

A Study on Various Job Related Stresses in Hotel Industry Employees and Its Impact on Their Work Life Balance With Reference to the Deluxe Hotels Located in South India

¹Dr. M.M.Kannan, ²Dr.A.Lakshmi, ³M.A.Ravichandran

¹Corresponding Author, ²Director, K.S.R School Of Management, Tiruchengode

³Asst Professor/Research Scholar-Management Dept-K.S.R.-Arts &Science College-Thiruchengode

Abstract: various Competition between industries and business are identified rapidly since the effect of economic related reforms in India since 1990. Mostly people with various business are applying various steps like implementing new technology, channelization, fixing maximum target and creating more pressure to carry out different tasks within the fixed time to be an healthy competitor and retain their market position. because of these changes, working employees in service sector especially in hotel and restaurant industry particularly are having high level of job stress. It is an unavoidable force in modern living. To be precise the present study tries to identify the various issues of occupational stress among various hotel and restaurant workers specifically the middle level employees working in taj group of hotels located in south india. To finalize the objective of the study, Occupational Stress of Index (OSI) created by Srivastava and Singh was used. The 48 item in questionnaire which has been categorized into 12 sub scales namely Role Overloading tasks, Role with Ambiguity, Role of various Conflict, Unreasonable Groups and possible Political Pressure, Persons Responsibility, various Participation, , lack of Peer Relations, Intrinsic Impoverishment, Low level Status, Strong Working Conditions and Unprofitability. The subjects used to be 120 professionals

Keywords: Occupational with Stress, Occupational stress of Index, group Hotel, Restaurant, Middle level of employees, taj group stressors, coping strategies.

1. INTRODUCTION

Based on the National Institutes of Health, "people who may feel more in control at their jobs tend to feel less stressed out." While executives and senior super leaders have more control of their work, they manage people who feel like they have less control, which makes them highly stressed out. Employees in general are feeling more anxious and highly stressed. They're worried about lay-offs, wage freezes, and high reduction in benefits. If they are in an organization where there has already been a high reduction in the workforce, they want to know what will happen in the future plus they may have "survival guilt." This may be particularly true for executives in the hospitality industry, which has been big hit hard by the economic downturn.

Hospitality leaders should manage their own stress and concern about lower sales numbers, while being conscious of not passing their stress onto their employees. At the same time they also should find creative ways to take care of their guests, and patrons who are highly stressed out and are hoping to be able to relax when they stay in hotels, eat in restaurants and travel on cruises. As an executive, they must know how to manage their own stress plus lead their employees who may be having a hard time focusing on their work. As a leader they can feel responsible for their employees and their organization to the detriment of their own health. At the same time they almost need to be able

to look confident and calm so you don't pass their stress onto everyone else.. However hard we try to go beyond a stress situation, life seems to find new ways of stressing us out and plaguing us with anxiety attacks.

1.1 Need and importance of the study:

Stress plays a vital role in the life of a human being and ignoring this factor life would be monotonous task and uninspiring. An unbearable load of stress in the life span of a human being becomes extremely unpleasant. It will certainly have an adverse impact on productivity. Finding a solution for stress management is to adhere oneself at a level of motivation that keeps one physically fit and hilarious. Stress as it is worldly known is an authenticated health and safety issue at work. The important phenomenon of stress management will enable individual to react to stress and minimize stress at work place. To sum up a matriculate study contributing the stress factor causing to the employee is necessary.

1.2 Objectives of the Study:

To Examine Empirically the Occupational Stress of Hotel and Restaurant Employees working in Union Territory of Puducherry.

2. REVIEW OF LITERATURE

2.1 Introduction:

Stress has become a major buzzword and legitimate concern of the times. We all have stress. It is with us throughout our lives. Everyone experience stress at one time or another. Sometimes, when we hear the word stress, we think of the negative impact it can have. But not all stress is bad, even "bad" stress can motivate us to get things done or create change. Stress is simply the body's non-specific response to any demand made on it. Stress provides the means to express talents and energies and pursue happiness. Today with the rapid diversification of human activity, we come face to face with numerous causes of stress and experience stress as we readjust our lives. In so adjusting to different circumstances, stress will help or hinder us depending on how we react to it. Stress is a process that builds. Its more effective to intervene early in the process rather than later. In reality, however, stress is complex and often misunderstood. Stress is inevitable and universal.

