

**OCCUPATIONAL STRESS AND STRESS
MANAGEMENT IN
HOSPITALITY INDUSTRY IN GOA**

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DECLARATION

I, Mr. Sandesh Jaganath Naik, do hereby declare that this dissertation entitled “Occupational Stress and Stress Management in Hospitality Industry in Goa” is a record of original research work done by me under the supervision of Dr. K. G. Sankaranarayanan, Associate Professor and Director of Research Centre at Narayan Zantye College of Commerce affiliated to Goa University.

I also declare that this dissertation or any part thereof has not been previously submitted by me for the award of any Degree, Diploma, Title or Recognition in Goa University or elsewhere.

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I have duly acknowledged all the sources used by me in the preparation of this thesis.

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This dissertation or any part thereof has not formed the basis for the award of any Degree, Diploma, Title or Recognition before.

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ABBREVIATIONS

OSI	Occupational Stress Index
OCB	Organisational Citizenship Behaviour
QWL	Quality Work Life
JS	Job Satisfaction
EI	Emotional Intelligence
F& B	Food and Beverages
CDP	Chef de Partie
DCDP	Demi Chef de Partie
FO	Front Office
HK	House Keeping
HR	Human Resource
ANOVA	Analysis of Variance
SDs	Standard Deviation
KMO	Kaiser Meyer Olkin

CHAPTER 1

INTRODUCTION

Stress is a physiological reaction to a certain threatening environment and is caused by events in the work environment (**Hans Selye, 1974**). It is an important aspect of human life, which brings significant changes in human behaviour and health. Stress up to the moderate level can help individuals to increase efficiency level and to achieve objectives of their life. Once stress reaches the maximum level, it brings negative consequences such as low-efficiency level, anger, frustration, blaming others, arguments and factors leading to ill health such as fever, body pain, heart diseases etc. In today's world, there is a general acceptance about stress as a problem at every stage and component of life that needs to be addressed urgently. May the components of life be personal, social and/or work life. All these three components are inter-related to each other. For example, whatever happens in one's personal life will have some kind of reflection in work and social life and vice versa. In the case of working people, the majority of their time is spent at the workplace. So the workplace is the source of happiness as well as sadness. When employees work in the organisation, they have to deal with different things such as the behaviour of superiors, rules, work schedule, work volume, working conditions, perception of society towards job etc. If the said factors work negatively, then it brings stress among employees, which is known as occupational stress. In the words of **Beehr, A., and John E., (1978)** occupational stress refers to work situation rising from the interaction of employees and their jobs and characterized by changes within people that force them to differ from their normal functioning.

Occupational stress or stress at the workplace is a major concern for the employer. According to a survey conducted by the **American Psychological Association (2011)**, it was revealed that 36 % of the respondents feel stressed during working days. The survey also revealed that employees are stressful due to lack of career opportunities, heavy workload, too many and unrealistic job targets and long working hours. Later, a survey conducted by **Statistics Canada (2018)** revealed that one in four Canadians leaves their job due to stress. The survey further revealed that 30 % of employees

between the age group of 35 to 54 years are extremely stressful. The above survey results depict the global scenario of workplace stress.

The global scenario related to work stress is also similar in the Indian context, which is revealed by a survey report done by **Optum and 1to1help.net (2018)**. The survey conducted among 8,00,000 employees in 70 companies with a minimum workforce of 4500. The survey revealed that committing suicide by employees has grown to 8% due to lack of stress management measures. The study further revealed that workload, monetary issues, uncertainty and ambiguity in the environment are the major causes of stress. The said reports at the global and national level proved that stress at the workplace is a major problem or hot burning topic for employees as well as to employers. The hospitality industry, which is known for its 24 x 7 working system, is also burning with stress issues due to their work environment.

According to **Kim et al., (2007)**, the hospitality industry is highly stressful because of labour intensive nature as well as it involves frequent job rotations, flexible work schedule, heavy work load and frequent contact with the guests.

In addition to above, there are several other factors which are responsible for the stressful work environment in the hospitality industry which are as follows: inadequate remuneration, poor relations with colleagues, lack of clarity about role etc. Further, if employees are working in the frontline department, they may face stressor, such as the indifferent attitude of guests.

When stress at the workplace pops up due to the unfavourable environment, it creates negative influences such as low productivity and efficiency, high rate of absenteeism, high turnover intention, poor quality service to customers, low profitability and poor image of the organisation or industry. According to **Ross (1995)**, in the hospitality industry, stress has been one of the most important factors that affect the performance at all the levels, starting from front-line employees to the top management. **Kim (2008)** found that job stress in hospitality industry lessens employees' well-being by creating long term exhaustion, which negatively affects service delivery. According to **Varca (1999); O'Neill and Davis, (2009)**, occupational stress has a negative influence on providing quality customer service due to the increased exhaustion of the workers.

The studies made in the past related to occupational stress in hospitality industry revealed that employees exhibit high stress working in this industry. While this has been the case, the hospitality industry has a disadvantage as it costs billions of dollars for lost productivity and accounts for high absenteeism and sickness (**Williams and Cooper, 2002**). Various studies have proved that individuals working in the hospitality industry shown signs of stress and overwork, due to demands placed by organisations that tend to pressurise the employees.

Stress management is the issue of managing such demands and pressure placed on the individuals, most effectively. Both the employer and employees have realised the consequences of work-related stress. Moreover, both the parties at their level are trying their best to manage stress. It is not completely possible to avoid or eliminate stress, but certain proactive, as well as reactive measures, are possible. The organisation at their level conducts various stress management programmes such as yoga and meditation camp, picnic, outdoor games, adventure camp, cultural events, personality development, redressal policy etc. On the other hand, employees at their level also try to cope with stress by using a different mechanism such as sharing problems with others, taking advice, playing games, listening music, visiting religious places, avoiding social gathering etc. Employees use above mentioned coping mechanism depending on the degree of stress and most importantly, according to their personality. Thus, managing stress is of utmost importance in the present scenario for both employees as well as to the employer. It gives benefit to the employer in terms of high productivity, profitability, better customer service, etc. and for employees, it gives good health, job satisfaction, etc.

The present study made an effort to identify occupational stressors among employees in the hospitality industry in Goa. In the tourism sector of the Indian economy, Goa has special importance because many tourists from India as well as from different parts of the world visit this place for enjoyment and relaxation. The hospitality industry throughout the year is ready to welcome its guests. It is very important from the industry side to welcome their guests properly and make their stay satisfactory and memorable one. In order to provide quality services, the hospitality work environment puts a lot of pressures on its employees in terms of workload, work schedule and

conflicting demands. From a research point of view, it will be interesting to know stressors among hospitality employees and its effect on job satisfaction, motivation and organisational citizenship behaviour and kind of strategies employees use to cope with stress. The present study is based on the Occupational Stress Index developed by **Srivastav and Singh (1981)** to identify stressors as well as to measure the level of stress. Further, revision is made in this original index to meet the requirement of different level of hierarchy in the hospitality industry.

1.1 EVOLUTION OF CONCEPT OF STRESS

Stress is a very common issue in the present scenario which human behaviour encounter from ages. As the clock time proceeded further stress gained much importance in personal, social and work life. Stress varies from person to person because of the degree of impact, an individual's personality, management techniques, etc.

In practical life, it is very difficult to define term stress because of its wide application in different disciplines such as psychology, sociology, management, medicine etc. Every researcher proposed their conceptual framework and theory, which makes the term stress more complex as well as interesting to know more about it. (**Cummings and Cooper, 1998, cited by Fevre et al., 2003**).

In addition to stress, there is one more term evolved that is a stressor, which is commonly used along with the term stress. These two terms are related to each other, but they are different in terms of their behaviour.

A stressor is any dangerous or risky event that is observed by an individual, whereas stress is the result. In simple terms, the stressor is the cause and stress is the effect. The effects of stress upon a person are cumulative and can cause serious harm if experienced over a long time.

The term "stress" was first introduced by Hans Selye, a Hungarian endocrinologist, who is also known as the "**father of stress**" (**Fink, 2009**). Selye has given the first standard and broad definition of stress "Stress is the nonspecific response of the body to any demand" (**Selye, 1976b**).

Further research was carried out worldwide by different researchers. In the year **1971**, **Levi (cited by Szabo et al., 2012)** introduced, the difference between positive and negative stress. Later, **Selye (1974)** introduced the appropriate terms for positive and negative stress. He introduced 'Eustress' for positive stress and 'Distress' for a negative one. There is sufficient literature work available related to distress and eustress. As it is mentioned earlier, distress is bad or negative; there are different types of distress situations we come across such as difficulties at the workplace, financial problems, family problems like divorce, death, illness, etc. The said mentioned negative stress brings out various consequences such as low productivity, lack of energy, lack of interest, body pain, mental disturbance, etc.

Selye (1979) was the first to study the effects of stress. He suggested that stress had four different variations:

Good Stress – It is also known as eustress, which is positive. We believed that stress brings only negativity, but over a period of time, a lot of research work was carried out, and it was found that sometimes stress can bring positivity. This type of stress can bring out the best performance from individuals under pressure situations. It keeps life interesting and helps people in the motivation process.

Bad Stress – It is also known as distress, which is negative in nature. This type of stress brings severe negative results in terms of performance. It can also result in various ill effects to health.

Over Stress –It is also known as hyperstress. This type of stress can lead to physical as well as an emotional breakdown. There are various factors which can lead to over stress such as the volume of work, too many things to do within a short time, unrealistic deadlines etc.

Under Stress – It is also known as hypo stress. This type of stress occurs because of the monotony of routine activity, tiredness, disturbance of external forces, no work to do etc.

In addition to Selye, **Dr. Albrecht (1979)** has introduced four different variations of stress; these are time stress, anticipatory stress, situational stress and encounter stress

Time stress is a fearful response to the concept of time or running short of time. It is a situation of doing much work with less time frame.

Anticipatory stress is experienced by almost everyone at least once in their lifetime. It is a type of stress which brings worry or fear of future life. It normally occurs when fear of negativity enters in our life.

Situational stress is a state of anxiety due to a situation in which one feels threatened, has little or no control over the situation and is afraid to “lose face” in the eyes of the others or to be physically injured.

Encounter stress is a fear of having to deal with a person or group of people who one does not like or would not be willing to deal with at a certain moment. Encounter stress can also be a result of getting tired of interacting with too many people (**Albrecht, 1979**).

Other well-known types of stress are acute, episodic acute, and chronic stress. **Acute stress** is short term in nature and the most common kind of stress experienced by all on a regular basis in their life. It is easily manageable. The symptoms of acute stress are muscle ache, high blood pressure, sweaty palms, etc.

Episodic acute stress is a more serious type of stress, which occurs when a person is experiencing acute stress more frequently and does not get adequate relief. This kind of stress is characterized by the symptoms of extensive arousal, such as permanent headaches, migraines, hypertension, and heart diseases (**American Psychological Association, 2016**).

Chronic stress is long term in nature and is the most harmful type of stress. It arises when individuals do not see any possible solution for their problem. This type of stress can lead to various health problems such as depression, heart diseases, obesity etc. (**American Psychological Association, 2016**).

1.2 OCCUPATIONAL STRESS –CONCEPTUAL FRAMEWORK

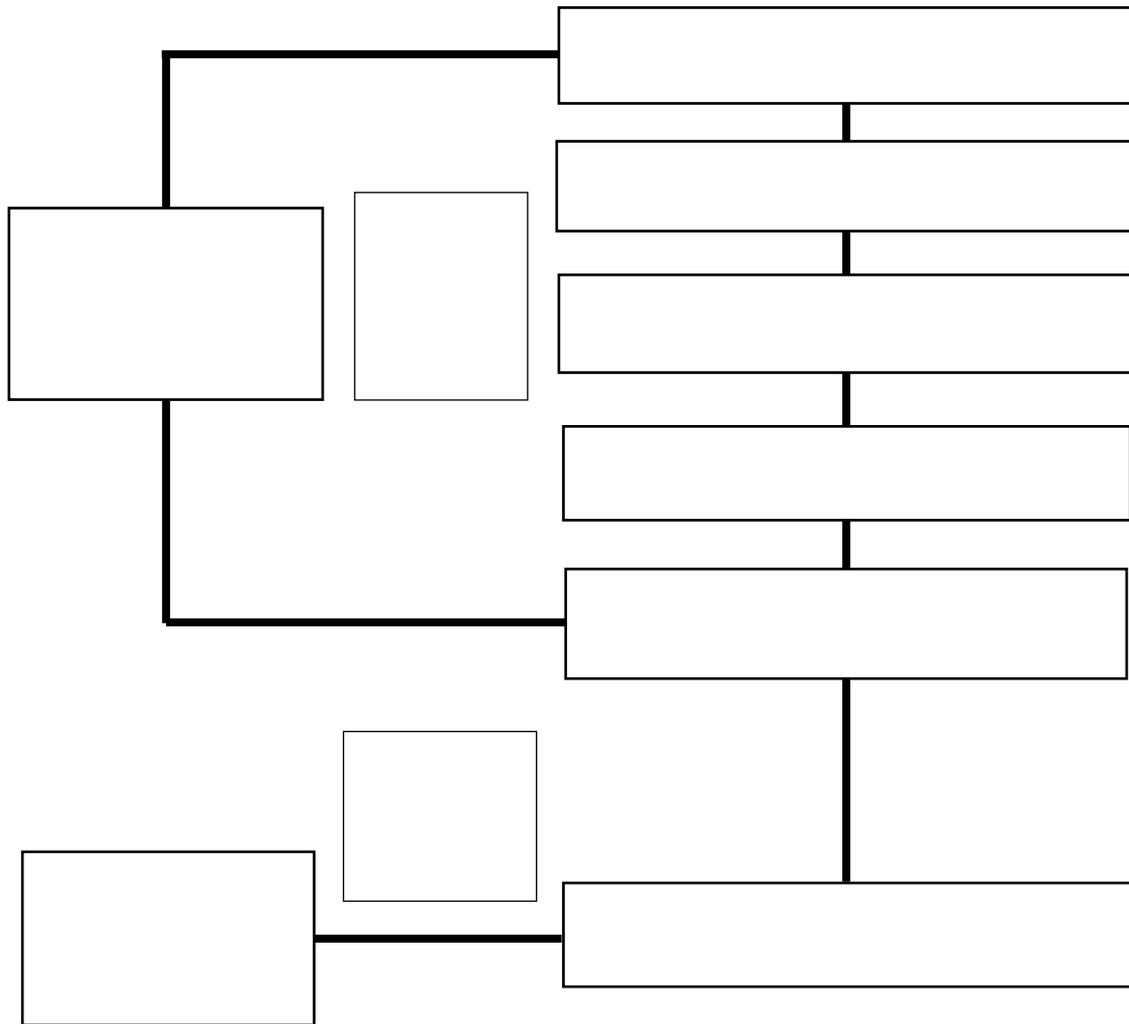
Occupational stress brings the restless situation at the workplace, which affects employees to a great extent. The present work environment of any organisation is competitive, which suits stress to pop up at the workplace. Stress at the workplace has a long history, and due to this, researcher from different part of the world carried out research related to occupational stress. According to **Okebukola and Jedgede (1989)**, occupational stress is a state of physical and mental exertion brought about as a result of harassing situation or general features of the working environment.

The following are some contribution related to the concept of occupational stress, occupational stress model and occupational stress index developed by researchers in the past.

Cooper and Marshall (1976) developed the Occupational Stress Model and identified five sources of stress at the workplace.

Cartwright and Cooper (1997) developed an existing model of Cooper and Marshall (1976) and added one more source of stress to existing stressors.

Fig. No. 1.2.1 Occupational Stress Model



Srivastav and Singh (1981) developed Index for employees of supervisory level and above for production as well as non-production industry to measure their occupational stress. The scale consists of 46 items divided into dimensions such as role conflict, role ambiguity, role overload, group and political pressure, responsibility for persons, under participation, powerlessness, intrinsic impoverishment, poor peer relations, strenuous working conditions, low status and unprofitability. The above dimensions covered almost the entire aspects of work life. The index has further given the classification of stress into three levels such as low level, moderate level and high level based on scores.

The United States National Institute for Occupational Safety and Health (1999) defined occupational stress as the harmful thing which normally occurs when the

demands or requirements of the allotted work do not match the resources and skills of the employees. There are various negative consequences of occupational stress, which can lead to physical and mental illness.

The concept of occupational stress is often confused with challenge, but these concepts are not the same. Challenge energises us psychologically and physically, and it motivates us to learn new skills and master our occupations. When a challenge is met, we feel relaxed and satisfied.

For example, several studies (**Elwkai, 2003; Dewe, 2003; Caulfield 2004; Cope, 2003**) defined occupational stress as the difference between demands from work environmental factors and individual capacities to meet these demands.

If we turn back to literature work related to stress at the workplace, then most of the studies revealed that occupational stress as a common problem in many organisations

In case of the research work of **Kinman and Jones (2005)** argued that occupational stress mainly belongs to the organisation, but the impact of stressors on an employee is personal which is beyond the organisational framework.

The causes of occupational stress were identified in several research work by researchers. In case of the research work of **Shahid (2006) and Torkelson (2007)**, they have identified following occupational stressors such as lack of job security, lack of safety, the repetitiveness of work and lack of autonomy in the job.

Later **Chamberlin and Green (2010)** in their research work, revealed that stress is the side effect of our modern life because, at present, we are trying to balance demands of personal and work life.

Later on in following studies researcher have identified different stressors such as poor quality training and management development by **Palmer (2004)**, work overload by **Wickramasinghe (2010)**, Bullying and harassment by **Wallace (2010)** and conflicting performance expectation (**Buys et al., 2010**).

1.3 SYMPTOMS / INDICATORS OF OCCUPATIONAL STRESS

The symptoms or indicators of occupational stress differ from industry to industry as well as employee to employee. There are various factors responsible for these differences. Working conditions are different according to Industry such as working time, the volume of work, work responsibilities, etc. On the other hand, it is different from employee to employee because of their personality, perception, family work interface, etc.

From the research work as well from general perceptions, everyone agrees that occupational stress is the outcome of work environment or conditions. There are different viewpoints that are available in literature work related to occupational stress.

