

P-3018

**A STUDY ON ORGANIZATION STRESS AMONG MANAGERS' AND
WORKERS' WITH REFERENCE TO VISHAL PRECISION PRODUCTS
PRIVATE LIMITED., COIMBATORE**

By

P-3018

K.S.UMA

Roll No. : 0702MBA0629

Reg.No : 68107202088

A PROJECT REPORT

Submitted to the

FACULTY OF MANAGEMENT SCIENCES

in partial fulfillment for the award of the degree

Of

MASTER OF BUSINESS ADMINISTRATION



CENTRE FOR DISTANCE EDUCATION

ANNA UNIVERSITY CHENNAI

CHENNAI - 600 025.

July, 2009.

BONAFIDE CERTIFICATE

Certified that the Project report titled “A STUDY ON ORGANIZATION STRESS AMONG MANAGERS’ AND WORKERS WITH REFERENCE TO VISHAL PRECISION PRODUCTS PRIVATE LIMITED, COIMBATORE” is the bonafide work of **Ms.K.S.UMA** who carried out the work under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

K.S.Uma

Signature of student

Thomas Michael
Signature of Guide

Name : K.S.UMA
Roll No. : 0702MBA0629
Reg. No. : 68107202088

Name : MR. THOMAS MICHAEL
Designation : Senior Lecturer
Address : Dr. N.G.P. Business School
Kalapatti,
Coimbatore - 641 048.

Prof. Dr. S.V. Devanathan
Signature of Project-in-charge

Name : PROF.DR.S.V.DEVANATHAN COIMBATORE - 641 006

Designation : Director, KCT Business School.

DIRECTOR
KCT BUSINESS SCHOOL
KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE - 641 006

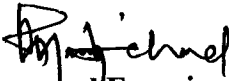
Certificate of Viva-voce-Examination

This is to certify that Ms. K.S.UMA (Roll. No – 0702MBA0629;

Register No – 68107202088) has been subjected to Viva-voce Examination on

..12/09/2009. at Study Centre: Kumaraguru College of
Technology, Saravanampatti, Coimbatore





Internal Examiner

Name : MR. THOMAS MICHAEL,

Designation : SENIOR LECTURER,

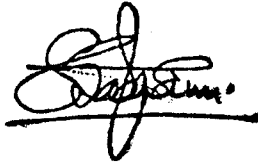
Address : DR. N.G.P. BUSINESS SCHOOL,
KALAPATTI,
COIMBATORE.


External Examiner 12/09/09

Name : DR. N. SENTHIL KUMAR,

Designation : THE ZONAL OFFICER.

Address : ZONE VIII
JAMAL MOHAMMAD COLLEGE
CAMPUS
TRICHY-620020.



Coordinator Study Centre

Name

: Dr. S. Sadasivam,

Designation : Study centre Coordinator,

Address : KCT Business School,

Saravanampaty,

Coimbatore.

CO-ORDINATOR.
KCT STUDY CENTRE.
CDF ANNA UNIVERSITY, CHENNAI
KUMARAGURU COLLEGE OF TECHNOLOGY,
COIMBATORE 641 006.

Date: 12/09/2009

Manor"
Kaveri Nagar,
Richi Road,
edu,
tore - 641 004. INDIA.

Phone : 91 - 422 - 2513064
 : 91 - 422 - 2512523
Fax : (0422) 2513853
Web : www.vishalprecision.com
E-mail : vppl@md3.vsnl.net.in

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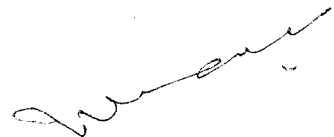
This is to certify that **Miss. K.S.Uma**, (Reg No: 68107202088) MBA,
"Centre for Distance Education – Anna University, Study Centre -
Kumaraguru College of Technology", Coimbatore. Underwent project work
in our organisation.

Title of the Project : **"A Study on Organisation Stress among
Managers and Workers with reference to
Vishal Precision Products Pvt Ltd."**

Duration of the Project : 24-04-2009 to 15-07-2009.

During this period, her attendance and conduct were found good. We wish
her very best for a bright future.

Authorised signatory:



Name : I. Prince Herald Milton
Designation : Dy. General Manager

PLACE: COIMBATORE
DATE : 30/07/2009

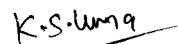
ABSTRACT

Work stress is the key to witness substantial growth and to leverage the process of the company. Hence, this project “ **A Study on Organization Stress among managers’ and workers’ with reference to Vishal Precision Products Private Limited**”, aims at identifying the causes and the nature of work stress and to suggest retain measures which is essential for stable and valuable workforce.

The study aims at analyzing the employees’ varying stress level among the mangers’ and workers’ in the organization. It helps in identifying the causes for work stress in the organization and to provide suggestions to overcome the work stress.

Data was collected through questionnaire from the employees of Vishal Precision Products Private Limited. The census method is used, appropriate analytical tools such as Simple percentage, and Chi-square test has been used to analyze and interpret the collected data.

On the basis of the study it is found that some of the employees are feeling that the work load is quiet normal. On the other hand, most of the respondents are feeling that there is a heavy work load which in turn leads to overtime. And many of the respondents have mentioned that the recreation and canteen facility has to be provided to the employees in order to give them a refreshing working environment.



[K.S.UMA]

Signature of the Candidate

ACKNOWLEDGEMENT

I convey my profound gratitude to **The Director, Centre for Distance Education, Anna University-Chennai** and the management for giving me an opportunity to undergo M.B.A Degree course and to undertake this Project work.

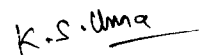
My heartfelt thanks to **Dr.S.Sadasivam**, Coordinator, KCT Study Centre, Coimbatore and I am greatly indebted to express my sincere thanks to **Mr.A.Senthil Kumar**, Counselor-MBA Programme, KCT Study Centre, Coimbatore, for his valuable suggestions and constructive support with extraordinary guidance throughout this Project.

I owe my sincere thanks to **Prof.Dr.S.V. Devanathan**, Project in-charge, and other members of Project Monitoring Committee, KCT Study Centre, Coimbatore, who's Guidance made this project an enlightening educational experience.

I wish to express my deep sense of gratitude to **Mr. Thomas Michael** – N.G.P.Business School, faculty guide for the stimulating guidance and encouragement given for the project.

My heartfelt thanks to **Mr.I.Prince Herald Milton**, Deputy General Manager of Vishal Precision Products Private Limited and **Mr.J.Chandran**, who encouraged and helped with timely details during the Project .I express my special thanks to the respondents for their patience and co-operation extended in filling the questionnaire. I also extend my thanks to the assistance provided by the professors, librarian and seniors for their immense support towards the successful completion of my project work.

Finally, I extend my personal thanks to my family members for helping me to complete this project work.



[K.S.UMA]

Signature of the candidate



Table of Contents

TABLE OF CONTENTS

CONTENTS		
CHAPTER	DESCRIPTION	PAGE NO.
I	Introduction	
	1.1. Research Background	1
	1.2. Identified Problem	8
	1.3. Need for the Study	8
	1.4. Objectives & Scope	9
	1.5. Deliverables	9
II	Literature Survey	
	2.1. Review of Literature	10
III	Methodologies	
	3.1. Type of Project	12
	3.2. Target respondents	12
	3.3. Assumptions, Constraints and Limitations	12
	3.4. Proposed Sampling Methods	13
	3.5. Data Processing	13
	3.6. Tools for Analysis	13
IV	Data Analysis and Interpretation	
	4.1. Proposed Analysis & interpretation methodologies	15
	4.2. Calculations	15
	4.3. Diagrammatic representation	15
V	Conclusions	
	5.1. Summary of Findings	59
	5.2. Suggestions & Recommendations	60
	5.3. Conclusions	61
	Appendix	
	1. Questionnaire	62
	2. References	65



List of Tables

LIST OF TABLES

S.NO.	TITLE	PAGE NUMBER (MANAGERS)	PAGE NUMBER (WORKERS)
1.	Self Responsibility	15	35
2.	Self Role	16	36
3.	Role Stagnation	17	37
4.	Scope of the role	18	38
5.	Role Ambiguity	19	39
6.	Role Clarity	20	40
7.	Role Conflict	21	41
8.	Workload	22	42
9.	Role Support	23	43
10.	Role Erosion	24	44
11.	Group Cohesiveness	25	45
12.	Supervisory support	26	46
13.	Personal inadequacy	27	47
14.	Resource inadequacy	28	48
15.	Constraint of change	29	49
16.	Role authority	30	50
17.	Tour	31	51
18.	Canteen facility	32	52
19.	Working hours	33	53
20.	Company policy	34	54



List of Charts

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10.	Role Erosion	24	44
11.	Group Cohesiveness	25	45
12.	Supervisory support	26	46
13.	Personal inadequacy	27	47
14.	Resource inadequacy	28	48
15.	Constraint of change	29	49
16.	Role authority	30	50
17.	Tour	31	51
18.	Canteen facility	32	52
19.	Working hours	33	53
20.	Company policy	34	54

Chapter I



Introduction

CHAPTER I – INTRODUCTION

1.1. RESEARCH BACKGROUND

Stress is quite a common experience for everyone and it is a part of everyday life and not necessarily a negative phenomenon, being a physiological stimulus usually connected with human-environment interactions. Stress at work can be generated by job demands, environmental conditions, work organization and human relations; its impact on job satisfaction, performance efficiency and health can vary widely depending on the psycho – physical characteristics and coping resources of individuals, as well as on the social support received. Vishal Precision Products Private Limited are generally considered one of the working groups having to deal with a highly demanding job. In fact, it entails a complex set of tasks requiring very high levels of knowledge and expertise, as well as the practical application of specific skills pertaining to cognitive domains. This job is associated with stress and strain which paves way to lose their energy very quickly.

WHAT IS STRESS?

Stress may be understood as a state of tension experienced by individuals facing extraordinary demands, constraints or opportunities. Stress is the spice of life and the absence of stress makes life dull, monotonous and spiritless. The term ‘stress’ normally refers to excessive stress caused by extraordinary demands (which cause us to lose something we desire), constraints (things that keep us from doing what we desire) or opportunities.

DEFINITION

Hans Selye was one of the founding fathers of stress research. His view in 1956 was that “**stress is not necessarily something bad – it all depends on how you take it. The stress of exhilarating, creative successful work is beneficial, while that of failure, humiliation or infection is detrimental.**” Selye believed that the biochemical effects of stress would be experienced irrespective of whether the situation was positive or negative.

TYPES OF STRESS

● EUSTRESS

Constructive stress (Eustress as it is sometimes called) acts in a positive manner for the individual and the organization. Eustress can indicate a situation where the individual is in balance or within tolerable limits. It can be equated with tension that causes you to work hard before exams, pay attention in class, and complete projects and assignments on time. The same positive results of stress can be found in the workplace.

● DISTRESS

Destructive stress (Distress) is not healthy for the individual and/or organization. Distress would indicate effects that are out of balance or outside the tolerance limits. Excessive stress may lead to overload and break down a person's physical and mental systems.

CAUSES OF STRESS

The recognized causes of work-related stress are numerous and fall into several categories:

Work Practices

- People unable to exert any control or influence over the demands placed upon them
- Lack of a clear job description or chain of command
- A high degree of uncertainty about job security or career prospects
- Temporary work and fixed term contracts
- Lack of any understanding leadership
- Cuts in government and local government funding leading to increased workloads
- Long hour's cultures
- No recognition or reward for good job performance
- No opportunity to voice complaints
- Heavy responsibilities with no authority or decision making discretion
- No opportunity to use personal talents or abilities
- Inadequate time to complete tasks to personal or company standards

- Chances for small error or momentary lapse of attention to have serious or even disastrous consequences.

Pressure

- Pressures piling one on top of another
- Pressures are unremitting or prolonged
- There is confusion caused by conflicting demands

Harassment or bullying

- Prolonged conflict between individuals
- Exposure to prejudice regarding your age, gender, sexuality, race, ethnicity or religion

Environment and technology

- Unpleasant or hazardous working conditions
- Technology controlling workers, for example power.

EFFECT OF STRESS

Stress Response:

The stress response can be described as a chain of reaction of changes within the body:

- Shallower, quicker breathing
- Faster heart beat,
- Rise in blood pressure
- Reduction in the blood supply to hands and feet,
- Increase in body's metabolism,
- Faster clotting of blood, Increased blood flow to the muscles,
- Reduction of blood supply to stomach and abdomen,
- Tensing of muscles,
- Sharpening of all senses
- Reduction in the efficiency of the immune system.

Positive effects of stress

Stress is valuable under certain circumstances, e.g. sports, making speeches and taking examinations. The stress response puts people on their mettle, increase alertness, improves sight, strengthens muscles and reduces reaction times. The stress response increases our ability to stand and fight or turn and flee and to mobilize all our resources to achieve whatever we decide to do.

Negative effects of stress

The negative effects of stress show particularly when a person allows stress to remain in the body ,usually when a person allows stress to remain in the body, usually when there is no chance to take the necessary steps to release a stress response that is too strong or lasts too long.

The negative effects of stress show up in three ways in particular with examples:

1) Unsuitable behavior

Loser behavior, Short temper, Bad smoking, eating and drinking habits, more frequent mistakes, less flexibility.

2) Lower energy and performance levels

Reduced concentration, increased forgetfulness, Poor Judgement, Prone to feeling of tiredness

3) Poorer to health

Heart and circulatory diseases, Ulcers, Infectious Diseases, Skin diseases.

Warning signs of excessive stress at work

When people feel overwhelmed, they lose confidence and become irritable or withdrawn, making them less productive and effective and their work less rewarding. If the warning signs of work stress go unattended, they can lead to bigger problems. Beyond interfering with job performance and satisfaction, chronic or intense stress can also lead to physical and emotional health problems.

The following table 1.1.1 lists some of the common warning signs and symptoms of stress. The more signs and symptoms you notice in yourself, the closer you may be to stress overload.

Stress Warning Signs and Symptoms	
Cognitive Symptoms	Emotional Symptoms
<ul style="list-style-type: none"> • Memory problems • Inability to concentrate • Poor judgment • Seeing only the negative • Anxious or racing thoughts • Constant worrying 	<ul style="list-style-type: none"> • Moodiness • Irritability or short temper • Agitation, inability to relax • Feeling overwhelmed • Sense of loneliness and isolation • Depression or general unhappiness
Physical Symptoms	Behavioral Symptoms
<ul style="list-style-type: none"> • Aches and pains • Diarrhea or constipation • Nausea, dizziness • Chest pain, rapid heartbeat • Loss of sex drive • Frequent colds 	<ul style="list-style-type: none"> • Eating more or less • Sleeping too much or too little • Isolating yourself from others • Procrastinating or neglecting responsibilities • Using alcohol, cigarettes, or drugs to relax • Nervous habits (e.g. nail biting, pacing)

What managers or employers can do to reduce stress at work

It's in a manager's best interest to keep stress levels in the workplace to a minimum. Managers must act as positive role models, especially in times of high stress. All of the tips mentioned in this article are twice as important for managers to follow. If someone that we admire remains calm, it is much easier to remain calm ourselves – and vice versa! There are also organizational changes that managers and employers can make to reduce workplace stress.

Improve communication

- Share information with employees to reduce uncertainty about their jobs and futures.
- Clearly define employees' roles and responsibilities.
- Make communication friendly and efficient, not mean-spirited or petty.

Consult your employees

- Give workers opportunities to participate in decisions that affect their jobs.
- Consult employees about scheduling and work rules.
- Be sure the workload is suitable to employees' abilities and resources; avoid unrealistic deadlines.
- Show that individual workers are valued.

Offer rewards and incentives

- Praise good work performance verbally and institutionally.
- Provide opportunities for career development.
- Promote an "entrepreneurial" work climate that gives employees more control over their work.

Cultivate a friendly social climate

- Provide opportunities for social interaction among employees.
- Establish a zero-tolerance policy for harassment.
- Make management actions consistent with organizational values.

Management of Stress

It is not true that employees do not want any stress at work⁸. As the current research evidence indicates, employees are energized and motivated by moderate amounts of stress. What most people want in the workplace is a challenging job assignment followed by moderate doses of competitive spirit, constructive conflict and zeal to get ahead of others. There are a variety of ways in which individuals cope, or deal with stress at work. Broadly, these could be classified into two categories:

- Individual coping strategies (Time management, Exercise, Meditation and relaxation) and
- Organizational coping strategies (Role clarity, Supportive climate, Clear career paths, Company-wide programmes.)

