A STUDY ON THE EFFECTIVENESS OF STRESS MANAGEMENT PRACTICES PROVIDED TO EMPLOYEES OF COGNIZANT TECHNOLOGY SOLUTIONS, CHENNAI

BY

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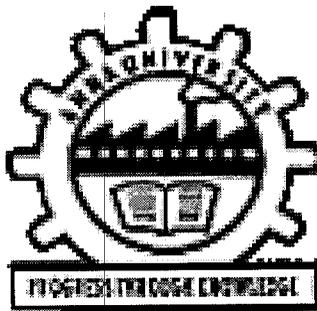Reg. No. 68511200298

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BONAFIDE CERTIFICATE

Certified that the project report entitled "**A STUDY ON THE EFFECTIVENESS OF STRESS MANAGEMENT PRACTICES PROVIDED TO EMPLOYEES OF COGNIZANT TECHNOLOGY SOLUTIONS, CHENNAI**" is the bonafide work of **Mr. P.DHARANIDHARAN** 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.

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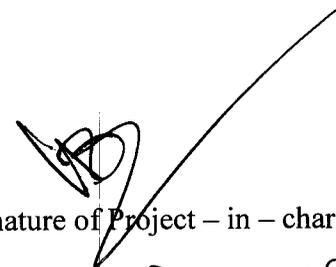
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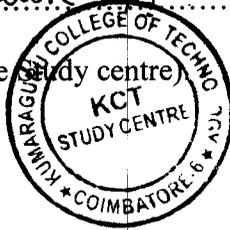
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TABLE OF CONTENT

LIST OF TABLES

LIST OF TABLES

LIST OF CHARTS

CHAPTER-1

INTRODUCTION

INTRODUCTION TO THE STUDY

The study was conducted in Cognizant Technology Solutions in Chennai to find the effectiveness of stress management practices provided to employees of Cognizant Technology Solutions, Chennai

The study intends to see the satisfaction level of the employee on the facilities provided by the company and how these welfare measures boost the employee morale to show the effectives of stress management practices provided to employees of Cognizant Technology Solutions.

The study on effectiveness of stress management practices provided to employees gives the management an indication of the level of satisfaction among the employees regarding the general working condition.

CHAPTER -2

REVIEW OF LITERATURE

Personnel Psychology

Terry A Beehr

Topic: Job stress, Employee Health, and organizational effectiveness

Volume 31, Issue 4, pages 665-699. December 1978.

Job stress (and more generally, employee health) has been a relatively neglected area of research among industrial/organizational psychologists. The empirical research that has been done is reviewed within the context of six facets (i.e., environmental, personal, process, human consequences, organizational consequences, and time) of a seven facet conceptualization of the job stress–employee health research domain.

Work Stress and Employee Health

Daniel C. Ganster and John Schaubroeck

The following are the ways to avoid the employee stress.

- Treat employees with respect
- Show interest in your employees' personal lives
- Allow your employees to gain ownership of their jobs by being part of the decision-making process
- Create a pleasant work environment
- Establish an employee recognition program
- Give clear direction and set priorities.
- Stand behind your employees. Be their greatest advocate.

How to Boost Employee Morale

By Betsy Gallup
April 9, 2006

The following are the ways to boost the employee morale.

- Treat employees with respect
- Show interest in your employees' personal lives

- Allow your employees to gain ownership of their jobs by being part of the decision-making process
- Create a pleasant work environment
- Establish an employee recognition program
- Give clear direction and set priorities.
- Stand behind your employees. Be their greatest advocate.

Employee Welfare

By Regina Barr

Employee Welfare program is based on the management policy which is aimed shaping perfect employees. Therefore the concept of employee welfare includes to aspects namely physical and mental welfares

1. Applications of merit system or work performance system as the basis for employee rewarding.

2. Providing the retired employees with the old age allowance.

3. Employee insurance program to provide the employee with better security.

4. Improvement in health security for the employees and their families so that they can work confidently and productively.

5. Increase in basic salaries and pension as adjustment to the needs providing all work units and their officials with vehicles to help support smooth mobility.

CHAPTER-3

OBJECTIVES OF THE STUDY

NEED FOR THE STUDY:

Stress management refers to a wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning. The process of stress management is named as one of the keys to a happy and successful life in modern society. Although life provides numerous demands that can prove difficult to handle, stress management provides a number of ways to manage anxiety and maintain overall well-being. Thus studying the Stress management in an organization would help in understanding the needs and perception of employees by the management and take the appropriate steps to address employee's concerns.

2.1 PRIMARY OBJECTIVE

To study the effectiveness of stress management of practices followed at Cognizant Technology solutions, Chennai.

2.2 SECONDARY OBJECTIVE OF THE STUDY:

- To study the stress faced by employees in Cognizant Technology Solutions, Chennai.
- To suggest the process to recover stress faced by employees
- To study the various patterns adopted in professional and personal life of the employees.

CHAPTER -4

RESEARCH METHODOLOGY

Type of study: Descriptive study.

Data Collection Method:

Primary data: The primary data are collected from the employees of Cognizant Technology solutions through a direct structured questionnaire.

Secondary data: The Secondary data are usually collected from company profiles, websites, magazines, articles were used widely as a support to primary data. But, in this study secondary data has not been used as this will change from one company to another.

Questionnaire Design:

The types of questions used in the questionnaire were Dichotomous questions and multiple choice questions.

Sample Design:

In this study 50 employees of Cognizant Technology solutions in Chennai are selected as the sample through the non- probability convenience sampling technique.

Tools proposed:

The data are tabulated and analyzed using the Statistical method of Simple Percentage analysis

Simple Percentage method

The percentage is used for making comparison between two or more series of data. It is used to classify the opinion of the respondent for different factors. It is calculated as

$$\text{Percentage of respondent} = \frac{\text{No. of respondents favorable}}{\text{Total no of respondents}} \times 100$$

Weighted average method

The weighted average method can be calculated by the following formula. This tool is used to find the rank given by the respondents to the welfare measures. It can be calculated as

$$XW = \sum WX / \sum X$$

Here

XW represents the weighted average

X represents the value of variable

W represents the weight given to the variable.

