

**Influence Of Stress Management On Performance Of Employees Working In Tnpl,
Karur**

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ABSTRACT

In business sector, factors that lead to work stress and its effect on performance of employees are highly significant for any organization to ensure smooth and successful functioning. Several studies have been done in the industry of manufacturing, with respect to the variables affecting work stress and its effect on employee execution. This research fundamentally focuses to determine the connection between the independent factors (viz. time management, target realization, work life balance, reward system and workplace flexibility) over the dependent factors (viz. increased employee efficiency and employee performance). The investigation could contribute some substantial discoveries dependent on the stress management to the policy makers in TNPL particularly in relation to human resource management.

1. Introduction

Occupational stress is broadly known to impact all professions and classification of workers. It is of extraordinary concern to management, employees and stakeholders of the organization; each activity appears to have a potential stressor. Researches over decades have given us an understanding on occupational stress. Research recommends that nature and level of occupational stress differs crosswise over industry and furthermore in business foundations inside an industry. The reason could be as occupational stress is the consequence of association of a person with the work condition and as each activity has its own common condition and each individual is not the same as another, the nature and impact of stress changes from one job to another and individual to individual. For example, because of the quickly changing worldwide economy, associations presently work in societies of expanded speed, proficiency and rivalry. Thus, financial goals and the need to hold upper hand have brought about rebuilding and vulnerability. Workforces are often downsized, acquired or merged or being subsumed by bigger progressively focused associations and change is the

main steady. These progressions to the idea of work, together with definitional changes in the enactment, have prepared for a startling rise in claims that are related with stress in the workplace.

2. Background of the study

In this day and age, stress has become a global phenomenon, which happens in different structures in each workplace. In the present work life, employees are commonly working for longer hours, as the rising degrees of obligations expect them to endeavor significantly more strenuously to meet rising assumptions regarding work performance. Omolara (2008)¹ depicted occupational stress as the unfriendly mental and physical responses that occur within a person as he/she is unable to adapt to the requests being made on them. Numerous organizations across the world are seeing a sudden increase of the negative impacts of stress on employee's performance. Consequently there is a need to learn about the impact of stress management on performance of employees working in TNPL, Karur.

Stress

Stress is a natural term which refers to the results of the breakdown of a human body to react suitably to enthusiastic or physical threats to the life form, regardless of whether real or envisioned. Stress is the strain from the inconsistency between our outside condition and us, prompting physical pressure and emotion. There is both positive and negative stress, contingent upon every individual's exceptional impression of the pressure between the two powers. Stress at work is a moderately new marvel of present day ways of life.² The idea of work has experienced exceptional changes in the course of the only remaining century and it is as yet changing at hurricane speed. Stress is prevalent in almost all professions, beginning from a craftsman to a surgeon, or a pilot to a business official. With change comes stress will show up naturally. Employment stress represents a danger to physical wellbeing. Work related stress in the life of composed workers, subsequently, influences the strength of organizations. Job stress is an interminable infection brought about by conditions in the

¹Omolara, B E. (2008) Influence of work related stress on organizational commitment at Olabisi Olanjo University Ago Iwoye Ogun State Nigeria. EABR & TLC Conferences Proceedings. Rothenberg, Germany

²Edwards, D., & Burnard, P. (2014). A systematic review of stress and stress management interventions for mental health nurses. *Journal of Advanced Nursing*, 42(2), 169–200.

workplace that contrarily influence a person's performance and on the whole prosperity of his mind and body.

Employee Performance

Employee performance has been depicted from numerous points of view; capacity to accomplish targets, acknowledge objectives and achieve benchmarks. Most ordinarily individuals promptly discussed employment performance as what an individual performed at work. Various phases of employment and the job complexity influenced the general performance of the employee. This could imply that job performance as a factor could be characterized in various manners relying upon the various stages and complexities of the job. It was noted that job performance came about because of two components, skills and abilities (acquired or natural) that an employee had, and inspiration to utilize them so as to carry out a better job.³ Performance of an employee can be expressed as the entirety of the conduct employees take part in at work. The definition likely is marginally deceptive in light of the fact that on occasion individuals may be connecting with themselves in work which has no connection to their activity performance such as attending client calls etc.

