



EVALUATIONS OF EMPLOYEES STRESS LEVELS

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INTRODUCTION TO STRESS

The word '**stress**' is defined by the Oxford Dictionary as "**a state of affair involving demand on physical or mental energy**". A condition or circumstances (not always adverse), which can disturb the normal physical and mental health of an individual. In medical parlances 'stress' is defined as a perturbations of the body's homeostasis. This demand on mind-body occurs when it tries to cope with incessant changes in life. A 'stress' condition seems 'relative' in nature. Extreme stress conditions, psychologists say, are detrimental to human health but in moderation stress in normal and, in many cases, proves useful. Stress, nonetheless, is synonymous with negative conditions. Today's with the rapid diversification of human activity, we come face to face with numerous causes of stress and the symptoms of stress and depression.

At one point or the other everybody suffers from stress. Relationship demands, physical as well as mental health problems, pressure at workplaces, traffic snarls, meeting deadlines, growing-up tensions—all of those conditions and situations are valid causes of stress. People have their own methods of stress management. In some people, stress- induced adverse feelings and anxieties tend to persist and intensify. Learning to understand and master stress management techniques can help prevent the counter effects of this urban malaise.

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STRESS RELATED TO HUMAN RESOURCE

The workplace had become a high stress environment in many organizations cutting across industries. Employees were experiencing high level of stress due to various factors such as high workload, tight deadlines, high targets, type of work, lack of job satisfaction, long working hours, pressure to perform, etc.

Interpersonal conflicts at the workplace, such as boss-subordinates relationship and relationship with peers, were also a source of stress.

Experts believed that the dysfunctional aspects of stress could directly impact an organization's performances and also effect the well- being of its employees. Stress at the workplace was linked to absenteeism, higher attrition, and decreased productivity. Stress led to fatigue, irritability, poor communication, and quality problems/errors.

High stress levels also affected the morale and motivation of the employees. Prolonged exposure to stress without effective coping mechanisms could lead to a host of physical and mental problems. For instance, stress could lead to stress-induced gastrointestinal problems, irritable bowel syndrome, acidity, acid reflux, insomnia, depression, heart disease, etc.

Moreover, stress could push the victim toward high risk behavior such as smoking, drinking and substance abuse. Stress- related illness led to increase in absenteeism and attrition affecting the profitability of the organizations.

Organizations cutting across industries were gearing up to provide employees with a stress-free healthy environment. The efforts to address this issues were pronounced in some industries than others. Experts felt that, though stress at the workplace is a global phenomenon, professionals, in some industries were more susceptible to stress than others. For instance, surveys conducted in 2006 and 2007 in the UK and the US respectively, found that employees in Information Technology (IT) industry (including the ITeS outsourcing industry) were the most stressed. Accordingly, these organization had started implementing various unconventional methods to decrease stress at the workplace.

Evan in India, organization had woken up to this menace and were resorting to novel methods including teaching the employees dancing and music, trekking, etc, to reduce stress at the workplace. For instance, Tata Consultancy Services Ltd. Had started different



clubs like Theatre Club, Bibliophile Club, Adventure & Trekking Club, Fitness Club, Sanctuary Club, Music Club and community Services Club, etc.

Infosys Technologies Ltd. Focused on increasing self-awareness and provided the employees with guidance on how to cope with stress through a series of workplace by experts.

DEFINITION OF STRESS:

The word '**stress**' is defined by the Oxford Dictionary as **"a state of affair involving demand on physical or mental energy"**.

Stress is the body's reaction to a change that requires a physical, mental or emotional adjustment of response.

Researchers define Stress as a physical, mental or emotional response to events that causes bodily or mental tension. Simply, stress is any outside force or event that has a effect on our body or mind.

Stress is something, which is not naturally occurring but is a manufactured concept, which has now become a 'social fact'.

Stress is 'perceptions', is the demands that are imposed upon us because there are too many alternatives. Being Conscientious and Hardworking cause stress.

Stress is a cerebral reaction of a particular individual to a stimulus event. Stress may be viewed as the body's response to real or imagined event perceived as requiring some adaptive response or producing strain.

THE DYNAMICS OF STRESS

"Nothing gives one person so much advantage over another as to remain always cool and unruffled under all circumstances."

In a challenging situation the brain prepares the body for defensive action fight or flight response by releasing stress hormones, namely, cortisone and adrenaline. These hormones raise the blood pressure and the body prepares to react to the situation.

