

A STUDY ON STRESS MANAGEMENT IN RANE (MADRAS) LTD. CHENNAI

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Abstract: This study identifies how effectively the organizations help their employee in overcoming their work stress. The main focus of the study is to identify the expectation of the employees in stress managing measures. Primary data collection was done through structured questionnaire. Secondary data was collected from company records and internet. Research design used in this study was descriptive research study. Convenience sampling method was followed. Conclusions were drawn based on the analysis of data collected from the respondents. Statistical tools applied are simple percentage chi-square and weighted average method. Recommendations were provided for enhancing the psychological well being and health of the employees.

Keywords: Stress, Organization, Training and Development, Health

INTRODUCTION

STRESS MANAGEMENT

Definition of Stress

HANS SELYE Definition of Stress “Stress is the body’s non-specific response to a demand placed on it.” The definition will have more meaning after we break it down and look at each component separately.

ARNOLD and FELDMAN defined stress as “the reactions of individuals to new or threatening factors in their work environment”

Stress is the body’s reaction to a change that requires a physical, mental or emotional adjustment or response. Stress can come from any situation or thought that makes you feel frustrated, angry, nervous, or anxious. Stress is caused by an existing stress-causing factor or “stressor.” Dealing with a serious illness or caring for someone who can cause a great deal of stress. **By Angela Morrow**

Holistic Medicine View of Stress

Stress is the inability to cope with a perceived or real (or imagined) threat to one’s mental, physical, emotional, and spiritual well-being which results in a series of physiological responses and adaptations.

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Richard Lazarus' View of Stress

Stress is a state of anxiety produced when events and responsibilities exceed one's coping abilities.

Definition of Stress Management

A set of techniques used to help an individual cope more effectively with difficult situations in order to feel better emotionally, improve behavioural skills, and often to enhance feelings of control. Stress management may include relaxation exercises, assertiveness training, cognitive restructuring, time management, and social support. It can be delivered either on a one-to-one basis or in a group format.

Concept

Stress is the emotional and physical strain caused by our response to pressure from the outside world. Common stress reactions include tension, irritability, inability to concentrate, and a variety of physical symptoms that include headache and a fast heartbeat.

It's almost impossible to live without some stress. And most of us wouldn't want to, because it gives life some spice and excitement. But if stress gets out of control, it may harm your health, your relationships, and your enjoyment of life.

Nature of Stress

Stress is a state of tension experienced by individuals facing extraordinary demands, constraints or opportunities. Stress can be either positive or negative. For example, some new work situations can bring us positive challenges and excitements, while others are very disturbing and anxiety arousing. Unfortunately for us, we live in an environment in which we must constantly face stress-producing situations. We cannot avoid them all, and we cannot fight them all. For the most part, we choose to go along with them. The ambiguous boss, the preferred opportunities, the multifarious relationships, increased mobility, heavy traffic, the extra job, risky investments-in general, "life in the fast lane" - which most of us experience, can be viewed as a series of stress producing situations. Consequently each of us faces in a week more of these stressors than our parents faced in a lifetime.

Individuals can have a variety of reactions to job stress. They can react emotionally by feeling frustrated or anxious, happy or excited, bored or depressed. They may experience mental blocks, be hypersensitive to criticism or have trouble in concentrating. People can also respond to stress behaviorally, they may eat more, drink more, or stop going out socially and mix with people freely.

TYPES OF STRESS**Eustress**

This is a positive form of stress, which prepares your mind and body for the imminent challenges that it has perceived.

Distress

We are familiar with this word, and know that it is a negative form of stress. This occurs when the mind and body is unable to cope with changes, and usually occurs when there are deviations from the norm.

Hyper Stress

This is another form of negative stress that occurs when the individual is unable to cope with the workload. Examples include highly stressful jobs, which require longer working hours than the individual can handle.

Hypo Stress

Lastly, hypo stress occurs when a person has nothing to do with his time and feels constantly bored and unmotivated. This is due to an insufficient amount of stress; hence some stress is inevitable and helpful to us.

The Costs of Stress

The stress is so widespread; it has a very high cost for individuals, companies and organizations, and for society. For the individual, in addition to the devastating impact of the serious health impairments referred to above, the loss of capacity to cope with working and social situations can lead to less success at work, including loss of career opportunities and even employment. It can give rise to greater strain in family relationships and with friends. It may even ultimately result in depression, death or suicide.

