

A STUDY ON EMPLOYEE STRESS MANAGEMENT TOWARDS KLENE PAKS LIMITED, BANGALORE

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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Register No.41410109



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY 2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafede work of **GUNAVATHI V (41410109)** who carried out the project entitled "A STUDY ON EMPLOYEE STRESS MANAGEMENT TOWARDS KLENE PAKS LIMITED, BANGALORE" under my supervision from JANUARY 2023 to APRIL 2023.

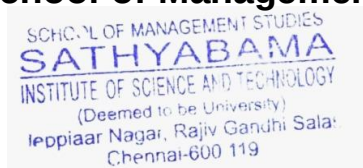
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Submitted for Viva voce Examination held on 05/05/2023

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March 7th 2023

To

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Sub: Regarding Project Confirmation

This to confirm that the student **Ms. GUNAVATHI V, Reg No: [41410109]** has confirmed to do project work with our organisation, **Klene Paks Ltd, Bangalore** will provide all necessary support to complete their Final Year project from **March 7, 2023 to April 9, 2023.**

Attendance to be maintained at the time of Project Work.

Thanking you

For Klene Paks Ltd,


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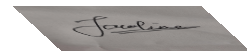


DECLARATION

I **GUNAVATHI V (41410109)** hereby declare that the Project Report " **A STUDY ON EMPLOYEE STRESS MANAGEMENT TOWARDS KLENE PAKS LIMITED, BANGALORE**" done by me under the guidance of **Dr. M. RAJA** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 05/05/2023

PLACE: CHENNAI

A rectangular box containing a handwritten signature in black ink, which appears to read 'Gunavathi V'.

GUNAVATHI V

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I am pleased to acknowledge my sincere thanks to the Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

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CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
	ABSTRACT	I
	LIST OF TABLES	II
	LIST OF CHARTS	III
I	INTRODUCTION	1
	1.1 INTRODUCTION	1
	1.2 INDUSTRY PROFILE	13
	1.3 COMPANY PROFILE	19
	1.4 STATEMENT OF THE PROBLEM	25
	1.5 OBJECTIVES OF THE STUDY	25
	1.6 NEED OF THE STUDY	26
	1.7 SCOPE AND SIGNIFICANCE OF THE STUDY	26
II	REVIEW OF LITERATURE	27
III	RESEARCH METHODOLOGY	39
	3.1 METHODOLOGY	39
	3.2 RESEARCH DESIGN	39
	3.3 SOURCE OF DATA	40
	3.4 QUESTIONNAIRE DEVELOPMENT	41
	3.5 SAMPLE SIZE	41

	3.6 PERIOD OF STUDY	42
	3.7 PROFILE AREA OF THE STUDY	42
	3.8 HYPOTHESIS	42
IV	DATA ANALYSIS AND INTERPRETATION	44
V	FINDINGS,SUGGESTIONS & CONCLUSION	93
	5.1 FINDINGS	93
	5.2 SUGGESTIONS	95
	5.3 CONCLUSION	96
	BIBLIOGRAPHY	97
	ANNEXURE	98

ABSTRACT

Employee stress management is the strategy of providing employees with an environment and resources that reduce pressures and tensions in the workplace. This process may involve discovering the cause of employees' stress and devising a plan to address the origin. The objective of the study is to analyse the study on employees stress management towards Klene Paks Ltd, Bangalore. The study based only on the opinion and expectation of employees. Total number of sample taken for the study is 100 respondents. Descriptive research design and Convenience sampling techniques were used for the study. Primary data and secondary data have been used in the study. Simple percentage analysis, chi square analysis and correlation analysis have been applied in this study to reach the finding of the study. It is found that there is some impact of salary (in RS) of the respondents on employees expectation in the work place to prevent or reduce the stress. It is suggested that the company must ensure for free flow of communication and interpersonal relationship among the employees and the management must arrange proper counseling by the experts to prevent the stress level in the work place. It is concluded that solution might be to delegate the activities that require the greatest levels of concentration, allowing the manager to concentrate on problems as they arise, serving to create a flow of its own.

LIST OF TABLES

TABLE NO	PARTICULARS	PAGE NO
4.1	GENDER OF THE RESPONDENTS	45
4.2	EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	47
4.3	SALARY (IN RS) OF THE RESPONDENTS	49
4.4	TOXIC WORK PLACE CULTURE	51
4.5	STRICT SUPERVISION AT EACH STAGE	53
4.6	COMPLEX JOB CONTENT AND DEMANDS	55
4.7	HEAVY WORKLOAD	57
4.8	MONOTONY WORK	59
4.9	IRRITABILITY WITH OTHERS	61
4.10	A DROP IN WORK PERFORMANCE	63
4.11	PROBLEMS WITH INTERPERSONAL RELATIONSHIPS	65
4.12	LACK OF CONFIDENTS WITH THE WORK ALLOTTED	67
4.13	DISINTEREST IN THE WORK ALLOTTED	68
4.14	COUNSELLING FROM THE MANAGEMENT	70
4.15	PROPER TOOLS AND EQUIPMENTS TO PERFORM THE WORK	72

4.16	PEACEFUL WORK ENVIRONMENT	74
4.17	SUPPORTS AND COOPERATION FROM SUPERVISORS	76
4.18	TAKE INTO ACCOUNT THE PERSONAL LIVES OF EMPLOYEES	78
4.19	YOGA /MEDITATION	80
4.20	PHYSICAL EXERCISE	82
4.21	AWAY FROM STRESSFUL ENVIRONMENT	84
4.22	POSITIVE THINKING	86
4.23	PROPER ENTERTAINMENT	88

LIST OF CHARTS

CHART NO	PARTICULARS	PAGE NO
4.1	GENDER OF THE RESPONDENTS	46
4.2	EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	48
4.3	SALARY (IN RS) OF THE RESPONDENTS	50
4.4	TOXIC WORK PLACE CULTURE	52
4.5	STRICT SUPERVISION AT EACH STAGE	54
4.6	COMPLEX JOB CONTENT AND DEMANDS	56
4.7	HEAVY WORKLOAD	58
4.8	MONOTONY WORK	60
4.9	IRRITABILITY WITH OTHERS	62
4.10	A DROP IN WORK PERFORMANCE	64
4.11	PROBLEMS WITH INTERPERSONAL RELATIONSHIPS	66
4.12	LACK OF CONFIDENTS WITH THE WORK ALLOTTED	68
4.13	DISINTEREST IN THE WORK ALLOTTED	69
4.14	COUNSELLING FROM THE MANAGEMENT	71
4.15	PROPER TOOLS AND EQUIPMENTS TO PERFORM THE WORK	72
4.16	PEACEFUL WORK ENVIRONMENT	75

4.17	SUPPORTS AND COOPERATION FROM SUPERVISORS	77
4.18	TAKE INTO ACCOUNT THE PERSONAL LIVES OF EMPLOYEES	78
4.19	YOGA /MEDITATION	80
4.20	PHYSICAL EXERCISE	82
4.21	AWAY FROM STRESSFUL ENVIRONMENT	84
4.22	POSITIVE THINKING	86
4.23	PROPER ENTERTAINMENT	88

CHAPTER I

INTRODUCTION

1.1 INTRODUCTION

Stress

Stress is the work place and the consequent physical and psychological health of the workforce is a prominent area of corporate concern. The study of stress is important both for the individual and for the organizations because of its deleterious effects. The distress resulting from mismanaged stress may be manifested by physiological, psychological and behavioral problems for the individual when health is taken in its broader meaning as a complete physical, mental and social well-being and not merely the absence of disease it is apparent that the health consequences of stress can be numerous. Since reducing or managing stress is the essence of coping, an understanding of coping can aid in affording the benefits of dealing with stress successfully.

We all experience stress all at same point in our daily life. Since, stress has positive effects and sometime it can be harmful. Since, stress can be positive and negative understanding it is critical. Having enough stress to line to work at an effective level creates satisfaction, a sense of well-being and accomplishment on the other hand excessive stress can result in loss of efficiency, failure to perform well and affects the mental and physical health. So, we need a balance in stress to live and work. Stress is dangerous and its effect may range from manageable to unmanageable.

A content heart and tranquil mind are essential to all human beings more so as to a employee who is become to clear the darkness of ignorance and to show a path through pandemonium and confusion. As a consequence pressures are felt causing a stress in employees.

Meaning and Definition

Stress refers to an individual's reaction to a distributing factor in the environment. To quote a formal definition: "Stress is defined as an adaptive response to an external situation that results in physical, psychological, and /or behavioural deviations for Organizational participants."

Stress can be manifest itself in both a positive and a negative way. Stress is said to be positive when the situation offers an opportunity for one to gain something. Eustress is the term used to describe positive stress. Eustress is often viewed as motivator since in it's absence the individual lacks that 'edge' necessary for peak performance. It is negative when stress is associated with heart disease, alcoholism, drug abuse, marital breakdowns, absenteeism, child abuse, and a host of other social, physical, Organizational and emotional problems.

Stress is associated with constraints and demands. The former prevents an individual from doing what he or she desires. The latter refers to the loss of something desired) Aspiring to own a new Maruti car and not able to mobilise the necessary cash is a constraint. Desiring to attend a social function but unable to do so because of pressing official work amounts to demand) Constraints and demands can lead to potential stress. When they are coupled with uncertainty of the outcome and importance of the outcome, potential stress becomes actual stress. Stress is high when there is uncertainty of outcome and outcome is significant.

Stress Management Concepts

The common expression for stress is "tension" one is said to tense, when there is some anxiety, some fear whether it describes the thing may happen, whether something may go wrong, etc. It is a state of discomfort feel the mind and experienced by the body, when there is tension, the body may become weak.

Meaning Of Stress Management

Stress managements is a broad term which encompasses education, facilitation and training in the impact that stress is having on an individual or group.

The field of stress managements teaches and promotes skills to relieve the accumulated.

Definition Of Stress Management

According to **Hens Slyer** defines as “an adoptive response to the external situation that results in physical, psychological, and behavioral deviation for organization participants.

Level of Stress

There are four levels of stress symptoms,

- The first is the normal initial response and its characterized to increased heart beat rates, increased blood pressure, dilation of pupils, sweat in palms and reduce activity in the stomach
- At the second level, there is more irritability, shuttering and stammering,difficult in concentrating, restless, lack of appetite and tendency to increase smoking or drinking for those habituated.
- At the third level, there would be more headaches, stomachaches, sweating, insomnia, depression etc.
- The fourth level would characterized ulcer stoke alcoholism, drug addiction, psychosis etc.

Managing Stress

External and Internal Stressors:

People can experience stress from external or internal factors.

- External stressors include adverse physical conditions (such as pain or hot or cold temperatures) or stressful psychological environments (such as poor working conditions or abusive relationships).

- Internal stressors can also be physical (infections and other illnesses, inflammation) or psychological (such as intense worry about a harmful event that may or may not occur). As far as anyone can tell, internal psychological stressors are rare or absent in most animals except humans.

Sources of Stress

Stressors generate from individual, group and organisational sources. These sources are explained in brief.

Organisational Stressors

In organisations frequent causes of stress are task demands, role demands, interpersonal demands, organisational structure, organisational leadership and organisation's life cycle.

Task demands are factors related to a person's job. They include the design of the individuals job, working conditions and the physical layout. Assembly lines can put pressure when their speed is perceived as excessive. The more interdependence between a person's task and the task of others, the more potential stress there is. Jobs where temperatures, noise or other working conditions are dangerous or undesirable can increase anxiety. So, too can working in an overcrowded room or in a visible location where interruptions are constant. Security is another task demand that can cause stress. Someone in a relatively secure job is not likely to worry unduly about losing that position. On the other hand the job security is threatened stress can increase dramatically.

The final task demand stressor is overload. Overload occurs when a person simply has more work to do than he or she can handle. The overload can be either quantitative (the individual has too many tasks to perform or too little time in which to perform them) or qualitative (the person may believe that she or he lacks the ability to do the job). We should also note that the opposite of overload might also be undesirable. As figures shows low task demands can result in boredom and apathy just as overload can cause tension and anxiety. Thus a moderate degree of

workload-related stress is optimal, because it leads to high levels of energy and motivation.

Consequences Of Workload

Under load	Optimal level	Over load
Bored Overqualified for the work Irritable Absent Lethargic Negative attitude	Highly motivated Mentally alert Calm under pressure High level of energy Exhilarated Excellent perception Keen memory	Irritable Accident prone Indecisive Withdrawn Lack memory Poor judgment

Role demands

Role demands include role conflict, role ambiguity, role erosion and role overload. Role conflict occurs when an individual receives competing and conflicting expectations from others. Role ambiguity results from having unclear expectations. Role erosion arises when the functions of one incumbent are performed by some one. Role overload occurs when there are too many expectations than one is able to fulfill. All these role demands are stressors.

Inter-personal demands

Conflicting personalities and behaviours may cause stress. Conflict can occur when two or more people must work together even though their personalities, attitudes and behaviours differ. For instance, a smoker and a non-smoker who are

assigned adjacent work places obviously experience stress. Similarly, a person with an internal locus of control that is who always wants to control how things turn out might get frustrated working with an external person who likes to wait and just let things happen.

Organisation structure

It defines the level of differentiation, the degree of rules and regulations, and where decisions are made. Excessive rules and lack of participation in decision that affect an employee are examples of structural variables that might be potential stressors.

Organisational leadership

It represents the managerial style of the organisation's senior executives. Some chief executive officers create a culture characterized by tension, fear and anxiety. They establish unrealistic pressures to perform in the short run, impose excessively tight controls and routinely fire employees who fail to measure up.

Organisation's life cycle

Organisations like human beings, pass through a life cycle. The life cycle of an organisation comprises eight stages - birth, growth, policy, procedure, theory, religion, ritual and last rites. In this cycle the organisation is born and that has its growth. Policies are developed to guide decisions and these are carried out through procedures. These procedures are refined and made more efficient with theories about efficiency. In time organisation may develop characteristics of a religion it may worship the way it does things. Performance is by ritual things are done by habit without questioning. The death and last rites of the organisation will ordinarily follow. Each stage of the life cycle poses its own challenges and problems. While the early stages are exciting, the latter ones create anxiety and tension.

Group stressors

The indicated groups influence on employee behaviour, performance, and

satisfaction. The group can also be a potential source of stress. Group stressors can be categorised into four as explained below.

➤ **Lack of group cohesiveness**

Starting with the historically famous Hawthorne studies, it has become very clear that cohesiveness is very important to employees, particularly, at the lower levels of organisations.

If an employee is denied the opportunity for this cohesiveness because of the task design, because the supervisor does things to prohibit or limit it or because the other members of the group shut the person out this can be very stress producing.

➤ **Lack of social support**

Employees are greatly affected by the support of one or more members of a cohesive group. By sharing their problems and joys with others, they may be much better. But if this type of social support is lacking for an individual, it can be very stressful.

➤ **Inter-personal and Intergroup conflict**

It was devoted for detailed discussion of the nature, causes and consequences of interpersonal and intergroup conflict. It was stated in that conflict has both functional and dysfunctional consequences. Dysfunctional consequences have stress potential.

➤ **Sexual Harassment**

Sexual harassment may be understood as unwanted contact or communication of a sexual nature, usually against women. Sexual harassment is increasingly becoming a source of stress in many today's workplaces. The stressful effects of Sexual harassment stem primarily from two reasons:

- The direct affront to the victim's personal dignity and
- The harasser's interference with the victim's capacity to do the job.

Obviously, Sexual harassment has caused some people to experience symptoms of illness, including various forms of physical illness and voluntary turnover.

Individual Stressors

Among individual factors contributing to stress are personality, life and career changes and life trauma. In respect of personality the distinction between Type A and Type B behaviour patterns become relevant. The Type A personality is one for which stressful behaviour patterns such as the following are common place.

- ❑ Always moves, walks and eats rapidly
- ❑ Feels impatient with the pace of things, hurries others, dislikes waiting
- ❑ Do several things at once.
- ❑ Feels guilty when relaxing
- ❑ Tries to schedule more and more in less and less time.
- ❑ Use nervous gestures such as clenched fist, banging the hand on the table.
- ❑ Does not have time to enjoy life.

The achievement orientation, impatience and perfectism of individuals with Type A personalities may create stress in work circumstances that other persons find relatively stress free. Type A personalities in this sense bring stress on themselves. Type B personality, on the other hand is less stress prone. Following are the typical characteristics of Type B personality:

- ❑ Is not concerned about time.
- ❑ Is patient

- ❑ Does not brag.
- ❑ Play to fun, not to win.
- ❑ Relaxes without seing guilty.
- ❑ Has no pressing deadlines.
- ❑ Is mild-mannered.
- ❑ Is never in a hurry.

Life change can also be stress producing. Life changes may be slow (like getting older) or sudden (like the death of a spouse). These changes have dramatic effect on people. Sudden changes are highly stressful. Life trauma can be highly stressful. A life trauma is any upheaval in an individual's life that alters his or her attitudes, emotions or behaviours.

Life change and life trauma look alike but there is a difference between the two. To illustrate according to the life change view, a divorce adds to a person's potential for health problems in the following year. At the same time, obviously the person will also experience emotional turmoil during the actual divorce process itself. This turmoil constitutes life trauma, which is likely to spill over to workplace.

Major life traumas that may cause stress include marital problems, family difficulties and health problems. Career changes may also be stressful. Being suddenly thrust into a new job with new responsibilities can be very stressful. Under promotion or over promotion can be stressful.

Environmental Factors

Extra organisational factors also contribute stress. These factors include political, economic and technological uncertainties. Political factors are likely to cause stress in countries, which suffer from political uncertainty as in Iraq and Haiti for example. Changes in the business cycle create economic uncertainties. When the economy is constricting, people become increasingly anxious about their security. It is no surprise that suicide rates skyrocketed during the Great Depression of the 1930's. Minor recessions too increase stress levels. Downward swings in the

economy are often accomplished by permanent reductions in the workforce, temporary lay-offs, reduced pay and the like.

New innovations can make an employee's skills and experience obsolete in a very short period of time. Technological uncertainty therefore, is a third type of environmental factor that can cause stress. Computers, robotics, automation and other forms of technological innovation are a threat to many people and cause them stress.

Ways To Manage The Stress

Physical Exercise

Exercise in any form helps people to cope with the stress. It is for this reason that people of all ages are seen taking early morning walk, or engaging themselves in jogging, swimming or playing games.

Relaxation

One can have relaxation through meditation, hypnosis or biofeedback. Whatever the method the objective is that one must have deep relaxation where he or she feels physically relaxed and detached from body sensations. 15 or 20 minutes a day of deep relaxation releases tension and provides a person with a pronounced sense of peacefulness. Significant changes in heart rate, blood pressure, and other physiological factors result from achieving the deep relaxation condition.

Yoga

Yoga is probably the most effective remedy for stress. Yoga has been used in our countries for centuries. Its usefulness has not been realized with greater enthusiasm in our country and abroad. Yoga practices are several but the following are said to be useful to cope with the stress.

Annamaya kosha kriyas: Traditional voluntary internal cleansing techniques, Yogasanas and Shavasana.

Praanamaa kosha-praanaama: Five types of systematic regulated slow deep respiration with or without breath holding.

Manomaya kosha: Meditation and divisional session.

Vijnanamaya kosha: Analysis and understanding the nature of one's problems.

Anandamaa kosha: Practicing joy under all circumstances

Social support

It is truism that people need and benefit from social support. Applied as a strategy to reduce job stress, this would entail forming close associations with (also called net works) trusted, empathetic coworkers and colleagues who are good listeners and confidence builders. These friends are there when needed and provide support to get the person through stressful situations.

Control the situation

One must avoid unrealistic deadlines. He or she must do his or her best and at the same time be aware of limits. It is impossible to please everyone.

Open upto others

One must give vent to one's feelings, emotions, fears and fluctuations in the presence of others who care for him or her. This process of unburdening oneself makes the individual feel relaxed and free from stress.