With a concrete defensive action (fight response) the stress hormones in the blood get used up, entailing reduced stress effects and symptoms of anxiety.

When we fail to counter a stress situation (fight response) the hormones and chemicals remain unreleased in the blood steams for a long period of time. It results in stress related physical symptoms such as tense muscles, unfocused anxiety, dizziness and rapid heartbeats. We all encounter various stressors (causes of stress) in everyday life, which can



accumulate, if not released. Subsequently, it compels the mind and body to be in an almost constant alarm-state in preparation to fight or flee. This state of accumulated stress can increase the risk of both acute and chronic psychosomatic illnesses and weaken the immune system of the human body.

Stress can cause headaches, irritable bowel syndrome, eating disorder, allergies, insomnia, heart ailments and even 70 per cent to 90 per cent of adults visit primary care physicians for stress-related problems.

- **Learn to relax.** The body's natural antidote to stress is called the relaxation response. It's your body's opposite of stress, and it creates a sense of well-being and calm. The chemical benefits of the relaxation response can be activated simply by relaxing. You can help trigger the relaxation response by learning simple breathing exercises and then using them when you're caught up in stressful situations. (Click on the button to try one). And ensure you stay relaxed by building time into your schedule for activities that are calming and pleasurable: reading a good book or making time for a hobby, spending time with your pet, or just taking a relaxing bath.
- **Treat your body well.** Experts agree that getting regular exercise helps people manage stress. (Excessive or compulsive exercise can contribute to stress, though, so as in all things, use moderation.) And eat well to help your body get the right fuel to function at its best. It's easy when you're stressed out to eat on the run or eat junk food or fast food. But under stressful conditions, the body needs its vitamins and minerals more than ever. Some people may turn to substance abuse as a way to ease tension. Although alcohol or drugs may seem to lift the stress temporarily, relying on them to cope with stress actually promotes more stress because it wears down the body's ability to bounce back.
- **Watch what you're thinking.** Your outlook, attitude, and thoughts influence the way you see things. Is your cup half full or half empty? A healthy dose of optimism can help you make the best of stressful circumstances. Even if you're out of practice, or tend to be a bit of a pessimist, everyone can learn to think more optimistically and reap the benefits.
- **Solve the little problems.** Learning to solve everyday problems can give you a sense of control. But avoiding them can leave you feeling like you have little control and that just adds to stress. Develop skills to calmly look at a problem, figure out options, and take



some action toward a solution. Feeling capable of solving little problems builds the inner confidence to move on to life's bigger ones and it can serve you well in times of stress.

STRESS CYCLE:

The stress cycle shows that taking action is a crucial part of the stress process. Unfortunately it is often difficult to take action and we tend to choose not to. This results in a build up of stress hormones which causes long term physiological and psychological problems including: anxiety, depression, heart and blood pressure problems, ulcers and digestive problems.

Approach to stress management

We work with you to understand your perception of your life to determine what your perceived stressors are and whether this perception is appropriate. If it is not, we then help you to change your perception of the situations which are causing your stress at present. If you no longer perceive the situation as stressful, it will no longer cause you stress, remember that the stress response is a physiological response to your perception of a situation.

Sensitization

We help you to understand your perception of your life to determine what your perceived stressors are and whether this perception is appropriate.

Threat

This is similar to the sensitization response. If you perceive a situation as a threat you will respond with the flight response. Sometimes this is appropriate, sometimes it is not. We help you to determine which situations require the fight or flight response, and which do not.

Stress response

Research has shown that there is an opposite physiological response to the fight or flight response and that is the relaxation response. By relaxation we do not mean sitting on the settee with a bottle of wine, but a deep relaxation response which requires specific techniques and practice. Our experience is that people who try our relaxation techniques say that they have never felt that relaxed before in their lives.

Action

Exercise is crucial to the long term well being of any individual. In stress management terms, exercise helps to meet the physiological needs of the fight or flight response. Use a wide



range of techniques to help break the stress cycle at the most appropriate place for you. These include.

- Counseling
- Hypnotherapy
- Life coaching
- Relaxation techniques
- Assertiveness training
- Time management training
- Lifestyle reviews

STRESS MANAGEMENT STRATEGY:

A stress management strategy could typically include:

- Carrying out a stress audit – to measure the perceived levels of stress in the organization
- Helping to define measurable targets based on the adult.
- Helping develop a stress management policy.
- Design and deliver stress awareness training
- Provide a one – to one stress management referral service
- Provide a telephone help line.
- Design and deliver complementary training and development
- Evaluation of the effectiveness of the strategy.

