

# A RESEARCH STUDY ON STRESS MANAGEMENT OF EMPLOYEES WITH SPECIAL REFERENCES OF ASIAN PAINTS INDIA LTD

**Dr. S. NAGARAJU**

Associate Professor  
Gandhi Academy of Technical Education

**Abstract:** In recent years the rise in stress has seen across all spheres of life, particularly in the workplace. Stress in organizations is a wide-spread phenomenon with far-reaching practical and economic consequences. Various studies have been conducted to examine the stress and work performance. Work performance can be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources. In carrying out the study, random sampling technique was used to select 140 employees who have worked at least 5 years in them. Relevant data were collected using structured questionnaire. The chi-square test was used to test the hypothesis. The findings showed that stress brings about subjective effects such as feeling undervalued and workplace victimization/ bullying, unclear role/errands, work home interface; fear of joblessness,..The results revealed a negative relationship between stress and employees' job performance and shows that job stress significantly reduces the employee's work performance.

## 1.INTRODUCTION

Stress is a part of day-to-day living of every individual. The college students may experience stress in meeting the academic demands, people on the job, business men may suffer stress to reach office in time and to complete the projects on time and even the house hold ladies may experience stress in managing the home affairs and to look for the maid servant. The reasons for the stress differ from person to person. The stress people experience should not be necessarily treated as harmful. An optimum amount of stress can always act as an energizer or motivator and propel people to apply the efforts and complete the work. But a high level of stress can be serious threat to the personality trails of the individual and can cause physiological and social problems.

### 1.1. What is Stress?

Stress is the "wear and tear" our bodies experience as we adjust to our continually changing environment; it has physical and emotional effects on us and can create positive or negative feelings.

### 1.2. How can I eliminate stress from my life?

As we have seen, positive stress adds anticipation and excitement to life, and we all thrive under a certain amount of stress. Deadlines, competitions, confrontations, and even our frustrations and sorrows add depth and enrichment to our lives. Our goal is not to eliminate stress but to learn how to manage it and how to use it to help us. Insufficient stress acts as a depressant and may leave us feeling bored or dejected; on the other hand, excessive stress may leave us feeling "tied up in knots." What we need to do is find the optimal level of stress, which will individually motivate but not overwhelm each of us.

### 1.3. How can I tell what is optimal stress for me?

There is no single level of stress that is optimal for all people. We are all individual creatures with unique requirements. As such, what is distressing to one may be a joy to another. And even when we agree that a particular event is distressing, we are likely to differ in our physiological and psychological responses to it.



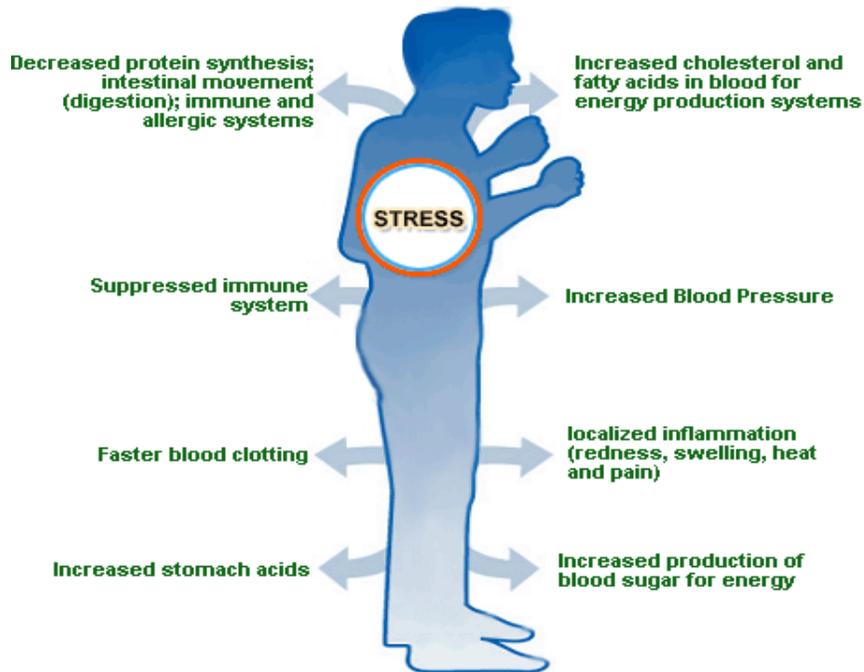
### 1.4. How can I tell manage stress better?

