

THE STRESS MANAGEMENT : A CASE STUDY OF MANGAL INDUSTRIES LIMITED

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. Abstract:

Purpose:

The best performance from an employee is indicate that the employee is not in stress .The stress that will reduce the Productivity and performance of Organization and Employee. The purpose of the paper is to know the level of stress getting of employee in the organization

Design/Methodology:

The type of the research here is Descriptive research and followed by convince sampling with sample size of 80. The collected data has analyzed through statistical tools like F-test and ANOVA

Findings:

There is significant influence of Experience, Level in the organization, Qualification, Income level on Top management Support at 0.01 level. There is significant influence of Age, Gender on Work environment, Family problems at 0.05 levels.

Practical implications:

The productivity levels is always depend on performance of employees To decrease the performance level from the employees Stress is one of the factor. This study help to organization to overcome the problems related to stress.

Key words: Stress, Reviews, Objectives, Results and discussion

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INTRODUCTION

Human Resource Management (HRM) is a major department in every organization. It deals with the employees working in various departments. The functions of HRM includes Manpower planning, Recruitment, Selecting, training, Motivating and compensating of employees in the organization. The HRM involves solving the problems in the organization and identify the developmental areas and concentrate on Career of employees and organization' another important activity of HRM is to increases the satisfaction levels of employees in the workplace and identify the problems to decrease satisfaction levels of employees and performance.

Stress management is a wide spectrum of techniques and psychotherapies aimed at controlling a person's level 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. Although the role of the organization in eliminating stress is very important, successful action will be limited unless individuals mobilize in this direction, by taking a series of personal measures. These should be: understanding company policies, organization of personal work space, optimal peer relationships, proper communication, inner balance, periods of physical and mental relaxation, sand anti-stress activities during leisure time, observing colleagues or subordinates' stress and getting involved in solving it.

REVIEWS:

Katherine Pollak. Eisen. George J. Allen. Mary Bollash and Linda S. Pescatello²³ in their book titled “**Stress management in the workplace**” (2009) it suggested that work stress significantly contribute to corporate health costs. Comparison through randomised controlled design of stress management and intervention provided by an instructor-led group and computer presented format, has resulted in significantly higher attrition in computer based presentation format.

Kopp, Maria S; Stauder, Adrienne; Purebl, Gyorgy; Janszky, Imre; Skrabski, Arpad in their research paper titled **“Work stress and mental health in a changing society” (2008)** they conducted a study indicates that a cluster of stressful working and psychosocial conditions are responsible for a substantial part of variation in self reported mental and physical health with work related factors.

Upton, John W.; Ketchen Jr., David J.; Ireland, R. Duane in their article titled **“Managing Employee Stress: A Key to the Effectiveness of Strategic Supply Chain Management” (2007)** focused their research on supply chain activities and studied the dangerous role of stress among supply chain members. They have also given measures to address this stress. The researchers concluded that by using the suggested initiatives, both employees' quality of life and the organization's performance can improve.

Noblet, Andrew; LaMontagne, Anthony D. conducted a study on **“The role of workplace health promotion in addressing job stress” (2006)**. The enormous human and economic costs associated with occupational stress suggested that initiatives designed to prevent and /or reduce employee stress should be high on the agenda of Workplace Health Promotion (WHP) program. The aim of the second part of this study is a detailed description of what the comprehensive approach to stress prevention/reduction looks like in practice and to examine the means by which WHP can help develop initiatives that address both the sources and the symptoms of job stress.

Coetzer, and W.J.; Rothmann, S. In their article titled **“Occupational stress of employees in an insurance company”**, (2006) they identified occupational stressors for employees in an insurance company. The results showed that job insecurity as well as pay and benefits were the highest stressors in the insurance industry. They also assessed the relationships between occupational stress, ill health and organisational commitment.

