CHAPTER - 6
FINDINGS, RECOMMENDATIONS AND LIMITATIONS

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CHAPTER - 6

FINDINGS, RECOMMENDATIONS AND LIMITATIONS

6.1 INTRODUCTION:
Findings of any research study and the suggestions made after it are very important for the betterment in any field. It is also necessary to know about the limitations of the study and the further scope for research in on the particular subject. It is also good to mention that to whom the particular research study can be helpful. In this chapter, the findings, further scope for research, recommendations, limitations, applicability of the study and conclusion of the present research study have been presented.

Moreover, the questionnaire which was used for the present research comprises the section entitled ‘Occupational Stress- Impact Inventory’ and the section entitled ‘Inventory of Occupational Stress Management Techniques’. The reader while referring this chapter should refer these sections of the questionnaire from the appendices to understand some of the findings mentioned in this chapter.

6.2 FINDINGS:
From the data analysis and its interpretations, the researcher has got the following findings of the research study.

6.2.1 The majority of the respondents in the sample groups: ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’, ‘All Non-teaching Employees (N=42)’, ‘All Male Employees (N=117)’ and ‘All Female Employees (N=77)’ are having moderate level of occupational stress which means that the respondents in no sample group mentioned above were found with either the excessive or low level of occupational stress. Majority of the employees belong to the level of occupational stress which is not too high or too low.

6.2.2 There is no significant difference in the level of occupational stress between the sample groups ‘All Teaching Employees (N=152)’ and ‘All Non-teaching Employees (N=42)’ which means that there is not much difference in the level of
occupational stress between the groups of respondents based on their job-profiles either teaching job profile or non-teaching job profile.

6.2.3 There is a significant difference in the level of occupational stress between the sample groups ‘All Male Employees (N=117)’ and ‘All Female Employees (N=77)’. The significant value found through the ‘t-test for Equality of Means’ is 0.007 which is less than 0.05 so the null hypothesis: ‘There will not be significant difference in the level of occupational stress between male and female employees’ is not accepted. It means there is a significant difference in the level of occupational stress between male and female employees at 5.0 % level of significance. To know that which sample group is having higher occupational stress from the sample groups ‘All Male Employees (N=117)’ and ‘All Female Employees (N=77)’, their means were considered, these means are as follow. The mean for the sample group ‘All Male Employees (N=117)’ is 139.40 and the mean for the sample group ‘All Female Employees (N=77)’ is 131.44, Hence, the sample group ‘All Male Employees (N=117)’ (As the mean is higher by 7.96 units than its counterpart’s mean) is facing higher occupational stress than its counterpart sample group ‘All Female Employees (N=77)’.

6.2.4 The significant value through ANOVA was found to find-out the correlation between the level of occupational stress and years of work-experience among the respondents of the sample groups: ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’ and ‘All Non-teaching Employees (N=42)’. The significant values found through ANOVA are more than 0.05 in case of the sample groups ‘All Employees (N=194)’ (The significant values found through ANOVA=0.361), ‘All Teaching Employees (N=152)’ (The significant values found through ANOVA=0.942) and ‘All Non-teaching Employees (N=42)’ (The significant values found through ANOVA=0.269), so the null hypothesis for all the aforesaid sample groups regarding correlation between the level of Occupational stress and years of work-experience are accepted which means there is no significant correlation between the level of occupational stress and years of work-experience.
among the respondents of the sample groups ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’ and ‘All Non-teaching Employees (N=42)’.

6.2.5 The stressor ‘Role Overload’ is having the maximum correlation with the total score of Occupational Stress Index in case of the sample group ‘All Employees (N=194)’. The stressor ‘Role Overload’ comprises the following items.

- I have to do a lot of work in this job.
- Owing to excessive workload I have to manage with insufficient number of employees and resources.
- I have to dispose off my work hurriedly owing to excessive workload.
- Being too busy with official work I am not able to devote sufficient time to my domestic and personal problems.
- I have to do such work as ought to be done by others.
- I am unable to carry out my assignments to my satisfaction on account of excessive load of work and lack of time.

The researcher found that the stressor ‘Role Overload’ were having the maximum correlation with the total score of Occupational Stress Index in case of the sample group ‘All Employees (N=194)’ as the employees had to do a lot of work, they had to cope-up with lack of resources, they had to cope-up with their work hurriedly due to excessive workload and lack of time, they were facing a problem of work-life balance as they were finding it difficult to devote sufficient time to their domestic and personal problems and they had to do such work as ought to be done by others.

