CHAPTER IV

DISCUSSION

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. When individuals experience stress, they adopt different ways of dealing with it as they cannot remain in a contiguous state of tension. This is called coping, which is nothing but the way of dealing with stress. Literature on stress states that coping strategies may be categorized as individual strategies and organizational strategies. Individual strategies may be further classified either as 'work-focused' coping strategies and 'emotion-focused' coping strategies, or as 'escape/avoidance' strategies and 'approach' strategies. Organizational strategies include health maintenance, leadership training and stress reduction workshops which are used on a widespread basis. Through 'work-focused' coping strategies, employees can decrease stress by directly changing their own work habits or the work environments they are in. Some of the work-focused coping strategies are role clarification, time management, delegation, search for more information and direct task help and co-operative work strategies which are discussed below. Role clarification refers to clarification sought by the employees from their superiors, when faced with unclear job assignments. Another way of coping with stress is to manage time effectively, by learning, by learning to get better organized so that the work can be done more efficiently.

Delegation of work to subordinates can also directly work demands, leading to reduced stress. Sometimes an effective way of dealing with too much is to co-operate with other people in the same situation like dividing the work and sharing information. This helps employees complete

their work faster and with much efforts, and strain. The second set of individual strategies is "emotion-focused" coping strategies. These strategies do not directly change the work environment, but rather help employees adjust to stress more easily. Some of the "emotion-focused" coping strategies are increased social support, increased tolerance of ambiguity, relaxation techniques, health maintenance, biofeedback and reduced perfectionism. When people feel stressed, it helps to have friends and colleagues who are supportive. Thus, social support reduces stress.

Role clarity is not possible at all times and in all work situations, in the practical sense of the term. Therefore, it makes more sense to become more tolerant of ambiguity in the work world, as it helps to reduce stress. Relaxation techniques like doing yoga, meditation, and other forms of physical exercise, help to decrease muscle tension, heart rate and blood pressure, which are physical symptoms of intense stress. Likewise health maintenance through proper diet, proper exercise and enough sleep can keep the body in better shape for dealing with stress. Until 1960' it was thought that people could not control their involuntary nervous systems, which in turn controls internal processes such as heartbeat, oxygen consumption, stomach acid flows and brain waves. Now there is evidence that people can exercise some control over these internal processes.

According to Robert and Jack (1978) Bio-feedback is where, people under medical guidance can learn from instrument feedback to influence symptoms of stress like increased heart rate or severe headache in order to reduce their undesirable effects. Biofeedback has been involved in treating disease and in decreasing physiological response associated with stress. Sensors attached to the body to monitor psychological functioning provide the trained individuals with continuous feedback, so that they can restore their bodies to non-stressed states. One of the biggest sources

of stress is the attempt by people to live up to the impossible standards they set for themselves. They expect themselves to be 'perfect' at work even when they are ill or pre-occupied with personal problems. In such a situation, a good way to dealing with stress more realistically, is by learning to live reduced perfectionism or by avoiding unrealistic deadlines. Giving vent to one's feelings, emotion, fears and frustrations also makes the individual feel relaxed and free from stress.

Another categorization of coping strategies is either the 'approach strategy' or the 'escape/avoidance strategy'. 'Approach strategy' which is an effective strategy, which confronts the problems of stress as a challenge and increases the capacity of dealing with it. 'Escape/avoidance' strategies are nothing but attempting to reduce the feeling of stress through the use of alcohol, drugs etc. This is an ineffective and unhealthy coping strategy. In has been proved from research studies that depending upon the social and emotional support available to a person, he is able to effectively cope with stress using more approach strategies.

Efforts to increase physical and mental etc., and creative pastimes such as music, art, theater etc., are called as approach or effective coping strategies. In additional to individual strategies mentioned above, a wide variety of stress programmes have been experimented with, they organizations, to help employees deal with stress. Health maintenance programmes in organizations monitor employees' current health, and also offer gym facilities staffed with full-time physical education and health care personnel. (Ivancevich and Matteson, 1980).

