IMPACT OF OCCUPATIONAL STRESS OF EMPLOYEES ON COMPANY'S PERFORMANCE IN THE PUNJAB AND GUJARAT TEXTILE SECTOR OF INDIA

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Dedication

I dedicate my dissertation work to my family and many friends. A special feeling of gratitude to my loving parents, Hari Ram Sharma (ex-Army) and Byasa Devi whose words of encouragement and push for tenacity ring in my ears. My sister Nisha Sharma and brother Dinesh Sharma have never left my side and are very special.

My wife Anju Sharma and son Ekansh are special source of energy and time boosters. Their support on household shores is commendable and their self -reliance gives me ample time to keep me charged on educational running wheels.

This dissertation is lovingly dedicated to my grandmother for being my first teacher and who taught me that life is all about right spirit, hard work and beautiful if you pursue right goals. The confidence which I possess today is just because of her only.

And lastly, I dedicate this dissertation to the Almighty God, thank you for the guidance, strength, power of mind, protection, and skills and for giving me a healthy life. All of these, I offer to you.

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ABSTRACT

IMPACT OF OCCUPATIONAL STRESS OF EMPLOYEES ON COMPANY'S PERFORMANCE IN THE PUNJAB AND GUJARAT TEXTILE SECTOR OF INDIA

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With the increasing demands of job requirements, organizational stress has become a prevalent issue in workplace. Work-related stress poses a significant challenge for organizations as it diminishes productivity, increases absenteeism, and contributes to various employee issues such as alcoholism, drug abuse, high blood pressure, and heart diseases. Occupational Stressors and the changing work environment over the past 40 years, economic globalization policies, which have influenced labour markets and work organisation, have increased work stressors. Other contributors to increasing job stress have included use of new information technologies that reduce the number of workers needed to produce goods or services, thereby increasing job insecurity, as well as declines in both union membership and labour production. Employers in manufacturing, healthcare, social services, and government are implementing new systems of work organisation, known as lean production, lean sigma, total quality management, or new

public management and all of which are modern versions of scientific management or Taylorism, which can increase occupational stress.

Occupational stress impacts not only occupation itself and organizational efficiency and effectiveness but it (Occupational Stress) has strong bearings on physiological, behavioural, and psychological aspects of employees. Indian Textile sector which is the second largest employment generator after agriculture and 7% of total Indian GDP needed special focus and attentions. Ultimate success or failure of an organization is determined majorly by the performance of their employees. Work stress really costs the companies and finally country's economy billions of dollars. Textiles sector of India has partially been touched upon by the researchers with respect to occupational stress and its implications on performance. Present study highlights the specific areas of occupational stress and help the organizations to take remedial measures thru state-of-the-art diagnostic analysis. 12 insights pertaining to diversified areas e.g. role overload to unprofitability makes this research specific and unique. Prevailing stress level of employees is the independent variable whereas organization's performance is the dependent variable. Effective and efficient stress management is the ultimate outcome of this study. Researchers, industry managers, employees, promoters, doctors, employee's families, and government shall be the beneficiaries of this study.

Key Words: Occupational Stress, Employee's Performance, Satisfaction, Motivation, Mental Health.

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CHAPTER I: INTRODUCTION

1.1 Introduction

The Indian textile sector stands second to agriculture so far as employment generation is concerned. Textiles is also one of the oldest industries in India. It has formidable presence in the economy and contributes to about 7% of manufacturing value-addition, accounts for around one-third of our gross export earnings and provides gainful employment to millions of people. The textile industry occupies a unique place in our country. One of the earliest to come into existence in India, it accounts for 7% of the total industrial production, contributes to nearly 11.4% (2020-21) of the total exports and is the second largest employment generator after agriculture.

The Indian textile industry is one of the largest in the world with a massive raw material and textiles manufacturing base. So much so, the textile industry accounts for as large as 21% of the total employment generated in the economy. Around 35 million people are directly employed in the textile manufacturing activities. Indirect employment including the manpower engaged in agriculturally based raw-material production like cotton and related trade and handling could be stated to be around another 60 million.

India is the world's second largest producer of textiles and garments after China. It is the world's third largest producer of cotton after China and the USA, and the second largest cotton consumer after China. The textile and garment industry in India is one of the oldest manufacturing sectors in the country and is currently its largest. The textile and garment industry fulfils a pivotal role in the Indian economy. It is a major foreign exchange earner and, after agriculture, it is the largest employer with a total workforce of

35 mn. In 2009 textiles and garments accounted for about 16 percent of industrial production and 18 percent of export earnings. The industry covers a wide range of activities. These include the production of natural raw materials such as cotton, jute, silk, and wool, as well as synthetic filament and spun yarn. In addition, an extensive range of finished products are made. The Indian textile industry accounts for about 24 percent of the world's spindle capacity, making it the second highest after China, and around eight percent of global rotor capacity. Also, it has the highest loom capacity including hand looms with a 63 percent share. India accounts for about 14 percent of the world's production of textile fibres and yarns. This includes jute, of which it is the largest producer. The country is the second largest producer of silk and cellulose fibre and yarn, and the fifth largest producer of synthetic fibre and yarn.

Global slowing in economic growth since the 2008 global economic crisis and implementation of austerity policies in some countries have worsened working conditions for many people. Deregulation and privatisation policies have made labour markets more precarious, increased job insecurity and time pressure, and limited job control and support in the workplace.

The Indian textile industry is as diverse and complex as country itself and it combines with equal equanimity this immense diversity into a cohesive whole. Endowed with largest looms in the world, the second highest spindles, next only to China, a strong multi-fibre raw material base, a vast pool of skilled workers, flexible production systems, a dynamic entrepreneurship together with vibrant design creativity, have all contributed to creating a vibrant textile industry that has long been the mainstay of the Indian

economy. The Indian textile garment industry is an enormous complex entity. There is organized sector, decentralized sector and down the line weavers, the artisans as well as the farmers. The spectrum of technology is wide spread right from handmade to semi mechanical, mechanical, and highly sophisticated information-based technology and microprocessor-based technology.

The fundamental strength of this industry flows from its strong production base of wide range of fibres / yarns from natural fibres like cotton, jute, silk, and wool to synthetic /man-made fibres like polyester, viscose, nylon and acrylic. In fact, apart from China, no other country can boast of such strong and diverse base in textile fibres / yarns. The complex and varied structure of coupled with its close linkage with culture and multifibre raw material base enables it to produce variety of products for varying consumer needs and preferences.

India is:

- The largest producer of jute in the world
- The second largest producer of silk
- The third largest in cotton and second largest in cellulosic fibres
- The fifth largest in synthetic fibres / yarn

Current study is to analyse the impact of occupational stress on organisational performance. For that matter, outcome of stress must be understood. Whenever stress goes farther than optimum level, many problems occur to Individual ranging from unconscious issue to conscious debilitating and pervasive disease. Stress can make

problems to people in many varied ways. In sudden occurrence of stress, all muscles contracted together, and when stress resolved, this tension would finish. Chronic stress keeps body muscles contracted for a long time in defensive and spasmodic state. When muscles are contracted for a long time, this can result in other physical reaction and even stress-related diseases such as Migraine headache, tension-type headache, musculoskeletal disorders. Stress results in difficulties in respiration. Acute stress such as, death of beloved keens, can end in an asthma attack in which airways between nose and lungs are obstructed. Moreover, stress can increase frequency and speed of breathing (hyperpnoea) which leads to panic attack in predisposed individuals. Chronic stress, can make problems to heart and veins. Constant and continuous increase in heart rate and high levels of stress hormones as well as blood pressure, can deliver many problems to body. Such prolonged stress exposure can end in blood hypertension, heart attack, heart stroke, or brain stroke. Together with stress, cortisol, epinephrine, and adrenalin are secreted, and liver produces more glucose to make adequate levels of blood sugar for fight-or-flight response. In most of the people, if body is unable to consume excess blood sugar, this extra sugar would be recaptured, even if individual is confronted by stress frequently. However, in some people, especially those prone to diabetes type 2, increase in blood sugar means diabetes. Studies have shown that even in people prone to diabetes, learning stress management can control blood sugar and in some cases is equal to medications. Exposing to stress, brain would be more sensitive to abdominal feelings. The stomach can react with butterfly in stomach or pain and even nausea. If stress is severe enough, individual may react with vomit. If stress becomes chronic with such

severity, it can cause oesophageal and gastric ulcers and/or severe abdominal pains without ulcers. Chronic stress, experiencing stress for a long time, can result in long-term atrophy of body resources. As SNS continuous to triggering body reactions, this ends in body exhaustion. What chronic stress initiates in nervous system is not such costly, however, its consequence that is activation of various systems of the body, results in several problems. High levels of blood cortisol which is found on chronic stress states can disrupt sperm generation in male genitals. Chronic stress can influence production of testosterone, sperm production and maturation, and even cause erectile problems and/or impotence, and hence reduce the potential and capability of fertility of male population. Post-traumatic stress disorder (PTSD) is one of the most severe possible reactions of any individual to stress which usually occurs after exposure to trauma and/or an event with high levels of affective/emotive negative stress. Events such as being in battlefield, observing war crimes, being tortured, being imprisoned in difficult situations, rape, serious injuries, threat to death, natural disasters, etc. can cause PTSD signs and symptoms in individuals.

1.2 Research Problem

In recent decades, stress and its influences have gained much attraction in organizations. Stress has many influences on performance and activities of members of any organization. Managers, staff, and clients of a given organization, under psychological stress, would stick in specific psychological states and act in a way that directly reflects in organizational outcome. Psychological strain has also physical impacts and makes vast damages to organizations.

Stress, in psychology and biology, any environmental or physical pressure that elicits a response from an organism. In most cases, stress promotes survival because it forces organisms to adapt to rapidly changing environmental conditions. For example, in response to unusually hot or dry weather, plants prevent the loss of water by closing microscopic pores called stomata on their leaves. This type of adaptive stress is sometimes described as eustress. However, when an organism's response to stress is inadequate or when the stress is too powerful, disease or death of an organism may result. Such maladaptive stress is sometimes referred to as distress. Humans respond to stress through basic physiological mechanisms, like all other organisms; however, in humans, stress is an especially complex phenomenon, influenced and complicated by modern lifestyles and technologies.

Stress may be acute, chronic, or traumatic. In humans, acute stress is characterized by immediate danger that occurs within a short span of time and that activates the fight-or flight-response of the sympathetic nervous system; narrowly avoiding an automobile accident and being chased by a dog are examples of acute stress. Chronic stress is characterized by the persistent presence of sources of frustration or anxiety that a person encounters every day. An unpleasant job situation, chronic illness, and abuse incurred during childhood or adult life are examples of factors that can cause chronic stress. This type of stress involves long-term stimulation of the fight-or-flight response. Traumatic stress is characterized by the occurrence of a life-threatening event that evokes fear and helplessness. Tornadoes, fires, and wars are examples of events capable of causing

traumatic stress; these events sometimes lead to the development of post-traumatic stress disorder.

Negative stress affects the physical and mental health of the employees that in turn affects their performance on job. Research into the relationship between stress and job performance has been neglected in the occupational stress literature (Jex, 1998). It is therefore significant to understand different occupational stress inducers (OSI) on one hand and their impact on different aspects of job performance on the other.

With the increasing demands of job requirements, organizational stress has become a prevalent issue in workplaces. Research suggest that excessive job stress negatively impacts the physical and emotional well-being of employees, leading to decreased productivity and job satisfaction (Rao & Chandraiah, 2012). Kapoor and Khanka (2013) states that stress responses are triggered by unfamiliar or threatening factors at work, often stemming from a fear of failure. Considering the diverse work environments across organizations, stress is almost inevitable in various projects (Dar, Akmal, Naseem, & Khan, 2011).

John Howard, Director of NIOSH, has stated: "Fierce competition in the globalized world of commerce pressures employers to structure work in the most efficient and leanest way possible…. As the employment relationship continues to undergo change, stress related to work organisation, scheduling, and staffing may heighten risks for worker injury or illness."

Kamau and Nzuve (2015), has stated that stress occurs due to a perceived threat, not necessarily linked to actual circumstances. Since different individuals find certain

situations more stressful than others (Ratnawat & Jha, 2014), reactions to stressful situations are always personalized and can lead to varied emotional, perceptual, and behavioural changes among employees within the same organization.

Work-related stress poses a significant challenge for organizations as it diminishes productivity, increases absenteeism, and contributes to various employee issues such as alcoholism, drug abuse, high blood pressure, and heart diseases (Meneze, 2005). Seibt et al. (2008) suggest that although stress is prevalent among employees, it can be reduced by improving the work environment and enhancing compensation and rewards within companies. Transactional model of job stress explains (Ganster & Rosen, 2013) that stress arises from the interaction between the individual and the environment, rather than solely from the individual or the environment. According to this transactional model, individuals assess potential stressors and evaluate their ability to cope with them. The model proposes that when faced with a challenging situation, individuals engage in a cognitive process to assess the level of threat and evaluate the coping resources available to them. Moreover, the theory suggests that people typically employ various strategies when confronted with stressful situations (Aitken & Crawford, 2007). This theory has been widely utilized as a foundation for research in specific areas related to coping and stress.

Health is a state of complete physical, mental, and social well -being and occupational health is involved with the health safety issue at work. Any kind of hazards exposure can adversely affect the human health. Occupational health and safety are related with the general health which is a part of social economic development.

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Occupation health is important to everyone's business and peoples are affected by it directly or indirectly. It has a key role and responsibility with regards to occupational health. Any industrial employee may expose to the following types of hazards which can vary on their occupation. This means, it depends upon company to company. There are certain industry specific hazards. And some industrial hazards are common irrespective of nature of the business.

- Physical hazards:
    - Heat,
    - cold,
    - temperature,
    - RH,
    - lighting,
    - noise,
    - visible UV radiation and
    - ionizing.

- Chemical and mineral hazards:
    - Dust,
    - gases,
    - solvent,
    - vapors,
    - fumes, and
    - metal compounds.

- Biological hazards:
    - Blood borne disease,
    - bacteria, and
    - moulds.
- Mechanical hazards:
    - Fall,
    - tripping hazards and injuries,
    - steps and fault of moving equipment.
- Ergonomic hazards:
    - Posture,
    - force,
    - pressure,
    - repetition,
    - vibration,
    - poorly designed work environment.
- Psycho-social hazards:
    - Work load,
    - pace of work,
    - little or less control over work,
    - low social support,
    - harassment or violence,
    - discrimination, and no flexibility for time off.

1.3 Purpose of Research

In many organizations, workers are expected to have long working hours and assigned a range of projects and assignments to prove their worth to the organization. Furthermore, job and career reviews (appraisals) are intended to provide guidance to employees from senior management, to review current progress and to agree objectives, which are measurable and achievable, for future performance. Many occupations and career reviews however, are badly conducted and can bring stressful situation for employees. Frequently the stress can arise from a lack of understanding by their immediate manager and co-workers, feeling of unfairness, work harassment and bitterness (Stranks, 2005). Stress can affect employees in following ways:

- Increased accidents

- Increased complaints from clients

- Workers losing commitment to the organization success

- Increased levels of absenteeism

- Increased staff turnover

- Reduced employee performance

- Increased medical expenses

- Low motivation

- Reduced productivity

- Faulty decision-making

- Poor industrial relations and reduced efficiency

1.4 Significance of the Study

In recent times, organizational life is quite stressful. The new technologies, global competition, and competitive pressures have multiplied the sufferings of employees in Textile Industry. Employees who are stressed are also more likely to be unhealthy, poorly motivated, and less productive and less safe at work.

A workforce which has its stress levels monitored and managed will be healthier. As a result, there will be more of a positive environment at work. In this sense, the importance of stress management cannot be underestimated. Not only will your employees be happier and healthier, but they will also be more productive.

In the day-to-day life however, stress is considered, to be negative only. For the sake of simplicity, we will use only negative connotation of stress as that is more important from the subject point of view. Stress can be got over better if one knows the stressors or sources of stress. Occupational stress is a significant and costly problem, and that the challenge for the organizations is to manage work stress in -order- to reduce health-care costs and improve productivity (Lawrence, 1995). It may lead to increased health problems leading to higher rate of absenteeism and turn over, more accidents and poor job performance. While there is an agreement among researchers on the stress related terminology adopted (Maslach, 1998 cited in Ahmed & Ramzan, 2013). Cummings and Cooper (1998) pointed out the difficulty in developing a coherent theory on stress, as different research methodologies and disciplines (medicine, psychology, sociology, management) have investigated this area. Owing to this difficulty, not much quality research is available in this subject area. Beehr & Newman (1978) attributed the

lack of progress in the areas of stress research to the fact that stress seemed to be related to a -large number of conditions that prevented a systematic focus. Majority of available research and theories about job related stress have been developed and empirically tested in western context. However, the problem of job-related stress and its consequences is more important for developing countries as these are undergoing enormous social and economic changes (Jamal, 1999; Xie, 1996). Occupational stress has become a challenge for the employer organizations as it results in low productivity, increased absenteeism, and collection of other employee problems like alcoholism, drug abuse, hypertension, and host of cardiovascular problems (Meneze, 2005). Seibt et al., (2008) stated that stress is always present among employees however it can be reduced by improving the working conditions and quality of benefits in the companies.

Organizational Stressors:

Apart from the stressors outside the organization there are also stressors those are associated with the organization itself. Changes in working practices, such as the introduction of new technology or the alterations of targets, may cause stress, or stress may be in built in to an organization's structure. In an important study Cooper et al., (1988) model identified five important sources of work stress. They are as follows:

- The job itself: This includes the working environment, hours worked including shift work, travel, work load and keeping up with new technology.
- Role in the organization: This covers role conflict, ambiguity of role, lack of clarity, and responsibility for other people as part of the job role.

- Relationships at work: One of the most stressful aspects of work is building and sustaining positive and supportive relationships with colleagues, bosses, and subordinates.

- Career development: This includes job insecurity redundancy, skill obsolescence, reaching one's career ceiling or being over-promoted.

- Organization structure and climate: This impacts on the extent to which individuals feel to participate in decisions affecting them.

Extra-Organizational Stressors:

The source of external job stress is more a "catch-all" for all those interfaces between life outside and life inside the organization that might put pressures on the managers; family problems, life crises, financial difficulties, conflict of personal beliefs with those of the company and the conflict of company with family demands. It is generally recognized that a person's family has a big impact on personality development.

Some stress researchers define their personal life stressors as unresolved environmental demands, requiring adaptive behaviour in the team of social adjustment (Lucas, 1975; Margolis and Kroes, 1974; Kruger and Miller, 1976). Apart from the family, societal/technologies change, relocation, race/class, and residential/community conditions also affects substantially (Ivancevich and Matteson, 1993).

1.5 Research Purpose and Questions

Ever since the hoary past, one of the important goals of mankind has been in pursuit of happiness, peace, and stress-free life. The process has led us from stage to stage till we find ourselves caught in a dynamic technological whirlpool which has spared mega

bureaucracies, micro task specialization and greater urbanization. Phenomenon like there is closely linked with work settings which have numerous systems such as production, finance, marketing, administration as well as macro-organizational sub-systems like inter-organizational system & organizational level goals, strategies, climates, cultures, structures, management styles and performance. These are accountable for the growth of the organization & its role incumbents on the one hand and society at large, on the other very often the human in the system is reduced to a more insignificant spoke in the wheel of the total technological set-up. This trends to generate feelings of powerlessness, meaninglessness, and normlessness and consequently stress. At times stress is not automatically bad for individual employees/their organizational performances. In fact, it is generally observed that low level of stress can even change job performance. In one of the important studies found that mild stress, such as getting a new supervisor/being involuntarily transferred may have the result of an increased search for information in the job (Weiss et al., 1982). Emerging research also indicates that the level of difficulty, the nature of the task being performed personal and psychological disposition may affect the relation between stress and performance (Cooper and Payne, 1978).

The aim of this study is to find out the causes of occupational stress within the organization and the implication on job satisfaction This study shall be reviewing prevailing Stress level of employees in the Textile sector of India on sample basis. Insights about how to "unconfound" the relationship between stressful working conditions, such as low levels of autonomy, and salary shall be the key.

What are the problems with work-related stress?

Mood and sleep disturbances, upset stomach and headache, and disturbed relationships with family and friends are examples of stress-related problems that are quick to develop and are commonly seen in these studies. These early signs of job stress are usually easy to recognize. Research shall address the following questions.

1. What is the prevailing stress index of employees in the textile sector of India?

2. Which work area create high stress level amongst employees?

3. How is the performance of companies (YOY)?

4. Is there any link between occupational stress and organizational performance?

CHAPTER II:

REVIEW OF LITERATURE

2.1 Theoretical Framework

According to Newton (1995), from the Second World War, stress has become an interesting topic for researchers. Organizations are finally recognized the fact that because of job stress, lots of human potentials are being disappeared. Almost the employees say that they are under high stress at workplace. Hence, job stress is one of biggest problem in the global world.

Stress is an unexpected reaction people must treat their pressures. HSE (Health Safety executive UK) defines stress is an unexpected response people have to tremendous pressures or other types of demands placed on them. Stress can have a positive influence on employees only with a certain amount at which an employee can handle, however, mostly it exceeds the tolerable limits and has a negative effect on employees.

