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## ORIGINAL CONTRIBUTION

# The Excessive Job Stress Can Adversely Affect the Emotional and Physical Health of Workers in Retail Textile Industry in Tirunelveli District

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## ABSTRACT

Stress dynamics is a growing problem that results in substantial cost to individual employees and work organisations around the globe. Stress dynamics is a complete dynamical system which causes of stress and the influence of organisational climate over employees and organisations. This domain explains the proportionate relationship between objectives of organisational climate, social factors and quantum of stress among the employees. In all the industries, causes of stress are generally identified as work environment, but it is the objectives of organisational climate which triggers stress among the employees. Stress dynamics systematically observes the origin of stress, influencing factors of climate, efforts of organisation to manage the stress and total output of the successful stress management. It also explores the perception of employees about stress mechanism and the respect of stress dynamics on individuals and organisational efficiency.

**KEYWORD:** Job stress, Emotional stress, Physical stress, Behavioral stress, Causes of stress, Stress Preventions, Job dissatisfaction, Low Productivity, Increased Management Pressures, Work life Balance.

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## 1. INTRODUCTION

The changing nature of work has placed unprecedented demands on employees, and fuelled concerns about the effect this change is having on the well-being and health of employees and their work organisations. 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<sup>1</sup>.

Recent industrialisation and globalisation are changing the Indian occupational morbidity drastically. Traditionally labour-oriented markets are on change towards more automation and mechanisation, at the same time general awareness about occupational safety, occupational and environmental hazards were not spread in the society. Occupational research is seen as a more complex issue in India. Indian employees are increasingly experiencing the economic transition; occupational research approach should balance between understanding the modern industrial

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<sup>1</sup>Belous, R. (1998). The shift towards contingent workers, *Monthly Labour Review*, 112 (3), 7-12.

exposures and health risks associated with it. All around the world, countries are undergoing rapid, fundamental changes in almost every aspect of life. In some of these countries, this has created great social stress, whereas others seem to have managed to maintain the relative stability needed for long-term, beneficial transformation processes to flourish. and provision of goods and services. Organisations are becoming flatter, if not smaller.

## **2. 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. Though there are many studies been made on stress management, there are certain uncovered areas and industry that have not yet been focused. Tirunelveli, being a district with more than 500 textile retail shops, the need for study on textiles industry in this locale can be justified. There are more than one lakh employees working in total in this sector, among which 70,000 are female workers. Since around 70 percent of the total employees are female, the focus on the stress level of female employees regarding their work-life balance and sexual harassment has also become a vital thing. Workplace or job stress occurs when there is an imbalance in the ability of the individual to perform and the job demands and expectation of the organization. Stress is a major cause for many physical ailments such as psychosomatic, heart diseases, diabetes, blood pressure and so on. Beyond this, stress contributes to one's emotional, personal, social, organizational and family life. People started to relay on unhealthy ways to reduce stress such as smoking, alcohol, etc. So, research focusing on stress levels, the ways to reduce stress and the strategies to maintain a peaceful environment must be made for

the well being of the organization and its employees and the society as a whole.

## **3. 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 know the demographic profile of retail textile employees in Tirunelveli district.
- To study the factors & sources that influence stress among the retail textile employees.
- To find out the problems faced by women employees and their level of work life balance in retail textile industry.
- To identify the difference in the stress level of retail textile employees during both seasonal and non-seasonal times.
- 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.
- To identify the impacts of stress on the employees' productivity in retail textile industry in Tirunelveli district.
- To find out the mitigating mechanism offered by the management to reduce the job stress of retail textile employees.
- To suggest / recommend the effective mitigating mechanism to balance their work - life and reduce the stress level to the employees of retail textile industry.