Stress is the general term applied to the pressures, people feel in life. Stress refers to an imbalance between environment supplies and demands and personal capabilities needs and values, which has positive influences like resulting in a new awareness and exciting new perspective. Stress is an increasing problem in organizations. Stress refers to a very broad class of problems differentiated from other problem areas because it deals with any demands, which tax the system. The pressure of stress at work is almost inevitable in many jobs. When pressure begins to build up, it can cause adverse strain on a person's emotions, thought processes and physical conditions. Stress can be either temporary or long-term, either mild or severe. The effects on an individual depend mostly on how long its causes continue, how powerful they are and how strong the individual's recovery powers are. If the demands are higher, then the ability to cope becomes higher.

2.2 Definition:

Tobias Schafer defined stress as an adaptive response, moderated by individual differences that are a consequence of any action, situation or event that places special demands on a person, which perceives an imbalance between the level of demand placed upon them and their capability to meet those demands.

2.3 Conceptual Definition:

According to **Richard S Lazarus**, stress is a condition or feeling experienced. When a person perceives that, demands exceed the personal and social resources, the Individual is able to mobilize.

2.4 Operational Definition:

Stress is a condition or feeling of the employees in the IT industries, when they are unable to meet the exceeding demands.

2.5 Kinds of stress:

As far as a conference report by **Jennifer Smith** of Cranfield University school of Management is concerned, there are four different kinds of stress. They are: **Eustress** – It arises only in motivating & inspiring situations, also known as "Good Stress", **Distress** – This is negative or harmful stress that causes us to constantly adopt or readjust. This may be

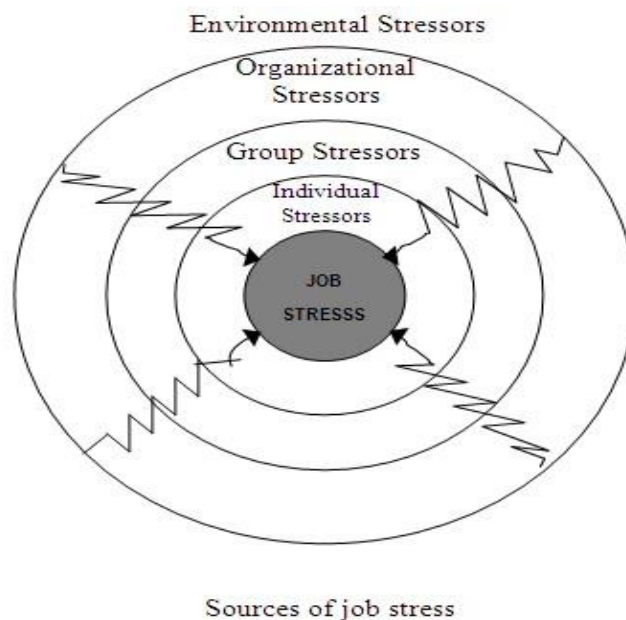
acute stress that disappears quickly or chronic stress that can linger for no specific period. **Hyper stress** – This occurs when events pile up and stretch the limits of what people can deal with. **Hypo stress** – It occurs when people are bored or unchallenged. In other words, this is as insufficient amount of stress.

2.6 Causes of Stress:

The sources of stress comes from are called stressors. The stressors or the so-called antecedents of come from both inside our body and mind and outside of ourselves. The stressors, thus, fall logically into four categories viz, environmental, organizational, group and individual stressors. stressors in various categories will help us become more aware of stress in our lives.

2.6.1 Environmental Stressors: Environmental factors do affect organization and, thus, have impact on stress also. The environmental stressors to which an employee responds mainly include things such as fast technological change, family demands and obligations, economic and financial conditions, race, caste, class, ethnic identity and relocation and transfers. Of late, the phenomenal rate of social and technical change has had its great impact on people's life-styles which is carried over into their jobs. To mention, while medical science has increased the life span of the people by eradicating or reducing the life-claiming threats of many dreaded diseases, on the one hand, the modern living style caught up in the rush-rush, mobile urbanized and crowded has deteriorated the wellness and increased the potential for stress on the job, on the other. For most people in the recent years, their weak financial position has forced them to do extra job or the spouse has had to join work to meet ever increasing ends. This situation reduces time for recreational, relaxation and family activities. The overall effect is more stress on the employees. These are, according to some stress researchers, examples of stressors as unresolved environmental demands.

