



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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STRESS - A CHALLENGE FOR MARKETING EXECUTIVES

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ABSTRACT

This study is attempted to analyze the effect of stress on marketing executives of Public Limited Companies (PLC's) working in Tamil Nadu and the problems faced by them. The attempts are also made to understand the various ways in which they try to eliminate stress from their life. The study is mainly at exploratory level and it throws light on issues such as motivation, commitment and decision making power and health of those working under various PLC's. It is very essential to manage their stress because it affects not only the individual and the organization, but also the society at large. This paper discusses the various reasons for stress and attempts to suggest various approaches to manage it for the betterment of the individual and the organization.

KEYWORDS

Marketing, Stress, Motivation, Commitment.

INTRODUCTION

 Stress is experienced by all in their everyday lives, in a wide variety of situations and settings. It is a natural and unavoidable feature of life experienced at one time or another by the vast majority of those engaged in professional work. The present era is witnessing rapid changes from an industrial to a knowledge-based global economy. The contribution of PLC's is significant in terms of income and earnings, growth and employment generation and its work force has come to occupy an important role in the Indian economy. It is a well known fact that there is always an essence of stress in any business planning, operation and execution in PLC's and is prevailing in almost all the countries of the world, irrespective of whether the economy is strong or weak, whether the Company is strong or struggling.

This study is mainly at an exploratory level, and focus on stress among marketing executives of PLC's in Tamil Nadu. It throws light on issues such as working conditions, family background, job responsibilities, and mental as well as physical stress. The executives employed in this field mainly belong to the younger age group. They prefer working at PLC's in order to earn money that could not have been dreamed off at their age. In order to earn high, they work odd hours and adopt an unreal identity which is far from their own realities.

STATEMENT OF THE PROBLEM

A large number of youngsters are joining in PLC's to create an identity for their own and the participation of weaker sex in PLC's is rapidly growing and is expected to go up. And majority of the executives are affected by life-cycle factors such as marriage, child-birth and sexual division of labor within the household. In PLC's, career development takes place through hard work, training, application and continuity in learning. The industry requires long hours of continuous work and follow up. Stress is, therefore, inevitable and cannot be avoided as uncertainties and unexpected changes keep occurring in the environment and affect both sex.

REVIEW OF LITERATURE

According to Taber's, "Stress is the result produced when a structure, system or organism is acted upon by forces that disrupt equilibrium or produce strain." A executive trying to meet challenges in a competitive market is under stress. Stress is everywhere and influences everyone.

Hens Selye developed a model called the General Adaptive Syndrome Model to explain the stress phenomenon and the stress level. This model has three stages. The first stage is the alarm reaction stage, which involves the body's response to or familiarizing itself with the new situation or stressor. The second stage is the resistance stage, which involves resisting and reacting to the situation, and the third stage is the exhaustion stage, which is the aftermath of resistance. If the resistance stage goes on for a long period, then the person becomes distressed.

N. Kalai Selvan, Associate Consultant, the ICFAI Research Center, Chennai, through his article, "Managing Workplace Stress", has discussed the different categories and stages of workplace stress, and has suggested various approaches to manage it for the betterment of the individual and the organization, mainly acquainting with the situation.

Hollingsworth in his studies states that "the subjects with poor work environment were found to experience more stress in the form of overload, powerlessness and low status compared to those with higher job satisfaction.

OBJECTIVES OF THE STUDY

- To understand the position of the people employed in PLC's
- To examine the impact of PLC's employment on mental stress
- To find out different ways by which they can manage stress better

METHODOLOGY

The study is mainly at an exploratory level to determine the reasons of stress of employees employed in PLC's and problems faced by them. It throws light on issues such as motivation and commitment, decision making power and health. For the purpose a questionnaire was circulated at random to 50 employees working in five PLC's in Tamil Nadu State, India.

KENDALL'S COEFFICIENT OF CONCORDANCE

Kendall's Coefficient of Concordance, represented by the symbol (W), is an important non-parametric measure of relationship. It is used for determining the degree of association among several (K) sets of ranking of (N) objects or individuals. Kendall's Coefficient of Concordance (W) is considered an appropriate measure of studying the degree of association among three or more sets of ranking. This descriptive measure of the agreement has special applications in providing a standard method of ordering objects according to consensus when do not have an objective order of the objects.

The basis of Kendall's Coefficient of Concordance is to imagine how the given data would look, if there were no agreement among the several set of ranking and then to imagine how it would look if there were perfect agreement among the several sets. Each case is a judge or rater and each variable is an item or person being judged. For each variable, the sum of ranks is computed. Kendall's W ranges between 0 (no agreement) and 1 (complete agreement). The Kendall's value is 0.263. Thus, there is very low agreement level among respondents between variables, which would cause stress among marketing executives working in PLC's.

The procedure for computing and interpreting Kendall's Coefficient of Concordance (W) is as follows: -

- a) All the objects, N, should be ranked by all judges in the usual style and this information may be put in the form of a K by N matrix;
- b) For each object determine the Sum of Ranks (R_j) assigned by all the K judges;
- c) Determine R_j obtain the value of s as under: -

$$s = \sum (R_j - \bar{R}_j)^2$$

- d) Work out the value of W using the following formula: -

$$W = \frac{s}{\frac{1}{12} K^2 (N^3 - N)}$$

Where

$$s = \sum (R_j - \bar{R}_j)^2$$

K = No. of sets of ranking, i.e., the number of judges

N = No. of objects ranked

$$\frac{1}{12} K^2 (N^3 - N)$$

= maximum possible sum of the squared deviation, i.e., the sum which would occur with perfect agreement among K rankings.