Chi-square analysis

Chi-square analysis in statistics is to test the goodness of fit to verify the distribution of observed data with assumed theoretical distribution. Therefore it is a measure to study the divergence of actual and expected frequencies.

The formula for computing chi-square is as follows.

$$\text{Chi-square} = \sum \{(O-E)^2 / E\}$$

The calculated value of chi-square is compared with the table of chi-square for the given degrees of freedom at the specified level of significance. If the calculated value is greater than the tabulated value then the difference between the observed frequency and the expected frequency are significant. The degrees of freedom is (n-2) where 'n' is number of observed frequencies and in case of contingency table the degrees of freedom is (C-1)   (R-1) where C is number of columns and R is number of rows.

It is used to find the relation between communication in work place and work satisfaction. It is used to find the relation between welfare satisfaction and work satisfaction it is used to find the relation between experience of respondents and work satisfaction

Correlation

The correlation analysis deals with association between two or more variables. The correlation does not necessary imply causation or functional relationship though the existence of causation always implies correlation. By itself it establishes only co- variance. It is used to find the degree of relationship between motivation and work satisfaction.

$$Cov(x, y) = 1/n \sum x\, y - x\, y$$

$$\sigma_x = \sqrt{1/n \sum x^2 - x^2}$$

$$\sigma_y = \sqrt{1/n \sum y^2 - y^2}$$

$$r = \frac{Cov(x, y)}{\sigma_x \times \sigma_y}$$

Here,

r = co-efficient of correlation

Regression

The Regression analysis deals with the nature of association between two or more variables. In regression analysis we are concerned with the estimation of one variable for a given value of another variable on the basis of an average mathematical relationship between the two variables.

$$Y = a + bX$$

CHAPTER- 5

DATA ANALYSIS AND INTERPRETATION

TABLE 5.1

Experience	Frequency	Percentage (%)
0-1	2	4.0
2-5	5	10.0
6-10	17	34.0
Above 10	26	52.0
Total	50	100.0

EXPERIENCE OF RESPONDENT

Inference:

From the table it infers that 52% of respondent are experienced above 10 years and 4% are less than one year.

EXPERIENCE OF RESPONDENT
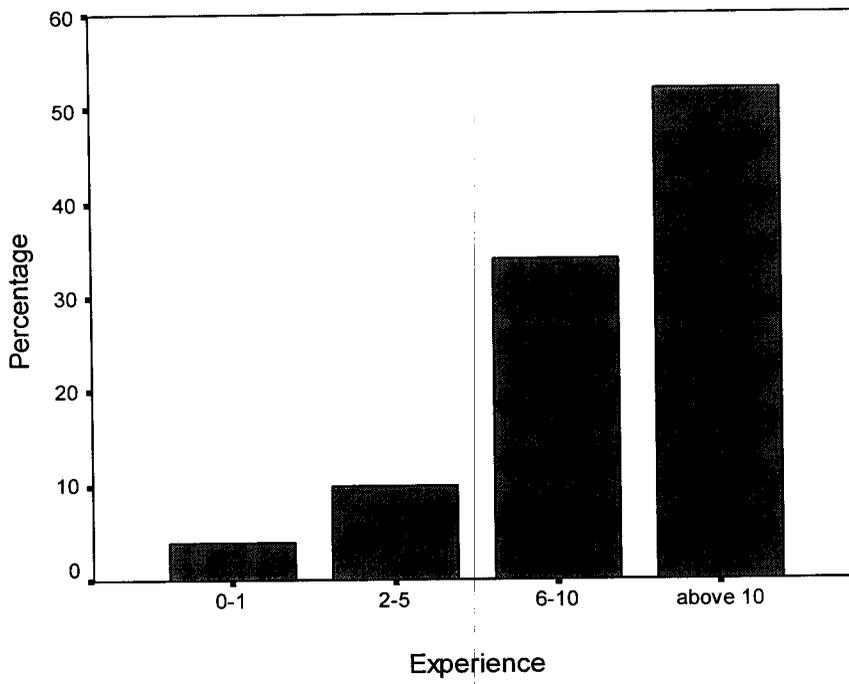
TABLE 5.2

LEVEL OF SATISFACTION OF SAFETY MEASURES

Opinion	Frequency	Percentage (%)	
Highly satisfied	1	2.0	
Satisfied	12	24.0	
Neutral	12	24.0	
Dissatisfied	19	38.0	
Highly dissatisfied	6	12.0	
Total	50	100.0	

Inference:

From the table it infers that 38%of respondent are dissatisfied with the safety measures and 24% of respondent are satisfied.