That life's changes especially sudden changes (the death of a spouse) have a stressful impact on people is verified by the medical researchers. They have established the fact that the more and sudden change, the poorer the subsequent health of the employee. One psychologist, Faye Crosby reports similar finding that divorce interferes with work more than any other trauma in a person's life. She says, "During the first three months after a spouse walks out, the other spouse, be male or female, usually is incapable of focusing on work."



2.6.2 Organizational Stressors:

Stressors occur not only outside the organization, but within it also. Organizational stressors can be categorized into policies and strategies, structure and design, processes and working conditions. Organizational changes to meet challenges are usually accompanied by stressors. For example, downsizing policy of an organization serves as potential stressors for the employees. One researcher reported that downsizing has left many organizations with fewer workers. As such, the remaining workers have been forced to pick up the slack of the workers who have left. Then, the result often is frantic employees and more stress related workers compensation claims. Similarly, the good managers (Say, the Indian managers) to compete successfully with the best ones (say, the Japanese managers) will have to work harder.

This, in nutshell, translates to longer work hours and more stress. Difference, if any, between the perceived actual leadership style and expected leadership style leads to a conflict and dissonance between the managers and subordinates. This conflict and dissonance serves as a stress. Also, there is evidence to believe that working women with perceived pay inequality and work overload experience more stress. Added to these are undesirable working conditions such as crowded work area, noise, heat, cold, polluted air, strong odor, poor lighting etc., serve as stressors.

2.6.3 Group Stressors: People are usually members of various formal and informal groups. The department or section, to which one belongs, for example, is formal group. Group bears tremendous influence on individual member's behavior. The group, therefore, can also be a potential source of stress. These group stressors can be categorized into three types:

(i) **Lack of Group Cohesiveness:** The famous Hawthorne studies have made it clear that cohesiveness or, "togetherness" provides satisfaction to the employees. Lack of cohesiveness creates conflict which serves a potential stressor for the employees. Denying opportunity to employees to develop and not accepting an employee by other employees produces but stress in the employee.

(ii) **Lack of Social Support:** We all as the members of groups look for support from co- members in times of both happiness and sorrow. If we get this social support, we are much better off. If such a support is lacking for an individual member, the same can also cause stress.

(iii) **Interpersonal and Inter group Conflict:** The incompatibility in terms of needs and values between co-workers/colleagues usually creates interpersonal conflict. Likewise, variance in objectives and goals between groups leads to inter group conflict. Conflict studies indicate that such dysfunctional conflicts can also lead to considerable stress for individuals.

2.6.4 Individual Stressors:

Apart from the stressors discussed so far (environmental, organizational, and group), there are individual factors which serve as stress. These are:

(i) **Role Conflict and Ambiguity:** Individual employees have multiple roles to play within as well as outside the organization such as superior, subordinate, colleague, family, and community and so on. These roles are a set of expectations that other members have of an employee. Variation in expectations leads to role ambiguity. If these expectations make conflicting demands on the employee, he/she experiences role conflict. Both role conflict and ambiguity cause considerable stress to the employee.

(ii) **Personality Traits:** Personality affects behavior. Personality traits vary from individual to individual. Researchers have classified personality dimensions into type A and Type B. Heart researchers report that Type A employees experience considerable stress. On the other hand, the individuals of Type B, being patient and relaxed, take a broader view of things. They are, therefore, less prone to stress.

(iii) **Life and Career Changes:** Life's changes may be slow (getting older) or sudden (the death of a spouse). Particularly sudden changes have a dramatic effect on people. The medical researchers have verified that more the person experiences sudden changes; the poorer will be his subsequent health. The same is true for career changes also. Frequent and sudden changes in one's career or nature of job and responsibility, underemployment or over employment, etc. can be stress-provoking.

Besides, certain situations are peculiar to the Indian workers which add to tension and stress to them. Experts on stress management are of the view that a lot of stress in Indian case is due to demands placed on time and finance from family, relatives, friends, community leisure and relationships that we have in our family and social lives. It is established by psychologists that problems at home can cause more anxiety in the work place and, thus, stress on job. One's ambitions of achieving too much in too short time also cause stress in individual life. Going through a process of change during the mid age 35 to 45 years is yet another peculiarity of the Indian managers and professionals. Those who could not make mark by the mid-age tend to develop obsolescence tendencies and, thus, experience stress in remaining years of their working career. Such a situation leads to existential neurosis which serves as a cause of stress for managers and professionals.