Indian Methods of Managing Stress

Indian philosophy consisting of Upanishadas, Vedanta etc., is very helpful in winning stress. Dr. Sathish Chandra Pandey (8m Journal, JIMS April-June 1997) has given the following Indian model of stress management.

1. Develop a strong philosophical base by combining different Indian values.
2. Create awareness among organisation members about these values.

3. Develop training programmes for executives and other staff members for their total personality development based on Indian values, so that they can develop their own strategies for coping with their organisation's stressors.
4. There must be compulsory course on Indian Philosophy in professional management courses. So, that today's management students can develop their own managerial philosophy based on Indian values.
5. Popularising Indian values among organisational members will be helpful in reducing unnecessary individual and group conflict, power politics and stress in Indian organisations.
6. Stress management programmes for employees must be based on sharing different philosophical values and developing strategies through group learning.
7. Each organisation must develop its own management philosophy based on Indian values and educate its employees about that philosophy based on Indian values and educate its employees about that philosophy to motivate them for achieving excellence in different areas.
8. Organisations must include these training programs as integral part of their life. Occasionally organised programs may not be helpful in the long run. There must be continuous learning of Indian values by organisational members through such training programmes. It will work as the best preventive strategy for management at organisational level.
9. Organisations must know that reducing organisational stress is as important as motivating employees. Both the processes are complementary to each other; they are not replacements. So, stress management programs must be integral parts of organisational training programs.
10. Organisations must know about spiritual dimension of human personality. Western behavioural scientists generally ignore this dimension. In Indian Organisations the goal of stress management programs must be to develop this spiritual dimension of personality and immunize their employees against for organisational stressors.

11. Stress management programs based on Indian values like "Karma theory as mentioned in Gita" will not only reduce employees' work stress but also help in developing achievement-oriented motivational climate of organisation. So the goal of employee development programs must be to reduce organisational stress as well as to enhance employee motivation and to develop a progressive organisational culture based on Indian values.

1.2 INDUSTRY PROFILE

Indian Textiles and Apparel Industry

India's textiles sector is one of the oldest industries in the Indian economy, dating back to several centuries. The industry is extremely varied, with hand-spun and hand-woven textiles sectors at one end of the spectrum, while the capital-intensive sophisticated mills sector on the other end. The decentralised power looms/ hosiery and knitting sector forms the largest component in the textiles sector. The close linkage of textiles industry to agriculture (for raw materials such as cotton) and the ancient culture and traditions of the country in terms of textiles makes it unique in comparison to other industries in the country. India's textiles industry has a capacity to produce wide variety of products suitable for different market segments, both within India and across the world.

Market Size

India's Textiles industry has around 4.5 crore employed workers including 35.22 lakh handloom workers across the country. The industry contributed 7% to the industry output (by value) in 2018-19. The Indian textiles and apparel industry contributed 2% to the GDP, 12% to export earnings and held 5% of the global trade in textiles and apparel in 2018-19.

Exports of textiles (RMG of all textiles, cotton yarns/fabs./made-ups/handloom products, man-made yarns/fabs./made-ups, handicrafts excl. handmade carpets,

carpets and jute mfg. including floor coverings) stood at US\$ 22.89 billion between April 2021 and October 2021.

The Indian textiles market is expected to be worth >US\$ 209 billion by 2029. Cotton production is expected to reach 37.10 million bales and consumption is expected to reach 114 million bales in FY21—13% growth over the previous year. The production of raw cotton in India is estimated to have reached 35.4 million bales in FY20[^]. During FY19, production of fibre in India stood at 1.44 million tonnes (MT) and reached 2.40 MT in FY21 (till January 2021), while that for yarn, the production stood at 4,762 million kgs during same period. India's home textile exports grew at a healthy rate of 9% in FY21 despite the pandemic.

Investments and Key Developments

The textiles sector has witnessed a spurt in investment during the last five years. The industry (including dyed and printed) attracted Foreign Direct Investment (FDI) worth US\$ 3.75 billion from April 2000 to March 2021. In May 2021, Indo Count Industries Ltd. (ICIL), announced an investment of Rs. 200 crore (US\$ 26.9 million) to expand its production capacity. The production-linked incentive (PLI) scheme for man-made fibre and technical textiles will help boost manufacturing, increase exports and attract investments into the sector.

Companies in home textile are using technology to optimise the value chain.

For example, in October 2021, Welspun India introduced Wel-Trak 2.0—an upgraded, patented end-to-end traceability technology—to track textile raw materials throughout the supply chain. Home textile companies in India are also leveraging strategic partnerships to strengthen their business operations and foothold in the country. In October 2021, Welspun India collaborated with DuPont Biomaterials to introduce a home textile range and strengthen the company's sustainable textiles business.

Government Initiatives

Indian government has come up with several export promotion policies for the textiles sector. It has also allowed 100% FDI in the sector under the automatic route.

The Rs. 10,683 crore (US\$ 1.44 billion) PLI scheme is expected to be a major booster for the textile manufacturers. The scheme proposes to incentivise MMF (man-made fibre) Apparel, MMF Fabrics and 10 segments of Technical Textiles products.

Other Initiatives taken by Government of India are:

- The Indian government has notified uniform goods and services tax rate at 12% on man-made fabrics (MMF), MMF yarns, MMF fabrics and apparel, which will come into effect from January 1, 2022.
- Union textile minister Mr. Piyush Goyal announced a mega handloom cluster in Manipur and a handloom and handicraft village at Moirang in Bishnupur. The mega cluster will be set up at an estimated cost of Rs.30 crore (US\$ 4.03 million) under the National Handloom Development Programme (NHDP).
- In October 2021, Union Minister for Commerce and Industry, Textiles, Consumer Affairs, Food & Public Distribution, Mr. Piyush Goyal, announced the creation of 100 textile machinery champions in the country and to promote it in the global market. Through this, the government aims to make India a global player in textiles machinery.
- In October 2021, the Ministry of Textiles approved continuation of the comprehensive handicrafts cluster development scheme with a total outlay of Rs. 160 crore (US\$ 21.39 million). Through this scheme, the government aims to support domestic SMEs and local artisans.
- In October 2021, the government introduced SAMARTH training at 75 training centers across the country, to accelerate the scheme's coverage among artisans.
- The government allocated funds worth Rs. 17,822 crore (US\$ 2.38 billion) between FY16 and FY22 for the 'Amended Technology Up-gradation Fund Scheme' (A-TUFS), to boost the Indian textile industry and enable ease of doing business.

- Techtextil India, a trade fair focused on technical textiles, nonwovens and composites will be held from 25th to 27th November 2021 in Mumbai. Tamil Nadu government signed up for Techtextil India 2021 to strengthen indigenous textile production and attract textile investments into the State. The State government will be promoting technical textile policies through both physical and virtual segments of the hybrid fair organised by the MesseFrankfurt Trade Fairs India
- In August 2021, Minister of State (MoS), Ministry of Petroleum & Natural Gas and Labour & Employment, Mr. Rameswar Teli launched ONGC-supported Assam handloom project 'Ujjwal Abahan' through the virtual platform. The project will support and train >100 artisans of Bhatiapar of Sivasagar, Assam in Hathkharga handicraft.
- In August 2021, Flipkart and Himachal Pradesh State Handicrafts and Handloom Corporation Ltd. (HPSHHCL) signed a memorandum of understanding (MoU) to help the state's master craftsmen, weavers and artisans showcase their hallmark products on e-commerce platforms.
- In August 2021, Union Minister of Textiles, Commerce and Industry, Consumer Affairs & Food and Public Distribution, Mr. Piyush Goyal said that steps need to be taken to boost production capacities of handloom sector from existing Rs. 60,000 crore (US\$ 8.06 billion) to 125,000 crore (US\$ 16.80 billion) in three years. He added that target must be set to increase exports of handloom items from existing Rs. 2,500 crore (US\$ 335.92 million) to Rs. 10,000 crore (US\$ 1.34 billion) in three years. He also announced that a committee will be constituted consisting of all weavers, trainer equipment makers, marketing experts and other stake holders to recommend ways and means to achieve these objectives and enhance overall progress of the handloom sector.
- In July 2021, the government extended the Rebate of State and Central Taxes and Levies (RoSCTL) scheme for exports of apparel/garments and made ups until March 2021. This will help boost exports and enhance competitiveness in the labour-intensive textiles sector.

- In April 2021, Union Minister Smriti Irani has assured strong support from the Textile Ministry to reduce industry's dependence on imported machine tools by partnering with engineering organisations for machinery production. She also stated that the PLI scheme for the textile industry is almost ready. The scheme aims to develop Man Made Fiber (MMF) apparel and technical textiles industry by providing incentive from 3-15% on stipulated incremental turnover for five years.
- To support the handloom weavers/weaver entrepreneurs, the Weaver MUDRA Scheme was launched to provide margin money assistance at 20% of the loan amount subject to a maximum of Rs. 10,000 (US\$ 134.22) per weaver. The loan is provided at an interest rate of 6% with credit guarantee of three years.
- Gorakhpur is on track to become a major garment manufacturing centre, boosting the economy in eastern Uttar Pradesh. The Gorakhpur Industrial Development Authority (GIDA) will provide four acres of land for construction of a flattened factory and will enable accessible to entrepreneurs.
- In March 2021, The Ministry of Textiles favoured limited deal for the India-UK free trade agreement that could boost the garments sector.
 - In 2020-21, the UK is India's fourteenth largest trading partner, accounting for US\$ 8.7 billion in exports and US\$ 6.7 billion in imports.
 - Under the proposed trade agreement, the Textile Ministry expects more market access for the Indian textiles and clothing sector in order to achieve its full potential.
- In March 2021, under the ongoing sub-mission on agroforestry (SMAF) scheme, the Ministry of Agriculture and Farmers Welfare signed a memorandum of understanding (MoU) with the Central Silk Board, under the Ministry of Textiles, on a convergence model to implement agroforestry in the silk sector.

- In March 2021, toys were identified as one of the 24 primary sectors listed under the self-reliant India initiative. The Department for Promotion of Industry and Internal Trade (DPIIT) has developed a 'National Action Plan' for toys that calls on several central ministries, including textiles, MSME, I&B, Education, DPIIT (under the Ministry of Commerce) and other departments, to nurture and promote the industry.
- Effective 01 January 2021, to boost exports, government have extended the benefit of the Scheme for Remission of Duties and Taxes on Exported Products (RoDTEP) to all exported goods
- To support the handloom and handicrafts sector, the government has taken steps to onboard weavers/artisans on Government e-Marketplace (GeM), provide a wider market and enable them to sell their products directly to various government departments and organisations.
- Defence Research and Development Organisation (DRDO) is helping the Indian textile industry to produce yarns and eliminate dependence on import of Chinese and other foreign clothing for military uniforms. Indian defense sector has expressed support towards the Indian technical textile sector.
- In March 2021, while addressing the 9th edition of TECHNOTEX 2021 organized by FICCI, General Bipin Rawat, Chief of Defence Staff appreciated the innovations in Indian technical textile and stated that the armed forces will rather reduce imports and instead procure technical textiles from Indian industries as a part of the Atmanirbhar Bharat initiative.
- In October 2020, the Cabinet Committee on Economic Affairs chaired by Mr. Narendra Modi approved mandatory packaging of 100% food grains and 20% sugar in jute bags. Under the Jute Packaging Materials (Compulsory Use in Packing Commodities) Act, 1987, the government is required to consider and provide for the compulsory use of jute packaging materials for supply.
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Achievements

Following are the achievements of the Government in the past four years:

- In June 2021, KVIC recorded a 7.71% growth in gross annual turnover to Rs. 95,741.74 crore (US\$ 12.85 billion) from Rs. 88,887 crore (US\$ 11.93 billion) in FY20.
- In CY2020, Cotton Corporation of India made a record procurement of ~ 151 lakh bales under MSP operations, which is ~ 290% higher than 38.43 lakh bales procured during the corresponding period last year.
- I-ATUFS, a web-based claims monitoring and tracking mechanism was launched on April 21, 2016. 381 new block level clusters were sanctioned.
- Under the Scheme for Integrated Textile Parks (SITP), 59 textile parks were sanctioned, out of which, 22 have been completed.
- Employment increased to 45 million in FY19 from 8.03 in FY15.
- Exports of readymade garments (of all textiles) was worth US\$ 1.19 billion as of December 2020.

1.3 COMPANY PROFILE

Klene Paks Ltd

Klene Paks Ltd was incorporated in the year 1971 by Mr. Krishnan as a private firm and was engaged in the manufacture of woven bags. In 1983 It was taken over by an entrepreneur with a heart of lion and nerves of steel, under the leadership of Mr. Vimal Sipani assumed the mantle as Managing Director and continued the business and transformed it into a profit making venture with promotion of the sale of HDPE/PP woven bags in entire southern region of the sub-continent.

The major strategic decision by current Managing Director in the year 1990 to introduce the manufacturing and marketing of woven fabric as saleable product was the preeminent one in the sub-continent woven sack industrial market, which laid down the foundation for not only the expansion of company's business but in the emergence of numerous small /medium scale entrepreneurs, and till date remains as an unique example for other companies to follow the footsteps.

In its endeavor to expand its business base the company took its second major decision to take over another running unit in Jigani namely M/S Hoysala Blow Moulders at Bangalore and restructured the industry to suit woven sack industrial profile and commenced the expeditious expansion and achieved the status of largest manufacturer in country in HDPE/PP woven fabric industry.

The company by the virtue of quality and services has attained the steady growth in spite of the existing throat cutting marketing pressures from its competitors by maintaining quality and price. And the higher side of it being the huge demand in ascends. In visualizing the further demand and market and the need to explore in a greater form it enriched varieties in production and also by providing all types of woven fabrics under one umbrella, the company decided to make a third substantial expansion by setting up a new unit at Maddur, KIADB Indl.

Area for the production and sale of Woven Fabrics successfully accomplished the project in its planned shape and form by adding additional products such as HM/LLDPE Liners, CaCo3 Masterbatch/Additives and HDPE Stitching Yarn, PP Box Strapping, HM/HDPE Grocery Film Rolls and HM/HDPE Carry Bag Film Rolls etc. The company also went into backward integration by commissioning a compounding plant required mainly in its in-house consumption simultaneously achieved the object of self reliance. The highlight of the industry being the employment of world class machines with latest tested technical knowhow.

In its determination to achieve zero wastage in production the company has deployed world class Austrian Machine which is unique in kind, in the reprocessing of plastic waste into usable RP Granules which also achieves its fulfillment to its commitment towards environment. In its steady rates of expansive mode in business

and also by transforming itself as the major potential producers in the Woven Fabric/Sack product company has achieved the study stage of 700 Crore turnover and still looking ahead. The company in addition to its business obligations has always been a front runner in volunteering to full fill various social obligations by donating in the state exercise during natural calamities and disasters. The Company all along has emerged successfully proving justice to the customers as well as to the human resources in the form of healthy employment.

Infrastructure

Klene Paks is operating their business through 5 manufacturing units. The company has a production capacity of 60,000 MT per annum, beside the organization is accredited with ISO 9001:2008 Certification and our world-class infrastructure is characterized by latest technology, and an amiable working environment.

Extrusion plant:

The Inventory of Tape plant consists of most modish version of state-of art machines from M/S Lohia Starlingers & JP Extrusions . These machines are supported by Dosing & Hot Air Drier unit from M/S Prasad Koch Tech which feedsraw material in hot and pre-determined proportions which is extruded and wound into bobbins in winders.

Looms:

Looms inventory consists of high speed 6 shuttle world class power looms 1-5 yrs old of Lohia Starlinger, GCL & SLV Lenos. These looms are structured to produce 621 varieties of fabrics capacitated in variance of 12” to 55” unique in the sub-continent catering to all applications such as Cement, fertilizers, packaging solutions for all food and bulk Pharma.

Lamination:

JP Industries make lamination machines are designed to give an extra coating

of plastic on the all measurements of woven and nonwoven fabrics which may include BOPP film also as per the clientele needs.

Twisting Yarn machine:

The tape line plants in-house are equipped to fibrillate the tapes and further these tapes are twisted to increase the strength in twisting yarn machine of M/S Kristeel –Shinwa make.

Liner and Pouches machine:

M/S Kabra & M/S Rajoo form the inventory of liner machines producing HMHDPE / LLDPE / LDPE lines & pouches capacitated for 15"-48".

Finishing Department:

1. Highly skilled & trained work force
2. Roll to Roll online printing Machine
3. Sacks printing Single to Multi-Colours.
4. On-line Sacks cutting Machine
5. Bale-Press Machine.
6. Stitching Machine.

Compounding additive machine:

M/s Steer Extrusion coupled with under-water Palletizers `from BKG Germany manufactures quality compounding additives.

Re-Cycling Plant :

Austrian New Generation Re-cycling machine(NGR) constitute the Re-Cycling plant converts all forms of Plastic waste to usable RP-Granules.

PRODUCT PROFILE

- Leno woven fabrics
- Calcium Carbonate Filler Masterbatch/Additives
- PP/HDPE Laminated/Un-laminated
- woven fabric 12-55" with 624 varieties
- HDPE/PP laminated/ un-Laminated Sacks

- HMHDPE/LLDPE/LDPE liners & Pouches
- HM/LL Grocery Film Rolls
- HM/LL Carry Bag Film Rolls
- Multi Layer Films
- PP Box Straps

Recruitment and Selection Process Follwed in Klene Paks Ltd

Recruitment Cycle in Klene Paks Ltd

Human Resources Division will take maximum 50 days to complete a recruitment process. The break down of the 50 days as follows:

Requisition = 2 days

Advertisement = 14 days

Short listing/Screening = 14 days

Written test = 7 days

Compilation & Approval = 2 days

Reference Check = 7 days

Medical Check = 3 days

Appointment letter = 1 day

Recruitment of Contractual & Others

This policy governs the appointment of individuals on Contract/Causal basis and through Third Party service providers. Prior to process the employment on the above category, the Division/ Department concerned must obtain approval from the Managing Director. The manpower requisition must contain the job specification with justification of the need along with the period.

Contract Appointment

Jobs which are temporary in nature and is likely to be for a limited period or need is for along term but cannot be hired on a permanent basis due to headcount restrictions. The period of appointment will be of 3 (three) months to maximum 2

(two) years. A contract appointment should be for a fixed period and will become void automatically on the end date unless the contract is shortened or extended in writing prior to the expiration date.

Person appointed on contract may be terminated during the tenure at the discretion of the employing department with reasons (performance/ redundancy) or without assigning any cause. A termination clause (with notice period/pay in lieu of) must be incorporated in the contract. The division/ department concerned will initiate the recruitment in concert with Here upon finalizing the selection; HR will issue the formal appointment letter. Employees hired on contract must go for pre-employment medical test and subject to satisfactory results (fit for work) the incumbent will be allowed to join. Standard terms and conditions similar to permanent employee especially adherence of code of business ethics, confidentiality and full time engagement clauses must be included. If a contract employee is made permanent (based on performance/capability/ headcount) the service length of that individual will be counted from the first day of the joining provided the contract period was continuous/uninterrupted.

Casual Appointment

Jobs that are totally causal in nature and are required for a short period (maximum of 12weeks) to cater the additional influx of work or emergency exigencies or filling up a permanent position that is temporarily vacant.

Casual appointment should be for a fixed period or until the completion of the special job/project and cannot be for long periods. Employing divisions/ department must obtain approval from the Division/ Department Head justifying the need, specifying the number of personnel and the required background. Line Manager in concert with HR will process the hiring. No written contract is required. Appointment will be on a daily worked basis.

The line manager will do the necessary arrangements for recruitment and appointment of Casuals keeping HR & Administration informed. The principle of hiring should be the best candidate suited to the job/position. No discrimination will

be permitted on the basis of personal relationship regarding hiring of Casuals. All individuals involved in the hiring process must be sensitive to the perception of favouritisms and bias. Salary should be determined based on the incumbent's background and skills.