1.1.1. ABOUT THE COMPANY

Vishal Precision Products Private Limited began its operations in the year 1985 as Vishal Engineering Company, which operated under a partnership concern till the year 1993. It became a registered Private Limited Company on 01.12.1993. Today Vishal Precision Products Private Limited is certified with an ISO 9001:2000 status. The company has created a reputation for technical capabilities in the field of supporting tool room in India for product quality and customer orientation. The company has a vast infrastructure for design, development and manufacturer of mould base, die housing and dies, jigs and fixtures, components and sub assemblies for export. Over the years the company has earned a good name for the clients for its originality of equipment manufacturing in the field of printing machinery, automotive industry, tool room, general engineering and so on.

Vishal Precision Products Private Limited is run by Mr. Jayaselan, the Managing Director and Mrs. Mercy Jayaselan as the Director of the company.

The company is situated at Peelamedu, Coimbatore. It is considered to be well equipped engineering industry having special purpose machines including CNC machining centers and other conventional general purpose machines along with Computer Aided Design and manufacturing (CAD/CAM) system.

1.1.2. ABOUT THE INDUSTRY

Vishal Precision Products due to its committance to a self-certified quality standards productivity and reliability in service has indeed developed a commendable list of its proud and well satisfied clientele. Today; it is ranked amongst the best in his category of the engineering industry in India.

Its specializes in two divisions in two different aspects

- **Fine Product Division**
- **Fine Machining Division**

1.2. IDENTIFIED PROBLEM

In this capitalist situation, the workers are exploited by the employer, by way of giving low wages for heavy work. Existence of bad working climate and strict management are also form to reasons for dissatisfaction of job.

Organization is quite stressful .When working towards a goal; it is common to encounter obstacles and stressful situations.

The purpose of the study is to highlight the magnitude of stress-in-built in modern jobs, bring out the importance of stress management in the organization and to pinpoint the important roles of HR managers in integrating employee expectations with organizational needs. Hence, this project aims at identifying the causes of work stress among managers and workers in the organization.

1.3 NEED FOR THE STUDY

Work pressures, tight schedules, meeting that never end on time, unhelpful colleagues, critical bosses, incompetent subordinates and a host of other irritating factors may all have a cumulative effect in making the lines of modern day Executives quite miserable.

Perceptions of events; whether Positive or Negative, activate Stress. But it is fair to conclude that everyone lives under stress. But at the same time stress is not always bad. Mild Stress may improve Productivity.

But if stress is severe; it can lead to poor performance on the job, excessive use of alcohol or other drugs, Poor attendance or even overall poor health. Hence it is essential to know the importance of stress management in an organization.

1.4 OBJECTIVES & SCOPE

1.4.1. OBJECTIVES

Primary Objective

- To measure how the stress level varies with the nature of job of managers and workers.

Secondary Objective

- To examine the nature and causes of work stress in Vishal Precision Products Private Limited among the managers and workers.
- To suggest, on the basis of the results of the study and to overcome the workable stress with various techniques.

1.4.2. SCOPE OF THE STUDY

- To understand the varying stress level of the workers' and managers' based on their job nature.
- To generate various decisions through which the stress can be reduced to the extent and also there by creating a good working environment.

1.5 EXPECTED DELIVARABLES

1. To examine the nature of the stress and the relevant causes which make the employee feel that they have stressed out of work pressure.
2. To offer suggestions to the organization and to over come the work stress.
3. To improve the morale of employees.
4. To improve the desire working relation between Employer and Employee.

Chapter II



Literature Survey

CHAPTER II – LITERATURE SURVEY

2.1 REVIEW OF LITERATURE

A brief literature would help to the researcher in gaining insight into selected problem. The researcher would gain good background of the problem be reviewing certain studies. A reference to these earlier studies will be related in the context of shaping the present study.

¹A study by Alfonzo and Andres Sousa-Poza, suggests that work stress is determined by finding the work-role of management.

The Sousa-Poza ² study found that having an interesting and having good relations with management explained the largest proportion of variance in work stress.

³See Gary Blau in his study reveals that work stress is negatively related to the performance of routine tasks, and also that job satisfaction is positively related to the performance is positively related to the performance of more complex and autonomous tasks.

Woodward CA, Shannon HS, Lendrum B, Brown J, McIntosh J, Cunningham C. Health Manage Forum. 2000 Spring; 13,”This article examines the predictors of job satisfaction and job stress for managers, for people who indicated that they supervised others but were not managers, and for workers. There are areas of commonality in predictors across these groups, as well as some differences by level of supervisory responsibility. Examining and modifying job characteristics associated with high stress could result in healthier hospital work environment.”

Kristina Gyllensten, Health Education Journal, Vol. 64, No,”The aim of this review was to evaluate research relating to the role of gender in the level of work place stress. A further aim was to review literature relating to stressors of particular relevance to working women. These stressors included, multiple roles, lack of career progress and discrimination and stereotyping. Much of the research indicated that women reported higher levels of stress compared to men. However, several studies reported no difference between genders. Furthermore, the evidence for the adverse effects of multiple roles, lack of career progress

and discrimination and stereotyping was inconsistent. The current review concluded that the recording the role of gender in work place stress and stressors was inconsistent. Limitations of the research were highlighted and implications for practice were discussed.”

L.Manivannan,The Icfai University press,Vol.vi,No 2,”This paper attempts to study stress ad coping among the employees of burn & Co Ltd.The objective was to find out presence of work stress, feasibility of managing work stress, level of stress due to money and family. It is found out that the level of stress is more due to communication gap.”

Goudreau,Jenna,Edmondson,Gail,Conlin,Michelle,Business week; Issue 4045,”The article describes a focus in the work place to reduce employees stress, highlighting automaker Renault’s efforts to reduce stress in the workplace after three engineers committed suicide. The article states that companies are more aware of the detrimental effects of a performance culture, and are implementing programs to help employees balance their work with life and lessen the impact of negative feedback. INSET: Chilling of the performance culture.”

Mamberto, Carola2, Wall Street Journal Vol.250 Issue 36,”The article relates the experience of GlaxoSmithKline PLC in addressing job stress among its employees. It describes the company’s team – resilience program, which is designed to combat work-related stress. In this it relates the experience of Jim Zisek, a manager in Galaxo in implementing the team-resilience program. It discusses the rarity of company-sponsored programs dealing with work place stress in the U.S.”

Chapter III



Research Methodology

CHAPTER III – METHODOLOGY

3.1 TYPE OF PROJECT

- The research study used in this study is “**DESCRIPTIVE**” research design.
- Descriptive studies are those studies, which are concerned with describing the characteristics of a particular individual (or) group.
- It is followed to support or disprove existing facts with quantitative data.
- “Survey type” is about to be followed for conducting the study.

3.1.1. SURVEY METHOD

Survey type includes designing questionnaire for collection of data through field study, collecting data from target respondents, processing and analyzing the data and arriving at conclusions.

3.2 TARGET RESPONDENTS

- The census method is about to be implemented to study the project.
- Since the whole population is 142 (in which 12 are managers’ and 130 workers’)
- The study will be conducted for all the members in Vishal Precision Products Private Limited.

3.3 ASSUMPTIONS, CONSTRAINTS AND LIMITATIONS

- ❖ Data collected from respondents could be bias in nature.
- ❖ The study is confined to Vishal Precision Products Private Limited, only.
- ❖ Study is applicable and limited to a particular organization and hence is not applicable for other organization.
- ❖ One cannot judge the attitude of an individual to be always constant; it changes from time to time.
- ❖ Shortage of time is also another important limitation of the project.
- ❖ Since the study is fully based on primary data the deficiencies attached with already collected data will be reflected on the findings of the study.

3.4. SAMPLING METHODS

The census method is used for the study. Under the census or complete enumeration survey method, data are collected for each and every unit (person, household, field shop, factory, etc.), as that case may be of the population or universe which is the complete set of items which are of interest in any particular situation.

3.4.1. SOURCES OF DATA

The main sources of data are

- *Primary data
- *Secondary data

- **PRIMARY DATA:** Primary data are those data's which are collected first time through survey of questionnaires to the employees.
- **SECONDARY DATA:** The data is collected from magazines, websites, company records, previous records, etc.

3.5. DATA PROCESSING

3.5.1. METHOD OF DATA COLLECTION

❖ “QUESTIONNAIRE METHOD” is used

A questionnaire is a formalized framework consisting of a set of questions and scales designed to generate primary raw data. It is a preformulated written set of questions to which the respondents record their answers. The questionnaires can be administered personally, mailed to the respondents or electrically distributed.

3.6 TOOLS FOR ANALYSIS

The collected data will be analyzed with the help of simple percentage and chi-square test has been used to estimate the relationship between how the stress varies among managers' and workers'. The simple percentage method is used to represent the data.

○ SIMPLE PERCENTAGE METHOD

Percentage Analysis is a statistical tool, which is used to identify the percentage of responses given by the respondents.

$$\text{Percentage} = (\text{No. of respondents} / \text{Total No. of samples}) * 100$$

○ CHI-SQUARE ANALYSIS

The Chi-square test is one of the simplest and most widely used non parametric tests in statistical work. The symbol χ^2 is the Greek letter Chi. The χ^2 test was first used by Karl Pearson** I the year 1900. The quantity χ^2 describes the magnitude of the discrepancy between theory and observation. The formula for the chi-square (χ^2) test is:

$$\chi^2 = \sum \frac{(\mathbf{O} - \mathbf{E})^2}{\mathbf{E}}$$

Where, O refers to the observed frequencies and
E refers to the expected frequencies.

- It is a formula used to test the relationship between a dependent variable and independent variable.
- It is particularly used in those tests involving nominal data but can also be used for higher scales.
- Using this technique, the significant differences between the observed distribution of data among categories and the expected distribution are tested on the null hypothesis.
- This test can be used in one sample, two independent samples or k independent samples. It must be calculated with actual counts rather than percentages.

Chapter IV



Date Analysis and Interpretation

CHAPTER IV – DATA ANALYSIS AND INTERPRETATION

4.1. ANALYSIS AND INTERPRETATION WITH INFERENCE

ORGANIZATION STRESS ON MANAGERS'

Table 4.1.1 Self Responsibility

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	7	2	1	1	1	12
% of respondents	58.3	16.6	8.3	8.3	8.3	100

Inference:

The table 4.1.1. explains about the interest of the respondents' responsibility to carry out their work. It is found that 58.3% of the respondents strongly disagree to the responsibilities they carry out are not of their interest, 8.3% of them neither disagree nor agree and only 8.3% strongly agree to it

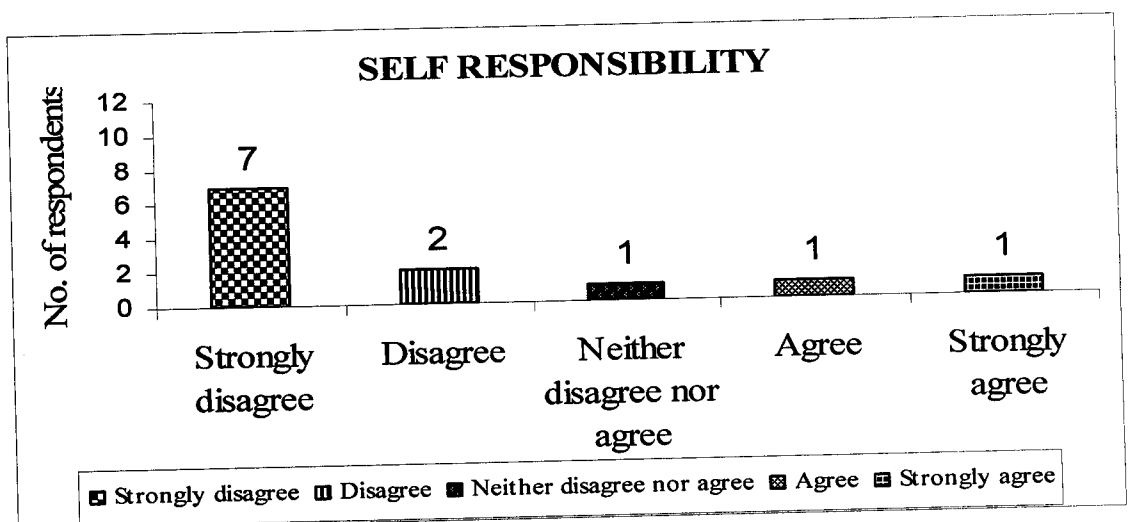


Table 4.1.2. Self Role

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	1	1	1	8	1	12
% of respondents	8	8	8	68	8	100

Inference:

In the table 4.1.2. respondents' role to do things differently is explained. 68% of the respondents agree to the feeling that they are required to be done differently, 8% of them disagree and 8% of them neither disagree nor agree, strongly agree and strongly disagree equally.

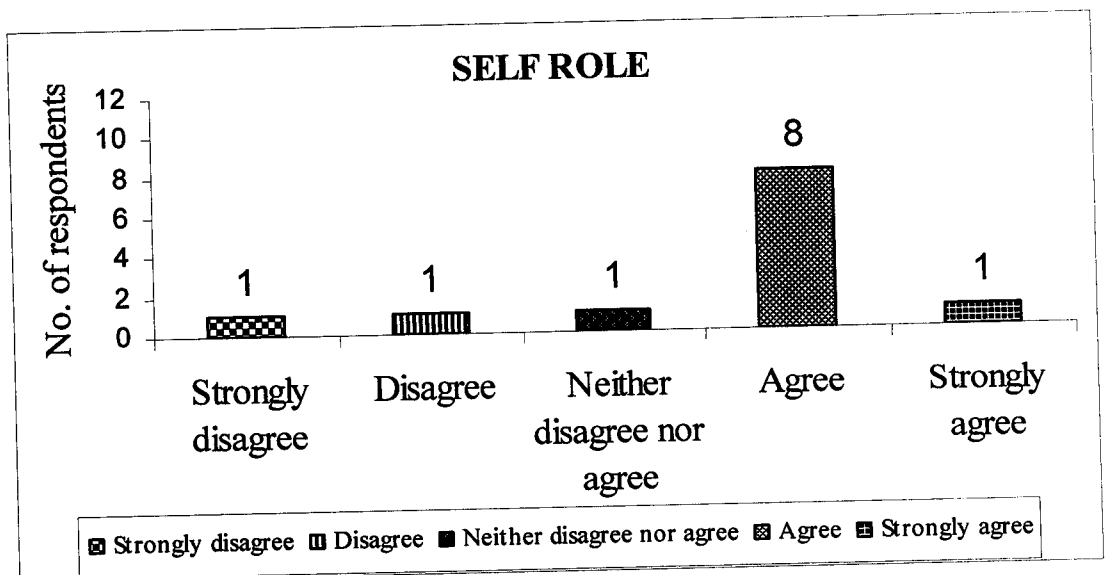


Table 4.1.3. Role stagnation

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	3	6	2	1	0	12
% of respondents	25	50	17	8	0	100

Inference:

The table 4.1.3. explains the respondents are not learning enough to take higher responsibility. 50% respondents disagree to it, 17% of them neither disagree nor agree and only 8% of them agree to it.

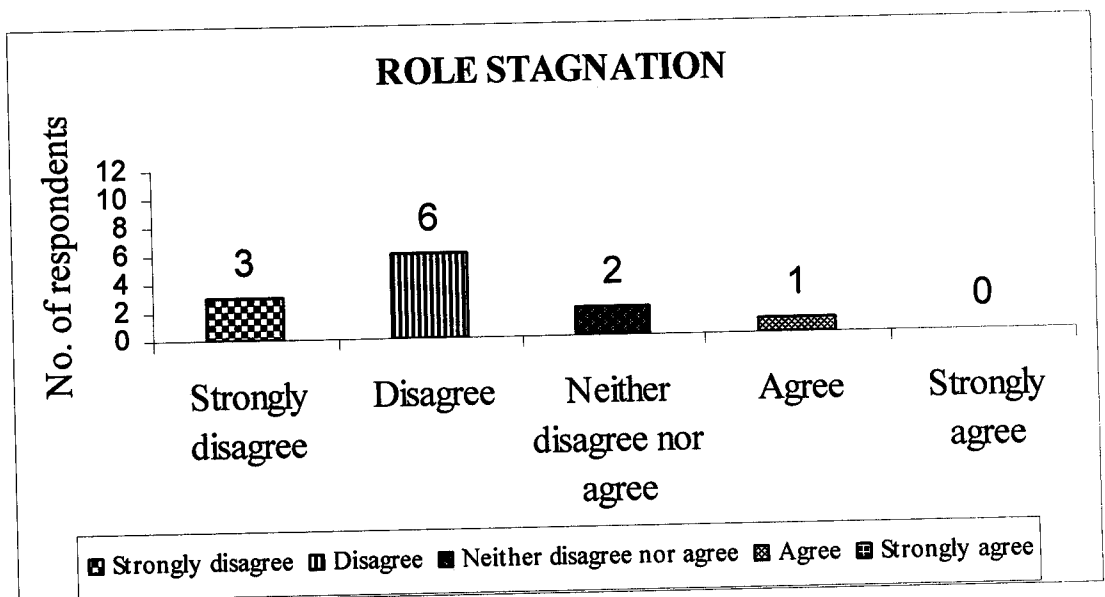


Table 4.1.4. Scope of the Role

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	4	6	2	0	0	12
% of respondents	33	50	17	0	0	100

Inference:

This table 4.1.4. we can see the respondents' scope and responsibility of their job role. It is found that 50% of the respondents disagree that they are not clear on the scope and responsibility, 33% strongly disagree, 17% neither disagree nor agree.

