Chapter 7

Summary of Findings, Suggestions and Conclusion

7.1 Summary of Findings
7.2 Suggestions
7.3 Scope for Further Research
7.4 Conclusion
Human resources are the greatest assets of an organization as its success depends on the quality and caliber of the people working in it. Work related stress is a growing problem around the world that affects not only the health and well-being of the employees, but also the productivity of the organizations. Occupational stress arises where work demands of various types and combinations exceed the person’s capacity and capability to cope. It affects the individual’s psychological, physical health and also results in ineffectiveness of an organization and increased employee health care costs to the employer. The Indian Media and Entertainment Industry comprises of Television, print, films, radio, music, animation, digital advertising and other segments. Television Media is the predominant and the most important component of the Indian Media and Entertainment Industry. The TV Media industry is growing tremendously and having a dynamic operating environment in the current decade, is expected to grow rapidly at a CAGR of 15.1 percent to INR 1097.6 billion by 2020. Every individual is affected in one way or other by work stress and the employees of TV Media 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, this research attempts to throw light on the “Occupational Stress Management in Television Media and Entertainment Industry” - A Study with particular reference to Chennai city. The objectives of the Study are:

- To study the socio-economic and organizational 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 organizations.

To measure both individual and organizational stress management in Television Media and Entertainment Industry.

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

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

The primary data required for the study are collected through questionnaire survey and has been collected from employees working in Television Media in Chennai. The respondents were 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 organization. The primary data collected are analysed by using the SPSS V-21 computer packages and the statistical tools used for obtaining the results are Percentage analysis, T-Test, Analysis of Variance (ANOVA), Factor Analysis, Cluster Analysis, Non-Parametric Chi-square Analysis of Association, Linear Multiple Regression Analysis and Structural Equation Model.

The national and international reviews on factors causing occupational stress show that there are numerous factors which lead to work stress among the employees of an organisation. They include greater work load, long working hours, high demands, time pressures or deadlines, uncertainty, insecurity, fears concerning job loss, job conditions, role conflict, role ambiguity, work environment, inter personal factors, poor communication, technological change, insufficient skill, lack of autonomy, leadership behaviour, insufficient compensation, few promotional opportunities and also other important factors. The reviews focussing on the
consequences of work stress show that occupational stress results in physical, psychological, behavioural problems and they directly affect the individual employees as well as the organisations. Some of the physical and Psychological consequences discussed in the above reviews are headaches, cardio vascular problems, high blood pressures, ulcers, arthritis, sleep disturbances etc. A detailed discussion of the reviews related to stress management- efforts and strategies to reduce work stress reveal that occupational stress can be managed effectively when the organisations and individual employees adopt stress prevention and stress reduction techniques. Some of the efforts to reduce stress at work place both by employees and organisations in the above discussed reviews include time management, goal setting, more flexible work schedules, job redesigned, stress management program, provision of adequate pay, job oriented training program, yoga and meditation, physical exercise, better working conditions, relaxation techniques, role clarity etc.

The discussions on the Media and Entertainment industry including the Television media in India show that M&E industry is a sun rise sector for the economy and is making high growth strides. It is one of the fastest growing industry in India and the Government of India has supported the M&E sector’s growth by taking various relevant important initiatives. Television went on air on September 15, 1959 and the TV programs were launched in India during this year. In 1976, Doordarshan came into existence and in 1991, the first satellite channel started broadcasting in India. The TV industry had a good run in 2015 and the advertising revenue is growing faster than expected. In the regional entertainment, viewership in South India is dominant and in the regional markets, Tamil channels occupy the biggest share. The South Indian market has claimed a lion’s share of regional advertising and in regional broadcast business Sun Network is the leader.
7.1 SUMMARY OF FINDINGS

- The study analysed from the previous chapter that maximum of employees working in Television Media and Entertainment industry are males 71.9%, in the age group between 21-30 years (47.6%), possessing under graduation (40.7%), 58% being married and 53.4% living in joint families.

- It is analysed further from the study that maximum of the employees 36% are working in technical department, 60.1% are working in middle level, 40.5% possess work experience less than 5 years and 59.3% earn a gross annual salary of less than 3 lakhs.

- 72.4% employees opined that they will share or report to their Superiors, 74.6% will share or report by way of discussing with colleagues, 49.7% will share or report to their Department Head, 91.1% employees will share or report to their HR Head and 87.1% will share or report to all the above mentioned people.

- The analysis of factors causing stress revealed that the twenty variables are reduced into five major factors namely work experience, poor transparency, work burden, inter personal relationship and organisational policies.