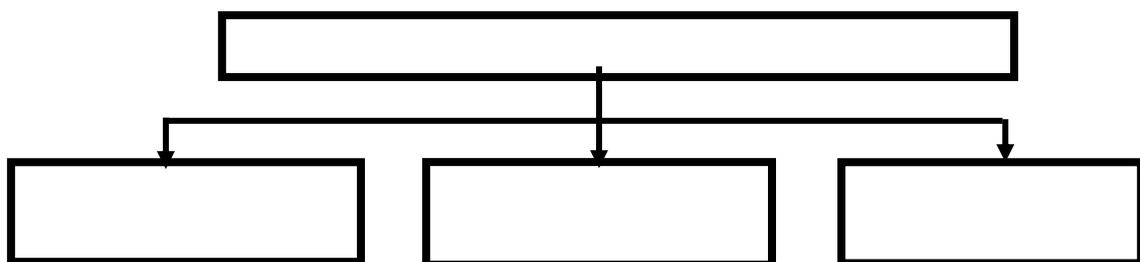
According to one school of thought, differences in individual characteristics such as personality and coping style are most important in predicting whether certain job conditions will result in stress. In other words, what is stressful for one person may not be stressful for the other.

Although the importance of individual differences cannot be ignored, scientific evidence suggests that certain working conditions are stressful to most people. Examples of individual and situational factors that can help to reduce the effects of stressful working conditions include the following:

- Work-life balance
- A support network of friends and co-workers
- A relaxed and positive outlook

There are major three symptoms of Occupational Stress, which are described below.

Fig. No. 1.3.1 Symptoms of Occupational Stress



Physiological Symptoms: It is a symptom related to body functions of human. Stress can bring various changes to the body, such as changes in metabolism, changes in blood pressure, increase in heart rates, heart attack, headaches, etc.

Psychological Symptoms: The psychological effect of stress is reflected through different ways such as satisfaction or dissatisfaction related to job or work conditions, tension, anxiety and boredom related to work. The results of various research work revealed that greater the degree of stress more will be the dissatisfaction.

Behavioural Symptoms: This kind of symptoms of occupational stress is reflected through the behaviour of the employees such as absenteeism, turnover, lack of interest in work, low productivity, frequent complaints of colleagues to a higher authority, involvement in verbal or physical fights, etc.

Stress affects millions of employees at the workplace, but it operates in more silent and indirect ways. Stress is a psychological agent that influences physical and emotional well-being and the ability to perform tasks. Stress in workplace is also expensive to management or employers as it is reflected in low productivity, reduced motivation, increased errors and accidents.

High level of stress is related to an increase in turnover intentions and counterproductive behaviour. Stress affects employees at all levels and type of jobs. Those employees who are satisfied with their jobs suffer fewer consequences of stress in comparison to those who are dissatisfied with their jobs.

There are various distinctive symptoms or indicators of occupational stress such as regular absenteeism, low productivity, lack of concentration or interest in the work assigned, family conflict, anger or frustration towards colleagues leading to verbal or physical fight etc. In addition to this, there are physical or health issues such as heart problems, migraine, muscle ach, stomach related problems, etc.

1.4 OCCUPATIONAL STRESSORS

The term stressors were introduced by **Selye (1956)** as the external force or influence acting on the individuals (cited by **Fevre et al., 2003**). Unlike previous definition author like **Edwards (1998)** were using the term “stress” to define these external forces, and “strain” for the resulting action (**Fevre et al., 2003**).

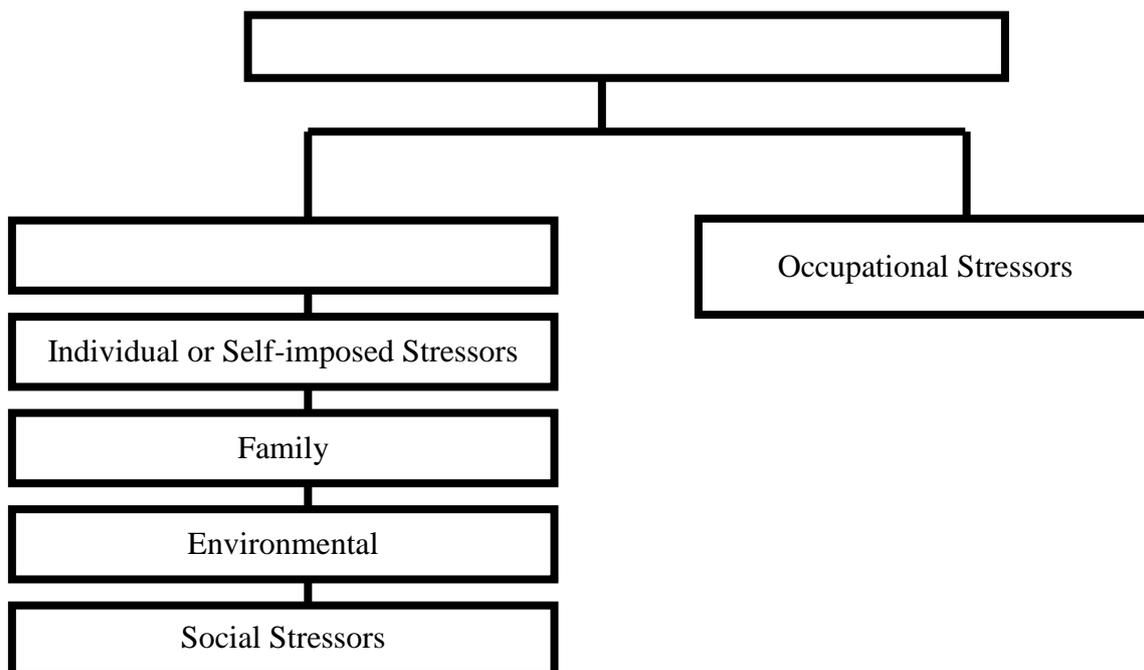
In general, stressors are the sources of stress that can be both internal and external. There are various classifications of stressors offered by different researchers. They can differ in terms of their origin, clarity, duration, choice, level of induced stress, and if the stressor arises alone or together with the other ones (**Weber, 2011**).

Many factors influence the human system and performance that result in stress. The causes of stress are known as stressors (**Stranks, 2005**).

1.5 CAUSES OF STRESS/ STRESSORS

The research work carried out by **Pedler and Boydell (1985)** has classified causes of work stress (Stressors) into different categories.

Fig. No. 1.5.1 Causes of Stress



Organisational structure and climate

When individual expectations conflict with the demands of the organisation. Role conflict, Role ambiguity, Ineffective communication, Long hours of work, Responsibilities are considered to be the major stressors.

Individual or self-imposed stressors

The results of stress vary from person to person. This is mainly because of difference in personality or character of individuals. **Cooper and Payne (1978)** suggested two different types of personalities. Type A personalities are aggressive, looks for power and responsibilities; this makes them more stressful than Type B personalities, which are more relaxed towards their work and personal life.

Family

When demands of family life and work life clashes, it can result in stress. The study of **Cooper and Payne (1989)** suggest that family is a resource, which helps an individual to cope better with job stress.

Environmental

The factors are arising from extreme temperature variations, ventilation, noise, vibration and presence of airborne contaminants such as dust, gases etc.

Occupational stressors

Caused due to too much or too little pressure. Conflicting job demands, excessive work hours, interchanging work and family demands.

Social stressors

Caused due to everyday problems coping up in life such as family issues, marital problems etc.

In addition to the above, there is one more classification offering a logical division of stressors into four categories: environmental, organizational, group and individual stressors (Anbazhagan et al., 2013).

Environmental stressors

Caused due to various factors such as demands of family, financial situation, changes in technology, issues related to caste, ethnic identity, frequent relocations etc.

Organizational stressors

Caused due to organisational factors such as organisational hierarchy, organisational policies, strategies, working conditions, peer relationship, etc.

Group stressors

Occur within the formal and informal groups, to which one belongs. Examples of such stressors are lack of social support, interpersonal and intergroup conflict.

Individual stressors

Individual stressors are considered to be the internal ones, for example, role conflict and ambiguity, personality traits, life and career changes (Anbazhagan et al., 2013).

1.6 PSYCHOLOGICAL VARIABLES

1.6.1 Emotional Intelligence

Emotional Intelligence (EI) ‘refers to the ability to recognise precisely, evaluate and express emotion. In other words, it refers to the ability of an individual to understand and regulate emotional feelings of self and others. An individual with a high level of emotional intelligence can tackle any situation in a bold manner. Individuals with a high level of emotional intelligence show their composed nature in both good and bad situations. In the business organisation, employer prefers employees with a high level of

emotional intelligence because they can handle any situation at the workplace effectively. In addition to this, it also helps employees to handle the stressful situation effectively. This shows the importance of emotional intelligence. Further, the background of emotional intelligence can be drawn from the research work of **Thorndike's (1920)** concept of social intelligence is defined as the ability to know and manage individuals and take practical actions in human relations. Later, **Eysenck (1958)** questioned whether personality can be measured and said 'the answer depends on what we mean by personality, what we mean by measurement, and, indeed, one might even maintain that it depends on the meaning of the term "can"'.

Salovey and Mayer (1990) were the first to define the concept of emotional intelligence as 'the ability to observe one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and action'. Later, **Mayer and Salovey (1997)** came with a revised definition to 'the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth'.

Freedman (1998) 'defined emotional intelligence as the way of recognizing, understanding and choosing how we think, feel and act. It shapes our interactions with others and our understanding of ourselves. It defines how and what we learn; it allows setting priorities; it determines the majority of our daily actions'. **Singh (2003)** 'defines emotional intelligence as an ability of an individual to appropriately and successfully respond to a wide variety of emotional stimuli drawn from the inner self and immediate environment'.

1.6.2 Job Satisfaction

Job satisfaction refers to happiness derived from a job because of the favourable environment created by the organisation. In other words, job satisfaction means employees are happy with all the factors connected to their job. According to **Spector (1996)** 'Job satisfaction is mainly the degree to which employee take pleasure in their job'. In the words of **Oshagbemi (2000)** 'Job satisfaction is an individual's positive emotional response to particular job'.

The organisations try their best to increase job satisfaction level among employees because it gives various benefits such as high productivity, interest in work assigned, loyalty, and etc.in return to the organisation. There are several work-related factors connected to high job satisfaction, such as adequate workload, role clarity, job security, attractive pay package, fair promotion and training opportunities, etc.

On the other side if the organisation fail to provide favourable factors related to the job, then it can lead to low job satisfaction among employees. This kind of situation is possible when employees are burden with a heavy workload, low salary package, job insecurity, poor peer relations, etc.

Highly satisfied employees are very important to any organisation. Further, the importance of job satisfaction increases in the hospitality industry because of the service-oriented nature of the industry. In other words, employees with a high level of job satisfaction in the hospitality industry can provide a better quality of services to guests. This will help the organisation to increase its profitability.

Price and Mueller (1981) stated that ‘job satisfaction has an indirect influence on profitability via its direct control over intent to leave’.

1.6.3 Motivation

Motivation is an important element in an individual’s life, which encourages them to give their best output. When it comes to the workplace, a strong positive motivation help to improve efficiency and level of interest in the work assigned. Motivation is a psychological variable which is generated within an individual. A person feels the lack of certain needs and to achieve that he or she starts working more. In the words of **McFarland, Dalton (1974)**, “Motivation refers to how urges, drives, desires, aspirations and strivings or needs direct, control or explain the behaviour of human beings.” According to **Mamoria, C. B. (1995)**, “Motivation is a willingness to expend energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the action of the people. It is the function that kindles a burning passion for action among the human beings of an organisation.”

Achievement motivation is present in every human being which they want to accomplish for their overall growth and happiness. The degree of achievement motivation varies from person to person. Individuals with a strong need to achieve something in their life are ready to take any challenge to improve their efficiency. They are task-oriented, and their outcome can be assessed by using standard evaluation methods.

Further, when we discuss motivation, we often try to identify its source, whether it is internal or external.

Extrinsic (External):- In order to motivate employees at the workplace, the employer offers attractive monetary or non-monetary benefits. In such case source of motivation is external to employees.

Intrinsic (Internal):- In certain situation, task or work is interesting and to perform that it does not require any external motivational benefits.

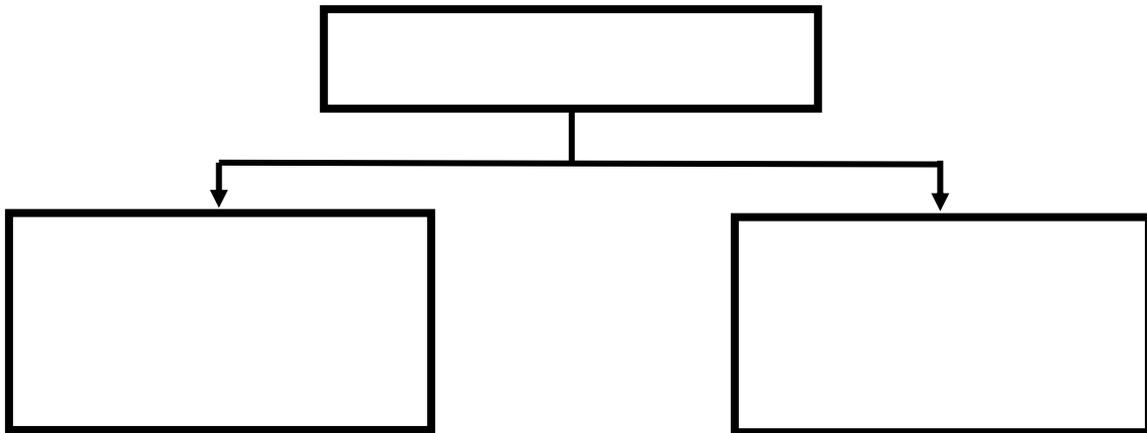
1.7 WORK BEHAVIOUR

Campbell (1990) classified behaviour at the workplace or work behaviour according to the influence of behaviour on growth and development of the organisation. According to Campbell, productive behaviour contributes to the development of the organisation and counterproductive behaviour create a negative environment at the workplace.

According to **Jex and Britt (2008)**, productive work behaviours are connected to organisational citizenship behaviour, work performance and creativity at the workplace.

According to **Motowidlo (2003)**, counter productive work behaviour of individuals refers to behaviours that create a negative work environment with the intention of hurting others or creating hurdles for the growth of the organisation.

Fig. No. 1.7.1 Work Behaviour



(Source: Campbell, 1990)

According to Organ (1988) Organization Citizenship Behaviour (OCB) as the individual's behaviour that is not directly recognised formally in organisational hierarchy or structure.

This kind of behaviour is voluntary and beyond official work requirements. This kind of behaviour is not officially considered for any kind of monetary or non-monetary reward system.

According to Organ (1988-1990), Organisational Citizenship Behaviour (OCBs) have different components such as altruism, courtesy, sportsmanship, civic virtue and conscientiousness.

Altruism: It refers to helping colleagues, or another employee in their work matters.

Courtesy: It refers to giving respect to co-workers.

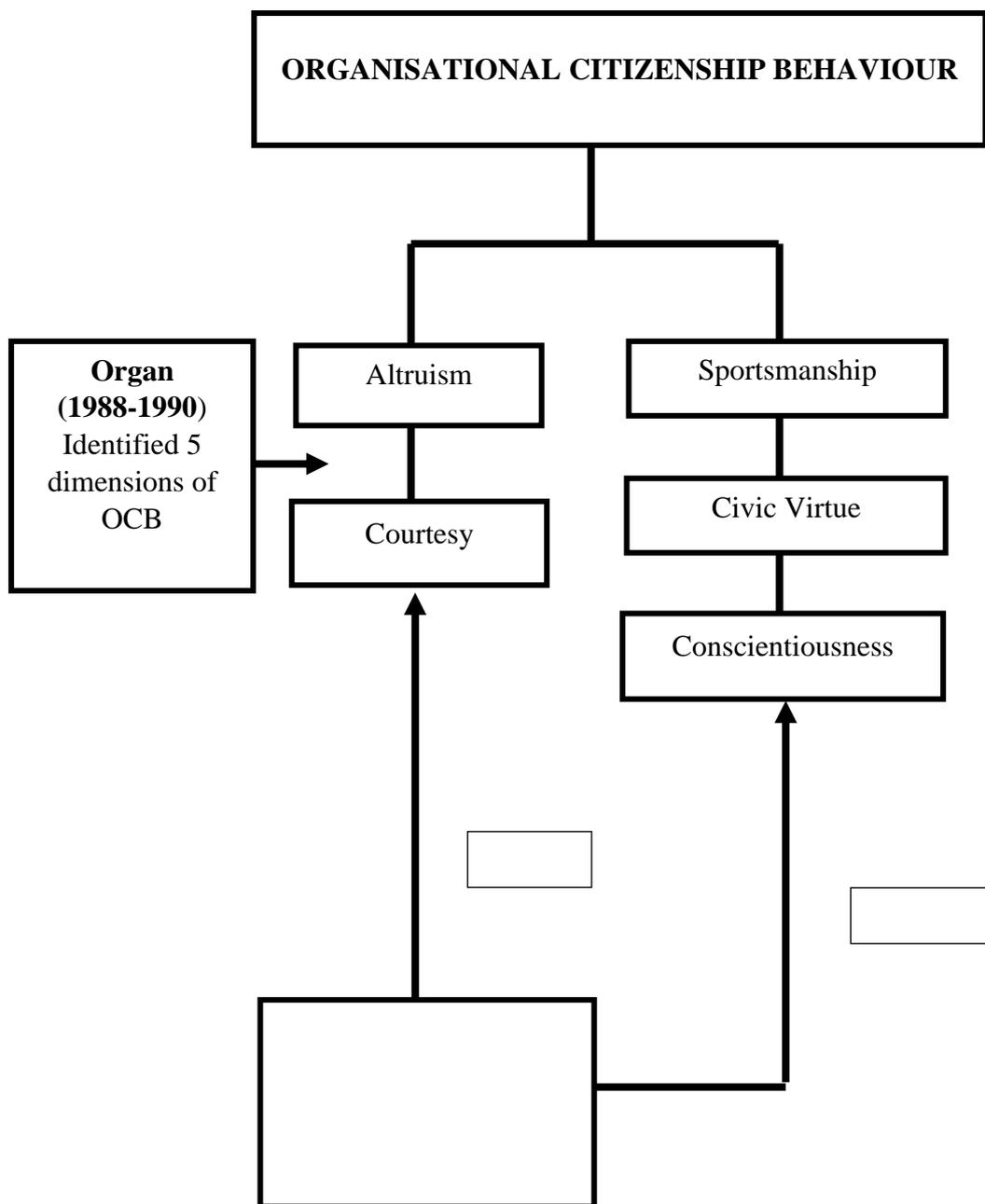
Sportsmanship: It refers to employees with a positive state of mind, and they are ready to face a difficult situation without any complaining mind set.

