

A STUDY ON JOB STRESS AMONG THE EMPLOYEE AT ITC LIMITED CHENNAI

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

KEERTHIVASAN.N

Register No. 41410167



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 bonafide work of **KEERTHIVASAN.N 41410167** who carried out the project entitled "**A Study on Job Stress among the Employees at ITC Limited, Chennai**" under my supervision from January 2022 to March 2022.

Dr. Sheeba .T

Internal guide

Dr. BHUVANESHWARI .G

External Guide

Dean – School of Management Studies

SCHOOL OF MANAGEMENT STUDIES
SATHYABAMA
INSTITUTE OF SCIENCE AND TECHNOLOGY
(Deemed to be University)
Jeppiaar Nagar, Rajiv Gandhi Sala
Chennai-600 119

Submitted for Viva voce Examination held on

06/05/2023

Internal Examiner

External Examiner

DECLARATION

I **KEERTHIVASAN.N (41410167)** hereby declare that the Project Report entitled **A Study on Job Stress among the Employee at ITC Limited, Chennai**” done by me under the guidance of **Dr. Sheeba .T** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:06/05/2023



PLACE:Chennai

KEERTHIVASAN.N

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KEERTHIVASAN.N

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CHAPTER 1

INTRODUCTION

CHAPTER-1

INTRODUCTION

1.1 INTRODUCTION

What is Stress?

Stress may be understood as a state of tension experienced by individuals facing extraordinary demands, constraints or opportunities. However stress is not always unpleasant.

Two Faces of Stress

- Constructive stress (Eustress)
- Destructive stress (Distress)

Constructive Stress: - This acts in positive manner for the individual and the organization, e.g. winning a contest, or falling in love. Eustress can indicate a situation where the individual is in balance or within the tolerable limits.

Destructive stress: - Is not healthy for the individual and/or organization. Distress would indicate effects that are out of balance or outside the tolerance limits. Excessive stress may lead to overload and break down a person's physical and mental systems.

Causes of Stress:

Organizational factors:

1. **Occupational Stress:** Certain jobs seem to contain a high amount of in-built stress in the form of time pressure, too many meetings, difficulty in meeting standards, inter personal games etc.,
2. **Role conflict:** A role is nothing but a general set of guidelines indicating how persons holding certain positions should or ought to behave. For example, top managers are expected to be decisive and aggressive, while salesmen are expected to be friendly and cheerful. Teachers are expected to be sympathetic and considerate whereas the Principal of a college is expected to be tough and demanding.
3. **Role ambiguity:** occurs when position holders are uncertain about limits of their authority and that of others, company rules, job security and the methods used to evaluate their work.
4. **Role overload:** Imagine for a moment about an executive who is attempting to dictate letter, talk on three phones, conducting an interview and writing a report all at the same time. Too much in too little time.

5. *Role understood*: Other extreme have nothing to do or being asked to do too little in one's work can also be quite stressful. Sales people in a store with no customers, standing around all day with nothing to do could be said to experience role understood.

Organizational Stressors:

- Administrative Policies and Strategies
- Organizational structure and design
- Organizational Processes
- Work Conditions

Managing of Stress

Individual coping strategies:

1. Time management : carry "To do list", put all task small or big, Delegate certain tasks, Review the list in the evening, new list every day, Do the difficult part first, Do it now, Learn Say no to some 'time wasters', avoid attempting too much, good communication, unwanted (meetings, telephone, visitors).
2. Exercise
3. Mediation and relaxation: Keep a pet, say your prayer, sing aloud, sleep right,Laughter, Be good at loving, Spend time with children, Take a walk, Make friends, Enjoy idiot Box,

1.2 NEED AND SCOPE OF THE STUDY

SCOPE OF THE STUDY

- The study will also aim at analyzing the factors causing stress, the impact of stress and identifying ways for reducing stress.
- The scope of the study included finding the stress level in the organization and overcoming them through effective steps.
- It helps the company to gather the suggestions and complaints. So that they could make changes according the needs of the employees to serve them better and enhance employee's co-operation in future.
- The scope of the study will be restricted to employees of ITC LIMITED CHENNAI

NEED OF THE STUDY

Every organization depends on their valuable employees for their maximum contribution in attaining organizational objectives. In order to analyze the level of work stress among nurses at work place and to find the major class of nurses who experiences stress at major level, a survey was conducted among the staffs of ITC LIMITED CHENNAI in Chennai.

1.3 PROBLEM STATEMENT

The study is to analyze about stress of employees working in the ITC LIMITED CHENNAI among staffs and the impact of stress and how they suffer from stress at workplace. Finding the causes and creating ways to reduce stress among staffs in ITC LIMITED CHENNAI.

1.4 INDUSTRY PROFILE

Service Industry

The service industry forms the backbone of social and economic development of a country. It has emerged as the largest and fastest-growing sectors in the world economy. The service sector has shown a growth rate higher than that of agriculture and manufacturing sectors.

SERVICE SECTOR IN INDIA'S ECONOMY

I. BACKGROUND

India continued to follow import substitution strategy (ISS) of growth during the period 1951-1980. "The ISS with heavy 'industry' first strategy with central planning created a plethora of controls, procedures, permits and bureaucratic restrictions" (Parikh, 2002). The ISS, along with other factors landed us into economic crisis of 1990-91 (Bhagwati, 1993). The New Economic Policy of July, 1991 heralded a new era for India by introducing comprehensive reforms in industrial sectors as well as in services sector. It was expected that these policy measures would restore the health of the economy and put it on higher growth trajectory ((Jalan, 1991, 1992, Joshi and Little, 1996).

As a consequence of the adoption of the New Economic Policy (NEP) of 1991, the growth rate of the Indian economy which stood at 3.5 per cent per annum during 1951-79, 5.0 percent per annum during 1980-91, in fact accelerated to 6.1 per cent per annum during 1992-2000 (IDR, 2002) .

forthcoming). India emerged as one of the fastest growing economies of the world during the 1990s. The remarkable performance of India's economy is attributable in significant part to the spectacular dynamism shown by the services sector.

II .COMPOSITION OF SERVICE SECTOR IN INDIA

In India, the national income classification given by Central Statistical Organization is followed. In the National Income Accounting in India, service sector includes the following:

1. Trade, hotels and restaurants (THR)
 - 1.1 Trade
 - 1.2 Hotels and restaurants
2. Transport, storage and communication
 - 2.1 Railways
 - 2.2 Transport by other means
 - 2.3 Storage
 - 2.4 Communication
3. Financing, Insurance, Real Estate and Business Services
 - 3.1 Banking and Insurance
 - 3.2 Real Estate, Ownership of Dwellings and Business Services
4. Community, Social and Personal services
 - 4.1 Public Administration and defense (PA & D)
 - 4.2 Other services

III. PERFORMANCE OF SERVICES SECTOR IN INDIA

III. A Sectoral Composition of GDP Growth

The analysis of the sectoral composition of GDP and employment for the period 1950-2000 brings out the fact that there has taken place 'tertiarization' of the structure of production and employment in India. During the process of growth over the years 1950-51 to 1999-2000, the Indian economy has experienced a change in production structure with a shift away from agriculture towards industry and tertiary sector. The share of agricultural sector in real GDP at 1993-94 prices declined from 55.53% in the 1950's to 28.66 % in 1990's. The share of industry and services increased from 16% to 27.12% and 28.09% to 44.22% respectively during the same period. During the 1950's it was the primary sector which was the dominant sector of the economy and accounted for the largest share in GDP. But the whole scenario changed subsequently, and especially in the 1980's. The service sector output increased at a

rate of 6.63% per annum in the period 1980-81 to 1989-90 (i.e. pre-reform period) compared with 7.71% per annum in the period 1990-91 to 1999-2000 (i.e. post-reform period). The tertiary sector emerged as the major sector of the economy both in terms of growth rates as well as its share in GDP in 1990s. It is to be noted here that while agriculture and manufacturing sectors have experienced phases of deceleration, stagnation and growth, the tertiary sector has shown a uniform growth trend during the period 1950-51 to 1999-2000 (Joshi, 2004, 2008a). The share of this sector in GDP further increased to 55.1% in 2006-07. This sector accounted for 68.6% of the overall average growth in GDP in the last five years between 2002-03 and 2006-07 (Economic Survey, 2006-07).

III. B Productivity Growth in Service Sector --Post-1980 Scenario

Goldar and Mitra (G-M, 2008) point out in their recent paper that the process of acceleration in growth started in 1980s rather than in 1990s “Of the 2.4 percentage point increase in the rate of economic growth that took place in the post-1980 period, about 40 percent is accounted for by a faster growth in TFP in services.” The three sectors viz. agriculture, industry and services have witnessed acceleration in the growth rates of output, output per worker and total factor productivity (TFP) in the post-1980 period. However, the increase is more marked in case of services. Partially the spurt in growth rate is attributable to productivity growth in certain sub-sectors of services sector. It has been noticed by G-M (2008) that growth rate in output per man is highest in case of PA &D and other community social and personal services (4.2% p.a), followed by transport, storage, communication (3.3 % pa), trade, hotels, restaurants (2.9%pa) and banking, insurance, real estate and business services. The acceleration in growth rate of output per worker in PA &D and other community, social and personal services might have resulted from the downsizing of the public sector because of privatisation and hikes in the salaries of the central and state government employees from time to time (i.e. due to accounting reasons). Whereas productivity growth has derived stimuli from surge in demand for such services with a subsequent expansion in these activities. Part of the productivity growth in the services sector might be an outcome of application of IT services (Goldar and Mitra, 2008). Despite increase in growth rate of labor productivity in service sector, measurement of service sector output and productivity are still debatable issues.

ITC COMPANY PROFILE

It is one of India's foremost private sector companies with a market capitalization of nearly US \$ 42 billion and a turnover of over US \$7 billion.

ITC is one of the eight Indian companies to figure in FORBES A- List for 2004, featuring 400 of "the world's best big companies". Forbes has also named ITC among Asia's 'Fab 50' and the world's most reputable companies.

ITC- COMPANY HEADQUARTERS

Virginia House, 37, Chowringhee (JLN Rd), Kolkata – 700 071.

ITC LIMITED VISION

Sustain ITC's position as one of India's most valuable corporation through world class performance, creating growing value for the Indian economy and the Company's stakeholders.

ITC LIMITED MISSION

To enhance the wealth to generate capability of the enterprise in a globalizing environment, delivering superior and sustainable stakeholder value.

ITC VALUES

Excellence, Customer focus, Respect for people, Trusteeship, Innovation and Nation Orientation.

ITC's BUSINESS

FMCG- Fast Moving Consumer Goods, Hotels, Paper Boards and Packaging, AGRI- Business, Information Technology, Group Companies.

ITC LIMITED CHENNAI CHENNAI:

OUR EMPLOYEE PROMISE: ITC LIMITED CHENNAI would provide work for everyone consistent with their level of capabilities and opportunity for each to grow his/her potential

through constant coaching and development. We promise to provide fair and just treatment to everyone and recognize merit through personal appraisals and pay commensurate compensation. Through constant interaction between Managers & Associates, we would clearly articulate the accountability and authority at each level in order to create trust and transparency in all our relationships. We promise to share the long term Organizational vision through constant dialogue and would provide opportunity for everyone to participate in the policy development of our Hotel. With the Employee promise comes under commitment that “ITC LIMITED CHENNAI” work environment will be one in which every Associate feels valued, motivated and well-prepared to support the goals of the Hotel. In keeping with this promise and the value we place on every associate, it is our commitment to recruit, select, train and promote individuals in all jobs without regard to race, color, religion, age, sex, nationality and disability.

OUR GUIDING PREMISE: ITC LIMITED CHENNAI promises to offer the highest levels of personalized service to its valued Guests through the discretionary efforts of our greatest asset “Our proud Associates”. We will provide services with Warmth that are both Efficient & Effective through the release of our collective imagination. Services that are impossible for our competitors to even emulate. We would live and enact the organizational moto “A WOW at Every Moment of Truth” in its pristine glory. Towards this end the Ladies & Gentlemen of ITC LIMITED CHENNAI stand committed.

POLICY ON HUMAN RIGHTS CONSIDERATION OF STAKEHOLDERS BEYOND THE WORKPLACE:

PHILOSOPHY: ITC provides products and services of superior quality and value by sourcing its technologies, equipment, inputs and finished goods from reputed international and Indian manufacturers and suppliers. ITC expects its business partners to establish a human rights complaint business environment at their workplace. ITC believes that its vendors and suppliers must establish processes for mapping/monitoring progress on human rights performance.

POLICY: It is ITC’s policy:

1. To play a positive role in building awareness on human rights for its key stakeholders

2. To encourage respect for human rights of the local communities with specific focus on vulnerable and marginalized groups
3. To discourage human rights abuses by such parties
4. To encourage establishment of a formal grievance redressal mechanism for the impacted stakeholders.

1.5 CHAPTERISATION

➤ Chapter 1

This chapter deals with the introduction to the study, problem statement, need and scope of the study, objectives of the study, research methodology and limitations of the study.

➤ Chapter 2

This chapter deals with the literature review for the research study and development.

➤ Chapter 3

This chapter provides an outline about the industry profile and the company profile involved in the research study.

➤ Chapter 4

This chapter deals in data analysis of the obtained responses and secondary data with various available tools namely descriptive and inferential tools.

➤ Chapter 5

This chapter lists out the findings of the research study, suggestions and conclusions for the study.

CHAPTER 2

REVIEW OF LITERATURE

CHAPTER-2

REVIEW OF LITERATURE

2.1 RESEARCH REVIEW

Tobin Im, (2009) This article elucidates the temporal dimension of time stress among employees in public organizations. Employees working at five agencies in Indiana were surveyed, job characteristics and personal variables such as overtime, repetitiveness, gender, family obligation, and age group were found to be insignificant as time Stressors. However, political factors such as level of government, goal awareness, political sensitivity, and time allotted for meetings were significant independent variables affecting time stress. To enhance performance in the public sector, especially when a merit pay system is not fully instituted, more attention needs to be paid to the time dimension.

Lawrence R. Murphy and Susan Sorenson, (1988) A quasi-experiment was used to compare employee behaviours before and after stress management training. Organizational records on employee absenteeism, performance ratings, equipment accidents, and work injuries were obtained for highway maintenance workers who received biofeedback (BIO=21) or muscle relaxation (MR=16) training. Similar data were gathered for a comparison group of employees who did not volunteer for training (n= 80). The pre-training period (time 1) consisted of 2 1/2 years. The post-training period was divided into the year immediately after training (time 2) and the following 1/2 year (time 3). Multiple regression analyses indicated that the MR (but not BIO) group variable explained unique variance in time 2 absenteeism ($p < 0.05$) but not in performance ratings, equipment accidents, nor work injuries ($p > 0.05$). Neither group entered predictive models for any measure at time 3 ($p > 0.05$). The results provide limited support for relaxation training offered as a prevention activity in work settings.

Stress management training has become an increasingly popular offering in work settings over the past 10 years. A survey of California companies in 1983 discovered that whereas

only 13 per cent had a functional stress management programme, more companies reported plans to establish such programmes in the near future than any other health promotion activity (Fielding and Breslow, 1983). Stress management training encompasses biofeedback, muscle relaxation, meditation, and assorted cognitive techniques. These methods have been used successfully in clinical and laboratory settings for treating psychosomatic and psychophysiological dysfunctions (Benson, 1976; Pomerleau and Brady, 1979).

Jagdish, (1987) Stress has become one of the major concerns of present times. Stress at work, stemming from increasing complexity of work and its divergent demands is pervading feature of modern organizations. In spite of contrary conclusions about effects of job stress on attitude and behaviour of focal employees, it is reported that stress creates as well as promotes employee's inclination towards the job, thus enhances the performance of the employee. In fact, a little amount of stress may be helpful from personal and organizational point of view. However, excessive and persistent stress is aversive for focal employee.

Kahn, Wolfe, Quinn, Sonek, and Rosenthal (1964) developed a theory of role dynamics which reports stress resulting from conflicting and vague expectations. The theory points out that when the behaviour of an individual in the organization is inconsistent, he will be in a state of role conflict which produces stress resulting in dissatisfaction.

Lawrence R. Murphy, (1986) The deleterious effects of occupational stress on worker health and well-being have been described in numerous reports for a wide range of work groups. Work overload (and underload), deadline pressures, role stressors, underutilization of abilities, and physical discomfort have been identified as work factors associated with increased stress symptom reporting. The relationship between work stress and accident/injury occurrences is less clearly documented, although scattered reports in the literature suggest a contributory role for stress in the accident process. In this article, data linking stress to unsafe work behaviour are reviewed and a model is proposed wherein accidents can arise from impaired worker capabilities (e.g., slower reaction time) brought about by stress symptom activity (e.g., anxiety). The potential usefulness of stress management training (SMT) for short circuiting the stress/accidents cycle by alleviating stress symptoms is discussed in light of recent empirical research.

Stress is pervasive and can affect diverse areas of human functioning. Undue levels of stress can alter one's mood state, perceptions, performance, and thinking processes in addition to

biochemical and physiological functions (Benson, 1976; Cooper & Payne, 1978; Selye, 1976; Murphy & Hurrell, in press). With such an array of consequences, it would not be surprising to discover that stress plays a contributing role in workplace accidents. Although empirical evidence does not firmly document this expected relationship, scattered reports in the literature suggest a role for stress in the accident process.

Gary E. Schwartz, (1980) SUBSTANTIAL PROGRESS in documenting the role of psychosocial stress in the etiology and development of physical and mental disease has been made in the past 10 years. It is now known that not only are the classic psychosomatic disorders—such as hypertension, ulcers and asthma—strongly influenced by psychosocial stress, but even susceptibility to and recovery from infectious and genetic disorders (ranging from the common cold to cancer) are determined, at least in part, by stress in the environment and the person's way of coping with stress (1,2). Also in the past decade, substantial progress has been made in documenting effective behavioural approaches to the management of psychological and physiological responses to stress. We now know that various behavioural techniques including relaxation, meditation, biofeedback, and other psychological self-control procedures, can be helpful in treating some persons with mental and physical disorders (3). These behavioural techniques, when integrated, within a comprehensive, bio behavioral approach to health and illness, can also (a) enhance the effectiveness of biomedical treatments such as drugs and, in the process, reduce the dosage needed to produce a given clinical effect and (b) decrease susceptibility to future disease by promoting positive approaches to health. In other words, stress management procedures are not only useful in treatment, but they also may be useful in the prevention of illness.

Karina Nielsen, Raymond Randall and Karen Albertsen, (2007) It has been argued that traditional quasi-experimental approaches to evaluation do not adequately measure, or take account of, perceptual processes that could contribute to the effectiveness of organizational-level interventions. Using longitudinal data with added process measures at time 2 gathered from 11 intervention projects in Denmark, this paper used structural equation modelling ($n = 462$) to explore the impact of employees' direct appraisals of the intervention itself on intervention outcomes. Perceived influence on the content of interventions was directly linked to voluntary participation in these interventions. Participants' appraisals of the activities within an intervention were found to fully mediate the relationships between exposure to interventions and outcome measures (changes in working conditions, behavioural

stress and job satisfaction). The results of the study indicate that employees' appraisal of the intervention itself can play an important role in determining the success or failure of a variety of organizational-level interventions. Copyright (c) 2007 John Wiley & Sons, Ltd.

