CHAPTER VI

FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 FINDINGS

6.1.1 CHI-SQUARE TEST

- It is found that the maximum level of perception was among the age group of 25 and 35 years towards their job. It is proved by chi-squared test at 5 percent level of significance.

- It is found that the maximum level of perception towards job in paper industry was perceived by the male respondents. It is proved by chi-squared test at 5 percent level of significance.

- It is identified that maximum level of perception towards job in paper industry at SPB and TNPL were attained by the professional level category of respondents. It is proved by chi-squared test at 5 percent level of significance.

- It is identified that maximum level of perception towards job in paper industry was attained by the staff level category of respondents. It is proved by chi-squared test at 5 percent level of significance.

- It is identified that maximum level of perception towards job in paper industry was attained by the administrative department. It is proved by chi-squared test at 5 percent level of significance.
It is identified that maximum level of perception towards job in paper industry was perceived by the respondents earning their monthly income of above Rs.15000. It is proved by chi-squared test at 5 percent level of significance.

It is found that the maximum level of perception towards job was perceived by the unmarried respondents in paper industry. It is proved by chi-squared test at 5 percent level of significance.

It is identified that maximum level of perception towards job in paper industry was perceived by the respondents of 4-5 dependents in their family. It is proved by chi-squared test at 5 percent level of significance.

It is identified that maximum level of perception towards job was perceived by the joint family respondents in paper industry. It is proved by chi-squared test at 5 percent level of significance.

From the analysis it identified that maximum level of perception towards job was perceived by the respondents who gained between 11 and 15 years of experience in paper industry. It is proved by chi-squared test at 5 percent level of significance.

It is found that the maximum level of perception towards job was perceived by the respondents who worked in TNPL. It is proved by chi-squared test at 5 percent level of significance.

It is found from the analysis that the maximum level of perception towards job in paper industry perceived by the respondents who worked for more than 8 hours in a day. It is proved by chi-squared test at 5 percent level of significance.
6.1.2 ANOVA TEST

- It is inferred from the analysis that the maximum impact of occupational stress was among the age group of above 45 years.
- It is found from the analysis that the maximum impact of occupational stress in paper industry was perceived by the male respondents.
- It is identified that maximum impact of occupational stress in paper industry was attained by the respondents who did their schooling.
- It is identified that maximum impact of occupational stress in paper industry was attained by the staff category of respondents.
- It is identified that maximum impact of occupational stress in paper industry was attained by the employees of production department.
- It is identified that maximum impact of occupational stress in paper industry was perceived by the respondents who were earning their monthly income of Rs.12001 and Rs.15000.
- It is found that the maximum impact of occupational stress was perceived by the married respondents in paper industry.
- It is identified that maximum impact of occupational stress in paper industry was perceived by the respondents of 4-5 dependents in a family.
- It is identified that maximum impact of occupational stress was perceived by the nuclear family respondents in paper industry.
- It is identified that maximum impact of occupational stress was perceived by the respondents who gained between 6 and 10 years of experience in paper industry.
It is found that the maximum impact of occupational stress was perceived by the employees who worked in TNPL when compared to the employees who worked in SPB.

It is found that the maximum impact of occupational stress in paper industry was perceived by the respondents who worked for 5-8 hours and more than 8 hours.

6.1.3 **PERCENTAGE ANALYSIS**

- It is found that majority (29.5%) of the respondents were travelling 4 to 6 km to the working place from their residence.

- It is found that majority (28.8%) of the respondents preferred their profession because of high pay packages.

- It is found that majority (30.1%) of the respondents have experienced stress because of their health problems.

- It is found that the maximum (54.5%) of the respondents have agreed with the statement that their job is stressful.

- It is found that the maximum (93.9%) of the respondents have agreed with the statement of having self confidence.

- It is found that the maximum (49.4%) of the respondents have strongly agreed with the statement of getting well along with others at work place.

- It is found that maximum (45.6%) of the respondents were satisfied with their family members co-operation for their work life.
- It is found that maximum (45.3%) of the respondents have strongly agreed towards the statement that they feel completely exhausted at the end of the day in their work place.
- It is found that maximum number (60.1%) of the respondents have agreed with the statement that the employers can reduce the stress in their work place by conducting the stress management programmes and training programmes for employees.

### 6.1.4 HENRY GARRETT RANKING

- It is found from the analysis that the respondents who have faced the maximum work related stress are due to the -noise and -excess work load.
- It is found from the analysis that the respondents who have faced the maximum organization related are due to -job turnover and -financial problems.
- It is found from analysis that the respondents who have faced the most psychological consequences in the paper industry had the problem of -Insomnia (Sleeplessness) and -angry.
- It is found from the analysis that the respondents who have faced the most physical consequences in the paper industry had the problem of -hypertension and -diabetes.
- It is found from the analysis that the coping strategies to reduce the stress are -prayers and -smoking/chewing at the time of work in the paper industry.
6.1.5 MULTIPLE REGRESSION ANALYSIS

- The level of stress is positively associated with their Gender, Educational Qualification, Department, Salary, Number of dependents, Family system, Experience, Working company Name and Working time of the selected employees in paper industry of Tamilnadu.

6.1.6 DISCRIMINANT ANALYSIS

- Discriminate Function Analysis was applied to the respondents based on the low and high stress level. The following factors significantly discriminate the two groups. They are Gender, Department, Marital Status, Experience and Working Time

6.1.7 FACTOR ANALYSIS

- Factor Analysis identified that all the eighteen factors are very much closely associated with one another and the same has been analyzed by using factor analysis and the influence of one factor with another has been tested and the same has succeeded in measuring the correlation between the particular variable and the factor with 82.243 percent reliability and the factor analysis supported the study.
6.2 SUGGESTIONS

From the foregoing analysis and findings of the study, it can be understood that the paper industry of Tamilnadu plays a vital role in our country. However, it can also be understood that the performance of the various units of the industry is not that much satisfactory, owing to some inherent problems of stress. To overcome such problems and to make the paper industry successful, the following suggestions are made.

1. **EXTERNAL COUNSELORS:** Identification of factors leading to stress is not so easy for all. Hence it is suggested that external counselors may be appointed to identify the problems faced by the employees which could result in stress and take steps to reduce such stress.

2. **AWARENESS PROGRAMMES ON ILL EFFECTS OF DRUGS:** The workers are under misconception that using narcotic drugs and cigars will reduce the degree of the stress. But, they are least bothered of the fact that these practices are injurious to health. So, it is suggested that the company should periodically organize awareness programs for the employees on ill effects of using drugs and cigars.

3. **YOGA, MEDITATION AND EXERCISE:** It has been scientifically proved that yoga, meditation and physical exercise will release stress. Hence, it is suggested that the organization should arrange proper training programmes on yoga, meditation and physical exercise for their employees. Such training
programs may be arranged especially for the employees in the age group of 26 to 30 years as, according to one of our findings, they have more stress.

4. **TRAINING PROGRAMMES ON STRESS MANAGEMENT:** The sample units concentrate only on their growth through production and sales. They hardly care for the physical and mental strains of their workers. This result in the presence of stress among their employees. Hence, it is suggested that proper training programme on stress management must be organized in order to create confidence in the minds of the employees to face the situation and handle problems independently.

5. **PROMOTIONAL POLICIES:** The employees, whose experiences exceed 12 years, feel unhappy over their position, on the ground that they are deprived of promotion. This feeling increases the intensity of stress and leads to psychological problems. So, to avoid this, it is suggested that the promotional polices should be renovated so that even the more experienced person feels happy over his position. It is further suggested that apart from efficiency based promotions, time-bound promotions may also be introduced. This will help the employees to get promotion periodically. Further, the management should evolve clear promotional policies on merit-cum-seniority or seniority alone as basis for promotion. It would pave the way to reduce the stress and the entry of young and new talents to the paper industry.

6. **SCIENTIFIC SYSTEM OF PERFORMANCE APPRAISAL:** As a majority of the workers feel that the Performance Appraisal system which is presently in use is not open and frank. Hence, it is suggested that the
companies may devise the performance appraisal system scientifically in consultation with experts. This will reduce the stress of the workers due to the unknown outcome of performance appraisal.