CHART-5.2
LEVEL OF SATISFACTION OF SAFETY MEASURES
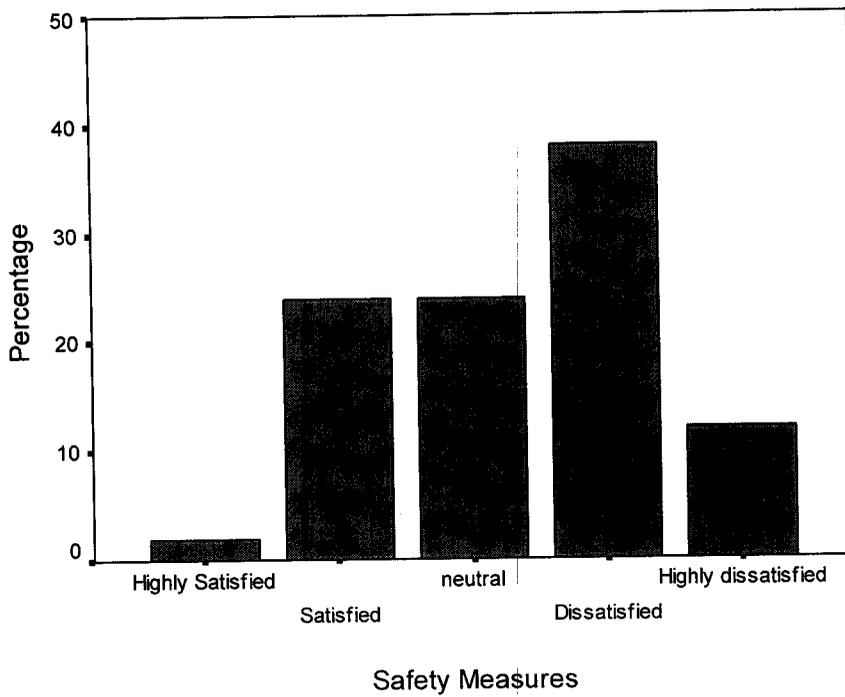
TABLE 5.3

LEVEL OF SATISFACTION OF MEDICAL FACILITY

Opinion	Frequency	Percentage (%)	
Highly satisfied	10	20.0	
Satisfied	28	56.0	
Neutral	3	6.0	
Dissatisfied	6	12.0	
Highly dissatisfied	3	6.0	
Total	50	100.0	

Inference:

From the table it infers that 56%of respondent are satisfied with the medical facility and 12% of respondent are dissatisfied.

CHART 5.3

LEVEL OF SATISFACTION OF MEDICAL FACILITY

Medical Facility in the Company
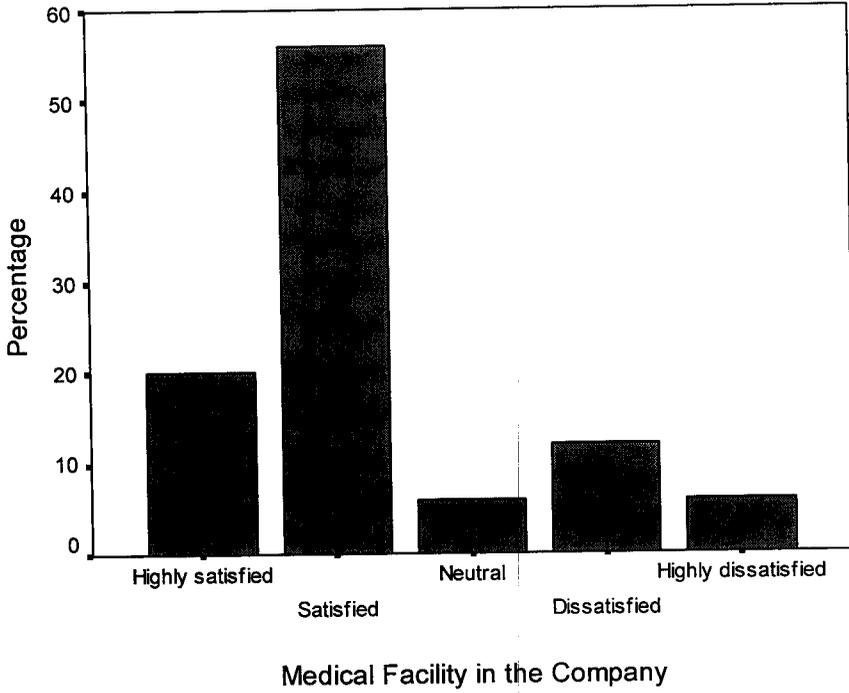
TABLE 5.4

LEVEL OF SATISFACTION OF WORKING ENVIRONMENT

Opinion	Frequency	Percent
Satisfied	40	80.0
Neutral	8	16.0
Dissatisfied	2	4.0
Total	50	100.0

Inference:

From the table it infers that 80% of respondent are satisfied with the working condition and 4% of respondent are dissatisfied.

CHART 5.4

LEVEL OF SATISFACTION OF WORKING ENVIRONMENT

Working Environment in the Company
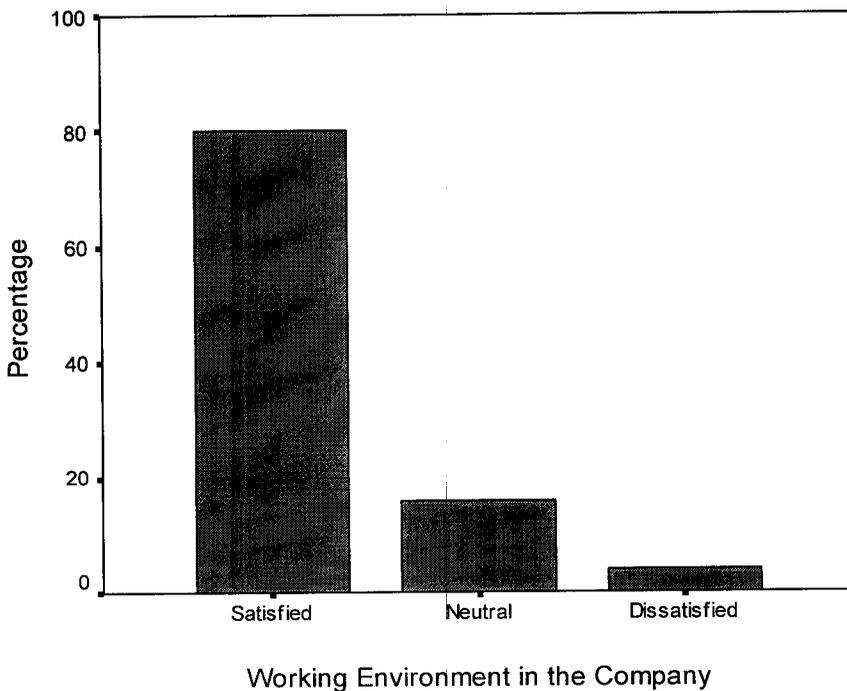
TABLE 5.5

LEVEL OF SATISFACTION OF RELATIONSHIP BETWEEN SUPERVISOR AND WORKER

Opinion	Frequency	Percentage (%)
Cordial	39	78.0
Moderate	10	20.0
Indifference	1	2.0
Total	50	100.0

Inference:

From the table it infers that 78%of respondent are satisfied with the supervisor and 2% of respondent are dissatisfied.