According to Anderson (2002), family conflicts are also roots which create stress of employees. Despite the fact, that Kahn et al., (1964) mentioned stress has viewed as an environmental stimulus to an individual, defined stress as an individual's reaction to environmental forces that had effects on individual performance. Because job stress can threat individual performance and family functional, it is quite dangerous. According to McCubbin & Figley (1983), job stress can make a difference between the ability of families to provide material security and demands on families.

Even with executives and managers, stress is an experience in the work life of every employee. Job stress by accident made organizational performance go down (Elovainio

et al., 2002). Besides, based on Mimura et al. (2003), job stress not only has impact on company and employee job performance but also can shape dire influences when related

to health care. Therefore, according to Rolfe (2005), the importance of job stress is emphasized nowadays by employers to manage and reduce through practical guidelines in public sector but not in private one.

Shani and Pizam (2009) in "Work-Related Depression among Hotel Employees" have conducted a study on the depression of work among hotel employees in Central Florida. They have found that, incidence of depression among workers in the hospitality industry by evaluating the relationship between the occupational stress and work characteristics.

Ahmed (2013) conducted research on job stress towards an organizational change in textile industries of North India: pointed out that the blue-collar employees of textile industries are having 35.78% very high acceptability reactions towards organizational change, 39.33% have moderate perceived acceptability, and 24.89% of employees shown their low but favourable acceptability to organizational change.

Swaminathan, & Rajkumar (2010) conducted a study on stress levels in organizations and its impact on employee's behaviour. Researchers carried a study that focused on the influence of work environment on the degree of stress faced by employees and different profession, age group, hours of work and different varieties of jobs. For the study 250 sample size was taken which includes Bank officers, Leaders in Business Organisation, subordinates in business organization and academicians. By this study some of the common factors such as meeting deadlines, coping with sudden changes,

working with limited resource, and the standards and high expectations from the employees are also the factors which creates stress. The researchers found specific organizational role related stressors such as role overload, role self-distance and role stagnation causes stress. Researchers suggest that everyone should frame his own methods or plans to deal with the stress. This can be done by understanding events causing stress, identifying the reasons behind them such as family, or own expectations etc. Adopting good habits like eating healthy food, by doing regular exercise, taking sufficient rest, proper time management.

Burman and Goswami (2018), the researcher made the attempt to conduct a literature review by adopting Reosekar and Pohekar's research methodology (2014). Overall, 204 research papers were considered to carry the study. The papers were collected from year 1993- 2017. The study reveals that work stress not only impact psychological and physical state but also had a negative impact on social and family life of employees. The level of stress is not same among all employees as it depends upon the sectors to which they belong. The researcher identified important aspects which act as stressors and some strategies which help to cope up with the stress. Such as spending time with friends / family, and by relaxing the stress may be reduced. Constantly the organizational climate or work environment changes, it is the responsibility of the organization continually observe and study the health-related issues along with work environments causes the stress. Overall, the study provides the insight about conceptual knowledge of work stress, and the causes and consequences in the work place. The study also suggests conducting regularly some workshops on stress management which will

help to educate the employees about the causes and sources of stress and its negative impact on their health. Further this also helps them to reduce stress.

Chesak et.al. (2019) reported that in teaching profession burnout is the main reason for reduced quality of teaching and poor interaction between teachers and students, because of this the researcher made this attempt and carried the work to know the output of stress management and resiliency training program used for teachers working in public school. Total 55 public school teachers were considered for the study. The researchers found that by implementing SMART program the significant improvement was observed among school teachers with respect to anxiety, stress, happiness, gratitude, quality of life and life satisfaction and improved interaction between teachers and colleagues and among students and teachers. By this study it is clear, that if organisation provides a proper training to its employees they can overcome from the stress and improve their work efficiency. The SMART program was implemented to many sectors and the author made the attempt to implement this to teaching staff and shown the positive results.

Stress is part of life and work. We cannot expect a work without stress. The stress will motivate employees to perform well. So, the minimum level of stress is also required. The stress which motivates employees to perform well is called as eustress. The research carried by many researchers revealed that some time the excess or high stress results in negative outputs. So, the study is undertaken to know the factors which cause stress, the impact of stress and how employees can reduce the stress at work place.

According to Devaraja (2011), India is the world's 2nd largest producer of textiles and garments after China. It is the world's third largest producer of cotton after China and

the USA and the second largest cotton consumer after China. The Indian textile industry is as diverse and complex as country itself and it combines with equal equanimity this immense diversity into a cohesive whole. The fundamental strength of this industry flows from its strong production base of wide range of fibres / yarns from natural fibres like cotton, jute, silk, and wool to synthetic /man-made fibres like polyester, viscose, nylon and acrylic. The growth pattern of the Indian textile industry in the last decade has been considerably more than the previous decades, primarily on account of liberalization of trade and economic policies initiated by the Government in the 1990s. The relative ease of setting up clothing companies, coupled with the prevalence of developed-country protectionism in this sector, has led to an unparalleled diversity of garment exporters in the third world. Apparel is an ideal industry for examining the dynamics of buyer-driven value chains.

Chandra (1998), in his paper accentuated on production capabilities and efficiencies and recognized them as the most crucial factors to struggle global competition. His paper also highlighted various strategic decisions that Indian exporters of textile & clothing must take, in -order- to survive in the competitive market in post quota regime.

Connolly et.al., (2009) described and analysed that management standards for work related stress (demand, support, control, role, relationships, and change) can be analysed by examining:

1) overall levels of psychological strain

2) job satisfaction, and

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3) the psychosocial working conditions.

Shah (2003), in this study he analysed the role of stress in the Indian banking industry. The study results indicate that the officers suffer more than their clerical counterparts on account of inadequate authority and rapid administrative, regulatory, and conceptual changes. The findings also indicate that while the stress experience in the banking industry differs with the position of employees in the organizational hierarchy, the nature and essence of stress prevailing in the industry is more -or- less the same.

Harshana (2018), the author in this paper put efforts to define the term "Stress" and some work stress related models and identify them. How the stress affects an organization's overall effectiveness and its performance. It also observed that in some cases the stress also acts as morale booster for the employees. The author identified the facts from literature review that stress is the main reason for high employee turnover, reduced quantity and poor-quality output, absenteeism, and corporate inefficiency. Lambert, C, Ito, M. (2004), the occupational stress also affected the employer and it becomes challenge for him, as it reduced the productivity of the organization and it was the reason for lot of problems for employees. Elovainio et al. (2002), the managers fail to deal with employees because of the stress. By review of many research papers, it is found that job stress has significant impact on employees' job performance. It automatically impacts entire organization productivity. Researchers suggest the top management to take necessary steps to reduce the stress to increase job performance of employees.

Literature review about occupational stress revealed seven major definitions in this domain with the dominance of WHO's definition of occupational stress which

acknowledges it as a response of individual whenever confronting to job demands that are not fit with their knowledge and capability. Rapid changes in knowledge and technology results in vast alterations in structures and goals of organizations. These alterations in nature of organizations have an increase in the number of stressful workplaces which show themselves in different forms. These forms include uncontrollability on workplace, less holidays, more working hours, insufficient rewards, fragile future of occupational promotions, increase in time press, lack of support, withdrawal, harassment, role conflict, and issues related to job-life balance.

Stress Definitions

According to Shalev, Yehuda, & McFarlane, (2000), stress is a normal psychophysiological response to events which result in the sense of threat, sadness, Dysphoria, and imbalance in people.

American Psychiatric Association (2014) states that the stress is described as a sense of being overwhelmed, worry, destruction, press, exhaustion, and lethargy. Therefore, stress can influence people in every age, sex, race, and situation and can result in both physical and psychological health.

As per McEwen (2007), in medicine and biology, stress is called to any physical, psychological, and/or emotional factor which results in physical, and/or psychological tension.

Behnoudi (2005) defines that stress is a situation in which individual is forced to act, and cannot bear the received mental tension. In other words, stress means

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readjustment of individual with new situations and conditions. Whenever a change occurs in life, individual is confronting with stress.

Kumari, et al. (2009) defines that the stress is bodily response to any demand. Stress could be caused by either good or bad experiences.

Falsetti, Monier, & Resnick (2005) states that the stress is any unpleasant emotional experience which is accompanied with predictable biochemical, physiological, and behavioural changes.

According to Silverman, et al. (2010), stress is a bodily reaction to a change which needs response, regulation, and/or physical, psychological, and or emotional adaptation. Stress could derive from any situation, condition, thought, and/or state; just need to cause frustration, anger, nervousness, and/or anxiety.

According to Sarafino (2002), stress is considered as a situation which is the result of interactions of individuals and their surrounding environments and causes disharmony between situational demands and biopsychosocial resources.

Lazarus, & Folkman (1984); Lazarus (1990) indicates that the stress is an exclusive relation between person and her/his surrounding environment which she/he perceives as taxing, or is gone far beyond her/his coping resources and threatening her/his health.

McEwen (2004; 1999; 1998) defines that the stress is equivalent to allostasis. Allostasis is the process and capability of gaining stability in the moment of change. Whenever body stress systems are activated in response to high levels of stress, allostasis is evacuated and body exposes to harm.

As reported by Shahsavarani, et al. (2013), any effect of change in surrounding environment on living being which results in disruption of homeostasis (internal balance) of that living being is called stress.

Jit, Chandan, (1995) says that the stress is a state of mind which reflects certain biochemical reactions in the human body and is projected by a sense of anxiety, tension and depression and is caused by such demands by the environmental forces or internal factors that cannot be met by the resources available to the person.

According to Levi (1996), stress is cost by a multitude of demands (stressors) such an inadequate fit between what we need and what we capable of, and what our environment offers and what it demands of us.

Bernik (1997) defines that the stress designates the aggression itself leading to discomfort, or the consequences of it. It is our organism's response to a challenge, be it right or wrong.

Kristensen et al, (1998) says that the stress is an individual, arousal, psychophysiology, and subjective state, characterized by a combination of high arousal and displeasure.

According to The Health and Safety Executive (1999), stress is the reaction that people have to excessive pressures or other types of demand placed upon them.

Moorhead, G., & Griffin, (2001) defines that the stress is caused by a stimulus, that the stimulus can be either physical or psychological, and that the individual responds to the stimulus in some way.

According to Leka, et al., (2004), people may feel stressed when their resources in the form of their comprehension and capabilities about the situation are found to be inadequate to cope with the hassles and difficulties in environment.

According to Abualrub et al., (2008), the stress is the key component and has positive significant correlation with high turnover and turnover intentions, absenteeism, and costs substantial health problem.

Work Stress Definitions

To have a better understanding about the work stress, various definitions of stress and work stress has been compiled by different authors from year 1993 to 2017.

Comish & Swindle (1994) states that the occupational stress, is the inability to cope with pressures in a job, because of a poor fit between someone's abilities and his/her work requirements and conditions. It is a mental and physical condition which affect an individual's productivity, effectiveness, personal health, and quality of work.

European Commission, DG, guidance on work-related stress (1999) defines that the work stress is the emotional, cognitive, behavioural, and physiological reaction to aversive and noxious aspects of work, work environments and work organizations. It is a state characterized by high levels of arousal and distress often by feelings of not coping.

According to Dollar et al., (2001), work stress is transitional arousal state between objective stressors and strain where strain is reaction to the condition of stress.

According to Malta, (2004), occupational stress is any discomfort which is felt and perceived at a personal level and triggered by instances, events or situations that are too

intense and frequent in nature so as to exceed a person's coping capabilities and resources to handle them adequately.

As per Holmlund & Strandvik (2005), it is as an inability of an individual to meet the demands from job due to the imbalance in the person-environment perceptions. It is the situation where individual's job performance, both physical and mental health, is affected poorly.

According to Raja and Joseph (2007), work stress means "the harmful physical and emotional responses that occur when the requirements of a job do not match the capabilities, resources or needs of the worker".

Chen & Silverthorne (2008) labelled job stress as a work-related psychological pressure and a worker's ability to respond and grip the specific situation at work place skilfully.

According to Salami (2010), occupational stress can be defined as the experience of unpleasant negative emotions such as tension, anxiety, frustration, anger, and depression resulting from aspects of work.

According to Yan & Xie (2016), work stress defines as a series of physiological, psychological, and behavioural responses due to the continuing effects of one or more stressors on individuals in an organization.

Hans Selye, the recognized father of stress research talks about General Adaptation Syndrome (GAS) to explain the process of stress reaction.

The GAS has three stages: Alarm, Resistance, and Exhaustion. In the alarm stage, the external stimulus/stressor activates the internal stress system of the body. There are

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several psychological and chemical reactions, such as increased pituitary and alternative secretions; noticeable increases in respiration, heart rate, and blood pressure; and a heightening of the senses. However, while there may be a great deal of resistance to one stressor during the second stage, there may be little, if any, resistance to, unrelated stressors. This helps explain why a person going through an emotional string may be particularly vulnerable to other illness or disease. Finally, if the stressors persist over a longer period of time, the reserves of the adaptive mechanisms during the second stage may become drained and exhaustion sets in.
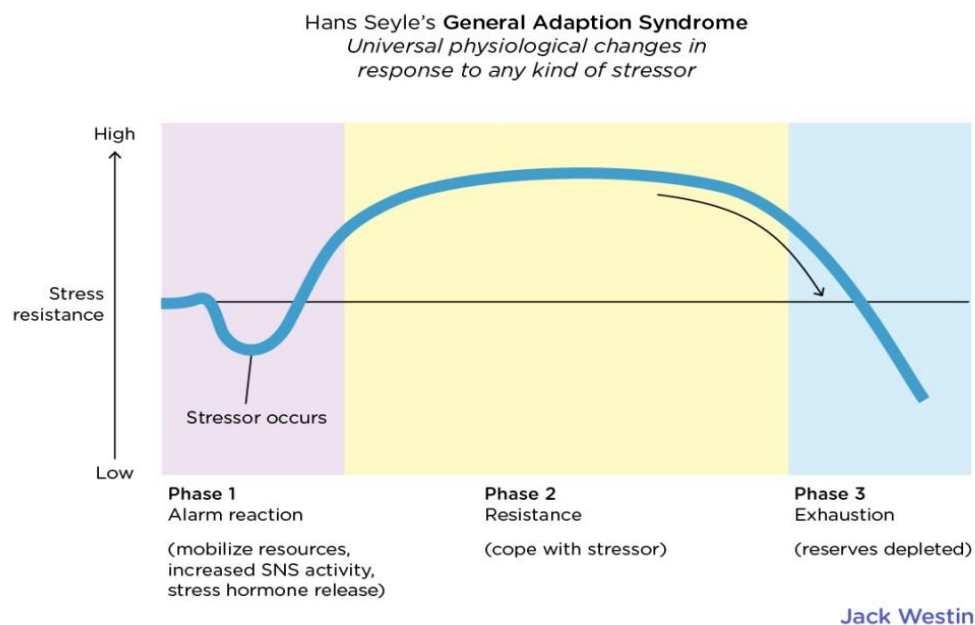
Figure 1 Hans Seyle's General Adaption Syndrome

Besides the psychological oriented approach to stress represented by the classic GAS model which remains a vital dimension of modern stress research and stress

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management, attention is also being given to the psychological (e.g., mood changes, negative emotions, and feeling of helplessness), and the behavioural (e.g., directly confronting the stressor or attempting to obtain information about the stressor) dimension of stress. All these dimensions (psychological, physiological, and behavioural) are important in the understanding of stress and coping strategies to manage stress.

Diathesis-Stress Model

This model of stress (Rubinstein, 1986) explains the occurrence of stress as the outcome of a dynamic interaction between the hereditary factors and the environmental factors. Thus, there is a biological predisposition, for instance for getting high blood pressure or blood sugar, which makes the person vulnerable. However, the manifestation of this will depend on the environmental factors or the stressors in the life of the person. Similarly, the person may be prone to getting irritable/anxious, but this will interact with the environmental stressors for the person, that will act as the precipitating factors, to get anxious. Hence, this is also known as the vulnerability-stress model. There are several aspects of this model of suicide as pathology. One aspect may be called the "domestic animal hypothesis" (Dawkins, 1980); this theory contends that animals living in environments outside of the one in which their genes were naturally selected may demonstrate genotypically influenced behaviour that is maladaptive. In highly novel or rapidly changing environments, maladaptive behavioural characteristics may appear, which may nevertheless be adaptive within the range of circumstances in which the genes were naturally selected (Catanzaro, 1981). This argument is analogous to the moth-and-flame example-"the very sensible orienting technique of maintaining a fixed compass

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bearing towards light rays coming from infinity can become suicidal if the moth tries to do the same thing to light rays radiating out from a candle: it describes a neat logarithmic spiral into the flame" (Dawkins, 1980).

de Catanzaro invests heavily in the hypothesis that human biological evolution has not caught up to cultural evolution: "Modern human culture frequently places stresses on many individuals by placing them in situations for which they are not genetically prepared" (1980). One recent situation that figures importantly in this hypothesis is the increased human longevity within modern society. Considering suicide epidemiology that shows, at least for most modern societies, an increasing rate of suicide with age, the attendant stresses of this evolutionarily novel situation (chronic illness; isolation; cumulative loss of social role, family, and friends; etc.) are significant in the aetiology of suicide. The argument is that humans are not genetically adapted to the sorts of aging-related stresses that characterize modern society but that are historically novel for the species.

A second aging-related hypothesis relevant here is the Medawar Williams theory of senescence. Genes may have multiple effects ("pleiotropy"), and these effects may be expressed at different stages in the life span of the individual. The effects of a single gene or gene combination may be beneficial in youth, yet deleterious in old age. "Senile decay is due to the accumulation in the gene pool of lethal or sublethal genes that have not been removed by natural selection because of beneficial early effects, and because their deleterious effects do not make themselves felt until after the individual has had time to reproduce and pass them on" (Dawkins, 1980).

de Catanzaro makes a strong argument that modern suicides are facilitated by stresses of novel environmental conditions: "Human culture and technology have undergone such dramatic changes in the past few centuries that increasingly there should be some lag between genetic evolution and cultural conditions" (1981, p. 87). Although de Catanzaro does not support this argument with comparative suicide data from modern and premodern societies (more is said about this below), he states the notion that "current high rates of suicide reflect the fact that modern society makes excessive demands on many individuals" (1980, p. 268). However, his views are consistent with the general sociological writings on suicide that follow Durkheim's lead (Durkheim, 1897 /1965) in ascribing suicide mainly to the anomic conditions of modern society, and the consequent weakening in the bonds (religious, familial, authority, marital, etc.) integrating the individual into the larger groups and shared traditions. Furthermore, role demands of modern occupations are more fragmented, more varied, and often more demanding than earlier in human evolutionary history, and may be considerably stressful for certain individuals (Catanzaro, 1981, p. 87). This general postulate is supported by some sociological studies of role conflict and status incompatibility, as they are correlated with risk for suicide (Gibbs & Martin, 1964).

Thus, according to this hypothesis-suicide as stress-induced pathology-the broad environmental context for suicide includes social instability leading to role conflict and other stressful conditions; technological innovations such as poison or guns that can facilitate impulsive suicide; and related aspects of historically novel human situations (e.g., old age). At the individual level, the immediate antecedent of the act of suicide is

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frequently "some exceptionally stressful experience" such as divorce, loss of a loved one, unemployment, illness, alcoholism, or disruption in personal relationships (Catanzaro, 1980, p. 268). De Catanzaro argues further that under extreme stress, disorganized and maladaptive behaviour may develop, and that such behavioural disorganization may facilitate suicide, even though the individual would be genetically predisposed to adaptive behaviour under more normal circumstances. Hence, chronic, intractable stress might be associated with evolutionarily novel circumstances, different from those in which the organism's genes were selected, so that there would be no basis for adaptive genetic expression and self-preserving behaviour (Catanzaro, 1980).

Kavitha in her research titled "Role of stress among women employees forming majority workforce at IT sector in Chennai and Coimbatore (2012)", she has focused on the organizational role stress for the employees in the IT sector. She found in her research that, women face more stress than men in the organization and she viewed to be more specific married women faces more stress than the unmarried women.

Kayoko Urakawa and Kazuhito Yokoyam in their work on "Sense of Coherence (SOC) may Reduce the Effects of Occupational Stress on Mental Health Status among Japanese Factory Workers (2009)," has found the result i.e. adverse effects on mental health due to the job demand and job stress was positively associated with SOC, the mental health status of males in managerial work was adversely negative, where as it was positive among the female co-workers. Finally, they found that, SOC is an important factor determining the coping ability over the job stress for both the genders.

Khalid in his research titled "Role of Supportive Leadership as a Moderator between Job Stress and Job Performance (2012)", have found that, there is a direct relationship between stress and job performance in any organization. To improve the performance of an individual in an organization an employee should receive good support from their leaders. Therefore, a supportive leader can improve the performance of an employee even at unfavourable situations.

Li-fang Zhang have conducted a study on titled "Occupational stress and teaching approaches among Chinese academics (2009)". Researcher suggested that, controlling the self-rating abilities of the participants, the Favourable conceptual changes in teaching approach and their role insufficiency predicated that the conceptual change in teaching strategy is negative.