Run stress buster residential in Cornwall – take time in one of the most beautiful parts of the country to get away from it all, recharge your batteries and take the opportunity to work us to learn how to manage your stress when you get home.

During the weekend , you will have the opportunity time to walk on the beach, swim eat good food, learn relaxation techniques and have one – to – sessions with our qualified experts.

Managing Work Related Stress

The solution is to discover the tool kit of stress management strategies identified as follow:



Remove the stressor

One way for organization to range stress is to investigate the main causes of stress in their work place. In general researchers found that one of the most powerful ways to remove work place stressor is to empower employees so that they have more control over their work and work environment.

With Draw from the stressor

An alternative strategy is to permanent or temporarily removes from the stressor. Permanent t withdrawal occurs when employees are transferred to job that better fit their competence and values.

Control Stress Consequences

Coping with work place stress also involves controlling its consequences research indicates that physical exercise the physiological consequences of stress by helping employees lower their respiration, muscle tension, heart beat and stomach acidity.

Many large employees offers Employee assistance Programme(EAPs). EAPs are counseling services that help employees overcome personal or organization stressors and adopt effective coping mechanisms.

Receive the social support

Social support from co-workers, supervisors, family, friends and others is one of the more effective stress management practices. Social support refers to the person's interpersonal transaction with others and involves providing either emotional or informational support to suffer the stress experience.

TECHNIQUES TO TACKLE THE STRESS:

Relaxation Techniques from Mind Tools:

This tool introduces three useful physical relaxation techniques that can help you reduce muscle tension and manage the effects that effects of the fight-or fight response on your body. This is particularly important if you need to think clearly and perform precisely when you are under pressure.The techniques are,

- Deep Breathing
- Progressive Muscular Relaxation and #The Relaxation Response



Deep Breathing:

Deep breathing is a simple but very effective method of relaxation. It is a core component of everything from the “take ten deep breaths” approach to calming someone down, right through to yoga relaxation and meditation. It works well in conjunction with other relaxation such as progressive, Relaxation imagery and meditation to reduce stress.

To use the technique, take a number of deep breaths and relax body further with each breath. That’s all there is to it!

Progressive Muscular Relaxation (PMR):

Progressive Muscular Relaxation is useful for relaxing your muscles are tense.

The idea behind PMR is that you tense up a group of muscles so that they are as tightly contracted as possible. Hold them in a state of extreme tension for a few seconds. Then, relax the muscles to their previous state. Finally, consciously relax the muscles even further so that you are as relaxed as possible.

By tensing your muscles first, you will probably find you are able to relax your muscles more than would be the case if you tried to relax your muscles directly.

Experiment with PMR by forming a fist, and clenching your hand as tight as you can for a few seconds. Then relax your hand to its previous tension, and then consciously relax it again so that it is as loose as possible. You should feel deep relaxation in your hand muscles. For maximum relaxation you can use PMR in conjunction with breathing techniques and imagery.

The Relaxation Response:

We mentioned “The Relaxation Response” in our article on Meditation. In a series of experiments into various popular meditation techniques, Dr. Benson established that these techniques had a very real effect on reducing stress and controlling the fight-or flight response. Direct effects included deep relaxation, slowed heartbeat and breathing reduced oxygen consumption and increased skin resistance.

This is something that you can do for yourself by following these steps:

- Sit quietly and comfortably.
- Close your eyes.
- Start by relaxing the muscles of your feet and work up your body relaxing muscles.
- Focus your attention on your breathing.



- Breathe in deeply and then let your breath out. Count your breaths, and say the number of the breath as you let it out (this gives you something to do with your mind, helping you to avoid distraction).
- Do this for ten or twenty minutes.

An even more potent alternative approach is to follow these steps, but to use relaxation imagery instead of counting breathes in step 5. Again, you can prove to yourself that this works using biofeedback equipment. These are the techniques that help to reduce muscle tension and manage the effects of the fight-or-flight response.

OBJECTIVES OF THE STUDY

The present study is aiming to achieve the following objectives.

