AN IMPACT OF OCCUPATIONAL STRESS AND JOB SATISFACTION AMONG WOMEN EMPLOYEES IN SHOPPING MALLS WITH SPECIAL REFERENCE TO CHENNAI METROPOLITAN CITY

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Abstract: Retailing sector is one of the booming industries whichshow the witness revolution in India. It provides large employment opportunities for several disciples in this current scenario. However with the growing retail entities marching towards high level, it also provides the platform towards stress in their daily life. Shopping mall has opened a vast employment opportunities to all kind of disciples with minimum qualifications. Similarly it is one of the factors which bridge the situation between the occupational environment and employee wellbeing related to health. Exclusively women employees who is working in retail outlets facing a severe problems of stress and they were mainly allotted to challenging work such as serving the customer with food stuffs, groceries, cosmetics, kids product, jewelry, home decors, apparels, game centers, including tough jobs like security, billing, counseling, guiding and housekeeping etc.. This research study aims to analyses the occupational stress which direct towards health stress in their routine procedure by focusing on women employees stress in shopping mall. The primary data was collected using structured questionnaires and the opinions were recorded using likerts five point scale and the result was validated using Cronbach's Alpha test and Factor analysis. The sampling method used to identify the representative sample was "Convenience Sampling". The result found that KMO measure of sampling adequacy is .673, Bartlett s test of Sphericity with approximate Chi-square value 2364.698 are statistically significant at 5 % level. This shows that the sample size is adequate for 24 variables to identify the predominant factors.

Keywords: Shopping mall, retail outlet, women employees, job stress, health related problems.

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1. INTRODUCTION

As per the scientific and technological development in the world creates a challenging and inspiring image to each and every individual in the modern era. It helps the people to identify the instant requirement of the durable and non-durable products. Due to the development, standard of living of the people move towards modern culture because of new trends, fashion, royalty etc... therefore people are mostly willing to reduce their inflexible work and make use of new innovative ideas and creativity with useful manner. Mainly shopping products is one of the important activity of all the disciplines, neither it may be weekly, monthly or festivals periods. Due to the technological development for shopping starts for kirana store to the hyper shopping mall is one of the precious gifts for the people. Consequently most of the people use to reduce time for searching their required products and move on to the shopping products in one particular areas. Under this as a factor shopping mall is one of the important portions of the people. It also provide vast employment opportunities to both the literate as well as illiterate, upper, middle, lower income people to strengthen their position as common objectives. It is one of the places always busy with their valuable customer. So most of the employees are involved in different activities to satisfy the customer. In such case repeated works influence the employees to get more stressed in their job. The term stress is invisible in nature but it can be realized by each and every person based on their lifestyle and job evolution. Majority of the people visit shopping malls for entertainment purpose. Therefore the employees are responsible for the satisfaction of the customer and products which are available in the malls. Due to such situation employees has to face many crucial situations based on the customer, superiors, co-workers and also the management. Particularly women employees are the person who can get more stressed because of multiple roles assigned to them in the shopping mall as well as family backgrounds. The pressure and demands at work leads to physical disorders.

1.1 Statement of the problems

Recent marketing penetrations which ultimately results in customer orientation of giving more preference to customer needs and wants while satisfying them in enormous level. In order to satisfy the customer based on the service, retailing sector induces the work pressure for the sales person while handling their valuable customer. This paradoxical situation has made the work of the sales person to increase their stress level due to routine work. On the other hand most of the research works were carried out only focusing on higher professionals based on their occupational stress and health hazards. Therefore this study involved in analyzing the women employees working under low income level.

1.2 Scope of the study

This study has undergone the research work only focusing on retail service employees that too working in shopping malls in Chennai. Retail sales employees have to balance the expectations of management as well as the ultimate customers. Role stress is a persisting state of mental tension resulting in to negative psychological, psycho-social, and behavioral outcomes. Studying the impact of occupational stress is a potential method of reducing the negative effects of retail role stressors and may help to understand how better to manage and motivate employees.

1.3 Objectives of the study

- To analyze the demographic background details of the female employees working in shopping malls.
- To investigate the nature of working and their satisfaction towards in retail malls.
- To identify the factor influencing work stress and coping styles in their daily situations.

