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STRESS MANAGEMENT- A COMPARATIVE STUDY OF SELECTED PUBLIC & PRIVATE SECTOR ORGANIZATION IN CHHATTISGARH

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ABSTRACT

Stress is seen in every corner of the world and which occurs to everyone. People use the term stress to describe the feeling they have when it all seems too much, when they are overloaded and don't feel that they are able to meet all the demands placed upon them. Occupational stress has been recognized as a major health issue for modern work organizations. Conditions of the workplace have been shown to lead to negative emotional reactions (e.g., anxiety), physical health problems in both the short term (e.g., headache or stomach distress) and the long term (cardiovascular disease), and counterproductive behavior at work. Evidence is growing that enhanced control at work can be an important element in employees' health and well-being. It has become predominant and people have come up with balanced monitored concepts to minimize stress. This paper proceeds to explain stress, the causes and the ways to minimize stress.

KEYWORDS

Stress, occupational stress, employee health, control.

INTRODUCTION

Stress is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressure of the situation. Level of job satisfaction and stress can affect both individuals and organization. Stress seems to become even more serious at an alarming rate in many organizations. Job stress is a recognized problem in health care workers and doctors are considered to be at particular risk of stress and stress related psychosocial problems. If stress happens too often or lasts too long, it can have bad effects. It can be linked to headaches, an upset stomach, back pain, and trouble sleeping. It can weaken your immune system, making it harder to fight off disease. If you already have a health problem, stress may make it worse. It can make you moody, tense, or depressed. Your relationships may suffer, and you may not do well at work.

A lot of research has been conducted into stress over the last hundred years. Some of the theories behind it are now settled and accepted; others are still being researched and debated. During this time, there seems to have been something approaching open warfare between competing theories and definitions: Views have been passionately held and aggressively defended.

Stress is a state of discomfort experienced by an individual. Loss of emotional stability is the general expression of stress. It is generally apparent when the individual experiences a biological disorder. Stress has a positive association with the age, life styles, time constraints and the nature of occupation. Certain occupations are more prone to the stress than the others. For instance, drivers of vehicles, doctors, lawyers and managers are more likely to get stress than teacher, bankers and operating personnel. Individuals feel stress when the needs or desires are not accomplished in the normal expected ways. This is because of the natural constraints operated on the individuals.

STRESSORS

Stressors are divided into physical and social groupings and the social stresses can be subdivided into further:

A. PHYSICAL STRESSORS

Example:

TABLE-1

Heat, Fire, Traffic, Violence, Own Illness,	Noise
Cold	Poor working conditions and equipment.

B. SOCIAL STRESSORS

There are four main causes of social stress:

TABLE-2

<u>Social, economic and political</u>	
Unemployment	Taxes
Inflation	Crime
Cost of housing	Technological change

TABLE-3

• <u>Family</u>	
• Sharing of workload	• Death or illness in the family
• Jealousy	• Different lifestyle,
• Sex roles	• Money problems.
• Different values	

TABLE-4

<u>Job and career</u>	
• Deadlines	• Muddled communication
• Travelling time	• Competition
• Power struggles	• Education/Training

TABLE-5

<u>Interpersonal and environmental</u>	
Different values	Smokers/Non-smokers
Obligations	Driving habits
Waiting time	Social expectations
Poor service	

TABLE-6

STRESS	NEGATIVE IMPLICATION S
(a) PHYSICAL:	1. Poor performance resulting in fall in the quality and quantity of work .
	2. Absenteeism at work,
	3. Negative fallout of business
(b) SOCIAL:	1.Increase in social tensions
	2. Resistance to social change,
	3.Withdrawal from normal social networks
(c) PSYCHOLOGICAL:	1.Deterioration in morale
	2.Hurdles in effective communications
	3.Irrational judgments about others
	4.Sense of distrust and alienation
(d) BEHAVIORAL:	1.Poor decision making and its implementation
	2.Accidents in workplaces
	3.Loss of potential human resources

REVIEW OF LITERATURE

STRESS SURVEY

In the 2000 annual "Attitudes in the American Workplace VI" Gallop Poll, sponsored by the Marlin Company,

- 80% of workers feel stress on the job;
- 50% comment that they need help in learning how to manage stress;
- 14% felt like striking a co-worker but didn't;
- 25% felt like screaming or shouting;
- 10% are concerned about an individual at work becoming violent;
- 9% are aware of an assault or violent act in their workplace;
- 18% had experienced some sort of threat or verbal intimidation in the last year;
- The 2000 Integra Survey reported similar results and alintified that;
- 62% found they had work-related neck pain at the end of the day;
- 44% reported stressed-out eyes;
- 38% complained of hurting hands;
- 34% reported difficulty in sleeping because they were stressed-out;
- 12% had called in sick because of job stress;
- Over 50% said they often spend 12-hr. days on work-related duties;
- Over 50% frequently skip lunch because of the stress of job demands;

Different researchers provide different categories of work stressors.

