JOB STRESS AND MANAGING TECHNIQUES IN GOLDEN ROCK RAIL WORKSHOP

Dr. M. Abdul Hakkeem
Assistant Professor
PG & Research Department of Commerce,
Jamal Mohamed College, Tiruchirappalli - 20

S. Shahul Hameed
Ph.D. Research Scholar
PG & Research Department of Commerce, Jamal Mohamed College,
Tiruchirappalli - 20

ABSTRACT

The present study aims to find out the job stress and managing techniques in golden rock rail workshop. Stress refers to an individual’s reaction to a disturbing factor in the environment. It is an adaptive response to an external situation that results in physical, psychological and behavioural deviations for organisational participants. The validity of any research is based on the systematic method of data collection and analysis. Both primary and secondary data were used for this study. The primary data for pilot study was collected from 50 sample respondents from golden rock workshop. Later followed by a detailed data collection of 600 as sample respondents. For collecting the first-hand information from the employees, six hundreds of them were chosen by simple random sampling method. Questionnaire was the main tool used to collect the pertinent data from the selected sample respondents. SPSS was used for statistical analysis. The results clearly indicate that organisational factors such as role ambiguity and absence of role authority, role overload and lack of leadership support and role stagnation and mismatch are the major stressors. Stressful situations also have a negative impact on the quantum of work.

Key Words: Job Stress, Managing Techniques, Human Resource, Stressors, SPSS.


1. EMPLOYEE’S STRESS CONCEPTUAL FRAMEWORK

Organisations are made up of people and function through people. Without people organisations cannot exist. The resources viz. men, money, materials and machinery are collected, coordinated and utilized through people. Therefore, people constitute the most significant resource in any organisation.

An individual would usually work to satisfy his needs. Need varies from one individual to another.
Human Resource Management should be understood as an art of developing people and their potentialities for their personal growth and for the growth of the organisation in which they work. It is a process of bringing people and organisation together to ensure that individuals and collective goals are closely aligned. People have always been considered as initial in an organisational set up.

Hans Selye first introduced the concept of stress in life sciences in 1936. On the basis of his personal experience stress differ from person to person. Some consider that it is a frustration or emotional tension; some suggest that it is a physical or mental pressure. These views restrict and act as a hindrance, in the performance of an individual. It is a pressure that people feel in life due to their reaction to situation. Hans Selye further defines stress as an “adaptive response to the external situation that results in physical, psychological or behavioural deviation for organisational participants”. It is a condition arising from the interaction of people and characterized by change within people that forced them to deviate from their normal functioning. As there are two sides of a coin, there are two sides of stress, positive and negative. A positive side is called a buttress, which refers to healthy, positive, constructive outcome of stressful event. While, force that deviates from the normal functioning are distress, a negative side. It is an experience that motivates people to achieve goals and attain success in every field of their life.

With the growth of industries, pressure is mounting in the urban areas. It leads to quantitative growth in population and various problems in day-to-day life. These are some of the reasons for increase in stress. Stress is a condition of strain that has a direct bearing on emotions, thought process and physical conditions of the person.

Stress at workplace has become an important topic of study of Organisational behaviour. Researchers in the area of Organisational psychology and management have used the term occupational stress to denote employee’s mental state aroused by a job situation or a combination of job situations perceived as presenting excessive and divergent demands. Stress if kept under control strengthens the behaviour. If handled poorly, it acts otherwise which can lead to diseases like high blood pressure, ulcer, asthma and overactive thyroid etc.

The most commonly accepted definition of stress as expressed by Richard S Lazarus is that “stress is a condition or feeling experienced, when a person perceives that —demands exceed the personal and social resources, the individual is able to mobilize. In short, it's what we feel when we think of losing control over the events”.

There are various factors which influence stress such as job content, work load, working hours, participation and control, career development, status and pay, role in the organisation, interpersonal relationship, organisational culture, homework interference. Hence researcher has identified these factors and took into consideration in the study area which influences stress.

2. REVIEW OF LITERATURE

2.1. International

Jha (1988) deals in his report that the effects of job stress on strain, the pattern of stress and strain in three different work groups, and differences in the levels of job stress and strain due to occupational level. The respondents consisted of executive’s from a large steel manufacturing organization. Regression analyses indicated that job future ambiguity had a significant negative effect on job satisfaction in each group of executives. Further, role overload (in the case of production executives) and role ambiguity (in the case of data processing executives) had negative effects on job satisfaction. Role overload accounted for fatigue among the personnel as well as among production executives. The data indicated that the patterns of stress and strain were different in the three groups of employees. The examination of differences due to occupational level indicated that the employees of middle levels had more role ambiguity than those at the higher levels. No significant differences were observed on other dimensions.

