

# ‘An Analytical Study of Executive Stress Management In Selected Industries Of Thane District.’

## **INTRODUCTION**

Life in the 21<sup>st</sup> century is certainly more complex than it has ever been. The present era of globalization has brought forth many issues related to development and social balance of human society. Organizational and its environmental set up depend on higher level employees who are mostly involved in decision making for the development of organization. For the development of organization employees interaction towards the organization fulfills the objective of organization which generally count for the nation's development.

As an Executives climate within organization, non cooperative staff, lay-off, budget cuts, irrational deadlines, target completion, personal issues creates a fear, uncertainty and higher level of stress which affects not only on their personal health but also affects on their organizational performance. On such a background it is a necessary to overwhelm the vicious circle of stress.

Stress finds it's deeply rooted and unfortunately day to day it has been shutting up our alarm system.

This research topic is an analytical study of Executive stress management in selected industries. A study is carrying under the frame work of THANE district.

Thane district is in northern Maharashtra state in Western India. The district is situated between 18 degree 42'and 20 degree20'north latitudes and 72 degree 45'and 73 degree 48'east longitude area of district is 9558 sq km.

Thane is the third most industrialized district in the state. There are 1548 large and medium scale and 18480 small scale industries in the district. THANE-BELAPUR-KALYAN industrial belt is the highly sophisticated modern industries. Manufacture of machinery, machine tools and parts except electrical

machinery together with the iron and steel industry and metal product are the main and biggest group of industries.

### **RATIONALE :**

In the words of David Decenzo and Stephen Robbins “Human resource management is concerned with the “people” dimension in management. Since every organization is made up of people, acquiring their services, developing their skill, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives.”

Human resources are the most vital resource of every organization and any nation’s development is always depends on quality workforce and their activities. If they are working under the pressure, then it is harmful to any organization. A lot of people leave of their jobs due to problem of stress. Evidences suggest that stress is major cause of turnover in organizations. Amidst all the employees in the organizations the Executives are the persons who are facing stress more than anyone else in the job. Keeping in view of such background and ignorance about coping strategies by individuals this topic is selected for the study.

Employees are from Manufacturing and Service Sectors of Thane district.

Manufacturing sector play vital role in India’s economic growth with over 30 million units. The manufacturing sector is increasingly contribution towards employment generation in India. Apart from that India’s service sector is the 12<sup>th</sup> largest in the world. It provides employment to 27 % of work force and it is growing quickly. Thane is the third most industrialized district in the state. There are 1548 large and medium scale and 18480 small scale industries in the district.

Keeping in view the day to day increase in organizational stress for the employees this study will help to find out a mechanism to overcome stress or any other different techniques which are useful in stress reduction in both the sector. Researcher has decided to study Thane district as it comes under big industrial

belt and no other scholar has been studied yet in both the sectors so researcher has decided to work on this subjects.

## **SIGNIFICANCE**

During the past decades, Manufacturing and service sectors are playing an important role in Indian economy. Manufacturing sector has share between 19% and 24% and its average rate of growth is 9.3%.

Service sector with largest share in GDP between 52% and 56% is increasing with average rate of growth of 9.9%. (REF. ECONOMIC SURVEY OF MAHARASHTRA-2012-13)

Mumbai is having largest share in GSDP 21.5% THANE and PUNE district contribute about same in Industry sector. Both sectors are major regarding to revenue level.

Manufacturing industries are concerned with the production of finished goods. Finished goods can be either consumer or industrial goods.

Service sector consist of soft parts of the economy i.e. activities where people offer their knowledge and time to improve productivity, performance-intangible goods.eg.Tourism, I.T. Mass media, professional service.

India was ranked the 4<sup>th</sup> most competitive manufacturing nation in Deloitte global index for 38 nation (2013) India's manufacturing sector presently contributes about 16% to its GDP. India's manufacturing industry is important for the country's economic progress .Today the sector attractiveness as a hub for foreign investment is clear.- (Ref. media report , press release).

The service sector is vital component of Indian economy. The service sector in India received foreign direct investment worth US\$39,416.86 million during the period April 2000 – Feb. 2014.- (Ref. Indian budget publication).

An occupational stress has devastating effect on corporate culture, productivity and profitability .Stress is the second largest occupational disease after musculoskeletal disorder so it is a necessary to study in detail manner. This study would try and fill the gap in the present literature on managerial stress

in Industries. This would help to find out a solution on stress which is harmful not only on personal level but also on occupational level.

## LITERATURE REVIEW

(Gaur & Dhawan 2000) noted that women professionals used active coping stance, playfulness and initiative as adaptive pattern in the work place.

(Aditya & Sen 1993) concluded women cope with stress better than their male counterparts.

The reason attributed to it is women are more likely to seek emotional support from others in stressful situation, whereas men try either to change the stressor or use less effective coping strategy.

Literature suggests that women are more efficient in stress management than male.

‘Stress’ is an individual phenomenon, so person to person its intensity may be different.

According to one school of thought differences in individual characteristics such as coping skills & personality are very important in stress management.

In the year 1996 Lim & Teo had studied the gender differences in occupational stress and coping strategies among I.T. personnel in Singapore their analytical study indicated that female I.T. personnel reported significantly higher scores on sources of stress with respect to coping strategies, female IT professionals tend to seek social support and talk to another when they experience stress while men tend to suppress their emotions and deal with problem in logical and unemotional manner.