2.7 CONSEQUENCES OF STRESS:

2.7.1 Individual Consequences:

The individual consequences of stress, then, are the outcomes that mainly affect the individual.

The organization also may suffer, either directly or indirectly but it is the individual who pays the real price stress may produce behavioral psychological and medical consequences.

2.7.2 Behavioral Consequences:

The behavior consequences of stress may harm the person under stress or others. One such behavior is smoking research has clearly documented that people who smoke tend to smoke more when they experience stress. There is also evidence that alcohol and drug abuse are linked to stress, although this relationship is less well documented. Other possible behavioral consequences are accident proneness, violence, and appetite disorders.

2.7.3 Psychological Consequences:

The psychological consequences of stress relate to a person's normal health and well-being. When people experience too much stress work, they may become depressed or find themselves sleeping too much or not enough. Stress may also lead to family problem and sexual difficulties.

2.8 Causes of Stress:

Stress affects us all. If you can spot the symptoms, you can manage them.

2.8.1 General causes:

Threat: A perceived threat will lead a person to feel stressed. This can include physical threats, social threats, financial threat, and so on. In particular it will be worse when the person feels they have no response that can reduce the threat, as this affects the need for a sense of control. Generally speaking, any threat to needs is likely to lead to stress being experienced. **Fear:** Threat can lead to fear, which again leads to stress. Fear leads to imagined outcomes, which are the real source of stress. **Uncertainty:** When we are not certain, we are unable to predict, and hence feel we are not in control, and hence may feel fear or feel threatened by that which is causing the uncertainty. Cognitive dissonance when there is a gap between what we do and what we think, then we experience cognitive dissonance, which is felt as stress. Thus, if I think I am a nice person then do something that hurts someone else, I will experience dissonance and stress. Dissonance also occurs when we cannot meet our commitments. We believe we are honest and committed, but when circumstances prevent us from meeting our promises we are faced with the possibility of being perceived as dishonest or incapable (i.e. a social threat).

2.9 Symptoms of stress:

2.9.1 Burn out:

In contrast to **Jamison's** temporary stress are some major pressures that result in stress that is sustained for long period. Problem predictably arises when high – intensity Stress continues for an extended duration. According to the theory developed by **Hans Selye**, the human body cannot intently rebuild its ability to cope with stress once it is depleted. As a result people become physically and psychologically weakened from trying to combat it. This condition is called burn out - a situation in which employees are emotionally exhausted, become detached from their clients and their work and feels unable to accomplish their goals. Some jobs, such as those in the helping professions and those with continuous high stress are more likely than others to cause burnout.

When workers burned out, they are more likely to complain to attribute their errors to other and to be highly irritable. The alienation they feel drives many of them to think about leaving their jobs, to seek out opportunities to become trained for new careers and actually to quite. In addition to higher turnover, burnout also leads to increased absenteeism and decreased quality and quantity of job performance. Organization need to identify both the jobs that lead to early burn out and the employees who exhibit some of the burn out symptoms. Sometimes it may be possible to change the parts of a job that contribute to burn out, such as reducing the frequency or intensity of interpersonal contacts. In other causer the firm can help employees learn how to cope better with their stressful work situations.

2.9.2 Trauma:

Another severe product of stress, called trauma, and occurs following a major threat to one's security. One problematic disorder is called work place trauma, which is the Disintegration of employee's self- concepts and beliefs in their capabilities. It can arise from harassment at work wrongful termination, discrimination, or an employee's

perceived in capacity may inappropriate assume responsibility. A psychological problem may have the cause of too much stress and conflict, and although people may react to them differently, the negative effect on performance is the same in the case of a psychological problem, or perhaps even worse.

2.10 Coping Strategies of Occupational Stress:

Now, it is clear that stress impinges on employee's health and performance. Stress, therefore, needs to be coped with or managed to effectively minimize its undesirable consequences. Two strategies can be used to cope with stress.

2.10.1 Individual Coping Strategies: Individual strategies are based on „self-help“ or „do you“ approaches, some specific techniques that individuals can use to effectively manage their job stress are:

2.10.2 Physical Exercise: Exercise in any form, be it walking, jogging, swimming, riding bicycles or playing games help people combat stress. Without going in to the semantics about the exact relationship between exercise and stress, it can safely be said that at least some side effects of exercise such as relaxation, enhanced self-esteem and simply getting one's mind off the work for a while help people better cope with stress.