Stress Management

Stress management is the intervention intended to diminish the effect of stressors in the workplace. These can have an individual spotlight, planned for expanding a person's capacity to adapt to stressors. The objective of stress management is to assist the person with managing the stress of regular day to day existence. As indicated by Bruce (2003) stress management is a demonstrated gathering of systems for adjusting stress, creating contemplations, loosening up away physical and emotional strain and figuring out how to make changes to our condition (or circumstance) at whatever point feasible.⁴ Compelling stress management can assist us with resolving clashes with others emphatically and certainly become better issue solvers notwithstanding life's requests and to value the accommodation of activity and entertainment.

3. Review of literature

³Murphy, L. R., & Schoenborn, T. F. (2006). *Stress Management in Work Settings*. DIANE Publishing

⁴Karim, N. (2011). Stress in Organizations: Management Strategies. *Dialogue*, 4(2), 287.

Samuel Ajayi (2018)⁵ mentioned that stress is a very common challenge to productivity of employees as well as organizations. This has become reality of current work environment. Employees working in various divisions and associations need to manage stress. Bank workers are among the workers group under a lot of stress because of numerous predecessors of stress. Stress adds to diminished hierarchical performance, diminished worker in general performance, high mistake rate and low quality of work, high staff turnover, and truancy because of medical issues, for example, tension, emotional issue; work life imbalance; despondency and different types of illnesses, for example, headache; heart failures and obesity. This paper expects to analyze the effect of job related stress on job satisfaction and employee performance. A sample of 150 workers from the Nigerian Bank industry of Nigeria was utilized for this review. Parts of employment stress to be specific: Lack of managerial help; extremework load; handling vulnerable customers; relationship with co-workers; family and work life balance and related job insecurities were analyzed in this investigation.

Kihara (2018)⁶ stated that the fundamental point of this investigation was to assess the influence of stress management techniques on employees' performance. Different literary works and theories from various researchers with respect to stress management techniques were evaluated. Clear inquire about configuration was received. The objective populace involved 700,000 respondents from the Public Service with a sample size of 400. Random sampling techniques were utilized in choosing a sample size from 21 services inside the Public Service. Structured questionnaire was utilized as instrument for data collection which was self-controlled. The information was investigated utilizing Statistical Package for Social Scientists (SPSS) rendition 2.0 and the yield exhibited utilizing tables and charts. The examination would profit the Human Resource Personnel in Public Service in settling on vital choices identifying with plan of stress management methodologies. The Government services would likewise utilize the outcomes from the investigation to survey approaches to include stress management measures.

Victor Adim (2018)⁷ the reason for this investigation was to inspect the connection between Stress Management and Employee performance in Deposit Money Banks in Port Harcourt,

⁵Samuel Ajayi (2018) Effect of Stress on Employee Performance and Job Satisfaction: A Case Study of Nigerian Banking Industry, (April 11, 2018).

⁶Kihara, L. N., & Mugambi, H. (2018) Effect of stress management strategies on employees' performance in the public service, *The Strategic Journal of Business & Change Management*. ISSN 2312-9492 May 2018

⁷Victor Adim (2018) Stress Management and Employee Performance of Deposit Money Banks in Port Harcourt, Nigeria, *American Journal of Humanities and Social Sciences Research (AJHSSR)* 2018

Nigeria. The populace incorporates representatives of 7 chosen Deposit Money Banks in Port Harcourt city of Rivers State, Nigeria. The sample size was 188 utilizing the Taro Yamen's equation. After information cleaning, just information of 168 respondents was at long last utilized for analysis of data. Engaging measurements and Spearman's rank relationship was utilized for information investigation and testing of hypothesis. Findings uncovered that stress management has a huge association with worker productivity and viability. The examination subsequently inferred that stress management bears a positive and noteworthy influence on performance of employees.

4. Research gap

There are various studies in the past that has emphasized on causes of stress and stress management strategies in various organizations. Previous literature reviews explained the adverse effect of stress on employees and the consequences faced by the organizations. However, there are no studies that focused on stress management and its influence on employee performance in TNPL, manufacturing unit of Karur district. The model proposed in this study is a new combination of independent and dependent variables whose causal relationship is verified using various statistical tools.