1.4 STATEMENT OF THE PROBLEM

We consider job stress to be the result of those factors in an organization that cause stress for the individual employee, and in turn, have negative organizational consequences. For example, because of organizational needs or changes, factors such as increased workloads or changes in reporting relationships may occur. Such changes to the organizational climate or structure may precipitate a stressful environment among the employees.

The stress management of the employees in job is very difficult problem for the concern. The employees' job stress may cause negative consequences, including absenteeism, burnout, lack of trust, performance problems, or an erosion of positive communication and interaction. The study is to be conducted to know the factors that causes stress in the work place, symptoms of stress for the employees in the work place, employees expectation to prevent or reduce stress and techniques used for managing the stress.

1.5

OBJECTIVES OF THE STUDY

Primary objectives:

- To analysis the Impact of stress management in employees performance at Klene Paks Ltd, Bangalore.

Secondary objectives

- To find out the factors causes for stress in the work place
- To identify the symptoms of stress in the work place

- To analyse the employees expectation in the work place to prevent or reduce the stress
- To study the Techniques used for managing the stress
- To provide suggestions for reducing stress of employees in the company

1.6 NEED OF THE STUDY

Stress makes employees more prone to error, poor work performance, mental health issues, burnout, and conflict in the workplace. If job stress goes unaddressed, organizations pay the price in higher rates of turnover, disengagement, and absenteeism. Stress makes damages employees health and mental as well as organizational productivity. The study is needed to analyse the stress management in the company since sufficient number of employees are working in the concern. Their job role, nature of work and diverse personnel makes stress and affects their working place productivity and their performance. The present study is useful to understand the factors causes for stress in the work place. It helps to understand the employees expectation in the work place to prevent or reduce the stress. It throws lights on to understand the techniques used for managing the stress.

1.7 SCOPE AND SIGNIFICANCE OF THE STUDY

The study is confined to analyse the stress management. It is focused to the company Klene Paks Ltd, Bangalore. The sample of the study is 100. The study throws lights on to understand the factors causes for stress in the work place. It helps to understand the symptoms of stress in the work place. The study is useful to the researcher to analyse the techniques used for managing the stress.

CHAPTER II

REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE

Acceptance and mindfulness-based stress management for support staff caring for individuals with intellectual disabilities Douglas Alexander James McConachie a, Karen McKenzie a, Paul Graham Morris a , Robert M. Walley 35(6):1216–1227 (2014)

The stress levels and well-being of support staff are therefore of critical importance, not only for the individual and the service user, but also the wider service. Support staffs who work in intellectual disability (ID) services regularly encounter emotionally and physically challenging situations within their working environment. The author examined the effectiveness of an acceptance and mindfulness-based stress management workshop on the levels of psychological distress and well-being of support staff working with individuals with ID and challenging behaviour. The results demonstrate support for the effectiveness of an acceptance and mindfulness-based workshop intervention in reducing distress amongst support staff working in ID services; particularly for the most distressed and mindfulness-based workshops are most effective. Systematic research of the mediators of change will enhance understanding and may lead to more effective interventions.

A comparative study on organizational stress in South Asian cultures Umer Asghera, Tahir Alia, Riaz Ahmada, Redha Taïarb, Volume 3, 2015,

An emerging and dynamic Industrial and manufacturing sector is significant for revenue generation in any country; The need to recognize the factors influencing stress among Industrial sector employees especially those working in the production, manufacturing and other private sectors. Here, they did a comparative study on organizational stress in South Asian organizational culture. The comparative study describes the job satisfaction and job security plays a vital aspects of stress management. Organizations have to make policies that are acceptable to their employees, such as steps to balance work and personal life. Working schedule

should also be flexible because according to our findings a tight schedule and Sharpe targets creates stress. Finally, working environments should be safe and sound, to help create a healthy relationship between management and employees.

Workplace Stress Management Interventions and Health Promotion Lois E. Tetrick and Carolyn J. Winslow Vol. 2:583-603 (2015).

Employee health and wellness are important for employees, their families, and their organizations. Stress management interventions are effective, although the effectiveness appears to depend on the outcome measured. These interventions target employees who have been exposed to risk factors, seeking to eliminate the risk factor or provide employees with knowledge and skills to cope with the stressor. There appears to be a trend toward incorporating stress management as a component of workplace wellness programs, with these programs taking more of a primary or secondary intervention approach than a tertiary approach. This framework allows the integration of recovery interventions as well as health promotion programs, without treating negative experiences at work and positive experiences at work as simple opposite ends of the same continuum.

Occupational Stress: Preventing Suffering, Enhancing Wellbeing, James Campbell Quick, and Demetria F. Henderson 2016 May; 13(5): 459.

Occupational stress is a known health risk for a range of psychological, behavioral, and medical disorders and diseases. Organizations and individuals can mitigate these disorders through preventive stress management and enhanced wellbeing. The author briefly reviewed the evidence concerning the health risks associated with occupational stress, then focused on the application of preventive stress management, developed from roots in preventive medicine and public health, to enhance eustress and avert distress. Therefore, move from stress prevention to enhancing wellbeing by introducing positive psychology to broaden the TPSPM framework. Addressing organizational protection, prevention, and individual wellbeing raises the overall public health of the work environment. In addition, positive psychology skills for occupational stress may have positive spill over effects into the home.

The impact of job stress on job performance: a case study on academic staff at Dhofar University, Moaz Nagib Kharib, syed ashan jamil, Moinuddin Ahammed 13(1), 2016: 21-33

Stress is a status which happens when individuals recognize that the conditions or strains facing them may be more than their endurance. It is important to perceive and address job stress, because its elements badly affect employee mental as well as physical health.

The purpose of this study is to determine the levels of job stress among the academic staff at Dhofar University, to measure the job performance level, and determine the impact of the job stress factors on job performance. Experimentally obtained results were analyzed by using Multiple Regression analysis, to find the impact of job stress on job performance. Results show that the level of academic staff of job stress was medium and sometimes low. In addition, the level of Job performance was somewhat high. Moreover, it was found that workload has a positive statistical effect on job performance. The Role ambiguity does not significantly affect on Job performance.

Importance of job stress on employees and results Ali Gül and Ziya Günay. International Journal of Current Research Vol. 8, Issue, 02, pp.26303-26310, February, 2016

Stress can be defined as a modern disease of our time. Problems arising in the life of an individual's work raise the stress out of business. The resulting job stress out working in the psychological thriller situation by creating business productivity, job satisfaction, reducing employee activities and workers from entering the depression and increase their intention to leave, (Baltaş- Baltaş, 1989). This theoretical consideration when assessing the different job stress, it may seem as there is only a portion of an individual's life, in fact, has the power to influence and effect to every corner of life. Private life, starting his career in stress that a steady stream of work life with privacy life also shows that there are many goals in life business in the most severe impact. Ensuring that job stress this aspect, the first meaning individuals will indirectly improve the efficiency of the business.

Individual and Organizational Implications of Work-related Stress, Ramona FLOREA, Radu FLOREA, George Bacovia University in Bacau, ROMANIA 28-33 (2016)

Different studies over time have shown that stress is the result of the individual's personal factors plus factors that come from the external environment. Stress is strongly related to different situations which employees have to face at work. The author analysed the evolution and different approaches of stress concept along the time, the stress mechanism and the main factors, called risk factors or stressors, which lead to stress reactions (physiological, psychological, cognitive and behavioural reactions). The main implications of work stress on the individual and at the organizational level and some methods for reducing individual and organizational stress.

In this respect companies are paying a lot of attention to identify and to find efficient solution for reducing stress effects through implementing different stress management plans.

Web-Based and Mobile Stress Management Intervention for Employees: A Randomized Controlled Trial web-Based and Mobile Stress Management Intervention for Employees: A Randomized Controlled Trial, Heber E, Lehr D, Ebert DD, Berking M, Riper H-2016;18(1):e21

Stress and related adverse outcomes for physical and mental health are highly prevalent and pose a major threat to public health. In recent years, Web-based and mobile-based interventions for coping with work-related stress have emerged. Internet-based stress management interventions should be further pursued as a valuable alternative to face-to-face interventions. This trial contributes to the limited evidence base on the feasibility and efficacy of Web-based and mobile-supported stress management interventions. The iSMI presented herein proved feasible and highly effective in improving perceived stress and other mental and work-related health indices in employees in the long term. Web-based interventions for coping with stress should be further evaluated as such interventions have the potential to improve the mental health of individuals on a large scale.

Perceptions of work stress causes and effective interventions in employees working in public, private and non-governmental organisations: a qualitative study Kamaldeep Bhui, Sokratis Dinos, Magdalena Galant-Miecznikowska (2016 Dec) 40(6): 318–325

Work stress can lead to physical illness, as well as psychological distress and mental illness. The recent increase in work stress has been linked with the global and national recession, job insecurity and work intensity, all leading to greater workloads and more interpersonal conflicts. Interventions should improve management practices as well as promoting personal interventions outside of the work setting. Stress-inducing management practices included unrealistic demands, lack of support, unfair treatment, low decision latitude, lack of appreciation, effort– reward imbalance, conflicting roles, lack of transparency and poor communication. Organisational interventions were perceived as effective if they improved management styles, and included physical exercise, taking breaks and ensuring adequate time for planning work tasks. Personal interventions used outside of work were important to prevent and remedy stress.

A study on stress management and coping strategies analyzing process of it and its sector with the special sample of different age group in Indian based working employees in the different categories of it and its originations in India Dr. V. Antony Joe Raja Volume 4, Issue 1, January – June 2017, pp. 01–11

Stress is the emotional and physical strain caused by our response to pressure from the outside world. It is a condition or feeling experienced when a person perceives that- demands exceed the personal and social resources the individual is able to mobilize. Here the author studied the stress level among IT employees and to suggest the coping strategies. Hence the importance of the study of stress at various levels, among IT employee is growing. Stress can make an individual productive and constructive when it is identified and well managed. In times of great stress or adversity, it's always best to keep busy, to plow anger and energy into something positive. Positive attitude and meditation will be helpful for coping the stress. Having broader perspective of life will definitely change the perception of stress for our healthy lifestyle as well as organizational well being.

The Contribution of Stress Management and Good Employee Performance Towards the Success of a Company Eddy Soeryanto Soegoto and Umi Narimawati 2017, Vol-10,154-160.

Stress is increasingly becoming complex and affecting almost everybody mostly the working class. The causes may differ from one work place to the other depending on the nature of work and how long one works on a daily basis. This study aimed to examine the contribution of personal stress management to an employee's performance and how such influence may affect a company's success and their main focus is to evaluate stress management and its effect on employees' performance. Employees, who are stressful, are often observed in bad mood and have poor stress management skills, lacking social support, social skills and have interpersonal deficiency. They cannot also cope with the changing situation. We therefore, conclusively mention that there are many factors mentioned in this research which have proved that stress has a negative effect on the performance of any company.

The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry, Naser Hoboubi, Alireza Choobineh and AliAkbar Hosseini Saf Health Work. 2017 Mar; 8(1): 67–71.

Work-related stress is a vital factor to job satisfaction. When functioning as a motivator, work-related stress results in creativity and satisfaction and consequently removes boredom and mundanity. Job satisfaction may protect workers from stressors. Satisfaction is a regulating factor for stress. Here, they carried out to investigate the job stress, job satisfaction, and workforce productivity levels, to examine the effects of job stress and job satisfaction on workforce productivity, and to identify factors associated with productivity decrement among employees of an Iranian petrochemical industry. Corrective measures are necessary to improve the shift work system. "Role insufficiency" and "role ambiguity" should be improved and supervisor support must be increased to reduce job stress and increase job satisfaction and productivity.

Husain, K. Impact of performance appraisal reactions on affective organizational commitment and work performance, Journal of Economic Info Vol. 4, No. 3(2017) 1-6,

Performance appraisal is such one method through which the productivity of labor/employee can be optimized, continued measuring and assessment of individual behaviour and performance. Here, the study is to examine the relationship between performance appraisal reactions and employees' outcome in terms of affective organizational commitment and work performance. This effective performance appraisal should concentrate on clarity, openness, fairness and recognize efficiency through rewards. This positivity describes the importance of performance appraisal reactions in high level of work performance, which was mediated by regular feedback. The results suggest that formal performance appraisal cannot compensate for low levels of regular feedback. The results derive substantial evidence of work performance by organizational commitment and performance appraisal in banking sector.

Black, J. K., et al. (2017). Resilience, work engagement and stress reactivity in a middle-aged manual worker population. International Journal of Psychophysiology, 116, 9-15

Psychological stress has become a major occupational problem (Tripodi et al. 2012), due to work-related sickness absence and the increasing problem of sickness presenters (attending work whilst not fully well), promoting the health and wellbeing of employees,

is of growing interest, especially those who are termed 'older workers' (50+ years) (Department for Work and Pensions 2011), and particularly in manual occupations (Crawford et al. 2010). The present study examined the relationship between perceived psychological resilience and work-related factors (work engagement and presenters) and the physiological response to acute psychological stress in older manual workers. Resilience was not associated with work-related factors or reactivity. This suggests a potential pathway by which higher work stress might contribute to the risk of future cardiovascular disease.

The Contribution of Stress Management and Good Employee Performance Towards the Success of a Company, Eddy Soeryanto Soegoto, Umi Narimawati (2017) Vol-6, pp 23-29.

Stress is a state of psychological and or emotional strain originating from much demanding situations. It is believed that stress is experienced by an individual causing emotional strain by affecting a person's physical and mental condition. Stress can lead to a total messy and disorganized life of a person. It is indeed destructive for a person's standing in the society. Stressing moments, events and activities will always depend on an individual's psycho-social orientation taking into consideration things, like culture, spirituality, values, beliefs and one's experiences, these are the things influencing performance and normal functioning of people. It is therefore recommended that a company should establish a most appropriate strategy to prevent stress within its employees.

Work stress prevention needs of employees and supervisors, Bo M. Havermans, Evelien P. M. Brouwers, Rianne J. A. Hoek, Johannes R. Anema, Allard J. van der Beek & Cécile R. L. Boot 2018 May 21;18(1):642.

Work stress is associated with physical and mental health risks. In addition, it poses a financial burden to organisations and society at large, caused by productivity loss due to sickness absence, work disability benefits, and health care costs. Prevention of work stress is supported by the availability of effective organisational stress management interventions (SMIs), and successful implementation of these interventions. This study aimed to explore employee and supervisor needs regarding organisational work stress prevention.

Both employees and supervisors were explicit about who should take part in communication about work stress, what prerequisites for work stress prevention should exist, and which stakeholders should be involved. These results can inform work stress prevention practice, supporting selection and implementation of interventions.

Awino, B. Z., Ogutu, M. and Musyoka, March. 2018. Work Culture: Stress Management in Reducing Stress and Improving Organizational Performance. China-USA Business Review. Mar. 2018, Vol. 17, No. 3, 144-154

Stress at work has become a crucial public health problem in recent decades, and its detrimental effects on human health have recently increased rapidly resulting in enormous cost both for the corporate organizations involved and the individual employees. They faced a significant impact on stress manifestation, especially psychologically manifestation with anger and anxiety being reported by most respondents. These realities have led to employers looking into stress management techniques that can help reduce stress levels among employees and in turn enhance corporate performance. All the data were collected and analyzed using multivariate techniques. The empirical results found that use of certain stress management techniques stress had a positive influence on corporate performance. These findings can provide the necessary strategies that can help implement the most effective stress management techniques in their organizations.

Taba, M. I. (2018). Mediating effect of work performance and organizational commitment in the relationship between reward system and employees' work satisfaction. Journal of Management Development, 37(1), 65–75

The purpose of this study was to investigate the mediating effect of work performance and organizational commitment on the relation between reward system and employees' work satisfaction. The Extrinsic Reward System and Intrinsic Reward System had direct significant effect on Work Performance and Organizational Commitment, and Work Performance and Organizational Commitment had direct significant effect on Work Satisfaction. Findings indicated that reward system was heavily laden with external influences, internal affairs of organizations and the psychology of employees, especially those involving the perception of fairness. This was seen as a company policy to increase motivation, so that the employees could perform optimally. Intrinsic rewards should be developed in accordance with the variations of characteristics associated with work performance.

Sanjeev, M. A. and Rathore S. June 2019. Exploring the relationship between job stress and organizational commitment: A study of the Indian IT sector. Management Research and Practice, 6(4) 40—56

The nature of employment in the IT industry is extremely challenging due to its commitment to high service levels and acute flexibility through resource management. The situation has given rise to the malignant stress that brings a sharp decline in the performance and a lack of commitment towards work. To find the relationship between employee stress and organizational commitment in order to ascertain the extent to which workplace stress can affect the commitment levels of employees in the IT sector. The need of the hour places on prime agenda that commitment levels be increased on the IT professionals to address issues of rampant attrition. As the IT sector is a dynamic and fast evolving, the professionals need to constantly skill and re skill themselves to match the changing demands of technology and fresh talent. The Human Resource practitioners therefore need to focus on the employee training and revival of the IT professionals; for sustenance in the extensive competition.

Impact of Performance Appraisal on Organizational Citizenship Behaviour and Intention to Stay through Affective Commitment: R. K., Dr. R. P. Raya, International Journal of Scientific Research and Management (IJSRM) Volume 07 Pages EM-2019-1344-1358 2019.

Social exchange relationship between organization and employees is reciprocal and obligatory in nature. Employee engage proactively to their job and put forth extra effort to achieve organizational goals when they perceive organizational practices, policies and approaches are favourable. The author tries to develop theoretical framework linking performance appraisal, affective commitment, intention to stay, and organizational citizenship behaviour. This study shown that the performance appraisal practice which is one of the key HRM practices influence directly to the intention to stay and organizational citizenship behaviour and indirectly through the affective commitment. Though the purpose of performance appraisal to evaluate the employee performance however, it influences employee attitude and behaviour. Empirical study will help the organizations to design and implement the performance appraisal practice is an

effective way to curb issues such as lack of commitment, intention to leave and lack of positive volunteer behaviour.

Examining the Relationship between Workplace Stress and Organizational Commitment, May 2019 Vol 05, Pages 26–33

Workplace stress is a result of the interaction between a person and their work environment. Increasingly common workplace stress could be a cause for concern, as it may have a significant economic impact on the organization. Long-term work stress can cause the workers to lose their commitment to the organization. The purpose of this study is to assess the relationship between workplace stress and employee commitment through the example of Hungarian small and medium-sized enterprises. Leadership attitudes can play a major role in solving workplace stress situations. From this point of view, we can communicate a proposal to company managers who do not want to deal with the issue of work-related stress that it is of great importance to deal with this topic. If someone leaves the organization, that person must be replaced, which can lead to additional costs and a loss in work time.

Effects of a work-related stress model based mental health promotion program on job stress, stress reactions and coping profiles of women workers: a control groups study --Ozlem Koseoglu Ornek & Melek Nihal Esin, BMC Public Health volume 20, Article number: 1658 (2020)

Work-related stress (WRS) has become a crucial public health problem in recent decades, and its detrimental effects on human health have recently increased rapidly. Any stress-related models have been developed to better explain and cope with the stress. The WRS model has a flow process, and causes many different stress reactions, related diseases and unhealthy behaviours among workers. The author featured a pre-test, post-test non-equivalent control group design, was to examine the effects of the WRS model-based Work-ProMentH on women workers. The hypotheses were tested in this study. Statistical analyses were conducted using SPSS software and ANOVA was also performed. Work-ProMentH was found to be effective and useful in job stress management and promotion of effective coping profiles. It enables its users to holistically assess worker stress and to plan and examine intervention programmes via a systematic approach.

Stress Management and Employee Performance Harry, Joy Volume 4, Issue 1, 2020

Stress is at the centre of several challenges bedevilling employee in the workplace, it cannot be eliminated hence the need to manage it to ensure efficiency and effectiveness of the workforce.