Most quasi-experimental evaluation studies of organizational-level stress management interventions are based on the premise that relatively simple mechanisms link intervention exposure to intervention outcomes (Bond & Bunce, 2000; Bond & Bunce, 2001). Therefore, theory failure (i.e. that a given intervention was inadequate or inappropriate (Lipsey, 1996)) is often cited as the reason for small or negative intervention effects. However, quasi-experiments rarely test alternative explanations of intervention failure (Cook & Shadish, 1994; Randall, Griffiths, & Cox, 2005). For example, problems with implementation processes could lead to undesirable and unexpected changes in outcome variable (Cook & Campbell, 1979; Cook & Shadish, 1994; Kristensen, 2005; Netterstrom, 1999; Randall, 2002; Victora, Habicht, & Bryce, 2004). In this paper we describe a process evaluation that examines employees' appraisals of interventions and the activities associated with them. The aim of the research is to examine whether these participant appraisals play a role in determining the success or failure of stress management interventions.

T. R. Rajeshwari, (1992) The frontiers of knowledge on the concept of stress and its effects are expanding in all directions. There exists a multiplicity of theories and invalidated explanations to the term stress. But there is a general acceptance of the concept of stress as a description of the individual's reactions to the environmental demands and influences which are potential Stressors. Stressors combine to pressure an individual until stress develops. Hans selye defines stress as, "the nonspecific response of the body to any demand made upon it". Beehr and Newman define job stress as, "a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning." Thus stress is an adaptive response to an external situation that results in physical, psychological and behavioural deviations for organisational participants. Previous studies have established the turnover, absenteeism, indifference or sickness would follow from experienced tension and adjustment on the job (Kahn et. al, 1975). The effects of occupational demands become manifest in such forms like job dissatisfaction, anxiety, depression, and in some cases even serious mental and physical disabilities ranging all the way to heart diseases. (Jagadish, 1987). Felt Stress and low organisational commitment contributed to voluntary turnover (Saroj Parameswaran, 1984). It

is also found that stress reduces one's potentiality to perform and Stressors in the work environment are much less potent than those encountered in personal life (Omer Bin Sayeed, 1985, Paykel et al 1971).

Robert Loo, (1994) Although there is recognition that evaluation plays an important role in organizational programs to manage stress in the workplace, the literature shows that few evaluations are conducted and that many suffer from serious methodological inadequacies. A mail survey was conducted with a random sample of 500 Canadian organizations having at least 500 employees. Results from the 210 responding organizations revealed that only about 16% of organizations evaluate such programs and services and even at that major methodological weaknesses are apparent. Results are also presented by industry group and organizational size. Finally, Several recommendations are offered to enhance the evaluation role in organizations.

Stress is widely recognized, not only by health professionals, but also by organizational managers as having substantial adverse impacts on the health of employees, as increasing health care costs to organizations and society, and as affecting both the efficiency and effectiveness of organizations. For example, several estimates place the economic impacts of workplace stress in the U.S.A. in the late 1980's at over \$150 billion a year (e.g., Fielding, 1989; Pelletier & Lutz, 1989). Fortunately, many organizations have recognized the need to offer their employees programs and services to manage stress.

J. Wieclaw, E. Agerbo, P. B. Mortensen and J. P. Bonde, (2006) Objectives: To examine the risk of affective and stress related disorders among men and women employed in human service professions. **Methods:** Population based case-control study using data from national registers. Cases (n = 28 971) were identified in the Danish Psychiatric Central Research Register among all hospitalised patients and outpatients aged 18-65 who received a first time ever diagnosis of affective (ICD-10, F30-39) or stress related (ICD-10, F40-48) disorder from 1 January 1995 to 31 December 1998. Each case was assigned five never admitted referents (n = 144 855) of the same gender and age, randomly drawn from a 5% sample of the Danish population obtained from Statistics Denmark's Integrated Database for Labour Market Research. Occupation held the year before matching was classified according to the Danish version of the International Classification of Occupation. Health care, education, social work, and customer services were defined as human service professions and constituted 21% of all

employed in the study. Adjusted risks (hazard ratios) relative to all other occupations were calculated for 24 human service occupations. **Results:** The relative risk of depression in human service professions was 1.35 (95% CI 1.24 to 1.47) for women and 1.49 (95% CI 1.29 to 1.73) for men. The risk of stress was 1.18 (95% CI 1.11 to 1.26) for women and 1.49 (95% CI 1.32 to 1.67) for men. Specific professions contributed differentially to the magnitude of risk, with education and social services displaying the highest risks. No increase in risks was found in customer service occupations. Gender was a significant modifying factor with the highest risk levels in men. **Conclusions:** There was a consistent association between employment in human service occupations and the risk of affective and stress related disorders. Risks were highest for men working in these typically female professions. More work is needed to distinguish work hazards from effects attributable to selection mechanisms and personality characteristics.

Lisa Kunz, (1987) Job stress is an important area for study among Industrial/ Organizational Psychologists. Previous studies have noted the relationship of stress to psychological, physiological and behavioural functions among employees. Little research has been done to intervene and reduce the effects of stress on workers, and to document the impact of reduced stress on corporate level outcomes. The present case evaluates a comprehensive hospital stress intervention program designed to reduce losses that have been associated with stress, such as accidents and associated medical costs. An organizational stress survey, the Human Factors Inventory (HFI), was administered and the results compiled, followed by the implementation of organization-wide stress intervention programs. The purpose here is to assess changes from pre-intervention to post-intervention in insurance losses due to accidents. The major focus of this study is to assess the effect of worksite stress management programs on the reduction of insurance losses. Stress is present in any organization. Caplan, Cobb, French, Van Harrison and Pinneau (1975) defined stress as referring to any characteristics of the work environment which poses a threat to employees. These threats are manifested by either demands which employees cannot meet or by insufficient resources to meet their needs. It is evident that organizational demands create stress. It seems impossible for any organization to avoid stress.

Heribert Limm, Harald Gündel, Mechthild Heinmüller, Birgitt Marten-Mittag, Urs M Nater, Johannes Siegrist and Peter Angerer , (2011) **Objective** To examine the long-term effects of a stress management intervention (SMI) based on the effort? Reward imbalance

(ERI) model, on psychological and biological reactions to work stress. **Methods** 174 lower or middle management employees (99% male) were randomly assigned to an intervention or a waiting control group. The programme comprised 24x45 min group sessions (2 full days followed by two 4x45 min sessions within the next 8 months) on individual work stress situations. The primary endpoint was perceived stress reactivity (Stress Reactivity Scale, SRS), while secondary endpoints were salivary cortisol and α -amylase, anxiety and depression, and ERI. Assessments were repeated in 154 participants 1 year later. **Results** SRS score decreased in both groups. A two factor ANOVA with repeated measures showed a significant time group effect ($F=5.932$; $p=0.016$) with the greater reduction in the intervention group. For SRS, the effect size (Cohen's d) after 1 year was $d=0.416$ in the intervention and $d=0.166$ in the control group. α -Amylase as a measure of sympathetic nervous system activation, decreased more strongly in the intervention group (area under the daytime curve and daytime slope: Time x group effect $p=0.076$ and $p=0.075$). No difference was observed for cortisol. For depression, anxiety and ERI, improvements were higher in the intervention group but did not reach statistical significance. **Conclusions** SMI based on work stress theory, is effective in reducing perceived stress reactivity and sympathetic activation in lower and middle management employees. Other mental health parameters and ERI show a tendency towards improvement. These beneficial effects are present 1 year later.

Occupational stress is considered a major risk factor for a wide range of health outcomes.^{1 2} It is also linked to staff turnover, absenteeism, poor morale and reduced performance.³ Given the enormous burden caused by occupational stress, there is a need for primary prevention strategies to reduce job stress and its negative impact on health. Specifically, using the advantage of a work setting approach, stress management interventions (SMI) in the workplace have received increased attention from employers and research personnel.⁴⁻⁶

Stuart D. Sidle, (2008) Research Brief by Stuart D. Sidle, Assistant Professor, Department of Psychology, University of New Haven Have you ever experienced the stress of having too many choices? Ironically, managers who want to reduce the stress levels of their employees may feel overwhelmed by the many stress management interventions they have to choose from. Adding to the selection challenge is that interventions often differ tremendously in terms of cost, time, and practicality. Considering the effort and expense involved, it would be helpful to know which intervention approaches are most effective at reducing employee stress. Fortunately, new research helps us sort through the many approaches to stress man

agreement. In their recent study, Katherine Richardson and Hannah Rothstein of Baruch College compare the outcomes of a variety of workplace stress management interventions. Specifically, Richardson and Rothstein examined the results of 36 experimental studies of stress management interventions from a variety of work environments and synthesized the findings. Their synthesis of results across these studies, known as a meta-analysis, allowed Richardson and Rothstein to compare the efficacy of various workplace stress management interventions. In doing so, they classified interventions as primary, secondary, or tertiary.

Primary interventions attempt to alter the source of the workplace stress by making changes such as redesigning jobs to give employees greater flexibility or more decision control. Secondary interventions help employees better recognize and manage stress symptoms as they occur. Examples of secondary interventions include courses that teach skills such as meditation or time management. Finally, tertiary interventions are designed to help employees recover from stressful events. For example, an organization may have an Employee Assistance Program (EAP) providing employees access to counselling to help them recover from challenging circumstances. Richardson and Rothstein's meta-analysis included several studies of primary interventions aimed at altering stressful work environments, but most of the studies they examined focused on secondary interventions such as relaxation training. None of the studies in this meta-analysis involved tertiary interventions such as EAPs. That said, Richardson and Rothstein were able to sort through the outcomes of stress management interventions across a large number of participants representing diverse occupations and nationalities. For example, one study included office workers in the United Kingdom, another looked at hazardous waste workers in the United States, and a third focused on nurses in Taiwan. In gathering these experiments for their analysis, Richardson and Rothstein created a diverse list of primary and secondary stress management interventions. These were further divided into one of five subcategories for comparison purposes: cognitive-behavioural, relaxation, organizational, alternative, and multimodal.

Akizumi Tsutsumi, Kazunori Kayaba, Töres Theorell and Johannes Siegrist, (2001)

Tsutsumi A, Kayaba K, Theorell T, Siegrist J. Association between job stress and depression among Japanese employees threatened by job loss in a comparison between two complementary job-stress models. *Scand J Work Environ Health* 2001;27(2):1 46-1 53. **Objectives** This study compared the separate effects produced by two complementary stress models - the job demand-control model and the effort-reward imbalance model - on

depression among employees threatened by job loss. **Methods** A cross-sectional analysis was conducted to examine these associations among 190 male and female employees who responded to a self-administered questionnaire in a small Japanese plant with economic hardship. The employees were engaged in 2 job types - direct assembly line and indirect supportive tasks - and the latter was threatened by job loss because of downsizing. Independent variables were measured by the Japanese versions of Karasek's demand-control questionnaire and Siegrist's effort-reward imbalance questionnaire. Depression was assessed by the Center for Epidemiologic Studies Depression Scale. **Results** The employees with indirect supportive tasks (target for downsizing) were more likely to have depressive symptoms than direct assembly-line workers. Job strain, a combination of high demand and low control at work, was more frequent among the latter, while the combination of high effort and low reward was more frequent among the former. After adjustment for work environment factors, low control [odds ratio (OR) 4.7], effort reward imbalance (OR 4.1), and overcommitment (the person characteristic included in the effort reward imbalance model) (OR 2.6) were independently related to depression. There is some indication that these effects were particularly strong in the subgroup suffering from potential job loss. **Conclusions** This study confirms that the 2 job stress models identify different aspects of stressful job conditions. Moreover, effort-reward imbalance and low control at work are both associated with symptoms of depression.

Lakhwinder Singh Kang and Raghbir Singh, (2004) The present paper attempts to identify various coping and symptom management strategies employees of the electronics industry were using to manage stress at work. A total of 214 respondents taken from the selected organizations formed the sample for the study. Direct1 problem solving, behavioural disengagement, being private and secretive, emphasizing the positive, avoidance, involvement and accepting the situation were identified as the major stress coping strategies. Mental disengagement, recreation, seeking instrumental and emotional support, living with job stress and use of sedatives were identified as the major stress symptom management strategies used by the respondents. The paper also examines the inter relationships among stress, organisational Stressors, coping and symptom management strategies.

Stress and coping with stress have become important concerns in both research and organisational practices these days. It has been acknowledged that individual well-being is influenced not only by the amount of stress an individual experiences but also how an

individual copes with stress. Stress is defined as "an individual's state of mind when he/she encounters a situation of demand and /or constraint in an organization and perceives the same as harmful or threatening, while coping is generally defined as "all those responses (regardless of their success) made by an individual to reduce stress".

MICHAEL T. MATTESON and JOHN M. IVANCEVICH, (1986) In recent years work-related stress has been the object of increasing interest on the part of organizational researchers, health practitioners and providers, and managers. (Matteson and Ivancevich, 1982) While stress researchers, years after the pioneering work of Selye (1946), are still having difficulty describing, explaining, and classifying stress and stress reactions (Cooper and Payne, 1980; Holt, 1982; Shuler, 1980), there is little question that stress and its prevention and management are important organizational concerns. Sethi and Schuler (1985) identify four major reasons why dealing with work-related stress has received the attention it has. The first of these is the well-established link between stress and health. Major health problems associated with stress in organizations include a variety of mental and physical dysfunctions, not the least of which is coronary heart disease, a major killer and disabler. The second reason? And one closely related to the first? is the financial impact of stress. The cost of stress-related illnesses and healthcare alone is significant, perhaps as much as \$100 billion a year. (Ivancevich and Matteson, 1980) Albrecht (1979) estimated the annual cost to be close to \$1,800 per employee. The third reason identified by Sethi and Schuler (1984) relates to expanded definitions of organizational effectiveness and the view that, in addition to productivity, profitability, and return on investment, there is a need to evaluate organizations on the basis of employee health, satisfaction, absenteeism, and turnover, all of which may be related to work-related stress. Finally, there are legal reasons why organizations are interested in stress and stress management. The growing number of lawsuits filed by employees against their employers for stress related injuries and the increasing levels of stress-related worker compensation claims are testaments to this concern. (Ivancevich, Matteson, and Richards, 1985).

Muhammed Jamal and Vishwanath V. Baba, (2000) This study examined the relationship of job stress with burnout and its three dimensions (emotional exhaustion, lack of accomplishment and depersonalization), job satisfaction, organizational commitment and psychosomatic health problems. Data were collected by means of a structured questionnaire from Canadian managers (N=67) and nurses (N=173). Pearson correlation and moderated

multiple regression were used to analyze the data. Job stress was significantly correlated with overall burnout and its three dimensions and job satisfaction both samples. In the nursing sample, job stress was also significantly correlated with psychosomatic health problems and organizational commitment. Moderated multiple regression only marginally supported the role of gender as a moderator of stress-burnout relationship.

A number of recent reviews of occupational health have highlighted the importance of understanding stress and burnout relationship for the well-being of the employees and the employing organization.^{1,3} Job stress has been labelled as one of the most serious occupational hazards of modern time in industrialized countries.⁴ Work-related stress affects employee health with 50-80% of diseases being psychosomatic or stress-related in nature.^{5,6} Moreover, the reported cost of work-related stress has been increasing quite rapidly in industrialized countries.⁷ In the United States, the cost of stress and stress-related problems to organizations has been estimated to be in excess of \$150 billion annually.⁸ Burnout, on the other hand, has also been recognized as an occupational hazard for people-oriented professions such as health care, human services and education.^{3,9} It was first discovered in the mid- 1970s and its main features include overwhelming exhaustion; feelings of frustration, anger and cynicism; and a sense of ineffectiveness and failure. The experience impairs both personal and social functioning.³ The present study was conducted to examine the relationship between job stress and burnout among Canadian managers (N=67) and nurses (N=173). It was guided by Maslach's General Model of Burnout in which job demands lead to feelings of burnout, that in turn lead to human and organizational costs such as low organizational commitment and more health problems. Department of Management, Concordia University, Montreal, Quebec

Correspondence and reprint requests: Dr. Muhammed Jamal, Dept. of Management, Faculty of Commerce & Administration, Concordia University, 1455 de Maisonneuve Blvd. W., Montreal, Qc H3G 1M8, Tel: 514-848-2935, Fax: 514-848-4292, E-mail: jamal@vax2.concordia.ca

lems.¹⁰ The choice of nurses and managers as subjects was based on the rationale that these occupations are traditionally seen as more prone to high stress and burnout because of the very nature of work involved in those jobs.^{11,12} Moreover, serious budget cuts in healthcare across Canada and the mild economic recession during the 1990s have further affected the well-being of employees in these occupation.

Paul E. Spector, (2002) Occupational stress has been recognized as a major health issue for modern work organizations. Conditions of the workplace have been shown to lead to negative

emotional reactions (e.g., anxiety), physical health problems in both the short term (e.g., headache or stomach distress) and the long term (cardiovascular disease), and counterproductive behaviour at work. Perceptions of control play an important role in this process, being associated with all of these variables. Evidence is growing that enhanced control at work can be an important element in employees' health and well-being. These relationships can be understood in the context of the control-stress model.

Lakhwinder Singh Kang and Raghbir Singh (2007) The present study identifies frequently reported stress symptoms and assesses the magnitude of various organisational Stressors producing stress. The study was carried out in six organizations dealing with electronics equipment and services. The symptoms which were reported with higher frequency by the respondents include; 'being angry', 'thinking about finding an alternative job', 'difficulty in getting up early in the morning', 'nervousness, uneasiness or tension', 'feeling hurt', 'bothered by low job performance', 'getting irritated', 'difficulty in making right judgments', 'headaches', 'preoccupied with self focused thoughts', 'getting bored with almost everything', 'just want to be left alone', 'bothered by an uncertainty about whom to trust', 'difficulty in concentrating', 'forgetfulness', 'upset stomach', 'getting tired easily and feeling dissatisfied in general'. 'Poor interpersonal relations' has been identified as the biggest source of stress, followed by 'poor organisational structure and climate', 'work inhibitors', and 'inconsiderate superior' respectively.

Stress has become one of the most serious occupational health hazards today. It has been resulting into substantial costs to individual employees and organizations globally. The various stress related problems like coronary heart disease (CHD), hypertension, diabetics, gastrointestinal disorders, peptic ulcer, asthma, migraine, alcoholism, drug addiction, depression and suicide, etc. are accountable for poor employee health. These problems are further affecting organisational performance adversely by contributing to poor employee productivity, high employee turnover and absenteeism, poor organisational climate, low employee morale, and higher degree of job dissatisfaction. For instance, stress costs USA industry more than \$ 300 billion annually in terms of lost hours due to absenteeism, reduced employee productivity, and increased workers' compensation costs (helping.apa.org). Data Quest, a leading IT magazine conducted a survey in 2003 on India's call centre industry and found high attrition rates, de-motivated employees and higher recruitment costs associated with higher degree of stress prevailing in call centres.