Swaminathan, & Rajkumar in their work on "Stress levels in Organizations and their Impact on Employees' Behaviour (2013)". They have conducted a study that focused on the levels of stress among the age group, profession, different varieties of jobs, hours of work and the influence of work environment on the degree of stress faced by employees. Stress in an employee's individual in nature. This study indicates that, an optimum level in which every individual can perform with his full capacity and identified three conditions responsible for work stress they are:

1) Role overload

2) Role self- distance

3) Role stagnation.

Treven & Zizek in their research titled "Effective approaches to managing stress of employees (2011)", have found that, where the workers are said to be stressed are more likely to be unsuccessful in their work. Various approaches of managing stress, good work organization and good management are the effective ways of preventing stress. They categorized stress broadly into three types; such as

i)   Transient Stress

ii)   Post Traumatic Stress Disorders (PTSD) and

iii)   Chronic Stress.

Schmidt, Costa, and et al, in their work on- Occupational stress among nursing staff in surgical settings. They aimed at evaluating the presence of occupational stress among nursing professionals working in surgical settings and investigating the relations between occupational stress and work characteristics.

Viljoen and Rothmann, have investigated the relationship between- occupational stress, ill health, and organizational commitment (2009). They found that organizational stressors contributed significantly to ill health and low organizational commitment. Stress about job security contributed to both physical and psychological ill health. Low individual commitment to the organization was predicted by five stressors, such as Work-life balance, Overload, Control, Job aspects and pay.

Sengupta (2007) stated that stress may cause physiological, behavioural, or even psychological effects:

Physiological – hormone release triggers fight or flight response of humans. These hormones help them to either fight harder or run faster. They increase heart rate, blood

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pressure, and sweating. Stress has been tied to heart disease. Because of the increase in heart rate and blood pressure, prolonged stress increases the tension that is put on the arteries. It also affects the immune system which is why cold and flu illness usually show up during exams.

Behavioural – it may cause people to be jumpy, excitable, or even irritable. The effects of stress may cause some people to drink or smoke heavily, neglect exercise or proper nutrition, or overuse either the television or the computer.

Psychological – the response to stress may decrease the ability to work or interact effectively with other people, and be less able to make good decisions. Stress has also been known to play a part in anxiety and depression (Sengupta, 2007). The structure of the Occupational Stress Indicator (OSI) demonstrates that stressful transactions are seen as a product of two intervening systems: people both exert an influence on and respond to their environments (Cooper, Sloan, & Williams, 1988). In other words, the process of stress depends on a person's appraisal of a situation. Stress occurs when the magnitude of the stressor exceeds the individual's capacity to cope. As advocated by Lazarus (1991), a transactional, process, and appraisal approach is needed to study work stress.

In the case of chronic stress, there is little doubt that an individual's success or failure in controlling potentially stressful situations can have a profound effect on his or her ability to function. The ability to "cope" with stress has figured prominently in psychosomatic research. Researchers have reported a statistical link between coronary heart disease and individuals exhibiting stressful behavioural patterns designated "Type A." These patterns are reflected in a style of life characterized by impatience and a sense

of time urgency, hard-driving competitiveness, and preoccupation with vocational and related deadlines.

Biochemical changes play an important role in mediating physiological responses to stress; these chemical changes can result in psychological disturbances. Most chemical changes associated with stress are a result of stimulation of the systematic nervous system, specifically the fight-or-flight response. In acute stress, this response triggers the release of substances called catecholamines, which include epinephrine, norepinephrine, and cortisol, from the adrenal glands. These substances prepare the body to react to immediate danger by increasing heart rate, increasing oxygen delivery to the brain, dilating blood vessels in skeletal muscles, and increasing blood glucose levels.

In chronic stress, continuous stimulation of the fight-or-flight response leads to constant production and secretion of catecholamines. This has a variety of physiological consequences, including hyperglycaemia (high blood glucose levels), which can lead to type II diabetes mellitus, and hypertension (high blood pressure), which can lead to cardiovascular disease. Because some catecholamines such as norepinephrine act as neurotransmitters in the brain, these substances can alter cognition and other mental processes, leading to poor concentration, mood swings, agitation, depression, and anxiety. In addition, long-term stress-induced cortisol secretion from the adrenal glands can depress immune function, leading to increased risk of illness. High levels of cortisol also are associated with weight gain, particularly with the accumulation of excess abdominal fat. Prolonged norepinephrine release directly by neurons of the sympathetic

nervous system can lead to depletion of stem cell populations in hair follicles, resulting in premature greying of the hair.

Research suggests that persons who consume a high-calorie diet are especially vulnerable to weight gain when under chronic stress, owing to elevated levels of the hormone insulin. High insulin levels in a part of the brain known as the amygdala eventually desensitize neurons to the hormone. Once desensitized, the neurons increase their secretion of the neurotransmitter molecule neuropeptide Y, which promotes eating and weight gain.

Impact of stress on job performance:

Majority of the articles reviewed by this researcher mentioned about the impact of stress but many of them only talk about the impact of stress on a particular aspect or dimensions of job, that means the researcher has not come across any article or report that takes a comprehensive view of the subject. Hence it is pertinent to understand as to what constitutes job performance or what are the different dimensions of job that are likely to be affected by stress. Scullen (2000) described job performance comprising of four aspects; i) general performance, ii) human performance, iii) technical performance and iv) administrative performance. Rubina et al. (2008) viewed job performance as the result of three factors working together: skill, effort, and the nature of work conditions. Skills include knowledge, abilities, and competencies of the employees; effort is the degree of motivation the employee puts forth towards completing the job; and the nature of work conditions is the degree of accommodation of these conditions in facilitating the employee's performance.

The whole concern for the organizations is performance of their employees irrespective of factors and conditions. Good performance of employees leads to good organizational performance which is an indicator of their success (Armstrong & Baron, 1998). Ultimate success or failure of an organization is determined majorly by the performance of their employees (Bartlett & Ghoshal,1995 and Ahmed and Ramzan, 2013).

A preliminary literature review shows that past studies are primarily focused on limited additions. Textile being second largest employment generator shall deserve more extensive research with respect to stress management as we live in cut throat competition. Production, productivity, efficiency, delivery and/or services and quality depend upon motivation levels of employees. Motivated people can do wonders.

Lots of technological advancements are taking place in the textile sector. Therefore, free, and fair treatment of people, motivation levels and high morale is must to sail through further. Amidst all technological advancement, human beings shall remain in the nucleus. No technology can ever completely replace the ingenuity of human mind. Therefore, burning issue of stress management is must to carry forward. This will help in policy framing, loss mitigation and efficiency enhancement.

Theoretical Constructs related to Stress

Stress is not a simple and unimodal phenomenon. On the contrary, various, and different dimensions are assumed for it. Reaching a theoretical and practical understanding of diverse aspects of the stress is needed to study, assess, and manage the stress. According to the literature review, the most related constructs to stress are anxiety,

homeostasis, and allostasis. In short, it would be plausible to define stress as a painful and hurting feeling that is dependent to a traumatic condition of present or an expectation of a danger in future which is related to an undefined object. Stress and anxiety are not separated from each other. The continuum of stress is widespread and ranges from biological to social psychological domains and is taken to account as an important antecedent of anxiety. Anxiety is a multidimensional concept and has varied levels and appears as a physical, cognitive, affective, and interpersonal phenomenon. Anxiety is a warning signal which alerts individual; it admonishes individual that a danger is forthcoming so that individual can prepare her/himself to cope with danger. It shall be noted that mild levels of anxiety are necessary to survive and protect individual against threatening dangers. The difference between anxiety and stress is in the triggering agent and the focus of the initiation. Initiation of stress needs an external factor (stressor) to disrupt homeostasis of the living being, while anxiety is a subjective feeling which can be present without any determined external factor and its nature is not related to its producing objective external factor. Homeostasis is the key feature of any system in which its variables are set in the way that internal states become stable and relatively constant throughout the time. This process is the most important trend of the body to maintain internal stability in response to changes of external situations. Authors suggest that homeostasis prevents severe and/or rapid changes in body and maintains our life in a steady and stable way, even if this would be harmful for the living being. According to psychological perspective, homeostasis could be considered as the process of equilibrium between all biological and mental systems of the body which results in a relative stability

of internal environment and derives from continuous and consecutive regulations. Homeostasis have limited margins in both sides of the equilibrium point. These ranges are considered as guidelines for assessment and diagnosis. Studies in psychophysiology revealed that the most important part of peripheral nervous system (PNS) involved in stress response is its autonomous branch which comprises sympathetic (SNS) and parasympathetic (PSNS) nervous systems. SNS with the secretion of adrenalin and noradrenalin causes arousal and physical changes (e.g., increase in heart rate), while PSNS maintains homeostasis by secretion of acetyl choline (ACh). Simultaneous activity of these two nervous systems are mutually exclusive; one cannot be aroused and relaxed at the same time. In other words, any kind of stress, perceived or unconsciously received by organism, by affecting SNS and preventing PSNS from activity, disrupt homeostasis. The third theoretical construct in relation to stress is allostasis. Allostasis is the process of reaching to equilibrium and stability, or homeostasis, in the time of confronting stress via psychological and/or behavioural changes. This can be due to changes in the level of HPS axis hormones, autoimmune system, cytokines, and/or other involved systems in stress response, and in general, its goal is adaptation in optimally minimum time. Allostasis is a vital process to maintain homeostasis amid changing situations. The concept of allostasis is used to investigate the physiology of change (which is usually stressful), adaptation in different situations, and physiological and behavioural prediction of future events. Allostasis in its original meaning is in connection with varied and extended social demands; social contexts which develop and connect humans together and is beyond reflective dependence and deviations in physiology of setpoint. In social

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domain with evolution kept in mind, optimum use of behaviour and social skills are formed to better regulation and fitter adaptation to stresses of social demands. Allostasis is shaped based on a need to the concept of adaptation to change and its stress, so that it can encompass all environmental urgencies and changing situations. Allostasis emphasizes on how human can survive and reach to homeostasis by adaptation to changing situations, with consideration of vital parameters of life processes, because chronic over-activity of regulative systems ends in vulnerability of individual to physiological harms.

2.2 Theory of Occupational Stress Index

The occupational stress index is an additive-burden model that incorporates key aspects of the leading sociological work-stressor models, but was developed from a cognitive ergonomics perspective.

The OSI incorporates elements of the Job Strain Model (Karasek 1979), as well as other formulations of how stress leads to cardiovascular disease, such as features of work in high-risk occupations. However, in contrast to constructs such as Job Strain (Ibid.) and Effort-Reward Imbalance (Siegrist 1991, 1996), which are based heavily upon sociological theory, the OSI derives more from cognitive ergonomics and brain research, attempting to describe, in quantitative terms, the burden of work processes upon the human being. The underlying motivation for developing such an approach is to help pinpoint areas for intervention, by striving to reflect actual work experiences.

OSI (occupational stress index) –

Analyses work in terms of demands on mental resources and how these demands are controlled by the individual, in the context of energy-regulation theory. This theory demonstrates the indelible coupling between the two job-strain dimensions; in other words, with sufficient decision latitude, or control, a person can modulate even onerous, although not overwhelming, psychological workload to meet his or her needs or capabilities. Within OSI, the work environment is viewed as a whole, including task-level issues, work schedule, and physical.

The aim with the OSI has been to develop a series of occupation-specific questionnaires that are all part of the OSI umbrella. In other words, these would all be compatible with the General OSI, and allow between-occupation comparisons, but would be far more operationalized and streamlined. Namely, the latter are derived from a more qualitative approach, based on detailed knowledge of the occupation in question. Once developed, these occupation-specific OSI allow us to omit questions about the fixed aspects of a given line of work and to focus on the variable features of a given occupation, and often pinpoint key stressors that could be the focus of intervention. These, specific OSI are being designed for a very wide range of occupational endeavor-from industrial, transport, to clerical and professional sectors.

OSI bridges a gap between two divergent approaches in occupational psychosocial research. One, represented by theory-based, generic approaches, is often remote from actual work experiences and, therefore, may not be helpful in assessments of within-occupation variance, the very level at which intervention strategies are developed, in practice.

2.3 Summary

Through the literature review we can conclude that occupational stress carries substantial costs for both employees and their employers (Yap, & Thong, 2013), the primary aim of this research is to investigate association between job stress and job performance. Job performance shall eventually mean performance of the company wherein such people are employed. Stress and strains on an employee increase with the progressive development of the industries. In India, because of LPG (liberalization, privatisation, and globalization) reforms a rapid change is undergoing due to many contemporary trends in the form of liberalization, modernization, industrialization, and automation etc. And due to these changes, the health of the employees affected adversely. All occupations are causing some amount of stress and any employee may expose to tension, frustration, and anxiety due to the duties assigned to them. Sometime stress is misunderstood or misinterpreted and resulting into avoidable problems. Stress is the response to any forces that when implemented in human bodies, causes deformation. Occupational stress has become a challenge for the organizations as it results in low productivity, increased absenteeism, and collection of other employee problems like alcoholism, drug abuse, hypertension, and host of cardiovascular problems (Meneze, 2005).

CHAPTER III:

METHODOLOGY

3.1 Overview of the Research Problem

Ever since the hoary past, one of the important goals of mankind has been in pursuit of happiness, peace, and stress-free life. The process has led us from stage to stage till we find ourselves caught in a dynamic technological whirlpool which has spared mega bureaucracies, micro task specialization and greater urbanization. Phenomenon like there is closely linked with work settings which have numerous systems such as production, finance, marketing, administration as well as macro-organizational sub-systems like inter-organizational system & organizational level goals, strategies, climates, cultures, structures, management styles and performance. There are accountable for the growth of the organization & its role incumbents on the one hand and society at large, on the other very often the human in the system is reduced to a more insignificant spoke in the wheel of the total technological set-up. This trends to generate feelings of powerlessness, meaninglessness, and normlessness and consequently stress. At times stress is not automatically bad for individual employees/their organizational performances. In fact, it is generally observed that low level of stress can even change job performance. In one of the important studies found that mild stress, such as getting a new supervisor/being involuntarily transferred may have the result of an increased search for information in the job (Weiss et al., 1982). Emerging research also indicates that the level of difficulty, the nature of the task being performed personal and psychological disposition may affect the relation between stress and performance (Cooper and Payne, 1978).

3.2 Operationalization of Theoretical Constructs

This study intends to use OSI by Dr. A.K. Srivastava and Dr. A.P. Singh, Department of Psychology, Banaras Hindu University (Varanasi). This questionnaire is meant for a psychological investigation. The questionnaire consists of number of statements which an employee sometimes feels or say about various components of their job. Five points scale would be used to indicate the extent to which they agree with each statement to describe their own job and the experience and feelings about their job.

3.3 Research Objectives and Questions

This study is a contribution to analyse the impact of occupational stress levels of employees on company's performance in textile sector of India. Specific objectives for the research are as follows:

1) To determine the prevailing occupational Stress levels of employees in Textile sector of India.

2) To observe the relationship between occupational stress levels of employees and Company's performance

3) To suggest effective way of handling stressors for organizational growth and effectiveness.

This study has come up with new insights pertaining to the following areas:

1. Role overload

2. Role Ambiguity

3. Role conflict

4. Unreasonable group & political pressure

5. Responsibility for persons

6. Under participation

7. Powerlessness

8. Poor peer relations

9. Intrinsic

10. Low Status

11. Strenuous Working

12. Unprofitability

Role Overload:

Role overload is a specific stressor that reflects the perception that the demands of one's work role exceeds personal resources (Eatough et al., 2011).

Workload, main cause of stress in employees refers to the focusing on assignments at work. French and Caplan (1972); Margolis et al. (1974) and Russek & Zohman (1958) said that work overload happens when assigned work exceed one's capability. It is a case when people feel pressure on themselves, or when the demands of a situation are larger than they can handle; and if it continues for a long time without any pauses or breaks, then different physical, behavioural, and mental problems may occur and can lead to death. Work overload was significant affect job stress (Wilkes et al. 1998). Division of Human Resource (2000) defined workload stress as feeling of constant pressure and not willing to come to work accompanied by the general physiological and behavioural stress foretoken. Al-Aameri (2003) has mentioned in his studies that work overload is one of

six factors affect job stress. Besides, a study in UK showed that the large amounts of workers were dissatisfy when they were required to work overtimes and deal with big workloads while meeting production targets and deadlines (Townley, 2000). To access the occupational stress due to role overload, the following questions must be answered.

i)   I have to do a lot of work in this job

ii)   Owing to excessive workload I have to manage with insufficient number of employees and resources

iii)   I have to dispose off my work hurriedly owing to excessive workload

iv)   Being too busy with official work, I am not able to devote sufficient time to my domestic and personal problems

v)   I have to do such work as ought to be done by others

vi)   I am unable to carry out my assignments to my satisfaction on account of excessive load of work and lack of time.

Role Ambiguity:

Role ambiguity is a term used to describe the lack of clarity, certainty and/or predictability one might have expected with regards to behaviour in a job.

Role ambiguity is another factor that has influences on job stress. When employee lacks information about the requirements of their role, how to meet those role requirements, and the evaluating process to ensure the role performed successfully, role ambiguity will happen (Cords & Dougherty (1993), Cooper (1994), Dyer & Quine (1998) and Ursprung (1986). Based on Jackson & Schuler (1985) and Muchinsky (1997) studies, role ambiguity leads to negative results as "reduces confidence, a sense of hopelessness,

anxiety, and depression". The role ambiguity shall be determined by answering the following questionnaire.

    i)   My different officers often give contradictory instructions regarding my works

    ii)   The objectives of my work-role are quite clear and adequately planned

    iii)   I am unable to perform my duties smoothly owing to uncertainty and ambiguity of the scope of my jurisdiction and authorities

    iv)   It is not clear that what type of work and behaviour my higher authorities and colleagues expect from me.

Role Conflict:

Role conflict occurs when there are incompatible demands placed upon a person relating to their job or position. When there are arguments in role requirements of employee, it increases role conflict. Because follow the requirement of one's role makes it difficult to follow the requirements of others, role conflict is an important situation. Therefore, employee will feel stress when they contact the contradictory demands by their supervisor or subordinate. Proposed questions are here below to supplement the occupational stress due to role conflicts.

    i)   My different officers often give contradictory instructions regarding my works

    ii)   Officials do not interfere with my jurisdiction and working methods

    iii)   I am not provided with clear instructions and sufficient facilities regarding the new assignments trusted to me

iv)   Employees attach due importance to the official instructions and formal working procedures

v)   It becomes difficult to implement suddenly, the new dealing procedures and policies in place of those already in practice.

Unreasonable Group & political:

When power struggles between employees heightens pressure and competition within the organisation. Responsibility for persons–When the job role includes either responsibility of the well- being or getting required performance from others. The following questions were asked with respect to occupational stress arising out of interpersonal relations.

i)   Sometimes it becomes complicated problem for me to make adjustment between political/group pressures and formal rules and instructions

ii)   I have to do some work unwillingly owing to certain group/political pressures

iii)   In order, to maintain group-conformity, sometimes I have to do/produce more than the usual

iv)   I am compelled to violate the formal and administrative procedures and policies owing to group/political pressures.

Responsibility for persons:

Personal responsibility is the willingness to both accept the importance of standards that society establishes for individual behaviour and to make strenuous personal efforts

to live by those standards. This sub-scale includes the following questionnaire to access occupational stressors.

i) The responsibility for the efficiency and productivity of many employees is thrust upon me

ii) I am responsible for the future of a numbers of employees

iii) I bear the great responsibility for the progress and prosperity of this organisation/department, company

Under participation:

Abstaining from popular participation in decision-making. This sub-scale includes the questionnaire to understand the level of participation and the occupational stressor arising out of involvement/non-involvement. Questionnaires includes:

i) Most of my suggestions are heeded and implemented here

ii) My cooperation is frequently sought in solving the administrative or industrial problems at higher level

iii) My opinions are sought in framing important policies of the organisation/department, company

iv) My opinions are sought in changing or modifying the working system

Powerlessness:

The dictionary defines powerless as being without the power to do something or prevent something from happening. This questionnaire includes level of authority such as:

i) My decisions and instructions concerning distribution of assignments among employees are properly followed

ii) My suggestions regarding the training programmes of the employees are given due significance

iii) Out interests and opinions are duly considered in making appointments for important posts.

Poor peer relations:

Peer Relationship Problems occur when students have trouble cooperating with others and have trouble making friends. Peer relationship problems can lead to friendships with peers who make poor choices, an inability to maintain quality friendships, being bullied, and later development of internalizing concerns.

The relationship between employee and their supervisor is a main aspect of employee's link to the company, and employee behaviours affected by, the way their supervisors managed them. Effective communication is one of the components of a good relationship, and it can provide employees with direction. Supervisors can treat more effectively to the needs and problems of their employees when there are open-lines of communication such as an open-door policy. Support from supervisors and co-workers can reduce job stress. With less support from supervisors or peers, employee feel alone, then lead to decrease pace of work and performance. Employees' relationships with colleagues are essential to their success and help employees complete not only their work goals but also organization's goals. The more positive relationships at work employee

have, the more enjoyable the workplace is, and better job satisfaction and engagement. Questions used for this sub-scale are as under:

i)   I work with persons whom I like

ii)   Some of my colleagues and subordinates try to defame and malign me as unsuccessful

iii)   My colleagues do cooperate with me voluntarily in solving administrative and industrial problems

iv)   There exists sufficient mutual-cooperation and team-spirit among the employees of this organisation/department.

