FACTORS LEADING TO WORK STRESS AND ITS IMPACT ON EMPLOYEE PERFORMANCE – A CASE STUDY OF RELIANCE FRESH, INDIA

DUBLIN BUSINESS SCHOOL
MBA DISSERTATION

Submitted by: JAYADEV BABU DIVAKAR

Student Number: 1797496

Supervisor: MR.DAVID WALLACE

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March, 2015.
Declaration of Original Content

I JAYADEV BABU DIVAKAR hereby declare that this dissertation titled “Factors leading to work stress and its impact on employee performance – a case study of Reliance Fresh, India” carried out under the supervision of MR.DAVID WALLACE submitted to Dublin Business School has been composed solely by me and is the result of my personal and independent research and authorship. No work of third parties, other than those quoted or referenced has been used and has not been copied or plagiarized from any other research/dissertation and has not formed the basis for the award of any other diploma/degree for any other college/university.

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Abstract

In the field of business, Factors leading to work stress and its impact on employee performance is an important factor. The factors leading to work stress and its impact on employee performance is vital for any organisation to ensure its success and smooth functioning. Various studies have been done in the field of business, regarding the factors leading to work stress and its impact on employee performance. This research mainly focuses to find out the relationship between job satisfaction of employees and how it contributes factors leading to work stress and its impact on employee performance from India is selected as the organisation under study. From the total employees, 40 were selected as respondents for the study. Questionnaire method mainly used to gather the primary data. Secondary data from relevant resources have also effectively utilised in this research to reach valid theoretical findings and conclusions. Statistical and non statistical methods were used to analyse the gathered data. Graphs and pictorial representations were effectively utilised in the data analysis and presentation part. This research mainly involves 6 chapters, namely Introduction, Review of literature, Research Methodology, Data analysis and Findings, Conclusion and Reflection on personal learning. The first chapter gives an introduction to the research topic and the research objectives set to achieve. In the second chapter, various previous studies which are relevant to this research are analysed and discussed. Research methodology mainly includes the details regarding the methodologies used to conduct this research and the justification for the selected methods. The gathered data are analysed and findings formulated in the Data analysis and Finding chapter. The summarisation of the findings with the support of relevant parts from the review of literature, are discussed in that chapter. The final chapter mainly discusses about the learning style and skill developments of the researcher which he could gain through this research study process. Researcher believes that, the study could contribute some valid findings to the academic stream of managerial studies especially in the field of human resource management.
CHAPTER - ONE

INTRODUCTION
1 Introduction
The topic factors leading to work stress and its impact on employee performance with special reference to Reliance fresh is discussed here. The stores of this company deal with retail food, groceries, clothing and other retail services in entire India. This company has an organized hierarchy with planned events of its products and services. One can find large number of employees in every store who are rigorously working at day/night shifts. As the customer flow for this company is regular, every employee requires working continuously without taking any extra time for rest. Therefore, the researcher brought up the aim of figuring out stress levels in Reliance Fresh and the methods of managing it by company. Later, the researcher shall inspect different working conditions of Reliance Fresh Company that causes stress among the employees. There will be recommendation too according to the findings of the research.

It has been noted that there is confusion between pressure and stress and hence it is used to excuse bad management practice. Stress begins in a wide range of work environment thus it is often made worse when employees feel that they have no support from higher authority and colleagues, and find it to control over work processes.

Research shows that the many of the stressful type of work is that which demands excessive pressures that are not compatible to workers’ knowledge and abilities, because there is no opportunity to practice any choice or control, and there is no support from others. Work-related stress can be caused by not properly managed work organisation, by not properly managed work design, poor management; working flocks are not happy with conditions, and less of support from colleagues and supervisors.

1.1 Research Background

Naturale (2007) states that stress is one situation when an individual reacts to or faces something different to a new opportunity, the restraints and the effort that needs to be put in according to the demand. This situation of stress can also be argued as a powerful condition
where the apparent outcome and the preferred outcome both are equally important and unknown at same time. However, researchers have carefully observed stress, and have figured out that the condition of stress or the single term ‘stress’ can either excite pressure or may create tension which in turn might be damaging. If the condition of stress is totally unpleasant, it may turn into negativity and may throw a negative crash on the person; this situation is commonly termed as distressed.

When the stress is discussed especially with respect to production or manufacturing, it will directly affect the production of work directly resulting in low amount of output for the company. In companies such as Reliance Fresh, the work force is quite large, and here the organization gives much concern to quality of work. In addition, the employees should take care and closely have a look at their absenteeism levels. If it is observed that absenteeism percent is too high, it implies that it is somewhere associated with stress condition. It is one of the important aspects for a company as the output and productivity levels play a vital role to check the stress level of employees, as these create non productivity and inefficiency. This will be a not-so-good situation for the company as well as the employees too. According to a survey made by Smith, Segal and Jaffe (2007), the above statement is confirmed for the survey. When the stress, depression or anxiety is associated with work, then there will be 13.5 million loss of working days, this is according to a self-report survey by labour force in India. This finds a fact that it is necessary for a manager to manage the welfare of employees directly, and ensure that there is continuous workflow without any kind of sick leaves or absenteeism levels on chart.

In their observations, Tanova and Holtom (2008) found that in large number of meta-analysis which can determine the reasons of employee turnover and employee attritions, and found universal agreement could be reached about the determinants of the both as work stress. It has been discovered, though generally, that employee attitude and their job satisfaction alone cannot explain the reasons of employees stress. In their study two types of stress results have been referred to, one is physical stress and the other is mental.

It is assumed by the author that a rational employee who remains affected by the external factors comes under the ‘stress’; whereas voluntary poor behaviour of the employee that encompasses attributable factors like poor organizational commitment, lack of motivation, less job satisfaction and low job involvement come under the category of extreme stress position.
Hallmarks of Retention Superstars, n.d. in their attempt in ‘Pockets of Success’ experienced the outcome of an organization about this application harbouring through some of the past research findings which are still remaining as widely debated matter, while being criticized because of its failure to work in other places. It is a matter of discussion that different industries must not adopt same approach for tackling employee stress issues.

Therefore, it is clear that every company no matter the size is can be seriously affected by stress issues. Leading companies like Reliance Fresh who have good value related with production and quality having good behaviour and ethics should find methods and perform whatever is possible through management side and prevent stress situation. Furthermore, they should even see that the absenteeism levels are low as possible, otherwise it becomes big issues as more the stress, the more will be the absenteeism, which in turn will cause low self-esteem in employees thereby affecting the employee productivity and of course the needed outcome too. One can find stress factors in several issues and areas that help the company to develop through various kinds of sectors. The impact levels of stress will depend on several factors, the two main are personal and psychology characteristics of an individual. Each company makes use its own stress management program according to its convenience. Nevertheless, the research is less apparent about stress management in store chains or retail supermarkets like Reliance Fresh. Hence, one need to review stress factor carefully associated with the company, and should put in different methods to manage stress of the employees.

1.2 Organisational background

Reliance Fresh is one project designed by Reliance group in India. The stores of this company deal with retail food, groceries, clothing and other retail services in entire India. This company has an organized hierarchy with planned events of its products and services. One can find large number of employees in every store who are rigorously working at day/night shifts. As the customer flow for this company is regular, every employee requires working continuously without taking any extra time for rest. Therefore, the researcher brought up the aim of figuring out stress levels in Reliance Fresh and the methods of managing it by company. Later, the researcher shall inspect different working conditions of Reliance Fresh Company that causes stress among the employees. There will be recommendation too according to the findings of the research.
1.3 **Reason for the selection of the topic**

The reason for selection the topic factors leading to Work-related stress can be represented as individual dealt with strange working scenario with work demands and pressures which cannot be compromised based on their knowledge and abilities, and it will of course affect the performance of the employee.

Pressure can be seen as acceptable by an individual, and it can make the individual alert, keep motivated, and even help them learn. It completely depends as the available resources and personal characteristics matters. However, when these kinds of pressure become unmanageable it leads to stress. It is quite unfortunate that pressure at the workplace cannot be avoided due to the demands of the contemporary modern work environment. Stress can destroy an employees' health and the business performance.

It has been noted that there is confusion between pressure and stress and hence it is used to excuse bad management practice. Stress begins in a wide range of work environment thus it is often made worse when employees feel that they have no support from higher authority and colleagues, and find it to control over work processes.

Research shows that the many of the stressful type of work is that which demands excessive pressures that are not compatible to workers’ knowledge and abilities, because there is no opportunity to practice any choice or control, and there is no support from others. Work-related stress can be caused by not properly managed work organisation, by not properly managed work design, poor management; working flocks are not happy with conditions, and less of support from colleagues and supervisors.

There is a situation where employees cannot avoid experience work-related stress. Control can be exercised over their work and the way they do it as they support is received from supervisors and colleagues. The involvement in machining the decision that concerns their jobs is provided. Demands and pressures of work are tested to their knowledge and abilities.

1.4 **Aim of the study**

The aim of the study is to understand the Factors leading to work stress and its impact on employee performance in the Reliance fresh in India.
1.5 Research Objectives

There are several objectives of the research which are mentioned below.

- To investigate factors that leads to work stress among employees of Reliance Fresh
- To assess the mental and physical dangers and impact of stress on employees of Reliance Fresh
- To identify the impact of stress on employees performance at Reliance Fresh
- To assess the overall impact of work stress on organizational productivity
- To make recommendations about stress management to Reliance Fresh for future considerations

1.6 Study on the Scope of the Research

This research lays its critical reviews on factors which contribute to stress and stress management in Reliance Fresh. Any working condition which is leading to stress in this company will be analyzed through this research.

The study and research which is conducted over stress at the work place is not only essential, but is interesting too. This case study will help researched to identify various aspects causing stress, its signs and methods to control the stress levels. It is definitely not difficult to figure out the problem which is causing stress and the ways of solving it. Each company should itself find solutions and try to come out with more alternatives of getting rid of them. When the work place is flexible enough, it can help the employees to come out of any sort of stress which they are facing. It is important for any individual to get away from the problems causing stress and find solutions as these are quite damaging to employee in terms of physical and psychological levels. In addition to this, this stress can badly affect the work culture, quality, production and also the result of the company. Therefore, this research will give positive assistance to future researchers and retail chains based on the findings, interviews and surveys relevant to stress at Reliance Fresh.

1.7 Structure of the dissertation

The structure of this study is as follows.

Chapter 1 introduction: In this chapter the leaner, discuss about the introduction to the selected subject, meaning and the definition of the selected concept. Background of the
selected research, description about the chosen organization, aim and the objectives of the research is included.

Chapter 2 review of literature: in this chapter the researcher read and collected, literature regarding the selected subject.

Chapter 3 Research methodology: in this chapter discuss about the methodology adopted for carry out this study. This chapter explained with the help of the research onion

Chapter 4 Data analysis and findings: in this chapter the collected data, analyzed with the help of the various tools and techniques.

Chapter 5 conclusion: in this chapter the leaner conclude the study with the help of subsequent findings

Chapter 6 Reflective learning summary: in this chapter the leaner explains the skills and techniques achieved through this study.
CHAPTER TWO
LITERATURE REVIEW
2. Literature Review

The meaning of the stress at work place and how it is being managed along with other literature review relevant to this is defined and presented in this chapter. Definition of work related stress with special reference to World Health Organization(WHO), Models of stress, its Demand control model, Person Environment Fit, Effort reward and finally Causes of Stress are at the work place are also described.

2.1 Definitions of work related stress

According to the current World Health Organization’s (WHO) definition, occupational or work-related stress "is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope."

HSE's formal definition of work related stress is:
"The adverse reaction people have to excessive pressures or other types of demand placed on them at work."

According to Steve, (2011) stress is resulted as a reaction of an employee when certain demands, pressures and professional aspects have to be faced at the work place which does not match their knowledge levels there by posing a challenge and threat to the capabilities of the employee which in turn would create a struggle for existence in terms of being employed in a place.

According to Jaffe, Smith and Segal, (2007) different professional context also creates stress conditions to the employees at the work place. When the employee feels that he / she is not being supported by their managers / leaders or colleagues when they don’t have control over the work they do or the lack in the knowledge of competing a task that would match the
requirement that would meet the requirements of the given task and the constraints that they will have to face in doing so.

2.1.1 Healthy job

Any job can be said to be healthy when it is likely to be appropriate in relation to their abilities and resources, and the amount of control it will have on their job. Hence it can get support people who matter to them. A work environment can be said to be healthy if it is one in which individual have made health an important factor in their working environment. Therefore it may include continuous and consistent assessment of risks to health, the provision of proper information and training on health issues and to provide and avail of health promoting organisational support practices and structures. Since health is not only a state where there is no sickness or infirmity but a positive state of complete physical, mental and social well-being (WHO, 1986), a working environment is one in which there is not only an absence of harmful conditions but an abundance of health-promoting ones.

2.1.2 Work-related stress

Work-related stress can be represented as individual dealt with strange working scenario with work demands and pressures which cannot be compromised based on their knowledge and abilities.

Pressure can be seen as acceptable by an individual, and it can make the individual alert, keep motivated, and even help them learn. It completely depends as the available resources and personal characteristics matters. However, when these kinds of pressure become unmanageable it leads to stress. It is quite unfortunate that pressure at the workplace cannot be avoided due to the demands of the contemporary modern work environment. Stress can destroy an employees' health and the business performance.

It has been noted that there is confusion between pressure and stress and hence it is used to excuse bad management practice. Stress begins in a wide range of work environment thus it is often made worse when employees feel that they have no support from higher authority and colleagues, and find it to control over work processes.
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2.1.3 Stress-related hazards at work

Stress related hazards at workplace can be explained into work content and work context.

*Work contents* includes - working hours will include strict or inflexible, long and unsocial, unpredictable, badly designed shift systems - Participation and control can be explained as no involvement in decision-making, pace, hours, methods, and the work environment.- job content that is to say similar work repeated, under-stimulation, meaningless of tasks, lack of variety, etc. - work load and work pace include either more or less work, work under time compulsion, etc.

*Work context* includes – It includes job insecurity like career development, status and pay. Very little promotion opportunities, work of ‘low social value’, piece rate payment schemes, inadequate evaluation systems - The culture of the organization can be seen from improper communication, improper leadership, negative behaviour, structures and strategies - work-life balance can be seen from the conflicting demands of work and home, very less support for domestic problems at work. -Role in the organization can be expressed as unclear role, conflicting roles, interpersonal relationships also expressed as improper, unsupportive supervision, indecent relationship with employees, harassment and violence, etc –The culture of the organization can be seen from improper communication, improper leadership, negative behaviour, structures and strategies - work-life balance can be seen from the conflicting demands of work and home, very less support for domestic problems at work.
2.1.4 Work-related stress: scientific evidence-base of risk factors, prevention and cost

Work-related stress is still a developing concept but it is reality, although the topic is covered in hundreds of papers published every year. The concept is focus on the main evidence of risk factors taken from the existing research, as concerns in particular work-related stress interventions and related costs. It is being noted that presentation will provide an outlook to the wider knowledge we already have.

2.1.5 Recognition and respect at work: a fundamental human need

Being respected and appreciated is the most important human need. Therefore, individual will have to take greater pain and effort for acceptance and approval. Current research in the field of occupational health psychology explains as stressful experiences are connected to being offended – for example by being offended by social avoidance, social conflict, and improper job task. These kinds of experiences of being treated in an unfair manner will enable any kind of Offence to individual, thus, it may have quite far reaching effect in terms of health and well-being. Similarly being appreciated is one of the need for human being and increases motivation and satisfaction.

2.1.6 Work organization and stress

Work stress is getting affected to person’s psychological and physical, health as well as organization's effectiveness, in a very disasters manner. Research shows that employers, managers and trade union representatives are part the organization hence they cannot be deprived of the stress. Proper initiative to educate on the management of work stress should be done form both side that is management and workfolks should join hands. A special attention should be given to the nature of the stress at work, the causes and effects of stress, as well as prevention strategies and risk assessment and management methods.

2.2 Models of stress

The various models of stress will include the demand control model with special reference to Karasek, which explains of occupational stress in the job culture. Secondly, Person Environment Fit defines as the degree to which individual and environmental characteristic matches. Finally, Effort Reward Imbalance will aim at understanding the contribution of social and psychological factors to human health and illness.
2.2.1 Demand Control Model

Karasek’s demand-control model of occupational stress has made a lot of impact on the job culture and occupational health literature; in fact it is quite spare, practical and testable. (Jones & Bright, 2001). In Karasek’s demand control model, stress at the workplace is a function which indicates how demanding a person’s job is and how much control (discretion, authority or decision latitude etc.) Employees are over their own responsibilities. This creates four kinds of jobs: passive, active, low strain and high strain.

Reaction time required things like pace of work, amount of work performed under pressure, degree of concentration required, and the slowing down of work caused by the need to wait for others. A Job demand indicates a kind of psychological stressors in the workplace. These include factors such as: time pressures, interruption rate, burnouts, and conflicting demands. Decision authority explains both the employee’s capacity to make decisions about the employees’ interested job. They have a higher role of explaining their ability to influence their own work team and more general company policies. It consists of either skill discretion or decision authority. Skill discretion explains how the degree to which the job involves a variety of tasks, low levels of members, time for opportunities and creativity to understand and design new methods.

At times Decision latitude will have an impact on employees’ control over their tasks and how those tasks are executed successfully. Combining the dimensions of strain and latitude provides us with four stress categories for jobs, as follows:

*P – High Strain Jobs (Low Latitude, High Strain)*: Usually there is scope for the producers enjoy levels of strain that people with other dominant styles would find excessive. Of all the styles, they are most likely to thrive in high strain jobs. High strain job have the tendency to produce strain levels high by taking more on without seeking additional latitude, partly because of their interest towards of challenge and their intention to enjoy individual mastery experiences, and in fact they may tend to approach to responsibility ascription, this can cause them to think beyond opportunities to ask for more latitude.

*A – Passive Jobs (Low Latitude, Low Strain)*: Passivity that derives from the job being either irrelevant or unimportant will not be satisfying. The goal state of Administration will be reached, and maintaining that peace will be a pleasure. However the style of the administrative will always manage disruptions by putting processes into place that can adjust
with all contingencies and that can carry the vital variables of the organization, not allowing them form disruption. It has been noted that the passivity of a job derive from successfully prediction disruptions, then that passivity has the possibility of satisfying to an Administrator. When latitude is reduced by following a procedure to continue smoothly with less amount of strain, then an Administrator will find as evidence of success.

*E* – *Active Jobs (High Latitude, High Strain)*: E is shown by great aspiration and hence there is no fear in disruptions of the current status. Hence forth strain is a continual consequence of E kind of work. In fact employees have many survival measures available to them to reduce the strain. In the described PAEI methods, it is E that usually thrives in active situations. E needs great flexibility and latitude both to encourage the people and boost the situation. The active mode always matches the mode in which E naturally works. It has been very much evident that active jobs are not resulted as stressful in Karasek’s typology.

*I* – *Low Strain Jobs (High Latitude, Low Strain)*: Research results shows that employees will have a lot of authority relative to their strain levels, hence it is assumed that when they participate more in the definition and management of tasks than in other, more stressful working environments is resulted. Karasek’s model was very much useful thus it is extended in various ways. The combination of high levels of latitude with low levels of strain indicates that social processes are very significant in the low strain job.

### 2.2.2 Person–environment fit

Person–environment fit (P–E fit) is used to explain how the individual and environment can match (French, Caplan, & Harrison, 1982). Hence its important implications in the workplace, person–environment fit have maintained a continuous position in Industrial and organizational psychology and such fields. Person characteristics may include an person’s physical needs, values, goals, abilities, or character, while environmental characteristics could include intrinsic and extrinsic rewards, need of a job or role, cultural values, or behaviour of other individuals and collectives in the individual's social environment (French et al., 1982).

Person–environment fit can be described as a specific type of individual–situation interaction that includes the similarity among the corresponding individual and environment dimensions (Caplan, 1987; French, Rodgers, & Cobb, 1974). This is not recognized to the fact that
person–environment fit coincide a number of subsets, such as person–supervisor fit and person–job fit, which are conceptually distinct from one another. However, it is generally assumed that person–environment fit succeeds to positive outcomes, such as efficiency, performance, and overall. Even when person–situation interactions as they connect to fit have been discussed in the scientific literature for decades, the area has yet to reach consensus on how to depict and put them in practice person–environment fit.

2.2.2.1 Domains

A) Person–organization fit

Person–organization fit (P–O fit) is the widely studied area of person–environment fit. The concept is explained by Kristof (1996). He says, "the compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, (b) they share similar fundamental characteristics, or (c) both”. The high facet of person–organization fit, which indicate successive and shared values among fellow-workers. This can changed to higher levels of trust and a shared understanding of corporate community (Boone & Hartog, 2011). These higher levels of trust would in turn reap benefits for the industry itself, including reduced benefit, increased personal behaviours, and organizational involvement (Andrews et al., 2010; Gregory et al., 2010). The attraction–selection–attrition theory says that people are attracted to and find work for organizations where they perceive high levels of person–organization fit (Gregory et al., 2010). A strong person–organization fit will lead to successive turnover and increased organizational personal attitude (Andrews, Baker, & Hunt, 2010)

B) Person–job fit

Person–job fit, or P–J fit, describes to the coincides between a person’s behaviour and those of an intended job (Kristof-Brown & Guay, 2011). Another perspective has been the invented for person–job fit. The hidden of indirect models of job satisfaction and stress that indicate on employees’ needs and willingness which says supplies provided by their job (Locke, 1969, 1976).
C) Person–group fit

Person–group fit, or P–G fit, is a comparatively latest issue with respect to person–environment fit. Although person–group fit is so new, few research has been done to show how the psychological coincides between fellow-workers influences persons output in group situations. Nevertheless, a study by Boone & Hartog(2011) revealed that person–group fit is very much connected to group-oriented outcomes like fellow-worker satisfaction and sense of at home.

D) Person–person fit

Person–person fit is depicted as the fit between an person's environment needs and those preferences of others. It felicitate to the similarity-attraction hypothesis which describes people are chosen to similar others based on their thoughts, behaviours, and thinking pattern (Van Vianen, 2000). The most understood areas are mentors, supervisors and inferior or even candidates and placement team. Research indicates that person–supervisor fit is very much connected to supervisor-oriented outcomes like supervisor satisfaction (Boone & Hartog, 2011).

2.2.2.2 Assessing fit

A) Direct measures

Direct measures which show the adaptability between the person and the situation can be evaluated either directly or indirectly. It completely depends on the measure. These measures of perceived fit are exactly put into practice when person-environment fit is conceptualized as general compatibility. These measures involve a person to inform the fit that they feel exists. Examples of questions in direct measures are “How well do you feel that fit in the organization?” or “How well your ability and talents are for the requirements of your job?” Here few hypotheses are made such that individuals assess P and E characteristics and then determine how compatible they are. Even when these predictions can be are highly related to job attitudes (Yang et al., 2008), they have been not properly valued because they conform to the independent factors of the individual and the situation with their combined understanding and they exactly understand the psychological process by which individual compromise to the environment (Edwards, Cable, Williamson, Lambert, & Shipp, 2006).
B) Indirect measures
This measure is used to evaluate the individual and environment separately. These measures are for the evaluation and indicating to evaluate the individual and environment. They can be used as an algebraic, absolute, or squared difference score, or are understood to assess the effects of fit not evaluating a difference points (Edwards, 1991; Kristof-Brown et al., 2005). Behaviour of the individual is usually measured through self-evaluation although behaviour of the environment can be informed by the individual or by people nearby in the person's environment. French et al. (1974, 1982) separated subjective fit, are shown as the match between P and E as they understand by the individuals, from the objective fit, again it is the match between P and E as different from the person's angle.

C) Difference Scores and Profile Correlation
The information using indirect measures of the person and environment typically utilized as personalized fit by jointly using the measures into a single index indicating the distinguishing factor among the person and environment (Edwards, 1991; Kristof-Brown et al., 2005). In fact their hidden nature, separate values are plagued with many concepts and methodological problems, for example less reliability, ambiguity, perceived effects, constraints, and lowering an inherently three-dimensional relationship between the individual, the behaviour, and the results to two dimensions (Cronbach, 1958; Edwards, 1994; Johns, 1981). These problems indicate the evaluation of the exact results of person-environment fit studies that depends on separate values. There are problems apply to studies that operationalize fit using profile which look like indices that conform to the person and environment on multiple perspective (Edwards, 1993).

D) Polynomial regression
There are various scores and profile similarity indices can be avoided by using polynomial regression (Edwards, 1994, 2002; Edwards & Parry, 1993). They measures of the individual and the given environment as relevant higher-order terms that can be as joint predictors. Along with these regression techniques it is also avoiding problems with difference scores, polynomial regression helps for the improvement and testing of hypotheses that go higher the simple functions connected by separate values (Edwards & Shipp, 2007). The equation of polynomial regression is used with person-environment fit. They can be expressed as follows:

\[ Z = b_0 + b_1E + b_2P + b_3E^2 + b_4EP + b_5P^2 + e \]
In the given notation, P represents the person, E represents the environment, and Z is the outcome (e.g., satisfaction, well-being, performance). By retaining E, P, and Z as differentiate the variables and all the results from polynomial regression equations are converted into three-dimensional surfaces, whose properties can be evaluated by procedures set forth by Edwards and Parry (1993; see also Edwards, 2002).

Research work have been done using the polynomial regression, shows the results the restrictive assumptions hidden discrete values are usually not taken. The results of this methods have provided a foundation for developing fit hypotheses that are more refined than those considered in prior research, They indicates if the effects of misfit are continuous and whether outcomes depend on the permanent levels of the person. The relationship of the person and environment result can be not compatible here.

### 2.2.2.3 Contributing theories

**A) Supplementary fit**

Supplementary fit describes to the similarity among characteristics of a person and behaviour of the environment, or other persons among the environment (Kristof, 1996; Muchinsky & Monahan, 1987). Based on adaptability that derives from similarity (Kristof-Brown & Guay, 2011), a person fits into some environmental condition as they supplements, conforms, or possesses characteristics that are like to similar kind of individuals in the environment (Kristof-Brown & Guay, 2011)

**B) Complementary fit**

Complementary fit happens if a person’s characteristics "make whole" the environment or complete what is missing (Kristof, 1996; Muchinsky & Monahan, 1987). At a point of individuals and environments complement one another by confronting each other’s needs, just as an environment gives opportunities for achievement that are coincides with the individuals’ necessity for attaining individual with exceptional problem solving skills is in an environment that is in turmoil (Beasley et al., 2012). Piasentin and Chapman (2006) says that only a very little part of the workforce perceive fit because of the complementarities when many feel fit as supplementary (outcome from being same to others). Journal of occupational and organizational psychology, 80 (2), 341-354.
2.2.3 Effort Reward imbalance

The understanding on effort-reward imbalance and health is part of a larger scientific program that aims at understanding the contribution of all the factors to human health and illness. To be very frank, protective and damaging effects on health produced by individuals’ behaviours, cognitions and emotions through core social roles in adult life (work role, civic roles, family roles etc.) are valued using a specific theoretical and methodological approach.

This Effort Reward Imbalance approach is aimed at the notion of social response, a basic principle of interpersonal behaviour and an ‘evolutionary old’ grammar of social exchange. Social reciprocity is developed by mutual supportive investments based on the assumption of return expectancy where efforts are equalized by respective rewards. Reciprocity that is supposed to fail results a violation of this norm elicits strong negative emotions and sustained stress responses because it threatens this fundamental principle.

The model of effort-reward imbalance (ERI) assumes that failed may be spent on low rewards is acquired upon emotions and sustained stress responses in exposed people. Similarly, positive motions evoked by appropriate social rewards support holistic development of a person.

According to the model, effort at work is spent as part of a social contract that reciprocates effort by adequate reward. Rewards are distributed by three transmitter systems: money, esteem, and career opportunities including job security. Each one of these components of work-related rewards was shown to matter for health.

The model of ERI at work mentions that an imbalance among high effort and low reward is sustained under the following conditions:

1. Employees have no choice of alternative workplaces or work terms are not defined.

2. Employees can be adhere to this imbalance for various reasons (this strategy is usually accepted because to improve future work prospects by anticipatory investments);
3. The experience of ‘high cost / low gain’ at work is usually with the one who exhibit an exact motivational pattern of prototyping with demands a nature by excessive work-related commitment. Overcommitted Employees can suffer from inappropriate views of demands and of their own coping resources more often than their less involved colleagues, because perceptual change of work prevents them from exactly assessing cost-gain relations.

2.3 Causes of Stress
There are various ways how the human efficiency in brought low, one of the reasons is stress. Different kinds of stress at different point of time will have lots of impact of how it can decrease human capacity of workflow in any organization. Here we make an attempt to understand various stresses in various environment and circumstances.

2.3.1 Work overload
Symptoms such as headaches, stomach complaints and difficulties sleeping are caused by work overload and it can lead to physical and emotional exhaustion. It seen that the symptoms of work overload in people. It results when they become inflexible and when they think that they are physically having a problem. Whenever people have work overload they can be shown with these signs like over sleepy, they become ill, not interested in anything as a result intellectual calibre will suffer.

2.3.2 Work under load
Work under load is the extreme opposite of burnout, however it can affect with the effects can be just as marked. A dull, continuous, not benefitting job with no results can quickly lead to boredom. Left unchecked, apathy sets in and productivity slows. These kinds of jobs can become highly stressful because there is no outlet other than keep on doing. In extreme case workers may even resort to minor acts of sabotage that can negatively affect others

2.3.3 Fear
Those people who fear job loss at the unexpected times may find themselves turning up earlier than usual for work, taking shorter breaks, they may even stay longer and volunteering for extra work. It is an attempt to show dedication and increase their profile so that they may not lose the job. It is seen that they may refuse to take a day off sick, even when it is needed.
2.3.4 Workaholic
The people who are addicted to work are known as workaholics. For them the work often
dominates all other considerations, which includes relationships, family and friends. Even
some workaholics get a buzz from work. There are people use works to deflect attention from
deeper issues such as depression, troubled relationships, and fear of job loss or of losing
personal control in the present world. There are masked issues can accumulate and lead to
illness due to workaholic

2.3.5 Technology
The time since the advancement of technology, work follows thorough email, texts and social
media. There are people have found ways to separate personal life and work life. But
increasingly, there is a tendency that employees need to be available to meet the needs of
work when necessary. The stress of work technology is a relatively new feature because we
need the technology and we find it difficult keep a balances and its one that is fuelling
debates over how it affects our quality of life

2.3.6 Workplace bullying
It is one of the difficult areas where people at workplace bullying can include rudeness,
gossiping, giving impossible deadlines, ageist or sexist comments and more. There are times
when we are polite, we try to be helpful, and we try to give back. But, it is not everyone has
this agenda. The effects of bullying are so harmful some experts claim they are worse than
sexual harassment.

2.3.7 Signs
Signs of work-related stress can differ and they can tend to vary because of the type of work
involved and lifestyles out of work. The normal signs are likely to include the need to work
longer hours so that we need to survive. A sense that there is never enough time. There’s little
or no time for relaxation during work hours.

2.3.8 Symptoms of Stress
Psychological symptoms include inability to concentrate, at times loss of motivation and a
lack of commitment to work when it is required. There is a tendency to become more
sensitive emotionally in an unwanted times. Symptoms of stress will include exactly back
pain, vomiting, and stomach problems and even sleeplessness. Eating and sleeping patterns may change when the stress increases, and alcohol or drug use may increase in these persons.

2.3.9 aggressive management style

People who think they are assertive are really acting aggressively. The mistake is often accidental. In reality, these kinds of people are simply trying to get their needs met, but there is a huge gap separates the two behaviours and a mix-up can bring unintended consequences in his/her own life.

Non-assertiveness is usually polite (considerate of other people's perspectives), but not firm - that is, to say they are unwilling to stand up for one's own needs. Non-assertive people need to understand the differences between assertiveness and aggressiveness because the time they think that they are something in reality they are not so that when they do step forward to get their needs met they don't go overboard and step on everyone else.

2.3.10 Psychological Support

Employees that feel they have psychological support hence they have greater job attachment, job commitment, job satisfaction, job involvement, positive work moods, thus they feel to or desire to remain with the organization, organizational citizenship behaviours and job performance.

2.3.11 Organizational Culture

In any organization a workplace evolved by mutual trust, sincerity and openness. Culture of the Organizational is a basic assumptions held by a particular group. They can understand of a mix of values, meanings and expectations where each individual can have in general. High regard for the profit is always considered as acceptable pattern among the members and how to come to a proper solution.

Trust among the members of the organization is necessary. Trust is a predictor of cooperative behaviour, organizational citizenship behaviours and they can be seen from different angle, commitment toward the organizational, and loyalty towards employee. Any organization that has a health-focused culture that usually will enhances employees over all well-being, job satisfaction and organizational commitment, which helps to retain and attract employees in any organization for that matter. The culture which is usually known as work culture with social support and also enhances employee well-being by providing a positive boost.
environment for employees who may be experiencing psychological conditions such as depression and anxiety due to over work or due to any other issues.

### 2.3.12 Civility and Respect

A civil and respectful workplace is the one with greater job satisfaction, fair perceptions of fairness, very much positive attitude, high morality, teamwork, interest in personal development, engagement in problem resolution, enhanced supervisor-staff relationships. Organizations developed by civility and respect create a positive atmosphere among the people marked by high spirits and work satisfaction is being seen. This allows people to enjoy the environment, whether they are staff, clients or customers.

### 2.3.13 Growth & Development

The workplace where encouragement and support is given in the development of their interpersonal, emotional and job areas. This type of workplace provides a better chance for employees to build their calibre of competencies. It helps employees with their current jobs as well as prepares them for possible future positions even at the point of termination. Employee development can boost goal commitment, organizational commitment and job satisfaction in the present scenarios. Employees should feel that organizations care for them when the organization supports growth and development in all these needs. Skill acquisition, acquiring the right people and career development directly enhances employee well-being. It is important to ensure that opportunities go beyond learning specific technical skills, and also include opportunities to learn personal and interpersonal skills that are essential to successfully caring for oneself and relating to others in the industry environment.

### 2.3.14 Time pressure

Time Pressure at the workplace is unavoidable because to the demands of the modern work environment. There is always the pressure which acceptable by an individual, may even keep workers alert, motivated, able to work and learn, depending on the available resources and personal behaviours. Hence, when that pressure becomes extreme it leads to stress which can also be said as time pressure. Stress can damage an employees' health, family relation and the performance in his/her job.
2.3.15 Unrealistic Deadlines

Unrealistic Deadlines creates more stress and as result incomplete tasks are piled up every day. This situation is occurs when the group leader does not have any idea how to do it. How to arrange the timeline for a particular job task. Failure of a particular task is the important issue faced here.

2.3.16 Stress and Job insecurity

A trend in increased number of perceived job insecurity has been noticed in those organizations where downsizing and restructuring were taken as the measures. The extreme negative impact was seen not only in the blue colour job, even the graduate to professional level jobs was also affected. In the former times many of the employees were the young males engaged in the blue-collar jobs. As on date, white-collar workers with higher pay are positioned at the peak of their careers, but the situation has changed the old and the young in present an entity were the main victims of the retrenchments due to job insecurity or dearth of job.

2.3.17 working hours and stress

In an environment where downsizing and restructuring, many organizations have increased the number of working hours, apart from that, certain jobs need long working hours and it affect the betterment of the employees. The common stressors, shift work are one of them, that causing mental efficiency, blood temperature, metabolic rate, work motivation and blood sugar level. Coronary heart diseases are caused by the employees engaged for long hours as the compulsion of extended shifts.

Extreme fatigue, sleeplessness among workers is observed because of varying working shifts. In many a times workers falling asleep during night working hours; which is not only dangerous, they are fatal too. There is risk which is observed in the 2nd half of the night shift because of lowest possible alertness is seen among the workers during this period.

There can be fortunate or unfortunate in the flexible working hours. The fortunate are increased job enrichment, lower stress levels, morale and autonomy, tardiness and reduced absenteeism, productivity and improved job satisfaction. The unfortunate with this are problems with work co-ordination and scheduling, increase costs, differing work hours can hinder the life of the employee and finally changes in the culture of the organization.
2.3.18 Control at work and stress

Perceived control means, within the working environment, the extent within which the individuals are free to take their decisions about the way of accomplishing their tasks or reaching to their set goals. The employees who are well known of being controlled are willing to have more responsibilities and remain continuously motivated towards their work related responsibilities. Sometimes pertain to task, decision, resource and physical control. Some more controls have been included in recent times; they are method control and timing control, organizational and resource control and task control. Most of the researches have been differentiating between the “desire for control” and “being in control”. There are situation feared by the employees, who additionally remain open from the time of announcement of acquisition of combining and it is much before the real change taking place.

2.3.19 Psychological problems

It has been noted that physical health is impacted by stress and that has medical implications. Stress can even causes psychological problems and it is equally important as the employees’ daily performance in his assigned job task. It is connection with psychological problems the reactions of which are changes of attitude, feelings of helplessness, anger, nervous, tension, and boredom.

The impact of the stress by the individuals by demonstrating aggressive acts such as interpersonal reaction, arrogance and complaints (Spector & Chen, 1992: 181). The organizational downsizing the imminent impact is on job security and which in turn exhibits reactions of stress, anger, anxiety, insecurity etc. (Burke & Greenglas, 2001: 3). According to McGrath in Luthans, (2002: 413) psychological problems have got a stress impact linked and affect job performance. Burke & Greenglas, (2001: 3) inform that job satisfaction and decision-making are also the factors among others.

2.3.20 Character Issues

Behaviour problem is attached with stress it gets reflected through overeating or under eating, drinking and increased smoking, fatigue and drug abuse happens because of the uncontrolled behaviours (Luthans, 2002: 414; Mikkelsen & Hogh, Borg 2003: 190). The behavioural system that is expected from the flight or fight response of individuals has been referred by Cotton (1990: 45). If any individual is stressed, they will have a pattern of aggressive
avoidance or aggressive behaviour which is common in everyone. As the exposition of reaction, the individual may be argumentative, stubborn, strike out or become confrontational and we can be the victim of that. Any individual who indulge to avoidance behaviour may avoid stressful situations, thus they become passive etc. whether minor or important, and ultimately show the extent of becoming immobilized.

Next is alcohol consumption is very much connected with similar issues like the fall out of which are job turnovers or absenteeism (Luthans, 2002: 414). According to Spector & Chen (1992: 182) the significant reduction of the reaction to work stressors are seen to be intention to quit. Quitting one’s work or staying away from job due to stress also reaction to this behaviours. This is a much healthier response instead of a fight reaction. In this situation, people remain in stressful environment and exhibit anger or aggression and they even loose the control of themselves.
CHAPTER THREE
RESEARCH METHODOLOGY
3. Research methodology

The primary objective of this study is to provide the reader with an insight on the ways this research was conducted. It starts with the research strategies implemented using an explanation. Data gathering and analysis follows after that. Lastly, the credibility of the research findings is provided. For this proposed study researcher has selected the research onion methodology which was suggested by Saunders (2007). According to Saunders’ et al (2009) “research onion is a generic research procedure which helps the analyst, depict issues underpinning the selection of data collection and research methods.”

Research questions

This research paper, goals are to well-structured investigation for gather information about the factors leading to work stress and its impact on employee performance at work places in reliance fresh in India. The questionnaires investigate the positive and negative impact and how it affects the daily life of the employees and the efficiency behind using it. The Research questions are,

a) Before keeping the employees in reliance fresh in India, what are the major factors to be considered for an organization and employees?

Main objective of this question is to gather information about general and major factors/conditions are will be considered when before allowing the employees to work in the reliance fresh in Indian context

b) Major beneficial facts of reliance fresh in India business success are based on productivity, cost saving and employee’s dedication on Business, so how the factors leading to work stress and its impact on employee performance at work places in reliance fresh in India brings improved productivity, cost saving and employee’s satisfaction in Reliance fresh?
Main purpose of this question is to evaluate how the work stress of the reliance employee will affect in the improve productivity of business project under the organization and satisfies that employee’s requirement.

c) If productivity is a major concern for an organization then how come Employees work stress affects the daily business?

3.1 Research philosophy

The first layer of the research onion given by Saunders et al, 2009 is the research philosophy which describes how the researcher thinks about a research. Different given philosophies are positivism, interpretivism, realism, pragmatism, etc. For this proposed research positivism research philosophy is selected through with the researcher will try to find results positively. A positivist researcher thinks everything can be researchable and can be found through a research. Positivism tends to be quantitative and thus quantitative study will be done in this proposed research.

Research method is comprised of quantitative and qualitative approaches. The approaches are ontological, epistemological, methodological, individual and understandings in their nature, depending on the style of research strategy.

Interviews and questionnaire method have been intended to be used. The research objective will be put into question for collecting the answer through interviews and questionnaires, connected with the employee-stress. 20 questionnaires will be there in the questionnaires that consist of fill-in section, demographic section related to stress in work place. This follows a close guided section; while there will be 10 questions in the interview section.

3.2 Research Approaches:

Research approaches come under in the next i.e. second layer of the above depicted research onion. There are two such approaches available for a researcher, one is the inductive research and the other is the deductive research approach. It has been depicted in the diagram below.
In terms of deductive approach, researchers have to analyze the hypothesis. This analysis is based on current theories. The obtained hypothesis is transferred to operational terms. This is a common process in quantitative research.

During inductive approach, research conclusions are based on the findings' results as per theories. Thereafter it shows how theories can be altered as per obtained knowledge which is a common aspect of qualitative research. However inductive research lacks generalizability which can be achieved from a deductive research. Thus this research study wills undertake deductive approach. It not just simply explains the theories don't control the research.

In qualitative research theories are an outcome of research which is developed and improved further. Further, you can browse through how to get accurate results from findings & conclusions of the implication. Refer to the diagram given below. However through deductive research relationships can be proved and results will be achieved numerically.

Inductive v/s Deductive:
3.2.1 Qualitative Approach:-

Qualitative approach is an important approach for the collection of data for qualitative research. This approach is applied after recognizing the style of data collection. Positivist paradigm has also the relation with it.

3.2.2 Quantitative Research Method:-

The quantitative based research approach is comprised of and involved in methods like experiments, structured assessment, service and questionnaires. As the positivity of each of the above is reviewed, the most suitable one can be identified for presenting it in the study.

3.2.3 The approach of Mixed Method:-

This method of approach is traditional; here all the approaches take each other’s support. Epistemology related variances have been defined by the supports through which respective research methods have been complied. The design being sought will help merging of both the qualitative and quantitative approaches in a productive way in the proposed research study.

Source: Saunders et al (2007), deductive approach Vs inductive approach
3.3 Research strategy

The first aspect to be note down in any research is about the research philosophy which helps in how the researcher thinks to perform a research. The researcher goes with the realism research philosophy which seeks reality. Realism is a combination of positivism and interpretivism philosophies which uses quantitative and qualitative research approaches respectively. With this philosophy the researcher will be able to use both methods in the proposed research.

The second important thing in a research is deciding about the research approaches which are inductive and deductive. Deductive is a top down and inductive is a bottom up approach. Deductive goes from hypothesis to conclusion whereas inductive goes from observation to creation of theories. Inductive suits qualitative studies whereas deductive suits quantitative studies. The researcher is interested in using both and the combination of this is the deductive research approach which is proposed in this research.

As per Saunders’ et al (2009) third layer of research onion, many research methods are utilized in this strategy. Some of them can be used to conduct research on the impact of social networking sites on work performance. Saunders (2007), has explained in the following ways-

**Survey:** Survey methodology studies the sampling of individual units from a population and the associated survey data collection techniques, such as questionnaire construction and methods for improving the number and accuracy of responses to surveys. Statistical surveys are undertaken with a view towards making statistical inferences about the population being studied, and this depends strongly on the survey questions used.

**Case Study:** A case study is an in-depth study of specific people or country or an entity.

In a case study, nearly every aspect of the subject's life and history is analyzed to seek patterns and causes for behaviour. The hope is that learning gained from studying one case can be generalized to many others. Researcher will be studying sample from two case study countries i.e. Reliance fresh in India.

For this research study, researcher has chosen the survey strategy and case study to get the primary data for the research.

3.4 Research choices:

As described by Saunders et al (2007) in the research, this is the fourth layer. There are three methods namely, mixed method, multi method and the mono method as included in it.
Mono method can be used by the researcher as the researcher plans to use a corresponding analysis with a single collection of data technique. Hence, mono method is apt for this research study to study the effect of social networking at workplace and work performance. Quantitative method is chosen by the researcher considering the complex nature of mixed method which would eat into a lot of time causing waste of time.

3.5 Data collection and analysis

There are two types of data i.e. primary data and secondary data. Primary data is fresh and one time collected data. It is collected from primary data sources like interview, questionnaire, and observations. In this study primary data will be collected through questionnaire which will be distributed through email and through online survey sites like Survey monkey etc. The answers will be collected and presented after analyzing using quantitative methods. About 1000 questionnaires are intended to be distributed through online survey sites (even paid surveys will be taken if needed to collect authentic data). Form this 30% to 40% are expected to be finally usable data.

Primary data once used become Secondary data for others. Secondary data can be collected for this research from many resources like text books, online journals and articles, and from past studies.

A statistical tool or software is available from IBM which is commonly known as SPSS (Myoung, 2008). This tool is widely used by most of the researchers conducting quantitative study. SPSS V.17 is currently available to be utilized to analyze the gathered or collected responses from the survey participants in order to understand and ascertain which retention...
component of the private sector workforce is perceived as more or less significant and the collected data was analyzed with the use of factor analysis and descriptive statistics. Statistical Methods that can be done using SPSS are shown in the figure below: Descriptive ratio statistics, frequencies, cross tabulation; factor analysis and cluster analysis can be done

<table>
<thead>
<tr>
<th>Statistical methods</th>
<th>Descriptive statistics: Cross tabulation, Frequencies, Descriptives, Explore, Descriptive Ratio Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bivariate statistics: Means, t-test, ANOVA, Correlation (bivariate, partial, distances), Nonparametric tests</td>
<td></td>
</tr>
<tr>
<td>Prediction for numerical outcomes: Linear regression</td>
<td></td>
</tr>
<tr>
<td>Prediction for identifying groups: Factor analysis, cluster analysis (two-step, K-means, hierarchical), Discriminant/s</td>
<td></td>
</tr>
</tbody>
</table>

Figure: IBM SPSS applications (Source: IBM, n.d)

As the primary objective of this research work is to understand and investigate the impact of use of SNS on work performance the above mentioned tool and methods were deemed as proper and accurate for conducting this research analysis.

3.5.1 Questionnaires:-

Going with Naturale, (2007), the qualitative answers can be gathered through questionnaire, because they are obtained in detail and have the facility to be filled up in the free time. The distribution of the questionnaire well be to the large sample, and can be collected by the researcher within short time. Sincere response can also be received in a better way by keeping the people anonymous.

Naturale, (2007) furthers to say, even though detailed pictures are presented by the questionnaire, there may be still requirements of further explanation if the questionnaires are not rightly understood by the participants. A few of the respondents may not be thorough about the research purpose, due to language problem. Certain incentives may be expected by the respondents at some times for properly participating in the interview session. There may
be some participants who are a bit reluctant to attend the session. The researcher will try to distribute 200 questionnaires to the 10 Reliance Fresh stores’ employees (within India).

3.5.2 Interviews:-

An interview means a conversation between two people for gathering information regarding the subject. The person puts forward the question is the interviewer and the person who answers the question is the interviewee / participant. The main purpose of the interview will be obtaining information. Interviews can be conducted in two ways: 1) interview to observe and 2) interview to collect data. There are 3 style structures of an interview: 1) non-structured, 2) semi-structured and 3) structured. For the proposed research, it is intended to use semi-structured interview method. In this research, at least 3 Reliance Fresh HR managers will be interviewed.

3.5.3 Data Collection Procedure:-

Reliance Fresh store manager will be approached through email or telephone for prior permission for conducting research. The questionnaires will be delivered by mail to the participants of the organization. All levels of employees in the Reliance Fresh’s 10 different stores in India will be handed out the question papers.

3.5.4 Data Analysis:-

The data collected from the questionnaires & interviews are the primary data which will be presented in both quantitative and qualitative manner after its proper organization and summarization. Questionnaires will be distributed according to the number of respondents, which follows the collection of results. The choice of quantitative questionnaire method is for confirming about the stress affect & the employee motivation and employee satisfaction and the productivity at large. In the same manner change questions, role, relationships, demands, manager support, control, peer support etc. are the other issues remain connected. Individual analysis will be done in close section. After obtaining the results, they are analyzed and categorized as per the potentiality of the factors of the work stress. The step will show each category’s average score by identifying their percentage of stress category. This follows comparing the results with the number of respondents. It is a well-accepted fact that stress is not avoidable in total, but reducible to some minimum possible acceptable level.
3.5.4.1 Secondary Data:-

The research studies which have been done earlier constitute to the secondary data. The sources are books, journals, magazines, internet libraries and scholar articles etc.

3.5.4.2 Primary Data:-

These types of data are gathered from (qualitative) interviews personally by the researcher, through the questionnaire (quantitative).

3.6 Sampling method – Non-probability sampling

The study’s population is the employees from different grades & profession, right from front desk staff to the managers of Reliance Fresh. The stratified random sampling technique is proposed to be used for selecting the subject, because it is not possible to study all population. Overall populations’ characteristics will be reflected in this study, because of adoption of random sampling techniques that gives the equal chance to choose from.

The population of the study is all the working people in reliance fresh from India. The sample size of the proposed study is between 400 to 500 respondents. A random sampling technique will be used for distribution of questionnaire.

As a semi-structured interview, One to One / Face to face interviews were conducted with focused manner to gather a Data’s which was required to researcher, and begin with a series of questions which outlined in the Appendix section. Each interview have lasted approximately from 60 to 90 minutes and during the interviews there were deviations/Detailed data from the questions in the guide. As it mention previously there were deviations, was some extent to be anticipated and every single respondent followed a narrative that did not encounter the pattern of the pre-prepared interview questions. This made outcome of 15 and 30 total interview questions being asked to every single respondents. As this variation over the course of interview may be at contrary with a comparative analysis it does not make into thought the response to the questions obscuring more than one interview question lacking without any supplementary prompting from the researcher. Semi-structured interviews advantages: “…allows for the discovery of information that is important to the participants…but also allows the interviewer or interviewee to diverge in order to pursue an idea or response in more detail.” (Gill, 2008)
Every single interview recordings were transcribed and analysed by real time manner afterward the interview to initially understand themes and subject in this research which covers from the data and, in the case of the next and consecutive interviews, to assess if there were similarities among the old data. Then data from four respondents were analysed, important themes and subject topics were being recapped in more than one transcript and that further respondents ought to not add to the quality of the information.

Sampling is subset of people from the whole population (peoples related to research subject area (social networking sites)) who will participate in the current study. Sampling is important step because, it involves in almost all cases and it is not practical to study all the persons from whole population. In sampling, selecting member is based on two ways for study: Probability sampling and Non-probability sampling. Non-probability sampling is well fit for this research study, because as per the research questions, are describe something about a discrete phenomenon (cases selections in this research is peoples), their availability to participate, for answering questions like “why”, “what” and “how” and In few cases, there will be some restrictions/limitations like budget and time, it is not easy task to collect data from whole population. “In non-probability sampling, participants are selected based on the posses or their availability to participate. Therefore, each population member is not equally likely to be selected to participate a non-probability does not use probabilistic aspect of selection” (VanderStoep & Johnson, 2008).

According to (Saunders, Lewis, & Thornhill, Research Methods for Business Students, 2009, p. 245) “For non-probability samples, the probability of each case being selected from the total population is not known and it is impossible to answer research questions or to address objectives that require you to make statistical inferences about the characteristics of the population. You may still be able to generalise from non-probability samples about the population, but not on statistical grounds”.

In addition, convenience sampling technique will be used for this research paper for grasp data about factors that will consider the work stress of the employees in reliance fresh in India. “Convenience sampling involves selecting haphazardly those cases that are easiest to obtain for your sample, such as the person interviewed this technique of sampling is used widely, it is prone to bias and influences that are beyond your control, as the cases appear in
the sample only because of the ease of obtaining them” (Saunders, Lewis, & Thornhill, Research Methods for Business Students, 2009, p. 272).

3.7 Reliability and validity

The results of the proposed study should be reliable and for this purpose the results must be repetitive i.e. most of the findings must match with the past findings. Thus the researcher would see that the questions are set as per earlier studies and results are reliable. Similarly, the answers will be valid if the sample is good enough. The researcher as said earlier will be selecting a large sample of 500 respondents and the results of which would be valid.

3.8 Time Horizons - Cross sectional

In this layer, there will two methods of time horizons available: Cross sectional and longitudinal. If is there extending the period of time to get answering the research question or addressing the problem, then longitudinal method will be needed. But period to finish dissertation will be restricted time, so Cross sectional will appropriate for this research. Because to getting an appointment of IT manager will time consuming process for interview and also analysing data about new enterprise policy is bit hard process when data about that policy is not available globally. “Where research is undertaken to answer a question or address a problem at a particular time this study is a ‘snapshot’” (Saunders & Tosey, The Layers of Research Design, 2012).
<table>
<thead>
<tr>
<th>Task</th>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
<th>Week 4</th>
<th>Week 5</th>
<th>Week 6</th>
<th>Week 7</th>
<th>Week 8</th>
<th>Week 9</th>
<th>Week 10</th>
</tr>
</thead>
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<tr>
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<td></td>
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<td></td>
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<tr>
<td>Seeking final confirmation on secondary data collection from research guide</td>
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<td></td>
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<tr>
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<td></td>
<td></td>
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<tr>
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<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>
3.9 Ethics

“Ethics can be defined as the application of moral principles ‘in planning, conducting, and reporting the results of research studies’” (Myers, 2013). “For qualitative researchers, ethical practice is usually defined as a moral stance that involves ‘respect and protection for the people actively consenting to be studied’” (Payne & Payne, 2004, p. 66). “If you decide to conduct interviews, participant observation, or fieldwork, you always need to tell people at the start what you are doing, why you are doing it, and what you will do with the findings. Obviously it would be unethical to say one thing, but do another” (Myers, 2013).
Data’s which recorded through interviews will be used and organized only for the Thesis/dissertation purpose which will be reviewed by professors, and with respect to corporate policies in India. Prior to interview with participants, there will be structured detail about purpose of this research and how it’s going to used, then they will have an option whether to participate for interview or not. And privacy of participants will be obeyed and they can refuse to answering questions which are inappropriate and violating their enterprise policy. “The objective of any study does not give researchers a special right to intrude on a respondent’s privacy nor to abandon normal respect for an individual’s values” (Bryman & Bell, 2011).

3.10 Limitations

Limitations are “may be the size of sample, the snapshot nature of the research, or the restriction to one geographical area of an organisation. This section should not be seen as a confession of your weaknesses, but as a mature reflection on the degree to which your findings and conclusions can be said to be the ‘truth’” (Saunders, Lewis, & Thornhill, Research Methods for Business Students, 2009, p. 569).

Time constraints
To forward on finding primary data, some practical approach will be required to get appointment of reliance fresh managers and employees. Here, time management will take place as a limitation to achieve the objective of research. Because, during busy scheduled personal life and the business life of reliance fresh managers and employees it is could be problematic to contact them to get an appointment for interview in right time to achieve the objective of research.

Biases (cultural)
Everyone have biases, whether our principles fit of them or not, when a person is thought’s observed. It is normally negative; nevertheless one can have an affirmative bias as well. While proof-reading our research paper, be exceptionally critical in studying how we have uttered a problem, selected the data to be learned, what could have been excluded, the manner in that we have arranged secondary data which analysed from primary data and how we have selected to right person for interview, or to use probable words with an affirmative or negative connotation. So I will be notice bias in prior of research start, will be acknowledged
and complete steps of what measures I have taken to circumvent for those bias will be explained.
CHAPTER FOUR

DATA ANALYSIS AND FINDINGS
4 Introduction

Gathered data are mainly analysed by using Percentages and Means. In additions to the analysis of the data using statistical methods, interpretations are carried out on the basis of these analysed data. The analysis, interpretation and findings of the collected data are recorded in the chapter. The data gathered to address each objective are analysed and discussed in each sections. The findings of the analysis are also described. Graphs, diagrams and pictorial representations are used to facilitate the scientific analysis of data and to present the analysis and findings part in a more effective and scientific manner.

4.1 Objective 1: To find out the factors which positively and negatively influence the employee’s performance at Reliance Fresh?

The questions which were formulated with an aim to gather required data to know the different factors which are capable to positively and negatively influence in the job satisfaction of employees are analysed in this section.

Table 1.1 Relationship among workers is important to get a good level of work performance.

\[ N = 40 \]

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>Strongly Agree</td>
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<td>72</td>
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<td>8</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>
Figure 1

Out of the 40 respondents, 29 respondents strongly agree that good interpersonal relationship among workers is essential to get good job satisfaction level in the work field. 8% of the respondents replied that they are not aware about the significance of interpersonal relationship to get a good job satisfaction level. Only 2% of the respondents disagreed to the statement. 18% of the respondents responded that they agree to the fact that good interpersonal relationship among workers is important to get a good job satisfaction from the work and job environment. From the data, it can be interpreted that great majority of respondents consider good interpersonal relationship among workers as significant factor which can positively contribute to the job satisfaction level of employees.

Table 1.2  Salary and other monetary benefits works as the major source of work performance
Out of 40 total respondents, 27 respondents strongly agreed that, salary and other monetary benefits work as major source of motivation. 7 respondents also agreed to the statement that monetary benefits work as the major source of motivation. 14 percentage of the respondents disagreed to the statement that monetary benefits are the major source of job satisfaction. From the data it can be interpreted that even if there are many factors in an organisation, which can influence in the job satisfaction of employees like, work environment,
interpersonal relationship with staffs etc, still the monetary benefits are being considered as the major source of income by majority of respondents.

Table 1.3 Employee’ performance, influenced by Poor working conditions can make negative impacts.

N = 40

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>35</td>
<td>87</td>
</tr>
<tr>
<td>Don’t know</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 3

Out of the 40 respondents, 35 (87 %) strongly agree to the fact that poor working conditions in an organisation can reduce their job satisfaction level. 13 % also agree to the fact. No
respondents have reported that poor working conditions in the firm can’t reduce their level of job satisfaction. From the data, it can be interpreted that great majority of respondents consider good interpersonal relationship among workers as significant factor which can positively contribute to the job satisfaction level of employees. From the data it can be clearly interpreted that all of the respondents believes that the working condition in the firm can make great impact on their job satisfaction level, when the conditions gets poor it negatively influence the satisfaction level and where the conditions are the working conditions are good it can positively contribute to the job satisfaction level of employees.

Table 1.4  Management's support is essential to get a better Employee’ performance level.

N = 40

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>37</td>
<td>92</td>
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<tr>
<td>Don’t know</td>
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<tr>
<td>Disagree</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Strongly Disagree</td>
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<td>00</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
</tr>
</tbody>
</table>
From the table, it can be clearly understand that 92 percentages of the total respondents strongly believes that supervisor’s support has a great role in the job satisfaction. Any of the respondents reported that supervisors’ support has no role in getting their job satisfaction. From this data it can be interpreted that, near to all of the respondents strongly believes the supervisors’ support is very essential for them to get a good job satisfaction level. This data also reveals the lack of effective support and healthy relation with the supervisors can negatively influence in their job satisfaction level.

**Table 1.5 Chance of self advancement increases the Employee’ performance level**

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>33</td>
<td>82</td>
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<tr>
<td>Don’t know</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Disagree</td>
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<td>00</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>00</td>
<td>00</td>
</tr>
</tbody>
</table>
From the collected data, it can be understood that 82% of the total respondents strongly agree to the fact that promotion and self advancement opportunities in the work field can greatly contribute to the job satisfaction level of employees. 18% of the respondents responded as they agree to the statement. From the data it can be understood that all of the respondents believe the promotion and self advancement chances in the work field positively influence them to have good job satisfaction level. From the data it can be clearly interpreted that all of the respondents believes that the working condition in the firm can make great impact on their job satisfaction level, when the conditions gets poor it negatively influence the satisfaction level and where the conditions are the working conditions are good it can positively contribute to the job satisfaction level of employees. This data analysis discloses how the workers perceive the promotion and self advancement opportunities in the work field as a contributing factor to their level of job satisfaction.

Figure 5

From the collected data, it can be understood that 82% of the total respondents strongly agrees to the fact that promotion and self advancement opportunities in the work field can greatly contribute to the job satisfaction level of employees. 18% of the respondents responded as they agree to the statement. From the data it can be understood that all of the respondents believe the promotion and self advancement chances in the work field positively influence them to have good job satisfaction level. From the data it can be clearly interpreted that all of the respondents believes that the working condition in the firm can make great impact on their job satisfaction level, when the conditions gets poor it negatively influence the satisfaction level and where the conditions are the working conditions are good it can positively contribute to the job satisfaction level of employees. This data analysis discloses how the workers perceive the promotion and self advancement opportunities in the work field as a contributing factor to their level of job satisfaction.
4.2. Objective 2: To find out the relationship between work stress and employee performance in Reliance Fresh

In this section, the questions which were formulated to directly know the opinions of employees regarding how job satisfaction and level of employee performance are correlated are discussed and analysed.

Table 2.1 Relationship among employees can reduce employee performance level

<table>
<thead>
<tr>
<th>Option</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>37</td>
<td>93</td>
</tr>
<tr>
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<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Out of the total respondents, 37 (93%) responded that they have felt that, problems among the employees could lead to lower job satisfaction level and in that way to lower their employee performance level also. The necessity of good interpersonal relationship among employees to ensure better job performance at the work field can be understood by this analysed data.

Table 2.2: lack of interest in the job is the cause of frequent leaves.

<table>
<thead>
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<th>Frequency</th>
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<td>30</td>
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<tr>
<td>No</td>
<td>28</td>
<td>70</td>
</tr>
<tr>
<td>Total</td>
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<td>100</td>
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</tbody>
</table>
The data reveals that 30% of the respondents had taken frequent leaves in the last two months from job due to their boredom and lack of interest in their current job. This data points towards the significance of job satisfaction and employee performance and their interest to continue with the job. From the data it can be interpreted that reduction in the job satisfaction leads to boredom and reduction of interest in work. The lack of interest can be reflected in their job performance level also.

Table 2.3 Adequate recognitions motivate to work in a better way

N = 40

<table>
<thead>
<tr>
<th>Option</th>
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<th>Percentage</th>
</tr>
</thead>
<tbody>
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<tr>
<td>No</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 6
Total respondents gave a positive response to the question. 100 % of the respondents believe that the recognition for the works they did in the job field motivates them to perform their work better in future. From the data it can be clearly understands that recognition for the works they did, greatly motivate employees and it hugely contribute their job satisfaction level. The recognition in the work field can be considered as a great factor which contributes to job satisfaction and in that way to better employee performance.

**Table 2.4 Increased job satisfaction and better employee performance can be due to Salary incentives.**

<table>
<thead>
<tr>
<th>Option</th>
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</tr>
</thead>
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<td>38</td>
<td>95</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

From the data in can be understood that 95 % of the respondents believe that increment in salary helps to improve their job satisfaction level and in that way to give better job
performance. From these data, it can be interpreted that job satisfaction has a great influence on the level of employee performance.

Table 2.5: Higher employee performance is possible by job satisfaction.

N = 40

<table>
<thead>
<tr>
<th>Option</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
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<td>100</td>
</tr>
<tr>
<td>No</td>
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<td>00</td>
</tr>
<tr>
<td>Total</td>
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<td>100</td>
</tr>
</tbody>
</table>

Figure 8

All of the respondents gave same answer to the question that higher job satisfaction leads to higher employee performance. From this data, it can be assumed that how they perceive and what significance is given by the employees for job satisfaction. As they believe higher job satisfaction leads to higher employee performance, it can be interpreted that the level of job satisfaction reflects in their performance level in the work place. This data proclaims the significance of job satisfaction among employees to get best performance from their part. From the analysis, it can be clearly interpret that, the level of job satisfaction has a great role in deciding the performance level of employees.
Table 2.6 Work related frustrations reduced the performance level.

N=40

<table>
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<tr>
<th>Option</th>
<th>Frequency</th>
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<td>98</td>
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<tr>
<td>No</td>
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</tr>
</tbody>
</table>

Figure 9

Out of the total respondents 98% of the respondents reported that they had experiences of work related frustrations. And these frustrations could reduce their performance level and quality. The data reveals the strong correlation of job satisfaction and the employee performance level.
Table 2.7: Work stress has great role in deciding the employee performance level

N = 40

<table>
<thead>
<tr>
<th>Option</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 10

The table shows that 100 % of the employees believe that job satisfaction has a great role in deciding the employee performance level. The data clearly points out that all of the respondents give stress to their job satisfaction level. They consider the satisfaction level as a motivating force to do their job in a better and motivated way.
4.3 Objective 3: To measure the employees’ works stress level in Reliance Fresh.

The first objective of the study was to measure the level of employee’s work stress in the organisation which is under study – Reliance Fresh, India. A group of specific question were included in the questionnaire to address this research objective. Data were gathered from the selected sample of employees – respondents. The details of the collected data and the analysis carried out are presented below with interpretations and findings.

Table 3.1 I feel my job is secure because of a reliable management

N = 40

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>7</td>
<td>17</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Don’t know</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Disagree</td>
<td>28</td>
<td>70</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 11
From the data it can be understood that 70% of the respondents disagreed to the statement. From this data it can be interpreted that majority of employees don’t feel security regarding their job position. This unsecure feeling regarding the job and related matters has the potential to reduce or disturb the job satisfaction of employees. 5% of the respondents answered that they don’t know whether their job is secured or not. The unsecure feeling regarding the job can be considered as a clear indicator and a possibility which potential to reduce the job satisfaction level of employees and in that way to affect their performance also.

**Table 3.2 I have a proper attachment to the work place**

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>Don’t know</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Disagree</td>
<td>23</td>
<td>58</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Data shows that 58% of the respondents disagree to the statement, which means they don’t feel close to the people at work. 18% strongly disagree the statement; it gives a clear notice of dissatisfaction among employees in relation with the interpersonal relationship among workers. Only 18% of the employees strongly agree to the statement. As interpersonal relationship among employees have a great influence on the chances of job satisfaction and motivated work performance, the data has higher significance. From the analysis, it can be understood that majority of the employees don’t feel a good interpersonal relationship in the hotel.

Table 3.3 Reliance fresh is a good place for me work

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>26</td>
<td>65</td>
</tr>
<tr>
<td>Don’t know</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>26</td>
</tr>
</tbody>
</table>
65% of the respondents strongly agreed to the statement that – they feel good at working at this hotel. Only 26% of the respondents disagreed to the statement. From the data analysis, it can be interpreted that in the case 26% of the respondents they had dissatisfaction in their work. The factors behind their dissatisfaction may be varied in nature, even if their disinterest in the work can be considered as a strong indicator of dissatisfaction in their job related aspects.

Table 3.4 I Believe management is concerned about me

N = 40

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>16</td>
<td>40</td>
</tr>
<tr>
<td>Don’t know</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Out of the total 40 respondents, 40% strongly agrees that they believe that management is concerned about them. 10% of the respondents responded like they also ‘agree’ to the statement. 25% of the respondents expressed that they don’t know whether the management is concerned about them or not. While 25% disagree to the statement that means they don’t believe that management is concerned about them. From the data analysis, it can be interpreted that only half of the respondents have a feeling that management is concerned about them, the rest of them either not aware or don’t think that the management is really concerned about them. This data is a vital one. Many studies have pointed out that, in order to get good job satisfaction and better performance from the part of employees the loyalty of the staff towards the management has a great role. The loyalty of employees and their feeling about how the management value them are strongly interrelated.

Table 3.5  Personal satisfaction is achieved for the performance

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
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<td>50</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>Don’t know</td>
<td>00</td>
<td>00</td>
</tr>
</tbody>
</table>
Disagree | 12  | 30 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Figure 15

Out of the total respondents, 50% responded that they agree to the statement - they have got recognition for the well performed jobs. 20 percentage strongly agree that they have also got recognition from the hotel management for their for well performed works. While data shows that, 30 percentages of the respondents have a feeling that they have not got proper recognition for their well performed works. From the analysis of the data, it can be understood that majority of the respondents believe that they get recognition in the work field for their well performed tasks. Recognition for well performed works can greatly influence employees to increase their job satisfaction level. From the analysis of the data, it can be interpreted that majority of the respondents are satisfied with the area of recognition from the job field.
Table 3.6  I am satisfied by the salary given

N = 40

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
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<td>75</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Don’t know</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Figure 16

Out of the total respondents, 75 % agreed that they get a good salary from the hotel management. 15 % strongly agreed that their salary is good. Only 10 % of the respondents reported that don’t believe that they get a good salary from the hotel management. From the data analysis, it can be understood that great majority of the respondents are contented with the salary what they are getting.
Table 3.7 Management is very flexible and I get along with them very easily

\( N = 40 \)

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>25</td>
<td>63</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>Don’t know</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>17</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The table clearly shows that 63% of the respondents agree to the statement – which they believe that they get along with their supervisors. 17% of the respondents have expressed an opposite expression; they responded that they have adjust mental problems with their supervisors. The relationship of employees with their supervisors has a vital significance in any business organisation as it can directly interact with an employee’s job satisfaction and interest in job. Adjust mental problems with the supervisors may lead to reduction in the employee satisfaction and performance. In the case of the hotel, 75% of the respondents expressed that they can go along with their supervisors.

Table 3.8 I feel committed to my work

\( N = 40 \)

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>7</td>
<td>17</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Don’t know</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Disagree</td>
<td>22</td>
<td>55</td>
</tr>
<tr>
<td>-------------</td>
<td>----</td>
<td>----</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Out of the total respondents, 22 (55%) respondents believe that their skills were not effectively utilised by the management. 20 percentage strongly disagree to the statement that all their talents and skills used at work. 17% of the respondents agreed to the fact that all their skills and talents are utilised at work. From the analysis of the data, it can be understood that majority of the respondents have feeling that their skills and talents are only underutilized in the work field. This feeling of under utilisation of skill and talents may reduce the job satisfaction of employees and in that way to negatively influence their performance level.
CHAPTER FIVE
CONCLUSION
5 Conclusion

According to Steve, (2011) stress is resulted as a reaction of an employee when certain demands, pressures and professional aspects have to be faced at the work place which does not match their knowledge levels there by posing a challenge and threat to the capabilities of the employee which in turn would create a struggle for existence in terms of being employed in a place. Any job can be said to be healthy when it is likely to be appropriate in relation to their abilities and resources, and the amount of control it will have on their job. Hence it can get support people who matter to them. A work environment can be said to be healthy if it is one in which individual have made health an important factor in their working environment.
Therefore it may include continuous and consistent assessment of risks to health, the provision of proper information and training on health issues and to provide and avail of health promoting organisational support practices and structures. Hence the finding proves what Steve has said.

The findings of the study are summarised in this chapter. General conclusions are formulated on the basis of data analysis and findings. Relevant studies which were reviewed in the review of literature chapter are also included to support and to analyse the findings in critical manner. Relevant theories and concepts are reviewed and analysed in this section to conclude the research findings in a comprehensive manner. Gathered data are mainly analysed by using Percentages and Means. In additions to the analysis of the data using statistical methods, interpretations are carried out on the basis of these analysed data. The analysis, interpretation and findings of the collected data are recorded in the chapter. The data gathered to address each objective are analysed and discussed in each sections. The findings of the analysis are also described. Graphs, diagrams and pictorial representations are used to facilitate the scientific analysis of data and to present the analysis and findings part in a more effective and scientific manner.
5.1 The factors which positively and negatively influence the employee’s performance

According to Jaffe, Smith and Segal, (2007) different professional context also creates stress conditions to the employees at the work place. The study has shown a favourable result from the people that there are some factors which are extremely affecting the performance of the employees in the reliance fresh. And it has an accurate result shows the factors and basis of it. The findings in this section, below has got lots of similar as explained above.

Pressure can be seen as acceptable by an individual, and it can make the individual alert, keep motivated, and even help them learn. It completely depends as the available resources and personal characteristics matters. However, when these kinds of pressure become unmanageable it leads to stress. It is quite unfortunate that pressure at the workplace cannot be avoided due to the demands of the contemporary modern work environment. Stress can destroy an employees' health and the business performance.

It has been noted that there is confusion between pressure and stress and hence it is used to excuse bad management practice. Stress begins in a wide range of work environment thus it is often made worse when employees feel that they have no support from higher authority and colleagues, and find it to control over work processes.

Research shows that the many of the stressful type of work is that which demands excessive pressures that are not compatible to workers’ knowledge and abilities, because there is no opportunity to practice any choice or control, and there is no support from others. Work-related stress can be caused by not properly managed work organisation, by not properly managed work design, poor management; working flocks are not happy with conditions, and less of support from colleagues and supervisors.

There is a situation where employees cannot avoid experience work-related stress. Control can be exercised over their work and the way they do it as they support is received from supervisors and colleagues. The involvement in machining the decision that concerns their jobs is provided. Demands and pressures of work are tested to their knowledge and abilities.
The various models of stress will include the demand control model with special reference to Karasek, which explains of occupational stress in the job culture. Secondly, Person Environment Fit defines as the degree to which individual and environmental characteristic matches. Finally, Effort Reward Imbalance will aim at understanding the contribution of social and psychological factors to human health and illness. Hence we see lots of similarity here. Out of the 40 respondents, 35 (87%) strongly agree to the fact that poor working conditions in an organisation can reduce their job satisfaction level. 13% also agree to the fact. No respondents have reported that poor working conditions in the firm can’t reduce their level of job satisfaction. From the data, it can be interpreted that great majority of respondents consider good interpersonal relationship among workers as significant factor which can positively contribute to the job satisfaction level of employees. From the data it can be clearly interpreted that all of the respondents believes that the working condition in the firm can make great impact on their job satisfaction level, when the conditions gets poor it negatively influence the satisfaction level and where the conditions are the working conditions are good it can positively contribute to the job satisfaction level of employees.

From the collected data, it can be understood that 82% of the total respondents strongly agrees to the fact that promotion and self advancement opportunities in the work field can greatly contribute to the job satisfaction level of employees. 18% of the respondents responded as they agree to the statement. From the data it can be understood that all of the respondents believe the promotion and self advancement chances in the work field positively influence them to have good job satisfaction level. From the data it can be clearly interpreted that all of the respondents believes that the working condition in the firm can make great impact on their job satisfaction level, when the conditions gets poor it negatively influence the satisfaction level and where the conditions are the working conditions are good it can positively contribute to the job satisfaction level of employees. This data analysis discloses how the workers perceive the promotion and self advancement opportunities in the work field as a contributing factor to their level of job satisfaction. We understand the same as Steve has pointed out above.

5.2. The relationship between work stress and employee performance

This section was very important because it has shown the impact of the performance of the employees from different parts. And as result its feedback was very useful in analysing the need of the employees.
Work-related stress is still a developing concept but it is reality, although the topic is covered in hundreds of papers published every year. The concept is focus on the main evidence of risk factors taken from the existing research, as concerns in particular work-related stress interventions and related costs.

In Karasek’s demand control model, stress at the workplace is a function which indicates how demanding a person’s job is and how much control (discretion, authority or decision latitude etc.) Employees are over their own responsibilities. This creates four kinds of jobs: passive, active, low strain and high strain. Out of the total respondents, 37 ( 93 % ) responded that they have felt that, problems among the employees could lead to lower job satisfaction level and in that way to lower their employee performance level also. The necessity of good interpersonal relationship among employees to ensure better job performance at the work field can be understood by this analysed data. The data reveals that 30 % of the respondents had taken frequent leaves in the last two months from job due to their boredom and lack of interest in their current job. This data points towards the significance of job satisfaction and employee performance and their interest to continue with the job. From the data it can be interpreted that reduction in the job satisfaction leads to boredom and reduction of interest in work. The lack of interest can be reflected in their job performance level also. Hence Karasek’s theory is proved.

Person–environment fit was described as situation interaction that includes the similarity among the corresponding individual and environment dimensions (Caplan, 1987; French, Rodgers, & Cobb, 1974). From the data in can be understood that 95 % of the respondents believe that increment in salary helps to improve their job satisfaction level and in that way to give better job performance. From these data, it can be interpreted that job satisfaction has a great influence on the level of employee performance and it is proved here.

All of the respondents gave same answer to the question that higher job satisfaction leads to higher employee performance. From this data, it can be assumed that how they perceive and what significance is given by the employees for job satisfaction. As they believe higher job satisfaction leads to higher employee performance, it can be interpreted that the level of job satisfaction reflects in their performance level in the work place. This data proclaims the significance of job satisfaction among employees to get best performance from their part.
From the analysis, it can be clearly interpret that, the level of job satisfaction has a great role in deciding the performance level of employees.

5.3 The Measure of the employees’ works stress level
The first objective of the study was to measure the level of employee’ work stress in the organisation which is under study – Reliance Fresh, India. A group of specific question were included in the questionnaire to address this research objective. Data were gathered from the selected sample of employees – respondents. The details of the collected data and the analysis carried out are presented below with interpretations and findings.

Person–organization fit (P–O fit) is the area of person–environment fit. The concept is explained by Kristof (1996). From the data it can be understood that 70 % of the respondents disagreed to the statement. From this data it can be interpreted that majority of employees don’t feel security regarding their job position. This unsecure feeling regarding the job and related matters has the potential to reduce or disturb the job satisfaction level of employees. 5 % of the respondents answered that they don’t know whether their job is secured or not. The unsecure feeling regarding the job can be considered as a clear indicator and a possibility which potential to reduce the job satisfaction level of employees and in that way to affect their performance also. Hence form the result it has been noted that, Kristof has rightly framed the theory.

Data shows that 58 % of the respondents disagree to the statement, which means they don’t feel close to the people at work. 18 % strongly disagree the statement; it gives a clear notice of dissatisfaction among employees in relation with the interpersonal relationship among workers. Only 18 % of the employees strongly agree to the statement. As interpersonal relationship among employees have a great influence on the chances of job satisfaction and motivated work performance, the data has higher significance. From the analysis, it can be understood that majority of the employees don’t feel a good interpersonal relationship in the firm conform to the person and environment on multiple perspective (Edwards, 1993).

65 % of the respondents strongly agreed to the statement that – they feel good at working at this hotel. Only 26 % of the respondents disagreed to the statement. From the data analysis, it can be interpreted that in the case 26 % of the respondents they had dissatisfaction in their work. The factors behind their dissatisfaction may be varied in nature, even if their disinterest
in the work can be considered as a strong indicator of dissatisfaction in their job related aspects.

Polynomial regression (Edwards, 1994, 2002; Edwards & Parry, 1993) has been proved here as out of the total 40 respondents, 40 % strongly agrees that they believe that management is concerned about them. 10 % of the respondents responded like they also ‘agree’ to the statement. 25 % of the respondents expressed that they don’t know whether the management is concerned about them or not. While 25 % disagree to the statement that means they don’t believe that management is concerned about them. From the data analysis, it can be interpreted that only half of the respondents have a feeling that management is concerned about them, the rest of them either not aware or don’t think that the management is really concerned about them . This data is a vital one. Many studies have pointed out that, in order to get good job satisfaction and better performance from the part of employees the loyalty of the staff towards the management has a great role. The loyalty of employees and their feeling about how the management value them are strongly interrelated.

The data shows that 63% of the respondents agree to the statement – which they believe that they get along with their supervisors. 17 % of the respondents have expressed an opposite expression; they responded that they have adjust mental problems with their supervisors. The relationship of employees with their supervisors has a vital significance in any business organisation as it can directly interact with an employee’s job satisfaction and interest in job. Adjust mental problems with the supervisors may lead to reduction in the employee satisfaction and performance. In the case of the hotel, 75 % of the respondents expressed that they can go along with their supervisors. The equation of polynomial regression is used with person-environment fit.

Supplementary fit describes to the similarity among characteristics of a person and behaviour of the environment, or other persons among the environment (Kristof, 1996; Muchinsky & Monahan, 1987) and it is proved here as out of the total respondents,22 ( 55 %) respondents believe that their skills were not effectively utilised by the management. 20 percentage strongly disagree to the statement that all their talents and skills used at work. 17 % of the respondents agreed to the fact that all their skills and talents are utilised at work. From the analysis of the data, it can be understood that majority of the respondents have feeling that their skills and talents are only underutilized in the work field. This feeling of under
utilisation of skill and talents may reduce the job satisfaction of employees and in that way to negatively influence their performance level.

Any job can be said to be healthy when it is likely to be appropriate in relation to their abilities and resources, and the amount of control it will have on their job. Hence it can get support people who matter to them. A work environment can be said to be healthy if it is one in which individuals have made health an important factor in their working environment.

Therefore it may include continuous and consistent assessment of risks to health, the provision of proper information and training on health issues and to provide and avail of health promoting organisational support practices and structures.
CHAPTER - SIX

SELF REFLECTION ON LEARNING
6. Introduction

Learning is an important process in human life, human beings tried to engage in different type of learning all through his life. This includes the formal education that get from the proper education settings and the learning process which human face outside the school or college. Since beginning the philosophers and the psychologists tried to understand the nature of learning process in the human beings. The way it works in the human beings, how one person can influence the learning style of other through the teaching, lectures and other endeavours. So various theories and models suggested by lot of scientist based on the learning styles of the individuals. In this reflective learning development section the leaner describe the learning and skill acquired in through this research process, with the support of learning theories and models. The significance and application of the skills and development acquired here in the future career process. Leaner chose the Kolb’s learning theory to explain the learning process.

The leaner started to do this study by proposing a research proposal to the guide. The leaner chose to study about the relationship between the job satisfaction and the job performance, and choose the organization in which the leaner is working. Through this the leaner could understand the concept more clearly and its application in the organization. The details of the skills and development improved through this study are as follows.

The session details with analysis the way the learner proceeded with the study and the positive enrichments achieved through the research. The study has given comprehensive knowledge of the methods and procedures of a research to the learner. The experience has boosted the confidence level both professionally and personally in the area of management. The advancements gained by the learner through this research can be categorized in the following five heading.

6.1 Potential to undertaking an MBA

I have always been fascinated by an Administration and Management right from my school days. This made me to participate and even coordinate some events in school in my
childhood. This has made me to look more over on the management side. The foundations for my education were laid at Higher Secondary School, India. My scores throughout my academic career helped me obtain admission in the prestigious College, India. My interest in computer science led me to choose Information Technology as major in my undergraduate studies. After graduation, I worked for a year with which provides high-quality, corporate experience, together with my educational background, has made me realize my potential and motivated me to go ahead with my plans to pursue MBA. This would ultimately enable me to develop my skills as a manager and team player level skills. This will eventually make my career-growth as well as personal development follow a focused and streamlined path, and make me climb up the various stages of the corporate ladder very easily. I believe that every organization requires a strong leadership to grow. A strong leader must possess an ability to adapt to dynamic changes and an ability to innovate. My long term goal is to lead a team of committed individuals. To fulfill my goal, it is essential for me to possess such strong leadership qualities. So had decided make a MBA from a reputed college, which will impart not just the theoretical but the very essential practical exposure. I believe that pursuing my MBA at Dublin Business School is the next logical step to achieve my long term goal and looked forward in for universities that can provide good and outstanding faculty, opportunity to students to prove their worth, I have chosen Dublin Business School from my one of choice which the list of well reputed colleges. And obtaining an MBA qualification would like tell a future employer that I can understood the technical knowledge, and as well as business administration knowledge.

6.2. Skill sets developed through MBA

Teams Player:

Before starting my Master of Business Administration, I never had an experience in doing any assignment by preparing on soft copies like doing it in MS-Word and Group Assignment, because during my Undergraduate program every assignments I have done by Hand written on papers. But in during my Master’s degree from DBS though me how to prepare an assignment with right structure and by MS-Word. DBS library services have really helped me a lot on my every assignment by guiding me with appropriate style of teaching. And When I started my first assignment during first semester, was really nervous that how I going to mingle with other nationalities to do group assignment but during this course our lecturers helped me out a lot from this issue by motivating me. Then I did step by step communication
with my group member and day by day my nervousness gone; started working as a team and finished each every assignment with good remarks have been given by lecturers. After my first semester I was look myself totally fresh with well understandable knowledge about how to work a team in any kind of environment. The research had both written and verbal approaches for the data collections and interactions with the individuals. This communication processes made the leaner to improve the skills related for the best outcome for the study. The proper and friendly communication dealings helped the learner to gather data even in unfamiliar situations.

**Research Skills and Decision making:**
When I started writing my Personal Development Profile 1 year back, it made me very difficult to make a final decision about my next five year progress on my professional career. At beginning I didn’t know that can make my assumption about next five progress about my career. Then I’ve progressed on my research skills and analysis module without missing any classes, which refreshed my mind to involve on researching a subjects to gather data which I can make to assumption of my career in next five years and I have done it. As my assumptions now driving me without any deviation by progressing in real life till now, means as per my decision I have completed all my though modules without any backlogs.

**6.3 The secondary research skills.**

The learner improved secondary research skills through the experience received from this research. Going through various professional reviews of scholars on the same topic has helped the learner to make appropriate judgments on reviewing and analyzing a study. Methods on the collection of secondary data and analytical procedure done in this research became an added learning experience to the learner.

This information always helps the organization to formulate their strategies and the objectives. Sometimes, these information and data which can influence the internal and external factors of the organizations. To analyze and to process this information the leaner need to acquire the knowledge to deal with the secondary data. Through this study the leaner got the skills to manage the secondary data and to the effective use of it. The leaner gained the skill, two directions to manage the secondary data in two directions.

In this first one is the prioritising the secondary data. These days lot of publications are available about business and related subject. This is a vast area, and the secondary data
includes the internet, books and other online publications, magazines etc. From this research experience the learner come to know that it is really difficult and physically impossible to analyze all the available data of chosen subject. So the learner recognize the importance of prioritizing the secondary data while carry out this study. The importance and the need of the strategies conduct the secondary research and to prioritize the collected data according to the objective and the research questions of the study. The other important things need to remember in this stage is the authenticity and credibility of the author, the year and date of the publication etc. The skill acquired for prioritizing secondary data, like the above mentioned criteria. This particular criterion helps the researcher to save the time and to increase the validity of the research by taking the exact information from the vast amount of the data.

The second part of the secondary research skill is the analysis of the secondary data. This a very significant skill achieved through this study. Before conducting this study the learner is not very keen to analyzing the facts and the figures of the published data. As per the learner, if a person writes a book or the article he/she is well knowledge about that subject. While conducting this study the learner understands the importance of analyzing the data which gets from the books and the magazines. While going through the process the learner identified that the facts that mentioned in some books and journals sometimes contradictory each other. By conducting the study the learner recognize the importance of analyzing the secondary data and techniques and the strategies using for it. This skill will help the learner to perform better in the professional life.

6.3.1 Primary Research Skills

The study has helped the learner to become familiar with primary research abilities. Through this the knowhow of differentiating the suitability and unsuitability of primary data collection methods are learned. Though questionnaires of the research were the prime data collections of this research, the strengths and weakness of varied formats of data collections were learned through the preparation of the research analysis chapter. The tools and techniques of data collections were also learned on this process. Various methods of research, selection of proper sampling techniques were also practiced as new learning experience. The prompt guidance and suggestions from the research guide on all areas related to the research study helped to acquire stable and correct approaches to conduct this research. The statistical and
non statistical tools of data analysis became familiar through this research study. The preparation of this thesis improved the ability of the learner to interpret, to draw valuable conclusions from the data collected in a scientific manner.

The learner acquired a variety of the primary research skill as part of the study. While conducting this study the learner went through the various research methodologies to choose the apt one for this study. While doing this the learner got the knowledge about the various methodologies available for to conduct this study. The knowledge about the various steps involved in the research methodology. The primary and the secondary data, the different methods used for collecting the data. Why the data important in this study all these information in practical way helps the learner while carry out this study. Even though the learner chose only one method to conduct the data collection, the importance and the different type of data collection method helps the learner in his future ventures.

The various types of the research philosophy, research strategy, research approach all these concept studies thoroughly through this study process. The importance of the sampling and the various sampling method available for to conduct the research, knowledge and skills about all these helps the learner in the future.

In this highly competitive market environment, the market research is very common and need to carry out very often while conducting this study the learner got the skills and development for to carry out a market research independently.

6.4 Time Management Skill

The learner earned the ability of spacing time for work through this research. Time management became an important mandatory feature all through this research because the dates and time for the completion of different sessions were scheduled early. Therefore, the learner was obliged to keep the time for the completion of each session in the stipulated time frame. It also compelled the learner to classify the research into various small segments to address them effectively with in the allotted time. The learner is convinced that this research would surely will help in the managerial works in the future. Time management is an additional asset for the learner achieved through this study.

6.5 Increased self confidence

At the various levels of this research the learner experienced new methods of approaches for the research, met different individuals and had interactions, participated various managerial
activities and thus the learner gained a self confidence within for better performance. The data collections opened a new arena of people from varied life style to interact with the researcher and thus the researcher improved skills on public relation and heightened the confidence level. The experience received from the primary data collections boosted the confidence level to conduct similar study in the future. Specify areas like communication, analytical review and study, handling of unfamiliar situations were faced by the learner as constructive areas.

6.6 Presentation skills
The writing skills of the learner improved with this research as it had lots of writing involved. Learner was obliged to learn the systematic and scientific methods and formats of writing a thesis. Data analyzes helped to improve the vocabulary. Through this presentation the researcher obtained the various dimensions of relationship between job satisfaction and employee performance. This case study has become a mile stone in the professional research studies of the learner in the future.

6.6.1 Methodology of learning
The philosophy of research, the strategies involved, sampling methods helped the researcher understand the need and ways of applications of all these in practical life experience at work. From the literature works of Bryman helped the learner to understand the ethics and limitations involved in the research process. Collection of data from the survey done through the questionnaires gave a unique experience to the learner. This course of programme, MBA, provided additional life experience to the learner. This reflection on the research and the effectiveness of the study has made the researcher to become more productive in the field of study. David A Kolb in his experiential leaning theory (ELT) explains learning as the process whereby knowledge is created through the transformation of experience.

There are six propositions suggested by the experiential learning theory. Learning is not the form of results but the method best received, Every learning process is a new learning again, A degree of conflict between dialectically opposed modes of revision is required for learning, Learning is understood as the holistic way of accepting the world, The result of proper learning come to the point of a cooperative transaction between individual and an atmosphere and finally Learning becomes a method of creating new knowledge (Kolb & Kolb, 2012).
David A Kolb in his experiential learning theory (ELT) explains learning as the process whereby knowledge is created through the transformation of experience. Knowledge results from the combination of grasping experience and transforming it” (Robert J. Sternberg, 2001)

Learning is the most significant aspect of acquiring new knowledge and sharing of knowledge. (Mumford, 1994). The chapter on the research methodology was another area in the thesis which became a source of new learning of the researcher. It imparted the learner with experience of analyzing the qualitative approaches for thesis and the methods for various qualitative approaches. The whole process of research and the evaluation of the skills enhanced the learner to have a better understanding about the personal and professional skill areas which are needs to be improved to more to excel in the professional managerial life.
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Appendices:

Questionnaire

Objective 1: To find out the factors which positively and negatively influence the employee’s performance at Reliance Fresh

Relationship among workers is important to get a good level of work performance.

a. Agree □  b. strongly agree□  c. don’t know. □  D. Disagree □  E. Strongly Disagree □

Salary and other monetary benefits works as the major source of work performance

a. Agree □  b. strongly agree□  c. don’t know. □  D. Disagree □  E. Strongly Disagree □

Employee’s performance, influenced by Poor working conditions can make negative impacts.

a. Agree □  b. strongly agree□  c. don’t know. □  D. Disagree □  E. Strongly Disagree □

Management’s support is essential to get a higher Employee’s performance level.

a. Agree □  b. strongly agree□  c. don’t know. □  D. Disagree □  E. Strongly Disagree □

Chance of self advancement increases the Employee’s performance level

a. Agree □  b. strongly agree□  c. don’t know. □  D. Disagree □  E. Strongly Disagree □

Objective 2: To find out the relationship between work stress and employee performance in Reliance Fresh

Relationship among employees can reduce employee performance level

Yes□  No □
Lack of interest in the job is the cause of frequent leaves.
Yes ☐ No ☐

Adequate recognitions motivate to work in a better way
Yes ☐ No ☐

Increased job satisfaction and better employee performance can be due to Salary incentives.
Yes ☐ No ☐

Higher employee performance is possible by job satisfaction
Yes ☐ No ☐

Work related frustrations reduced the performance level
Yes ☐ No ☐

Work stress has great role in deciding the employee performance level
Yes ☐ No

**Objective 3: to measure the employees’ works stress level in Reliance Fresh**

Employees will be asked to put tick mark in the columns (options) which they feel more correct in their case.

<table>
<thead>
<tr>
<th>I feel my job is secure because of a reliable management</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Don’t know</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a proper attachment to the work place</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reliance fresh is a good place for me work</td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>I Believe management is concerned about me</td>
<td></td>
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<tr>
<td>Personal satisfaction is achieved for the performance</td>
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<td></td>
</tr>
<tr>
<td>I am satisfied by the salary given</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management is very flexible and I get along with them very easily</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel committed to my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>