Annie Chapman, John A Mandryk, Michael S Frommer, Beryl V Edye and David A Ferguson, (1990)

CHAPMAN A, MANDRYK JA, FROMMER MS, EDYE BV, FERGUSON DA. Chronic perceived work stress and blood pressure among Australian government employees. *Scand J Work Environ Health* 1990; 16:258 - 69. Prospective data on 2634 Australian government employees over five years were examined for the effects of chronic perceived work stress on blood pressure change. The study sample (2100 men and 534 women) represented 57 % of the original volunteers, or 75 % of those eligible after exclusion criteria were met. Data on perceived stress were obtained by questionnaire, and a principal component analysis produced six components: qualitative demands, quantitative demands, job control, future control, work support, and outside stress. Multiple linear regression, which controlled for determinants of blood pressure, tested the main effects and specific two-way interaction effects of the chronicity scores of the six components and 30 items. Many items but only some components were associated with blood pressure change. Sex and age differences were observed. The observed interactions between job demands and control provided equivocal support for the Karasek job-strain model. The women responded to work based support, but not necessarily as predicted.

Richard G. Netemeyer, James G. Maxham III and Chris Pullig, (2005) In recent years, the changing workforce (e.g., more dual career couples) and the nature of work itself (e.g., an increase in the number of service sector jobs) have given rise to conflicts in the work-family interface that may affect the work performance of employees and organizations (De Jonge and Dormann 2003). The conflicts may have their most pronounced effects in the stressful environment of customer service jobs. Customer service employees may take their jobs home with them, creating work-family conflicts (WFCs) that lead to additional stress at work, thus affecting their performance and customers' evaluations. Indeed, recent reports suggest that conflicts in the work family interface lead to job stress, which in turn seriously impairs service employee performance (Molpus 2003; National Institute for Occupational Safety and Health 2002). Two stressors in this interface are WFC and family work conflict (FWC); the former is a form of inter role conflict in which the demands created by the job interfere with the performance of family-related responsibilities, and the latter is a form of inter role conflict in which the demands created by the family interfere with the performance of work-related responsibilities (Netemeyer, Boles, and McMurrian 1996). As with most WFC and

FWC conceptualizations, our concepts view family as a larger, nonwork entity that includes responsibilities toward spouses, children, non married partners, and home life in general (Adams, King, and King 1996; Frone 2000; Frone, Russell, and Cooper 1992).

A. K. Srivastava, (1997) The concept of stress and indeed, research on stress have reached an all time peak in popularity during the past few years. The study of man's reactions to intense psycho-social stresses has become a major concern of psychological investigations in present day world. It is evident from available literature and researches that frequency and severity of stress and its ill consequences are consistently increasing in every walk of life in modern societies. Consistent deterioration in psychological wellbeing of majority of people, increased rate of psychosomatic and mental diseases, and general feeling of dissatisfaction in urban population well reflect the adverse consequences of high stress being experienced by people.

Gourie Suraj-Narayan, (2005) Since the first democratic elections in South Africa, there has been an accelerated move to promote women into managerial and executive positions. The Affirmative Action Policy was introduced to facilitate this process of gender equity amongst managers in the workplace. However, whilst the government has viewed this as positive action, women managers themselves have experienced several sources of work, family and individual stressors. It is against this backdrop that this study examined the stressors that women managers experienced during transformation the post-apartheid era and strategies used by women managers and organizations to cope with occupational stress. The sample consisted of 30 women managers from diverse racial backgrounds. Both public and private organizations were included in this study. The managers experienced several sources of stress, viz. work stressors, family stressors, personality and individual stressors as well as extra-organisational sources of stress. They manifested stress symptoms at a behavioural, psychological and physiological level. The study found that as stress impacts on all levels of the woman manager's life, the ecological approach to stress management using a multidimensional framework was most appropriate.

Janina C. Latack and Stephen J. Havlovic, (1992) The unprecedented managerial concern about detrimental effects of job stress continues to grow (Matteson and Ivancevich, 1987) and is unlikely to subside (Burke and Weir, 1980; Karasek and Theorell, 1990; Murphy, 1988). This concern is fueled by the widely-publicized estimates that stress costs American industry

over \$150 million annually in lost work time, accidents and medical costs (Landers, 1987). The costs of stress, and the pressing need for research-based interventions were highlighted again recently by American Psychologist which devoted the majority of the October 1990 issue to workplace stress (Keita and Jones, 1990). In addition, a national conference, co-sponsored by the American Psychological Association (APA) and the National Institute for Occupational Safety and Health (NIOSH) brought world-renowned experts to Washington, D.C. to consider 'Work and Well-Being: An Agenda for the 90's'. Researchers interested in job stress have devoted considerable attention to how people cope (Kirmeyer and Dougherty, 1988; Latack, 1986; Schuler, 1985). In their review of personal and organizational strategies for handling job stress, Newman and Beehr (1979) pointed out that there had been little rigorous evaluative research on coping strategies, an observation that still holds today. Rigorous evaluation of coping depends, of course, on valid coping measures. Although there has been a proliferation of coping scales since Newman and Beehr's review article, many have not been evaluated beyond the specific sample and setting in which they were developed. In other cases, multiple factor structures have been proposed for the same measure (Aldwin and Revenson, 1987).

ROBERT LOO, (1992) There is an extensive body of literature accumulating over the past three decades to show the numerous sources and effects of stress in the workplace. [1] For example, Greenglass and Burke (1990) studied the burnout process among 381 teachers and education administrators over a one-year period. They found that certain stressors associated with one's job as a teacher (e.g., problems with students, lack of collegiality) were significant contributors to emotional exhaustion, the development of depersonalization, and lack of physical accomplishment one year later. In a large-scope project which examined burnout in seven countries including the United States and Canada, Golembiewski and his colleagues (1990) found evidence that burnout, as measured by the Maslach Burnout Inventory, shows cross-national and cross-cultural generalizability. Findings such as these illustrate the pervasiveness of stressors and stress reactions in the workplace. Recently, researchers and organizations have been examining the economic impacts of such workplace stress. For example, several estimates place the economic impacts of workplace stress in the United States in the late 1980s at over \$150 billion a year (e.g., Donatelle and Hawkins, 1989; Pelletier and Lutz, 1989).

CHAPTER 3

RESEARCH METHODOLOGY

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3.1 SIGNIFICANCE/IMPORTANCE OF STUDY

Every organization depends on their valuable employees for their maximum contribution in attaining organizational objectives. In order to analyze the level of work stress among nurses at work place and to find the major class of nurses who experiences stress at major level, a survey was conducted among the staffs of ITC LIMITED CHENNAI in Chennai. The study will also aim at analyzing the factors causing stress, the impact of stress and identifying ways for reducing stress. The scope of the study included finding the stress level in the organization and overcoming them through effective steps. It helps the company to gather the suggestions and complaints. So that they could make changes according to the needs of the employees to serve them better and enhance employee's co-operation in future. The scope of the study will be restricted to employees of ITC LIMITED CHENNAI

3.2 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- A analyze whether the job leads to stress among staff at ITC LIMITED CHENNAI, Chennai.
- To study on the effect of demographic factors on stress levels of the employees.

SECONDARY OBJECTIVES

- To give suggestions to reduce the stress of the staff in the organization.

3.3 HYPOTHESIS OF THE STUDY

Null Hypothesis (H₀): There will be no association between age and

pressured to work long hours.

Alternative Hypothesis (H1): There will be association between age and pressured to work long hours.

3.4 DEFINITION OF VARIABLES

In Science and Research, attribute is a characteristic of an object (person, thing, etc.). Attributes are closely related to variables. Variable is a logical set of attributes. Variables can “vary”- for example, be high or low. How high, or how low, is determined by the value of the attribute

An image, perception or concept that is capable of measurement- hence capable of taking on different values- is called a variable.

According to Kerlinger (1986: 27), ‘A variable is a property that takes on different values. Putting it redundantly, a variable is something that varies... A variable is a symbol to which numerals or values are attached.’

Black and Champion (1976: 34) define variables as ‘rational units of analysis that can assume any one of a number of designated sets of values’. A variable, then, is a concept that can be measured on any one of the four types of measurement scale, which have varying degrees of precision in measurement.

Variable used in an experiment or modelling can be divided into three types: “Dependent variable”, “Independent variable”, or other.

The “dependent variable” represents the output or effect, or is tested to see if it is the effect. The “independent variable” represents the input or cause, or is tested to see if it is the cause. Other variables may also be observed for various reasons

INDEPENDENT VARIABLE

- Demographic details

1. Age

2. Educational Qualification
3. Designation
4. Department
5. Experience

DEPENDENT VARIABLE

- Job stress factors
 1. Working hours
 2. Focus and concentration
 3. Unachievable deadlines

3.5 RESEARCH DESIGN

“Research design is the plan, structure and strategy of investigation conceived so as to obtain answer to research question and to control variance.”

From the definition it is evident that research design is more or less a blue print of research. At the outset may be noted that there are several ways of studying and tackling problems. There is no signal perfect design.

Descriptive Research method is used in this study because it includes surveys, facts, and findings, enquire of different kind. The main purpose of this study is to find description of the state of affairs as it exists at present. The researchers can only report that has happened, and what is happening.

3.6 SAMPLING METHODS

Sampling technique:-

The sample technique adopted for the study is **Non Probability Simple Random Sampling** method, it is the scientific technique of drawing samples from the population according to some laws of chance in which

each unit in the universe or population has some definite pre-assigned probability of being selected in the sample.

3.6.1 Population

The overall population of staffs ITC LIMITED CHENNAI is 1100.

3.6.2 Target Respondents

The target respondents of the study are staffs working for ITC LIMITED CHENNAI.

3.6.3 Sample Size

A total of 50 employees were selected for the study.

3.7 METHODS OF DATA COLLECTION

3.7.1 Type of the data used

The type of data used in the study is the primary data that was collected from the respondents through a structured questionnaire.

3.7.2 Data Source

Primary Data:-

The primary data is collected through well designed structured questionnaire.

Secondary Data:-

The secondary data are extracted from websites, books and records maintained by the organization.

3.8 TOOLS USED FOR DATA COLLECTION

3.8.1 Inferential Analysis

- Percentage analysis
- Chi Square

Percentage Analysis Method: It refers to a special kind of ratio. It is used in making comparison between two or more series of data. Percentage analysis is used to determine relationships between the series of data.

Finding relative difference becomes easier through percentage analysis.

Percentage = (No. of respondents × 100) / (Total No. of respondents)

Chi-square test – (χ^2): It is a non-parametric test and distribution free tests, which are designed to conduct statistical tests on the samples. They are very easy to compute and understand. They can be used with types of measurements that prohibit the use of parametric test. Chi-Square describes the magnitude of discrepancy between theoretical and observed values.

$$\chi^2 = \sum (O_i - E_i)^2 / E_i$$

Where,

O_i - Observed Frequency

E_i - Expected Frequency

χ^2 – It should be positive and should range from 0 to ∞

Expected value E_i = (Row Total × Column Total) / Grand Total

3.9 PILOT STUDY

The questionnaire has been distributed to 10 chosen respondents in the field. The questionnaire has been considered to be applicable to all the samples choose. Pilot study is defined as a study, which is done in the initial stage of the project in order to find the reliability of the questionnaire and to restructure the questionnaire on the respondent's suggestions. The pilot study was performed with 15 samples initially, where the alpha value was 0.63 which revealed that the questionnaire was good.

3.10 LIMITATIONS OF THE STUDY

- Time was the major constraint in the study process.
- There is a chance of personal bias which affects the accuracy of data.
- The major constraint was meeting the nurses in night shift and evening shift
- The accuracy of findings is limited by the accuracy of statistical tools used for analysis.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

CHAPTER 4

DATA ANALYSIS & INTERPRETATION

PERCENTAGE ANALYSIS

Table 4.1: Distribution of Respondents based on Age

Age	Frequency	Percent
18-25	28	56.0
26-35	21	42.0
36-45	1	2.0
Total	50	100.0

INTERPRETATION From the above table 4.1, it represents that more than half (**56%**) of respondents fall within the age group of 18-25; and less than half (**42%**) of respondents fall within the age group of 26-35; only few (**2%**) of respondents fall within the age of 36-45.

INFERENCE It is inferred that since the organization is catering establishment the more than half (56%) of the respondents fall under the age group of 18-25 because the organization will recruit only fresher's and industrial trainees and those have more no of experience often leave the organization.

FIGURE 4.1: DISTRIBUTION OF RESPONDENTS BASED ON AGE

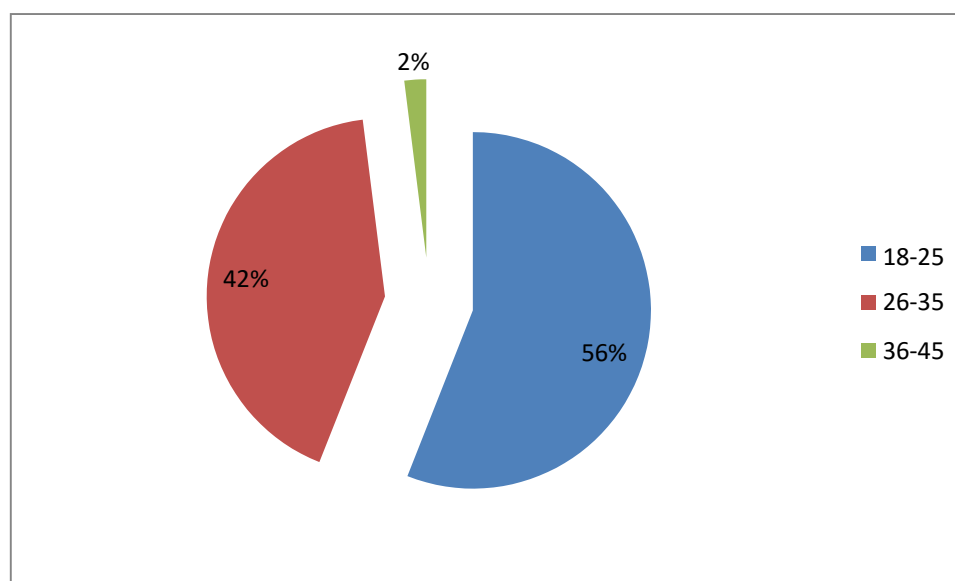


Table 4.2: Distribution of Respondents based on Educational Qualification

Edu Qualification	Frequency	Percent
UG	34	68.0
PG	15	30.0
PHD	1	2.0
Total	50	100.0

INTERPRETATION From the above table 4.2, it represents that more than half (**68%**) of respondents fall under the UG category; and less than half (**30%**) of respondents fall under the PG category; only few (**2%**) of respondents fall under PG category.

INFERENCE It is inferred that since the organization is catering establishment more than half (68%) of the respondents fall under UG category because the organization will recruit only fresher's and industrial trainees and those have more no of experience often leave the organization.

FIGURE 4.2: DISTRIBUTION OF RESPONDENTS BASED ON EDUCATIONAL QUALIFICATION

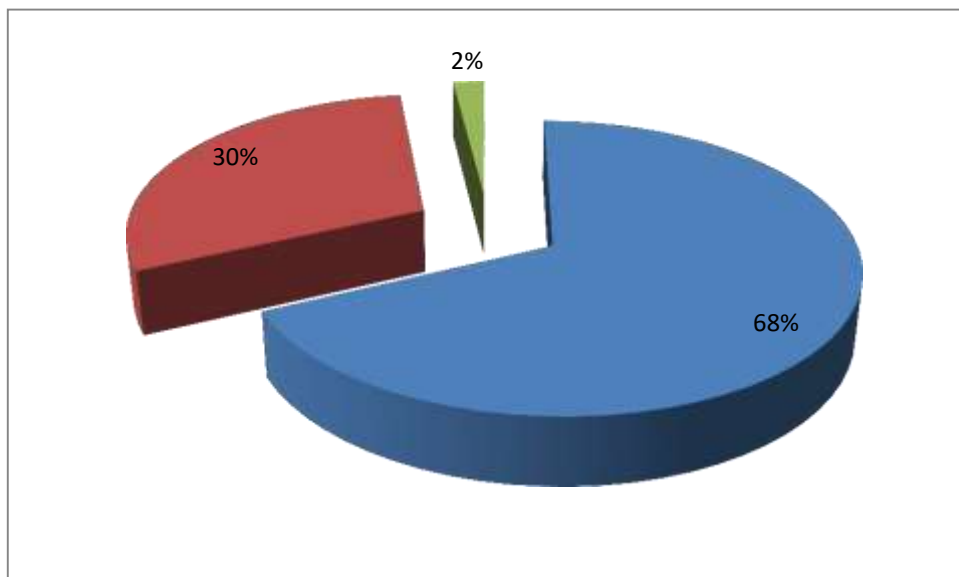


Table 4.3: Distribution of Respondents based on Designation

Designation	Frequency	Percent
MLM	10	20.0
JLM	40	80.0
Total	50	100.0

INTERPRETATION From the table 4.3, it represents that vast majority (**80%**) of respondents fall under Junior Level Management; only few (**20%**) of respondents fall under Middle Level Management.

INFERENCE It is inferred that since the organization is catering establishment majority (80%) of the respondents fall under Middle Level Management because the organization will recruit only fresher's and industrial trainees and those have more no of experience often leave the organization.

FIGURE 4.3: DISTRIBUTION OF RESPONDENTS BASED ON DESIGNATION

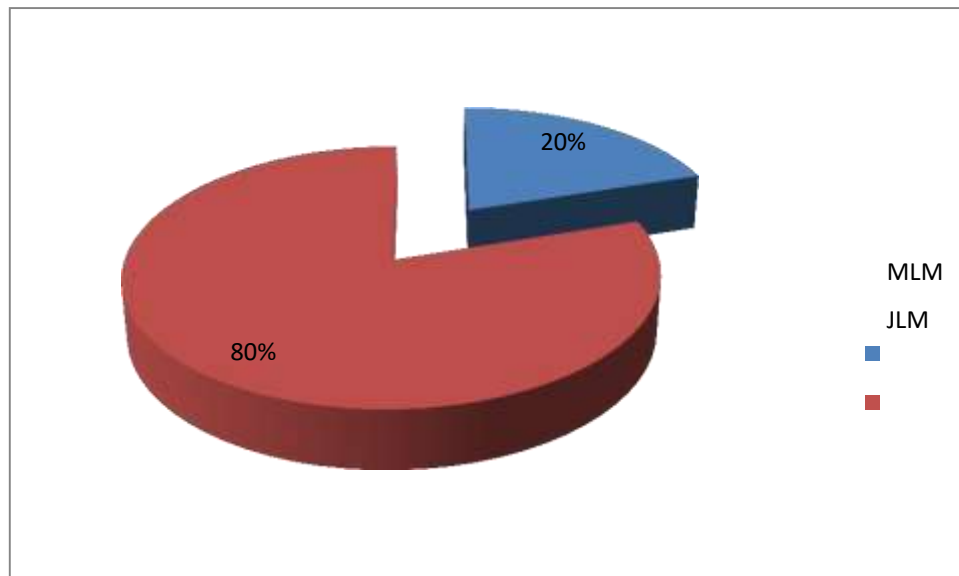


Table 4.4: Distribution of Respondents based on Department

Department	Frequency	Percent
Services	18	36.0
Purchase	1	2.0
Finance	14	28.0
HR	4	8.0
LS	7	14.0
IT	6	12.0
Total	50	100.0

INTERPRETATION From the table 4.4, it represents that less than half (**36%**) of respondents fall under Services department; and one fourth (**28%**) of respondents fall under Finance department; and only few (**14%**) of respondents fall under Learning & Services department; (**12%**) of respondents fall under IT department; (**8%**) of respondents fall under HR department; (**2%**) of employees fall under Purchase Department

INFERENCE It is inferred that since the organization is a catering establishment the less than half(36%) of the respondents fall under Services department because the organization works more towards Food & Beverage Production and services, F&B service, Welcome Assistance & Front Office when compared to other departments.