For the company or organization, the costs of stress take many forms. These include absenteeism, higher medical costs and staff turnover, with the associated cost of recruiting and training new workers. It has also been shown in recent years that stress takes a heavy toll in terms of reduced productivity and efficiency. Stress is not necessarily dysfunctional. Some people work well only under a little stress and find they are more productive as a deadline approaches. Others find that stress may result in a search that leads to a better job or to a career that makes more sense, given their aptitudes.

Society the working world and daily life have changed almost beyond recognition in the past 50 years. These changes have contributed to a major increase in stress.

Stress is caused from both outside & inside the organization & from groups that employees are influenced by & from employees themselves.

Extra Organizational Stressors

Organizational Stressors

Group Stressors

Individual stressors

SOURCES OF STRESS

It is said that stress results from an imbalance between environmental demands and personal adequacies to meet those demands. However the management of stress is not possible unless the individual is aware of the specific sources of stress. The symptoms of fever reappear once the effect of the medicine has worn out. The medical practitioner, therefore, investigates the causes of the fever and then treats the cause. Similarly, the effects of stress are non-specific symptoms, which warn the individual that something is wrong. A permanent cure of these symptoms is possible only by eradication of the sources/ root of these symptoms.

Stress can emanate from a variety of sources. Pestonjee (1992) has identified three important sectors of life from which stress may originate.

Jobs and Organization

These refer to the totality of the work environment, such as job description, work culture, interpersonal relationships and compensation offered.

Social Sector

Denotes the sociocultural milieu of a person. It may include religion, caste, language, attitudes and beliefs of others, the political and legal environment, etc.

Intrapsychic Sector

This encompasses those aspects which are intimate and personal such as an individual's values, abilities, temperament, personality, needs, expectations and health. Proposing a somewhat different categorization, Brown (1984) has listed five categories.

Stress at Work

When we consider work stress in particular, research indicates six major sources of pressures (Cartwright and Cooper, 1997). They are as follows:

1. Factors intrinsic to the job.
2. Role in the organization.
3. Relationship at work.
4. Career development Factor.
5. Organizational structure and climate.

NEED OF THE STUDY

The basic need of the study is to identify various sources of the stress. For any company their human resource is its important asset. Therefore the Rane (Madras) Ltd cannot afford to allow its employees to have stress beyond a certain limit as it would be harmful to both the management and the employees.

This study is mainly to identify the expectation of employees in managing stress and there by suggesting the management to take corrective action in order to increase the productivity.

SCOPE OF THE STUDY

The main aim of this study is to find out the level of stress employees faces in their work life and what are the methods that can be used to reduce the stress in an effective manner. This study is helpful for the organization for conducting further research on stress, and also it helps in taking remedial measures to overcome stress for employees.

OBJECTIVE OF THE STUDY

Primary Objective

- A study on stress management in Rane (Madras) Limited

Secondary Objective

- To identify the source of stress among the employees
- To identify the measures that are used by the organization in order to reduce the stress
- To know the effectiveness of stress managing measures
- To identify the expectation of the employees in stress managing measures

RESEARCH METHODOLOGY

INTRODUCTION

RESEARCH DESIGN

Descriptive research is carried out in this project work

Sampling Plan

Type of Sampling Technique

Convenience sampling is used to collect data from workers to analyze stress

Sampling Unit: Existing employees of the Organization (252)

Sampling Size: The sampling size is 120 employees.

SOURCES OF DATA

Primary and secondary data were collected for the analysis of the Stress Management in Rane (Madras) Ltd.

PRIMARY DATA

Under the primary data research a survey was been carried through the usage of structured questionnaire from 120 individuals in Rane (Madras) Ltd were personally approached to collect data to the study of stress management among workers

SECONDARY DATA

Secondary data refers to the existing information, which has previously gathered and accorded by someone else prior to the current project. This study includes textbooks, newspaper articles and also relevant websites as its secondary data.

RESEARCH TOOLS

The data collected were carefully analyzed and processed with statistical techniques such as **Percentage Analysis, Chi-Square, Weighted average** are been analyzed were applied to draw meaningful inferences.

LIMITATIONS OF THE STUDY

- The employees were reluctant to give correct information.
- Even though the employees gave correct information during the unstructured interview conducted, they gave incorrect answer while answering the questionnaire.
- The information given by the employees may be biased.

