A STUDY TO ASCERTAIN THE STRESS LEVEL OF EMPLOYEES" - AN EMPIRICAL STUDY CONDUCTED WITH SPECIAL REFERENCE TO INTEX"

(A Report Submitted in partial fulfillment of the requirements for the Degree of Master of Business Administration in Pondicherry University of distance education)

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CERTIFICATE

This is to certify that this project titled **"A STUDY TO ASCERTAIN THE STRESS LEVEL OF EMPLOYEES" - AN EMPIRICAL STUDY CONDUCTED WITH SPECIAL REFERENCE TO INTEX"** is based on an original project study conducted by

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of IV semester MBA under the guidance of Dr. Kanishka. This project work is original and not submitted earlier for the award of any degree/diploma or associateship of any other University/Institution.

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Student's Declaration

I, Mrs. MARY CHRISTINA D hereby declare that the project work titled "**A STUDY TO ASCERTAIN THE STRESS LEVEL OF EMPLOYEES" - AN EMPIRICAL STUDY CONDUCTED WITH SPECIAL REFERENCE TO INTEX"**" is the original work done by me and submitted to the Pondicherry University - St. Joseph's Evening College Twinning Programme in partial fulfillment of requirements for the award of Master of Business Administration in Finance is a record of original work done by me under the guidance of Dr. Kanishka.

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Signature of the Student

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1.   Introduction

Human resource management is the management process of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture and ensuring compliance with employment and labour laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will also serve as the company's primary liaison with the employees' representatives (usually a trades union).

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labour relations, and diversity and inclusion.

In start-up companies, HR's duties may be performed by trained professionals. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies themselves have created programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations likewise seek to engage and further the field of HR, as evidenced by several field-specific publications.

In the current global work environment, all global companies are focused on retaining the talent and knowledge held by the workforce. All companies are focused on lowering the employee turnover and preserving knowledge. New hiring not only entails a high cost but also increases the risk of the newcomer not being able to replace the person who was working in that position before. HR departments also strive to offer benefits that will appeal to workers, thus reducing the risk of losing knowledge.

1.1. Definition:

According to Edwin B. Flipped, ―Human resource management is the planning, organising, directing and controlling of the procurement, development, resources to the end that individual and societal objectives are accomplished

1.2. Nature of HRM:

Human Resource Management brings organizations and people together so that the goals of each are met. The nature of HRM includes:

a) Broader Function

Human Resource Management is a comprehensive function because it is about managing people in the organization. It covers all types of people in the organization from workers till the top level management.

b) People Oriented

Human resource is the core of all the processes of human resource management. So HRM is the process which brings people and organizations together so that their goals can be achieved.

c)   Action Oriented

Human resource management believes in taking actions in order to achieve individual and organizational goals rather than just keeping records and procedures.

d)   Development Oriented

Development of employees is an essential function of human resource management in order to get maximum satisfaction from their work so that they give their best to the organization.

e)   Continuous Function

As human resource is a living factor among all factors of production therefore it requires continuous improvement and innovations in order to get excellence. So it requires a constant alertness and awareness of human relations and there importance in every day to day operations.

f)   Future Oriented

HRM is very important activity which helps organization to achieve its objectives in future by providing well motivated and competent employees.

1.3.   Functions of HRM

The functions of HRM can be broadly classified into two categories,

- •   Managerial Functions and
- •   Operative Functions.

1.   Managerial Functions

Managerial functions of personnel management involve planning, organizing, directing and controlling. All these functions influence the operative functions.

a)   Planning:

It is a predetermined course of action. Planning pertains to formulating strategies of personnel programmers and changes in advance that will contribute to the organizational goals. In other words, it involves planning of human resources, requirements, recruitment, selection, training etc.

b)   Organizing:

An organization is a means to an end. It is essential to carry out the determined course of action. In the words of J.C. Massie, an organization is a "structure and a process by which a co-operative group of human beings allocates its task among its members, identifies relationships and integrates its activities towards a common objective."

c)   Directing:

The next logical function after completing planning and organizing is the execution of the plan. The basic function of personnel management at any level is motivating, commanding, leading and activating people. The willing and effective co-operation of employees for the attainment of organizational goals is possible through proper direction.

d)   Controlling:

After planning, organizing and directing various actives of personnel management, the performance is to be verified in order to know that the personnel functions are

performed in conformity with the actual with the plans, identification of deviations if any and correcting of identified deviations.

2.   Operative Functions

The operative functions of human resources management are related to specific activities of personnel management, employment, development, compensation and relations. All these functions are interacted with managerial functions. Further, these functions are to be performed in conjunction with management functions.

a)   Job Analysis:

It is the process of study and collection of information relating to the operations and responsibilities of a specific job. It includes:

Collection of data, information, facts and ideas relating to various aspects of jobs including men, machines and materials.

b)   Human Resource Planning:

It is a process for determination and assuring that the organization will have an adequate number of qualified persons, available at proper times, performing jobs which would meet the needs of the organization and which would provide satisfaction for the individuals involved. It involves:

a.   Estimation of present and future requirements and supply of human resources based on objectives and long range plans of the organization.

c)   Recruitment:

It is the process of searching for prospective employees and stimulating them to apply for jobs

  •   Identification of existing sources of applicants and developing them.

- Creation/identification of new sources of applicants.

d) Selection:

It is the process of ascertaining the qualifications, experiences, skills, knowledge etc., of an applicant with a view to appraising his/her suitability to a job. This function includes:

- Framing and developing application blanks.
- Creating and developing valid and reliable testing techniques.
- Formulating interviewing techniques.
- Checking of references.

e) Placement:

- Counselling the functional managers regarding placement.
- Conducting follow-up study, appraising employee performance in order to determine employee adjustment with the job.
- Correcting misplacements, if any.

f) Induction and Orientation:

Induction and orientation are the techniques by which a new employee is rehabilitated in the changed surrounding and introduced to the practices, policies, purposes and people etc., of the organization.

1.4. Importance of human resources management

Human Resources are the Nation's Well-being. A nation with abundance of physical resources will not benefit itself unless human resources make use of them. In fact, human resources with right attitude are solely responsible for making use of national

resources and for the transformation of traditional economies into the modern industrial and knowledge economies.

a)   Man Vis-a-vies Machine

Most of the problems in organizational sectional sections are human and social rather than physical, technical or economic. No industry can be rendered efficient, so long as the basic fact remains unrecognized that it is principally human. It is not a mass of machines and technical processes but a body of men.

b)   HRM and General Management

Management of an organizational in modern economies is not only complex and sophisticated but it is also vital influencing the economic growth of a country. One of the fundamental tasks of management is to manage human resources in the service of the economic objectives of the enterprise. Successful management depends not solely, but significantly upon the ability to predict and control human behaviour

1.5.   Stress management

a)   Introduction

Stress is part of life in a fast-paced society. However, stress is not always bad. We need some stress to stimulate us. The good stress allows us to perform at a higher level, which is beneficial. This type of stress is called eustress. It helps us to set and achieve goals as well as perform at a higher level. For example, the demands of an upcoming competition, work project or exam can create stress, which stimulates a person to work harder to win the competition, finish the project on time or do well on the exam. However, there are times when stress is overwhelming. This type of stress called distress which paralyses rather than stimulates. It contributes to

decreased health and well-being. In fact, stress is a factor in 11 of the top 15 causes of death in Canada and is a significant reason for physician visits. Therefore, an important part of healthy living is to learn to bring stress to beneficial levels.

b)   Definition

Stress may be defined as "a state of psychological or physiological imbalance resulting from the disparity between situational demand and the individual's ability or motivation to meet those demands."

Dr. Hans Sale, described stress as "the rate of all wear and tear caused by life".

1.6.   What is Stress?

Although stress has been defined in many ways, the definition we use in this guide is: Stress is the body's physical response to a perceived threat. For stress to occur there must be a perception of some level of danger or threat. If there is no danger there is no stress. The perception of danger is usually a result of evaluating the demands of a situation, identifying the resources you have to address it and realizing that you do not have enough resources to adequately meet the demands. This is the main feature of stress.

Since stress is the body's response to a perceived demand or threat, what then is that response? It is called the "fight or flight" response and has been with us for millions of years. The stress response helped our early ancestors escape from danger. As such, it gave those who had it an evolutionary advantage. The stress response was so advantageous for survival that most animal species today respond to stress in a similar way.

The "fight or flight" response helps us escape from danger. For most of human history, danger came in the form of surprise encounters with predators. When faced with this danger a person had two options for survival: attack the predator (fight) or run away as fast as possible (flight). Although these are two different ways of addressing the situation, they both require the same physical response, which is to prepare the body for some intense physical activity. This response is hardwired into us.

So what happens in a person's body to prepare them to face danger? A body preparing to fight or flee needs to get the most power out of muscles. This means it needs to release and use energy, absorb oxygen and circulate oxygen-rich blood to organs that need it such as heart, muscles, and the brain. This is accomplished mainly through the release of hormones; namely adrenaline and cortisol.

Together, these hormones have several important physiological effects including:

i.   Increasing heart rate
ii.   Increasing breathing rate (respiration)
iii.   Increasing muscle tension
iv.   Increasing blood pressure
v.   Increasing the secretion of insulin
vi.   Increasing blood flow to the brain, lungs, heart and muscles

The increased blood flow to essential body systems such as the lungs and heart is accompanied by a decreased blood flow to less critical systems, which include the digestive tract, kidneys and skin.

Other effects of stress hormones are: a decrease in libido, an increase in the ability of blood to clot, a decrease in growth and tissue repair, and an increase in immune function. Although the immune system initially becomes stronger in times of stress,

this response lasts for a brief period. Studies show that during chronic (i.e. long-term or ongoing) stress, immune function actually decreases, which leaves the body more vulnerable to infection.

Fortunately for our ancestors, once the predator was dead or safely out of range, they were able to sit down on a rock somewhere and relax. With the threat gone, the body would stop secreting adrenaline and cortisol and the person's body would return to its normal state of equilibrium.

The days of being chased by a predator are long gone, but the "fight or flight" response is still wired into us. Today's threats and demands last much longer than what our ancestors were accustomed to. Going to school, getting a job, dealing with conflicts, managing finances, daily hassles and raising a family are only a few examples of long-lasting, stress-provoking situations.

1.7.   History of Stress

The term stress was borrowed from the field of physics by one of the fathers of stress research Hans Selly. In physics, stress describes the force that produces strain on a physical body (i.e.: bending a piece of metal until it snaps occurs because of the force, or stress, exerted on it).

Hans Selly began using the term stress after completing his medical training at the University of Montreal in the 1920's. He noticed that no matter what his hospitalized patients suffered from, they all had one thing in common. They all looked sick. In his view, they all were under physical stress.

Since 1956, when stress was introduced into the American vernacular, the concept has been wholeheartedly embraced by popular culture.

1.8. Stressors

Stressors could be loud noise, uncomfortable air-conditioning, debts, ringing telephones, broken relationships, unrealistic deadlines, discouragement, fear, pain and thousands of other things that impact upon us in the normal course of life. It is impossible to avoid stressors. The only totally stress-free state is death! Stressors will always be there because we live in an imperfect and unpredictable world.

We experience stress as the body adjusts to the external demands placed upon it. Our body constantly seeks to maintain stability and stress is usually sensed as the body readjusts to too much pressure.

Scientists use the term HOMEOSTASIS (homeo = the same; stasis = standing) to define the physiological limits in which the body functions efficiently and comfortably. Stress disturbs homeostasis by creating a state of imbalance. The source of stress may be outside the body or it may originate from within the body in the form of blood pressure, pain, tumours or disturbing thoughts.

Have you ever seen a plastic clown toy that automatically returns to an upright position if pushed over? The clown stays upright because of a heavy base that will always restore the toy to a vertical position. Stress is the tension that the body exerts as it seeks to return to a steady-state.

We need to assist our bodies to cope with stress because our natural biological stress-adjustors are not ideally suited to the demands of modern living. Our bodies are well suited to cope with the stressors faced by our primitive ancestors. The stressors faced by humans conditioned to a nomadic hunter-gatherer lifestyle are obviously different to the high-tech lifestyle of today. Our distant ancestors needed chemical responses to stress to enable them to trigger physical flight or fight responses to the perils and pleasures of hunting.

These types of responses are inappropriate today. If you physically ran away from your workplace whenever things got on top of you then this would not enhance your standing in the Organisation. Conversely if you punch the boss on the nose when he/she gives you a tough time then the resulting dismissal and assault charges will generate considerably greater levels of stress. Consequently we need to develop special skills to deal with special stressors.