Civic Virtue: It means that employees have a sense of belonging towards the organisation, and they are ready to take part in any activity for the welfare of the organisation.

Conscientiousness: This thing goes beyond the job description or job requirement.

Later, **Williams & Anderson** categorized Organisational Citizenship Behaviour (OCB) into two dimensions, namely OCB – I belonging to individual and OCB – O belonging to organisations. Based on this category, Organ (1988) recommended that altruistic behaviour and polite dimensions belong to OCB – I, while dimensions like sportsmanship, civic virtue, and responsibility meaning belong to OCB – O.

Fig. No. 1.7.2 Organisational Citizenship Behaviour



Podsakoff et al classified OCB into seven dimensions such as helping others, sportsmanship, loyalty towards the organisation, organizational compliance of individual initiative, civic virtue and self-development.

Cohen and Vigoda (2000) underlined the significance of Organisational Citizenship Behaviour (OCB) to organisations and highlighted that it helps to improve organisational effectiveness.

The above research work carried out in the past, underlined the significance of OCB practice to create a positive work environment.

1.8 QUALITY OF WORK LIFE

Quality Work Life (QWL) refers to psychosocial work environment, which represents how demands at the workplace and interaction with formal and informal groups influence the psychological wellbeing of employees. In other words, it refers to the favourable environment for employees at the workplace.

According to Robbins (1989) QWL as “a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work”.

According to Lau and May (1998), QWL defined as “the favourable conditions and environments of a workplace that support and promote employee satisfaction by providing employees with rewards, job security, and growth opportunity.”

The above definition underlined the importance of quality work life for employees as well as to the organisation. It is very important from the organisation point of view to identify needs of employees related to working conditions and provide the same in the best possible ways. There are different dimensions connected to quality work life, which the organisation have to look after in order to satisfy their employees. The research work done by **Saklani, D R** suggested following dimensions such as adequate and fair remuneration, attractive reward system, job security, fair workload, healthy

human relations, participation at the workplace, equity, justice, effective grievance handling system and space for work and personal life.

The organisation needs to focus on the above dimensions in order to provide a quality work life. There are various benefits; the organisation can get because of high-quality work life among employees, such as increase loyalty, low turnover intention, high work efficiency, healthy relationship with colleagues, etc. So this kind of positive environment will lead to organisational success.

1.9 COPING STYLE

Coping style refers to the way or tactic to handle problems or difficult situations in order to get some kind of relief. In the words of **Hassim (2010)** “Coping is defined as intellectual and behavioural efforts made to bear or reduce conflicting demands which result into stress”.

In the words of **Lazarus and Folkman (1984)** it refers to the individual’s attempt to handle or faced difficult or challenging situations. Further, in a study of **Folkman and Lazarus** highlighted about two coping mechanisms such as problem-focused coping and emotion-focused coping.

Problem-focused coping mechanism focuses on efforts to identify a solution for a concerned problem or try to change the situation. The following are some of the examples of problem-focused coping such as identify a solution for a problem by analysing the situation, taking advice from experts or known members about the situation, controlling immature or irresponsible behaviour.

Emotion-focused coping mechanism focused on regulating the emotions or facing the situation as it is. The following are some of the examples of emotion-focused coping such as remain in the house and avoid friends, waiting for a good situation to come, offer prayer to god to get strength.

The study done by **Folkman and Lazarus (1984)** revealed that people use both types of coping mechanism to encounter most stressful events. In addition to this, another

important contribution made by **Folkman and Lazarus** in this particular field by developing a cognitive theory of stress and coping. According to this theory consequences of stressful situations are not a direct result of the stressful situations but are determined by the individuals' appraisals of both the situations and their choices for coping with stress.

In research works of **Bernas and Major (2000)** and **Rotondo (2003)** found similar kind of result that problem-focused coping mechanism is the most effective mechanism than emotion-focused coping.

Finally, it is very important for any individual to identify effective coping strategies or mechanisms which can give them the best result to cope with stress.

1.10 STRESS MANAGEMENT PROGRAMME

The stress management programme is an activity designed by the organisation to manage stressors or stress at the workplace. This kind of programme help employees to work freely and comfortably. The stress management model designed by **Ivancevich, Matteson, Freedman, and Philliops (1990)** underlined three different components such as the intensity of causes of stress, how employees measured stressful situations and the ability of employees to cope with stress effect. Later on, **Murphy and Sauter (2003)** categorized the stress management process into primary, secondary and tertiary. At the primary stage, the effort is made to change the causes of stress. At the secondary intervention, effort or attempt is made to reduce the physical and mental effect of stress. Lastly, in the case of tertiary intervention, the effort is made to help individuals from a serious health-related problem.

Stress management programme or managing stress at the workplace is important due to the various consequences or negative effect on employees as well as on employers. Stressful work environment brings various psychological and behavioural changes among employees. For example, low job satisfaction, low drive to achieve something, counter productive work behaviour, etc. So this kind of negative psychological and

behavioural changes among employees lead to low profitability and poor image of the organisation.

Therefore, organizations should be engaged in activities or programmes to prevent and manage stress level among employees in order to reduce the negative effects.

1.11 HOSPITALITY INDUSTRY

Hospitality is the relationship between host and guest. It mainly includes the greeting and entertainment of guests, strangers or visitors. The word 'hospitality' originated from the Latin word 'hospes' which is developed from hostis, which means to have power.

Hospitality Industry is associated with friendly and openness environment to keep their guests happy. In the marketing world "Customer is God" or "Customer is king". This fundamental philosophy or mantra is followed very loyally in the hospitality industry because of their service-oriented nature of work. Indian famous hotels adopted the mantra related to the customer very appropriately. Most hi-fi hotels offer both traditional and modern outlook to give best to their customers. The Customer is king, and the market decides everything.

Most of the luxurious hotels and five-star Indian hotels try to exhibit the rich customs by serving authentic food and creating an ethnic atmosphere.

Hotels are connected with the hospitality industry, people travelling from one place to another for various reasons like a business deal, to enjoy and relax. Hotels are rated based on several factors depending on the services they offer. The five-star Indian hotels come in the category of famous Indian luxury hotels which are highly priced because of the amenities they offer like famous suites, well-known famous chefs and other benefits like valet parking, a state of art gym etc.

1.11.1 Classification of the Hospitality Industry

I) Restaurants

A restaurant offers food prepared by them, drink and dessert to guests or customers. Drinks and meals are normally served and eaten in premises, but in certain cases, restaurants also offer to take away and food delivery services. Restaurants vary in terms of meals offering, infrastructural appearance, service models, etc.

There are different types of restaurants in the hospitality industry. The types of restaurants differ according to the food menu, pricing, the physical appearance of restaurants, service models, etc. In the beginning, the term or word 'restaurant' belong to any place where food was served for customers. Later, the concept of fast food and take away originated and gained popularity over a period of time.

A diner was referred to a place where customers or guests come and sit, and meals and drinks were served by a waiter, now could be categorised as a normal restaurant. Throughout time, the food industry started growing, and people realized that this industry is a booming industry. In order to capture this industry, investors started coming up with innovative themes, different dishes, service offerings, etc.

There are some common types or styles of restaurants all around the world; the rest are just innovations and different concepts. These types differ from place to place; every place has its styles and concepts of restaurants that they come up with.

The common types of Restaurants are:

a) Fast Food

The term was introduced in the dictionary by **Meriem-webster** in the year 1951. This type of restaurant famous or known for their speed of serving meals to their guests. It can be operated either on a smaller scale or larger scale. Any food item that can be cooked and served to customers, within a short period is known as fast food. The meal is prepared in preheated ovens or with precooked

ingredients, and then it is served to the customer, either in plates or in take-away forms (Pew research centre).

b) Casual Dining

Casual dining restaurant fills the gap between fast food and fine dining restaurant. Everything that is offered in casual dining varies from food items to final service. The quality of food served in this type of restaurants considered to be higher than fast food restaurants or take away. A casual restaurants environment or atmosphere is more relaxing than fine dining restaurants. In the case of casual restaurants, customers' sit and place an order for food through menu card and gets served on the table. The prices offer for meals or food items are reasonable or moderate. Later on, one more dimension, namely buffet service added to a casual dining restaurant. In the case of buffet service, customers pay for their meal or food first, and then they take their sit and eat. In this case, they serve themselves through a variety of dishes or food items that are displayed in the restaurant and are ready to eat. The food menu in casual dining varies based on location, style, ethnicity, etc.

c) Fine dining

Fine dining restaurants bring out a variety of images right from one common uniform to waiters to clean table clothes. In this particular restaurant, everything is finest from a clean table cloth, uniform to employees, decoration or physical appearance, quality of food, and serving manners. The prices are high in comparison to casual dining or take away. Mostly customers prefer fine dining restaurants for an experience that would not disappoint them at all. The expectations from customers towards fine dining restaurant is quality food and top-class hospitality or VIP treatment.

II) Classification of Star Hotels in Goa

a) Five Star Deluxe

It is a designation that was created when the need was felt for categorising hotels that possess qualities and facilities that exceed the already spectacular Five star properties.

b) Five Star

These types of hotels provide the highest category of stay and other related services. The services offered to guests are top class in nature with a high degree of personal services. The locations of these type of hotels vary from coastal belt area, the heart of the city to hilly mountain areas. The hotel offers quality furniture for interior design, attractive lightings, quality linens, etc. In addition to this facility such as fitness and yoga centre, in-room video library, car parking, Wi-Fi facility, room services, conference and meeting room facility, transportation facility, etc. are provided.

c) Four Star

These types of hotels usually are located near a tourist destination or near shopping area. The hotel rooms are well furnished, with attractive lighting, etc. In addition to this room, services are available during most hours, parking facility, restaurant dining, swimming pools, etc.

d) Three Star

These categories of hotels offer spacious accommodation facility with proper furnishing and decorative interior. They are usually located near shopping areas, business centre, highways, tourist attracted places, etc. The package charges of hotel stay and other services vary from place to place. The availability of room services may vary. Other facilities like swimming pool, parking, gym, etc. are often provided.

e) **Two Star**

The two-star hotels are usually located near affordable places and managed by single proprietor or partners. They are typically small in area and offer a personal atmosphere. Furnishings and other facilities are neat and clean but primary in nature. Other facilities like a fitness centre, swimming pools, etc. are rarely offered.

f) **One Star**

The hotel is usually small to medium-sized and usually located away from tourist attracted destinations. The facilities such as air conditioner and television in room are provided. In certain hotels, restaurant services are provided. However, room service and bellhop service are usually not provided.

1.11.2 Symbol for classification purposes

Stars are often used as symbols for classification purposes. They are used by the reviewers for ranking things such as movies, restaurants and hotels.

I) Restaurant Ratings

Reviewers often use stars for restaurant ratings. According to the Michelin System of ratings, they award up to three stars to exceptionally best restaurants. Other rating agencies or guide use up to four to five stars. The one star indicates the lowest rating and five stars indicate the best one. Instead of stars, rating agencies sometimes used a fork or spoon. The agency or guide like Gayot, use separate parameters or rating scale for food, service, ambience, etc.

The Michelin rating system is considered the best star rating system all over the world. According to this rating system one star denotes “very good”, two stars denotes “excellent” and three stars denotes “exceptional cuisine, worth a special journey.”

Michelin stars ratings are awarded only for the quality of food and wine whereas the luxury level of the restaurant is rated separately by using different parameters or scale such as one (Quite comfortable) to five (a luxury in the traditional style).

Restaurant Rating in India

Food Safety and Standards Authority of India (FSSAI) introduced the Food Hygiene Rating Scheme. The objective of this particular scheme is to inform consumers or food lovers about different options or places, where they can go to eat food and enjoy the same. It also encourages industry players to raise their standard of hygiene in restaurants. The said rating scheme is new in India but has similar schemes already in practice in other countries. Every country has its terms and conditions to explain things about safe and hygienic food in restaurants and other sectors of the food industry. A well-known scheme already in practice is "Food Hygiene Rating Scheme" (FHRS) in England, "Scores on Doors" a star rating scheme in Australia, etc.

Table No. 1.11.2.1 Score rating in India introduced by FSSAI

Category	% Score
Very Good	81 to 100
Good	61 to 80
Fair	41 to 60
Needs Improvement	21 to 40

II) Hotel Ratings

The star classification is one of the common rating systems for hotels. Higher or more stars indicate best or luxury hotel. In certain cases, rating agencies use diamonds instead of stars to award ratings. Hotels are independently evaluated in traditional methods and rest heavily on the facilities delivered. Some consider this unfavourable to small scale hotels whose quality of stay or accommodation facility could fall into one class, but the lack of an item such as an elevator would prevent it from reaching a higher class.

Standards of Hotel Classification

Quality of food, entertainment programme, room size and facilities in the room, fitness centre, spas, ambience, etc. may be considered in establishing a standard. The common classifications are a star rating system, letter grading, from 'A' to 'F', diamond or simply a 'satisfactory' or 'unsatisfactory' footnote to accommodation such as hotels and motels. Rating systems using terms such as Deluxe/Luxury, First Class/Superior, Tourist Class/Standard, and Budget Class/Economy are more widely accepted.

Hotels Ratings in India

The ratings are important because they give prospective customers a rough idea of what they can expect from the hotel. Such ratings are also important for other administrative purposes.

In order to classify hotels, hoteliers in India apply voluntarily to the tourism ministry of Government of India. The ministry form committee comprising of officers from ministry and representatives from the hospitality and tourism industries. They assign scores to the hotels based on parameters such as safety and security, cleanliness, quality of rooms and other physical infrastructural facilities. Properties that come under rating system are examined by the rating committee that checks everything from the size and number of rooms with air-conditioner facility to the availability of toiletries in the bathrooms to the thickness of mattresses. After examination rating committee award ratings from one star to five stars. The further rating process is reviewed after every five years and sometimes committee conduct surprise visit or inspections.

1.11.3 Departments in the Hospitality Industry

MANAGER

The manager is an appointed employee of the organisation to look after day to day business operation. In the hospitality industry, the general manager is appointed to control the overall operation of various departments such as housekeeping, front office, general administration, maintenance and food and beverages. In addition to this, departmental managers are appointed to look after day to day operation of their

respective departments. The departmental managers are responsible for reporting general manager regularly. Large hotels also appoint resident managers to provide 24 hours service or to resolve issues of guests round the clock.

I) ROOM DIVISION

a) Front Office

Front office or section of the hospitality sector plays an important role in the staying journey of guests. It is said that the first impression is the last. When guests or tourists enquire or visit any hotel establishments, the first party or department to welcome guests are the front office section. The front office manager control the overall functioning of the department. The manager supervises the work of information clerk, reservation in - charge, receptionists and other staff employees such as bell boy and doorman. The information clerk delivers messages to guests. The primary job of a receptionist is to entertain guests with a pleasant attitude. The job of the bell boy is to help guests with baggage to check in or check out from the room.

b) Housekeeping

Hospitality industry requires to keep their premises and surrounding areas neat and clean to make the environment pleasant for their guests. In order to do maintenance, hotels have housekeeping section to clean hotel rooms, lobby, restaurants, swimming pool, parking area, etc.

II) FOOD AND BEVERAGES (F&B)

The F&B department or section includes culinary unit, steward department and food service department. The restaurant and food service managers look after stocks tableware, food supplies, stock of alcohols, linens, etc.

III) ADMINISTRATION

a) Security Department

The prime objective of the security department is to provide protection coverage to employees, guests and properties of the hotel. The following activities are performed by the department such as patrolling inside and surrounding areas of hotel premises, responding to calls in case of emergencies, surveillance with the help of technology such as CCTV cameras and escort to VIP guests. The department keeps workplace secure to employees and guests from outside forces. So secure environment help employees to work comfortably.

b) Human Resources Department

The human resource department is not directly related to guests, yet they play an important role in the overall efficiency of the hotel industry. The human resource department looks after recruitment, training, legal aspects, pay packages and welfare of employees at the workplace. The department interacts with other departments in order to provide services related to human resources. Although human resource department looks after the process of recruitment, training, promotion and other welfare activities, the final decision of the said process rests with concern departments. The role of the human resource department in the hotel industry is more of an advisory in nature.

c) Accounts Department

The accounts department looks after the financial matters of the organisation. The smooth functioning of the organisation depends on the adequate flow of finance to every department. The following activities are performed by accounts department such as recording of fixed assets, cash flow reporting and analysis, maintenance of different accounts etc.

d) Information Technology Department

Technology helps to perform work faster and with ease. Due to the competitive environment, the role of technology got importance in the hospitality industry. The organisation has separate IT department to perform activities such as online booking of guests, online receipt of room charges, online marketing of the organisation, surveillance of hotel premises with CCTV cameras, Wi-Fi internet facilities, recording attendance of employees etc.

IV) MAINTENANCE

The maintenance department looks after malfunctioning of different machinery and other related problems.

a) General maintenance

Hotel establishments appoint entry level maintenance workers to perform repairs work that is required on from changing light bulbs or ceiling fans to repairing door locks.

b) Engineers

Hotel maintenance engineers are capable of handling repairs of a television set, washing machine, air conditioners, kitchen appliances and other important equipments.

c) Grounds

The gardeners, landscapers and groundskeepers look after parking areas, gardens and walkways.

Fig. No. 1.11.3.1 Organisational Structure

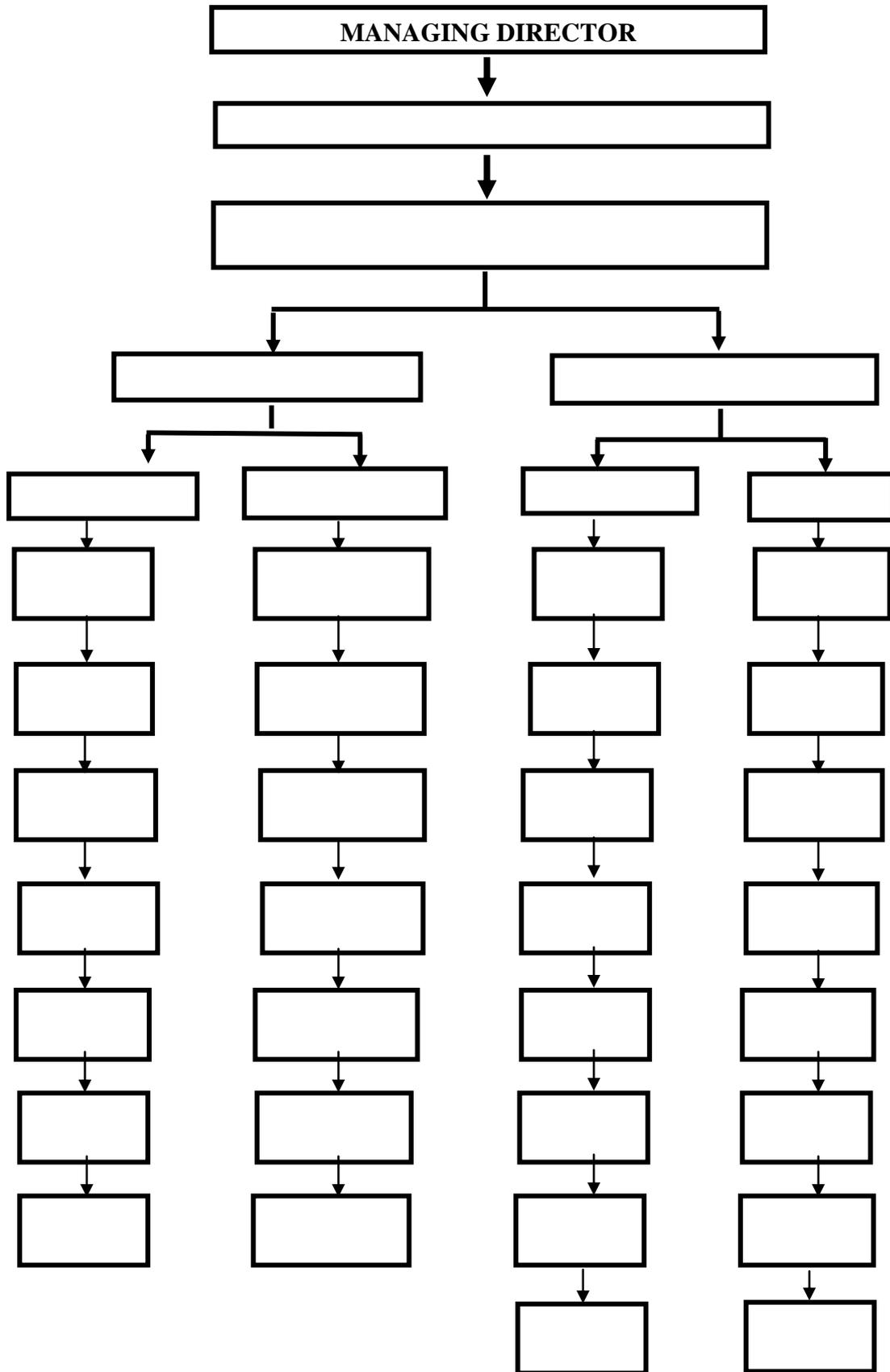
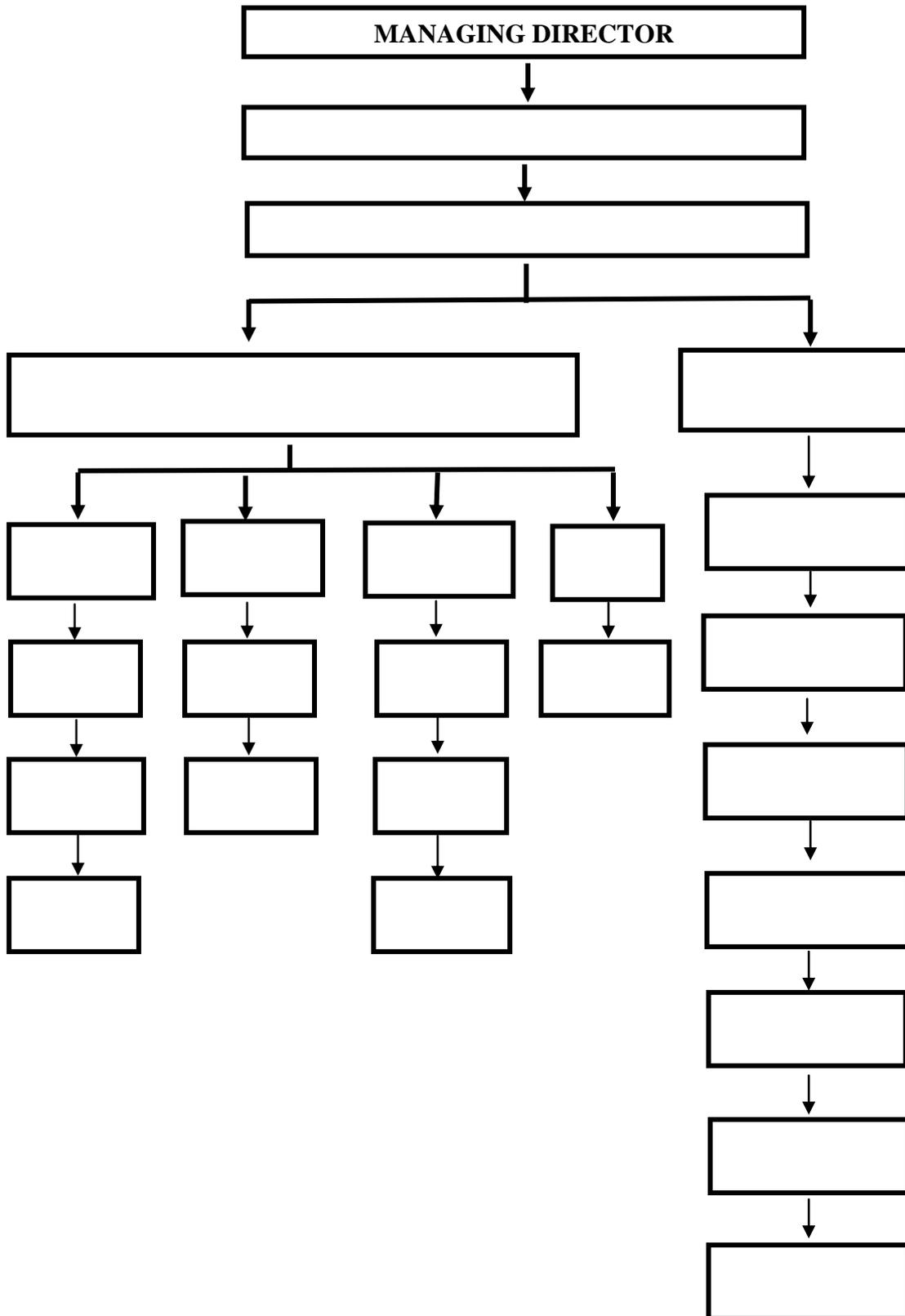


Fig. No. 1.11.3.2 Organisational Structure



1.12 SIGNIFICANCE OF THE STUDY

Hospitality industry plays an important role in the economy of Goa in the form of tax revenue and job opportunities. Throughout the year, tourists from all over the world visit Goa to enjoy and relax. In order to provide the best quality services to guests, employees of the hospitality industry have to keep their standard up because every day is a new day in the hospitality industry. During the process of service quality improvement, the element of stress popup in the life of employees. Studies in the past revealed that stress brings behavioural, psychological and health changes in every individual.

The hospitality industry is service-oriented, so there are high expectations and demands on employees to provide quality services to their guests. High level of stress at the workplace affects employees negatively in terms of low organisational citizenship behaviour, low productivity, frequent absenteeism, low satisfaction level and ill health. This adversely affects the profitability and service quality of the organisation. So it is very important for the employer to provide the best working environment in order to increase efficiency, loyalty and positive behaviour, which ultimately increase profitability and service quality.

The present study has made an attempt to identify prominent stressors at a different level of the hierarchy and the coping mechanism used by them. In addition to this, an attempt is made to study the effect of occupational stress on organisational citizenship behaviour, job satisfaction and motivation.

The results from the study will help the stakeholders to design tailor-made stress management programmes according to the level of the hierarchy and demographic variables which will give them the required output. The study is also important from an economic point of view because if the service quality of hospitality industry goes down, it will adversely affect profitability and employment.

1.13 RESEARCH PROBLEM

Occupational stress is a major hazard at the workplace, which disturbs the life of employees to a great extent. Such occupational hazard can occur among employees irrespective of their age, gender, marital status, level of hierarchy and stage of career life. Stress at the workplace below moderate level is acceptable as it helps to improve efficiency. Further, when stress reaches to peak level, employees start feeling the heat. The level of stress at the workplace depends on factors such as the internal work environment and external factor, such as the attitude of guests.

In the past few decades due to globalisation, many changes took place in terms of transfer of technology, the flow of investment, movement of people, business expansion, etc. The said changes drastically made a significant difference in the work culture of the corporate sector, including the hospitality industry.

The employees working in the hospitality industry, irrespective of their job position encounter stress due to a demanding environment. In order to provide world-class services to guests, employees are loaded with a volume of work and responsibilities, working for long hours, etc. In addition to this, employee is also dealing with the strange behaviour of guests, which makes them stressful. Such conditions at the workplace reduce overall efficiency and profitability of the organisation.

Therefore, this research is focused on finding the factors which lead to stress in the hospitality industry and to how they are affecting job satisfaction, motivation and organisational citizenship behaviour.

1.14 RESEARCH QUESTIONS

The present study intends to answer the following research questions.

1. Which are the prominent stressors among employees across the level of the hierarchy?
2. Whether there is any significant relationship between demographic variables and occupational stress?
3. Whether there is any significant relationship between emotional intelligence and occupational stress?
4. Whether there is any significant relationship between occupational stress and job satisfaction?
5. Whether there is any significant relationship between occupational stress and motivation?
6. Whether there is any significant effect of occupational stress on organisational citizenship behaviour?
7. Whether there is any significant effect of quality of work life on occupational stress?
8. Which are the stress management programme adopted by the hospitality industry?
9. Which are the coping mechanism use by employees?

1.15 OBJECTIVES OF THE STUDY

1. To identify occupational stressors among employees in the hospitality industry.
2. To examine the relationship between demographic variables and occupational stress.
3. To examine the relationship between psychological variables and occupational stress.
4. To investigate the effect of occupational stress on organizational citizenship behaviour.
5. To investigate the effect of quality work life on occupational stress.

6. To evaluate stress management programme and coping mechanism at the organisational and individual level.

1.16 HYPOTHESES OF THE STUDY

Table No. 1.16.1 Demographic Variables and Occupational Stress

Test of Hypotheses for	Null Hypotheses (H0)
AGE	H1: There is no significant difference in occupational stress in relation to age among the lower level of employees.
	H2: There is no significant difference in occupational stress in relation to age among the supervisory level of employees.
	H3: There is no significant difference in occupational stress in relation to age among the managerial level of employees.
GENDER	H4: There is no significant difference in occupational stress in relation to gender among the lower level of employees.
	H5: There is no significant difference in occupational stress in relation to gender among the supervisory level of employees.
	H6: There is no significant difference in occupational stress in relation to gender among the managerial level of employees.
MARITAL STATUS	H7: There is no significant difference in occupational stress in relation to marital status among the lower level of employees.
	H8: There is no significant difference in occupational stress in relation to marital status among the supervisory level of employees.
	H9: There is no significant difference in occupational stress in relation to marital status among the managerial level of employees.
EDUCATION	H10: There is no significant difference in occupational stress in relation to education among the lower level of employees.
	H11: There is no significant difference in occupational stress in relation to education among the supervisory level of employees.
	H12: There is no significant difference in occupational stress in relation to education among the managerial level of employees.
INCOME	H13: There is no significant difference in occupational stress in relation to income level among the lower level of employees.
	H14: There is no significant difference in occupational stress in relation to income level among the supervisory level of employees.
	H15: There is no significant difference in occupational stress in relation to income level among the managerial level of employees.
PLACE OF	H16: There is no significant difference in occupational stress in

Test of Hypotheses for	Null Hypotheses (H0)
RESIDENCE	relation to the place of residence among the lower level of employees.
	H17: There is no significant difference in occupational stress in relation to the place of residence among the supervisory level of employees.
	H18: There is no significant difference in occupational stress in relation to the place of residence among the managerial level of employees.
PLACE OF ORIGIN	H19: There is no significant difference in occupational stress in relation to the place of origin among the lower level of employees.
	H20: There is no significant difference in occupational stress in relation to the place of origin of the supervisory level of employees.
	H21: There is no significant difference in occupational stress in relation to the place of origin of the managerial level of employees.

Table No. 1.16.2 Psychological Variables and Occupational Stress

Test of Hypotheses for	Null Hypotheses (H0)
EMOTIONAL INTELLIGENCE	H22: There is no significant difference in occupational stress in relation to the level of emotional intelligence among the lower level of employees.
	H23: There is no significant difference in occupational stress in relation to the level of emotional intelligence among the supervisory level of employees.
	H24: There is no significant difference in occupational stress in relation to the level of emotional intelligence among the level of employees.
JOB SATISFACTION	H25: There is no significant difference in job satisfaction in relation to the level of occupational stress among the lower level of employees.
	H26: There is no significant difference in job satisfaction in relation to the level of occupational stress among the supervisory level of employees.
	H27: There is no significant difference in job satisfaction in relation to the level of occupational stress among the managerial level of employees.
MOTIVATION	H28: There is no significant difference in motivation in relation to the level of occupational stress among the lower level of

	employees.
	H29:There is no significant difference in motivation in relation to the level of occupational stress among the supervisory level of employees.
	H30:There is no significant difference in motivation in relation to the level of occupational stress among the managerial level of employees.

Table No. 1.16.3 Psychological Variables and Occupational Stress

Test of Hypotheses for	Null Hypotheses (H0)
EMOTIONAL INTELLIGENCE	H31:There is no significant relationship between emotional intelligence and occupational stress among the lower level of employees.
	H32:There is no significant relationship between emotional intelligence and occupational stress among the supervisory level of employees.
	H33:There is no significant relationship between emotional intelligence and occupational stress among the managerial level of employees.
JOB SATISFACTION	H34:There is no significant relationship between job satisfaction and occupational stress among the lower level of employees.
	H35:There is no significant relationship between job satisfaction and occupational stress among the supervisory level of employees.
	H36:There is no significant relationship between job satisfaction and occupational stress among the managerial level of employees.
MOTIVATION	H37:There is no significant relationship between motivation and occupational stress among the lower level of employees.
	H38:There is no significant relationship between motivation and occupational stress among the supervisory level of employees.
	H39:There is no significant relationship between motivation and occupational stress among the managerial level of employees.

Table No. 1.16.4 Occupational Stress and Organisational Citizenship Behaviour

Test of Hypotheses for	Null Hypotheses (H0)
ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)	H40:There is no significant difference in organisational citizenship behaviour in relation to the level of occupational stress among the lower level of employees.
	H41:There is no significant difference in organisational citizenship behaviour in relation to the level of occupational stress among the supervisory level of employees.
	H42:There is no significant difference in organisational citizenship behaviour in relation to the level of occupational stress among the managerial level of employees.

Table No. 1.16.5 Occupational Stress and Organisational Citizenship Behaviour

Test of Hypotheses for	Null Hypotheses (H0)
ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)	H43:There is no significant relationship between organisational citizenship behaviour and occupational stress among the lower level of employees.
	H44:There is no significant relationship between organisational citizenship behaviour and occupational stress among the supervisory level of employees.
	H45:There is no significant relationship between organisational citizenship behaviour and occupational stress among the managerial level employees.

Table No. 1.16.6 Quality Work Life and Occupational Stress

Test of Hypotheses for	Null Hypotheses (H0)
QUALITY WORK LIFE (QWL)	H46:There is no significant difference in occupational stress in relation to the level of quality work life among the lower level of employees.
	H47:There is no significant difference in occupational stress in relation to the level of quality work life among the supervisory level of employees.
	H48:There is no significant difference in occupational stress in relation to the level of quality work life among the managerial level of employees.

Table No. 1.16.7 Quality Work Life and Occupational Stress

Test of Hypotheses for	Null Hypotheses (H0)
QUALITY WORK LIFE (QWL)	H49:There is no significant relationship between quality work Life and occupational stress among the lower level of employees.
	H50:There is no significant relationship between quality work life and occupational stress among the supervisory level of employees.
	H51:There is no significant relationship between quality work life and occupational stress among the managerial level of employees.

CHAPTER 2

LITERATURE REVIEW

This chapter includes a review of the research work done by various researchers on the topic of this study. Stress is an unavoidable part of job life, which can adversely affect health, physical and mental status of any individual. In recent history concept of stress got a lot of attention from various stakeholders because of its consequences.

It is found that within the hospitality industry, occupational stress has been regarded as one of the most important issues or problem faced by employees at different levels of hierarchy and across different demographic factors because of various work-related stressors.

The following are the literature review of the previous research work done on stress, emotional intelligence, job satisfaction, motivation, behaviour at the workplace, quality of work life, stress management and coping mechanism in hospitality and other industries.

2.1 OCCUPATIONAL STRESSORS

‘There are different factors that influence the human system and performance that result in stress. The causes of stress are known as stressors’ (**Stranks, 2005**).

Pedler and Boydell, (1985) have classified the causes of stress or stressor into different categories based on their sources, which are as follows organisational structure, self-imposed, family, environment, social factors and occupation.