Intrinsic:

If something has intrinsic value or intrinsic interest, it is valuable or interesting because of its nature or character. Intrinsic to the job will include physical aspects of the working environment (noise, lighting) and psychosocial aspects (workload) and will vary. Respondents had to answer the following questions.

i)   My assignments are of monotonous nature

ii)   I get ample opportunity to utilize my abilities and experience independently

iii)   I get ample opportunity to develop my aptitude and proficiency properly

iv)   My suggestions and cooperation are not sought in solving even those problems for which I am quite competent.

Low Status:

A position of inferior status; low in station or rank or fortune or estimation. Questionnaire used to test the status of an employee has been as under:

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i)   Higher authorities do care for my self-respect

ii)   This job has enhanced my social status

iii)   My higher authorities do not give due significance to my post and work.

Strenuous working:

Strenuous work means physically and demanding tasks combined with extended hours of work. Questions included in this sub-scale are as follows:

i)   I do my work under tense circumstances

ii)   Some of my assignments are quite risky and complicated

iii)   I often feel that this job has made my life cumbersome

iv)   Working conditions are satisfactory here from the point of view of our welfare and convenience.

Unprofitability:

The quality of affording no gain or no benefit or no profit. Together with expectancies, a person's needs and values are considered, to be determinants of motivated action through their effects on valences within EVT (Feather, 1992a, 1992b). Needs and values are assumed to affect a person's definition of a situation, so that some objects, activities, and potential outcomes are perceived as having positive valence (they become attractive). This sub-scale throw lights on the following questions.

i)   I get less salary in comparison to the quantum of my labour/work

ii)   I am seldom rewarded for my hard labour and efficient performance.

3.4 Research Design

Descriptive research design has been used in the present study. The most common descriptive research method is the survey, which includes the questionnaires, personal interviews, phone surveys and the normative surveys. A correlational design has further been inserted to examine the relationship between two variables without intervening in the process. Correlational design allows us to observe natural relationships between variables. This results in data being more reflective of real world situations.

Ethical Considerations

This research was conducted under guidance of Swiss School of Business and Management, Geneva. And the following factors were considered religiously.

i) **Voluntary participation**

Participation was voluntary and no-one for forced by whatsoever means to take part in the research. Participants were aware who the study was conducted by and the aims of the research. There was no risk to participants in this study.

ii) **Informed Consent**

Participants were counselled well in advance and all their doubts pertaining the study were cleared to their satisfaction. The research had the informed consent of participants before they completed the questionnaire and participation was voluntary.

iii) **Anonymity and confidentiality**

Using an anonymous questionnaire ensured the confidentiality of data and participants along with anonymity. Participant's names were only required on the entry form for the background data. Only authorised persons were able to view the data and it

was stored appropriately to uphold the assurance of confidentiality. An undertaking was also given to the participants that their data shall be kept confidential.

iv)   Results communication

Outcome of individual feedback was shared with the participants who wanted to know their occupational Stress level. A few participants got themselves diagnosed and took advantage of this study for their mental health as well.

3.5 Population and Sample

Population for this study has been textile industry of Punjab and Gujarat state of India. Occupational stress on employees in textile industry is one of the major areas of concern, because the organizational life is quite stressful. The emergence of new technologies, global competition, and competitive pressures multiplied the sufferings of employees. Stressed employees are also more likely to be poorly motivated, unhealthy, less productive, and less safe at work. Stress is the adverse reaction what people feel because of excessive pressure and different types of demand placed on them. This paper focuses on the phenomenon of Occupational stress and health hazards on employees among textile industry, to suggest appropriate stress management strategies for saving employees from variety of health problems and it also helps to improve their efficiency and productivity.

Sampling

The sample size chosen for this study is employees of textile mills operating in Punjab and Gujarat state of India. And the questionnaire was sent to 40 number of employees in each company (five companies) out of which 120 responses were received. Thus, response ratio has been at 60%. Company wise sampling has been as under.

Table 1 Company wise Sampling

Name of the Company	No of Questionnaire	Response Received	%
Group 1	40	30	75
Group 2	40	30	75
Group 3	40	22	55
Group 4	40	26	65
Group 5	40	12	30
Total	200	120	60

3.6 Participant Selection

The participants used for this study were employees of textile companies of Punjab and Gujarat state of India. The employees were full time managers or head office staff. Surveys were distributed to two hundred employees, out of which one hundred and twenty being returned. This was a response rate of 60 percent. This information is presented in Table 1. Participants were made aware through an information sheet attached to the questionnaire that participation was voluntary and that all responses would remain confidential and anonymous.

3.7 Instrumentation

Questionnaires provide a relatively cheap, quick, and efficient way of obtaining large amounts of information from a large sample of people. Therefore, A questionnaire has been used as a research instrument consisting of a series of questions for the purpose of gathering information from respondents.

Closed questions were used in the questionnaire because of following strengths.

- Closed ended questions are very specific

- Limited responses e.g. agree/disagree/strongly agree/disagree etc.

- Closed questions can provide ordinal data

- They can be economical. This means they can provide large amounts of research data for relatively low costs. Therefore, a large sample size can be obtained, which should represent the population from which a researcher can then generalize.

- The respondent provides information that can be easily converted into quantitative data (e.g., count the number of "yes" or "no" answers), allowing statistical analysis of the responses.

- The questions are standardized. All respondents are asked exactly- the same questions in the same order. This means a questionnaire can be replicated easily to check for reliability. Therefore, a second researcher can use the questionnaire to confirm consistent results.

The survey used for this study contained a cover page which included information on the study, contact details and instructions, followed by a company's information section, and then twelve stress measurement scales containing forty-six items in total. Participants had to rate how frequently a condition happened or how a statement best related to them on a rating scale between strongly disagree and strongly agree depending on the scale.

The cover sheet also acted as the informed consent for the study. Participants were informed that "by reading this information you are giving your informed consent to

participate in this project." It was stated that participation was voluntary and all responses would be confidential and anonymous.

The format of questions is preplanned and predefined in advance. This study intends to use OSI by Dr. A.K. Srivastava and Dr. A.P. Singh, Department of Psychology, Banaras Hindu University (Varanasi). This questionnaire is meant for a psychological investigation. Standardized questionnaire has been administered on a sample of respondents from a population. The scale consists of 46 items, each to be rated on the five-point scale. Out of 46 items, 28 are "true- keyed" and rest 18 are "false keyed". The items related to almost all relevant components of job life which cause stress in some way or the other, such as role overload, role ambiguity, role conflict, group and political pressures, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions, unprofitability.

Sr. no.	Particulars	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1.	I have to do a lot of work in this job					
2.	The available information relating to my job role & its outcomes are vague & insufficient					
3.	My different officers often give contradictory instructions regarding my works					
4.	Sometimes it becomes complicated problem for me to make adjustment between political group pressures & formal rules & instructions					
5.	The responsibility for the efficiency &					

	productivity of many employees is thrust upon me				
6.	Most of my suggestions are headed & implemented here				
7.	My decisions & instructions concerning distribution of assignments among employees are properly followed				
8.	I have to work with persons whom I like				
9.	My assignments are of monotonous nature				
10.	Higher authorities do care for my self respect				
11.	I get less salary in comparison to the				

	quantum of my labour work					
12.	I do my work under tense circumstances					
13.	Owing to excessive workload I have to manage with insufficient number of employees & resources					
14.	The objectives of my work/role are quite clear & adequately planned					
15.	Officials do not interfere with my jurisdiction & working methods					
16.	I have to do some work unwillingly owing to certain group/political pressures					

17.	I am responsible for the future of number of employees					
18.	My cooperation is frequently sought in solving the administrative or industrial problems at higher levels					
19.	My suggestions regarding the training programs of the employees are given due significance					
20.	Some of my colleagues & subordinates try to defame & malign me as unsuccessful					
21.	I get ample opportunities to utilize my abilities & experience independently					

22.	This job has enhanced my social status					
23.	I am seldom rewarded for my hard labour & efficient performance					
24.	Some of my assignments are quite risky & complicated					
25.	I have to dispose off my work hurriedly owing to excessive workload					
26.	I am unable to perform my duties smoothly owing to uncertainty & ambiguity of the scope of my jurisdiction & authorities					

27.	I am not provided with clear instructions & sufficient facilities regarding the new assignments trusted to me					
28.	In order to maintain group-conformity sometimes, I have to do/produce more than usual					
29.	I bear the great responsibility for the progress & prosperity of this organization/department/company					
30.	My opinions are sought in framing important policies of the organization/ department					
31.	Our interest & opinions are duly					

	considered in making appointments for important posts					
32.	My colleagues do cooperate with me voluntarily in solving administrative & industrial problems.					
33.	I get ample opportunity to develop my aptitude & proficiency properly					
34.	My higher authorities do not give due significance to my post & work					
35.	I often feel that this job has made my life cumbersome					
36.	Being too busy with official work I am					

	not able to devote sufficient time to my domestic & personal problems					
37.	It is not clear that what type of work & behavior my higher authorities & colleagues expect from me.					
38.	Employees attach due importance to the official instructions & formal working procedures					
39.	I am compelled to violate the formal & administrative procedures & policies owing to group/political pressures.					
40.	My opinion is sought in changing or					

	modifying the working system, implements and conditions					
41.	There exists sufficient mutual cooperation and team-spirit among the employees of this organization/depart ment					
42.	My suggestions & cooperation are not sought in solving even those problems for which I am quite competent					
43.	Working conditions are satisfactory here from the point of view of our welfare and convenience					
44.	I have to do such work as ought to be done by others					

45.	It becomes difficult to implement all of a sudden the new dealing procedures & policies in place of those already in practice					
46.	I am unable to carry out my assignments to my satisfaction on account of excessive load of work and lack of time					

The questionnaire consists of number of statements which an employee sometimes feels or say about various components of their job. Five points scale (which is strongly disagree, disagree, undecided, agree and strongly agree) would be used to indicate the extent to which they agree with each statement to describe their own job and the experience and feelings about their job.

3.8 Data Collection Procedures

The questionnaire was pilot tested on 50 employees of a textile company in a program named "Stress Management and Benefits of Yoga". These were full time employees of the company. Testing was done to get estimates of the completion time and to ensure the items were comprehensive.

Survey data was entered into an excel spreadsheet initially and then analyzed. There were twenty-six participant responses entered into the spreadsheet and they were all able to be used in the data analysis.

3.9 Data Analysis

Since we covered five different companies across 12 variables. It was decided to conduct one- way ANOVA (Analysis of variance). Analysis of variance is a statistical technique used to check if the means of two or more groups are significantly different from each other. ANOVA checks the impact of one or more factors by comparing the means of different samples. Instead of conducting multiple t-tests for each pair of groups, ANOVA allows researchers to analyse the variations between all groups in one comprehensive test. This saves time. It provides the overall test of equality of group means. It can also control the overall type 1 error i.e. false positive findings.

Basic principle of ANOVA: is to test the differences among the means of the populations by examining the amount of variation within each of these samples, relative to the amount of variation between the samples. ANOVA test has the following assumptions.

1. Each population from which a sample is taken is normally distributed.
2. All samples are randomly selected and independently taken from the populations.
3. The populations are assumed to have equal variances**.**
4. The population data is numerical (interval or ratio level).

Table 2 Company wise occupational stress index

Sr. No.	Particulars	Group 1	Group 2	Group 3	Group 4	Group 5	Average	Stress Level
	No of Responses/observations	30	30	22	26	12	26	
1	Role Overload	23	19	16	17	21	19	Moderate
2	Role Ambiguity	12	11	10	9	13	11	Moderate
3	Role Conflict	15	13	12	13	15	14	Moderate
4	Unreasonable Group & political pressure	13	12	12	10	13	12	Moderate
5	Responsibility for persons	11	9	9	11	10	10	Moderate
6	Under participation	12	10	9	9	13	11	Moderate
7	Powerlessness	11	10	9	7	11	10	Moderate
8	Poor peer relations	11	11	11	9	11	10	Moderate
9	Intrinsic	12	11	10	9	12	11	Moderate
10	Low Status	10	9	8	6	11	9	Moderate
11	Strenuous working	11	10	9	10	11	10	Moderate
12	Unprofitability	8	6	5	7	7	7	Moderate
	Scale as a whole	150	132	120	117	148	133	Moderate
	Overall Stress Level	Moderate	Moderate	Low	Low	Moderate	Moderate	

Table 3 Analysis of Mean

Sr. No.	Group 1	Group 2	Group 3	Group 4	Group 5
1	23	19	16	17	21
2	12	11	10	9	13
3	15	13	12	13	15
4	13	12	12	10	13
5	11	9	9	11	10
6	12	10	9	9	13
7	11	10	9	7	11
8	11	11	11	9	11
9	12	11	10	9	12
10	10	9	8	6	11
11	11	10	9	10	11
12	8	6	5	7	7
∑	150	132	120	117	148
Mean	12.51	11.01	9.98	9.78	12.35
Mean of Mean	⌇	=	11.12		

Table 4 Variance between Samples

Sr. No.	$(\bar{X}_1-\bar{X})^2$	$(\bar{X}_2-\bar{X})^2$	$(\bar{X}_3-\bar{X})^2$	$(\bar{X}_4-\bar{X})^2$	$(\bar{X}_5-\bar{X})^2$
1	1.91	0.00	1.31	1.82	1.50
2	1.91	0.00	1.31	1.82	1.50
3	1.91	0.00	1.31	1.82	1.50
4	1.91	0.00	1.31	1.82	1.50
5	1.91	0.00	1.31	1.82	1.50
6	1.91	0.00	1.31	1.82	1.50
7	1.91	0.00	1.31	1.82	1.50
8	1.91	0.00	1.31	1.82	1.50
9	1.91	0.00	1.31	1.82	1.50
10	1.91	0.00	1.31	1.82	1.50
11	1.91	0.00	1.31	1.82	1.50
12	1.91	0.00	1.31	1.82	1.50
∑	22.90	0.00	15.68	21.82	17.95
Sum of variance	78.35				
V	5-1	=	4		
Variance between samples	**19.59**				

Table 5 Variance Within Samples

Group 1	$(X_1-\bar{X}_1)^2$	Group 2	$(X_2-\bar{X}_2)^2$	Group 3	$(X_3-\bar{X}_3)^2$	Group 4	$(X_4-\bar{X}_4)^2$	Group 5	$(X_5-\bar{X}_5)^2$
23	116.52	19	58.61	16	35.68	17	53.31	21	80.75
12	0.01	11	0.13	10	0.01	9	0.15	13	0.54
15	8.19	13	5.71	12	5.25	13	11.41	15	7.95
13	0.35	12	1.66	12	4.26	10	0.00	13	0.32
11	3.89	9	2.60	9	1.81	11	0.64	10	4.75
12	0.37	10	0.37	9	0.57	9	0.12	13	0.97
11	1.53	10	0.96	9	1.57	7	7.08	11	2.82
11	1.88	11	0.14	11	0.49	9	0.73	11	2.55
12	0.01	11	0.04	10	0.02	9	0.66	12	0.01
10	6.45	9	3.40	8	2.77	6	13.40	11	3.11
11	1.88	10	1.90	9	1.93	10	0.17	11	2.55
8	24.72	6	21.88	5	23.91	7	10.48	7	26.84
	166		97		78		98		133
Σ	573	=	407						
V	60-5	=	55						

Summary of ANOVA

Particulars	Sum of Squares	Independent Number		F Ratio
Among the group	SSC	(K-1)	SSC/(k-1)	
Within the group	SSE	(n-k)	SSE/(n-k)	
Total Variance	SST	n-1		

Null Hypothesis:

In ANOVA, the null hypothesis is that there is no difference among group means. If any group differs significantly from the overall group mean, then the ANOVA will report a statistically significant result.

Interpretation of F Value:

If the F statistic is higher than the critical value (the value of F that corresponds with your alpha value, usually 0.05), then the difference among groups is deemed statistically significant.

Table 6 Summary of ANOVA

Source of Variance	Sum of Squares	Independent Number		F Ratio
Among the group	78	4	19.59	1.88
Within the group	573	55	10.41	
Total Variance	651	59		

For V1= 4,

V2=55.

F distribution value at 5% significance level is 2.54 (Table)

Table 7 Total Variance

Group 1	$(X_1-\bar{X})^2$	Group 2	$(X_2-\bar{X})^2$	Group 3	$(X_3-\bar{X})^2$	Group 4	$(X_4-\bar{X})^2$	Group 5	$(X_5-\bar{X})^2$
23	148.25	19	56.89	16	23.33	17	35.44	21	104.23
12	1.71	11	0.06	10	1.07	9	3.03	13	3.84
15	18.00	13	5.18	12	1.32	13	4.12	15	16.34
13	3.90	12	1.38	12	0.85	10	1.63	13	3.21
11	0.35	9	2.97	9	6.19	11	0.30	10	0.92
12	0.60	10	0.52	9	3.60	9	2.89	13	4.88
11	0.02	10	1.19	9	5.74	7	16.07	11	0.21
11	0.00	11	0.24	11	0.20	9	4.84	11	0.14
12	1.63	11	0.11	10	0.98	9	4.68	12	1.27
10	1.34	9	3.83	8	7.87	6	25.09	11	0.29
11	0.00	10	2.22	9	6.42	10	0.87	11	0.14
8	12.89	6	22.95	5	36.40	7	21.03	7	15.66
	189		98		94		120		151
∑	651								

Calculated value of F is less than the table value. Therefore, it is concluded from the ANOVA (calculated here above) that there is no significant difference between stress level of employees pertaining to different companies.

Company wise Stress level of Employees

There have been five companies (three from the state of Punjab and two from the state of Gujarat) under study. Company wise stress level of employees has been found as under:

Table 8 Occupational Stress Index (Group-1)

Sr. No.	Particulars	Avg. Score	Stress Level
1	Role Overload	**23**	High
2	Role Ambiguity	**12**	High
3	Role Conflict	**15**	High
4	Unreasonable Group & political pressure	**13**	Moderate
5	Responsibility for persons	**11**	Moderate
6	Under participation	**12**	Moderate
7	Powerlessness	**11**	Moderate
8	Poor peer relations	**11**	Moderate
9	Intrinsic	**12**	Moderate
10	Low Status	**10**	Moderate
11	Strenuous working	**11**	Moderate
12	Unprofitability	**8**	High
	Scale as a whole	**150**	Moderate

High Stress level: From the table 8 here above, high stress level was observed in role overload, role ambiguity, role conflict and unprofitability**.**

Moderate Stress Level: While analysing the data it was found that employees reported moderate stress level in case of unreasonable group & political pressure,

responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic, low status, and strenuous working. **Overall** stress level of employees was found moderate which means company's human resources are working under stressful conditions.

Table 9 Occupational Stress Index (Group-2)

Sr. No.	Particulars	Avg. Score	Stress Level
1	Role Overload	19	Moderate
2	Role Ambiguity	11	Moderate
3	Role Conflict	13	Moderate
4	Unreasonable Group & political pressure	12	Moderate
5	Responsibility for persons	9	Moderate
6	Under participation	10	Moderate
7	Powerlessness	10	Moderate
8	Poor peer relations	11	Moderate
9	Intrinsic	11	Moderate
10	Low Status	9	Moderate
11	Strenuous working	10	Moderate
12	Unprofitability	6	Moderate
	Scale as a whole	132	Moderate

Overall stress level of employees was found moderate which means company's human resources are experiencing good amount of stress on an average. Role ambiguity and unprofitability has been on borderline which means very near to high stress situations.

Table 10 Occupational Stress Index (Group-3)

Sr. No.	Particulars	Avg. score	Stress Level
1	Role Overload	**16**	Moderate
2	Role Ambiguity	**10**	Moderate
3	Role Conflict	**12**	Low
4	Unreasonable Group & political pressure	**12**	Moderate
5	Responsibility for persons	**9**	Moderate
6	Under participation	**9**	Low
7	Powerlessness	**9**	High
8	Poor peer relations	**11**	Moderate
9	Intrinsic	**10**	Moderate
10	Low Status	**8**	Moderate
11	Strenuous working	**9**	Low
12	Unprofitability	**5**	Moderate
	Scale as a whole	**120**	Low

High Stress level

High stress level was observed (table 10) in powerlessness. Chronic stress can cause or worsen many serious health problems, including: Mental Health Problems, such as Depression, Anxiety, and Personality Disorders, Cardiovascular disease, including heart disease, high blood pressure, abnormal heart rhythms, heart attacks, and strokes.

Moderate Stress Level

While analysing the data it was found that employees reported moderate stress level in case of role overload, role ambiguity, unreasonable group & political pressure, responsibility for persons, poor peer relations, intrinsic, low status, and unprofitability.

Low Stress Level

It has been found that employees of Group three have reported low stress levels in case of role conflict, under participation and strenuous working. The researchers found that people who reported experiencing no stressors were more likely to experience better daily well-being and fewer chronic health conditions. However, they were also more likely to have lower cognitive function, as well.

Overall stress level

Overall occupational stress level of employees was found low which means company's human resources are having low stress. Since, human beings are too sensitive and each one is unique; therefore, each factor of stress needs to be analysed and dealt with accordingly.