6.2.6 The stressor ‘Powerlessness’ is having the minimum correlation with the total score of Occupational Stress Index in case of the sample group ‘All Employees (N=194)’. The stressor ‘Powerlessness’ comprises the following items.
- My decisions and instructions concerning distribution of assignments among employees are properly followed.

- My suggestions regarding the training programmes of the employees are given due significance.

- Our interest and opinion are duly considered in making appointments for important posts.

The researcher found that the stressor ‘Powerlessness’ were having the minimum correlation with the total score of Occupational Stress Index in case of the sample group ‘All Employees (N=194)’ as the employees were feeling that they were enjoying empowerment in the form of their participation in matters like ‘Distribution of assignments among employees’, ‘Training programmes of the employees’ and in ‘Appointments for important posts’.

6.2.7 The occupational stressor ‘Role Overload’ is having the maximum correlation with the total score of Occupational Stress Index in case of the sample group ‘All Teaching Employees (N=152)’ also. The researcher found that the stressor ‘Role Overload’ were having the maximum correlation with the total score of Occupational Stress Index in case of the sample group ‘All Teaching Employees (N=152)’ as the employees had to do a lot of work, they had to cope-up with lack of resources, they had to cope-up with their work hurriedly due to excessive workload and lack of time, they were facing a problem of work-life balance as they were finding it difficult to devote sufficient time to their domestic and personal problems and they had to do such work as ought to be done by others.

6.2.8 The occupational stressor ‘Powerlessness’ is having the minimum correlation with the total score of Occupational Stress Index in case of the sample group ‘All Teaching Employees (N=194)’ as the employees were feeling that they were enjoying empowerment in the form of their participation in matters like
‘Distribution of assignments among employees’, ‘Training programmes of the employees’ and in ‘Appointments for important posts’.

6.2.9 The stressor ‘Intrinsic impoverishment’ is having the maximum correlation with the total score of Occupational Stress Index in case of the sample group ‘All Non-teaching Employees (N=42)’. The stressor ‘Intrinsic impoverishment’ comprises the following items.

- My assignments are of monotonous nature.
- I get ample opportunity to utilize my abilities and experience independently.
- I get ample opportunity to develop my aptitude and proficiency properly.
- My suggestions and cooperation are not sought in solving even those problems for which I am quite competent.

6.2.10 The stressor ‘Under participation’ is having the minimum correlation with the total score of Occupational Stress Index in case of the sample group ‘All Non-teaching Employees (N=42)’. The stressor ‘Under participation’ comprises the following items which are listed on the Occupational Stress Index (A part of the questionnaire used for the current research).

- Most of my suggestions are heeded and implemented here.
- My co-operation is frequently sought in solving the administrative or industrial problems at higher level.
- My opinions are sought in framing important policies of the organization/department.
- My opinion is sought in changing or modifying the working system, implements and conditions.
6.2.11 ‘Back pain’ is the major problem as an impact of occupational stress on health faced by the majority of the respondents in each sample group e.g. ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’, ‘All Non-teaching Employees (N=42)’, ‘All Male Employees (N=117)’ and ‘All Female Employees (N=77)’.

6.2.12 ‘Difficulty in following hobby’ is the major problem as an impact of occupational stress on ‘Personal life’ faced by the majority of the respondents in each sample group e.g. ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’, ‘All Non-teaching Employees (N=42)’, ‘All Male Employees (N=117)’ and ‘All Female Employees (N=77)’.

6.2.13 ‘Difficulty in completing household work’ is the major problem as an impact of occupational stress on ‘Social life’ faced by the majority of the respondents in each sample group e.g. ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’, ‘All Non-teaching Employees (N=42)’, ‘All Male Employees (N=117)’ and ‘All Female Employees (N=77)’.

6.2.14 ‘Difficulty in performing at the level of own satisfaction’ is the major problem as an impact of occupational stress on ‘Performance at work-place’ faced by the majority of the respondents in each sample group e.g. ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’, ‘All Non-teaching Employees (N=42)’, ‘All Male Employees (N=117)’ and ‘All Female Employees (N=77)’.

6.2.15 In case of the sample groups ‘All Employees (N=194)’ and ‘All Teaching Employees (N=152)’, there is a significant impact of occupational stress on ‘Health’ and ‘Performance at work-place’ only.

6.2.16 In case of the sample group ‘All Male employees (N=117)’, there is a significant impact of occupational stress on ‘Personal life’ only.

