

HYPOTHETICAL ANALYSIS FOR THE SOURCES AND CONSEQUENCES OF STRESS AND EFFECTIVE MITIGATING MECHANISMS OF THE PEOPLE EMPLOYED IN RETAIL TEXTILE INDUSTRY IN TIRUNELVELI - CHAPTER V

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Abstract: In many large organisations, a period of dramatic downsizing, outsourcing, and globalisation raised the stress dynamics to get its full momentum. Although the changes in the organisations have led to greater mobility and more flexible work arrangements for some employees, for others they have raised concerns about employment security, increased work demands, and the loss of 'connectedness' result in the move towards less secure forms of employment. In many organisations, these changes have also been coupled with rapid technological change, and a strong push for greater efficiency, increased competitiveness, and improved customer services.

Keywords: Job Stress, Sources, Emotional Stress, Physical Stress, Behavioural Stress, Causes Of Stress, Stress Preventions, Motivational Factors, Stress-Less Environment, Healthy Relationship.

INTRODUCTION:

Employers cannot usually protect workers from stress arising outside of work, but they can protect them from stress that arises through work. Stress at work can be a real problem to the organisation as well for its workers. Good management and good work organisations are the best forms of stress prevention. As the pace at which our society operates increases, the pressures for every member of society to keep up with this pace also increase. Many of these pressures affect people through their jobs. Stress has become the "buzzword" that many people use to describe the impact that these pressures cause. In the short-term, stress can enable individuals to meet high levels of demand or pending deadlines. Prolonged stress, however, has been shown to cause illness and other conditions that can have detrimental effects on an employer's workforce.

NEED FOR THE STUDY:

The study on stress prevailing among the employees of retail textile industry has become imperative, since stress has created a severe mental depression which has even lead to suicide in recent days. Also, for a remarkable productivity in an organization, the involvement of the employees towards their job activities must be quite high which could be obtained through minimizing job stress, motivational factors, stress-less environment, healthy relationship between the management and the employees, etc.

STATEMENT OF THE PROBLEM:

The problem of absenteeism, job dissatisfaction, low productivity, increased management pressures is quite

common among the employees of textile retail industry in Tirunelveli district. These are the impacts of stress at workplace which also leads to significant liabilities for damages, appalling publicity and loss of reputation. While the above said problem is faced by the company, there are problems faced within the family too. Hence, the problem of stress at workplace must be studied and the underlying factors must be made visible to the management so as to make the organization run profitable and for the social wellbeing.

OBJECTIVES:

- To study the factors & sources that influence stress among the retail textile employees.
- To describe the role of management in the retail textile industry in Tirunelveli district.
- To diagnose the consequences of stress on physical, mental and behavioral to the employees of retail textile industry.

RESEARCH METHODOLOGY:

Hypothetical analyses:

Factor Analysis:

Twenty four items were taken for exploratory factor analysis. Before attempting the factor analysis to assess the individual fitness level of the variables, Measure of Sampling adequacy (MSA) statistics was obtained. In SPSS, MSA levels are printed on the diagonal of the anti-image correlation matrix. Variables with MSA levels of .6 and above were retained for factor analysis.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy was employed to examine the appropriateness of the data for factor analysis. High values (between 0.5 and 1) indicate that the factor analysis is appropriate. Further, Bartlett's Test of Sphericity is a test statistics used to examine the hypothesis that the variables are uncorrelated in the population.

From Table 5.1.1 it is clear that the data used for the study is conducive for performance of factor analysis. It is also evident from the table that the variables are significantly related to the population. SPSS v20.0 was used to conduct a Principal Component Analysis with varimax rotation for independent variables and the results are shown in Table.5.1.1 wherein six factors emerged with good construct loadings above 0.5. The table also indicates the variance explained by each of the factors in the construct and the eigen values are all above 1.00. finally, the six factors are created from 24 variables.