Table 11 Occupational Stress Index (Group-4)

Sr. No.	Particulars	Avg. Score	Stress Level
1	Role Overload	**17**	Moderate
2	Role Ambiguity	**9**	Low
3	Role Conflict	**13**	Moderate
4	Unreasonable Group & political pressure	**10**	Moderate
5	Responsibility for persons	**11**	Moderate
6	Under participation	**9**	Low
7	Powerlessness	**7**	Low
8	Poor peer relations	**9**	Moderate
9	Intrinsic	**9**	Low
10	Low Status	**6**	Low
11	Strenuous working	**10**	Moderate
12	Unprofitability	**7**	Moderate
	Scale as a whole	**117**	Low

From table 11, occupational stress level of employees has been interpreted as under.

Moderate Stress Level

Moderate stress level has been found in role overload, role conflict, unreasonable group & political pressure, responsibility for persons, poor peer relations, strenuous working, and unprofitability.

Low Stress Level

We have found low stress level in case of role ambiguity, under participation, powerlessness, intrinsic and low status.

Overall stress level of employees was found low which means company's human resources are operating under low stress.

Table 12 Occupational Stress Index (Group-5)

Sr. No.	Particulars	Avg. Score	Stress Level
1	Role Overload	21	Moderate
2	Role Ambiguity	13	High
3	Role Conflict	15	Moderate
4	Unreasonable Group & political pressure	13	Moderate
5	Responsibility for persons	10	Moderate
6	Under participation	13	High
7	Powerlessness	11	Moderate
8	Poor peer relations	11	Moderate
9	Intrinsic	12	Moderate
10	Low Status	11	Moderate
11	Strenuous working	11	Moderate
12	Unprofitability	7	Moderate
	Scale as a whole	148	Moderate

Occupational stress level (table 12) of employees relating to Group-5 has been as under:

High Stress Level

High stress level has been found in case of

- Role ambiguity and

- Under participation.

All other areas were found under moderate stress levels.

Overall stress level of employees was found moderate which means company's human resources are operating in stressful situations.

3.9 Research Design Limitations

The limitations of this method include the fact that questionnaires can result in a low return rate and due to the researcher and the respondent not interacting, problems with the questionnaire cannot be corrected or answered (Mitchell & Jolley, 2004).

A quantitative method also means that the outcomes can be limited to those outlined in the research proposal due to the structured format (Mateev, 2002). However, for the purposes of the current research this method of data collection was deemed the most appropriate.

3.9 Conclusion

Decriptive research design used for the study ensures effective usage of correlational approach on the population which is Indian textile industry. Questionnaire containing 46 items has obtained sufficient data through sampling. And the confidentiality of the companies (referred herein as Group 1,2,3,4 &5) along with participants has been maintained.

CHAPTER IV:

RESULTS

4.1 Research Question One

What is the prevailing stress index of employees in the textile sector of India?

Five companies were randomly selected to study the stress level of employees. And the prevailing stress level of employees (averaging five companies together) has been found as under.

Table 13 Overall Occupational Stress Index

Sr. No.	Particulars	Average	Stress Level
1	Role Overload	**19**	Moderate
2	Role Ambiguity	**11**	Moderate
3	Role Conflict	**14**	Moderate
4	Unreasonable Group & political pressure	**12**	Moderate
5	Responsibility for persons	**10**	Moderate
6	Under participation	**11**	Moderate
7	Powerlessness	**10**	Moderate
8	Poor peer relations	**10**	Moderate
9	Intrinsic	**11**	Moderate
10	Low Status	**9**	Moderate
11	Strenuous working	**10**	Moderate
12	Unprofitability	7	Moderate
	Scale as a whole	**133**	Moderate
	Overall Stress Level	Moderate	

Though the overall occupational stress level of all 5 companies appears moderate. But it has critically been noticed that role overload, role conflict and unreasonable group & political pressure create upper side of moderate stress. This also means that these sub scales (occupational stressors) are on borderline towards high stress levels.

4.2 Research Question Two

Which work area create high stress level amongst employees?

Twelve occupational stressors have been inducted in the study to identify the work areas producing high level of stress amongst employees. Group wise data has been captured in figure 2 to 6.

The norms followed for the raw scores are as under.

Table 14 Norms for Occupational Stress

Sub-scale	Low	Moderate	High
No of Responses/observations			
Role Overload	6-14	15-22	23-30
Role Ambiguity	4-9	10-12	13-20
Role Conflict	5-12	13-17	18-25
Unreasonable Group & political pressure	4-9	10-14	15-20
Responsibility for persons	3-7	8-11	12-15
Under participation	4-9	10-12	13-20
Powerlessness	3-7	8-11	12-15
Poor peer relations	4-8	9-13	14-20
Intrinsic	4-9	10-13	14-20
Low Status	3-6	7-11	12-15
Strenuous working	4-9	10-12	13-20
Unprofitability	2-4	5-7	8-10
Scale as a whole	46-122	123-155	156-230

Five groups of textile companies operating in Punjab and Gujarat state of India have been analyzed as per norms mentioned here above. And the group-wise results are presented as under:

Group 1

Sub-scale wise stress level of employees pertaining to Group-1 has been as under.
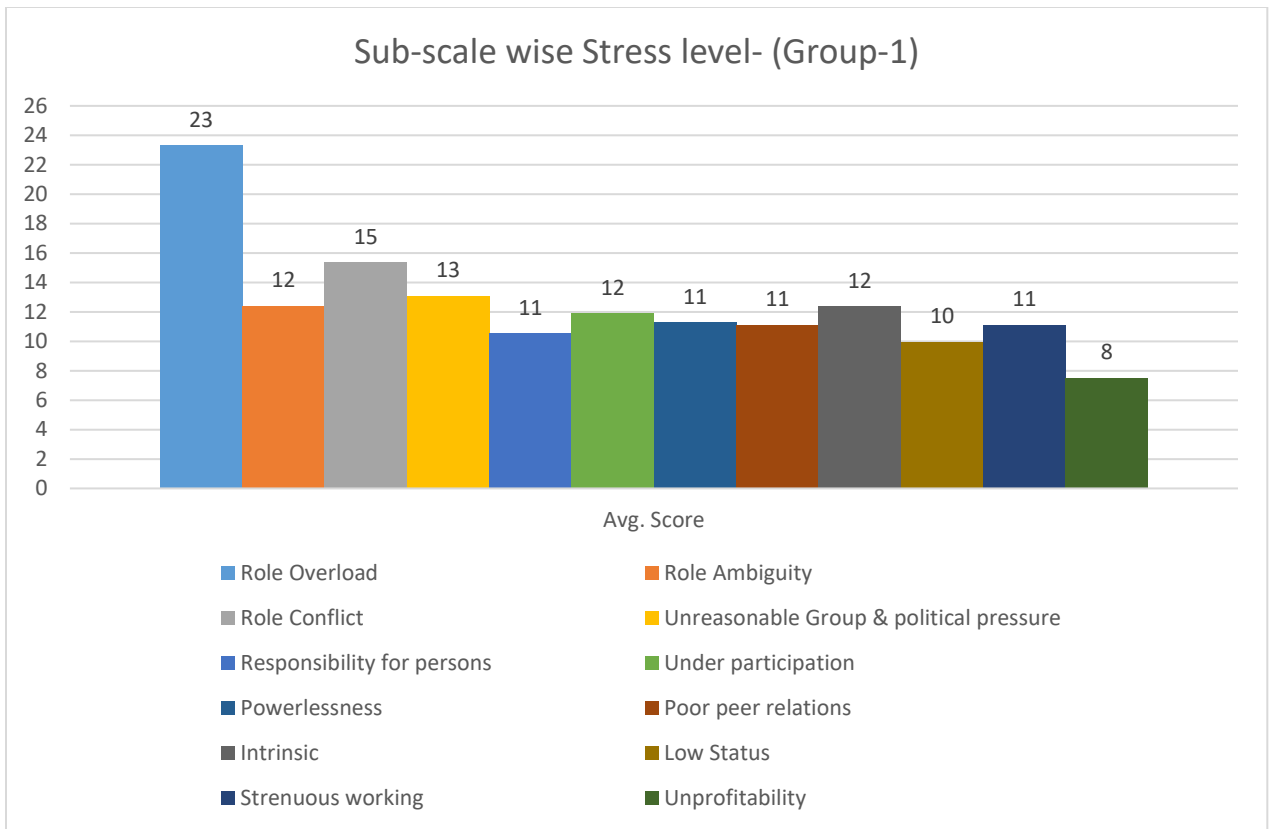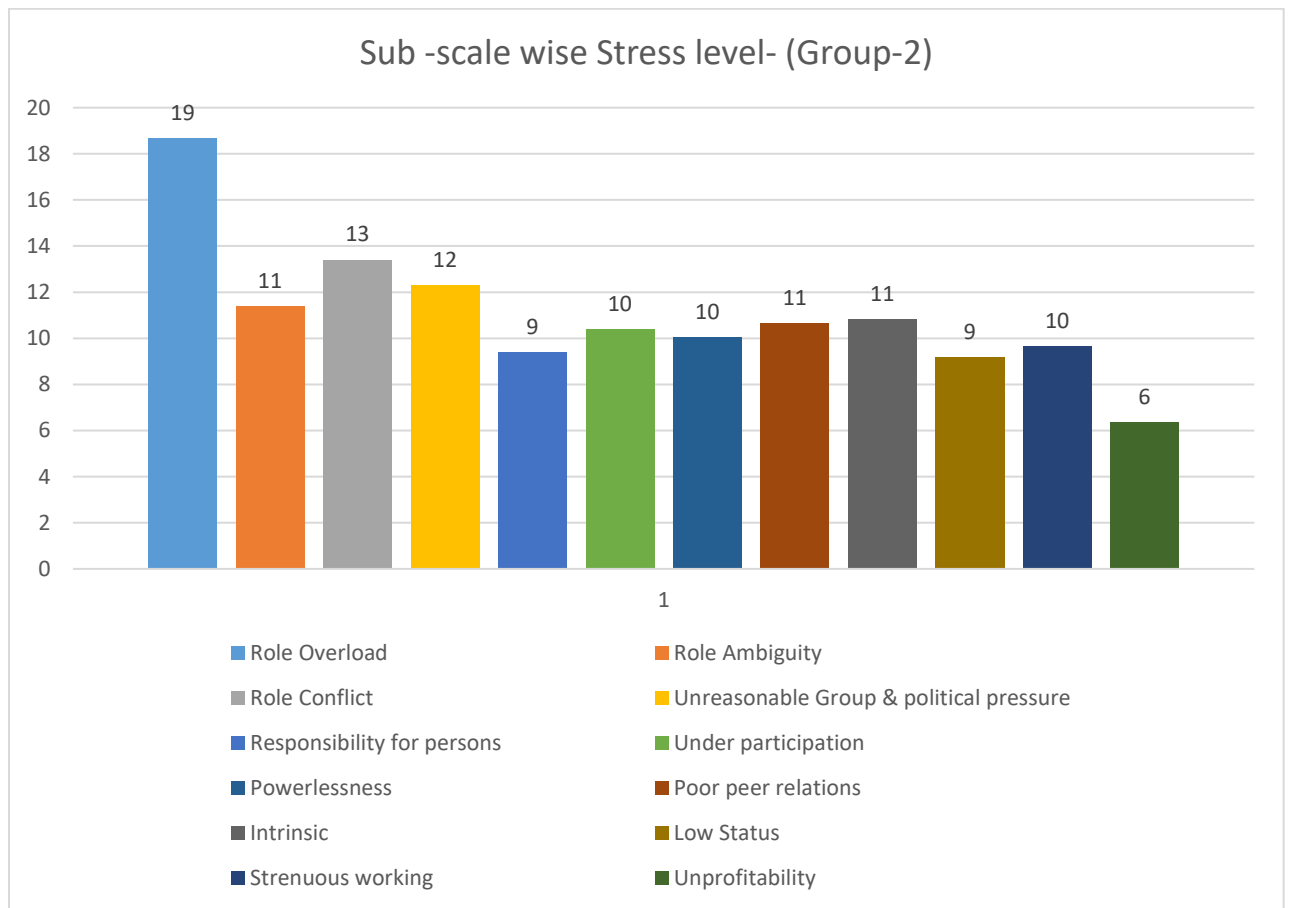

Figure 2 Sub-scale wise Stress Level (Group-1)

It appears from the above chart that work load has been producing high stress level amongst the employees which is followed by role conflict. Third major stress contributor has been unreasonable group and political pressure.

Group 2

Results pertaining to Group-2 with respect to sub-scale wise stress level of employees has been as under.
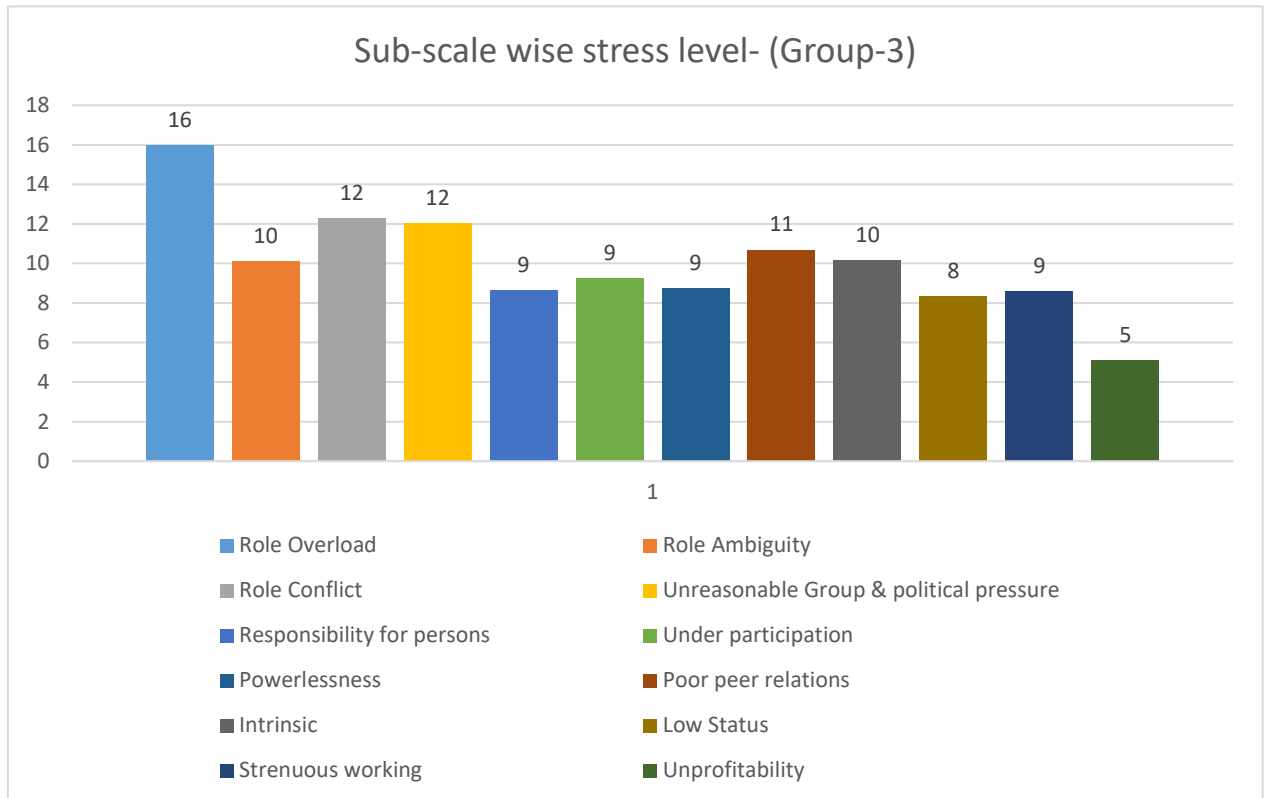

Figure 3 Sub-scale wise Stress Level (Group-2)

Overall stress occupational stress level of employees in Group-2 has been found as moderate only. But three major stress contributors are work overload, role conflict and unreasonable group and political pressure. These particulars sections of stressors need to be addressed for better performance and effectiveness.

Group 3

Data compiled based on norms prepared for the scores on occupational stress index (as a whole) as well as for its twelve sub-scales separately has been displayed as per figure 4.

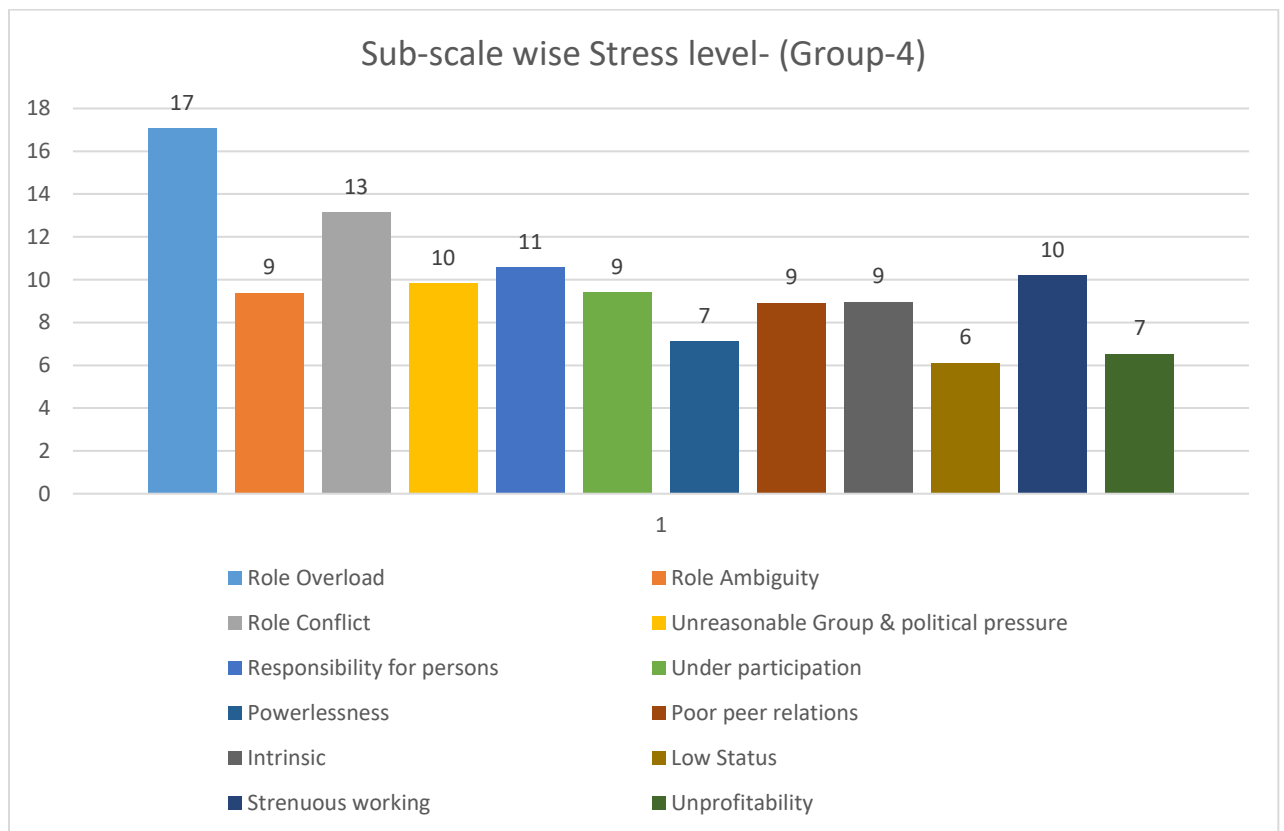**Figure 4 Sub-scale wise Stress Level (Group-3)**

It is concluded from the above chart that top three stress contributors are:

- Role-overload,

- Role-conflict, and

- Unreasonable group & political pressure.

Overall occupational stress of employees pertaining to Group-3 has been low. The financial results i.e. revenue and profit before tax has also been supplemented by the results of occupational stressors. There has been 21% increase in the revenue of group-4 (year on year). Low occupational stress has resulted higher revenue for the group.

Group 4

Sub-scale wise stress level with respect to group 4 has been as per following chart.

Figure 5 Sub-scale wise Stress Level (Group-4)

As presented in the above figure, top three stress contributors pertaining to group 4 are:

- Role ambiguity,

- Role conflict and

- Responsibility for persons.

Overall occupational stress of employees has been found as low. While analyzing the financial statements of the company (herein referred as Group); it has been noticed that revenue of the group has gone up by 30%. Figure 5 suggested the need to address the issues of role ambiguity, role conflict, and responsibility for persons. The above said figure highlight the need to take care of sub-scales (occupational stressors).

Group 5

Overall occupational stress level of employees pertaining to Group 5 has been found as moderate. But the critical analysis suggests that lots of areas fall on borderline. This means, theory of average will not give right direction and may end up with distortions. Hence, the need of sub-scale wise analysis is foremost important. OSI (occupational stress index) for Group 5 has been at 148 and it has been found that profit before tax gone down. This results in negative correlation wherein stress level goes up and the profit of the organization goes down.