2. THEORETICAL REVIEWS

Alireza Miremadi (2010) developed a new innovative message to handle and attract the valuable customer in unique manner. On the basis of pointing out new measures to the business people as well as employees working in the retail outlet should attract the customer and satisfy the need and wants of the customer by earning more profit. The researcher also revealed that furthermost of the business people have heard the term Unique Selling Position (USP) bandied about, often when the subject of sales or marketing comes up. Very few of them realize its significance in ability to sell, but sometimes it is critical to the success of the business. Finally confirms that the marketer and every business owner needs to focus on what's special and different about his or her business in order to market the product or service successfully with the energetic sales representative in their company.

Anish Yousaf & Neelika Arora (2015) research study explored the significance of shopping mall with the intention to create global competition

with additional facilities and flexibility in the interior malls. The research were analyzed the component factors (using factor analysis), which could impact the customer satisfaction to advanced satisfaction scores and also endorsed that atmosphere was an important dimension which customers used as a prompt to evaluate any shopping mall. In the way of highlighting the importance of customer satisfaction in context of shopping malls and to create the image of the mall, number of events were organized, and the promotional schemes & discounts offered within the mall premises were also evaluated by the consumers finally the research study described the importance of the shopping mall and suggested that the management to undertake innovative sales promotion schemes and discounts to be offered within the mall premises to attract customers attention.

In an interesting study of Chitra .M (2015) enumerated the occupational stress and health impacts among the women employees working in parlor outlets in Chennai city. In the series of research survey, founded that Employees engaged in beauty parlors were exposed to various types of occupational health problems like respiratory infections, musculoskeletal disorder, back pain, dermatitis, allergic, joint pain, skin infections. Their study mainly aims to identify the occupational health issues among women employees and the data were collected from 350 beauty service providers from Chennai city with the help of structured questionnaire methods and the result were analyzed by using factor analysis as statistical tools. Finally the study suggested Employers must schedule a proper work schedule with regular breaks, training to react in the case of emergency by first aid. Rules and regulations must be strictly followed by the Government to have a comfortable working environment, proper equipment's, emergency exit during fire accidents. Monitoring of beauty parlors by insisting on proper disposal of waste management is also important. Prolonged standing, longer working hours, exposure to noise and high temperature causes health issues which causes irritating and unsightly condition of the skin among beauty parlor workers.

Dhiraj .S & Tavleen K.G (2014) examined research study based on the banking sector employees under state bank of Patiala. It covers the employees working in the branches of State Bank of Patiala in Punjab. The study is based on 7 point Likert scale derived from the past literature. The demographic characteristic of the respondents showed that majority of

respondents were under the age group of 30 to 40 and 55% of them were males and the rest of them were females. The method of factor analysis has been used for grouping and summarization of factors creating techno stress. The factors identified through the factor analysis are: work overload, job insecurity, pace of change and invasion of privacy. The researcher concluded that the technology is leading to increased workloads and never ending urgency of work has affected the work-life balance immensely.

Gomathi & Deepika (2013) conducted a research study to find out the factors causing stress among employees and to know how they cope up with stress. The Research design used was descriptive research. The primary data has been collected through a questionnaire method. The sample design used in the study was convenience sampling technique with a sample size of 60. The collected data has been analyzed through various tools like Percentage analysis, Chi- square test & ANOVA, and Factor analysis. Finally the researcher suggested to give counseling to the employees when they face problems. The discussion of the problem through counseling which usually has emotional content with an employee in order to help the employee cope better.

Ketharaj.M & Selvakumar (2009) have made an attempt to identify the significance of women employees working under job insecurity which impacts the development of the economy. Many stated that the nation primarily depends upon its industrial development which makes rich contribution to the growth of a nation. Therefore the economic role played by women cannot be isolated from the framework of development. Women workers remain significantly poor and are far less legally protected. Finally suggested the government to protect the role of women in socio-economic development and also undergo a remarkable change over the years. Also the researcher reported that the world of women is no longer confined to household activities and they actively contribute to the promotion of economic development in different capacities.

In a report survey **Mullick.N.H (2013)** reported that the success of shopping malls is in the hand of mall developers , who is undertaking a crucial projects in order to implement an ideal design in mall culture. The study is completely based on the multiple drivers of growth and the issues being faced today by these shopping malls when more are coming up, but they are not able to find the right rentals, nor the required footfalls.