The six factors are physical environment, financial allowances, co-workers and senior relationship, motivation & compensation benefits, Training & flexible work arrangements and Flexible leave arrangements. For these six factors, researcher conducts the reliability test with the help of cronbach Alpha method and ensure the cronbach Alpha values are greater than 0.60 for each factor.

Table No. 5.1

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.815
Bartlett's Test of Sphericity	Approx. Chi-Square	6249.776
	Df	276
	Sig.	0.000

Table No. 5.1.1

Result of Factor analysis

Factor 1 : Physical Environment		
Q. No	Items	Loading
1	Refreshment facilities	.766
2	Drinking water facilities	.745
3	Shop working environment	.669
4	Rest room facilities	.623
5	Toilet facilities	.616
Variance explained (%)		24.755
Eigen value		8.417
Cronbach Alpha value		8.23

Factor 2 : Financial Allowances		
Q. No	Items	Loadings
6	Educational assistance for children	.825
7	Staff benevolent fund	.822
8	Uniform allowances	.762
9	Festival allowances	.535
Variance explained (%)		13.581
Eigen value		4.618
Cronbach Alpha value		7.51

Factor 3 : Co-worker and seniors Relationship		
Q. No	Items	Loadings
10	Appreciation and recognition	.685
11	Grievance resolving procedure	.653
12	Staff tour arrangement	.603
13	Salary in advance	.598
Variance explained (%)		11.128
Eigen value		3.784
Cronbach Alpha value		7.09

Factor 4 : Motivation and Compensation benefits		
Q. No	Items	Loadings
14	Adequate salary	.748
15	Salary in correct time	.707
16	Periodical increment	.621
17	Overtime allowances	.531
18	Bonus	.507
Variance explained (%)		9.239
Eigen value		3.141
Cronbach Alpha value		6.85

Factor 5 : Training and flexible work arrangements		
Q. No	Items	Loadings
19	Career growth of employee	.720
20	Training programs	.540
21	Work shift timing	.528
Variance explained (%)		9.239
Eigen value		3.141
Cronbach Alpha value		6.54

Factor 6 : Flexible leave arrangements		
Q. No	Items	Loadings
22	Sick leave facility	.777
23	Casual leave facility	.569
24	Maternity leave facility	.557
Variance explained (%)		9.239
Eigen value		3.141
Cronbach Alpha value		6.17

5.2 T-Test:

The t test is used to know the presence of mean variations between two groups. Normally, this test is applied to know existence of the differences between mean of two groups.

Null Hypothesis:

H₀: “There is no mean difference between the gender of respondents and their perception towards textile retail organisational facilities in Tirunelveli District”.

To test the null hypothesis, the t test was applied and the results shown in the following table

Table No. 5.2
Relationship between the gender of respondents and their perception towards textile retail organisational facilities in Tirunelveli District

Sl. No.	Organisation Facilities	Male	Female	T-value
1	Physical Environment	3.28	3.58	4.38**
2	Motivation and Compensation benefits	3.26	3.5	3.04**
3	Co-worker and seniors Relationship	2.44	2.79	4.576**
4	Flexible leave arrangements	2.91	3.12	3.219**
5	Training and flexible work arrangements	2.97	3.0	0.344 ^{NS}
6	Financial Allowances	2.85	3.08	3.35 **

Source: Computed Primary Data

Note: ** denotes significant at 1%

^{NS} denotes not significant

It is evident from the table, ** since p value is less than 0.01, the null hypothesis is rejected at 1% level with regards to textile retail organisational facilities in

Tirunelveli District. Hence there is significant mean difference between gender of the respondents with regards to Physical Environment, Motivation & Compensation, Co-worker & Senior relationship, Flexible leave arrangement and financial allowances in textile retail shops of Tirunelveli District.

Physical Environment: The mean scores of male respondents (3.28) and female respondents (3.58) reveal that Female respondents have felt better towards their organisational physical Environment than Male respondents.

Motivation & Compensation: The mean scores of male respondents (3.26) and female respondents (3.5) reveal that Female respondents have felt better towards their organisational motivation & compensation benefits than Male respondents.