Another type of stress management program that organizations are experimenting with is leadership training to teach/impart better counseling skills, to listen to employee's problem more effectively and to communicate job assignments and instructions more clearly. Employees are

also helped to identify their own strengths, weaknesses and response patterns so that they can develop a plan of action for changing their behavior in order to cope better with stress. Some organizations have also sponsored individual stress reeducation workshops for their employees, which include biofeedback, sensitivity groups, transcendental meditation, career counseling time management and interpersonal skills workshops.

Bhole (1977) in his conceptual paper, explained the different aspects go Yoga. Studies such as those conducted by Singh and Udupa (1977) and Datey (1977) throw light on the positive effects of Yogic practices on experience stress. Health-care specialists recommend changes in life style such as breathing regulation, muscle relaxation, nutrition management and exercise. So, a preventive approach reduces effect of stress. They key is to create a better 'fit' between people and the environment. 'Relaxation Technique' is an emotion-foucsed coping strategy. It is an innate, integrated set of psychological changes opposite to that of the flight response. It does not directly change the work environment, but rather helps employees adjust to stress more easily. Sahasis (1989) and Nagendra (1988) opine that some of the Relaxation techniques which have been proved to reduce stress and Transcendental meditation, Zen and Yoga, Antigenic training, Progressive relaxation, Hypnosis, Sentic Cycle and so on.

Majority of studies showed that there is a relationship between stress and job satisfaction. Several studies indicated that job stress was found to have negative influence on job satisfaction and job stress was a significant predictor of job satisfaction (Cooper, Rout, and Faragher 1989; Chaudhary (1990); Ahmad et al. 1991). Occupational stress, especially role conflict and ambiguity, put forth a direct influence on job satisfaction (Ashok Pratap Singh and Ashish Kumar Dubey 2011).

Studies were conducted by Anita Sharma, Shweta Verma, Chandraprabha Verma, and Dalip Malhotra (2010) to determine the impact of psychological stress and burnout on job satisfaction. Emotional exhaustion, workload and economic condition have turned out to be the predictors of job-satisfaction.Mark G. Borg and Richard J. Riding (2010) have pointed out that demographic characteristics were related to the level of job stress and satisfaction.

Roland P. Chaplain (2006) conducted a study to examine the source of stress and job satisfaction among the teachers from primary school and found that male employees are more stressed than female employees. Female scored higher than male in professional concern. Thus the result revealed that stress and job satisfaction were found to be negatively correlated. The finding of the present study replicates the above result.

Chandraiah, K., Agarwal. S.C., Marimuthu, P., & Manoharan, N. (2003) examined the different age groups on stress and satisfaction. The result showed that mangers under different age group faced higher level of stress and low job satisfaction. The study also found that the age found to be negatively correlated with occupational stress and positively with job satisfaction. Thus from the above discussion it can be summarized that there is negative relationship between stress and job satisfaction.

Li and Lambert (2008) showed that the education level of nurses, years of experience in nursing, and years of experience in the current area of work were the factors influencing workplace stress, coping methods, and job satisfaction. However, in this study, no difference was found in terms of age and years of experience.

Tzeng (2002) suggested that salaries, promotions, the institution, educational background, and age all influenced work motivation and job satisfaction. In this study, there was a difference based on the type of institution.

Lu et al. (2007) showed that organizational, professional, and personal variables can influence job stress, coping behaviour, and job satisfaction.

CHAPTER V

FINDINGS OF THE STUDY, SUGGESTIONS, RESEARCH FOR FUTURE AND CONCLUSION

This study examined the coping strategies of managerial personnel in the Textile industry. It also analyzed the relationship between Occupational stress, coping strategies, and job satisfaction among managerial personnel working in the Textile industry. The relationships between all the dimensions of coping strategies were also investigated in the study. The findings of the study are reported below.

1. The 31 - 45 age group had a higher mean score (57.65) for occupational stress than the other age groups. And there is a statistically significant difference in occupational stress among different age groups of Textile employees (Hypothesis: H1a was rejected).

2. The male respondents had a higher mean score (56.99) for occupational stress than the female respondents (56.76). And there is no statistically significant difference in occupational stress among different gender groups of Textile employees (Hypothesis: H1b was accepted).

3. The married respondents had a higher mean score (57.58) for occupational stress than the unmarried respondents (56.10). And there is a statistically significant difference in occupational stress among different marital groups of Textile employees (Hypothesis: H1e was rejected).

