



A Study On Stress Management Among Employees Working In Auto Components Industries

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Abstract: The main aim of this study is to identify the stress management among employees working in selected Auto components manufacturing Industries in Chennai. The study was conducted to identify the causes of stress, the symptoms experience by the employees, and how the organization is effectively in handling the stress of the employees in the day to day working environment. The research adopts a survey approach where self-administered questionnaires were issue to gather data from the employees to measure their opinion regarding stress management. The data is collected through both primary and secondary data. In primary data a questionnaire has been framed and collected from 120 respondents, books, journals, websites are referred as secondary data. The statistical tools used under the study are one way ANOVA, chi-square test, Henry Garrett Ranking method, mean and standard deviation and H-test. It can be concluded that meeting target and workload are some of the major causes of stress, It was found that tension; headache is some of the symptoms caused due to stress. Organization is effective in handling the stress management practices. By engaging employees in effective training and employee assistance program helps to manage their stress and through healthy compensation plans and performance based incentives lead the employees to work effectively.

Keywords: Stress, Symptoms, Performance based. Working environment

1.1 INTRODUCTION & PROBLEM STATEMENT

Stress has become a part of work life. Corporates have started to emphasize on positive stress in organization to keep up the challenging work culture. The challenges in organization such as the latest technology updation, targets and sometimes even the organizations structure causes stress. Absenteeism and work reflects the stress level of an organization. Stress affects an individual and organization as a whole. High rate of

absenteeism, increased staff turnover, poor safety record, worsening customer relations, or degrading the quality control found in an organization suffers from stress.

Stress being an invisible factor may affect the employees working in the company. This study is needed to review the stress level among the employees working in Auto Components Industry. As the working environment grows competitive and complex, stress at work is also bound to increase. This study focused on analyzing the causes of stress and how the work stress factor affects the performance of the employees. This study is needed for the employer to understand the level of stress of their employees and to plan accordingly how to manage and overcome it.

1.2 OBJECTIVES OF THE STUDY

- To find out the causes of stress in the day to day working life of employees.
- To identify the symptoms experienced by the employees due to stress.
- To find out the effectiveness of handling stress management practices in the organization.
- To suggest the techniques to manage the stress and reducing managerial problems.

1.3 REVIEW OF LITERATURE

Vijaya Banu. C et.al (2010) conducted a study on stress management with special reference to a private sector unit. The purpose of this study is to know the impact of organisational factors that contributes stress for the employees and to find the impact of individual factors that contributes stress for the employees. The sample is collected from 85 employees and the statistical tools used were one way ANOVA. The researcher concluded that employees job role is stressor in the organization and some employees agreed that noise pollution is also major stressor in the organization, the study recommended that the organization should concentrate on the employees so that they can keep eye on their performance and productivity.

Geeta Kumari and Pandey. K. M (2011) conducted a study on stress management: A case study of Avatar steel industries Chennai. The study was conducted to determine the stress management of employees working in Avatar steel industries. 100 samples were collected, tools used under the study is chi-square and weighted average. It was found that most of the employees were not satisfied with the grievance handling procedure of the organization. The researcher concluded that almost all the respondents are satisfied with the physical and psychological working condition of the organization, and only fewer respondents are dissatisfied with the psychological working condition of the organization. The opinion about the training programs

conducted by the organization is almost better, according to majority of the respondents.

NoyalineBibiyanaArulmary. A (2012) conducted a study on stress management of BPO employees in Puducherry. The purpose of the study is to identify the sources of occupational stress and to evaluate the stress management among the BPO personnel. The researcher collected 120 samples from the employees and the tools used were non-parametric chi-square, Mann-Whitney, and Kruskal-Wallis ANOVA. The researcher concluded that overall job satisfaction of the employees tend to increase if there is a decline in the level of stress from work overload, work pressure and ambiguous job.