Co-worker & Senior relationship: The mean scores of male respondents (2.44) and female respondents (2.79) reveal that Female respondents have felt better towards their relationship among co-workers and seniors in the organisation than Male respondents.

Flexible leave arrangement: The mean scores of male respondents (2.91) and female respondents (3.12) reveal that Female respondents have felt better towards their organisational Flexible leave arrangements than Male respondents.

Financial allowances: The mean scores of male respondents (2.85) and female respondents (3.08) reveal that Female respondents have felt better towards their organisational financial allowances than Male respondents.

NS Since p value is greater than 0.05, the null hypothesis is accepted. Hence there is no significant mean difference between the gender of respondents and their perception towards their organisational training & flexible work arrangements in textile retail shops of Tirunelveli District.

T-Test:

The t test is used to know the presence of mean variations between two groups. Normally, this test is applied to know existence of the differences between mean of two groups.

Null Hypothesis:

H₀: “There is no mean difference between the areas of respondents and their perception towards textile retail organisational facilities in Tirunelveli District”.

To test the null hypothesis, the t test was applied and the results shown in the following table

Table No. 5.3

Relationship between the Areas of respondents and their perception towards textile retail organisational facilities in Tirunelveli District

Sl. No.	Organisation Facilities	Urban	Rural	t-value
1	Physical Environment	3.52	3.29	3.448**
2	Motivation and Compensation	3.45	3.28	2.081*
3	Co-worker and seniors Relationship	3.25	2.66	1.460 ^{NS}
4	Flexible leave arrangement	3.05	2.96	1.164 ^{NS}
5	Training and flexible work arrangement	3.04	2.93	1.437 ^{NS}
6	Financial Allowances	3.01	2.91	1.436 ^{NS}

Source: Computed Primary Data

Note: ** denotes significant level at 1%

* denotes significant level at 5%

^{NS} denotes not significant

It is evident from the table, ** since p value is less than 0.01, the null hypothesis is rejected at 1% level with regards to textile retail organisational facilities in Tirunelveli District. Hence there is significant mean difference between areas of the respondents with regards to Physical Environment in textile retail shops of Tirunelveli District. The mean scores of urban respondents (3.52) and rural respondents (3.29) reveal

that urban respondents have felt better towards their organisational physical Environment than rural respondents.

* since p value is less than 0.05, the null hypothesis is rejected at 5% level with regards to textile retail organisational facilities in Tirunelveli District. Hence there is significant mean difference between areas of the respondents with regards to Motivation & Compensation benefits in textile retail shops of Tirunelveli District. The mean scores of urban respondents (3.52) and rural respondents (3.29) reveal that urban respondents have felt better towards their organisational motivation & compensation benefits than rural respondents.

NS Since p value is greater than 0.05, the null hypothesis is accepted. Hence there is no significant mean difference between the area of respondents and their perception towards their organisational facilities of Co-worker & Senior relationship, Flexible leave arrangement, training & flexible work arrangements and financial allowances in textile retail shops of Tirunelveli District

ANOVA:

The ANOVA is used to know the presence of mean variations among different groups. Normally, this test is applied to know existence of the differences between mean of various groups (more than two groups).

Null Hypothesis:

H₀: "There is no mean difference between the age groups of respondents and their perception towards textile retail organisational facilities in Tirunelveli District.

To test the null hypothesis, the F test was applied and the results shown in the following table

Table No. 5.4

Relationship among the age groups of respondents and their perception towards textile retail organisational facilities in Tirunelveli District

Organisation Facilities	Below 25 Years	26-35 Years	36-45 Years	46-55 Years	Above 55 Years	F-Value
Physical Environment	3.49 ^a	3.18 ^a	3.79 ^b	3.85 ^b	3.4 ^a	9.217**
Motivation and Compensation	3.44 ^a	3.22 ^b	3.5 ^a	3.81 ^a	3.12 ^b	2.812*
Co-worker and seniors Relationship	2.7 ^a	2.33 ^b	2.9 ^a	2.37 ^b	2.5 ^b	8.150**
Flexible leave arrangements	3.09 ^a	2.80 ^b	3.26 ^a	3.0 ^a	3.30 ^a	6.631**
Training and flexible work arrangements	3.00 ^a	2.86 ^a	3.18 ^a	3.75 ^b	3.16 ^a	3.606**
Financial Allowances	2.98 ^a	2.82 ^a	3.25 ^b	3.58 ^b	2.33 ^c	5.992**