6.2.17 In case of the sample groups ‘All Non-teaching Employees (N=42)’ and ‘All Female employees (N=77)’, there is no significant impact of occupational stress on any of the components that are ‘Health’, ‘Personal Life’, ‘Social Life’ and ‘Performance at work-place’.

6.2.18 ‘Spending time with family’ is the First most popular or desirable personal technique to manage occupational stress among the respondents of the sample
groups: ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’, ‘All Non-teaching Employees (N=42)’.

6.2.19 ‘Proper allotment of work load’ is the First most popular or desirable organizational technique to manage occupational stress among the respondents of the sample group ‘All Employees (N=194)’.

6.2.20 Among the respondents of the sample groups ‘All Non-teaching Employees (N=42)’ also, the organizational technique ‘Proper allotment of work load’ is the First most popular or desirable organizational technique to manage occupational stress.

6.2.21 Among the respondents of the sample group ‘All Teaching Employees (N=152)’, the organizational technique ‘Practicing the concept of ‘Five Days Working a Week’’ is the First most popular or desirable organizational technique to manage occupational stress.

6.3 RECOMMENDATIONS:
After the study, the researcher has made the following recommendations which are very useful to manage occupational stress and to get rid of the bad impact caused by the excessive level of occupational stress.

6.3.1 Recommendations for the employees belong to teaching job-profile:
- The Concept of ‘Five Days Working’ should be considered for the employees belong to teaching job-profile to reduce their stress as in this research study it was found that the majority of the employees belong to the teaching job-profile had chosen ‘Practicing the concept of five days working a week’ as the first ranked organizational technique to manage occupational stress.

- In this research study, the stressor ‘Role Overload’ was found as the stressor having maximum correlation with the total score of Occupational stress Index in case of the sample group ‘All Teaching employees (N=152)’ also, so on the ground of the above finding, it is recommended to the educational institutes of the concern field to be very careful on assigning workload and responsibility to their employees belong to the teaching job-profile.
6.3.2 Recommendations for the employees belong to non-teaching job-profile:

- As it was found that the stressor ‘Intrinsic impoverishment’ was having the maximum correlation with the total score of Occupational Stress Index in case of the sample group ‘All Non-teaching Employees (N=42)’, the monotony of work should be ignored as much as possible among the employees belong to non-teaching job-profile by allotting them rotational job if possible and as much as possible. Moreover some level of independency to perform their work should be provided to the non-teaching employees.

- Among the respondents of the sample groups ‘All Non-teaching Employees (N=42)’ also, the organizational technique ‘Proper allotment of work load’ is the First most popular or desirable organizational technique to manage occupational stress, the authorities of the technical and management educational institutes should practice proper allotment of work load among their employees belong to non-teaching job-profile if they are not doing so and if they have already been doing so then they should keep it up.

6.3.3 Recommendations in common:

- As ‘Back pain’ was found as the major problem related to health among the respondents of the sample groups ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’, ‘All Non-teaching Employees (N=42)’, ‘All Male Employees (N=117)’ and ‘All Female Employees (N=77)’, the concern educational institutes should check whether the facility for sitting they provide to their employees is proper or not and should take actions to develop the seating facility if needed. Employees should also do exercise on regular bases to cope-up with the problem of back pain.
• In the present research, the male respondents were found more stressed than the female respondents. So, the authorities of the Technical and Management educational institutes should take some actions to know whether there is a significant difference in the level of occupational stress between the male employees and female employees of their institute or not and if found so then the authorities should find-out the reasons behind that and try to overcome it by applying some gender-based policies.

• The stressor ‘Role Overload’ is having the maximum correlation with the total score of Occupational Stress Index in case of the sample group ‘All Employees (N=194)’. So to maintain the employees at moderate level of occupational stress, the employees should not be given excessive work-load. Moreover the employees should be provided with sufficient resources to work and time period to cope-up with their job profile.

• As ‘Proper allotment of work load’ was found as the First most popular or desirable organizational technique to manage occupational stress among the respondents of the sample group ‘All Employees (N=194)’, the authorities of the technical and management educational institutes should set proper allotment of work load among the employees if they are not doing so and if they have already been doing so then they should keep it up.

• As in the present research study, ‘Difficulty in performing at the level of own satisfaction’ was found as the major problem as an impact of occupational stress on ‘Performance at work-place’ faced by the majority of the respondents in each sample group e.g. ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’, ‘All Non-teaching Employees (N=42)’, ‘All Male Employees (N=117)’ and ‘All Female Employees (N=77)’, the authorities of the technical and management educational institutes should arrange to know that what are the requirements to be fulfilled at their respective educational institute so that their employees can easily perform at the level of their own satisfaction.
6.4 LIMITATIONS OF THE STUDY:

Some limitations of the study are as under.