CHART 5.5

LEVEL OF SATISFACTION OF RELATIONSHIP BETWEEN SUPERVISOR AND WORKER

Relation Between Supervisor and Worker
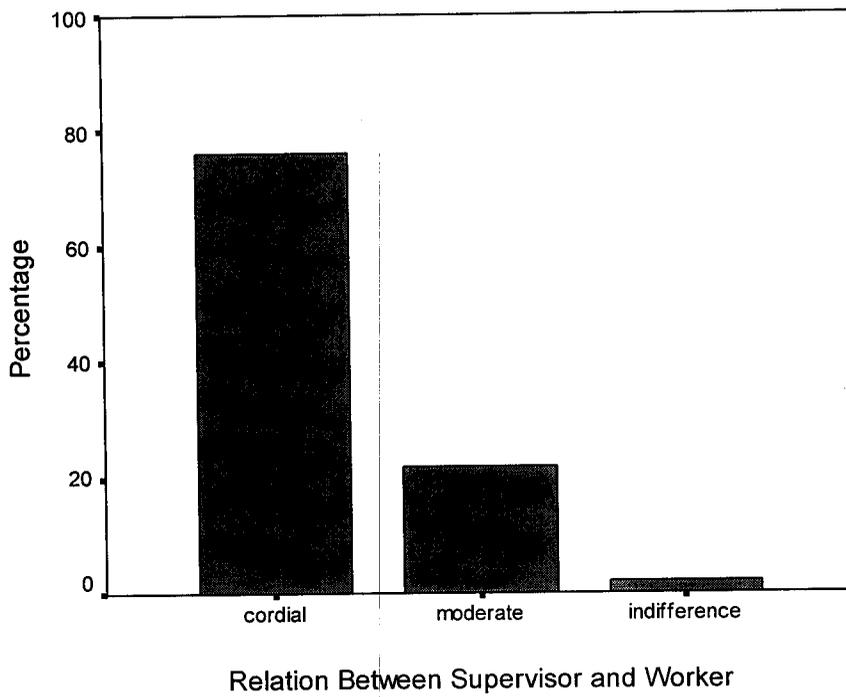
TABLE 5.6

LEVEL OF SATISFACTION OF RELATIONSHIP BETWEEN WORKERS

Opinion	Frequency	Percentage (%)
Cordial	41	82.0
Moderate	8	16.0
Indifference	1	2.0
Total	50	100.0

Inference:

From the table it infers that 82%of respondent are satisfied with the workers and 2% of respondent are dissatisfied.

CHART 5.6

LEVEL OF SATISFACTION OF RELATIONSHIP BETWEEN WORKERS

Relation Between Workers
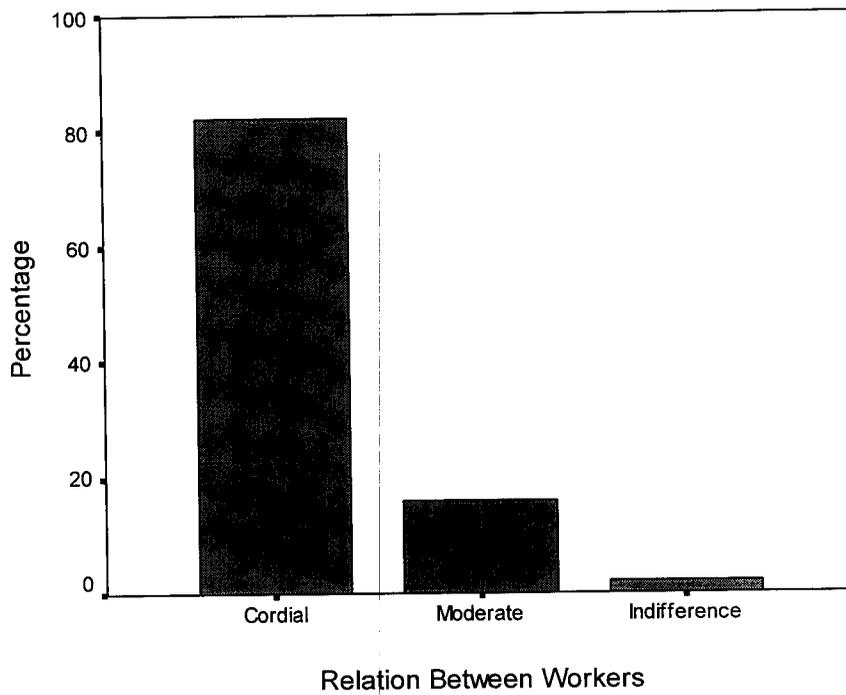
TABLE 5.7

LEVEL OF MOTIVATION GIVEN TO EMPLOYEE

Opinion	Frequency	Percentage (%)
Very high	7	14.0
High	17	34.0
Moderate	12	24.0
Low	10	20.0
Very low	4	8.0
Total	50	100.0

Inference:

From the table it infers that 14%of respondent are highly motivated and 8% of respondent are not motivated.