FIGURE 4.4: DISTRIBUTION OF RESPONDENTS BASED ON DEPARTMENT

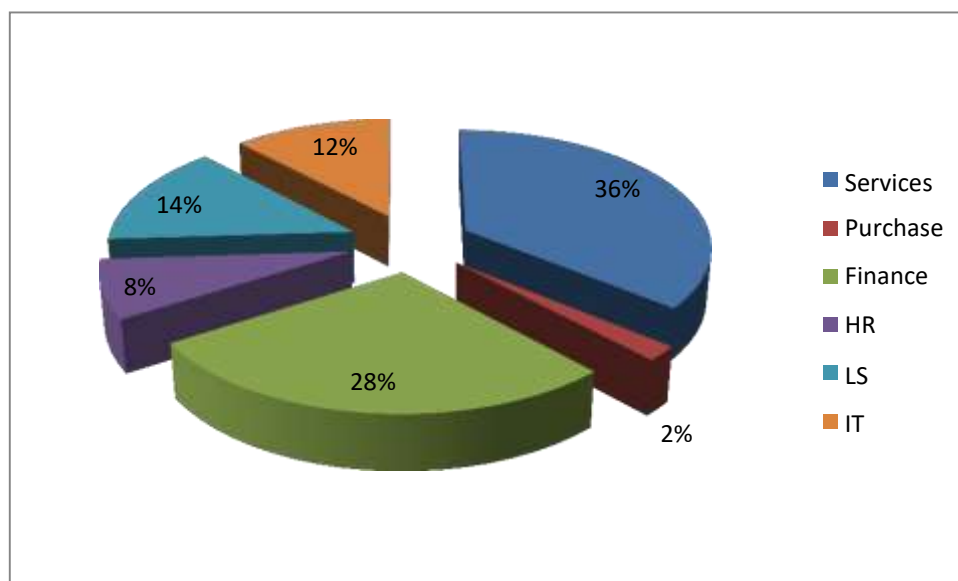


Table 4.5: Distribution of Respondents based on Experience

Experience	Frequency	Percent
0-1 years	21	42.0
1-3 years	14	28.0
3-5 years	5	10.0
5 & above	10	20.0
Total	50	100.0

INTERPRETATION From the table 4.5, it represents that more than half (**42%**) of respondents have 0-1 year work experience; and less than half (**28%**) of respondents fall within the work experience of 1-3 years; only few (**20%**) of respondents have 5 and above years of work experience and only (**10%**) of employees fall within the work experience of 3-5 years.

INFERENCE It is inferred that since the organization is catering establishment the majority (42%) of the respondents fall under 0-1 year of work experience because the organization will recruit only fresher's and industrial trainees and those have more no of experience often leave the organization.

FIGURE 4.5: DISTRIBUTION OF RESPONDENTS BASED ON EXPERIENCE

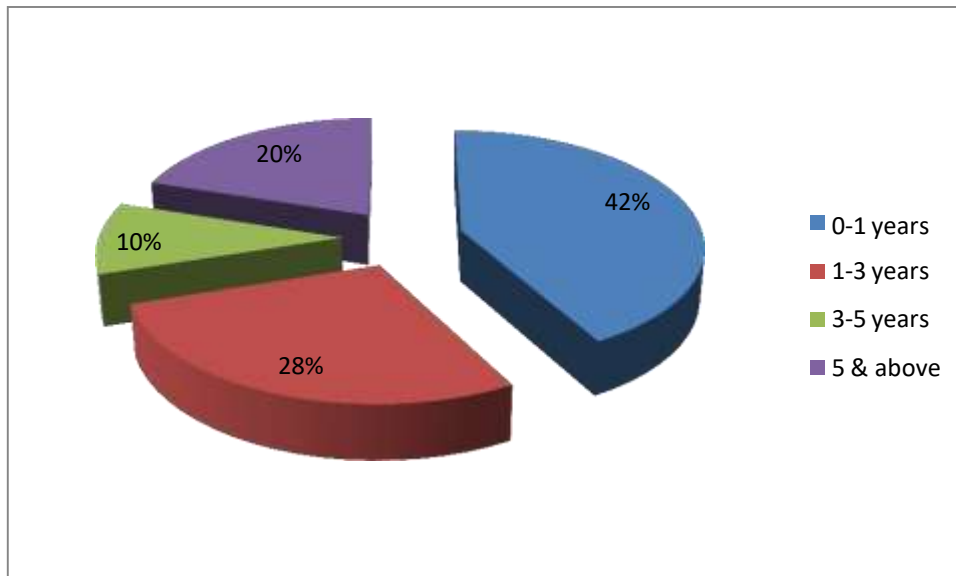


Table 4.6: Distribution of respondents based on completion of job

Responses	Frequency	Percent
Strongly Disagree	2	4.0
Disagree	1	2.0
Neutral	7	14.0
Agree	24	48.0
Strongly Agree	16	32.0
Total	50	100.0

INTERPRETATION: From the table 4.6, It represents that less than half (**48%**) of respondents Agree; less than half (**32%**) of respondents Strongly Agree; only few (**14%**) of respondents are Neutral; (**4%**) of respondents Strongly Disagree; (**2%**) of respondents Disagree that they know about getting their job done.

INFERENCE It is inferred that since the organization is catering establishment the majority (48%) of respondents Agree about getting their job done as proper training is given to all the industrial trainees and fresher's about their job during their training period itself.

FIGURE 4.6: DISTRIBUTION OF RESPONDENTS BASED ON COMPLETION OF JOB

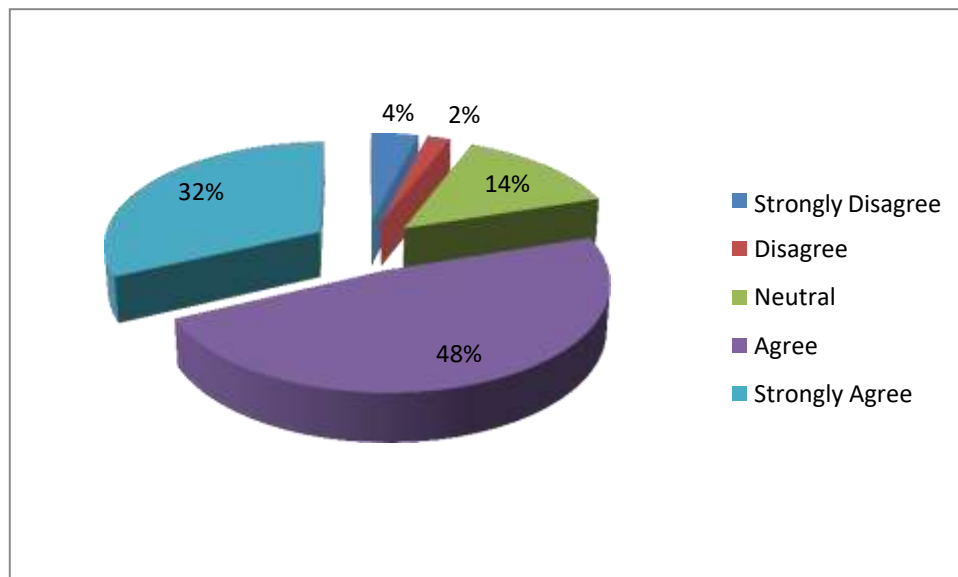


Table 4.7: Distribution of respondents based on deciding when to take break

Responses	Frequency	Percent
Strongly Disagree	4	8.0
Disagree	7	14.0
Neutral	11	22.0
Agree	21	42.0
Strongly Agree	7	14.0
Total	50	100.0

INTERPRETATION: From the table 4.7, It represents that less than half (**42%**) of respondents Agree, one fourth (**22 %**) of respondents are Neutral; only few (**14%**) of respondents Disagree; only few (**14%**) of respondents Strongly Agree; very few (**8%**) of employees Strongly Disagree that they can decide when to take break.

INFERENCE It is inferred that since the organization is catering establishment less than half (42%) of respondents Agree that they can decide when to take break as they are under pressure due to their workload.

FIGURE 4.7: DISTRIBUTION OF RESPONDENTS BASED ON DECIDING WHEN TO TAKE BREAK

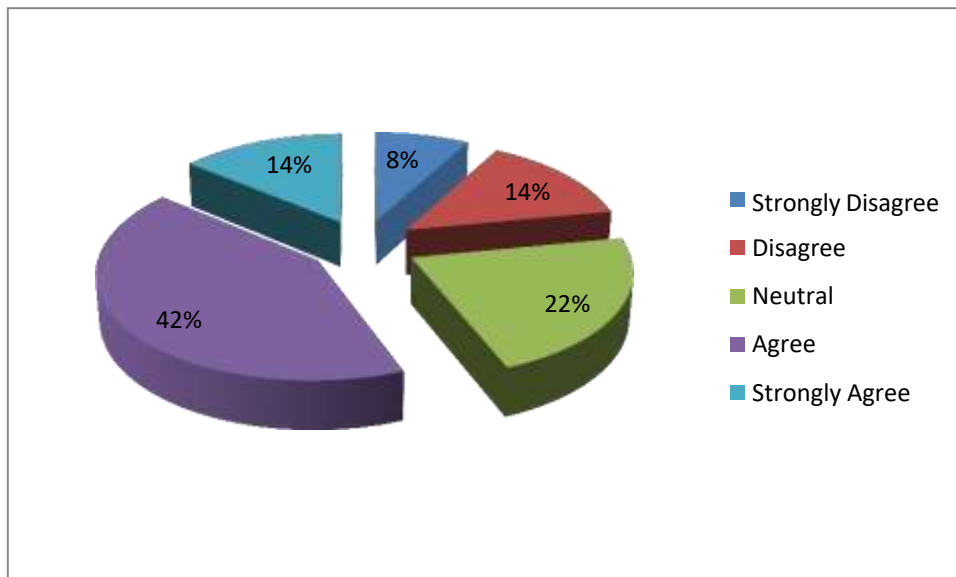


Table 4.8: Distribution of respondents based on difficult to perform multiple tasksimultaneously

Responses	Frequency	Percent
Strongly Disagree	8	16.0
Disagree	14	28.0
Neutral	15	30.0
Agree	10	20.0
Strongly Agree	3	6.0
Total	50	100.0

INTERPRETATION From the table 4.8, it represents that less than half (**30%**) of respondents are Neutral; less than half (**28%**) of respondents Disagree; few (**20%**) of respondents Agree; very few (**16%**) of respondents Strongly Disagree; and (**6%**) of respondents Strongly Agree that they find it difficult to perform many tasks at the same time.

INFERENCE It is inferred that since the organization is catering establishment the less than half (**30%**) of respondents are Neutral about finding difficult to perform many tasks at same time because they are stressed loot due to work load on their shift basis.

FIGURE 4.8: DISTRIBUTION OF RESPONDENTS BASED ON DIFFICULT TO PERFORM MULTIPLE TASK SIMULTANEOUSLY

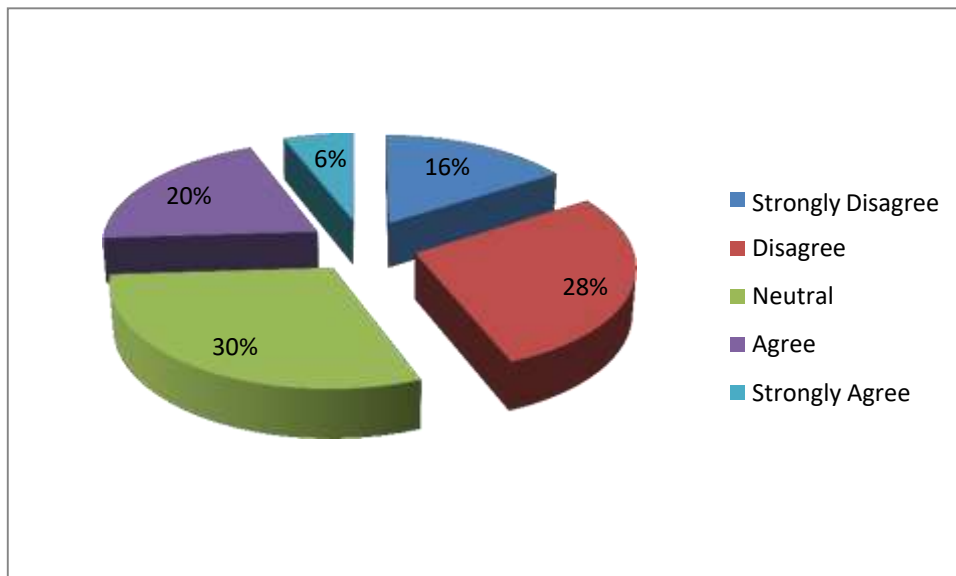


Table 4.9: DISTRIBUTION OF RESPONDENTS BASED ON UNACHIEVABLE DEADLINES

Responses	Frequency	Percent
Strongly Disagree	7	14.0
Disagree	20	40.0
Neutral	16	32.0
Agree	6	12.0
Strongly Agree	1	2.0
Total	50	100.0

INTERPRETATION From the table 4.9, it represents that more than half (**40%**) of respondents Disagree; less than half (**32%**) of respondents are Neutral; only few (**14%**) of respondents Strongly Disagree; few (**12%**) of respondents Agree; (**2%**) of respondents Strongly Agree that they have unachievable deadlines.

INFERENCE It is inferred that since the organization is catering establishment the majority (40%) of respondents Disagree that they have unachievable deadlines as enough training and guidance is given for all the employees during their training period.

FIGURE 4.9: DISTRIBUTION OF RESPONDENTS BASED ON UNACHIEVABLE DEADLINES

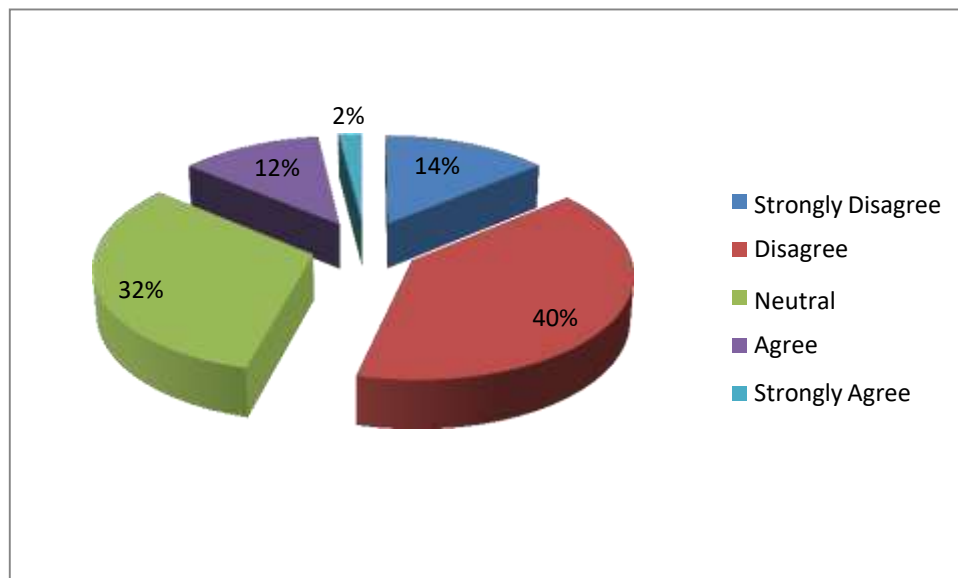


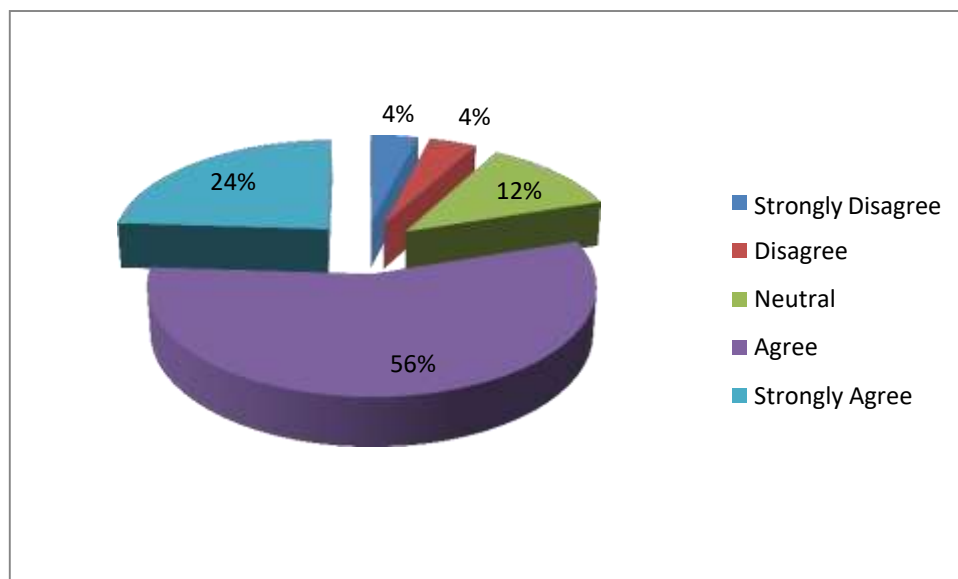
Table 4.10: DISTRIBUTION OF RESPONDENTS BASED ON COLLEAGUES HELP

Responses	Frequency	Percent
Strongly Disagree	2	4.0
Disagree	2	4.0
Neutral	6	12.0
Agree	28	56.0
Strongly Agree	12	24.0
Total	50	100.0

INTERPRETATION From the table 4.10, It represents that more than half (**56%**) of respondents Agree; less than half (**24%**) of respondents Strongly Agree; only (**12%**) of respondents are Neutral; only few (**4%**) of respondents Strongly Disagree; and (**4%**) of respondents Disagree that if their work gets difficult their colleagues help them.

INFERENCE It is inferred that since the organization is catering establishment the majority (56%) of respondents Agree that their colleagues help them to reach their deadlines as good team spirit is built among the employees in the organization during their training period.

FIGURE 4.10: : DISTRIBUTION OF RESPONDENTS BASED ON COLLEAGUES HELP



**Table 4.11: DISTRIBUTION OF RESPONDENTS
BASED ON FEEDBACK**

Responses	Frequency	Percent
Strongly Disagree	5	10.0
Disagree	12	24.0
Neutral	22	44.0
Agree	11	22.0
Strongly Agree	50	100.0

INTERPRETATION From the table 4.12, It represents that less than half (**44%**) of respondents Agree; one fourth (**24%**) of respondents are Neutral; and few (**22%**) of respondents Strongly Agree; very few (**10%**) of respondents Disagree that they are given feedback on the work they do.