Tyson, Paul D.; Pongruengphant and Rana (2004) examined the sources of occupational stress, coping strategies, and job satisfaction. A sample of 200 nurses was compared to 147 nurses sampled from the same hospital wards after 5 years and revealed a significant increase in nurses’ workload, involvement with life and death situations, and pressure from being required to perform tasks outside their competence. Although nurses working in public hospitals generally reported more stress than private hospitals, surprisingly nurses ‘satisfaction with their job increased particularly in public hospitals, which may be attributable to age, improvements in monetary compensation, and organizational support.

Dr. M. Abdul Hakkeem and S. Shahul Hameed.” Job Stress and Managing Techniques in Golden Rock Rail Workshop”. (ICAM 2016)
Wiesner, Margit, Windle, Michael, Freeman and Amy (2005) considered main and moderated relationships between 5 job stressors. Alcohol consumption, drug use, and depression were examined using data from a community sample of 583 young adults (mean age = 23.68 years). Analyses revealed a few direct associations between high job boredom, low skill variety, and low autonomy and depression measures and heavy alcohol use. There were no direct relationships between job stress and binge drinking, alcohol consumption, drug use, or heavy drug use.

Adriaenssens, Liesbeth; De Prins, Peggy; Vloeberghs, Daniël (2006) investigated (1) the well-being (job stress and job dissatisfaction) of academic staff at the University of Antwerp, (2) the specific factors of the work environment that have an impact on employee well-being, and (3) the interaction between HR practices and employee well-being. Finally they also have given suggestions of improvement for the work environment.

2.2. National

Rakesh Kumar Agrawal and Shailendra Singh Chahar (2007) in their study have explored the extent and types of role stresses present among the engineering and management students in India. The findings reveal that students experience role overload, role stagnation and self-role distance. Male students experience higher levels of role stagnation than female students. However, no significant differences could be observed on any of the role stressors between first year students and their seniors, or between management and engineering students.

Nagesh, P. Murthy, M. and Narasimha S. (2008) in their study identified the six factors that contribute to workplace stress. They were demands of the job, control over work, support from colleagues and management, working relationships, clarity of role, and organizational change. This paper also suggested measures in the form of training to enable organizations and individuals to manage stress at workplaces in general and IT call centres in particular.

Katherine Pollak. Eisen. George J. Allen. Mary Bollash and Linda S. Pescatello (2009) suggested that work stress contributes significantly to corporate health costs. Traditionally, these interventions have been delivered in small, instructor-led groups. Outcomes from a stress-management intervention provided via an instructor led versus a computer-presented format were compared through a randomized, controlled design. Attrition was significantly higher in the computer-presentation format.

Latha and Panchanatham (2010) discussed in their study that the Business Process Outsourcing (BPO) sector is one of the fastest growing sectors in the global scenario. The sector was showing a remarkable growth in the Indian context also. It was perform a number of activities relating to customer interaction and service.

Dhamodharan and Arumugasamy (2011) in their study have made an attempt to explore the influencing effect of occupational stress on the executive’s leadership style. The occupational stress index developed by Shrivastava and Singh (1981) and Managerial Styles developed by Siddiqi Saima (2011) discussed in his study has made an attempt to find out the occupational stress among managers and engineers working in small and medium enterprises of Aligarh district in U.P. The sample consisted of 75 managers and 75 engineers. Mean and SD were calculated and t-test was employed to find out the level of difference between the managers and engineers. The result shows that the significant difference between the managers and engineers was found on 6 out of 12 dimensions of occupational stress. These were role ambiguity, role conflict, unreasonable group and political pressure, under participation, intrinsic impoverishment and unprofitability. On rest of the factors, both groups are found having insignificant difference.

3. NEED FOR THE STUDY

The word stress has been repeatedly used in the recent years as a way to describe many symptoms observed in working individuals. Earlier studies reported that work-stress may increase a person’s risk for cardiovascular disease, psychological disorders, workplace injury and other health related problems. Early warning symptoms may include headache, sleep disturbance, difficulty in concentration, job dissatisfaction and low morale. Stressful working conditions are also associated with increased absenteeism, tardiness, disability claims, and other factors that reduce a company’s productivity and competitiveness.

In this context, organisations must recognize the financial impact of stress. An organisation can be significantly higher in its performance in the absence of stress among its employees. Under these
circumstances a study on stress management to suggest measures to reduce the impact of stress is very much important.