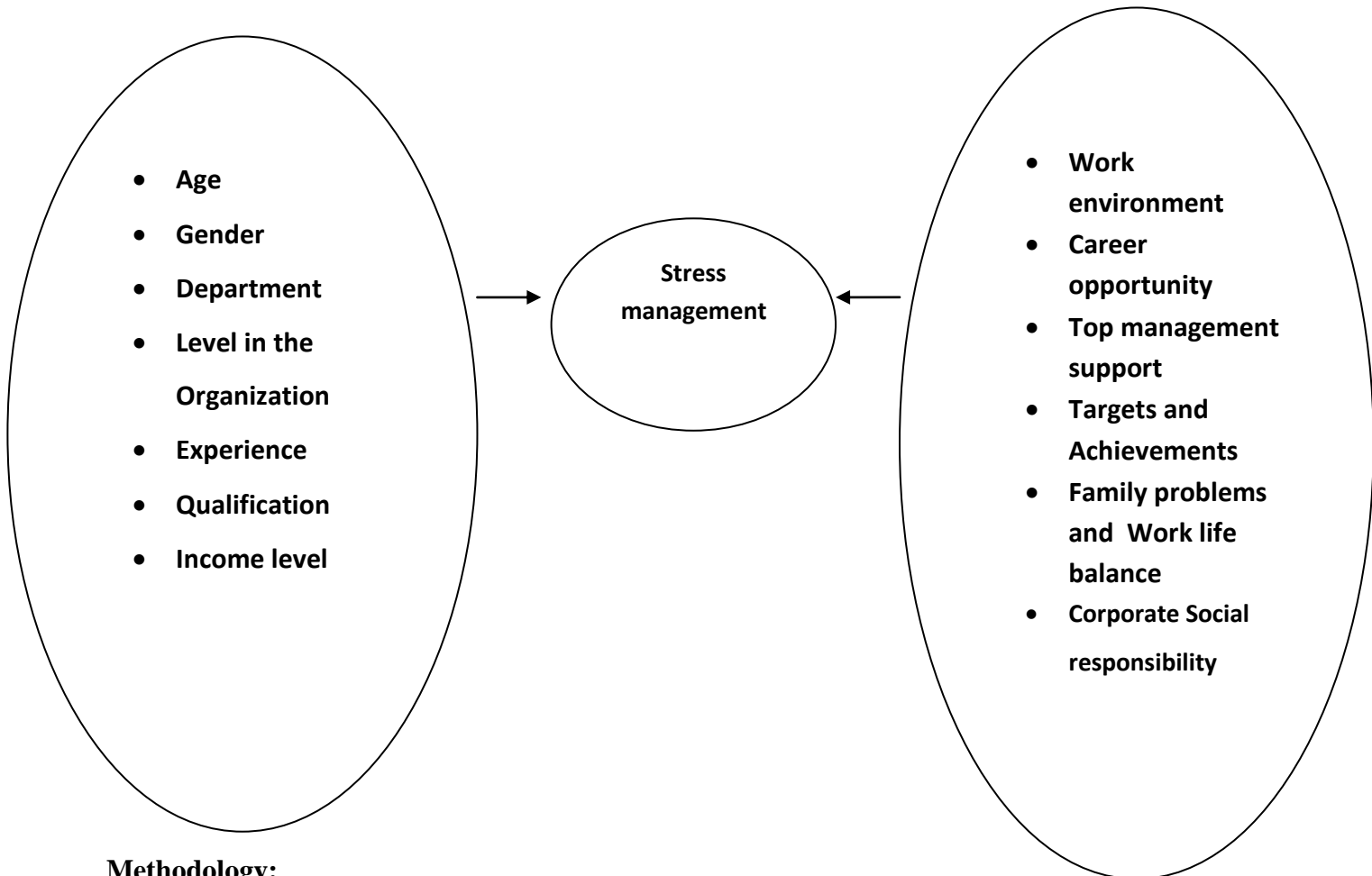
Statement of the problem

Human resource is the major asset for every organization. In the organization stress is the great factor that impact men and women. Stress is the mental illness. It is one of the strain within the person. Stress management is important part of maintaining good physical and emotional health

and healthy relations with others. Most people believe that their capacity and capabilities are so little to encounter high level of stress. The study focus on the stress facing employees at workplace, the problems facing by employees in the organization and what are the remedies taking by organization to reduce the stress from the employees

Objectives of the study:

- To study the Demographical factors influence on Stress management in Mangal Industries limited

Research Model:**Demographical factors****Stress factors****Methodology:**

The data which are used here is primary data with well structured questionnaire. The sample size of the data is 80, which is collected through conveyance sample technique because the

employees are from various shifts. The collected data are analyzed through the statistical tools like mean, t-test, F-test, ANOVA, and represent the data in tabular form and interpret the results.

Results and Discussion:

Perception on Age:

On the basis of Age, the employees are divided into two groups. The employees of Age 20-35 come under Group-I, employees of age 36-50 years come under Group-II. The influence of age on the Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility are investigated. The corresponding scores of the two groups are analyzed accordingly. The Mean value of Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility for the two groups were tested for significance by employing 't' test. The following hypothesis is formulated.