INFERENCE It is inferred that since the organization is catering establishment the less than half (**44%**) of respondents Agree that they are given feedback on the work they do as they direct contact with their immediate supervisor and their departmental head during their working hours.

FIGURE 4.11 DISTRIBUTION OF RESPONDENTS BASED ON FEEDBACK

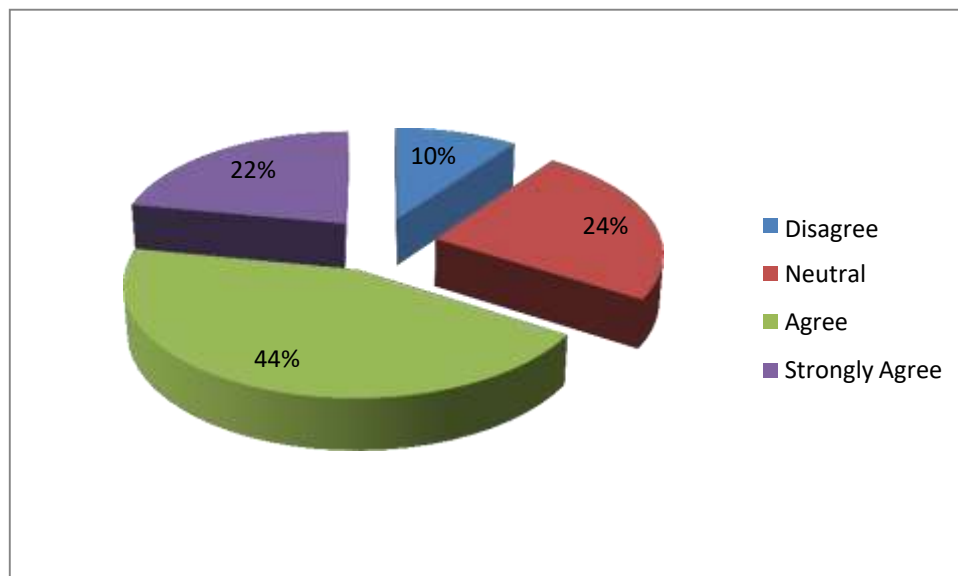


Table 4.12: DISTRIBUTION OF RESPONDENTS BASED ON CONTINUOUS FOCUS AND CONCENTRATION

Responses	Frequency	Percent
Strongly Disagree	1	2.0
Disagree	3	6.0
Neutral	22	44.0
Agree	24	48.0
Strongly Agree	50	100.0

INTERPRETATION From the table 4.12, it represents that less than half (**48%**) of respondents Strongly Agree; less than half (**44%**) of respondents Agree; and few (**6%**) of respondents are Neutral; very few (**2%**) of respondents Strongly Disagree that their work requires continuous focus and concentration.

INFERENCE It is inferred that since the organization is catering establishment the less than half (48%) of respondents Strongly Agree that their work requires continuous focus and concentration as their work is overload and stressful on shift basis.

FIGURE 4.12: DISTRIBUTION OF RESPONDENTS BASED ON CONTINUOUS FOCUS AND CONCENTRATION

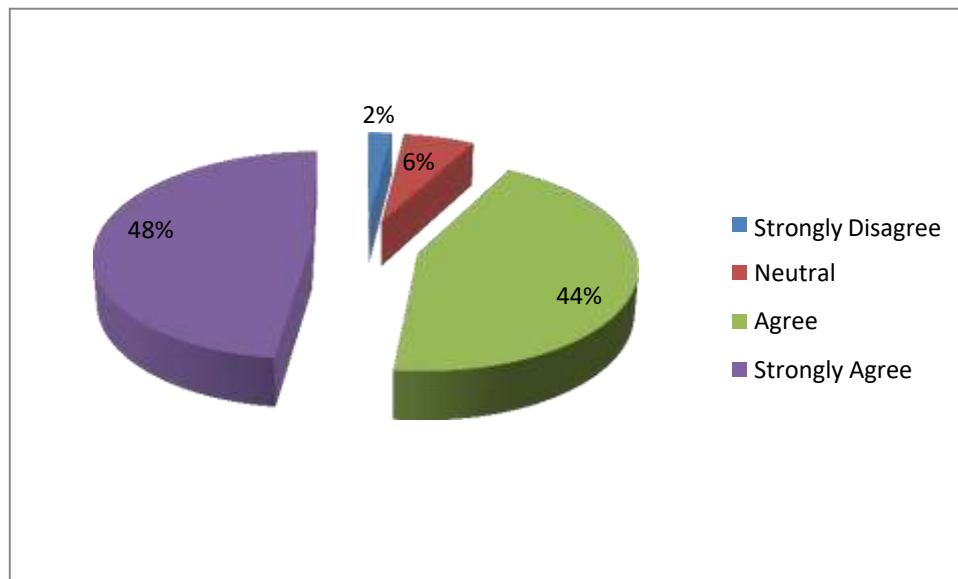


Table 4.13: DISTRIBUTION OF RESPONDENTS BASED ON NEGLIGENCE OF TASKS

Responses	Frequency	Percent
Strongly Disagree	6	12.0
Disagree	15	30.0
Neutral	12	24.0
Agree	17	34.0
Strongly Agree	50	100.0

INTERPRETATION From the table 4.13, it represents that more than half (**34%**) of respondents Agree; less than half (**30%**) of respondents Disagree; and few (**24%**) of respondents are Neutral; very few (**12%**) of respondents Strongly Disagree; that they have to neglect some tasks because they have too much to do.

INFERENCE It is inferred that since the organization is catering establishment the majority (34%) of respondents Agree that they have to neglect some tasks because they have too much to do as their work is overload on shift basis.

FIGURE 4.13 DISTRIBUTION OF RESPONDENTS BASED ON NEGLIGENCE OF TASKS

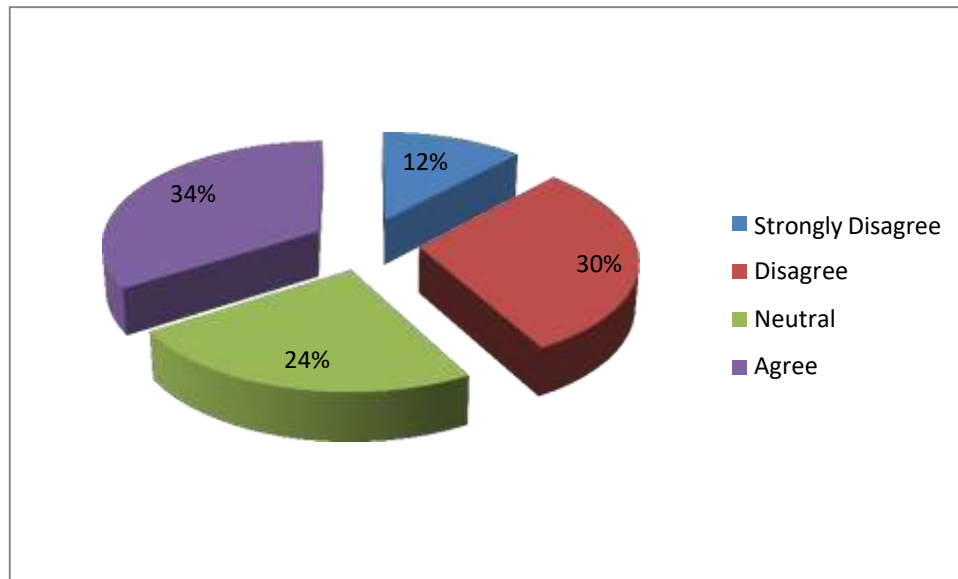


Table 4.14: DISTRIBUTION OF RESPONDENTS BASED ON SUPERIORS HELP FOR WORKPROBLEM

Responses	Frequency	Percent
Strongly Disagree	2	4.0
Disagree	9	18.0
Neutral	31	62.0
Agree	8	16.0
Strongly Agree	50	100.0

INTERPRETATION From the table 4.14, it represents that more than half (**62%**) of respondents Agree; few (**18%**) of respondents are Neutral; and few (**16%**) of respondents Strongly Agree; very few (**4%**) of respondents Disagree that their supervisors help them out with a work problem.

INFERENCE It is inferred that since the organization is catering establishment more than half (**62%**) of respondents Agree that their supervisors help them out with a work problem as they have direct contact with their immediate supervisor during their working hours.

FIGURE 4.14: DISTRIBUTION OF RESPONDENTS BASED ON SUPERIORS HELP FOR WORK PROBLEM

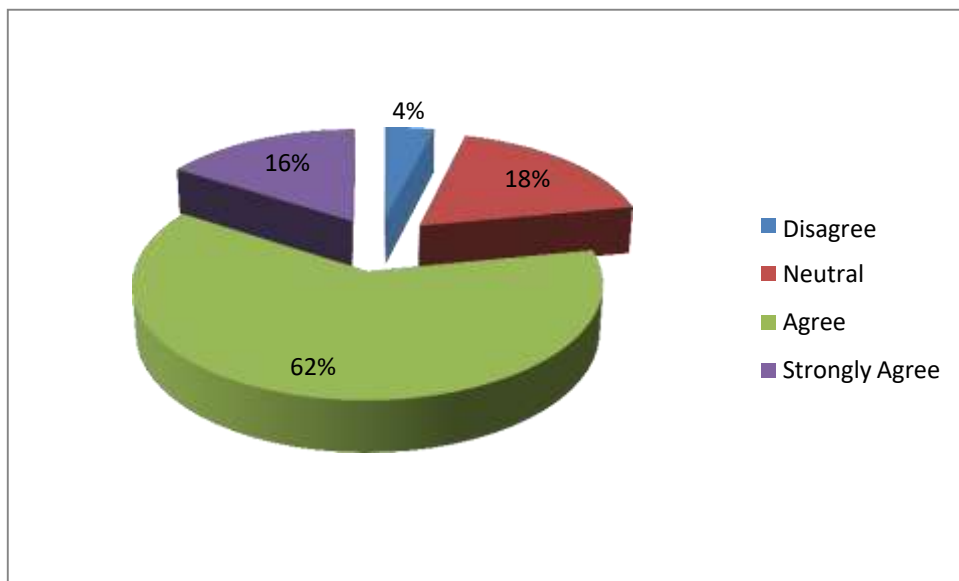


Table 4.15: DISTRIBUTION OF EMPLOYEES BASEE ON SUFFICIENT OPPORTUNITIESTO QUESTION MANAGER ABOUT CHANGE AT WORK

Responses	Frequency	Percent
Strongly Disagree	4	8.0
Disagree	11	22.0
Neutral	13	26.0
Agree	19	38.0
Strongly Agree	3	6.0
Total	50	100.0

INTERPRETATION From the table 4.15, it represents that less than half (**38%**) of respondents Agree; one fourth (**26%**) of respondents are Neutral; one fourth (**22%**) of respondents Disagree; and few (**8%**) of respondents Strongly Disagree; and very few (**6%**) of respondents Strongly Agree that they have sufficient opportunities to question manager about change at work.

INFERENCE It is inferred that since the organization is catering establishment the less than half (38%) of respondents Agree that they have sufficient opportunities to question manager about change at work as they have direct superior subordinate contact during their working hours.

FIGURE 4.15 DISTRIBUTION OF EMPLOYEES BASEE ON SUFFICIENT OPPORTUNITIES TO QUESTION MANAGER ABOUT CHANGE AT WORK

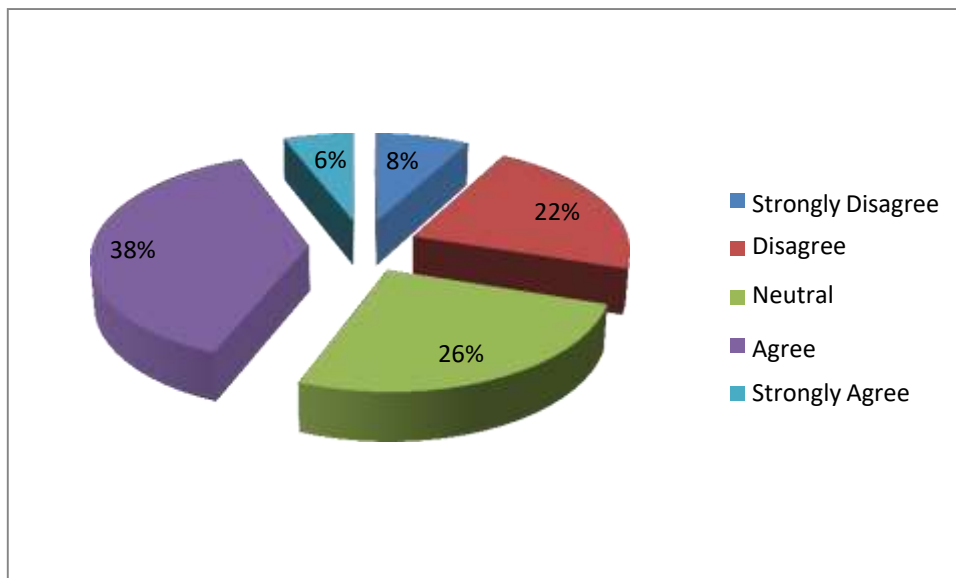


Table 4.16: DISTRIBUTION OF RESPONDENTS BASED ON COLLEAGUES RESPECT

Responses	Frequency	Percent
Strongly Disagree	1	2.0
Disagree	3	6.0
Neutral	6	12.0
Agree	29	58.0
Strongly Agree	11	22.0
Total	50	100.0

INTERPRETATION From the table 4.16, It represents that more than half (**58%**) of respondents Agree; one fourth half (**22%**) of employees Strongly Agree; few (**12%**) of respondents are Neutral; few (**6%**) of respondents Disagree; very few (**2%**) of respondents Strongly Disagree that their colleagues respect them.

INFERENCE It is inferred that since the organization is catering establishment more than half (**58%**) of respondents Agree that their colleagues respect them as good relationship, understanding, team spirit is built among the employees during their training period.

FIGURE 4.16: DISTRIBUTION OF RESPONDENTS BASED ON COLLEAGUES RESPECT

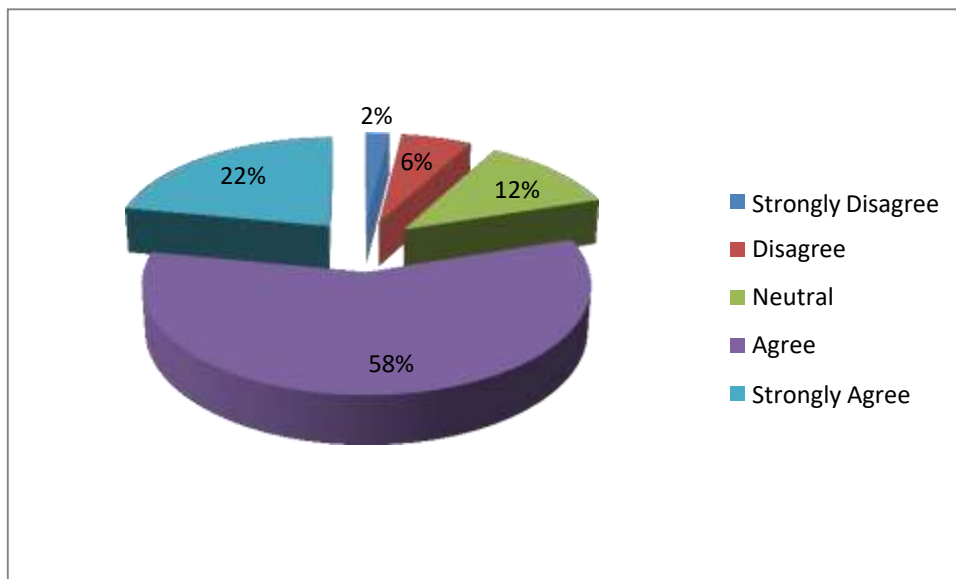


Table 4.17: DISTRIBUTION OF RESPONDENTS BASED ON TRUSTWORTHY OF PEERS

Responses	Frequency	Percent
Strongly Disagree	1	2.0
Disagree	2	4.0
Neutral	16	32.0
Agree	24	48.0
Strongly Agree	7	14.0
Total	50	100.0

INTERPRETATION From the table 4.17, it represents that less than half (**48%**) of respondents Agree; less than half (**32%**) of respondents are Neutral; (**14%**) of respondents Strongly Agree; few (**4%**) of respondents Disagree; very few (**2%**) of respondents Strongly Disagree that their peers are trustworthy and dependable.

INFERENCE It is inferred that less than half 48% of respondents Agree that their peers are trustworthy and dependable good relationship, understanding, and team spirit is built among the employees during their training period.

FIGURE 4.17 DISTRIBUTION OF RESPONDENTS BASED ON TRUSTWORTHY OF PEERS

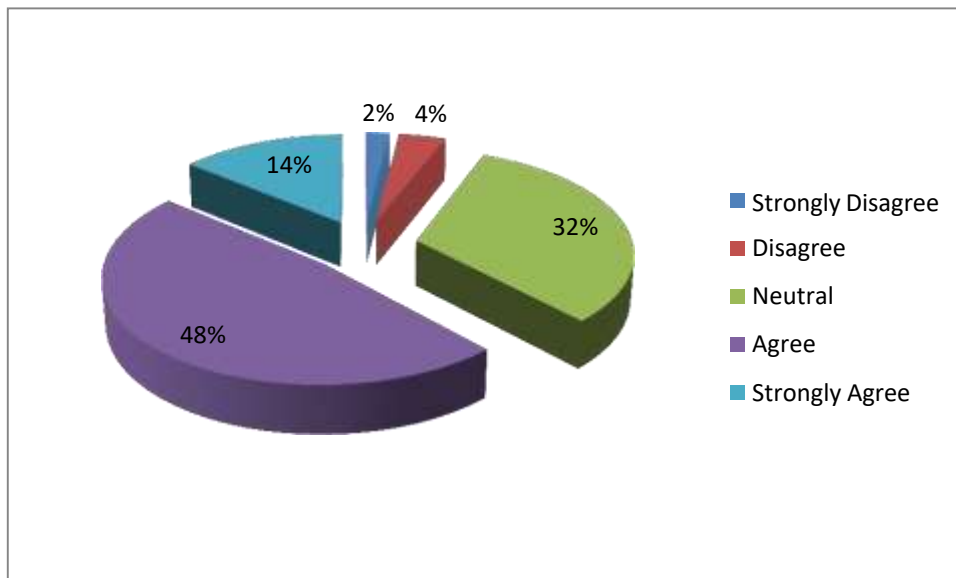


Table 4.18: DISTRIBUTION OF RESPONDENTS BASED ON WORK ACCORDING TO YOUR QUALIFICATION AND SKILLS

Responses	Frequency	Percent
Strongly Disagree	2	4.0
Disagree	7	14.0
Neutral	17	34.0
Agree	12	24.0
Strongly Agree	12	24.0
Total	50	100.0

INTERPRETATION From the above table 4.18, it represents that less than half (**34%**) of respondents are Neutral; one fourth (**24%**) of respondents Agree; one fourth (**24%**) of respondents Strongly Agree; few (**14%**) of respondents disagree; and very few (**4%**) of respondents Strongly Disagree that their work is according to their qualification and skills.