Akankshi Singh and Gupta. R. P (2016) conducted a study on stress management of banking sector employees. The aim of the study is to determine the cause-effect relationship between factors causing stress and their impact on bankers personal life and health. The sample is collected from 50 employees. The researcher concluded that stress in banking sector is mostly due to excess of work pressure and work life imbalance the organization should support and encourage taking up roles that help them to balance work and family.

Ekienabor. E. E (2016) conducted a study on job stress on employees productivity and commitment. The purpose of this study is to investigate the impact of job stress on employees productivity and commitment among academic staff on Nigeria universities. Field study was conducted with questionnaire and statistical tools used are chi-square analysis. The researcher concluded that there was an impact of job stress on employee commitment, thereby causing decrease in the employees performance.

Makoni. M. Kingstone and MutananaNgonidzashe (2016) conducted a study on effective management of occupational stress as perceived by workers at a manufacturing company in Zimbabwe. The main aim of the study is to find out the the different effective techniques of managing stress as perceived by workers in the organization. 35 samples has been collected through questionnaire. The researcher concluded that workers agree with the concept of counselling, body exercise and sport as techniques for managing stress at the workplace. The study recommends employers to ensure counselling of employees at the workplace, sport and recreation at the workplace to ensure the effective management of stress at the workplace.

Massaran Bamba (2016) conducted a study on stress management and job performance in the industries sectors of Mali. The purpose of this the study is to investigate the impact of job stress over employees work performance. Due to numerous factors in today's working conditions, most workers are stressed out. The researcher collected 100 samples through questionnaire. The study concluded that work pressure will make employee feel physical and mental disorders and some

problems such as lack of satisfaction, high absenteeism, and high turnover rate and so on will be also produced by this pressure, which will greatly reduce the efficiency and increase the cost of the organization operation.

Mohanaselvi. R and Manimaran. S (2016) conducted a study on stress management among consultants in insurance sector in dindigul. The purpose of this study is to analyse various components of stress and to identify the stress management for public and private sector of insurance industry. The sample is collected from 120 employees and the statistical tools used were chi-square test. The researcher concluded that role conflict, political pressure, top management pressure and the long working hours are the possible for the high degree of work stress among the insurance agency's employees.

Ragula Ramesh and Guduru Naresh (2016) conducted a study on employees stress in information technology sectors. The purpose of the study was to know perception of employees on Environmental and general causes leading to stress and stress management techniques and its impact on their physical, mental and behavioral changes. The researcher collected 200 samples from the employees and the statistical tools used were variance method. The researcher concluded that the employees of IT sector always get contradictory instructions regarding their work from hierarchy like team leaders, project managers, departmental heads etc. This leads to confusion among employees where they are not clear whether to follow their own procedure or the procedure suggested by their bosses.

Siva Prasad. A. V.V et.al (2016) conducted a study on employees stress management techniques – an empirical study of singareni collieries company limited. The study is to examine whether the organization as well as the employees together work out to reduce workplace stress and try to improve the organizations growth along with one's individual career. The sample is collected from 200 employees and the statistical tools used were one way ANOVA. The study concluded that organizations cannot avoid the occupational stress, hence it can follow certain policies to deal with employee stress, because stress plays very important role in employees job satisfaction and productivity. The Singareni Collieries Company Limited is extra-ordinarily supporting their employees and in reducing their workplace stress.

Martin Jayaraj. A and Dharmaraj. A (2017) conducted a study on stress management practices adopted by small scale manufacturing units in coimbatore. The study aims to analyze the factor influencing stress and to study the relationship between job profile and level of stress among the employees. 120 samples has been collected through questionnaire. The tools used under the study is chi square analysis. The study found out that the employees have less or more work experience, it does not have any impact

on the level of stress among the employees and also the educational qualification of the employees does not have any impact on the level of stress among the employees.

