15-20 minutes.

#### **Findings:**

**Table-14.1**

**Mean differences in employees coping style**

S.no.	Variables (coping style)	Mean n=200		Women n=200		'z' P<0.05
		Mean	Sd	Mean	Sd	
1	Proactive coping	34.5	8.1	33.1	6.1	2.01*
2	Reflecting coping	34.5	7.9	35.1	8.7	0.72
3	Strategic planning	11.0	2.0	11.5	2.5	2.27*
4	Preventive coping	28.5	7.1	30.5	8.0	2.67*
5	Instrumental support seeking	26.0	6.9	25.3	6.3	1.07
6	Emotional support seeking	13.4	4.0	12.9	3.2	1.67

7	Avoidance coping	8.5	2.3	8.2	1.9	1.57
	<b>Total</b>	157	38.3	156.1	34.7	0.25

Z-test was computed to find the difference in employees coping style on the base on Men and Women. Mean scores and standard deviations are presented in the above table.

It was found from the above table that differences in the coping style of employees of both sexes were only significant in the proactive, strategic planning and preventive coping. Differences in other aspects of coping strategies were found to be non-significant. But the mean scores of the male employees in most of the coping strategies were found to be higher against the scores of female employees. It is also worthwhile to Mention here that Men (M=34.5) use more proactive coping strategies in stressful condition then the Women ( M=33.1). Other side, female employees use more strategic planning and preventive coping as compared to male employees. Also the mean value of total coping style of male employees (=157) is slightly more than female employees ( =156.1). The associated reason may be due to fact that male employees shows aggressive or hostility towards the other person in the presence of tension of stress. They try to be away from problems and learn self control to regulate their feelings whereas the female accepts the responsibility of both work and home. They learn to adopt proper way of problem solving with the help of family. They pay effects to creak positive meaning and focus on personal growth. They also pay time to religion.

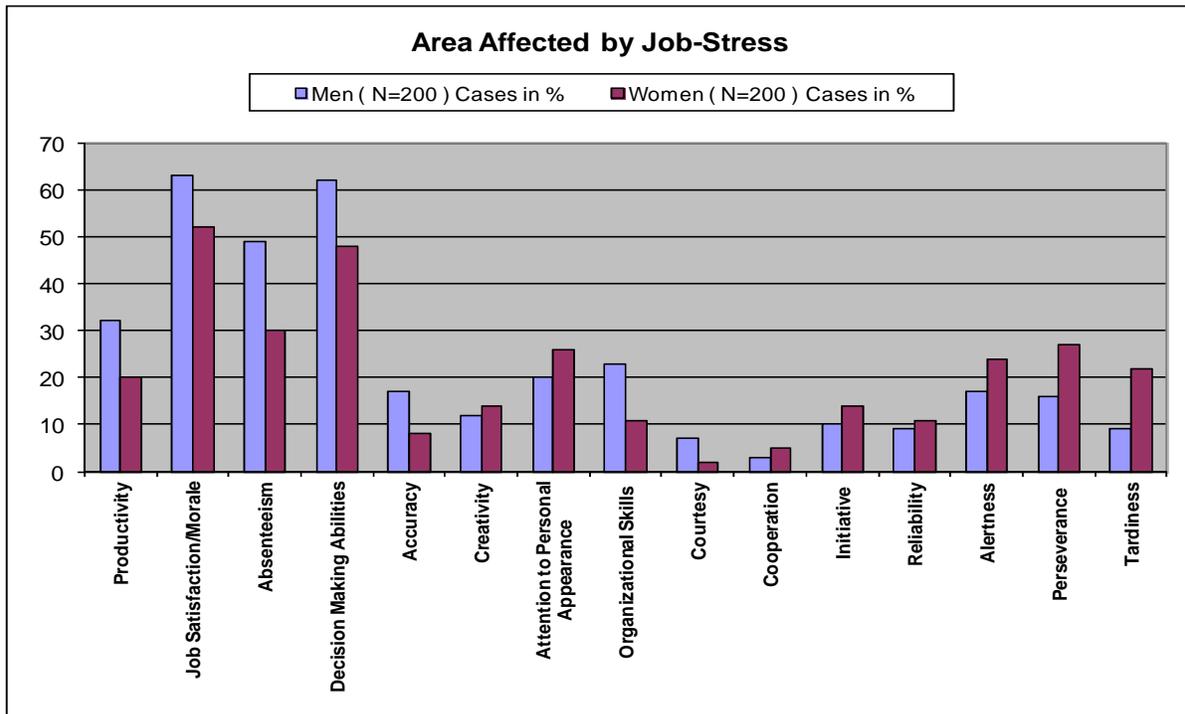
#### **PART IV- Study of SAF (Stress Assessment form)**