INFERENCE It is inferred that since the organization is catering establishment the less than half (34%) of the respondents are Neutral that their work is according to their qualification and skills as many of the industrial trainees itself are appointed as permanent employees in the organization after their training period.

FIGURE 4.18: DISTRIBUTION OF RESPONDENTS BASED ON WORK ACCORDING TO YOUR QUALIFICATION AND SKILLS

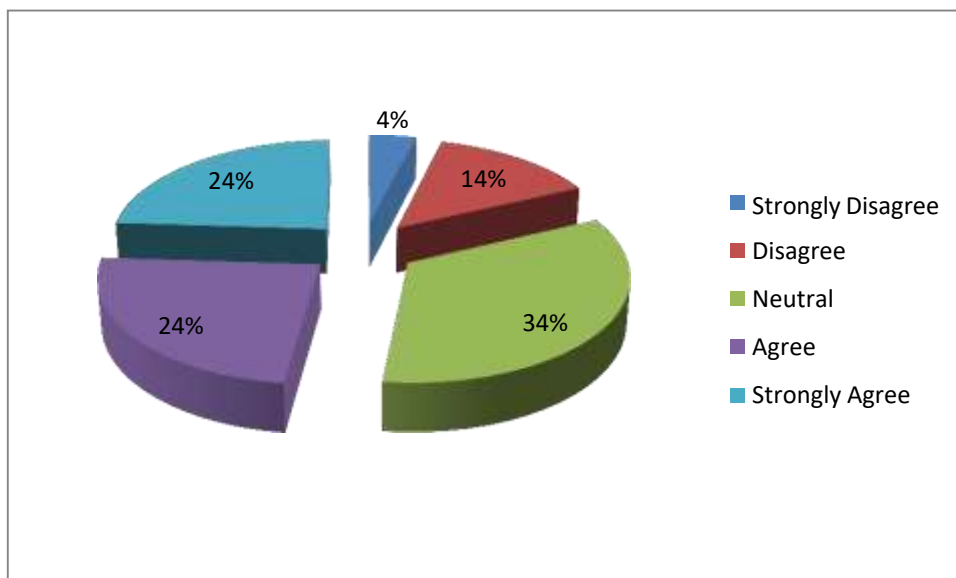


Table 4.19: DISTRIBUTION OF RESPONDENTS BASED ON MANAGEMENT EMPLOYEE RELATIONSHIP

Responses	Frequency	Percent
Strongly Disagree	1	2.0
Disagree	3	6.0
Neutral	19	38.0
Agree	22	44.0
Strongly Agree	5	10.0
Total	50	100.0

INTERPRETATION From the table 4.19, it represents that less than half (**44%**) of respondents Agree; less than half (**38%**) of respondents are Neutral; few (**10%**) of respondents Strongly Agree; few (**6%**) of respondents Disagree; and very few (**2%**) of employees Strongly Disagree that the Management employee relationship is cordial.

INFERENCE It is inferred that since the organization is catering establishment the less than half (44%) of respondents Agree that the Management employee's relationship is cordial as there is a direct superior subordinate relationship in the organization.

FIGURE 4.19: DISTRIBUTION OF RESPONDENTS BASED ON MANAGEMENT EMPLOYEE RELATIONSHIP

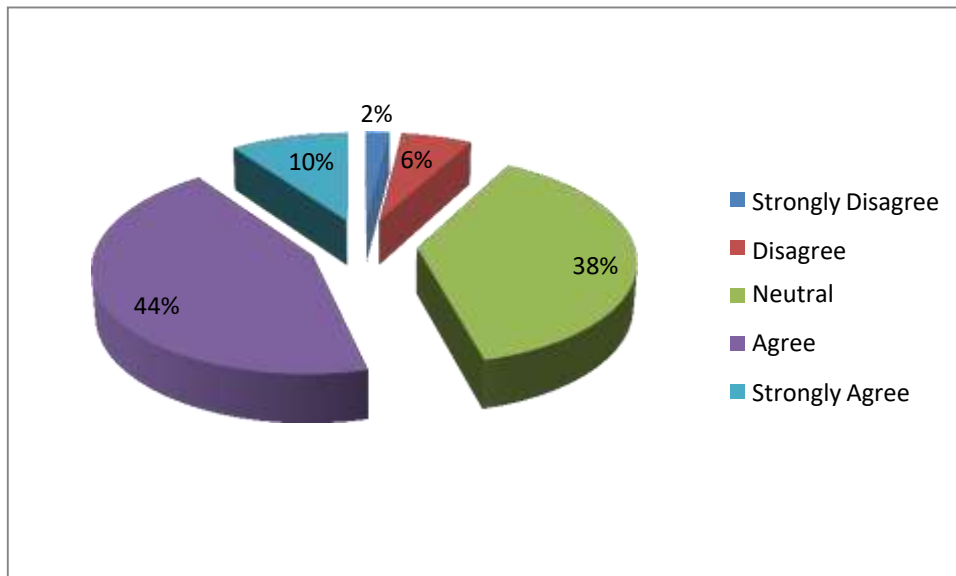


Table 4.20: DISTRIBUTION OF RESPONDENTS BASED ON SATISFACTORY OF WORKINGHOURS

Responses	Frequency	Percent
Strongly Disagree	2	4.0
Disagree	7	14.0
Neutral	14	28.0
Agree	26	52.0
Strongly Agree	1	2.0
Total	50	100.0

INTERPRETATION From the table 4.20, it represents that more than half (52%) of respondents Agree; less than half (28%) of respondents are Neutral; (14%) of respondents Disagree; few (4%) of respondents Strongly Disagree; very few (2%) of respondents Strongly Agree that their working hours are satisfactory.

INFERENCE It is inferred that since the organization is catering establishment the more than half (52%) of respondents Agree that their working hours are satisfactory though they are pressured to reach their targets.

FIGURE 4.20: DISTRIBUTION OF RESPONDENTS BASED ON SATISFACTORY OF WORKING HOURS

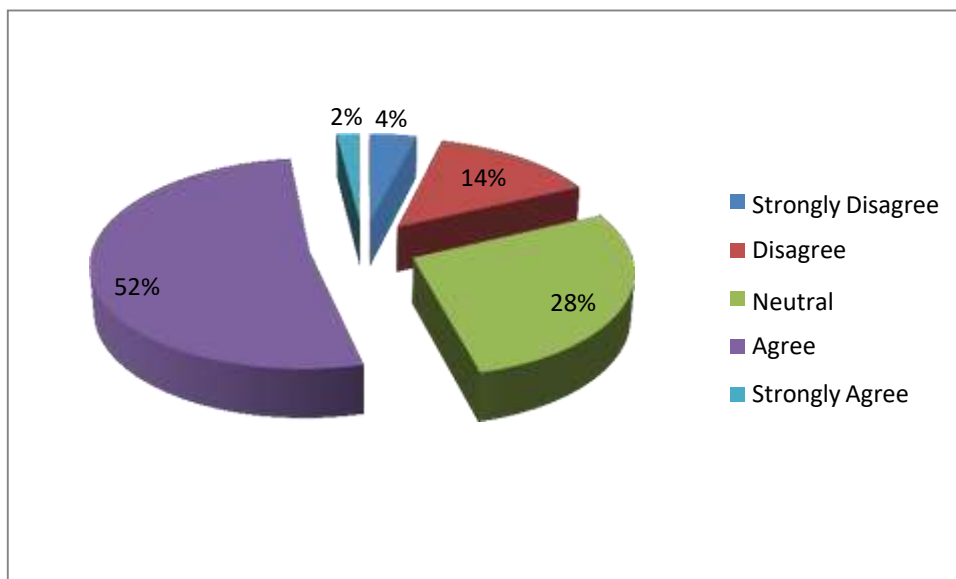


Table 4.21: DISTRIBUTION OF RESPONDENTS BASED ON THE AUTHORITY TO PERFORM THEIR DUTIES EFFECTIVELY

Responses	Frequency	Percent
Strongly Disagree	2	4.0
Disagree	3	6.0
Neutral	12	24.0
Agree	27	54.0
Strongly Agree	6	12.0
Total	50	100.0

INTERPRETATION From the table 4.21, it represents that more than half (**54%**) of respondents Agree; less than half (**24%**) of respondents are Neutral; (**12%**) of respondents Strongly Agree; few (**6%**) of respondents Disagree; very few (**4%**) of respondents Strongly Disagree that the employees have authority to perform their duties effectively.

INFERENCE It is inferred that since the organization is catering establishment the more than half (54%) of respondents Agree that the employees have authority to perform their duties effectively under the guidance of their superior.

FIGURE 4.21 DISTRIBUTION OF RESPONDENTS BASED ON THE AUTHORITY TO PERFORM THEIR DUTIES EFFECTIVELY

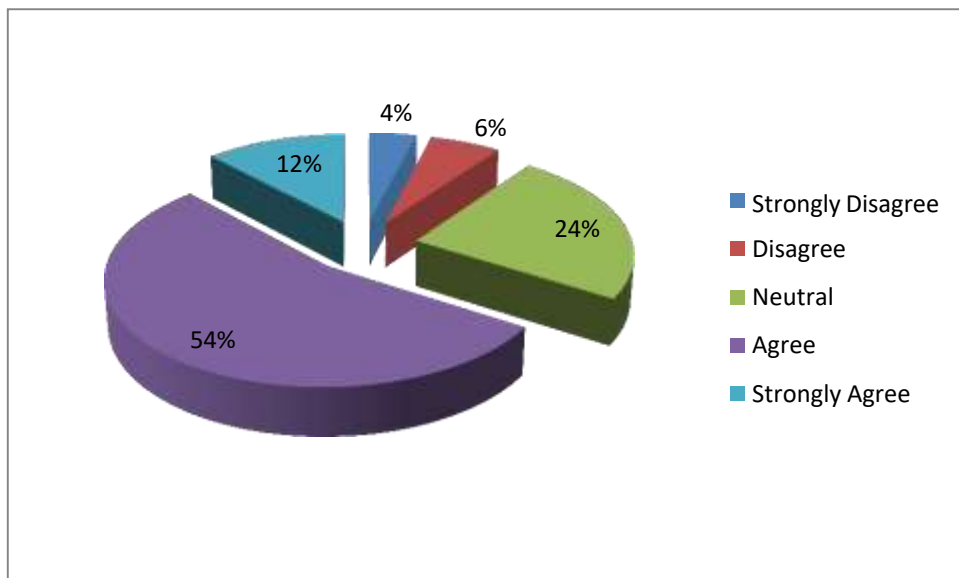


Table 4.22: DISTRIBUTION OF RESPONDENTS BASED ON REGULARITY OF COUNSELLING PROGRAMS

Responses	Frequency	Percent
Strongly Disagree	5	10.0
Disagree	11	22.0
Neutral	15	30.0
Agree	15	30.0
Strongly Agree	4	8.0
Total	50	100.0

INTERPRETATION From the table 4.22, it represents that less than half (**30%**) of respondents are Neutral; (**30%**) of respondents Agree; less than half (**22%**) of respondents Disagree; few (**10%**) of respondents Strongly Disagree; and very few (**8%**) of respondents Strongly Agree that counselling programs are organized regularly for the employees.

INFERENCE It is inferred that since the organization is catering establishment the less than half (30%) of respondents are Neutral and 30% of respondents Agree that counselling programs are organized regularly for the employees as it is arranged for the employees at learning and services department on their shift basis.

FIGURE 4.22: DISTRIBUTION OF RESPONDENTS BASED ON REGULARITY OF COUNSELLING PROGRAMS

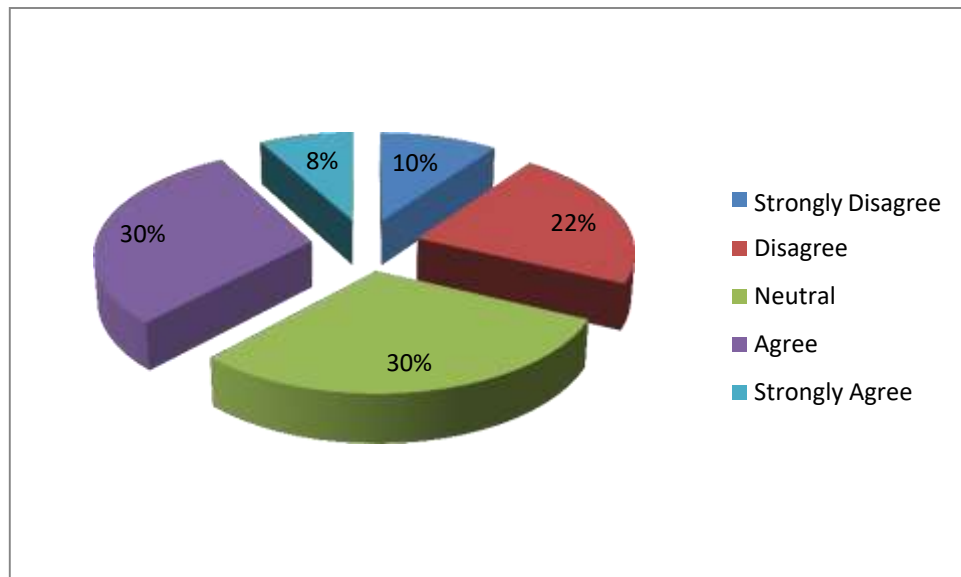


Table 4.23: DISTRIBUTION OF RESPONDENTS BASED ON EMPLOYEE'S EXPERIENCE TO HELP EACH OTHER

Responses	Frequency	Percent
Strongly Disagree	3	6.0
Disagree	4	8.0
Neutral	9	18.0
Agree	27	54.0
Strongly Agree	7	14.0
Total	50	100.0

INTERPRETATION From the table 4.23, it represents that more than half (**54%**) of respondents Agree; (**18%**) of respondents are Neutral; (**14%**) of respondents Strongly Agree; few (**8%**) of respondents Disagree; and very few (**6%**) of respondents Strongly Disagree that the employees share experience to help each other.

INFERENCE It is inferred that since the organization is catering establishment the more than half (54%) of respondents Agree that the employees share experience to help each other as mutual trust understanding and good relationship is created among the employees during their training period.

FIGURE 4.23: DISTRIBUTION OF RESPONDENTS BASED ON EMPLOYEE'S EXPERIENCE TO HELP EACH OTHER

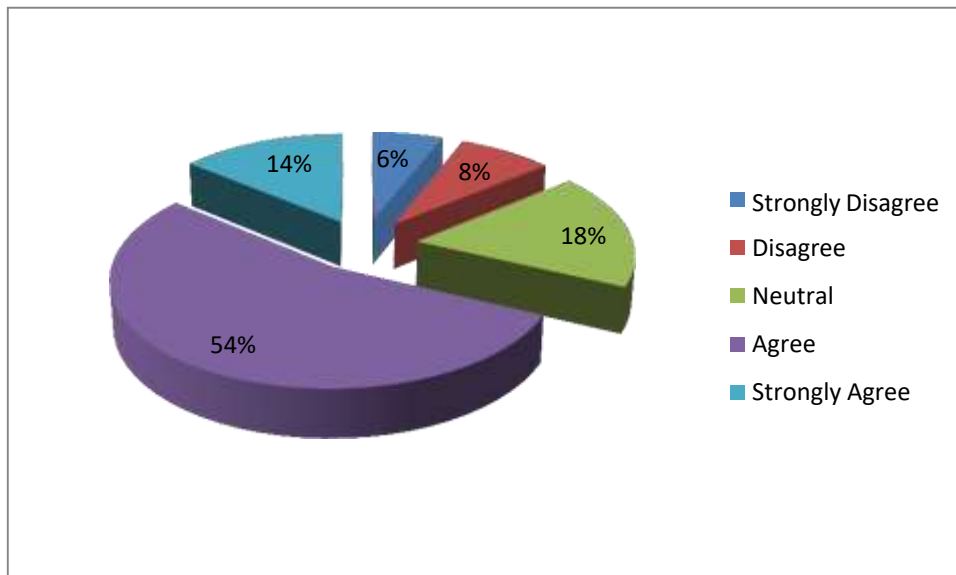


Table 4.24: DISTRIBUTION OF RESPONDENTS BASED ON APPRECIATION AND REWARDS ON ACHIEVING TARGETS

Responses	Frequency	Percent
Strongly Disagree	2	4.0
Disagree	12	24.0
Neutral	11	22.0
Agree	18	36.0
Strongly Agree	7	14.0
Total	50	100.0

INTERPRETATION From the table 4.24, it represents that less than half (**36%**) of respondents Agree; one fourth (**24%**) of respondents Disagree; (**22%**) of respondents are Neutral; few (**14%**) of respondents Strongly Agree; very few (**4%**) of respondents Strongly Disagree that the employees get appreciation and rewards on achieving targets.

INFERENCE It is inferred that since the organization is catering establishment the less than half (36%) of respondents Agree the employees get appreciation and rewards on achieving targets based on the TOP, Welcome Achievers, Welcome Spirit Reward followed in the organization.

FIGURE 4.24: DISTRIBUTION OF RESPONDENTS BASED ON APPRECIATION AND REWARDS ON ACHIEVING TARGETS

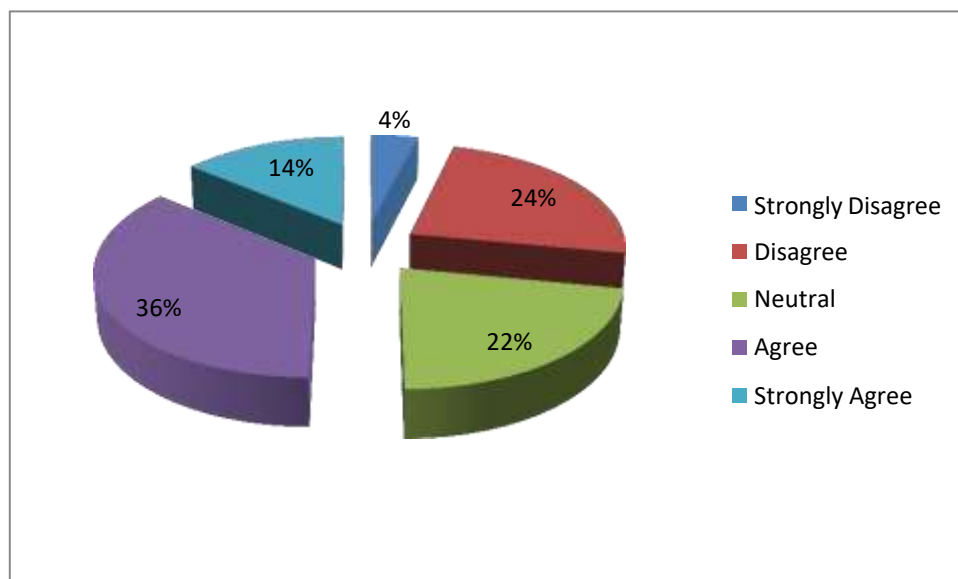


Table 4.25: DISTRIBUTION OF RESPONDENTS BASED ON PROVISION OF SUITABLE WORKING CONDITIONS

Responses	Frequency	Percent
Strongly Disagree	1	2.0
Disagree	1	2.0
Neutral	5	10.0
Agree	24	48.0
Strongly Agree	19	38.0
Total	50	100.0

INTERPRETATION From the table 4.25, it represents that less than half (**48%**) of respondents Agree; less than half (**38%**) of respondents Strongly Agree; few (**10%**) of respondents are Neutral; very few (**2%**) of respondents Strongly Disagree; very few (**2%**) of respondents Disagree that suitable working conditions like water, ventilation etc. is provided.

