

## **CHAPTER I**

### **INTRODUCTION**

Stress in the workplace is a growing concern in the current state of the economy, where employees increasingly face conditions of overwork, job insecurity, low levels of job satisfaction and lack of autonomy. Workplace stress has been shown to have a detrimental effect on the health and wellbeing of employees, as well as a negative impact on workplace productivity and profits. There are measures that individuals and organizations can take to alleviate the negative impact of stress, or to stop it from arising in the first place. However, employees first need to learn to recognize the signs that indicate they are feeling stressed out, and employers need to be aware of the effects that stress has on their health as well as on company profits. This report is a call to employers to take action on stress levels in the workplace.

### **BACKGROUND**

Occupational stress, coping strategies and job satisfaction have long been concerns for employees and employers because of the impact and influence they wield on work performance. In today's world, stress has become a worldwide phenomenon, which is virtually there, in some form, in every workplace. In today's work life, employees are generally working for longer hours, as the rising levels of responsibilities require them to exert themselves even more strenuously to meet rising expectations about work performance. Omolara, (2008) described

stress as the adverse psychological and physical reactions that occur in an individual as a result of their being unable to cope with the demands being made on them.

Before embarking on any study regarding the relationship between occupational stress, coping strategies and job satisfaction in Textile Industry in Tirupur, it is important to understand the organizational structure, issues and problems confronting this sector so that any research or study done may address them appropriately as Occupational stress, coping strategies and job satisfaction are influenced by the ways in which the organizational structure is established.

The textile industry or apparel industry is primarily concerned with the design and production of yarn, cloth, clothing, and their distribution. The raw material may be natural, or synthetic using products of the chemical industry. In 2002, textiles and apparel manufacturing accounted for \$400 billion in global exports, representing 6% of world trade and 8% of world trade in manufactured goods. In the early years of the 21st century, the largest importing and exporting countries were developed countries, including the European Union, the United States, Canada and Japan

In addition to availability of large labor force with required skills at a comparatively cheap rate, Indian Textile Industry has a great advantage in that India is the third largest cotton producing country in the World. Moreover, India has the largest area under cotton in the world. Further the average cotton yields per hectare were as low as 310 kgs per hectare as against countries like China, Brazil and Australia where yield levels are over 1000 kgs per hectare and world average yield of 728 Kgs per hectare and no doubt in the previous two years the yield levels have gone up to 435 kgs./ hectare. The Indian Cotton Textile Industry can therefore, bank up on the

domestic production of cotton to meet its raw material requirements. This is a major source of strength for the Indian Cotton Textile Industry. Of course, China and Pakistan are also major cotton producing countries and the cotton textile industries in those countries are also enjoy the same advantage as Indian Cotton Textile Industry.

## **TEXTILE INDUSTRY IN TAMILNADU**

Textile industry is one of the traditionally well-developed industries in Tamil Nadu. Tamil Nadu has a strong production base and accounts for about 1/3 rd of Textiles production in the country. The net value addition in Textile industry in Tamil Nadu is about 37.5 per cent which records the highest in the country. The Textile mills are concentrated in Coimbatore, Tirupur, Salem, Palladam, Karur and Erode. Tamil Nadu has around 3,50,000 power looms manufacturing cotton fabrics and accounts for about 30 per cent of India's export of textiles products. The Erode district in Tamil Nadu is well known for marketing of textile products of handloom, powerloom and readymade garments.

The Textile Industry of Tamil Nadu has a significant presence in the National and State economy. It is the forerunner in Industrial development and in providing massive employment in the State. Handloom, Powerloom, Spinning, Processing, Garment and Hosiery are the various sectors of the Textile Industry in Tamil Nadu. It is the largest economic activity next only to Agriculture in providing direct and indirect employment. Handloom sector occupies a place of pride in preserving the country's heritage and culture and plays a vital role in the economy of the country. It has a long tradition par excellence in its craftsmanship. The Powerloom Sector in

Tamil Nadu has also been playing an important role in meeting the clothing needs of the people. The Powerloom Sector in Tamil Nadu is next only to Maharashtra in terms of number of looms. The Textiles Sector in Tamil Nadu is predominantly in the private sector, spinning oriented and labour-intensive because of the preponderance of the decentralized sector in most of the segments of the industry. The Textile Industry has a very important role to play in the industrial field with regard to employment potential, overall economic and commercial activities. This Industry enables the Central and State Governments to earn substantial revenue besides foreign exchange through exports. During the year 2004-05, 3223.52 million kg of yarn was produced in the country, of which, Tamil Nadu contributed 1261.98 million kg of yarn. It is gratifying to mention that successively Tamilnadu State is the number one producer of various varieties of yarn in the country.

The Government should devise suitable measures to facilitate that the Textile Industry grows at the rate of 18 per cent per annum. The Government should also take efforts to address the labour laws related issues aiming at achieving the above mentioned growth. The required skilled labour force should be generated by creating new infrastructure and also by strengthening the existing ones.

On the other hand, internally, the Textile industry, particularly the smaller grassroots level organizations are facing problems relating to inadequacies in the areas of management, capacity building, human resource development, institutional strengthening and sustainability. Thus, all these challenges and expectations create a high stress environment not only for the organization as a whole, but the individual workers as well, who are expected to show loyalty and

empowerment in face of all challenges. However, it is important to understand that promoting coping strategies and job satisfaction are vital for an improved level of service. This can be achieved by developing a comprehensive organizational strategy that should address stress reduction elements by investigating the overall function of the organization including its climate and values, its provision of social support and rewards and the relationship of its workers with the organization.

Occupational stress is defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, responses, or need of the worker (National Institutes for Occupational Safety and Health, 1999). Work place stress or job stress is defined as any characteristic of the job environment that poses a threat to the individual, either excessive demands or insufficient supplies to meet the need and lead to a rising tension in a person (Hinshaw, 1993; Edwards, 1995).

Everyone faces stress at some time in life. There are physiological changes that occur when you face perceived threats in certain situations. These situations are known as stressors. When your stress response is triggered, a series of changes occurs within your body. A coping strategy is a conscious effort to solve a personal or interpersonal problem that will help in overcoming, minimizing, or tolerating stress or conflict. We need ways to calm our minds and bodies after a stressor has taken its toll.

Textile industries are one of the important industries of India for earning Foreign Exchange and giving employment to lakhs of workers .It appears that a clear gap exists in the availability of empirical data to understand the relationship between stress, coping strategies, and job satisfactions among managerial personnel in Tirupur. The absence of such knowledge may seriously affect managers' ability to develop appropriate strategies for stress management and promotion of coping strategies and job satisfaction in textile sector, which is a major contributor to employment in India. The focus of this study is to examine the relationship of stress with managerial personnel, coping strategies and job satisfaction in Tirupur.

## **THEORETICAL FRAMEWORK OF OCCUPATIONAL STRESS, COPING STRATEGIES AND JOB SATISFACTION**

### **1.1 STRESS**

Stress is what we feel when we have to respond to a demand on our energy. Stress is a natural part of life, and occurs whenever there are significant changes in our lives, whether positive or negative. It is generally believed that some stress is okay (sometimes referred to as “challenge” or “positive” stress) but when stress occurs in amounts that individuals cannot cope with, both mental and physical changes may occur.