5. Statement of the problem

It is not new for employees in manufacturing sector in India to experience job stress. Indians continue to experience stress due to political uncertainty, poor environmental conditions, inefficient working atmosphere and poverty levels. It is observed that stress is a major reason among employees' low productivity that are unable to handle pressures from management due to high demand of work beyond their capability. Job stress has an adverse effect on performance of brain, which includes learning, concentration memory and work performance. Employers in some organizations give constant pressure to their employees causing stress due to which employees fail to achieve the desired tasks. This practice is common in manufacturing industry. TNPL in Karur district is chosen as the study area to analyze the influence of stress management on employee performance in this paper manufacturing organization.

6. Objectives of the study

- To study the impact of stress on employee performance in manufacturing industry

- To identify stress management techniques that influence employee performance in manufacturing industry
- To analyze the impact of stress management strategies on employee efficiency and employee performance in manufacturing industry
- To provide suggestions towards stress management strategies for the betterment of employees and organizations

7. Significance of the study

This paper analyzes the impact of stress and influence of stress management strategies on employee performance in achieving desired objectives and goals of the organization. Moreover, this study demonstrates the factors that cause the impact on employee's productivity which negatively or positively affects the performance of the organization. This paper presents a framework which can be implemented by HR managers to handle stress at workplace and provide a better work environment for their employees.

8. Profile of TNPL

Tamil Nadu Newsprint and Papers Ltd is one of the largest paper manufacturing units in India that uses bagasse, an agricultural residue for manufacturing papers. The organization is in the matter of assembling and showcasing of newsprint and printing and composing papers. The products are being showcased all through the nation and furthermore exported to over 30 nations around the globe. The organization's Newsprint and Printing and Writing Paper plant is situated at Kagithapuram in Karur District of Tamil Nadu.

TNPL: Industrial and Personnel Relations

TNPL Company maintains a healthy employee-industrial relations at all levels. In spite of extreme challenge, the energy and unstinting endeavours of the workers have empowered the organization to stay at the cutting edge of the Industry. The Company obtained consistent cooperation and unstinted help from the wholesalers, retailers, stockists, providers and others related with the Company as its stakeholders. The Directors wish to put on record their gratefulness for the equivalent and your Company will proceed in its undertaking to assemble and support solid connections with exchange, in light of commonality, regard and cooperation with one another and reliable with purchaser interest. The Company is likewise

dedicated to making an incentive for its partners by guaranteeing that its corporate activities have positive effect on the financial and natural development and advancement.

9. Research Methodologies

The research design chosen is descriptive in nature. The population of the study consists of employees working in TNPL of Karur district. Sample size was 113. The stratified random method of sampling was used for data collection. There was the pre tested questionnaires used as instrument for data collection. The questionnaires were framed by the researcher on the basis of Likert 5 point scale from strongly disagree to agree, where point-1 strongly disagree, 2disagree, 3 Neutral, 4 agree and 5 strongly agree. The ANOVA, chi square and SEM method were used as statistical tools for data analysis and hypothesis testing with the help of the SPSS version 20. The reliability of the questionnaires was evaluated through Cranach's Alpha which measures the internal constancy. Cranach's coefficient alpha is calculated for each dimension of variables to verify the internal reliability of all scales.

Null Hypothesis Formulated

H₀₁ – There is no relationship between Age of the respondents and Study variables viz. Time Management, Target Realization, Work Life Balance, Reward System, Work Place Flexibility, Increased Employee Efficiency and Employee Performance.

H₀₂ - There is no relationship between Experience and Monthly Income of the respondents.

H₀₃ – Time Management has no impact Employee Efficiency

H₀₄ – Target Realization has no influence on Employee Efficiency

H₀₅ – Reward System has negative impact on Employee Efficiency

H₀₆ – Work Life Balance has no influence on Employee Efficiency

H₀₇ – Work Place Flexibility has no impact on Employee Efficiency

H₀₈ – Employee Efficiency has no influence on Employee Performance

10. Data Analysis and Interpretation

Demographic Profile of the Respondents

From the table - 1, the demographic profile of the employees is inferred. From the collected sample 36% of the respondents are female and 77% are male. 28% of the employees are

under age group of below 30 years, 61.1% of the employees are between the age group of 31 - 40 years and 14.2% of them belong to above 41 years. 21.2% of them are getting salary less than 25000, 64.6% of the employees are getting salary in the range of 26,000 - 40,000 and 14.2% of them are getting above 41000. 28.3% of the respondents have the experience of below 5 years, 54% of them have the experience of 6 - 10 years and 17.7% of them are having more than 10 years.