Generally the researcher observed the significant level of mall projects, which indicates India, out of the 12 million sq.ft of Indian shopping center space planned for opening in 2012, only about 60 percent was expected to be complete, because of the huge delay in mall projects in India's biggest cities. There is a stress even in the business model as it is getting a bit expensive. Shopping malls, therefore, cannot mushroom without analyzing the basics like the catchment area, the spending power of the demography, and its business potential. The researchers also revealed that the malls have to be situated in places where there is scope for shopping. Innovation is, therefore, necessary and the retailers must be encouraged to enhance their diversity of services, and food and entertainment options must be encouraged rather than enhancing the size of the mall/retailer engagement. Better mall management must create ambience and a hygienic and a clean environment must be created for family members to enhance the loyalty of the consumers. A total marketing effort has to be made by these upcoming mall developers to make their ventures a success.

Meenakshi.Y & Anil.K (2015) examined the consequences of occupational stress among workingwomen by taking a sample of 600 working women from region. Twenty five statements were administered to the working women. Analysis of variance and factor analytical model have been used to analyze the data. The factor analytical model has reduced the thirty five statements into six factors namely medical related problems, decline in growth of organization, Lack of decision making, aggressiveness, decline in job targets and lack of motivation. These factors are statistically significant with age and education of workingwomen. Occupational stress reduces the growth of organizations and also creates a lot of medical related problem. There is a need to formulate policies by organizations in such a manner that occupational stress should not harm the working women. There is a need to upgrade their skills and knowledge more frequently in order to reduce the stress among working women.

Muthukrishnan.S M & Chaubey (2011)research study has suggested that Physicians'' jobs are more stressful than many other types of work, but sources of job stress for physicians have rarely been measured systematically. Interview data from 103 Hospital employees of different categories like doctors, nurses, technicians of both male and female were used to check the level of occupational stress and different factors promoting occupational stress. Study concluded that lack of communication, Organization ability to optimize human resources, work overload, leadership crisis, lack of training, enhancing of responsibility and Task diversity among the employees are some of the sources promoting occupational stress among the hospital employees of all cadre.

Ramanathan.V, HariIn.K (2008) propounded the complete observation between the changes in retailing sector from the kirana store to the shopping mall in the way of adopting new standard of living of the people. The main aim of the study is to focuses a clear picture of looming retail boom through the form of organized retail format. It gives a glance of the progress organized retail format and its positive and negative impact in Indian economy. While reviewing the literature, the researcher initiate that India has the highest shop density in the world and the present retail market in India estimated to be US\$200 billion of which only 3% (around US\$64 billion) is in the organized sector. It will upgrade India's layer second and third tier cities to international standard. While this boom addresses India's basic infrastructure challenges to create demand for the product of rural India and a more efficient agricultural sector. The organized retail market boom is expected to bring positive outcomes in may of sectors like economic growth, exports, education, IT industry, food processing, infrastructure, banking, tourism, management along with the greater customer satisfaction.

On the basis of **Srinivas.T & Kishore B.M(2008)** emphasized the new developed measures to implement an effective results among the women employees in the series of working experiment, the researcher revealed that retailing to women seems so complicated due to their purchase decision-making paths, which are bit winding. Sixty per cent of India is below 30 years of age, and has equal presence of young women those will earn and consume a lot. As per estimates, women control 80% of family purchases. At same time retailers are making attempts to develop formats to target women in particular. Women differ from men on various parameters such as physicality, psychographics, behavioral parameters and consumption. According to a MasterCard's Asian Lifestyles Survey conducted recently in 13 Asian countries including India, almost 80% of women consider travel important for their lifestyles. finally the report survey found a excellent techniques to cope with the women customer. Six keys will help companies get into the retailing to women mindset: Narrow your focus; understand

your customer community intimately; Build customer feedback into the process; Focus on your product's context; Understand and define brand; be authentic.. Women no longer remain as niche market or as an exclusive market segment; rather they have emerged as major buyers of all kinds of products.

