CHAPTER – VII

FINDINGS, SUGGESTIONS AND CONCLUSION
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FINDINGS

The previous chapters contributed to an analysis of the primary data using higher order statistical tools and torrent of results obtained. This chapter presents the findings of the study relevant to objectives of the study.

- It is observed that three factors namely social contacts and non co-operation, cordial relationships and openness and leisure time and sharing of views of interpersonal relationships create stress among the employees of the TVS Lucas. In the case of other factors like "openness and cordial relationships" and "leisure time and sharing view" the employees are not able to decide stress due to inter-personal relationship. It is concluded that in the TVS Lucas stress due to interpersonal relationships is not significant among the employees.

- It is found that in the TVS Lucas the stress due to work environment emerges in the form of Management policy, Work performance, Promotion and facilities, Benefits and Exclusiveness and workload. The employees in the TVS Lucas agree with stress due to management policies, work performance and promotional facilities. They are not able to express any opinion about stress due to "benefits and exclusiveness" and "Work load".

- It is observed that the employees in the TVS Lucas are also affected by stress due to personal health and family problems. The employees in the TVS Lucas are not able to express their opinion about physiological and psychological changes due to stress in their organisation significantly. The employees in the age group 18-30 are in an undecided mood about stress due to social contact and non-cooperation, followed by the age group 40-50 and 31-40.

- It is concluded that both male and female employees of the TVS Lucas are the same in their opinion about stress due to interpersonal relationship. The employees in the job status of lower level and middle level are in an undecided mood about stress due to "social contact and non-cooperation" and "leisure
time and sharing of views", followed by the job status of employees who are at a higher level.

- The employees whose salary less than 3 lakhs are in an undecided mood about stress due to "social contacts and non-co-operation", followed by employees whose salaries are between 3-5 lakhs and above 5 lakhs. The employees in the experience group of 5-7 years are in an undecided mood about stress due to "social contacts and non co-operation", "leisure time and sharing of views". The employees whose experience is 5-10 & 10 above years are less affected by stress due to inter-personal relationship.

- The employees in different age groups of the TVS Lucas expressed the same opinion about stress due to work environment. The female employees of the TVS Lucas are very much affected by stress due to workload than male employees.

- The lower level executives are affected by stress due management policies, work performance, promotion and facilities, followed by middle level executives and top-level executives. Thus it is concluded that stress prevails more among lower level executives. The employees in the income group above 5 lakhs are affected by the stress due to management policies, work performance, promotion and facilities. But in the case of workload the employees with salary less than 3 lakhs are affected by stress than others.

- It is inferred that the employees in the TVS Lucas differ significantly in their opinion about stress due to management policies, work performance, promotion and facilities and workload. Based on their experience, the arithmetic mean analysis revealed that the stress due to management policies, work performance, promotion and facilities affect the employees with more than 10 years of experience. As far as the workload is concerned, the employees with experience 5-10 years are very much affected by the workload than others.
• The employees in the TVS Lucas differ significantly in their opinion about stress due to health factor based on their age. The employees in the age group 30-40 are affected by stress due to health whereas others are not affected by the health stress. It is found that there is no significant difference between male and female employees in the TVS Lucas in the opinion of stress due to health. It is concluded that both of them are equally affected by the stress due to health.

• It is ascertained that the employees of the TVS Lucas differ in their opinion about health stress with respect to their status. The mean analysis revealed that the top-level executives are very much affected by stress due to health whereas others are not at all affected by health stress. The employees in the TVS Lucas differ in their opinion about health stress. Especially the employees of the TVS Lucas with less than 3 lakhs salary are very much affected by health stress and others are not affected by stress. The employees in the TVS Lucas differ in their opinion about health stress with respect to experience of the employees. It is also found that the employees of TVS Lucas with experience of 10-15 years are very much affected by health stress followed by employees with less than 5 years.

• The TVS Lucas executives agree with the aggressive behaviour and extraction of best of service in the form of increased work load. They profoundly believe that adoption of target reaching and offering long working hours is the main strategy of the management to create stress among the employees.

• The TVS employees agree with the effects of head aches and stomach ache. They get these aches due to heavy work load and stressful climate. They often get backache and stiffness in the shoulder, high blood pressure. The TVS Lucas executives rarely get palpitations and rapid breath. The employees sometimes encounter with problem of diabetes and dizziness.

• The TVS Lucas executives agree with the compulsive food and smoking for relaxation. They also strongly agree with alcohol consumption to create a situation free from stress. They often grind their teeth, clench their fist to remove stress from their mind. Over work load for TVS Lucas executives
often create the sleepless nights and forces to show resentment on others and colleagues.

- It is found that employees of TVS Lucas strongly feel the depressed situations in their mind and sense of accomplishment. The TVS Lucas employees sometimes share their feelings about the work environment with friends and relatives. They often brood over incidents as the indication of emotional response to stress. Thus it can be said that the organisation policies helps the TVS Lucas employees in achieving their stressful domain.