4. The Diploma respondents had a higher mean score (57.03) for occupational stress than the other groups. And there is no statistically significant difference in occupational stress among different education groups of Textile employees (Hypothesis: H1c was accepted).

5. The above 10 year experience group had a higher mean score (57.06) for occupational stress than the other experience groups. And there is no statistically significant difference in occupational stress among different experience groups of Textile employees (Hypothesis: H1d was accepted).

6. The above 30000 income group had a higher mean score (58.33) for occupational stress than the other income groups. And there is a statistically significant difference in occupational stress among different income groups of Textile employees (Hypothesis: H1f was rejected).

7. The 30 & below age group had a higher mean score for confrontive coping (13.89), distancing (15.56), self controlling (15.29), seeking social support (9.42), planful problem - solving (20.25) than the other groups. And there is a statistically significant difference in confrontive coping, distancing, self controlling, seeking social support, accepting responsibility, planful problem – solving and positive reappraisal among different age groups of Textile employees (Hypothesis: H2a was rejected).

8. The male respondents had a higher mean score for confrontive coping (13.24), distancing (15.53), self controlling (14.44), accepting responsibility (7.98) and escape avoidance (13.17) than the female respondents. Female respondents had a higher mean score for seeking social support (9.17), planful problem solving (19.61), and positive reappraisal(15.89) than male respondents. And there is a statistically significant difference in confrontive coping, distancing,

self controlling, accepting responsibility, escape avoidance strategies, seeking social support, planful problem solving and positive reappraisal strategies among different gender groups of Textile employees (Hypothesis: H2b was rejected).

9. The married respondents had a higher mean score confrontive coping (13.34), distancing (15.27), self controlling (14.13), seeking social support (9.48), accepting responsibility (8.33), escape avoidance (12.36) and positive reappraisal (16.08) for coping strategies than the unmarried respondents. And there is a statistically significant difference in confrontive coping, distancing, self controlling, seeking social support, accepting responsibility, escape avoidance and positive reappraisal among different marital status groups among different martial groups of Textile employees (Hypothesis: H2e was rejected).

10. The diploma respondents had a higher mean score for confrontive coping (13.91), distancing (15.54), accepting responsibility (8.29) and positive reappraisal (16.48) than the other education groups. The under graduate respondents had the higher mean score for seeking social support (9.63) than the other education groups. The post graduates had the higher mean score for self controlling (14.52), escape – avoidance (13.88), planful problem solving (19.89) than the other education groups. And there is a statistically significant difference in confrontive coping, distancing, self controlling, seeking social support, accepting responsibility, escape – avoidance, planful problem solving and positive reappraisal among different education group of Textile employees (Hypothesis: H2c was accepted).

11. The below 5 years experience respondents had a higher mean score for confrontive coping (12.97), distancing (15.62), self controlling (15.04), planful problem solving (19.36) and positive reappraisal (17.08) than other experience groups. 5 – 10 years experience respondents had a

higher mean score for seeking social support (9.42) than other experience groups. Above 10 years experience respondents had a higher mean score for accepting responsibility (8.95) and escape avoidance (13.23) than other experience groups. And there is a statistically significant difference in distancing, self controlling, seeking social support, accepting responsibility, escape avoidance, planful problem solving and positive reappraisal among different experience groups of Textile employees (Hypothesis: H2d was rejected).

12. Below 20000 income group had a higher mean score for confrontive coping (13.31), distancing (15.73), planful problem solving (19.63) and positive reappraisal (16.21) than other income groups. 20000–30000 income groups had a higher mean score for seeking social support (9.71) than other income groups. Above 30000 income groups had a higher mean score for self controlling (14.83), accepting responsibility (9.17) and escape avoidance (16.67) than other income groups. And there is a statistically significant difference in confrontive coping, distancing, self controlling, seeking social support, accepting responsibility and escape avoidance among different income groups of Textile employees (Hypothesis: H2f was rejected).

13. The 30 & below age group had a higher mean score (68.46) for job satisfaction than the 31 - 45 age group (61.78). And there is a statistically significant difference in job satisfaction among different age groups of Textile employees (Hypothesis: H3a was rejected).