Rohit Yadav (2017) conducted a study on stress among employees in Banking industry. The study was conducted to know the level of stress exists among the employees of Banking Sector and to figure out the possible reasons of stress. The sample is collected from 200 employees working in different Public Sector Banks and Regional Rural Banks fall under the National Capital Region of India. The researcher concluded that most of the employees are under stress in the Banking Industry, which is impacting their health and well being. Stress management should be done on individual level as well as organisational level.

Kalpana. P and Jayashree. M (2018) conducted a study on stress at workplace with reference to Axles India limited. The aim of this study is to find the stress level of employees at work place and employees satisfaction towards the management practices and work stress. The researcher collected 100 samples through questionnaire and the statistical tools used were chi-square test. The researcher concluded that majority of the employees are happy and are able to cope up with stress situations and the study revealed that only few employees fall under low stress category and more than half of the employees are highly stressed & need prevailing in the organization to some extent.

Kihara. L. N and Mugambi. H (2018) conducted a study on effect of stress management strategies on employees performance in the public service. The main aim of the study to evaluate the influence of stress management strategies on employees performance. The sample is collected from 400 employees and used multiple linear regression as the tool for the study. This study concluded that organization should create awareness to employees to enable them be aware of utilization of stress management strategies available in the organization that can result in improved performance.

Vijayaraj. M (2018) conducted a study on stress management in M.S Knitting mills at Tirupur. The purpose of this study is to know the reasons of stress among the employees and the ways used by employees to cope with the stress generated at workplace. The researcher collected 100 samples through questionnaire. The researcher concluded that the productivity of the work force is the most decisive factor as far as the success of an organization is concerned. organization should create awareness to employees to enable them be aware of utilization of stress management strategies available in the organization that can result in improved performance and employee retention.

KashishPeswani and Dheeraj Kalani (2019) conducted a study on stress management among employees. The purpose of this study is to identify the effect of stress on individual life and to identify the different methods & techniques of reducing stress. They collected 80 samples through questionnaire. The researcher concluded that employees dread with the way that the lack of quality work puts weight on them, the professionals should exhibit self-control and good self- esteem, engage in continuous professional development on skills for better organization, integration of work within specified project constraints and delegation of assignments, authority and breaking work into manageable parts so as to be able to cope with stress.

Chandra Sekhar Patro and Sudesh Kumar. K (2019) conducted a study on effect of workplace stress management strategies on employees efficiency. The study was conducted to examine the effectiveness of stress management strategies adopted by private enterprises and their effect on employees efficiency. The sample is collected from 240 employees through questionnaire and the statistical tools used were one way ANOVA. The researcher concluded that stress program interventions and training and development have a significant influence on employees efficiency. This makes it imperative for private enterprises to invest necessary resources in developing strategies and interventions to reduce workplace stress.

Harry and Joy (2020) conducted a study on stress management and employee performance. The study investigates the influence of stress, management, workload, role ambiguity, role conflict, effectiveness, efficiency and commitment on employee performance. They collected 80 samples through questionnaire. The researcher concluded that stress management bears a positive and significant influence on employee performance, the study recommended the management should design task and jobs in ways that would make for effective, efficiency and commitment and bring about improvement in the performance of workforce.

Vinothini. G (2020) conducted a study on stress management among the employees of private sector life insurance company with reference to Chennai city. The objective of this study is to investigate the occupational stress and impact on the employees. The sample is collected from 500 employees through questionnaire and the statistical tools used were chi-square test and KMO and bartlett's test. The researcher concluded that there was an impact of job stress on employee commitment, thereby causing decrease in the employees performance.

1.3 METHODOLOGY

The primary data was collected using structured questionnaire. The structured questionnaires that were framed and designed consists of

- Likert 5-point scale

- Multiple choice questions
- Ranking question
- Open ended question

By using simple random sampling technique 120 respondents are selected for the purpose of the study.