According to (David Newth 2011) Most women are better dealing with their stress because they are likely to talk about it to friend, colleague or member of their family. Of course they are multi tasking due mainly to the neurological wiring between compartments of their brain. This is difference from man which allows them to use more parts of their brain concurrently.

Now a day's organizations are really worried about the negative effect of stress and performance on the employees. Under the burden of stress an employees are being withdrawn from their work and resort of absenteeism. At a certain level stress is advisable but beyond the limit it is not only harmful to an individual but also the organization.

Sullivan and Bhagat (1992) observed four possible situations regarding performance-1. Stress may increase performance, 2. Stress may decrease performance, 3. Stress may have no effect on performance and 4. The relationship between stress and performance may represent an inverted –U. Findings suggests an inverse relationship between stress and performance.

Allen et.al (1982) has endorsed the view on this inverse relationship between stress and performance. A meta-analysis by Tubre and Collins (2000) also support the negative relationship between role conflict, role ambiguity and performance. Fried et.al (1998) studied the affect of role conflict, role ambiguity and on the performance. They too found a negative relationship.

Rabinowitz and Stumpf (1987), Sullivan and Bhgat (1992) and Beeandhr &Bhagat(1985) also are of the opinion that stress and performance are related to each other.

According to Leitch (2003) uncertainty can increase the negative effect of stress on performance he concluded that individual spend additional time on thinking about appropriate response and this delay in action. According to this study training and providing of additional information can help individual to adopt in certain extent to challenging stressor but not in corrective manner.

It is generally assumed and observed that there exist a negative relationship between stress and performance but same time it has also been reported that very low or no stress also associate with low stress by virtue of their productivity.

Stress management is about being able to manage your own stress at individuals or an organizational level and with stress being a big problem within the workplace it must be managed effectively.([www.workstress.net/](http://www.workstress.net/) sponsor.htm)

Planning an effective time management surely helps through the stress. A well planned work is half done. Similarly, a very well managed time avoids most

stress.(STRESS MANAGEMENT- Focused on Indian Information Technology Scenario.-R.Dhanpal,V.Ranjith Kumar,M. Ramchandran and Satish Ram)

Babak et al,(2010) studied “With excessive pressures, the job demands cannot be met, relaxation turns to exhaustion and a sense of satisfaction replaces with the feelings of stress, motivation sheds away and the workers start losing interest in the work and hence performance chart shows a negative trend.”

The performance of individuals also decreased when stress is caused by inability of individual to maintain a reasonable balance between family life and work life as he/she has to spend a lot of time in his /her working.

McCubbin &Figley (1983) suggested that “Job related stress can be mostly immobilizing because of its possible threats to family functioning and individual performance.

Jungwee Park (2007) contributed “Physical exertion and job insecurity can also cause stress” so job insecurity is also a major cause of stress on the job that negatively affect the performance of employees in the banking sectors.

### **Objectives of the study**

1. To identify the causes of stress with reference to selected industrial units.
2. To know the factors which are directly responsible to create stressful situation at the workplace.
3. To identify whether the manufacturing or service sector faces more stress.
4. To study the level of Stress among the executives.
5. To study the overall effect of Stress on executives.
6. To Study the various dimensions of Stress.

## Hypothesis

H1. Stress level of executives in manufacturing sector is very high as compared to service sector.

H2.Higher the level of Stress poor will be the Performance of executives in both the sector.

H3.Male executives experienced higher level of Stress than the female executives in both the sector.

H4.Higher the designation higher will be the level of Stress.

## DATA COLLECTION

### A.PRIMARY DATA

The primary data is collected through questionnaire method and interviews.

Data has been collected through the questionnaire method by distributing and collecting data from executives of manufacturing and service sector in Thane district.

Before that Pre-test questionnaire (30 respondents from both the sectors) had been conducted to test its validity. After getting appropriate result questionnaire has been finalized.

Standardized Questionnaires are used which are as follows—

1. For measuring Personal stress—Perceived stress scale of Sheldon Cohen.
2. For measuring Organizational stress—Job stress scale of Public Service Management Wales.
3. For measuring Performance—Performance Scale of Dr. D. M. Pestonjee & P.P.Singh.
4. For stress Management—Prepared Questionnaire under the guidance of Expert.

## **B. SECONDARY DATA**

It is collected through Research papers available on Internet and other relevant articles and papers published in various business magazines like Journal of General Management, Management Today, International Journal for Human Resource Management Harvard Business Review, Journal for Industrial psychology, Human Resource Management Journal, Journal of Business Excellence, Management Review etc. Other type of written information such as company Policies, Rules, Procedure. Publication of renowned institution who works on stress management is used to support the study.

## **SAMPLE**

All industries are selected on random basis. The sample of Executives is collected from Chemical, Pharmaceutical and power station industry. And from service sector the samples of following type of industries are taken for consideration they are Bank, I.T and Hotel.

## **LIMITATIONS OF THE STUDY**

The study is limited to Thane district only. Sample size will be reasonably large to draw a conclusion but will be confined to studying those industries which have presence in Thane district.

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