Chapter 1
Introduction

1.1 Occupational Stress
1.2 The Indian Media and Entertainment Industry
1.3 Statement of the Problem
1.4 Need and Importance of the Study
1.5 Scope of the Study
1.6 Objectives of the Study
1.7 Research Hypotheses
1.8 Methodology of Research
1.9 Limitations of the Study
1.10 Chapter – Scheme
CHAPTER - I

INTRODUCTION

1.0  INTRODUCTION

Human resources are the greatest assets of an organization as its success depends on the quality and calibre of the people working in it. The human resources are also central to economic development as the driving force of any economy. Work related stress is a growing problem around the world that affects not only the health and well-being of employees, but also the productivity of the organizations and has become a significant cause of economic loss. Work related stress arises where work demands of various types and combinations exceed the person’s capacity and capability to cope. The CWA Occupational safety and Health Department, Washington (Communication Workers of America) recognizes that occupational stress is a major problem in today’s “high tech” society. Rao V.S.P (2010) indicates that organizational life is quite stressful and the various factors like work pressures, tight schedules, unhelpful colleagues, critical bosses, incompetent subordinates and other factors have a cumulative effect in making the lives of modern day executives quite miserable. Stress is understood as a state of tension experienced by individuals facing extraordinary demands, constraints or opportunities. The pressures of modern life, coupled with the demands of a job, can lead to emotional imbalances that are collectively labelled ‘stress’. According to Landsbergis (2003), work-related stress has growing interest due to the globalization of the economy, use of new information and communications technology, growing diversity in the workplace.

1.1  OCCUPATIONAL STRESS

Stress is the general term applied to the pressures people feel in life and the presence of stress at work is almost inevitable in many jobs. When stress becomes excessive, employees develop various symptoms of stress that can harm their job performance and health. Stress even threaten their ability to cope with environment.
(John W. Newstorm 2009). Stress is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource. Although stress is discussed in a negative context, it also has a positive value. It is an opportunity when it offers potential gain. Stress is associated with demands and resources (Stephen P. Robbins, Timothy and Seema 2009).

Fred Luthans (2005) based on the definitions of Ivancevich and Matteson who define stress simply as “the interaction of the individual with the environment” and Beehr and Newman who define job stress as “a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning”, defines stress as “an adaptive response to an external situation that results in physical, psychological, and/or behavioural deviations for organisational participants.” Hans Selye defines stress as, “the non-specific response of the body to any demand made upon it”. Individuals can have a variety of reactions to job stress. They can react emotionally, behaviourally or psychologically, as explained by Professor Hans Selye in his famous book, The Stress of Life, 1956.

Occupational stress was formally identified in 1989, when the Commonwealth Commission for the Safety, Rehabilitation and Compensation of Commonwealth Employees initiated several research projects. (Jamal Islam, Haradhan Mohajan and Rajib Datta 2012). Occupational stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker, which can lead to poor health and even injury (Rehman 2008). The terms work stress, job stress, or occupational stress is used interchangeably. In the past decade, effects of globalisation and rapid technological changes have resulted in increased workloads and a faster pace in the workplace. (Dollard 2003)
1.2 THE INDIAN MEDIA AND ENTERTAINMENT INDUSTRY

The Indian Media and Entertainment Industry comprises of Television, print, films, radio, music animation, digital advertising and others. Media companies are usually in business to make money from the materials they produce and distribute. Because of this focus on making money, media professionals view the programs, articles, and films they create at least partly as commodities, as goods in a real marketplace. Television Media is the predominant and the most important component of the Indian Media and Entertainment Industry. The Media and Entertainment sector which grew by 12.8 per cent from INR 1026 billion in 2014 to INR 1157 billion in 2015, while overall advertising grew by 14.7 percent from INR 414 Billion in 2014 to INR 475 billion in 2015. Television registered a 14.2 percent growth in 2015 over 2014 from INR 474.9 Billion to INR 542.2 Billion in 2015. Television is expected to grow at a CAGR of 15.1 percent to INR 1097.6 billion by 2020. TV households are expected to increase to 200 million by 2020, with paid C&S subscriber base expected to grow 174 million by 2020, representing 87 percent of TV households. Regional Entertainment :- As per data from Broadcast Audience Research Council India (BARC) TV measurement system, Regional Entertainment channels accounted for 38.99 percent viewership over the period Week 41, 2015 to Week 7, 2016. Among the regional markets, Tamil channels occupy the biggest share with 25.7 percent share in viewership and Sun TV was a top-ranked channel at the all India level. (KPMG – FICCI Indian Media and Entertainment Industry Report 2016)