The author examined the relationship between stress management and employee performance. The degree of stress experienced by individuals due to the conception that they are unable to adopt or be active with the amount of work assigned to them. However, the management should design tasks and jobs in ways that would make for effectiveness and efficiency and bring about improvement in the performance of their workforce and it is also recommended that flexible job schedules should be incorporated into human resource management strategies, policies and plans to enhance easy employee performance and commitment that will increase organization survival.

Supervisor strategies and resources needed for managing employee stress: A qualitative analysis Nerina L. Jimmiesona Adele, J.Bergina Prashant Bordiab Michelle K.Tuckera doi.org/10.1016 (2020)

The critical role of supervisors in responding to their employees' stress, it is important to understand the strategies supervisors use, as well as the challenges faced by supervisors in executing the organization's duty of care, and the competencies and resources they find most helpful in doing so. Some of the strategies were used by supervisors to manage employee stress. Supervisors reported that the complex nature of stress was the most challenging aspect of resolving stress. Previous experience in assisting employees under stress was reported as the most helpful personal competence, and support from both formal and informal avenues was the most helpful organizational resource. In practice, this knowledge can inform targeted supervisor training that focuses on the step-by-step process of psychosocial risk management. Such training also should acknowledge the complexities of employee stress and the value of emotional competencies for stress detection.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Methodology

Research methodology may be defined as a documented prose work. Documented prose work means organized analysis of the subject based on borrowed materials with suitable acknowledgement and consultation in the main body of the paper. Research in management is partially important to find out different phenomena. Its purpose is to find answers to questions through the application of systematic and Scientific methods. "Research is an academic activity and a systematized effort to gain new knowledge".

3.2 Research Design

A research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine with relevance to the research purpose with economy in procedure. The research design adopted for this study is Descriptive research design.

A descriptive research design may be concerned with the attitude /views of a people towards anything. It concerned with determining with which something occurs or how to variables are vary together. It is considered as rigid and formal.

Instruments used for the study:

Instrument used for collecting the data is questionnaire. Two types of questionnaire used here are

1. Structured Questionnaire.
2. Personal Interviewing

Types of Questions:

Questions are of two types, they are as follows:

1. Open-ended questions
2. Close-ended questions

Open-ended questions:

These questions are used to get the suggestion from the respondents in order to get feedback to the company.

Close-ended questions:

It is of two types, they are as follows,

1. Dichotomous (Yes/No) questions: in this type of questions the respondents are given two choices in which the respondents has to select one. For this type of questions we can apply statistical tools like internal estimate method.
2. Multiple choices questions: in this type of questions the respondents are given 4-5 choices in which the respondents has to select one. For this type of questions we can apply statistical tools like Chi-square.

3.3 Source of data

Data is collected from the employees of Klene Paks Ltd, Bangalore. The researcher had prepared a well structured questionnaire to study the employees' stress in the work place.

Primary Data

Primary data are those which are collected a fresh and for the first time and thus happen to be original in character. Primary data is collected directly from the worker i.e., data collected with the help of questionnaire method. In case of descriptive research primary data can be obtained through observation or through

direct communication with respondents in one form or another or through personal interviews or through questionnaires. Questionnaires were employed to collect data.

Secondary Data

Secondary data means already available data. Here the secondary data were collected from the company profile, websites, internet, journals etc. The researcher also collected information through primary sources as well as secondary sources.

3.4 Questionnaire Development

A well framed questionnaire has been framed to collect the data from the respondents. It contains likert scaling techniques to measure.

Sample design

Population

Population is the aggregate of all units possessing certain specific characteristics from which the sample will be drawn. The population of this study is entire employees of the company Klene Paks Ltd, Bangalore.

Sampling Method

Sample as a smaller representation of the larger whole. Sample is that by selecting some of the elements in a population. In this research the research has followed Non-probability sampling method and used the convenience sampling technique. The samples are selected on the basis of the convenience to the investigator.

3.5 Sample Size

Sample size refers to number of items to be selected from the population to frame a sample. Here the researcher has selected 100 as a sample size.

Sample Unit

Here sampling unit is Klene Paks Ltd, Bangalore.

Topic

The topic for this research is “A study on employee’s stress management among employees in Klene Paks Ltd, Bangalore”.

Sampling Element:

In this study, sampling element is employees of Klene Paks Ltd, Bangalore.

3.6 Period of study

The period of the study is three months to collect the data.

3.7 Profile area of the study

The profile area of the study is Bangalore.

3.8 Hypothesis

H₀₁: There is no significance relationship between the educational qualification of the respondents and factors that causes stress in the work place.

H₀₂: There is no significant relationship between the salary of the respondents and symptoms of stress in the work place.

TOOLS FOR ANALYSIS

➤ Percentage Method

Percentage methods are used in marketing comprehension between two more series of data. Percentage are used to compare the relatives terms, the distribution of two or more series of data and are presently by way of bar diagram and pie diagram in order to have a better understanding. In this method frequency of the various criteria factors are tabulated and the percentage for each value with respect to total is found out. They are presented pictorially by way of graphs in order to have better understanding.

$$\text{Percentage} = \frac{\text{Number of employees}}{\text{Total number of employees}} \times 100$$

➤ **Chi-Square Analysis:**

Chi-square is a non-parametric test of statistical significance for bivariate tabular analysis. A non-parametric test, like chi square, is a rough estimate of confidence. Chi-square is used most frequently to test the statistical significance of results reported in bivariate tables and interpreting bivariate tables is integral to interpreting the results of a chi-square test.

The Chi-Square statistic is most commonly used to evaluate Tests of Independence when using a crosstabulation (also known as a bivariate table). Crosstabulation presents the distributions of two categorical variables simultaneously, with the intersections of the categories of the variables appearing in the cells of the table. The Test of Independence assesses whether an association exists between the two variables by comparing the observed pattern of responses in the cells to the pattern that would be expected if the variables were truly independent of each other. Calculating the Chi-Square statistic and comparing it against a critical value from the Chi-Square distribution allows the researcher to assess whether the observed cell counts are significantly different from the expected cell counts.

Statistical Test:

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

$$\text{Degree of freedom} = (R-1) (C-1)$$

$$\text{Whereas, } O = \text{Observed frequency}$$

$$E = \text{Expected frequency}$$

$$R = \text{Number of rows}$$

$$C = \text{Number of columns}$$

To find E:

$$\text{Expected Frequency} = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

The directional hypothesis is a kind that explains the direction of the expected findings. Sometimes this type of alternative hypothesis is developed to examine the relationship among the variables rather than a comparison between the groups.

➤ **Correlation Analysis**

Correlation analysis deals with the association between two or more variables. It does not tell anything about cause and effect relationship. Correlation is described or classified in several different ways. Three of the most important ways of classifying correlation are :

- Positive and Negative
- Simple, Multiple and Partial
- Linear and Non-Linear

Karl Pearson's method is popularly known as Pearson's coefficient of correlation. It is denoted by the symbol 'r'.

$$\text{Formula for Karl Pearson's coefficient } r = \frac{\sum xy}{\sqrt{\sum x^2 * \sum y^2}}$$

The value of the coefficient of correlation as obtained by the above formula shall always lie between +1 and -1. When $r = 1$, it means there is perfect positive correlation between variables. When $r = -1$, it means there is perfect negative correlation between variables. When $r = 0$, it means no relationship between variables.

CHAPTER IV

DATA ANALYSIS AND INTERPRETATION

TABLE NO: 4.1

GENDER OF THE RESPONDENTS

Gender	No. of respondents	Percent
Male	72	72.0
Female	28	28.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 72.0% of the respondents said that male and 28.0% of the respondents said that female.

Thus the majority of the respondents said that male.

CHART: 4.1

GENDER OF THE RESPONDENTS

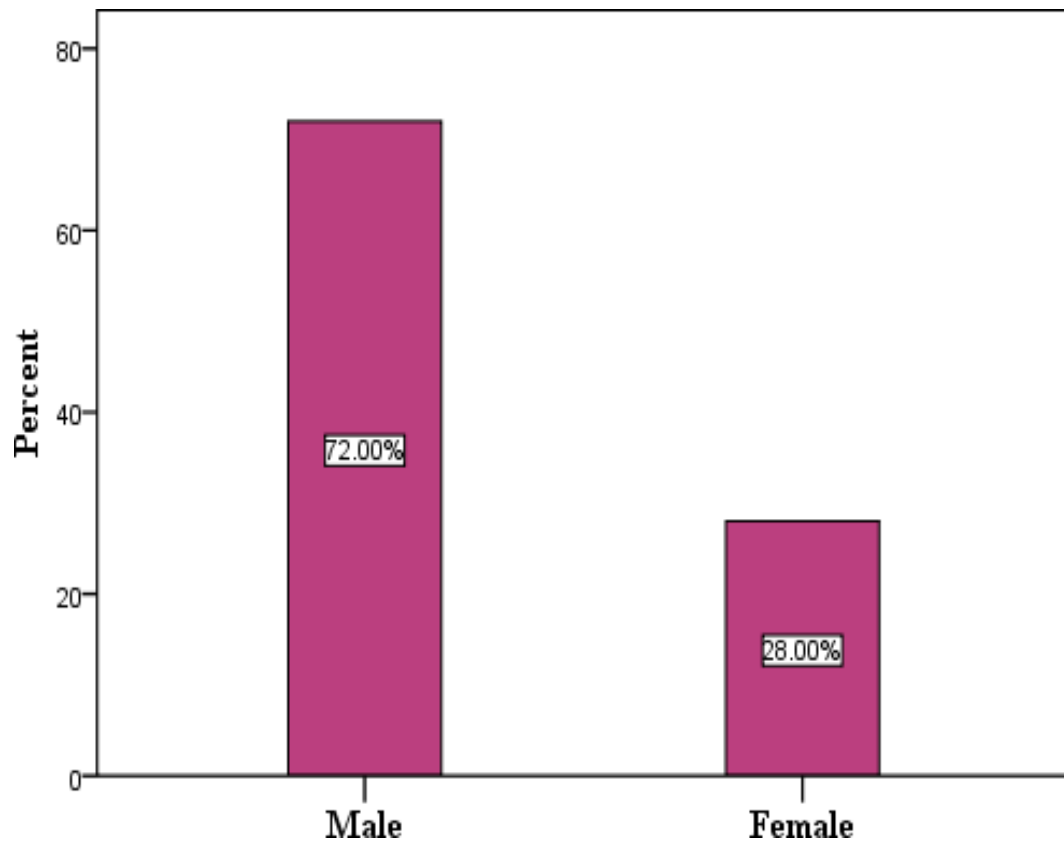


TABLE NO: 4.2

EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

Educational qualification	No. of respondents	Percent
UPTO HSC	18	18.0
UG	24	24.0
PG	33	33.0
Diploma	7	7.0
Others	18	18.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 18.0% of the respondents have completed upto HSC, 24.0% of the respondents have completed UG degree, 33.0% of the respondents have completed PG degree, 7.0% of the respondents have completed diploma and 18.0% of the respondents have completed other educational qualification.

Thus the majority of the respondents have completed PG degree.

CHART: 4.2

EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

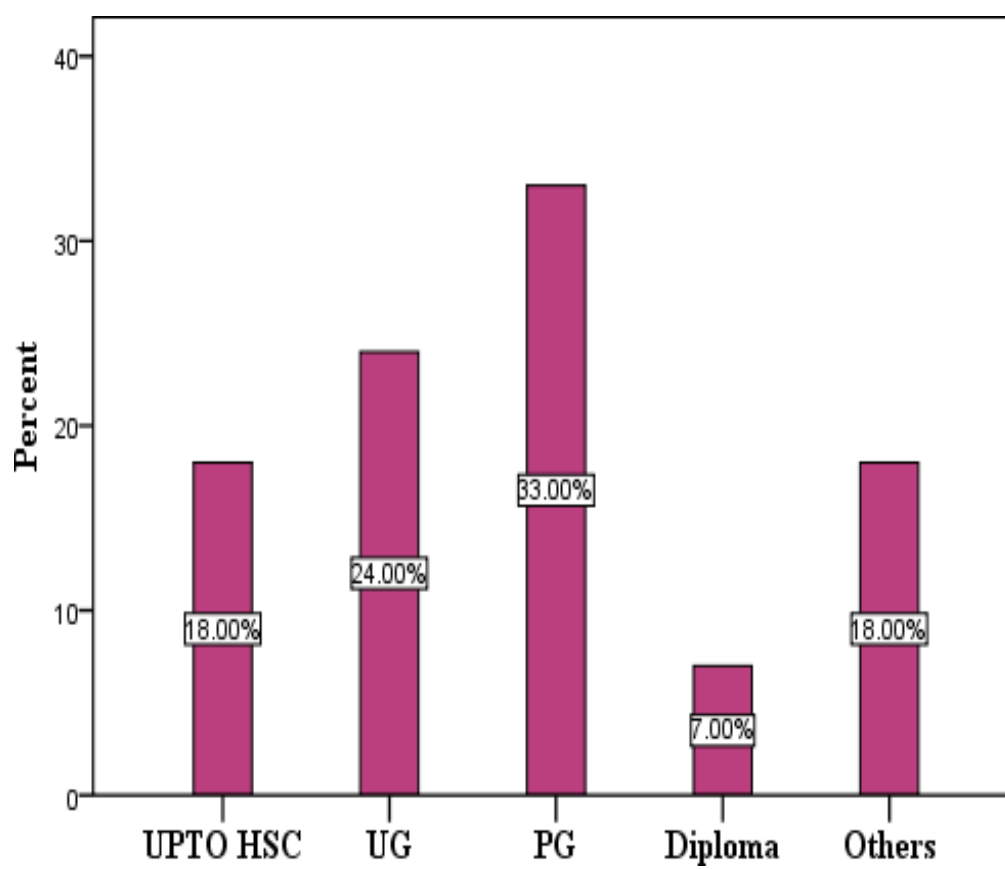


TABLE NO: 4.3
SALARY OF THE RESPONDENTS

Salary (in Rs)	No. of respondents	Percent
BelowRs.15, 000	14	14.0
Rs. 15,000- 20,000	22	22.0
Rs. 20,001- 25,000	32	32.0
Rs. 25,000- 30,000	18	18.0
Above Rs. 30,000	14	14.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 14.0% of the respondents have below Rs.15,000, 22.0% of the respondents have Rs. 15,000- 20,000, 32% of the respondents have Rs. 20,001- 25,000, 18% of the respondents have Rs. 25,000- 30,000 and 14% of the respondents have above Rs.30,000 as their income level.

Thus the majority of the respondents have Rs. 20,001- 25,000 as their income level.

CHART: 4.3

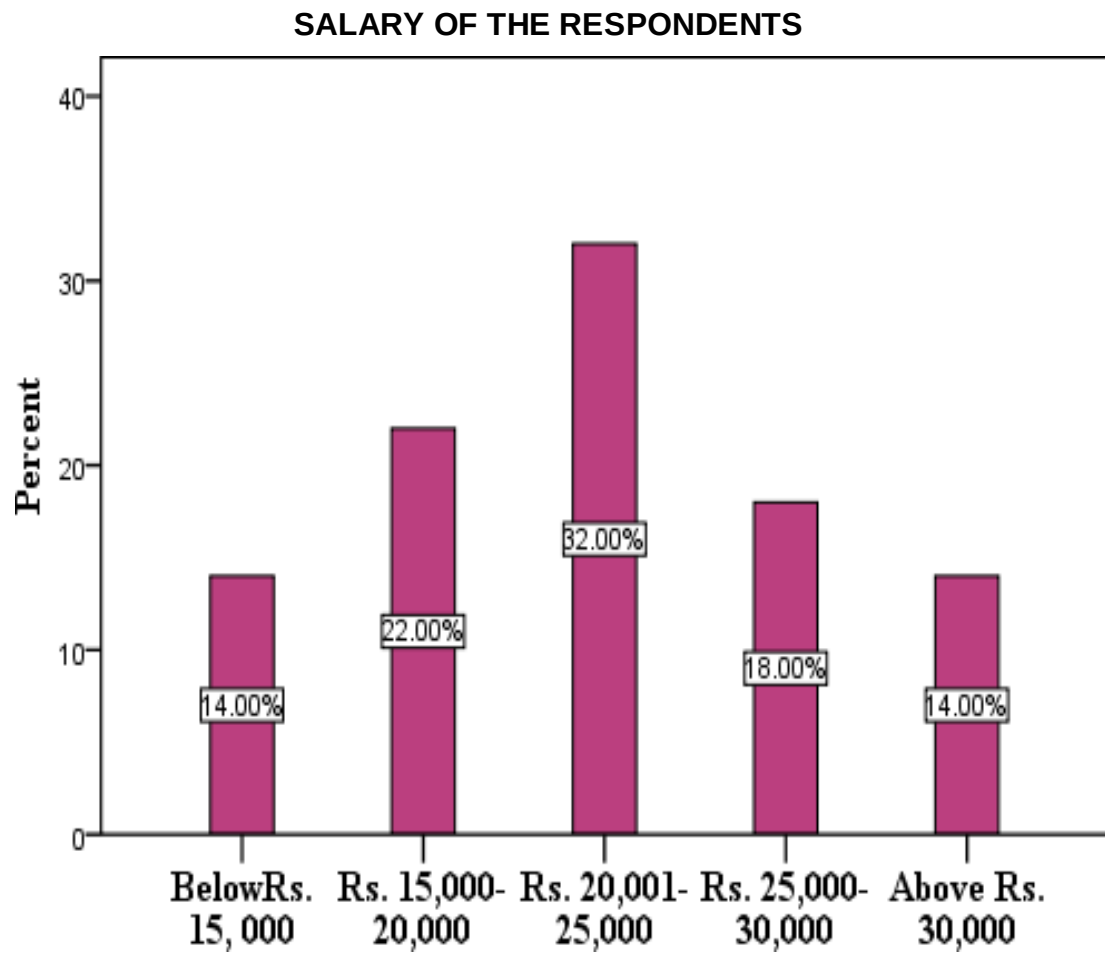


TABLE NO: 4.4

TOXIC WORK PLACE CULTURE

Particulars	No. of respondents	Percent
Strongly agree	19	19.0
Agree	23	23.0
Neither agree nor disagree	26	26.0
Disagree	24	24.0
Strongly disagree	8	8.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 19.0% of the respondents said that strongly agree, 23.0% of the respondents said that agree, 26.0% of the respondents said that neither agree nor disagree, 24.0% of the respondents said that disagree and 8.0% of the respondents said that strongly disagree towards toxic work place culture.

Thus the majority of the respondents said that neither agree nor disagree towards toxic work place culture.