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

Table 1
Work Related Function Causes Stress

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|-------------------|--------------------------|-------------------|
| Strongly agree | 35 | 29 |
| Agree | 50 | 42 |
| Neutral | 28 | 23 |
| Disagree | 5 | 4 |
| Strongly disagree | 2 | 2 |
| Total | 120 | 100 |

INFERENCE

29% of respondents strongly agree, 42% of respondents agree, 23% of respondents feels neutral, 4% of respondents disagree and 2% of respondents strongly disagree

**Table 2
Technology Creates Stress**

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|-------------------|--------------------------|-------------------|
| Strongly agree | 14 | 12 |
| Agree | 23 | 19 |
| Neutral | 27 | 22 |
| Disagree | 41 | 34 |
| Strongly disagree | 15 | 13 |
| Total | 120 | 100 |

INFERENCE

12% of respondents strongly agree, 19% of respondents agree, 22% of respondents feels neutral, 34% of respondents disagree and 13% of respondents strongly disagree

**Table 3
Monotony Causes Stress**

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|-------------------|--------------------------|-------------------|
| Strongly agree | 17 | 14 |
| Agree | 31 | 26 |
| Neutral | 54 | 45 |
| Disagree | 11 | 9 |
| Strongly disagree | 7 | 6 |
| Total | 120 | 100 |

INFERENCE

14% of respondents strongly agree, 26% of respondents agree, 45% of respondents feel neutral, 9% of respondents disagree and 6% of respondents strongly disagree

**Table 4
Stress Because of Bad Interpersonal Relationship**

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|-------------------|--------------------------|-------------------|
| Strongly agree | 8 | 7 |
| Agree | 15 | 13 |
| Neutral | 34 | 28 |
| Disagree | 46 | 38 |
| Strongly disagree | 17 | 14 |
| Total | 120 | 100 |

INFERENCE

7% of respondents strongly agree, 13% of respondents agree, 28% of respondents feel neutral, 38% of respondents disagree and 14% of respondents strongly disagree.

Table 5
Family Problem Causes Stress

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|-------------------|--------------------------|-------------------|
| Strongly agree | 6 | 5 |
| Agree | 12 | 10 |
| Neutral | 62 | 52 |
| Disagree | 27 | 22 |
| Strongly disagree | 13 | 11 |
| Total | 120 | 100 |

INFERENCE

5% of respondents Strongly agree, 10% of respondents agree, 52% of respondents feels neutral, 22% of respondents disagree and 11% of respondents strongly disagree

Table 6
Overloading of Work Causes Stress

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|----------------|--------------------------|-------------------|
| Always | 18 | 15 |
| Sometimes | 47 | 39 |
| Rarely | 31 | 26 |
| Never | 24 | 20 |
| Total | 120 | 100 |

INFERENCE

15% of Respondents agree Always overloaded with work, 39% of Respondents agree Sometimes overloaded with work, 26% of Respondents agree Rarely overloaded with work and 20% of Respondents agree Never overloaded with work

Table 7
Activities Followed By the Organization _Managing Stress

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|---------------------------|--------------------------|-------------------|
| Dark room | 27 | 22 |
| Recreation room | 37 | 31 |
| Stress management program | 8 | 7 |
| Yoga | 44 | 37 |
| Outdoor tours | 4 | 3 |
| Total | 120 | 100 |

INFERENCE

22% of Respondents feels darkroom is better for managing stress, 31% of Respondents feels Recreation room is better for managing stress, 7% of Respondents feels Stress management program is better for managing stress, 37% of Respondents feels Yoga is better for managing stress and 3% of Respondents feels Outdoor tours is better for managing stress.

Table 8
Steps to Manage Stress By Employees

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|----------------|--------------------------|-------------------|
| Yes | 78 | 65 |
| No | 42 | 35 |
| Total | 120 | 100 |

INFERENCE

65% of respondents says that they take steps to manage stress and 35% of respondents says that they never take any steps to manage stress

Table 9
Activities Taken By the Organization

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|----------------|--------------------------|-------------------|
| Exercise | 0 | 0 |
| Meditation | 46 | 38 |
| Yoga | 74 | 62 |
| Total | 120 | 100 |

INFERENCE

38% of Respondent Agree Meditation is good and 62% of Respondents Agree Yoga is good

Table 10
Organization Takes Any Measures to Reduce Stress

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|----------------|--------------------------|-------------------|
| Yes | 87 | 73 |
| No | 33 | 27 |
| Total | 120 | 100 |

INFERENCE

73% of Respondents agree management takes measures to reduce stress, 27% of respondents agree management never takes any measures to reduce stress