The following figure 6 shows 12 sub-scales (occupational stressors) for group 5 wherein role overload and role ambiguity are of prime concern.
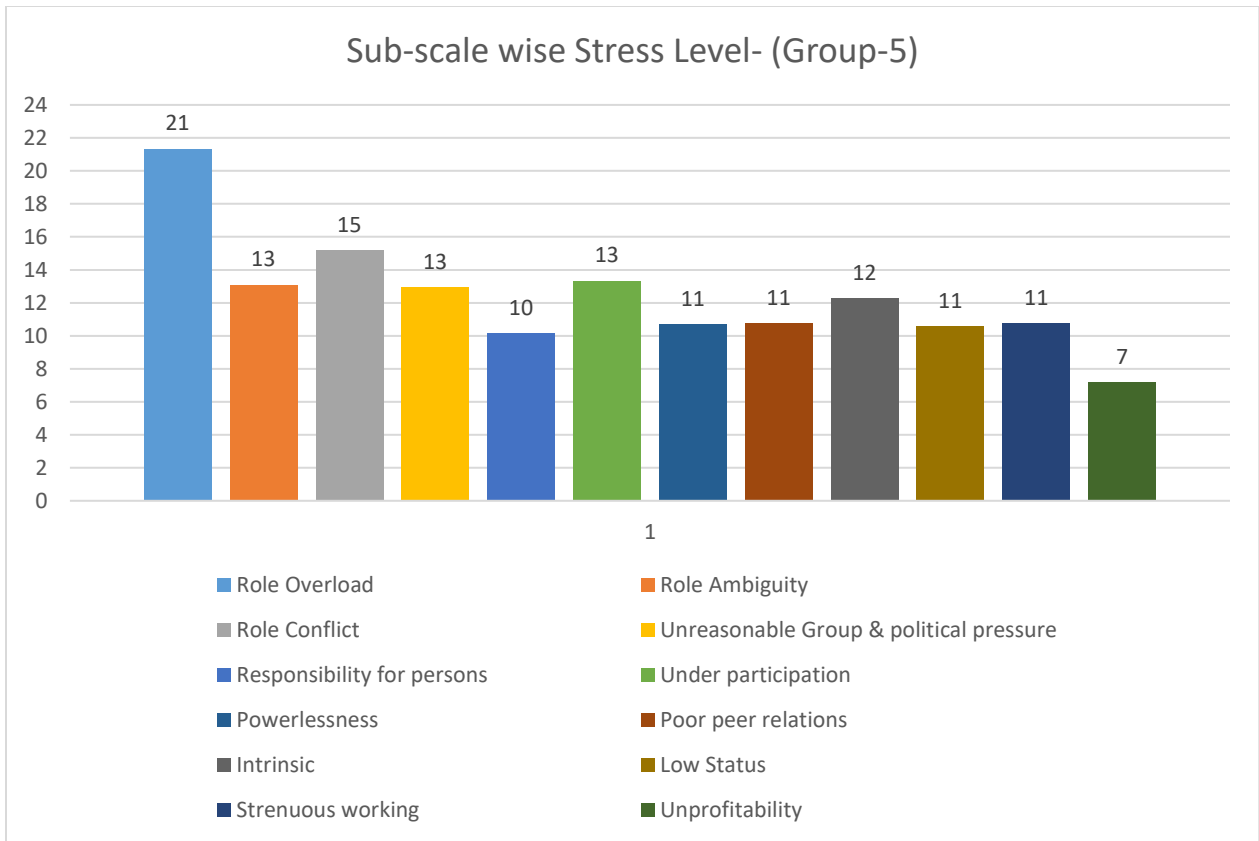
Figure 6 Sub-scale wise Stress Level (Group-5)

The above chart shows that role overload has been the top stress contributor followed by role conflict. Role ambiguity, unreasonable group & political pressure, and under participation share common stress level i.e. OSI @ 13. It falls under high or near to high stress level.

4.3 Research Question Three

How is the performance of companies (YOY)?

To observe the relationship between occupational stress levels of employees and Company's performance Question number two is supplementary to question number one wherein prevailing stress level of employees had been observed. Here, the company's

performance has been analysed and the incremental/decremental revenue and profit before tax has been observed. Data pertaining to financial year 2021-22 & 2022-23 have been compared. Base year has been 2021-2022.

Company wise financial performance has been as under:

Table 15 Company wise Revenue and PBT

Company wise Revenue and PBT				
Name of the Company	No of	Incremental	Incremental	Percent
	Observations	Revenue	PBT	Increase/
		Rs. / Crores	Rs. / Crores	Decrease (Revenue)
Group 1	30	-232	-113	-12
Group 2	30	51	-328	2
Group 3	22	191	-160	21
Group 4	26	94	4	30
Group 5	12	-1049	-393	-16
Average		**-189**	**-198**	
OSI* Occupational Stress Index				

Group 1 and Group 5 has reported decrease in revenue by 12% and 16% respectively. Whereas Group 4, 3 and 2 has reported increase in revenue by 30%, 21% and 2 % respectively.

4.4 Research Question Four

Is there any link between occupational stress and organizational performance?

YOY financial statements of all five companies under sampling has been analysed to access

the financial performance of companies. Apart from this, OSI of five groups has been

captured to establish correlation between revenue and PBT (profit before tax). Company

wise financial performance and OSI has been as under:

Table 16 Company wise Revenue, PBT and OSI

Name of the Company	No of Observations	Avg. Score OSI*	Incremental Revenue Rs. / Crores	Incremental PBT Rs. / Crores	Percent Increase/ Decrease (Revenue)
Group 1	30	**150**	-232	-113	-12
Group 2	30	**132**	51	-328	2
Group 3	22	**120**	191	-160	21
Group 4	26	**117**	94	4	30
Group 5	12	**148**	-1049	-393	-16
Average		**133**	**-189**	**-198**	
OSI* Occupational Stress Index					

Financial Analysis

Two year's financial data i.e. financial year 2022 and 2023 was analysed and the

incremental/decremental revenue (turnover) and profit before tax (PBT) has been

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captured as per Table 16 here above. The linkage between OSI & revenue has been explained as under.

Linkage of OSI (Occupational Stress Index and Revenue)

As compiled in table 16, company wise occupational stress index of employees and their respective revenue has been discussed in details as under.

Group-1

Number of employees surveyed in this company has been 30 wherein it is found that overall level of occupational stress has been 150. This means stress level is moderate which is towards high end. While going thru the profit and loss statement of the company, it is further being noticed that revenue of the company has got decreased to the tune of 12 percent. This is in comparison to the last financial year.

It is further concluded that high stress level of employees might have resulted low sales turnover for the company. Table 8 indicates item wise stress level of employees.

Group-2

In Group-2, 30 employees were surveyed for OSI and the stress level was found as moderate (lower side) whereas 2 percent increase has been noticed in the comparative revenue of the company (as compared to previous financial year).

Sub-scale wise OSI has been displayed in Table 9 here above.

Group-3

In Group-3; twenty-two employees volunteered to participate in the OSI survey and the overall level of occupational stress has been found at 120. This means stress level of

employees has been reported as low. While analysing the financial statements of the company; it was found that there has been 21 percent rise in the revenue as compared to last financial year. Table 10 refers occupational stressors (sub-scales) of employees.

Group-4

Number of volunteers participated from Group-4 has been 26. Overall average OSI observed amount to 117 which falls under low level of occupational stress. Incremental revenue obtained from the financial statements has been at 30 percent. Sub-scale wise level of occupational stress has been mentioned in Table 11.
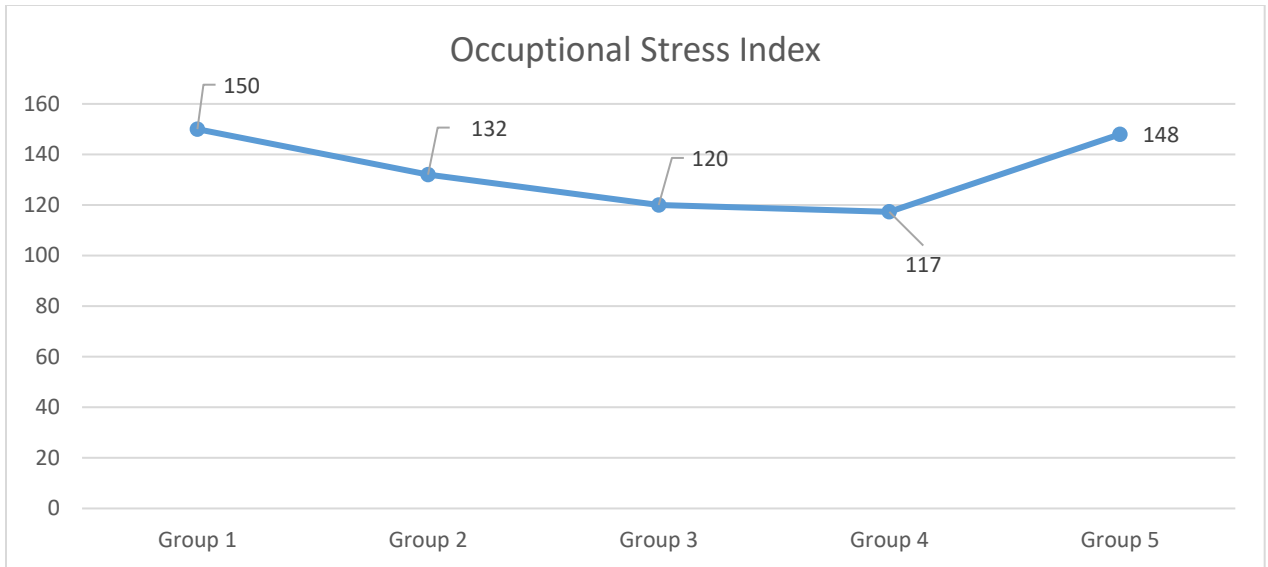
Group-5

Number of employees surveyed in this company has been 12 wherein it is found that overall level of occupational stress has been 148. This means stress level is moderate which is towards high end. While going thru the profit and loss statement of the company, it is further being noticed that revenue of the company has got decreased to the tune of 16 percent. This is in comparison to the last financial year. Sub-scale wise level of occupational stress has been mentioned in Table 12.

Group wise occupational stress index

Research has been carried out in the state of Punjab and Gujarat of India. Group 1, 2 and 3 were from the state of Punjab whereas Group 4 and 5 were shortlisted from the state of Gujarat. Norms for the scale as whole has been as follows:

Level of occupational stress	Score
Low	46-122
Moderate	123-155
High	156-230

Figure 7 Group wise Occupational Stress Index

Figure 7 indicates that in case of Group 1and Group 5, OSI has been moderated but on the higher side which is 150 and 148 respectively whereas Group 3 and Group 4 has reported low occupational stress index. Group 2 has been in moderate OSI.

Company wise OSI and comparative revenue (increase or decrease as compared to the previous financial year) has been displayed as per figure 8 hereunder:
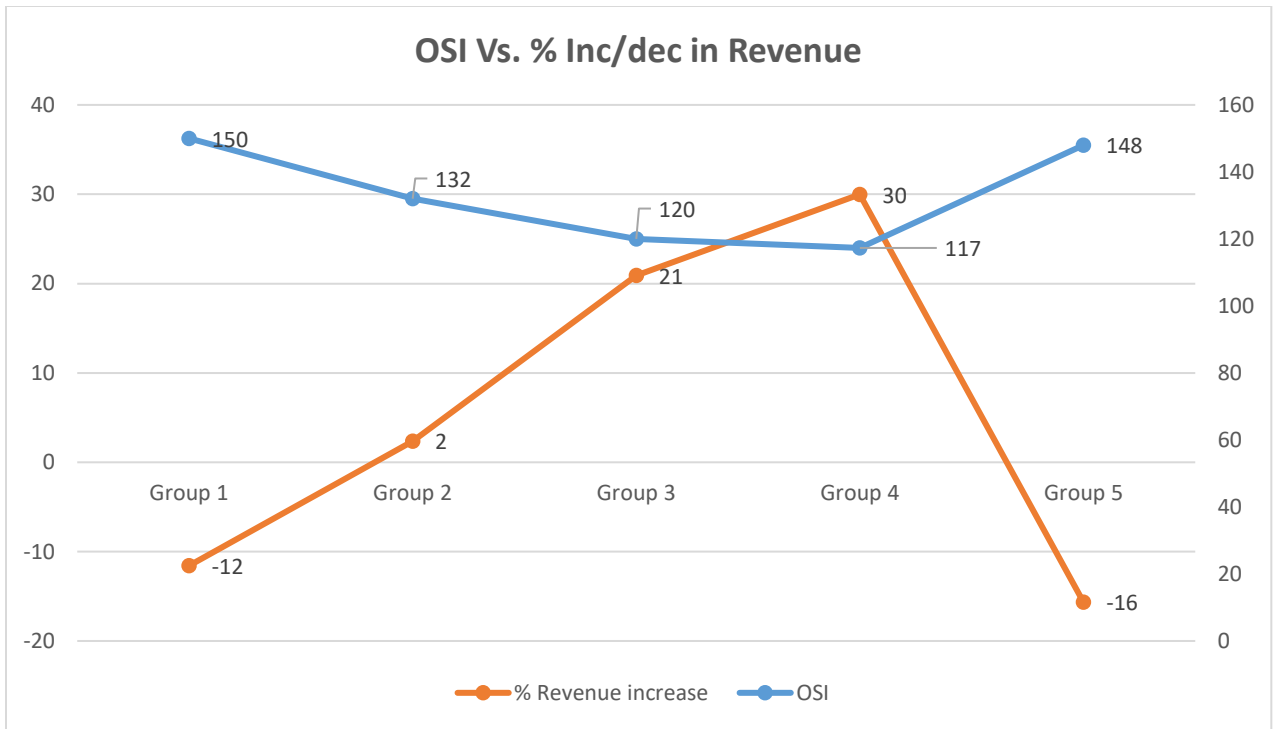
Figure 8 OSI Vs. Increase/decrease in Revenue

Coefficient of Correlation

       The relationship between occupational stress index with revenue, and profit can be analysed by estimating the correlation coefficient. We have worked out two correlations as under.

- ■ Occupational stress and revenue
- ■ Occupational stress and profit before tax

Table 17 Correlation between OSI & Revenue, OSI & PBT

Company	Occupational Stress Index	*Incremental Revenue (Rs. / Crores)	*Incremental Profit Before Tax (Rs. / Crores)
Group 1	150	-232	-113
Group 2	132	51	-328
Group 3	120	191	-160
Group 4	117	94	4
Group 5	148	-1049	-393

*2021-22 Vs. 2022-23 being 2021-22 as base year.

The estimated correlation coefficient between OSI and Revenue and OSI and Profit was -0.75 and -0.51 respectively which indicated that there was negative relation between occupational stress index and the revenue and profit, simply as the occupational stress index increases the revenue and profit decreases.

4.5 Summary of Findings

Five companies have been included in the survey named as Group-1, 2,3,4 and 5. Total number of responses received and analyzed has been 120. Prevailing stress level of employees (averaging five groups together) has been found as under. Descriptive correlation research suggests that there has been linkage between occupational stress of employees and performance of the companies. Overall (average) occupational stress index has been summarized as under:

**Table 18 Average Occupational Stress Index**

Sr. No.	Particulars	Average	Stress Level
	Total no of Responses/observations	**120**	
1	Role Overload	**19**	Moderate
2	Role Ambiguity	**11**	Moderate
3	Role Conflict	**14**	Moderate
4	Unreasonable Group & political pressure	**12**	Moderate
5	Responsibility for persons	**10**	Moderate
6	Under participation	**11**	Moderate
7	Powerlessness	**10**	Moderate
8	Poor peer relations	**10**	Moderate
9	Intrinsic	**11**	Moderate
10	Low Status	**9**	Moderate
11	Strenuous working	**10**	Moderate
12	Unprofitability	**7**	Moderate
	Scale as a whole	**133**	Moderate
	Overall Stress Level	Moderate	

Overall (averaging 5 companies together) stress level has been found moderate. But company wise (sub-scale wise) analysis shows the following picture.
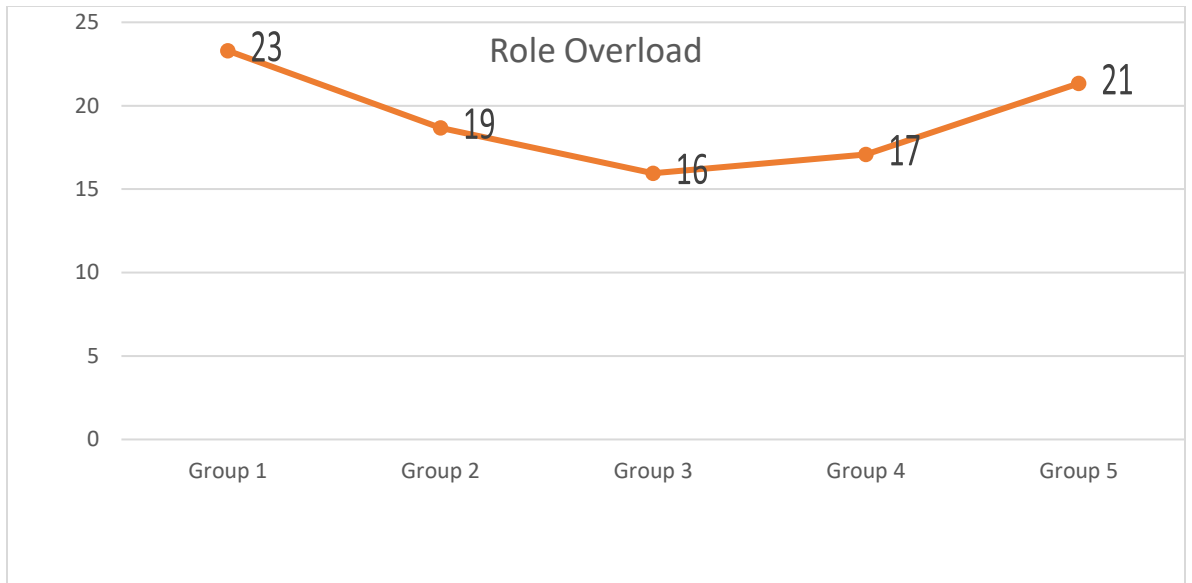
Figure 9 Role- Overload

Role Overload can be interpreted as excessive work or work that is outside of one's capability. Though the role overload looks moderate (putting all companies together), but it is high in case of Group 1 and Group 5.
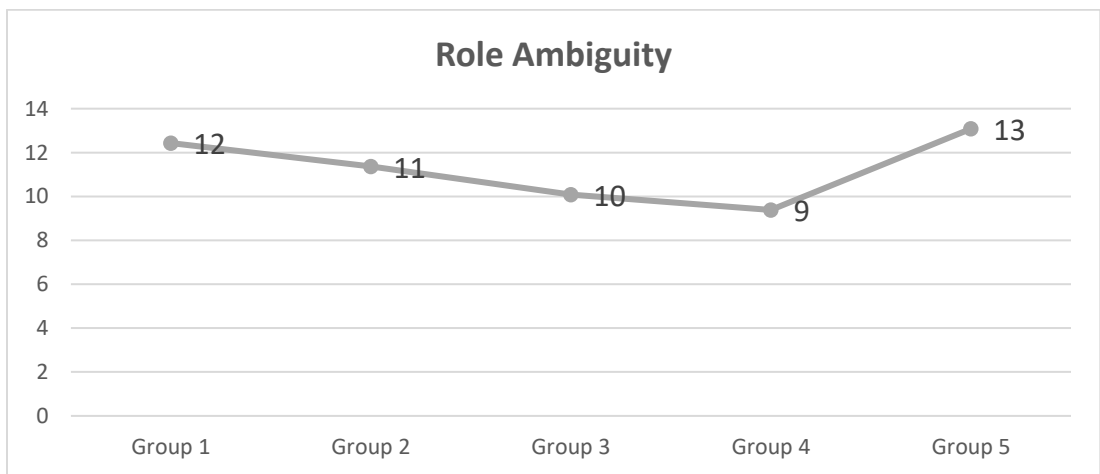

Figure 10 Role ambiguity

Role Ambiguity-- This pertains to role insufficient information concerning powers, authority, and duty to perform one's role.