We are all different in the events that we perceive as stressors and the coping abilities at our disposal. However, there are a number of situations which are generally identified as being stressful, including financial worries, overload work , unemployment, relationships, parenting,

balancing work and family, caring , health problems, losses, competitiveness, peer pressure, exams, insufficient time etc.

Stress is a normal, adaptive response to stressors in our environment. Our bodies are designed with a set of automatic responses to deal with stress. This system is very effective for the short term "fight or flight" responses we need when faced with immediate danger. The problem is that, physiologically, our bodies have the same reaction to all types of stressors. Experiencing stress for long periods of time, such as lower level but constant stressors at work, activates this system. For many people, every day stressors keep this response activated, so that it does not have a chance to "turn off." This reaction is called the "Generalized Stress Response" and it consists of the physiological responses such as increased blood pressure, increased metabolism (e.g., faster heartbeat, faster respiration), decrease in protein synthesis, intestinal movement (digestion), immune and allergic response systems, increased cholesterol and fatty acids in blood for energy production systems, localized inflammation (redness, swelling, heat and pain), faster blood clotting, increased production of blood sugar for energy and increased stomach acids.

Job stress results from various interactions of the worker and the environment of the work they perform their duties. Location, gender, environment, and many other factors contribute to the buildup of stress. Job stress results from the interaction of the worker and the conditions of work. Views differ on the importance of worker characteristics versus working conditions as the primary cause of job stress. The differing viewpoints suggest different ways to prevent stress at work. Differences in individual characteristics such as personality and coping skills can be very important in predicting whether certain job conditions will result in stress. In other words, what is stressful for one person may not be a problem for someone else. This viewpoint underlies

prevention strategies that focus on workers and ways to help them cope with demanding job conditions.

### **Working conditions**

Although the importance of individual differences cannot be ignored, scientific evidence suggests that certain working conditions are stressful to most people. Such evidence argues for a greater emphasis on working conditions as the key source of job stress, and for job redesign as a primary prevention strategy. Large surveys of working conditions, including conditions recognized as risk factors for job stress, were conducted in member states of the European Union in 1990, 1995, and 2000. Results showed a time trend suggesting an increase in work intensity. In 1990, the percentage of workers reporting that they worked at high speeds at least one-quarter of their working time was 48%, increasing to 54% in 1995 and to 56% in 2000. Similarly, 50% of workers reported they work against tight deadlines at least one-fourth of their working time in 1990, increasing to 56% in 1995 and 60% in 2000. However, no change was noted in the period 1995–2000 (data not collected in 1990) in the percentage of workers reporting sufficient time to complete tasks.

### **Workload**

In an occupational setting, dealing with workload can be stressful and serve as a stressor for employees. There are three aspects of workload that can be stressful are quantitative workload or overload, which having more work to do than can be accomplished comfortably, qualitative workload, which having undertaken difficult task, under work load, which having work that fails to use a worker's skills and abilities.

Workload has been linked to a number of strains, including anxiety, physiological reactions such as cortisol, fatigue, backache, headache, and gastrointestinal problems. Workload as a work demand is a major component of the demand-control model of stress. This model suggests that jobs with high demands can be stressful, especially when the individual has low control over the job. In other words control serves as a buffer or protective factor when demands or workload is high. This model was expanded into the demand-control-support model that suggests that the combination of high control and high social support at work buffers the effects of high demands.

As a work demand, workload is also relevant to the job demands-resources model of stress that suggests that jobs are stressful when demands (e.g., workload) exceed the individual's resources to deal with them.

### **Long hours**

The substantial percentage of Americans and Japanese works are very long hours. It is estimated, more than 26% of men and more than 11% of women worked 50 hours per week or more in 2000. These figures represent a considerable increase over the previous three decades, especially for women. According to the Department of Labor, there have been a rise in increasing amount of hours in the work place by employed women, an increase in extended work weeks (>40 hours) by men, and a considerable increase in combined working hours among working couples, particularly couples with young children.

### **Status**

The person's status in the workplace could also be affect levels of stress. In a workplace, stress has the potential to affect employees of all categories; from those who have very little influence

to those who make major decisions for the company. However, less powerful employees that is, those who have less control over their jobs are more likely to suffer stress than powerful workers. Managers as well as other kinds of workers are vulnerable to work overload.

### **Economic factors**

Economic factors that employees are facing in the 21st century have been linked to increased stress levels. Researchers and social commentators have pointed out that advancement in technology with regards to computer and communications revolutions have made companies more efficient and productive than ever before. This boon in productivity however, has caused higher expectations and greater competitions and putting more stress on the employee (Primm, 2005).

The economic factors may lead to workplace stress such as pressure from investors, who can quickly withdraw their money from company stocks, the lack of trade and professional unions in the workplace, inter-company rivalries caused by the efforts of companies to compete globally and the willingness of companies to swiftly lay off workers to cope with changing business environments.

The World Health Organization has declared occupational stress to be a worldwide epidemic. Certainly the impact of an increasingly pressurized work environment is evident throughout every industry. One recent analysis noted that 20% of payroll of a typical company goes towards dealing with stress-related problems (Riga, 2006), and Americans identify work as their most significant source of stress, because of heavy workloads, uncertain job expectations, and long hours (American Psychological Association, 2007). Extensive research over the years has

focused on identifying stressors (e.g., Colligan & Higgins, 2006), coping mechanisms (e.g., Nelson & Sutton, 1990), and ways that both individual employees and organizations can effectively manage stress (e.g., Kram & Hall, 1989). Yet, despite this attention, remedies to combat occupational stress remain elusive.

## **1.2 COPING STRATEGIES**

Stress has been defined as “the state manifested by the specific syndrome, which consists of all the non-specific induced changes in a biological system”(Selye, 1974). The causes of stress are many. Stress falls into different groups-physical, environmental, cultural expectations and personal and social expectations. Stress affects both physical and emotional well-being of an individual. Managing stress is more than coping. It is learning to cope adaptively and effectively. Coping with stress is the process of developing ways to decrease its effects and to get through difficult tasks despite the stress coping is an ability to reduce disappointment and anxieties.

Coping is flexible, goal-oriented, and responds to needs of the present as well as the future. It is a multidimensional process (Folkman & Lazarus, 1988). Coping strategies refer to the specific efforts, both behavioral and psychological, that people employ to master, tolerate, reduce, or minimize stressful events. Coping consists of both cognitive and behavioral efforts aimed at managing specific external and /or internal demands appraised as taxing or exceeding the resources of the person (Monat & Lazarus, 1988). Folkman & Lazarus, 1980 defined coping strategies as “Thoughts and actions individuals use to change the perceived experience of a stressful event so as to master, reduce, or tolerate the demand created by that event”. Folkman

and Lazarus (1988) identified eight categories of coping strategies that depict a broad range of cognitive and behavioral strategies people used to manage the demands of stressful encounters. Coping efforts can be focused upon managing or altering a problem causing distress (problem-focused) or regulating unpleasant emotions (emotion-focused) that are aroused because of the problems (Glass & Chang, 1989).