2.10.3 Behavioral Self-Control: Behavioral self-control refers to „self-management“. A Conscious analysis of the causes and consequences of their own behavior helps employees achieve self-control. In ultimate sense, the self-control strategy implies employees controlling the situation instead of letting the situation control them. Accordingly, one way to avoid stress is to avoid people or situations that will put employees under stress.

2.10.4 Networking: Psychological researches have confirmed that people need and benefit from social support. Developing social support, therefore, can be used as a Strategy for reducing job stress too. Doing so would entail forming close associations with trusted co-workers and colleagues who are good listeners and confidence builders. These co-workers at times help the stressful employee get over stress. Such alliances deliberately sought out and developed in the organizations are called networks or networking

2.10.5 Counseling: Counseling is yet another strategy widely used in organizations for dealing with stress. Employees are given counseling in the matters like career planning to provide them clarity to their career goals and opportunities. This helps reduce uncertainty in this regard which is a major source of job stress. Employees can be helped through counseling to identify their own strengths, weaknesses and response pattern and change their behavior accordingly, In India, certain organizations like Canara Bank, for instance, have started stress counseling centre to mitigate the effects of job stress.

2.11 Organizational Coping Strategies:

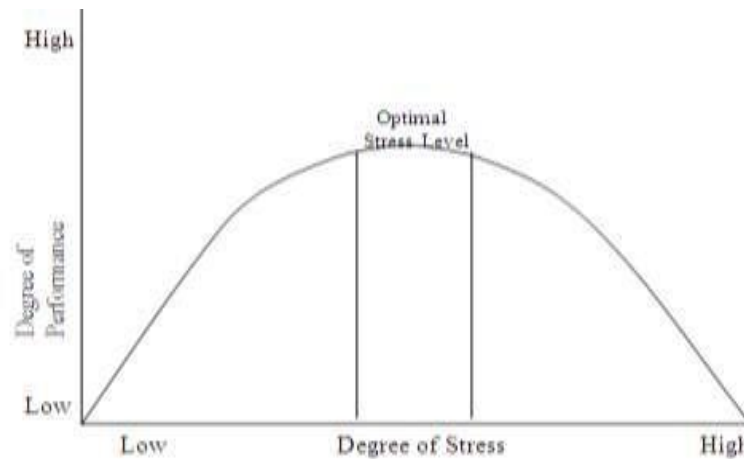
Coping strategies an organization will adopt to combat stress will aim at to reduce the already existing stressors and prevent occurrence of potential stressors. Accordingly, an organization can adopt the following strategies.

1. Clear objectives should be set for the organization and the members must commit themselves to achieve these objectives. This helps minimize role ambiguity which usually filters down the organization in the form of neurosis.
2. Once objectives are clearly defined, organization must, then, be sincerely committed to effective utilization of its human resources to achieve the organizational goals. For this, an organization development (OD) department should be started with a responsibility to create meaningful and enriching jobs for its employees.
3. The organization must be adaptable to the changing social, economic, political and technological developments. Thus, the organizational structure must be flexible so as to accommodate such changes.
4. The stress is caused by not knowing what the next move is and how they are going to make it. But carefully devised plans for career paths and development taking into consideration both the individual capabilities and aspirations, on the one hand, and the organizational requirements, on the other, lead to reduction in stress experienced by employees.

2.12 Performance:

One clear organizational consequences of too much stress is a decline in performance.

For operating workers such a decline can translate in to poor-quality work or a droop in productivity. For manager it can means faculty decision making or disruption in working relationship as people become irritable and hard to get along with



2.13 Withdrawal:

Withdrawal behaviors also can result from stress. For the organization the two most significant forms of withdrawal behaviors are absenteeism and quitting. People who are having a hard time adjusting with stress in their jobs are more likely to call in sick or consider leaving the organization for good. Stress may also produce other, more subtle forms of withdrawal. A manager may start missing deadlines or taking longer lunch breaks. An employee could withdraw psychologically by casting to care about the organization and the job.