## **4. RESEARCH METHODOLOGY**

### **PILOT STUDY AND PRE-TESTING**

A preliminary investigation was undertaken by contacting 50 employees working in textile retail shops in Tirunelveli district to identify the important variables regarding stress and the factors influencing stress. The responses are obtained from the employees on organizational facilities, their level of work life balance and management styles followed in the organisations and its direct impact on individual and organisational efficiency. The purpose of the pilot study is to test quality of the items in the interview schedule and to confirm the feasibility of the study. This preliminary investigation is conducted in all levels of the employees. The convenience sampling method, Cronbach alpha methods are applied.

### **MAIN STUDY**

The primary data were collected for the research by serving a well structured interview schedule with 6 sections. Section 1 for the interview schedule is framed to obtain the general information about the employees and shops, section II deals with different types of organizational facilities and their level of quality. The section-III of the interview schedule is designed in Likert's 5-point scale, ranging from 5-strongly agree, 4-agree, 3-neutral, 2-disagree, and 1-strongly disagree for evaluating the employees level of work life balance . The Section-IV describes and measures the stress level of employees both seasonal and non-seasonal. The section-V of the interview schedule is designed in Likert's 5-point scale, ranging from 5-strongly agree, 4-agree, 3-neutral, 2-disagree, and 1-strongly disagree to identify the management style of Tirunelveli textile retail shops. Section VI measures consequences of stress especially in productivity, section VII contains the physical problems due to stress and finally section VIII is having healthy ways followed by employees to reduce stress as well as their expectation from management to reduce their stress level.

### **SAMPLE SELECTION**

The non probability sampling method is applied to collect the primary data. From that convenience sampling method is adopted to obtain the responses from the employees by the researcher.

### **SAMPLE SIZE**

A sample size of 750 respondents was selected on convenience sampling method. Out of 750 respondents chosen for the study, 710 of them were found usable. The samples of this study encompass all types of employees and it works out to 710.

### **DATA ANALYSIS**

The study has been done on the basis of both primary as well as secondary sources of data. The data collected among the employees through survey constitute primary and information gathered through books, journals, magazines, reports, dailies consisting of secondary data. The data collected from both the sources were scrutinized, edited and tabulated. Further, the processed data were analysed using statistical package for social sciences (SPSS 20.) and other computer packages. The following statistical tools were used in the study to deduce the results about data variables:

1. Descriptive analysis
  - a. Percentile
  - b. Mean
  - c. Standard deviation
2. Independent t test
3. Paired t test
4. ANOVA
5. Exploratory Factor analysis
6. Weighted ranking method

## **SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION**

### **FINDINGS**

## Demographic profiles

It has been observed that 53.8 per cent of the total retail employees are male and rest of 46.2 per cent are female. Further data analysis indicates that 48.7 per cent of the employees are in the age group of below 25 years that is, they are very young for the job and moreover 54.2 per cent of the sample subjects are married, 56.9 per cent of the retail textile employees have been working under permanent category, by the way 77.7 per cent of the respondents are sales man. Further, it has been observed that 41.5 per cent of the respondents are getting salary between rupees 2,000 – 4,000 and 31.7 per cent of the employees are having the experience between 1-3 years, 54 per cent are from urban area and 56.1 per cent of the respondents are not having own house but rental house, as well as 54.8 percent of the employees are having school going children , from that 51 per cent of the respondent's children are studying in government schools.

Majority 83.1 percent of the retail textile employees are working in first shift and 47 per cent are working around 10 – 12 hours a day in their store. Because of these long working hours 39.7 per cent of employees feel that they don't have enough time to spend with their family. Even though, 87.7 per cent of the employees have been coming from home for their duty.

## Organizational Facilities

**Six factors are** constructed through factor analysis. They are F1 is physical environment , F2 is Financial Allowances, F3 is Co-workers and Senior relationship, F4 is Motivation and Compensation benefits, F5 is Training and flexible work arrangements and F5 is Flexible leave arrangements.

The mean score (3.43) reveals that the respondents have felt good about their store's physical environment but they have provided low mean score (2.6) for co –workers and seniors relationship inside their stores.

The result of t test confines that 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.

The result of t test confines that there is significant mean difference between areas of the respondents with regards to Physical Environment and Motivation & Compensation in textile retail shops of Tirunelveli District.