14. The female gender group had a higher mean score (64.34) for job satisfaction than the male gender group (63.85). And there is a statistically significant difference in job satisfaction among different gender groups of Textile employees (Hypothesis: H3b was rejected).

15. The unmarried marital group had a higher mean score (66.25) for job satisfaction than the married marital group (62.19). And there is a statistically significant difference in job satisfaction among different martial groups of Textile employees (Hypothesis: H3e was rejected).

16. The diploma respondents had a higher mean score (64.23) for job satisfaction than the post graduate respondents (63.60). And there is no statistically significant difference in job satisfaction among different education groups of Textile employees (Hypothesis: H3c was accepted).

17. The above 5 - 10 years experience group had a higher mean score (65.18) for job satisfaction than other experience groups. And there is a statistically significant difference in job satisfaction among different experience groups of Textile employees (Hypothesis: H3d was rejected).

18. The 20000 - 30000 income group had a higher mean score (64.14) for job satisfaction than other income groups. And there is no statistically significant difference in job satisfaction among different income groups of Textile employees (Hypothesis: H3f was accepted).

19. Correlation test revealed that there was significant correlation (r= -.215 & p<.01) between stress and distancing, (r=-.094 & p<.05) stress and self controlling, (r=-.111 & p<.01) stress and seeking social support, (r=.156 &p<.01) stress and accepting responsibility, (r=.127 & p<.01) stress and escape avoidance, (r=-.091 &p<.05) stress and planful problem solving. Hence hypothesis H4a was rejected.

20. Correlation test revealed that there was significant correlation (r=-.497 & p<.01) between stress and job satisfaction. Hence hypothesis H4b was rejected.

21. Correlation test revealed that there was significant correlation (r= - .150 & p<.01) between confrontive coping and job satisfaction, (r=.321 & p<.01) distancing and job satisfaction, (r=.196 & p<.01) self controlling and job satisfaction, (r=.218 & p<.01) seeking social support and job satisfaction, (r=-.389 & p<.01) accepting responsibility and job satisfaction, (r=-.132 & p<.01) escape avoidance and job satisfaction, (r=.343 & p<.01) planful problem solving and job satisfaction, (r=-.089 & p<.05) positive reappraisal and job satisfaction. Hence hypothesis H4c was rejected.

20. Regression analysis revealed that approximately 24% of the variance of job satisfaction was explained by the predictor variable, that is, stress. Hence Hypothesis: H5a was rejected.

21. Regression analysis revealed that approximately 25% of the variance of job satisfaction was explained by the predictor variable, that is, coping strategies. Hence Hypothesis: H5b was rejected.

SUGGESTIONS

This study contributes to theory and managerial practice with an increased understanding on importance of coping strategies in reducing the occupational stress level of managerial personnel working in the Textile industry. The findings of the study will be beneficial for the Textile employees in different ways. Previous studies have shown the importance of coping strategies in other sectors like police academy, electronic industry, hospitals and schools [Violanti (1992); Kang and Singh (2004); Tyson and Pongruengphant (1996); Kirkcaldy and Furnham (1999);

Lambert et. al. (2004); Bell and Luddington (2006); Lim et. al. (2010) etc]. This research throws light on the relevance of coping strategies among all level employees in Textile sector

It also clearly depicts that, by providing the coping strategies to employees, job satisfaction can be increased and occupational stress can be reduced. Literature in Textile sector reveals that the employees are facing problems like lack of job satisfaction and increased occupational stress (Chen &Lien, 2008; Kelley, 1990; and Bajpai, Naval and Deepak, 2004 etc.). High level of stress and lack of job satisfaction leads to turnover, absenteeism, and low productivity, voluntary retirement of employees and employee burnout in Textile sector. During the study it was found that enhancing the coping strategies of textile employees can reduce occupational stress and increase job satisfaction (Collins, 1996; Cox, 1995; Patton & Goldenburg,1999; Rich & Rich, 1987). Further the textile sector employees can use confrontive coping, distancing, self controlling, seeking social support, accepting responsibility, escape-avoidance, planful problem-solving, positive reappraisal dimensions of coping strategies if they want to attain more satisfaction in their jobs. Thus the Textile sector can take measures to augment the coping strategies of employees by creating a feeling among the employees that the job they do is meaningful, they are capable of doing things, they have the freedom to do and that they do contribute to the overall result of the organization, for their employees to be more satisfied in their jobs. Increase in job satisfaction can also reduce the stress among Textile employees. (Lynn Holdsworth and Susan Cartwright's 2003)