4. STATEMENT OF THE PROBLEM
The expectations of modern society are that everything should be fast track. As the pace of life style has speeded up, so also the incidence of certain forms of stress illness such as coronary heart diseases, stomach ulcers and strokes have also increased. With the introduction of new high speed information technology, increased global competitiveness with reduced staff levels, employees face less job security. They are bound to carry out heavier workloads and longer working hours for the purpose of continuing in their jobs. A marked increase in the stress levels at work is being experienced on a universal scale.

In this context, it will be worthwhile to probe into the social relevance of the health of employees to undertake a study to identify the job stress and managing techniques of stress with reference to Golden Rock Rail Workshop in Tiruchirapalli.

5. SCOPE OF THE STUDY
The Organisations have now realized the importance of stress management. Stress may be due to work environment and family circumstances. However, the Organisations focus mainly on the reduction or management of the job-related stressors alone. But the impact of personal stressors like family and social commitments which have a bearing on the emotional stability and physical ability of the employees has not been taken care of by these Organisations.

The scope of the study is extended to include the personal stressors also. It is just not enough to treat the causes but the consequences of stress on physical, emotional and behavioral areas also require due attention. This study focuses on the identification and consequences of stress with a view to enable the employees in the healthier management of their response to stress.

6. OBJECTIVES
The following are the various objectives of the study

- To identify the major sources of stress prevailing among the employees.
- To evaluate the level of job stress among the employees.
- To find out the impact of job stress in different dimensions among the employees.
- To suggest better ways and means to reduce stress among the employees.

7. METHODOLOGY

7.1. Research Design
A research design is the basic framework or plan for a study that guides the collection of data and analysis of the data. The present study is descriptive in nature. A descriptive research is one which is concerned with describing the characteristics of a particular individual or of a group. This study describes the characteristics and different behavioural pattern of employees influenced by stress.

7.2. Population of the Study
The populations of the study unit are the employee’s working in Golden Rock Rail Workshop in Tiruchirapalli is above 6,000 employees.

7.3. Sample Design
As already stated, the aggregate strength of factory employees working in the study units are above 6,000 and 10% of the employees were selected for the study as sample. Therefore, the sample size is 600. Random sampling technique is applied to select the employees as sample for the study.

7.4. Data Collection
Necessary data have been collected from both primary and secondary sources.

7.5. Primary Data
The primary data is collected afresh. The primary data are collected with the help of a well-structured schedule to extract the real situation.
Moreover, the researcher may use personal interview method and observation method for collecting the required primary data.

7.6. Secondary Data
Secondary data such as Company Records, Company Reports, Records of Tiruchirapalli Corporation, Newspapers, Magazines, Encyclopedia Britannica, Text book, Websites and Published Articles are availed.

7.7. Data Collection Tools
- Schedule: A well-structured Schedule comprising both open and closed-ended questions, dichotomous questions adopting Likert’s scale was used for conducting the personal interview. The Schedule thus framed was pre-tested by conducting a pilot study among a portion of respondents.
- Personal interview: The Schedule may be used to collect opinions of the respondents about their experience on stress. But, some of their opinions and feelings which could not be expressed through the Schedule are collected through personal interviews.
- Observation: The researcher felt that there are certain information which could not be collected from either Schedule or Personal interview. Therefore, the researcher will observe the problems faced by the respondents due to stress at the work spot.

7.8. Tools for Analysis
For obtaining precise, perfect and accurate results, the data are subjected to statistical scrutiny. Statistical tools used to analyze the data with reference to the selected objectives of the study, include Simple Percentage, Mean, Range (Minimum and Maximum), Standard Deviation, Chi square Test, ANOVA, Multiple Regression, Henry Garrett Ranking Technique and Factor analysis etc., with the help of SPSS Package.

7.9. Analysis and Discussion
A model of stress which underlies the design of the indicator accommodates its complex nature by cross referencing between four key elements: the sources of stress, the individual who may be experiencing stress, coping strategies and the effects of stress on the individual and organisation.

10. SOURCES OF JOB STRESS
Role factors and job factors constitute organisational stressors. Role factors refer to role ambiguity, role conflict, role overload, role stagnation and inadequacy of role authority. Thus sources of stress are many variables related to the job itself might play a dominant role, home life and other factors such as relationship and career are highly relevant. The major sources of stress for the sampled employees have been analysed based on 5 statements measuring stressors.