The SAF (**Stress Assessment Form**) can be administered either by an interviewer or self administered in approximately 5-10 minutes. This can significantly reduce absenteeism and increase productivity of employees.

**Findings:****Response on question no. 1- “How does stress most often affect you at work?”-****Table-15.1****Area affected by job-stress**

<b>S. No.</b>	<b>Area affected by job-stress</b>	<b>Men (n=200) cases in %</b>	<b>Women (n=200) cases in %</b>
1	Productivity	32	20
2	Job satisfaction/morale	63*	52*
3	Absenteeism	49	30
4	Decision making abilities	62*	48*
5	Accuracy	17	8
6	Creativity	12	14
7	Attention to personal appearance	20	26
8	Organizational skills	23	11
9	Courtesy	7	2
10	Cooperation	3	5
11	Initiative	10	14
12	Reliability	9	11
13	Alertness	17	24
14	Perseverance	16	27
15	Tardiness	9	22

**Fig.34**



Employees were asked to mention areas affected by job stress. The findings indicate that stress plays an important role in predicting in the level of job performance. As the respondent reported, the most significant reaction to work stressors was the intension to quit. Staying away from work or quitting one's work due to stress is a flight response to the situation, which may be a far healthier response than a fight reaction, in which an individual stays in the stressful environment. It indicates that they are not satisfied with their work or job profile (Men-63% & Women-52%).

Furthermore secondly uppermost influence of the stress upon the employees is decreasing in decision making power or ability (Men-62% & Women-48%). They feel that they do not have the ability to control their work situation when they experience stress or anxiety.

Both above Mention areas – low job satisfaction and inability to take decision refer to the individual's self perception of his/her controllability over action and a specific perception of one's capacity to execute a particular task ( Bandura & Maddi, 1996). For the organization this can result in high staff turnover, absenteeism and decreased motivation. Organization need to be aware of the hazards and stressors that may exist in the work place and takes measures which allows the organization to manage them effectively so as to protect the well being of the

employees but also to cover themselves against any potentials legal action from affected employees. Performing appropriate measures organizations may enhance not only employee's wellbeing but also employee commitment and performance.

Courtesy (Men-7% & Women-2%) and Cooperation (Men-3% & Women-5%), the two areas which are least affected by the stress at work place, as employees responded.