According to Lazarus (1993), “The function of problem focused coping is to change the troubled person-environment relationship by acting on the environment or oneself. The function of emotion-focused coping is to change either the way the stressful relationship with the environment is attended to or the relational meaning of what is happening”. Problem-focused strategies include categories of confrontive coping and planful problem solving. The remaining six categories are emotion-focused strategies which includes distancing, accepting responsibility, escape-avoidance, seeking social support, and positive reappraisal. Problem solving approaches might take the form of seeking information, trying to get help, inhibiting action and taking direct action. Emotion-focused approaches include trying to see humor in the situation, avoidance, detachment, and assignment of blame to self and others. Lazarus and Folkman (1984) have defined stress-coping resources as the personal factors, characteristics, or assets that one draws upon in order to cope. When the resources are within the individual, they are considered internal; when outside, they are external. These resources are viewed primarily as mediators that can increase a person’s resistance to stress.

### **1.3 JOB SATISFACTION**

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment, but the satisfaction on the job.

For almost all organizations, employees are the vital resource and they represent an important asset of an industry. Human resource management is concerned with developing potential, of employees so that they get maximum job satisfaction from their work and give their best efforts to the organisation. The workers in a job are not machines, but contributors to production. The happier people are within their job, the more satisfied they are said to be. Thus, job satisfaction describes how content an individual is with his or her job. It is not the same as motivation. It is job design which enhances job satisfaction and performance. The other influences on satisfaction are the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations.

Job satisfaction is defined as the feelings a person has about her or his job (Balzer, et al., 1997; Spector, P.E 1997). Job satisfaction is the degree to which an individual feels positively or negatively about various aspects of the job (Schermerhorn, J.R 1996). It describes the comfortable zone of an individual with his or her job. The happier people are within their job, the more satisfied they are said to be. According to Loscocco, K.A and Roschelle, A.R (1991), the

assumption of the definition is that people can balance their specific satisfactions and dissatisfactions to arrive at a general degree of satisfaction with their job.

Job satisfaction is “a pleasurable or positive emotional state” that is “a function of the perceived relationship between what one wants from a job and what one perceives it is offering” (Locke, 1976, p. 1300).

Job satisfaction has been the most frequently investigated variable in organizational behavior (Spector, 1997). Job satisfaction means how much people feel positive about their job and the different of their jobs (Spector, 1997). Low job satisfaction can be an important indicator of decrease in employee production and can result in behavior such as absenteeism (Martin & Miller, 1986) and turnover intentions (Dupre & Day, 2007). The previous studies suggest that higher level of job stress causes less job satisfaction (K. Chandraiah, S.C. Agrawal, P. Marimuthu & N. Manoharan 2003).

Low job satisfaction can be an important indicator of counterproductive employee behavior and can result in behavior such as absenteeism (Spector, 1985; Martin & Miller, 1986) and turnover intentions (Spector, 1985; Dupré & Day, 2007). Job satisfaction can also partially mediate the relationship of psychosocial work factors to deviant work behaviours. Therefore, maintaining and enhancing job satisfaction is important in order to establish quality worker, workplace and work itself.

Job satisfaction is employee reactions toward their work experiences (Berry, 1997), emotional state or reactions toward the job (Gruneberg, 1979, Landy & Conte, 2004), how positive people feel about their jobs, aspects of their jobs (Spector, 1997) and work situations (Wood, Wood & Boyd, 2007). Satisfaction on the job reflects important employee attitude towards their job (Spector, 1997), indicating what makes a job enjoyable and a satisfying working environment (Smither, 1994). Thus, job satisfaction is often considered to be an indicator of employee emotional well-being or psychological health leading to indicate behavior that could affect organizational functioning. Job satisfaction is often considered to be the most interesting variable in industrial and organizational psychology research (Smither, 1994).

### **Facet in job satisfaction.**

The Facet approach is one theoretical approach to studying job satisfaction. This approach specifically focuses on specific factors that are related to a job that finally could contribute to overall job satisfaction (Smither, 1994) and is also capable to capture a more complete job satisfaction depiction (Spector, 1997). Generally, job satisfaction is divided into intrinsic and extrinsic facets. Intrinsic factors or content factors are related to the nature of the job itself whereas extrinsic factors or context factors relate to other aspects of the job (Gruneberg, 1979).

According to Spector (1997;2008), facets that have been frequently studied include pay, promotion opportunities, fringe benefits, supervision, co-workers, job conditions, nature of the work, communication and security. According to Davey, Obst and Sheehan (2001), low job

satisfaction was a result of inconsistent promotional opportunity and lack of organizational support including recognition from supervisors and peers.

#### **1.4 Coping Strategies and Job Satisfaction**

Within the work-context, work-related stress is an issue with a strong impact on employees, organizations, and the communities (Vagg and Spielberger, 1998; Hodapp et al., 2005). Stress occurs when a person “is hard-pressed to deal with some obstacle or impediment or looming threat” (Carver and Connor-Smith, 2010). Typical work-related stressors are, workload, time pressure, and conflicts with co-workers (Vagg and Spielberger, 1998). Work-related stress often results in employee dissatisfaction, lowered productivity, absenteeism, and turnover (e.g., Landsbergis, 1988; Karasek and Theorell, 1990; Cooper and Cartwright, 1994). People cope with stress in different ways to prevent or diminish it directly i.e., reduce the stressor or indirectly i.e., reduce associated distress; (Carver and Connor-Smith, 2010). Personality traits have often been highlighted to relate to how people cope with stressful events (Grant and Langan-Fox, 2006; Connor-Smith and Flachsbart, 2007).

Spector 2000 defines job satisfaction as the measurement in which people are satisfied or dissatisfied with their work or with various aspects of it. Locke, cited in Avram & Cooper, 2008 argues that satisfaction is the perception according to which work can update the reasons. In other words, job satisfaction refers to how an employee feels about his job (Autry & Daugherty, 2003).

According to Cox (1993), defining stress is not a semantic game but a very important word for researchers, because stress misinterpreted, can confuse the researcher measuring something else. Thus, a lack of understanding from researchers can develop intervention programs at an all wrong level of management.

From Lazarus and Folkman (1984) point of view, stress is a cognitive mediation between what is provided by the individual and his interaction with the environment. This approach was called “transactional theory of stress”.

Stress, as a general term, refers to two different concepts called stressors which indicates environment characteristics or thoughts that determine the individual to have opposite reactions or tension which indicates reactions of the individual towards stressors (Dewe, O’ Driscoll and Cooper, 2010).

The importance of the emotional adaptation process has been underestimated because the emphasis was placed on evaluation. Lots of theories regarding emotions truly ignore the adaptation process. The adaptation process to stress is a very important one and needs to be treated as much as stress evaluation (Lazarus, 2006).

Adaptation is the attempt to cope with the problem itself which are focusing on the problem or with stressful emotions that are caused by the problem which focusing on emotion. Although the dictionary definition says that sometimes adaptation involves success, researchers are interested

in the question of the relative efficiency to cope, and so the term adaptation cannot be reserved only for successful attempts. (Dewe, 1999).

Coping is a defense mechanism. When faced with pressure, a person transforms the reaction to external pressure or negative incident in a cognitive or behavioral response, the same person may have different ways to cope with stressful situations (Dewe, 1999).