- The TVS Lucas employees often practice yoga to remove stress from their minds and they regularly attend parties to cheer up. The employees of TVS Lucas sometimes play their favorite sport to achieve a stress free atmosphere and they also agree that their company screens the movies to create an optimistic mood. The TVS Lucas arranges stress management work shops and periodically arranges tours and picnics for the employee’s welfare. Further the TVS Lucas in Chennai city has different opinion about the stress management techniques followed in their organisation.

- The employees in the TVS Lucas agree with wages, allowances and promotion transfer as stress making factors. The employees are affected by stress due to the organisational climate variables recruitment and selection, training and development, career advancement, wages and allowances, promotion, welfare and social security, working condition, level of workers participation, collective bargaining, standard of safety, performance appraisal, style of leadership, work load, communication facilities, recognition of merit, authority and responsibilities, human relations, and grievances handling.

- It is concluded that the organisational climate influencing stress of employees in TVS Lucas depends upon the major factors like organisational culture, work environment, safety and negotiation. The employees expect a conducive climate to offer refined culture, with pleasant work atmosphere. They demand safety and negotiable settlements to their problems for the stress-free atmosphere.
• It is inferred that the recognition and facilities are the primary concern of stress atmosphere and the employees are highly conducive to stress due work place, recognition, and encouragement, sharing of opinions, organisational objectives, interpersonal relationship opportunities and team spirit in the organisation. It is concluded that the main objectives of organisational climate influencing the stress of the TVS Lucas are encouraging developments and facilities and relationships.

• It is concluded that on the whole the employees possess conducive organisational climate influencing stress in the TVS Lucas. The awareness of initiatives of the organisation is an indispensable factor to measure their organisational climate influencing stress. It helps the employees to realise the main objectives of the organisation and its culture for their benefits.

• It is found that the respondents are not willing to express their opinion, a maximum of 63 percent do not give any comments about their switchover. It is also inferred that 18 percent are ready to switch and 19 percent do not have any intention of switching over because of stress. It is inferred that male and female employees differ in their opinion about organisational culture. The arithmetic mean analysis revealed that male employees are more affected by the stress of the organisational culture than female employees.

• The employees in the age group 36-45 are more affected by the stress and employees in the age group 46-55 are less affected by stress of organisation culture. The employees in the age group above 55 are moderately affected by stress. These are the three homogeneous groups of employees with respect to age that are found in the organisation. In work environment, the younger employees in the age group less than 25 are moderately affected by stress and all the remaining employees of different age groups are equally and highly affected by stress due to the existence of two different homogenous groups.

• The employees with computer science education are less affected by stress and the employees with non-computer qualification are highly affected by the stress of organisational culture, work environment, encouraging development. The employees with computer science qualification are more affected by stress
of safety and negotiation than any other employees. In the case of family and relationships, the employees with computer science education possess the same opinion of strongly agreeing with organisational stress than any other employees.

- The employees with < 5 years and above 15 years of experience possess the same opinion about organisational culture and they are moderately affected by stress. The employees with 10-15 years of experience separately form a group of more satisfaction in organisational culture. The junior level employees are moderately affected by the stress of work environment and the other employees with more than 5 years of experience are more affected by stress of the work environment.

- It is identified that the income does not discriminate the employee’s opinion about organisational climate influencing stress and organisational objectives. Hence it is concluded that all the employees with different income are highly affected by job stress and objectives of organisation. The married employees are more comfortable with organisational culture and strongly agree with encouraging developments in the organisation than single employees.

- The top level staffs are highly affected by stress of organisational culture than executives and supervisors. The executives and staff are highly affected by the stress of work environment more than supervisors. There is a significant difference among staff, supervisor and executives in safety and negotiation. It is observed that the lower level staffs are more affected by stress of safety and negotiation. The executives and staff strongly agree about encouraging developments and facilities more than supervisors.

- It is ascertained that 12.92 percent of TVS employees profoundly believe that their stress dynamics can be measured through their knowledge and skills in performing their jobs and 42.02 percent of TVS employees have the opinion that their performance appraisal system and assessment modules in their organisation must exactly determine their performance in their work.
• The third cluster with 45.05 percent of TVS employees with developmental oriented views and this group of TVS employees formidably believes that their stress dynamics is directly correlated to the development process in their organisation.

• The organisational employees stress dynamics is highly effective when there is an innovative work climate in every organisation, the TVS employees and their career development plays a vital role in the organisational stress dynamics process.

• It is found that 49.49 percent of TVS employees believe moderately that the organisational stress dynamics and external factors have an impact on them. The second group comprises of 50.51 percent of TVS employees strongly believing that the factors of stress dynamics make deep inroads on their personality development. This shows that 50.51 percent of TVS employees profoundly believe that the organisations are empowering them through stress management practices to give inward potentiality to accomplish the goals.