INFERENCE It is inferred that since the organization is catering establishment the less than half (48%) of respondents Agree Disagree that suitable working conditions like water, ventilation etc. is provided for the safety and welfare of the employees during their working hours.

FIGURE 4.25: DISTRIBUTION OF RESPONDENTS BASED ON PROVISION OF SUITABLE WORKING CONDITIONS

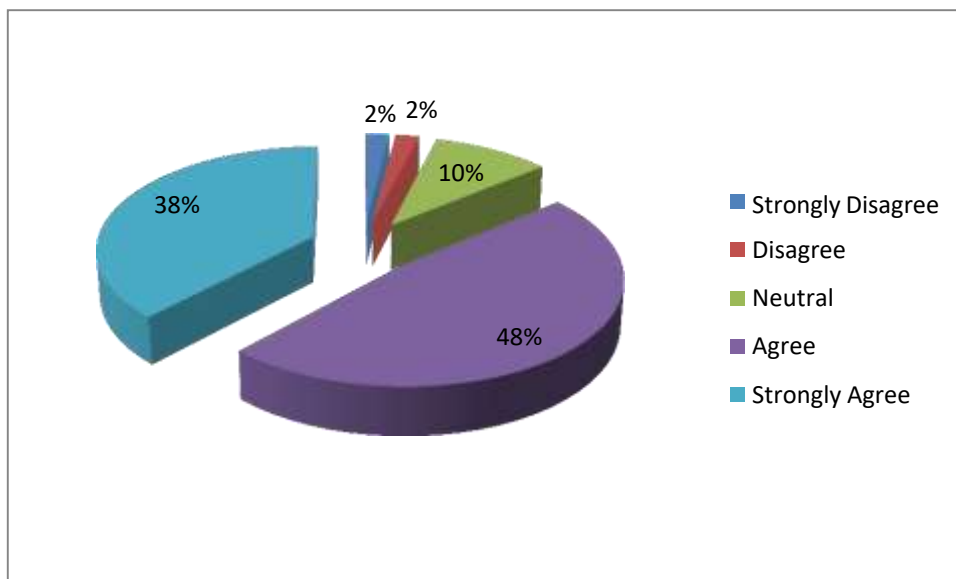


Table 4.26: DISTRIBUTION OF RESPONDENTS BASED ON COMPANY ASSIST IN MAINTAINING WORK LIFE BALANCE

Responses	Frequency	Percent
Strongly Disagree	2	4.0
Disagree	3	6.0
Neutral	10	20.0
Agree	31	62.0
Strongly Agree	4	8.0
Total	50	100.0

INTERPRETATION From the table 4.26, it represents that more than half (**62%**) of respondents Agree; less than half (**20%**) of respondents are Neutral; (**8%**) of respondents Strongly Agree; few (**6%**) of respondents Disagree; very few (**4%**) of respondents Strongly Disagree that company assists in maintaining work life balance.

INFERENCE: It is inferred that since the organization is catering establishment the more than half (62%) of respondents Agree that company assists in maintaining work life balance as counselling programs are arranged for the employees at the learning and services department during their working hours.

FIGURE 4.26: DISTRIBUTION OF RESPONDENTS BASED ON COMPANY ASSIST IN MAINTAINING WORK LIFE BALANCE

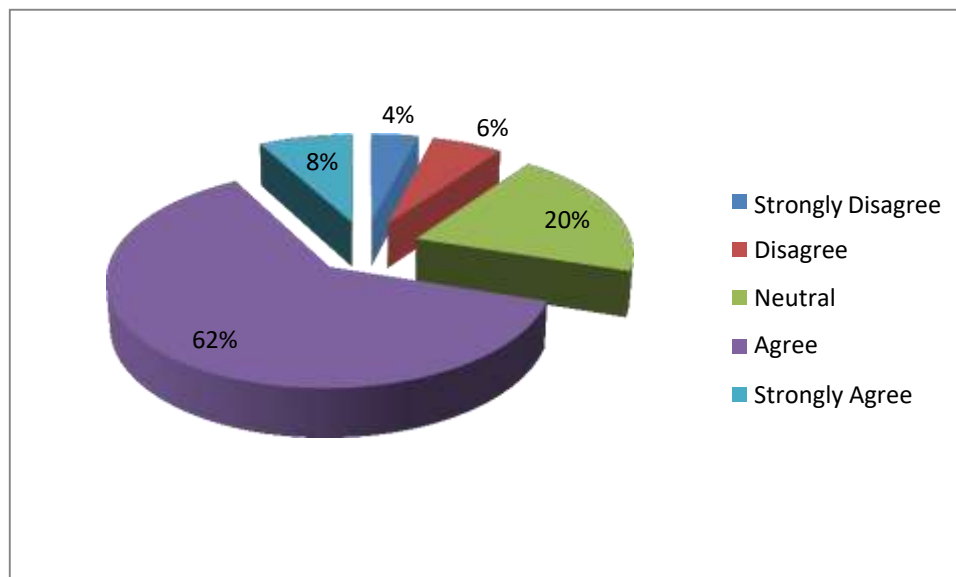


Table 4.27: DISTRIBUTION OF RESPONDENTS BASED ON PERIODICAL LEAVE TO REFRESH AND REJUVENATE

Responses	Frequency	Percent
Strongly Disagree	5	10.0
Disagree	7	14.0
Neutral	17	34.0
Agree	17	34.0
Strongly Agree	4	8.0
Total	50	100.0

INTERPRETATION From the table 4.27, it represents that less than half (**34%**) of respondents are Neutral; less than half (**34%**) of respondents Agree; (**14%**) of employees Disagree; few (**10%**) of respondents Strongly Disagree; very few (**8%**) of respondents Strongly Agree that they are allowed to take periodical leave to refresh and rejuvenate.

INFERENCE It is inferred that since the organization is catering establishment the less than half (34%) of respondents are Neutral; 34% of respondents Agree that they are allowed to take periodical leave to refresh and rejuvenate as they have built a good superior subordinate relationship in their organization.

FIGURE 4.27: DISTRIBUTION OF RESPONDENTS BASED ON PERIODICAL LEAVE TO REFRESH AND REJUVENATE

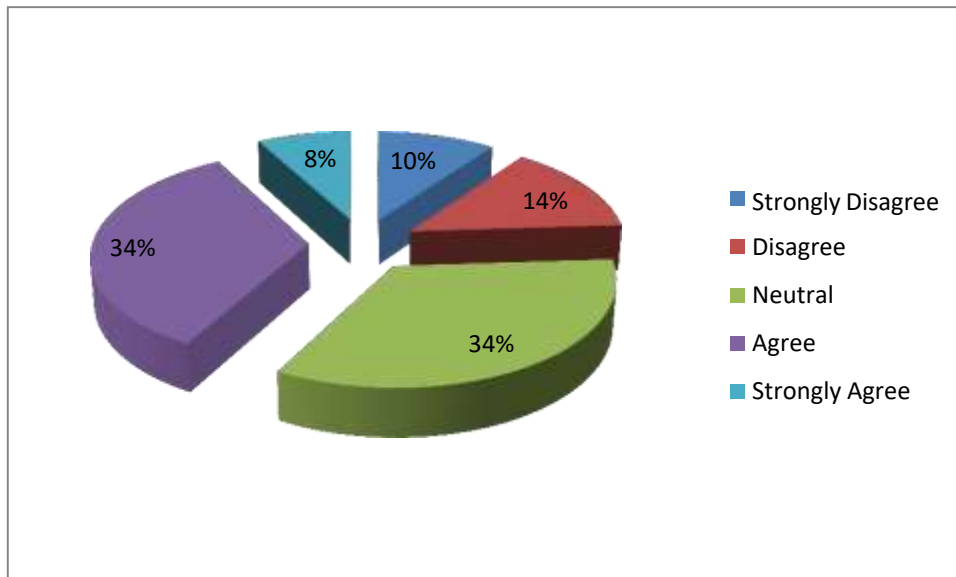


Table 4.28: DISTRIBUTION OF RESPONDENTS BASED ON FACILITIES PROVIDED TO ENSURE SAFETY AND HEALTH AT WORK

Responses	Frequency	Percent
Strongly Disagree	3	6.0
Disagree	7	14.0
Neutral	26	52.0
Agree	14	28.0
Strongly Agree	50	100.0

INTERPRETATION From the table 4.28, it represents that more than half (**52%**) of respondents Agree; less than half (**28%**) of respondents Strongly Agree; (**14%**) of respondents are Neutral; and few (**6%**) of respondents Disagree; that sufficient facilities are provided to ensure their safety and health at work.

INFERENCE It is inferred that since the organization is catering establishment the more than half (52%) of respondents Agree that sufficient facilities are provided to ensure their safety and health at work place for the employees wellbeing and welfare during working hours.

FIGURE 4.28: DISTRIBUTION OF RESPONDENTS BASED ON FACILITIES PROVIDED TO ENSURE SAFETY AND HEALTH AT WORK

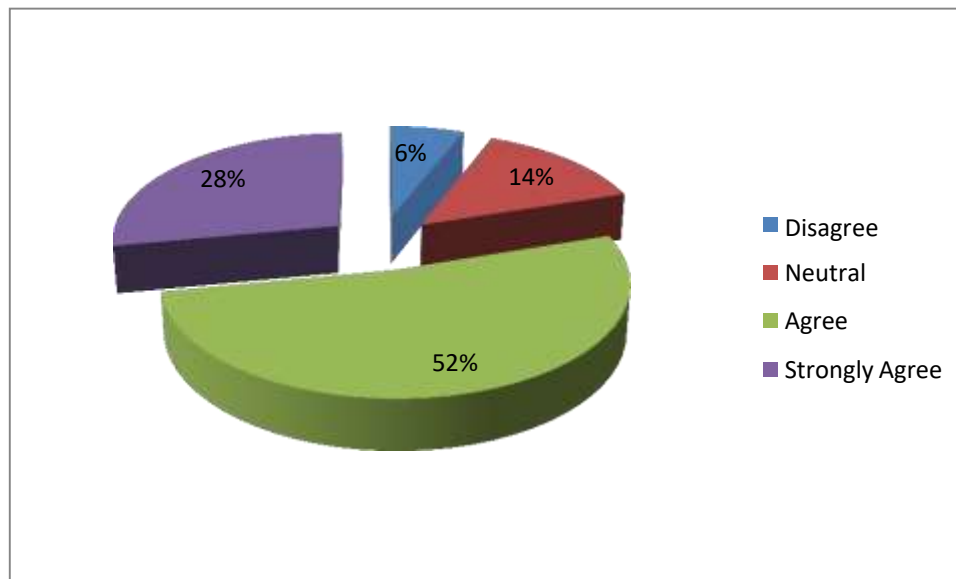


Table 4.29: DISTRIBUTION OF RESPONDENTS BASED ON FAMILY GET TOGETHER TO IMPROVE TEAM WORK

Responses	Frequency	Percent
Strongly Disagree	8	16.0
Disagree	16	32.0
Neutral	12	24.0
Agree	11	22.0
Strongly Agree	3	6.0
Total	50	100.0

INTERPRETATION From the table 4.29, it represents that less than half (32%) of respondents Disagree; one fourth (24%) of respondents are Neutral; one fourth (22%) of respondents Agree; few (16%) of respondents Strongly Disagree; and very few (6%) of respondents Strongly Agree that family get together are arranged to improve teamwork.

INFERENCE It is inferred that since the organization is a catering establishment, less than half (32%) of respondents Disagree that family get together are arranged to improve teamwork as it is difficult to meet employees from other departments and arrange for a get together during their working hours as they are working under pressure for achieving their targets.

FIGURE 4.29: DISTRIBUTION OF RESPONDENTS BASED ON FAMILY GET TOGETHER TO IMPROVE TEAM WORK

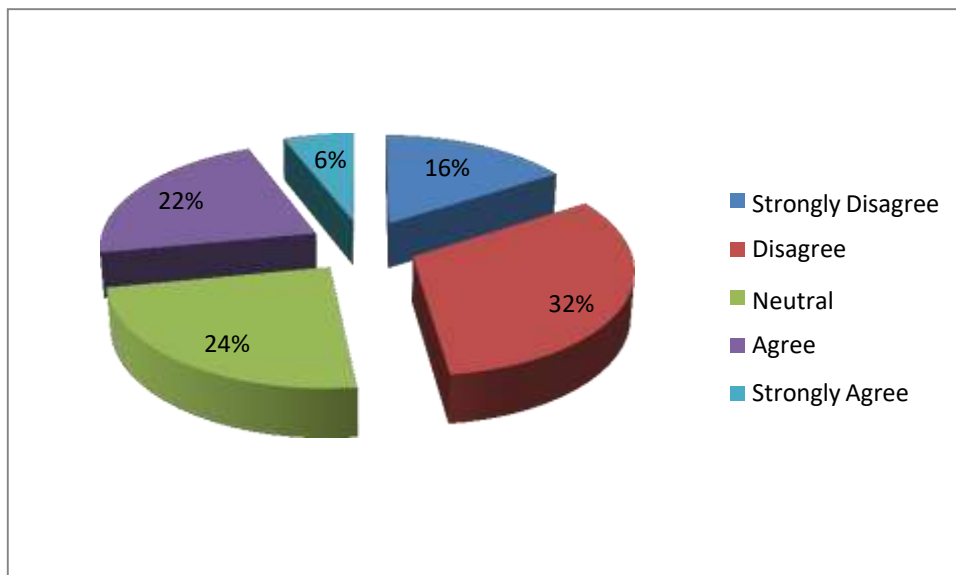


Table 4.30: DISTRIBUTION OF RESPONDENTS BASED ON ATTRACTIVE COMPENSATION

Responses	Frequency	Percent
Strongly Disagree	7	14.0
Disagree	17	34.0
Neutral	12	24.0
Agree	11	22.0
Strongly Agree	3	6.0
Total	50	100.0

INTERPRETATION From the table 4.30, it represents that less than half (**34%**) of respondents Disagree; one fourth (**24%**) of respondents are Neutral; (**22%**) of respondents Agree; few (**14%**) of respondents Strongly Disagree; and very few (**6%**) of respondents Strongly Agree that their company gives attractive compensation when compared with neighboring industries.

INFERENCE It is inferred that since the organization is catering establishment the less than half (34%) of employees Disagree that their company gives attractive compensation when compared with neighboring industries as the compensation policy is fully based to the organization's policy.

FIGURE 4.30: DISTRIBUTION OF RESPONDENTS BASED ON ATTRACTIVE COMPENSATION

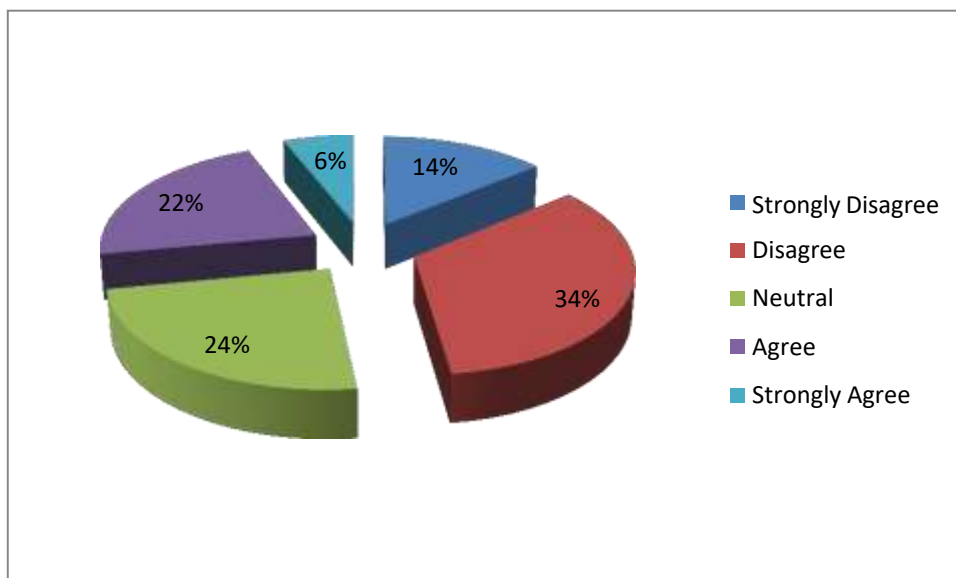


Table 4.31: DISTRIBUTION OF RESPONDENTS BASED ON CHALLENGING WORK

Responses	Frequency	Percent
Strongly Disagree	3	6.0
Disagree	6	12.0
Neutral	11	22.0
Agree	19	38.0
Strongly Agree	11	22.0
Total	50	100.0

INTERPRETATION From the table 4.31, it represents that less than half (**38%**) of respondents Agree; one fourth (**22%**) of respondents Strongly Agree; one fourth (**22%**) of respondents are Neutral; few (**12%**) of respondents Disagree; and very few (**6%**) of respondents Strongly Disagree that their work is challenging.

INFERENCE It is inferred that since the organization is catering establishment the less than half (38%) of respondents Agree that their work is challenging as they are under pressure due to work load for achieving their targets during their working hours.