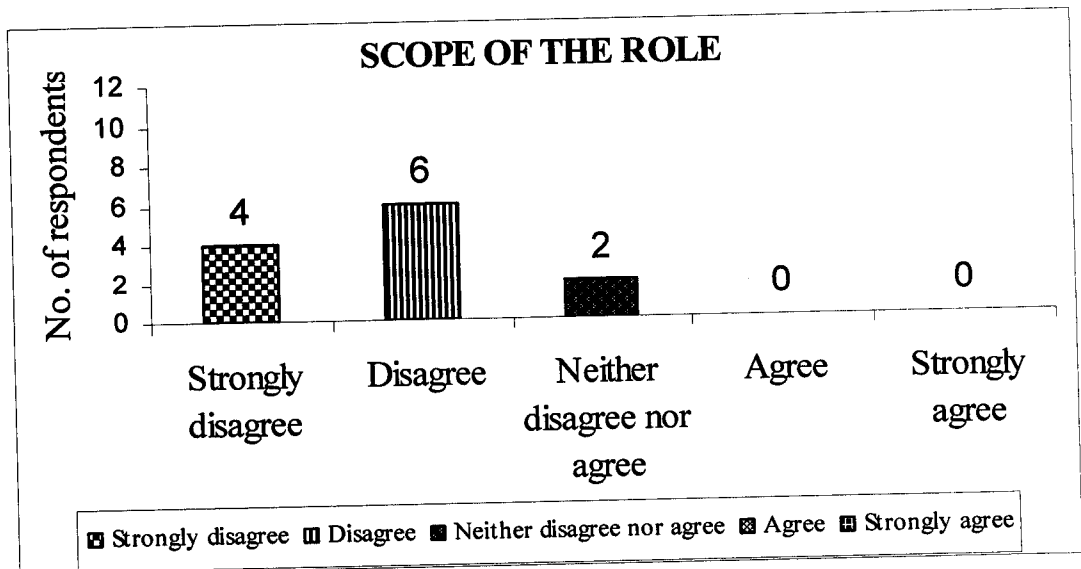


Table 4.1.5. Role Ambiguity

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	3	8	1	0	0	12
% of respondents	25	67	8	0	0	100

Inference:

The table 4.1.5. reveals that the procedure for handling their role is ambiguous. It is noticed that 67% of the respondents disagree to it, 25% strongly disagree and 8% of them neither disagree nor agree it.

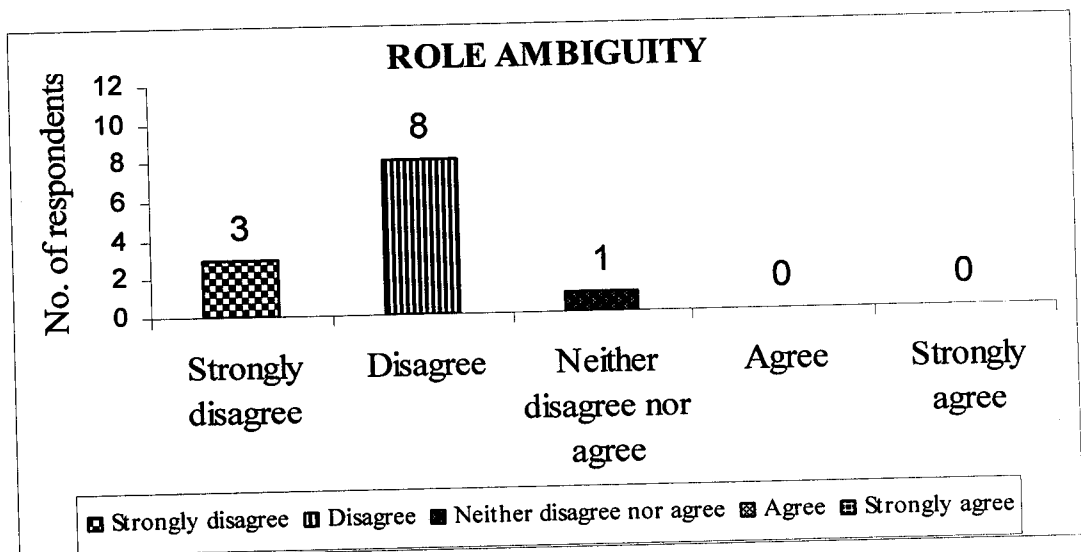


Table 4.1.6. Role Clarity

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	2	6	2	2	0	12
% of respondents	16.6	50	16.6	16.6	0	100

Inference:

In the table 4.1.6. the clarity regarding the facts and information to their role is explained. Out of 12 respondents, 50% of the respondents disagree that they don't have enough clarity in their job role, 16.6% of them strongly disagree and neither disagree nor agree and agree to it equally.

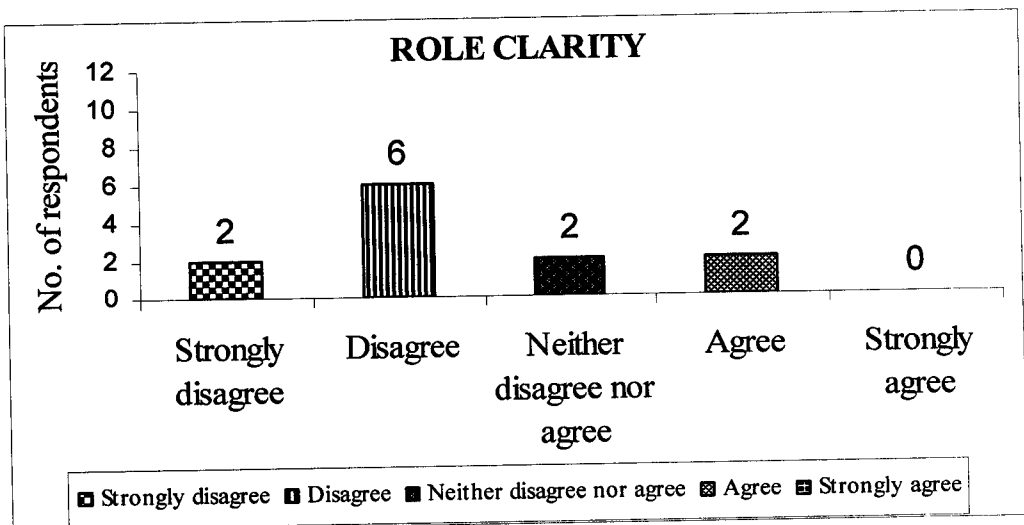


Table 4.1.7. Role Conflict

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	2	7	2	1	0	12
% of respondents	17	58	17	8	0	100

Inference:

The table 4.1.7. Explains the role conflict arises between the superiors and managers. It is noticed out of 12 respondents, 58% of respondents disagree to it, 17% of them strongly disagree, 17% of them neither disagrees nor agree and only 8% of them agree.

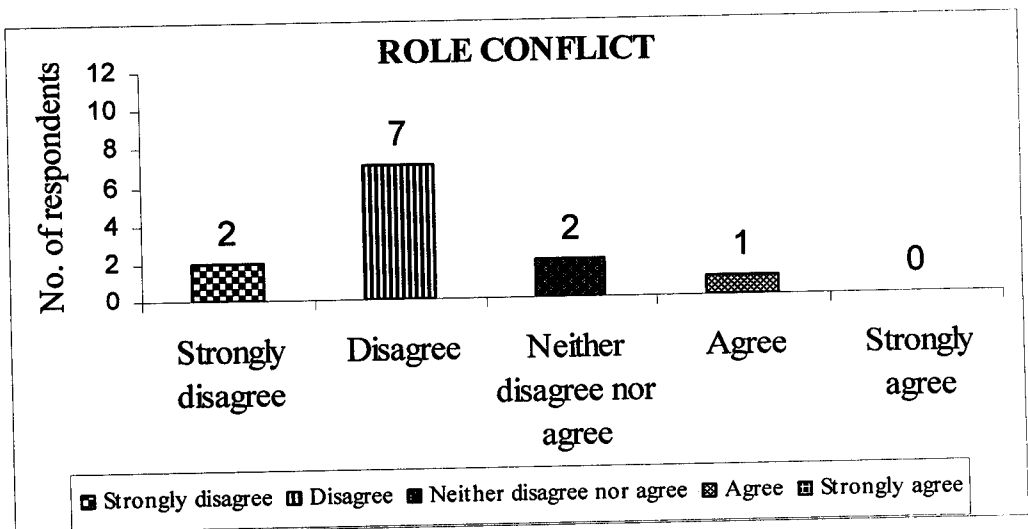


Table 4.1.8. Workload

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	1	2	1	6	2	12
% of respondents	8	17	8	50	17	100

Inference:

The table 4.1.8. explains workload of the respondents. It is observed that out of 12 respondents, 50% of them agree that their work load is too heavy, 17% of them disagree to it, 8% of them strongly disagree and neither disagree nor agree equally, only 17% of them strongly agree to it.

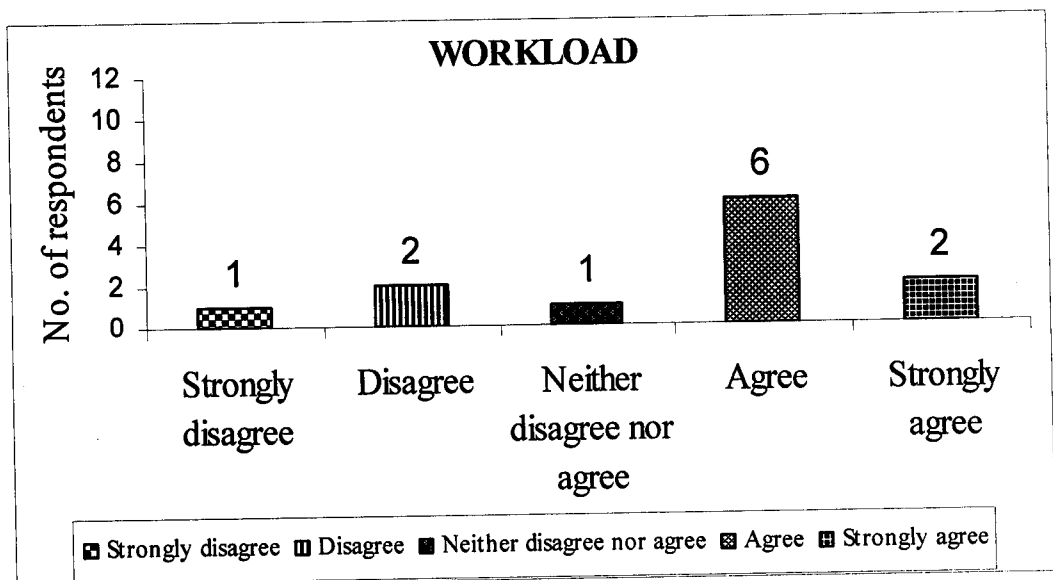


Table 4.1.9. Role Support

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	1	0	4	2	5	12
% of respondents	8	0	33	17	42	100

Inference:

The table 4.1.9. explains the role support of handling the responsibility of the job. It was found that 42% of respondents strongly agree to their role support, 33% of them neither disagree nor agree, 8% of them strongly disagree and 17% of them agree to it.

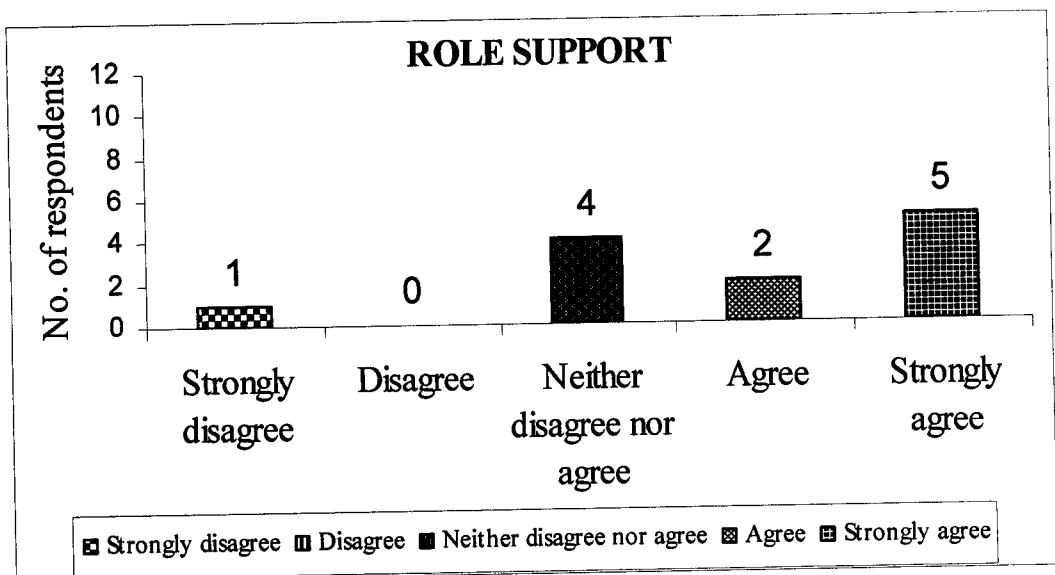


Table 4.1.10. Role Erosion

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	1	1	2	3	5	12
% of respondents	8	8	17	25	42	100

Inference:

The details regarding role erosion is presented in table 4.1.10. It is noticed 42% of respondents strongly agree that there is a great scope for the enrichment of their job, 25% of them agree, 17% of them neither agree nor disagree and 8% of them strongly disagree and disagree to it equally.

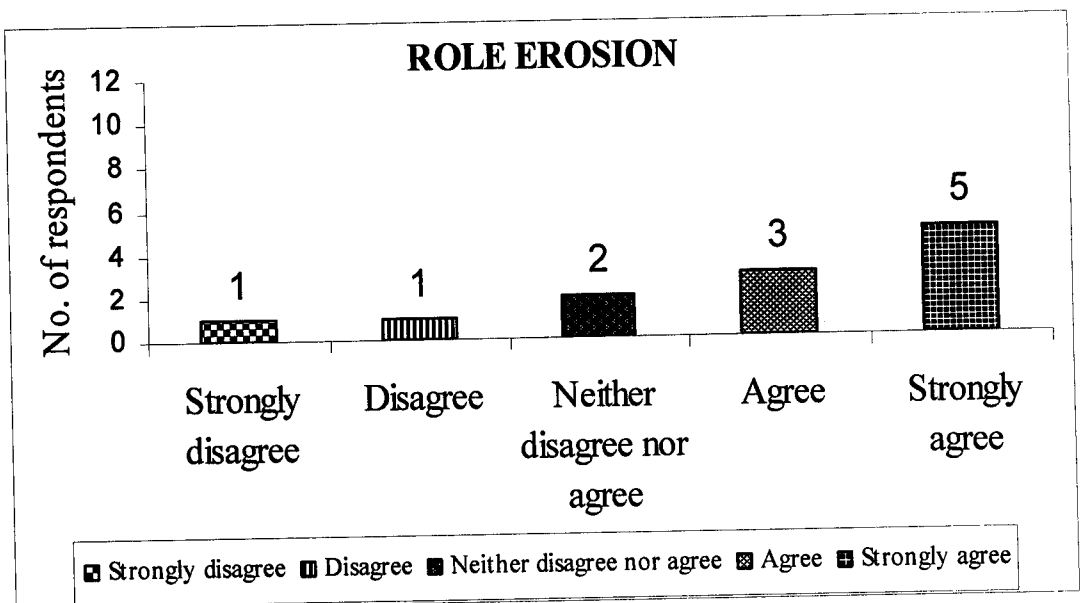


Table 4.1.11. Group Cohesiveness

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	5	3	3	1	0	12
% of respondents	42	25	25	8	0	100

Inference:

The table 4.1.11. provides information on the respondents' cohesiveness to work together. 42% of the respondents strongly disagree that the people of their work group do not get along well, 25% of them neither disagree nor agree, 25% of them disagree to it and 8% of them agree to it.