2.14 Previous work done on stress:

Research by **Walter Cannon** and **Hans Selye** on stress has deeply revealed that there are two types of instinctive stress response that are important to our understanding of stress management. They are: - “Flight-or-Flight” response [Short term response] “General Adaptation Syndrome” response [Long term response]

James Manktel views stress and one’s own performance as the pressures and the demands that may cause stress can be positive in their effect. A calm, rational, controlled and sensitive approach is usually called for in dealing with most difficult problems. The relationship with pressure and performance is that as pressure increases we enter the “area of best performance” and thus able to focus on the task and perform well. This relationship between pressure and performance is the ideal state of concentration and focus that brings excellent performance. According to **Cambridge and Pilbean** (1998), the sources of stress can be found in Organizational, personal or family or water environmental circumstances and there are also many things that can cause stress. It may be broadly classified as: 1. Work stress or Organizational stress or Job stress. 2. Interpersonal or individual stress 3. Family stress

4. Psychological factors that causes stress. According to **lavanceich, Malteson and Newman**, Job stress has been a much and widely talked about phenomenon in the industrialized western world. It has featured in the Indian Industrial Organizations since 80’s when the Indian market turned competitive.

Stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over that last century and it is still changing at whirlwind speed. With change, comes stress inevitably. Work related stress in the life of the organized workers, consequently affects the health of the organization. Basically, job stress is a “condition arising from the interaction of people and their jobs and characterized by changes within people that face them to deviate from their normal functioning”.

Bacharach, Bamberger and Conley (1991) stated that people respond to stress in different ways which can directly affect work performance. The effects can be divided into four categories. They are mental effects, Emotional effects, behavioral effects and effects on leadership. **Fred Luthans** (1995) in the book, *Organizational Behavior* has stated that through the organization is made up of groups of individuals; there are also more Marco level dimensions, unique to the organization that contains potential stressors.

Through a project on “Stress at Work” done by **Andy Ellis**, it can be stated that job stress may be caused by a complex set of reasons. Some of the most visible causes of workplace stress are job security, High Demand for performance, Technology, Workplace Culture and Personal or Family problems.

Jex and Beehr, (1991) stated that may have a number of consequences. The individual consequences of stress, are the outcomes that mainly affect the individual. The organization also may suffer, either directly or indirectly but it is the individual who plays the real price. Stress may produce behavioral, psychological and physical or medical consequences where the psychological consequences of stress escalate to a person's high level mental health and well-being certain behavioral consequences are accident Proneness violence and appetite disorders; and the physical consequences of stress affects a person are physical well-being causing various illnesses. Like headaches backache intestinal Disorders and skin conditions. But each consequence is categorized according to its primary influence.

Thomas Jefferson has stated three major approaches that we can use to manage stress they are *Action Oriented* in this we seek to confront the problem causing the stress here, by often changing the environment or the situation. *Emotionally oriented* - here in this approach, we do not have the power to change the situation, but we can manage stress by changing our interpretation of the situation and the way we feel about it. *Acceptance Oriented* where something has happened over which we have no power and no emotional control and where our focus is on surviving the stress.

3. RESEARCH METHODOLOGY

3.1 Problem Definition:

Due to economic reform all the business fields are becoming competitive, hence employees are in need to improve their skills and strategies to achieve their work effectively and efficiency everyday otherwise have to lose their job. This situation may develop the stress level of employees. To test the validity of this statement researcher has deeply conducted a study on "Work Stress of Hotel Industry Employees in south Indian taj group of hotels.

3.2 Research Design:

The main objective of this study is to define the factor that causes stress. The main factors taken in to these consideration are Role overload, Role conflict, working conditions and peer and peer relations etc. The study has been conducted for a period of two months. The type of research conducted was descriptive, because these employee's opinions are qualitative in nature. It can only be highly analyzed and described.

3.3 Data Collection Method:

Primary data is collected through direct questionnaire. Before administering the questionnaire to the concerned employees a pre-testing was conducted, twenty employees were chosen from different area for the above purpose. The questionnaire is framed on the basis of twelve factors which causes stress. Likert-type scale is used to find the opinion of the employee. The data is collected within a period of 6 weeks from 120 employees.

Questionnaire: Occupational Stress Index created by Srivastava and Singh (1981) was used to measure the occupational stress of the respondents. This scale focuses at measuring the extent of stress which the employees perceive arising from various constituents and conditions of their job. The tool is suitable to be administered to the employees of every level operating in context of industries or other non-production organizations and employees of supervisory level and above.