In case of Group 5, high stress level has been observed, whereas Group 4 has low stress level so far as role ambiguity is concerned.
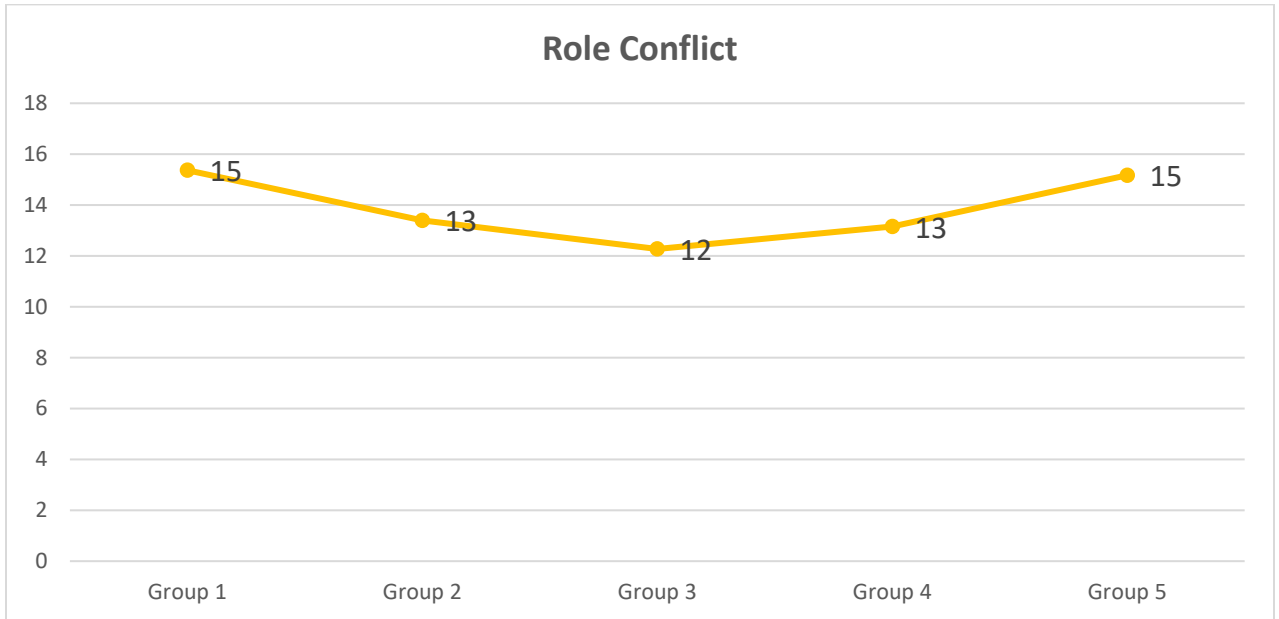
Role Conflict

Figure 11 Role Conflict

Group 1 and Group 5 has high stress level in case of role conflict though the overall sub-scale wise stress level is moderate. In case of role conflict, supervisors or subordinates place contradictory demands on the individuals.
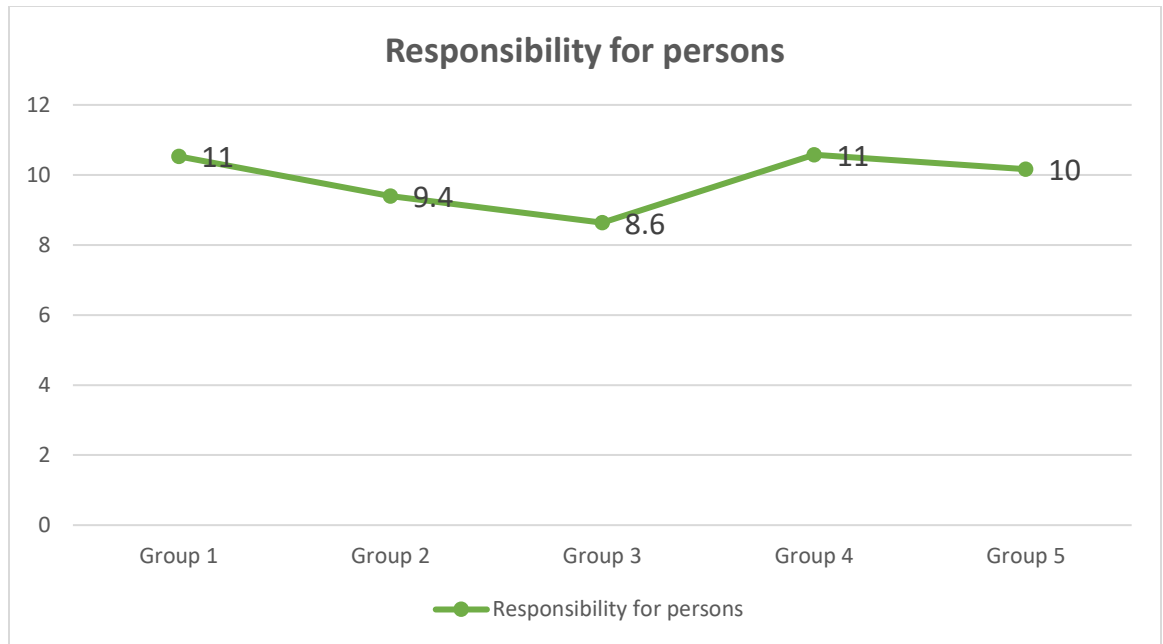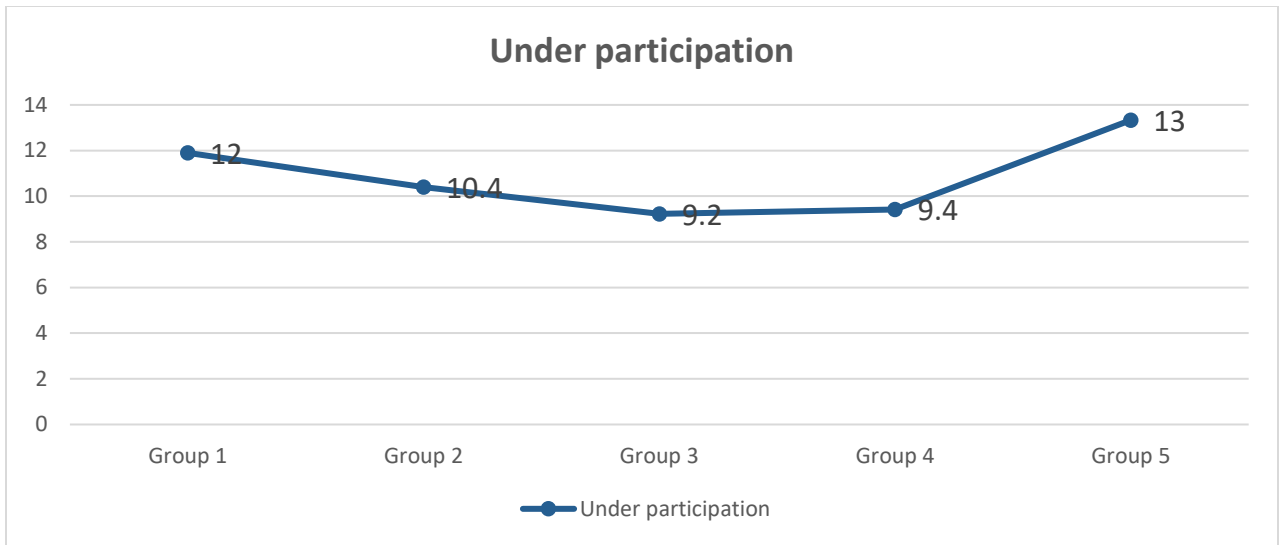
Figure 12 Responsibility for persons

Higher moderate stress has been observed in case of Group 1, Group 4, and Group 5. Responsibility for persons means responsibility for people, well-being works, job security and professional.

This also means that they are often worried about things that are out of their control, but they try not to let stress get the best of them.

Figure 13 Under Participation

High stress level has been observed in employees of Group 5, with respect to participation, whereas employees of Group 1has reported high moderate stress. Participation refers to extent to which one has influence over decisions relevant to one's job.

This dimension covers job areas such as position of the person in the organization- that with high or low power; acceptance of suggestions made by other persons etc. Under participation results in less satisfaction, low productivity, bad mental health, and inefficiency. Learning how to promote participation in the work place can be transformative for the organization.
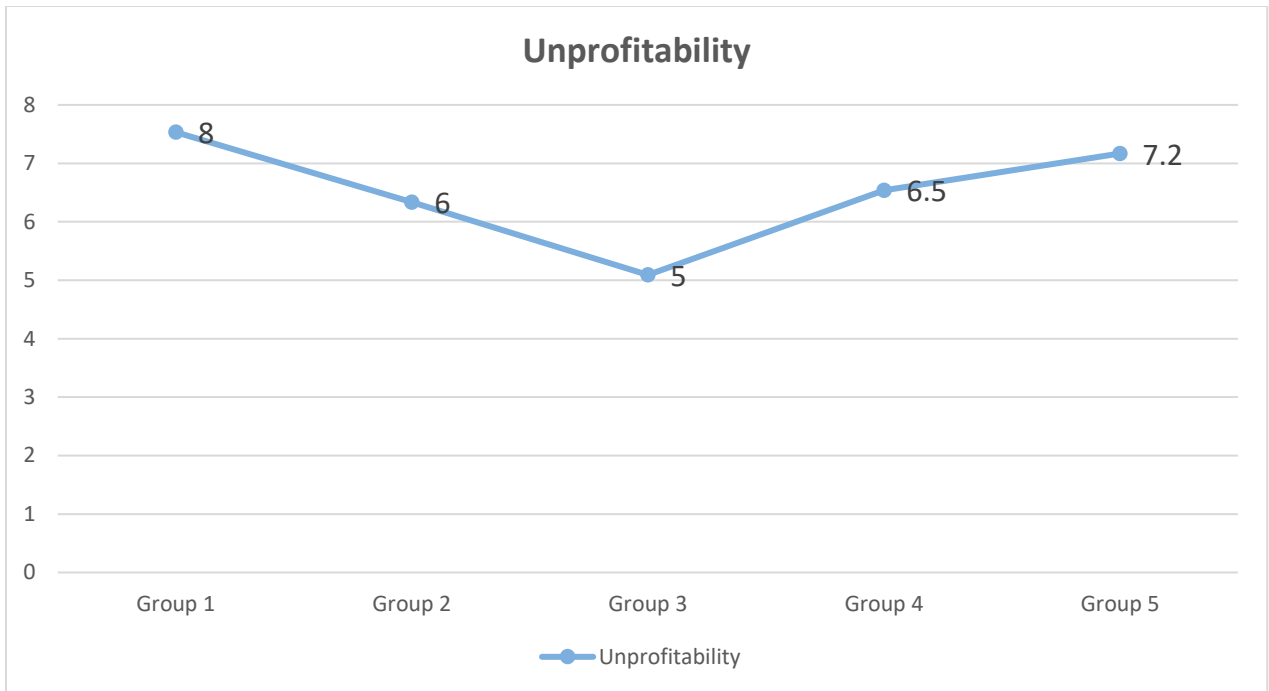
Figure 14 Unprofitability

It has been observed that employees of Group 1 falls under high stress zone whereas Group 4 and Group 5 falls on borderline. This can also be termed as financial stress. Financial stress is "A condition that is the result of financial and/or economic events that create anxiety, worry, or a sense of scarcity, and is accompanies by a psychological stress response."

"Chronic Financial Stress," then, is ongoing (yet frequently intermittent) financial stress. Financial stress can lead to relationship problems, physical health problems, and mental health issues, such as depression or anxiety. This created fear of the future. And this fear can paralyze the decision- making process in the organization.

4.6 Conclusion

Though the overall stress level of employees has been found as moderate. But the following (group wise) have been pinpointed as areas of concern.

High stress level has been report in group-1 w.r.t. Role ambiguity, Role Overload, Role conflict and unprofitability. Employees of Group-3 has reported high stress level in powerlessness whereas employees of Group-5 were experiencing high stress level in role ambiguity and unprofitability.

This is to be concluded from the findings that theory of average won't apply to all the employees of each group. Hence, corrective measure needs to be taken for each one with specific target to overcome the issues.

CHAPTER V:

DISCUSSION

5.1 Discussion of Results

Stress is one the most important subjects of mental health research and one of the most complex areas in psychology and sociology in the current century. Stress is considered as the main threat of health. The reason of such extent of stress in human societies, is complexity of social, personal, and ecological environments of human, multiple and simultaneous transactions of human with surrounding factors, as well as diversity of stress expressions. Although stress is considered as a routine characteristic of the modern life, if stress become continuous and increasing, most of the individuals show problematic signs and symptoms which may endanger their heath and even their surrounding people's and society's.

The current study systematically reviewed theoretical literature of stress. Defitions of stress, reasons, and ways to cope up with the stress were discussed. Fear is one of the most common causes of poor performance. There can be many catalysts. Fear due to a colleague's or client's personal style, tone of voice, body language, reputation, level of seniority, or it may even have started through a misunderstanding. Stress leans to behavioural issues which indicates that someone is a "Problem Employee." And the symptoms of a problem employees can be understood as follows.

■ Poor job performance. Underperforming employees produce sub-par work that fails to meet expectations, which means those around them are forced to pick up the slack.

- Does not work well with others.

- Not responsive to coaching.

- Resistant to change.

- Never takes ownership.

While referring table 16 here above; it has been observed that companies having high level of occupational stress amongst employees has performed low so far as their revenue is concerned. This is supported with facts e.g. Group-1 has average OSI (Occupational Stress Index) 150 which is on higher side and there is dip in revenue by 12% (refer table 16). In case of Group-2, average OSI has been noticed at 132 whereas its revenue was reported high by 2%. Surveyed conducted on third company i.e. Group-3 has shown that there is average OSI of 120. This means low occupational stress index. 21% augment has been reported in the revenue of this company.

Group-4 has reported OSI (occupational Stress index) at 117 (which is low stress index) whereas revenue increase has been reported at 30%.

Fifth company in the survey which is Group-5 has report OSI at 148 (which is high moderate stress index) whereas its revenue dip has been at sixteen percent. Relationship between OSI and Revenue can be understood with the help of following line graph. Higher the stress level, lesser the revenue and lower the stress level, higher the revenue.

5.2 Discussion of Research Question One

It appears from the results that prevailing stress level of employees in textile sector has been moderate. Stress is not good or bad per se. It is the degree of stress that matters. Stress could be low, moderate, or high. Minimum level of stress is required to get the

desired performance in respect of utilization and productivity. In case of sensitive subjects like occupational stress, theory of average will not serve the purpose. Stress is an individualistic matter and very personal which vary from person to person. In case of group - 1, occupational stress level on role overload has been noticed as high. Negative stress is known as distress (Schafer, 1998). Hence, sufficient desired actions must be taken to take care of employees. It must be very specific as the concerned area has been identified in the research.

It has further been found that group 3 and group 4 has experienced overall low stress level. This type of stress could be termed as neustress (neither harmful nor helpful stresses, Schafer, 1998). The word Neustress has been the most misunderstood term and is often ignored wherever the topic of stress is discussed. However, this is fundamental in clarifying the myths that are associated with stress.

This is a neutrally stressful situation where there is no discernible disturbance whatsoever from either within or outside. There is a kind of situation, bliss, and contentment that is visible to everyone. Just like we see in our baby elephant! It is a state where pleasure and discomfort are both balanced to result in relaxation.

Neustress (Morse & Furst, 1979) is neutral stress, where negative emotions strike a balance with positive emotional states in the individual.

5.3 Discussion of Research Question Two

This study reveals that all the groups of employees reported common areas of stress creation and those are as under:

 i) They have to do a lot of work in this job

ii)   Owing to excessive workload they have to mange with insufficient number of employees an resources

iii)   They have to dispose off their work hurriedly

iv)   Being too busy with official work they are not able to devote sifficient time to their domestic and personal problems

v)   They get less salary in comparison to the quantum of their labour work.

vi)   Different officers often give contradictory instructions regarding their works

vii)   They are unable to perform their duties smoothly owing to uncertainity and ambiguity of the scope of their jurisdiction and authorities

viii) It is not clear that what type of work and behaviour their higher authorities and colleagues expect from them

ix)   They are not provided with clear instructions and sufficient facilities regarding the new assignments trusted to them

x)   It becomes difficult to implement all of a sudden the new dealing procedures and policies in place of those already in practice

xi)   Sometimes it becomes complicated problem for them to make adjustment between political/group pressures and formal rulkes and instructions

xii)   They have to do some work unwillingly owing to certain group/political pressures

xiii) In order to maintain group-conformity sometimes they have to do/produce more than the usual

xiv)   They are compelled to violate the formal and administrative procedures and policies owing to group/political pressures

xv)   They are seldom rewarded for their hard labour and efficient performance.

5.4 Discussion of Research Question Three

Performance of companies is influenced by six major factors which are as under.

- Technical Skills
- Tactical Nous
- Physical Energy
- Mental Strength
- Emotional Support and
- Envoronment

Knowledge, skill and its application in job is fundamental to one's performance. Without solid technical and tactical compoments, one does not stand much chance of performing well. Mental and physical energy is key to one's performance. Having the right attitude, being confident and managing pressure are all-important. So is having the right level of energy and fitness to do a great job. Great performers have support teams and they know how to use them. They know that the emotional part of performance is critical. So they make sure they have the support they need. The world's best understand that the context and surroundings they work in also impacts performance. So they do all they can to create the right environment and learn how to deal with it when it's not ideal.

Performance of the companies in the textile sector depends upon lots of domestic and international factors. Stress is not the only factor that decides the incremental/decremental revenue or PBT (profit before tax), but it is one of the factors. Current study has been conducted after the crack down of COVID-19 which shattered the whole world. Since textile is a labour intensive sector, therefore it is imperative to understand that performance of the textile companies would be just an reflection of the performance of its employees. Chart 14 here above shows the incremental/decremental revenue and profit before tax of five groups.

5.5 Discussion of Research Question Four

Work stress can strain relationships among colleagues, affecting teamwork. Collaboration and communication. Increased conflicts and reduced social support can further hinder job performance and hinder the achievement of organizational goals. Poor peer relation is another outcome of stress at work. Study found that employees also reported the following w.r.t. relationship at work.

i)   We must not work with people whom we do not like

ii)   Some of our colleagues and subordinates try to defame and malign us as unsuccessful

iii) Our colleagues do not cooperate with us voluntarily in solving administrative and industrial problems

iv)   There exists insufficient mutual-cooperation and team-spirit among the employees of their organisation/department.

This study was able to establish linkage between occupational stress and organisational performance through the followings:

1) **Poor cross-team communication**

   Teams depend on each other all the times to further big picture goals. Lack of communication between the tem members is also a source of stress which finally results in low organisational performance.

2) **No clariry on who is doping what by when**

   Uncertainty at the workplace negatively impacts everyone's performance. It causes employees to spend more time staring at a blank screen than doing actual work. But you can't really blame them, can you? How can they uphold

accountability when they do not even know what they are accountable for? At the same time, you also need to have empathy for executives. Especially when they are leading massive teams. Without the right tools, it is a herculean task for them to assign responsibilities and deadlines to everyone under their wing.

3) **Workload Imbalance**

Sustaining an imbalanced workload may feel glorious when you are doing it. But the day after will be a dread fest you would give anything to avoid. What top performers do instead is that they deliver consistent output for a long period and let compounding take care of the rest.

4) **Role Ability-fit**

Most of employees think they are not channeling their full potential at work. The point? It is not always a lack of hard work or skill that keeps employees from killing it at their jobs. Sometimes, they are not given the right roles

5) **Uninspiring Leadership**

Great leaders are really a godsend. For most employees, they are the deterrent to Monday blues and a source for:

- Clarity
- Inclusion
- Purpose
- Trust
- Learning

6) **Parting Wisdom**

This is another factor influencing employee performance which is seldom addressed. The current business landscape, fueled by hypergrowth, is a gunfight. You will not win here if you keep using knives.

7) Organizational Justice

Organizational justice is defined as the extent to which a workplace is considered fair and just by its employees. It includes-

a) Procedural justice, whether or not decision-making and procedures in the workplace are applied consistently and ethically, with affected workers having input, and

b) Relational justice, with workers being treated fairly and with dignity and respect by their supervisors.

8) Role Conflict

Role conflict occurs when conflicting demand are made on a worker by different groups in a worker's organization or when workers are required to perform work that they dislike or believe to be beyond job requirements.

9) Work Family conflicts

Work family conflict is a type of role conflict in which the demands of work and family are incompatible, making participation in both more difficult. It can be due to number of work hours or inflexibility of work schedules, or lack of supervisor or spousal support.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

This study aimed to analyse the impact of occupational stress of employees on company's performace in the textile sector of India. The primary research method for this study is a non-experimental and this does not involve any observation under controlled conditions. Descriptive research method which is one of the quantitative methods is used for studying the sample. his study intends to use OSI by Dr. A.K. Srivastava and Dr. A.P. Singh, Department of Psychology, Banaras Hindu University (Varanasi). Participants had to rate how frequently a condition happened or how a statement best related to them on a rating scale between strongly disagree and strongly agree depending on the scale. Prevailing stress level of employees has been found as moderate (averaged across five group samples) which means company's human resources are working under stressful conditions. Two years financial data i.e. financial year 2022 and 2023 was analysed and the incremental/decremental revenue (turnover) and profit before tax (PBT) has also been captured. The relationship between occupational stress index with revenue, and profit has been analysed by estimating the correlation coefficient. The estimated correlation coefficient between OSI and Revenue and OSI and Profit was -0.75 and -0.51 respectively which indicated that there was negative relation between occupational stress index and the revenue and profit, simply as the occupational stress index increases the revenue and profit decreases.

6.2 Implications

Good performance of employees is an indicator of the success of an organization which leads to good productivity. Organization's success or failure is majorly dependent on the performance of their employees (Ahmed, 2013). Any kind of stress has remarkable impact on company and employee's performance and it terribly affects their health (Shah, 2012). Role conflict and role ambiguity have a positive relation with stressors fighting against the common notion whereas stressors and job performance relationship is found to be negative (Munir, 2011). Primary reasons of causing stress in employees are workload, role conflict, and inadequate monitory reward which leads to reduced employee efficiency (Usman Ali et al. 2014). Researcher suggested that employee job performance is affected by stress which includes Productivity, Morale, Absenteeism, Job Satisfaction, Reliability, Decision Making Abilities, Creativity, Alertness, Accuracy, Organizational Skills, Initiative, Perseverance and Tardiness etc. Having an employee going through occupational stress can lead to the following:

- Low productivity in the workplace; if the employee is feeling unmotivated to work to the best of their ability.
- Job dissatisfaction,
- low morale
- workplace conflict across the board.
- Absenteeism
- Physical effects
  - chronic fatigue (Ploeg and Kleber, 2003);
  - disordered eating (King et al., 2009);

- headaches (Schaubroeck and Fink, 1998);

- increased blood pressure (Melamed et al., 2001);

- increased risk of cardiovascular diseases (Espnes and Byrne, 2008);

- musculoskeletal pains (Eriksen et al., 2003).