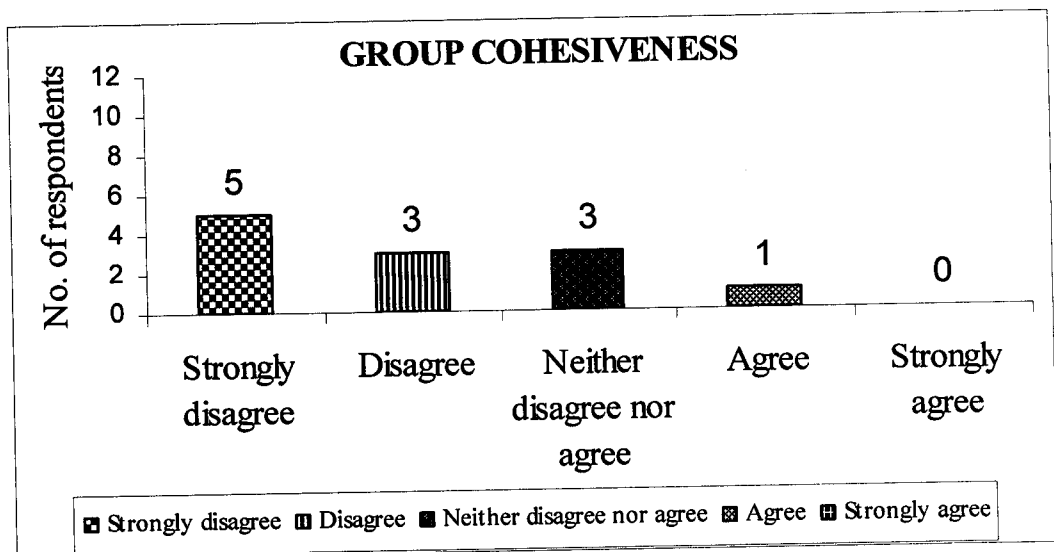


Table 4.1.12. Supervisory Support

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	3	6	2	1	0	12
% of respondents	25	50	17	8	0	100

Inference:

The table 4.1.12. presents details regarding the supervisory support. It indicates that 50% of the respondents disagree that the superiors don't consider the respondents' view point on making decisions, 25% of the respondents strongly disagree, 17% of them neither disagree nor agree and only 8% of them agree to it.

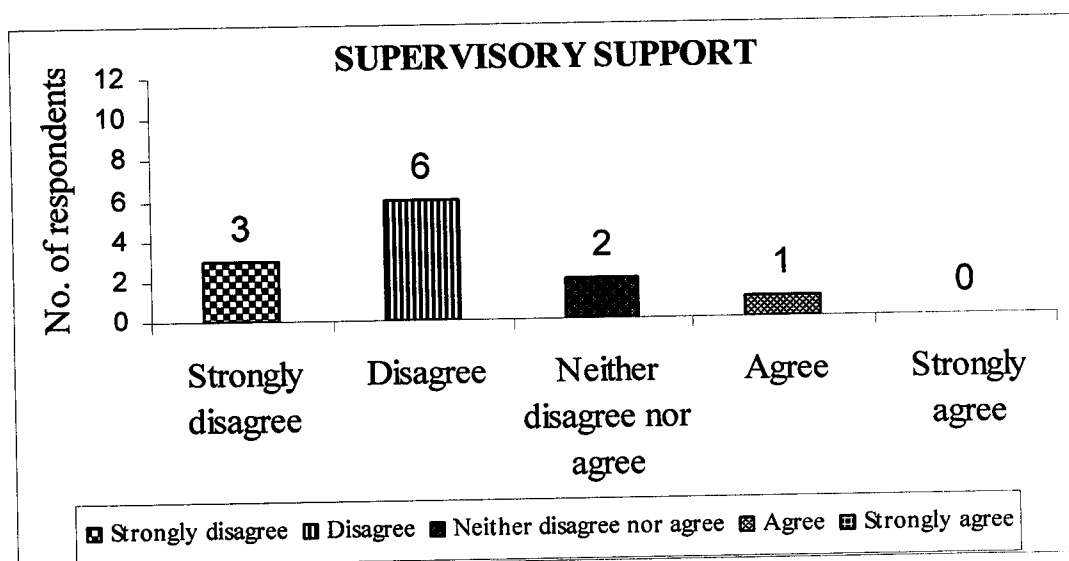


Table 4.1.13. Personal Inadequacy

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	6	4	2	0	0	12
% of respondents	50	33	17	0	0	100

Inference:

The match between the abilities of the respondents and the requirement of the job is present in the table 4.1.13. Out of 12 respondents 50% of them strongly disagree that they are not matching with each other, 33% of them disagree, 17% of them neither disagree nor agree.

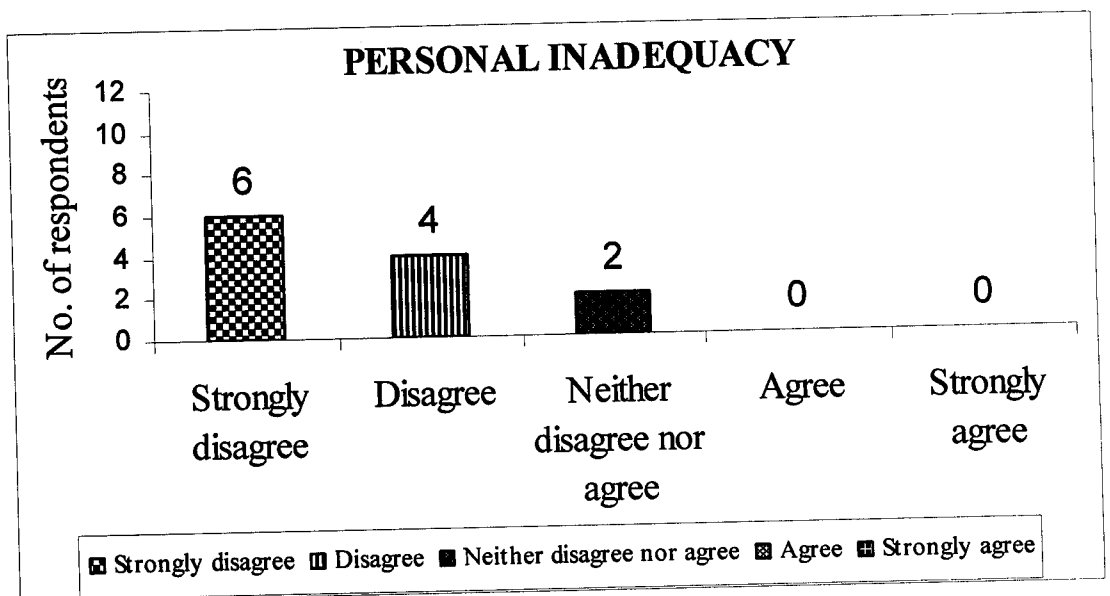


Table 4.1.14. Resource Inadequacy

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	3	6	2	1	0	12
% of respondents	25	50	17	8	0	100

Inference:

It can be understood from the table 4.1.14. that 50% of the respondents disagree that they do not have sufficient resources to do their job well, 25% of them strongly disagree to it, 17% of them neither disagree nor agree and 8% of the respondents agree to it.

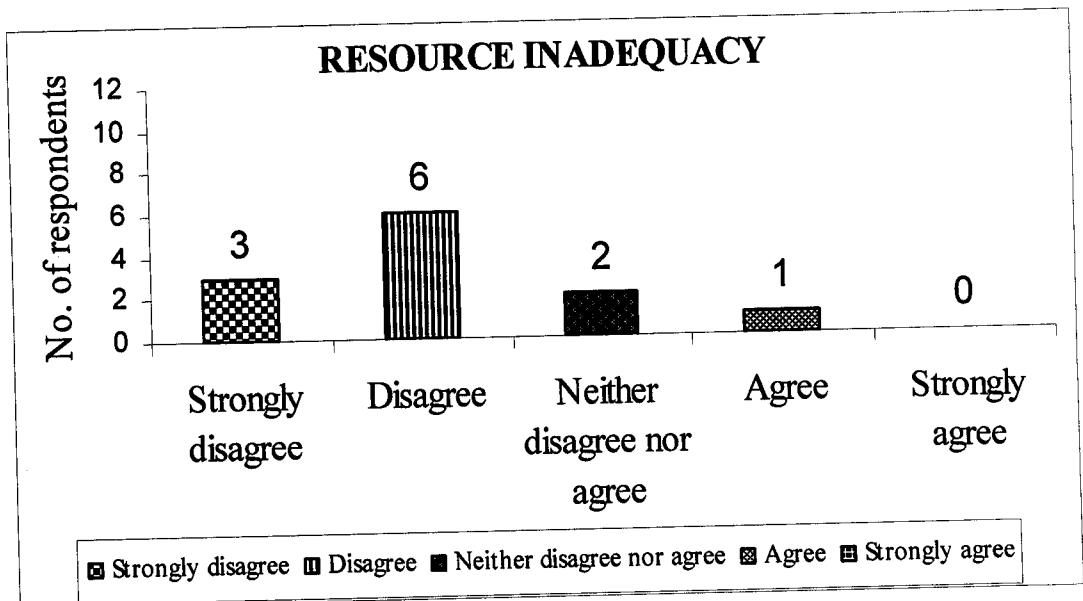


Table 4.1.15. Constraint of Change

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	2	6	1	3	0	12
% of respondents	17	50	8	25	0	100

Inference:

The table 4.1.15. explains the problem arising on their job due to speed of regulatory changes. 50% of the respondents disagree to it, 17% of them strongly disagree to it, 25% of them agree and only 8% of them neither disagree nor agree.

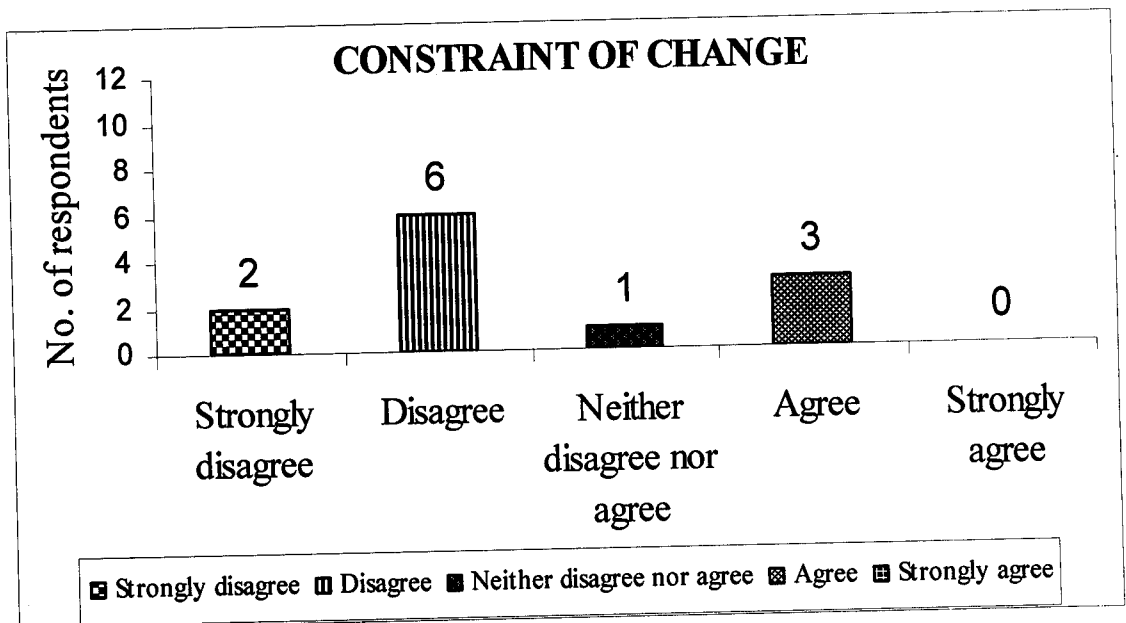


Table 4.1.16. Role Authority

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	2	6	2	2	0	12
% of respondents	16.7	50	16.7	16.7	0	100

Inference:

The table 4.1.16. explains the assigned authority to carry out their responsibility too little. 50% of the respondents disagree to it, 16.7% of them strongly disagree, 16.7% of them neither disagree nor agree and 16.7% of them agree to it.

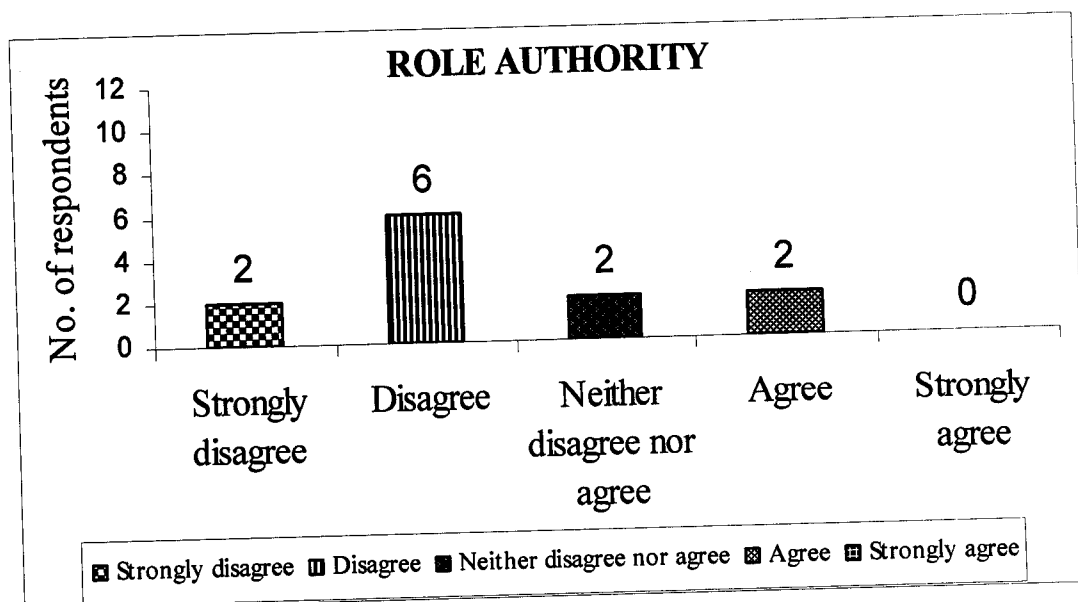


Table 4.1.17. Tour

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	7	1	1	3	0	12
% of respondents	58.3	8.3	8.3	25	0	100

Inference:

The table 4.1.17. reveals information on tours arranged to reduce the work stress. 58.3% of the respondents strongly disagree to it, 8.3% of them neither disagree nor agree and 25% of them agree that the tours are arranged.

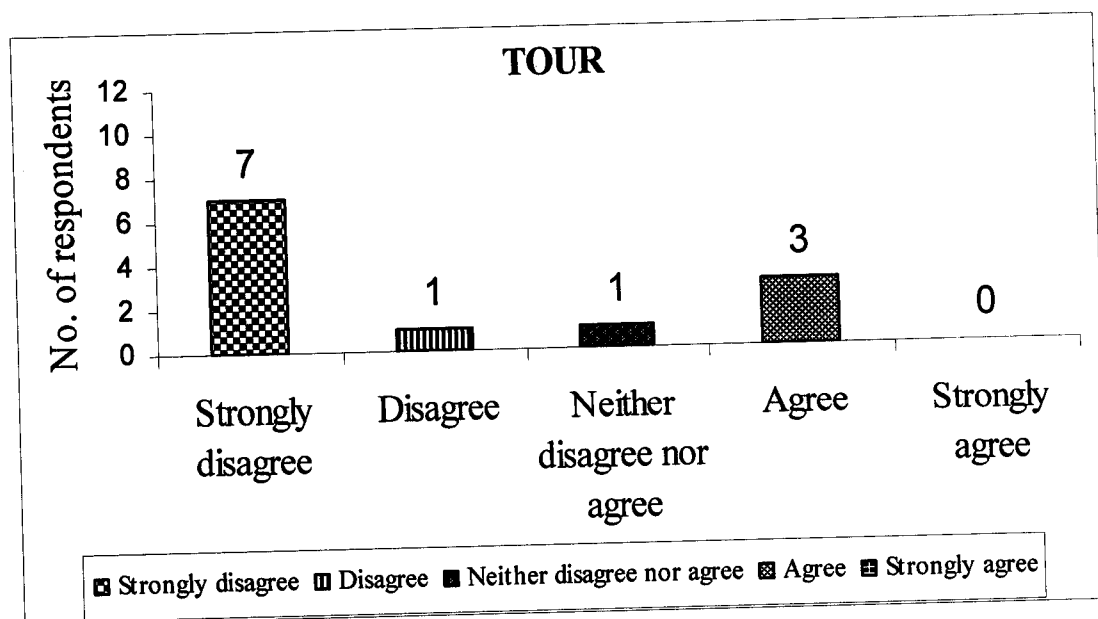


Table 4.1.18. Canteen Facility

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	6	2	2	2	0	12
% of respondents	50	16.6	16.6	16.6	0	100

Inference:

The table 4.1.18. explains about canteen facility provided within the company premises. 50% of the respondents strongly disagree that there is no canteen facility, 16.6% of them neither disagree nor agree to it and 16.6% of them agree and disagree to it equally.