CHART 5.7

LEVEL OF MOTIVATION GIVEN TO EMPLOYEE

Motivation given to Employee
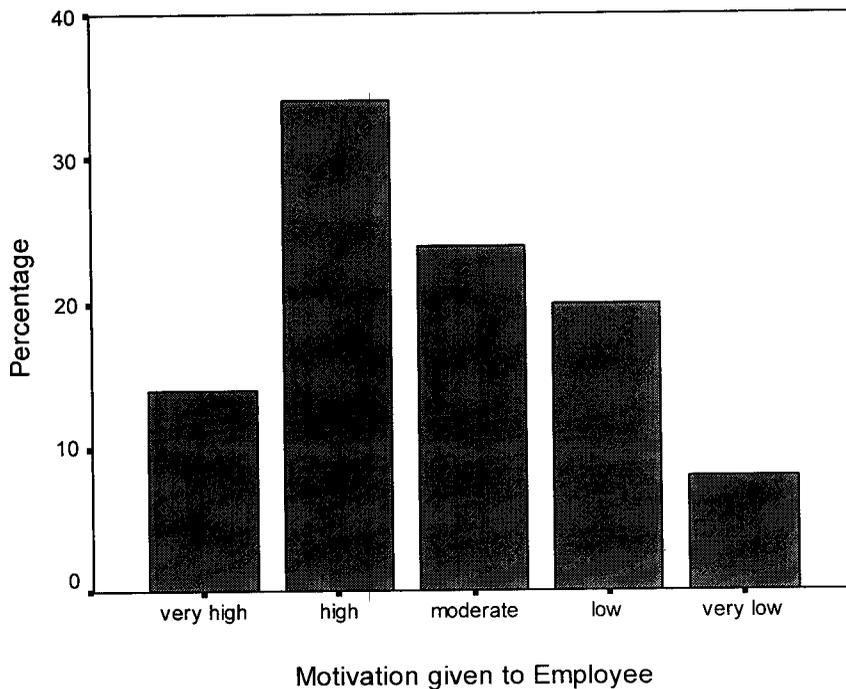
TABLE 5.8

LEVEL OF FREEDOM GIVEN TO THE EMPLOYEES

Opinion	Frequency	Percentage (%)
Very High	2	4
High	11	22
Moderate	15	30
Low	18	36
Very Low	4	8
Total	50	100

Inference:

From the table it infers that 22% of the respondent feels that freedom given to them to express their ideas is high and 36% of the feel as low.

CHART 5.8

LEVEL OF FREEDOM GIVEN TO THE EMPLOYEES
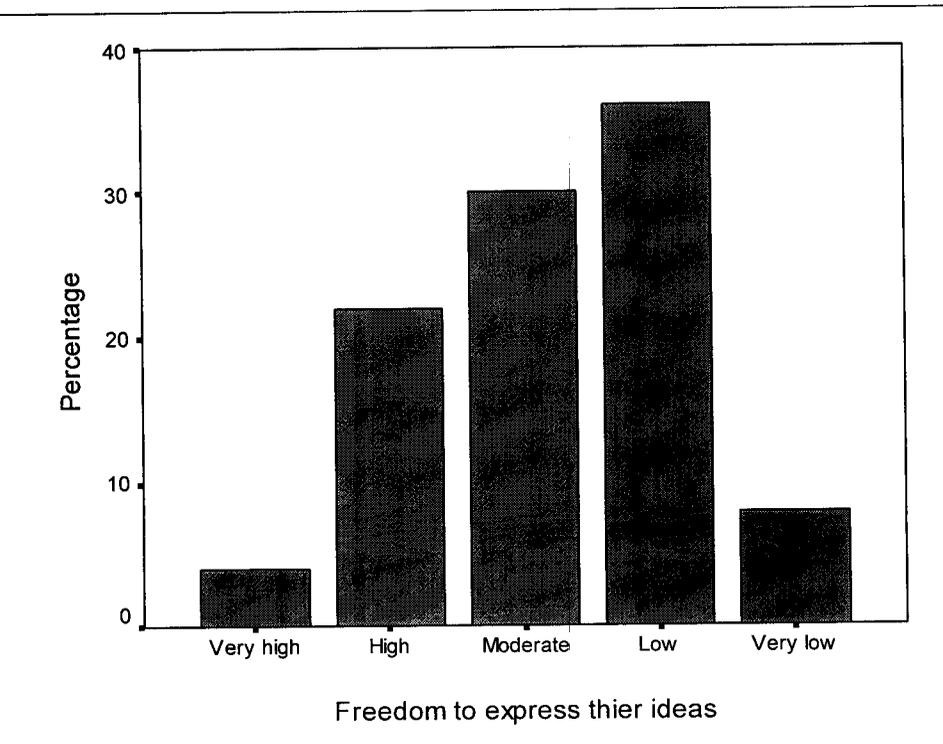
TABLE 5.9

STATUS OF GRIEVANCE HANDLING IN THE COMPANY

Opinion	Frequency	Percentage
Always	10	20
Sometimes	20	40
Rarely	13	26
Never	7	14
Total	50	100

Inference:

From the table we infer that 40% of the respondents are satisfied with the grievance handling and 14% of the respondents are dissatisfied.

CHART 5.9

STATUS OF GRIEVANCE HANDLING IN THE COMPANY
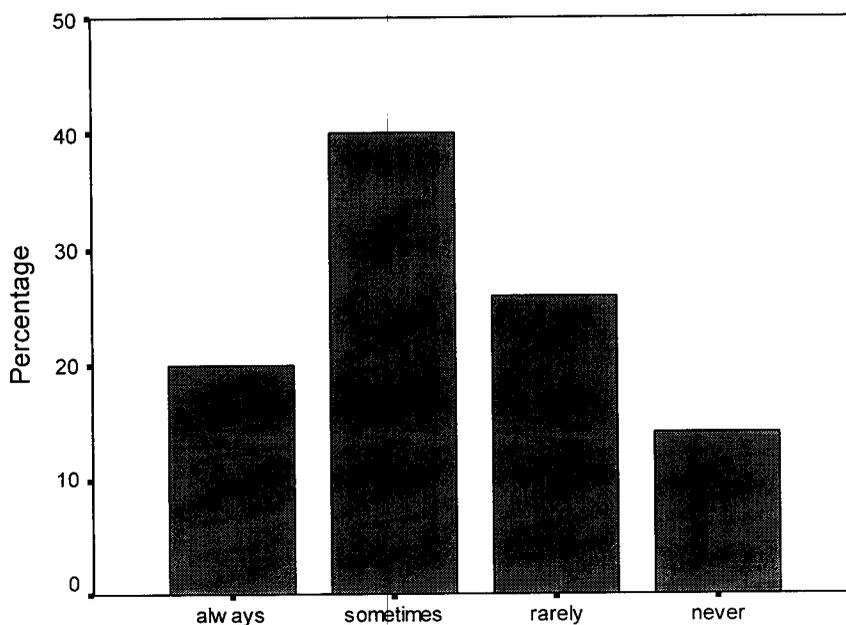
Grievance Handling in the Company

TABLE 5.10

WORK SATISFACTION LEVELOF THE EMPLOYEE

Opinion	Frequency	Percent	
Always	23	46.0	
Sometimes	23	46.0	
Rarely	4	8.0	
Total	50	100.0	

Inference:

From the table it infers that 46%of respondent are always satisfied with work and 8% of respondent are rarely satisfied.