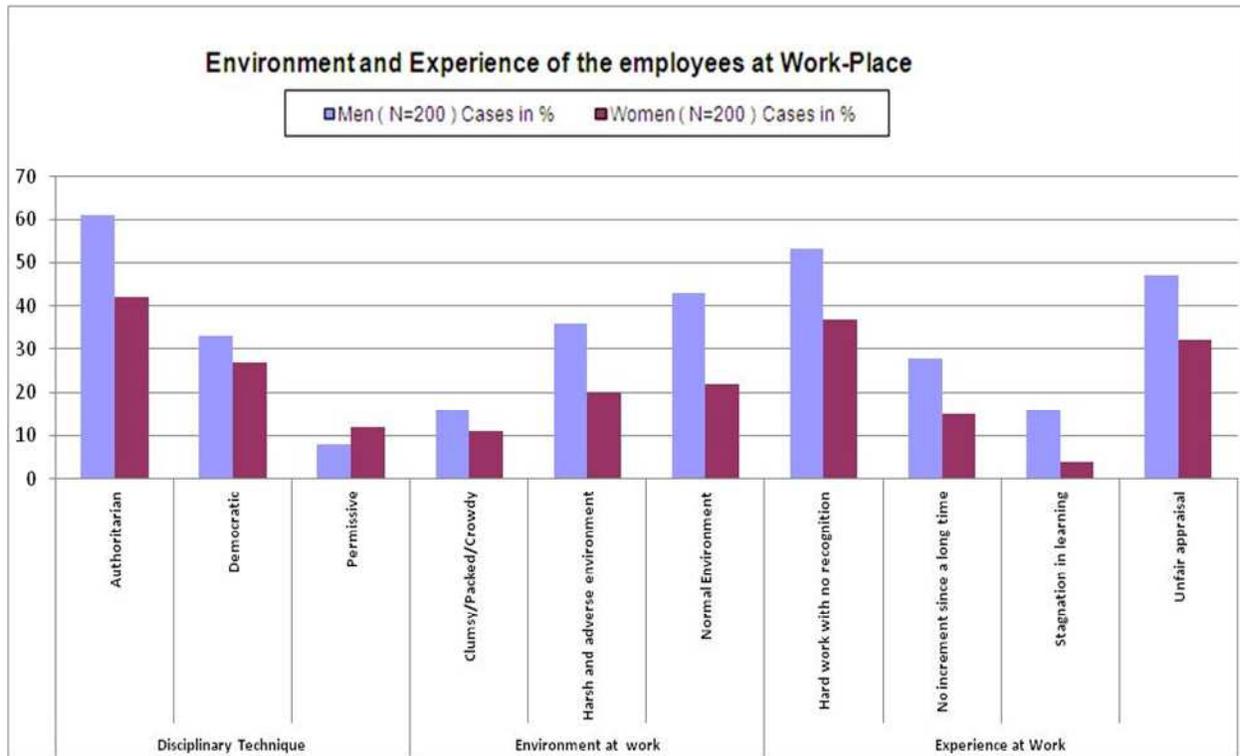
**Response on question no. 2- "What kind of environment is maintained in your work place, e.g. Hard, good ambience, clumsy etc."-**

**Table-15.2**

**Environment and experience of the employees at work-place**

S. No.	Areas	Factors	Men (n=200) cases in %	Women (n=200) cases in %
1	Environment at work	Harsh and adverse environment	36	20
		Normal environment	43	22
		Clumsy/packed/ crowdy	16	11
2	Experience at work	Unfair appraisal	47	32
		Hard work with no recognition	53*	37*
		No increment since a long time	28	15
		Stagnation in learning	16	4
3	Disciplinary Technique	Authoritarian	61*	42*
		Democratic	33	27
		Permissive	8	12

**Fig.35**



Through this study employees were also asked about their work environment, job experience and disciplinary technique used by the organization.

There are no differences in responses given by the both sexes of group employees. As they reported having normal environment (Men- 43% & Women- 22%), having hard work with no recognition (Men- 53% & Women- 37% ). Here normal environment refers to the total sum of their surroundings like co-worker, physical environment, sitting arrangement, air circulation etc.

61% Men and 42% Women Mentioned that their organization adopt authoritarian disciplinary technique. Authoritarian disciplinary technique refers to a restrictive, punitive parenting style in which managers/ institutes make their employees to follow their directions and to respect their work and effort. Increased managerial pressure may impact an employee well being (Sparks, Fragher. Cooper 2001). Managers who are viewed as having an inconsiderate or harsh management style contributed to the employees self reports of increased job pressure. Authoritarian managerial style in the workplace is perceived as stressful and is seen as taxing the capabilities of the individual and may have direct consequences for the individual.