TOOLS USED FOR ANALYSIS

- Percentage analysis
- One way ANOVA
- Chi-square test
- Henry Garrett ranking Method
- kruskal-wallis H-test
- Mean and standard deviation

1.4 RESULTS AND DISCUSSIONS

1.4.1 ONE WAY ANOVA- WORK EXPERIENCE AND MORE WORKING HOURS

To find the difference between work experience and causes of stress towards more working hours.

HYPOTHESIS

Alternative Hypothesis (H₁)

There is a significant difference between the work experience and causes of stress towards more working hours.

TABLE 1.4.1 SHOWING ONE WAY ANOVA BETWEEN WORK EXPERIENCE AND CAUSES OF STRESS TOWARDS MORE WORKING HOURS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.472	3	3.157	3.987	.010
Within Groups	91.853	116	.792		
Total	101.325	119			

INFERENCE:

Since the computed value (0.010) is less than level of significance (0.05), the null hypothesis is rejected. Therefore there is a significant difference between the work experience and causes of stress towards more working hours.

1.4.2. ONE WAY ANOVA- WORK EXPERIENCE AND MEETING TARGETS

To find the difference between work experience and causes of stress towards meeting targets.

Alternative Hypothesis (H₁)

There is a significant difference between the work experience and causes of stress towards meeting targets.

TABLE 1.4.2 SHOWING ONE WAY ANOVA BETWEEN WORK EXPERIENCE AND CAUSES OF STRESS TOWARDS MEETING TARGETS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.672	3	1.891	3.486	.018
Within Groups	62.920	116	.542		
Total	68.592	119			

INFERENCE:

Since the computed value (0.018) is less than level of significance (0.05), the null hypothesis is rejected. Therefore there is a significant difference between the work experience and causes of stress towards meeting targets

1.4.3. ONE WAY ANOVA- WORK EXPERIENCE AND REPETITIVE AND MONOTONOUS WORK

To find the difference between work experience and causes of stress towards repetitive and

Alternative Hypothesis (H₁)

There is a significant difference between the work experience and causes of stress towards repetitive and monotonous movement.

TABLE 1.4.3 SHOWING ONE WAY ANOVA BETWEEN WORK EXPERIENCE AND CAUSES OF STRESS TOWARDS REPETITIVE AND MONOTONOUS MOVEMENT

	Sum of Squares	df	Mean Square	F	Sig.
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Between Groups	9.645	3	3.215	4.183	.007
Within Groups	89.147	116	.769		
Total	98.792	119			

INFERENCE:

Since the computed value (0.007) is less than level of significance (0.05), the null hypothesis is rejected. Therefore there is a significant difference between the work experience and causes of stress towards repetitive and monotonous movement.

1.4.4. ONE WAY ANOVA- WORK EXPERIENCE AND WORKLOAD

To find the difference between work experience and causes of stress towards workload.

HYPOTHESIS

Alternative Hypothesis (H₁)

There is a significant difference between the work experience and causes of stress towards workload.

TABLE 1.4.4 SHOWING ONE WAY ANOVA BETWEEN WORK EXPERIENCE AND CAUSES OF STRESS TOWARDS WORKLOAD

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.925	3	.308	.512	.675
Within Groups	69.867	116	.602		
Total	70.792	119			

INFERENCE:

Since the computed value (0.675) is more than level of significance (0.05), the null hypothesis is accepted. Therefore there is no significant difference between the work experience and causes of stress towards workload.

1.4.5. CHI-SQUARE TEST- AGE AND TENSION

To find the relationship between the age of the respondents and level of stress symptoms on Tension.

HYPOTHESIS

Alternative Hypothesis (H₁)

There is a significant relationship between age of the respondents and level of stress symptoms on Tension.

TABLE 2.2.5 SHOWING CHI-SQUARE TEST BETWEEN AGE AND LEVEL OF STRESS SYMPTOMS ON TENSION

	Value	Df	p value
Pearson chi-square	23.757(a)	12	.022

INFERENCE:

Since the p value(0.022)is less than level of significance(0.05), the null hypothesis is rejected. Therefore there is a significant relationship between age and level of stress symptoms on tension.