### **1.5 STATEMENT OF THE PROBLEM**

The present research aims at investigating whether stress, coping strategies predict job satisfaction in managerial personnel. Management is often considered to be a highly stressful occupation. In spite of the plethora of literature on the general relationship between managers and job-related stress, there is a paucity of empirical evidence pertaining to the study of relationship between stress, coping strategies, and job satisfaction and how stress, coping strategies predict job satisfaction.

Various studies have examined the predictors of job satisfaction among managers and correctional personnel (Blau, Light, & Chamlin, 1986; Brough & Frame, 2004; Brunetto & Farr-Wharton, 2003; Cullen, Latessa, Kopache, Lombardo, & Burton, 1993; Lambert, 2004; Lambert et al., 1999; Zhao, He, & Lovrich, 2002; Zhao, Thurman, & He, 1999). As Zhao et al. (1999) indicate, two distinct models of job satisfaction are apparent in some studies. The first model focuses on demographic characteristics such as gender, ethnicity/race, educational level, rank, and years of service within the organization. The second model places emphasis on the

individual's work environment. The work environment model consists of various dimensions of the work performed which includes skill variety, task identity, task significance, autonomy and feedback (Zhao et al., 1999).

Herzberg's two-factor theory of motivation (as cited in Zhao et al., 1999) has also provided a theoretical framework for scientifically assessing police officers' job satisfaction. Herzberg's theory claims that the work environment determines police officers' job satisfaction and identifies three main sources of job satisfaction in the work environment such as the work itself, the responsibility one has in the work, and recognition received from performing the work (Brody, DeMarco, & Lovrich, 2002; Zhao et al., 1999).

*The problem to be investigated is to, “study the level of occupational stress, coping strategies used, and job satisfaction among the managerial personnel of textile industry in Tirupur. Further, this study aims to explore the effect of demographic variables on occupational stress, coping strategies, and job satisfaction among the managerial personnel of textile industry in Tirupur”.*

## **1.6 RESEARCH OBJECTIVES**

The objective of this empirical study was to study the level of occupational stress, coping strategies used, and job satisfaction among the managerial personnel of textile industry in Tirupur. The literature review failed to provide any viable data about the nature and level of occupational stress and its relationship with coping strategies and job satisfaction of managers of

textile units in Tirupur. Therefore, this study attempts to help fill this vacuum by providing additional information that might be of interest to the researchers, HR managers, psychologists, and career counselors. The specific objectives of this study are:

1. To assess the level of occupational stress among the managerial personnel of Textile industry in Tirupur.
2. To find out the coping strategies used by the managerial personnel of Textile industry in Tirupur.
3. To find out the level of job satisfaction among the managerial personnel of Textile industry in Tirupur.
4. To study the impact of occupational stress on job satisfaction among the managerial personnel of Textile industry in Tirupur.
5. To analyze the effect of various demographic variables such as age, gender, education, experience, marital status, income on occupational stress, coping strategies, and job satisfaction among the managerial personnel of Textile industry.

## **1.7 CONCEPTUAL FRAMEWORK OF THE STUDY**

A conceptual framework is proposed to logically explain the interconnection among variables of the study. The proposed conceptual model shows variables including occupational stress, coping strategies, and job satisfaction.

Occupational stress is a major hazard for many workers. Increased workloads, downsizing, overtime, hostile work environments, and shift work are just the causes of stressful working conditions.

Coping strategies refer to the specific efforts, both behavioral and psychological, that people employ to master, tolerate, reduce, or minimize stressful events.

Job satisfaction is the level of contentment employees feel about their work, which may affect performance. It can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees.

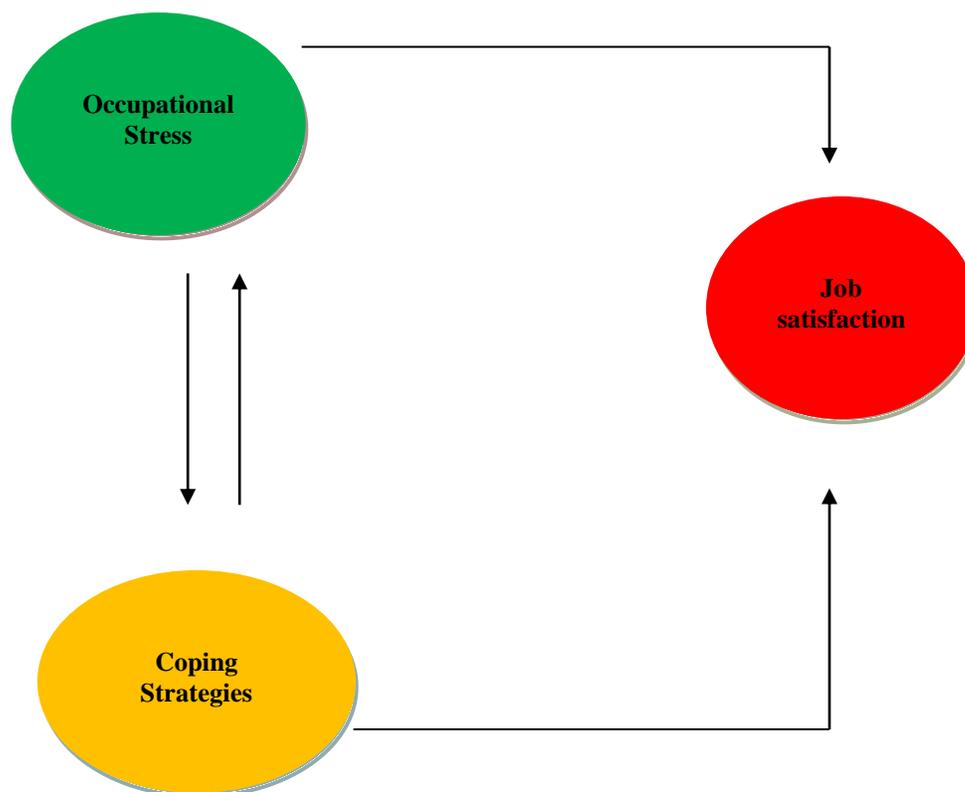


Figure 1.1 A CONCEPTUAL MODEL OF THE STUDY

To explore the occupational stress and coping strategies of Textile employees, this study treats them as independent variables that influence the dependent variables, i.e. job satisfaction. An increase in job stress may lead to augmented strain and decreased coping strategies, which eventually results in poor employee work performance and reduced job satisfaction.

Furthermore, this study aims at investigating various factors performing to the selected sample such as age groups, different experience level, different genders, qualifications, different monthly income level and different marital status in an organization perceive and experience occupational stress and how these factors affect employees' coping strategies and job satisfaction.

## **1.8 INDIA'S EMERGING ECONOMY: TEXTILE SECTOR**

India is the second largest producer of textiles and garments in the world. The Indian textiles and apparel industry is expected to grow to a size of US\$ 223 billion by 2021, according to a report by Technopak Advisors. This industry accounts for almost 24% of the world's spindle capacity and 8% of global rotor capacity. Abundant availability of raw materials such as cotton, wool, silk and jute as well as skilled workforce have made the country a sourcing hub.