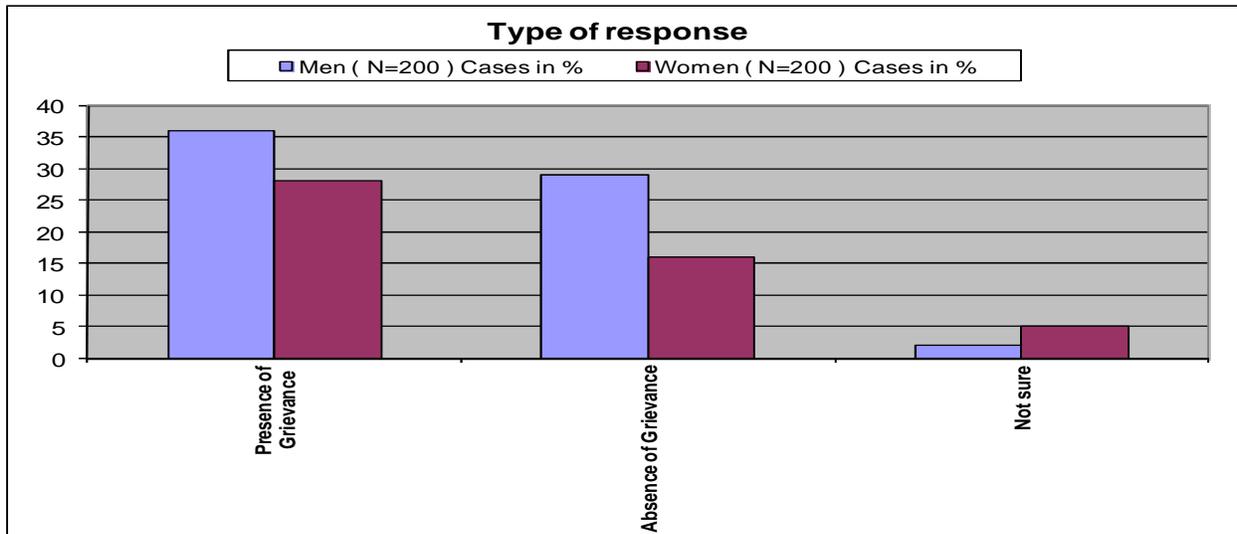
Response on question no. 3- “Sometimes you might feel that injustice is being done to you by the organization. Is there any forum available in your organization where you can get such grievance redressed? ”-

**Table-15.3**

**Presence of grievance redressed program at work place**

S. No	Type of response	Men (n=200)	Women (n=200)
1	Presence of grievance	36	28
2	Absence of grievance	29	16
3	Not sure	2	5

**Fig.36**



Above table reveals that employees (Men-36 % & Women-28%) have grievance redressed program in their organization where they can get compensation or grievance for faulty service or any loss. This indicates the right to fair settlement and compensation for the injustice done by the supervisor or organization. In this condition any employee who has a genuine case where his/her interest have been violated can represent to the authorities and expect a suitable solution, compensation and grievance.

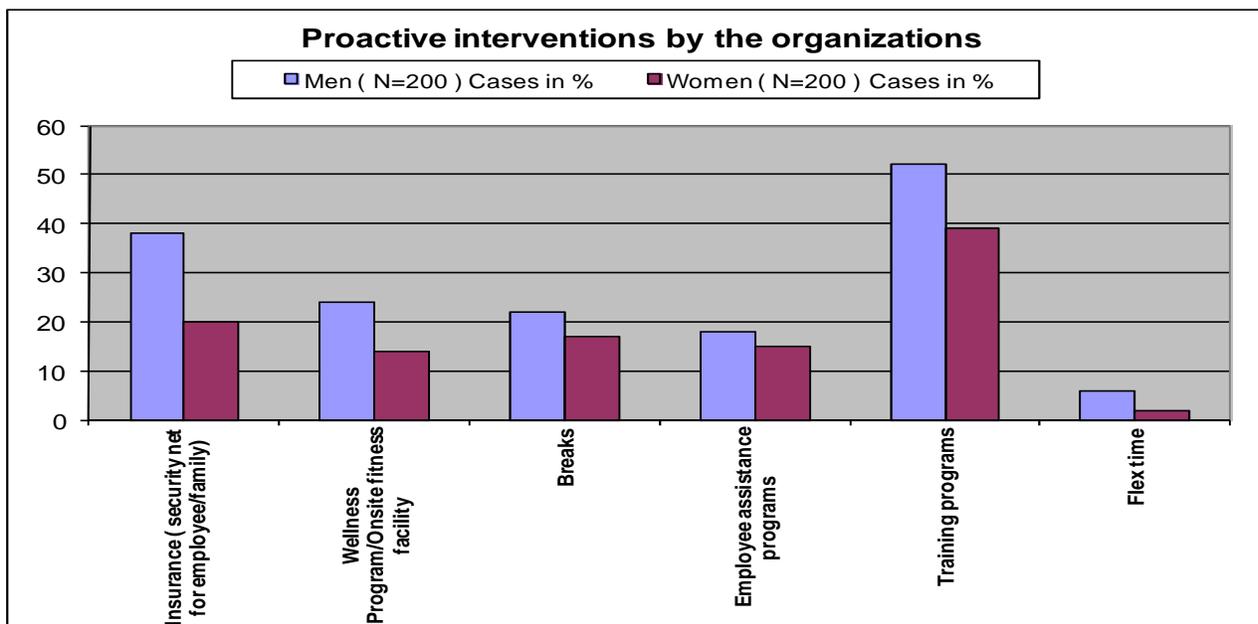
Response on question no. 4- “What kind of programs (stress reducing/proactive interventions) is / are adopted by your organization for the welfare of the employees? How it can be beneficial for you”-