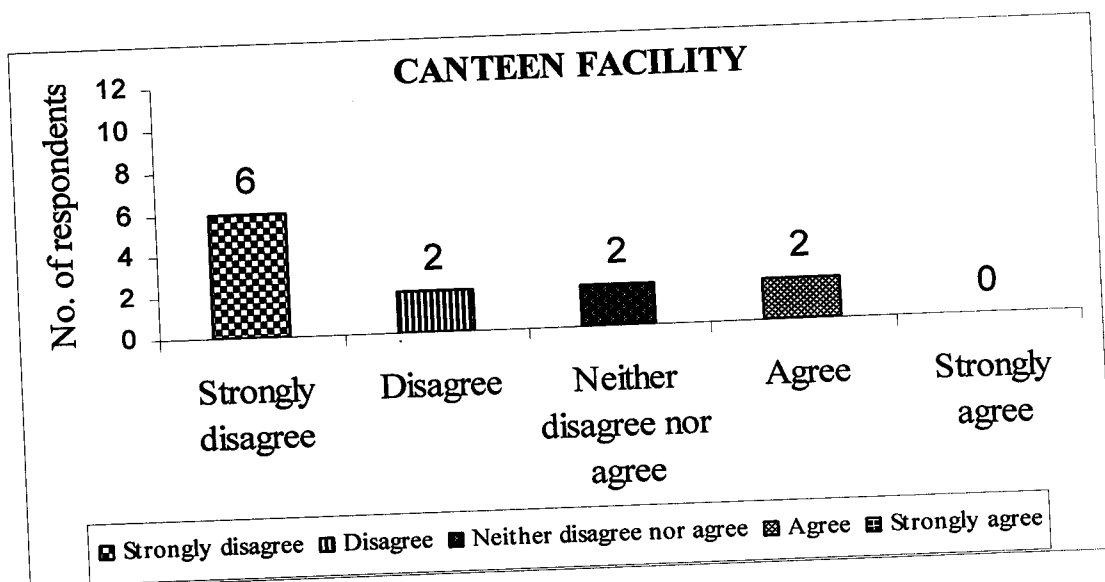


Table 4.1.19. Working Hours

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	7	1	1	2	1	12
% of respondents	58	8.3	8.3	17	8.3	100

Inference:

The table 4.1.19. clearly explains that the working hours are strictly restricted to 8 hours. 58% of the respondents strongly disagree to it, 17% of them agree and 8.3% of the respondents neither disagree nor agree and 8.3% of them disagree and strongly agree to it equally.

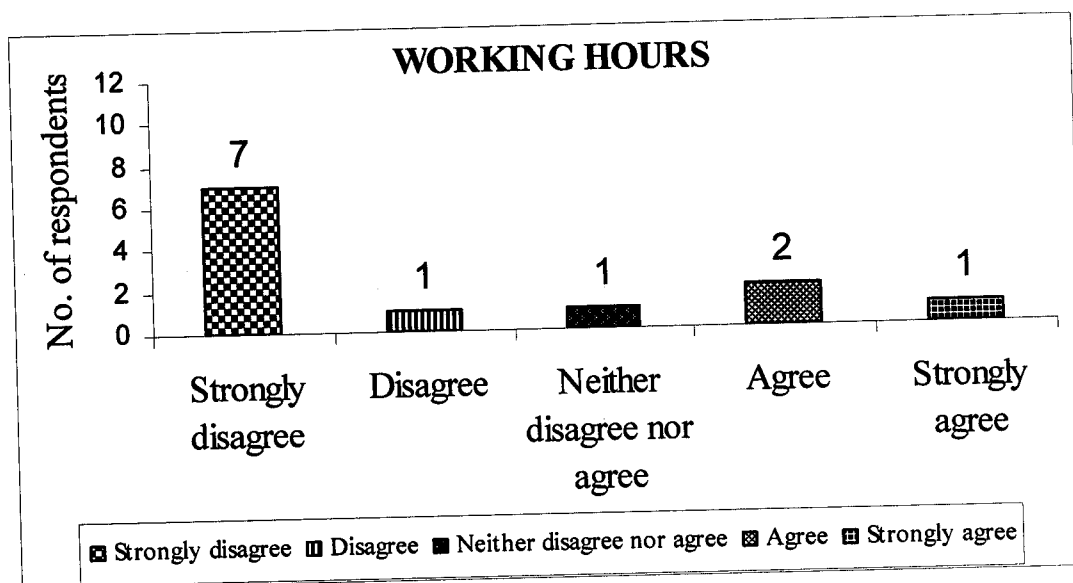
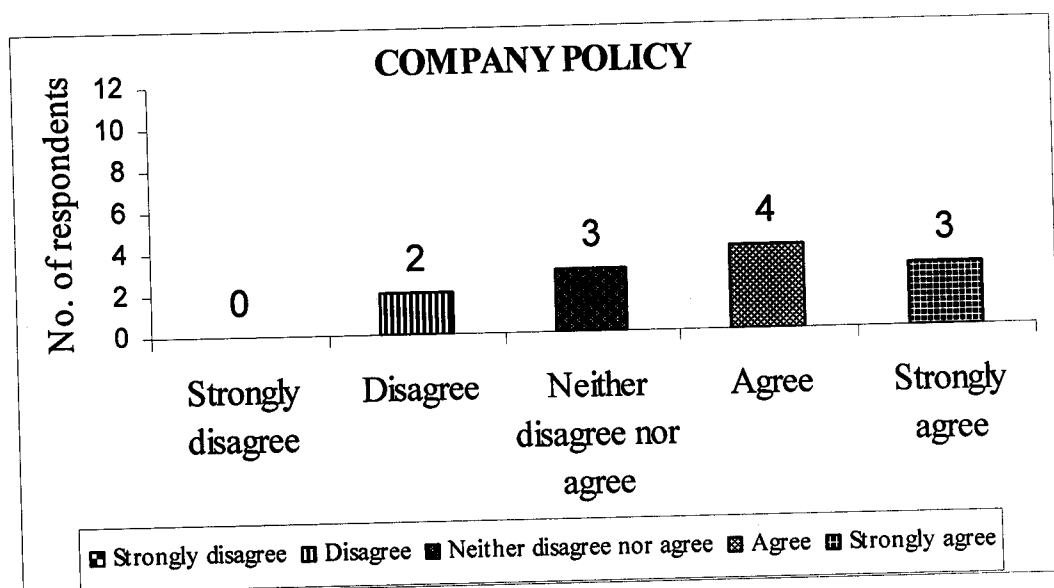


Table 4.1.20. Company Policy

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	0	2	3	4	3	12
% of respondents	0	17	25	33	25	100

Inference:

The table 4.1.20. explains about the communications of the company policy to the employers. 33% of the respondents agree that the company policy is communicated to everyone, 25% of them neither disagree nor agree, 25% of them strongly agree and 17% of them disagree to it.



ORGANISATION STRESS ON WORKERS

Table 4.1.1.1. Self Responsibility

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	5	90	4	31	0	130
% of respondents	4	69	3	24	0	100

Inference:

The above table 4.1.1.1 explains about the interest of the respondents' Responsibility to carry out their work. It is found that 24% of respondents agree that the responsibilities they carry out is not of their interest, 3% of them neither disagree nor agree and 69% of them disagree to it and 4% of them strongly disagree to it.

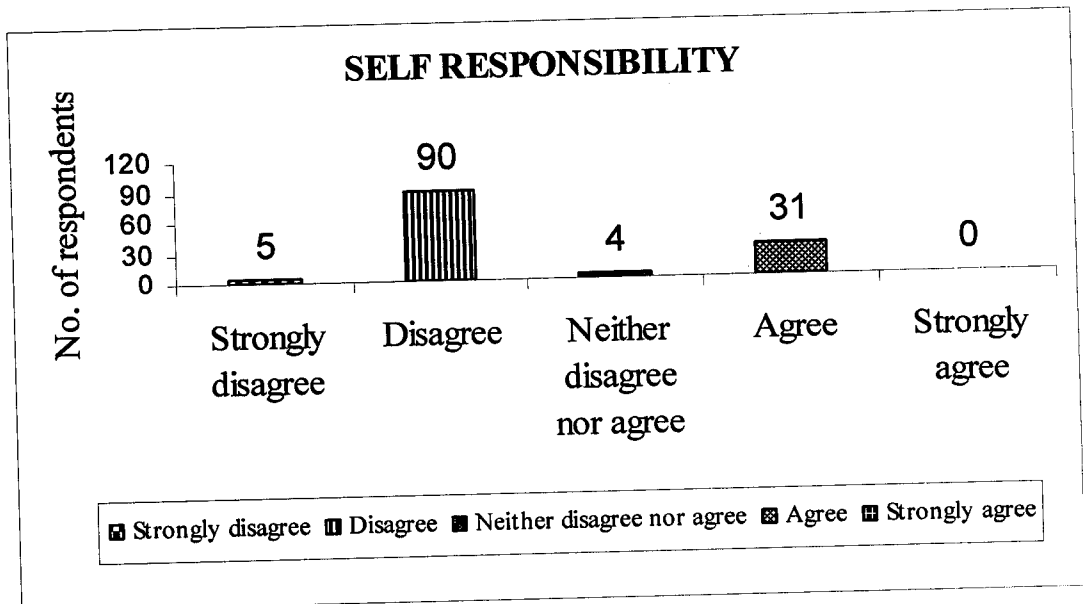


Table 4.1.1.2. Self Role

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	9	90	5	26	0	130
% of respondents	7	69	4	20	0	100

Inference:

In this table 4.1.1.2. respondent's role to do things differently is explained. 20% of them agree to the feelings that they are required to be done differently, 4% of the respondents neither disagree nor agree and only, 7% of them strongly disagree to it.

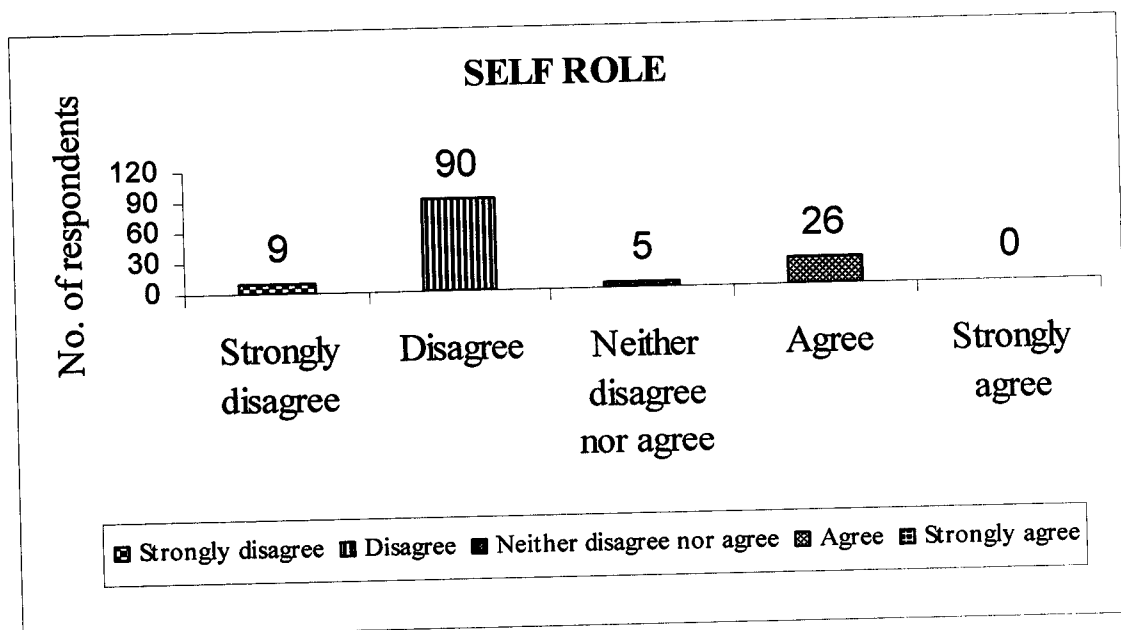


Table 4.1.1.3. Role Stagnation

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	5	31	13	76	5	130
% of respondents	4	24	10	58	4	100

Inference:

The table 4.1.1.3., explains that the respondents are not learning enough to take up higher responsibilities. 24% of the respondents get good exposure to take up higher responsibilities, 10% of them neither disagree nor agree, 58% of them agree and 4% of them strongly agree to it.

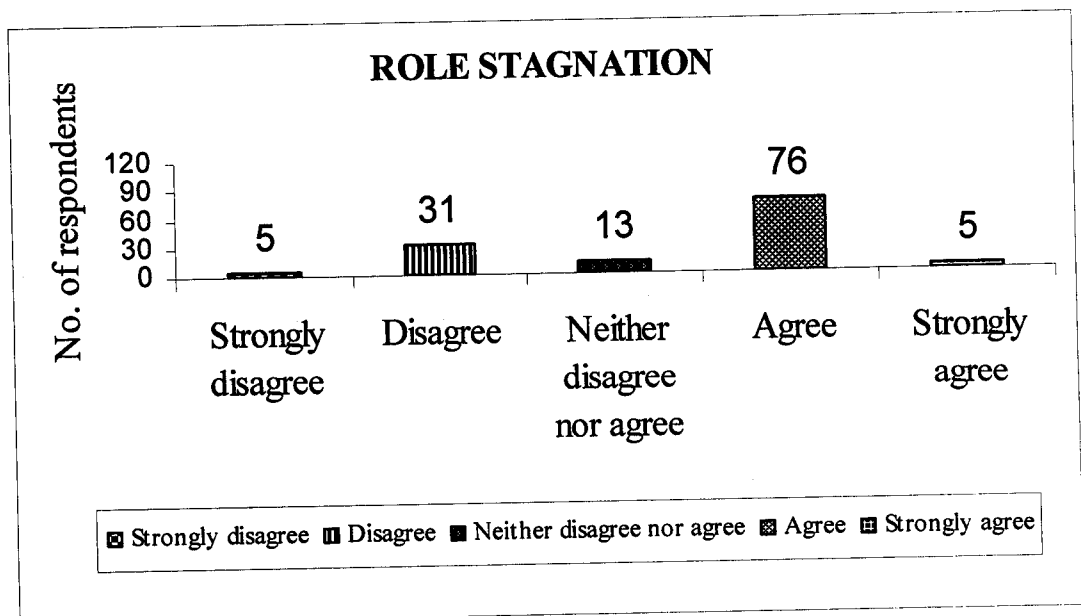


Table 4.1.1.4. Scope of the Role

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	0	40	9	80	1	130
% of respondents	0	30	7	61.8	0.8	100

Inference:

In this table 4.1.1.4. We see the respondents' scope and responsibilities of their job role. From the above study it is found that 30% of the respondents are clear on the scope and responsibility of their job, 7% of them neither disagree nor agree to it, 61.8% agree that they are not clear with it and 0.8% of them strongly agree to it.

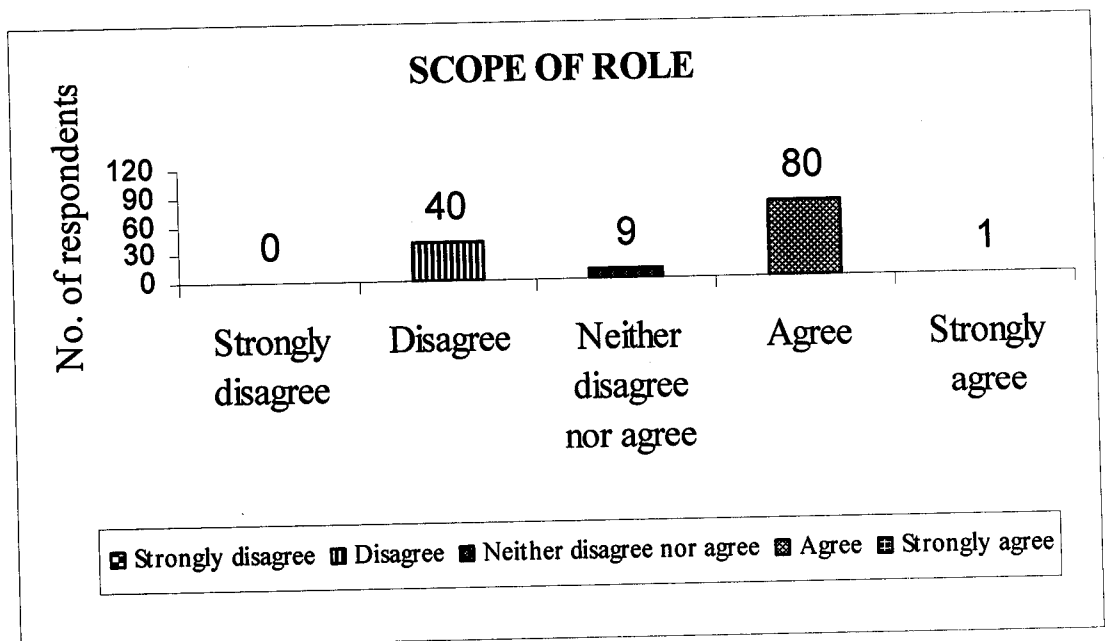


Table 4.1.1.5. Role Ambiguity

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	4	72	14	36	4	130
% of respondents	3	55	11	28	3	100

Inference:

The table 4.1.1.5. reveals the procedure for handling their role is ambiguous . 55% of the respondents disagree to it, 11% of them neither disagree nor agree and 3% of them strongly agree that the role is ambiguous.