The textiles industry has made a major contribution to the national economy in terms of direct and indirect employment generation and net foreign exchange earnings. The sector contributes about 14 per cent to industrial production, 4 per cent to the gross domestic product (GDP), and

27 per cent to the country's foreign exchange inflows. It provides direct employment to over 45 million people. The textiles sector is the second largest provider of employment after agriculture. Thus, growth and all round development of this industry has a direct bearing on the improvement of the India's economy.

## **Growth**

The Indian textiles industry is set for strong growth, buoyed by strong domestic consumption as well as export demand. The most significant change in the Indian textiles industry has been the advent of man-made fibres (MMF). India has successfully placed its innovative range of MMF textiles in almost all the countries across the globe. MMF production recorded an increase of 10 per cent and filament yarn production grew by 6 per cent in the month of February 2014. MMF production increased by about 4 per cent during the period April 2013–February 2014.

Cotton yarn production increased by about 10 per cent during February 2014 and by about 10 per cent during April 2013–February 2014. Blended and 100 per cent non-cotton yarn production increased by 6 per cent during February 2014 and by 8 per cent during the period April 2013–February 2014.

Cloth production by mill sector registered a growth of 9 per cent in the month of February 2014 and of 6 per cent during April 2013–February 2014. Cloth production by power loom and hosiery increased by 2 per cent and 9 per cent, respectively, during February 2014. The total

cloth production grew by 4 per cent during February 2014 and by 3 per cent during the period April 2013–February 2014.

Textiles exports stood at US\$ 28.53 billion during April 2013–January 2014 as compared to US\$ 24.90 billion during the corresponding period of the previous year, registering a growth of 14.58 per cent. Garment exports from India is expected to touch US\$ 60 billion over the next three years, with the help of government support, said Dr A. Sakthivel, Chairman, Apparel Export Promotion Council (AEPC).

The textiles sector has witnessed a spurt in investment during the last five years. The industry (including dyed and printed) attracted foreign direct investment (FDI) worth Rs 6,710.94crore (US\$ 1.11 billion) during April 2000 to February 2014.

## **ROLE OF INDIAN TEXTILE INDUSTRY IN THE ECONOMY**

Textile industry plays a significant role in the economy. The Indian textile industry is one of the largest and most important sectors in the economy in terms of output, foreign exchange earnings and employment in India. It contributes 20 per cent of industrial production, 9 per cent of excise collections, 18 per cent of employment in industrial sector, nearly 20 per cent to the country's total export earnings and 4 per cent to the GDP. The sector employs nearly 35 million people and is the second highest employer in the country. The textile sector also has a direct link with the rural economy and performance of major fibre crops and crafts such as cotton, wool, silk, handicrafts and handlooms, which employ millions of farmers and crafts persons in rural and

semi-urban areas. It has been estimated that one out of every six households in the country depends directly or indirectly on this sector.

India has several advantages in the textile sector, including abundant availability of raw material and labour. It is the second largest player in the world cotton trade. It has the largest cotton acreage, of about nine million hectares and is the third largest producer of cotton fibre in the world. It ranks fourth in terms of staple fibre production and fourth in polyester yarn production. The textile industry is also labour intensive, thus India has an advantage.

### **Advantages of the Indian Industry**

The key advantages of the Indian industry are:

- India is the third largest producer of cotton with the largest area under cotton cultivation in the world. It has an edge in low cost cotton sourcing compared to other countries.
- Average wage rates in India are 50-60 per cent lower than that in developed countries, thus enabling India to benefit from global outsourcing trends in labour intensive businesses such as garments and home textiles.
- Design and fashion capabilities are key strengths that will enable Indian players to strengthen their relationships with global retailers and score over their Chinese competitors.

- Production facilities are available across the textile value chain, from spinning to garments manufacturing. The industry is investing in technology and increasing its capacities which should prove a major asset in the years to come.
- Large Indian players such as Arvind Mills, Welspun India, Alok Industries and Raymonds have established themselves as 'quality producers' in the global market. This recognition would further enable India to leverage its position among global retailers.
- India has gathered experience in terms of working with global brands and this should benefit Indian vendors.

### **Advantages to Indian Cotton Textile Industry**

In addition to availability of large labor force with required skills at a comparatively cheap rate, Indian Textile Industry has a great advantage in that India is the third largest cotton producing country in the World. Moreover, India has the largest area under cotton in the world. Further the average cotton yields per hectare were as low as 310 kgs per hectare as against countries like China, Brazil and Australia where yield levels are over 1000 kgs per hectare and world average yield of 728 Kgs per hectare, no doubt in the previous two years, yield levels have gone up to 435 kgs. / hectare. The Indian Cotton Textile Industry can therefore, bank up on the domestic production of cotton to meet its raw material requirements. This is a major source of strength for the Indian Cotton Textile Industry. Of course, China and Pakistan are also major cotton

producing countries and the cotton textile industry in those countries also enjoy the same advantage as Indian Cotton Textile Industry.

Indian Textile Industry contributes about 11 percent to industrial production, 14 per cent to the manufacturing sector, 4 percent to the GDP and 12 per cent to the country's total export earnings. It provides direct employment to over 35 million people, the second largest provider of employment after agriculture. Besides, another 54.85 million people are engaged in its allied activities.

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. We can just track the strong multi-fibre strong base by highlighting the following important positions reckon by this industry across globe are:

- **Cotton** – Second largest cotton and cellulosic fibres producing country in the world.
- **Silk** – India is the second largest producer of silk and contributes about 18% to the total world raw silk production.
- **Wool** –India has 3rd largest sheep population in the world, having 6.15 crores sheep, producing 45 million kg of raw wool, and accounting for 3.1% of total world wool production. India ranks 6th amongst clean wool producer countries and 9th amongst greasy wool producers.
- **Man-Made Fibres**- the fourth largest in synthetic fibres/yarns globally.
- **Jute** – India is the largest producer and second largest exporter of the jute goods.

## **1.9 TEXTILE INDUSTRY IN TAMILNADU**

Textile industry is one of the traditionally well-developed industries in Tamil Nadu. Tamil Nadu has a strong production base and accounts for about 1/3 rd of Textiles production in the country. The net value addition in Textile industry in Tamil Nadu is about 37.5 per cent, the highest in the country. The Textile mills are concentrated in Coimbatore, Tirupur, Salem, Palladam, Karur and Erode. Tamil Nadu has around 3,50,000 power looms manufacturing cotton fabrics and accounts for about 30 per cent of India's export of textiles products. The Erode district in Tamil Nadu is well known for marketing of textile products of handloom, powerloom and readymade garments.