The result of F test confines that 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, Motivation & Compensation and financial allowances in textile retail shops of Tirunelveli District.

The result of F test confines that 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.

The result of F test confines that there is significant mean difference among the mode of employment of the respondents with regards to Co-worker & Senior relationship, Flexible leave arrangement, Training and Flexible work arrangement in textile retail shops of Tirunelveli District.

The result of F test confines that there is significant mean difference in the designation of employees of the respondents with regards to physical environment in textile retail shops of Tirunelveli District.

The result of F test confines that there is significant mean difference among the salary level of the respondents with regards to physical

environment in textile retail shops of Tirunelveli District.

The result of F test confines that there is significant mean difference among the work experiences of the respondents with regards to physical environment, co-worker and senior's relationship, flexible leave arrangement and financial allowances in textile retail shops of Tirunelveli District.

The result of F test confines that there is significant a mean difference among the size of stores with regards to physical environment, motivation and compensation, co-worker and senior's relationship, flexible leave arrangement, training and flexible work arrangement and financial allowances in textile retail shops of Tirunelveli District.

### **Work – Life balance**

Four factors are constructed through factor analysis. They are F1 is family and work satisfaction, F2 is family – work conflict , F3 is work – family conflict and F4 is work life balance flexibility.

Although, all the four factors of mean scores are around 3.00. The respondents have provided highest mean score (3.3) for work – life balance flexibility and lowest score (2.64) for family and work satisfaction.

The result of t test confines that, the mean scores of male respondents (3.5) and female respondents (3.17) reveal that male respondents have better work-life balance flexibility than female respondents.

The result of t test confines that, the mean scores of rural respondents (2.76) and urban respondents (2.34) reveal that rural respondents have better family and work satisfaction than urban respondents. Likewise, the mean scores of rural respondents (3.07) and urban respondents (2.86) reveal that rural respondents have better ability level of balancing their family – work conflict than urban respondents.

The result of F test confines that there is significant mean difference among age groups of the respondents with regards to family-work conflict, work-family conflict and work life balance flexibility among textile retail employees of Tirunelveli District

The result of F test confines that there is significant mean differences among marital statuses of the respondents with regards to work life balance flexibility among textile retail employees of Tirunelveli District.

The result of F test confines that there is no significant mean difference among the mode of employment of the respondents with regards to family and work satisfaction, family-work conflict, work - family conflict and work-life balance flexibility.

The result of F test confines that there is significant mean difference among the designation of the respondents with regards to family and work satisfaction, work-family conflict among textile retail employees of Tirunelveli District

The result of F test confines that there is significant mean difference among salary level of the respondents with regards to family and work satisfaction, family – work conflict, work-family conflict, work-life balance flexibility among textile retail employees of Tirunelveli District.

The result of F test confines that there is significant mean difference among work experience of respondents with regards to family and work satisfaction and work-life balance flexibility among textile retail employees of Tirunelveli District.

The result of F test confines that there is significant mean difference among work experience of the respondents with regards to family and work satisfaction, family-work conflict, work- family conflict and work-life balance flexibility among textile retail employees of Tirunelveli District.

### **Management Styles of textile retailing**

The Four factors are constructed through factor analysis. They are F1 is People concern management, F2 is Motivational management, F3 is Relationship management and F4 is Wellplanned management.

Although, all the four factors of mean scores are around 3.00. The respondents have provided highest mean score (3.23) for People Concern Management and lowest score (3.10) for Motivational management style.

The result of t test confines that there is significant mean difference between gender of the respondents with regards to People concern management, Motivational management, Relationship management and well planned management.

The result of t test confines that there is significant mean difference between areas of the respondents with regards to well planned management. The mean scores of urban respondents (3.22) and rural respondents (3.04) reveal that urban respondents have strongly agreed towards their management style is well planned management than rural respondents.

The result of F test confines that there is significant mean difference among age group of the respondents with regards to people concern management, motivational management, relationship management and well planned management.