1.4.6. CHI-SQUARE TEST- AGE AND DEPRESSION

To find the relationship between the age of the respondents and level of stress symptoms on depression.

HYPOTHESIS

Alternative Hypothesis (H₁)

There is a significant relationship between age of the respondents and level of stress symptoms on depression.

TABLE 1.4.6 SHOWING CHI-SQUARE TEST BETWEEN AGE AND LEVEL OF STRESS SYMPTOMS ON DEPRESSION

	Value	Df	p value
Pearson chi-square	18.820(a)	9	.027

INFERENCE:

Since the p value(0.027)is less than level of significance(0.05), the null hypothesis is rejected. Therefore there is a significant relationship between age and level of stress symptoms on depression.

1.4.7 HENRY GARRETT RANKING METHOD

TABLE 1.4.7 SHOWING GARRETTS VALUE

S. NO	$100(R_{ij}-0.5)/N_j$	Percent position	Garrett value
1	$100(1-0.5)/5$	10	75
2	$100(2-0.5)/5$	30	60
3	$100(3-0.5)/5$	50	50
4	$100(4-0.5)/5$	70	39
5	$100(5-0.5)/5$	90	24

TABLE 1.4.8 SHOWING RANK FOR OCCUPATIONAL STRESS FACED BY THE EMPLOYEES WORKING IN THE ORGANISATION

FACTORS	WEIGHTED MEAN	RANK
Time management	55.23	II
Lack of recognition	44.38	IV
Role ambiguity	61.37	I
Relationship with superiors	44.7	III
Relationship with peers and subordinates	42.32	V

INFERENCE:

According to Garrett ranking method made on the occupational stress, Respondents preferred Rank I as Role ambiguity, Rank II as Time management, Rank III as Relationship with superiors followed by Lack of recognition, Relationship with peers and subordinates.

TABLE 1.4.9 SHOWING MEAN AND STANDARD DEVIATION ANALYSIS OF MEASURES PROVIDED IN THE ORGANIZATION FOR OVERCOMING THE STRESS

S.NO	STATEMENTS	MEAN	STANDARD DEVIATION
1	Counselling	2.91	.810

2	Tour	1.90	1.080
3	Leisure breaks	2.38	1.146
4	Sports activities	4.22	.676
5	Recognizing good work	3.33	.585
6	Job rotation	2.05	1.068
7	Arranging entertainment programmes	3.68	.676

INFERENCE:

The above table shows measures provided in the organization for overcoming the stress. A five point Likert scale (ranging from 1-5), it is found that mean value are above average for sports activities, arranging entertainment programmes, recognizing good work, it is found to be below average for counselling, leisure breaks, tour and job rotation.

1.4.8 KRUSKAL WALLIS H-TEST

To find the relationship between the age of the respondents and effectiveness of handling stress management practices by the organization.

HYPOTHESIS

Null Hypothesis (H₀)

There is no significant relationship between age of the respondents and effectiveness of handling stress management practices by the organization.

Alternative Hypothesis (H₁)

There is a significant relationship between age of the respondents and effectiveness of handling stress management practices by the organization.

TABLE 1.4.10 SHOWING H-TEST BETWEEN AGE AND EFFECTIVENESS OF HANDLING STRESS MANAGEMENT PRACTICES BY THE ORGANIZATION

	Effectiveness
Chi-square	8.296
df	3

p value	.040
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INFERENCE:

Since the computed value(0.040)is less than level of significance(0.05), the null hypothesis is rejected. Therefore there is a significant relationship between age and effectiveness of handling stress management practices by the organization.