Occupational stressors: caused due to unfavourable working conditions or situations at the workplace. There are various monetary as well as non-monetary factors are responsible for causing stress at the workplace.

The following literature work reveals the various factors causing stress among employees in the hospitality industry.

According to **Felicity, K.I. (2005)** work overload or excessive work is one of the major stressors among hospitality employees because of a shortage of employees due to financial or non-financial resource constraints. Later, **Gibbons, M.G. (2007)** studied chef profession and found additional stressors such as feeling undervalued, communication problems, harassment are the major sources of stress among employees. **Michelle Harrison, J.J., et al., (2007)** in their study conducted reveals that long and unpredictable working hours create individual and family-related stress.

Like previous research work, **Cheng, H.H.S. (2010)** suggested that the major job stress of hotel supervisors originates from work volume and task characteristic. The similar result contributed by **Nnuro, E.K. et al. (2012)** identified workload as a major cause of occupational stress among polytechnic employees. The study further suggested that the organisation should conduct stress management training programmes to reduce stress at the workplace.

Unlike previous research works, **Keerthi, G.S. (2012)** conducted a descriptive study to identify the causes of stress or stressors among employees working in the hotel. The study revealed that extra-organisational stressors like technological changes at the workplace, changes in family and social life and group stressors like inter-personal and inter group conflict are the major contributors causing stress among employees.

Johri, F.L. (2013) conducted a study and found that working in Michelin star restaurant is more stressful than working in any other type of restaurant because of reason like the aim of the restaurant to earn more or high stars. In order to achieve the target, employees have to put a lot of efforts in maintaining high standards, making new and innovative dishes and entertaining guests with a pleasant attitude, due to this total environment get stressful.

However, researches that focus on role ambiguity and role clarity revealed the following.

In a study of **Uludag, O.K. (2007)** it was found that role ambiguity declined performance level while role conflict improved the level of job performance. The results indicated that diminished personal achievement exerted a significant negative influence

on the level of job performance, whereas the rest of the burnout dimensions did not. Whereas in research study of **Singh, A.S., et al. (2012)** found that role ambiguity is the most important contributor of stress at the workplace among star hotel employees, followed by lack of job security and excessive workload. Whereas work under load and physical work environment are not significant causes of stress at the workplace.

Like previous work, the similar fashion of study conducted by **Anbazhagan, L. S. (2013)** found that lack of role clarity, unrealistic job targets to achieve, excessive workload and lack of respect from authorities are the major stressors among hotel and restaurant employees. It also reveals that 93% of the respondents are under moderate level of stress, 6% of the respondents under the high level of stress and 1% under low level of stress based on Occupational Stress Index constructed by Srivastav and Singh. During the same-period, similar research work contributed by **Srikhum, P. (2013)** found that working under the high level of work pressure and excessive workloads are the major factors of job stress, whereas dealing with unpleasant guests or customers is the source for inter-personal stress. Later on, a study conducted on front line employees by **Ereno, J. (2014)** revealed that employees are expected to perform better every time because they are important agents to provide quality services to the customers or guests. Expectations to provide best quality services makes them stressful at the workplace.

In addition to previous research output, similar study conducted on front line employees by **Akyeampong, W.G.S. (2014)** contributed additional factors such as lack of support from authorities, role ambiguity, poor peer relationship, demands at work, lack of control, attitude of guests and low remuneration are the seven major sources contributing stressor at work place among front line employees.

On the other hand, **Veronica Waldthausen, D. H., et al. (2015)** study found that the managers are working in an outsourced hotel spa experience significantly more role ambiguity and role conflict than the managers of hotel-operated spas. Interesting finding found by **Grobelna, A. (2015)** revealed that if authority inspires their subordinates for creativity, then it is possible to reduce role ambiguity experienced by employees.

However, research wok, that focuses on stress among the level hierarchy of employees revealed the following. In a study of **Ajgaonkar, S. (2006)** the prominent stressors

experienced by the managers of five-star hotels are the indifferent or unfriendly attitude of guests, self-imposed factors, expectations of the top management and meeting different targets. In addition to managerial level, the study also conducted on non-managerial position by **Davis, J.W. (2011)** Inter-personal tension at the work place because of conflicts, arguments with co-workers and excessive workload because of failure of machinery are the common work stressors among employees employed at a managerial and non-managerial level in 65 different hotels. Like the previous study, **Bula, K.P. (2015)** conducted a study among managerial and non-managerial employees of the hotel and revealed that lack of job security and poor pay benefits are the major issues related to work stress.

In the case of recent studies conducted to identify stressors among hotel employees, the following results are identified by researchers. In the case of **Bora, P. (2017)**, many hotels practice employment for seasonal or tourism peak period for lower level jobs. During off-season, employers practice downsizing of employees.

As per **Mohan, A. K. (2017)** the study conducted among hotel employees revealed that insufficient training programmes, low pay benefits, poor interpersonal relation and work environment issues are the major causes of stress. In addition to above, almost similar findings are revealed by **Vernekar S. and Heidari D. (2018)**. Their study found that overtime practice, inter-personal relationships and resource constraints are the contributors towards occupational stress in the hotel industry. Moreover, **Altintas, V. (2018)** found that job characteristics like time pressure, role conflicts, work overload, seasonal unemployment, etc. are the major contributors of stress among non-managerial employees working in hotel industries.

2.2 DEMOGRAPHIC VARIABLES

The studies based on gender revealed the following findings, the study carried out on working women by **Maheshwari, P. (2013)** revealed that the majority of working women perceived above average level of emotional intelligence and the average level of occupational stress. The study further revealed that a high negative correlation was found between the overall level of occupational and the dimension of self-management. Whereas, all the dimensions of occupational stress had high negative relations with the overall level of emotional intelligence except low participation, work-family conflict, gender discrimination and lack of power or authority.

In the case of **Patwardhan, V. et al. (2014)**, women managers are more stressful than men managers because of the additional burden of family issues. Later on, a similar study conducted based on gender by **Tiwari, S. (2016)** concludes that women employees working at the top level in the hospitality industry are experiencing more work-related stress as compared to another level of the hierarchy. Later, added contribution to previous research work by **Banerjee, M. (2017)** concluded that women employees working at the managerial position are experiencing a significantly higher level of stress because of personal, social and work factors than the men managers. Women managers are also facing more number of stress consequences (behavioural and health) than the male employees working at managerial level.

However, researches that focus on other demographic factors contributed to the followings.

Davis, J. W. (2011) found that hotel employees working at managerial level position reported more work stressors than hourly employees because of their work schedule and additional work responsibilities. Whereas no significant difference found based on gender and marital status. **Singh, A.S. (2012)** revealed that there is a significant level of work stress present among star hotel employees based on demographic variables such as gender, level of the hierarchy, marital status, educational qualification and age. The research work of **Pallesen, G.E. (2007)** found interesting results that employees between age category of 35 to 44 years, married, white-collar job, holder of highest educational qualification and those worked for more than five years in hotel industry

experience more work stress than the rest of the employees. Unlike the previous study, **Gayathri, G. (2015)** revealed that hotel employees living with their family and those who are below 30 years' of age reported high job stress than the other categories. The study further stated there is no difference in the level of job stress in terms of gender and department wise.

Antonova, F.A. (2016) has found that there is no significant difference in occupational stress in relation to gender and marital status of chain and independent hotels. Whereas education has a moderating effect on occupational stress, but only in chain hotels. Moreover, the age factor was found to be a significant moderator for occupational stress in the independent hotel.

2.3 PSYCHOLOGICAL VARIABLES

2.3.1 Emotional Intelligence (EI)

Salovey and Mayer (1990) define EI as 'the ability to monitor one's own and others' feelings and emotions, to differentiate among them and to use this information to guide one's thinking and action'.

The following literature works explore the relationship of emotional intelligence with various variables such as organisational commitment, occupational stress, performance, organisational citizenship behaviour and leadership styles.

Salami, S. (2008) investigated the relationships of demographic variables (age, marital status, gender, job term period and educational level), emotional intelligence, work-role salience, achievement motivation and job satisfaction to the organizational commitment of employees. The study revealed that emotional intelligence, work-role salience, achievement motivation, job satisfaction and all demographic variables except gender significantly predicted organizational commitment of the employees. Unlike the previous study, **Gill, A.P. (2010)** determined the relationship of emotional intelligence with job stress. The results of the study show that emotional intelligence can be used as

a probable controlling variable in the stress situation as well as to improve the level of performance of the executive's employees. **Ozlem Koroglu, A.K. (2012)** underlined the importance of using emotional intelligence expertise for tour guides. The study revealed that tour guides could use emotional intelligence expertise to manage their own level of performance as well as to deal effectively with the attitude of tourist. Emotional intelligence expertise can be used effectively in jobs which require high levels of emotional skills and a great extent of interaction with guests or customers.

Later on, a similar type of findings contributed by **Komlosi, E. (2013)** the study revealed that employees with a high level of emotional intelligence tend to accomplish the task effectively than employees with a low level of emotional intelligence. **Shah, S.K. (2013)** systematically studied the concept and relationship between occupational stress, performance and emotional intelligence as supported by practical evidence through a non-systematic assessment of the existing research work. It was found that stress at the work or work stress is universally known workplace hazard, whereas it has shown a negative relationship with the performance level and emotional intelligence of employees. Therefore the researcher suggested that the organisation should deal with occupational stress or occupational hazard by learning and awareness programme.

Rathore, S. (2015) made a comparative study of IT Industry and Hospitality Industry. The result of this study shows that the level of emotional intelligence is high among IT industry compared to the Hospitality industry. The study further shows that there is a negative relationship between organisational stress and emotional intelligence in the IT and Hospitality industry.

Angeli Santos, M.M. et al. (2018) the study revealed that there is a significant relationship between Others Emotion Appraisal and Organisational Citizenship Behaviour of front line hotel employees, which contradicts some earlier research work. The study further examined how front line employees' frequency of contact with guests or customers moderate the relationship between emotional intelligence and organisational citizenship behaviour. The result indicates that due to frequent contact with customers, emotionally intelligent employees are in a good position to understand the needs of customers. This thing encourages emotionally intelligent front line

employees to work beyond formal organisational requirements in order to solve customer issues.

Sharfras Navas, M. V. (2018) There is a positive relationship between emotional intelligence and satisfaction. The employees with a high level of emotional intelligence will exhibit a high level of satisfaction at the workplace. The study further revealed that the level of job stress depends on the level of emotional intelligence.

Hakan V. Erkutlu, J. C. All the dimensions of transformational leadership namely idealised influence (attributed), idealised influence (behaviour), intellectual stimulation, inspirational motivation and individualized consideration are positively related to the emotional intelligence of first line managers at 5-star hotels. The study further found that there is no significant relationship exists between emotional intelligence and both transactional and laissez-faire style of leadership.

The following literature works exhibits the most valued emotional intelligence traits as well as understanding and application of the same.

Quynh Nguyen, A.L. et al. (2016) examined hotel employees understanding and application of emotional intelligence in interaction with customers and co-workers. The study revealed that majority of the participants have found happiness in their job or work and developed a strong awareness of their roles and work responsibilities, which gives energy for employees to interact with customers and colleagues.

Majaniemi, N. (2016) identified the most valued or important emotional intelligence qualities for employees while employing new employees from the employer or manager point of view. The study identified that self-awareness and inter-personal relationship are the most valued or important qualities. The study further presents an example which depicts that human resource manager can identify which emotional intelligence qualities are the most important for the organisation and accordingly can take action by using a personal programme for employees.

2.3.2 Job Satisfaction

Job satisfaction relates to pleasure or happiness which employees can experience at the workplace through their job work. Like the motivational factor, it is affected by environmental factors such as job design, relationship with colleagues, pay package, the volume of work, work schedule etc. in the organisation.

Jobs that are rich in positive behavioural components such as freedom, variety, job identity, task implication and feedback contribute to employee's satisfaction. In short, each component of the work environment can increase or reduce job satisfaction level of employees.

Chan, A.H. (2013) investigated the positive and negative result of group conflict and work stress. The researcher used multilevel analysis to study the effects of task-related conflict and relationship conflict on two different work stress, namely, challenge related and hindrance related stress. The study further investigated the effects of these types of stress on performance level and job satisfaction level of hotel employees. The results revealed that team task conflict was positively associated with challenge-related stress, which in turn, was positively related with work performance and job satisfaction and team relationship conflict was positively related with hindrance-related stress, which in turn, was negatively related with work performance and job satisfaction. The important suggestion of the findings is that work-related conflict and stress are not always bad for organizational output or success.

Connick, A. (2014) there is no difference found in the satisfaction of work and home life balance based on regions.

Kannan, D.T. (2015) the present study conducted in Bangalore revealed that that highest dissatisfaction among employees related to pay packages or benefits and lack of opportunity in the decision making process.

Hashemi, S. M. (2015) developed a new conceptual framework or model that considers role stress as the independent variable, job satisfaction as the intermediating variable, and organizational commitment is a dependent variable. The conceptual framework can

be used to examine the direct effect of the association between role stress and organizational commitment in the hospitality industry. Further, it can be applied to know the indirect effect of job satisfaction on the relationship between role stress and organizational commitment. **Aleksandra Grobelna, M.S. et al. (2016)** developed and tested a research model by using structural equation modelling that proved that intrinsic motivation, support of authority, role ambiguity and role conflict are all important predictors of job satisfaction of hotel employees. Further, job satisfaction found to be directly and positively associated with affective organization commitment and negatively with turnover intention. **Antonova, F.A. (2016)** This study has supported the existing literature stating that there is a negative relationship between occupational stress and job satisfaction (**Richardson & Burke, 1991; Cavanaugh et al., 2000; Rizwan et al., 2014**). **Sergio da Borralha, S. N., et al. (2016)** irrespective of cultural background, satisfaction is one of the most important factors in the profitability, financial performance, and efficiency of organizations (**Yang, 2010**), acting as a mediator between customer satisfaction and financial performance. The study further suggested that the organisation should focus on training and development of employees, the opportunity for employees to address personal and work related questions.

Sergio Borralha, S.N. et al. (2016) conducted a systematic review of literature related to job satisfaction in the hotel industry. The studies revealed that satisfaction among employees is very important from the customer satisfaction point of view as well as in terms of overall development of the organisation. The following factors are contributing to job satisfaction in major ways such as decision-making power, autonomy at work, flexible work schedules and better working conditions. The factors which lead to dissatisfaction are poor wages and work-related benefits. The research works also indicated that job satisfaction among employees leads to an increase in the financial performance of the hotel.

Asif Nawaza, K.Y. (2018) the study found that there is a negative relationship between role stress and job satisfaction of hotel employees. The result further states that role stress of hotel employees directly results in turnover intention of employees.

Jin-Soo Lee revealed that each attribute of quality work life revealed significant and various asymmetric or linear impacts on job satisfaction or dissatisfaction of employees.

2.3.3 Motivation

Motivation is complex in nature. It is defined as a person's drive to take action because that person wants to do so.

The following literature works have identified the different factors affecting the motivation of employees.

Olaniyi, A.A (2013) the monetary compensation is the major contributor to motivate employees followed by challenging work and behaviour of superiors towards employees. The study further revealed that there is a positive relationship between motivation at work and job performance.

Batur, S.N. (2014) conducted survey-based research among hotel employees and revealed that role conflict, role ambiguity, peer pressure, highly competitive environment and performance pressure effect employee's motivation positively through their performance.

Juhasova, E. (2014) highlighted the significance of providing incentives and rewards to employees in order to encourage them to give their best performance and valuable feedback related to work.

Qaied, D.B. (2015) identified positive and negative results of pressures at the workplace. The positive effect is useful in motivation, productivity etc. Whereas negative results into lack of concentration, low productivity, health problems etc.

2.4 ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Organizational Citizenship Behaviour (OCB) is described as the behaviour of employees, which extends beyond official requirements at the workplace. This kind of behaviour is influenced by various factors at the workplace. This kind of behaviour gives various advantages to the organisation such as quality service delivery, competitive advantages, improvement in financial performance etc.

The following literature reviews studied the influence of demographic variables on organisational citizenship behaviour.

Xander D. Lub, R.J. et al. (2011) studied organisational citizenship behaviour (OCB) for two different generations, namely X and Y generation. The results revealed that there is no influence of the age variable on OCB. The study further revealed that generation Y sample with a higher degree of qualification and higher post in the organisation demonstrates a higher level of organisational citizenship behaviour. The similar study conducted by **Wang Qi (2018)** revealed that there is no significant relationship found between the organisational citizenship behaviour and demographic variables except the year of service and marital status.

In the case of the following research work, researchers identified the relationship between organisational citizenship behaviour and variables such as stress, emotional intelligence, motivation, job satisfaction and opportunity for creativity.

Mojoyinola, J.K. (2008) investigated the effects of job stress on the physical health, mental health, personal and work behaviours of nurses in public hospitals in Ibadan Metropolis, Nigeria. The study found that job stress has a significant effect on the physical and mental health of nurses. It also revealed that there was a significant difference in personal and work behaviour of highly stressed nurses and less stressed nurses.

Gupta, S.K. (2012) conducted a study on the behaviour of employees, which concludes that apart from the internal work environment of the organisation, other external factors influenced the behaviour of employees at the workplace. The study further stated that an

open, analytical mind could handle the stressful situation effectively and finally it is for employees to decide how to keep away external forces.

The following particular study deals with the negative aspect of behaviour conducted by **Javeed, A. (2012)** examined the impact of job stress on the counter-productive work behaviour (CWB) and to quantify the relationship between job stress & counter-productive work behaviour of employees. The study concluded that there was an impact of job stress on employees CWB, the employees working in different banks suffered from job stress, and this stress leads to counter-productive work behaviour. The study also shows that there was a positive association exists between job stress and employee counter-productive work behaviour.

According to **Ying, C.Y (2013)** there is a positive relationship between emotional intelligence and organisational citizenship behaviour. In brief employees with high emotional intelligence are in a better position to understand their colleagues. The result of the present study is identical to some previous research work. The same year **Yu-Shan Liu (2013)** contributed research output which tried to identify the relationship between work motives on behaviour and attitude of employees at the workplace. The research work revealed that there is a positive relationship or influence of work motives on the behaviour and attitude of employees. The study further revealed that work motives as a contributor to job satisfaction and organisational citizenship behaviour.

Karabay, M. (2014) investigated the effect of work-related stress on organizational citizenship behaviour in the banking industry of Turkey. To measure employees' organizational citizenship behaviour, the scale developed by **Podsakoff, et al. (1990)** and to measure bank employees' work stress, the scale of **Keller (1984)** was adopted. The study reveals the negative relationship between work stress and sub-dimensions of OCB, namely virtue, consciousness and sportsmanship.

Biekro, A. (2014) In order to improve the level of organisational citizenship behaviour (OCB) corresponding improvement in job satisfaction, organisational support and service encounter is important. The research work further explains that improvement in organisational citizenship behaviour depends on organisational policies towards employees, and it is not affected because of the behaviour of other employees in the

organisation. Later **Okpu, J.N. (2015)** examined the relationship of organisational citizenship behaviour with a new variable, i.e. an opportunity for creativity among employees in the Nigerian hospitality industry. The positive environment for creativity at the workplace is responsible for display or practice of positive behaviour, which is beyond official requirements among hotel employees. The study further revealed that the platform for creativity at the workplace shows a positive relationship with job satisfaction.

The following work analysed, contributed and confirmed the dimensions of organisational citizenship behaviour.

Sengul, O.T. (2014) revealed that the three most important positive employee behaviour was “Being polite and cheerful”, “Making the customer feel special” and Being knowledgeable enough to respond to questions”, whereas the two most negative employee behaviours were “Giving negative answers and strong reactions to questions” and “Being sulky”. It was observed that customers and employees shared similar thoughts on the positive and negative impacts of these behaviours.

Ali caglar gulluce, E.E. (2015) analysed different dimensions of organisational citizenship behaviour and revealed that a positive relationship exists among dimensions of organisational citizenship behaviour. From hospitality industry point of view organisational citizenship is very important because hotel business depends on team management which makes altruism essential as a dimension followed by voluntarily helping new employees, doing work of colleague or co-workers when they are on leave, sharing knowledge and information with colleagues are important qualities which help organisation to grow and develop. Therefore it is very important for an organisation to provide a positive working environment. The study concludes that employees in the hotel industry are helping in nature, polite, participative, committed to the hotel from the sense of belonging, which reflects a high level of organisational citizenship behaviour.

Wasin P. U. (2015) contributed towards new dimensions of Organisational Citizenship Behaviour such as cooperating with others, protecting the organization, volunteering constructive ideas and being enthusiastic. Results suggest that some dimensions of OCB

have a positive influence on consequents (organizational commitment, organizational loyalty, and organizational image and firm success) of OCB.

Hashim Fadzil Ariffin, R.P. et al. (2015) confirmed that similarity and membership as a component of Organisational Identity (OI) and on other hand altruism, civic virtue, courtesy, conscientiousness, sportsmanship as a construct of Organisational Citizenship Behaviour. By using Organisational Identification (OI) and Organisational Citizenship Behaviour (OCB), companies can improve their recruitment and selection process. This is very important so that the organisation can select the right employees based skills, qualities and attitude.

Shailaja, V., et.al (2017) developed a conceptual framework of organisational citizenship behaviour based on extensive literature work. The present model includes human resources practices, employee retention and job engagement as factors of organisational citizenship behaviour (OCB). The study further identified consequences of OCB. High job satisfaction, low frequency of absenteeism, employee retention are positive consequences. Whereas on the other hand, role overload and conflict in work-family life balance as negative consequences.

The following researchers identified the importance of organisational citizenship behaviour in the present context of business.

Negoro, Y. (2016) The Japanese employees who recognise the workplace environment as a positive source of energy or experienced good things are more likely to engage the organisational citizenship behaviour. The study further revealed that Japanese employees with higher customer orientation are more likely to perceive organisational citizenship behaviour.

Hemaloshinee, M. N. (2017) underlined the importance and challenges of organisational citizenship behaviour in the hospitality industry. The organisational citizenship behaviour of employees is important because it helps the organisation to achieve organisational objectives and gives competitive advantages. The challenges of OCB are as follows employee turnover, less commitment etc.

The research work of **Velickovska, I. (2017)** also underlined the importance of organisational citizenship behaviour based on a review of sixteen different scientific research papers. The organisational citizenship behaviour provides various advantages such as increased job satisfaction, improvement in work performance, team spirit and improvement in the overall development of the organisation. The study further focused that an individual employee can engage in the practice of organisational citizenship behaviour, but if there is no improvement in work performance than OCB efforts are not so important.

The following literature reviews focused on employee's behaviour towards customers in relation to organisational citizenship behaviour.

Clemes, M. (2009) indicate that customer satisfaction and image directly influence behavioural intentions. Satisfied customers form favourable behavioural intentions to revisit or return to the same hotel when they experience high levels of service quality because of the positive behaviour of employees.

Hanan Saad Kattara, D.W. et al. (2015) concluded that employees' behaviours have great effect on overall customer satisfaction irrespective of customers' gender, nationality, number of visits and length of stay. **Brajkovic, J.P. (2015)** indicate that when a hotel is trying to increase its efficiency, employees' behaviour needs to be changed. Hotel need to teach, train and offer rewards which provide useful contributions. **Aida Khalida Mohamed Idris, N.F., et al. (2017)** found that factors such as work-family conflict, employee reward, and work environment have great influence and gives impact to employee behaviour towards service encounter.

Chen, W.J. (2016) focused research work on the integration of employee and customer relationships to provide quality service in the hotel business. In order to find the result study used the three dimensions of service-oriented organizational citizenship behaviour developed by **Van Dyne et al. (1994)**. The result found that employee's internal behaviour with colleagues significantly affects service approach or attitude towards customers. Further similar kind of study conducted by **Choo Ling Suan, C.S., et al. (2018)** it is very important for the hospitality industry that their front line employees provide quality customer service. They are supposed to provide extra-role services,

which is termed as service-oriented organisational citizenship behaviour. In order to cultivate this kind of behaviour, the organisation should make sure that they are engaged in their work that shows the characteristics of work engagements. The present research work proposed that emotional intelligence and self-efficacy have a positive relationship with work engagement. Further study identified that work engagement mediates the relationship between service-oriented organisational citizenship behaviour and personal elements, which include emotional intelligence and self-efficacy. The similar study conducted by **Emily Ma, H.Q.** applied social exchange theory in connection with the organisational citizenship behaviour in the hospitality industry which shows that positive social exchange can encourage employees to go beyond their formal job requirements. The study further found that there is a positive relationship between the organisational citizenship behaviour (I) and the organisational citizenship behaviour (C) which means that if an employee exhibits positive work behaviour such as helping colleagues in doing their work, sharing information then probably he or she would carry the same kind of behaviour towards customers.

2.5 QUALITY WORK LIFE

The term Quality Work Life (QWL), was used the first time at an International Labour Relation Conference in 1972 (**Hian & Einstein, 1990**). QWL is employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace (**Sirgy et al., 2001**). According to **May, Lau and Johnson (1999)** definition of QWL is the conditions of a workplace that support employee satisfaction by providing employees with rewards, job security, and opportunities. Job satisfaction, as experienced by employees, is therefore closely related to the quality of work life. QWL not only affect job satisfaction but also satisfaction in other life domains such as family life, leisure life, social life, financial life, and so on (**Sirgy et al., 2001**).

The following literature works deals with various factors contributing to quality of work life.

Gina Marie Santercole (1993) deals with the perception of employees working in four different hotels towards quality work life. The study revealed that the majority of employees are satisfied with the training programme. The employees showed mixed or moderate satisfaction in case of following dimensions of quality work life such as remuneration, monetary benefits, decision-making power, social environment at the workplace.

Rosa Naude, S.K. (2010) concluded that physical health and safety issues, personal development, opportunities to learn, creativity and artistic issues are significant factors contributing quality work life of front office employees in hotels. During same year additional research output contributed by **Patty Janes, M. W. (2010)** compared surveyed data of 2009 with data of the year 2003 related to quality work-life practices among tourism professionals. The study revealed that nothing has changed from 2003 to 2009 related to following variables of quality work life such as working hours, satisfaction with training facilities, types and number of performance evaluation, motivational policy despite changes in the economy. From a study of 2009 data, respondents are not satisfied with job security and the job. **Rosa Naude, S.K. et al. (2010)** the front line hotel employees revealed that they do not get time to spend for leisure activities and the researcher believes that it is important for improving quality work life. There is one more factor revealed from the study is a monetary benefit, which is important concern from an employee point of view and which also serve as important tool for quality work life improvement. The researcher has mentioned that providing time for leisure is more economical for the organisation than monetary benefit.

Simon Easton, D. V. (2013) provided an overview of the development of the concept of quality of work life over a period of time. The study further highlighted different measurement scale of quality of work life and why it is important to address QWL in the organisation.

Irene Kerstin Hunker and J. C. (2014) the study revealed that following dimensions such as job security, trustworthiness of superiors, respect at the workplace, openness and fairness, pride in work and company, friendliness, pay benefits, availability of equal

opportunities for women and minorities are the most important dimensions for employees for quality work life in hospitality industry.

Vanishree Beloor, N.S. et al. (2017) from literature review it is identified that quality work life is multidimensional in nature which includes various factors such as job satisfaction, adequate pay, work environment, organizational culture etc., these factors affects employees from their performance point of view.

Nguwasen Kwahar, A.S. (2018) explored that ‘remuneration and benefits’, ‘job security and career satisfaction’, ‘training and opportunities for personal autonomy’, ‘home-work balance’ and ‘safe and healthy environment’. These are the five factors that have formed the benchmark measures of quality of work life in the Nigerian hotel industry.

Raymond Markey, C. H., et al. study concluded based on case studies of hotels from Denmark and New Zealand that direct forms of participation not necessarily result in good quality work environment and may be related to the poor quality work environment through work enlargement. The study further revealed that even demonstrative forms of participation, even it is partial can lead to a platform for a better quality work environment.

The following research works show the relationship between Quality of Work Life (QWL) dimensions and variables such as customer satisfaction, gender, work engagements, behaviour, employee satisfaction, commitment, co-worker support and intention to quit the job.

Manjunath, S. K. (2011) there is a relationship between quality work life of hotel employees and customer satisfaction. The present study revealed that employees are not satisfied with the salary and other benefits, followed by the decision-making process and authority. The said factors are responsible for the low quality of work life, which in turns responsible for customer dissatisfaction. An interesting study of **Kara, D. (2012)** made an attempt to find out gender differences on perceptions of employee quality of working life in five-star hotels. The study concluded that male employees have a higher level of perceptions on quality working life than female employees concerning health &

safety needs, actualisation needs & knowledge needs. The same year research contributed by **Selahattin Kanten, O. S. (2012)** identified correlations between dimensions of Quality of Work Life (QWL) and work engagements. Based on analysis study revealed that dimensions such as constitutionalism, social relevance and important of work, compensation, working conditions, usage of capacity and social integration have a positive relationship with work engagements except work occupy dimension.

Tiia Annika, N.R. (2013) revealed that feeling of dedication mediates the relationship between quality work life and proactive behaviour at the workplace.

Harvinder Soni, Y. S. (2014) studied the impact of the quality of work life on the satisfaction level of hotel employees of chain and non-chain hotels. The study reveals that the quality of work life has a significant impact on employee satisfaction in the chain and non-chain hotels. During same year research work contributed by **Diogo Jose Horsta, E. E. et al. (2014)** studied the relationship between quality of work life and productivity based on a review of literature work. The quality work life makes employees healthy, committed and productive in nature. Later study related to Goan hospitality industry of **Raybelle Dias, V. V. (2017)** revealed that there exists a positive relationship between quality of work life and organisational commitment among hotel employees in Goa.

Nilgün, A. (2017) revealed and supported the past studies that there is a positive and significant relationship between co-worker support, QWL and wellbeing.

Ray Markey, K. R., et al., identified the relationship between quality work environment and employees intention to leave the job. The employees who experienced low quality work environment thought of leaving the job. In case of employees who experienced a high quality work environment less likely to quit the job.

2.6 STRESS MANAGEMENT AND COPING STYLE

2.6.1 Stress Management

The stress management programme is in the capacity of organisational framework. It is conducted by the organisation to reduce stress at the workplace. The stress-free environment provides various benefits to the organisation as well as to employees. The attention to stress management programme at the workplace started gaining importance from the late 19th century in the United State of America.

According to stress management model developed by **Ivancevich, M. et al. (1990)** focussed on three components at the workplace which is as follows the amount or degree of stress, the employee's assessment of stressful situations and ability of employee's to cope with the stress. Later **Murphy and Sauter (2003)**, classified stress management programme into primary, secondary and tertiary.

Primary stage is an effort to change the cause of stress or stressors at the workplace, whereas secondary stage is an effort to decrease the effect of stress on individual's physical and mental health before reaching a severe point and lastly, the tertiary stage is an attempt to help an individual from a serious health problem.

It is difficult to define or describe the stress management programme because the activities involved in the programmes are broad in nature. Some stress management programs may focus on the individual, some on the organization and some may focus on both individual and organisation together.

2.6.2 Coping Style

Coping is an effort of an individual to manage or handle stressful situations. The coping mechanism may be problem-focused or emotion-focused coping. Problem-focused coping refers to the efforts of an individual to improve or change stressful situation or condition. Examples of problem-focused coping include joining groups for support, seeking information or advice from others, controlling irresponsible and immature actions, developing strategies, readjusting existing goals, etc.

Whereas, emotion-focused coping refer to efforts made to reduce the emotional effect of stress.

The following are examples of emotion-focused coping mechanism such as taking emotional support from others, looking positively or hopefully at a difficult situation, expressing emotions by practising hobbies, etc.

The following literature works deals with stress management and coping behaviour.

Ajgaonkar, S. (2006) revealed that time management and a positive attitude are considered as the most effective way of managing stress. Beside this researcher mentioned that proper training and development programme, feedback sessions, yoga, meditation and a disciplined lifestyle could reduce stress.

Keerthi, G.S. (2012) In order to reduce the extra organizational stressors, the employer can conduct counselling among the employees regularly to get well from the personal and family issues. Further, in order to reduce group stressors, the management should concentrate on improving the interpersonal relationship by organising cultural programs, sports, etc.

Srikhum, P. (2013) study found that a supportive work environment, flexible work schedule, employee empowerment, safe work environment, skill development programmes are the effective tools to manage stress at the organisational level. At the individual level, employees also used emotion-focused and problem-focused style to manage stress.

Olaniyi, A. (2013) underlined that in order to improve employees performance, it is very important to provide a comfortable work environment, which ensures that employees are not under a high level of stress. High level of stress adversely affects the work performance of employees. The author suggested that in order to maintain and improve the work performance of employees, motivation should be used as a major tool that helps in reducing work stress and high job dissatisfaction.

Vidya Patwardhan, S.M., et al. (2014) In order to manage job-related stress among women managers, the higher authority should clearly define its expectations from

employees, provide a platform for career development, the practice of gender equality, etc. to reduce job stress. Further, the study revealed that some work stressors are common to all employees in the hospitality industry. Therefore there is a need to invest resources in a stress management programme to reduce the level of stress.

Bula, K.P. (2015) study revealed that effective communication in the hierarchy, followed by supportive work environment for career development, organisational attention for work-family conflict and platform for constructive inputs are the measures for stress management environment at the workplace.

Bora, P. (2017) concluded that effective stress management programme is key for an organisation to improve the performance level of their employees. The study further stated that employees in the hotel industry at the individual level uses different approaches to manage stress such as going to a hill station, sharing problem with others to get the solution, watching TV programmes, playing indoor or outdoor games, doing physical exercise, yoga, going on holiday, taking alcohol, sleeping, etc.

Vernekar, Sachin D. H. (2018) recommended that time management, career advancement, supervision and transparency can reduce occupational stress among hotel employees.

Eggers, Y.C. (2010) identified the coping strategies used by lodging managers who have a successful work-life balance. The study reveals that lodging managers used different coping strategies to deal with role conflicts such as role support or support from family, role support from outside role set (hired gardeners or housemaid), role integration (spending time with family), set priorities in personal and work life, separating personal and work roles (never take work at home), change attitudes toward life, develop interests (developed hobbies to reduce stress).

Agrusa, H.J. (2011) the study reveals that emotional intelligence does not have much influence on emotion coping after the growth of two primary personality qualities or traits, namely neuroticism and extraversion. Also, this study also reveals the important role played by demographic variables in individual coping approach.

Atteya, N.M (2012) revealed that there is sufficient evidence that role ambiguity has an influences methods of coping with stress. It was found out that hotel supervisors found it difficult to deal with role ambiguity. Further, they use emotion-focused methods of coping with stress, such as passive attempts to tolerate the effect. Further, it is supported that hotel employees cope with role conflict by using problem-focused coping mechanism.

Maheshwari, Payal (2013) study revealed that working women with an above average level of emotional intelligence used following coping methods most often such as dealing the stress, taking help from family, relatives and friends, discussing work and non-work problems with colleagues and taking spiritual support.

Kumaravel, N.P. (2013) The employees of the health care sector are exposed to various sources of stress because of nature work as well they are emotionally attached to the patients. It is very important for the industry to do stress audit and to shift their focus from a reactive approach to a proactive approach.

Ereno, J. (2014) revealed that employees working in a Filipino restaurant are more likely to prefer emotion-focused coping instead of problem-focused because of religious culture prevail in that region.

Bansal, S.T. (2016) study reveal that different coping strategies are used by the women employees for managing the work stress such as keeping a positive attitude, counselling, reduction in family responsibilities & enjoying and spending time with family members. Hotels are also organising different programmes to help the women employees to handle the stress, and they are following six off's in a month, women meet in a month and providing them training and development programmes.

2.7 RESEARCH GAPS

The previous research work reviewed in this particular chapter focused on occupational stress and variables such as demographic (Age, Gender, Level of Position and Marital Status), emotional intelligence, job satisfaction, motivation, organisational citizenship behaviour, coping style and stress management in India as well as in foreign countries. However, few studies were conducted on occupational stress, demographic variables and psychological variables in the Indian context.

There are research gaps between Occupational Stress and variables such as Emotional Intelligence, Job Satisfaction, Motivation, Quality Work Life and Organisational Citizenship Behaviour among hospitality employees in Indian Context, especially in the state of Goa which is known as a most favoured destination on World Tourism Map.

The preceding review shows that there is limited research work available related to the influence of demographic variables on occupational stress among hospitality employees. The following demographic variables such as income level, place of residence and place of origin required attention in addition to age, gender and marital status in the hospitality industry.

There is not enough work on occupational stress among employees based on their level of position or hierarchy in the hospitality industry.

Further, limited research works are available for variables such as emotional intelligence, job satisfaction, motivation, organisational citizenship behaviour and quality work life in relation to occupational stress.

There is a need to study occupational stress among hospitality employees from Indian scenario, especially from a tourist destination point of view. The present study attempts to fill the research gaps identified above.

CHAPTER 3

RESEARCH METHODOLOGY

The present chapter describes the way or path selected to reach to a particular destination. The methodology of the study basically provides the structure to obtain answers to the research questions and objectives of the study.

The chapter includes the standardized instruments developed by previous researchers to collect data, the sample size to represent target population and statistical tools to analyse and describe collected data. The results of the study can be used to know the various factors causing occupational stress and its relation with other variables.

The scope of research methodology is broad. When researchers discuss research methodology, they are not confined to research methods but also underline logic behind the methods used in the research study. It deals with various type of questions such as what is the primary objective of research study, how the research problem has been identified, on what basis the hypotheses for the study have been formulated, what type of data has been collected or used and which statistical tool has been adopted.

3.1 RESEARCH DESIGN

A research design is a blueprint of research topic which includes data collection process, measurement of data and analysis of the same. The research design underlines what the researcher will do from writing the hypothesis to final report writing. The design of the research is important component in the planning phase of research work.

3.1.1 Sample Design

Sampling is the process of identifying and selecting a required number of variables or elements of the total population in such a manner that a sample should reflect characteristics of the total population. A Sample refers to a representation of the total population. A sample design includes several variables or items to be selected from the total population and method to collect sample size. The sample size and method to

collect sample plays a very important role in research work. When the sample size is adequate, it will give a justifiable result which will reflect the total population.

Sample Size

Deciding sample size involves time, and cost factor due to this researcher should choose sample which represents the total population and produce statistically significant results.

In this research, the population is unknown, and hence the following formula contributed by **Robert V. Krejcie and Daryle W. Morgan** has been used for calculating the sample size of the employees working in Hospitality Industry in Goa.

The formula for Sample Size when Population Size is Unknown

$$\text{Sample Size} = \frac{(\text{Range}/2)^2}{(\text{Accuracy Level}/\text{Confidence Level})^2}$$

Table No. 3.1.1.1 Number of Star Hotels and Restaurants in Goa

Star Hotels	Total No. of Units	No. of Units Chosen
5 Stars Deluxe	15	06
5 Stars	13	05
4 Stars	06	02
3 Stars	21	09
2 Stars	08	03
Total	63	25
Fine Dining Restaurants	188	75
Total	251	100

(Source: Goa Accommodation Directory, www.goatourism.gov.in)

(https://www.google.com/search?ei=wq8lXufaD6OR4EP69u_2Ak&q=fine%20dining%20restaurants%20in%20north%20goa&oq=fine+dining+restaurant+in+North&gs_l)

(https://www.google.com/search?tbm=lcl&ei=FrAIXtTLPKuV4EPg7_4Aw&q=fine+dining+restaurants+in+south+goa&oq=fine+dining+restaurants+in+south+goa)

Table No. 3.1.1.2 Sample Size for the present study

Level of Hierarchy of Employees	Sample Size (No.of Employees)
Managerial	400
Supervisory	400
Lower	400
Total Sample Size	1200

Sampling Method

In the first stage, the judgement sampling has been used to select star hotels and fine dining restaurants of hospitality industry in Goa. In the second stage stratified random sampling has been used. At this stage, star hotels were classified into 5 categories based on star ratings. Further, forty percent of the star hotels were selected on the basis of random sampling. The same percentage is followed in case of fine dining restaurants. In order to do sampling through PPS (Probability Proportionate Sampling) method, all the names of star hotels and fine dining restaurants were numbered using separate slips of paper and then used fishbowl draw. This method ensured us of getting a representative sample spread across all star hotels and fine dining restaurants in Goa.

In the third stage, convenience sampling has been used for choosing the respondents from Managerial, Supervisory and Lower level employees working in the chosen hospitality sector units.

3.1.2 Area of the Study

The present study is confined to the Hospitality Industry in Goa covering Star Hotels and Fine Dining Restaurants. The state of Goa is famous on the world tourism map for its blue lagoon beaches and climate to enjoy. The tourism industry in association with hospitality industry dominating near coastal belts. Beaches of Goa cover about 125 kilometres (78 mi) of its coastline from North Goa to South Goa. North Goa is a more commercial place, and many foreign and Indian tourists visit beaches in the North because of low and medium budget accommodation and night parties. Whereas South Goa is where most higher-end hotels and private beaches are located.

The state of Goa is best suited for conducting a study on Occupational Stress and Stress Management in the hospitality industry because of too many hotels, restaurants and arrivals of foreign and domestic tourists almost throughout the year.

3.1.3 Data Collection Method

The data required for analysis purpose was collected through primary sources such as personal interview and a structured questionnaire designed by the researcher in the past. Further questionnaire or statements are modified to meet the objectives of the study. For conceptual and literature review work, data was collected through secondary sources such as journals, websites, publications, books, etc.

The entire primary research work findings are based on survey method and to some extent through unstructured personal interview method. The survey method with the help of structured questionnaire covered employees of lower, supervisory and managerial employees. In addition to this personal interview with open-ended questions were conducted to get in-depth information, views, ideas etc. related to stress, work environment, behaviour, stress management programme and coping strategies.

Survey Method: - The statements/questionnaire set were circulated among employees of star hotels and fine dining restaurants in Goa. The statements are based on a 5-point Likert scale.

Personal Interview: - This type of technique allows the respondents to express their views freely as well as it helps the researcher to obtain more detailed information. Under the present study researcher has covered Academic Experts from Psychology field, Human Resource Managers, Accountants, Store Assistants, Bar Tenders, Security Officers, Housekeeping Assistants, Kitchen Helpers, Security Officers, etc.

Pilot Survey: Before collecting actual data for analysis on a bigger scale, the pilot study was carried out covering respondents or employees from all three levels of the hierarchy. The objective of the pilot study was to get clarity about statements before collecting actual data for analysis. Based on suggestions and comments from the respondents, certain changes have been made such as replacing some technical terms

into simple terms of the statements for easy understanding, certain statements were reframed, new statements were added, and some old statements deleted. This helped the researcher to improve the quality and texture of the statements to ensure smooth data collection.

3.1.4 Measurement Instruments

Occupational Stress Index (OSI) developed by Srivastav and Singh (1981) was used to measure the occupational stress of the respondents. The tool is suitable to measure the level of stress of employees belong to the supervisory level and above of manufacturing and non-manufacturing industries. However, to achieve objectives of the present study in the hospitality industry, some new dimensions have been added to the occupational stress index, some existing dimensions were modified, and some are deleted.

The present study used separate Occupational Stress Index (based on OSI by Srivastav and Singh, 1981) for Managerial, Supervisory and Lower level employees in the Hospitality Industry.

Table No. 3.1.4.1 Level of Occupational Stress (Managerial Level Employees)

Score	Level of Occupational Stress
31-80	Low Stress
81-105	Moderate Stress
106-155	High Stress

(Source: - OSI developed by Srivastav and Singh 1981)

Table No. 3.1.4.2 Level of Occupational Stress (Supervisory Level Employees)

Score	Level of Occupational Stress
33-86	Low Stress
87-115	Moderate Stress
116-165	High Stress

(Source: - OSI developed by Srivastav and Singh 1981)

Table No. 3.1.4.3 Level of Occupational Stress (Lower Level Employees)

Score	Level of Occupational Stress
34-88	Low Stress
89-120	Moderate Stress
121-170	High Stress

(Source: - OSI developed by Srivastav and Singh 1981)

Psychological Variables Used for the Study

a] Emotional Intelligence

In order to measure the emotional intelligence of the respondents, the researcher used the Emotional Intelligence scale developed by Hyde, Pethe and Dhar (2002). The scale consists of 10 different dimensions having 33 items. The said scale is used to measure the level of emotional intelligence. The scale includes the following dimensions such as self-awareness, empathy, self-motivation, emotional stability, managing relations, integrity, self-development, value-orientation, commitment and altruistic behaviour, which represents the concept of emotional intelligence. The respondents were asked to respond to each item on a **5-point Likert scale**.

Table No. 3.1.4.4 Level of Emotional Intelligence

Range	Level of Emotional Intelligence
Below 51	Low Emotional Intelligence
52-84	Normal Emotional Intelligence
85 and Above	High Emotional Intelligence

b] Job Satisfaction

In order to measure job satisfaction of hospitality employees of lower, supervisory and managerial level, the job satisfaction scale of Dr.Rita Shresthya and H.C.Ganguli was used by the researcher. The revised scale consists of seven dimensions, including 24 items. The following seven dimensions represent job satisfaction, namely work itself, pay and other financial benefits, promotional

and training opportunities, job security, supervision, colleagues/co-workers and company practices. The job satisfaction score of an employee is the sum of the scores of the alternatives the respondent checks for in the 24 items. The score range is 120 (24x5=120) to 24 (24x1= 24), indicating very high levels of job satisfaction to very low levels of satisfaction in the job.

c] Motivation

The motivation scale designed for the present study is based on achievement motivation inventory developed by Muthee J.M. & Immanuel Thomas (2009). The scale is different for lower level employees and supervisory and above level. The scale consists of 15 items.

Organizational Citizenship Behaviour

Organisational Citizenship Behaviour refers to behaviour where employees make extra efforts beyond official requirements. Organisational Citizenship Behaviour (OCB) Checklist (OCB-C) developed by Suzy Fox and Paul Spector was used. The scale is modified to meet the objective of the present study.

Quality Work Life

The Quality of Work Life (QWL) instrument developed by Saklani, D. R. was used by the researcher. The scale was revised by deleting some existing items as well as modified statements by changing technical terms into simple terms for easy understanding to the respondents. The revised scale consists of 40 items.

Table No. 3.1.4.5 Level of Quality Work Life

Score	Level of Quality Work Life (QWL)
40-105	Low QWL
106-140	Moderate QWL
141-200	High QWL

Coping Mechanism

Coping & Stress Management Skills Test developed by professional Psychologists of the United State of America (Psychologytoday.tests.psychtests.com) was used to evaluate coping mechanisms.

3.1.5 Content Validity and Reliability Test

Content validity concerns the degree to which a sample of items, taken together, constitute an adequate operational definition of a construct.

Cronbach's alpha was used to measure the reliability of data. Values above 0.7 are often considered to be acceptable. The result of this study shows Cronbach's alpha of more than 0.7

3.1.6 Statistical Tools

For analysis purpose, raw information was collected from primary sources with the help of data collection instruments such as survey method which included circulation of statements and personal interview. Further, collected data were analysed according to the objectives by using statistical tools. Later on, analyzed data were used to draw logical conclusions.

The following statistical techniques have been used in the research study for analysis of the data collected in the study:

a] Descriptive Statistics

Descriptive Statistics or analysis helps to transfer raw data into a meaningful form that will help for easy understanding and interpretation. It deals with summary measures relating to the sample data. There are different ways of summarizing data such as mean, range, standard deviation, frequency and percentage distribution. In simple words, descriptive statistics gives a brief view of data in a systematic manner which helps to have quick information regarding some aspects of data.

b] Factor Analysis

It is a multivariate technique of statistics in which there is no division between dependent and independent variables. All variables are analyzed together to draw underlined factors. It is a very useful method to reduce a large number of variables resulting in data complication to a few convenient factors. These factors describe most of the variations in the original data set.

There are two steps that are required in a factor analysis exercise.

Extraction of Factors: The first important step is to finalize how many factors are to be extracted from the given data set. This could be done by using different methods such as the centroid method, maximum likelihood method and principal component analysis method.

The Principal Component Analysis (PCA) method involves identifying those values of variance so that the first factor explains the major portion of the total variance. This is known as the first principal factor. This explained variance is then deducted from the original input matrix to get a residual matrix. A second principal factor is extracted from the residual matrix in such a manner that the second factor takes care of most of the residual variance. The same procedure is repeated until very few variances to be explained. The same principle is then repeated until there is a little variance to be explained.

We know that factor is a linear combination of the different variables. Further, eigenvalues are calculated for all factors, and only those factors are calculated whose eigenvalue is at least one as per Kaiser Guttman method. Further, factors having eigenvalues less than one are rejected.

The correlation coefficients of the extracted factor score with a variable are called the factor loading. Factor loadings play a very important role in the computations of eigenvalues of each factor and also in computing the communalities of each variable.

Rotation of factors: After extracting factors, the next step is the rotation of initial solutions for easy interpretation for which varimax rotation method is used. The primary objective of rotation is to get some factors that have a few variables that relate strongly with that factor and some that relate poorly with that factor. Whereas, there are other factors that relate strongly with those variables with which the other factors do not have significant relation.

Therefore, the rotation is required to perform so that the factor loadings as in the first step are close to zero. This is done for easy interpretation as well as for naming the factors easily.

Further cut-off point or value on the factor loading is decided. There is no specific parameter to decide cut-off point. Normally it is taken higher than 0.5. Naming the factor is subjective in nature, and it is personally dependent on the concerned researcher. In addition to this, one more point to be remembered is that the variable load in one factor should not appear in another factor. In other words, the variable should have high loading in one particular factor and low in remaining factors. If that is not the case, it means that questions are not properly understood by the respondents. Another reason could be that respondents may have a different opinion about the given statements. The total variance explained by all the factors taken together remains the same after rotation. However, the amount of variations for each individual factor may undergo a change. The communalities for each variable under the two procedures remain unchanged.

KMO and Bartlett's Test

In order to establish the strength of the factor analysis solution, it is essential to establish the reliability and validity of the obtained reduction. It may be noted that the value of KMO statistics is greater than 0.5, indicating that factor analysis could be used for the given set of data.

Factor Loading

The correlation coefficient between the factor score and the variables included in the study is called factor loading.

Total variance explained

The percentage (%) of variance explained by each of the factors can be calculated using the eigenvalues.

Labelling or naming the factors

Under this step, the researcher needs to provide a suitable name for the extracted factors based on their characteristics.

c] Analysis of Variance Techniques (One Way ANOVA)

The objective of ANOVA is to find a significant relationship between variables. The process of ANOVA includes the source of two different estimates of population variance from the data. Then statistic is calculated from the ratio of these two estimates. One of these estimates (between-group variance) is the measure of the effect of independent variable combined with error variance.

The other estimates (within-group variance) is of error variance itself. This particular technique tests the null hypothesis and used in different fields such as psychology, commerce, management and economics. It is useful to compare means or average of more than two populations.

R.A.Fisher developed the theory related to ANOVA. According to this technique, the total variation in the dependent variable is divided into two categories, namely causes and chance.

The one which is related to the specific causes is called variation between samples, and the one which is related to chance is called the variation within samples.

In general, the ANOVA tool examines any number of factors that influence the dependent variable. It is also possible to examine the differences in various groups within each of these factors. If there is one independent variable classified into various categories, we have one way or one-factor analysis of variance.

d] t-TEST (Independent Sample Test)

The independent samples t-Test is used to compare means or average of two independent groups in order to identify whether there is any significant difference.

The null hypothesis (H_0) and the alternative hypothesis (H_1) of the Independent Samples t-Test can be expressed in the following ways:

$H_0: \mu_1 = \mu_2$ ("the two-population means are equal")

$H_1: \mu_1 \neq \mu_2$ ("the two-population means are not equal")

e] Multiple Regression

In the multiple regression, there are minimum of two independent variables. The linear multiple regression model with two independent variables would look like:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + U$$

In the above model, there are three parameters b_0 , b_1 and b_2 that are to be estimated. One of the very important assumptions for the estimations for the multiple regression is that there should not be any perfect negative or positive relation between x_1 and x_2 . If the correlation coefficient between x_1 and x_2 is either +1 or -1, the model cannot be estimated, and this is called the problem of perfect multi collinearity.

CHAPTER 4

DEMOGRAPHIC PROFILE OF EMPLOYEES OF HOSPITALITY INDUSTRY

Demographic variables describe the sample data, which represents the total population. In other words, it means that demographic variables explain the attributes or characteristics of the identified sample size, and it further helps to decide whether these samples are representative of the target population. Demographic variables are independent variables because they cannot be manipulated. Further, in social science, researchers can study demographic variables in relation to other dependent variables to know whether demographic variables have any influence on them. The following are common example of demographic variables such as gender, marital status, age, ethnicity, income, education and family size.

The present study deals with Occupational Stress and Stress Management among employees in the Hospitality Industry in Goa. The total respondents were 1200 employees, which include 400 employees each from the lower level, supervisory level and managerial level, respectively. In order to know about the demographic profile of the respondents, the classification is done on the basis age, gender, marital status, education, income, place of residence and place of origin which are presented below in the tabular form.

4.1 FREQUENCY DISTRIBUTION IN RELATION TO DEMOGRAPHIC VARIABLES

Table No. 4.1.1 Frequency Distribution in Relation to Age

Variable	Lower		Supervisory		Managerial	
	Frequency	%	Frequency	%	Frequency	%
18-25	103	25.8	117	29.3	86	21.5
26-35	243	60.8	224	56.0	219	54.8
36-55	47	11.8	54	13.5	88	22.0
56 & above	07	1.8	05	1.3	07	1.8
Total	400	100	400	100	400	100

(Source: Primary Data)

The above table depicts age wise distribution of employees belongs to all three levels, namely lower, supervisory and managerial level. The employees based on age factor were divided into four categories. From the table, it was found that majority of the respondents from lower, supervisory and managerial level belongs to the age group of 26 years to 35 years. Followed by next highest percentage of respondent's falls in the age group of 18 years to 25 years in case of lower and supervisory levels and in case of managerial level second highest age group is 36 years to 55 years. In the case of 56 years and above category, very few respondents belong to this group across all three levels of employees.