In one of the significant study Shailesh K. & Sanjay.M (2011) entitled the Retailing popularity in day to day have started buying high value products at shopping malls. The performance of the retail sector in the past few years has been outstanding, and significantly contributed by the growth of the organized retail chains. Rapid urbanization, exposure to large number of foreign brands and changing lifestyle and preferences have contributed to the growth of retailing in India. The quality of service perceived by the customers, irrespective of the brand is what ultimately results in a repeat visit of the customer. The study mainly focused on identifying the prominent factors affecting shopping mall buying behavior with the sample of 157 respondents in prominent shopping malls on the basis of convenience sampling. A structured questionnaire on five point rating (Likert scale) was administered by way of personal interview. For the purpose of the analysis, statistical tools like Factor Analysis, Cronbach's Alpha and Principal Component Analysis have been used. Twenty four factors affecting shopping mall consumer behavior were identified and quality, time saving and price are the main prominent factors in the research study.

Thirumaleswari & Ragothaman (2015) study revealed that health care is the primitive and essential service entity in the life of common man. It is the sector in which the work pattern is rigid and attitude of providing the care is flexible. The nature of job demands commitment and consideration. The empathy is the prime element that should be reckoned during the time of serve the patients. Among the various job roles in health care, especially in hospital industry, nursing is the profession which surmounts pressure and profound psychological involvement. The nature of job performed by nurses is timeless in nature and leads to occupational stress. The level of occupational stress is comparatively high among women nurses than male due to the physical, family and psychological background of women. In this aspect, the various panaceas attempted for managing occupational stress among women nurses through physical, psychological, social, family, personal, environmental and organizational levels. The present day working environment requires continuous presence at work places; it also adds involvement and rigid work structure. In this aspect, in order to manage occupational stress among women nurses and also make them to work with commitment and involvement, employee engagement in various formal and informal avenues have been taken as imperative source by psychologist and social thinkers.

3. MATERIALS AND METHODS

A detail research work was conducted to identify the impact of stress and job satisfaction among the women employees working in shopping malls in Chennai. The research design undertaken for this study was Descriptive Research and the sampling method used was Convenience Sampling. The data was collected from both primary and secondary source. A structured, closed-ended questionnaire were framed with the help of past empirical research articles, using 5-point Likert Scale with end points ranging from strongly agree (5) to strongly disagree (1) on the identified factors of job stress and job satisfaction. The secondary data were collected through extensive desk research to identify the core issues affecting the research problem. Newspapers, journals, published documents, research articles and the web information have been acknowledged as the main sources for secondary data collection.

A total of 148 questionnaire were distributed to the respondents, of which 136 employees gave their prompt feedback but 12 questionnaire were rejected due to blank entries and improper answer owing to busy schedules and work allotment. The main intention of this study is to increase the current empathetic situation of various factors that influence employee's occupational stress significantly march towards satisfaction of the employees. The data for the study were analyzed by using distinctive and inferential statistical techniques. Frequency distributions were obtained to check for data entry errors such as unrecognized or missing code. Two types of analysis were carried out in this study among women employees as follows:

- Cronbach's alpha score was used to demonstrate the internal consistency of the constructs and their reliability.
- Factor analysis to group the responses into the hypothesized quality attribute by focusing women employees stress in their work place particularly in shopping malls.

4. **RESULTS AND DISCUSSIONS**

Sl. No.	Attributes	Classification	Number of Respondents	Percentage to Total
1	Age group	Below 20	51	38 %
2		21 - 30	42	31%
3		31 - 40	21	29%
4		Above 40	22	16%
1	Marital status	Married	76	56%
2		Unmarried	60	44%
1	Educational level	Illiterate	18	13%
2		Up to school level	58	43%
3		Computer	30	22%
4		Diploma/ degree	20	14%
1	Experience level	Below 1 years	26	19%
2		1– 2 years	62	46%
3		2 – 4 years	36	26%
4		Above 4 years	12	9%
1	Monthly income	Below 5000	42	31%
2	5	5001 - 10000	68	50%
3		10001 - 15000	13	10%
4		Above 15000	7	5%
1	Designation	Sales representative	46	34%
2		Cash bill collection	25	18%
3		Customer care	33	24%
4		Supply checking	10	7%
5		Security	38	28%
6		House keeping	22	16%
1	Nature of family	Nuclear	97	71%
2	-	Joint	39	29%
1	Number of members in	Two - three	32	24%
2	family	Three – five	78	57%
3		Above five	26	19%
1	Mode of transportation	Walking	43	32%
2	*	Share auto /two wheeler	57	42%
3		Bus/ train	36	26%

Table 1.Demographic background of the respondents

Source: primary data

The above **Table 1**. delivered the demographic detail which represents the complete minutiae of women employees working in different positions like sales representative; cash bill checker, supply checker, security and housekeeping etc. Based on the research survey, majority of the women workers were under the age group of 20 (38%) followed by 31% under the age group of 21 – 30 and only 16% of the women are above 40 years. When compare to marital status most of the women are married (56%) which states their demanding responsibility and role. Based on the educational level large part of the women are fixed up to school level and only 14% of them were diploma graduates.