1.3 STATEMENT OF THE PROBLEM

Stress is the pressure people feel in life. The presence of stress at work is inevitable in our society and it is an unavoidable consequence in many jobs. Work stress affects the individual’s psychological, physical health and also results in ineffectiveness of an organization and increased employee health care costs to the employer. During the past decade the Television Media industry has witnessed tremendous growth and expansion in its size due to the impact of globalisation and privatisation policies. The TV Media industry is growing fast and having a dynamic
operating environment in the current decade, is expected to grow rapidly in future also. Every individual is affected in one way or other by work stress and the employees of the TV Media industry are also exposed to such work stress. Although occupational stress is not a new phenomenon, it has become universal and its consequences have adverse effect on the performance of both individual employees and organizations. In lieu of the above, the present study attempts to throw light on the various causes and consequences of work stress, efforts and strategies to reduce stress and the impact of stress management among the employees of Television Media in Chennai city.

1.4 NEED AND IMPORTANCE OF THE STUDY

Occupational stress is a state of tension that is created where a person responds to the demands and pressures that come from work, family and other external sources. It is also internally generated from self-imposed demands, obligations and self-criticism. Stress affects the employees’ performance and leads to poor attendance that indirectly affects the organisations’ survival. Thus occupational stress has become an important topic for study of organisation behaviour, as stress is the major cause of employees’ poor performance, turnover and absenteeism. Stress can erode the physical and mental health of an employee. Therefore it is essential to know the root causes of stress and take action to prevent stress. Although stress in the work place is inevitable, it is harmful when it results in reduction of productivity. Unmanaged work stress leads to occupational related issues such as illness, injuries at work place, absenteeism, inefficiency, poor morale and high health care costs. As such, the organisations started focussing on the factors lead to stress, to activate measures to reduce stress and to improve the morale and efficiency of the employees. The Media and Entertainment industry has become the major contributor to our economy in the last decade and continues to grow rapidly in the current decade. The Television industry continued to have a dynamic operating environment in the recent years. One of the important challenges faced by the Television Media industry like any other industry is the stress at work place. Thus an attempt is made to study the occupational stress management in this
industry and in particular to address the specific problems related to occupational stress and to study the impact of stress management among the employees of Television Media in Chennai city.

1.5 SCOPE OF THE STUDY

Television Media which is the most important division of Media and Entertainment industry is growing rapidly and has become a major contributor to the Indian economy. The study area is restricted to Chennai city, as all top ranked, leading and important television channels are having operations in Chennai city. The study covers the factors causing work stress and its consequences, the efforts or steps to reduce work stress and the impact of stress management among the employees of Television Media industry in Chennai city. The research studies on occupational stress management in Media and Entertainment industry still remain unexplored at national and international levels. Hence, the present study which is an initiative in this field provides lot of scope to conduct further research studies on various aspects and challenges of this sector. The present study completely explores the direct incidental effects of occupational stress on the employees of Television Media industry as well as enumerating causes of occupational stress due to heavy competition among the Television Media companies. The en-twinned picture also elaborates the causes and effects of occupational stress hindering the utility of human resources in Television Media industry.

1.6 OBJECTIVES OF THE STUDY

- To study the socio-economic and organisational profile of employees in Television Media and Entertainment industry in Chennai city.
- To analyse the factors causing occupational stress of Television Media employees.
- To identify the consequences of occupational stress on individual employees as well as their organisations.
- To measure both individual and organisational stress management in Television Media and Entertainment industry.

- To find the impact of occupational stress management on individual employees and their organisations.

- To study the influence of personal and organisational profile of Television Media and Entertainment industry employees on the causes, consequences and effectiveness of stress management.

1.7 HYPOTHESES

- There is no significant difference among factors causing occupational stress among employees in Television Media.