Identifying unrelieved stress and being aware of its effect on our lives is not sufficient for reducing its harmful effects. Just as there are many sources of stress, there are many possibilities for its management. However, all require work toward change: changing the source of stress and/or changing your reaction to it. How do you proceed?

**1.5.The Nine Stress Management Tips:**



**1.5.1. Know what stresses you most.** Not your co-worker, friend, husband, or wife. **YOU!!** Get your feelings out. Write them out and describe each situation. Share all bad feelings with a friend or in a journal. Before you can conquer your stresses you must know what is stressing you.



**1.5.2. Say no.** Focus on your own goals, not your spouse's or parents'. You must know yourself, your dreams, and your passions. If asked to chair another group or take on another responsibility, look at your mission statement or goals for the day. If it does not fit there say thank you but I just cannot. Saying no is one of the hardest things in life, but will help make you a success in your chosen field.

**1.5.3. Learn to relax.** Work hard but know when to take time off to be with the family, go to the beach, or read a book. Work all day if you must but when you get home play, watch cartoons, or tell your child a story. This allows stress tension to go away and helps you calm the heart's pace and digest food normally, and protect your immune system. Learn to meditate and take deep breaths to calm down.

**1.5. 4. Eat healthy.** Eat less junk food and more fruit and vegetables for an amazing overall lowering of stress levels. We can actually lower the amount of the bad stress hormone, Cortisol, by taking vitamins. Take those vitamin pills daily.

**1.5.5. Keep laughing.** Keep a sense of humor. Studies show a good attitude helps lower cancer rates, makes surgery more effective, and keeps a relationship together through hard times.

**1.5.6. Ask yourself WHY.** Why are you doing this? Write down your wants, needs, goals, hopes, and dreams. Does what you are doing now help you get fulfill any of these things? What is your motivation? The more you understand why you doing what you are doing the less stress you will have. If you cannot come up with a good reason, then stop doing it.

**1.5.7. Stay active.** Exercise is a great way to relive tension and gives you a great break from exams. A healthy body makes a happy body. Even a three-minute jog is helpful at taking your mind off your pressures. You'll come back with an acute focus and renewed energy.

**1.5.8. Follow your bliss.** Try to know which subjects and type of people you enjoy. Structure your life around activities that you love. Joseph Campbell, a wise philosopher, advises you to follow your bliss. The more you do in life that goes with your own flow, the more passion you'll have for what you do.

**1.5.9. Organize and Prioritize.** Do the worst and hardest tasks first. Keep a to-do list and calendar with you at all times. If you fail to plan, you plan to fail.

## 2. REVIEW OF LITERATURE

The focus of this article is to review the literature about the impact of stress on job performance. It is therefore imperative to briefly review the impact of stress on human body that in turn affects their job performance followed by review of literature on impact of stress

on employees' job performance. The relevant review is presented hereunder. Impact of stress on human body:

**Shah et al. (2012)** in their study on impact of stress on employee performance among teaching faculty, found a negative relationship between organizational structure and employee efficiency while rewards were found to be positively correlated to employee efficiency as expected.

**Usman Ali et al. (2014)** found that workload, role conflict, and inadequate monetary reward are the prime reasons of causing stress in employees that leads to reduced employee efficiency.

**Deshinger (2003)** suggested that different aspects of employee job performance that are likely to be affected by stress include Productivity, Job Satisfaction / Morale, Absenteeism, Decision Making Abilities, Accuracy, Creativity, Attention to Personal Appearance, Organizational Skills, Courtesy Cooperation, Initiative, Reliability, Alertness, Perseverance and Tardiness

**Sengupta (2007)** stated that stress may cause physiological, behavioral or even psychological effects:

**Physiological** – hormone release triggers fight or flight response of humans. These hormones help them to either fight harder or run faster. They increase heart rate, blood pressure, and sweating. Stress has been tied to heart disease. Because of the increase in heart rate and blood pressure, prolonged stress increases the tension that is put on the arteries. It also affects the immune system which is why cold and flu illness usually show up during exams.

**Behavioral** – it may cause people to be jumpy, excitable, or even irritable. The effects of stress may cause some people to drink or smoke heavily, neglect exercise or proper nutrition, or overuse either the television or the computer.