CHART NO: 4.4

TOXIC WORK PLACE CULTURE

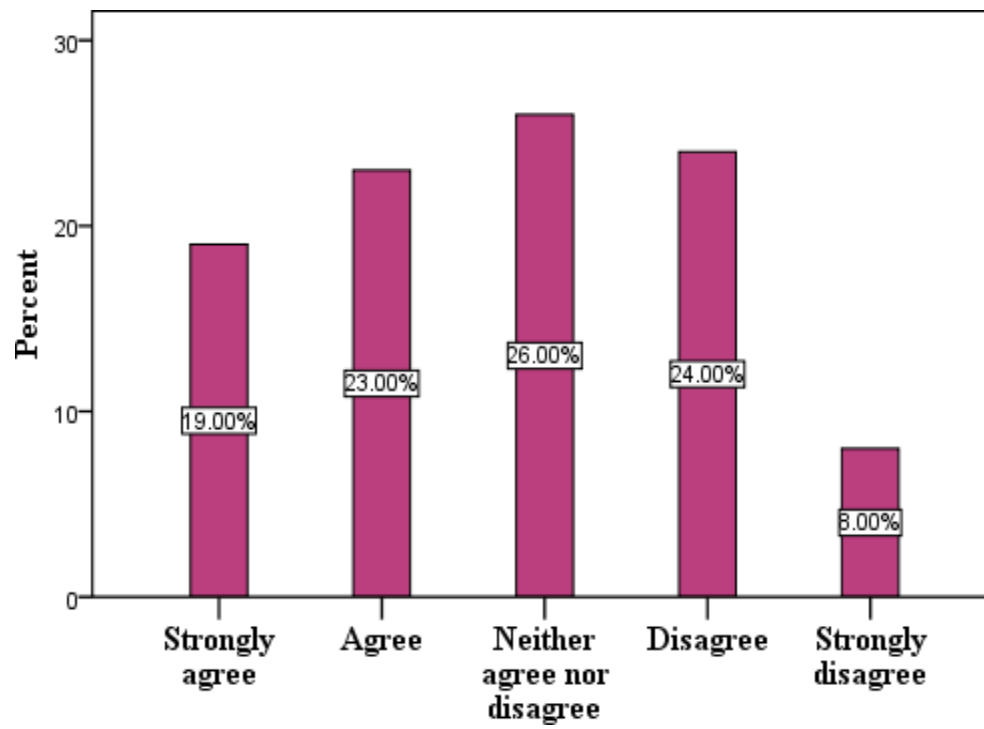


TABLE NO: 4.5

STRICT SUPERVISION AT EACH STAGE

Particulars	No. of respondents	Percent
Strongly agree	11	11.0
Agree	34	34.0
Neither agree nor disagree	28	28.0
Disagree	22	22.0
Strongly disagree	5	5.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 11.0% of the respondents said that strongly agree, 34.0% of the respondents said that agree, 28.0% of the respondents said that neither agree nor disagree, 22.0% of the respondents said that disagree and 5.0% of the respondents said that strongly disagree towards strict supervision at each stage.

Thus the majority of the respondents said that agree towards strict supervision at each stage.

CHART NO: 4.5

STRICT SUPERVISION AT EACH STAGE

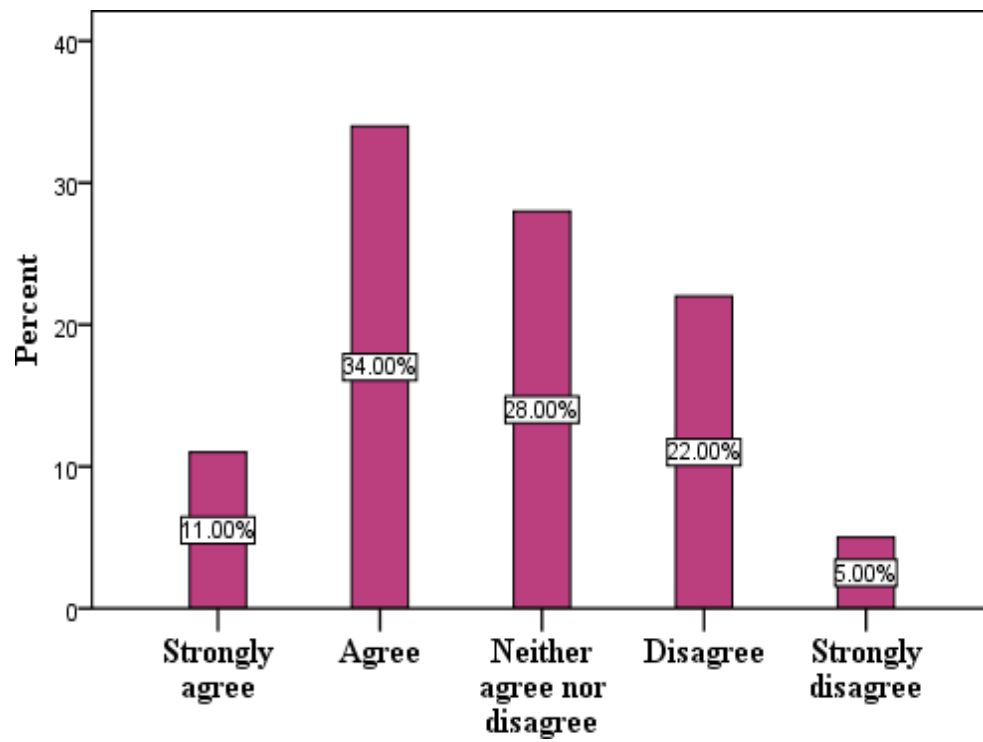


TABLE NO: 4.6

COMPLEX JOB CONTENT AND DEMANDS

Particulars	No. of respondents	Percent
Strongly agree	26	26.0
Agree	32	32.0
Neither agree nor disagree	22	22.0
Disagree	9	9.0
Strongly disagree	11	11.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 26.0% of the respondents said that strongly agree, 32.0% of the respondents said that agree, 22.0% of the respondents said that neither agree nor disagree, 9.0% of the respondents said that disagree and 11.0% of the respondents said that strongly disagree towards complex job content and demands.

Thus the majority of the respondents said that agree towards complex job content and demands

CHART NO: 4.6

COMPLEX JOB CONTENT AND DEMANDS

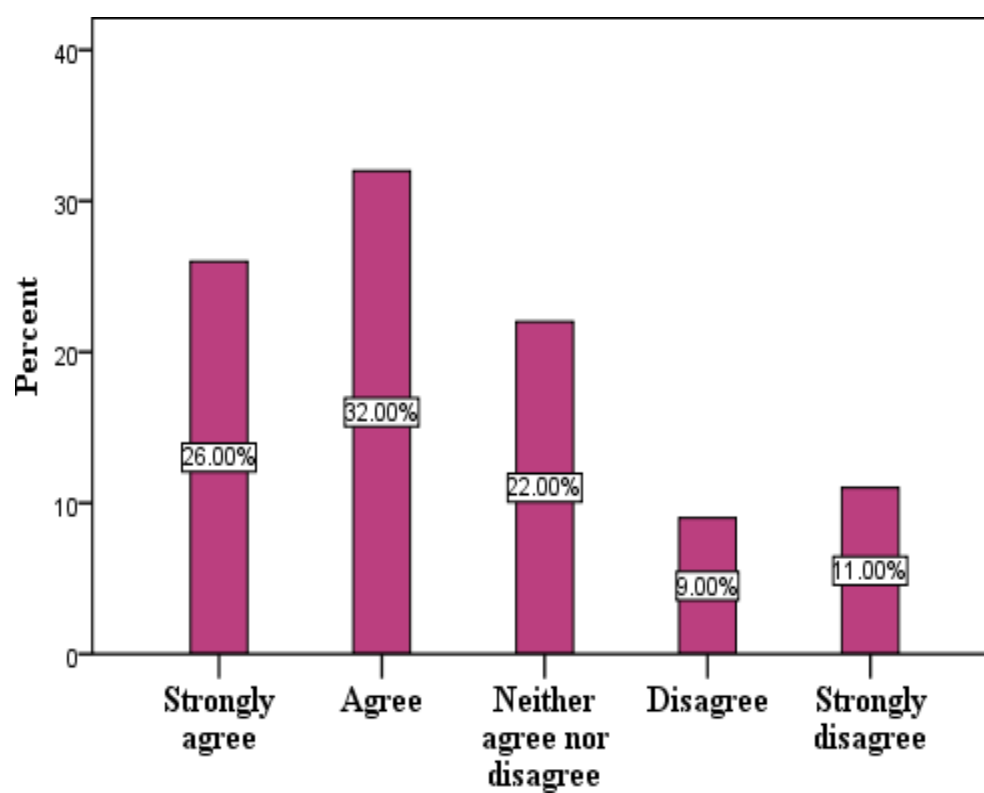


TABLE NO: 4.7

HEAVY WORKLOAD

Particulars	No. of respondents	Percent
Strongly agree	43	43.0
Agree	28	28.0
Neither agree nor disagree	10	10.0
Disagree	5	5.0
Strongly disagree	14	14.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 43.0% of the respondents said that strongly agree, 28.0% of the respondents said that agree, 10.0% of the respondents said that neither agree nor disagree, 5.0% of the respondents said that disagree and 14.0% of the respondents said that strongly disagree towards heavy workload.

Thus the majority of the respondents said that strongly agree towards heavy workload.

CHART NO: 4.7

HEAVY WORKLOAD

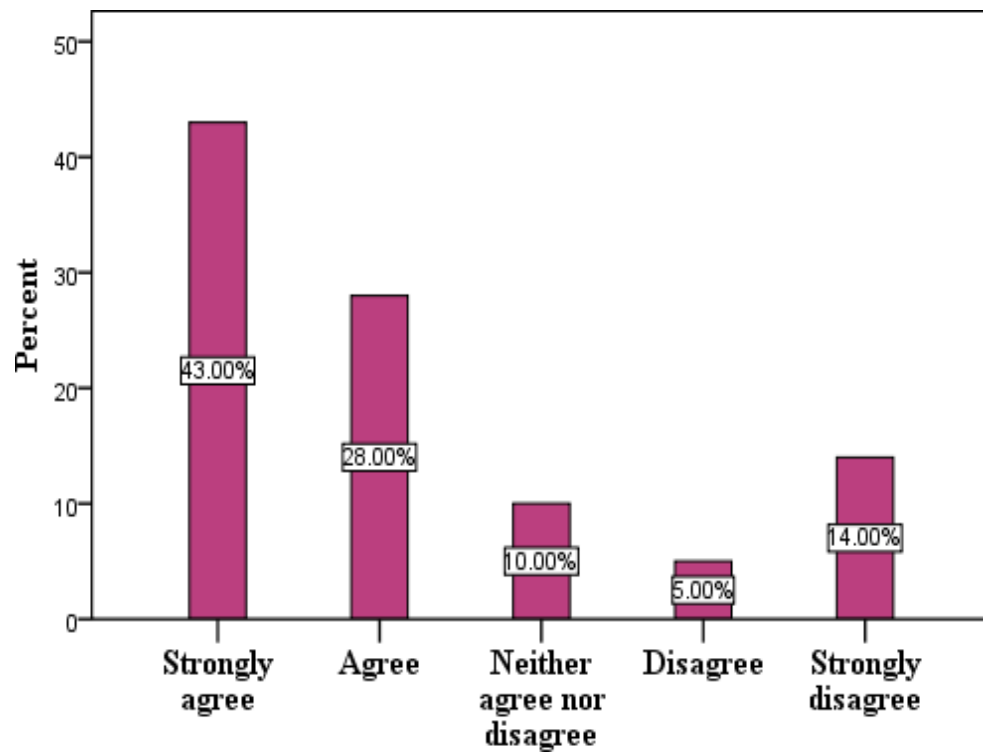


TABLE NO: 4.8

MONOTONY WORK

Particulars	No. of respondents	Percent
Strongly agree	23	23.0
Agree	31	31.0
Neither agree nor disagree	22	22.0
Disagree	15	15.0
Strongly disagree	9	9.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 23.0% of the respondents said that strongly agree, 31.0% of the respondents said that agree, 22.0% of the respondents said that neither agree nor disagree, 15.0% of the respondents said that disagree and 9.0% of the respondents said that strongly disagree towards monotony work.

Thus the majority of the respondents said that agree towards monotony work

CHART NO: 4.8

MONOTONY WORK

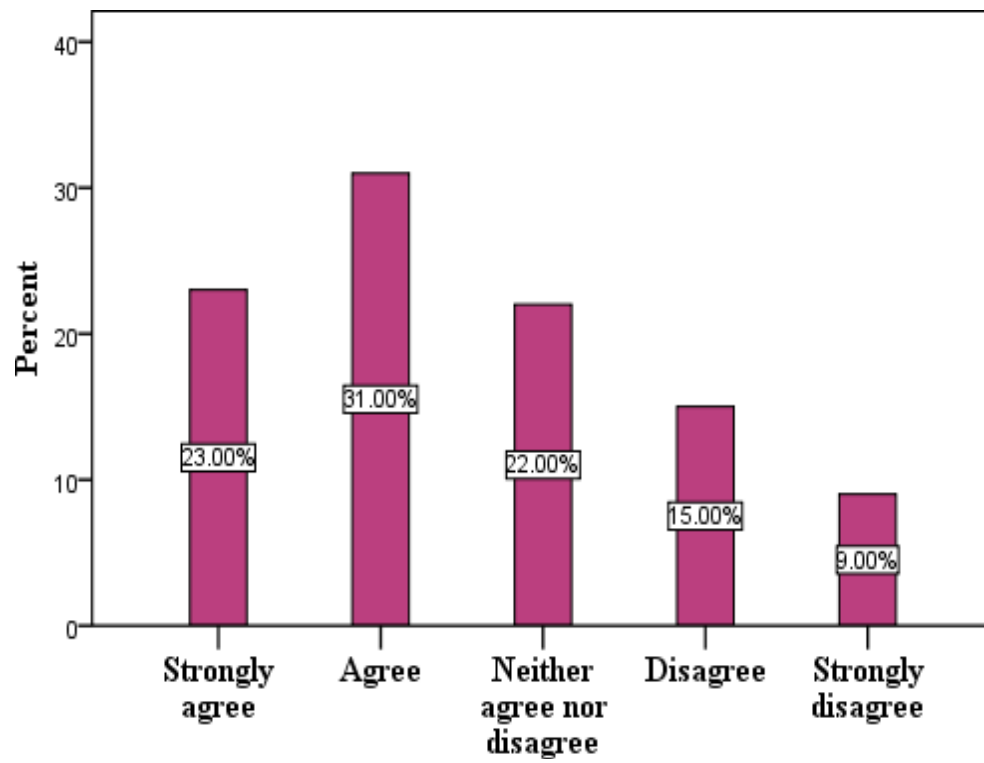


TABLE NO: 4.9

IRRITABILITY WITH OTHERS

Particulars	No. of respondents	Percent
Strongly agree	41	41.0
Agree	22	22.0
Neither agree nor disagree	19	19.0
Disagree	12	12.0
Strongly disagree	6	6.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 41.0% of the respondents said that strongly agree, 22.0% of the respondents said that agree, 19.0% of the respondents said that neither agree nor disagree, 12.0% of the respondents said that disagree and 6.0% of the respondents said that strongly disagree towards irritability with others.

Thus the majority of the respondents said that strongly agree towards irritability with others.

CHART NO: 4.9

IRRITABILITY WITH OTHERS

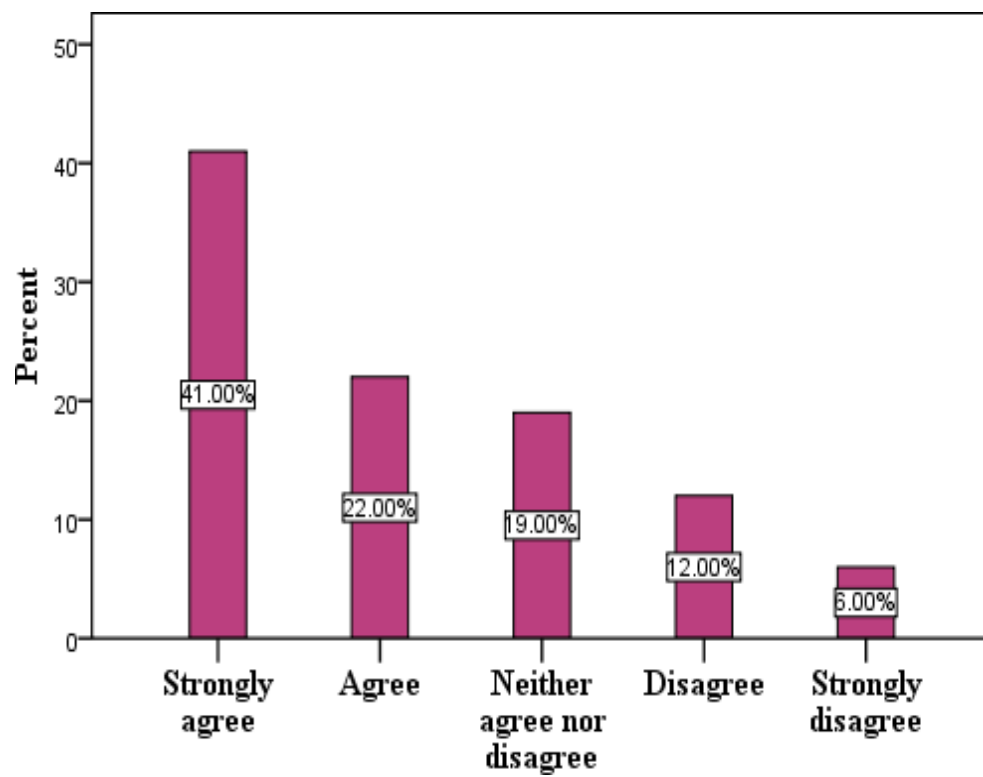


TABLE NO: 4.10

A DROP IN WORK PERFORMANCE

Particulars	No. of respondents	Percent
Strongly agree	35	35.0
Agree	28	28.0
Neither agree nor disagree	17	17.0
Disagree	10	10.0
Strongly disagree	10	10.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 35.0% of the respondents said that strongly agree, 28.0% of the respondents said that agree, 17.0% of the respondents said that neither agree nor disagree, 10.0% of the respondents said that disagree and 10.0% of the respondents said that strongly disagree towards a drop in work performance.

Thus the majority of the respondents said that strongly agree towards a drop in work performance.

CHART NO: 4.10

A DROP IN WORK PERFORMANCE

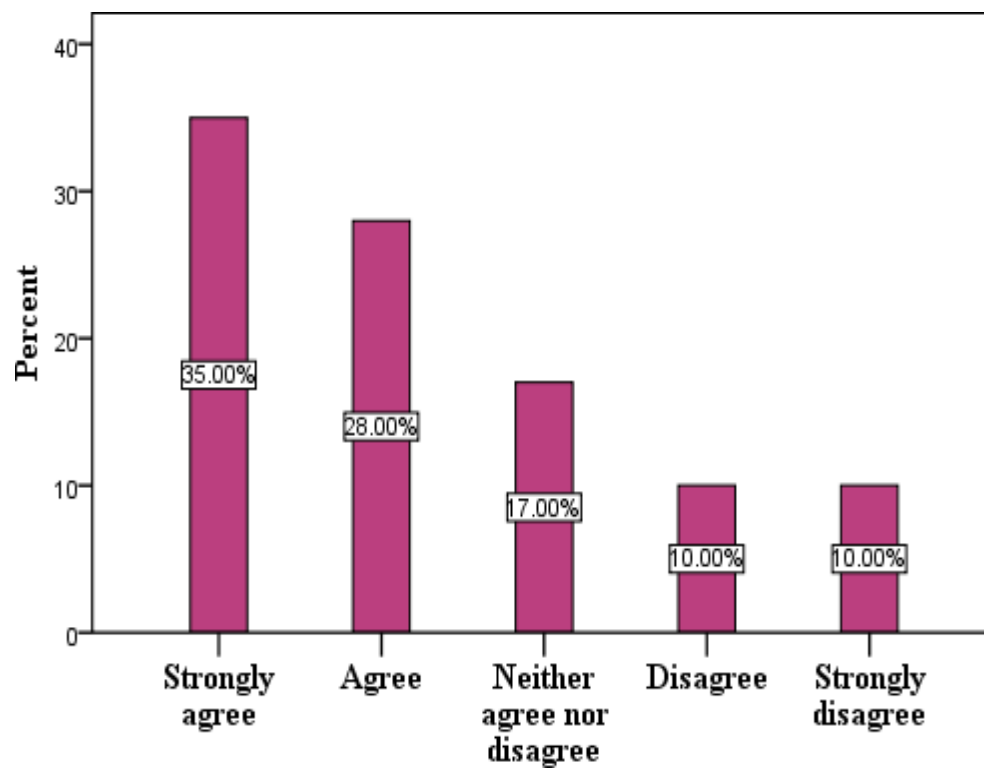


TABLE NO: 4.11

PROBLEMS WITH INTERPERSONAL RELATIONSHIPS

Particulars	No. of respondents	Percent
Strongly agree	49	49.0
Agree	17	17.0
Neither agree nor disagree	12	12.0
Disagree	7	7.0
Strongly disagree	15	15.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 49.0% of the respondents said that strongly agree, 17.0% of the respondents said that agree, 12.0% of the respondents said that neither agree nor disagree, 7.0% of the respondents said that disagree and 15.0% of the respondents said that strongly disagree towards problems with interpersonal relationships.