The scale consists of 46 items, each rated on the five –point scale.

Out of 46 total items, 28 are true-keyed and 18 are false keyed. The mentioned items relate to almost all relevant components of the job life which causes stress in some way or the other, such as role overload, role ambiguity, role conflict, group and political pressure, responsibility for persons, under participation, few powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions and unprofitability. The reliability index found by split half (odd-even) method and Cronbachs alpha- coefficient for the scale as a whole were found to be **0.935** and **0.90** respectively. It takes approximately 15 minutes to complete this questionnaire.

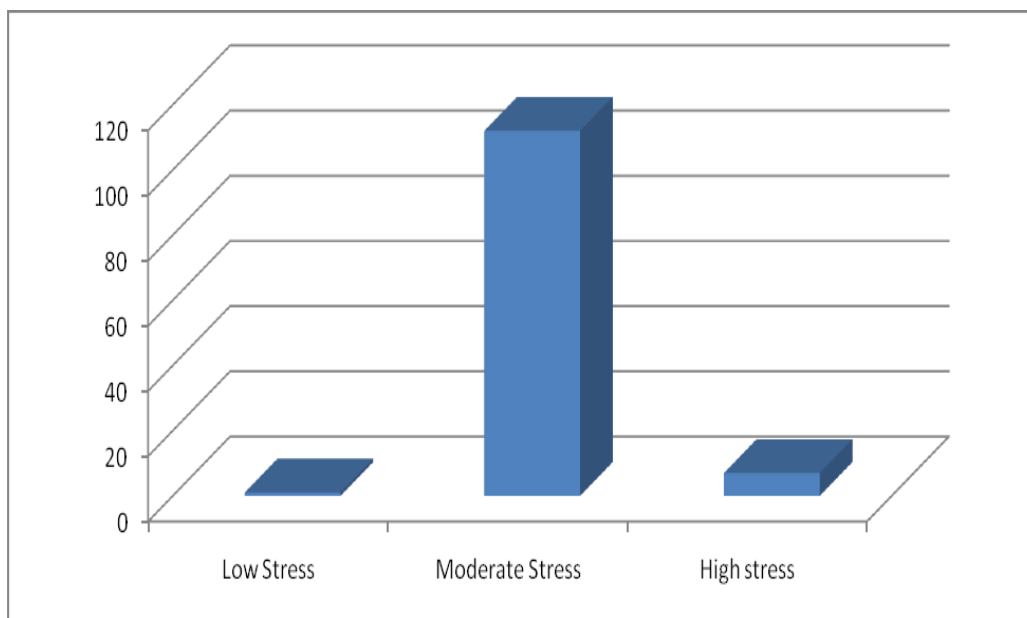
3.4 Sample Size:

South Indian territory has four districts namely, Tamil Nadu, Andhra, Kerala and Karnataka. This covers these four states hotel and restaurant employees. As a whole 120 hotel and restaurant employees of South India were chosen as respondents for this study

4. ANALYSIS OF THE STUDY

Collected data were used for high analysis to find out the results of this study. This study reveals all findings of the study, suggestions and recommendation to the Hotel and Restaurant professionals, to the organisations, to the policy makers and to the Government, conclusion and implementation for future studies.

Stress Level of Hotel Employees



SCORE	LEVEL OF OCCUPATIONAL STRESS
46 – 122	<i>Low Stress</i>
123 – 155	<i>Moderate Stress</i>
156 – 230	<i>High Stress</i>

Interpretation:

The result of this research makes unpredictable facts from the hotel and restaurant professionals. Majority of the respondents (93%) agrees that they have moderate stress and only 6% of respondents says that they have very high stress and one percentage of respondents says they were experiencing low stress.

Pearson's Correlation

The correlation has made to identify the relation between the various job stress and Interpersonal stressors of hotel and restaurant employees in Pondicherry.

Interpretation:

Majority of the job stress factors are highly correlated with interpersonal stressors hence the null hypothesis rejected.