- P.S. Swaminathan and S. Rajkumar studied stress level in organization and their impact on employees behavior among the employees of banks, educational institute and own establishment to the corporate. In their study, an attempt was made to identify the stress level across the age, profession, types of jobs and duration of work. With respect to work environment in various occupational categories and its impact on employees behavior. In their study they found that role overload, role self distance and role stagnation are the major factors which cause stress to them.
- Garg Pratibha conducted a study among the private sector banking professionals. The study investigates the relation between distress level and quality of life. The sample consists of six private sector banks of Chandigarh tricity. The result shows that there is a significant negative relation between distress and quality of life. Result shows that quality of life increased after stress management intervention and distress level decreased significantly.
- Shailendra Singh in his study – Profiles of stress experience explores the various forms of stress in the organization experienced by the executives in the organization and provide adequate description of the profile of stress experiences and to examine the stress experience among the employees of public and private sector. In this study he had taken the 10 dimensions of job stress in which out of that on 5 dimensions viz., role conflict, role ambiguity, inequity, lack of leadership and job difficulty both sectors don't differ. Executives of public sector experience more stress on four dimensions they are lack of group cohesiveness, constraints of change, job requirement capability mismatch and inadequacy of role authority.
- Bhatnagar and Bose studied organizational role stress among the branch managers of the banking organization. In their study an attempt was made to identify age and leadership styles as correlates with ten types of role stress. Role stress was found to be associated with leadership styles. For instance, inter-role distance correlated negatively with high task low people orientation and significantly with low task high people orientation. The ability to take decisions at work is closely related to locus of control.
- Study by Rajeshwari and Anantharaman on Role of Human Computer Interaction factors as Moderatos of occupational stress and work exhaustion found that IT professionals have long work hours with different time zones, total team work, task to be completed on deadline with perfection as per client needs which requires interpersonal, technical and organizational. These characteristics lead to occupational stress and work exhaustion.

OBJECTIVE OF STUDY

1. To find out the comparative study of stress between the employees of public and private sector.
2. To identify the major stressors of the organization.
3. To study the impact of stress on the performance of the employees.
4. To get an insight into the strategies used by the company for their employees to keep them stress free and satisfied on job and at their work place.

RESEARCH METHODOLOGY

To test the above, the following null hypotheses were formed. The hypotheses are as follows:

H1: Stress level of employees is dependent on age of public sector and private sector employees.

H2: Stress level is dependent on the gender of public sector and private sector employees.

H3: Stress level is dependent on income level of public sector and private sector employees.

H4: There is a relation between job stress and performance of Public sector and private sector employees.

H5: There will be a negative relationship between organization commitment and job stress in public sector employees and private sector employees.

The study proposes to evaluate stress level of employees who are currently pursuing in organization. Most of us are aware that employee stress is an increasing problem in organizations. We hear about postal workers killing co-worker and supervisors and then we learn job related tensions were a major cause. Friends tells us they are stressed out from greater workloads and having to work longer hours because of downsizing at their company. We read surveys where employees complain about the stress created in trying to balance work and family responsibilities. The study is carried out determine the stress level among the

employees of two companies one belongs to public sector- The SECL- Bilaspur, and the other is private sector- Monnet Ispat and Energy ltd- Raipur. The total sample was of 100, which is equally divided between both sectors as 50 from public sector and 50 from private sector.

RESPONDENTS' PROFILE

Out of the 50 respondents of SECL, 6% employees are below the age of 25, 6% employees are the age group of 26-35, 26% are of the age group of 36-45, 56% are between the age group of 46-55 and the rest of 6% employee lies between the age group of 56-65. 94% employees of SECL are married while the rest 6% remains unmarried. 80% employees working in SECL are males and the rest 20% are females.