Thus the majority of the respondents said that strongly agree towards problems with interpersonal relationships.

CHART NO: 4.11

PROBLEMS WITH INTERPERSONAL RELATIONSHIPS

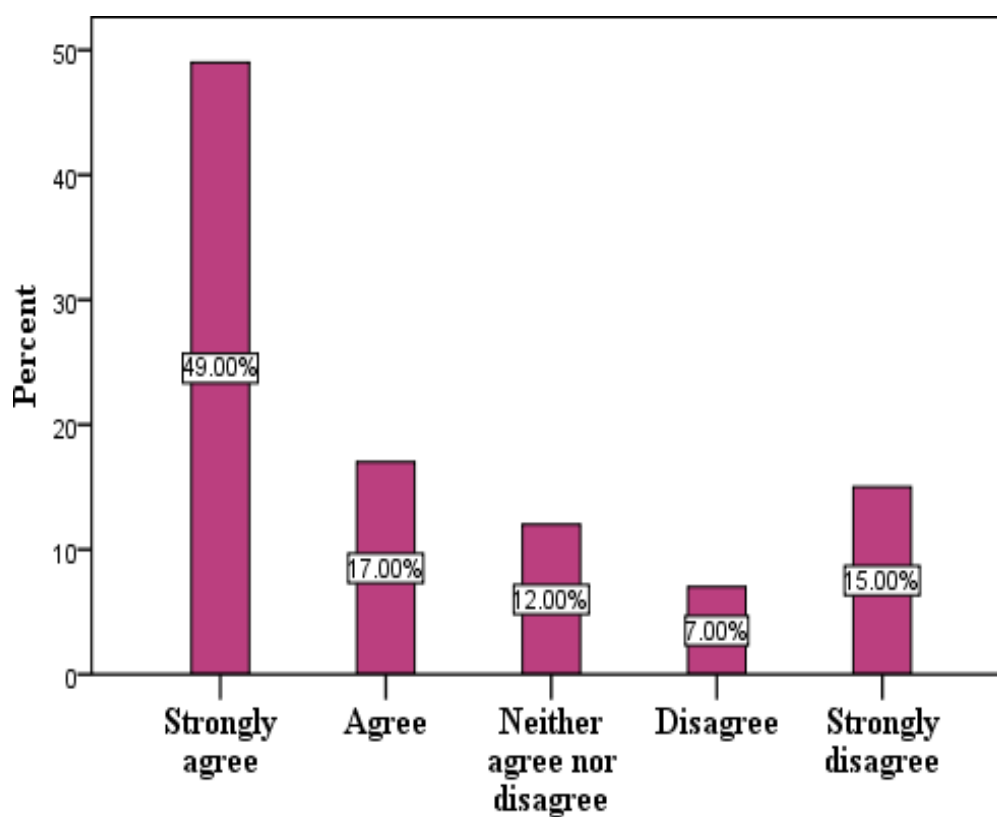


TABLE NO: 4.12

LACK OF CONFIDENTS WITH THE WORK ALLOTTED

Particulars	No. of respondents	Percent
Strongly agree	41	41.0
Agree	24	24.0
Neither agree nor disagree	16	16.0
Disagree	8	8.0
Strongly disagree	11	11.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 41.0% of the respondents said that strongly agree, 24.0% of the respondents said that agree, 16.0% of the respondents said that neither agree nor disagree, 8.0% of the respondents said that disagree and 11.0% of the respondents said that strongly disagree towards lack of confidents with the work allotted.

Thus the majority of the respondents said that strongly agree towards lack of confidents with the work allotted.

CHART NO: 4.12

LACK OF CONFIDENTS WITH THE WORK ALLOTTED

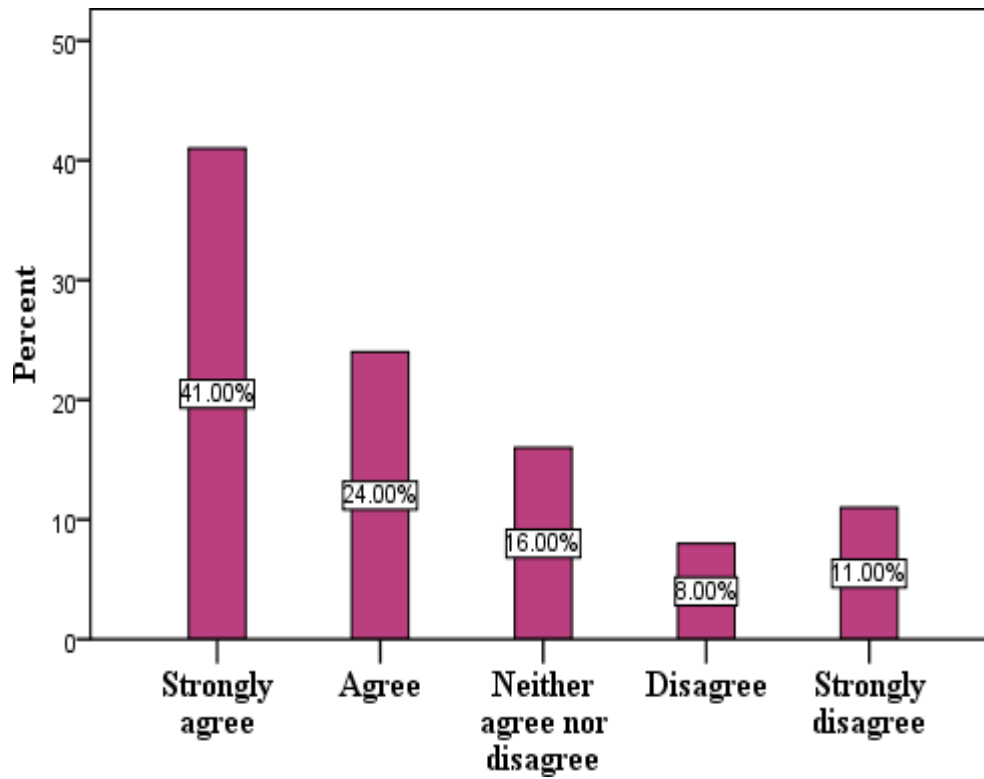


TABLE NO: 4.13

DISINTEREST IN THE WORK ALLOTTED

Particulars	No. of respondents	Percent
Strongly agree	32	32.0
Agree	31	31.0

Neither agree nor disagree	13	13.0
Disagree	11	11.0
Strongly disagree	13	13.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 32.0% of the respondents said that strongly agree, 31.0% of the respondents said that agree, 13.0% of the respondents said that neither agree nor disagree, 11.0% of the respondents said that disagree and 13.0% of the respondents said that strongly disagree towards disinterest in the work allotted.

Thus the majority of the respondents said that strongly agree towards disinterest in the work allotted.

CHART NO: 4.13

DISINTEREST IN THE WORK ALLOTTED

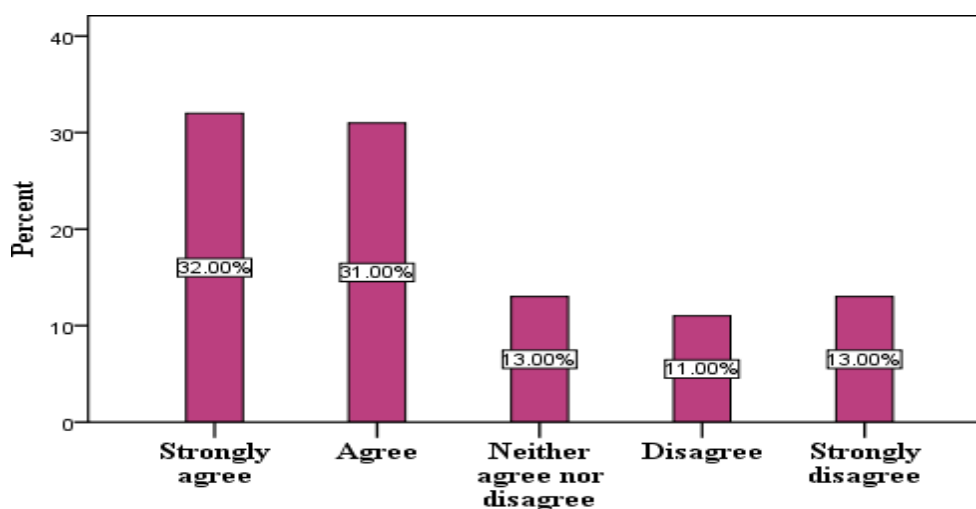


TABLE NO: 4.14

COUNSELLING FROM THE MANAGEMENT

Particulars	No. of respondents	Percent
Strongly agree	41	41.0
Agree	31	31.0
Neither agree nor disagree	14	14.0
Disagree	10	10.0
Strongly disagree	4	4.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 41% of the respondents said that strongly agree, 31.0% of the respondents said that agree, 14.0% of the respondents said that neither agree nor disagree, 10.0% of the respondents said that disagree and 4.0% of the respondents said that strongly disagree towards counselling from the management.

Thus the majority of the respondents said that strongly agree towards counselling from the management.

CHART NO: 4.14

COUNSELLING FROM THE MANAGEMENT

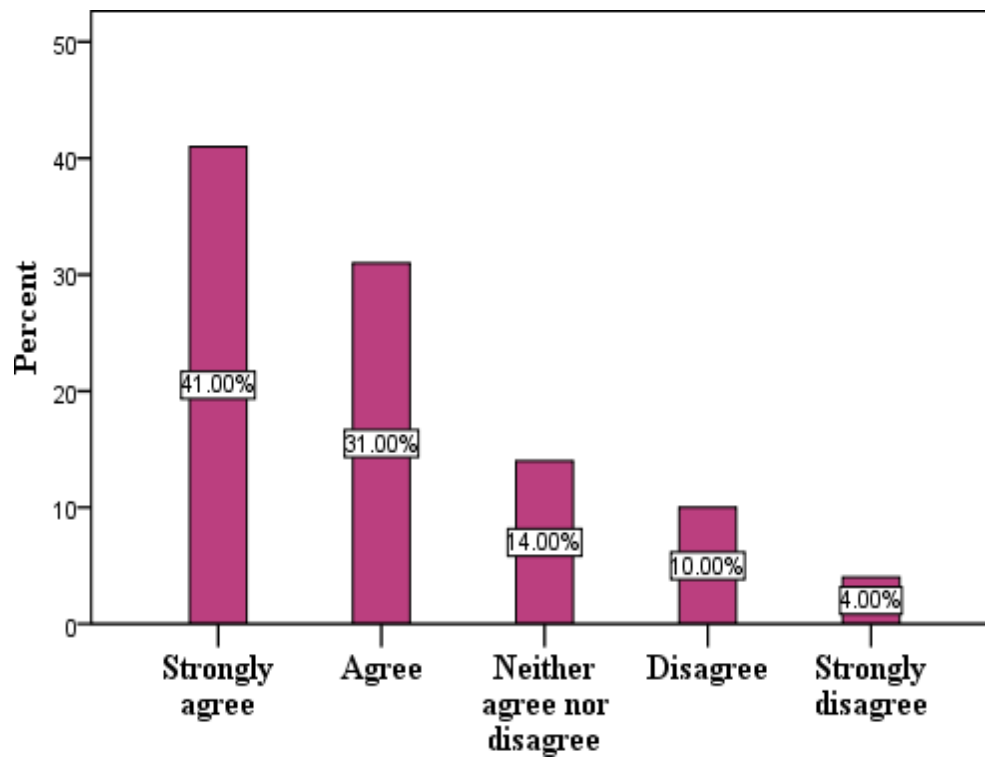


TABLE NO: 4.15

PROPER TOOLS AND EQUIPMENTS TO PERFORM THE WORK

Particulars	No. of respondents	Percent
Strongly agree	25	25.0
Agree	31	31.0
Neither agree nor disagree	21	21.0
Disagree	8	8.0
Strongly disagree	15	15.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 25.0% of the respondents said that strongly agree, 31.0% of the respondents said that agree, 21.0% of the respondents said that neither agree nor disagree, 8.0% of the respondents said that disagree and 15.0% of the respondents said that strongly disagree towards proper tools and equipments to perform the work.

Thus the majority of the respondents said that agree towards proper tools and equipments to perform the work.

CHART NO: 4.15

PROPER TOOLS AND EQUIPMENTS TO PERFORM THE WORK

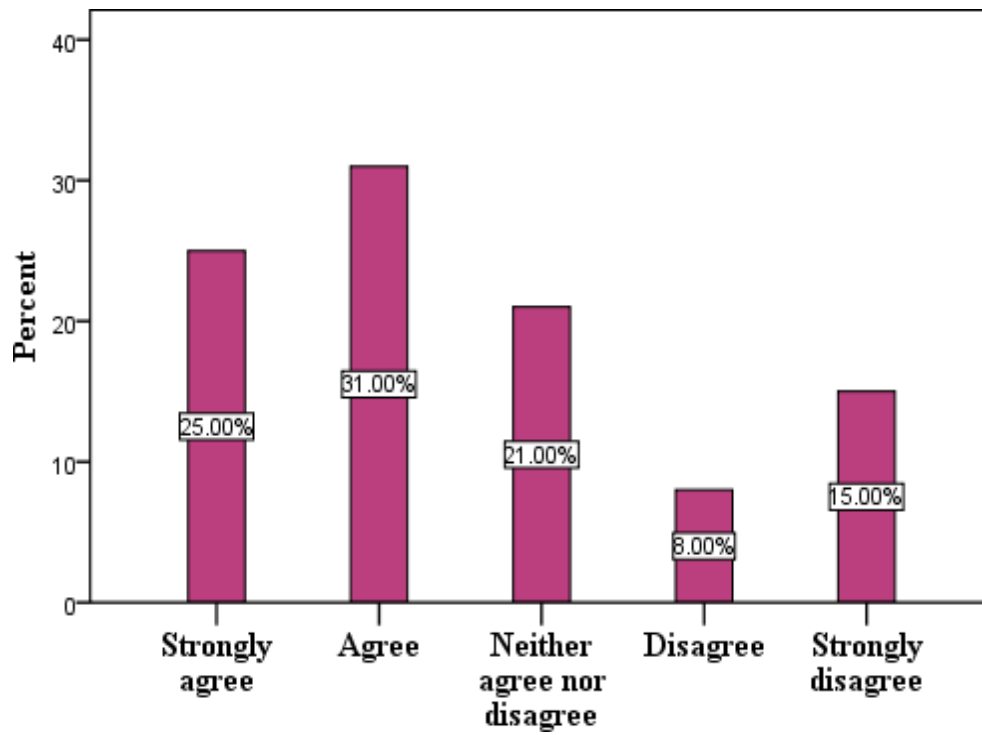


TABLE NO: 4.16**PEACEFUL WORK ENVIRONMENT**

Particulars	No. of respondents	Percent
Strongly agree	26	26.0
Agree	27	27.0
Neither agree nor disagree	19	19.0
Disagree	14	14.0
Strongly disagree	14	14.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 26.0% of the respondents said that strongly agree, 27.0% of the respondents said that agree, 19.0% of the respondents said that neither agree nor disagree, 14.0% of the respondents said that disagree and 14.0% of the respondents said that strongly disagree towards peaceful work environment.

Thus the majority of the respondents said that agree towards peaceful work environment.

CHART NO: 4.16

PEACEFUL WORK ENVIRONMENT

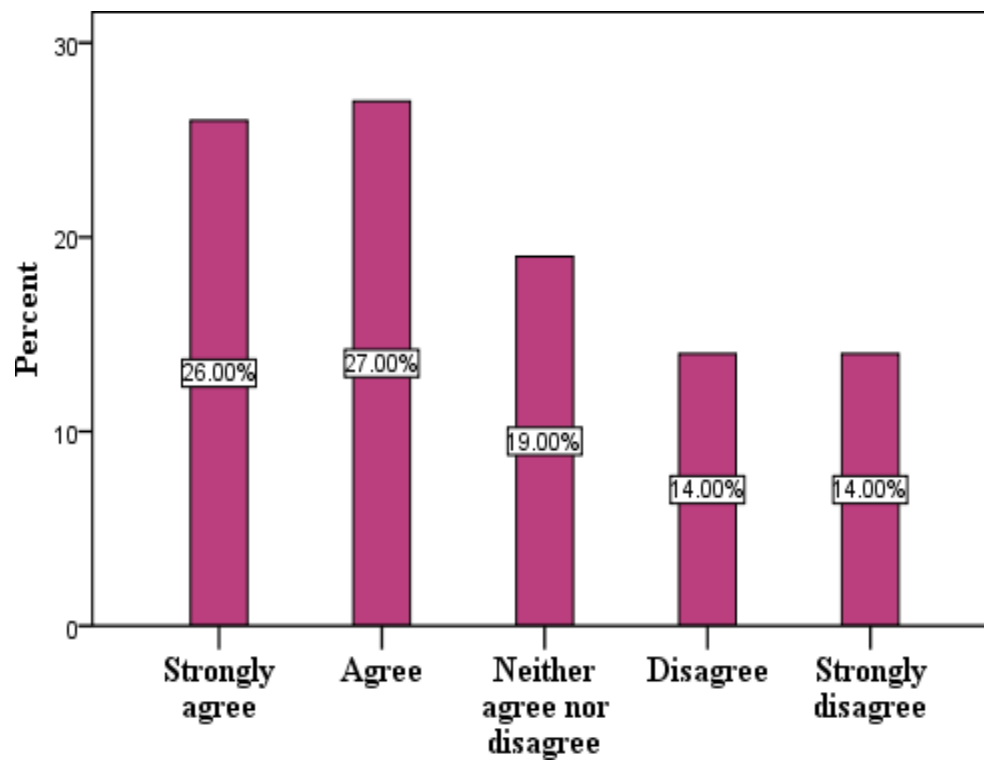


TABLE NO: 4.17

SUPPORTS AND COOPERATION FROM SUPERVISORS

Particulars	No. of respondents	Percent
Strongly agree	33	33.0
Agree	19	19.0
Neither agree nor disagree	29	29.0
Disagree	12	12.0
Strongly disagree	7	7.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 33.0% of the respondents said that strongly agree, 19.0% of the respondents said that agree, 29.0% of the respondents said that neither agree nor disagree, 12.0% of the respondents said that disagree and 7.0% of the respondents said that strongly disagree towards supports and cooperation from supervisors.

Thus the majority of the respondents said that strongly agree towards supports and cooperation from supervisors.