We are all very aware of specific stressors that affect us. As already discussed these assume many shapes and forms. In addition to the specific stressors there are also back-ground stressors that can have a more subtle but equally damaging impact on us.
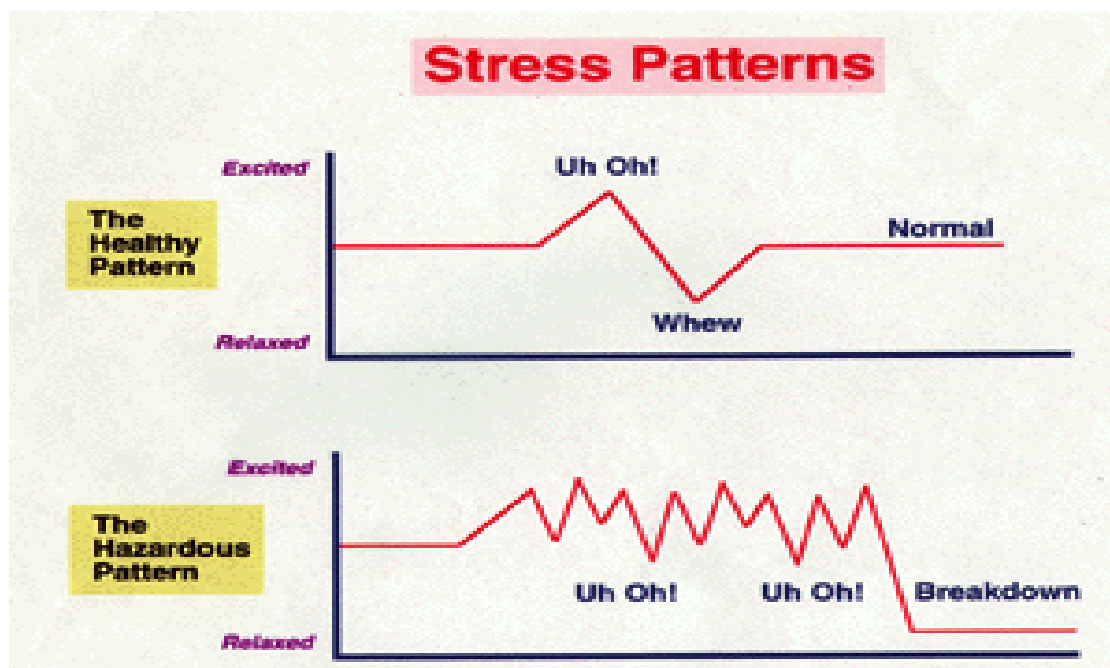
1.9. Causes of Stress

Factors that cause stress are called "Stressors." The following are the sources or causes of an organizational and Non-organizational stress.

a) Causes of an Organizational Stress

The main sources or causes of an organizational stress are:-

- **Career Concern :** If an employee feels that he is very much behind in corporate ladder, then he may experience stress and if he feels that there are no opportunities for self-growth he may experience stress. Hence unfulfilled career expectations are a major source of stress.

- **Role Ambiguity:** It occurs when the person does not known what he is supposed to do on the job. His tasks and responsibilities are not clear. The employee is not sure what he is expected to do. This creates confusion in the minds of the worker and results in stress.

- **Rotating Shifts:** Stress may occur to those individuals who work in different shifts. Employees may be expected to work in day shift for some days and then in the night shift. This may create problems in adjusting to the shift timings, and it can affect not only personal life but also family life of the employee.

- **Role Conflict:** It takes place when different people have different expectations from a person performing a particular role. It can also occur if the job is not as per the expectation or when a job demands a certain type of behaviour that is against the person's moral values.

- **Occupational Demands:** Some jobs are more stressful than others. Jobs that involve risk and danger are more stressful. Research findings indicate that jobs that are more stressful usually require constant monitoring of equipment's and devices, unpleasant physical conditions, making decisions, etc.

- **Lack of Participation in Decision Making:** Many experienced employees feel that management should consult them on matters affecting their jobs. In reality, the superiors hardly consult the concerned employees

before taking a decision. This develops a feeling of being neglected, which may lead to stress.

Work Overload: Excessive work load leads to stress as it puts a person under tremendous pressure. Work overload may take two different forms:-

- Qualitative work overload implies performing a job that is complicated or beyond the employee's capacity.
- Quantitative work overload arises when number of activities to be performed in the prescribed time is many.

Work under load: In this case, very little work or too simple work is expected on the part of the employee. Doing less work or jobs of routine and simple nature would lead to monotony and boredom, which can lead to stress.

Working Conditions: Employees may be subject to poor working conditions. It would include poor lighting and ventilations, unhygienic sanitation facilities, excessive noise and dust, presence of toxic gases and fumes, inadequate safety measures, etc. All these unpleasant conditions create physiological and psychological imbalance in humans thereby causing stress.

Lack of Group Cohesiveness: Every group is characterised by its cohesiveness although they differ widely in degree of cohesiveness. Individuals experience stress when there is no unity among the members of work group. There is mistrust, jealously, frequent quarrels, etc., in groups and this lead to stress to employees.

Interpersonal and Intergroup Conflict: Interpersonal and intergroup conflict takes place due to differences in perceptions, attitudes, values and beliefs between two or more individuals and groups. Such conflicts can be a source of stress to group members.

Organisational Changes: When changes occur, people have to adapt to those changes and this may cause stress. Stress is higher when changes are major or unusual like transfer or adaption of new technology.

1.10. There are four major types of Stress, namely:

a)   Eustress:

This is a positive form of stress, which prepares your mind and body for the imminent challenges that it has perceived. Eustress is a natural physical reaction by your body which increases blood flow to your muscles, resulting in a higher heart rate. Athletes before a competition or perhaps a manager before a major presentation would do well with eustress, allowing them to derive the inspiration and strength that is needed. Eustress is a term that is sometimes used to refer to what many call good stress. Rather than being the root cause for discomfort or emotional distress, eustress motivates people to continue moving forward and enjoy actions and events that require some effort but ultimately provide a great deal of satisfaction. The term appears to have originated with Hans Selye, an endocrinologist who wrote about the impact of stress on the mind and body.

Just as there are many stressful situations that can lead to the development of depression, anxiety, and apathy, there are also types of eustress that promote general emotional and physical wellbeing. Physical exercise is an excellent example of this kind of good stress. The action of engaging in planned physical activity such as walking, running, or working out in a gym does place some degree of stress on the body. However, that stress ultimately allows the muscles to develop and the heart and lungs to strengthen. At the same time, the stress of exercise causes the release of endorphins that help to elevate mood and protect individuals from depression.

There are other examples of eustress that many people encounter throughout their lives. All of them ultimately provide some degree of happiness and wellbeing. Graduating from high school or college, the birth of children and securing a highly desirable job are all events that come with some amount of stress, but ultimately provide positive emotions that help people to find meaning and value in life.

It is important to note that eustress does not refer to satisfaction that is achieved without effort. Students must study and successfully complete coursework in order to earn a degree. Going through a pregnancy for nine months requires dealing with a wide range of physical and emotional issues before a mother knows the joy of cradling her child in her arms. Getting into top physical condition requires a commitment to regular exercise that challenges the limits of the body and mind if the individual is ever to experience the joy of a well-built body.

The effects of eustress are many, and range from short-term to long-term benefits. In the short-term, eustress provides motivation to keep moving forward with an activity or project, even though it may be taxing. In the long-term, good stress helps to promote emotional balance, confidence, a sense of being wanted and needed, and a general feeling of being in harmony with the rest of the world. All these positive benefits help to minimize the chances of a number of physical and mental ailments developing.

Definition: A psychological term that refers to the good form of stress that that helps an individual or businesses grows and remains healthy. A business might find it desirable to add types of eustress to its work environment to promote higher performance and the pursuit of excellence within its workforce.

b) **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. They can be categorized into acute stress and chronic stress. Acute stress is intense, but does not last for long. On the other hand, chronic stress persists over a long period of time. Trigger events for distress can be a change in job scope or routine that the person is unable to handle or cope with.

Definition: Pain or suffering affecting the body, a bodily part, or the mind, a painful situation or a state of danger.
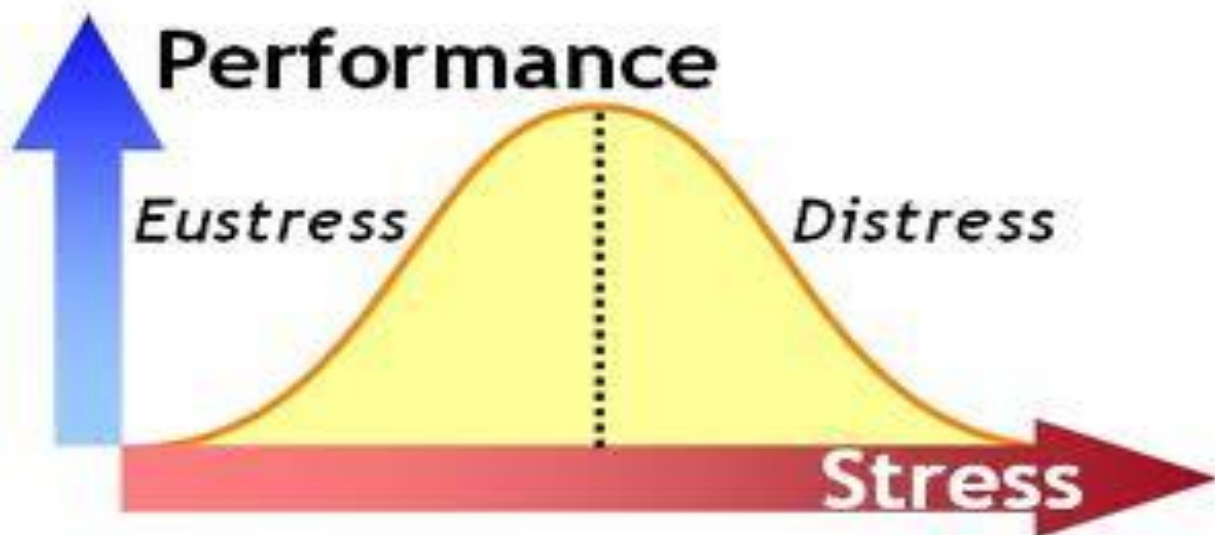
c) **Hyper Stress:**

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. If you suspect that you are suffering from hyper stress, you are likely to have sudden emotional breakdowns

over insignificant issues, the proverbial straws that broke the camel's back. It is important for you to recognize that your body needs a break, or you may end up with severe and chronic physical and psychological reactions. Stress can take many forms and shapes in a person's life including depression, withdrawal, and the inability to seek help or to maintain a romantic relationship. Not always due to negative events or experiences in a person's life, stress can be triggered from positive things such as a recent promotion at work, moving to a new city or getting married. Hyper stress definition is being overwhelmed or overloaded at work to the point where it's hard to function. While it's not limited to work but other areas of a person's life including their romantic life, it can prevent an individual from living a normal, healthy balanced life. www.delusional.com can provide many examples, symptoms and treatments for people that suffer from hyper stress as well as general information about the disorder.

There are four characterized forms of stress, with one being hyper stress. Unlike the others, hyper stress involves someone who can't handle the workload before them and as a result, every little thing in their life has the ability to trigger an emotional response. An example of someone who suffers from hyper stress would be a Wall Street stockbroker, an executive who just received a promotion that involves a steep learning curve in a short period of time or someone who whether mentally or physically cannot handle all that they are responsible for.

Hyprestress definition eludes to the fact that hyper stress can happen to anyone who is pushed to handle too much or who's workload requires too much of them. By hyper stress definition, it can happen when people are working long hours at the office or even something like being a new mom of a baby with Colic disease. The hyper stress definition can affect people from all walks of life and in variety of

different work environments, from young women to old men who for one reason or another, develop stress due to their work demands.

d) 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. Companies should avoid having workers who experience hypo stress as this will cause productivity and mindfulness to fall. If the job scope is boring and repetitive, it would be a good idea to implement some form of job rotation so that there is always something new to learn.

There are many types of stress that leave a person feeling anxiety in certain aspects of their life. Unlike hyper stress which occurs when someone is overloaded by coursework or their workload in a work setting, hypo stress does the opposite, triggering feelings of boredom in people. Usually due to repetitive actions such as a retail job where you act more like a robot with the same tasks over and over, hypo stress can leave a person feeling unstipulated, unchallenged or uninspired. In the long run, it can contribute to overall happiness or lack of happiness and worthiness in someone.

Many factory workers and retail workers experience hypo stress. Due to a variety of tasks available to them in their work environment, the lack of stimuli can also create feelings and actions of laziness, boredom and a lower work ethic. A loss of creativity is also common in people with hypo stress as well as depression with symptoms such as fatigue, excessive sleep, and tenacity to overeat, watch more TV than usual, feelings of worthlessness, and contemplate doubt about their abilities to perform or a combination of any of these symptoms. Hypo stress can be a dangerous form of depression as it can be a stagnant way to feel about oneself, and lead someone down

the path to not doing anything, becoming lazy about their work situation and have a lack of goals. Luckily for those with hypo stress, there are many remedies worth discovering to help manage those feelings.

Hypo stress is considered a chronic stress disorder and unless you take action and make a change in your work situation, it isn't likely to go away. While hypo stress comes in the form of many symptoms including fatigue, weight gain and laziness, there is hope. Hypo stress diagnosed individuals can find an outlet for their creativity or anything that sparks their excitement for life again. If your work situation can change, such as with a promotion or different tasks you can become responsible for, this can drastically help eliminate symptoms of hypo stress. Hypo stress can also decrease if you can find something creative or exciting to do outside of work to look forward to, such as a new exercise class, planning a trip or going to a new restaurant. Often the hardest part about living with the chronic, hypo stress is taking the first step and acting on it. When you enrol to a sculpting class, join the gym or find any other outlet to spark your creativity, hypo stress will decrease in your life.

Hypo stress is a manageable disorder if acting on as soon as possible. While many jobs can become repetitive and boring at times, it's up to the individual to take action and control over what they can control. By finding a creative outlet such as playing the guitar on your time off or seeking out different work tasks, your work stress can become a thing of the past after a while, or at least eliminate the intense feelings of boredom.

1.11. Symptoms of Stress

Stress can cause changes in those experiencing it. In some cases there are clear signs that people are experiencing stress at work and if these can be identified early, action

can be taken before the pressure becomes a problem. This may make it easier to reduce and eliminate the causes.

It is important that everyone looks out for changes in a person's or a group's behaviour. However, in many cases the changes may only be noticeable to the person subject to the stress and so it is also important to look at how you are feeling and try to identify any potential issues you may have as early as possible and take positive action to address them; this may be raising the matter with a line manager, talking to an occupational health professional or your own GP.

Stress can show itself in many different ways - see below. Some of the items in this list may not be signs of stress if people always behave this way. Managers may need to manage staff exhibiting some of these signs differently. You are particularly looking for changes in the way people behave that could be linked with excessive pressures.

I.   Types of Stress symptoms

   a) Physical symptoms
   b) Mental symptoms
   c) Emotional symptoms
   d) Behavioural symptoms

a.   Physical Symptoms

- Palpitation, chest pain, general discomfort, sleeplessness, feeling of fatigue
- Indigestion, constipation, other digestive discomforts which don't have origin in gastrointestinal infections

- Overeating, under eating, nausea, giddiness, other eating disorders like bulimia

- Allergy , asthmatic problems, respiratory difficulties

- Back ache, head ache, neck pain, thyroid problem, muscle pain, general body ache

- Urinary problems

- Sexual problems / difficulty in sexual relationships

- Menstrual disorder, stomach cramps

- Rashes, itching, boils/ skin problems, strain in eye

- Falling hair, premature greying of hair

- Low resistance to cold, infections

- Obesity, arthritis, hypertension, strokes.