• It is found that 36.97 percent of TVS employees believe moderately that the organisational stress dynamics and external factors have an impact on organisation. It is also found that 63.03 percent of TVS employees strongly believe that the factors of stress dynamics have an impact on organisation.

• There is no association between organisational stress dynamics of TVS employees and its direct impact on TVS employees. This shows that organisations are practicing stress management only for the benefit of their organisation and not focus on the stress dynamics of the individual TVS employees.

• It is concluded that there is association between organisational stress dynamics clusters and its impact on organisation. This shows that organisational stress dynamics is primarily aimed at improving the organisational efficiency and its productivity.
SUGGESTIONS

- The HRD department in the TVS Lucas can arrange various stress management programs like recreation, exercise, Yoga and other mind relaxation programs to ventilate stress factors due to workload and interpersonal relationship.

- Female employees and their opinion about overwork can be considered. The ideas of job rotation and job analysis can be applied to reduce the workload of female employees.

- Lower level executives and their grievances can be taken into account and suitable training programs and increase in emoluments can be given to lower level executives. The HRD department must periodically evaluate the performance of the employees and suitable increments may be given to avoid stressful environment.

- The emergence of the HRD needs accelerates the innovative capabilities of the employees in the form of new products and services, which could increase the competitive space providing for policies to augment career through training practices to reduce the number of reasons of stress.

- Since the objectives of HRD and stress management in the TVS Lucas aim at strengthening employee retention, separate programs may be conducted among the employees to motivate them to develop their potentiality more by realising their strength and responsibility.

- The stress management practices encompass the various developmental activities like performance assessment, potential appraisal, training and development, job rotation, and career planning. They should also incorporate the new mechanisms like stress management, fun at work, touch points, competency mapping and retention strategies.
• The stress management needs in the TVS Lucas emerged in the form of Innovative Competition and Organisational Dynamics. Hence, the TVS Lucas must adopt technological developments and up gradation of analytical abilities to meet the wide competition and to increase organisational efficiency and stress free climate.

• The TVS employees should be educated to the Transformational Practices and equip themselves for the present organisational stressful environment. They must be ready enough to imbibe the qualities to materialise the policy enforcement of their organisations.

• The learning programs in TVS Lucas are an indispensable tool to upgrade the employees to meet the challenges of stress. So, the TVS Lucas may invest more funds on arranging the learning programs both theoretically and practically.

CONCLUSION

• Most of the employees in a private organisation get stress due to work performance, dictatorial management policies, irrational promotional policies, and workload disproportionate to salary and favouritism.

• Inter-personal relationship is a vital HRD sub-system which creates a conducive HRD climate. The flaws in this relationship lead to more stress among the employees.

• Employee’s personal health and family circumstances are crucial factors for the quality of work life and stress free environment. The maximum percentage of the poor performance of employees is due to physiological and psychological problems.

• The organisational climate influencing stress in the TVS Lucas is predominant. It is found that the demographic variables like education, age, salary and experience for all level executives in the TVS Lucas are creating stress among the employees and especially the experience of the employees force them to practice stress management to avoid unnecessary impediments.
to developmental activities. The top-level executives are very much enthusiastic in implementing the stress management elements. The management policies in favour of stress management, performance appraisal and organisational development are useful for the smooth conduct of the organisation without stress.

- Organisational climate influencing stress in the TVS Lucas forces the Top-level executives to implement stress management techniques in the organisation to accrue the benefits in the form of individual efficiency, organisational efficiency, productivity and environmental change. Optimistic organisational climatic conditions are yet to be implemented in its true sense; it is introduced simultaneously with organisational development, and new innovative methods must be used to add more Weightage to organisational climate influencing stress.

- As far as career planning is concerned the executives and staff are not adequately affected by stress, but the degree of measure of satisfaction in career planning is found in the organisation.

**SCOPE FOR FURTHER RESEARCH**

The stress dynamics can be evaluated and studied in detail individually in the organisational climate like Training and Development, Performance Management and change management.

The retention policies and stress management techniques followed by TVS Lucas can be researched to arrive at models and techniques.

The role of effective HR department managing the various stress management practices is to be detailed separately. The performance appraisal process has to be analysed step by step by critically examining the stages such as pre, during and post evaluation. The factors contributing to the organisation to remain as employer of choice can be analysed. The study can be extended to the related business ITES and BPO industry.
A comparative stress dynamical study between manufacturing and TVS Lucas can also be done. The crucial stress management practices differentiating manufacturing and services sector can be examined. The creation of unions in TVS Lucas can be predicted and its role can be projected to reduce stress. The application of Buddy system and Mentoring can be studied with respect to TVS Lucas. A separate study relating to stress caused due to 360-degree appraisal can be carried out. Stress management and work life balance are gaining importance with increased pressure on workforce and time management. Introduction of Assessment centers to identify the competencies can be evaluated. Knowledge management and Knowledge Process Outsourcing (KPO) are also identified as areas of interest. Leadership and administration styles are to be studied as the employees are lagging behind in these qualities in India and have to improve upon them.