**Table-15.4**

**Proactive interventions by the organizations**

S. No.	Proactive interventions by the organizations	Men (n=200) cases in %	Women (n=200) cases in %
1	Insurance ( security net for employee/family)	38	20
2	Wellness program/onsite fitness facility	24	14
3	Breaks	22	17
4	Employee assistance programs	18	15
5	Training programs	52	39
6	Flex time	6	2

**Fig.37**



According to this table 52% Men and 39% Women have facility of training program in their organization for the welfare of the employees. This is a form of proactive interventions program where employees can be trained to operate machine, reduce scrap and avoid accidents. Moreover this constitutes an ongoing process of acquiring new knowledge & technology. It is not only the workers who need training. Managers, supervisors and executives also need to be

developed in order to enable them to grow and acquire maturity of thoughts and action to handle any situation. Training leads to improved profitability and/or more positive attitude towards profit orientation. So, training programs are beneficial for employees and organization both. This is one of effective ways to handle stressful situation for the employee.

**Response on question no. 5- “Suggest any three mean of managing stress which should be adopted by your organization. Write how these can be beneficial for the employees and organization both.” -**

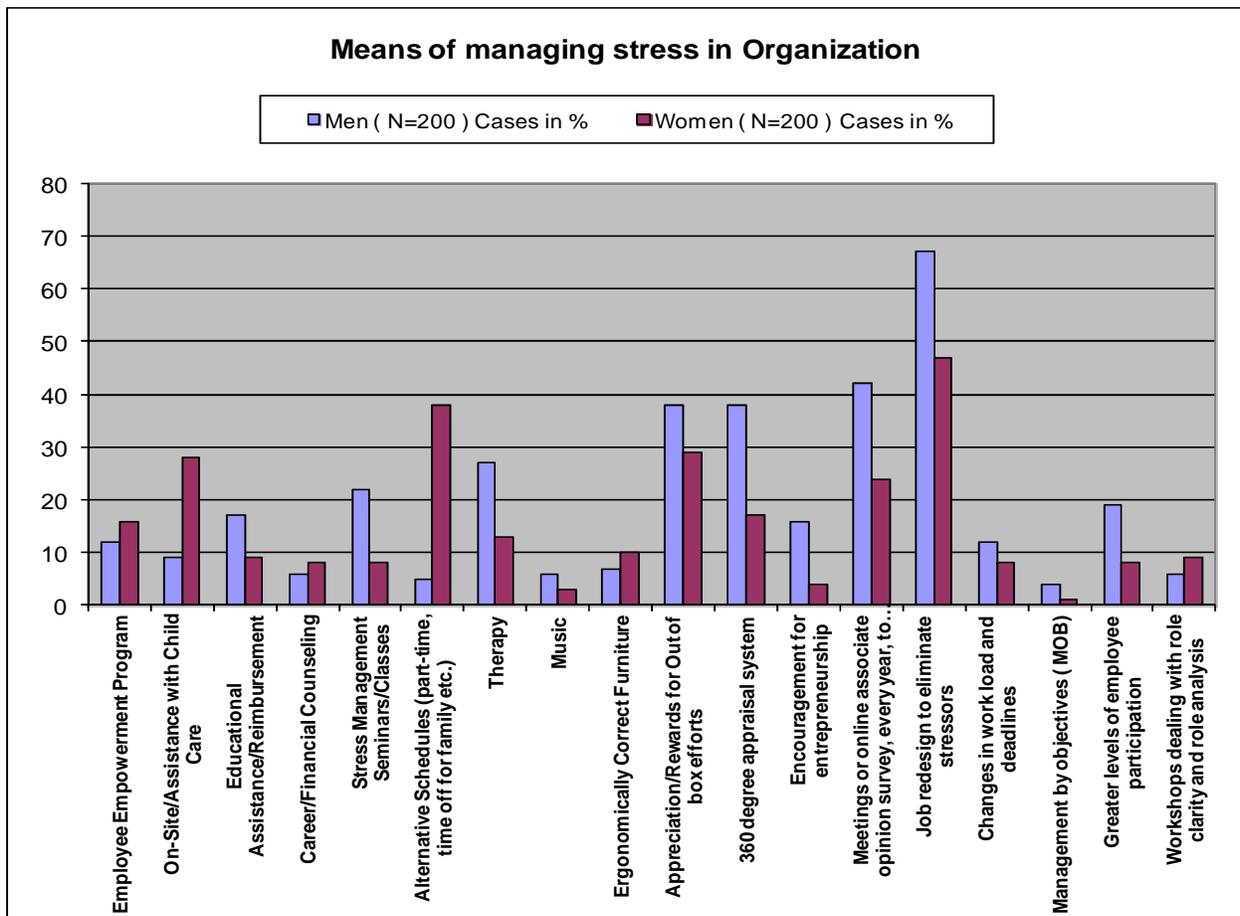
**Table-15.5**

**Means of managing stress in organization**

<b>S. No.</b>	<b>Means of managing stress in organization</b>	<b>Men (n=200) cases in %</b>	<b>Women (n=200) cases in %</b>
1	Employee empowerment program	12	16
2	On-site/assistance with child care	9	28
3	Educational assistance/reimbursement	17	9
4	Career/financial counseling	6	8
5	Stress management seminars/classes	22	8
6	Alternative schedules (part-time, time off for family etc.)	5	38
7	Therapy	27	13
8	Music	6	3
9	Ergonomically correct furniture	7	10
10	Appreciation/rewards for out of box efforts	38	29
11	360 degree appraisal system	38	17
12	Encouragement for entrepreneurship	16	4

13	Meetings or online associate opinion survey, every year, to know if employees are happy with their bosses and their work life balance	42	24
14	Job redesign to eliminate stressors	67*	47*
15	Changes in work load and deadlines	12	8
16	Management by objectives ( mob)	4	1
17	Greater levels of employee participation	19	8
18	Workshops dealing with role clarity and role analysis	6	9