Most of these physical symptoms are diagnosed as diseases calling for medical attention. In fact, medical treatment mostly alleviates the symptoms for some time, whereas the root cause remains deeply lodged and makes a comeback at the slightest provocation.

Most of the time we are not even aware that there is some stress which is responsible for all these terrible symptoms.

b.   Mental Symptoms

 Like physical problems, mental symptoms are also regarded as problem areas which if not handled properly can lead to severe disorder needing intervention by experts. Some of these symptoms are:

- Lack of concentration

- Communication problem

- Trouble in decision making

- Difficulty in remembering temporary and selective memory lapses
- Repeating mistakes
- Becoming an introvert / extrovert
- Hypochondria
- Depression
- Hallucination

The mind is our most important backup software. Any snag in its functioning sooner or later results in a personality disorder. It also induces abnormal emotional and behavioural symptoms.

The mind with its tools of thought and memory is not properly understood. The subconscious and unconscious impression in the mind which remains embedded in the psyche raise their heads without any prior notice. These radicals' elements know how to camouflage themselves- leaving the individual clueless about the 'why' and 'how' aspects while one are facing the symptoms.

At times incorrect information and half-truths affect the bio-psyche combination extremely severely causing severe mental stress. This not only affects day to day functioning, but also spreads gloom all around.

Most of us behave in the same fashion when under mental pressure that originates under such circumstances. Mental pressure does make one jump to negative conclusions without waiting for the facts to be verified.
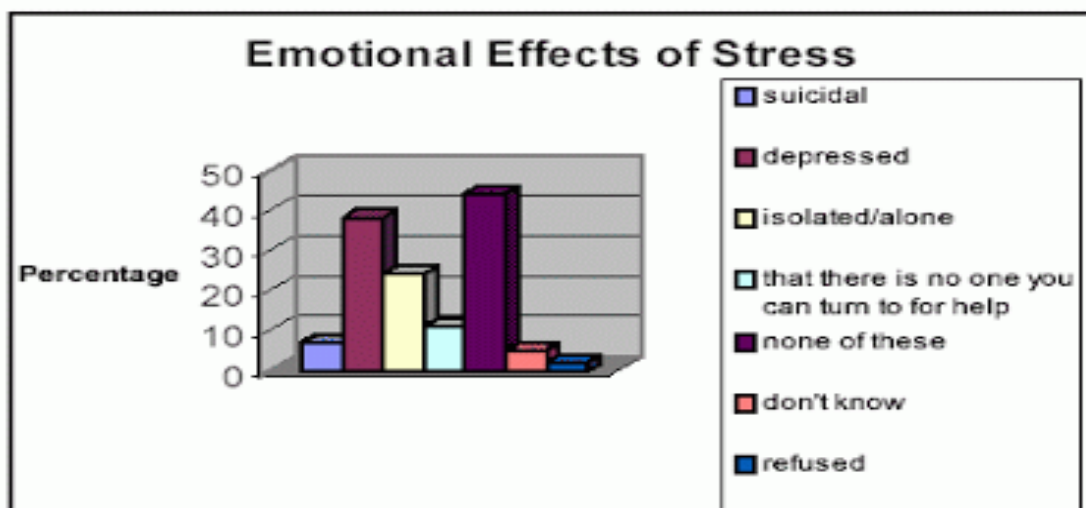
c. Emotional Symptoms

The emotions we feel have a direct connection with the body- mind condition which responds to environmental inputs as well as to the interpretation of such inputs.

Accordingly physical and mental stresses do lead to emotional stress and vice versa. Emotional stress is the most intense of all three and hence needs immediate redressal. Some of the symptoms of emotional stress are as follows:

- Prone to anger and violence

- Easily irritated, panicky

- Mood swings, emotional, over and under drive

- Feeling lonely and useless

- Guilty, ashamed, anxious

- Suffering from phobias, fearful, distressful

- Lapsing into crying spell

- Too much of artificial laughter

- Feeling a lump in the throat while talking

- Ill will towards others, feeling of insecurity

Once in a while every normal human being exhibits one or some of the above listed emotional states. However, if it becomes a set pattern and one finds it difficult to break the pattern, then it becomes a matter of concern and should be taken seriously to pre-empt chromic disorder.

d.   Behavioural Symptoms

Our behaviour reflects our mood, State of mind, Emotions, thoughts and physical well-being discomfort. Of course, the better actors amongst us do succeed in camouflaging the true feelings. In fact these are people who take pride in saying that thought inside their mind they have two horses pulling them apart in two different directions yet they carry on with life by setting up a third from which is a mask to their real inner being. Masking does help once in a while either by keeping others at a distance or by protecting oneself against perceived as well as real harm.

Some of the Stress generated Behavioural Symptoms are as follows:

- Excess smoking / drinking
- Erratic sleeping time
- Poor time management, excess time boundaries
- Withdrawn, over active
- Rash driving, technophobia
- Aggressive behaviour, lethargic / workaholic
- Addiction to computer
- Over ambitious, emotional
- Loud talking, stuttering, other speech abnormalities not attributed to physical challenges.
- Nail biting, splitting hair, frequent blinking of eyelids
- Kleptomania
- Compulsive and impulsive lying
- Bullying, getting bullied
- Cranky, obstinate, fidgety
- Knotted eyebrows, squinting
- Excess hand movement while talking

- Complaining of burden, tiredness.

The mental, emotional and behavioural symptoms , if not watched carefully, become a part of one's personality based on which one gets classified as type 'A' or type 'B' or any other type of personality.

In fact, while typecasting someone or self as of a particular type, one should be aware of the fact that behind these traits there lies an individual other partly aware or absolutely unaware of the stress that might be promoting such traits. The very purpose of learning the symptoms of stress will defeat if corrective and remedial measures are not taken to alleviate the symptoms. It is a general tendency to identify with one or another symptom and get one's personality typecast which is just a defence mechanism.

However, this defence mechanism becomes a matter of concern if it becomes a routine feature. So one needs to guard against it.

1.12. Coping with stress at work place:

Step 1: Raising Awareness

Help yourself to identify when you are facing rising levels of stress, tipping the scales from positive to negative. This is important, as being able to identify signs of being stressed can help you to take steps to ensure that your overall quality of life does not drop. If left unacknowledged, the problem will only snowball, leading to disastrous consequences to your health and overall wellbeing. You can identify if you are feeling stressed by checking if you have any physical or psychological reactions, such as excessive sweating or heart palpitations, or the onset of headaches, irritability or the need to escape. If you experience any of these reactions, identify if you are feeling any overwhelming negative motions, and if you are constantly worried.

Step 2: Identify the Cause

You need to be able to analyze the situation and identify what is causing the rise in stress. These stressors can be external and internal. External stressors refer to things beyond your control, such as the environment or your colleagues at work. Internal stressors refer to your own thinking and attitude. Often, we only start reacting to stress when a combination of stressors working together exceeds our ability to cope. Keep a diary or a list of events that have caused you to feel strong negative motions, or that are likely stressors. This will help you to identify the causes of your stress. Whilst it is not always possible to eradicate them, we can change the way that we cope with it.

Step 3: Coping with Stress

In order to deal with the situation that is causing you stress, you need to calm your mind and body so as to stave off the reactions and cope with it in a positive way. This can be through different methods, such as taking time off. If a situation is triggering your stress and you are unable to calm down, remove yourself from it. Go outside and take a walk to calm down. Alternatively, you can try implementing relaxation techniques such as deep breathing. If it is an internal stressor, stop your thought process until you are able to deal with it logically. The key to making these 3 steps work for you is to practice them. These are not instantaneous solutions, and you need to condition your mind and practice them so that you can implement it when you are feeling stressed.

1.13. Role of a Human Resource Manager with regard to Stress Management

Human Resource staff is often on the front line in dealing with cases of work related stress – especially in liaison with line managers and occupational health – and dealing with associated attendance management issues. HR staff is also responsible

for the generation and maintenance of many of the relevant policies and procedures that apply to this issue. You will be instrumental in preparing the organisation to run the Management Standards process.

Key Functions:

- Human Resource staff members are ideally placed to act as Board level champions or as day-to-day project managers for the Management Standards. Organising, planning and resourcing such projects are often the responsibility of HR departments.
- Providing relevant data and feedback to the Board.
- Engage and communicate with staff about this issue and raise awareness.
- Engage effectively with Trade Union representatives to ensure appropriate workforce involvement in the process.
- Supporting line managers in managing individuals experiencing stress and helping them return to work.
- To work with others, including your Health and Safety advisors and line managers, in implementing solutions identified by staff and monitoring and reviewing their effectiveness.
- Reviewing relevant policies and procedures.
- Providing appropriate training in the area of work related stress, mental health and well-being.
- Liaison with those who may have important data like Employee Assistance Programmes.
- HR managers are often responsible for the co-ordination of the organisational response to a potential or actual case of work related stress (see defining a case) usually in conjunction with Occupational Health and

line management. They are often instrumental in organising programmes of rehabilitation and return to work.

- Some individuals feel most comfortable approaching their union or safety representative but you may be asked for support from individuals especially where the issue is to do with relationships with their line manager.

- Provide tailored training for individuals and managers.

1.14. Stress in the Garment sector:

- A recent survey reveals that more than 70% of the garments workers suffer from occupational stress.

- Most of the garment workers felt boredom since they continue to do the same job for over years and years

- Target and package go hand in hand and it affects the health of the workers and it results in high rise of stress among the workers.

- There is a sense of insecurity among the garments workers and that affects their mental status.

- The women in the sector suffer the most. There is no formal maternity leave so it realy affects their stress level which results in poor health condition.

- There are no crèches in the vicinity of the garments industry so the mothers were worried about their kids and it affected their productivity. And when the productivity is low it affects their stress level.

1.15. Stress Relievers

- Counselling

- Exercise

- Acupressure

- Massage

- Tourism/vacationing

- Hobbies

- Creative activities

- Sleep/sex

- Gossip, talk, sharing positive thoughts

- Fantasies

- Pranayama

- Diet

- Change of place, clothes, lifestyle, attitude

- Medical/chemical remedy

- Hypnosis

- Meditation

- Enhancing spiritual quotient

- Mantra

- Tantric sex

- Art of breathing

- Enhancing happiness quotient.

2.   Research design

2.1.   Title

 "A study to ascertain the stress level of employees - An empirical study conducted with special reference to INTEX."

2.2.   Statement of problem

The stress level among employees decreases the performance and also deteriorates the physical and intellectual functioning. High stress affects the creative performance and results in forgetfulness, frequent mistakes, restlessness, lack of concentration or irritability.

2.3.   Objectives

1. To find out whether it is a conducive work environment.
2. To identify common stress indicators and stress diseases.
3. To study about the effect of stress on employees in INTEX
4. To identify situations that causes stress.

2.4.   Need

Stress being an invisible factor, may affect any person, any organization and people involved in it. This study focuses on analysing the stress level and the importance of stress management for employees under high pressure and high work load in INTEX

2.5. Scope

The scope of the study is extended only to the employees working in INTEX, Karur, Tamilnadu It does not cover employees working in other branches of INTEX to fulfil the objectives of this research, this study is conducted to analyse the stress management among the employees of INTEX

2.6. Operational definitions:

STRESS: stress is a state of psychological or physiological imbalance resulting from the disparity between situational demand and the individual's ability or motivation to meet those demands.

STRESSORS: stressor refers to an agent, condition or other stimulus that causes stress to an organism. A stressor can be physical, psychological or social force.

2.7. Research methodology

Basic research

Basic research is used to explore the fundamental bases of behaviour, without regard to how those bases are manifested in the real world. Basic research aims to explain, predict, and describe fundamental bases of behaviour. It is called basic, pure, fundamental research. The main motivation is to expand man's knowledge, not to create or invent something. There is no obvious commercial value to the discoveries that result from basic research. Basic research lay down the foundation for the applied research

2.8.   Sources of data collection:

- **Primary sources:** The procedure followed in the collection of primary data is from structured questionnaire and interview from the target employees.
- **Secondary sources:** The data is collected through information available with the company in the form of past records, newspaper articles, journals etc.

2.9.   Sample design:

A sample size of 80 employees has been taken; the sample was selected using convenience sampling. The total population of 80 respondents, which comprises of chief manager, managers, supervisors, staff, clerk, operator, store manager, chief technician, sales department and Garments worker.

2.10. Tools and techniques for data collection:

The primary information was collected by distributing the questionnaires and by performing surveys. On the basis of tables, the facts are presented in the form of pie charts.

2.11. Plan of analysis

1. The data is collected and classified using convenience sampling method.
2. The classified data is tabulated and calculated into percentages.
3. The tabulated data is shown in the pie charts for better understanding.

2.12. Limitations of study:

1. The study is restricted only to a single Export House.
2. The study is limited to time constraints.

3. The study will be confined to only 80 respondents who are the employees of INTEX only.

4. Analysis is done based on the assumption that respondents have given correct information through questionnaires.

5. Since the study was done in one of the export company in Tamilnadu, the questionnaire had to be designed in English and in the local language for the convenience of the employees.

2.13. Overview of the chapter scheme:

Chapter 2:

This chapter contains the Design of the study – Statement of the Problem, Objectives of the Study, Need for the Study, Scope of the Study, Operational Definitions, Research Methodology, Sources of Data collection, Sample Design, Plan of Analysis, Tools and Techniques of Data collection, Limitations of the Study.

Chapter 3:

This chapter provides a profile of Textile Industry and INTEX – History, Facilities Offered, Stress at INTEX, SWOT analysis.

Chapter 4:

This chapter contains the Tabulation and Analysis of the Data collected for the purpose of the study.