CHART NO: 4.17

SUPPORTS AND COOPERATION FROM SUPERVISORS

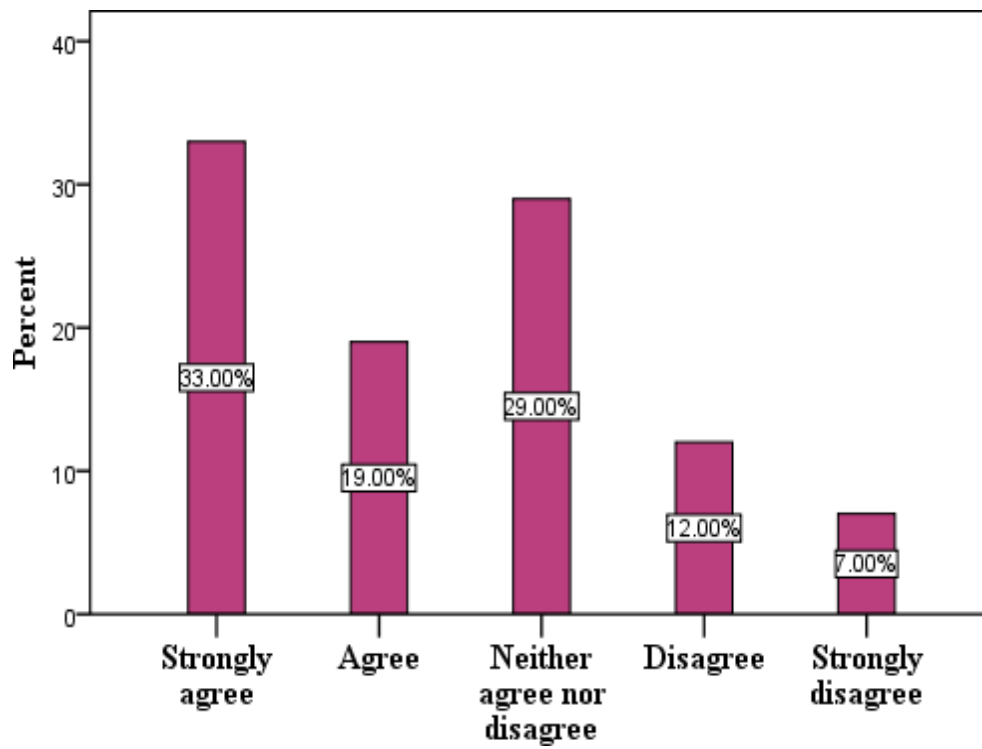


TABLE NO: 4.18

TAKE INTO ACCOUNT THE PERSONAL LIVES OF EMPLOYEES

Particulars	No. of respondents	Percent
Strongly agree	27	27.0
Agree	21	21.0
Neither agree nor disagree	4	4.0
Disagree	14	14.0
Strongly disagree	34	34.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 27.0% of the respondents said that strongly agree, 21.0% of the respondents said that agree, 4.0% of the respondents said that neither agree nor disagree, 14.0% of the respondents said that disagree and 34.0% of the respondents said that strongly disagree towards take into account the personal lives of employees.

Thus the majority of the respondents said that strongly disagree towards take into account the personal lives of employees.

CHART NO: 4.18

TAKE INTO ACCOUNT THE PERSONAL LIVES OF EMPLOYEES

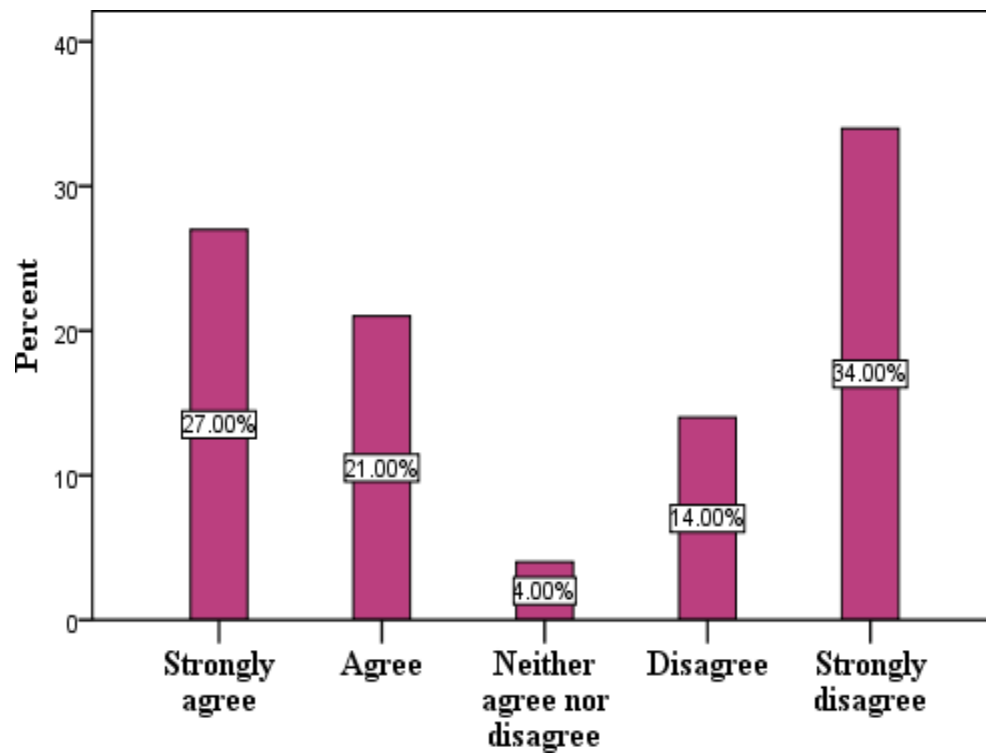


TABLE NO: 4.19

YOGA /MEDITATION

Particulars	No. of respondents	Percent
Strongly agree	30	30.0
Agree	20	20.0
Neither agree nor disagree	25	25.0
Disagree	15	15.0
Strongly disagree	10	10.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 30.0% of the respondents said that strongly agree, 20.0% of the respondents said that agree, 25.0% of the respondents said that neither agree nor disagree, 15.0% of the respondents said that disagree and 10.0% of the respondents said that strongly disagree towards yoga /meditation.

Thus the majority of the respondents said that strongly agree towards yoga /meditation.

CHART NO: 4.19

YOGA /MEDITATION

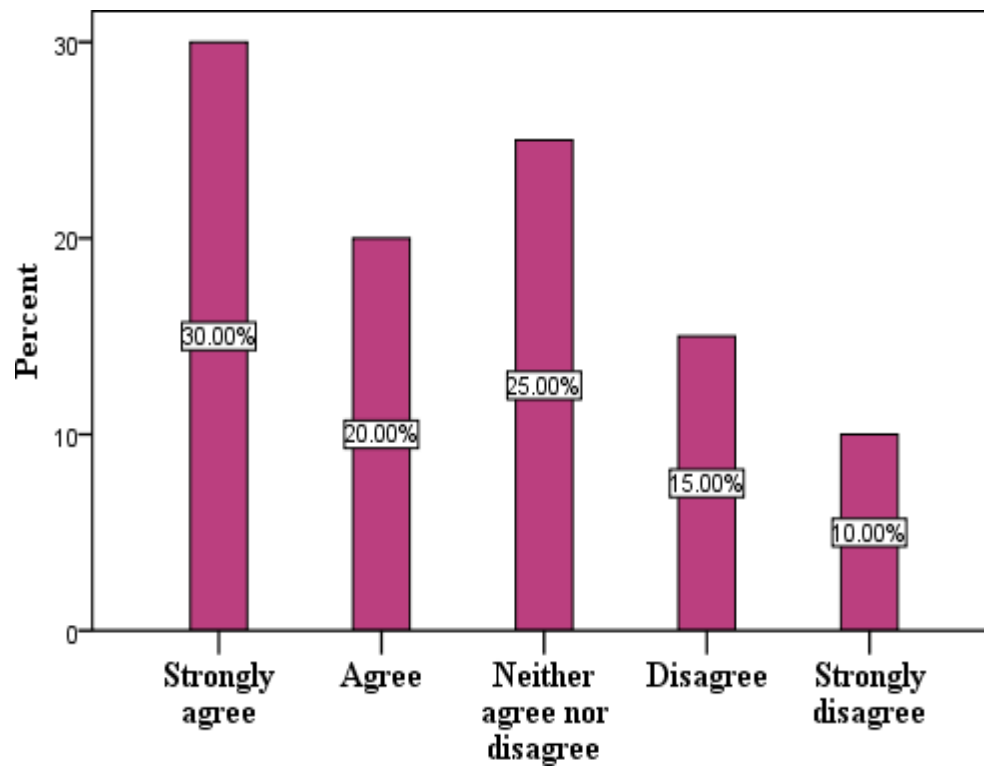


TABLE NO: 4.20

PHYSICAL EXERCISE

Particulars	No. of respondents	Percent
Strongly agree	40	40.0
Agree	33	33.0
Neither agree nor disagree	9	9.0
Disagree	10	10.0
Strongly disagree	8	8.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 40.0% of the respondents said that strongly agree, 33.0% of the respondents said that agree, 9.0% of the respondents said that neither agree nor disagree, 10.0% of the respondents said that disagree and 8.0% of the respondents said that strongly disagree towards physical exercise.

Thus the majority of the respondents said that strongly agree towards physical exercise.

CHART NO: 4.20

PHYSICAL EXERCISE

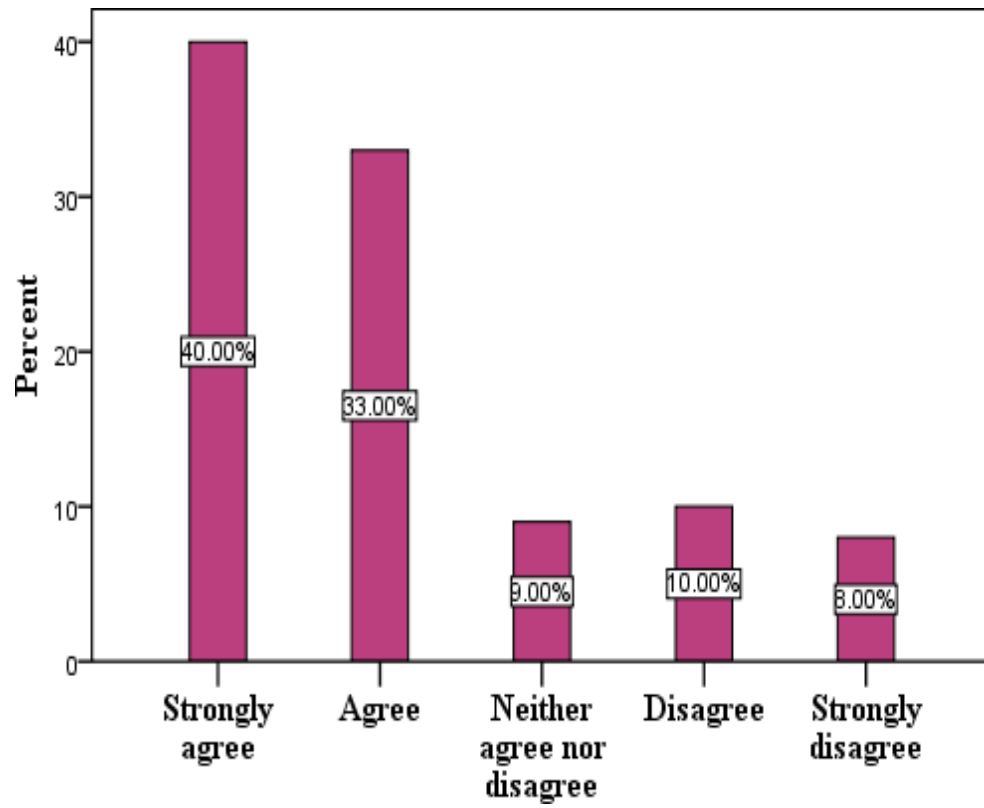


TABLE NO: 4.21

AWAY FROM STRESSFUL ENVIRONMENT

Particulars	No. of respondents	Percent
Strongly agree	39	39.0
Agree	38	38.0
Neither agree nor disagree	10	10.0
Disagree	8	8.0
Strongly disagree	5	5.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 39.0% of the respondents said that strongly agree, 38.0% of the respondents said that agree, 10.0% of the respondents said that neither agree nor disagree, 8.0% of the respondents said that disagree and 5.0% of the respondents said that strongly disagree towards away from stressful environment.

Thus the majority of the respondents said that strongly agree towards away from stressful environment.

CHART NO: 4.21

AWAY FROM STRESSFUL ENVIRONMENT

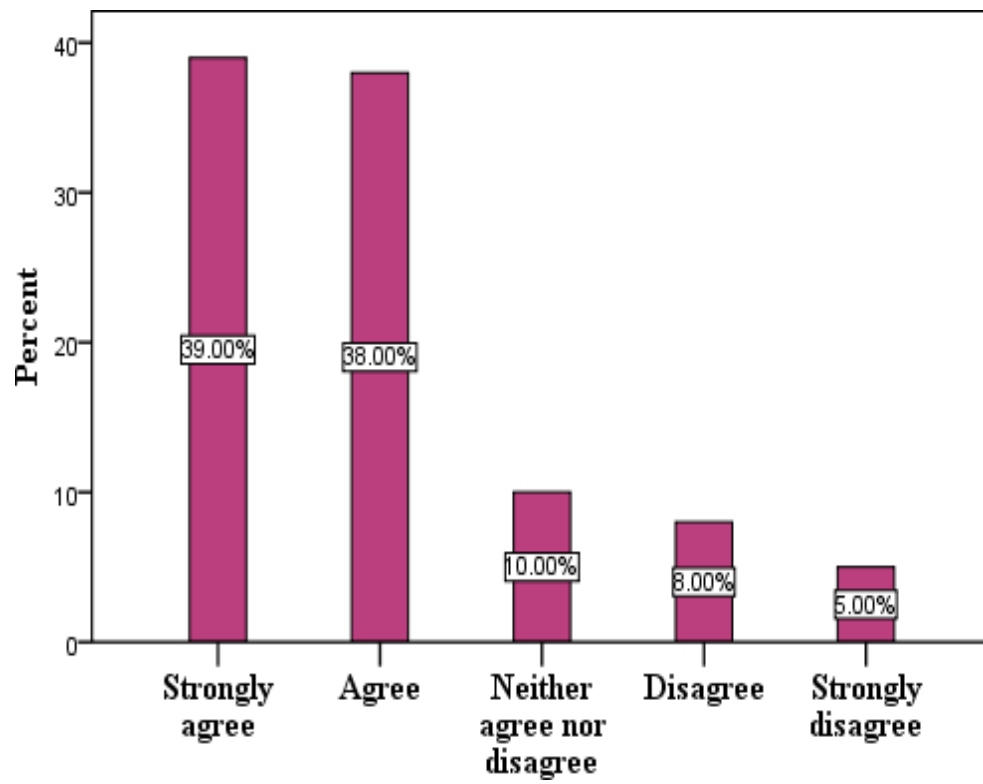


TABLE NO: 4.22

POSITIVE THINKING

Particulars	No. of respondents	Percent
Strongly agree	36	36.0
Agree	20	20.0
Neither agree nor disagree	16	16.0
Disagree	16	16.0
Strongly disagree	12	12.0
Total	100	100.0

Source: Primary data

INTERPRETATION

The above table shows that 36.0% of the respondents said that strongly agree, 20.0% of the respondents said that agree, 16.0% of the respondents said that neither agree nor disagree, 16.0% of the respondents said that disagree and 12.0% of the respondents said that strongly disagree towards positive thinking.

Thus the majority of the respondents said that strongly agree towards positive thinking.

CHART NO: 4.22

POSITIVE THINKING

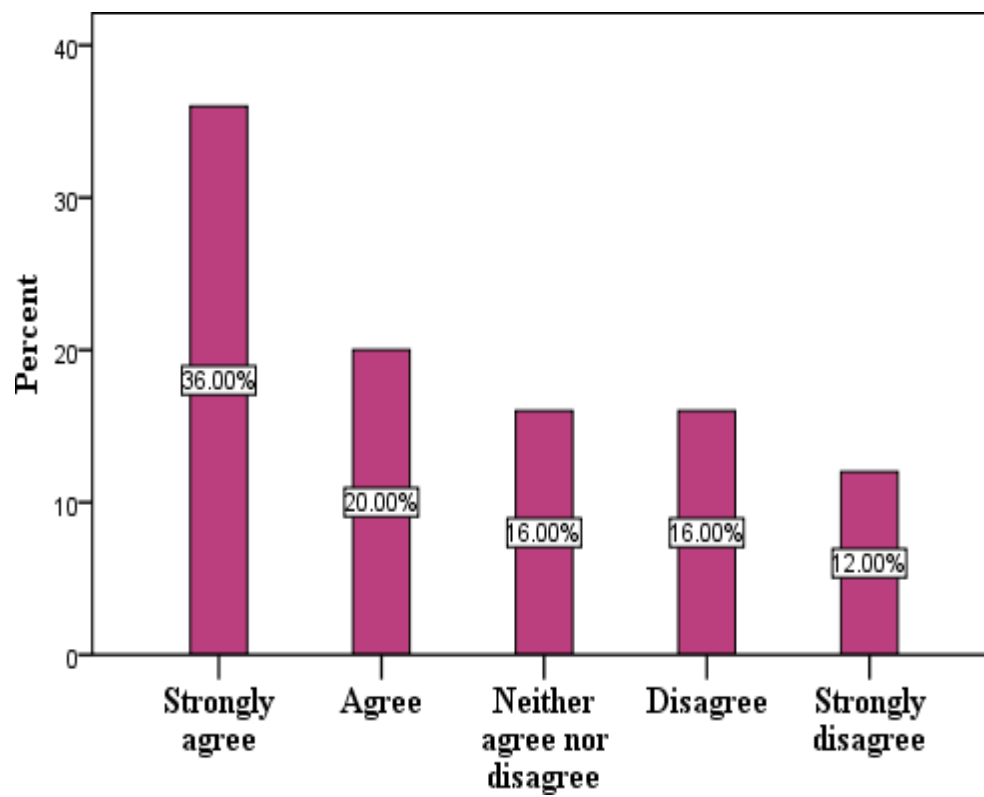


TABLE NO: 4.23**PROPER ENTERTAINMENT**

Particulars	No. of respondents	Percent
Strongly agree	30	30.0
Agree	21	21.0
Neither agree nor disagree	31	31.0
Disagree	8	8.0
Strongly disagree	10	10.0
Total	100	100.0

Source: Primary data

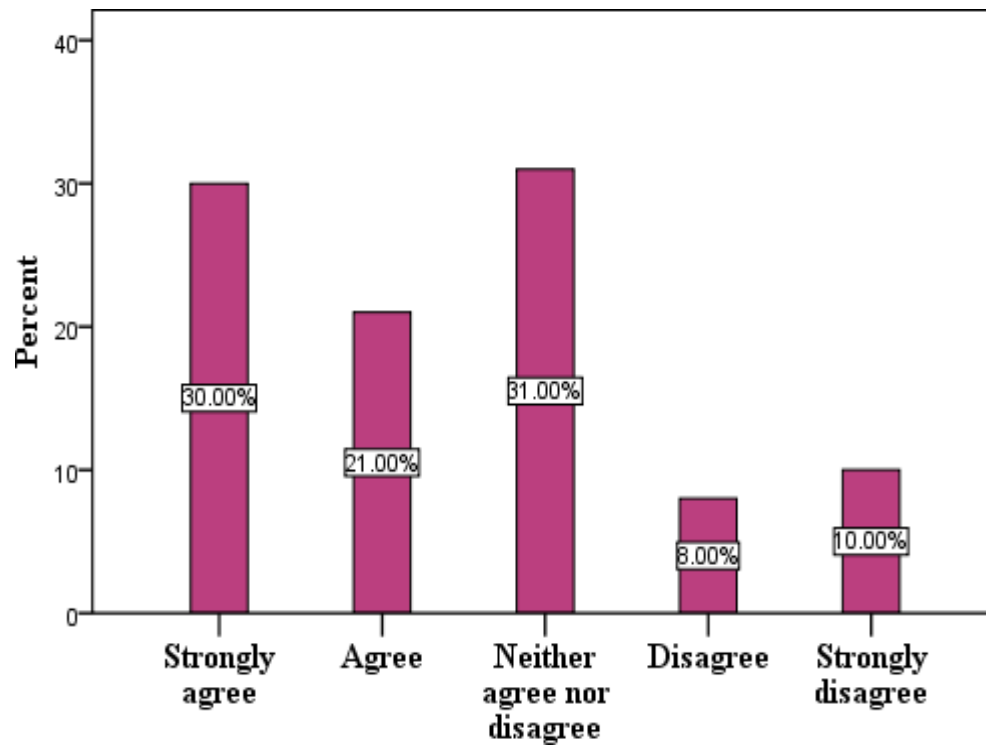
INTERPRETATION

The above table shows that 30.0% of the respondents said that strongly agree, 21.0% of the respondents said that agree, 31.0% of the respondents said that neither agree nor disagree, 8.0% of the respondents said that disagree and 10.0% of the respondents said that strongly disagree towards proper entertainment.