- There is no significant difference in the consequences of occupational stress among individual employees and the organisation.

- There is no significant difference between occupational stress management of individual employees and the organisation.

- There is no significant difference in the impacts of stress management on individual employees and the organisation.

1.8 METHODOLOGY OF RESEARCH

The study is conducted using both analytical and descriptive type of methodology.

1.8.1 Study Area

The survey is conducted among the employees of Television Media channels located in Chennai city. All prime Television channels in the Regional Entertainment division of the Television Media industry including the top ranked Television Channel in India are located in Chennai making the study more realistic and meaningful. Chennai, being the metropolitan city, truly represents employees
belonging to various strata of the society. Other added advantages of the city are the abundant skills and talents availability, well developed infrastructure, lesser cost of living, access and overall quality of life.

1.8.2 Sampling Size, selection and Design

The researcher applied convenient sample method to collect the responses from the employees of top ten television media companies. The following table indicates sample distribution of respondents over top ten television media companies in Chennai city. Since the TV Media companies requested not to mention the names of the companies, it is not shown in the table.

<table>
<thead>
<tr>
<th>Top 10 companies</th>
<th>Circulated</th>
<th>Received</th>
<th>Rejected</th>
<th>Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>T1</td>
<td>200</td>
<td>165</td>
<td>17</td>
<td>148</td>
</tr>
<tr>
<td>T2</td>
<td>125</td>
<td>81</td>
<td>10</td>
<td>71</td>
</tr>
<tr>
<td>T3</td>
<td>125</td>
<td>61</td>
<td>9</td>
<td>52</td>
</tr>
<tr>
<td>T4</td>
<td>125</td>
<td>66</td>
<td>10</td>
<td>56</td>
</tr>
<tr>
<td>T5</td>
<td>125</td>
<td>65</td>
<td>8</td>
<td>57</td>
</tr>
<tr>
<td>T6</td>
<td>75</td>
<td>40</td>
<td>8</td>
<td>32</td>
</tr>
<tr>
<td>T7</td>
<td>75</td>
<td>42</td>
<td>7</td>
<td>35</td>
</tr>
<tr>
<td>T8</td>
<td>50</td>
<td>28</td>
<td>5</td>
<td>23</td>
</tr>
<tr>
<td>T9</td>
<td>50</td>
<td>26</td>
<td>5</td>
<td>21</td>
</tr>
<tr>
<td>T10</td>
<td>50</td>
<td>31</td>
<td>7</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>1000</td>
<td>605</td>
<td>86</td>
<td>519</td>
</tr>
</tbody>
</table>

Source :- Computed Data
Hence, the sample size of the research is 519.

1.8.3 Questionnaire Design

The primary data are collected through questionnaire survey. The respondents are asked to give their opinion related to the factors causing stress, its consequences, the various efforts and steps taken to reduce stress and the impact of stress management on individuals and organisation. The first part of the questionnaire comprises of demographic details with optional questions. The second
part includes the organisation details of the employees with optional questions. The
third part consists of factors causing work stress among the employees of Television
Media industry with Likert’s 5 point scale. One optional question is included along
with rating question. The fourth part comprises of consequences of work stress for
the employees including the physical consequences and organisational
consequences. The fifth part consists of efforts and steps taken both by the
individual employees and the organisations. The sixth and last part of the
questionnaire includes the impact of stress management efforts both for individual
employees and the organisations on the whole. All relevant statements are included
to drive responses in the questionnaire.

1.8.4 Scaling Technique adopted in the Questionnaire

The questionnaire used comprises both optional type and statements in
Likert’s 5 point scale. The responses of these sections are obtained from the
employees of Television Media industry in the 5 point scale, which as follows:-

5 - Strongly Agree; 4 - Agree; 3 - Neutral; 2 - Disagree; 1 - Strongly
Disagree

1.8.5 Secondary Data

The secondary data are collected from journals, magazines, publications,
reports, books, newspapers, periodicals, articles, research papers, websites, manuals
and booklets.