Table 1 Significant Loading of Variables on Varimax - Factor

<table>
<thead>
<tr>
<th>S.NO</th>
<th>STATEMENTS</th>
<th>FACTOR LOADINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RELATIONSHIPS WITH OTHER PEOPLE</td>
<td>0.677</td>
</tr>
<tr>
<td>2</td>
<td>ORGANISATIONAL STRUCTURE</td>
<td>0.666</td>
</tr>
<tr>
<td>3</td>
<td>ORGANISATIONAL CLIMATE</td>
<td>0.613</td>
</tr>
<tr>
<td>4</td>
<td>HOUSE INTERFACE</td>
<td>0.586</td>
</tr>
<tr>
<td>5</td>
<td>WORK INTERFACE</td>
<td>0.555</td>
</tr>
</tbody>
</table>

Dr. M. Abdul Hakkeem and S. Shahul Hameed.” Job Stress and Managing Techniques in Golden Rock Rail Workshop”. (ICAM 2016)
The findings reveal from table 1 that factors intrinsic to job, relationships with other people, organisational structure and climate, house/work interface - are the sources of pressure for the employees. These Sources of Job Stress affects the developmental attitude of the employees and thus causing stress in them.

10.1. Organisational Level Effects of Job Stress
At the organisational level, researches have shown that work-related stresses may be responsible for organisational outcomes such as decline in performance, less commitment, increase in absenteeism and turnover, increasing employee conflicts and lower productivity.

11. WEIGHTED AVERAGE ANALYSIS OF ORGANISATIONAL EFFECTS
Effect on quantity of work, quality of work and absenteeism are the variables measuring effect of job stress on golden rock workshop which are measured on a five point agree-disagree scale. Table 2 shows the weighted average scores of organisational effects of job stress.

Table 2 Weighted Average Analysis of Organisational Effects

<table>
<thead>
<tr>
<th>S. NO</th>
<th>TYPE OF EFFECT</th>
<th>STATEMENTS</th>
<th>WET. AVG. SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Effect on quantity of work</td>
<td>I am not able to complete my work in the stipulated time</td>
<td>2.49</td>
</tr>
<tr>
<td>2</td>
<td>Effect on quality of work</td>
<td>I feel that I am not doing my job in the best way</td>
<td>1.94</td>
</tr>
<tr>
<td>3</td>
<td>Absenteeism</td>
<td>I have taken a number of days of leave due to severe stress</td>
<td>1.82</td>
</tr>
</tbody>
</table>

It is understood from Table 2 that the quantity of work done by employees gets affected since the weighted average of 2.49 indicates that employees agree to the statement. The second effect of job stress on workshop is on the quality of work (weighted average score 1.94). This may be due to the fact that the nature of jobs are such that they are more time bound and so employees concentrate on finishing the job within the time deadline. Thus quality of work gets affected. This may also be due to the reason that employees experience fatigue which results in poor quality of work. However, employees’ presence for work is not much affected by stress. The lowest weighed average score of 1.82 for number of days of leave taken indicating lower absenteeism substantiates this observation. The effects of stress have been well established by medical and psychological researchers from two perspectives: for the individual and for the organisation. From the individual’s point of view the effects may be physical, behaviour or mental. From an organisational point of view, the effects of stress are, increased staff turnover, uncertified absenteeism, and job satisfaction.

12. LIMITATIONS OF THE STUDY
- The study was restricted to the employees working in golden rock workshop only.
- The sample makes it difficult to generalize the results
- The data was obtained through questionnaire and it has its own limitations

13. CONCLUSION
Stress has become a major concern of the modern times. Management of stress has become a challenging job for the organisations. This study examined the sources, effects, and managing techniques of job stress among the employees of golden rock rail workshop. The questionnaire was used to secure the quantitative data and a personal interview was used to secure the qualitative data. Both the qualitative and quantitative results reached the conclusion that employee of golden rock workshop experience stress in their occupation. The sources of pressure identified are: organisational structure and climate, home/work interface, relationship with other people, intrinsic job factors, job insecurity, low salary, work overload, and large size are the sources of stress among employees. The effects of stress identified are: ill health variables, physical and mental health, and job satisfaction. The major coping strategies used by the employees are: social support, task strategies, and home and work

Dr. M. Abdul Hakkeem and S. Shahul Hameed.” Job Stress and Managing Techniques in Golden Rock Rail Workshop”- (ICAM 2016)
relationship. As regards the effects of job stress on the organisation, negative impact has been noted on the quantity of work followed by quality of work. Coping strategies such as Rational Task oriented behaviour, Relief techniques and Organisational strategies are to be adopted by the golden rock rail workshop employees.

REFERENCE