Source: Computed Primary Data

Note: ** denotes significant level at 1%

* denotes significant level at 5%

'a' denotes subset 1, 'b' denotes subset 2 and 'c' denotes subset 3

It is evident from the table, ** since p value is less than 0.01, the null hypothesis is rejected at 1% level with regards to textile retail organisational facilities in Tirunelveli District. Hence there is significant mean difference among age groups of the respondents with regards to Physical Environment, Co-worker & Senior relationship, Flexible leave arrangement, training & flexible work arrangement and financial allowances in textile retail shops of Tirunelveli District.

Physical Environment: Based on Duncan multiple range tests (DMRT), the five age group categories are classified into two subsets. They are "below 25 years, 26 – 35 years & above 55 years" are called as subset 1 and "36 – 45 years & 46 – 55 years" are called as subset 2. The mean scores of respondents of subset 2 (3.79 & 3.85) reveals that they have felt better towards their organisational physical Environment than subset 1 (which have the mean scores of 3.49, 3.18 & 3.4).

Co-worker & Senior relationship: Based on Duncan multiple range test (DMRT), the five age group categories are classified into two subsets. They are "below 25 years, 36 – 45 years & 46 – 55 years" are called as subset 1 and "26 – 35 years & above 55 years" are called as subset 2. The mean scores of respondents of subset 1 (2.7 & 2.9) reveals that they have felt better towards their organisational Motivation and compensation benefits than subset 1 (which have the mean scores of 3.22, & 3.12).

Flexible leave arrangements: Based on Duncan multiple range test (DMRT), the five age group categories are classified into two subsets. They are "below 25 years, 36 – 45 years & 46 – 55 years" are called as subset 1 and "26 – 35 years" is called as subset 2. The mean scores of respondents of subset 1 (3.09, 3.26, 3.0 & 3.30) reveals that they have felt better towards their organisational Flexible leave arrangements than subset 2 (which have the mean score of 2.80).

Training & flexible work arrangements: Based on Duncan multiple range test (DMRT), the five age group categories are classified into two subsets. They are "below 25 years, 26 – 35 years, 36 – 45 years & above 55 years" are called as subset 1 and "46 – 55 years" is called as subset 2. The mean scores of respondents of subset 2 (3.75) reveals that they have felt better towards their organisational training & flexible work arrangements than subset 1 (which have the mean score of 3.00, 2.86, 3.18 & 3.16).

Financial allowances: Based on Duncan multiple range test (DMRT), the five age group level are classified into three subsets. They are "below 25 years and 26 – 35 years" are called as subset 1, "36 – 45 years & 46 – 55 years" are called as subset 2 and finally "above 55 years" is called as subset 3. The mean scores of respondents of subset 2 (3.25 & 3.58) reveals that they have felt better towards their organisational financial allowances than subset 1 and subset 3. Following that the mean score of respondents of subset 1 (2.98 & 2.82) reveals that they have felt better towards their organisational financial allowances than subset 3 (which has the mean scores of 2.35).

* since p value is less than 0.05, the null hypothesis is rejected at 5% level with regards to textile retail organisational facilities in Tirunelveli District. Hence there is significant mean difference among age groups of the respondents with regards to Motivation & Compensation benefits in textile retail shops of Tirunelveli District.

Motivation and compensation benefits: Based on Duncan multiple range test (DMRT), the five age group categories are classified into two subsets. They are "below 25 years, 36 – 45 years & 46 – 55 years" are called as subset 1 and "26 – 35 years & above 55 years" are called as subset 2. The mean scores of respondents of subset 1 (3.44, 3.5 & 3.81) reveals that they have felt better towards their organisational Motivation & Compensation benefits than subset 1 (which have the mean scores of 3.49, 3.18 & 3.4).