Chapter 5:

This chapter gives the Summary of Findings of the Study, Conclusions and Suggestions, Annexures- Questionnaires, Bibliography.

3. Profiles

## 3.1. Textile industry in India

Textile Industry is one of the leading textile industries in the world. Though was predominantly unorganized industry even a few years back, but the scenario started changing after the economic liberalization of Indian economy in 1991. The opening up of economy gave the much-needed thrust to the Indian textile industry, which has now successfully become one of the largest in the world.

India textile industry largely depends upon the textile manufacturing and export. It also plays a major role in the economy of the country. India earns about 27% of its total foreign exchange through textile exports. Further, the textile industry of India also contributes nearly 14% of the total industrial production of the country. It also contributes around 3% to the GDP of the country. India textile industry is also the largest in the country in terms of employment generation. It not only generates jobs in its own industry, but also opens up scopes for the other ancillary sectors. India textile industry currently generates employment to more than 35 million people. It is also estimated that, the industry will generate 12 million new jobs by the year 2010.

3.2. Various categories

Indian textile industry can be divided into several segments, some of which can be listed as below
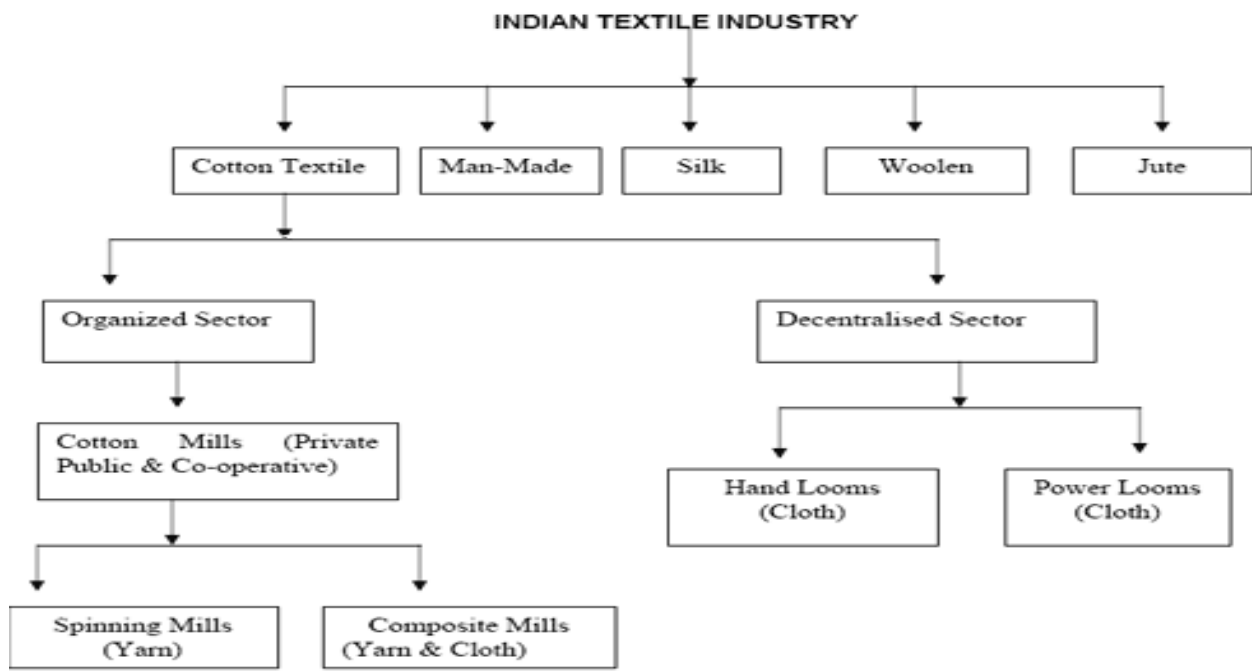
3.3.   Production

Year	Area in lakh hectares	Production in lakh bales of 170 kgs	Yield kgs per hectare
1950-51	56.48	30.62	92
1960-61	76.78	56.41	124

1970-71	76.05	47.63	106
1980-81	78.24	78.60	170
1990-91	74.39	117.00	267
2000-01	85.76	140.00	278
2001-02	87.30	158.00	308
2002-03	76.67	136.00	302
2003-04	76.30	179.00	399
2004-05	87.86	243.00	470
2005-06	86.77	244.00	478
2006-07	91.44	280.00	521
2007-08	94.39	315.00	567
2008-09	93.73	290.00	526

3.4.   Indian Fact file

- The global textile & apparel industry generated total revenue of USD 1467.5 Billion.

- The global apparel and accessories industry generated total revenues of USD 1,098.6 Billion in 2005; equivalent to 74.9% of the overall industry value.

- The global textile sector was worth USD 214.7 Billion in 2005, which represented 14.6% of the Industry value share.

- The global textile & apparel industry is expected to reach a value of USD 1,781.7 Billion by the end of 2010.

- India contributes to about 25% share in the world trade of cotton yarn.

- India, the world's third-largest producer of cotton and second-largest producer of cotton yarns and textiles, is poised to play an increasingly important role in global cotton and textile markets as a result of domestic and multilateral policy reform.

- Indian textile industry contributes about 22 % to the world spindleage and about 6 % to the world rotor capacity installed .

- India has second highest spindleage in the world after China with an installed capacity of 38.60 Million

- Textile industry contributes about 61% of the world loomage.

- Indian textile industry has the highest loomage (including handlooms) in the world and contributes about 61% of the world loomage.

- It contributes about 12% to the world production of textile fibers and yarns.

- India is one of the largest consumers of cotton in the world, ranking second to China in production of cotton yarn and fabrics and first in installed spinning and weaving capacity

- Total consumption of cotton/ man-made fibers and filament yarns is 5155 Million Kg (2004-05)

3.5. Growing Exports in India

- Through export friendly government policies and positive efforts by the exporting community, textile exports increased substantially from USD 7.55 Billion in 1993-94 to USD 17 Billion in 2005-06.
- The ready-made garment sector is the biggest segment in the India's textile export basket contributing over 46% of the total textile exports.
- Export of cotton based items continue to pre-dominate which is natural in view that India is the world's third-largest producer of cotton
- Exports have grown at an average of 9.47% p.a over the last decade.
- Textiles exports (including Jute, Coir & handicraft): USD 13065.24 Million (2004-05).

3.6. SWOT analysis

Strength

- Post 2005, removal of quota restrictions to give a major boost.
- Export target in textile at USD 50 Billion by 2010.
- Low per capita consumption in India (2.8 vs. Global average of 6.8).
- Cost competitiveness.
- Vast textile production capacity
- Large pool of skilled and cheap work force
- Entrepreneurial skills
- Efficient multi-fiber raw material manufacturing capacity
- Large domestic market
- Enormous export potential

- Very low import content

- Flexible textile manufacturing systems

Weaknesses

- Increased global competition in the post 2005 trade regime under WTO

- Imports of cheap textiles from other Asian neighbors

- Use of outdated manufacturing technology

- Poor supply chain management

- Huge unorganized and decentralized sector

- High production cost with respect to other Asian competitors

- Fragmented Industry

- Effect of Historical Government Policies

- Technological Obsolescence

Opportunities

- Indian companies need to focus on Product Development

- Increased use of CAD to develop designing capabilities

- Investing in Trend Forecasting to enable the growth of industry

- The growth opportunities exist in following areas:

- Medical textiles

- Construction textiles

- Packaging textiles

- Baby diapers

- Home textiles(with fire-retarded fabric)

- Blankets and Traveling rugs

- Bed, tale, toilet and kitchen linen

- Curtains, drapes, interior blinds

- Furnishing articles

- Sacks and bags

- Tarpaulin, sail, tent, camping goods

Threats

- Competition in Domestic Market

- Need to improve the Working Conditions of the people who are involved in this profession.

- Need to revamp Consumer Consciousness

- Tackle Chinese Aggression over the International Market

3.7. Company profile

Over four decades, since the P. Muthuswamy Mudaliyar & company was established as a textile manufacturing house in 1958 in the southern Indian town of karur, it has come to be synonymous with quality and is a ISO 9001 certified company with INTEX as the export house. As a testimony to the INTEX (PMM) ethos customers today are spread across Europe, America and far east.

INTEX prides in adhering to and enriching the living hand woven textile tradition of karur that goes back unbroken to over 3000 years. The artisans have taken the fine art of hand weaving to the very outer reaches of aesthetics as is exemplified in the fascinating array of weaves, designs, motifs and colours that today INTEX offers to those who enjoy fine living the world over.

Vision:

To be a leader in providing hand woven garments and rejuvanate the hand woven art

Mission:

To provide quality hand woven products to the customers across the world

Product range:

Cotton furnishings created at INTEX are renowned for its quality and style all over the world. INTEX translates seasonal trends and designs into home furnishings that offer unique life styles.

The eclectic range of cotton home furnishings made at INTEX, which include, tablecloth, napkin, placemat, runner, tea cosy, grill glove, path holder, apron, tea towel, bedcover, pillow cover, quilt cover, chair pads, cushion covers and etc. brighten the Morden life styles and add beauty to homes across countries.

4. Analysis and data interpretation

Table 1: number of years of service in the organization

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Less than 6 months	12	15%
1-2 years	30	37.5%
3-5 years	24	30%
More than 5 years	14	17.5%
Total	80	100%

Analysis:

From the above data it is analysed that out of 80 respondents, 12 of them have worked for less than 6 months, 30 of them have worked for 1-2 years, 24 of them have worked for 3-5 years and 14 of them for more than 5 years.

Graph 1:
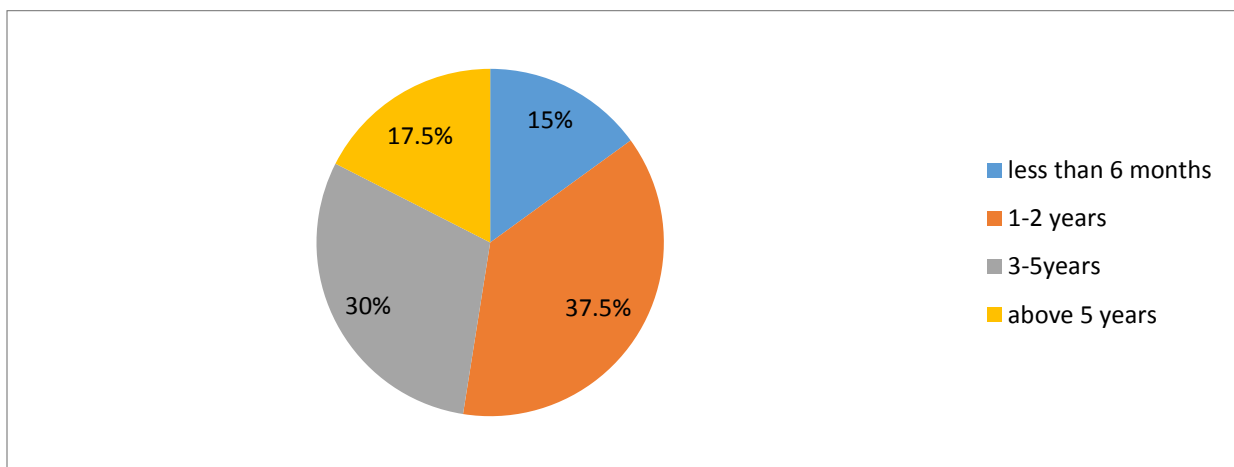
Inference

From the above data it is implied that there are very few experienced workers who are working in the organization between 3–5 years and also above 5 years. The other employees are newly employed to the organization.

TABLE 2: IF EMPLOYEES HAVE TIME TO PERFORM WORK WITHOUT ANY DISTURBANCE

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	58	72.5%
No	20	25%
Often	0	0%
Rarely	2	2.5%
Total	80	100%

Analysis: From the above table it is analysed that out of 80 respondents, 58 of them have enough time to perform their work without any disturbance, 20 of them do not have time to perform their work without disturbance, and 2 of them find time rarely to perform their work without disturbance.

Graph 2
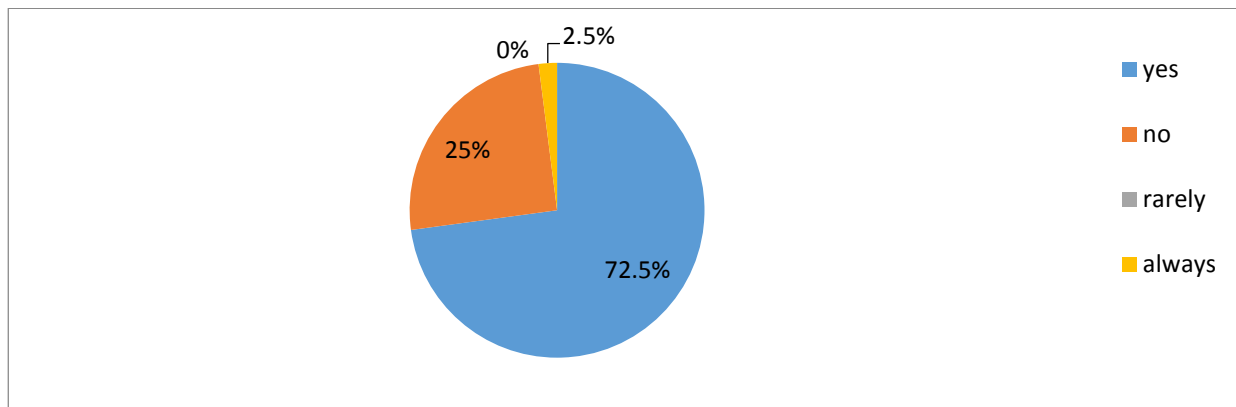
Inference

This table shows whether the employees are able to do their work in the given time frame, without any disturbance. From the data collected it can be analysed that less than half of the employees say no, few workers say they are rarely interrupted at work and majority employees say yes, that means they are working in favourable environment.

