

Stress Impact on Industrial Area of Indian Managers

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KEYWORDS Indian Managers. Stress. Assessment. Standardized. Industrial

ABSTRACT Advancements in science and technology has brought tremendous change in the life style of people which leading to higher stresses. Stressful situation at work place, disturbs the mental peace, weakens a person psychologically and create complexities in social and familial relationship. The present study analyzed the stress impact on managers of a selected industry in India. Standardized scales for stress assessment were used for estimating the stress of the subjects from private and public sector. Results revealed that on an average the managers had low stresses. Therefore, it was concluded that the increase or decrease of stress will have impact on quality, quantity of work and productivity of work.

INTRODUCTION

Since Independence, India has witnessed profound changes in almost every sphere of life. Higher technical and professional education, verities of paid employment high aspiratins, raised standard of living. On one hand it has added speed and pace to the life but at the same time man has lost his mental peace and self-contentment. It has increased competition and thereby stress.

Tangata explained that 'stress' arises when a person's capabilities are overwhelmed by demands. Every day, individuals are confronted with a variety of demands or 'stressors'. These may arise from either personal sources e.g. ill-health, marital discord, family problems, financial uncertainty, or from institutional sources e.g. work overload or underlay, role conflict, lack of control, physical environment. Stressors produce a biochemical response in the body which prepares the body to do what is essential during a stressful situation. The stress response is highly functional and can lead to elevated performance, through constructive and creative responses, increased and well directed energy, improved morale and motivation, and increased efficiency and effectiveness.

There can be more stress in manufacturing units because people here have to give tangible results in terms of quality and quantity of product. To prove successful they have to face many problems related to work distribution and demand and supply of product. Therefore to understand the stress assessment in manu-

facturing organizations has been taken up for the present study becomes working in public and private sectors may be more stressful due to job insecurity and more work load.

One major reason of stress may also be the privatization of more and more companies and industries. Many of the govt. authorized companies through disinvestments have become private and this might have created a doubtful environment for the employees as they are endangered about the permanency of their jobs and paid amounts. Their workload, and work time has also been enormously increased which has further added to their stress.

In public sectors there is no change in routine work, posts and salaries therefore there is no motivation to work hard. At times they are unable to work creatively and innovatively because of government restrictions so employees feel more stress with varied intensities. The present study was taken up of public and private sectors in manufacturing organizations

It is important to study the stress at all three managerial levels. All the managers perform the same functions of planning, organizing, directing and controlling. There are levels among them the so called first line middle and top mangers.

The lower (or first line) management (M_1) group is made up of faremen and white collar supervisor men and women who are only one step above the rank and site. Next comes middle management (M_2) a vast and diverse group that includes sales managers and many other departments' heads. Finally, there is the top management (M_3) consisting of the company

presidents, the executives vice-president i.e. the specialists who make policies for the company as a whole. All these levels are different as far as roles and responsibilities are concerned but ultimately they pressurize a person and he may find it difficult to cope up with. (Tripathi et al. 1991).

Therefore an effort was made through present research to analyze the stress situations & their correlation in public and private sector units for managers of different levels.

METHODOLOGY

The sample size for the study consisted of 180 managers of manufacturing units. Total sample was divided into two categories 90 managers from public sectors and 90 from private sector units. The size of manufacturing units was large and medium. Future 90 subjects were divided into the sub groups having equal no. of subjects – 30 M_1 level, 30 M_2 level, and 30 M_3 levels managers in public or private units were selected through non probability sample from various manufacturing units in public and private sectors in KOTA City.

Procedure for Data Collection: The two major research tools are used for the collection of data.

1. Background information proforma
2. Stress assessment scale (SAS, Kausik 2001)

The scale was standardized for the present sample. Reliability and validity of the scale was tested on the urban males by calculating of using Spearman brown prophecy formula. The scale was developed on the lines of Likert's summated ratings. The SAS was meant to access the stress of managers of manufacturing unit in public and private sector. The SAS was constructed on five different dimensions viz. social, emotional, mental, and economical and work. In all there were 30 statements in the scale, thus a respondent could have '120' scores as maximum and '0' scores as minimum. For the present study, their total scores were only considered.

RESULTS AND DISCUSSION

Assessment of the stress in managers of manufacturing units of public and private sectors in different three levels of managers in M_1 , M_2 and M_3 which were shown in the table 1

Table 1: Levels of stress scores

Levels	Range of scores
1. Extremely low stress	Less than-10 Scores
2. Very low stress	11 – 30 Scores
3. Low stress	31 – 50 Scores
4. Medium stress	51 – 70 Scores
5. High stress	71 – 90 Scores
6. Very high stress	91 – 110 Scores
7. Extremely stress	111 – 120 Scores

respectively. Further the respondents have been categorized at seven levels of stress as suggested by Kaushik (2001). The total scores of stress scale were 120, which were divided as follows:

Francis supported that a paradox of work life is that a situation can be seen by one person as a devastating threat, but by another as an invigorating challenge. Job related stress among managers has been described as reaching epidemic. There is converging evidence that most managers' reports feelings job related stress. Recently there has been increasing recognition of the potential positive out comes associated with job-related stress. Some managers perceive stress as leading to positive out comes. It is important to note that not all stress is bad, stress can result a competitive edge and force, positive changes. Job related stress associated with both positive and negative work out comes. Stress associated with two kinds of stress producing job demands or work circumstances described as challenges and hindrances. In the workplace, stress can affect performance. Individuals under too little stress may not make enough effort to perform at their best levels, while those under too much stress often are unable to concentrate or perform effectively and efficiently. The relationship between stress and performance is complex. Employers, however, have primarily been concerned about the rising costs of overstressed employees. Everybody suffers from stress. Relationship demands, physical as well as mental health problems, pressure at workplaces, traffic snarls, meeting deadlines, growing-up tensions—which leads stress.

Figure 1 depicts about frequency and percentage distribution of M_1 level managers of manufacturing unit of public sector in the different ranges of stress. None of the respondent had shown either 'extremely', 'very low' or 'extremely high' stress. Majority of the respondents (40 percent) were in the range of 'high' stress. At M_2 level managers, again 40

percent respondents were in the range of 'medium' stress. 'Medium' stress was also shown by 50 percent of M_3 level managers.

On the other hand in private sector table reveals that out of 30 managers, none of respondents had fall 'extremely low', 'low' stress and 'medium' stress category. Half of the respondents were undergone in the range of 'high' stress and 14 respondents i.e. 46.6 percent

also were in the range of 'very high' stress. At M_2 level managers 30 percent subjects were in the range of 'high' stress. 56.6 percent of M_3 level managers were in the range of 'medium' stress, while only two respondents i.e. 6.6 percent were in the range of 'very high' stress. It is also shown in Figure 2

Stress can be either temporary or long term, mild or severe, depending mostly on "How long

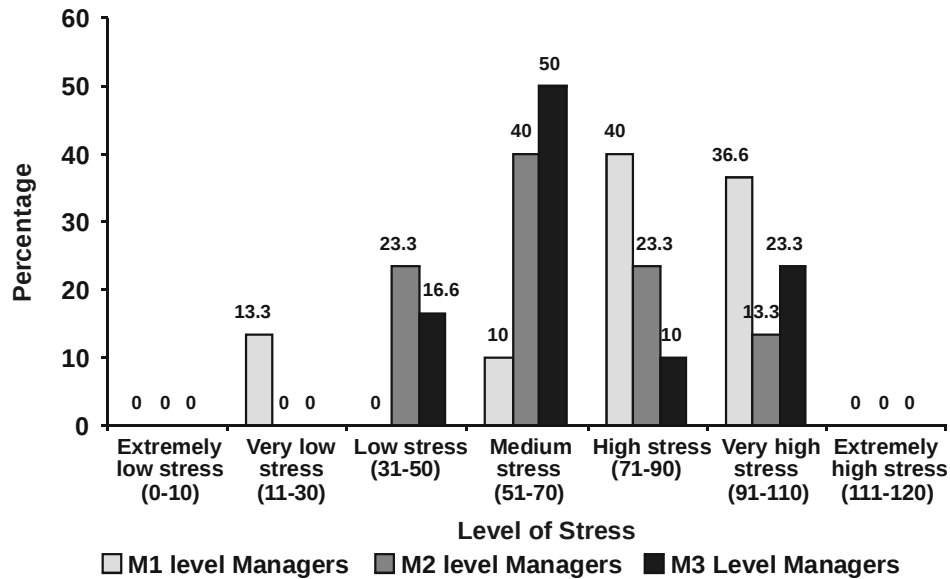


Fig. 1. Level of Stress in different levels of Managers of Public Sector Manufacturing Units

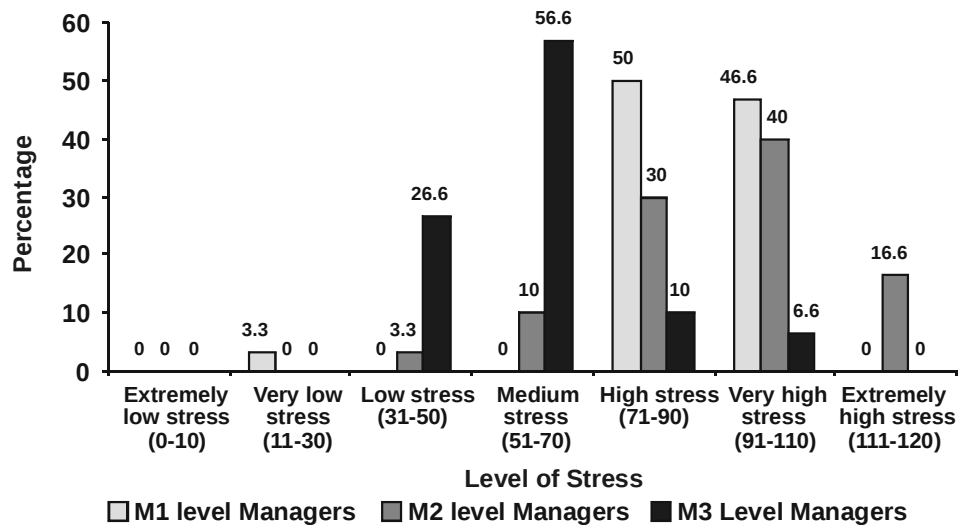


Fig. 2. Level of stress of different levels of Managers of Private Sector Manufacturing Units

its causes continue”, “how powerful they are” and “how strong the individual powers are”. If stress is temporary and mild, most people can handle it or at least, recover from its effects rather quickly. Similarly, persons who have strong power to tolerate stress can cope with stress more quickly (Prasad 1994) Managers who are under constant stress become very moody and there become subordinates soon learn not to disturb them, even with important information, because they will just “bite your head off”. Such managers who realize at times, that they are acting this way, they living up to the expectations of their important positions of and suffer a loss of self esteem. In this state they may also procrastinate and continue to put things off and make needed decisions. And, finally they may resent their boss for trying to get them back on track and begging to hate the job in general co-workers, subordinates and suspicious may become very disgusted with such a manager as being. (Luthans 1998)

Very recently (2007), useful tips to survive stress were given by Francis:

- Changing one’s position more secure, and be prepared for changes to avoid stress and survive in the competitive world.
- Re-energize and re-motivate yourself. Spend quality time with your family. This can be an excellent source of emotional and moral support.
- Avoid using alcohol, smoking and other substance abuses
- Develop positive attitudes towards stressful situations in life.
- In case of chronic stress consult a health professional.
- Adapting to demands of stress also means changing your personality. Improve your line of communication, efficiency and learn from other’s experiences.
- Breathing exercises.
- Say kind ‘no’ to additional commitments or responsibilities
- Avoid trying to achieve too much
- Re-evaluate your goals and prioritize them
- Evaluate the demands placed on you and see how they fit in with your goals
- Identify your ability to meet these demands.
- Learn stress management skills

CONCLUSION

It can be deduced from the data presented that the Stress range of approximately all managerial levels of manufacturing unit in the public and private sector were in the range of ‘high stress’. The causes of ‘high stress’ are the monotonous and uninteresting jobs being performed by the employees in the organization. This was considered as the number one emotional and physical health problems. Stress is an inescapable part of human life style. It is manageable to a large extent. With proper understanding of the processes, the situation can be well managed.

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