TABLE - 1

Factors	Frequency	Percentage
Gender:		
Male	77	68.1
Female	36	31.9
Age:		
Below 30 Years	28	24.8
31 – 40 Years	69	61.1
Above 41 Years	16	14.2
Monthly Income:		
Below 25,000	24	21.2
26,000 – Rs. 40,000	73	64.6
Above 41,000	16	14.2
Experience:		
Below 5 Years	32	28.3
6 – 10 Years	61	54
Above 10 Years	20	17.7
Total	113	100

TABLE - 2**ONE WAY ANOVA BETWEEN AGE AND STUDY VARIABLES**

H₀₁ – There is no relationship between Age of the respondents and Study variables viz. Time Management, Target Realization, Work Life Balance, Reward System, Work Place Flexibility, Increased Employee Efficiency and Employee Performance.

Factors	F-value	Significant	Inference
Time Management	114.673	0.000	Rejected
Target Realization	4.203	0.017	Rejected
Work Life Balance	3.404	0.037	Rejected
Reward System	1.024	0.362	Accepted
Work Place Flexibility	2.850	0.062	Accepted
Increased Employee Efficiency	7.787	0.001	Rejected
Employee Performance	1.498	0.228	Accepted

***5% Significant Level**

Interpretation

There is no significant relationship between age factor and the study variables like Reward System, Workplace flexibility and Employee Performance. Thus null hypothesis is accepted.

Since the significant value is lesser than 5% level, the null Hypothesis is rejected for age factor and variables like Time Management, Target Realization, Work Life Balance and Employee Efficiency. Therefore it implies that age of the employees has significant variation in Time Management, Target Realization, Work Life Balance and Employee Efficiency.

CHI-SQUARE TEST

H₀₂ - There is no relationship between Experience and Monthly Income of the respondents

Table – 3

Factor	Value	Df	Symp. Sig. (2-sided)	Statistical Inference
Pearson Chi-Square	133.732 ^a	4	.000	$\chi^2=133.732^a$ Df = 4 P= .000 <0.05 *Significant at 5% level
Likelihood Ratio	126.823	4	.000	
Linear-by-Linear Association	76.031	1	.000	

N of Valid Cases	113			
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***Significant at 5% level**

Analysis:

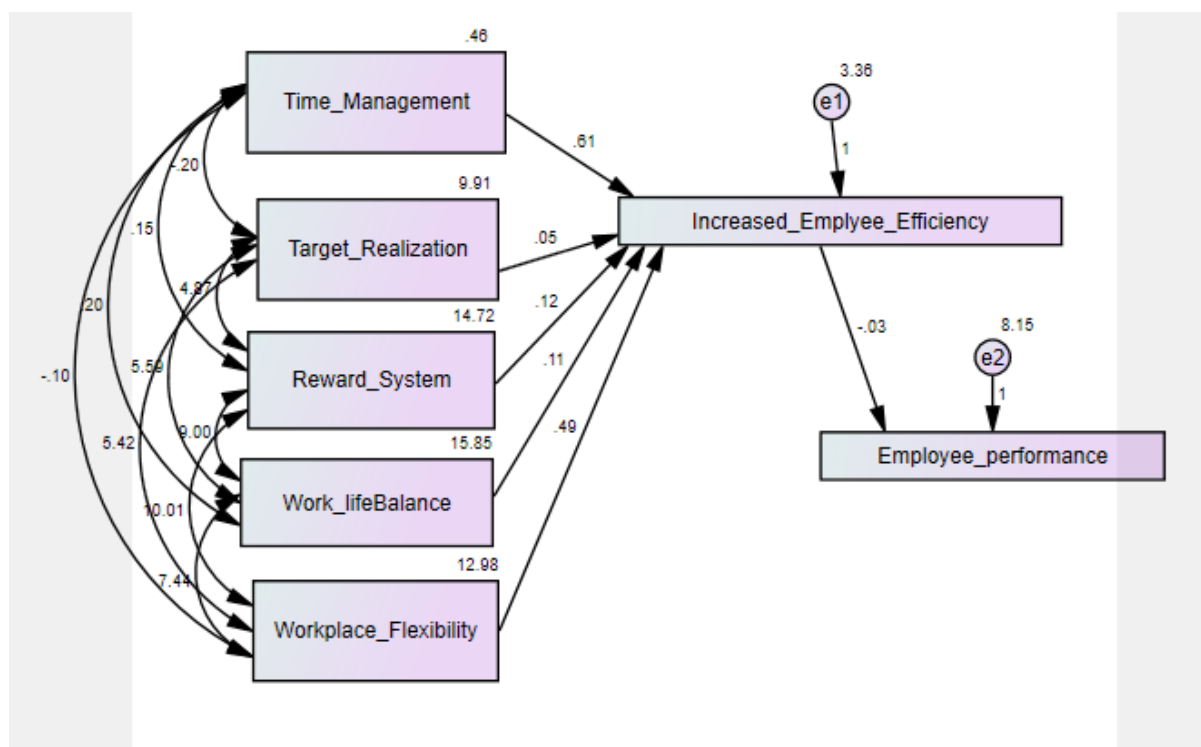
It can be seen from Table - 3 the P value is lesser than our chosen Significance at = 0.05 levels, the null hypothesis is rejected.

Discussion:

The value of Pearson Chi-square is 143.114, at 4 degrees of freedom and 5 per cent level of significance, therefore the Null Hypothesis “There is no relationship between Experience and Monthly Income of the respondents” is rejected; and it is concluded that there is an association between Experience and Monthly Income factors.

SEM Analysis

Figure – 1



Source – Primary Data

Table - 4

Results of Testing of Hypothesis

Variables Relationship	Estimation	SE	CR	P-Value
Employee Efficiency<--- Time Management	0.606	0.259	2.338	0.010
Employee Efficiency<--- Target Realization	0.047	0.065	0.725	0.468
Employee Efficiency<--- Reward System	0.122	0.070	1.736	0.082
Employee Efficiency<--- Work Life Balance	0.108	0.057	7.902	0.000
Employee Efficiency<--- Work Place Flexibility	0.487	0.074	6.624	0.000
Employee Performance<---Employee Efficiency	0.027	0.087	8.304	0.000

***Significant at 1% level**

Inference:

Hypothesis H₀₃ – Time Management has no impact Employee Efficiency

From the table – 4 it is shown that p- value is lesser than the significant value (0.01), thus null hypothesis is rejected. So, Time Management has positive influence on Employee Efficiency.

Hypothesis H₀₄ – Target Realization has no influence on Employee Efficiency

From the table – 4 it is shown that p- value is greater than the significant value (0.01), thus null hypothesis is accepted. So, Target Realization has negative influence on Employee Efficiency.

Hypothesis H₀₅ – Reward System has negative impact on Employee Efficiency

From the table – 4 it is shown that p- value is greater than the significant value (0.01), thus null hypothesis is accepted. So, Reward System has negative influence on Employee Efficiency.

Hypothesis H₀₆ – Work Life Balance has no influence on Employee Efficiency

From the table – 4 it is shown that p- value is lesser than the significant value (0.01), thus null hypothesis is rejected. So, Work Life Balance has positive influence on Employee Efficiency.

Hypothesis H₀₇ – Work Place Flexibility has no impact on Employee Efficiency

From the table – 4 it is shown that p- value is lesser than the significant value (0.01), thus null hypothesis is rejected. So, Work Place Flexibility has positive influence on Employee Efficiency.

Hypothesis H₀₈ – Employee Efficiency has no influence on Employee Performance

From the table – 4 it is shown that p- value is lesser than the significant value (0.01), thus null hypothesis is rejected. So, Employee Efficiency has positive influence on Employee Performance.