The results of this study support the hypothesis that there is a positive relationship between perceived stress and coping strategies among managerial personnel in Textile industry. Results suggest that managers experienced stress at work and coped by using strategies that either reduced (self-controlling, accepting responsibility, escape avoidance) or resolved (confrontive)

stress. Of the four coping strategies used, escape avoidance was the primary strategy. Findings were consistent with previous studies concerning work related stress among managers (McDonald & Korabik, 1991) which found managers used a variety of coping strategies depending on levels of perceived stress. Similar results occurred among managers, yet escape-avoidance was used more often during times of high work-related stress (Rosenthal, et al., 1989). Other studies among managers (Simoni & Paterson, 1997; Tyler & Cushway, 1992) discovered significance between occupational stress and escape-avoidance, and between anxiety, burnout, and job dissatisfaction (Collins, 1996; London & More, 1987). Considering the nature of the diverse health care environment, use of a variety of coping strategies seemed realistic. Individuals who use escape-avoidance may find a brief respite from stressful situations, but Folkman and Lazarus (1982) reported continued use to be associated with depression, anxiety, and distress. Further, Nowack's studies (1988, 1991) of 400 professional men and women discovered a positive association between high stress and use of avoidance leading to both mental and physical ill health.

Primary use of escape-avoidance by managers may be a reflection of gender. Women are more apt to use escape-avoidance under stress, while men use problem solving (Grambling, et al., 1998).

Interest in ways to eliminate or reduce stressors begins with appraisals of stress as threatening or challenging. Demonstrating an association between stress and escape avoidance serves as a springboard for exploration of specific sources of stressors among managers ultimately leading to methods to reduce or even eliminate work-related stress. Moreover, advancing opportunities for managers to develop higher use of coping strategies may aid in resolution of stressful events thus evidencing lower productivity, increased job satisfaction, and a healthier workforce.

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Thus the result of current study shows the importance of enhancing coping strategies and increasing job satisfaction for reducing the occupational stress.

RESEARCH FOR FUTURE

Since this research found employee coping as an important factor that enhances employee job satisfaction and reduces the occupational stress among Textile employees, it is recommended that further studies are to be conducted at all levels of employees with larger sample size than this study. The demographic factors can also be included in the study. Further research on Textile employees could use varied sample to determine whether result varies according to sample demographics. Additional information from the third party such as peers, or superiors may provide information regarding the behavior of the employees. This study is based on Textile sector only. The study can be extended to all service industries throughout the country.

In the discussion it was mentioned that coping strategies can be a reason for increase in job satisfaction and decrease in occupational stress. The coping strategies has not been taken as a variable in this study. So this can be taken as a research topic to find the relation between job satisfaction and stress.

CONCLUSION

The present study was carried out with an objective of explaining the relationship between the occupational stress, coping strategies, and job satisfaction. The researcher has examined relevant models with respect to coping strategies and then formulated the problem. The researcher also scrutinized the available literature with respect to occupational stress, coping strategies and its impact on job satisfaction to conceptualize the frame work of the study. The findings of the study

confirmed the role of coping strategies in reducing the occupational stress of employees and increase job satisfaction in the relation between coping strategies and occupational stress**.**

Textile sector in India is facing so many problems. The problem of stress is inevitable and unavoidable in the Textile sector. A majority of the workforce face severe occupational stress and a lot of psychological problems. The productivity of the work force is the most crucial factor as far as the success of an organization is concerned. The productivity in turn is dependent on the coping of the employees. The innovative behavior of employees is also important especially in service organizations.

On the basis of results, it is concluded that coping strategies have positive and significant impact on employee job satisfaction resulting in reduced occupational stress. There is also a significant difference among age wise coping strategies. This study confirms that coping strategies lead towards higher level of employee job satisfaction and lower level of occupational stress.