The result of F test confines that there is significant mean difference between marital status of the respondents with regards to people concern management, motivational management, relationship management and well planned management.

The result of F test confines that there is significant mean difference among mode of employment of the respondents with regards to People concern management and Relationship management.

The result of F test confines that there is no significant mean difference among the designation of the respondents with regards to People Concern Management, Motivational Management, Relationship Management, and Well planned Management.

The result of F test confines that there is significant mean difference among the salary level of the respondents with regards to People concern management, Motivational management, Relationship management, and Well planned management.

The result of F test confines that there is significant mean difference among the work experiences of employees of the respondents with regards to people concern management.

The result of F test confines that there is significant mean difference in the sizes of store with regards to People concern management.

### **Stress Level of employees in both seasonal time and non seasonal time.**

It is evident from the paired t test, there is a mean difference of stress level of employees in both seasonal and non seasonal with regards to Job enlargement when coworker absent / leave, Frequent job section changes, Timing of job, Workload, Long working hours, Shift work, Inadequate break times/mealtimes, Unfair distribution of work, Repetitive/boring work, bad – treatment in front of customers, multi site working, Lack of regular breaks, Presenteeism – feeling unable to take time-off sick, Job changes without consultation and Lack of resources/ support to do the job . Hence there is significant mean difference between both seasonal and non seasonal time. The mean scores of stress level of employees of non seasonal (45.67) and seasonal (55.52) reveal that the stress level of employees in seasonal time is much higher than the non seasonal time.

The main factors of stress in non seasonal times are repetitive work (3.18), lack of regular breaks (3.15) , bad treatment in front of customer

(3.14), unfair distribution of work (3.05) and frequent job section change (3.04).

The main factors of stress in seasonal times are job enlargement (3.84), lack of resources (3.81), lack of regular breaks (3.78), timing of job (3.78) and long working hours (3.74).

### **Stress factors affecting Productivity of the Employees**

Through the Mean and Standard Deviation the researcher has identified stress factors that affect productivity of employees in their work. The highest mean score 4.23 reveals majority of the employees have responded that stress in their work place results in the decrease in sales ratio. The second highest mean score 4.12 describes that the majority of the respondents feel that their sales efficiency has decreased due to stress. Many times employees evade to demo the sales items to the customers due to stress and fatigue. This factor takes the mean score 4.01. Subsequently, other factors such as Disinterested to Develop Customer Rapport, Impinge on the Performance, Increase in Grievance, Decrease in Work Effectiveness take mean score 3.91, 3.88, 3.75 and 3.73 respectively. Another major factor due to stress is that the employees go on leave often. This takes the mean score 3.54. Employees seeking or try to seek a switch over ranks 9th and takes the mean score 3.48. Being inaccurate in their work place and obsessed with quitting the job rank 10th and 11th respectively which take the mean score 3.28 and 3.21 accordingly. One of the important resultant factors, which takes the mean score 3.17 and ranks 12th, due to stress is that the employees fail to get on with their colleagues. This bad temper with colleagues sometimes leads to a big fight. Employees being absent from work is another major factor results in due to stress, which takes 13th rank and the mean score is 3.31. Employees lack in team spirit and being emotional with customers such as showing their anger to customers rank 14th and 15th respectively and their mean score are 2.89 and 2.23. Thus, an employee faces all the above-

mentioned problems in his work place due to stress.

### **Paving Way to Health Issues Due to Stress in Work Place**

Considered a silent killer, stress has its impact on one's healthy life. Employees feel restless and subjected to frequent headaches due to stress. This important factor which hinders employees from their efficient work ranks 1<sup>st</sup> and its mean score is 4.33. Most of the employees, whose work nature compels them to stand throughout the day, have varicose vein problems. Varicose veins are swollen and painful veins in legs due to stress and standing continuously. This ranks 2<sup>nd</sup> and takes the mean score 4.28. Stress is ubiquitous in its impact on health. One can have several problems due to stress. Two of the common problems related to health are back pain and depression. The main cause for these two health issues is stress. Back pain and depression take the mean score 3.98 and 3.89 and they rank 3<sup>rd</sup> and 4<sup>th</sup> respectively. Stress continues to have its impact. One is light headed and the other is lack in concentrating. 3.69 and 3.43 are the mean scores for these two issues and they rank 5<sup>th</sup> and 6<sup>th</sup> respectively. Neck pain and sleeplessness are two other problems employees face due to stress. Neck pain is a nuisance and its mean score in the table is 3.29, ranking 7<sup>th</sup> among other health issues. Stress paves way to sleeplessness and it, in turn, shoots up one's stress further. Ranking 8<sup>th</sup>, sleeplessness has 3.23 as its mean score. Employees are victims of heart attack/chest pain and migraine due to stress. Heart attack is a severe issue which can take one's life all of a sudden irrespective of age. Heart attack ranks 9<sup>th</sup> and its mean score is 3.16. Migraine is a very severe type of headache which results in difficulty in seeing. Migraine in the table ranks 10<sup>th</sup> and its mean score is 3.12. Employees have nightmares due to stress. In sound sleep, neither can one have dreams nor nightmares. Nightmares whose mean score is 3.12 are the results of sleeplessness due to stress. It ranks 11<sup>th</sup> in the table. Anxiety, worry, guilt or nervousness one gets because of stress. It ranks 12<sup>th</sup> and its mean score is 3.01 followed by another stress related factor i.e. *making*

*decisions*. Since the employees are in chaos due to stress, they often fail to make apt decisions either in their personal life or in the work place. The rank is 13 for difficulty in making decisions and its mean score is 2.89. Dry mouth and being introverts are the other problems employees face related to health due to stress. Introvert is an inability to mingle with others or society. These two rank 14<sup>th</sup> and 15<sup>th</sup> respectively whose mean scores are 2.76 and 2.27. Besides these above-mentioned health issues, employees face other numerous problems related to health and their married life due to stress in the work place.

### **The Healthy Ways to Relax and Get out from Stress**

The respondents have come out with many good suggestions to get rid of stress in their workplace. Getting enough sleep ranks 1<sup>st</sup> among all the suggestions. An employee's stress level will drastically come down if he/she gets enough sleep. The mean score for this is 4.07. Employees seek time to relax during their working hours, which, they believe, will bring their stress level down. This ranks 2<sup>nd</sup> and its mean score is 3.91. Food in its way paves way to one's stress level. An employee deprived of healthy diet is sure to a victim of stress. It ranks 3<sup>rd</sup> and its mean score is 3.89. Procrastination may add fuel to the fire. Postponing is another cause of stress to employees. When a work is postponed, it adds up to numerous works undone. It is a sure way employees' stress level goes up. Immediate execution of work is a way to get rid of stress, according to the respondents. It ranks 4<sup>th</sup> and its mean score is 3.88. Most respondents feel a healthy life style with physical activities such as regular exercises, yoga would help them reduce their stress level in work place. This important aspect ranks 5<sup>th</sup> and it earns a mean score 3.78. Refreshments during their working hours such as tea or coffee would be a solace for the employees to forget their stress at least for that moment. Its mean score is 3.59 and ranks 6<sup>th</sup>. Listening to music and watching comedy scenes, according to the employees, would bring down their stress level. Listening to music ranks 7<sup>th</sup> and watching comedy scenes on television ranks 8<sup>th</sup> and their

mean scores are 3.56 and 3.41 respectively. One of the important factors employees seek to divert their attention from stress is spending time with their friends. They also would like to be in the same departments with their friends or stay connected with their friends throughout their working hours. This they feel would reduce their stress level drastically. These two factors i.e. spending time with friends and to stay connected with them rank 9<sup>th</sup> and 10<sup>th</sup>. Accordingly their mean scores are 3.34 and 3.32. The other factors which the employees feel would reduce their stress level are as follows: going for walking (Mean score is 3.21), reading good books (Mean score is 3.21), keeping good sense of humour among the friends (Mean score is 3.04), enjoying nature (Mean score is 3.01), taking bath (Mean score is 2.91), workout (Mean score is 2.75) and playing with their pets (Mean score is 2.12). Going for walking, along with reading good books, ranks 11<sup>th</sup>. The other factors rank 12<sup>th</sup>, 13<sup>th</sup>, 14<sup>th</sup>, 15<sup>th</sup> and 16<sup>th</sup> respectively. Thus, employees seek many remedies in order not to be victims of stress in their work place.

### **The Mitigating Strategies to Reduce Job Stress from Management**

Employees seek much kind of measures from the employers. One such is that employers should treat employees with due respect. Most employees expect to be treated with humane. This factor ranks 1<sup>st</sup> and its mean score 4.12. The second most important factor employees expect from their employers is that they should be helped financially during critical time. Employees feel that their employers should pay their salary in advance during the time of need. This ranks 2<sup>nd</sup> and its mean score is 4.02. To ease one's stress, listening to music is considered a solace. So, employers to play/allow background music/songs in the working place during working hours. This factor earns a mean score 3.94 and it ranks 3<sup>rd</sup>. During working hours, employers can arrange refreshments for the employees within easy access i.e. in their workplace. This would reduce the employees' stress. They believe it diverts their attention. This ranks 4<sup>th</sup> and its mean score 3.91. Another important factor to reduce employees' stress is

that the employers can provide job opportunity to the kith and kin of the employees. This ranks 5<sup>th</sup> and its mean score is 3.88. Employees seek a proper consultation during job switch over. This helps them select the job of their interest, which subsequently, reduces the stress level. This factor ranks 6<sup>th</sup> and its mean score is 3.82. Employers can arrange for their employees' tour, if not often, once in a year. A tour with their colleagues would help the employees forget the stress. Employees seek festival allowances from their employers. This definitely helps the employees to do away with stress. This is because stress from home is a hindrance to work at office. The employees may be obsessed with the thought of their family. The farmer ranks 7<sup>th</sup> and the latter ranks 8<sup>th</sup>. Their mean scores are 3.76 and 3.66 respectively. To help maintain cordial relationships with their colleagues is a sure way to get rid of stress, according to the respondents. The employers can also encourage sports or indoor games among their employees. These two factors' mean scores are 3.56 and 3.65 respectively. One of the important steps to drive out employees' stress from the management is that they can render yearly allowance to the employees. This is always happy news for the employees and this rank 11<sup>th</sup> and its mean score is 3.53. The factor that ranks 12<sup>th</sup> is providing sufficient refreshments such as tea or coffee, to employees, from the employers. Its mean score is 3.43. These days sexual harassment in working place is a common threat. When employers take stringent action against the offenders/ wrongdoers, employees feel at home in their work place. This, in turn, eases their stress. This ranks 13<sup>th</sup> and the mean score is 3.32. A good workman never blames his tool. When employees are well versed or equipped with working knowledge, they will not be subjected to criticism from their higher officers or managers. This, in turn, helps them to be perfect in their work and reduce their stress. So, employers should arrange or encourage general training for their employees periodically. The mean score is 3.31 and the rank is 14<sup>th</sup>. There are other employees who feel that the employers can provide specific or proper training in the fields concerned. This, according to employees, is a sure way to diminish stress. The mean score

for this is 3.13 and its rank is 15<sup>th</sup>. The final two measures to be taken from the employers are arranging yoga classes for the employees and providing free medical policy. These two measures which the employees expect from their employers rank 16<sup>th</sup> and 17<sup>th</sup> and whose mean scores are 3.12 and 2.99.

## 5. SUGGESTIONS AND CONCLUSION

### Suggestions

Stress is an infectious malady. This, when affects one, infects the whole physic one after the other. Stress, a silent killer, is an impasse to lead a normal life.

In this study, the researcher finds that stress mars employees' health, their performance in work place and at last the entire business. The researcher emphasizes his point in this research that stress slows down the business. It decreases not only the employees' performance but also the productivity, sales conversion ratio, sales efficiency etc. Employees due to stress hesitate to demo the sales items to the customers. This is one of the reasons why there is no customer-employee rapport.

This research brings out clearly the reasons for the employees' stress. The researcher brings the problems of the employees to light such as poor relation among colleagues, poor work-life balance for women employees, inflexibility of the working time women employees. They face utmost difficulty in playing dual role i.e. work at home and industry. Women employees have a lot of responsibilities than that of men employees. The burden of taking care of the family falls on women.

Employees run into uncomfortable or bad situations often in management styles of retail textile business. This is because that there are no motivational aspects in such shops or industry. Stress among employees has become ubiquitous. Hence, management style stores may conduct staff orientation, motivational programmes once a while if not often. Such programmes may boost their morale, forget their stress and it altogether encourages the employees to cope with any situations. During

festival seasons, employees face adverse effects due to heavy work. In states like Tamil Nadu, different festivals such as Pongal, Diwali, Ramzan, Bakrid and Christmas are celebrated. This means around 6 months retail textiles' have seasonal business. Festivals in Tamil Nadu meant wearing new dresses. People throng to textile shops during festival seasons. This is the reason why textile employees are at the receiving end. All these amount to employees' hypo-stress.

Retail textile employees work for 10 to 12 hours a day. Their nature of work demands standing throughout the day irrespective of seasons. As a result, employees face many adverse health issues. Since they stand throughout the day, most of them suffer from varicose veins. It is an ailment that affects legs. It causes severe pain and the veins bulge. Women are the most common victims of this ailment. Adding fuel to the fire, employees' malady does not stop with varicose veins. They have back pain, neck pain, depression, sleeplessness etc. The sad news is that most of the textile stores do not have chairs for their employees. The researcher suggests chairs for the employees which they can use during their free time. Providing chairs for employees would guard themselves against varicose veins.

Employees feel strategies such as regular physical activities, health consciousness, food on time, sound sleep at night, refreshments in work place, flexibility or adjustments in working time etc would help them cope with their stressful life both at work and at home.

The researcher has come out with many problems of the employees of retail textile industry. As one swallow does not make a summer, individuals can not address this problem. It is a collective work to be done from employees, employers and the government. The researcher, as liaison officer, suggests some solutions to the malady of the employees of retail textile industry.

The researcher addresses the employees of the concern first as follows:

- Employees must be conscious of their health. They have to do yoga, regular exercise to maintain their health. They must ensure themselves that they sleep for about 6 to 8 hours.
- They have to take food on time to avoid ulcer and other problems.

The researcher, here, recommends some implementation to the employers to help employees work effectively without stress.

- Employers are expected to respect and treat the employees fairly. Employers can use carrot and stick approach for the smooth functioning of the business.
- Employers may arrange tour for their employees once a while during non-seasonal days. They may encourage indoor and outdoor games to divert employees' attention from stress. Such steps would help employees forget their stress. It also helps a rapport among the colleagues.
- One of the major reasons, among other work place reasons, for stress is money. The modern world demands much money for a middle class life-style. Many employees, irrespective of their position and experience, could not make both ends meet. They run into emergency expenditures such as hospital, medical and other unexpected expenses. In such situations, employers can lend a helping hand to their employees to ease their situations. Timely helps such as these would get great respect among the employees to their bosses. Employers can render loans, can give salary in advance in dribs and drabs from employees' salary.
- Break during working hours is an important aspect for the employees. In such breaks employees may ease themselves and can have refreshments. Employers should allow such things to encourage and help their employees.

As employers and employees have their role, the government has their role as well. Government may enact a law or adopt policies for the welfare of the retail textile employees. The policy can comprise norms of salary (minimum of 7500 rupees for freshers),

working hours (8 hours), work load and other benefits and welfare facilities. A meeting with employers and employees concerned may help the government to come out with good policies. The government, every now and then,

should take stock of the effective implementation of the policy. If not government will take necessary actions against that particular store.

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