Thus the majority of the respondents said that neither agree nor disagree towards the proper entertainment.

CHART NO: 4.23

PROPER ENTERTAINMENT



CHI SQUARE ANALYSIS

RELATION BETWEEN THE GENDER OF THE RESPONDENTS AND FACTORS THAT CAUSES TO STRESS IN THE WORK PLACE

Null hypothesis (Ho):

There is no significance difference between gender of the respondents and factors that causes to stress in the work place.

Alternative hypothesis (H1):

There is some significance difference between gender of the respondents and factors that causes to stress in the work place.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
GENDER OF THE RESPONDENTS * FACTORS THAT CAUSES TO STRESS IN THE WORK PLACE	100	100.0%	0	.0%	100	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.161 ^a	13	.118
Likelihood Ratio	26.022	13	.017
Linear-by-Linear Association	1.548	1	.213
N of Valid Cases	100		

a. 21 cells (75.0%) have expected count less than 5. The minimum expected count is .28.

INFERENCE

As per the above table, it is inferred that the P value is .118; it is not significant to 5% (0.05) significant level. The minimum expected count is .28. Thus alternative hypothesis is rejected and it is null hypothesis. There is no significant relationship between gender of the respondents and factors that causes to stress in the work place.

CORRELATION ANALYSIS

RELATIONSHIP BETWEEN EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND SYMPTOMS OF STRESS IN THE WORK PLACE

Correlations

		EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	SYMPTOMS OF STRESS IN THE WORK PLACE
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	Pearson Correlation	1	.046
	Sig. (2-tailed)		.650
	N	100	100
SYMPTOMS OF STRESS IN THE WORK PLACE	Pearson Correlation	.046	1
	Sig. (2-tailed)	.650	
	N	100	100

**** Correlation is significant at the 0.01 level (2-tailed).**

Inference:

The Above table indicates that out of 100 respondents, co-efficient of correlation between educational qualification of the respondents and symptoms of stress in the work place is 0.940. It is below 1. So there is positive relationship between educational qualification of the respondents and symptoms of stress in the work place.

ONE WAY ANOVA TEST

SALARY (IN RS) OF THE RESPONDENTS AND EMPLOYEES EXPECTATION IN THE WORK PLACE TO PREVENT OR REDUCE THE STRESS

Techniques Used For Managing The Stress

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.138	4	.535	.073	.990
Within Groups	698.612	95	7.354		
Total	700.750	99			

INTERPRETATION

The table clearly shows that age of the respondents in the impact on employee's expectation in the work place to prevent or reduce the stress has a figure on .073 values and significance around .990 levels, than the sum of squares within group between group's values have 698.612 and 2.138 respectively. Hence, the significant value is greater than 0.050 for which the significant percentage is not above 95%, hence rejecting alternative hypothesis. Thus, accepting null hypothesis i.e., There is no impact of salary (in RS) of the respondents on employees expectation in the work place to prevent or reduce the stress.

CHAPTER-V

5.1 FINDINGS

- 72.0% of the respondents said that male.
- 33.0% of the respondents have completed PG degree.
- 32.0% of the respondents have Rs. 20,001- 25,000 as their income level.
- 26.0% of the respondents said that neither agree nor disagree towards toxic work place culture.
- 34.0% of the respondents said that agree towards strict supervision at each stage.
- 32.0% of the respondents said that agree towards complex job content and demands.
- 43.0% of the respondents said that strongly agree towards heavy workload.
- 31.0% of the respondents said that agree towards monotony work.
- 41.0% of the respondents said that strongly agree towards irritability with others.
- 35.0% of the respondents said that strongly agree towards a drop in work performance.
- 49.0% of the respondents said that strongly agree towards problems with interpersonal relationships.
- 41.0% of the respondents said that strongly agree towards lack of confidants with the work allotted.
- 32.0% of the respondents said that strongly agree towards disinterest in the work allotted.
- 41.0% of the respondents said that strongly agree towards counselling from the management.

- 31.0% of the respondents said that agree towards proper tools and equipments to perform the work.
- 27.0% of the respondents said that agree towards peaceful work environment.
- 33.0% of the respondents said that strongly agree towards supports and cooperation from supervisors.
- 34.0% of the respondents said that strongly disagree towards take into account the personal lives of employees.
- 30.0% of the respondents said that strongly agree towards yoga /meditation.
- 40.0% of the respondents said that strongly agree towards physical exercise.
- 39.0% of the respondents said that strongly agree towards away from stressful environment.
- 36% of the respondents said that strongly agree towards positive thinking.
- 30.0% of the respondents said that neither agree nor disagree towards the proper entertainment.
- There is no significant relationship between gender of the respondents and factors that causes to stress in the work place
- There is positive relationship between educational qualification of the respondents and symptoms of stress in the work place
- There is some impact of salary (in RS) of the respondents on employees expectation in the work place to prevent or reduce the stress

5.2 SUGGESTIONS

- There should not be toxic work place culture in the organization. The company must ensure to establish good organizational culture.
- The employees must not be strictly supervised by the supervisors since it exploits their freedom to act.
- There must be easy and simple job content for the employees. It should not be too difficult one to adopt in the work place.
- There must be appropriate and reasonable work load based on their capability.
- The work should not be a monotony one and there must be creativity and freedom to act in the work place.
- The employees must be emotional intelligence and they should not irritability with others.
- The company must ensure for free flow of communication and interpersonal relationship among the employees.
- The work must be allotted to the employees based on their interest, skills and performance.
- The management must arrange proper counseling by the experts to prevent the stress level in the work place.
- There must be proper tools and equipments to perform the work to reduce their stress level in the organization.
- The supervisors must cooperate with the team members in order to create confident for them.

- The employees must insist by the management to do the yoga in the work place for few minutes to reduce their stress level.
- The employees must do physical exercise every day to have a change from their stressful work.
- The employees must away from the stressful environment in their life and work place.
- They must create positive thinking in their life for personal life as well as in their work.
- The employees must have proper entertainment apart from their work.

5.3 CONCLUSION

Stress is an unavoidable feel which cannot be eliminated from a living beings day to day life, but the level of stress gets varied from one individual to other based on the environment. Stressors in any form level are capable of creating an ill effect to any living beings. Hence any species in this mother earth for cannot be excluded from this nature's theory. By managing both external and internally posed stress, over the employees using good psychological some techniques, the intended results can be elicited. In jobs where concentration is a rare commodity, there are various solutions to creating the periods of flow that sustain good performance. Solutions include working from home, or setting aside parts of the day as quiet periods. Another solution might be to delegate the activities that require the greatest levels of concentration, allowing the manager to concentrate on problems as they arise, serving to create a flow of its own.

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2. www.klenepaks.com
3. www.ukessay.com
4. www.textileindustry.com
5. www.stressmanagement.com

QUESTIONNAIRE

A STUDY ON EMPLOYEES STRESS MANAGEMENT TOWARDS KLENE PAKS LTD, BANGALORE

1 Name : _____

2. Designation: _____ -

3. Gender:

a) Male b) Female

4. Educational Qualification

a) UPTO HSC b) UG c) PG d) Diploma e) Others

5. Salary (In Rs.)

a) Below Rs.15, 000 b) Rs. 15,000- 20,000 c) Rs. 20,001- 25,000
d) Rs. 25,000- 30,000 e) Above Rs. 30,000

Factors that causes to stress in the work place

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
6.Toxic work place culture					
7.Strict supervision at each stage					
8.Complex job content and demands					
9.Heavy workload					
10.Monotony work					

Symptoms of stress in the work place

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
11.Irritability with others					
12.A drop in work performance					
13.Problems with interpersonal relationships					
14.Lack of confidants with the work allotted					
15.Disinterest in the work allotted					

Employees expectation in the work place to prevent or reduce the stress

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
16.Counselling from the management					
17.Proper tools and equipments to perform the work					
18.Peaceful work environment					
19.Supports and cooperation from supervisors					

20.Take into account the personal lives of employees					
--	--	--	--	--	--

Techniques used for managing the stress

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
21.Yoga /meditation					
22.Physical exercise					
23.Away from stressful environment					
24.Positive thinking					
25.Proper Entertainment					

26. Suggestions

ANNEXURE II – RESEARCH ARTICLE

A STUDY ON EMPLOYEE STRESS MANAGEMENT TOWARDS KLENE PAKS LIMITED, BANGALORE

GUNAVATHI V, P.G scholar, MBA department, Sathyabama University

DR. M. RAJA, Associate professor, MBA department,
Sathyabama University

ABSTRACT

Employee stress management is the strategy of providing employees with an environment and resources that reduce pressures and tensions in the workplace. This process may involve discovering the cause of employees' stress and devising a plan to address the origin. The study based only on the opinion and expectation of employees. Total number of samples taken for the study is 100 respondents. Descriptive research design and Convenience sampling techniques were used for the study.

Primary data and secondary data have been used in the study. Simple percentage analysis, chi square analysis and correlation analysis have been applied in this study to reach the finding of the study. It is suggested that the company must ensure

It is suggested that the company must ensure for free flow of communication and interpersonal relationship among the employees and the management must arrange proper counseling by the experts to prevent the stress level in the work place. It is concluded that solution might be to delegate the activities that require the greatest levels of concentration, allowing the manager to concentrate on problems as they arise, serving to create a flow of its own.

INTRODUCTION

It is suggested that the company must ensure for free flow of communication and interpersonal relationship among the employees and the management must arrange proper counseling by the experts to prevent the stress level in the work place. It is concluded that solution might be to delegate the activities that require the greatest levels of concentration, allowing the manager to concentrate on problems as they arise, serving to create a flow of its own. We all experience stress all at same point in our daily life. Since, stress has positive effects and sometime it can be harmful. Since, stress can be positive and negative understanding it is critical. Having enough stress to line to work at an effective level creates satisfaction, a sense of well-being and accomplishment on the other hand excessive stress can result in loss of efficiency, failure to perform well and affects the mental and physical health. So, we need a balance in stress to live and work. Stress is dangerous and its effect may range from manageable to unmanageable.

Stress refers to an individual's reaction to a distributing factor in the environment. To quote a formal definition: "Stress is defined as an adaptive response to an external situation that results in physical, psychological, and /or behavioral deviations for Organizational participants."

The common expression for stress is "tension" one is said to tense, when there is some anxiety, some fear whether it describes the thing may happen, whether something may go wrong, etc. It is a state of discomfort feel the mind and experienced by the body, when there is tension, the body may become weak.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- To analysis the Impact of stress management in employees performance at Klene Paks .Ltd ,Bangalore.

SECONDARY OBJECTIVES

- To find out the factors causes for stress in the work place
- To identify the symptoms of stress in the work place
- To analyse the employee expectations in the work place to prevent or reduce the stress
- To study the techniques used for managing the stress
- To provide suggestions for reducing stress of employees in the company

NEED FOR STUDY

Stress makes employees more prone to error, poor work performance, mental health issues, burnout, and conflict in the workplace. If job stress goes unaddressed, organizations pay the price in higher rates of turnover, disengagement, and absenteeism. Stress makes damages employees health and mental as well as organizational productivity. The study is needed to analyse the stress management

in the company since sufficient number of employees are working in the concern. Their job role, nature of work and diverse personnel makes stress and affects their working place productivity and their performance. The present study is useful to understand the factors causes for stress in the work place. It helps to understand the employees expectation in the work place to prevent or reduce the stress. It throws lights on to understand the techniques used for managing the stress.

SCOPE OF THE STUDY

The study is confined to analyse the stress management. It is focused to the company Klene Paks Ltd, Bangalore. The sample of the study is 100. The study throws lights on to understand the factors causes for stress in the work place. It helps to understand the symptoms of stress in the work place. The study is useful to the researcher to analyse the techniques used for managing the stress.

REVIEW OF LITERATURE

Acceptance and mindfulness-based stress management for support staff caring for individuals with intellectual disabilities Douglas Alexander James McConachie a, Karen McKenzie a, Paul Graham Morris a, Robert M. Walley 35(6):1216–1227 (2014) The stress levels and well-being of support staff are therefore of critical importance, not only for the individual and the service user, but also the wider service. Support staffs who work in intellectual disability (ID) services regularly encounter emotionally and physically challenging situations within their working environment.

A comparative study on organizational stress in South Asian cultures Umer Asghera, Tahir Alia, Riaz Ahmada, Redha Taïarb, Volume 3, 2015, An emerging and dynamic Industrial and manufacturing sector is significant for revenue generation in any country; The need to recognize the factors influencing stress among Industrial sector employees especially those working in the production, manufacturing and other private sectors.

Workplace Stress Management Interventions and Health Promotion Lois E. Tetrick and Carolyn J. Winslow Vol. 2:583-603 (2015). Employee health and wellness are important for employees, and their families, and their organizations. Stress management interventions are effective, although the effectiveness appears to depend on the outcome measured.

Occupational Stress: Preventing Suffering, Enhancing Wellbeing, James Campbell Quick, and Demetria F. Henderson 2016 May; 13(5): 459. Occupational stress is a known health risk for a range of psychological, behavioral, and medical disorders and diseases. Organizations and individuals can mitigate these disorders through preventive stress management and enhanced wellbeing.

RESEARCH METHODOLOGY

Research Design: The research design was based on descriptive study.

Sampling Design: This is a Convenience sampling method.

Data Collection:

Primary Data: It is collected by Questionnaire and Personal Interview.

Secondary Data: It is collected from journals, organization records, Organization website.

Structure of Questionnaire: Multiple choice questions and Likert Scale question.

Sample size: Sample size of 100 employees working in healthcare industry.

Period of study: The period of study is carried out from January 2023 to March 2023.

Analytical Tools: In this study Percentage Analysis, Chi-Square Analysis is used as analytical tools for analysis.

DATA ANALYSIS

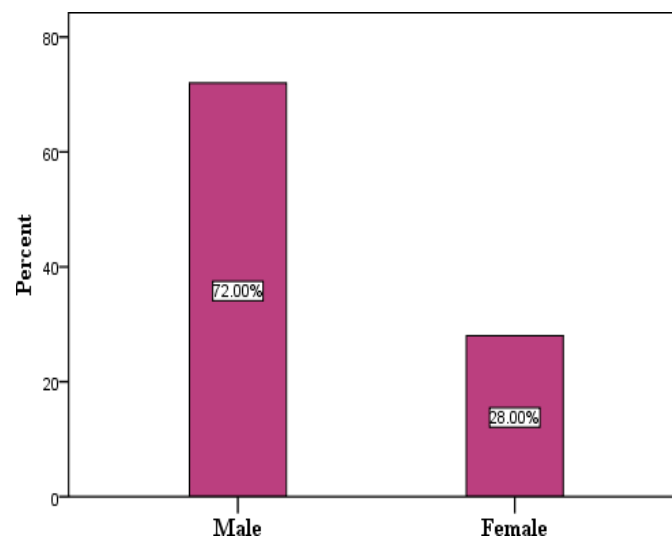
PERCENTAGE ANALYSIS:

Gender of the Respondents:

GENDER

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Male	72	72
Female	28	28
Total	100	100

CHART:



INTERPRETATION:

From the above table it can be interpreted that 72% of the respondents are male and 28% of the respondents are female. Most of the respondents are male.

CHI-SQUARE ANALYSIS

H0: There is no relationship between different cultures have different meaning of words, behaviors and gestures is a major intercultural communication barrier in an organization and anxieties occurs when a person usually comes across their first intercultural interaction.

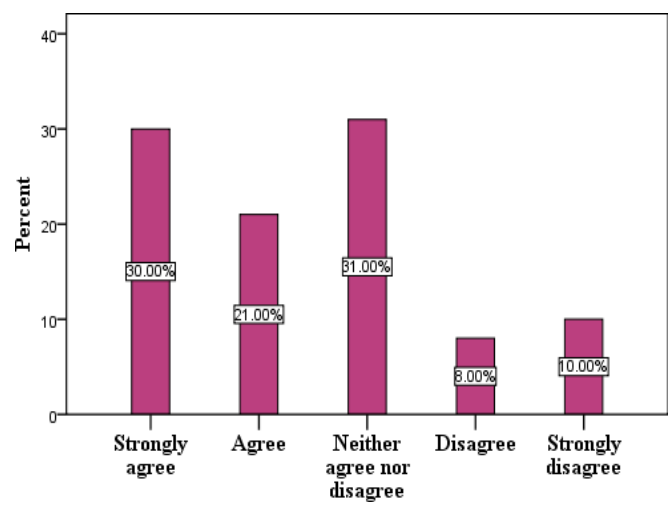
H1: There is relationship between different cultures have different meaning of words, behaviors and gestures is a major intercultural communication barrier in an organization and anxieties occurs when a

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
GENDER OF THE RESPONDENTS * FACTORS THAT CAUSES TO STRESS IN THE WORK PLACE	100	100.0%	0	0.0%	100	100.0%

person usually comes across their first intercultural interaction.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.161 ^a	13	.118
Likelihood Ratio	26.022	13	.017
Linear-by-Linear Association	1.548	1	.213
N of Valid Cases	100		
a. 21 cells (75.0%) have expected count less than 5. The minimum expected count is .28.			

BAR CHART



INFERENCE:

As per the above table, it is inferred that the P value is .118; it is not significant to 5% (0.05) significant level. The minimum expected count is .28. Thus alternative hypothesis is rejected and it is null hypothesis. There is no significant relationship between gender of the respondents and factors that causes to stress in the work place.

CORRELATION

RELATIONSHIP BETWEEN EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND SYMPTOMS OF STRESS IN THE WORK PLACE

		EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	SYMPTOMS OF STRESS IN THE WORK PLACE
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	Pearson Correlation	1	.046
	Sig. (2- tailed)		.650
	N	100	100
SYMPTOMS OF STRESS IN THE WORK PLACE	Pearson Correlation	.046	1
	Sig. (2- tailed)	.650	
	N	100	100

**** Correlation is significant at the 0.01 level (2-tailed)**

Interpretation:

The table clearly shows that age of the respondents in the impact on employee's expectation in the work place to prevent or reduce the stress has a figure on .073 values and significance around .990 levels, than the sum of squares within group between group's values have 698.612 and 2.138 respectively. Hence, the significant value is greater than 0.050 for which the significant percentage is not above 95%, hence rejecting alternative hypothesis. Thus, accepting null hypothesis i.e., There is no impact of salary (in RS) of the respondents on employees expectation in the work place to prevent or reduce the stress.

SUGGESTIONS

- There should not be toxic work place culture in the organization. The company must ensure to establish good organizational culture.
- The employees must not be strictly supervised by the supervisors since it exploits their freedom to act.
- There must be easy and simple job content for the employees. It should not be too difficult one to adopt in the work place.
- There must be appropriate and reasonable work load based on their capability.
- The work should not be a monotony one and there must be creativity and freedom to act in the work place.
- The employees must be emotional intelligence and they should not irritability with others.
- The company must ensure for free flow of communication and interpersonal relationship among the employees.
- The work must be allotted to the employees based on their interest, skills and performance.
- The management must arrange proper counseling by the experts to prevent the stress level in the work place.
- There must be proper tools and equipments to perform the work to reduce their stress level in the organization.
- The supervisors must cooperate with the team members in order to create confidence for them.

CONCLUSION

Stress is an unavoidable feel which cannot be eliminated from a living beings day to day life, but the level of stress gets varied from one individual to other based on the environment. Stressors in any form level are capable of creating an ill effect to any living beings. Hence any species in this mother earth cannot be excluded from this nature's theory. By managing both external and internally posed stress, over the employees using good psychological some techniques, the intended results can be elicited. In jobs where concentration is a rare commodity, there are various solutions to creating the periods of flow that sustain good performance. Solutions include working from home, or setting aside parts of the day as quiet periods. Another solution might be to delegate the activities that require the greatest levels of concentration, allowing the manager to concentrate on problems as they arise, serving to create a flow of its own.

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