TABLE 3: **EMPLOYEES WHO EXPERIENCE HEADACHES /MIGRAINES**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	59	73.75%
No	18	22.5%
Often	0	0%
Rarely	3	3.75%
Total	80	100

Analysis: From the above table it is analysed that out of 80 respondents, 59 of them say yes, 18 of them say no and 3 of them say rarely, they experience headaches / migraines.

Graph 3:
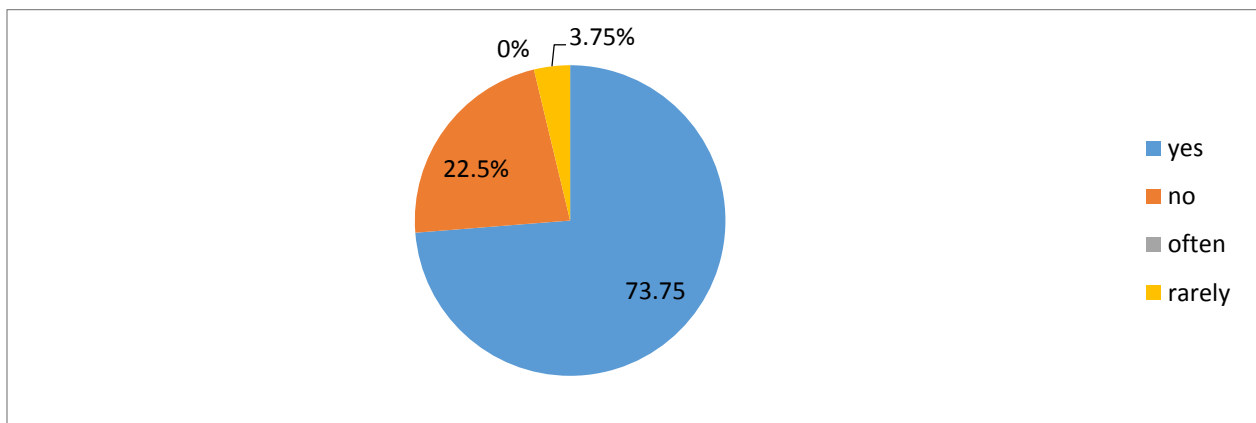
Inference

From the above data it is implied that majority of the employees suffer from headaches or migraines due to the stress level in the working conditions but there are also employees who do not have and are rarely affected by any kinds of stress diseases.

TABLE 4: EMPLOYEES TIME TO MEET PERSONAL OBLIGATIONS EVERYDAY

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	38	47.5%
No	20	25%
Often	0	0%
Rarely	22	27.5%
Total	80	100%

Analysis: From the above table it is analysed that out of 80 respondents, 38 of them get time to meet their personal obligations every day, 20 of them do not get time to meet their personal obligations, 22 of them get time rarely to meet their obligations.

Graph 4:
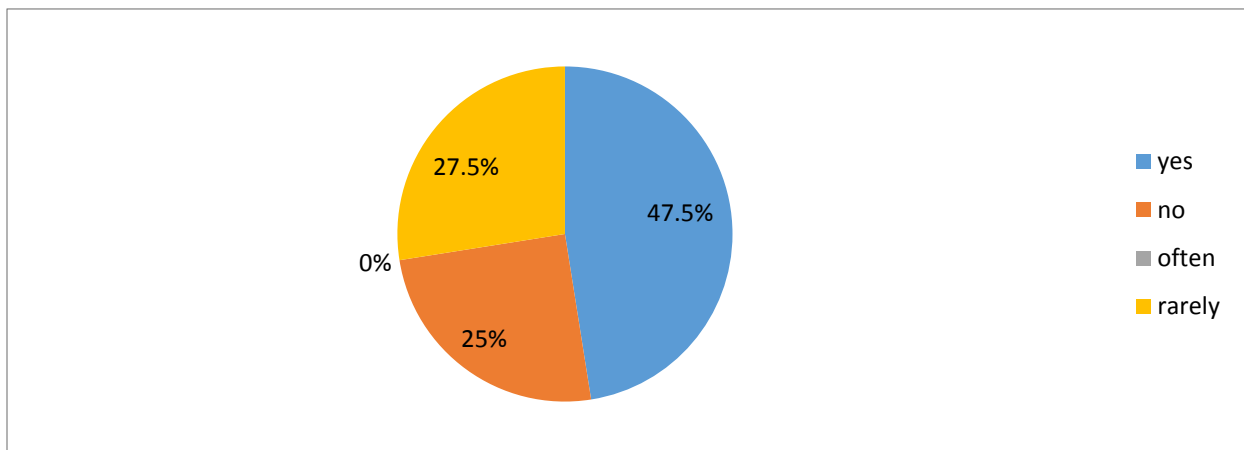
Inference

From the above data we can imply that few employees are not able to and few employees are rarely getting time to meet their personal obligations every day. It is less than half of the employees who are able to cope up with the professional and personal life.

TABLE 5: **IF EMPLOYEES GET ANGRY WHEN YOU INTERRUPTED AT WORK**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	34	42.5%
No	24	30%
Often	22	27.5%
Rarely	0	0%
Total	80	100%

Analysis: From the above table we can analyse that out of 80 respondents, 34 of them say yes, 24 of them say no, 22 of them say often, 0 of them say rarely get angry when interrupted at work.
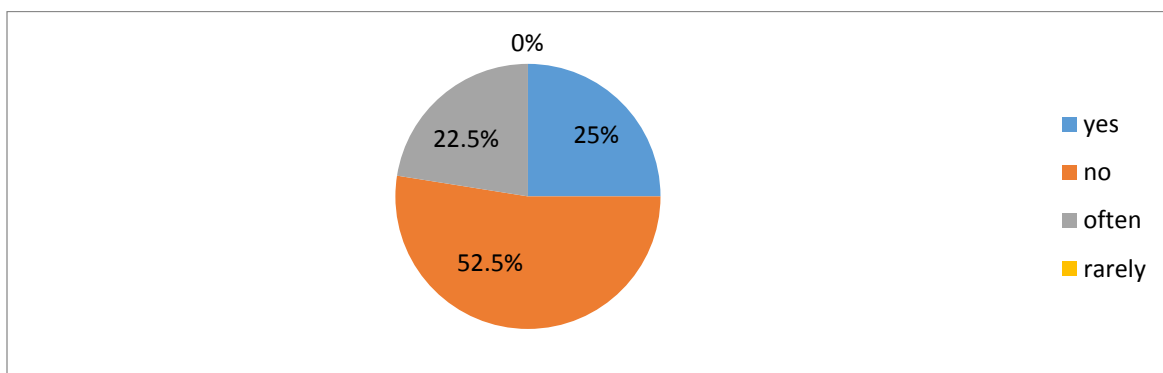
Graph 5:
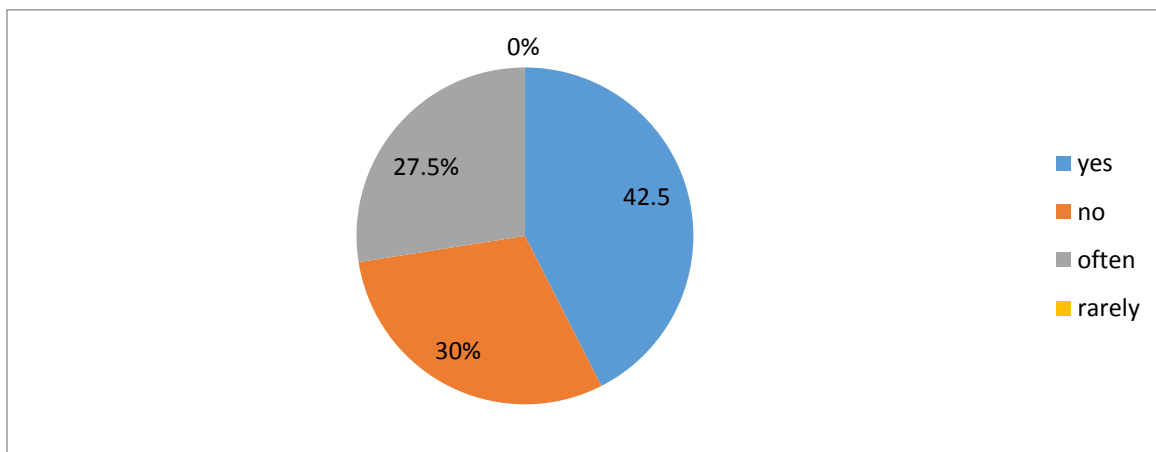
47

Inference

This table shows the employees anger schedule when interrupted at work. Half and more than quarter of the entire working population say yes and often, many employees in the organization say no. That means few employees are calm and composed at work place with contrast to half of the employees who can't control anger.

TABLE 6: EMPLOYEES WHO EXPERIENCE TROUBLE IN TAKING DECISIONS

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	20	25%
No	42	52.5%
Often	18	22.5%
Rarely	0	0%
Total	80	100%

Analysis: From the above table we can analyse that out of 80 respondents, 20 of them said yes, 42 of them said no and 18 of them said often and 0 people said rarely they experience trouble in taking decisions.
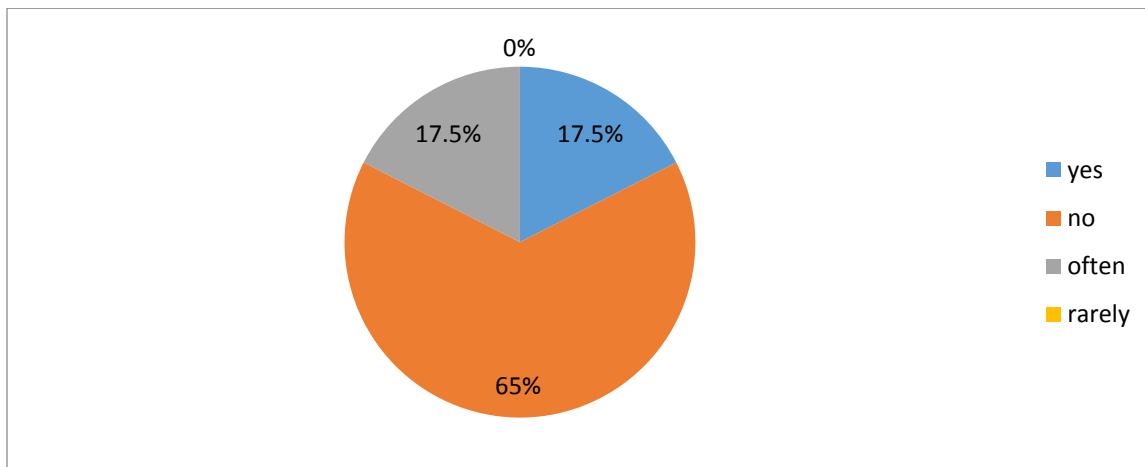
Graph 6:

Inference

From the above graph we can infer that few employees say yes and few say often, but more than half of the employees say no, they do not experience any trouble while making any important decisions as they feel confident about their decision making skills.

TABLE 7: EMPLOYEES WHO EXPERIENCE REPETITIVENESS IN MISTAKES / APPROACHES

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	14	17.5%
No	52	65%
Often	14	17.5%
Rarely	0	0%
Total	80	100%

Analysis: From the above table we can analyse that out of 80 respondents, 14 employees say yes, 52 of them say no and 14 of them say often they experience repetitiveness in their mistakes /approach.
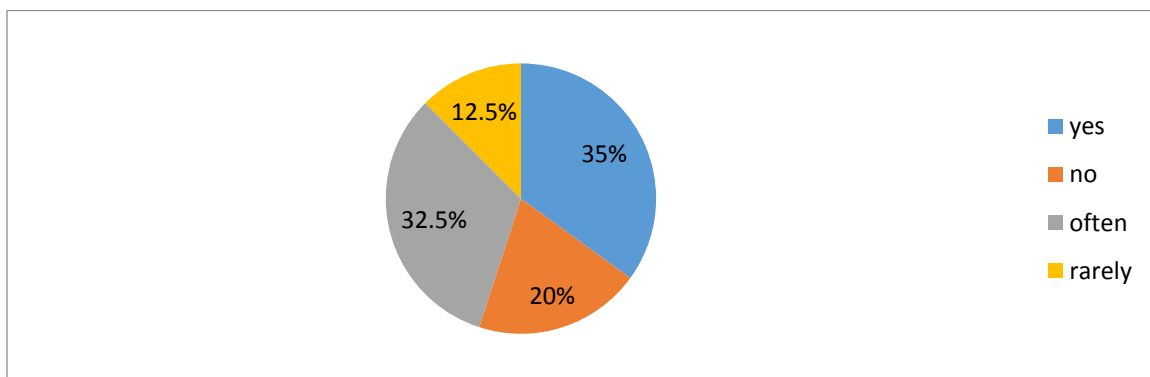
Graph 7:

Inference

From the above graph we can infer that majority of the employees do not experience repetitiveness in mistakes / approach but there are equal numbers of employees who say often and yes they do experience repetitiveness in their mistake and approach due to unmanageable stress levels.