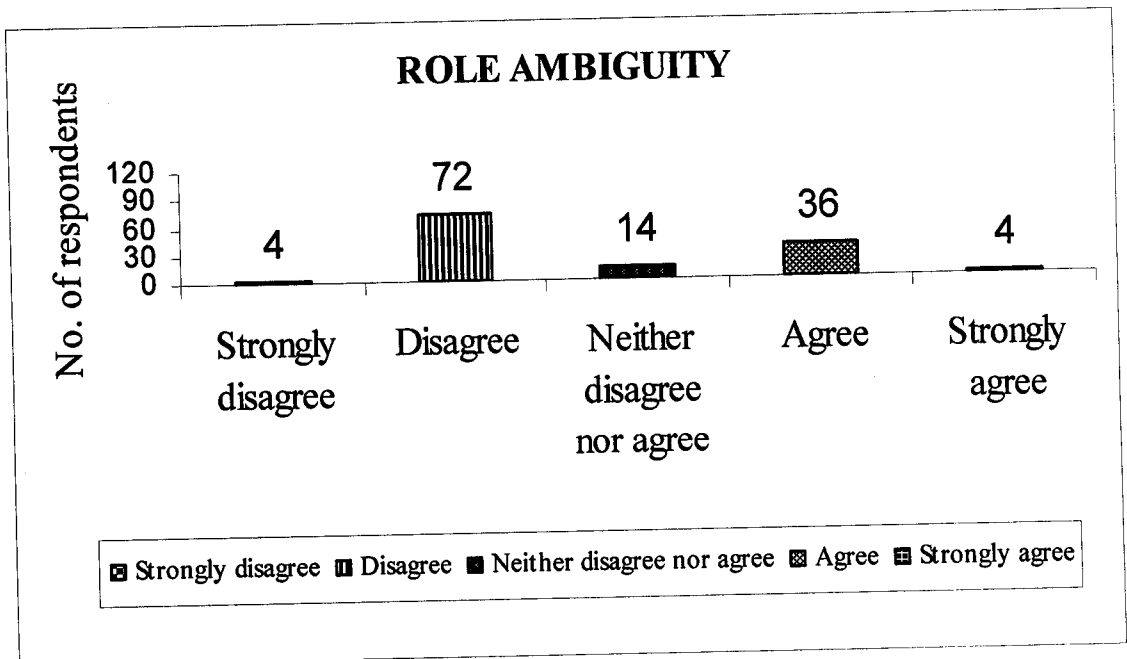


Table 4.1.1.6. Role Clarity

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	4	45	9	67	5	130
% of respondents	3	35	7	52	3	100

Inference:

In the table 4.1.1.6. the clarity regarding their facts and information of their role is explained. 35% of them disagree that they don't have enough clarity in their facts and information to do their work best, 7% of the respondents neither disagree nor agree, 52% of them agree and 3% of the respondents strongly agree to it.

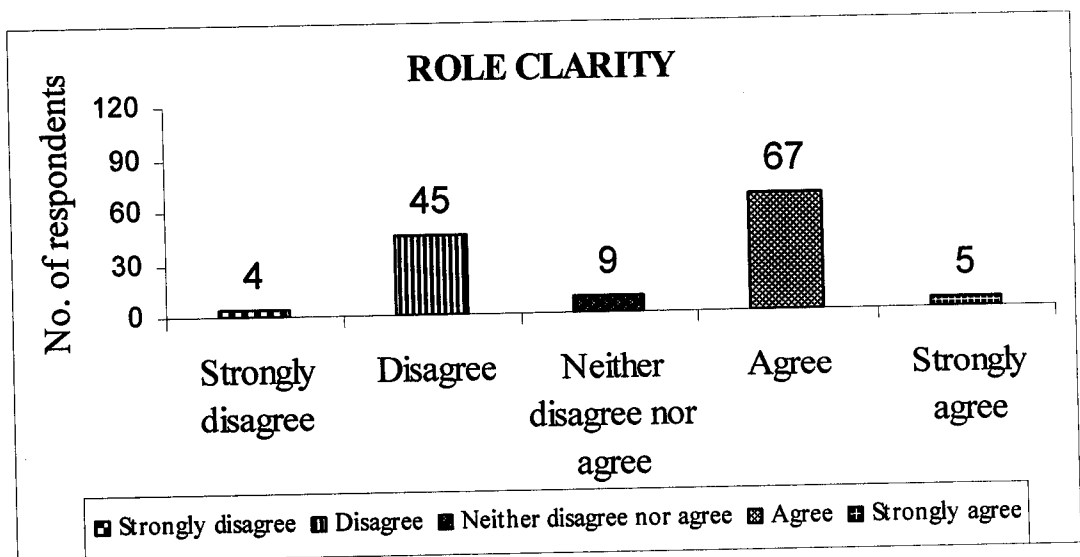


Table 4.1.1.7. Role Conflict

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	0	40	14	76	0	130
% of respondents	0	31	11	58	0	100

Inference:

This table explains the role conflict arises between the superiors and worker. It is noticed that out of 130 respondents, 31% of them disagree that they are not able to satisfy the conflicting demands of the superiors, 11% of them neither disagree nor agree and 58% of them agree with it.

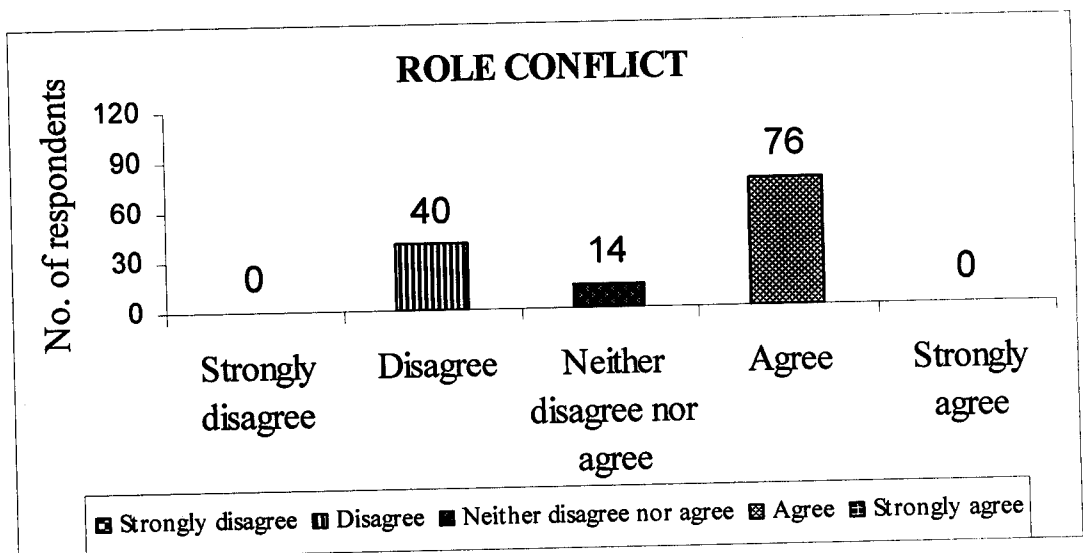


Table 4.1.1.8. Workload

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	4	5	0	80	41	130
% of respondents	3	4	0	62	31	100

Inference:

This table explains the work load of the workers. It is observed that of 130 respondents, 4% of them disagree that the work load is not too heavy , 62% of them agree and 31% of them strongly agree that the workload is heavy .

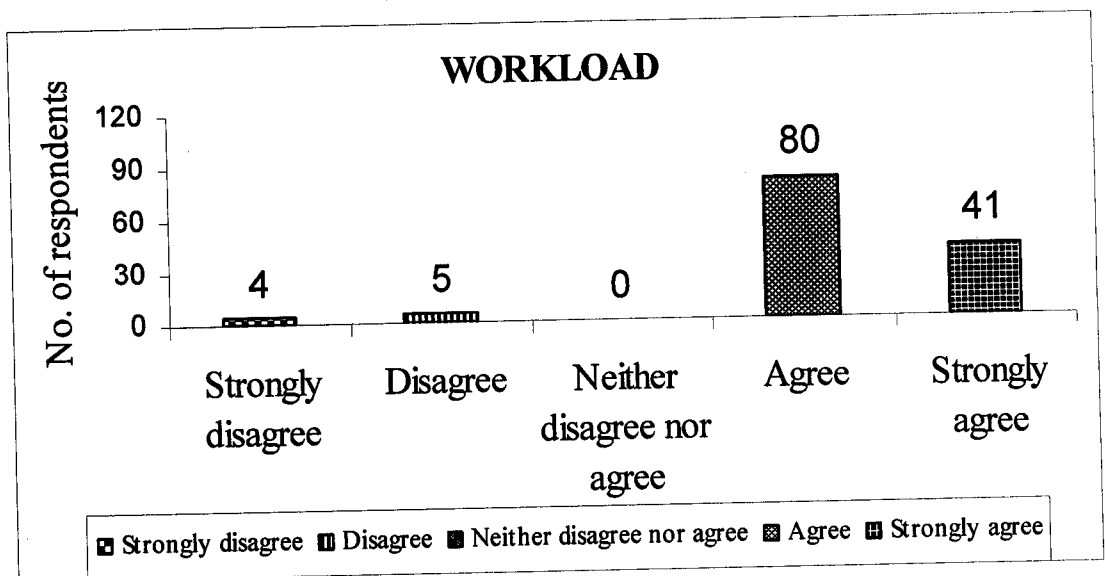


Table 4.1.1.9. Role Support

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	0	9	4	102	15	130
% of respondents	0	7	3	79	11	100

Inference:

This table 4.1.1.9. explains the role support of handling their responsibility of the job of respondents. It was found that out of 130 respondents, 79% of them agree that the job responsibilities support their role, 7% of them disagree to it and 3% of them neither disagree nor agree to it.

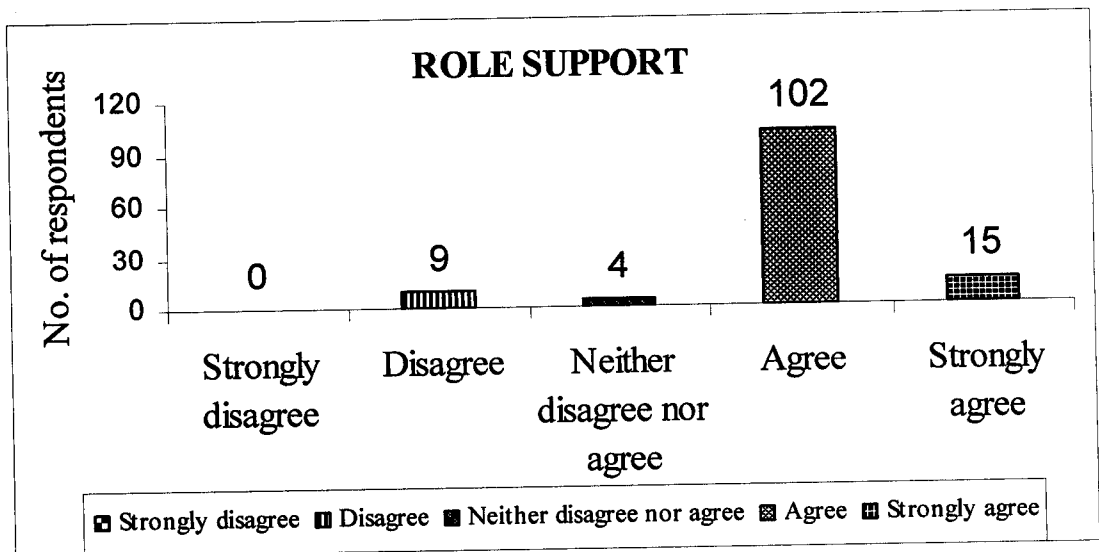


Table 4.1.1.10. Role Erosion

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	0	4	13	102	11	130
% of respondents	0	3	10	78.4	8.4	100

Inference:

The details regarding the role erosion is presented in table 4.1.1.10. It is noticed that 78.4% of the respondents agree that there is a great scope for the further enrichment of their job, 3% of them disagree to it.

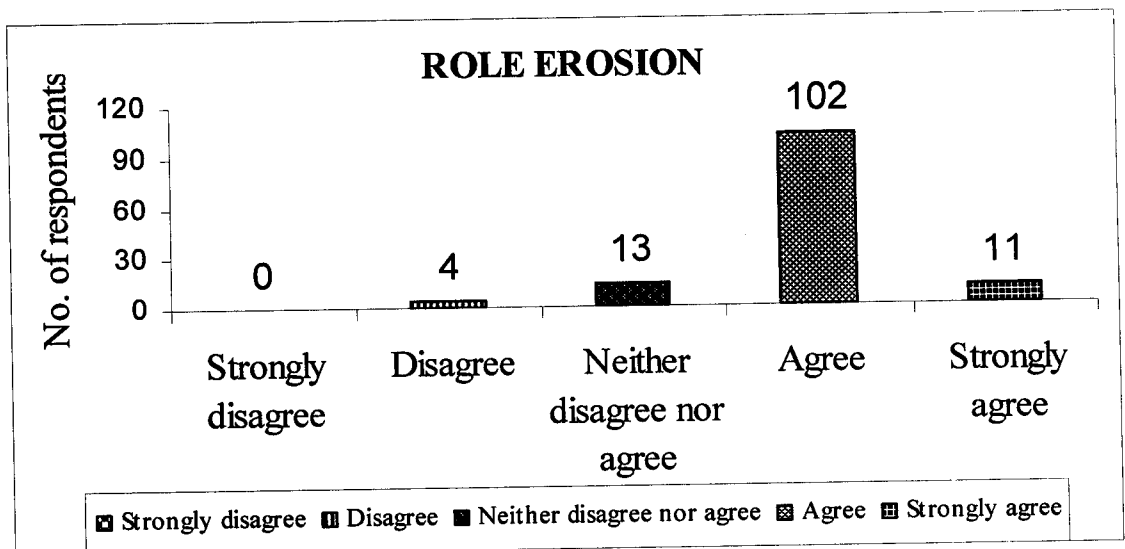


Table 4.1.1.11. Group Cohesiveness

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	0	45	0	85	0	130
% of respondents	0	35	0	65	0	100

Inference:

Table 4.1.1.11.provides information on the respondents' cohesiveness to work together.35% of the respondents disagree that people of their work group do not get along well, and 65% of them agree to it .

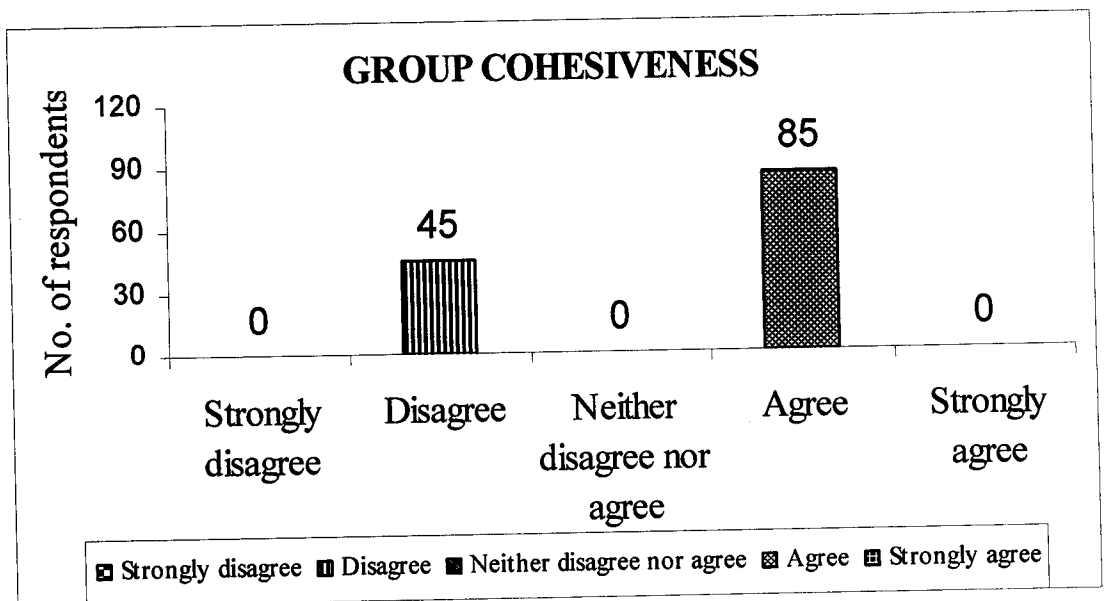


Table 4.1.1.12. Supervisory Support

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	0	27	4	99	0	130
% of respondents	0	21	3	76	0	100

Inference:

Table 4.1.1.12. presents the details regarding supervisory support. It indicates that 21% of the respondents disagree that the superiors doesn't consider the respondents' view point on making decision , 76% of them agree to it, and 3% of them neither disagree nor agree to it .