**Psychological** – the response to stress may decrease the ability to work or interact effectively with other people, and be less able to make good decisions. Stress has also been known to play a part in anxiety and depression.

### 3. OBJECTIVES OF THE STUDY

- ❖ The objective of the study is to identify the existence of work stress in the organization.
- ❖ To study the factors causing stress among the employees
- ❖ To study the impact and usefulness of Work Stress Management and also to suggest measures for coping with stress.

### 4. SCOPE OF THE STUDY

This particular study about Work Stress Management is restricted within the organization. The study is conducted on the employees of the organization. This is not because of non-availability of resources but the nature of the study itself restricts it. It studies the existence or non – existence of stress among the employees in the organization and identifies the factors which are contributing for stress (If any). It also provides the various steps adopted by the organization for managing the work stress of the employees, which can be used as future reference for decision-making and policy making with regard to the employees. This study reveals the morale of the employees.

### 5. RESEARCH METHODOLOGY

#### 5.1. INTRODUCTION:

Under Research Methodology various steps that are generally adopted by a researcher in studying his research problem along with logic

Behind them is discussed. The researcher methodology has many dimensions and research methods to constitute a part of the research methodology. It is necessary for the researcher to design the methodology for his problem as it may differ from problem to problem. In the process of conduction the study, the researcher has followed the following methodology

Field Study:

The researcher has conducted the study among the executives and offices level employees in ASIAN PAINTS INDIA LTD. Since employees were operating, study on the whole system could not be undertaken as a whole and is restricted to within the unit of the company.

## **5.2. COLLECTION OF DATA**

### **PRIMARY DATA:**

Primary data was collected within the employees of organization through survey and personnel interview.

### **SECONDARY DATA:**

Secondary data was collected from various published books, companies' web sites and company old records.

### **Research Design**

The research designs under taken for the study is in descriptive one. The methodology involved in this design is mostly qualitative in a nature.

### **Sample Design**

A sample of 80 employees is taken out of a total population of 250 employees (58%), based on judgment sampling. The sample is selected in such a way that it includes the employees of all ages, different designations from different educational streams with distinct experience from various departments.

Hence the sample is a representative of the population and an unbiased mix of all factors.

### **Sample Size**

Out of the total universe 250 employees a total of employees a total of 80 employees belonging to different units of APIL namely:

### **Research Instrument**

The research instrument used for the survey is a structured undisguised questionnaire. The questionnaire has been framed in structures and undisguised form, with a total number of 20 questions. It has both open ended and closed ended questions. The information collected through personal interview is also being used. Pre-testing was conducted to find if there were any discrepancies in the questionnaire designed necessary changes were made after designing the questionnaire for which data was collected.

## 6. DATA ANALYSIS

### 1. Perception of Employees of Different age groups about Stress

**INTERPREATION:** From the above graphical representation it has been found that the age groups of 30-39, 40-49 and 50-59 (65%) are having more workload than the employees aged between 20-29. The employees with age group of 30-39 are having more stress on facing the Meeting targets than the other age group. Finally the performance anxiety is more to the 20-29 age group and it is negligible in 50-59 aged employees.

### 2. Problem areas identified by employees of different ages

**INTERPRETATION:** The analysis shows that the employees grouped between 20-29 and 50-59 are facing more health problems (66%) than the other age group 30-39 and 40-49 and this is because of stress factors like performance anxiety, workload and meeting targets. It can be inferred that there is a strong correlation between health and psychology

because the later as a direct impact on health. Problems like mental tension, anxiety, depression, loss of memory and concentration, which arise due to psychological problems. And finally it can be found that the age group 20-29 and 30-39 are having problem in their work itself (67%) as these are the upcoming employees with new positions. It has been found that the employees though they are facing more stress they are still able to maintain better interpersonal relationship with their peers, subordinates and superiors this may be because to reduce the stress and to complete the task with their support.

### **3. Suggestions by employees of different ages for changes at work place**

**INTERPRETATION:** From the above data we can analyze that the all the employees of different age groups wanted a few changes at work place like timely targets (33%). And distributed work load is more in age group of 40-49 i.e., (56%) and finally 66% of the employees of age group 20-29 and 50-59 want changes in periodic relaxation as these are people who feel more stress in handling the work than the others.