On focusing the monthly income only 5% of the employees earning more than Rs.15000 and nearly 50% of the employee's falls under the income level of Rs.5001-10000. Based on the research majority of the female workers are sales representatives and most of the women employees are from nuclear family. Finally their mode of transportation were done with the help of walking and share autos whichever is need to them at a convenient time.

	Table 2. Reliability Statistics	
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.782	.802	24

On the basis of research survey **Table 2** revealed the reliability statistics using Cronbach alpha for different statements. The result denotes the significant value for Cronbach alpha as mentioned the table value .782 out of which indicates the value of greater than five. On the other part, based on the standardized items of Cronbach alpha as .802 which indicates a high level of internal consistency for the scale with this specific sample.

4.1 Factor analysis

The factor analyses, the principal component method are applied to derive the predominant factor of stress and the results were tabulated below in Table 3.

	KMO and Bartlett's Test	
Kaiser-Meyer-Olkin M	easure of Sampling Adequacy.	.673
	Approx. Chi-Square	2364.698
Bartlett's Test of Sphericity	Df	276
	Sig.	.000

Table 3.

The KMO measure of sampling adequacy is .673, Bartlett s test of Sphericity with approximate Chi-square value 2364.698 are statistically significant at 5 % level. This shows that the sample size is adequate for 24 variables to identify the predominant factors.

Comp	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %
1	6.180	25.750	25.750	6.180	25.750	25.750	5.451	22.713	22.713
2	3.260	13.582	39.332	3.260	13.582	39.332	2.663	11.094	33.807
3	2.667	11.111	50.443	2.667	11.111	50.443	2.211	9.213	43.019
4	1.972	8.216	58.659	1.972	8.216	58.659	2.176	9.065	52.085
5	1.613	6.721	65.380	1.613	6.721	65.380	2.115	8.811	60.896
6	1.353	5.636	71.016	1.353	5.636	71.016	1.724	7.184	68.080
7	1.154	4.807	75.823	1.154	4.807	75.823	1.562	6.507	74.587
8	1.097	4.572	80.395	1.097	4.572	80.395	1.394	5.808	80.395
9	.882	3.676	84.071						
10	.643	2.681	86.752						
11	.579	2.411	89.163						
12	.508	2.118	91.281						
13	.433	1.803	93.085						
14	.389	1.619	94.703						
15	.323	1.344	96.047						
16	.255	1.061	97.108						
17	.197	.821	97.929						
18	.146	.608	98.537						
19	.111	.463	99.001						
20	.091	.381	99.381						
21	.069	.288	99.670						
22	.045	.188	99.858						
23	.032	.132	99.991						
24	.002	.009	100.000						

Table 4. Total Variance Explained

Extraction Method: Principal Component Analysis.

According to the factor analysis result the **Table 4.** represents the Total variance explained under the initial eigenvalues and extraction squares. The factors derived are more appropriate for representing the population parameter. The communalities values ranges from .725 to .930. This indicates that the 24 variables possess the variances ranging from 48% to 81.1% which is highly conducive for the derivation of meaningful factors. The cumulative variance is found to be 80.395% and the individual variances are 25.750, 13.582, 11.111, 8.216, 6.721, 5.636, 4.807 and 4.572%. These values clearly indicates the factor derived possess appropriate variances to contain the variable. The identification of factors and their variable loadings are presented below. On the other hand rotation sums of squared loading represents the equalized values with the extraction and rotational loading as accepted the level of significance. According to the result the data reduction were made and the values are transformed to component matrix under eight components as shown below as **Table 5**.