5. FINDINGS AND SUGGESTIONS

5.1 Findings:

Most of the respondents are not sure about their organizational goal and hence there is role conflict. It has been found that unachievable deadline is one of the areas where the employee faces stress. Most of the employees feel that the organization is not utilizing their ability properly. It is found that there is no frequent transfer in the organization so the employees do not face stress. More than 55% of the respondent where very strongly agree that they have lot of

work load and only 8 % to 14% where disagree they have lot of work load. Majority of the respondent where reply that they have respect from there higher authority which will induce stress. More than 58% of the respondent where accepted that there are stress due to political pressures and only 15% disagree with this statement. Majority of the respondent replied that they are working under stress and more than 40% of the respondent replied that they don't have idea on this. More than half of the respondent have not decided about the responsibility at work area and only 26% agreed to that they have responsibility and remaining 30% where disagree to that. Based on the score chart the respondent at low stress are only 1% and 93% of the respondent are under moderate stress and remaining 6% of respondent are under high stress. Most of the stress and interpersonal stressors have relation between each factor. Age factor will not have relation between the stress factors but only some of the factor has the relation. Various departments have relation with interpersonal stressor hence stress of employees will get differ to various departments.

5.2 Suggestions:

Implement Role Analysis Technique. Redesigning job would give employees more responsibility, more meaningful work. The organization could focus on the stress management programs. Frequent ESLS (employee stress level survey) may be carried out. Wellness programs should be included. Monthly outing may be provided for the employees to relax and refresh.

6. CONCLUSION

Stress is a particular condition of physical or mental strain that goes along with related stressors. Stress is becoming an increasingly vital factor in our working life. Each individual is reflecting to a range of stressors both at work and in their personal life's. In the working environment, certain occupation may have higher stress level than others and individual employees will react to the situation in different ways. Pressure may also be a good thing leading to increased productivity. However, when this pressure gets excessive, stress is caused. The problems occur when the stress on an individual which seem to be overwhelming or out of controls. That is, they perceive themselves as being unable to manage and not to possess the necessary skills to combat their stress. There are few situations that can cause us to be stressed. Once these are identified, we can take steps to control either the situation or the way we view the situation.

Identifying uncontrollable stress and being aware of its effect on ones lives is not sufficient for reducing its harmful effects. Just as there are plenty sources of stress, there are many possibilities for its management. However, all it requires working towards change-changing the source of stress or changing one's reaction to it to avoid anxiety or mental strain and focus towards work. The study of Hotel Industries shows that 93.33% of the employees suffer from stress. Though few employees are suffering with low stress, they do not adopt proper adjusting strategies. So, the management should provide organization-wide stress avoidance and coping techniques would help the employee to manage their stress.

REFERENCES

- [1] Davis Keith & Newstrom.W.John Organizational Behavior at work. Tata McGraw Hill, 11th Edition, 2002.
- [2] Khanka. S.S. Organizational Behavior. S.Chand Publisher, 1st Edition, 1998.
- [3] Luthans Fred. Organizational Behavior McGraw Hill International Edision, 9th Edision.
- [4] Moorhead & Giffin. Organizational Behavior Managing people and Organizations. AITBS Publishers & Virendir Kumar Arya, 5th Edision.
- [5] Aswathappa. K. Organizational Behavior, 5th Edision, Himalaya Publishing House, India, 2000.
- [6] Buchanan David and Huczy Andrezei, Organizational Behavior, 3rd Edition, United Kingdom, Prentice Hall, 1997.
- [7] Coleman James C.,Psycholgy and Effective Behavior, D.P. Tarapolevala Sons and Co Publication, 1971.
- [8] Virginia M. Stress in work place: A Hidden Cost Factor, H.R. Focus, 1993.

- [9] Raju Arisetti: Stress Strikes Corporate World, Economic Times Esquire 1989.
- [10] Terry A. Beehr: The Current Debate about the meaning of job stress, Journal of Organizational Behavior Management, 1986.
- [11] N. Ramaswamy: Is stress a distress? Indian Management, 1989.
- [12] John M. Ivancevich and Michael T. Matteson: Organizational behavior and management, (3rd ed) Irwin, Homewood iii, 1993.
- [13] Terry A. Beehr and J.E Newman: Job Stress, Employee Health and Organizational Effectiveness, Personnel Psychology, Winter, 1978.
- [14] Hans Selye: The Stress of Life, McGraw Hill Book Company, New York, 1976.
- [15] P.M. Pestonjee: Executive Stress: Should it be avoided? Vikalpa, 1987.
- [16] T.H. Holmes and R.H. Rahe: Social Readjustment Rating Scale, Journal of Psychomatic Research, 1967.
- [17] Faye Crosby: The Wall Street Journal, 1986.