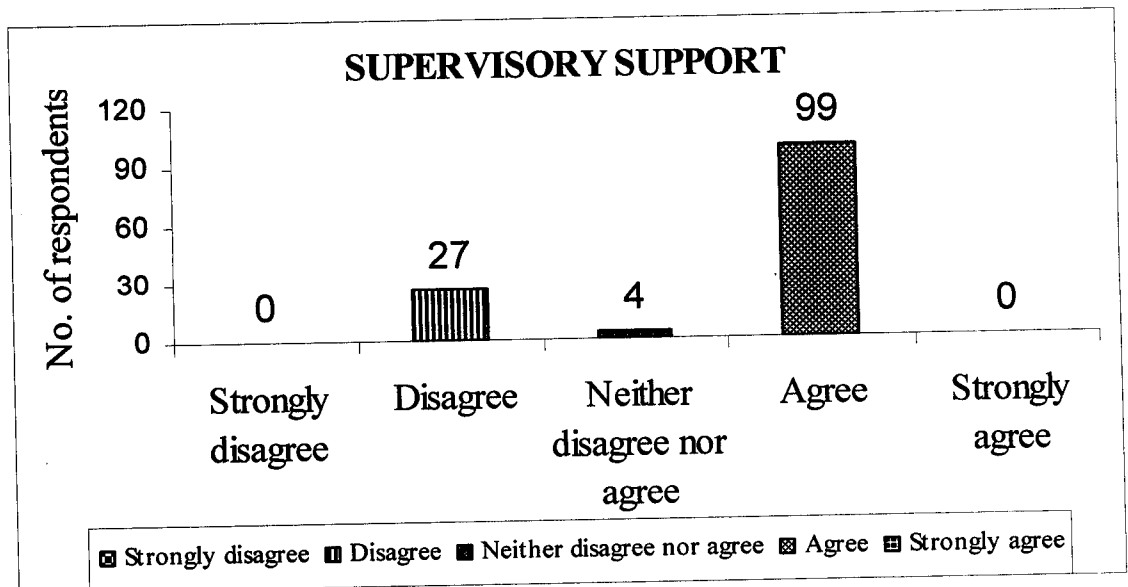


Table 4.1.1.13. Personal Inadequacy

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	0	122	1	5	2	130
% of Respondents	0	94	0.5	4	1.5	100

Inference:

The match between abilities of the respondents and their requirements of the job is presented in the table 4.1.1.13. Out of 130 respondents, 94 % of them disagree that they are not matching each other, 4% of them agree with it, and 0.5 % of them neither disagree nor agree to it .

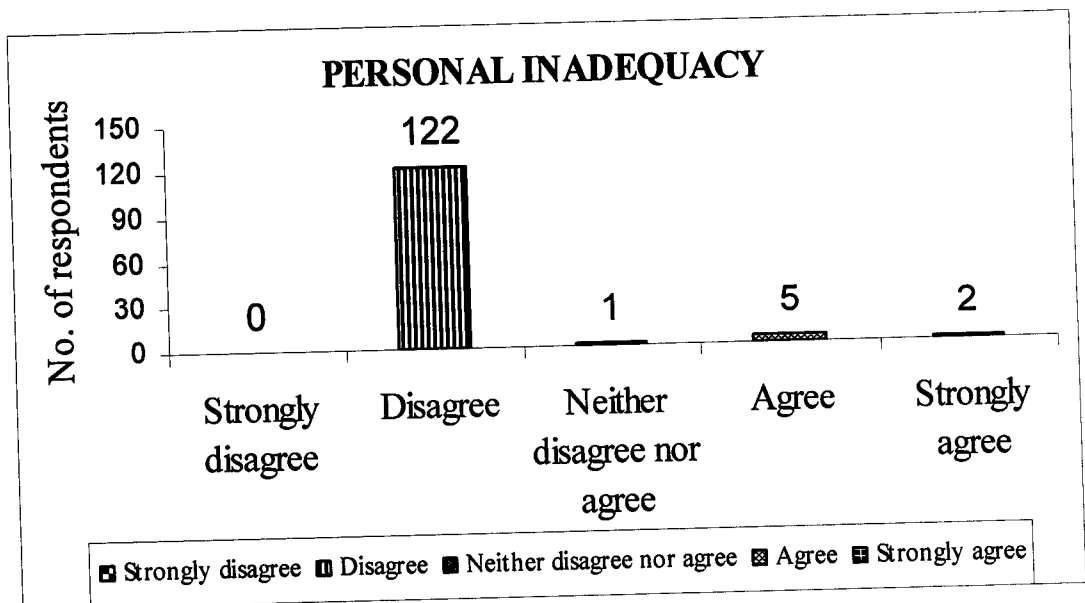


Table 4.1.1.14. Resource Inadequacy

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	5	10	0	84	31	130
% of respondents	4	8	0	65	25	100

Inference:

It can be understood from the table 4.1.1.14. that 65 % of the respondents agree that there is inadequacy in the resources to do their job well, 8 % of the respondents disagree to it. and 25% of them strongly agree to it.

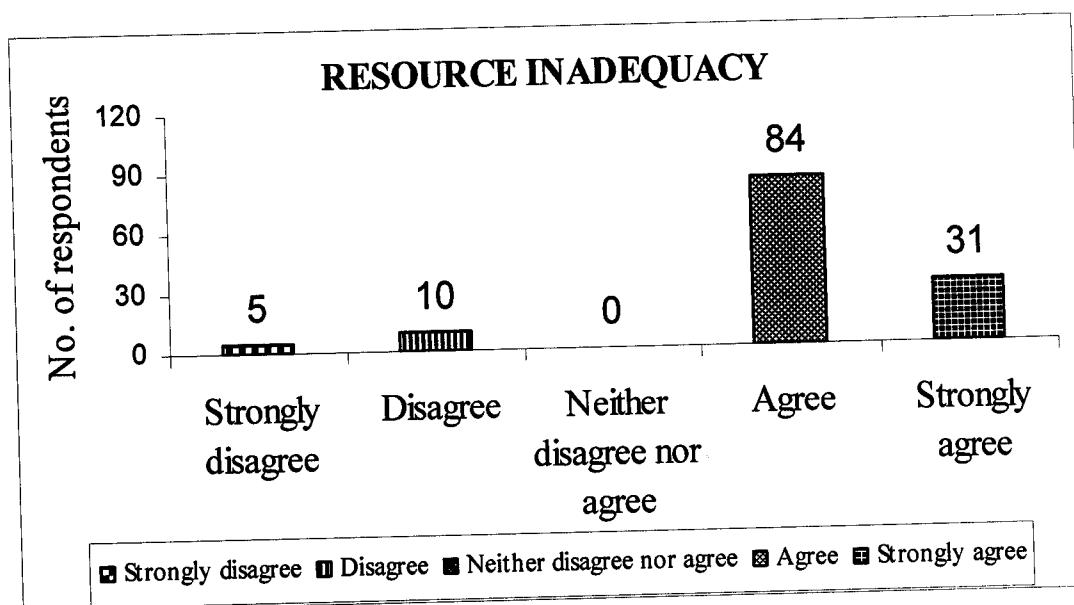


Table 4.1.1.15. Constraint of Change

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	0	5	0	71	54	130
% of respondents	0	4	0	55	41	100

Inference:

Table 4.1.1.15. Explains the problem on their job arising due to the speed of regulatory changes. 55 % of the respondents agree to it. 41% of them strongly agree to it and 4 % of them disagree with it

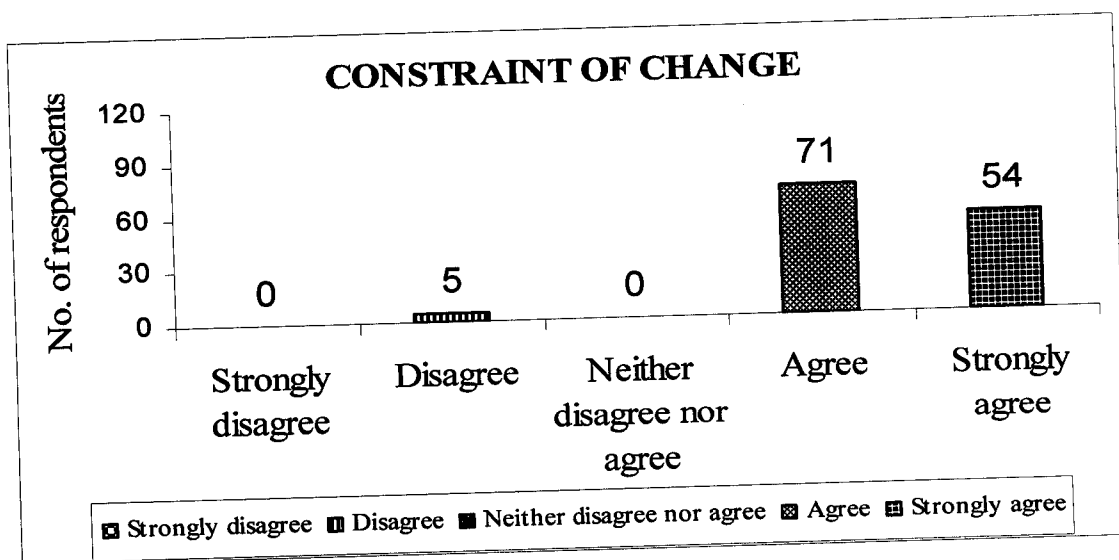


Table 4.1.1.16. Role Authority

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	0	10	0	106	14	130
% of respondents	0	8	0	82	10	100

Inference:

Table 4.1.1.16. Explains the assigned authority to carry out their responsibility is too little 82% of the respondents agree to it, 10 % of them strongly agree to it. And 8 % of them disagree with it

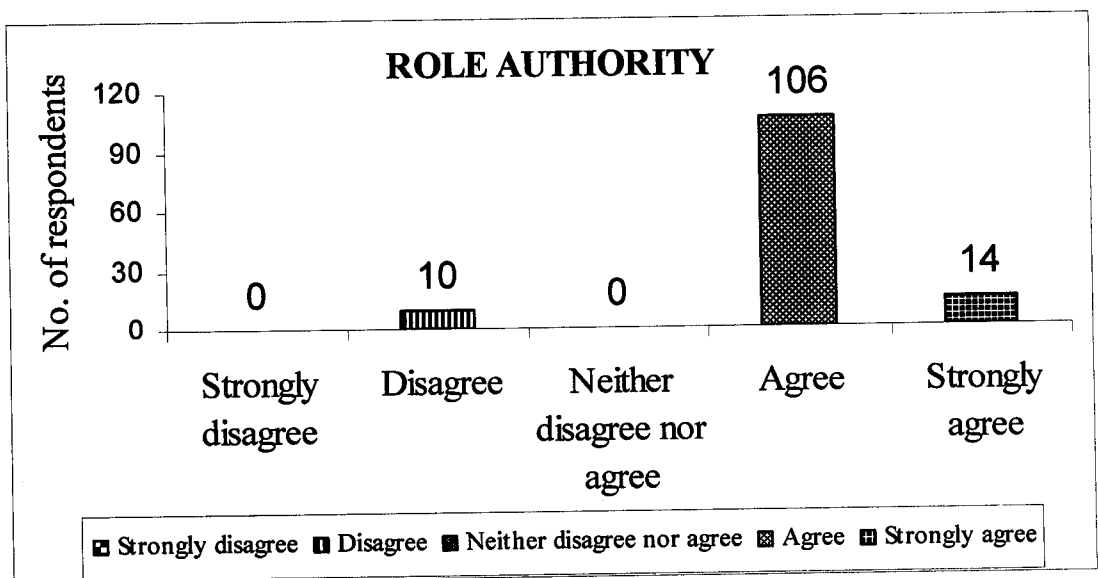


Table 4.1.1.17. Tour

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	5	115	0	10	0	130
% of respondents	4	88	0	8	0	100

Inference:

Table 4.1.1.17.reveal the information on tours arranged to reduce the work stress. 88% of the respondents disagree to it, 8 % of them agree that tours are arranged and 4% of them strongly disagree with it.

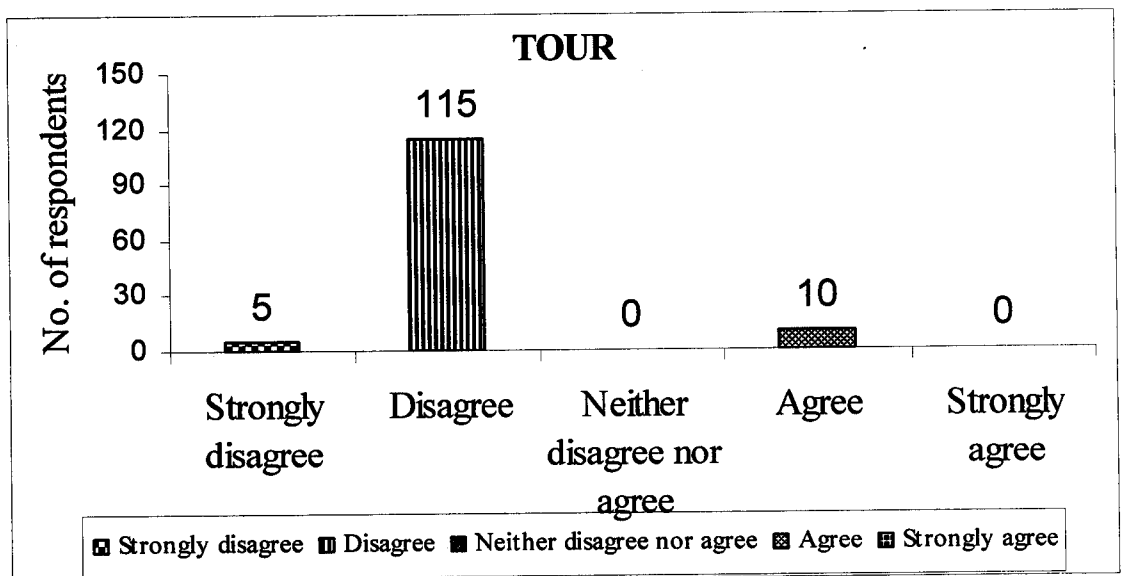


Table 4.1.1.18. Canteen Facility

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	3	125	2	0	0	130
% of respondents	2.3	96	1.7	0	0	100

Inference:

The table 4.1.1.18. Explains about the canteen facility provided within the company premises. 96 % of the respondents disagree that there is no canteen facility and 2.3 % of them strongly disagree and 1.7 % of them neither disagree nor agree to it.