Out of the 50 respondents of Monnet company, 6% employees are below the age of 25, 38% employees belongs to the age group of 26-35, 36% employees belongs to the age group of 36-45, 16% employees belongs to the age group of 46-55 and the rest 4% employees belongs to the age group of 56-65. 94% of the company employees are married while remaining 6% are unmarried. 88% of employees working in monnet are males and the remaining 12% are females.

PUBLIC SECTOR V/S PRIVATE SECTOR – A COMPARISON AT A GLANCE UNDER FOLLOWING HEADS

TABLE-7

COMAPRISION OF STRESS BETWEEN PUBLIC AND PRIVATE SECTOR ON THE BASIS OF DIFFERENT STRESS DIMENSIONS				
DIMENSIONS OF STRESS	NO. OF COMPONENTS	PRIVATE SECTOR	PUBLIC SECTOR	INFERENCE
ORGANIZATIONAL COMMITMENT	5	200 (41%)	291 (59%)	The result clearly shows that the organizational commitment in public sector is higher than private sector
SALARY STRUCTURE	5	232 (34%)	443 (66%)	From the analysis it clearly shows that the salary structure is very good and more satisfactory in public sector as compared to private sector
LACK OF GROUP COHESIVENESS	4	221 (46%)	256 (54%)	The percentage obtained for the given dimension clearly reveals that the employees of private sector are more close to each other and the cohesiveness among them is more as compared to public sector
ROLE CONFLICT	4	166 (51%)	159 (49%)	The percentage shows that the both company's employees is facing the role conflict stress but in private sector it is high
ROLE OVERLOAD	3	82 (51%)	80 (49%)	The percentage reveals clearly that the employees are overloaded with their job but in private sector it is high
LACK OF LEADERSHIP SUPPORT	3	97 (48%)	104 (52%)	The result shows that the support of leaders are less in public sector as compared to private sector
JOB DIFFICULTY	3	103 (47%)	115 (53%)	The public sector employees faces the job difficulty problem as compared to private sector
HEALTH (MENTAL & PHYSICAL)	4	129 (52%)	119 (48%)	The mental and emotional stress is quite high in private sector as compared to public sector
CAREER AND ACHIEVEMENT	3	96 (58%)	70 (42%)	The career and growth prospect in private sector is higher than public sector
SOCIAL SUPPORT	3	148 (47%)	196 (53%)	The social support to the public sector is higher as compared to private sector
OVERALL STRESS	10	1474 (45%)	1833 (55%)	The overall reponse based on the above dimension of stress reveals that the public sector stress is quite high as compared to the private sector.

The overall analysis above shows that on the 5 dimensions out of 10 viz., organizational commitment, salary structure, role conflict, role overload and mental and physical health stress the private sector stress is high and on the rest of 5 dimensions viz., group cohesiveness, leadership support, career and advancement, social support and job difficulty, public sector stress is high.

H1: Stress level of employees is dependent on age of public sector employees.

TABLE 8

Sample (n)	Mean stress	S.D	Degree of freedom	F-ratio
50	22.24	8.4	2,9	1.59

On the basis of above calculated hypothesis, F-ratio @ 5% d.f 2,9, the table value is 4.26 and the calculated value is 1.59, which is less than the table value so here our null hypothesis is accepted that the age of the employee is dependent on the stress level of employees.

H2: Stress level of employees is dependent on the age of private sector employees.

TABLE 9

Sample (n)	Mean stress	S.D	Degree of freedom	F-ratio
50	21.04	7.30	2,9	7.15

On the basis of above hypothesis calculation, F-ratio @ 5% significance level, d.f 2,9, the table value is 4.26, and the calculated value is 7.15, which is much higher than table value so here our null hypothesis is rejected for private sector and here the employees age is independent of their stress level.

H3: There is no difference in Stress among the male employees of public and private sector sectors.

TABLE 10

Sample	Public sector(n1)	Sample private sector (n2)	Mean stress	S.D SECL	S.D Monnet	Z value
50	50	50	22.31	8.4	7.30	.98

On the calculation of hypothesis using z test @ significance level 5% two tailed test the table value is 1.96 and the calculated value is .98 which is smaller than table value so here our null hypothesis is accepted that there is no difference in stress among the male employees at their work place of both sectors.