Hypothesis-1:

There would be no significant influence of 'Age' on Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility of employees in MIL.

It is clear from the Table: 1 that the computed value of 't' for the Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility of Stress management is less than the Table value of 't' (1.98) for 1 and 78 df at 0.05 level. It is concluded that Age has no significant influence on Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility

It is clear from table No. 1 the computed value of 't' for the Work environment is greater than the table value of 't' (2.63) for 1 and 78 df at 0.01 level. It is concluded that Age group I has significant influence on Work environment towards stress management.

Perception on Gender:

On the basis of gender, the employees are divided in to two groups. The male employees come under Group-I, female employees come under Group-II. The influence of gender on the Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility are investigated. The corresponding scores of the two groups are analyzed accordingly. The mean value of the Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility for the employing 't' test, the following hypothesis is formulated.

Hypothesis-2:

There would be no significant influence of 'Gender' on Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility in MIL.

It is clear from the Table:2 that the computed value of 't' for the, Work environment, Career opportunity, top management support, Targets and achievements., corporate social responsibility of Stress management is less than the table value of (1.98) for 1 and 78 df at 0.05 level. It is concluded that Gender has no significant influence on the Employee perception, Work environment, Career opportunity, top management support, Targets and achievements., corporate social responsibility

It is clear from the Table: 2 the computed value of 't' for the Family Problems and work life balance is Greater than the table value of 't' (1.98) for 1 and 78 df at 0.05 level. It is concluded that gender has a significant influence on the Stress management.

Perception on Department:

On the basis of Department, the employees are divided in to two groups. The Production Department come under Group-I, Other Departments come under Group-II. The influence of Department on the Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility are

investigated. The corresponding scores of the two groups are analyzed accordingly. The mean value of the Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility for the employing 't' test, the following hypothesis is formulated.

Hypothesis-3:

There would be no significant influence of 'Department' on Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility of employees in MIL

It is clear from the Table: 3 that the computed value of 't' for the Work environment, Career opportunity,. Family problems and work life balance, corporate social responsibility, Total of Stress management is less than the table value of (1.98) for 1 and 78 df at 0.05 level. It is concluded that Department has no significant influence on the Work environment, Career opportunity,. Family problems and work life balance, corporate social responsibility, Total of Stress management.

It is clear from the Table: 3 the computed value of 't' for the Top management support of is Greater than the table value of 't' (1.98) for 1 and 78 df at 0.05 level. It is concluded that Department has a significant influence on the Top management support

It is clear from the Table: 3 the computed value of 't' for the Targets and Achievements of Stress management is greater than the table value of 't' (2.63) for 1 and 78 df at 0.01 level. It is concluded that Department has a significant influence on the Targets and Achievements

Perception on Level in the Organization:

On the basis of Level in the Organization, the employees are divided in to two groups. The Low level of employees come under Group-I, Middle level of employees comes under Group-II. The influence of Level in the Organization on the Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility are investigated. The corresponding scores of the two

groups are analyzed accordingly. The mean value of the Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility for the employing 't' test, the following hypothesis is formulated.

Hypothesis-4:

There would be no significant influence of 'Level in the Organization' on the Work environment, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility of employees in MIL

It is clear from the Table: 4 that the computed value of 't' for the, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility of Stress management is less than the Table value of (1.98) for 1 and 78 df at 0.05 level. It is concluded that Level in the organization has no significant influence on the Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility of Stress management.

It is clear from the Table: 4 the computed value of 't' for the Work and Environment of Stress management is Greater than the Table value of 't' (1.98) for 1 and 78 df at 0.05 level. It is concluded that Level in the Organization has a significant influence on the Work and Environment of Stress management

Perception on Experience:

On the basis of Experience, the employees are divided into three groups. The employees of 0-5 years of experience come under Group-I, employees of 6-10 years of experience come under Group-II, the employees of 11 years and above experience come under Group-III. The influence of Experience on Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility are investigated. The corresponding scores of the three groups are analyzed accordingly. The Mean value of the Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility for the three groups were tested for significance by employing 'F' test. The following hypothesis is formulated.

Hypothesis-5:

There would be no significant influence of 'Experience' on the Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility of employees in MIL

The Table: 5 illustrates that the computed value of 'F' for Career opportunity, Targets and achievements. Family problems and work life balance, corporate social responsibility of Stress management is less than the table value of 'F' (3.09) for 2 and 77 df at 0.05 level. Hence the hypothesis-5 is accepted. It is concluded that there is no significant influence of Experience on the Career opportunity, Targets and achievements. Family problems and work life balance, corporate social responsibility of Stress management

The Table: 5 shows that the computed value of 'F' for the Top management support of Stress management than the table value of 'F' (3.09) for 2 and 77 df at 0.05 level. Hence the above hypothesis-5 is rejected. It indicates experience has a significant influence on the Top management support of Stress management.

Perception on Qualification:

On the basis of Qualification, the employees are divided into three groups. The qualification of below Intermediate comes under Group-I, Degree come under Group-II, PG comes under Group-III. The influence of Qualification on the Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility are investigated. The corresponding scores of the three groups are analyzed accordingly. The Mean value of Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility for the three groups were tested for significance by Employing 'F' test. The following hypothesis is formulated.

Hypothesis-6:

There would be no significant influence of 'Qualification' on the Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility of employees in MIL.

The Table: 6 no illustrates that the computed value of 'F' for Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility of Stress management is less than the table value of 'F' (3.09) for 2 and 77 df at 0.05 level. Hence the hypothesis-6 is accepted. It is concluded that there is no significant influence of Qualification on the, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility of Stress management

The Table: 6 shows that the computed value of 'F' for the Top management support Stress management is greater than table value of 'F' (4.82) for 2 and 77 df at 0.01 level. Hence the hypothesis is-6 rejected. It is concluded that qualification has significant influence of Top management support Stress management.

Income level:

On the basis of Income level, the employees are divided into four groups. The Income of 5000-10000 comes under Group-I, 10001-15000 comes under Group-II, 15001-20000 comes under Group-III, 20000 and above comes under Group-IV. The influence of Income level on the Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility are investigated. The corresponding scores of the four groups are analyzed accordingly. The Mean value of the Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility for the four groups were tested for significance by Employing 'F' test. The following hypothesis is formulated.

Hypothesis-7:

There would be no significant influence of 'Income level' on Career opportunity, top management support, Targets and achievements. Family problems and work life balance, corporate social responsibility of employees in MIL

The Table: 7 illustrates that the computed value of 'F' for Career opportunity, top management support, Targets and achievements. Family problems and work life balance, Stress management is less than the table value of 'F' (2.70) for 3 and 76 df at 0.05 level. Hence the hypothesis-7 is accepted. It is concluded that there is no significant influence of Income on the, Career opportunity, top management support, Targets and achievements. Family problems and work life balance, Stress management.

The Table: 7 shows that the computed value of 'F' for the corporate social responsibility of Stress management is greater than table value of 'F' (3.98) for 3 and 76 df at 0.05 level. Hence the hypothesis-7 is rejected. It is concluded that Income level has significant influence of corporate social responsibility of employees of Stress management.

Findings of the Study:

1. Age group 1(20-35) employees has significant influence on Work environment towards the stress of employees in the organization at 0.01 levels
2. The Female employees has significant influence on Family problems and Work life Balance at 0.01 level
3. When compare to Production department the other department has significant influence on top management support , targets and achievements at 0.01 level
4. The low level employees has significant influence on work environment at 0.01 level
5. The employees having 6-10 years of experience has significant influence on top management support at 0.05 level
6. The Employees with PG Qualification has significant influence on top management support at 0.01 level
7. The Income level of group IV (above 20000 Rs.) has significant influence on social responsibility at 0.05 level

Recommendations:

1. The organization need to improve better Work Environment to get best performance from employees.
2. The organization has to involve to maintain better work life balance especially for Female employees.
3. Compare with production department other department need top management support and reduce of targets.
4. The Organization have to maintain good working environment with low level employees to reduce the stress.
5. The employees who have below 5 years experience and PG Qualification they need top management support to reduce their stress.

Conclusion:

Stress is generally the gap between expectations and reality, when the gap is increase then automatically stress will start for every human being. In the workplace number of factors will influence to get stress. In this study has analyzed that the areas of getting stress of employees and how it will influence on the performance of employees. The areas like work environment, Family problems and work life balance, top management support, targets and achievements, social responsibility. That results will give chance to organization to know the areas the employee getting stress and try to solve is there any difficulties. It's also give chance to employees to know how and why they are getting stress.

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List of Tables:**Table: 1 Influence of Age on the Stress management of Employees in MIL**

| Variable | Mean | | Standard Deviation | | t- Values | Level of Significance |
|---------------------------------------|---------|---------|--------------------|--------|-----------|-----------------------|
| | I | II | I | II | | |
| Work environment | 23.782 | 26.625 | 5.032 | 4.703 | 2.91 | ** |
| Career opportunity | 33.782 | 36.625 | 3.764 | 3.524 | 1.766 | @ |
| Top management support | 16.615 | 17.000 | 2.608 | 1.581 | 0.946 | @ |
| Targets and Achievements | 26.731 | 27.406 | 3.792 | 3.091 | 0.972 | @ |
| Family problems and work life balance | 20.436 | 21.438 | 3.392 | 2.915 | 1.559 | @ |
| Corporate social responsibility | 13.923 | 14.652 | 2.011 | 1.898 | 1.808 | @ |
| Total | 132.756 | 104.188 | 13.290 | 11.320 | 1.86 | @ |

N1= 55 N2= 25 df= 1 and 78

** Indicates significant at 0.01 level , @ Indicates not significant at 0.05 level

Table: 2 Influence of Gender on the Stress management of Employees in MIL

| Variable | Mean | | Standard Deviation | | t- Values | Level of Significance |
|--------------------|--------|--------|--------------------|-------|-----------|-----------------------|
| | I | II | I | II | | |
| Work environment | 31.641 | 34.000 | 5.037 | 3.891 | 1.520 | @ |
| Career opportunity | 24.515 | 26.000 | 3.931 | 3.381 | 1.113 | @ |

| | | | | | | |
|---------------------------------------|---------|---------|---------|---------|-------|----|
| Top management support | 16.680 | 17.429 | 2.378 | 1.990 | 0.951 | @ |
| Targets and Achievements | 27.000 | 25.857 | 3.374 | 25.857 | 1.189 | @ |
| Family problems and work life balance | 15.029 | 14.714 | 2.017 | 15.714 | 4.347 | ** |
| Corporate social responsibility | 24.029 | 25.714 | 1.017 | 12.714 | 2.347 | @ |
| Total | 134.485 | 141.286 | 141.286 | 141.286 | 2.037 | @ |

N1=68 N2=12 df=1 and 78

@ Indicates not significant at 0.05 level , ** Indicates significant at 0.01 level

Table: 3 Influence of Department on the Stress management of Employees in MIL

| Variable | Mean | | Standard Deviation | | t- Values | Level of Significance |
|---------------------------------------|---------|---------|--------------------|--------|-----------|-----------------------|
| | I | II | I | II | | |
| Work environment | 31.806 | 31.667 | 4.842 | 6.182 | 0.075 | @ |
| Career opportunity | 24.643 | 24.333 | 3.818 | 4.625 | 0.223 | @ |
| Top management support | 16.898. | 15.333 | 2.345 | 2.014 | 2.492 | ** |
| Targets and Achievements | 27.276 | 24.083 | 3.490 | 3.353 | 3.099 | ** |
| Family problems and work life balance | 20.898 | 19.333 | 3.309 | 2.779 | 1.800 | @ |
| Corporate social responsibility | 14.153 | 14.000 | 2.027 | 1.826 | 0.271 | @ |
| Total | 135.673 | 128.750 | 12.673 | 15.374 | 1.499 | @ |

N1= 68 N2= 12 df= 1 and 78

**** Indicates Significant at 0.01 level, @ Indicates not Significant at 0.05 levels**

Table: 4 Influence of Level in the Organization on the Stress management of Employees in MIL

| Variable | Mean | | Standard Deviation | | t- Values | Level of Significance |
|---------------------------------------|---------|---------|--------------------|--------|-----------|-----------------------|
| | I | II | I | II | | |
| Work environment | 13.880 | 14.686 | 2.059 | 1.769 | 2.109 | ** |
| Career opportunity | 23.813 | 26.314 | 3.818 | 3.560 | 1.353 | @ |
| Top management support | 16.627 | 16.943 | 2.662 | 1.511 | 0.791 | @ |
| Targets and Achievements | 26.853 | 27.086 | 3.794 | 3.193 | 0.334 | @ |
| Family problems and work life balance | 20.480 | 21.257 | 3.411 | 2.950 | 1.223 | @ |
| Corporate social responsibility | 23.880 | 24.686 | 2.019 | .987 | 1.679 | @ |
| Total | 132.573 | 139.943 | 13.260 | 11.524 | 1.674 | @ |