**Fig.38**



Respondents were asked to give their opinion about mean of managing stress which should be adopted by their organization.

It is evident from the table some common means of managing stress by their employer's as suggested by Men are -

- Job redesign to eliminate stressors- 67%
- Online associate- 42%
- 360 degree appraisal system- 38%
- Appreciation/ rewards for out of box efforts- 38%

Whereas, Women reported-

- Job redesign to eliminate stressors- 47%
- Alternative schedule (part-time, time off for the family etc.)- 38%
- Appreciation/ rewards for out of box efforts- 29%

As both groups of employees are not satisfied with their job design. So they suggested redesigning the job.

Job design involves conscious efforts to organize duties, task and responsibilities among unit of work to achieve organizational and employee objectives. For an employee, motivation and job satisfaction are affected by the match between job factors ( content, qualification, and rewards) and personal needs. From organizations perspective the way tasks and responsibilities are grouped can affect cost & productivity. Jobs which are not satisfying or too demanding are tough to fill. Boring jobs may lead to a higher turnover. Therefore thoughtful design of jobs can help both the organization and its employees to achieve their objectives.

Appreciation/rewards are the second most effective mean of managing stress, as this study reveals. Appreciation /rewards are an attention getting and effect producing mechanism and also a powerful motivator. It is one of the hygiene factors and improving maintenance factor is the first step in efforts directed towards motivation and leads job satisfaction among employees. Reinforcement and expectancy theories attest to the value of rewards as a motivator. If reward is contingent upon performance, it will encourage workers to high level of efforts as employees Mentioned through this study.

38% Men employees prefer for 360 degree appraisal system, employees performance is rated by supervisors, peers, subordinated and clients. In this method besides averaging performance other attributes of the raisers talent, values ethical standards, behavioral quirks,

loyalty & tempers are evaluated by people who are best placed to do it. Employees think that this method keeps him/her ready for appraisal interview by analyzing his/her performance, strengths, weakness and development needs. While 38% female wants flexible timing or alternative schedule for their family.