TABLE 8: **EMPLOYEES WHO FEEL STRESSED BECAUSE TEXTILE INDUSTRY JOB IS MONOTONOUS**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	28	35%
No	16	20%
Often	26	32.5%
Rarely	10	12.5%
Total	80	100%

Analysis: From the above table we can analyse that out of 80 respondents, 26 of them said often, 10 of them rarely, 28 of them yes, 16 of them said no they feel stressed because textile industry job is monotonous.
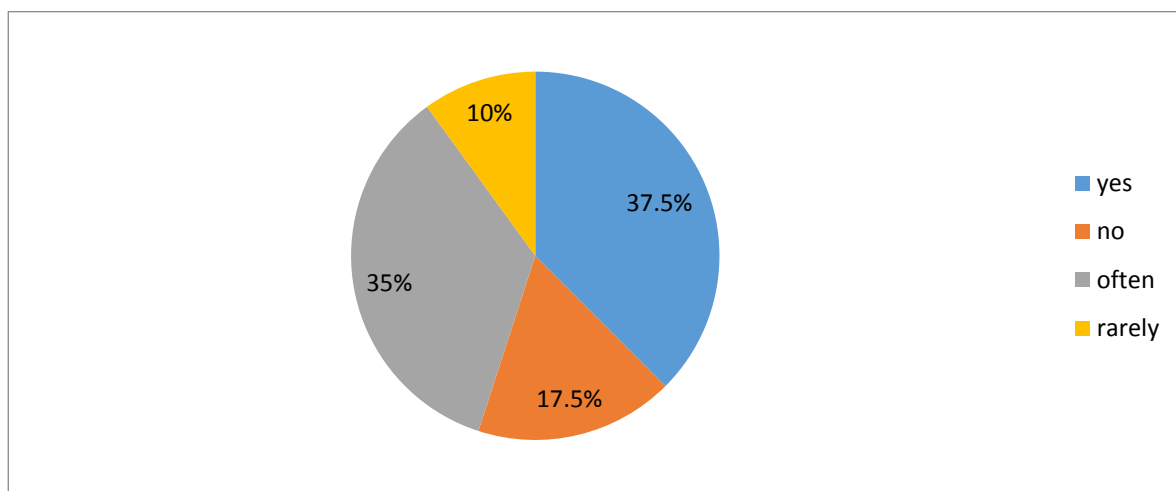
Graph 8:

Inference

From the above graph we can infer that less than half of the employees are stressed all the time and few others are often under stress and least of the employees are rarely stressed because textile industry job is monotonous while the rest of the employees are also happy about their job and the working environment.

TABLE 9: **EMPLOYEES WHO LOSE TEMPER WHILE BEING STRESSED AT WORK**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	30	37.5%
No	14	17.5%
Often	28	35%
Rarely	8	10%
Total	80	100%

Analysis: From the above table we can analyse that out of 80 respondents, 30 of them say yes, 14 of them no, 28 of them often, 08 of them rarely lose temper while being stressed at work.
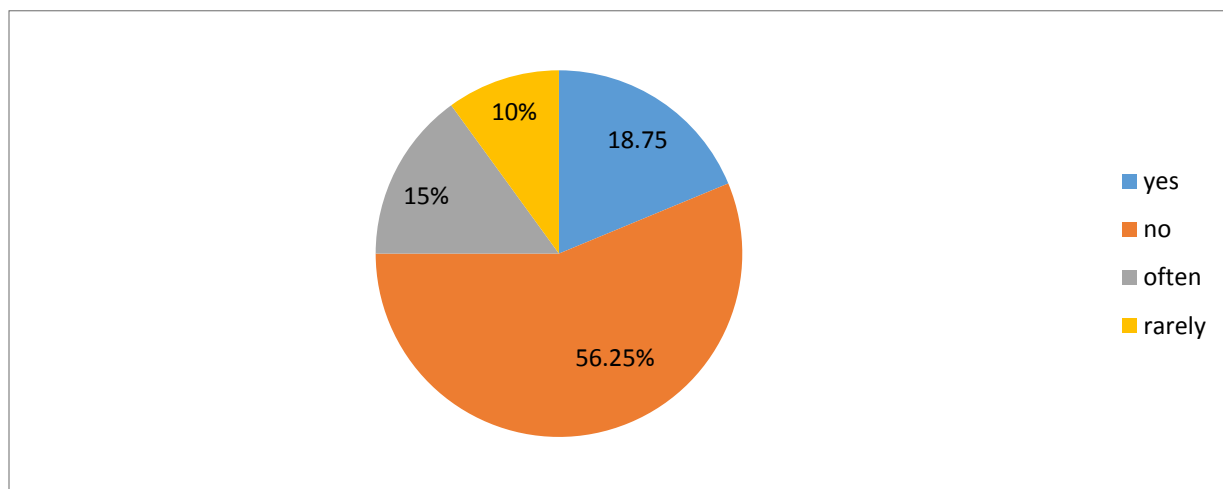
Graph 9:

Inference

From the above graph we can infer that few say rarely and no, that means employees have patience to deal with the difficult situations without losing temper but less than half of the employees say yes and very often they lose temper while being stressed at work.

TABLE 10: EMPLOYEES WHO PLAN THEIR DAY & WORK OUT THAT PLAN

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	15	18.75%
No	45	56.25%
Often	12	15%
Rarely	8	10%
Total	80	100%

Analysis: From the above table we can analyse that out of 80 respondents, 45 of them said no, 15 said yes and 12 said often and 8 said rarely they plan their day and work out that plan.

Graph 10:

Inference

From the above graph we can infer that majority of them do not plan their day and work out the plan but the other employees in the organization also say yes, often and rarely do they plan their daily schedule which in turn will help them in achieving the bench mark they set for the day.

TABLE 11: **EMPLOYEES WHO ARE ANXIOUS TO FINISH AN ASSIGNMENT / TASK, SO THAT THEY CAN SWITCH TO THE NEXT JOB**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	31	38.75%
No	32	40%
Often	10	12.5%
Rarely	7	8.75%
Total	80	100%

Analysis: from the above table we can analyse that out of 80 respondents, 31 employees said yes, 32 employees no, 10 employees often, 07 employees rarely are anxious to finish an assignment so that they can switch to the next job.

Graph 11:
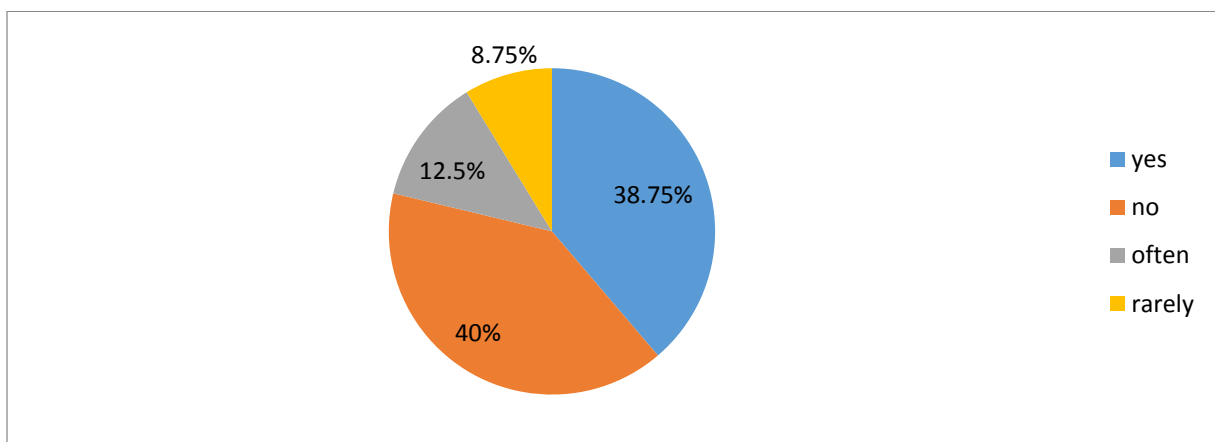
Inference

From the above graph we can infer that less than half of the employees are not anxious to finish an assignment, so that they can switch to another job while the others say yes and least of the employees say often and rarely they try to finish their assignments quickly and this shows their anxiety level in completing tasks and switching to next work.

TABLE 12: **IF EMPLOYEES PRODUCTIVITY IS AFFECTED WHEN UNDER STRESS**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	14	17.5%
No	14	17.5%
Often	25	31.25%
Rarely	27	33.75%
Total	80	100%

Analysis: From the above table we can analyse that out of 80 respondents, 14 employees said yes and 14 said no, 25 often, 27 rarely are affected when they are under stress.

Graph 12:
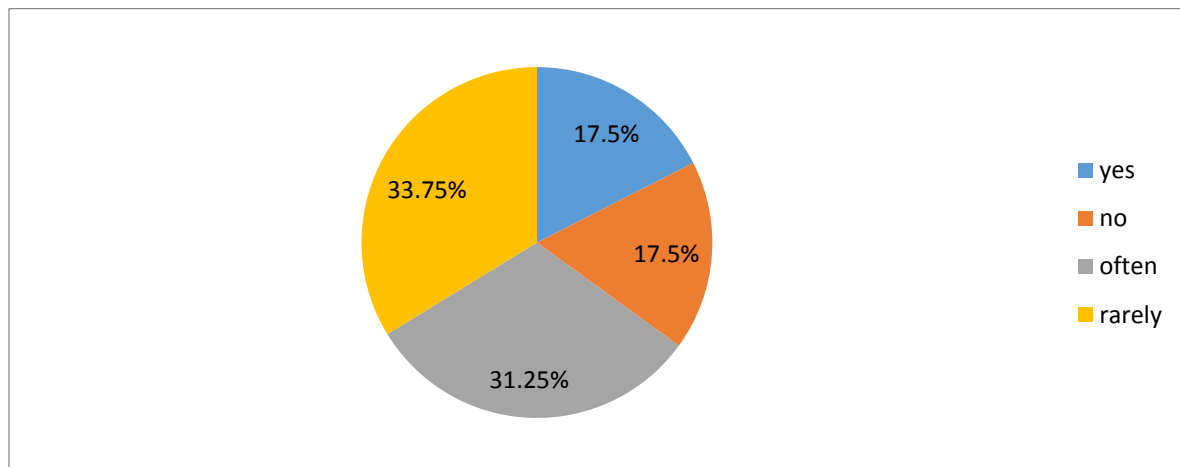
Inference

From the above graph we can infer that equal number of employees in the organization say their productivity is and not affected to a great extent when they are under stress. But the other majority of employees say very often and rarely their productivity is affected when they have great pressure at work.

TABLE 13: **IF EMPLOYEES PAY PACKAGE IS INDIRECTLY CAUSING THEM STRESS**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	30	37.5%
No	24	30%
Often	18	22.5%
Rarely	8	10%
Total	80	100%

Analysis: From the above table we can analyse that out of 80 respondents, 8 employees rarely, 18 employees often, 24 employees no, 30 employees say yes pay package indirectly cause stress to them.

Graph 13:
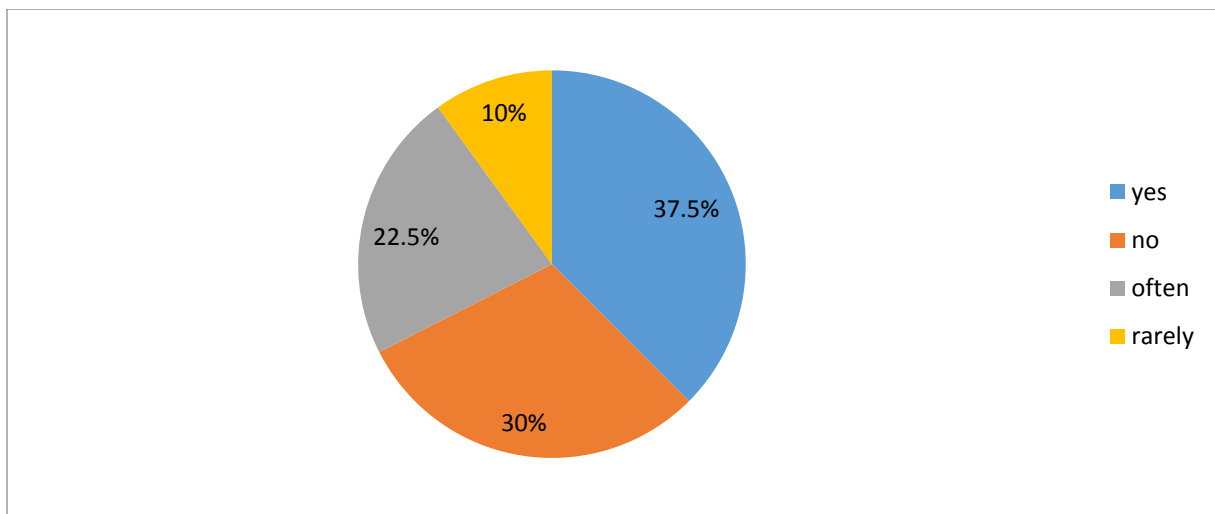
Inference:

From the above graph we can infer that majority of the employees say yes, often and rarely are they under stress due to their pay package while in contrast the other few employees are satisfied and are happy about their pay scale.

TABLE 14: **EMPLOYEES WHO FIND THEIR JOB STRESSFUL**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	10	12.5%
No	19	23.75%
Often	16	20%
Rarely	35	43.75%
Total	80	100%

Analysis: From the above table we can analyze that out of 80 respondents, 10 employees said yes, 19 employees say no, 16 employees say often and 35 employees said rarely they find their job stressful.

Graph 14:
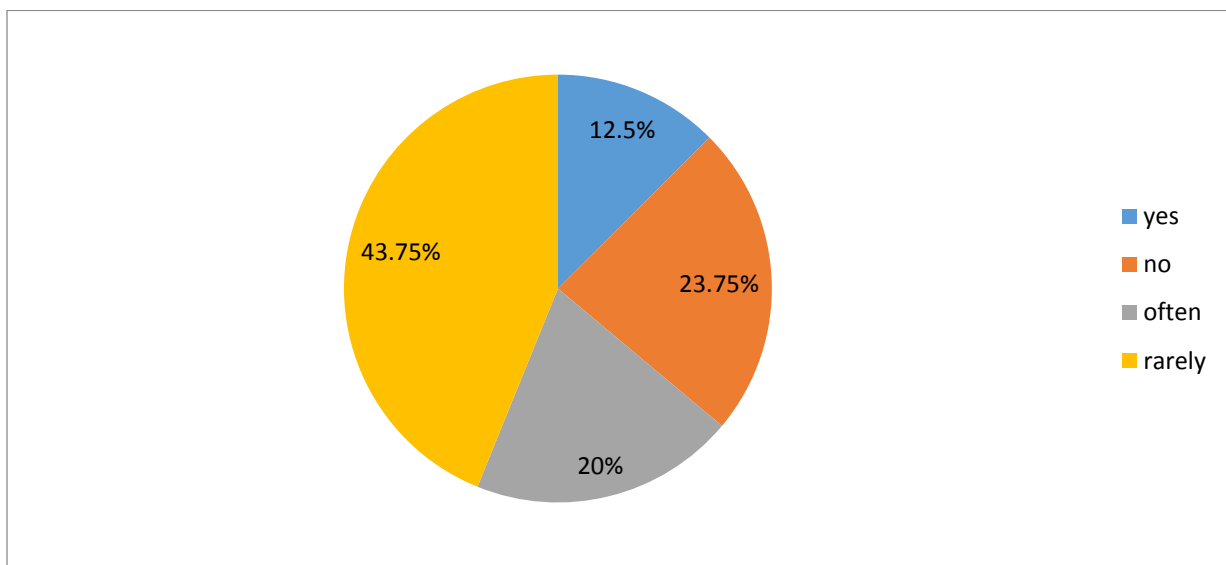
Inference:

From the above graph we can infer that least of the employees in the INTEX find their job stressful throughout, the other range of employees say often and rarely the environment of textile industry builds a lot of pressure and adds to their stress. While less than half of the employees do not find their job stressful in the organization.