The Textile Industry of Tamil Nadu has a significant presence in the National and State economy. It is the forerunner in Industrial development and in providing massive employment in the State. Handloom, Powerloom, Spinning, Processing, Garment and Hosiery are the various sectors of the Textile Industry in Tamil Nadu. It is the largest economic activity next only to Agriculture in providing direct and indirect employment. Handloom Sector occupies a place of pride in preserving the country's heritage and culture and plays a vital role in the economy of the country. It has a long tradition par excellence in its craftsmanship. The Powerloom Sector in Tamil Nadu has also been playing an important role in meeting the clothing needs of the people. The Powerloom Sector in Tamil Nadu is next only to Maharashtra in terms of number of looms. The Textiles Sector in Tamil Nadu is predominantly in the private sector, spinning oriented and labour-intensive because of the preponderance of the decentralized sector in most of the segments of the industry. The Textile Industry has a very important role to play in the industrial

field with regard to employment potential, overall economic and commercial activities. This Industry enables the Central and State Governments to earn substantial revenue besides foreign exchange through exports. During the year 2004-05, 3223.52 million kg of yarn was produced in the country, of which, Tamil Nadu contributed 1261.98 million kg of yarn. Successively Tamilnadu State is the number one producer of various varieties of yarn in the country.

The Government should devise suitable measures to facilitate that the Textile Industry grows at the rate of 18 per cent per annum. The Government should also take efforts to address the labour laws related issues aiming at achieving the above growth. The required skilled labour force should be generated by creating new infrastructure and also by strengthening the existing ones.

Among the southern states, Tamil Nadu is an important cotton textile producer. Although Tamil Nadu produces only about 6 per cent of the mill cloth of India, the state excels all other states in the production of yarn and accounts for over 44% of the total yarn production of the country.

Coimbatore is the most important centre having 200 mills out of Tamil Nadu's 439 mills and is known as Manchester of South India. But Tamil Nadu's mills are of smaller size and give comparatively less production. Other important centres are Chennai, Madurai, Tirunelveli, Tiruchchirappalli, Salem, Perambur, Tuticorin, etc.

## **DESCRIPTION OF CONCEPTS USED IN THE STUDY**

The following key terms have been defined with the support of the literature to serve the purpose of the study:

### **Occupational Stress**

Stress that happens due to a person's employment is termed occupational stress. According to Cooper & Bright (2001), the most widespread definitions of occupational stress may be classified into three types. The first type of definition is stimulus based. It considers stress as an environmental based stimulus, forced upon the person. The second type of definition is response based. It defines stress as an individual's psychological or physiological response to the situational forces. The third definition of stress applies an interactive approach often called the stressor-strain approach.

Keeping in view all the above definitions, for the purpose of this study, occupational stress is defined as the harmful emotional (that is anxiety and depression), physical (that is insomnia, headaches, and infections), and behavioral responses (that is job dissatisfaction, low commitment and poor work performance) that occurs when work necessities do not match the capabilities, possessions and needs of the worker. The present study treated occupational stress as an independent variable that could influence the psychological empowerment and job satisfaction.

## **Coping Strategies**

In psychology, coping is expending conscious effort to solve personal and interpersonal problems, and seeking to master, minimize or tolerate stress or conflict. The effectiveness of the coping efforts depends on the type of stress and/or conflict, the particular individual, and the circumstances.

Psychological coping mechanisms are commonly termed coping strategies or coping skills. Subconscious or non-conscious strategies (e.g. defense mechanisms) are generally excluded. The term coping generally refers to adaptive or constructive coping strategies, i.e. the strategies reduce stress levels. However, some coping strategies can be considered maladaptive, i.e. stress levels may increase. Maladaptive coping can thus be described, in effect, as non-coping. Furthermore, the term coping generally refers to reactive coping, i.e. the coping response follows the stressor. This contrasts with proactive coping, in which a coping response aims to head off a future stressor.

Coping responses are partly controlled by personality (habitual traits), but also partly by the social environment, particularly the nature of the stressful environment. Hundreds of coping strategies have been identified. Classification of these strategies into a broader architecture has not yet been agreed upon. Common distinctions are often made between various contrasting strategies, for example: problem-focused versus emotion-focused; engagement versus disengagement; cognitive versus behavioral. Weiten identifies broad types of coping strategies as follows;

- **appraisal-focused:** Directed towards challenging one's own assumptions, adaptive cognitive
- **problem-focused:** Directed towards reducing or eliminating a stressor, adaptive behavioral
- **emotion-focused:** Directed towards changing one's own emotional reaction
- **occupation-focused:** Directed towards lasting occupation(s) that generates positive feedback

Appraisal-focused strategies occur when the person modifies the way they think, for example: employing denial, or distancing oneself from the problem. People may alter the way they think about a problem by altering their goals and values, such as by seeing the humor in a situation: "some have suggested that humor may play a greater role as a stress moderator among women than men".

People using problem-focused strategies which try to deal with the cause of their problem. They do this by finding out information on the problem and learning new skills to manage the problem. Problem-focused coping is aimed at changing or eliminating the source of the stress. The three problem-focused coping strategies identified by Folkman and Lazarus are taking control, information seeking, and evaluating the pros and cons.

Emotion-focused strategies involve releasing pent-up emotions, distracting oneself, managing hostile feelings, meditating or using systematic relaxation procedures. Emotion-focused coping "is oriented towards managing the emotions that accompany the perception of stress". The five emotion-focused coping strategies identified by Folkman and Lazarus are disclaiming, escape-

avoidance, accepting responsibility or blame, exercising self-control, and positive reappraisal. Emotion-focused coping is a mechanism to alleviate distress by minimizing, reducing, or preventing, the emotional components of a stressor. This mechanism can be applied through a variety of ways, such as seeking social support, reappraising the stressor in a positive light, accepting responsibility, using avoidance, exercising self-control, and distancing. The focus of this coping mechanism is to change the meaning of the stressor or transfer attention away from it. For example, reappraising tries to find a more positive meaning of the cause of the stress in order to reduce the emotional component of the stressor. Avoidance of the emotional distress would distract from the negative feelings associated with the stressor. Emotion-focused coping is well suited for stressors that seem uncontrollable (ex. a terminal illness diagnosis, or the loss of a loved one). Some mechanisms of emotion focused coping, such as distancing or avoidance, can have alleviating outcomes for a short period of time, however they can be detrimental when used over an extended period. Positive emotion-focused mechanisms, such as seeking social support, and positive re-appraisal, are associated with beneficial outcomes. Emotional approach coping is one form of emotion-focused coping in which emotional expression and processing is used to adaptively manage a response to a stressor.

Typically, people use a mixture of all three types of coping strategies, and coping skills would usually change over time. All these methods can prove useful, but some claim that those using problem-focused coping strategies would adjust better to life. Problem-focused coping mechanisms may allow an individual greater perceived control over their problem, whereas emotion-focused coping may sometimes lead to a reduction in perceived control (maladaptive coping).

Lazarus "notes the connection between his idea of 'defensive reappraisals' or cognitive coping and Freud's concept of 'ego-defenses'", coping strategies thus overlapping with a person's defense mechanisms.

## **Job Satisfaction**

Job satisfaction is “a pleasurable or positive emotional state” that is “a function of the perceived relationship between what one wants from a job and what one perceives it is offering” (Locke, 1976). The job characteristics model (Hackman & Oldham, 1980) proposes that critical psychological states such as experienced meaningfulness, feelings of responsibility, and knowledge of work results influence job satisfaction. Occupational stress can reduce productivity, increase mistakes and accidents at work, encourage absenteeism, lower morale, increase conflict with others and cause physical and emotional problems (Pflanz & Ogle, 2006) and finally poor life satisfaction (Pawar & Rathod, 2007). High levels of work stress are associated with low levels of job satisfaction.