To study the stress level evaluation of employees,

To give instructions, recommendations and suggestions to over these stressors,

To increase the efficiency and confidence of the employees

SAMPLING TECHNIQUES

SAMPLE SIZE:

The total sample size is 100 respondents that have been taken from the employees Super Sale India Limited Coimbatore.

METHODS OF DATA COLLECTION

Primary Data Collection:

The primary data are those, which are collected afresh and for the first time and thus happen to be original in character.

Secondary Data Collection:

Secondary data are those which have already been collected by someone else and which have already been passed through different source as under.

- Magazines, Newspaper and Journals.
- Management Books.
- Business Magazine.
- Project Reports.

DATA PROCESSING:

Collected data were edited, coded and tabulated for the purpose of using statistical tools.



STATISTICAL TOOLS:

The tabulated data were formulated using the statistical tools of simple percentage analysis and chi-square analysis is to interpret the data.

Chi-square Analysis:

It is non-parametric tests. This test is employed for testing hypothesis when distribution of population is known and when nominal data is to be analyzed. The test is similar in approach as Z test and T test. Chi-square test aims at determining whether significant difference exists among group of data.

$$\chi^2 = \sum (O-E)^2 / E$$

O = Observed frequency

E = Expected Frequency

DATA INTERPRETATION:

The analyzed results were interpreted and the findings were noted. Viable measures and suitable suggestions have been recommended.

LIMITATIONS OF THE STUDY

The following are the limitations of this study.

- The study was conducted within a limited period.
- The result of the analysis made in the study depends fully on the information given by the respondents.
- Because of time constraints, the sample size is restricted to 100, which may not reflect the opinion of the entire population.
- Though the respondents are clear about the answers they may not be in position to explain in the manner related to this study.

PROFILE OF THE COMPANY

“**Super Sale India Limited**” was incorporated in Coimbatore, Tamil Nadu on 29th July 1964. The Company commenced Commercial Production in 1967, with a spindle Capacity of 36,000 and count range of NE 50s to 140s. The Company raised term Loan from Institutor and generation each height.

The Company has also been continuously modernizing its plant and machinery to include state of art equipment for manufacture of high quality yarn to conform to international standards. The Company undertook modernization scheme in 1990-91 at a cost of Rs. 1190



lakhs, which was financed out of internal accruals. The Company has procured the major equipment towards the above scheme and installation has been completed.

The Company identified to meet the thrust area in 1987 and strengthened its manufacturing facilities to meet the international market and quality requirements for Exports. The Company is yet to procure certain balancing equipment for which orders have already been placed. The Scheme was completed by January 1993 and the benefits of the scheme were at a satisfactory level to the company from 1993 – 94 onwards.

Presently, the companies produces Cotton carded and combed yarn as well as special yarn with counts ranging from 16s to 100s, the company's products are well received in the local as well as international market.

The company's export turnover which was Rs.205 lakhs during 1986-87 has increased steeply over the years to Rs.2091 lakhs during the year 1991-92. The Company exports its products mainly to U.K.South Korea, Hong kong, Italy etc. The Company has already initiated its steps to get Accreditation to ISO 9000.

Machine Shop:

The Company has got a fully equipped machine shop, capable of doing all necessary machine job required for the factory.

PRODUCT RANGE:

The Company is fully specialized in 100% Cotton combed yarn. It offer auto coned siro cleared yarns from Indian cotton and imported cottons. The Company's product ranges from NE 50s to NE 140s Knotless, Single and Double (Ring doubled and two for one twisted), Grey, Gassed Yarn and compact (ROCOS) yarn for knitting and weaving. Open end yarn 14s to 16s produced from waste cotton.

QUALITY

Raw Material & Contamination Control:

Quality of Final Product Begins with Quality of Raw Material. Proper care is taken in selection of right cotton based on the end use of the yarn. Utmost care is ensured with cotton suppliers regarding removal of contamination at ginning stage and to pack cotton bales in cotton cloths to avoid contaminations. At mills adequate work force are employed to manually pick out the contaminations before the cotton is released for blow room



production. Blow rooms are equipped with contamination detectors. All the autoconers are fitted with siro clearers.

Quality Assurance:

Centralized cotton testing lab at corporate office is equipped with latest HVI 9000 series equipment. The laboratory at mills is equipped with modern equipments from Uster / Premier Including UT4 / Tens rapid.

Quality Control Laboratory:

This is mainly consists of 4 departments.

- Raw materials quality checking
- Semi – Finished / processing goods production quality checking
- Final Produce (i.e.) yarns checking.
- Final inspection on package stage

ISO Certification:

The Company's Units are certified for "ISO 9001: 2000 standards" and also in the process of obtaining "SA 8000" and "ISO 14000" certifications.

Marketing:

The main products of the company is yarn, which is the raw material for manufacture of finished products like cotton, polyester, VSF named which are mainly used in the weaving for pants and shirts. The Company has developed through established dealers. The Company has got its Sales Department at Selliampalayam, Surat, Bombay, Damman, Ichal, Karan, Tripur, Erode and Salem.

INFRASTRUCTURE

Unit	Located At	Spindles Capacity	Count Range
Jay Textiles Unit - I	Ayyampalayam, Pollachi – 50 kms from Coimbatore	36,000	NE 50s TO 140s
Jay Textiles Unit - II	Othakkal mandapam - 20 kms from Coimbatore	42,000	NE 80s TO 140s
	Total	78,000	

Product Range

Single Yarn : Ring Spun, Compact, Auto – coned, Siro Cleared
Double Yarn : Ring Doubled, Two for one Twisted Wet Spliced- Grey or Gassed Yarn on Paper/Plastic Dye Cones



The total spinning capacity is 78,000 spindles including Compact spinning of 20,000 spindles. The above spindleage is with latest generation of LAKSHMI machines which including Bale Plucker, Comber LK 54; Autoconers from M/s.Schlafhorst and Savio; Two for One Twisters from M/s.Veejay Lakshmi Engineering Works Ltd and Gassing machines from RITE.

FUTURE PLAN:

The textile industry is picking up from the latest quarter of 2005-2006 the company will be able to show a better performance during the current year.

The Plans are,

- Machine Modernization
- Increasing Production Quality
- Workers Training Program
- Own Power Generation Planning

These are the future plan that is to be carried out by the company.

RESULTS AND DISCUSSION

In present study, an attempt is made to study to stress level evaluation of employees in **Super Sales India Ltd.**

The findings of the study have been listed below:-

- In group cohesiveness, 30% of the respondents opine the work group are ready to help each other to a great extent.
- In group cohesiveness, 36.66% of the respondents opine the my work group get along very well to a great extent.
- In group cohesiveness, 28.33% of the respondents opine that the work group stick together very well to small extent.
- In group cohesiveness, 38.33% of the respondents opine that subordinates are co-operative to a great extent.
- In role conflict, 31.66% of the respondents opine that they receive an assignment without adequate resources and materials to execute it to small extent.
- In role conflict, 46.66% of the respondents opine that they are required to do thing that should be done differently to some extent.



- In role conflict, 45% of the respondents opine that they work with two or more group who work quite differently to some extent.
- In role conflict, 41.66% of the respondents opine that they receive incompatible requests from two or more people to small extent.
- In role conflict, 36.66% of the respondents opine that they do things that are acceptable to one person not to others to almost no extent.
- Feeling of inequality, 36.66% of the respondents opine that they feel their salary remuneration is fair considering what other people in this firm are paid to very great extent.
- Feeling of inequality, 36.66% of the respondents opine that they feel their salary remuneration is fair considering what other firms considering what other firms in this area to great extent.
- Feeling of inequality, 31.66% of the respondents they feel that their fringe benefits are satisfied, considering the fringe benefits provided by other firms in this area to very great extent.
- In role ambiguity, 38.33% of the respondents opine that they can predict what others will expect of me tomorrow in their job to some extent.
- In role ambiguity, 40% of the respondents opine that they are clear what others expect of them on their job to a great extent.
- In role ambiguity, 33.33 % of the respondents opine that in their job whatever situation arises there are established procedure for handing to some extent.
- In role ambiguity, 56.66% of the respondents opine that they get enough facts and information to work our best to a great extent.
- In role overload, 41.66% of the respondents opine that they do not get enough time of finish our assignments to small extent.
- In role overload, 38.33% of the respondents opine that they can give better performance if some more time is available to our direction to some extent.
- In role overload, 36.66% of the respondents opine that they don't have sufficient number of people to carry out the assignment true to almost no extent.
- In role overload, 33.33% of the respondents opine that they large proportion of their job is a rush job to small extent.



- In role overload, 36.66% of the respondents opine that they often they are asked to speed up their job to some extent.
- In Supervisory support, 45% of the respondent opine that they superior/ boss keeps/ himself informed about the way his or her people think and feel about things to some extent.
- In Supervisory support, 35% of the respondent opinion that their superiors/ Boss Stands up to outsiders for the people he/she supervisors to small extent.
- In supervisory support, 38.33% of the respondent opine that their superiors/ Boss takes personal interest in him/her supervisors to some extent.
- In Constraints of change and rule regulation, 35% of the respondents opine that Policies and regulations limit the alternative solution open to their small extent.
- In Constraints of change and rule regulation ,31.66% of the respondents opine that Speed of technical change creates problem in our job to almost no extent another 31.66% of the respondents opine that speed of technical change creates problem in their job to small extent.
- In job difficulty, 35% of the respondents opine that their job assignments are quite difficult to small extent.
- In job difficulty, 35% of the respondents opine that their job assignments are taxing to our abilities to small extent.
- In job requirement – capability mismatch, 60% of the respondents opine that they can easily succeed in the present job to a great extent.
- In job requirement – capability mismatch, 43.33% of the respondents opine that their abilities do not fit to the requirement of the job to almost no extent.
- In job requirement – capability mismatch, 50% of the respondents opine that their abilities are well matched to requirement of the job to a great extent.
- In inadequacy of role authority, 36.66% of the respondents opine that their formal authority provides me with adequate power over the behavior of my subordinates to a great extent.
- In inadequacy of Role authority, 36.66% of the respondents opine that they have enough power to discipline the people in my own work group for the pot carrying out instruction that are given to them to very great extent.



CHI-SQUARES RESULTS

- There is no relationship between age and opinion about group cohesiveness.
- There is no relationship between age and opinion about role conflict.
- There is no relationship between age and opinion about feeling of inequality.
- There is no relationship between gender and opinion about feeling of inequality
- There is no relationship between gender and opinion about job difficulty.
- There is no relationship between gender and opinion about job requirement capability mismatch.

CONCLUSION

“Stress is non-specific response of the body of any demand upon it”

A project entitled “**A study on the stress level Evaluation of employees in super sale India Ltd**” was undertaken with a view of identify the stress level faced by the employees and compare it between two different level the focus of the study was to suggest measures to reduce sues faced by the employees and increase the organizational efficiency.

From this study it is clear that there exist problems as a result of stress and the stress level differences in different levels. The stress has physical psychological and behavioral affect on the employees. As a positive influence stress can help compel is to action. It can results in a new awareness and an exciting new perspective.

As a negative influence it can result is a new perspective. As a negative influence it can result is feelings of district rejection anger and depression, which in turn level to health problems.

Our aim should be not to eliminate stress but to learn how to manage it and how to use it to help us. What we need to do is find the optimal level of stress, which will individually motivate but not over whelmed by each of us. Employees ability to stress also varies among them experience is the most important factor to handle stress. What is distressing to one may a job. Some level of stress is needed to perform well.

Relaxation techniques and social support systems are the common methods used by the employees to manage stress.The research reveals that environmental factors do not creates stress to the employees while individual and organizational factors have a place in creation of stress how ever the management with have to pay more attention towards employees



problems then only their efficiency and pay more attention towards employees then only their efficiency and effectiveness can be increased.

APPENDIX

TABLE 1
AGE GROUP OF THE RESPONDENTS

S.NO	AGE GROUP	PERCENTAGE
1	21-30	45
2	31-40	28
3	41-50	18
4	Above 50	9
TOTAL		100

Source: Primary Data

TABLE 2
GENDER OF THE RESPONDENTS

S.No	GENDER	PERCENTAGE
1	Male	83
2	Female	17
	Total	100

Source: Primary Data

TABLE 3
WORK EXPERIENCE OF THE RESPONDENTS

S.No	Experience	No.of Respondents
1	Below 10 Years	67
2	11-20 Years	23
3	21-30 Years	7
4	31-40 Years	2
5	41-50 Years	1
	TOTAL	100

Source: Primary Data

TABLE NO : 4
MONTHLY INCOME OF THE RESPONDENTS

S.No	Monthly Income	No.of Respondents
1	Below-15	67
2	16-25	25
3	26-35	6
4	36-45	2
	TOTAL	100

Source: Primary Data

TABLE – 5
LACK OF GROUP COHESIVENESS

S.No	Lack of group cohesiveness	True to almost no extent	True to small extent	True to some extent	True to almost great extent	True to very great extent
1	People of my work group ready to help each other.	8 (13.33%)	10 (16.66%)	17 (28.33%)	18 (30%)	7 (11.66%)
2	People of my work group get along very well.	3 (5%)	5 (8.33%)	21 (35%)	22 (36.66%)	9 (15%)
3	People of my work group stick together very well.	1 (1.66%)	17 (28.33%)	18 (30%)	16 (26.66%)	8 (13.33%)
4	My subordinates are Co-Operative	0 (0%)	5 (8.33%)	18 (30%)	23 (38.33%)	14 (23.33%)

Source: Primary Data



TABLE – 6
ROLE CONFLICT

S.No	Role conflict	True to almost no extent	True to small extent	True to some extent	True to great extent	True to very great extent
1	I receive an assignment without adequate resources and materials to execute it	17 28.33%	19 31.66%	13 21.6%	9 15%	2 3.33%
2	I am required to do thing that should be done differently	4 6.66%	11 18.33%	28 46.66%	13 21.66%	4 6.66%
3	I work with two more groups who work quite differently	7 11.66%	8 13.33%	27 45%	4 6.66%	4 6.66%
4	I receive in-compatible requests from two or more people	14 23.33%	25 41.66%	15 25%	6 10%	0 0%
5	I do things that are acceptable to one person not to others	22 36.66%	9 15%	16 26.66%	10 16.66%	3 5%

Source : Primary Data

TABLE – 7
FEELING OF INEQUALITY

S.No	Feeling of inequality	True to almost no extent	True to small extent	True to some extent	True to great extent	True to very great extent
1	I feel my salary remuneration is fair considering what other people in this firm are paid	4 6.66%	10 16.66%	11 18.33%	15 25%	20 33.33%
2	I feel my salary remuneration is fair considering what other firms in this area pay	2 3.33%	15 25%	11 18.33%	22 36.66%	10 16.66%
3	I feel my fringe benefits are considering the fringes benefits provided by other firm in this area	1 1.66%	14 23.33%	14 23.33%	12 20%	19 31.66%

TABLE – 8
ROLE OF AMBIGUITY

S.No	Role of ambiguity	True to almost no extent	True to small extent	True to some extent	True to great extent	True to very great extent
1	I can predict what other will expect of me tomorrow in my job	4 6.66%	8 13.33%	23 38.33%	16 26.66%	9 15%
2	I am clear what others expect of me on my job	3 5%	11 18.33%	12 20%	24 40%	10 16.66%
3	On my job whatever situation arises there are established procedure for handling it	4 6.66%	10 16.66%	20 33.3%	18 30%	8 13.33%
4	I get enough facts and information to work my best	0 0%	9 15%	10 16.66%	34 56.66%	7 11.66%

Source: Primary Data



TABLE –9
ROLE OF OVERLOAD

S.No	Role of overload	True almost extent	to no	True to small extent	True to some extent	True to great extent	True to very great extent
1	I don't get enough time to finish my assignments	14 23.33%		25 41.66%	16 26.66%	3 5%	2 3.33%
2	I can give better performance it some more time is available to my discretion	16 26.66%		9 15%	23 38.33%	8 13.33%	4 6.66%
3	I don't have sufficient number of people to carry out the assignment	22 36.66%		19 31.66%	13 21.66%	4 6.66%	2 3.33%
4	A large proportion of my job is a rush job	15 25%		20 33.33%	17 28.33%	7 11.66%	1 1.66%
5	Often I can ask to speed up my job	17 28.33%		12 20%	22 36.66%	8 13.33%	1 1.66%

Source: Primary Data

TABLE –10
LACK OF SUPERVISORY SUPPORT

S.No	Lack of supervisory support	True almost extent	to no	True to small extent	True to some extent	True to great extent	True to very great extent
1	Informed about the way his or her people think and feel about things	11 18.33%		8 13.33%	27 45%	7 11.66%	7 11.66%
2	Stands up to outsiders for the people he/she supervisors	11 18.33%		21 35%	15 25%	11 18.33%	2 3.33%
3	Takes personal interest in those he/she supervisors	8 13.33%		14 23.33%	23 38.33%	9 15%	6 10%

Source: Primary Data

TABLE –11
CONSTRAINTS OF CHANGE AND RULE REGULATIONS

S.No	Constraints of change and rule regulations	True almost extent	to no	True to small extent	True to some extent	True to great extent	True to very great extent
1	Policies and regulations limit the alternative solution open to me	5 8.33%		21 35%	19 31.66%	11 18.33%	4 6.66%
2	Speed of techniques change creates problem in my job	19 31.66%		19 31.66%	16 26.66%	6 10%	0 0%

Source: Primary Data



TABLE –12
JOB DIFFICULTY

S.No	Job difficulty	True almost to no extent	True to small extent	True to some extent	True to great extent	True to very great extent
1	My job assignment is quite difficult	17 (28.33%)	21 35%	17 (28.33%)	4 6.66%	1 1.66%
2	My job assignment are taking to my abilities	19 31.66%	19 31.66%	18 30%	7 11.66%	0 0%

Source: Primary Data

TABLE - 13
JOB RECRUITEMENT – CAPABILITY MISMATCH

S.No	Job recruitment – capability mismatch	True to almost no extent	True to small extent	True to some extent	True to great extent	True to very great extent
1	I can easily succeed in the present job	0 0%	6 10%	3 5%	36 60%	15 25%
2	My abilities don't fit to the requirement of the job	26 43.33%	16 26.66%	15 25%	2 3.33%	1 1.66%
3	My abilities are well matched to requirements of the job	2 3.33%	6 10%	12 20%	30 50%	10 16.66%

Source: Primary Data

TABLE - 14
INADEQUACY OF ROLE AUTHORITY

S.No	Inadequacy of role authority	True to almost no extent	True to small extent	True to some extent	True to great extent	True to very great extent
1	My formal authority provides me with adequate power over the behavior of my subordinates	8 13.33%	8 13.33%	9 15%	22 36.66%	13 21.66%
2	I have enough power to discipline the people in my own work group for the not carrying out the instructions that are given to them	8 13.33%	9 15%	6 10%	14 23.33%	23 38.33%

Source: Primary Data

TABLE – 15
Relationship between Age and opinion about group cohesiveness

S.No	Age group	True to almost no extent	True to small extent	True to some extent	True to great extent	True to very great extent	Total
1	Below – 30	3	2	6	11	6	28
2	31 – 40	3	5	7	1	0	26
3	41 – 50	2	2	4	2	1	15
4	Above - 50	0	1	0	4	0	5
	Total	8	10	17	18	7	100

Source: Primary Data



TABLE – 16
Relationship between Age and opinion about Role conflict

S.No	Age group	True to almost no extent	True to small extent	True to some extent	True to great extent	True to very great extent	Total
1	Below – 30	11	6	6	6	0	29
2	31 – 40	2	7	5	2	1	17
3	41 – 50	3	5	0	0	1	15
4	Above - 50	1	1	2	1	0	5
	Total	17	19	13	9	2	100

Source: Primary Data

TABLE – 17
Relationship between Age and opinion about Feeling of inequality

S.No	Age group	True to almost no extent	True to small extent	True to some extent	True to great extent	True to very great extent	Total
1	Below – 30	3	7	6	8	5	29
2	31 – 40	1	3	1	3	3	15
3	41 – 50	0	0	3	3	3	15
4	Above - 50	0	0	1	1	3	5
	Total	4	10	11	15	20	100

Source: Primary Data

TABLE - 18
Relationship between Gender and opinion about Feeling of inequality

S.No	Gender	True to almost no extent	True to small extent	True to some extent	True to great extent	True to very great extent	Total
1	Male	4	10	9	10	17	80
2	Female	0	0	2	15	5	20
	Total	4	10	11	15	20	100

Source: Primary Data

TABLE – 19
Relationship between gender and opinion about Job difficulty

S.No	Gender	True to almost no extent	True to small extent	True to some extent	True to great extent	True to very great extent	Total
1	Male	13	17	15	4	1	73
2	Female	7	7	5	3	0	27
	Total	17	21	17	4	1	100

Source: Primary Data

TABLE -20
RELATIONSHIP BETWEEN AGE AND OPINION ABOUT JOB REQUIREMENT CAPABILITY MISMATCH

S.No	Gender	True to almost no extent	True to small extent	True to some extent	True to great extent	True to very great extent	Total
1	Male	23	11	13	2	1	75
2	Female	7	7	5	3	0	25
	Total	26	18	17	5	1	100

Source: Primary Data



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