1.8.6 Pilot Study

A pilot study was conducted to validate the questionnaire and to confirm
the feasibility of the study. A preliminary investigation was done to check the
reliability of the research instrument derived out of review of literature. The
reliability is done in two different ways namely, reliability for independent variables
and reliability for dependent variables separately. A normal distribution method is
applied to check the reliability of independent variables and Cronbach’s Alpha
method is applied to check the reliability of dependent variables. The Normal distribution method revealed some of the variables like age, level of position and experience have more than 5% admissible errors, whereas other variables form the normal distribution curve with less than 5% admissible errors. Cronbach’s Alpha values for the dependent variables showed the values above 0.75 which is the benchmark for the reliability. Therefore, the researcher has taken special care to collect the responses from the employees of Television Media companies with proper representations of age group, level of position and experience. Since the Cronbach’s Alpha values are satisfactory, the researcher did not change the statements of Likert’s 5 point scale.

1.8.7 Data Analysis

The primary data collected are analysed using the SPSS (Statistical Package for Social Sciences) computer packages.

The statistical tools used for obtaining results are as follows:

1. Simple percentage analysis
2. T-Test
3. Analysis of Variances
4. Factor Analysis
5. Cluster Analysis
6. Non-Parametric Chi-square Analysis of Association
7. Linear Multiple Regression Analysis
8. Structural Equation Model.

All data analysis was conducted using SPSS V-21. Sample means, standard deviation and N are presented in the analysis chapter for all the variables of the study. The data were screened in order to obtain the variance between various stress factors. Factor analysis, cluster analysis, one way analysis of variance, Karl Pearson’s co-efficient of correlation, t-test, ranking analysis are discussed here.
Factor Analysis

Both Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were used in this thesis. Factor analysis is a branch of multivariate analysis that is concerned with the sharp internal relationship of a set of variables. The numerous variables used in a multi-item scale such as those utilized in the thesis, can be analysed to note if those variables could be seen as approximately explaining a single factor (De Groot et. al. 1982). EFA refers to the determination of the number of common factors necessary and sufficient to account for the inter correlations of a given set of variables (De Groot et. Al 1982). It is traditionally used to explore the possible underlying structure of a set of items without imposing any structure (Child 1990).

CFA, on the other hand, is where the number of factors is assumed to be known and the main issue is to fit a postulated pattern of zero and non-zero loading to a given correlation matrix (De Groot et. al. 1982). CFA is more of a theory testing, rather than a theory rating method, as it is based on strong theoretical and empirical foundations (Hair Jr. et. at. 1998). Data obtained were investigated by an exploratory factor analysis to determine the number of latent constructs underlying the variables. This was then used in the CFA carried out by utilizing the first or second order CFA for the various scales used in the tests.

Cluster Analysis

This procedure attempts to identify relatively homogenous groups of cases based on selected characteristics using an algorithm that can handle large number of cases (Cox 1980). However, the algorithm requires to specify the number of clusters. It allows the researcher to analyse the existence of different perceptions of the respondents. The number of clusters may be derived by trial and error method or by computing the large scale differences among co-efficient obtained from hierarchal clusters. This technique is considered appropriate, whenever the research is concerned with a comparison of mean scores, especially in the case of experimental study, involving manipulations such as in the case of this thesis (Bray
The basic assumptions of cluster analysis are, the variables should be quantitative at the interval or ratio level. The distances are computed using simple Euclidean distance among the appropriate variables. In the case of this thesis, clusters are formed with respect to the factors obtained through factor analysis.

**Analysis of Variance (ANOVA)**

ANOVA allows for the study of a single factor or several factors, but will only measure one variable (Bray and Maxwell 1985, Towncend 2002). An ANOVA works by measuring the variance of the population in two different ways; the first is by noting the spread of values within the sample; the second is by the spread out of the sample means. If the samples are from identical populations, these methods will give identical results. The basic assumptions for ANOVA are random sampling independent measurements, normal distribution and equal variance (Towncend, 2002).

**Karl Pearson’s Co-Efficient of Correlation**

The Karl Pearson’s Co-efficient of Correlation measures how variables or rank orders are related. This is useful in a linear relationship among variables. It also develops the linear parametric relationship among any of the factors.