H4: There is no difference in Stress among the female employees of public and private sector sectors.

TABLE 11

Sample	Public sector(n1)	Sample private sector (n2)	Mean stress	S.D secl	S.D Monnet	Z value
50	50	50	22.31	8.4	7.30	1.21

On calculating the hypothesis again for gender with reference to female employees the z test is applied @ significance level of 5% the tabulated value is 1.96 and the calculated value is 1.21 which is smaller than the table value so our null hypothesis is accepted that there is no difference among the female employees in their stress at the work place.

H5: The stress is independent of income level of the employees of public sector

TABLE 12

Sample (n)	Mean stress	S.D	Degree of freedom	r value	t-value of r	Table value
50	8.15	1.2	48	0.19	1.34	1.6

On the basis of above calculated hypothesis, the correlation between the salary and the respondent's score is very low but is significant @ 5% level of confidence. Thus, here our hypothesis is accepted that the stress level is independent of the salary of the public sector employees.

H6: The stress is independent on income level of the employees in private sector

TABLE 13

Sample (n)	Mean stress	S.D	Degree of freedom	r value	t-value of r	Table value
50	4.36	2	48	0.79	8.9	1.6

On the basis of above calculated hypothesis, the correlation between the salary and the respondent's score is quite high but is not significant @ 5% level of significance. Here the calculated value is more than table value @ 5% level of significance, so our null hypothesis is rejected and the stress of the private sector employees are dependent on salary of the employees.

H7: There is a relation between job stress and performance of Public sector employees.

TABLE 14

Sample (n)	Mean stress	S.D	Degree of freedom	r value	t-value of r	Table value
50	1.84	2	48	-0.77	8.36	1.6

On the basis of above calculation, there is a negative correlation between the job performance and stress of the respondent's score. This means that there is an inverse relation between the stress and job performance and also insignificant @ 5% level of confidence.

H8: There is a relation between job stress and performance of private sector employees.

TABLE 15

Sample (n)	Mean stress	S.D	Degree of freedom	r value	t-value of r	Table value
50	2.58	2	48	-0.95	21.07	1.6

On the basis of above calculation, there is a negative correlation between the job performance and stress of the respondent's score. This means that there is an inverse relation between the stress and job performance and also insignificant @ 5% level of confidence.

H9: There will be a negative relationship between organization commitment and job stress in public sector employees.

TABLE 16

Sample (n)	Mean stress	S.D	Degree of freedom	r value	t-value of r	Table value
50	22.24	8.4	48	-0.24	1.71	1.6

The correlation between the organizational commitment and stress level is -0.24 the absolute value is 0.24 which is used for testing the significance @ 5% level of confidence interval. Here the calculated t value is 1.71 and the table value is 1.6 which is smaller than calculated value, so there is no negative relationship between the organizational commitment and the job stress in public sector.

H10: There will be a negative relationship between organization commitment and job stress in private sector employees.

TABLE 17

Sample (n)	Mean stress	S.D	Degree of freedom	r value	t-value of r	Table value
50	21.04	7.30	48	.177	1.19	1.6

The correlation between the organizational commitment and stress level is 0.17 which is low but significant @ 5% level of confidence interval. So there is a negative relationship between the organizational commitment and the job stress in private sector.

RECOMMENDATIONS

A Small percentage of the employees did have high stress. Person facing stress at the organizational level of lot of psychological problems in the form of decreased motivation, absenteeism low productivity targets not being achieving etc. as a read for the above said employees facing stress are advised to attend stress management courses which will help them to build coping strategies and cause out their stress. The stress management program comprises of a package program consisting of:

- Relaxation and meditation.
- Positive outlook towards works / responsibilities
- Inter personal skill development
- Since T & D, job related factors, performance appraisal & job satisfaction were perceived stressful by the employees, the employees should be counseled regarded the matter.
- There should be proper mechanism to measure the effectiveness of the training program conduct by the company so that individual responses before and after the training can be evaluate properly and if there is any gap, it should be filled immediately.
- The company has to make a well structured evaluation form from the employees to assess their views regarding training program provided to them.
- At the individual level the employees could practice a relaxing holiday (where in quality time is spent with the family) every fortnight or month
- Realize excessive use of tea / coffee cigarette is not answer to stress
- Try to get 6-7 hrs of continuous sleep per day

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