#### **4. Measures to reduce stress given by employees of different age groups**

##### **1. Counselling    2. Job Rotation    3. Relations    4. Recognition**

**INTERPRETATION:** It has been found that the employees of age group 40-49 and 50-59 require counseling (66%) as they are undergoing more stress, where as employees the age group 20-29 and 30-39 do not feel the need for counseling (33%). It has been found that the age group of 30-39 and 40-49 (47%) feel more stress; they insist that job rotation can be used as one of the measures to reduce stress. From the above analysis we can say that the age group 40-49 feels that better interpersonal relationships (47%) can help reduce the stress level, which in turn will improve relationship between superior and subordinate. It has been found that the employees of all the different age group have felt recognition of good work (67%) can also be one of the measures to reduce stress and this is more in age group of 50-59.

#### **5. Perception of employees about stress according to their designations**

**1. Work load    2.Meeting Targets    3. Performance Anxiety**

**INTERPRETATION:** It has been found that 80% of officers face more stress than the other managers because these face more work load and performance anxiety in meeting the targets. From the above representation we can say that the Managers facing more stress in meeting their targets (71%) than the Dy. Managers and Asst. Managers.

**6. Problems areas identified by employees with different designations****1. Health    2. Psychological    3.Interpersonal Relationship    4.Work Itself**

**INTERPRETATION:** It has been found that the Managers, Asst. Managers and Officers are having more health problems (65%) because there is a direct impact of stress factors like work load, performance anxiety and meeting targets on health. The Psychological problems are more marked among Officers and these are equal in Dy. Managers and Asst. Managers are equally facing same psychological problems. It has been found that managers and officers 35% face fewer problems in interpersonal relationships than the others. And finally we can analyze that the Dy. Managers, Asst. Managers and officers are feeling more stress due to work itself i.e., 90% of problems are due to work itself according to officers and it 67% of it in Dy. Managers and Asst. Managers. And it is very little in Managers.

## 7. Suggestions by employees with different designation for changes at work place

### 1. Timely Targets    2.Distributed Work load    3.Periodic Relaxation

**INTERPRETATION:** It has been found that overall 60% Officers undergo more stress, hence they are desirous of changes at work place like timely targets, distributed workload and periodic relaxation where as 57% Managers prefer more distributed work load and more periodic relaxation &0%. And the Asst. Managers and Dy. Managers want changes in Periodic relaxation more and less in timely targets and distributed workload.

## 8. Measures to reduce stress given by employees with different designation

### 1. Counselling    2.Job Rotation    3.Relations    4. Recognition

**INTERPRETATION:** it has been found that 70% of those in Officers cadre feel the need for counseling, job rotation and recognitions they undergo major stress. On the other hand, Dy. Managers and Asst. Managers 80% feel that recognition of food work is a good measure of reducing the stress levels. When the good work is being recognized it provides them motivation, encouragement's there by contributing to the high morale and indirectly reducing the stress level.

## 9. Perception of employees about stress at work place (Graduates & Post-Graduates)

### 1. Work load    2.Meeting Targets    3. Performance Anxiety

**INTERPRETATION:** It has been found that 60% of Graduates face more work load than post graduates 50%, where as 27% of Graduates face problems in meeting targets while it is more in post Graduates 60%, although there work load is comparatively lower than the graduates. It has been found that post graduates 675 face more performance anxiety than graduates 33%, this can be considered as a positive stress of the employees for the organization.

## 10. Problem areas identified by employees at work place (Graduates & Post-Graduates)

### 1. Health    2. Psychological    3.Interpersonal Relationship    4.Work Itself

**INTEPRETATION:** From the above we can analyze that postgraduates 33%, this can be attributed to more meeting targets and performance anxiety among postgraduates. It has been found that 65% of the postgraduates face more psychological problems tan the graduates 35% because of the health disorders among post graduates is high and 66% of the graduates face problems in work itself as compared to 20% of the post graduates. The interpersonal relationships problems are more seen more in postgraduates 30% than compared to 15% of the graduates.