DESCRIPTIVE MATRIX

Sl. No	Variables	No. of Response Per Rank						Sum of ranks (R _j)
		05	04	03	02	01	00	
01	Loss of hair	30	05	05	5	00	05	195
02	Head ache	25	10	05	4	02	04	190
03	Making Decision	15	10	004	4	07	10	142
04	Self Image	24	04	10	5	05	02	181
05	Coffee consumption	35	05	03	2	00	05	208
06	Poor work/life balance	20	10	12	3	02	03	184
07	Body ache	25	10	05	4	02	04	190
08	Disturbed family life	30	05	05	5	00	05	195
09	Short temperedness	35	05	03	2	00	05	208
10	Disturbed sleep	25	10	05	4	02	04	190
11	No motivation and exercise	15	10	07	4	10	04	079
12	Fatigue	25	05	10	2	04	04	183
13	Tiredness	35	05	03	5	00	02	214
14	No social recognition	15	04	10	4	10	07	139
15	Loss of self confidence	30	05	05	5	05	00	200
16	Isolation	15	10	04	7	04	10	145
17	Disturbed personal life	35	03	02	5	00	05	203
18	Mental stress	25	10	05	4	02	04	190
19	No achievement	15	10	07	4	10	04	154
20	Stress relieving exercise	30	05	05	5	00	05	195
	No of variables	N = 20						
	No of samples	K = 50						

TABLE FOR CALCULATION OF s

Rj	\bar{R}_j	$(R_j - \bar{R}_j)$	$(R_j - \bar{R}_j)^2$
195	179.25	+015.75	00248.0625
190	179.25	+010.75	00115.5625
142	179.25	-037.25	01387.5625
181	179.25	+001.75	00003.0625
208	179.25	+028.75	00826.5625
184	179.25	+004.75	00022.5625
190	179.25	+010.75	00115.5625
195	179.25	+015.75	00248.5625
208	179.25	+028.75	00826.5625
190	179.25	+010.75	00115.5625
079	179.25	-100.25	10050.0625
183	179.25	+003.75	00014.0625
214	179.25	+034.75	01207.5625
139	179.25	-040.75	01620.0625
200	179.25	+020.75	00430.5625
145	179.25	-034.25	01207.5625
203	179.25	+024.75	00564.0625
190	179.25	+010.25	00115.5625
154	179.25	+025.25	00637.5625
195	179.25	+015.75	00248.0625

$$s = \sum (R_j - \bar{R}_j)^2$$

$$= 19904.25$$

$$W = \frac{19904.25}{\frac{1}{12} 2500(8000 - 20)}$$

$$= 0.01197$$

To judge the significance of this W, we look into the table for critical value of s in the Kendall's Coefficient of Concordance for finding the value of s at 5% level for K=50 and N=20. This value is 16900.00, and thus, for accepting the null hypothesis that K sets of rankings are independent, our calculated value of s should be less than 16900.00. But they worked out value of s is 19904.25, which is higher than the table value, which shows that W=0.01197 is significant. Hence, we reject the null hypotheses and infer that the judges are applying essentially the same standard in ranking the N objects, i.e., there is significant agreement in ranking by different judges at 5% level.

CALCULATION OF MEAN RANKS

S. No.	Variables	Mean Ranks
1	Loss of hair	3.90
2	Head ache	3.80
3	Making Decision	2.84
4	Self Image	2.84
5	Consumption of Coffee	3.62
6	Poor work/Life balance	4.16
7	Body Ache	3.68
8	Disturbance in family Life	3.80
9	Disturbed Sleep	3.90
10	Short temperedness	4.16
11	No motivation and Excitement	3.80
12	Fatigue	1.58
13	Tiredness	3.66
14	No social Recognition	4.28
15	Less self confidence	2.78
16	Isolation	4.00
17	Disturbed Personal life	2.90
18	Mental Stress	4.06
19	No Achievement	3.08
20	Stress relieving exercise	3.90

LIMITATIONS

The limitations of this research are that it is exploratory in nature and cover only 50 samples at random covering five PLC's in Tamil Nadu . Marketing executives are not having clear concept about positive as well as negative effects of stress, they are confused with stress at work place with stress related with their personal lives.

FINDINGS

From the study conducted, there are three clear major issues emerging from PLC marketing executives: -

The first issue relates to balancing of family and social life for marketing executives in PLC's. As they work throughout the day and also odd hours of the day, mentally and physically to meet the challenges or targets fixed, they are unable to spend sufficient leisure time with family members. As a result, the contact between the family members is reduced and lead to conflicts.

The second issue is related to the stress level of marketing executives in PLC's. The cause being monotony of work and dealing with abusive clients, which leads them to overreact to situations.

The final issue identifies the poor work environment of the PLC's marketing executives. The major problem related to sexual harassment for weaker sex and offensive behavior in work place for women marketing executives.

CONCLUSION

Marketing executives under excessive stress tend to find their jobs less satisfying. Some of their intrinsic or extrinsic needs may be not met or not met sufficiently, mainly motivation and commitment, decision making power and health. The results of the study reiterate the significance of demands at each career development level and good working environment as pointed out by Hollingsworth. Establishing an equitable and gender safe work environment and highlighting the respectability of marketing executives creates pleasure in the job, in turn increase the motivation and reduce the stress among the marketing executives of PLC's.

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Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator