ABSTRACT

Stress is an inevitable concomitant of organizational life. Its source in an organization is task or role related. An organization, being a network of roles performed in interconnected positions, is dynamic in nature. The complex and dynamic environment of organization adds to further stress at work. These environmental forces include: 1. Rapid technological advancements, 2. The demands made on employee skills, 3. Increased employee expectations about the quality of work-life and incongruence between these expectations and the perceived organizational outcomes, and 4. Changes in organizations like downsizing, mergers, etc. These factors influence employment security, social relations at work and upward mobility, which, in turn, will result in stress on the employees. The study describes the occupational stress in select paper industries in Tamilnadu viz., SPB and TNPL. A randomly selected sample of 1052 employees of the select paper industries shows that occupational stress is found higher among TNPL employees compared to SPB employees. Among the twelve selected variables, the variables like Gender, Educational Qualification, Department, Salary, Number of dependents, Family system, Experience, Company Working and Working time are highly influenced to their stress. Employees cannot afford the time to relax and "wind down" when they are faced with work variety, discrimination, favoritism, delegation and conflicting tasks.

Keywords: Stress, Organizational Life, Task Relationships, Work, Employee Skills, Quality Of Work Life, Downsizing, Mergers, Employment Security, SPB, TNPL, Wind Down, Occupational Stress.
Introduction

Occupational stress is any discomfort which is felt and perceived at a personal level and triggered by instances, events or situations that are too intense and frequent in nature so as to exceed a person’s coping capabilities and resources to handle them adequately (Malta, 2004). Work stress thought to affect organization by: 1) Increasing absenteeism, 2) Decreasing commitment to work, 3) Increasing staff turnover, 4) Increasing complaints from clients and customers, 5) Increasing unsafe working practice, 6) Adversely affect staff recruitment and 7) Damaging the organization image both among its workers and externally.

Although, a lot of studies have been conducted on the psychosocial side of the new policy regime in many sectors, there are only a few studies, as far as the paper industry is concerned, while the same sector has been drastically influenced by the new policies. In this juncture, the present study is undertaken to address specific problems of paper industry employees related to occupational stress. This throws light into the pathogenesis of various problems related to occupational stress among paper industry employees. The study will be helpful to draw up further policy in the related fields and act as a secondary data for further research.

The workplace is an important source of both demands and pressures causing stress and structural and social resources to counteract stress. The workplace factors that have been found to be associated with stress and health risks can be categorized as those to do with the content of a work and those to do with the social and organizational context of the work. Those that are intrinsic to the job include long hours, work overload, time pressure, difficult or complex tasks, lack of breaks, lack of variety and poor work conditions (for example, space, temperature, light, sound). Ten factors as the most important contributors to employee stress. In order of importance, these were: 1) Employees not being free to talk with one another, 2) Personal conflicts on the job, 3) Employees not being given enough control over their work, 4) Inadequate supervisory support, 5) Management and employees not talking openly, 6) Management perceived as being unsupportive, 7) Below-average sick and vacation benefits, 8) Job difficulty, 9) Having to deal with bureaucratic red tape and 10) Lack of recognition or reward for doing a good job.

Literature Review

Dhamodharan and Arumugasamy (2011) in their study have made an attempt to explore the influencing effect of occupational stress on the executive’s leadership style. The occupational stress index developed by Shrivastava and Singh (1981) and Managerial Styles developed by McBer & Co. (1980) were administered to a sample of 388 Executives of Neyveli Lignite Corporation Ltd., Neyveli. The inferential statistical techniques, Chi-Square Test and Pearson’s Product Moment Correlation Coefficient were applied for determining the effect of occupational stress as an influence of leadership styles. The correlation analysis suggests that the presence of the occupational stress influences positively the coercive and authoritative leadership styles and influences negatively the affiliative, democratic, pace-setting and coaching
styles. The Chi-Square Test also confirms the presence of an association between stress and leadership styles.

**Jyoti Sharma and Arti Devi (2011)** discussed in their study that stress has been on the rise in this era of high-technology speed, global competition and consumerism. Taking its toll on the physical and psychological health of the employees, it is affecting the productivity and functioning of an organization. They have demonstrated the direct and indirect costs of stress. Due to its cost, the critical importance of a stress-free work-life for an organization for creating and sustaining competitive advantage cannot be underestimated and it comes with the realization that employees are susceptible to high levels of stress.

**Kumar and Pragadeeswaran (2011)** discussed in their paper the ways to explore the experiences of executives in coping with occupations related stress using the spiritual quotient. The perceived status of occupational stress and spiritual quotient were evaluated based on the responses from employees in executive cadres in NLC. From the frequency distribution and chi-square analysis, it was found that occupational stress had less influenced the executives. From one-way ANOVA comparing the spiritual quotient among the executives with low, moderate and high level occupational stress it was evident that the executives with low stress level tend to have high spiritual quotient level. Moreover, spiritual quotient tends to decline significantly when there was an increase in the level of stress among executives. The results of the correlation analysis strongly supported the negative relationship between spiritual quotient and occupational stress among executives at their workplace.

Siddiqi Saima (2011) discussed in his study has made an attempt to find out the occupational stress among managers and engineers working in small and medium enterprises in Aligarh district in U.P. The sample consisted of 75 managers and 75 engineers. The mean and SD were calculated and t-test was employed to find out the level of difference between the managers and engineers. The result shows that the significant difference between the managers and engineers was found on 6 out of 12 dimensions of occupational stress. These were role ambiguity, role conflict, unreasonable group and political pressure, under participation, intrinsic impoverishment and unprofitability. In the rest of the factors, both groups are found to have insignificant difference.

**Methodology of the Study**

**Sample:**

The sampling population of this research includes 1052 employees of TNPL and SPB in Tamilnadu, 580 employees from TNPL and remaining 472 from SPB. This research followed the systematic random sampling method representative population.

**Tool of data collection:**

A multidimensional analysis of job stress and coping patterns of employees is the primary focus of this research. A methodology adopted for this research is given. The variable ‘Level of stress’ is a core study and selected as dependent variable and the variables like Age, Gender, Educational status, Designation, Department, Salary, Marital Status, Number of dependents, Family System, Experience, Company
A Study On Occupational Stress Experienced By Paper Industry Employees In Tamilnadu

Objective of the Study:

The major objective of the study is to analyze the factors that are influencing to increase the employees’ stress level among the TNPL and SPB.

Hypothesis:

The selected independent variables have positively affected the employees’ stress level those who are working in TNPL and SPB.

Analysis and Results:

The distribution of sample respondents according to the company and impact of occupational stress in paper industry are shown in the following table.

Table No. 1: Company And Impact Of Occupational Stress

<table>
<thead>
<tr>
<th>Company</th>
<th>No. of Respondents</th>
<th>%</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPB</td>
<td>472</td>
<td>44.9</td>
<td>30.1</td>
</tr>
<tr>
<td>TNPL</td>
<td>580</td>
<td>55.1</td>
<td>31.4</td>
</tr>
<tr>
<td>Total</td>
<td>1052</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

It is noted from the Table No. 1 that the impact of occupational stress in paper industry of the respondents who worked in SPB got 30.1 points and the same as in TNPL got 31.4 points. From the analysis it is found that maximum of respondents who worked in TNPL have the maximum level of occupational stress than SPB employees.

Hypothesis:

The occupational stress is not same in both SPB and TNPL. In order to evaluate the hypothesis, ANOVA test employed.

Table No. 2: Anova Test

<table>
<thead>
<tr>
<th>Source</th>
<th>SS</th>
<th>DF</th>
<th>MS</th>
<th>F</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>0.675</td>
<td>2</td>
<td>0.337</td>
<td>1.363</td>
<td>Not Significant</td>
</tr>
<tr>
<td>Within Groups</td>
<td>259.755</td>
<td>1049</td>
<td>0.248</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>260.43</td>
<td>1051</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the above analysis it is noted that the not significant result implied that the occupational stress is not same in both SPB and TNPL. For finding the most influenced factor for increasing their occupational stress the Multiple Regression analysis employed and discussed in the following table. For this, twelve factors were selected and examine the association with the level of stress by the selected sample respondents. The twelve factors are Age, Gender, Educational status, Designation, Department, Salary, Marital Status, Number of dependents, Family System, Experience, Company Name and Working Time. From the twelve factors, ten factors are closely associated with the level of occupational stress. In order to measure the interdependence of independent factors and their level of stress while working in the paper industry in Tamilnadu, the results were subjected to multiple regression analysis. The results of multiple regression analysis are shown in Table No. 3.
Table No. 3 : Multiple Regression Analysis

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Variables</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(Constant)</td>
<td>0.960</td>
<td>0.114</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Age</td>
<td>-0.003</td>
<td>0.011</td>
<td>-0.292</td>
<td>NS</td>
</tr>
<tr>
<td>2</td>
<td>Gender</td>
<td>0.218</td>
<td>0.095</td>
<td>2.293</td>
<td>5%</td>
</tr>
<tr>
<td>3</td>
<td>Educational Qualification</td>
<td>0.068</td>
<td>0.025</td>
<td>2.758</td>
<td>1%</td>
</tr>
<tr>
<td>4</td>
<td>Designation</td>
<td>-0.410</td>
<td>-0.040</td>
<td>-1.033</td>
<td>1%</td>
</tr>
<tr>
<td>5</td>
<td>Department</td>
<td>0.101</td>
<td>0.044</td>
<td>2.332</td>
<td>1%</td>
</tr>
<tr>
<td>6</td>
<td>Salary</td>
<td>0.053</td>
<td>0.023</td>
<td>2.247</td>
<td>5%</td>
</tr>
<tr>
<td>7</td>
<td>Marital Status</td>
<td>0.024</td>
<td>0.015</td>
<td>1.579</td>
<td>NS</td>
</tr>
<tr>
<td>8</td>
<td>Number of dependents</td>
<td>0.142</td>
<td>0.072</td>
<td>1.985</td>
<td>5%</td>
</tr>
<tr>
<td>9</td>
<td>Family system</td>
<td>0.111</td>
<td>0.047</td>
<td>2.337</td>
<td>5%</td>
</tr>
<tr>
<td>10</td>
<td>Experience</td>
<td>0.433</td>
<td>0.078</td>
<td>5.524</td>
<td>1%</td>
</tr>
<tr>
<td>11</td>
<td>Company working</td>
<td>0.072</td>
<td>0.033</td>
<td>2.161</td>
<td>5%</td>
</tr>
<tr>
<td>12</td>
<td>Working time</td>
<td>0.023</td>
<td>0.010</td>
<td>2.293</td>
<td>5%</td>
</tr>
</tbody>
</table>

R^2 : 0.892; F Value : 711.90 – Significant at 1% level.

It shows that independent variables contribute about 89.2 per cent of the variation with level of stress. Further, the table indicated that the co-efficient of Gender, Educational Qualification, Department, Salary, Number of dependents, Family system, Experience, Company Working and Working time are positively associated with the level of stress among the employees in the paper industry. On the other hand, the co-efficient of Designation is negatively associated. The co-efficient of age and marital status are not associated with the level of stress among the employees in the paper industry. Further, it is indicated that the contribution of Gender, Educational Qualification, Department, Salary, Number of dependents, Family system, Experience, Company Working and Working time are statistically significant implying that their level of stress is stronger than other variables.

Findings

- It is found that the maximum impact of occupational stress was perceived by the employees who worked in TNPL when compared to the employees who worked in SPB.
- The level of stress is positively associated with their Gender, Educational Qualification, Department, Salary, Number of dependents, Family system, Experience, Working company Name and Working time of the selected employees in the paper industry of Tamilnadu.

Suggestions

To alleviate the negative consequences of stress more effort on the part of policy makers, practitioners, and organizational management envisaged. The author, thereby making a few efforts to suggest some effective measures that can alleviate the stress of paper industry employees and leads to their better adjustment within the organisation. They can be detailed as follows:

1. Identification of factors leading to stress is not so easy for all. Hence
it is suggested that external counselors may be appointed to identify the problems faced by the employees which could result in stress and take steps to reduce such stress.

2. The workers are under the misconception that using narcotic drugs and cigars will reduce the degree of the stress. But, they are least bothered of the fact that these practices are injurious to health. So, it is suggested that the company should periodically organize awareness programs for the employees on the ill effects of using drugs and cigars.

3. It has been scientifically proved that yoga, meditation and physical exercise will release the stress. Hence, it is suggested that the organization should arrange proper training programmes on yoga, meditation and physical exercise for their employees. Such training programs may be arranged especially for the employees in the age group of 26 to 30 years as, according to one of our findings, they have more stress.

4. The sample units concentrate only on their growth through production and sales. They hardly care for the physical and mental strains of their workers. This result in the presence of stress among their employees. Hence, it is suggested that a proper training programme on stress management must be organized in order to create confidence in the minds of the employees to face the situation and handle problems independently.

5. As a majority of the workers feel that the Performance Appraisal system which is presently in use is not open and frank. Hence, it is suggested that the companies may devise the performance appraisal system scientifically in consultation with experts. This will reduce the stress of the workers due to the unknown outcome of performance appraisal.

6. It is understood that most of the workers are doing the same job for a long period. They feel that it has bored them and has resulted in the creation of stress. Hence, it is suggested that, wherever possible, job rotation scheme may be implemented.

**Conclusion**

Most of the employees in the paper industry get stressed due to their working conditions, management policies, irrational promotional policies, work load and disproportionate salary and favoritism. Interpersonal relationship is a vital HRD system which creates a conducive HRD climate. The flaws in this relationship lead to stress among the employees. Employee’s personal health and family circumstances are crucial factors for the quality of work life and stress. The maximum percentage of employees’ poor performance is due to physiological and psychological problems. The top level executives are very much enthusiastic in implementing the stress management programmes. The management policies in favour of stress management, performance appraisal and organisational development are useful for the smooth conduct of the organisation without stress.

The productivity of the work force is the most decisive factor as far as the success of an organisation is concerned. The productivity in turn is dependent on the psychosocial well being of the employees. In an age of highly dynamic and competitive world, man is exposed to all kinds of stresses
that can affect him on all realms of life. The growing importance of Interventional strategies is felt more at organizational level. This particular research was intended to study the impact of occupational stress on TNPL and SPB employees. Although, certain limitations were met with the study, every effort has been made to make it much comprehensive. The author expects to draw attention from policy makers and men of eminence in the related fields to resume further research.

REFERENCES :

- Tanuka Roy Sinha, Debmallya Chatterjee and Paivi Iskanius, “Measuring stress among hospital