7. **GRIEVANCE REDRESSAL PROCEDURE:** There are grievance redressal procedures in all sample units. But they are not followed properly. For example, the aggrieved persons directly approach the trade unions for their grievances redressal instead of approaching the appropriate authority. This results in either redressing the grievance after a long period or not at all redressed. Hence, it is suggested that employees must be made aware of the grievance redressal procedures and must be encouraged to express their feeling and grievances freely.

8. **WAGES AND SALARY ADMINISTRATION:** In fixing wages and salary to their employees, the companies were unmindful of educational qualification and experiences. This has created dissatisfaction among the highly qualified and more experienced workers. Hence, it is suggested that the companies should give weightage for educational qualification and length of service while giving and revising wages and salary.

9. **PARTICIPATIVE MANAGEMENT:** At present, the employees are not given opportunity to participate in decision making process. This does not make the employees involve in organizational activities and make the organization successful. Hence, it is suggested that the concept of Participative Management may be followed by the management to involve their employees in making the organizations successful.
10. **CORDIAL EMPLOYER-EMPLOYEE RELATIONS:** It is felt that there is no cordial relationship between the management and the employees. There exists a gap between these two. This gap must be lessened and it is suggested that participative management, grievance redressal schemes, etc. must be implemented and improved.

11. **RECOGNITION OF TRADE UNIONS:** Presently, there are different trade unions functioning in each units and the management of respective companies have recognized some trade unions. Though the Trade Unions Act and other labour laws in our country require the management of organizations to take decisions on labour matters in consultation with recognized trade unions, it has been the practice of management to consult only the trade unions backed by ruling political parties, whether such unions are recognized or unrecognized. This creates many problems between the management and the labour resulting in loss of production and even leading to the closure of organizations. Hence, it is suggested that the management must consult only the recognized trade unions of their companies for taking decision on labour matters.

12. **INCENTIVES:** The sample units have limited themselves in giving incentives only to the finishing house department where paper counting and packing are done. As the employees of other departments are not happy with the non-availability of incentive system for them, it is suggested that if possible, incentive system may be implemented in other departments of the units. The assistance of external agencies such as Productivity Council,
Management Association, etc, may be availed to fix work standard and thereby they can implement incentive system, either for individuals or groups.

13. **WELFARE MEASURES:** The various welfare measures available to the workers of the Indian paper industry in general and of Tamilnadu in particular may be broadly classified as statutory welfare measures and non-statutory welfare measures. Though there is no problem in the provision of statutory welfare measures, the employees of the sample units are not satisfied with the provision of non-statutory welfare measures. Hence, it is suggested that the management should improve the non-statutory welfare measures provided by them for their employees. An example where welfare measures could be improved is given below.

As paper industry is a continuous process industry, the factories work round-the-clock and hence the factory workers have to attend to their work at different times in day and night times depending upon their shifts. Under this circumstance, if the workers are provided with transport facility and/or quarters, they will feel free and experience less stress.

It is understood that some of the units are not providing transport facility and quarters either to all or a portion of their employees. Hence, it is suggested that the all the employees may be given quarters or transport facilities depending upon the financial condition of the respective units.

14. **RECREATIONAL FACILITIES:** It is a fact that recreation will reduce stress. Hence, it is suggested that the organizations have to take steps to
provide recreational facilities for their employees. This facility may be provided either in the office complex or residential quarters or both. In view of the benefits to organization from tension free employees, it is suggested that a reasonable part of the net profits of the companies may be spent in providing recreation facilities.

15. **REFRESHMENT AND MENTAL EASE FACILITIES:** The responsibilities of workers become high due to their overloaded of work, which in turn increases stress of workers. Hence, to reduce the tension of the stressed workers, it is suggested that the company may provide facilities, in the work place, such as playing music, installing vending machines to supply refreshing beverages, etc. Further, the HR department may conduct work measurement studies and on the basis of results, if necessary, additional workers may be appointed to balance the work of existing employees.

16. **CRECHE:** As women are also employed in paper industry, it is suggested that crèches may be established in each unit to help them maintain their children below the age of 3.