### **1.10 SIGNIFICANCE OF THE STUDY**

Studies on occupational stress, coping strategies and job satisfaction have been at length carried out by past researchers mainly in the western countries. Due to lack of studies addressing the issue of Textile employees' occupational stress, coping strategies and job satisfaction in Tirupur, it is questionable whether western findings can be applied in the non-western context, like India. For instance, people in the western countries have an individualistic directions toward job

whereas people in the South Asian countries in general have a collective direction. Therefore, more studies are needed to erase the doubt on the applicability of western studies in the Indian context. The present study is unique as it is an attempt to describe the relationship between occupational stress, coping strategies, and job satisfaction in the context of Textile industry in Tirupur.

### **1.11 LIMITATIONS**

Data for the study was collected from the managers of textile industry in Tirupur and so the results cannot be generalized to other geographical areas. The respondents may have completed the questionnaires during a part of the year that was overwhelming. The time in which the respondent completed the questionnaires may have influenced their perceived stress level.

### **1.12 RESEARCH METHODOLOGY**

This section describes the research methodology and the process of data collection needed to empirically test the conceptual framework developed in the previous chapter. This study explores the relationship between occupational stress, coping strategies and job satisfaction in the Textile Industry. To ensure the accuracy of results it is therefore important to choose an appropriate research methodology.

## **BRIEF OVERVIEW OF THE RESEARCH OBJECTIVES**

The objective of this empirical study was to study occupational stress, coping strategies used, and job satisfaction among the managerial personnel of textile industry in Tirupur. The literature review failed to provide any viable data about the nature and level of occupational stress and its relationship with job satisfaction among the managers of textile units in Tirupur. Therefore, this study attempts to help fill this vacuum by providing additional information that might be of interest to the researchers, HR managers, psychologists, and career counselors. The specific objectives of this study are:

1. To assess the level of occupational stress among the managerial personnel of Textile industry in Tirupur.
2. To find out the coping strategies used by the managerial personnel of Textile industry in Tirupur.
3. To find out the level of job satisfaction among the managerial personnel of Textile industry in Tirupur.
4. To study the impact of occupational stress on job satisfaction among the managerial personnel of Textile industry in Tirupur.
5. To analyze the effect of various demographic variables such as age, gender, education, experience, marital status, income on occupational stress, coping strategies, and job satisfaction among the managerial personnel of Textile industry.

## **RESEARCH QUESTIONS**

To achieve the specific research objectives, following are the key research questions:

1. What is the level of occupational stress among the managerial personnel of Textile industry?
2. What are the various coping strategies used by the managerial personnel of Textile industry?
3. What is the level of job satisfaction among the managerial personnel of Textile industry?
4. What is the impact of occupational stress on job satisfaction among the managerial personnel of Textile industry in Tirupur?
5. What is the influence of demographic factors such as age, gender, education, experience, marital status and income on occupational stress, coping strategies, and job satisfaction among the managerial personnel of textile industry in Tirupur?

## **RESEARCH DESIGN**

The aim of a research design is to provide an intended and prepared way of achieving the research objectives and to augment validity and reliability. The present study is a descriptive co relational study that seeks to explore the relationship between occupational stress, coping strategies, and job satisfaction. This type of study requires a research that does an in-depth investigation and description of phenomena, and systematically classifies the variables of a construct and describes the attributes as accurately and precisely as possible. In order to attain the aim of the research design, it should address the serious questions including the unit of analysis and the method of data collection. These components are therefore discussed in the following section.

## **Unit of Analysis**

In this study, The units of analysis was subgroups of Textile employees based on age, gender, education, year of experience, marital status and monthly income. The participants' identity was kept confidential and their privacy was strictly maintained in the study.

## **RESEARCH METHODOLOGY AND JUSTIFICATION**

Research method refers to the means of bring together and examine empirical proof. To make sure validity and reliability a research should make use of both quantitative and qualitative methods where it come into view appropriate (Allan, 1998). In the following sub-sections, both the qualitative and quantitative approaches are briefly evaluated:

### **The Qualitative Approach**

Qualitative methods are more effective for seeking a thorough description within a limited area, but they are not appropriate for detection of co-variance between variables, in difference to quantitative methods (Thompson, 2003). The qualitative research method may be helpful for understanding the relationship between occupational stress, coping strategies and job satisfaction if the purpose of the research was to study the impact of this relationship on few individuals over a period of time in any one particular organisation.

Qualitative methods provide less clarification of variance statistical terms than quantitative methods, they can give way data from which process theories and rich explanations of how and why procedure and outcome crop up can be developed (Marcus and Robey 1988) taking all of the above into account, it was decided to adopt an approach for this research which can be called the qualitative method.

### **The Quantitative Approach**

According to Garber (1999), “Quantitative research methods put importance on the making of detailed and generalizable statistical conclusion. The data composed by using the quantitative techniques are likely to be numerical and are open to explanation by use of statistics, thus the data are said to be quantitative and there is certain impartiality about actuality, which is quantifiable”. Quantitative methodologies, however, have been criticized for their lack of notice to procedure aspects, for frequently meeting data only from the top of an organization, and for their failure to find significant relationships (King, 1990).

### **OPERATIONAL DEFINITION OF VARIABLES**

The main aim of this research was to examine the relationship between Occupational stress, psychological empowerment and job satisfaction in the Textile industry. The operational definitions of the study variables, description and justification of the use of the measurement instruments are discussed below:

## **Occupational Stress**

Stress that happens due to a person's employment is termed occupational stress. According to Cooper & Bright (2001), the most widespread definitions of occupational stress may be classified into three types. The first type of definition is stimulus based. It considers stress as an environmental based stimulus, forced upon the person. The second type of definition is response based. It defines stress as an individual's psychological or physiological response to the situational forces. The third definition of stress applies an interactive approach often called the stressor-strain approach.

Keeping in view all the above definitions, for the purpose of this study, occupational stress is defined as the harmful emotional (that is anxiety and depression), physical (that is insomnia, headaches, and infections), and behavioral responses (that is job dissatisfaction, low commitment and poor work performance) that occurs when work necessities do not match the capabilities, possessions and needs of the worker. The present study treated occupational stress as an independent variable that could influence the organizational commitment.

For the purpose of the present study the operational definition of stress is that: Occupational Stress refers to intrinsic and extrinsic stressors of managerial personnel of Textile industry which are related to their job including; stress associated with various work roles; personal strains due to physiological, psychological and behavioral processes that occur under the influence of stress and disrupt the normal functioning of Textile employees.

## **Occupational Stress Scale**

Fifteen items were selected from the Occupational Stress Index developed by Srivastava and Singh (1981). These items relate to role overload, role ambiguity, and role conflict. The respondents were asked to rate each of the 15 items on the following 5-point Likert scale:

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

Responses were scored as follows:

Strongly agree = 5, agree=4, neutral=3, disagree=2, strongly disagree=1

## **Coping Strategies**

The Ways of Coping Questionnaire (WCQ) developed by Folkman & Lazarus was used to measure how people cope with the stresses of everyday life. Response is to a 4 point Likert scale. Raw scores were computed for each scale. Raw scores are the sum of the subject's response to the items that comprise a given scale (Folkman and Lazarus, 1988). WCQ consists of 66 items in a four point Likert format. The responses range from 0 to 3 with zero = does not apply or not used, 1 = used somewhat, 2 = used quite a bit, and 3 = used a great deal.