- Depressed employees 238 (45.9%) moderately agree for the stress factors work environment, poor transparency, work burden, interpersonal relationship and organizational policies causing stress among them. This implies that the employees of this group are depressed more in the work environment. Transparency seekers 176 (33.9%) employees with disagreements for work environment, poor transparency, work burden, interpersonal relationship and agreement for organizational policies. Diehard employees 105 (20.2%) employees with disagreements for all the five factors causing stress among them.
80.3% of depressed employees, 67.6% transparency seekers and 73.3% diehard employees accept to discuss their problems to their colleagues and thereby associate between causes of stress and employees sharing/reporting discussing their problems with their colleagues.

The employees disagree that the consequences of stress results to heart diseases, high blood pressure, ulcers, arthritis and anxiety. The employees moderately agreed that the consequence of stress results to head aches, depression and anger.

Factors of consequences of individual work stress revealed that ten variables are reduced into two factors namely attention deficiencies and diminishing job affinity. Similarly the consequences of organisational work stress revealed that the ten variables are reduced in two major factors namely pessimistic work environment and detachment culture.

Loyal employees 208 (40.1%) moderately agreed the onsequence of their stress namely attention deficiencies, diminishing job affinity and disagreed with the other factors of consequences of their stress namely pessimistic organizational climate and detachment culture. Similarly, improvement seekers 85 (16.4%) employees moderately agreed with all the four factors of consequence of stress namely attention deficiencies, diminishing job affinity, pessimistic organizational climate and detachment culture and finally focused employees 226 (43.5%) employees with disagreement for all the four factors of consequence of stress among them.

65.4% of loyal employees, 76.5% improvement seekers and 77.4% focused employees accept to share and report their problems to their superiors and concluded that there is an association between the consequences of stress and employees sharing/reporting of problems to their superiors. It is concluded that the employees reporting/sharing their problems about stress and their negative effects to the superiors in Television Media and Entertainment industry.
57.7% of loyal employees, 55.3% improvement seekers accept to share and report their problems to their department heads whereas 59.7% focused employees do not share their problem with their department heads and concluded that there is an association between the consequences of stress and employee sharing/reporting of problems to their department heads. It is concluded that the employees reporting/sharing their problems about stress and their negative effects to the department heads in Television Media and Entertainment industry.

88.9% of loyal employees, 85.9% improvement seekers and 95.1% focused employees accept to share and report their problems to their HR head and concluded that there is an association between the consequences of stress and employees sharing/reporting of problems to their HR head. It is concluded that the employees reporting/sharing their problems about stress and their negative effects to the HR heads in Television Media and Entertainment industry.

The factors of efforts/steps taken by individuals to reduce stress revealed that the 10 variables are reduced into two factors namely healthy habits and systematic approach. Similarly the factors of efforts/steps taken by organisation to reduce stress revealed that the 10 variables are reduced into two factors namely supportive benefits and rational approach.

The factors of impact of individual stress management efforts and strategies revealed that the 10 individual variables are reduced into two factors namely Personality development and Serenity. Similarly, the factors of impact of individual stress management efforts and strategies revealed that the 10 individual variables are reduced into two factors namely transcendental involvement and cost reduction.
• Rational employees 213 (41%) strongly agreed that the stress reduction management creates healthy habits and develops systematic approach. The employees moderately agreed that the stress reduction management provides supportive benefits and rational approach. Similarly Support seekers 130 (25%) employees moderately agreed that stress reduction management creates a healthy habit and systematic approach and disagreed with supportive benefits and rational approach provided by stress reduction management and finally Health affected employees 176 (34%) disagreed with the healthy habits and moderately agree the other three factors of stress reduction management.

• 87.3% of rational employees, 93.1% support seekers and 94.3% health affected employees accept to share and report their problems to their HR head and thereby they associate with stress reduction management and employees sharing/reporting of problems to their HR heads. It is concluded that the sharing /reporting of problems to the HR head is found to be an important stress reduction management among the employees of Television Media and Entertainment industry.

• The systematic approach of individuals and supportive benefits offered by the organizations developed an optimistic personality of individual employees to withstand against any intensified stress situations. It is also found that the organizational emphasis on rational approach of top level executives create optimistic personalities and conducive environment for the development of Television Media industry.

• Healthy habits of individual employees and systematic approach to ensure the psychological health help them to acquire a stress free serene atmosphere. The supportive benefits offered by the organization and justified, rational approach of the executives also create tranquil stress free environment among the employees.
- The systematic approach and psychological strength of individual employees in the Television Media industry create a conducive work environment in the workplace. Rational approach of top level executives creates an optimistic productive work climate with stress free environment.