TABLE 15: **IF EMPLOYEES FIND IT DIFFICULT TO CONCENTRATE OR REMEMBER THINGS**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	14	17.5%
No	12	15%
Often	0	0%
Rarely	54	67.5%
Total	80	100%

Analysis: From the above table we can analyze that out of 80 respondents, 54 employees say rarely, and 12 employees no, 0 employees often, 14 employees say yes they find it difficult to concentrate or remember things.

Graph 15:
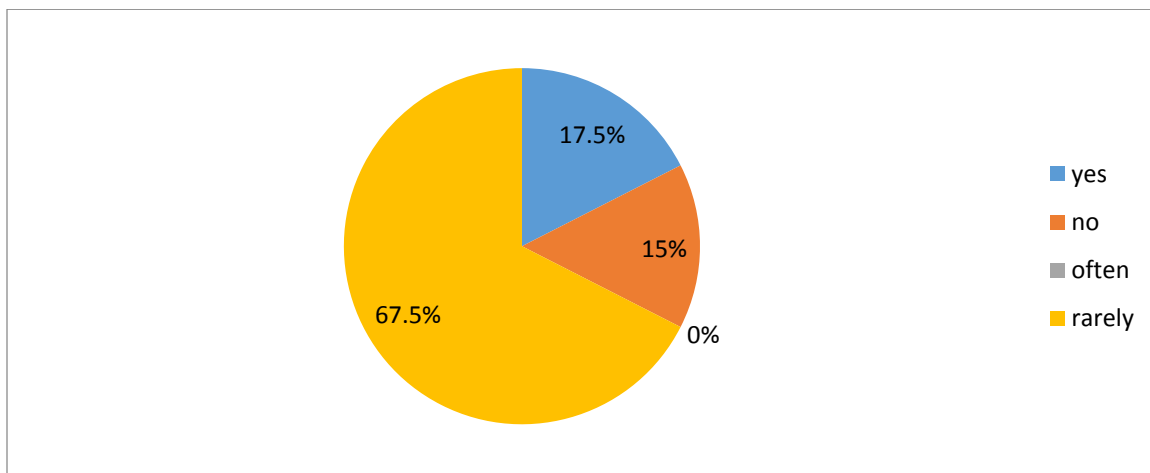
Inference:

From the above graph we can infer that majority of the employees say yes and rarely find difficulty in concentrating or remembering things while the other few have no problem with regard to concentrating on work or in remembering things as they have peace of mind at work place.

TABLE 16: **IF EMPLOYEES REGULARLY WORK OVER TIME / MORE THAN 8 HOURS**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	0	0%
No	67	83.7%
Often	0	0%
Rarely	13	16.25%
Total	80	100%

Analysis: From the above table we can analyse that out of 80 respondents, 67 employees say no, 13 employees rarely work over time or more than 8 hours.

Graph 16
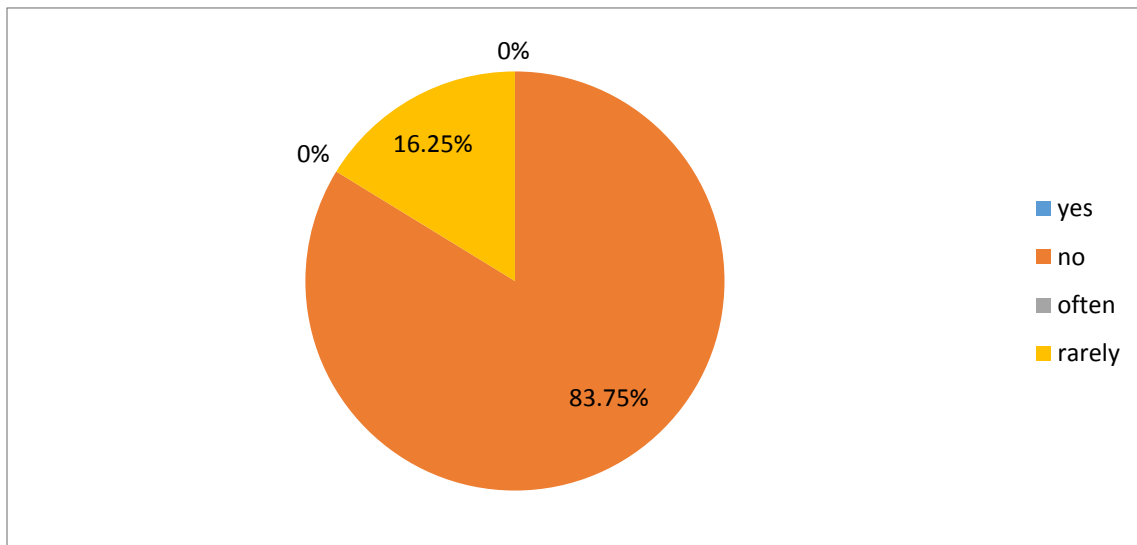
Inference:

From the above graph we can infer that very few employees work over time when they can't meet the organization's target as they are set high and majority employees do not work overtime as they reach their targets in the given time.

TABLE 17: IF THE WORK LOAD IS THE REASON FOR STRESS AMONG EMPLOYEES

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	22	27.5%
No	20	25%
Often	18	22.5%
Rarely	20	25%
Total	80	100%

Analysis: From the above table we can analyse that out of 80 employees, 22 employees yes, 20 employees no, 18 employees often, 20 rarely find the work load to be the reason for stress.

Graph 17
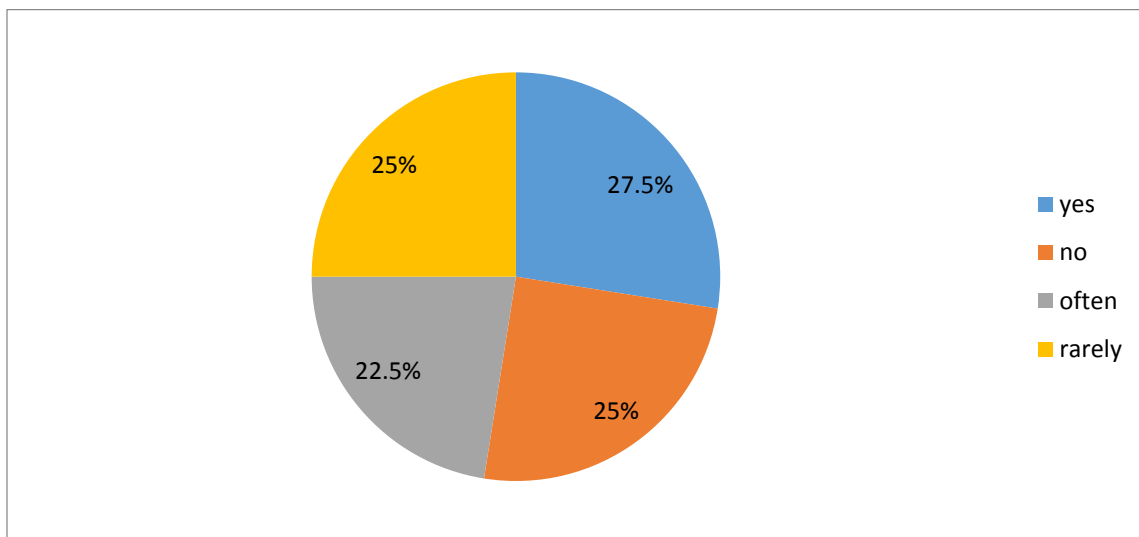
Inference:

From the above graph we can infer that work load is not the only prime reason causing stress as there are equal numbers of employees who say they are not and only rarely they find workload as a reason for stress. While the other few employees say yes and often they find too much workload to be the cause for their stress.

TABLE 18: **IF EMPLOYEES HAVE ANY EFFECT OF STRESS ON HEALTH**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	40	50%
No	20	25%
Often	0	0%
Rarely	20	25%
Total	80	100%

Analysis:

From the above table we can analyse that out of 80 respondents, 40 employees say yes, 20 no, and 20 rarely have the effect of stress on health.

Graph 18:
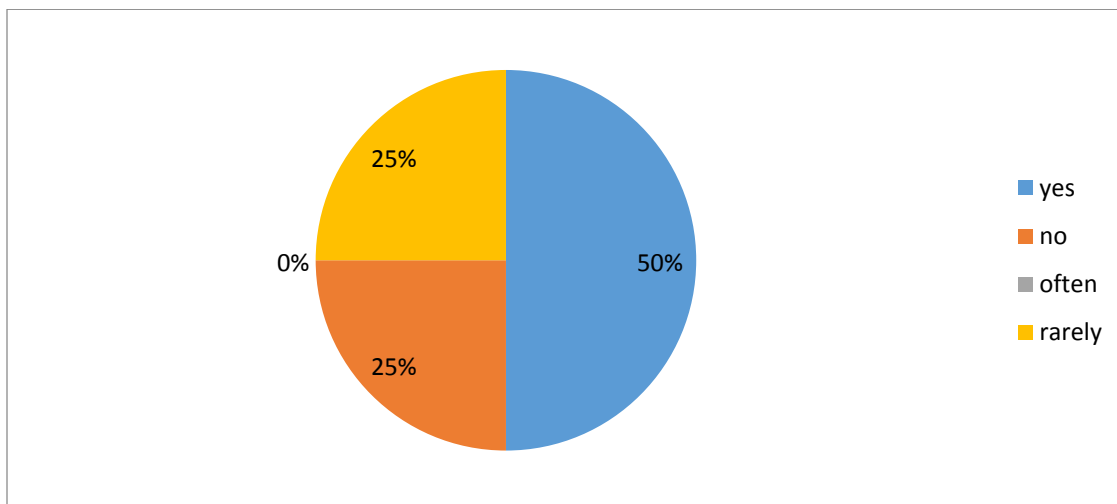
Inference:

From the above graph we can infer half of the employees in the organization have effect of stress on their health either physically or mentally. The other minor group of employees say rarely do they find any impact on their health due to stress and the rest of the employees say they have no health issues.

TABLE 19: **EMPLOYEES EXPECTATIONS FROM THE MANAGEMENT TO RELIEVE THE STRESS.**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
High pay package	15	18.75%
Training	45	56.25%
Recruit supportive staff	20	25%
Total	80	100%

Analysis: From the above table we can analyse that out of 80 respondents, 15 employees prefer high pay package, 45 employees need training, and 20 employees want supportive staff.

Graph 19:
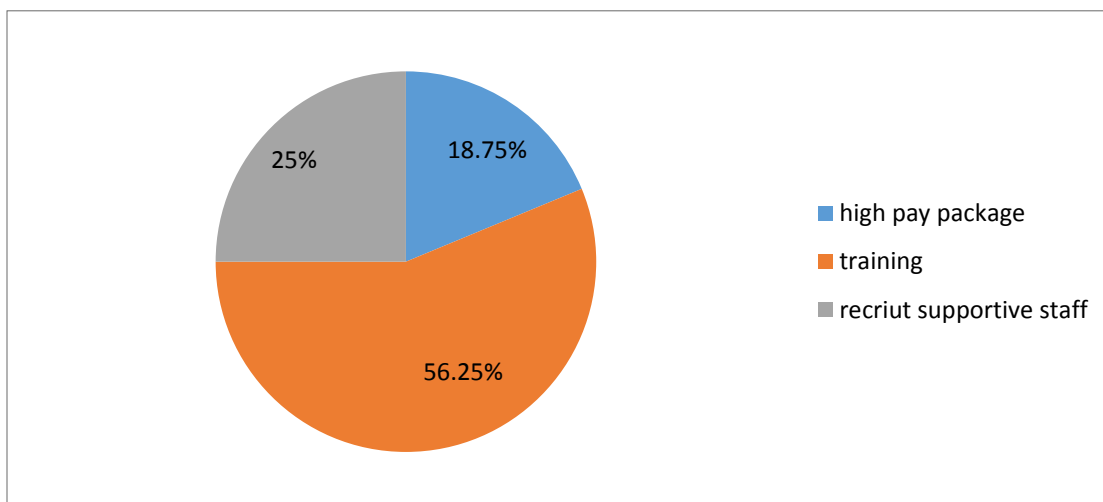
Inference:

From the above graph we can infer that more than half employees want the management to give training before assigning difficult works, the other quarter population of the employees want the organization to recruit supportive staff which would help them share the work load and few other employees want increase in pay package.

TABLE 20: **WHAT EMPLOYEES GENERALLY DO TO RELIEVE STRESS?**

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Going for a walk	14	17.5%
Yoga/aerobics/exercise	27	33.75%
Socialize	7	8.75%
Music/ movies	32	40%
Total	80	100%

Analysis:

From the above table we can analyse that out of 80 respondents, 14 employees go for a walk, 27 employees do aerobics/ yoga/ exercise, 07 employees socialize, 32 employees watch movies and listen to music to relieve stress.