6.4.1 Some of the respondents might responded hastily.

6.4.2 The researcher could not collect responses from some of the educational institutes as they did not provide permission.

6.4.3 Due to time constrain, the responses from the employees of the educational institutes located very far from the city ‘Vadodara’ were not taken.

6.4.4 As the questionnaire made of the total four sections to be filled-in was handed-over to the employees personally and the researcher used to get it back from them personally, the researcher found it very difficult to collect samples more than what had been collected in the research survey.

6.5 FURTHER SCOPE FOR RESEARCH:

In most of the cases of research studies, there may exists an opportunity to study on the particular topic again with some different parameters, hypothesis, objectives, scope criterion etc…. The further scope for research is as below.

6.5.1 In the category of technical educational institute, the employees of the I.T.I.s (Industrial Training Institutes) can also be considered as respondents.

6.5.2 In the category of management educational institute, apart from the employees of the management educational institutes providing the general course of management/administration included for this study, the employees of the institutes providing the management educational courses for some specific lines of management/administration [For example: M.H.R.M. (Master of Human Resource Management), Hotel management, Export-import, Entrepreneurship etc….] can also be considered as respondents.

6.5.3 In extension to the current research study, the further study can be carried out by adding other demographical variables like number of children, marital status, joint
or nuclear family, residence of employees in rural or in sub-urban or in urban, educational institute in urban or in sub-urban or in urban.

6.5.4 Comparison between the employees of private and government educational institutes can be made on various aspects of the occupational stress.

6.6. APPLICABILITY OF PRESENT RESEARCH STUDY:

The applicability of any research is very important. Researches are done to add into knowledge, to make some information available on the basis of which one can make policy on something, moreover, researches are carried out to formulate some action plan to reform or improve something. The applicability of the present research study would be as under.

6.6.1 The present research study can be helpful to the researchers who are doing research in the area of mental stress.

6.6.2 The findings of the study can be helpful to the employees who are serving in technical and management educational institutes as they can get some information, follow some ideas and can relate some matters with their cases.

6.6.3 The present research study can be useful to the employers of technical and management educational institutes in making some policies and ensuring some actions for the betterment of their employees.

6.7 CONCLUSION:

The majority of the respondents in the sample groups: ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’, ‘All Non-teaching Employees (N=42)’, ‘All Male Employees (N=117)’ and ‘All Female Employees (N=77)’ are having moderate level of occupational stress which means that the respondents in no sample group mentioned above were found with either the excessive or low level of occupational stress. Majority of the employees belong to the level of occupational stress which is not too high or too low. Occupational stress causes various problems to the employees. ‘Spending time with family’ can be proven as very effective personal technique to manage occupational stress. ‘Practicing the concept of ‘Five Days Working a Week’ is a need of time to balance work
and life. It has to be noted that ‘Role overload’ is an important phenomenon so far as it has maximum correlation with the total score of occupational stress among the employees of each sample group under the research study. People feel it difficult to maintain work-life balance and the same was also revealed in this research study as ‘Difficulty in completing house hold work’ was found as the major problem faced by the majority of the employees in each sample group under the research study. Excessive or improper workload may lead to high level of occupational stress. Two sample groups those are: ‘All employees’ (Teaching and non-teaching together) and ‘All non-teaching employees’ had chosen ‘proper allotment of work load’ as first ranked organizational technique to manage occupational stress, so proper allotment of work load is also very important.

Significant difference in the level of occupational stress between the sample groups ‘All Teaching Employees (N=152)’ and ‘All Non-teaching Employees (N=42)’ is not found in the present research study. There is a significant difference in the level of occupational stress between the sample groups ‘All Male Employees (N=117)’ and ‘All Female Employees (N=77)’. The sample group ‘All Male Employees (N=117)’ is facing higher occupational stress than its counterpart sample group ‘All Female Employees (N=77)’. No significant correlation was found between the level of occupational stress and years of work-experience among the respondents of the sample groups ‘All Employees (N=194)’, ‘All Teaching Employees (N=152)’ and ‘All Non-teaching Employees (N=42)’. The monotony of work should be ignored as much as possible among the employees belong to non-teaching job-profile by allotting them rotational job if possible and as much as possible. The present research study can be useful to the employers of technical and management educational institutes in making some policies and ensuring some actions for the betterment of their employees.