CHART 5.10

WORK SATISFACTION LEVEL OF THE EMPLOYEE

Work Satisfaction of the Employees
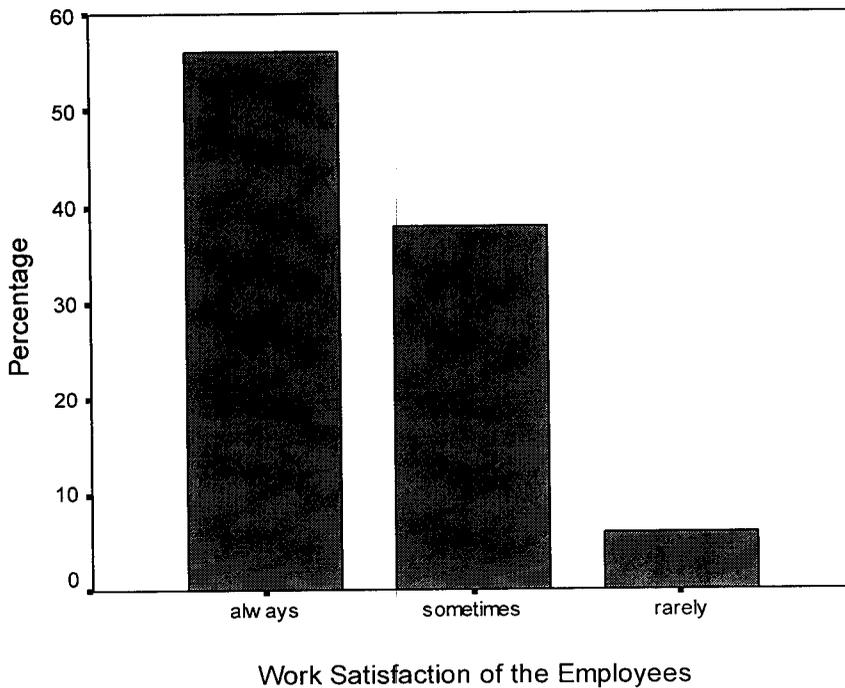
TABLE 5.11

SATISFACTION OF EMPLOYEES ABOUT WELFARE MEASURES

Opinion	Frequency	Percentage (%)
Yes	33	66.0
No	17	34.0
Total	50	100.0

Inference:

From the table it infers that 33%of respondent are always satisfied with welfare and 34% of respondent are not satisfied.

CHART 5.11

SATISFACTION OF EMPLOYEES ABOUT WELFARE MEASURES

Satisfaction about Welfare
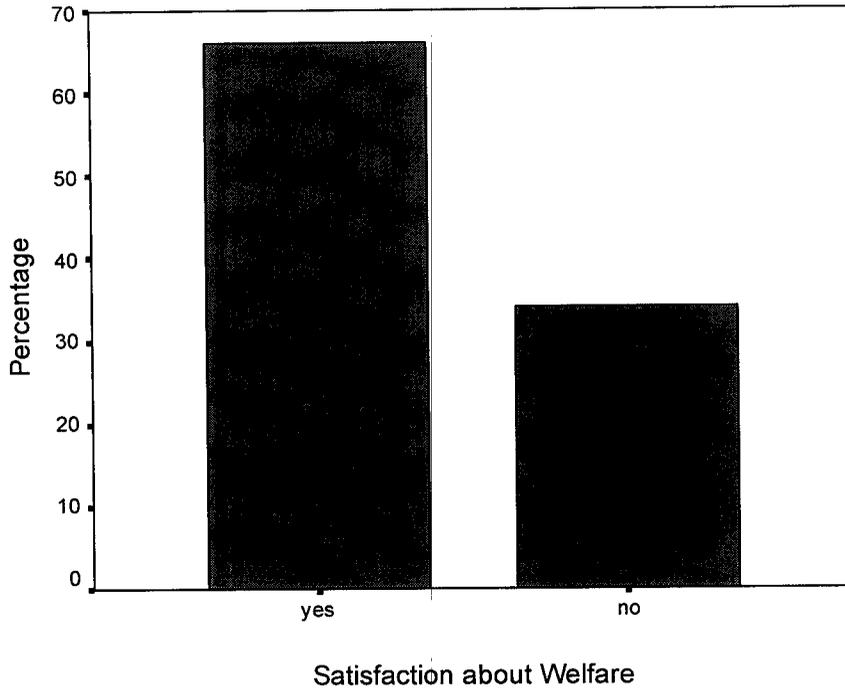
ANALYSIS OF OPINION OF RESPONDENTS REGARDING COMMUNICATION IN WORK PLACE AND WORK SATISFACTION (USING CHI-SQUARE)

Observed count

TABLE 5.12.1

Opinion	Always	Sometimes	Rarely	Total	
Cordial	9	5	0	14	
Moderate	9	6	6	21	
Indifference	7	7	1	15	
Total	25	18	7	50	

Expected count

TABLE 5.12.2

Opinion	Always	Sometimes	Rarely	Total
Cordial	7	5	2	14
Moderate	10.5	7.6	2.9	21
Indifference	7.5	5.4	2.1	15
Total	25	18	7	50

Null Hypothesis:

H_0: There is no significant difference between communication in work place and work satisfaction.

CHI-SQUARE TESTS

TABLE 5.12.3

O	E	$(O-E)^2$	$(O-E)^2/E$
9	7	4	0.57
5	5	0	0
0	2	4	2
9	10.5	2.25	0.21
6	7.6	2.56	0.34
6	2.9	9.61	3.31
7	7.5	0.25	0.03
7	5.4	2.56	0.47
1	2.1	1.21	0.58

Calculated value $= \sum (O-E)^2 / E = 7.51$

Degrees of Freedom $= (R-1)(C-1) = 4$

Tabulated value for 4 degrees of freedom at 5% level of significance is

9.48

Inference:

The calculated value is less than the tabulated value. H_0 is accepted. Therefore there is no association between communication in work place and work satisfaction.