■ Psychological

Occupational stress may also cause psychological distress such as:

- emotional exhaustion (Coffey and Coleman, 2001; and Imai et al., 2004);

- mood disturbance (Healy and McKay, 2000);

- sleeping problems (Piko, 1999);

- lack of concentration (Shapiro et al., 2005);

- depression (Cho et al., 2008);

- anxiety (Bussing and Hoge, 2004); and

- suicidal ideation (O'connor et al., 2000)

■ Emotional Sings:

- being angry

- moody

- irritable

- sad

- anxious or frustrated

■ Behavioral Sings:

- poor self -care

- not having time for the things you enjoy

- taking to drugs or alcohol to cope

- smoking

- overeating

• gambling

• excessive internet use

6.3 Recommendations for Stress Handling

The first and foremost thing is to identify the stressors. Questionnaire used for the survey has been an identification exercise so far as occupational stress is concerned. A stressful work environment can contribute to problems such as headache, stomach-ache, sleep disturbances, short temper, and difficulty concentrating. Chronic stress can result in anxiety, insomnia, high blood pressure, and a weakened immune system. It can also contribute to health conditions such as depression, obesity, and heart disease. Compounding the problem, people who experience excessive stress often deal with it in unhealthy ways, such as overeating, eating unhealthy foods, smoking cigarettes, or abusing drugs and alcohol. There are different ways to identify the stressors. Write down what stresses you out during the working day and how you respond. To monitor your stress, first identify your stress triggers. What makes you feel angry, tense, worried or irritable? Do you often get headaches or an upset stomach with no medical cause? Is it hard to focus or do you have trouble sleeping at night?

Track your stressors. Keep a journal for a week or two to identify which situations create the most stress and how you respond to them. Record your thoughts, feelings, and information about the environment, including the people and circumstances involved, the physical setting, and how you reacted. Did you raise your voice? Get a snack from the

vending machine? Go for a walk? Taking notes can help you find patterns among your stressors and your reactions to them.

Find out what are the biggests sources of stress at work and how to improve work palce stress management in your organbisation.

Develop healthy responses. Instead of attempting to fight stress with fast food or alcohol, do your best to make healthy choices when you feel the tension rise. Exercise is a great stress-buster. Yoga can be an excellent choice, but any form of physical activity is beneficial. Also make time for hobbies and favourite activities. Whether it is reading a novel, going to concerts, or playing games with your family, make sure to set aside time for the things that bring you pleasure. Getting enough good-quality sleep is also important for effective stress management. Build healthy sleep habits by limiting your caffeine intake late in the day and minimizing stimulating activities, such as computer and television use, at night.

Establish boundaries. In today's digital world, it is easy to feel pressure to be available 24 hours a day. Establish some work-life boundaries for yourself. That might mean making a rule not to check email from home in the evening, or not answering the phone during dinner. Although people have different preferences when it comes to how much they blend their work and home life, creating some clear boundaries between these realms can reduce the potential for work-life conflict and the stress that goes with it.

Take time to recharge. To avoid the negative effects of chronic stress and burnout, we need time to replenish and return to our pre-stress level of functioning. This recovery process requires "switching off" from work by having periods of time when you are

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neither engaging in work-related activities, nor thinking about work. That is why it is critical that you disconnect from time to time, in a way that fits your needs and preferences. Do not let your vacation days go to waste. When possible, take time off to relax and unwind, so you come back to work feeling reinvigorated and ready to perform at your best. When you are not able to take time off, get a quick boost by turning off your smartphone and focusing your attention on nonwork activities for a while.

Learn how to relax. Techniques such as meditation, deep breathing exercises, and mindfulness (a state in which you actively observe present experiences and thoughts without judging them) can help melt away stress. Start by taking a few minutes each day to focus on a simple activity like breathing, walking, or enjoying a meal. The skill of being able to focus purposefully on a single activity without distraction will get stronger with practice and you will find that you can apply it to many different aspects of your life.

Talk to your supervisor. Employee health has been linked to productivity at work, so your boss has an incentive to create a work environment that promotes employee well-being. Start by having an open conversation with your supervisor. The purpose of this is not to lay out a list of complaints, but rather to come up with an effective plan for managing the stressors you have identified, so you can perform at your best on the job. While some parts of the plan may be designed to help you improve your skills in areas such as time management, other elements might include identifying employer-sponsored wellness resources you can tap into, clarifying what is expected of you, getting necessary resources or support from colleagues, enriching your job to include more challenging or

meaningful tasks, or making changes to your physical workspace to make it more comfortable and reduce strain.

Get some support. Accepting help from trusted friends and family members can improve your ability to manage stress. Your employer may also have stress management resources available through an employee assistance program, including online information, available counselling, and referral to mental health professionals, if needed. If you continue to feel overwhelmed by work stress, you may want to talk to a psychologist, who can help you better manage stress and change unhealthy behaviour.

Communicating effectively:

Communication is an important interpersonal skill at the organisational level. It helps in conveying things clearly and avoids conflicts and misunderstanding. It can this reduce stress and improve relationship. Main aspects of effective communication are:

i)   Active listening

ii)   Being open to feedback

iii) Paying attention to nonverbal behaviour

iv)   Removing barriers to effective communication

v)   Providing personal space and

vi)   Being assertive.

Specific techniques to get rid of stress are summarised as under.

1. Resolving Conflicts:

Conflict resolution denotes ways in which conflict can be dealt with or resolved. One of the conflict resolution strategies include avoiding. This denotes withdrawal from

conflict. Though, in this case the actual conflict may not resolve. But individuals may use this when they feel that confrontation or engaging in conflict is not worthwhile and the discomfort that may experience while in conflict is much more than they avoid it. Another strategy can be competing. This is used by individuals who engage in conflict necessarily to win. This is a win-lose situation. Individuals using this may display assertiveness but not cooperation. Next can be accommodating. In this case, the individual is cooperative and not assertive. Though, this again may not be healthy as one of the parties may just give in and as such the conflict remains unresolved. This is a loose-win strategy. Similarly, collaborating can also be one strategy where individuals are assertive as well as cooperative and the parties may come up with an agreed solution to resolve the conflict. This can also be termed as win-win strategy. Compromising also help in conflict resolution, where each of the party will compromise in some way. Thus, there is partial cooperation and assertiveness. And though, the parties may not be completely satisfied, they are not dissatisfied as well. Individuals who can resolve conflicts are often excellent mediators, rational, and able to manage difficult personalities from a place of empathy.

2. Problem Solving:

Problem solving involves finding solution to a problem at hand. It can be explained as a mental process that includes analysis of the problem to find a solution for it. Problems can be categorised into routine and non-routine problems and well-defined and ill-defined or poorly defined problems. The steps in solving include identification of the problem, brainstorming for ideas and solutions, selecting a solution, and implementing the plan of

action and reflecting on the effectiveness of the solution. Strategies of problem solving include trial and error, heuristics, algorithms, and insight-oriented methods.

3. Expressing Gratitude:

Gratitude refers to 'The quality of being thankful or grateful.' It involves showing appreciation for something. Expressing gratitude also fosters positive attitude in the individual as it reduces our attention on the negative things in our life. We need to recognise and consciously focus on cultivating an attitude of gratitude.

Gratitude not only makes one feel good by generating positive emotions, but also boosts one's physical health and psychological well-being. It releases dopamine and serotonin which makes us feel happy. Gratitude widens our thinking and perspective, and enhances resilience. One needs to practice gratitude, e.g by writing gratitude letters, that is, letters that express your thankfulness to someone; gratitude visits where you visit people to express how grateful you are for their support; counting your blessings, i.e. focusing on the good things in your life; keeping a gratitude journal where you write down your positive experiences during the day etc.

4. Emotional Intelligence:

Awareness of emotions in oneself and in others plays a crucial role in managing our stress. In addition to the thinking component of stress, we need to pay attention to the affective component of stress. Knowing about the emotions will help us in changing our thinking and behaviour so that it results in adaptive behaviour. Thus, thinking and emotions need to be integrated which is called as emotional intelligence (Goleman, 1995). The five components of EI, according to Goleman, consist of:

i) Self-awareness

ii) Empathy

iii) Self-regulation

iv) Motivation and

v) Social skills.

Emotional intelligence basically involves developing awareness about emotions in oneself and in others, and managing emotions.

5. Positive Visualization:

Positive visualisation involves the use of imagination to visualise about a future outcome which we desire, but may not be able to achieve now. It can be called as mental exercise that helps one to reach the desired goal. It mostly has been used in the context of sports to enhance the performance and skill of the players. However, it can be used to enhance your performance in any aspect and field. We can utilize our brain's ability think about future and create a mental pathway to enhance our potential. There are two types of visualisations such as –

a) Outcome visualisation, where you focus on the end goal and

b) Process visualisation, which focuses on the entire process that leads us to our desired goal.

When we engage in both outcome and process visualisation, it leads to effective results.

6. Engaging in Leisure Activities:

Leisure activities are those that we engage in to relax, reduce our stress, and feel good about ourselves. These are pleasurable activities done voluntarily such as playing games, drawing, pursuing one's hobbies, socializing, being with nature, and so on. Research focuses on leisure as a coping resource which has ample benefits for our physical as well as mental health (Chun et.al., 2012; Pressman et.al., 2009; Qian et.al., 2014). Usually, leisure time is thought of as a wastage of time and/or given less time for it. However, leisure time has manifold benefits and can help us engage in work and other activities with new vigour.

As there are various stressors, we also have a variety of stress-busters or coping resources. Various leisure activities depending on the individual's preferences and interests can help reduce stress in the individual. It is more informative to study each leisure activity and how it helps to cope with various stressors rather than studying the many ways of coping with certain stressors (Costa et.al., 1996).

7. Yoga and Meditation:

Studies indicate that mental disorders are one of the primary causes of years lost due to disability (YCD) or suicide (Reddy, 2010). The main aim of Yoga is self-realisation (Balaji, 2012). It is a way of life which enables one to gain inner awareness and develop a higher consciousness to attain 'Moksha.' Yoga as a practice originated in India and the term yoga is derived from Sanskrit word 'Yug', meaning to unite', which indicates a union of consciousness and body. At the practice level, yoga includes Asana (bodily postures), Pranayama (breathing exercises) and Dhyana (Meditation).

There are various types of yoga such as Karma yoga, Jnana yoga and Bhakt yoga-mentioned in Bhagvad Gita, which refer to the path of action, path of knowledge, and the path of devotion respectively. Ashtanga yoga of Maharshi Patanjali talks about the eight limbs or steps in the path to self-realization.

The Ashtanga Yoga of Patanjali

It is a comprehensive system of the eight-limb. It not only purifies the mind, but also helps in experiencing the state of deepest absorption pr samadhi. These eight limbs are further categorised into external and internal, depending upon the focus of these practices.

1) **Yamas**: The five yamas emphasis ethics in one's relations to the outer world, not only in actions but also in speech and thoughts. These are:

   i)   Non-harming

   ii)   Truthfulness

   iii) Non-stealing

   iv)   Following the highest truth and

   v)   Non-possessiveness

2) **Niyams**: The five Niyamas are focussed on our relationship to ourselves. These are:

   i)   Purify the body and mind

   ii)   Contentment

   iii) Highest Discipline

   iv)   Study and analysis of oneself and

v) Surrender to the divine

The first two limbs of Yama-Niyama are the foundations of the practice, and when they are consistently practiced beyond consideration for individual and contextual variations, such as that of place, time, context, or family lineage etc., these can become the great vows.

3) **Asana**: Asana is described as that which leads to comfortable stability.

4) **Pranayama**: Pranayama is described as the stopping of inhalation and exhalation, which cam improve attention and prepare the kind for advanced yoga.

5) **Pratyahar**a: Pratyahara is disengaging and withdrawing one's mind from the external, sensory objects of attention.

6) **Dharana**: Dharana is the act of holding attention to a single object or point.

7) **Dhyana**: When this one-pointed attention becomes steady and unbroken, it is called Dhyana

8) **Samadhi:** When the state of deep absorption is reached, where only the object of attention is left and not the mind, it is known as samadhi

Meditation:

Meditation ('Dhyana' in Sanskrit language) aims at quietening our mind to gain inner awareness and spiritual enlightenment. It also helps to manage stress and enhances one's health and well-being. There are various types of meditation (Villines, 2017, Welch, 2019) such as,

Mindfulness meditation refers to developing awareness about one's thoughts and emotions in the present moment, without any judgement. It involves shifting from our default auto pilot mode to moment- to- moment awareness mode. Mindfulness meditation originates from Buddhist teachings. According to Zinn (1990), the main characteristics of mindfulness are being non-judgemental, cultivating patience, being open minded, having trust, non-striving, acceptance and letting go.

Mantra Meditation uses a repetitive sound, usually "Om" for chanting. It can also be any other word/phrase or 1-2 lines prayer, which can be spoken loudly or quietly. It is prevalent in Hindu and Buddhist traditions and aims at achieving a deeper consciousness.

Transcendental meditation also involves chanting of a mantra/or a word which is specific to each practitioner, and gradually intends to transcend or move beyond this specific chanting.

Guided meditation involves sitting with eyes closed and visualisation of certain images that you may find relaxing.

Loving kindness meditation, also known as 'Metta meditation', focuses on generating and spreading love and kindness to all around us. It involves feeling of acceptance and compassion for all.

Vipasana Meditation aims at self-transformation by focussing and realizing the mind-body connection.

Chakra (Wheel) meditation focuses on balancing the seven chakras:

i)   the energy centre of our body

ii)   to reduce stress

iii)   create awareness and bring harmony in our life

The seven chakras are root chakra (Mooladhara), Sacral chakra (Swadhisthana), Solar plexus chakra (Nabhi chakra), Heart chakra (Anahata), Throat chakra (Vishuddhi), Third eye chakra (Agnya), and Crown chakra (Sahastrara).

Focussed meditation involves focusing or concentrating on something by using any of the sense organs, e.g., focusing on your breath, or listening to music, counting 'mala beads' or looking at a candle flame, flower etc. If the focus shifts, you can gently bring back it to the object of your meditation.

Movement meditation as the same suggests, involves movement such as walking, gardening, digging, or any other gentle forms of motion or activity.

The European Psychosocial Risk Management-Excellence Framework provides a comprehensive "best-practice" framework for psychosocial risk management in the workplace for policy-makers, employers, trade unions, occupational safety and health professionals, and employees in the European Union. It has identified seven key features of successful workplace intervention projects to reduce occupational stress:

1. Workplace interventions need to be developed with a full understanding of theory and evidence-based practice.

2. A systematic and stepwise approach needs to be utilized with development of clear aims, goals, tasks, and intervention plans.

3. A proper risk assessment needs to be carried out to identify risk factors and groups of workers with potentially high exposure.

4. Interventions need to be tailored for an industrial sector, occupation, or workplace size, while remaining flexible and adaptable for implementation in a specific workplace.

5. The most effective interventions are those that are accessible and user-friendly in their format, process, and content to individuals at all levels of an organization.

6. A systematic approach is the most effective, with components of the intervention aimed at both the individual and the organization.

7. Intervention programs that facilitate competency building and skill development are important because, at the organizational level, they build leadership and management skills that facilitate and support the continuous improvement cycle and organizational change and, at the individual level, they enable workers to identify and manage work-related stress.

Prevention and control of occupational stress can be integrated with other approaches to protect and promote worker health and well-being. NIOSH recommends the "Total Worker Health" (TWH) approach, which integrates (a) health promotion and stress management aimed at individuals with (b) "health protection" (occupational health), with the goal of reducing both physical and psychosocial hazards in the workplace. The TWH approach has the potential to identify and change barriers to healthier behaviours, such as inflexible schedules, shift work, and long duration of work, and to reduce risks of chronic disease caused by stressful work.

6.4 Recommendations for Future Research

Instead of opting for an online data collection, future researches can conduct the study in physical presence of the researcher. Technologically changes, especially those involving computerisation, provide much potential for the stress researcher. Computerisation of work can lead to positive changes, but can also bring about greater mental demands, opportunities for closer supervision and monitoring, and losses in control (Johansson & Aronson, 1984).

Future researchers may consider employing a stratified sampling strategy to select a larger and more diverse sample that represents a wider range of industrial backgrounds.

We have not reviewed research on stress management interventions, though some have employed field experimental designs as well as physiological outcome variables (e.g. Brunting & Frew, 1987; Ganster et.al., 1982). Mostly, we have neglected these because they are not informative about our central question.

To investigate the long-term effects of organizational stress (employees' mental health) and organization's performance, utilizing a longitudinal research design would be beneficial.

Further research can be carried out on impact of COVID-19 on stress in textile sector. This will add value by making employees to overcome from stress and work with efficiency.

6.5 Conclusion

In today's times, Organizational life is probably quite stressful. The new technologies and inventions, global competition and pressures have multiplied the

sufferings and workload of Employees in this Industry. Stressed workers are likely to be unhealthy, less motivated, less productive, and less safe at work. Safety measures play a key role in any industry to work efficiently. Workers should be aware of different kind of occupational hazards in the workplace. At the same time, it is important that the management take the necessary steps to protect workers from potential hazardous situations. Positive attitude and meditation can help to cope up the stress.

The organization should also identify the cause of stress and attitude among their employees towards it. After this, organization should work on the proper coping techniques to get their employees away from the occupational stress. It will reduce the stress among the employees and help to improve the skill of the worker to improve the organization productivity and efficiency. Physical, psychological, and emotional signs and implications of occupational stress have been discussed in this research paper. Stress coping strategies have also been presented e.g.

- Get enough good quality sleep.
- Eat a well-balanced diet.
- Exercise on a regular basis.
- Take brief rest periods during the day to relax.
- Take vacations away from home and work.
- Engage in pleasurable or fun activities every day.

Correct stress management should start from improved health and good interpersonal relationships. The prevention and management of workplace stress requires organisational level interventions, because it is the organization that creates the stress.

It is concluded in this research that employees working under high/hyper occupational stress will not produce the desired performance. Sum- total of employee's performance is the ultimate performance of an organisation. Therefore, it is found that companies operating in distress has produced less percentile revenue as compared to those having moderate or low occupational stress.

Study helps to understand the concept of stress and factors causes the stress and its impact on employees and organisation's efficiency and productivity. The stress is part of work but to certain extent it has positive impact. But if it crosses the level than it negatively impacts employees physically and psychologically. So, it must be addressed properly and timely. There are different ways to overcome from the stress. The role of management is very important in reducing the stress. Without its support, it is very difficult to find the solution. The management should provide a healthy working environment and by conducting well designed training program to help the employees to understand the events causing stress and this will help them to overcome from the stress.

This research received no external funding and all the expenditures pertaining to this study have been managed by the researcher himself.

APPENDIX A

SURVEY COVER LETTER

Dear Participant,

My name is Dr. Rakesh Kumar Sharma and I am Doctoral student at Swiss School of Business and Management, Geneva, Switzerland. For my final project, I am examining impact of occupational stress of employees on company's performance in the textile sector of India. I am inviting you to participate in this research study by completing the attached surveys. The attached questionnaire will require approximately 30 minutes to complate. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. If you choose to participate in this project, please answer all questions as honestly as possible and return the completed questionnaire promptly either my mail or in person. Participation is strictly voluntary and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endevours. The data collected will provide useful information regarding occupational stress. If you would like a summary copy of this study, please write back. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have questions, please contact me at the number listed below.

Sincerely,

Dr. Rakesh Kumar Sharma (Ph.D.)

Mobile: 7589116531

Email : drsharmacma@gmail.com

APPENDIX B

INFORMED CONSENT

I have received, read, and kept a copy of the information letter/plain language statement. I have had the opportunity to ask questions about this research and I have received satisfactory answers. I understand the general purposes, risks, and methods of this research. I consent to participate in the research project and the following has been explained to me:

- The research may not be of direct benefit to me

- My participation is completely voluntary

- My right to withdraw from the study at any time without any implications to me

- The risks including any possible inconvenience, discomfort, or harm, as- a consequence of my participation in the research project

- The steps that have been taken to minimise any possible risks

- What I am expected and required to do

- Whom I should contact for any complaints with the research or the conduct of the research

- Security and confidentiality of my personal information.

In addition, I consent to:

Publication of results from this study on the condition that my identify will not be revealed.

Name: xxxxx

Signature:

Date:

APPENDIX C

INTERVIEW GUIDE

This questionnaire is meant for a psychological investigation. The questionnaire consists of a number of statements that employees sometimes feel or say about various components of their job. You are requested to use the following 'Five -point-scale' to indicate the extent to which you agree with each statement to describe your own job and the experiences or feelings about your job. This can be understood with the help of following.

Question: I have to do such works as ought to be done by others.

Please answer any one of the following

Answer:

i) Strongly disagree

ii) Disagree

iii) Undecided

iv) Agree

v) Strongly agree

You are requested to answer all the questions. Kindly give your answers frankly. Your responses will be kept strictly confidential.

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