		COL	nponent 1	ransiorina	tion watri	K		
Component	1	2	3	4	5	6	7	8
1	.905	244	299	.031	.173	.012	.019	016
2	.253	.578	.000	536	435	233	.241	114
3	110	.573	537	.285	.378	.150	.295	.193
4	.111	015	.282	.604	220	524	.438	.168
5	.124	010	.129	.074	460	.655	.123	.554
6	.217	.317	.708	094	.557	.108	016	.144
7	041	162	.126	.012	.048	.405	.648	608
8	.167	.390	.095	.501	255	.210	476	474

Table 5. Component Transformation Matrix

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

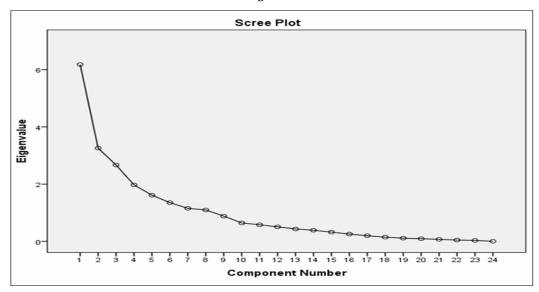


Figure -1

On the basis of statistical analysis the **Figure -1** clearly complied with the scree plot as one the diagrammatic representation of the total variance explained based on the variance in the Eigen values of the twenty four components using principal component analysis. This chart states that the high influence of one factor based on their Eigen values greater than one. Thus, the twenty four variables in the data have been reduced to eight factor model and each factor may be identified with the corresponding variables.

Grouping of hemo in Luch Fuctor					
S. No	Factors	Variables	Values		
1	Environmental factor	No Creech facilities for kids	.959		
		Lack of communication skill and language barrier.	.916		
		No proper clean and hygienic sanitation facilities.	.914		
		No recreational facilities.	.908		
		Lack of encouragement and motivation.	.903		
		Cannot share the problems with coworkers.	.881		

Table 6. Grouping of Items in Each Factor

Table 6 Contd...

2	Intellectual factor	Thinking about the problem during time of relaxation.	.837
		Difficult to handle irritating customers.	.808
		Feel uncomfortable to manage male customer due to personal abuse.	.736
		Difficult in thinking logically to take right decision.	.621
3	Organizational factor	Increase physical and mental health.	.873
		Abusement due to male supervisor.	.787
		Unexpected time scheduling	.529
		No space for grievance and redressal.	.490
4	Time factor	Depression and anxiety due to work load.	.828
		Lack of time requirement for personal work.	.703
		No time for having lunch and relaxing.	.616
5	Health factor	Appetite has changed due to time delay.	.855
		Lack of concentration in extracurricular activities.	.785
6	Growth factor	Impatient when time and work delayed.	.829
		Lack of opportunity for growth and development.	.751
7	Emotional factor	Too much of mood swing.	.866
		Unable to satisfy the needs and wants of the customers	.742
8	Challenging factor	Difficult to manage too much of responsibility in work.	.791

Extraction Method: Principal Component Analysis. **Rotation Method:** Varimax with Kaiser Normalization.

The above **Table- 6** represents the method for rotation used here is the Varimax procedure. This is an orthogonal method of rotation that minimizes the number of variables with high loadings on a factor, thereby enhancing the interpretability of the factors. On the basis of **Table -7**, seven components were identified for the **24 variables**. Based on the item loadings, these factors were respectively labeled as follows:

Table 7.
Grouping Factors

1	The factor "Environmental factor" explains the 1 st component.
2	The factor "Intellectual factor" explains the 2 nd component.
3	The factor "Organizational factor" explains the 3rd component
4	The factor "Time factor" explains the 4 th component
5	The factor "Health factor" explains the 5 th component
6	The factor "Growth factor" explains the 6 th component
7	The factor "Emotional factor" explains the 7 th component
8	The factor "Challenging factor" explains the 8 th component
0	

Source: primary data

5. CONCLUSION AND RECOMMENDATION

Work place Stress has been turn out to be the black plague of the present century. Much of the stress at work is caused not only by work overload and time pressure but also by lack of rewards, performance appraisal, motivation and most prominently by not providing individuals with the autonomy to do their work. The occupational stress affects the working women in a multidimensional manner. Occupational stress reduces the growth of organizations and also creates a lot of health related problem. It is necessity to formulate policies by organizations in such a manner that occupational stress should not harm the employees. It is also essential to upgrade their skills and knowledge frequently in order to reduce the stress among working women. There is a need to support, encourage and motivate the women in order to reduce their stress at work place. Organization must begin to manage people at work differently, treating them with respect and valuing their contribution by way of continuous support, encouragement and motivation.

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