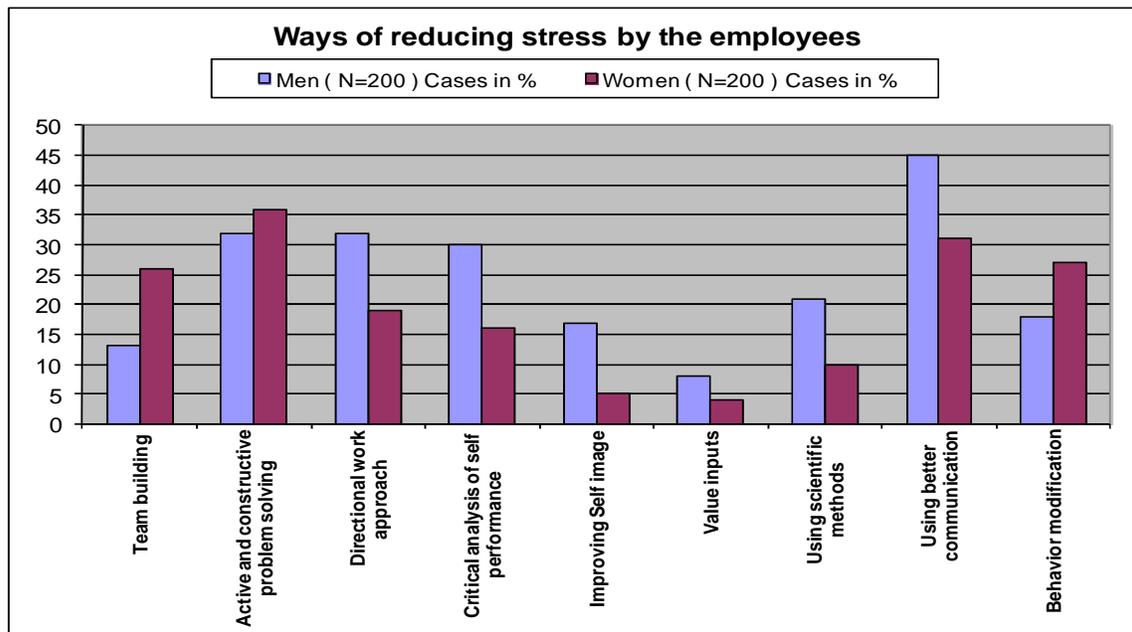
**Response on question no. 6- “According to you, how an employee can overcome over ailing stress at work place?”-**

**Table-15.6**

**Ways of reducing stress by the employees themselves**

<b>S. No.</b>	<b>Ways of reducing stress by the employees</b>	<b>Men (n=200) cases in %</b>	<b>Women (n=200) cases in %</b>
1	Team building	13	26
2	Active and constructive problem solving	32*	36*
3	Directional work approach	32	19
4	Critical analysis of self performance	30	16
5	Improving self image	17	5
6	Value inputs	8	4
7	Using scientific methods	21	10
8	Using better communication	45*	31*
9	Behavior modification	18	27

**Fig.39**



Also employees were asked how to reduce stress by themselves. Above table indicates their response in percentage.

Employees (both group) wants to reduce their stress by two ways-

1. Active/constructive problem solving
2. Using better communication

Whatever may be the cause of problem, the consequence is harmful to the employees as well as organization to. So problems should be solved actively and in constructive way. All respondents of this study are agreed with this statement.

On other side, communication (effective) is also one of the most widely discussed as a problem solving agent by them, the attention is justified because of the role of communication in improving interpersonal relation. Employees suggest that the communication can play a major role in changing people's attitudes. It is said that a common approach in molding or changing an employee's attitude is to supply information on the objects or issues towards which attitudes are directed, well informed individuals will have "sounder" attitude than those who are ill- informed.

### **Part V- Research objectives versus findings**

Working on a project on stress at work, researcher made an ample effort and shown how stress can adversely affect an employee's performance especially in Indian context. After the

data collection, results are discussed as research objectives of this study (as Mentioned in last chapter “methodology”) -

**Objective i- “Stresses between two groups- male & female- a comparison”.**

Through this study, it was found that Men employees are more affected by the stress as they responded with high scores in all four questionnaires than Women employees. Also it was observed that Women are more concern with their job as well as their family responsibilities and they find high word load with pressure.