- The supportive benefits offered by the organization help the organizations to obtain a deep involvement of employees in their productivity. It is found that rational approach of executives in the Television Media industry motivate the employees to have deep job involvement.

- The rational approach of top level executives with justified norms help the Television Media and Entertainment industry to reduce their cost as well as increase the profitability of their organization.

- The work environment in the Television Media and Entertainment industry plays a vital role in creating attention deficiency among the employees. Poor transparency also creates lack of attention among the employees. Non-smooth interpersonal relationships are also found to influence stress among the employees and also cause attention disorders.

- Lack of conducive work environment and less transparency in the organizational policies create lack of affinity among the employees. The work burden and the existing poor interpersonal relationships create disloyalty among the employees.

- Work burden is the primary responsibility of all the employees to acquire stress within them. In particular, the existing work environment and poor transparency is responsible for pessimistic organizational climate.
The prevailing unpleasant work environment and negative interpersonal relationships cause stress among the employees. After acquiring the stress in the work place, the employees create a culture of detachment.

Male employees working in Television Media and Entertainment industry moderately agree with work burden, organisational policies developed to reduce stress, stress management promotes healthy habits, rational approach taken by the organisation to reduce stress in work and serenity practices compared to female employees.

The employees in the age group 21 to 30 years disagree of causing more stress due to inter personal relationship, similarly the employees in the age group 31 to 40 years disagree stress due to attention deficiencies and diminishing job affinity. It is further revealed that the employees above 51 years strongly agreed that stress reduction management develops healthy habits and moderately agreed towards the development of rational approach among the employees. The employees in the age group 21 to 30 moderately agreed with stress management improves personality development, transcendental involvement and cost reduction. The employees in the age group 41-50 moderately agree to stress management creates conducive environment.

Employees with PG degree disagree stress caused due to work environment, the consequence of stress leads to detachment culture and moderately agreed with stress management leads to supportive benefits, serenity and transcendental involvement. The employees with other qualifications moderately agreed that stress is due to poor transparency, lack of inter personal relationship, organizational policies, diminishing job affinity and disagree with attention deficiency and moderately agreed with the stress management practices developing a systematic approach and personality development. The study further analysed that the employees with professional/technical qualification moderately agreed with stress management promoting healthy habits.
• The married employees disagree stress due to poor transparency and moderately agreed the consequence of stress is due to pessimistic organizational culture. The single employees moderately agreed that stress management develops personality development and transcendental involvement.

• The nuclear family type employees disagree with stress due to poor transparency and organizational policies. Further the employees of this type moderately agree that stress development management creates healthy habits, systematic approach, personality development, serenity and conducive environment.

• The employees working in programming department disagree with stress due to poor environment and moderately agree with the stress reduction management develops a healthy habit, systematic culture, supportive benefits, rational approach, personality development, serenity, conducive environment, transcendental environment and cost reduction. The employees working in technical department disagree stress due to poor transparency and moderately the stress due to work burden. The employees in administration department disagree the consequence of stress result to detachment culture.

• The top level employees disagree stress due to work environment and moderately agree that stress caused due to poor transparency, work burden, the consequence of stress develops pessimistic organization culture and disagree with the detachment culture and moderately agree stress reduction management develops a supportive benefit and operational level employees moderately agree that stress reduction management creates personality development.

• The employees having more than 20 years moderately agree stress due to work environment, poor transparency, inter personal relationship, organizational policies, detachment culture. The employees having 10 to 15 years of experience moderately agreed the
consequence of stress leads to pessimistic organizational culture. The employees with 15 to 20 years of experience moderately agreed stress reduction management creates health habits, rational approach, serenity and transcendental involvement.

- The employees earning a gross annual salary of more than 15 lakhs moderately agree the causes of stress due to work environment, work burden, interpersonal relationship, organizational policies and strongly agree that stress reduction management promotes health habits, systematic approach, personality development, serenity, conducive environment, transcendental involvement. The study further revealed that the employees earning a gross annual salary of Rs.11,00,000 to 15,00,000 moderately agree the consequence of stress towards diminishing job affinity, detachment culture and strongly agreed towards the cost reduction.

7.2 SUGGESTIONS

This section of the chapter based on the results obtained through the statistical analyses gives suitable and practical suggestions both for the employees and the Organisations.