Graph 20:
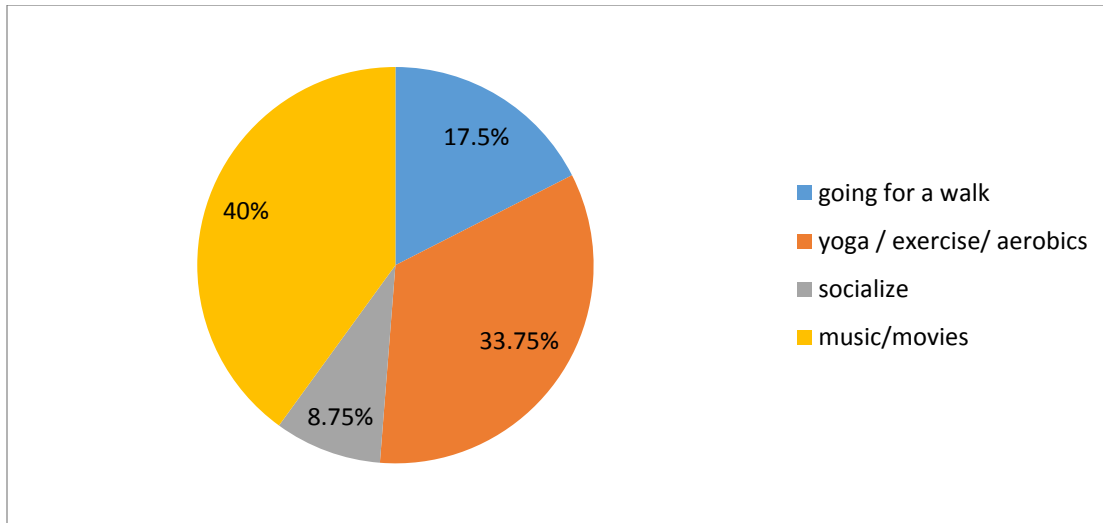
Inference:

From the above graph we can infer that the stress busters of the employees vary and employees mostly prefer to listen to music and watch movies, few other employees are engaged with yoga, exercise and aerobics which would keep them fit, and least of the employees like to socialize when they are stressed.

5.   SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

5.1.   Findings:

1. Most of the employees have a long term relationship with the organization i.e., from 3-5 years and are experienced and the remaining have a short term relationship varying from 1-3 years.

2. There is a conducive working environment as majority of them in the organization are able to work in the given time frame without any disturbances. But there are also situations where in the employees do not cope up with the time frames.

3. Majority of the employees experience headaches or migraines, this happens when an individual constantly pressurizes once mind for various reasons or other reasons like cold, pollution, dust. Etc. while the other few employees in the organization have no impact on their health.

4. Less than half of the employees get time to meet their personal obligations and are satisfied about the time schedule available for them to meet their personal obligations which includes spending time with family. While the rest of the employees say no and rarely do they get time to meet their personal obligations hence it adds on to their stress.

5. Half and more than quarter of the entire working population get angry while they are interrupted at work which means they are under indirect stress. But also many employees in the organization say no as they are calm and composed at work place.

6. Majority of the employees do not experience trouble in taking decisions, that means they are confident about their decision making skills, but few others also experience problems while making important decisions due to lack of peace of mind.

7. Most of the employees do not experience repetitiveness in mistakes / approach which in turn helps them perform efficiently in the organization. But from the findings we observe that also equal number of employees in the organization repeat mistakes due to unmanageable stress levels.

8. Less than half of the employees are stressed because textile industry job is monotonous, which means they don't enjoy their work, instead feel stressed. While the rest of the employees are also happy about their job and the working environment.

9. Less than half of the employees lose temper while being stressed at work, since the environment of a textile industry is such that it builds a lot of pressure. But others say they have patience to deal with the difficult situations without losing temper.

10. Majority of them do not plan their day and work out the plan but the other employees in the organization also say they do plan their daily schedule which in turn will help them in achieving the bench set for the day.

11. Less than half of the employees are not anxious to finish an assignment as they can switch to the next assignment quickly, this means the employees are calm and composed about their working style. While the others who constitute the major part of the organization try to finish their assignments quickly and this shows their anxiety level in completing the assigned tasks

12. Most of the employees in the organization say their productivity is not affected when they are under stress. While the other employee's productivity is rarely affected when they are stressed, which means the productivity of an employee takes a beat when he / she work under stress.

13. Most of the employees are under stress due to their pay package while in contrast the other few employees are satisfied and are happy about their pay scale.

14. From the survey done we can infer that least of the employees in the textile industry find their job stressful throughout, the other range of employees say often and rarely do they find the job stressful because of the work load which is high at certain period of time.

15. Majority of the employees rarely find difficulty in concentrating or remembering things, the reason behind this can be stress or other pre-occupied thoughts in the employee's mind. While the other few have no problem with regard to concentrating on work or in remembering things as they have peace of mind at work place.

16. Few employees work over time when they can't meet the organization's target as they are set high and majority employees do not work overtime, as the target and standards of the organization is met by the employees on time.

17. From the survey we can infer that not most of the employees find work load as the prime reason causing stress, while the other few employees find their workload as the reason for stress, as they are unable to meet the expectations in their work.

18. Half of the employees in the organization have physical or mental impact of stress on their health. While few others say rarely do they find any impact on

their health due to stress and the rest of the employees say they have no health issues.

19. Most of the employees want the management to give sufficient training which would help them improvise in their assignments and in turn relieve the stress, while few others feel increase in pay scale and recruiting supportive staff's will help them reduce their stress levels.

20. Most of the employees prefer to watch movies or listen to soothing music to relieve their stress and keep them calm. While few others are engaged with yoga, exercise, aerobics and like to socialize with colleagues and dear ones to get rid of stress.

5.2. Suggestions:

1. As employees stress levels should be within a healthy boundary, facilities like recreation, yoga classes, meditation, etc. could be introduced.

2. A few feasible and peaceful stress buster programs could be implemented.

3. An area for fun, games etc. to reduce stress could be created to relax the employee's mind and to lighten the environment.

4. Proper counselling and grievance handling cell for all employees could benefit the employees to become stress free and perform better.

5. Organization should focus more on work life balance of employees and take initiatives in implementing the strategies.

6. Employees in the textile industry to be given an option of flexi working hours, which will reduce their stress in a great extent.

7.   Human resource department or employee engagement department in the textile industry will enhance the engagement level which in turn distresses the employees.

8.   A customized training module to be used to specific skillset which will reduce the employee's job related stress and build the employee morale.

5.2.   Conclusions:

The stress of employees at INTEX is within the optimal range for performance and the stress builds could be controlled. The various stress indicators of the employees are experiencing troubles while taking decisions, getting angry while interrupted at work, experiencing repetitiveness in mistakes or approach, difficulties in concentrating or remembering things, experience frequent headaches and migraines, etc.

The common responses given by employees under stress are heavy workload, working overtime, low pay package, lack of training etc. It is also a comfortable environment to work as majority employees are able to work without disturbances or interruptions and also do they get time to meet their personal obligations. But since it is a textile industry, the environment adds on to an employee's stress.

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ANNEXURES

Annexure

Questionnaire

I, Mary Christina D, a Master's in Business Management, student from Pondicherry University and St. Josephs evening college, Bangalore, am undertaking a research project titled **"A STUDY TO ASCERTAIN THE STRESS LEVEL OF EMPLOYEES" - AN EMPIRICAL STUDY CONDUCTED WITH SPECIAL REFERENCE TO INTEX"**

I request you to kindly fill in the following questionnaire. I assure you that the information provided by you shall be kept confidential.

General Information

1. Number of years of service in the organization.
   a. Less than 6 months
   b. 1-2 years
   c. 3- 5years
   d. Above 5 years.

(இந்த நிறுவனத்தில் எத்தனை ஆண்டுகளாக வேலை செய்கிறீய்கள்?

   a. 6 மாதத்திர்க்கும் குறைவாக
   b. 1-2 வருடங்கள்
   c. 3-5 வருடங்கள்
   d. 5 வருடத்திர்க்கும் மேலாக)

2. Do you have enough time to perform your work without any disturbance?
   a. Yes b. No c. often d. rarely

நீங்கள் எந்த இடையூறும் இல்லாமல் உங்கள் பணி செய்ய போதுமான நேரம் இருக்கிறதா?

a. ஆம்
b. இல்லை
c. அடிக்கடி
d. எப்போதாவது

3. Do you find it difficult to concentrate or remember mx?

Yes   b. No   c. Often   d. rarely

தங்களுக்கு வேளையில் கவனம் செலுத்த மற்றும் நினைவில் வைத்துக்கொள்ள கடினமாக இருக்கிறதா?

a. ஆம்
b. இல்லை
c. அடிக்கடி
d. எப்போதாவது

4. Do you get time to meet your personal obligations every day?
   a. Yes   b. No   c. often   d. rarely

உங்களுக்கு ஒவ்வொரு நாளும் தனிப்பட்ட விடயங்கலுக்கு நேரம் கிடைகிறதா?

a. ஆம்
b. இல்லை
c. அடிக்கடி
d. எப்போதாவது

5. Do you get angry when you are interrupted at work?
   a. Yes   b. No   c. often   d. rarely

வேளையில் தடுக்கப்பட்டால் கோபப்படுவீர்களா?

    a. ஆம்
    b. இல்லை
    c. அடிக்கடி
    d. எப்போதாவது

6. Do you experience trouble in taking decisions?
    a. Yes b. No c. often d. rarely

பணியில் முடிவெடுக்க கழ்டப்படுகிறீர்களா?

    a. ஆம்
    b. இல்லை
    c. அடிக்கடி
    d. எப்போதாவது

7. Do you experience repetitiveness in your mistakes/ approach?
    a. Yes b. No c. often d. rarely

உங்களுடைய வேளையில் நீங்கள் செய்யும் தவறுகள் மற்றும் அனுகுமுறை ஒரேமாதிரி இருக்கிறதா?

    a. ஆம்
    b. இல்லை
    c. அடிக்கடி
    d. எப்போதாவது

8. Do you feel stressed because export job is monotonous?
    a. Yes b. No c. often d. rarely

ஐவளித்தொழிலில் மாறுதலே இல்லாததால் உங்களுக்கு மன அழுத்தை கொடுக்கிறதா?

    a. ஆம்
    b. இல்லை
    c. அடிக்கடி
    d. எப்போதாவது

9. Do you lose temper while being stressed at work?
    a. Yes b. No c. often d. rarely

உங்கள் மன அழுத்தம் உங்கல் வேலையில் கொபப்பட வைக்கிறதா?

    a. ஆம்
    b. இல்லை
    c. அடிக்கடி
    d. எப்போதாவது

10. Do you plan your day & work out that plan?
    a. Yes b. No c. often d. rarely

பணியில் தினசரி உங்கள் வேலையைதிட்டமிடுகிரீரா?

    a. ஆம்
    b. இல்லை
    c. அடிக்கடி
    d. எப்போதாவது

11. Are you usually anxious to finish an assignment/task, so that you can switch to the next job?

a. Yes   b. No   c. often   d. rarely

வேறு வேலைக்கு மாற உங்கள் வேலைகலை ஆர்வதுடன் செய்கிறீர்களா?

a. ஆம்
b. இல்லை
c. அடிக்கடி
d. எப்போதாவது

12. Is your productivity affected when you are under stress?
   a. Yes   b. No   c. often   d. rarely

உங்கள் மன அழுத்தம் உங்கள் உற்பத்தி திறனை பாதிக்கிறதா?

a. ஆம்
b. இல்லை
c. அடிக்கடி
d. எப்போதாவது

13. Does your pay package indirectly affect your stress?
   a. Yes   b. No   c. often   d. rarely

உங்கள் ஊதியம் உங்கள் மன அழுத்ததிற்கு காரணமாகிரதா?

a. ஆம்
b. இல்லை
c. அடிக்கடி
d. எப்போதாவது

14. Do you experience headaches / migraines?
   a. Yes   b. No   c. often   d. rarely

வேலை செய்யும் நேரத்தில் உங்களுக்கு தலைவலி வருகின்றதா?

    a. ஆம்
    b. இல்லை
    c. அடிக்கடி
    d. எப்போதாவது

15. Are you satisfied with your job?
    a. Yes   b. No   c. often   d. rarely

உங்கள் பணி உங்களுக்கு திருப்தி அளிக்கிறதா?

    a. ஆம்
    b. இல்லை
    c. அடிக்கடி
    d. எப்போதாவது

16. Do you regularly work overtime or more than 8 hours?
    a. Yes   b. No   c. often   d. rarely

நீங்கள் தொடர்ந்து அதிக நேரம்/8 மணி நேரதிற்க்கு மேல் வேலை செய்கிறீரா?

    a. ஆம்
    b. இல்லை
    c. அடிக்கடி
    d. எப்போதாவது

17. Is the workload reason for your stress?
    a. Yes   b. No   c. often   d. rarely

வேலை பளு மன அழுத்தத்திற்கு காரணமா?

    a. ஆம்
    b. இல்லை
    c. அடிக்கடி
    d. எப்போதாவது

18. Is there any effect of stress on your health?
    a. Yes b. No c. often d. rarely

மன அழுத்தம் உங்கள் உடல் நிலையை பாதிக்கிறதா?

    a. ஆம்
    b. இல்லை
    c. அடிக்கடி
    d. எப்போதாவது

19. What do you expect from the management to relieve the stress of employees?
    a. High pay package
    b. Training
    c. Recruit supportive staff

மனா அழுத்தத்தை குறைக்க நிர்வாகத்திடம் எதிர்பார்பது என்ன?

    a. ஊதிய உயர்வு
    b. பயிற்சி
    c. துணை தொழிலாளர் தேர்வு

20. What do you generally do to relieve your stress?

    a. Going for walk
    b. Yoga/ aerobics/ exercise
    c. Socialize

d. Music/ movies

மன அழுத்தத்தை குறைக்க என்ன செய்கிறீர்கல்?

a. நடை பயிர்சி
b. யோகா/உடற்பயிற்சி
c. சமூக தொடர்பு
d. இசை/திரைப்படம்

Name:

பெயர்:

Age:

வயது: