

WORK STRESS OF SERVICE INDUSTRY EMPLOYEES IN MANGALORE

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ABSTRACT

Competition among industries and business are emerging rapidly due to the effect of economic reform in India since 1991. Business people are taking many steps like introducing new technology, downsizing, fixing target and making more pressure to complete assigned work within the target time to be an active competitor and keep their market position. Due to these changes, employees working in service sector in general service and restaurant industry in particular are experiencing high level of job stress. Stress is an unavoidable consequence of modern living. In light of the above, the present study attempt to throw light on the various problems of occupational stress among service and restaurant professionals specifically the middle level employees working in Union Territory of Mangalore. For meeting the objective of the study, Occupational Stress Index (OSI) constructed by Srivastava and Singh was used. The 46 item questionnaire is categorized into 12 sub scales namely Role Overload, Role Ambiguity, Role Conflict, Unreasonable Group and Political Pressure, Responsibility for Persons, Under Participation, Powerlessness, Poor Peer Relations, Intrinsic Impoverishment, Low Status, Strenuous Working Conditions and Unprofitability. The subjects were the 120 professionals occupying the middle level managerial positions in the private banking established in Mangalore district, Mangalore. Major result of this study based on the respondents view that moderate job stress prevailing in this field.

KEYWORD: Occupational Stress, Occupational stress Index, Service, Restaurant, Middle level employees, Mangalore, stressors, coping strategies.

1. INTRODUCTION

According to the National Institutes of Health, "people who feel more in control at their jobs tend to feel less stressed out." While executives and senior leaders have more control of their work, they manage people who feel like they have less control, which makes them stressed out. Employees in general are feeling more anxious and stressed. They're worried about lay-offs, wage freezes, and reduction in benefits. If they are in an organization where there has already

been a reduction in the workforce, they want to know what will happen in the future plus they may have "survival guilt." This can be particularly true for executives in the hospitality industry, which has been hit hard by the economic downturn.

Hospitality leaders have to manage their own stress and concern about lower sales numbers, while being conscious of not passing their stress onto their employees. At the same time they also have to find creative ways to take care of their guests, and patrons who are stressed out and are hoping to be able to relax when they stay in services, eat in restaurants and travel on cruises. As an executive, they have to know how to manage their own stress plus lead their employees who may be having a hard time focusing on their work. As a leader they may feel responsible for their employees and their organization to the detriment of their own health. At the same time they need to be able to look confident and calm so you don't pass their stress onto everyone else.

Stress management is the need of the hour. However hard we try to go beyond a stress situation, life seems to find new ways of stressing us out and plaguing us with anxiety attacks. Moreover, be it our anxiety, mind-body exhaustion or our erring attitudes, we tend to overlook causes of stress and the conditions triggered by those. In such unsettling moments we often forget that stressors, if not escapable, are fairly manageable and treatable. Stress, either quick or constant, can induce risky body-mind disorders. Immediate disorders such as dizzy spells, anxiety attacks, tension, sleeplessness, nervousness and muscle cramps can all result in chronic health problems. They may also affect our immune, cardiovascular and nervous systems and lead individuals to habitual addictions, which are inter-linked with stress. Stress management refers to a wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning. In this context, the term 'stress' refers only to a stress with significant negative consequences, or distress in the terminology advocated by Hans Selye, rather than what he calls eustress, a stress whose consequences are helpful or otherwise positive.

Stress produces numerous symptoms which vary according to persons, situations, and severity. These can include physical health decline as well as depression. According to the St. Louis Psychologists and Counseling Information and Referral, the process of stress management is one of the keys to a happy and successful life in modern society. Although life provides numerous demands that can prove difficult to handle, stress management provides a number of ways to manage anxiety and maintain overall well-being. Despite stress often being thought of as a subjective experience, levels of stress are readily measureable using various physiological tests, similar to those used in polygraphs.

Many practical stress management techniques are available, some for use by health practitioners and others for self-help, which may help an individual to reduce stress, provide positive feelings of being in control of one's life and promote general well-being. The effectiveness of the different stress management techniques can be difficult to assess, as few of them have received significant attention from researchers. Consequently, the amount and quality of evidence for the various techniques varies widely. Some are accepted as effective treatments for use in psychotherapy, whilst others with less evidence favoring them are considered alternative therapies. Many professional organisations exist to promote and provide training in conventional or alternative therapies.

1.2 Profile of field area

The capital city of this union territory is Pondicherry. It covers a total land area of 492 Square Kilometers. The population of this town is 9,73,829. The main languages spoken here are Tamil, Telugu, Malayalam, English and French. There are four districts which comprise this territory namely Pondicherry, Karaikal, Yanam and Mahé. The best season to visit Pondicherry is between July and February. This town is connected by airways, by railways, and by roadways. Pondicherry is a peaceful city. Pondicherry is referred by names such as 'Quintessence of French Culture', 'India's Little France' and 'The French Riviera of the East'. This territory was under the French rule for nearly 281 years. Still it has the French flavor in it as one can see by the grand colonial mansions, beautiful boulevards, and placid promenades, spellings on sign boards and buildings, names of roads and public places. This unique union territory, Pondicherry comprises of four scattered coastal enclaves- 1.Pondicherry now called as Mangalore, 2. Karaikal which is in Tamilnadu, 3.Yanam in Andhra Pradesh and 4.Mahe in Kerala which lies on the west coast. These places have preserved the French heritage and its cultural aspects which are unique in India. Pondicherry is a combination of cultures. The people here speak about 55 languages. The natural beauty mesmerizes and influences the visitors. People who love to go for shopping can select Pondicherry as goods in this town can be bought for cheaper prices and the shoppers can bargain and pay the minimal charges for goods to their satisfaction. The golden sea shores, the exclusive sunset cruises, the enchanting moonlit dinners and the blissful lagoons have given the lovely resort a reputation of being the most appropriate place for those in quest of a relaxed and leisurely holiday. Bicycle is the best mode of transport for moving around and visiting the beauty of Pondicherry. There are 120 middle level employees of various service and restaurant chosen as respondents for this study.

1.3 Need and importance of the study

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

1.4 Objectives of the Study

To Examine Empirically the Occupational Stress of Service and Restaurant Employees working in Union Territory of Mangalore.

2. REVIEW OF LITERATURE

2.1 Introduction

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

early in the process rather than later. In reality, however, stress is complex and often misunderstood. Stress is inevitable and universal.

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

2.2 Definition

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

2.3 Conceptual Definition

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

2.4 Operational Definition

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

2.5 Kinds of stress

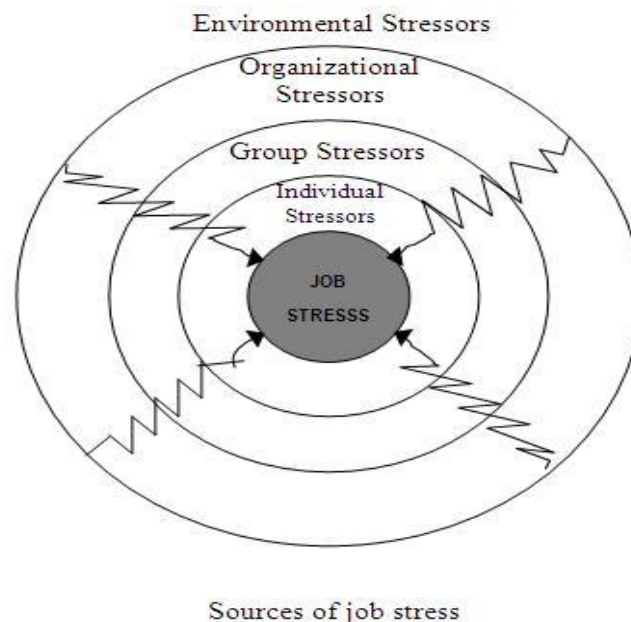
As far as a conference report by **Jennifer Smith** of Cranfield University school of Management is concerned, there are four different kinds of stress. They are: **Eustress** – It arises only in motivating & inspiring situations, also known as “Good Stress”, **Distress** – This is negative or harmful stress that causes us to constantly adopt or readjust. This may be acute stress that disappears quickly or chronic stress that can linger for no specific period. **Hyper stress** – This occurs when events pile up and stretch the limits of what people can deal with. **Hypo stress** – It occurs when people are bored or unchallenged. In other words, this is an insufficient amount of stress.

2.6 Causes of Stress

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

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

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



2.6.2 Organizational Stressors:

Stressors occur not only outside the organization, but within it also. Organizational stressors can be categorized into policies and strategies, structure and design, processes and working conditions. Organizational changes to meet challenges are usually accompanied by stressors. For example, downsizing policy of an organization serves as potential stressors for the employees. One researcher reported that downsizing has left many organizations with fewer

workers. As such, the remaining workers have been forced to pick up the slack of the workers who have left. Then, the result often is frantic employees and more stress related workers compensation claims. Similarly, the good managers (Say, the Indian managers) to compete successfully with the best ones (say, the Japanese managers) will have to work harder. This, in nutshell, translates to longer work hours and more stress. Difference, if any, between the perceived actual leadership style and expected leadership style leads to a conflict and dissonance between the managers and subordinates. This conflict and dissonance serves as a stress. Also, there is evidence to believe that working women with perceived pay inequality and work overload experience more stress. Added to these are undesirable working conditions such as crowded work area, noise, heat, cold, polluted air, strong odor, poor lighting etc., serve as stressors.

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

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

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

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

2.6.4 Individual Stressors

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

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

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

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

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

2.7 CONSEQUENCES OF STRESS

2.7.1 Individual Consequences

The individual consequences of stress, then, are the outcomes that mainly affect the individual. The organization also may suffer, either directly or indirectly but it is the individual who pays the real price stress may produce behavioral psychological and medical consequences.

2.7.2 Behavioral Consequences

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

2.7.3 Psychological Consequences

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

2.7.4 Medical Consequences

The medical consequences of stress affect a persons physical well-being. Heart disease and stroke, among other illness, have been linked to stress. Other common medical problems resulting from too much stress include headaches, backaches ulcers and related stomach and intentional disorders and skin conditions such as gone and hive.

2.7.5 Organizational Consequences

Clearly any of the individual consequences just discussed can also affect the organization. Other result of stress has even move direct consequences for organization. These include decline in performance, with drank.

2.8 Causes of Stress

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

2.8.1 General causes

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

2.9 Symptoms of stress

2.9.1 Burn out

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

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

2.9.2 Trauma

Another severe product of stress, called trauma, and occurs following a major threat to one's security. One problematic disorder is called work place trauma, which is the Disintegration of employees self- concepts and beliefs in their capabilities. It can arise from harassment at work wrongful termination, discrimination, or an employee's perceived incapacity may inappropriately assume responsibility. A psychological problem may have the cause of too much stress and conflict, and although people may react to them differently, the negative effect on performance is the same in the case of a psychological problem, or perhaps even worse.

2.10 Coping Strategies of Occupational Stress

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

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

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

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

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

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

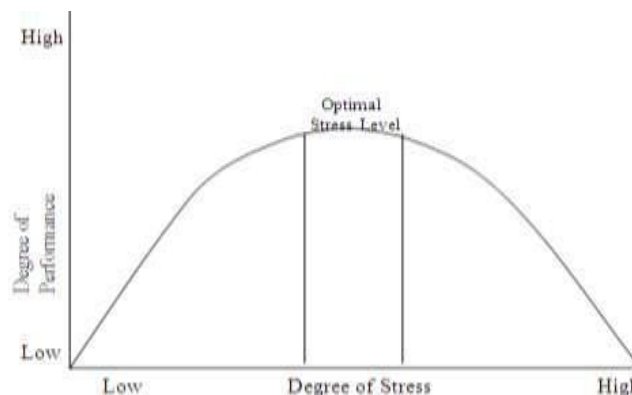
2.11 Organizational Coping Strategies

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

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

2.12 Performance

One clear organizational consequences of too much stress is a decline in performance. For operating workers such a decline can translate in to poor-quality work or a droop in productivity. For manager it can means faculty decision making or disruption in working relationship as people become irritable and hard to get along with



2.13 Withdrawal

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

2.14 Previous work done on stress

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

James Mankteol views stress and ones own performance as the pressures and the demands that may cause stress can be positive in their effect. A calm, rational, controlled and sensitive approach is usually called for in dealing with most difficult problems. The relationship with pressure and performance is that as pressure increases we enter the “area of best performance” and thus able to focus on the task and perform well. This relationship between pressure and performance is the ideal state of concentration and focus that brings excellent performance.

According to **Cambridge and Pilbean** (1998), the sources of stress can be found in Organizational, personal or family or work environmental circumstances and there are also many things that can cause stress. It may be broadly classified as: 1. Work stress or Organizational stress or Job stress. 2. Interpersonal or individual stress 3. Family stress 4. Psychological factors that causes stress. According to Lavanceich, Maltson and Newman, Job stress has been a much and widely talked about phenomenon in the industrialized western world. It has featured in the Indian Industrial Organizations since 80’s when the Indian market turned competitive. Stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over that last century and it is still changing at whirlwind speed. With change, comes stress inevitably. Work related stress in the life of the organized workers, consequently affects the health of the organization. Basically, job stress is a “condition arising from the interaction of people and their jobs and characterized by changes within people that face them to deviate from their normal functioning”.

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

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

“A factor in Family Stress Management”,-the article written by **Pauline Boss** (1987) talks about what family stress is and what are the recognizing symptoms. The article says that many of us hold the myth that families are or should be free from stress, that the home should be a haven of peace and tranquility. Our society gives us the clear message that it is acceptable to experience work related stress, but not family related stress. When we “buy-in” to these unrealistic expectations, we are sure to be disappointed. The truth is, most families fall short of their ideal view. Stress means change. It is the force exerted on a family by demands. It is also a must for the families to maintain their boundaries if they are to survive and not collapse under pressure.

Whitten and Cameron, (1985) on their research from attribution theory states that interpersonal stress most often attribute the cause to a personality problem or defect in the other party. They also suggest that people attribute others behavior to personal factors such as intelligence, ability,

motivation, attitudes or personality. The major sources of interpersonal stress are:- 1. Personal differences 2. Information deficiency 3. Role incompatibility and 4. Environmental stress factors According to **MOORHEAD & GIFFIN**, (1992) as stated in the book *Organizational Behavior*, high levels of stress may be accompanied by anger, anxiety, depression nervousness, irritability, tension and boredom. It was also found that stress had the strongest impact on aggressive actions. Such as sabotage, interpersonal aggression, hostility and complaints. These types of psychological problems from stress in turn, are especially relevant to poor job performance, lowered self-esteem, resentment of supervision, inability to concentrate and make decisions and job dissatisfaction. Employee may inappropriately assume responsibility for the event; feel like a victim of circumstances and fall into an emotional tailspin. Attitudinal clues to work place trauma include server moodiness, concentration difficulties, and alienation, in addition to more distinctive behaviors of trainers absenteeism and accident –prone.

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

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

3. RESEARCH METHODOLOGY

3.1 Problem Definition

Due to economic reform all the business fields are becoming competitive, hence employees are in need to improve their skills and strategies to accomplish their work effectively and efficiently everyday otherwise have to lose their job. This situation develops the stress level of employees. To test the validity of this statement researcher has conducted a study on “Work Stress of Service Industry Employees in Mangalore”

3.2 Research Design

The main objective of the study is to identify the factors that cause stress. The main factors taken in to consideration are Role overload, Role conflict, working conditions and peer and peer relations etc. The study was conducted for a period of two months. The type of research conducted was descriptive, because the employees opinions are qualitative in nature. It can only be analyzed and described.

3.3 Data Collection Method

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

Questionnaire: Occupational Stress Index developed by Srivastava and Singh (1981) was used to measure the occupational stress of the respondents. This scale aims at measuring the extent of stress which the employees perceive arising from various constituents and conditions of their job. The tool is suitable to be administered to the employees of every level operating in context of industries or other non-production organizations and employees of supervisory level and above. The scale consists of 46 items, each rated on the five –point scale.

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

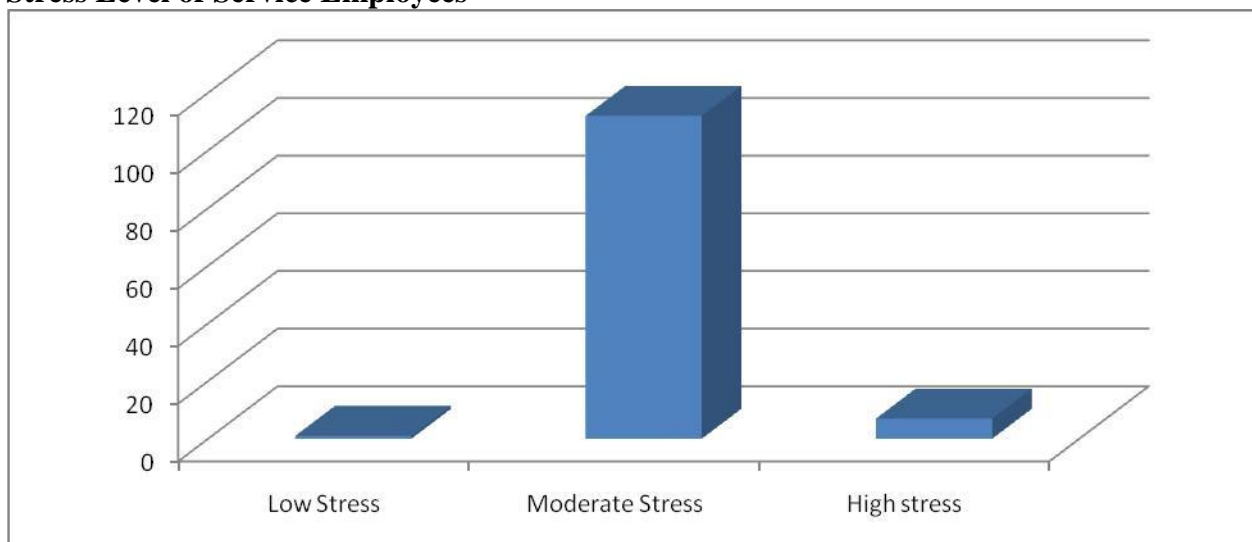
3.4 Sample Size

Union territory of Pondicherry has four districts namely, Mangalore, Mahe, Karaikal and Yanam. This covers these four district service and restaurant employees. As a whole 120 service and restaurant employees of Pondicherry were chosen as respondents for this study

4. ANALYSIS OF THE STUDY

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

Stress Level of Service Employees



SCORE	LEVEL OF OCCUPATIONAL STRESS
4 6 – 1 2 2	<i>Low Stress</i>
1 2 3 – 1 5 5	<i>Moderate Stress</i>
1 5 6 – 2 3 0	<i>High Stress</i>

Interpretation:

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

Pearson’s Correlation

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

Correlations

		conflict	ambiguity	unprof	working	low	improve	peer	powerless	under	pressure	political
conflict	Pearson Correlation	1	.035	-.228*	.279**	.297**	.211*	.066	.186*	-.032	.311**	-.078
	Sig. (2-tailed)		.796	.012	.002	.001	.021	.476	.042	.727	.001	.398
	N	120	120	120	120	120	120	120	120	120	120	120
ambiguity	Pearson Correlation	.035	1	.288**	.017	-.136*	.098	.145	.208*	.056	-.121	-.074
	Sig. (2-tailed)	.796		.001	.857	.139	.928	.113	.023	.543	.186	.425
	N	120	120	120	120	120	120	120	120	120	120	120
unprof	Pearson Correlation	-.228*	.288**	1	-.195*	-.101	.107	.053	.010	-.076	-.252**	.006
	Sig. (2-tailed)	.012	.001		.032	.273	.246	.567	.910	.409	.008	.947
	N	120	120	120	120	120	120	120	120	120	120	120
working	Pearson Correlation	.279**	.017	-.195*	1	.027	.043	.201*	.056	.001	.212*	.360**
	Sig. (2-tailed)	.002	.857	.032		.771	.640	.028	.532	.989	.020	.000
	N	120	120	120	120	120	120	120	120	120	120	120
low	Pearson Correlation	.297**	-.136*	-.101	.027	1	.208*	-.067	-.187*	.109	.303**	-.082
	Sig. (2-tailed)	.001	.138	.273	.771		.023	.469	.041	.234	.001	.374
	N	120	120	120	120	120	120	120	120	120	120	120
improve	Pearson Correlation	.211*	.098	.107	.043	.208*	1	-.185*	-.241**	-.070	-.052	.155
	Sig. (2-tailed)	.021	.928	.246	.640	.023		.043	.008	.450	.576	.090
	N	120	120	120	120	120	120	120	120	120	120	120
peer	Pearson Correlation	.066	.145	.053	.201*	-.067	-.185*	1	.239**	.040	-.034	.161
	Sig. (2-tailed)	.476	.113	.567	.028	.469	.043		.009	.868	.718	.078
	N	120	120	120	120	120	120	120	120	120	120	120
powerless	Pearson Correlation	.186*	.208*	.010	.056	-.187*	-.241**	.239**	1	.016	.138	-.168
	Sig. (2-tailed)	.042	.023	.910	.532	.041	.008	.009		.858	.130	.067
	N	120	120	120	120	120	120	120	120	120	120	120
under	Pearson Correlation	-.032	.056	-.076	.001	.109	-.070	.040	.016	1	.171	-.037
	Sig. (2-tailed)	.727	.543	.409	.989	.234	.450	.868	.858		.062	.689
	N	120	120	120	120	120	120	120	120	120	120	120
pressure	Pearson Correlation	.311**	-.121	-.252**	.212*	.363**	-.052	-.034	.139	.171	1	-.029
	Sig. (2-tailed)	.001	.186	.006	.020	.001	.576	.716	.130	.062		.752
	N	120	120	120	120	120	120	120	120	120	120	120
political	Pearson Correlation	-.078	-.074	.006	.360**	-.082	.155	.161	-.188	-.037	-.029	1
	Sig. (2-tailed)	.398	.425	.947	.000	.374	.090	.078	.087	.889	.752	
	N	120	120	120	120	120	120	120	120	120	120	120

*. Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Interpretation:

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

5. FINDINGS AND SUGGESTIONS

5.1 Findings

Most of the respondents are not clear about their organizational goal and hence there is role conflict. It is found that unachievable deadline is one of the areas where the employee faces stress. Most of the employees feel that the organization is not utilizing their ability properly. It is found that there is no frequent transfer in the organization so the employees do not face stress. More than 55% of the respondent where strongly agree that they have lot of work load and only 8 % to 14% where disagree they not have lot of work load. Majority of the respondent where reply that there is not have respect from there higher authority which will induce stress. More than 58% of the respondent where agreed that there are stress due to political pressures and only 15% disagree with this statement. Majority of the respondent were replied that they are working under stress and more than 40% of the respondent where replied that they dont have idea on this. More than half of the respondent have not decided about the responsibility at work area and only 26% where agree to that they have responsibility and remaining 30% where disagree to that. Based on the score chart the respondent at low stress are only 1% and 93% of the respondent are under moderate stress and remaining 6% of respondent are under high stress. Most of the stress and interpersonal stressors have relation between each factor. Age factor will not have relation between the stress factors but only some of the factor has the relation. Various departments have relation with interpersonal stressor hence stress of employees will get differ to various departments.

5.2 Suggestions

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

6. CONCLUSION

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

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

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