FIGURE 4.31: DISTRIBUTION OF RESPONDENTS BASED ON CHALLENGING WORK

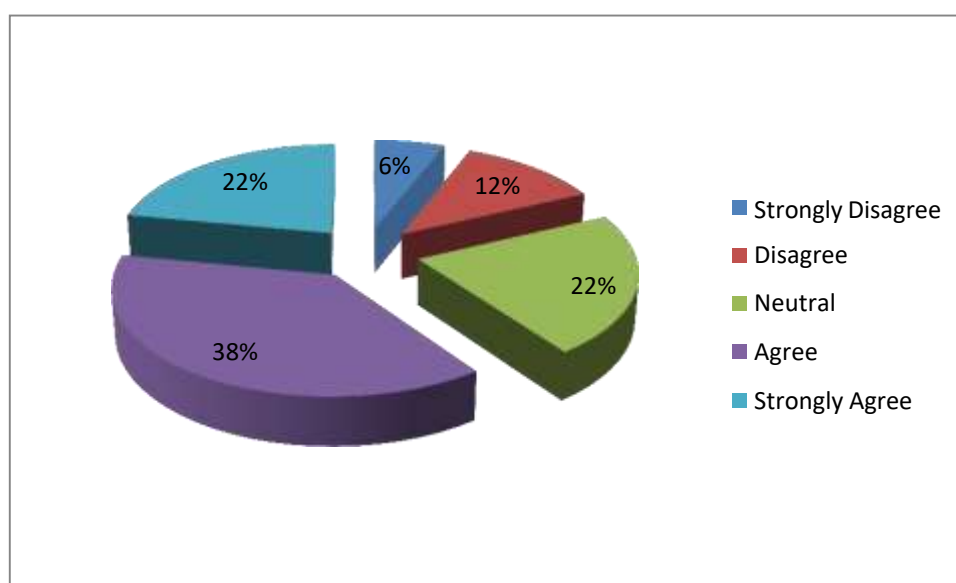


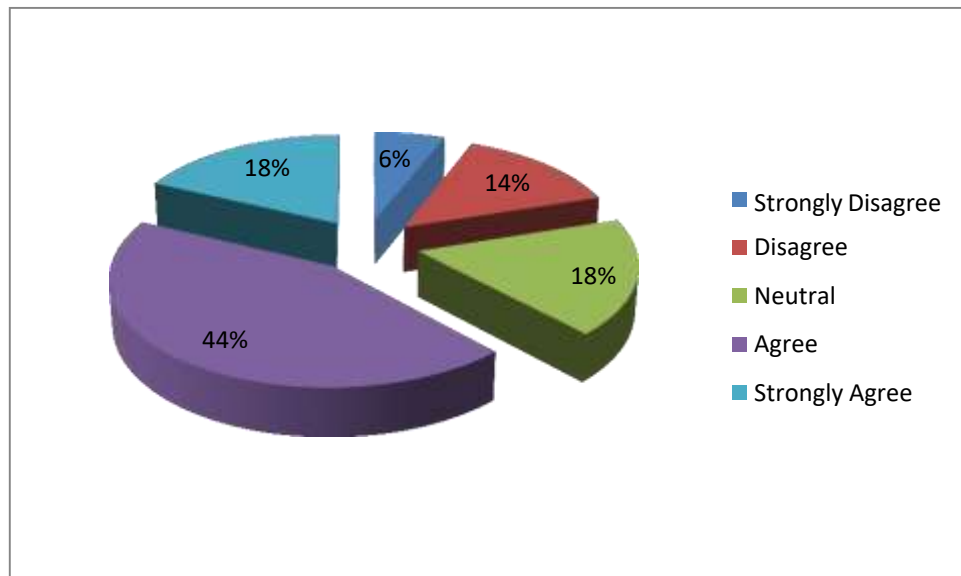
Table 4.32: DISTRIBUTION OF RESPONDENTS BASED ON INNOVATIVE THINGS IN MY WORK

Responses	Frequency	Percent
Strongly Disagree	3	6.0
Disagree	7	14.0
Neutral	9	18.0
Agree	22	44.0
Strongly Agree	9	18.0
Total	50	100.0

INTERPRETATION From the table 4.32, it represents that less than half (**44%**) of respondents Agree; (**18%**) of respondents Strongly Agree; **18%** of respondents are Neutral; few (**14%**) of respondents Disagree; and very few (**6%**) of respondents Strongly Disagree that they can try innovative things on their work.

INFERENCE It is inferred that since the organization is catering establishment the less than half(44%) of respondents Agree that they can try innovative things on their work under the guidance of their immediate supervisor as they have direct superior subordinate relationship.

FIGURE 4.32: DISTRIBUTION OF RESPONDENTS BASED ON INNOVATIVE THINGS IN MY WORK



**Table 4.33: DISTRIBUTION OF RESPONDENTS BASED ON
TRANSPARENT COMMUNICATION BETWEEN MANAGEMENT
AND EMPLOYEES**

Responses	Frequency	Percent
Strongly Disagree	2	4.0
Disagree	9	18.0
Neutral	13	26.0
Agree	23	46.0
Strongly Agree	3	6.0
Total	50	100.0

INTERPRETATION From the table 4.33, it represents that less than half (**46%**) of respondents Agree; one fourth (**26%**) of respondents are Neutral; few (**6%**) of respondents Strongly Agree; very few (**4%**) of respondents Strongly Disagree that management communicates transparently with the employees.

INFERENCE It is inferred that since the organization is catering establishment the less than half (46%) of respondents Agree that management communicates transparently with the employees as there is direct management employee relationship existing in the organization.

**FIGURE 4.33: DISTRIBUTION OF RESPONDENTS BASED ON INNOVATIVE THINGS IN
MY WORK**

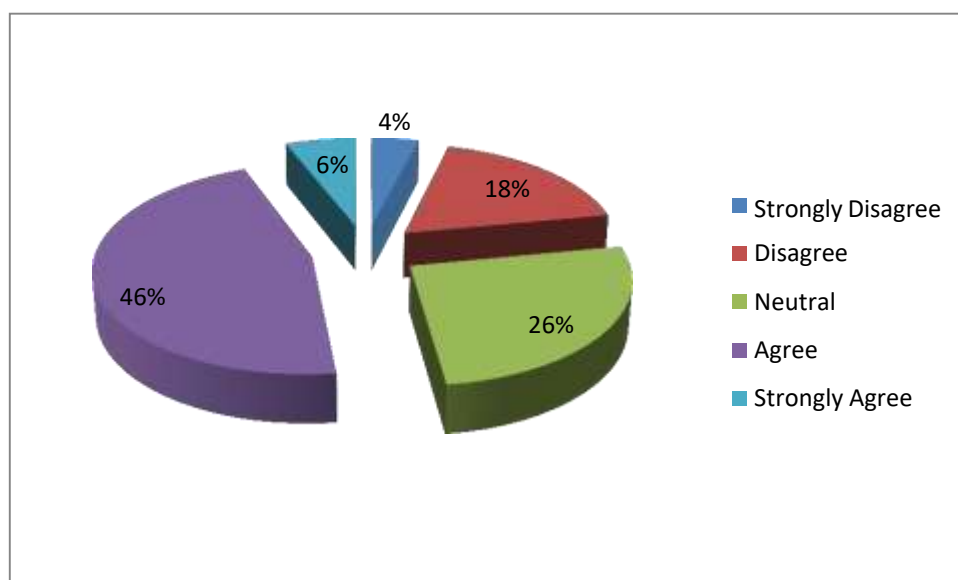


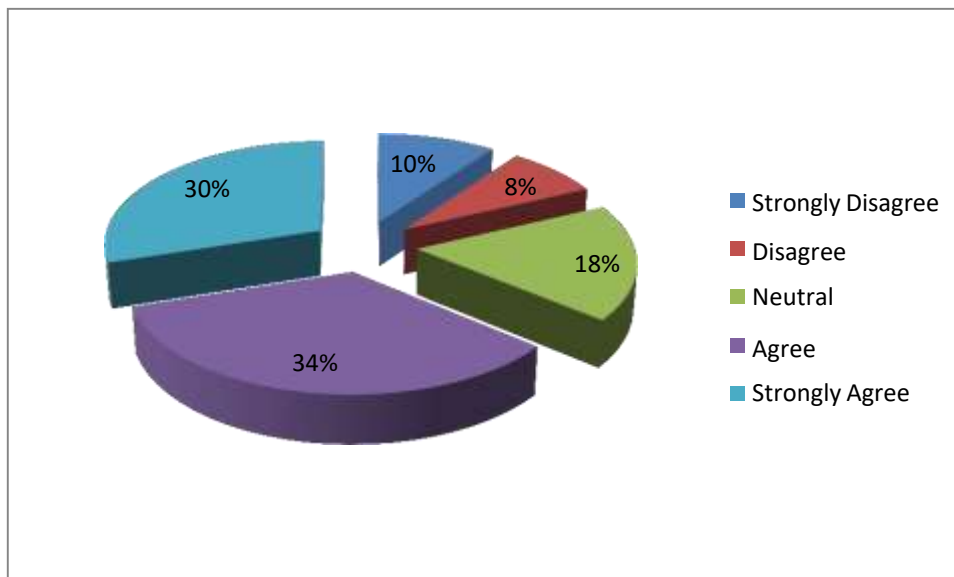
Table 4.34: DISTRIBUTION OF RESPONDENTS BASED ON SUFFICIENT TRAINING TO IMPROVE TEAMWORK

Responses	Frequency	Percent
Strongly Disagree	5	10.0
Disagree	4	8.0
Neutral	9	18.0
Agree	17	34.0
Strongly Agree	15	30.0
Total	50	100.0

INTERPRETATION From the table 4.34, it represents that less than half (**34%**) of respondents Agree; less than half (**30%**) of respondents Strongly Agree; **18%** of respondents are Neutral; few (**10%**) of respondents Strongly Disagree; very few (**8%**) of respondents Disagree that sufficient training is provided to improve their teamwork.

INFERENCE It is inferred that since the organization is catering establishment the less than half (34%) of respondents Agree that sufficient training is provided to improve their teamwork during their training period itself in the organization.

FIGURE 4.34: DISTRIBUTION OF RESPONDENTS BASED ON SUFFICIENT TRAINING TO IMPROVE TEAMWORK



4.35 STATISTICAL ANALYSIS

DISTRIBUTION OF RESPONDENTS BASED ON PRESSURE

CHI- SQUARE Question

Hypothesis

Null Hypothesis H0 : There will be no association between Age and Pressured to work long hours

Alternative Hypothesis H1 : There will be association between Age and Pressured to work long hours

Table 4.35: DISTRIBUTION OF RESPONDENTS BASED ON PRESSURE

Chi-Square Tests

	Value	do	Asp. Sig. (2-sided)
Pearson Chi-Square	8.230 ^a	8	.411
Likelihood Ratio	8.603	8	.377
Linear-by-Linear Association	.280	1	.597
N of Valid Cases	50		

a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .06.

INTERPRETATION

From the above table 4.35, it is observed that Pearson Chi-Square value is 0.411 which is more than 0.05. Hence reject Alternative Hypothesis H1.

Therefore , There will be no association between Age and Pressured to work long hours

CHAPTER 5

CONCLUSION

CHAPTER-5

CONCLUSION

5.1 SUMMARY OF FINDINGS

- More than half (56%) of the respondents fall under the age group of 18-25 because the organization will recruit only fresher's and industrial trainees and those have more no of experience often leave the organization.
- More than half (68%) of the respondents fall under UG category because the organization will recruit only fresher's and industrial trainees and those have more no of experience often leave the organization.
- Vast Majority (80%) of the respondents fall under Middle Level Management because the organization will recruit only fresher's and industrial trainees and those have more no of experience often leave the organization.
- Less than half of (36%) of the respondents fall under Services department because the organization works more towards Food & Beverage Production and services, F&B service, Welcome Assistance & Front Office when compared to other departments.
- Less than half (42%) of the respondents fall under 0-1 year of work experience because the organization will recruit only fresher's and industrial trainees and those have more no of experience often leave the organization.
- Less than half (48%) of respondents Agree about getting their job done as proper training is given to all the industrial trainees and fresher's about their job during their training period itself.
- Less than half (42%) of respondents Agree that they can decide when to take break as they are under pressure due to their work load.
- Less than half (30%) of respondents are Neutral about finding difficult to perform many tasks at same time because they are stressed lot due to work load on their shift basis.

- Less than half (40%) of respondents Disagree that they have unachievable deadlines as enough training and guidance is given for all the employees during their training period.
- More than half (56%) of respondents Agree that their colleagues help them to reach their deadlines as good team spirit is built among the employees in the organization during their training period.
- Less than half (44%) of respondents Agree that they are given feedback on the work they do as they direct contact with their immediate supervisor and their departmental head during their working hours.
- Less than half (48%) of respondents Strongly Agree that their work requires continuous focus and concentration as their work is overload and stressful on shift basis.
- Less than half (34%) of respondents Agree that they have to neglect some tasks because they have too much to do as their work is overload on shift basis.
- More than half (62%) of respondents Agree that their supervisors help them out with a work problem as they have direct contact with their immediate supervisor during their working hours.
- Less than half (38%) of respondents Agree that they have sufficient opportunities to question manager about change at work as they have direct superior subordinate contact during their working hours.
- More than half (58%) of respondents Agree that their colleagues respect them as good relationship, understanding, team spirit is built among the employees during their training period.
- Less than half 48% of respondents Agree that their peers are trustworthy and dependable good relationship, understanding, and team spirit is built among the employees during their training period.
- Less than half (34%) of the respondents are Neutral that their work is according to their qualification and skills as many of the industrial trainees itself are appointed as permanent employees in the organization after their training period.

- Less than half (44%) of respondents Agree that the Management employee's relationship is cordial as there is a direct superior subordinate relationship in the organization.
- More than half (52%) of respondents Agree that their working hours are satisfactory though they are pressured to reach their targets.
- More than half (54%) of respondents Agree that the employees have authority to perform their duties effectively under the guidance of their superior.
- Less than half (30%) of respondents are Neutral and **30%** of respondents Agree that counselling programs are organized regularly for the employees as it is arranged for the employees at learning and services department on their shift basis.
- More than half (54%) of respondents Agree that the employees share experience to help each other as mutual trust understanding and good relationship is created among the employees during their training period.
- Less than half (36%) of respondents Agree the employees get appreciation and rewards on achieving targets based on the TOP, Welcome Achievers, Welcome Spirit Reward followed in the organization.
- Less than half (48%) of respondents Agree Disagree that suitable working conditions like water, ventilation etc. is provided for the safety and welfare of the employees during their working hours.
- More than half (62%) of respondents Agree that company assists in maintaining work life balance as counselling programs are arranged for the employees at the learning and services department during their working hours.
- Less than half (34%) of respondents are Neutral; **34%** of respondents Agree that they are allowed to take periodical leave to refresh and rejuvenate as they have built a good superior subordinate relationship in their organization.
- More than half (52%) of respondents Agree that sufficient facilities are provided to ensure their safety and health at work place for the employees wellbeing and welfare during working hours.

- Less than half (32%) of respondents Disagree that family get together are arranged to improve teamwork as it is difficult to meet employees from other departments and arrange for a get together during their working hours as they are working under pressure for achieving their targets.
- Less than half (34%) of employees Disagree that their company gives attractive compensation when compared with neighboring industries as the compensation policy is fully based to the organization's policy.
- Less than half (38%) of respondents Agree that their work is challenging as they are under pressure due to work load for achieving their targets during their working hours.
- Less than half (44%) of respondents Agree that they can try innovative things on their work under the guidance of their immediate supervisor as they have direct superior subordinate relationship.
- Less than half (46%) of respondents Agree that management communicates transparently with the employees as there is direct management employee relationship existing in the organization.
- Less than half (34%) of respondents Agree that sufficient training is provided to improve their teamwork during their training period itself in the organization.

5.2 SUGGESTIONS

- Go for a walk.
- Spend time in nature.
- Call a good friend.
- Sweat out tension with a good workout.
- Write in your journal.
- Take a long bath.
- Light scented candles.
- Savour a warm cup of coffee or tea.
- Play with a pet.

- Work in your garden.
- Get a massage.
- Curl up with a good book.
- Listen to music.
- Watch a comedy.

Don't get so caught up in the hustle and bustle of life that you forget to take care of your own needs. Nurturing yourself is a necessity, not a luxury.

_ **Set aside relaxation time.** Include rest and relaxation in your daily schedule. Don't allow other obligations to encroach. This is your time to take a break from all responsibilities and recharge your batteries.

_ **Connect with others.** Spend time with positive people who enhance your life. A strong support system will buffer you from the negative effects of stress.

_ **Do something you enjoy every day.** Make time for leisure activities that bring you joy, whether it be stargazing, playing the piano, or working on your bike.

_ **Keep your sense of humour.** This includes the ability to laugh at yourself. The act of laughing helps your body fight stress in a number of ways.

- Giving effective Rewards, Recognition, and Motivation, Recreation activities.
- Fringe benefits also can be like Paid vacation, health benefits, child care, educational facilities
- Language teaching classes should be organized to the outstation staffs to overcome difficulties when dealing with patients.
- EAP (Employee Assistance Program) to improve the ability of workers to cope with difficult work situations. EAP provides individual counseling for employees with both work and personal problems.
- Career counseling which helps in reducing ambiguities regard to career.
- Engaging the bored employee in aerobic exercise, because it stimulates the brain and the body, also the employee must do meditation and yoga in their daily life.
- The employees must give importance to time management technique thereby they can complete their work within the specified time.
- Many tasks can be delegated to subordinates without losing effectiveness so that we reduce the overload of work.

- Organization can boost and motivate employees to resolve their problems by introducing counseling programs like:
- Stress management training programs can be initiated like:
 - i. Self-awareness Training which gives ability to recognize employee emotions and guide them to make effective decisions
 - ii. Self-management Training gives them the ability to control their emotions, behavior and make them adaptable to changing circumstances.

5.3 CONCLUSION

Stress in the workplace has become the black plague of the present century. Most of the stress at the workplace is caused not only by work load and the time pressure but also lack of rewards praise and more importantly by not providing individuals with the autonomy to do their work as they would like. Most of the employees were not satisfied with the grievance handling procedure of the organization which was found by unstructured interview.

From the research it has been concluded that, the level of stress among the staff in ITC LIMITED CHENNAI is reasonably high. Based on the suggestions made by the staff, the main factors which are causing stress are, too much of responsibilities, immediate supervision, too much of manual work, additional working hours, heavy workload, job over demands, no time for hobbies and interest, no rewards and appreciation in workplace. Special attention has to be given to reduce workload. Encouraging employee participation in decision making helps to reduce stress. Stress may have an impact on productivity and hence more attention needs to be given for the same.

APPENDIX

APPENDIX

. The objective of the research is to find the stress level of staff working in ITC LIMITED
CHENNAI at Chennai.

A STUDY ON JOB STRESS

PERSONAL INFORMATION:

AGE : _____yrs

EDUCATION QUALIFICATION:

DESIGNATION:

DEPARTMENT:

EXPERIENCE IN ITC: _____yrs

SDA-strongly disagree; DA-disagree; N-neutral; A-agree; SA-strongly agree

SEGMENT LEVEL

SD – Strongly Disagree **D** – Disagree **N** – Neutral **A** – Agree **SA** – Strongly Agree

S.No	STATEMENTS/QUESTIONS	SD	D	N	A	SA
1.	1. I know how to go about getting my job done					
2.	I can decide when to take break					
3.	I find it difficult to perform many tasks at the same time are hard to combine					
4.	I have unachievable deadlines					
5.	If work gets difficult, my colleagues help me					
6.	I am given feedback on the work I do					
7.	My work requires continuous focus and Concentration					
8.	I have to neglect some tasks because I have too much to do					
9.	I am pressured to work long hours					
10.	My superiors to help me out with a work problem					
11.	I have sufficient opportunities to question manager about change at work					
12.	My colleagues respect me					
13.	My peers are trustworthy and dependable					
14.	work is according to your qualification and skills					
15.	Management employee relationship is cordial					

16.	Working hours are satisfactory					
17.	Employees have authority to perform their duties Effectively					
18.	Counselling programs are organized regularly for the employees					
19.	Employees share experience to help each other					
20.	Employees get appreciation and rewards on achieving targets					
21.	Suitable working condition like water, ventilation, etc. is provided					
22.	Company assists in maintaining work life balance					
23.	I am allowed to take periodical leave to refresh and Rejuvenate					
24.	Sufficient facilities are provided to ensure my safety and health at work					
25.	Family get together are arranged to improve team Work					
26.	Sufficient training is provided to improve Teamwork					
27.	The company gives attractive compensation when compared with neighbouring industries					
28.	Mt work is challenging					
29.	I can try innovative things on my work					
30.	Management communicates transparently with the Employees					

Suggestions:

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