17. **SCHOLARSHIPS AND EDUCATIONAL ASSISTANCE:** To help the employees reduce their tension about the education of their children, it is suggested that the management may grant scholarships or extend financial assistance on liberal interest and repayment condition.
18. **JOB ROTATION:** It is understood that most of the workers are doing the same job for long period. They feel that it has bored them and has resulted in the creation of stress. Hence, it is suggested that, wherever possible, job rotation scheme may be implemented.

19. **MEDICAL CHECK-UPS:** It has been proved that stress leads to physical and mental illness. No doubt that this illness must necessarily be cured. Hence, for this purpose, it is suggested that periodical medical checkups must be conducted for each worker. During the check up if any health or mental problem is identified, such worker(s) may be subject to proper treatment (either by the management or the concerned worker).

20. **GROUP INSURANCE:** Statistics shows that some of the employees working in the paper industry were prone to acute disease such as cancer, paralysis, ulcer, tuber culosis, etc. Such people could not continue their service and also could not be offered to spend huge amounts for treatment. Hence, it is suggested that the management may introduce group insurance systems by collecting a very nominal insurance premium. This will create confidence in the minds of workers about their treatment for the diseases and also their life.

21. **HEALTH AND SAFETY MEASURES:** There is more opportunity to spoil the health of the work man in the chipper house, boiler plant and paper production department. In chipper house more dust is emitted as wood is chipped in this area. In the case of boiler plant, enormous heat is emanated. In
paper production department much of noise is produced. No doubt, these will affect the health of the workers employed in this department. Hence, for the purpose of maintaining normal health of this workers of the area, it is suggested that the workers in the chipper house may be provided with dust masks, an A/C room may be provided mean the boiler plant and ear stubs may be provided to the workers employed in the paper production department.

22. **FOUR A-MODEL:** Presently programmes to inform employees about the reasons for and the effects of symptoms like, cognitive symptoms, emotional symptoms, physical symptoms and behavioral symptoms are absent. Hence, it is suggested that managements may train the employees with positive stress stimulators by adopting four A-model viz., Avoid the stressor, Alter the stress, Adopt the stress, and Accept the stress.

23. **WORK-LIFE BALANCE:** The imbalance between life at work place and life at house leads the workers to face stress-related problems. Hence, it is suggested that the companies may organize get-togethers, picnics, mini tours etc., for the employees and their family members. This will ease their mind and bring them back to have control over mind and body. The cost of such programme may either be wholly borne by the management or shared between the management and the workers on an agreed basis.

24. **RELATIONSHIP AMONG EMPLOYEES:** The lack of interrelationships among the staff yields less productivity and more stress. Zohar and Dov opine that the interrelationships among the co-workers is inevitable for the
sustenance and success of organizations. So, it is suggested that the organizations should take initiatives to strengthen the interrelationship of staff by conducting orientation programmes, sports, introduction of group incentives, etc.

The suggestions listed above are only a sample based on the findings of the study. It is hoped that if these suggestions are implemented in their real sense and spirit, it is certain that the employees working in the factory site of the paper industry in Tamil Nadu will be free from stress and to the maximum extent this will result in increased production and productivity for the organization.

6.3 CONCLUSION

Most of the employees in the paper industry get stress due to their working conditions, management policies, irrational promotional policies, work load and disproportionate salary and favoritism.

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

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

The organisational climate influencing stress in the paper industry is predominant. It was found that the demographic variables like education, age, salary and experience of the employees in paper industry have been creating stress among
the employees and especially the experience of employees force them to practice stress management practices to avoid unnecessary impediments in developmental activities.

The top level executives are very much enthusiastic in implementing the stress management programmes. The management policies in favour of stress management, performance appraisal and organisational development are useful for the smooth conduct of the organisation without stress.

Organisation climate influences stress in the paper industry. The top level executives implement stress management techniques in the organisation to accrue the benefits in the form of individual efficiency, organisational efficiency, productivity and environmental change. Maintaining an optimistic organisational climate conditions bring a simultaneous change in organisational development. So, this innovative method brings more weightage to the organisational climate, influencing the employee's stress.

The stress experienced by the employees in their job often reflected in behaviour and attitudes. The stresses have been recognised as a disease which spoils the health of the employees and reduce their level of job performance. In short, a set of satisfactory human resource practices would result in stress free work life and high job satisfaction.