## 7. FINDINGS OF THE STUDY

- ❖ It has been found that 58% of the employees among the total employees in the organization are undergoing stress and these are officers and asst. Managers.
- ❖ It has been found that the employees in the age group of 20-29 are facing more health problems than the higher age headache. This is because the employees of this age are undergoing more stress compare to higher age group due to factors like work load, meeting targets and performance anxiety.
- ❖ It is observed that though the employees in the age group of 30-39 are facing stress than the employees in the age group 40-49. Still they are able to maintain better inter personal relationship with their peers, subordinates and superiors.
- ❖ It has been found that employees in the age group of 30-39 wanted a few changes at work place to reduce the stress like timely targets, distributed work load and periodic relaxation because they feel that it is too concentrated and the time to meet these targets is highly insufficient.
- ❖ It is observed that 95% of the employees are comfortable with the working environment in which they are working.
- ❖ It is observed that the 99% of employees agree that the work stress management techniques will improve the morale of the employees.
  
- ❖ It has been found that most of the organization has the opinion to take into consideration the employees while implementing the stress management techniques taken by the HR dept.

## 8.SUGGESTIONS FOR THE STUDY

- ❖ It has recommended to the company that if stress management techniques are initiative then the average health of the employees will be better and he will be able to better cope with stress, then by the level and degree of performance of the employee will improve.
- ❖ It is recommended that the company should give one task at a time and give sufficient time in meeting the targets so that the employee performs his best without any stress.
- ❖ It is recommended that it should focus more in giving stress management techniques to the age group of 20-29 probably due to inexperience.
- ❖ It is recommended to the company to take appropriate measures in identifying and arresting the psychological problems, then the health related problems would also come

down. As psychological has a direct impact on health, the performance of employee will improve.

- ❖ It is recommended to the company that it should conduct frequent health checkups gauges the health level of employees from time to time. If the health of the employee is fine then it can inferred that the degree of stress in the organizations less or negligible.
- ❖ It is recommended to the company to conduct frequent recreational programs like get together in departments concerned, parties on occasions like the birthdays of the employees, on the achievements of any particular department, cultural activates, sports pleasure trips etc.
- ❖ It is recommended to the company that bit should improve interpersonal relationships among the employees of different departments by bridging the gap between superiors and subordinates. These can a long way in reducing the degree stress to some extent.

### 9. CONCLUSION OF THE STUDY

In this paper we have sought to examine the ways in which work stress is a prevalent problem in organizational life. Subsequently, the review sought to revisit prior literature on the various major phases of research discussions and conceptual debates on work stress which often includes stressors that are identifiable as causes of stress typically emanating working conditions that are adversarial to well-being and produces negative outcomes exemplified in the case study earlier examined. Apart from also reviewing the concept of stress scarred with Diverse definitional properties and the evaluation of important stress models, this review further focused on identifying the paucity of studies in stress management research. In this paper, the author sought to re-emphasize the need to develop more effective and evidence-based research on SMIs. This is because there are potentials for employees, HR managers, occupational therapists and the organisations in general to benefit from stress management research rather than recycling 'discursive descriptions' of sources, symptoms and outcomes of stress only. Thus, a key conclusion is that for SMIs to make any meaningful contributions to any corporate existence, managers should actively seek to increase employee involvements in identifying and selecting suitable interventions that are primarily aimed at extenuating the adverse effects of workplace stress.

## 10.References

1. Nirmal singh, (2002), Human Relations and Organizational Behavior, Deep & Deep pub.
2. Ajay Shukla, (2006), Stress Management, 2nd edition Unicorn pub.
3. Suja R. Nair, (2005), Organizational Behavior, 1 st Edition, Himalaya pub., India.
4. Susan Chirayath, (2009), Organizational role stress and personality traits of software Engineers as revealed through Myers-Brigs type indicator (MBTI) GIM Journal of Management, vol.4, No.1 January-June.
5. Avinash kumar Srivastav, (2007), Achievement climate in public sector – A cross functional study on relationship with stress and coping, IIMB Management Review, December, 2007.
6. Raji Nair, (June 2007), Stress management in ITeS organizations through system thinking and system dynamics presented at National conference on system dynamics organized by IPE & system dynamics society of India, 28-29.
7. Pradhumn kumar, (Nov-2009), Employee burnout in the healthcare sector, Icfai Univ. press, HRM Review.
8. Reshma S Gavali, (Nov 2009), Applied ergonomics and ways to reduce work stress, Icfai Univ. press, HRM Review,
9. R. Paneerselvam, (2005), Research Methodology, Prentice – hall pub.
10. Rangit kumar, (2004), Research methodology, 2nd edition, Sage pub