N1=40 N2=40 df= 1 and 78

**** Indicates Significant at 0.01 level ,@ Indicates Not Significant at 0.05 level**

Table: 5 Influence of Experience on the Stress management of Employees in MIL

| Variable | Mean | | | Standard Deviation | | | F-Values | Level of Significance |
|---------------------------------------|---------|---------|---------|--------------------|-------|-------|----------|-----------------------|
| | I | II | III | I | II | III | | |
| Work environment | 21.319 | 22.308 | 24.800 | 4.026 | 3.778 | 2.183 | 2.737 | @ |
| Career opportunity | 23.826 | 25.692 | 26.333 | 3.647 | 4.046 | 3.876 | 2.004 | @ |
| Top management support | 32.319 | 30.308 | 34.800 | 5.026 | 4.778 | 4.183 | 3.737 | * |
| Targets and Achievements | 26.391 | 27.615 | 28.200 | 3.652 | 3.431 | 3.208 | 2.186 | @ |
| Family problems and work life balance | 20.072 | 21.500 | 22.400 | 3.311 | 3.165 | 2.417 | 2.217 | @ |
| Corporate social responsibility | 13.913 | 14.115 | 15.200 | 2.090 | 1.761 | 1.641 | 2.580 | @ |
| Total | 131.928 | 137.692 | 143.867 | 10.779 | 9.880 | 9.038 | 2.310 | @ |

N1=29**N2=22****N3=29****df=2 and 77****** Indicates Significant at 0.01 level****@ Indicates not Significant at 0.05 level**

Table: 6 Influence of Qualification on the Stress management of Employees in MIL

| Variable | Mean | | | Standard Deviation | | | F-Values | Level of Significance |
|---------------------------------------|---------|---------|---------|--------------------|--------|--------|----------|-----------------------|
| | I | II | III | I | II | III | | |
| Work environment | 31.400 | 31.841 | 33.571 | 4.711 | 5.078 | 5.551 | 0.558 | @ |
| Career opportunity | 24.575 | 24.540 | 25.714 | 3.969 | 3.724 | 4.978 | 0.291 | @ |
| Top management support | 17.700 | 16.254 | 15.429 | 2.532 | 2.023 | 2.259 | 6.202 | ** |
| Targets and Achievements | 26.875 | 27.222 | 24.571 | 3.356 | 3.543 | 4.655 | 1.707 | @ |
| Family problems and work life balance | 20.550 | 20.937 | 19.857 | 3.528 | 3.116 | 3.226 | 0.421 | @ |
| Corporate social responsibility | 13.900 | 14.286 | 14.143 | 2.256 | 1.906 | 0.990 | 0.443 | @ |
| Total | 134.950 | 135.079 | 133.286 | 12.985 | 12.722 | 17.718 | 0.057 | @ |

N1=30 N2=40 N3=10 df=2 and 77

**** Indicates Significant at 0.01 level, @ Indicates not Significant at 0.05 level**

Table: 7 Influence of Income level on the Stress management of Employees in MIL

| Variable | Mean | | | | Standard Deviation | | | | F-Value s | Level of Significance |
|---------------------------------------|--------|--------|--------|--------|--------------------|--------|-------|-------|--------------|-----------------------|
| | I | II | III | IV | I | II | III | IV | | |
| Work environment | 31.273 | 31.291 | 32.632 | 33.615 | 4.882 | 5.050 | 5.294 | 4.216 | 1.014 | @ |
| Career opportunity | 23.841 | 24.500 | 25.263 | 26.538 | 3.205 | 4.182 | 4.411 | 3.789 | 1.827 | @ |
| Top management support | 13.682 | 16.735 | 17.053 | 16.385 | 2.284 | 2.638 | 2.523 | 1.332 | 0.210 | @ |
| Targets and Achievements | 26.545 | 26.912 | 27.316 | 27.692 | 3.474 | 3.576 | 4.181 | 3.073 | 0.421 | @ |
| Family problems and work life balance | 14.364 | 13.147 | 14.842 | 14.923 | 1.920 | 2.046 | 1.663 | 1.591 | 2.508 | @ |
| Corporate social responsibility | 24.364 | 23.147 | 24.842 | 20.923 | 3.920 | 3.046 | 2.663 | 2.591 | 4.808 | * |
| Total | 133.29 | 132.67 | 138.42 | 141.15 | 11.57 | 13.337 | 16.19 | 9.518 | 2.001 | @ |

N1=34 N2=24 N3=10 N4=12 df= 3 and 76

** Indicates Significant at 0.05 level

@ Indicates not Significant at 0.05 level