**Non-Parametric Chi-square Analysis**

Chi-square association test is a non parametric test useful to establish an association between two categorical variables. The frequency dumping in each cell of the cross tabs allows identification of the association between two types of heterogeneous groups and also the nature of cases in that particular cell. It also exhibits linear by linear relationship, and Crammer’s Phi-statistics to study the relationship.
T-Tests

T-tests are used in situations where the research wants to compare two statistics. The basic utility of a t-test is that it produces a straightforward easy to interpret results of significance. In the case of this thesis, two failed t-tests were used after all other analysis was completed only to note the differences of assumed mean and computed mean directly. The basic assumptions for t-tests are random sampling, independent measurements, normal distribution and equal variance (Towncend 2002). The t-tests were further strengthened by the use of the Bonferroni correction test which uses t-tests to perform pair-wise comparison between group means. It controls overall error rate by setting the error rate for each test, to the experiment-wise error rate divided by the total number of tests. Hence, the observed significance level is adjusted and the multiple comparisons are being made.

Linear Multiple Regression Analysis

This multivariate analysis is used to measure the influence of multiple independent variables over unique dependent factor. In this analysis, it computes multiple correlations over the unique variance and able to obtain a sharp estimate of regression coefficient. The regression coefficient indicates a combined influence of independent variables over the dependent factor. It also explains the relationship fit between set of independent variables and a dependent factor. Besides, the single measure of variance, this analysis gives the influence of individual effects of independent variables on the dependent factor. It is an extension of multiple correlation coefficient.

Structural Equation Model

It is a combination of regression analysis and factor analysis. In the factor analysis, the variable groupings achieved is also found its traces in the structural equation model. This model extracts the explanatory variables for the unobserved factors. After estimating the unobserved factors, structural equation model also estimates both intrinsic and extrinsic relationships. It also helps to validate the research and the model emerged out of the research.
1.9 LIMITATIONS OF THE STUDY

- The study focusses on the occupational stress management of employees at all levels working for Television Media companies only in the Media and Entertainment industry.
- The study is restricted to Chennai city only.
- The study is limited to work stress only and 'non-work stressors' and 'life events stressors' have not been considered.
- The study is based on the perceptions of the employees and the same respondent may express a different view, as the human behaviour in an organisation is subject to change in the days to come. Hence, the employees reflect their current views on the job stress in their organisation. However this limitation is inherent in all studies in behavioural sciences.
- The questionnaire survey is conducted among the employees of Television media. Since it is a perception study, the results cannot be generalised.

1.10 CHAPTER - SCHEME

Chapter I: Introduction:

This chapter gives an overview of the study and deals with the introduction to the concept of occupational stress and the Indian Media and Entertainment industry. It describes the need for the study and significance of studying the occupational stress management in Television Media industry. The research objectives, Scope of the study and Methodology of Research have been presented in this chapter.

Chapter II: Theoretical and Conceptual Framework:

This chapter presents the conceptual review of books and articles of research journals with respect to occupational stress and its management thoroughly for defining the concept and models of stress.
Chapter III: Review of Literature:

This chapter sketches the review of related literature relevant to the present study and explores the previous research works on factors causing occupational stress, its consequences, stress management efforts and coping strategies, impact of stress management and shows the gaps in literature.

Chapter IV: Profile of Indian Media and Entertainment Industry:

In this chapter, a detailed analysis on the profile of Indian Media and Entertainment Industry and the Television Media segment including the origin, growth, development and future has been presented.

Chapter V: Factors of Occupational Stress - An Analysis:

This chapter presents an analysis of socio-economic profile of the respondents and factors for causes and consequences of occupational stress among Television Media and Entertainment Industry employees in Chennai widely using suitable statistical tools.

Chapter VI: Impact of Stress Management on Individuals and Organisations - An Analysis:

This chapter presents an analysis on the efforts taken by individuals and organisations to reduce stress among Television Media employees in Chennai. The influence of personal and organisational profile of Television Media employees on the causes, consequences and effectiveness of stress management also presented by applying factor analysis, cluster analysis, chi-square analysis, regression analysis and Structural Equation Model to extract the exact perception of employees.

Chapter VII: Summary of findings, suggestions and Conclusion:

This chapter presents the summary of thesis in a lucid and concise manner. It also presents the summary of findings and results obtained through statistical analysis, giving suitable and practical suggestions with a general conclusion and scope for further study.