**Objective ii-“Determining the causes of stress that employees experience at the work place”.**

both groups are stressed by too much work load at work place with high majority. Also, Men employees are unhappy with their superiors and Women are worried about family member’s care with their job also.

**Objective iii- “To study consequences of stress, e.g.-psychological and physiological”.**

On the basis of results obtained, it can be concluded that many symptoms of the stress are commonly present among both group of employees. The difference may be in their intensity and frequency of occurrence. For example, in this study, it was found that depression, lack of concentration & irritation (psychological symptoms) and insomnia, muscle pains & poor appetite (psychological symptoms) are the major common symptoms of stress among both groups. Hence, on the basis of z test, Men show more psychological and less physiological symptoms of stress in comparison to their counterpart female participants.

**Objective iv- “Various coping strategies adopted by the employees in stressful conditions”.**

Men use more proactive coping and less strategic planning & preventive coping as compared to female counterparts but there are no significant difference in using reflecting coping, instrumental support seeking, emotional support seeking and avoidance coping between both groups.

**Objective v -“Finding how stress varies in meaningful ways in different context as– sex and different areas of stress like- physical environment of the work place, job satisfaction, job uncertainty and ambiguity, workload, role conflict and ambiguity, job and role control and social support etc.”.**

Employees also reported that they have low job satisfaction & decision making ability concerning their job design. Also they experience hard work with no recognition. Also, they

mentioned that their superiors use authoritarian discipline technique to maintain discipline within their organization. The findings of NIOSH reveal major areas of stressors-

**Table-16**  
**Summary of NIOSH**  
**(Different areas of stressors)**

<b>S. No</b>	<b>Areas of stressors</b>	<b>Men employees</b>	<b>Women employees</b>
1	<b>Physical environment</b>	Crowded area	Crowded area
2	<b>Role conflict</b>	Not clear job description	Adequate resources and materials not provided to execute an assignment
3	<b>Role ambiguity</b>	Unnecessary things to be done	Unnecessary things to be done
4	<b>Group cohesion</b>	No unity or 'we' feeling	No unity or 'we' feeling
5	<b>Inter -group conflict</b>	Differences of opinion among the members of group	Differences of opinion among the members of group
6	<b>Intra -group conflict</b>	Lack of co-operation between my group and other groups	Lack of mutual assistance between my group and other groups
7	<b>job ambiguity</b>	Uncertainty of the opportunities for promotion and advancement	Uncertainty about future career
8	<b>task control</b>	No influence over work and work related factors	No influence over the variety of tasks to perform
9	<b>Decision control</b>	No influence over the decision concerning which individuals in the work unit do which task	No influence over the policies, procedures and performance in the unit
10	<b>Physical environment and resource control</b>	No influence over the availability of materials need to do work	No influence over the availability of materials need to do work
11	<b>Lack of alternative opportunities</b>	Uncertainty to move out of local area to find a suitable job with another	Uncertainty to move out of local area to find a suitable job with

		employer	another employer
12	<b>Lack of social support</b>	Supervisor	Supervisor
13	<b>Quantitative workload</b>	Too much work load	Too much work load
14	<b>Skill underutilization</b>	Job doesn't let me use the skills and knowledge	Job doesn't let me use the skills and knowledge
15	<b>Mental demand at work</b>	To keep mind on work at all times	Requirement of remembering many different things at a time
16	<b>Non-work activities</b>	Having primary responsibility for the care of an elderly or disabled person on a regular basis	Having primary responsibility for child care duties
17	<b>Self-esteem</b>	Not having positive/ optimistic attitude towards self	Not having positive/ optimistic attitude towards self
18	<b>Somatic complaints</b>	Bothered by a headache	Bothered by a headache
19	<b>Job satisfaction</b>	Not want to work	Not want to work
20	<b>Activity level</b>	More restless and fidgety than most people	Always in hurry

**Objective 6 –“To find out means/method of managing employee’s stress by the employers.**

Training programs is effective proactive intervention and jobs should be redesigned & redefined time to time to get rid of synonymous routine from the same work. According to employees, these two are most effective means of managing employees stress.

Also employees reported that at the employee’s level, work place problem should be solved actively and in constructive way. Also, by using better communication, stress can be eliminated easily.