ANALYSIS OF OPINION OF RESPONDENTS REGARDING WELFARE SATISFACTION AND WORK SATISFACTION
(USING CHI-SQUARE)

Observed count:

TABLE 5.13.1

Opinion	Always	Sometimes	Rarely	Total
Yes	20	12	1	33
No	7	6	4	17
Total	27	18	5	50

Expected count:

TABLE 5.13.2

Opinion	Always	Sometimes	Rarely	Total
Yes	17.8	11.9	3.3	33
No	9.2	6.1	1.7	17
Total	27	18	5	50

Null Hypothesis:

H_0: There is no significant difference between welfare satisfaction and work satisfaction.

CHI-SQUARE TESTS
TABLE 5.13.3

O	E	$(O-E)^2$	$(O-E)^2/E$
20	17.8	4.84	0.27
12	11.9	0.01	0
1	3.3	5.29	1.60
7	9.2	4.84	0.53
6	6.1	0.01	0
4	1.7	5.29	3.11

Calculated value = $\sum (O-E)^2 / E = 5.51$
Degrees of Freedom = $(R-1)(C-1) = 2$
Tabulated value for 2 degrees of freedom at 5% level of significance is 5.99

Inference:

The calculated value is less than the tabulated value. H_0 is accepted. Therefore there is no association between welfare satisfaction and work satisfaction.

ANALYSIS OF OPINION OF RESPONDENTS REGARDING EXPERIENCE OF RESPONDENT AND WORK SATISFACTION
(USING CHI-SQUARE)

Observed count:

TABLE 5.14.1

Opinion	Always	Sometimes	Rarely	Total
0-1	1	1	0	2
2-5	2	2	1	5
6-10	6	10	1	17
Above 10	14	10	2	26
Total	23	23	4	50

Expected count:

TABLE 5.14.2

Opinion	Always	Sometimes	Rarely	Total
0-1	0.9	0.9	0.2	2
2-5	2.3	2.3	0.4	5
6-10	7.8	7.8	1.4	17
Above 10	12	12	2.1	26
Total	23	23	4	50

Null Hypothesis:

H_0: There is no significant difference between experience of respondent and work satisfaction.

CHI-SQUARE TESTS
TABLE 5.14.3

O	E	$(O-E)^2$	$(O-E)^2/E$
1	0.9	0.01	0.01
1	0.9	0.01	0.01
0	0.2	0.04	0.2
2	2.3	0.09	0.04
2	2.3	0.09	0.04
1	0.4	0.36	0.9
6	7.8	3.24	0.41
10	7.8	4.8	0.62
1	1.4	0.16	0.11
14	12	4	0.33
10	12	4	0.33
2	2.1	0.01	0.004

Calculated value = $\sum (O-E)^2 / E = 3$

Degrees of Freedom = (R -1) (C-1) = 6

Tabulated value for 6 degrees of freedom at 5% level of significance is 12.59

Inference:

The calculated value is less than the tabulated value. H_0 is accepted. Therefore there is no association between experience of the respondent and work satisfaction

ANALYSIS OF OPINION OF RESPONDENTS REGARDING MOTIVATION GIVEN TO EMPLOYEE AND WORK SATISFACTION (USING CORRELATION)

Observed Count

TABLE 5.15.1

OPINION FACTORS	ALWAYS	SOMETIMES	NEVER	TOTAL
MOTIVATION(X)	24	12	14	50
WORK SATISFACTION(Y)	28	19	3	50

CORRELATION TABLE

TABLE 5.15.2

X	Y	X^2	Y^2	XY
24	28	576	784	672
12	19	144	361	228
14	3	196	9	42

$$= \sqrt{1/3(916-278)}$$

$$= 5.14$$

$$\sigma_y = \sqrt{1/n \, \Sigma \, y^2 - \bar{y}^2}$$

$$= \sqrt{1/3(1154-278)}$$

$$= 10.28$$

$$r = \frac{Cov(x, y)}{\sigma_x \times \sigma_y}$$

$$= 0.66$$

Inference:

The motivation given to employees and work satisfaction are positively correlated. The increase in motivation will increase the work satisfaction also.

ANALYSIS OF RANKING GIVEN BY RESPONDENTS REGARDING SATISFACTION OF WELFARE MEASURES (USING WEIGHTED AVERAGE METHOD)

Observed Count

TABLE 5.16.1

OPINION / FACTORS	SATISFIED	NEUTRAL	DISSATISFIED	TOTAL
MEDICAL FACILITY	35	4	11	50
INFRA STRUCTURE	27	9	14	50
CANTEEN FACILITY	21	9	14	50
CREDIT FACILITY	26	10	14	50

WEIGHTED AVERAGE TABLE

TABLE 5.16.2

RANK	WEIGHTS	FACTORS							
		Medical Facility		Infra structures Facility		Canteen Facility		Credit Facility	
X	W	X_1	WX_1	X_2	WX_2	X_3	WX_3	X_4	WX_4
1	3	35	105	27	81	21	63	26	78
2	2	4	8	9	18	14	28	10	20
3	1	11	14	14	14	15	15	14	14
TOTAL		50	124	50	113	50	106	50	112
CW		2.48		2.26		2.12		2.24	
RANK		1		2		4		3	

CW (CALCULATED WEIGHT) $= \sum WX_n / \sum X_n$

Inference:

From the table it is inferred that employees ranks medical facility followed by infra structure with the canteen facility as last.

ANALYSIS OF OPINION GIVEN BY RESPONDENTS REGARDING SATISFACTION OF WELFARE MEASURES AND EMPLOYEE MORALE (USING REGRESSION METHOD)

Let **X** be the morale of the employee
Let **Y** be the satisfaction of welfare measures.