- 86% of respondents are Male.
- 30.9% of the respondents belong to the age group of between 31- 40.
- 57.5% of the respondents educational qualification is undergraduate.
- 53.3%% of the respondent monthly income is between Rs.15,001-Rs.30,000.
- 42.5% of the respondents work experience is between more than 8 years.
- 34.2% of the respondents belong to foundry department.
- 45% of the respondents feel sometimes stress in the organization.
- 30.8% of the respondents have lesser impact on performance.
- 53.3% of the respondents facing moderate level of stress.
- 42.5% of the respondents agree that they face stress in workload.
- 38.3% of the respondents neutrally agree that they face stress in working hours.
- 46.7% of the respondents felt stress is caused while meeting targets.
- 48.33% of the respondents neutrally agree that performance appraisal causes stress.
- 45.83% of the respondents neutrally agree that salary package causes stress.
- 43.3% of the respondents neutrally agree that job security causes stress.
- 45% of the respondents disagree that lack of infrastructural facilities does not cause stress.
- 39.17% of the respondents agree that repetitive and monotonous movement causes stress.
- 38.3% of the respondents disagree that misunderstanding among co-workers does not cause stress.

- 37.5% of the respondents felt that they often experience tension as a symptom caused due to stress.
- 40.83% of the respondents felt that they sometimes experience headache as a symptom caused due to stress.
- 32.5% of the respondents said that they rarely experience stress symptom on depression.
- 42.5% of the respondents rarely experience symptoms on frustration due to stress.
- 39.17% of the respondent said that they never experience lack of concentration as a symptom.
- 38.3% of the respondents feel environmental stress towards family demand and obligation.
- 40.8% of the respondents are satisfied with the physical working condition in organization.
- 50% of the respondents have felt that they can often balance both work and their life.
- 44.1% of the respondents feel that organization is effective in handling stress management practices.
- 28.3% of the respondents adopt spending time with family as a technique to overcome the stress.
- 30% of the respondents expecting the management for increase in salary in handling stress.
- There is a significant difference between the work experience and causes of stress towards more working hours.
- There is a significant difference between the work experience and causes of stress towards meeting targets
- There is a significant difference between the work experience and causes of stress towards repetitive and monotonous movement.
- There is no significant difference between the work experience and causes of stress towards workload.
- There is a significant relationship between age and level of stress symptoms on tension.
- There is a significant relationship between age and level of stress symptoms on depression.

- Respondents identified role ambiguity as important causes of occupational stress followed by Time management, Relationship with superiors, Lack of recognition, Relationship with peers and subordinates.
- It is found that mean value are above average for sports activities, arranging entertainment programmes, recognizing good work, it is found to be below average for counselling, leisure breaks, tour and job rotation.
- There is a significant relationship between age and effectiveness of handling stress management practices by the organization.

DISCUSSIONS

- The organization can introduce employee assistance program (EAP's) and stress control workshop based on the level of employees, frequent counselling can be provided to the employee to handle the stress.
- Effective training and development programmes on different departments should be improved so that employees can cope up with the fast-technological change in the firm, also helps in proper time management.
- Company can provide target oriented work to their employees.
- Job rotation can be implemented in the organization which helps to reduce the repetitive and monotonous of the work in the organization and reduce the stress.
- To reduce the stress level among the employees, the company can organize camps on recreation facilities, meditation, yoga etc.,
- Adequate role clarification can be made whenever there is a necessity to eliminate role ambiguity.

CONCLUSION

Stress management has become most important and valuable technique to boost the employee morale and productivity in the company. It can be concluded that most of the employees face moderate level of stress in the organization. Majority of the employees felt meeting target and workload are some of the major causes of stress by making proper plan on time management and day to day journal helps to reduce workload, also meeting target can be reduced by providing target level based oriented work to the employees. It was found that tension; headache is some of the symptoms caused due to stress. The management can try to engage the employees in effective training and Employee Assistance Program to manage their stress. The organization is effective in handling the stress management practices, in order to be highly effective, the organization can provide performance based incentive, and healthy compensation plans which will motivate the employee to work effectively.

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