Table 11
Training and Development Helps Employees to Perform Well

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|-------------------|--------------------------|-------------------|
| Strongly agree | 23 | 19 |
| Agree | 64 | 53 |
| Neutral | 21 | 18 |
| Disagree | 8 | 7 |
| Strongly disagree | 4 | 3 |
| Total | 120 | 100 |

INFERENCE

19% of respondents Strongly agree, 53% of respondents agree, 18% of respondents feels neutral, 7% of respondents disagree and 3% of respondents strongly disagree

Table 12
Training and Development Helps Employees to Reduce Stress

| <i>Options</i> | <i>No of Respondents</i> | <i>Percentage</i> |
|-------------------|--------------------------|-------------------|
| Strongly agree | 18 | 15 |
| Agree | 37 | 31 |
| Neutral | 52 | 43 |
| Disagree | 6 | 5 |
| Strongly disagree | 7 | 6 |
| Total | 120 | 100 |

INFERENCE

15% of respondents strongly agree, 31% of respondents agree, 43% of respondents feels neutral, 5% of respondents disagree and 6% of respondents strongly disagree.

CHI-SQUARE TEST

Chi-square test is applied to test the goodness of fit, to verify the distribution of observed data with assumed theoretical distribution. Therefore it is a measure to study the divergence of actual and expected frequencies, Karl Pearson's has developed a method to test the difference between the theoretical (hypothesis) & the observed value.

$$\text{Chi - square test } (X^2) = \sum \frac{(O_i - E_i)^2}{E_i}$$

$$\text{Degrees Of Freedom} = V = (R - 1) (C - 1)$$

Where,

'O_i' = Observed Frequency

'E_i' = Expected Frequency

'R' = Number of Rows

'C' = Number of Columns

$$\text{Expected frequency of any cell} = \frac{(\text{row total of the cell}) * (\text{column total of the cell})}{\text{Grand total}}$$

NOTE: For all the chi-square test the table value has taken @ 5% level of significance.

FAMILY PROBLEM IS ONE OF THE REASON FOR STRESS

H₀: There is no significance difference between Martial status and Family problem.

H₁: There exist a significance difference between Martial status and Family problem.

Table 13

| <i>Martial status</i> | <i>Married</i> | <i>Unmarried</i> | <i>Total</i> |
|-----------------------|----------------|------------------|--------------|
| <i>Family problem</i> | | | |
| Strongly agree | 21 | 6 | 27 |
| Agree | 25 | 11 | 36 |
| Neutral | 33 | 9 | 42 |
| Disagree | 6 | 5 | 11 |
| Strongly Disagree | 3 | 1 | 4 |
| Total | 88 | 32 | 120 |

Degree of freedom =4

Calculated value =3.134

Table value =9.488

Therefore there is no significance difference between martial status and family problem.

TECHNOLOGY CREATES STRESS

H0: There is no significance difference between Experience and Improved technology.

H1: There exist a significance difference between Experience and Improved technology.

Table 14

| <i>Experience</i> | | | | | <i>Total</i> |
|-------------------|----------------|-----------------|-----------------|---------------------|--------------|
| <i>Technology</i> | <i>1-10yrs</i> | <i>11-20yrs</i> | <i>21-30yrs</i> | <i>Above 30 yrs</i> | |
| Strongly agree | 2 | 6 | 10 | 20 | 38 |
| Agree | 1 | 3 | 6 | 14 | 24 |
| Neutral | 2 | 5 | 10 | 11 | 28 |
| Disagree | 8 | 6 | 3 | 1 | 18 |
| Strongly disagree | 5 | 2 | 3 | 2 | 12 |
| Total | 18 | 22 | 32 | 48 | 120 |

(c-1)(r-1)

(4-1)(5-1)

(3)(4)=12

Degree of freedom =124

Calculated value =18.139

Table value =21.026

Therefore there is no significance difference between Experience and Technology.