## **Job satisfaction**

Job satisfaction has been linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction (Landy, 1978). Job satisfaction is significant because a person's attitude and beliefs may affect his or her behaviour. Attitudes and beliefs may cause a person to work harder, or, the opposite may occur, and he or she may work less. Job satisfaction also affects a person's general well being for the reason that people spend a good part of the day at work. Consequently, if a person is dissatisfied with their work, this could lead to dissatisfaction in other areas of their life.

## **Job satisfaction Scale**

Minnesota Satisfaction Questionnaire (Short Form) was used to assess job satisfaction among the managerial personnel. The respondents were asked to rate each of the 20 items on the following 5-point Likert scale:

1. Very satisfied
2. Satisfied
3. Neutral
4. Dissatisfied
5. Very dissatisfied

Responses were scored as follows:

Very satisfied = 5, Satisfied =4, Neutral =3, Dissatisfied =2, Very dissatisfied =1.

## **Demographic Variables**

The demographic variables of age, gender, marital status, educational level, experience and monthly income were selected for the present study.

## **SAMPLING PROCESS**

Sampling is a fundamental method of inferring information about an entire population instead of measuring every member of the population. Developing the proper sampling technique can greatly affect the authenticity of the results.

### **Sampling Population**

The population of the study included managerial personnel from selected Textile companies in Tirupur. Since it would be almost impossible to reach all the managers of Textile company all over Tirupur, it was, therefore, necessary to sample the population. A list of top textile companies based on revenues, having at least ten years of operations was obtained. The list contained twelve units. Among the twelve units, four were chosen using lottery method. The researcher had distributed the questionnaires to all the 620 managerial personnel in the four selected companies. Filled in questionnaires were collected and 67 questionnaires were found to be incomplete and so discarded. Hence for the final study the researcher had considered only 553 questionnaires.

## **DATA COLLECTION**

For data collection, the respondents were approached in their job settings and were briefed about the nature and purpose of the research. The respondents were assured of the confidentiality of the results. After their willingness, stress, coping strategies and job satisfaction scale questionnaires were handed over to them to complete the scales in one session. A soft copy of the research questionnaire was also provided to some of the respondents on request. Also to internally circulate the research questionnaires in some organizations, the web administrators of their organizations were contacted with the soft copy of the questionnaires in simple MS word, which was circulated among the staff members via e-mail.

### **Method of data collection**

- ✓ **Primary data:** The primary source of the study includes the opinion of the respondents which was collected through administering the structured questionnaires.
- ✓ **Secondary data:** The secondary sources were collected from journals, websites, and magazines.

## **PILOT STUDY**

Pilot study was conducted with a sample of thirty respondents through which the reliability and validity for the questionnaire were tested. The responses were collected and analyzed and due

modifications were done in the instruments as indicated by the study. The instruments was tested for reliability and the alpha score was (0.754) with 75% reliability.

Table 1.2

Reliability Scores of Variables

<b>Variables</b>	<b>Items</b>	<b>Alpha</b>
Occupational stress	15	0.7427
Coping Strategies	66	0.7012
Job Satisfaction	20	0.8060

Source: Primary data

## **STATISTICAL TECHNIQUES**

The statistical package for social sciences (SPSS-16th Edition) was used for the analysis of the collected data. Various statistical techniques were employed to examine the data such as mean and standard deviation, correlation analysis, regression analysis, percentile analysis and analysis of variance, as these techniques are appropriate to test the internal consistency, construct validity, average, dispersion, determination of cut off scores, variance and relationship among different variables.

## **Tools and techniques used for data analysis**

The data collected through questionnaires were analyzed using Percentage analysis, Mean and Standard Deviation, One way Analysis of Variance (ANOVA), Correlation and Regression through SPSS. ANOVA and Correlation are calculated by taking the sum of each factor.

- ✓ **Percentage analysis:** Percentage analysis is the method to represent raw structure of data as a percentage for better understanding of collected data, this was done for the demographic factors of the respondents.
- ✓ **Descriptive statistics:** The Descriptive procedure displays univariate summary statistics for several variables in a single table and calculates standardized values (z scores), this was done for the variables relating to HRM practices and organizational commitment.
- ✓ **t-test:** Independent sample t-test was used to test the equality of means among different demographic groups.
- ✓ **One way Analysis of Variance:** In statistics, analysis of variance (ANOVA) is a collection of statistical models, and their associated procedures, in which the observed variance in a particular variable is partitioned into components attributable to different sources of variation. In its simplest form, ANOVA provides a statistical test of whether or not the means of several groups are all equal, and therefore generalizes t-test to more than two groups. Application of multiple two-sample t-tests would result in an increased chance of committing Type I error. Hence, ANOVA is useful in comparing two, three, or more means.
- ✓ **Correlation:** Correlation refers to any of a broad class of statistical relationships involving dependence. Correlation can refer to any departure of two or more random variables from independence, but technically it refers to any of several more specialized types of

relationship between mean values. There are several correlation coefficients, often denoted  $\rho$  or  $r$ , measuring the degree of correlation. The most common of these is the Pearson correlation coefficient, which is sensitive only to a linear relationship between two variables (which may exist even if one is a nonlinear function of the other). Other correlation coefficients have been developed to be more robust than the Pearson correlation – that is, more sensitive to nonlinear relationships.

- ✓ **Regression:** Regression analysis is a statistical process for estimating the relationship among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between dependent variables and one or more independent variables.

## CONCLUSION

This chapter presented the research methodology followed in the present study and its justification. It illustrates research design of the study, the unit of analysis and operational definition of Occupational stress, Coping Strategy, job satisfaction and demographic variables included in the study, details about research instruments including Likert scale used for data collection and the procedure of data collection and data analysis. The next chapter presents the results of the empirical research, results related to the research hypothesis and a summary of the results.

## 1.13 CHAPTER SCHEME

### Overview of Chapters

**Chapter one** deals with the Introduction of the study. Introduction with a note on theoretical framework on the three components of the study namely, Occupational stress, Psychological empowerment and Job satisfaction, need for the study, statement of the problem, significance of the study, objectives of the study, research methodology and limitation are explained in part I of the chapter and part II of the chapter focuses on the Textile industry.

**Chapter Two** presents the review of literature. This chapter gives review of selected studies on Occupational stress, coping strategies and job satisfaction in detail. It deals with reviews of various authors who have dealt with similar studies associated to the current topic of the study.

**Chapter Three** elaborates on the analysis and interpretation. This chapter deals with analysis and interpretation of the data collected. The data analysis and interpretation help in providing a meaningful insight into understanding the objectives of the research study.

**Chapter Four** enumerates the discussion of the present study. The chapter explains the detailed discussions made in the study on organisational and operational stressors in stress followed by coping strategies and job satisfaction in managerial personnel in textile industry in Tirupur.

**Chapter Five** recapitulates the findings, suggestions, research for future and conclusion.