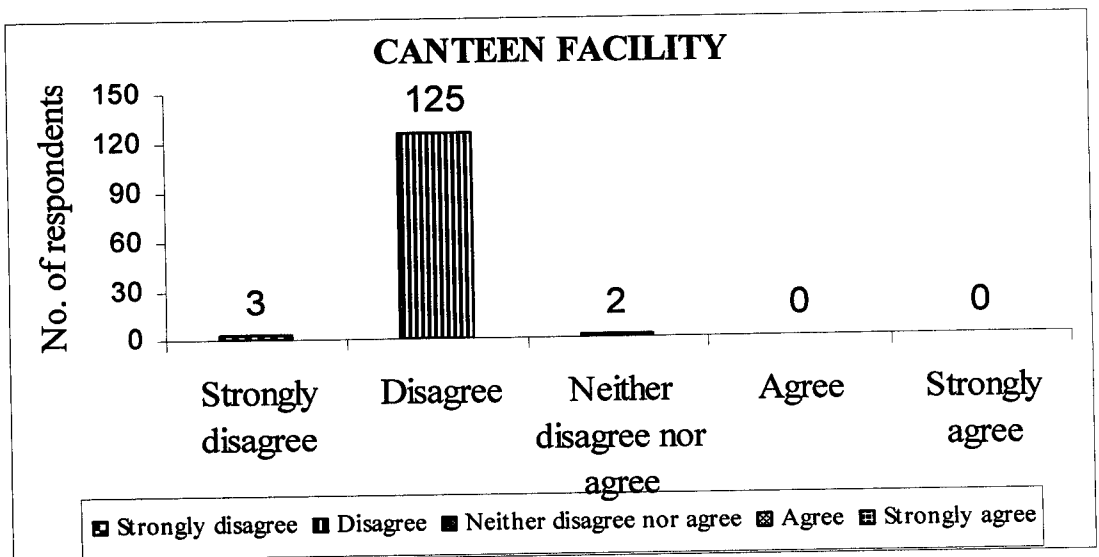


Table 4.1.1.19. Working Hours

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	10	63	57	0	0	130
% of respondents	8	48	44	0	0	100

Inference:

Table 4.1.1.19. Clearly explains that the working hours are strictly restricted to 8 hours. 48 % of the respondents disagree that the working hours are not restricted to 8 hours, 8% of the strongly disagree to it. And 44 % them neither disagree nor agree to it.

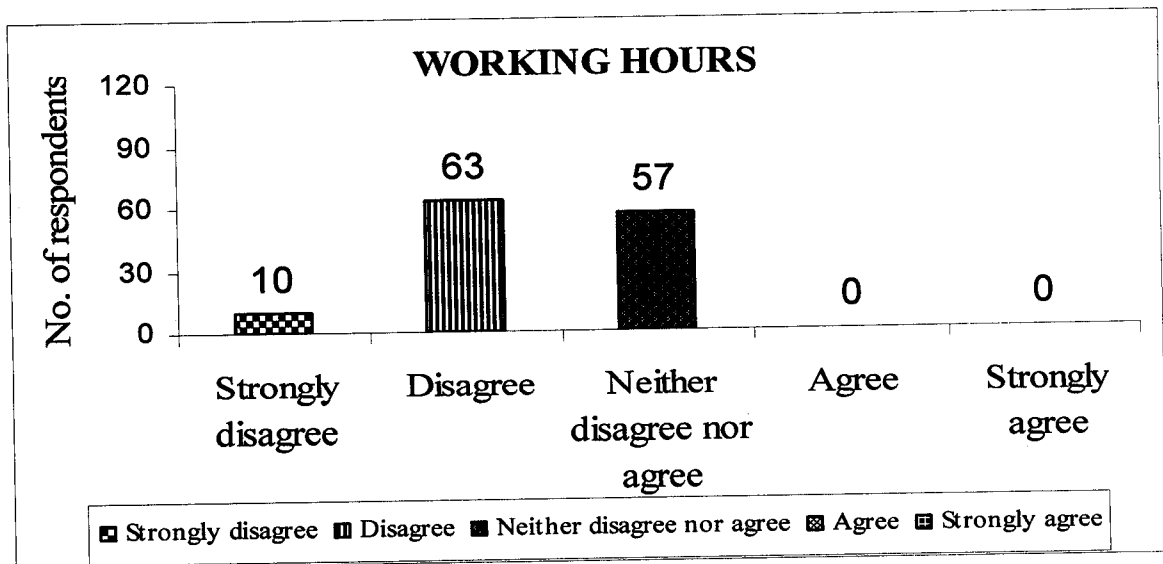
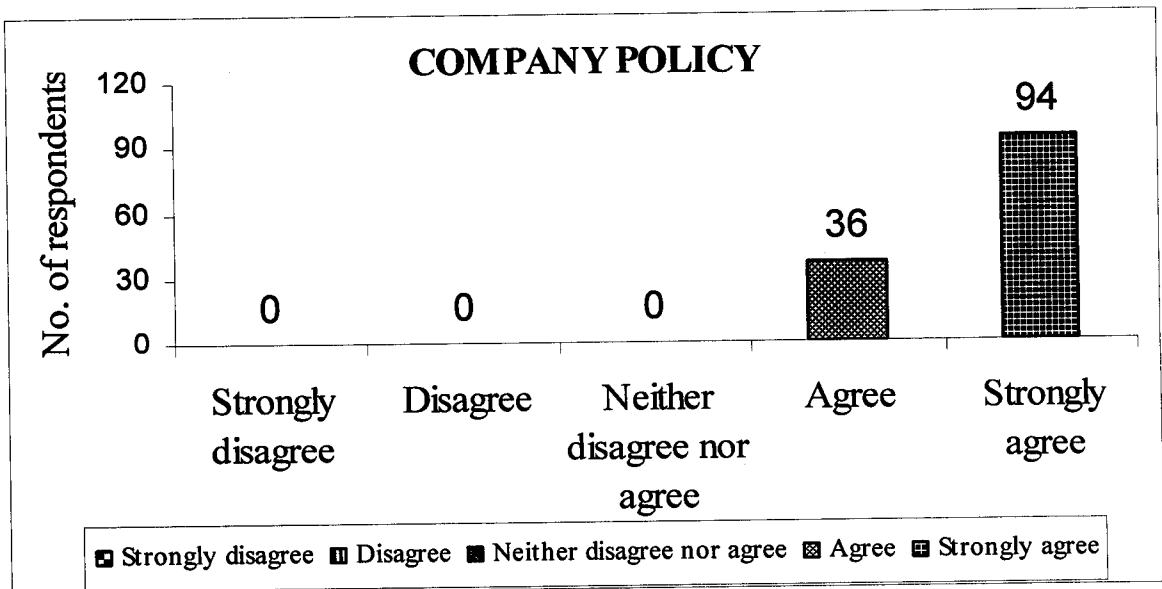


Table 4.1.1.20. Company Policy

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Total
No. of Respondents	0	0	0	36	94	130
% of respondents	0	0	0	27.5	72	100

Inference:

Table 4.1.1.20. explains about the communication of the company policy to the employees. 72% them strongly agree and 27.5% of them agree with it, company policy is communicated to everyone.



CHI-SQUARE TEST
ORGANISATION STRESS ON MANAGERS'

ROLE AMBIGUITY AND ROLE CLARITY

Null hypothesis : There is no significant difference between role ambiguity and role clarity.

Alternate Hypothesis : There is significant difference between role ambiguity and role clarity.

Role ambiguity	3	8	1	0	0	12
Role Clarity	2	6	2	2	0	12
	5	14	3	2	0	24

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O	E	O-E	(O-E) ²	$\frac{(O - E)^2}{E}$
3	2.5	0.5	0.25	0.1
2	2.5	-0.5	0.25	0.1
8	7	1	1	0.142
6	7	-1	1	0.142
1	1.5	-0.5	0.25	0.167
2	1.5	0.5	0.25	0.167
0	1	-1	1	1
2	1	1	1	1
0	0	0	0	0
0	0	0	0	0
				2.818

Calculated Value = 2.818

Table Value = 9.49 Degree of freedom = (r-1) * (c-1) = 4

It is noticed from the results of Chi-square that the calculated value (2.818) is not Statistically significant. Hence the null hypothesis is accepted. It is concluded that there is No significant relationship between role ambiguity and role clarity.

ORGANISATION STRESS ON WORKERS'

ROLE AMBIGUITY AND ROLE CLARITY

Null hypothesis : There is no significant difference between role ambiguity
And role clarity.

Alternate Hypothesis : There is a significant difference between role ambiguity
and role clarity.

Role ambiguity	4	72	14	36	4	130
Role Clarity	4	45	9	67	5	130
	8	117	23	103	9	260

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O	E	O-E	(O-E) ²	$\frac{(O - E)^2}{E}$
4	4	0	0	0
4	4	0	0	0
72	58.5	13.5	182.25	3.115
45	58.5	-13.5	182.25	3.115
14	11.5	2.5	6.25	0.543
9	11.5	-2.5	6.25	0.543
36	51.5	-15.5	240.25	4.66
67	51.5	15.5	240.25	4.66
4	4.5	-1	0.25	0.05
5	4.5	1	0.25	0.05
				16.72

Calculated Value = 16.72

Table Value = 9.49

Degree of freedom = (r-1) * (c-1) = 4

It is noticed from the results of hi-square that the calculated value (16.72) is not Statistically significant. Hence the null hypothesis is accepted. It is concluded that there is significant relationship between role ambiguity and role clarity.

ORGANISATION STRESS ON MANAGERS'

SELF ROLE SELF RESPONSIBILITY

Null hypothesis : There is no significant difference between self role and self responsibility.

Alternate Hypothesis : There is significant difference between self role and self responsibility.

Self role	7	2	1	1	1	12
Self responsibility	1	1	1	8	1	12
	8	3	2	9	1	24

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O	E	O-E	(O-E) ²	$\frac{(O - E)^2}{E}$
7	4	3	9	2.25
1	4	-3	9	2.25
2	1.5	0.5	0.25	0.16
1	1.5	-0.5	0.25	0.16
1	1	0	0	0
1	1	0	0	0
1	4.5	-3.5	12.25	2.72
8	4.5	3.5	12.25	2.72
1	0.5	0.5	0.25	0.5
1	0.5	0.5	0.25	0.5
				11.26

Calculated Value = 11.26

Table Value = 9.49 Degree of freedom = (r-1) * (c-1) = 4

It is noticed from the results of Chi-square that the calculated value (11.26) is not Statistically significant. Hence the alternate hypothesis is accepted. It is concluded that there is significant relationship between role ambiguity and role clarity.

ORGANISATION STRESS ON WORKERS'

SELF ROLE AND SELF RESPONSIBILITY

Null hypothesis : There is no significant difference between self role and self responsibility.

Alternate Hypothesis : There is significant difference between self role and self responsibility.

Self role	5	109	4	6	6	130
Self responsibility	8	85	5	27	5	130
	13	194	9	33	11	24

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
5	6.5	1.5	2.25	0.346
8	6.5	1.5	2.25	0.346
109	97	12	144	1.48
85	97	12	144	1.48
4	4.5	0.5	2.5	0.5
5	4.5	0.5	2.5	0.5
6	16.5	10.5	110.25	6.68
27	16.5	10.5	110.25	6.68
6	5.5	0.5	2.5	0.45
5	5.5	0.5	2.5	0.45
				18.912

Calculated Value = 18.912

Table Value = 14.9 Degree of freedom = (r-1) * (c-1) = 4

It is noticed from the results of Chi-square that the calculated value (18.912) is not Statistically significant. Hence the alternate hypothesis is accepted. It is concluded that there is significant relationship between role ambiguity and role clarity.

Chapter V



Conclusion

CHAPTER V – CONCLUSIONS

5.1 SUMMARY OF FINDINGS

For Managers’,

- ❖ Among 12 respondents, 50% of them feel that they have a greater scope for further enrichment in their current job, 17% of them find to have less scope for the enrichment of their job. So majority of the respondents feel that the scope of the role enhances their current job.
- ❖ About 67% of the respondents found that there is no role ambiguity, 8% of them feel that there is role ambiguity. This shows that the role ambiguity doesn't arise in the organization.
- ❖ Among 12 respondents, 50% of them feel that the workload is too heavy and 17% of them feel that the workload is not too heavy. It was clear that majority of the respondents feel that workload to be heavy.
- ❖ About 50% of the respondents feel that there are provided with enough resources to do their job well, 8% feel that there are not enough resources provided by the company. This shows that resource inadequacy has not been met by the organization.
- ❖ Among 12 respondents, 50% of the respondents point out that there is no particular canteen facility within the premises, 16.6% agrees that there is canteen facility. Majority of the respondents that there is no canteen facility.
- ❖ About 58% of the respondents do not accept that working hours are strictly restricted to 8 hours, 8.3% of them accept towards it. Thus it reveals that the working hours keeps fluctuating and is not strictly followed.
- ❖ From the results of chi-square analysis that the calculated value (2.8) is not statistically significant, hence the null hypothesis is accepted. Thus there is no significant relationship between role ambiguity and role clarity.

For workers'

- ❖ Among 130 respondents, 30% of them feel that they have a greater scope for further enrichment in their current job, 61.8% of them find to have less scope for the enrichment of their job. So majority of the respondents feel that scope of the role is found to be good.
- ❖ About 55% of the respondents found that there is no role ambiguity, 3% of them feel that there is role ambiguity. This shows that the role ambiguity is not found much among the employees.
- ❖ Among 130 respondents, 4% of them feel that the workload is not too heavy and 62% of them feel that the workload is too heavy. It was clear that majority of the respondents feel that the workload to be quite normal.
- ❖ About 65% of the respondents feel that there are not provided with enough resources to do their job well. 8% feel that there are enough resources provided by the company. This shows that resource inadequacy is not there in the organization.
- ❖ Among 130 respondents, 96% of the respondents point out that there is no particular canteen facility. Majority of the respondents say that there is no canteen facility.
- ❖ About 48% of the respondents do not accept that working hours are strictly restricted to 8 hours, Thus it reveals that the working hours are not strictly followed.

5.2. SUGGESTIONS AND RECOMMENDATIONS

Flexible shift timings can also be introduced in the organization in order to reduce the workload and over timings as well.

Shift timings should be maintained to 8 hours to reduce the level of stress. If the employee's are working for more than 8 hours suitable compensation and the basic needs (like transport) to be provided.

Recreation and canteen facilities shall be provided by the company so that the employee can refresh themselves when they feel they are stressed out.

A frequent excursion session has to be arranged by the organization in order to reduce the level of stress.

The most direct way to reduce stress at work is improving working conditions. It involves the identification of stress full aspects of work (e.g., frequent arguments, routine work) and the design of strategies to reduce or eliminate the identified stressors.

Compensation issues can be discussed with employee unions or representatives and the management should make the employees realize that they are given higher salaries for their work.

Also the changes should be made in dividing and allocating of jobs to the employees so that there is no place for employees to feel that they are not given enough responsibility and power.

Clear job specifications should be made and proper communication channel should be formed and it should be made clear to the employees.

Stress management programs help the workers to understand about the nature sources, effects and personal skills to reduce stress. A combination of organizational change and stress management is often the most useful approach for preventing stress at work.

5.3. CONCLUSIONS

Thus on the whole, it is evident the employees have not faced the lack of resources. The main aim of this study is to examine the nature of the stress and the relevant causes, which make the employee, feel that they stressed out of work pressure.

However, findings of the present study indicate that few of the employees moderately agree that the work load is not much and in the same way most of the employees below the supervisory level feel that there is more work pressure which can be reduced to some extent .So that the work efficiently can be maintained with the full accuracy.

The procedure of handling the role is nor ambiguous. Thus, role ambiguous does not arise in the organization. Therefore, the scope of the role on the organization enhances their job further.

“The Company should take care of the needs of employees from telecommunication to entertainment, and from sport to worship. This may lead to self- Commitment, motivation and discipline among the employees. The management should take care of employees so that the employees take care of the business.”



APPENDIX
QUESTIONNAIRE

PERSONAL PROFILE:

NAME :

AGE :

MARITAL STATUS :

EXPERIENCE :

1. The responsibilities I have to carry out are not of my interest.

- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []

2. I am required to do things that I feel should be done differently

- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []

3. I am afraid I am not learning enough on my present job taking up higher responsibility.

- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []

4. I am not clear on the Scope and Responsibilities of my job.

- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []

5. There are no established procedures for handling a particular situation on my job.

- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []

6. I do not get facts and information with enough clarity to work my best.
- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []
7. I am not able to satisfy the conflicting demands of my superiors and my subordinates.
- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []
8. My work load is too heavy.
- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []
9. I would like to take more responsibility that I am handling at present.
- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []
10. There is a great requirement for further enrichment of my job.
- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []
11. People of my work group do not get along very well.
- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []
12. My superior does not consider my viewpoint while making Decisions.
- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []
13. My abilities are not well matched to the requirement of my job.
- a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []
d. Agree [] e. Strongly Agree []

14. I do not have sufficient resources to do my job well.

a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []

d. Agree [] e. Strongly Agree []

15. Speed of regulatory changes creates problems on my job.

a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []

d. Agree [] e. Strongly Agree []

16. I have too little authority to carry out the responsibility assigned to me.

a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []

d. Agree [] e. Strongly Agree []

17. Frequent Tours will be arranged to reduce the work stress.

a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []

d. Agree [] e. Strongly Agree []

18. Canteen facilities are provided within the company premises.

a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []

d. Agree [] e. Strongly Agree []

19. Working hours are strictly restricted to 8 hours.

a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []

d. Agree [] e. Strongly Agree []

20. Is company policies are communicated to everyone?

a. Strongly disagree [] b. Disagree [] c. Neither agree nor disagree []

d. Agree [] e. Strongly Agree []

21. Any suggestion regarding company policies from your view.



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