WEIGHTED AVERAGE METHOD

Weighted average can be defined as an average whose components aggregate of the products are divided by the total of weights. One of the imitations of simple arithmetic mean is that it gives equal importance to all the items of the distribution. In certain cases relative importance of all the items in the distribution is not the same where the importance of the

items varies. It is essential to allocate weight applied but may vary in different cases. Thus weight age is a number standing for the relative importance of items

Table 15
Rank the Following Technique

| <i>Rank</i> | <i>Options</i> | <i>No of Respondents</i> |
|-------------|---------------------------|--------------------------|
| 1 | Darkroom | 47 |
| 2 | Yoga | 43 |
| 3 | Stress management program | 18 |
| 4 | Recreation room | 9 |
| 5 | Outdoor tours | 3 |
| | Total | 120 |

$W_i \cdot D_i / W_i = 238 / 120 = 1.98$ approximately 2

From this we conclude that above 47% of respondents have selected darkroom

TRAINING AND DEVELOPMENT HELPS EMPLOYEES TO REDUCE STRESS

Table 16

| <i>Rank</i> | <i>Options</i> | <i>No of Respondents</i> |
|-------------|-------------------|--------------------------|
| 5 | Strongly agree | 23 |
| 4 | Agree | 58 |
| 3 | Neutral | 32 |
| 2 | Disagree | 3 |
| 1 | Strongly Disagree | 4 |
| | Total | 120 |

$W_i \cdot D_i / W_i = 453 / 120 = 3.78$ approximately 4

From this we conclude that above 48% of respondents have agreed that Training and development helps employees reduce stress.

FINDINGS

1. 38% of the respondents are between the age group 41-50 years
2. 83% of the respondents are married
3. 47% of the respondents have Above 30 years of long association with the organization.
4. 42% of the respondents Agree that work related function causes stress
5. 34% of the respondents disagree technology creates stress
6. 45% of the respondents felt that Monotony is one of the reasons for the stress.
7. 38% of the respondents felt that stress is not due to Bad interpersonal relationship.

8. 22% of the respondents felt that stress is not due to family factors and 10% gave a feedback that the burden of taking care of the family is one of the main reason for stress.
9. 39% of the respondents sometimes overloaded with work.
10. 37% of the respondents feel satisfied with Yoga activities followed in the organization.
11. 65% of the respondents felt that they are able to manage stress by their own.35% of respondents reply they are unable to manage stress.38% of the respondents agree that they tackle the situation by taking in the positive attitude
12. 43% of the respondents given weightage to the yoga activities practised in the organization.
13. 38% of the respondents gave a feedback that meditation highly reduces stress.
14. 73% of the respondents felt that organization takes certain kind of measures to reduce stress.
15. 53% of the respondents agree that training and development program helps them to perform well in their job.
16. 43% of the respondents felt neutral Training and development program helps to reduce stress.
17. 48% of the respondents felt that Improvised working environment in the organization reduces stress.
18. 26% of respondent agree that lack in communication increases stress.
19. 52% of respondent feel that Meditation, yoga classes conducted is effective.
20. 32% of respondents felt that stress management program is effective to overcome stress to some extent.
21. 28% of respondents say that training before new assignment help in coping up with stress
22. 27% of the respondents sometimes have sufficient time to perform their job.
23. Respondents (47%) do not worry about their personal problem while on job
24. 27% of the respondents are not happy with steps taken by the management to reduce stress
25. On application of chi – square to find out whether there is any association between marital status and Family problem, the results of the test proved that there is an association between the marital status and Family problem experienced by the respondents.

SUGGESTIONS

- The employees may give importance to time management techniques there by they can complete their work within the specified time.
- Many tasks may be delegated to subordinates without losing effectiveness so that we can reduce the overload of work.

- The organization may introduce Employee Assistance Programmes (EAPs) and stress control workshops to their employees. EAP includes counseling employees who seek assistance on how to deal with alcohol and drug abuse, managing personal finances, handling conflicts at the work place, dealing with marital and other family problems, and coping with health problems.
- Engaging the bored employee in aerobic exercise, yoga, and meditation because it stimulates the brain and the body. The employee may also do meditation and yoga in their daily life.
- Good off-site training programmes on different departments may be implemented, so that employees can cope up with the changing needs of the firm.
- Get together of employees to be made compulsory per month
- Form a stress management committee to solve employee's short comings
- company may organize regular health check up and those found suffering from stress may be given some assistance
 - Family day may be conducted once in 6 months or at least once in a year
 - Introduce a concept called personality development program to the employees

CONCLUSION

Stress in the work place has become the black plague of the present century. Much of the stress at work is caused by work overload and time pressure and due to working condition, by not providing individuals with the autonomy to do their work as they would like. Organization must begin to manage people at work differently, treating them with respect and valuing their contribution. If we enhance the psychological well being and health of the employees, in the coming future, the organization would make more revenue as well as employee retention as we all know

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