Observed Count

TABLE 5.17.1

OPINION / FACTORS	SATISFIED	NEUTRAL	DISSATISFIED
EMPLOYEE MORALE(X)	116	36	48
WELFARE MEASURES(Y)	28	19	13

REGRESSION TABLE
TABLE 5.17.2

X	Y	$X-\bar{X}$	$X-\bar{X}^2$	$Y-\bar{Y}$	$Y-\bar{Y}^2$	$(X-\bar{X})(Y-\bar{Y})$
116	28	49	2440	11	130	563
36	9	-31	936	-8	58	233
48	13	-19	346	-4	13	67

Formula

$$b_{xy} = \frac{\sum (x-\bar{x})(y-\bar{y})}{\sum (x-\bar{x})^2}$$

$$= 863/201$$

= 4.29

Regression Equation

$$X - \overline{X} = b_{xy} (Y - \overline{Y})$$
$$X = 4.3Y - 6.1$$

Inference:

Excluding the constant, from the above equation we can infer that effect of welfare measure on morale is measure is found as 1:4.

CHAPTER -6

6.1 FINDINGS OF THE STUDY

Most of the employees are satisfied with the working condition and which are highly satisfied with the company's measure to them for effectiveness of the stress management practices provided to them. Most of the respondents are satisfied with the motivation given by the company. Most of the respondents are satisfied with the relation between supervisor and workers. Most of the employees are satisfied with the relation between workers.

Most of the respondents are satisfied with the work. Most of the respondents are satisfied with the welfare measures. Most of the respondents are satisfied with the credit facility. Most of the respondents are satisfied with the canteen facility

The communication in work place has no effect on work satisfaction. The welfare measure satisfaction has no effect on work satisfaction. The increase in employee motivation will increase the work satisfaction.

6.2 SUGGESIONS AND RECOMMENDATIONS

- The company can improve the grievance handling system so that they can increase the employee satisfaction and maintain their practices of effectiveness of stress management provided to their employees.
- The company can provide safety equipments to the employees.
- The salary increment for employees will increase the employee satisfaction and which in turn increase the employee satisfaction.

CHAPTER - 7
CONCLUSION

The study on effectiveness of stress management practices provided to employees of Cognizant Technology Solutions helps to know the satisfaction level of the employees about the welfare measure provided by the company. From this study we can infer that the majority of the employees are satisfied with the company's measure to manage the employees stress level. The company can concentrate on other facility like canteen facility and safety measures to boost the employee morale. The employee morale is good in the company.

CHAPTER -8

8.1 LIMITATIONS OF THE STUDY

- The time period of the study is very short, so elaborate study was not made.

- Only certain factors are considered in this study about the effectiveness of stress management practices provided to employees.

- The conclusions and suggestions were formed based on employee's spot response.

- Some false information may be given by the employee

8.2 SCOPE FOR FURTHER STUDY

- The sample size taken for this study is only 50, it can be extended to a larger sample

- The study can be done by considering some other factors to measure the employee stress management practices.

- This study can be used to measure the satisfaction level of employee.

- This study can also be extended to the other production centers of the company.

APPENDICES

ANNEXURE -1

A STUDY ON EFFECT OF WELFARE MEASURES ON EMPLOYEE MORALE

QUESTIONNAIRE

PERSONAL DATA

1. Name   :

2. Age   :

   (a) 18-25   (b) 26-35   (c) 36-45   (d) Above 45

3. Gender   :

   (a) Male   (b) Female

4. Educational Qualification   :

   (a) Below Hr Sec   (b) Hr Sec   (c) UG   (d) PG

5. Experience   :

   (a) 0-1 Yrs   (b) 1-5 Yrs   (c) 5-10 Yrs   (d) Above 10 Yrs

6. Total Salary   :

7. Designation   :

8. Safety Measures   :

   8.1. Are you satisfied with the safety appliances in work place?

   a) Highly satisfied b) Satisfied c) Neutral d) Dissatisfied

   e) Highly Dissatisfied

9. Medical Facility

   9.1 Specify the level of satisfaction

   a) Highly satisfied b) Satisfied c) Neutral d) Dissatisfied

   e) Highly Dissatisfied

   9.2 Is there any periodical medical check up given to you

   (a) Yes   (b) No

10. ESI Benefits   :

   10.1 Do you have ESI car

(a) Yes   (b) No

10.2 Do you get all the ESI benefits?

(a) Yes   (b) No

11. Canteen facility

Specify the level of satisfaction

	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Cleanliness					
Hygienic					
Serving					
Price					

12. Credit facility

12.1. Is any Advances and loan given to you are satisfied

(a) Very high b) high c) moderate d) low e) very low

Specify the level of satisfaction of other allowances

	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Transport allowance					
Attendance allowance					
Punctuality allowance					
Education allowance					

13. Infra-structural facility :

Specify the level of satisfaction

	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Rest room					
Drinking water					

Ventilation					
Lighting					
Toilets					
Working environment					
Transportation					

14. Inter-relation ship:

14.1. Relationship between co-workers

    (a) Cordial   (b) Moderate   (c) Indifferent

14.2. Relationship between supervisor and workers.

    (a) Cordial   (b) Moderate   (c) Indifferent

14.3. Level of communication between supervisor and employee

    (a) High (b) Very high (c) Low (d) Very low (e)Moderate

15. Level of motivation given to employee

    (a) High   b) Very high (c) Low (d) Very low (e) Moderate

16. Are u informed about all the management policies?

    (a) Always   (b) Sometimes   (c) Rarely   (d) Never

17. Does the management solve all your grievances?

    (a) Always   (b) Sometimes   (c) Rarely   (d) Never

18. Level of freedom to express your ideas?

    (a) High (b) Very high (c) Low (d) Very low (e) Moderate

19. Are you satisfied with the work you do.

    (a) Always   (b) Sometimes (c) Rarely   (d) Never

20. In general are you satisfied with the welfare and safety measures given by Management?

    (a) Yes   (b) No

21. Suggestion for Improvements

ANNEXURE-2

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