Result:

To evaluate the appropriateness of the overall model, the study assessed the measures representing the overall fit (CMIN /df=2.81), absolute goodness of fit (GFI = 0.990) incremental fit indices (CFI=0.993), Tucker Lewis index (TLI=0.971) and absolute badness of fit or root mean square error of approximation (RMSEA= 0.069). Though there is no universal digits for these SEM fit measure, guidelines can be taken from multiple literature to arrive at result. Based on literature it was found that, RMSEA can be ranging from 0.04 to 0.08, CMIN/df should be less than 3.0, GFI , CFI and TLI measures can be greater than 0.90, and RMSEA can be less than 0.08 preferably (Hu and Bentler, 1999; Malhotra, 2010; Hair et al. 2006; Gefen et al. 2000). Hence the above value shows the model is good fit.

11. Findings

- From the demographic profile of the employees is inferred. From the collected sample 36% of the respondents are female and 77% are male. 28% of the employees are under age group of below 30 years, 61.1% of the employees are between the age group of 31 - 40 years and 14.2% of them belong to above 41 years. 21.2% of them are getting salary less than 25000, 64.6% of the employees are getting salary in the range of 26,000 - 40,000 and 14.2% of them are getting above 41000. 28.3% of the respondents have the experience of below 5 years, 54% of them have the experience of 6 - 10 years and 17.7% of them are having more than 10 years.

- The value of Pearson Chi-square is 143.114, at 4 degrees of freedom and 5 per cent level of significance, therefore the Null Hypothesis “There is no relationship between Experience and Monthly Income of the respondents” is rejected; and it is concluded that there is an association between Experience and Monthly Income factors.
- ANOVA test shows that, there is no significant relationship between age factor and the study variables like Reward System, Workplace flexibility and Employee Performance. Thus null hypothesis is accepted. Since the significant value is lesser than 5% level, the null Hypothesis is rejected for age factor and variables like Time Management, Target Realization, Work Life Balance and Employee Efficiency. Therefore it implies that age of the employees has significant variation in Time Management, Target Realization, Work Life Balance and Employee Efficiency.
- From the SEM analysis, it is found that, to evaluate the appropriateness of the overall model, the study assessed the measures representing the overall fit (CMIN /df=2.81), absolute goodness of fit (GFI = 0.990) incremental fit indices (CFI=0.993), Tucker Lewis index (TLI=0.971) and absolute badness of fit or root mean square error of approximation (RMSEA= 0.069). Though there is no universal digits for these SEM fit measure, guidelines can be taken from multiple literature to arrive at result.

12. Limitation

- The constraint in Primary data collection is that the employees were not prepared to unveil the negative highlights of the organization
- This study is limited distinctly about the influence of stress management and employee's performance and other dimensions in stress management were excluded.
- Results of the investigation may not be summed up to different parts consequently as the investigation is destined to TNPL in Karur area.

13. Suggestion

- Employees ought to be made aware of contemplation as the most straightforward method for taking care of stress and furthermore unwinding by empowering group building which revives the body and mind thus improving performance.
- Emotional support from the management of the organization can diminish the job stress of the employees. The organization ought to improve the stress management

methodologies to diminish work stress. It improves the employees' commitment and decrease the rate of attrition of employees.

- The management of the organization under examination ought to make attention to the employees to empower them know about usage of stress management systems accessible in the association that can bring about improved performance.
- It is prescribed that flexible job schedules must be consolidated into human resource management techniques, policies and plan of TNPL to upgrade worker performance and responsibility that will build endurance.

14. Conclusion

Stress is at the focal point of various difficulties faced by an employee at the work place. It cannot be wiped out and subsequently the need to oversee it to guarantee productivity and adequacy of the work power. Organization ought to guarantee that their work condition is all together, jobs are defined to oblige employees and approaches that make for adaptability in work place ought to be established. The stress gives both great and terrible outcomes. Now and again stress improves the proficiency of employees just as organization however in some cases it causes a few issues for both the organizations as well as the employees. A large portion of the organizations are dealing with their employees and giving stress management techniques to lessen the stress level. Along these lines, it is important to realize the stress level of employees which helps the organization to distinguish the viable procedures to be executed so as to decrease the employees' overall stress.

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