ANOVA:

The ANOVA is used to know the presence of mean variations among different groups. Normally, this test is applied to know existence of the differences between mean of various groups (more than two groups).

Null Hypothesis:

H₀: "There is no mean difference among the marital status of respondents and their perception towards textile retail organisational facilities in Tirunelveli District.

To test the null hypothesis, the F test was applied and the results shown in the following table

Table No. 5.5

Relationship among the marital status of respondents and their perception towards textile retail organisational facilities in Tirunelveli District

Organisation Facilities	Married	Unmarried	Divorce	Widow	F-Value
Physical Environment	3.45 ^a	3.37 ^a	2.92 ^b	4.8 ^c	8.420**

Motivation and Compensation	3.40 ^a	3.31 ^a	3.25 ^a	4.75 ^b	5.176 ^{**}
Co-worker and seniors Relationship	2.63 ^a	2.58 ^a	1.7 ^b	4.12 ^c	11.443 ^{**}
Flexible leave arrangement	3.97	3.04	3.0	3.4	0.885 ^{NS}
Training and flexible work arrangement	3.05 ^b	4.92 ^a	2.2 ^c	4.5 ^a	9.767 ^{**}
Financial Allowances	2.93	2.97	3.0	3.66	1.639 ^{NS}

Source: Computed Primary Data

Note: ^{**} denotes significant level at 1%

^{NS} denotes not significant

'a' denotes subset 1 'b' denotes subset 2 and 'c' denotes subset 3

It is evident from the table, ^{**} since p value is less than 0.01, the null hypothesis is rejected at 1% level with regards to textile retail organisational facilities in Tirunelveli District. Hence there is significant mean difference among marital status of the respondents with regards to Physical Environment, Co-worker & Senior relationship, Flexible leave arrangement, training & flexible work arrangement and financial allowances in textile retail shops of Tirunelveli District.

Physical Environment: Based on Duncan multiple range test (DMRT), the four marital statuses are classified into three subsets. They are "Married & Unmarried" which are called subset 1 "Divorce" which is called as subset 2 and "Widow" is called as subset 3. The mean scores of respondents of subset 3 (4.8) reveals that they have felt better towards their organisational physical Environment than subset 1 & 2 (which have the mean scores of 3.45, 3.37 & 2.92).

Motivation and Compensation: Based on Duncan multiple range test (DMRT), the four marital statuses are classified into three subsets. They are "Married & Unmarried" which are called subset 1 "Divorce" which is called as subset 2 and "Widow" is called as subset 3. The mean scores of respondents of subset 2 (4.75) reveals that they have felt better towards their organisational motivation and compensation benefits than subset 1 (which have the mean scores of 3.40, 3.31 & 3.25).

Co-worker & Senior relationship: Based on Duncan multiple range test (DMRT), the four marital statuses are

classified into three subsets. They are "Married & Unmarried" which are called subset 1 "Divorce" which is called as subset 2 and "Widow" is called as subset 3. The mean scores of respondents of subset 3 (4.12) reveals that they have felt better towards their organisational co-worker and senior relationship than subset 1 & 2 (which have the mean scores of 2.63, 2.58 and 1.7).

Training & flexible work arrangements: Based on Duncan multiple range test (DMRT), the four marital statuses are classified into three subsets. They are "Married & Unmarried" which are called subset 1 "Divorce" which is called as subset 2 and "Widow" is called as subset 3. The mean scores of respondents of subset 1 (4.92) reveals that they have felt better towards their organisational training and flexible work arrangements than subset 2 & 3 (which have the mean scores of 3.05 and 2.2).

NS Since p value is greater than 0.05, the null hypothesis is accepted. Hence there is no significant mean difference among the marital status of respondents and their perception towards their organisational flexible leave arrangements and financial allowances in textile retail shops of Tirunelveli District.

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