7.2.1 For Employees

The study has found that working for more than eight hours a day creates stress among the employees, especially for women, as they are burdened with multiple tasks in their family and at work place. Both male and female employees are under pressure to work for longer hours to prove their worth and meet the expectation of the Organisations.

- In this context the researcher suggests that the employees can make arrangements if possible to reside in a closer neighbourhood of the work place and they can reschedule all their family pre occupations
in such a way that the work pressure does not come in between the work and family life.

➢ The researcher suggests that the family shall discuss among themselves at least during the weakened, when they are relatively away from the respective office burden, to minimise the difficulties in executing a perfect co-ordination to maintain peaceful and understandable family life which naturally enhance the performance of an employee in their work place.

The study revealed that employees of Television Media undergo considerable stress as they try to balance their family and professional life. Such kind of stress can interfere in their productivity and impact their physical and emotional health.

➢ In this context, the researcher suggests innovative and supportive methods to reduce stress which includes prioritizing the tasks, breaking projects into small steps, delegating responsibilities, being ready to compromise, creating a balance schedule and planning regular breaks etc.

➢ It was identified from the results of this study that the consequences of work stress leads to head aches, depression, anger which decreases the job satisfaction. Therefore, the employees are required to focus more on attending stress management programmes.

7.2.2 For the Organisations

The findings of this study indicated a larger responsibility to be taken from the side of the management so as to improve the overall performance of its employees. It is found that when the employees are not provided with recreational facilities, it makes them dull and energy-less after a packed session of more than eight hours of monotonous work.
In this context it is suggested that reasonable recreational facilities like provision for indoor games, yoga, instrumental activities, newspapers, magazines and the like be made available to the employees. Moreover it is better to encourage the employees to provide their suggestions and inputs to the organisation which will give them a sense of confidence, responsibility and much needed boost to come afresh in the next working day.

The organisations are required to focus on the employees work schedules by reducing their stress and forming a rapport between employees to share and report their problems to any of the officials such as superiors, colleagues, department head, HR head etc.

In this context the researcher suggests that the management can come with an offer of flexible working times for the employees especially women employees that helps in reducing their stress.

In case of employees with complicated health problems, it would be nice to provide comfortable infrastructure like properly designed chairs, computer desk and such employees may be given an option of work from their homes.

The Organisations can provide emotional support through counseling services, which is considered to be an important aspect of today’s hectic work environment and by which the employees can come out with their problems to reduce their stress level without affecting their normal work, both inside and outside the Organisation.
7.3 SCOPE FOR FURTHER RESEARCH

- A comparative study of stress management in different segments in the Television Media and Entertainment industry can be done.
- A further study can be carried out on the relationship between stress management and organizational development and productivity in the Television Media and Entertainment industry.
- The impact of stress management techniques over human resource development practices could be made in the Television Media and Entertainment industry in future.

7.4 CONCLUSION

Stress at work place is widely recognized to be a common feature of organisations globally. It is considered to be the most prevalent occupation related challenge for most of the organisations including the Television Media and Entertainment industry. Work stress affects the individual’s efficiency, performance and the effectiveness of the organisations. Globalisation, the growth of current technological innovations and the severe competition have increased the expectation of the organisations, which in turn have brought new challenges to the employees of Television Media. Most of the organisations are trying to make their work force stress free in today’s hectic work environment. This particular research was intended to study the factors causing Occupational Stress, its consequences, the coping strategies adopted by both individual employees and the organisations and the impact of Stress Management among the Television Media employees in Chennai city.

The researcher concludes from the study that stress is inevitable in Television Media and Entertainment industry because of the job profile of the employees and the nature of work. It is very difficult to make employees maintain a stress free environment at work place, but innovative and practical steps can be taken to reduce stress among the employees. Stress - free work
zone is the key factor for creating a stress-free environment among the employees by setting clear expectations, having a regular and consistent reward and recognition programme, emphasizing on employee training and development, creating a transparent and open work culture with clear channels of communication. This adds up in creating a work environment that is secure and minimises stress in employees. Regular on the job training increases the knowledge and skills of the employees for particular job profiles for which they are recruited, as the major outcome of training is learning of new habits, refined skills and useful knowledge that helps them to improve their performance and prevent work stress.

In the present age of highly dynamic and competitive world, the Television Media employees are exposed to various stressors and this affect their Physical and Psychological health that is directly related to the performance of the organisations. The collaborative efforts and coping strategies to manage Stress adopted by both the employees and the organisations would bring the desired results such as increased efficiency, quality job performance, greater job satisfaction, improved employee health and the community wellbeing on the whole and is the need of the hour to reduce the Occupational Stress.