Table No. 4.1.2 Frequency Distribution in Relation to Gender

Variable	Lower		Supervisory		Managerial	
	Frequency	%	Frequency	%	Frequency	%
Male	362	90.5	305	76.3	310	77.5
Female	38	9.5	95	23.8	90	22.5
Total	400	100	400	100	400	100

(Source: Primary Data)

In the case of the gender variable table, the highest percentage of respondents belong to the male category across all three levels of employees and the remaining respondents belong to the female category. When it comes to comparison of gender proportion between levels of employees, the male category of a lower level represents the highest percentage, i.e. 90.5 % in comparison to supervisory and managerial level. In the case of comparison of female category across a level highest percentage of respondents belongs to the supervisory level.

Table No. 4.1.3 Frequency Distribution in Relation to Marital Status

Variable	Lower		Supervisory		Managerial	
	Frequency	%	Frequency	%	Frequency	%
Married	208	52.0	187	46.8	272	68.0
Single	180	45.0	211	52.8	126	31.5
Separated/ Divorce	12	3.0	02	0.5	02	0.5
Total	400	100.0	400	100	400	100

(Source: Primary Data)

The employees based on marital status were divided into three categories. According to the table, it was found that majority of the respondents, i.e. 52% in case of the lower level and 68 % in the case of managerial level, are married. Whereas in the case of the supervisory level, the majority of the respondents are single. Very few respondents belong to separated (Divorce) group across the level of employees.

Table No. 4.1.4 Frequency Distribution in Relation to Education

Variable	Lower		Supervisory		Managerial	
	Frequency	%	Frequency	%	Frequency	%
Illiterate	69	17.3	00	00	00	00
Up to S.S.C	254	63.5	12	03	00	00
Up to H.S.S.C	75	18.8	112	28	00	00
Graduation	02	0.5	179	44.8	293	73.3
Post-Graduation	00	00	63	15.8	94	23.5
Diploma/Degree in Hospitality	00	00	34	8.5	13	3.3
Total	400	100	400	100	400	100

(Source: Primary Data)

The above table shows the distribution of employees based on education. The table reveals that in case of lower level employee's majority of the respondent's i.e.63.5 % belong to category of up to S.S.C followed by 18.8 % of the respondents in the category of up to H.S.S.C, then 17.3 % of the respondents in the category of illiterate and very minimal i.e. 0.5 % of the respondents belongs to Graduation Category. The result differs in case of the supervisory level, where the majority of the respondents belong to Graduation and above qualification. The similar result found in case of the managerial level where all the respondents fall in the category of Graduation and above.

Table No. 4.1.5 Frequency Distribution in Relation to Annual Income

Variable	Lower		Supervisory		Managerial	
	Frequency	%	Frequency	%	Frequency	%
Up to Rs. 1,00,00	175	43.8	107	26.8	00	00
Rs.1,00,01 to Rs.1,50,000	189	47.3	204	51	00	00
Rs.1,50,001 to Rs.2,50,00	36	9.0	89	22.3	294	73.5
Rs.2,50,001 to Rs.5,00,00	00	00	00	00	94	23.5
Above Rs.5,00,000	00	00	00	00	12	3.0
Total	400	100	400	100	400	100

(Source: Primary Data)

The table shows the distribution of employees based on Income profile. In case of lower level employees the highest percentage, i.e. 47.3 % of the respondents falls in the category of income bracket of Rs.1,00,001 to Rs.1,50,000 followed by 43.8% in the income bracket of up to Rs.1,00,00 and very few per cent of respondents fall in the category of Rs.1,50,001 to Rs.2,50,000. The same trend of response reveals in the case of the supervisory level. In case of managerial level highest percentage i.e.73.5% of the respondents falls in the bracket of Rs. 1,50,001 to Rs.2,50, 000. Another 23.5% of the respondents fall in the category of Rs. 2,50,001 to Rs.5,00,000 and very few percentages i.e. 3% of the respondents falls in the bracket of Rs.5,00,00 and above.

Table No. 4.1.6 Frequency Distribution in Relation to Place of Residence

Variable	Lower		Supervisory		Managerial	
	Frequency	%	Frequency	%	Frequency	%
Rural	255	63.8	237	59.3	186	46.5
Urban	145	36.3	163	40.8	214	53.5
Total	400	100	400	100	400	100

(Source: Primary Data)

The above table distributed respondents based on place of residence. The table reveals that majority of the respondents in case of lower and supervisory level belongs to rural areas. The result differs in case of the managerial level, where majority i.e.53.5 % belongs to urban areas.

Table No. 4.1.7 Frequency Distribution in Relation to Place of Origin

Variable	Lower		Supervisory		Managerial	
	Frequency	%	Frequency	%	Frequency	%
Goan	109	27.3	183	45.8	185	46.3
Non-Goan	291	72.8	217	54.3	215	53.8
Total	400	100.0	400	100	400	100

(Source: Primary Data)

The above table distributed respondents based on place of origin. The table reveals that majority of the respondents across all the levels belongs to other states of India.

4.2 OCCUPATIONAL STRESSORS IN HOSPITALITY INDUSTRY

Occupational stressors refer to causes of stress which occur due to various reasons such as the volume of work, work schedule, inadequate salary, conflict with colleagues, poor physical infrastructure facilities, etc. It is rightly said that the workplace is either source of satisfaction or dissatisfaction because monetary and non-monetary factors offer at the workplace affects employees either good way or bad way. It depends on the employer to make the workplace favourable to their employees by providing necessary things. When things are not going as per the expectation or requirement of employees, it makes them stressful. The causes of stress vary from industry to industry, organisation to organisation and job to job.

The present study focusses on the causes of occupational stress in the hospitality industry in Goa. In order to identify the causes of stress well-structured and tested variables from the Occupational Stress Index developed by Srivastav and Singh (1981) were used. To meet the requirement of the hospitality industry, certain variables are deleted, and new variables are added to the same. Further, to identify prominent stressors among lower, supervisory and managerial level employees Factor Analysis (Statistical tool) is used.

4.3 OCCUPATIONAL STRESSORS IN CASE OF LOWER LEVEL EMPLOYEES

Statistical Tool: Factor Analysis

KMO and Bartlett's Test

In order to form the strength of factor analysis solution, it is important to establish the reliability and validity of the obtained reduction. This is done with the help of Kaiser Meyer Olkin (KMO) and Bartlett's test of sphericity. It may be noted that the value of KMO statistics is greater than 0.5, indicating that factor analysis could be used for the given set of data. Further, Bartlett's test of sphericity testing for the significance of the correlation matrix of the variables indicates that the correlation coefficient matrix is significant, as indicated by the p-value corresponding to the chi-square statistic.

The result of KMO is 0.925, which is higher than 0.5, indicating to be good for factor analysis. The Chi-square value is significant at 5% since the p-value is 0.00. Based on these two criteria, the correlation matrix appears to be factorable.

Table No. 4.3.1 KMO Measure of Sampling Adequacy

KMO Measure of Sampling Adequacy		.925
Bartlett's Test of Sphericity	Approx. Chi-Square	6909.688
	df	561
	Sig.	.000

Table No. 4.3.2 Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.07	35.52	35.52	12.07	35.52	35.52	7.44	21.90	21.90
2	2.04	6.02	41.53	2.047	6.02	41.53	3.13	9.21	31.12
3	1.68	4.95	46.49	1.683	4.95	46.49	3.01	8.85	39.98
4	1.43	4.22	50.71	1.438	4.22	50.71	2.34	6.89	46.87
5	1.29	3.81	54.53	1.296	3.81	54.53	2.18	6.42	53.30
6	1.12	3.32	57.85	1.129	3.32	57.85	1.54	4.54	57.85

Extraction Method: PCA

Summary of Factors

The correlation coefficient between the factor score and the variables included in the study is called factor loading and presented in table 4.3.3

Table No. 4.3.3 Summary of Factors

Factors	Features/Attributes	Factor Loading
ADVERSE WORKING ENVIRONMENT	Uncertainty of job security	.719
	No attention	.719
	Lot of work	.703
	Lack of clarity about future career prospects	.660
	Monotonous work	.658
	People don't like	.619
	Defame	.532
	Lack of creativity in the job	.527
	Conflicting demands	.518
LACK OF PARTICIPATION	Interfere in jurisdiction and working methods	.739
	Lack of opportunities to express	.620
	Lack of opportunities to utilize	.591

Factors	Features/Attributes	Factor Loading
	abilities	
	No importance to suggestions	.583
ROLE AMBIGUITY	Excessive workload	.765
	Lot of adjustments to do	.586
	Foreign guest pressure	.538
	Absence of a democratic environment	.524
ROLE OVERLOAD	Work fast	.657
	Work of others	.573
LACK OF CHOICE AND FEAR OF NEGATIVITY	Negative remark	.780
	No choice of job	.500
POOR ALLOCATION OF WORK AND WELFARE MEASURES	Unsatisfactory welfare measures	.708
	No clear and planned objectives	.609

Interpretation Based on Table No. No. 4.3.3

Factor 1: Adverse working environment

Based on the above analysis, the study identifies an adverse working environment which includes uncertainty of job security, job does not hold any attention, lot of work to be performed, uncertainty about future career prospects in the present organisation, monotonous nature of work, poor peer relations, job is not creative in nature, conflicting demands of various people are the important variables causing stress among lower level employees.

Factor 2: Lack of participation

According to this factor, employees feel stressful when superiors interfere in their work matters unnecessarily, which restricts their thinking or method of doing work. In addition to this, employees feel stressful when they are not getting enough opportunities to express their difficulties, to provide suggestions and to utilize abilities and experience independently.

Factor 3: Role ambiguity

In case of role ambiguity, it includes variables such as performing excessive work within a short period, adjusting between guest pressure and organisations rule, superiors discourage the democratic practice in the department brings stress among employees.

Factor 4: Role overload

According to this factor, employees are overburden with heavy workload due to organisational constraints. This kind of situation brings stress among employees.

Factor 5: Lack of choice and fear of negativity

According to this factor, variable such as fear of getting a negative remark from guest and lack of options to present job brings stress among employees.

Factor 6: Poor allocation of work and welfare measures

This factor includes variables such as unsatisfactory working conditions from the point of welfare measures and lack of clarity about work assignments. This brings stress among employees.

4.4 OCCUPATIONAL STRESSORS IN CASE OF SUPERVISORY LEVEL EMPLOYEES

Statistical Tool: Factor Analysis

KMO and Bartlett's Test

The table shows the KMO and Bartlett tests used to evaluate the strength of the linear association among the set of items in the correlation matrix. The result of KMO is 0.728, which is higher than 0.5, indicating to be good for factor analysis. The Chi-square value is significant at 5% since the p-value is 0.00. Based on these two criteria, the correlation matrix appears to be factorable.

Table No. 4.4.1 KMO Measure of Sampling Adequacy

KMO Measure of Sampling Adequacy		.728
Bartlett's Test of Sphericity	Approx. Chi-Square	6573.733
	df	528
	Sig.	.000

Table No. 4.4.2 Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.16	15.64	15.64	5.16	15.64	15.64	4.16	12.60	12.60
2	4.01	12.15	27.80	4.01	12.15	27.80	2.82	8.54	21.14
3	2.71	8.22	36.02	2.71	8.22	36.02	2.82	8.53	29.67
4	2.22	6.71	42.73	2.22	6.71	42.73	2.77	8.39	38.07
5	2.11	6.39	49.13	2.11	6.39	49.13	2.66	8.07	46.13
6	1.64	4.98	54.11	1.64	4.98	54.11	2.63	7.98	54.11

Extraction Method: PCA

Summary of Factors

The correlation coefficient between the factor score and the variables included in the study is called factor loading and presented in table 4.4.3.

Table No. 4.4.3 Summary of Factors

Factors	Features/Attributes	Factor Loading
LACK OF SUPPORT OF SUPERIORS	Lack of appreciation	.914
	Lack of directions	.881
	Tense circumstances	.568
POOR PEER RELATIONS	Lack of team spirit	.682
	Lack of opportunities to utilize abilities	.587
ROLE OVERLOAD	Lot of work	.759
	Excessive workload	.694
ROLE AMBIGUITY	Unclear objectives	.855
	Lack of clarity about work behaviour	.800
NO REWARD AND SIGNIFICANCE TO WORK	Responsible for career growth of others	.586
	No significance to work	.542
	Lack of reward	.519
LACK OF PARTICIPATION	Lack of co-operation	.725
	No suggestions heard	.701
	No voluntarily help	.530

Interpretation Based on Table No. 4.4.3

Factor 1: Lack of support for superiors

According to this factor, employees feel stressful when there is a lack of encouragement and suggestion from higher authorities. This kind of environment brings stress among employees.

Factor 2: Poor peer relations

This factor reveals that lack of mutual co-operation and team spirit are responsible for a stressful work environment. This kind of environment also discourages the opportunity to utilize abilities and experience at the workplace.

Factor 3: Role overload

According to this factor, performing excessive work due to an insufficient number of employees and resources bring stress.

Factor 4: Role ambiguity

This factor reveals that role ambiguity brings stress among supervisory employees. When employees are not clear about objectives of work assignments or they are not clear about what type of work and behaviour, their higher authorities and subordinates expect from them, then it brings employees under a stressful situation.

Factor 4: No reward and significance to work

According to this factor, variables such as no significance to work or post from higher authorities and lack of reward policy bring stress among employees.

Factor 6: Lack of participation

This factor reveals that employees feel stressful in case their suggestions and co-operation is not considered in addressing problems of employees. In addition to this, employees feel stressful if they are not getting voluntarily help from others in case of difficult situation.

4.5 OCCUPATIONAL STRESSORS IN CASE OF MANAGERIAL LEVEL EMPLOYEES

Statistical Tool: Factor Analysis

KMO and Bartlett's Test

The table shows the KMO and Bartlett tests used to evaluate the strength of the linear association among the set of items in the correlation matrix. The result of KMO is 0.707, which is higher than 0.5, indicating to be good for factor analysis. The Chi-square value is significant at 5% since the p-value is 0.00. Based on these two criteria, the correlation matrix appears to be factorable.

Table No. 4.5.1 KMO Measure of Sampling Adequacy

KMO Measure of Sampling Adequacy		.707
Bartlett's Test of Sphericity	Approx. Chi-Square	7676.024
	df	465
	Sig.	.000

Table No. 4.5.2 Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.21	23.26	23.26	7.21	23.26	23.26	4.19	13.51	13.51
2	3.25	10.47	33.73	3.25	10.47	33.73	4.16	13.41	26.91
3	2.63	8.49	42.22	2.63	8.49	42.22	3.40	10.98	37.89
4	2.14	6.91	49.13	2.14	6.91	49.13	2.57	8.29	46.18
5	1.92	6.19	55.33	1.92	6.19	55.33	2.28	7.35	53.54
6	1.44	4.63	59.96	1.44	4.63	59.96	1.99	6.42	59.96

Extraction Method: PCA

Summary of Factors

The correlation coefficient between the factor score and the variables included in the study is called factor loading and presented in table 4.5.3.

Table No. 4.5.3 Summary of Factors

Factors	Features/Attributes	Factor Loading
LOW STATUS AND RECOGNITION	Low social status	.892
	No respect	.882
	No significance to work	.872
	No co-operation	.592
	Decisions are not followed properly	.573
RESPONSIBILITY	Responsible for productivity of employees	.794
	Responsible for career growth of employees	.740
ADVERSE WORKING ENVIRONMENT	Lack of reward	.698
	Unsatisfactory working conditions	.619
	Organisational constraints	.618
	Challenging nature of the job	.604
	Interference of authorities	.555
	Expectations of higher authorities	.500
POOR PEER RELATIONS	No voluntarily help	.654
	No importance to suggestions	.637
	Tense circumstances	.548
	Negative remark	.538
ROLE AMBIGUITY	Lack of clarity about the type of work	.684
	Lack of clarity about the type of behaviour	.554
ROLE OVERLOAD	Unclear objectives	.777
	Excessive workload	.525

Interpretation Based on Table No. 4.5.3

Factor 1: Low status and recognition

According to this factor, lack of recognition or respect for the job from employees and society, decisions are not followed properly by subordinates. This brings stress for managers.

Factor2: Responsibility

This is the most significant factor causing stress among managers. The factor reveals that managers are responsible for the improvement of efficiency and career growth of many employees. This kind of job responsibility makes their job challenging, which further results in stress among them.

Factor 3: Adverse working environment

According to this factor, managerial level employees are working under tense circumstances because of unsatisfactory working conditions which include, lack of reward policy, challenging nature of the job, too much interference and expectations of higher authorities, unable to fulfil expectations of subordinates due to organisational constraints. This makes the situation stressful for managers.

Factor 4: Poor peer relations

The factor reveals that, if managers are not getting voluntarily help from others in case of a difficult time, suggestions are not considered by higher authorities, fear of getting negative remark for the department. This kind of environment brings stress among employees

Factor 5: Role ambiguity

This factor reveals that role ambiguity brings stress among managerial employees. When employees are not clear about objectives of work assignments or they are not clear about what type of work and behaviour, their higher authorities and subordinates expect from them, then it brings employees under a stressful situation.

Factor 6: Role overload

According to this factor, managerial level employees perform excessive work due to organisational constraints. In addition to this, their objectives are not clear. This makes them stressful at the workplace.

4.6 SUMMARY

The hospitality industry is a major player in the process of economic development of any region because they support the economy through exchange of foreign currency, employment opportunities, tax revenue etc.

The industry is a labour intensive in nature because they have to give personal attention to their guests. There are many job vacancies available in this industry ranging from the front line to the back end and from skilled to unskilled jobs. Each job available in this industry have some unique requirements and employees who fulfil those requirements get a job.

The present study focusses on the Hospitality Industry in Goa, which is famous as the best tourist destination on the World Tourism Map. To cater to foreign and domestic tourists throughout the year, a large number of accommodation facilities are available such as guest houses, lodging, rooms of star hotels etc. In addition to these food outlets such as restaurants, take away, star hotels are present to meet the food requirement of tourists. To run all these establishments, a large number of employees are required with a variety of skill such as communication skill, soft skills, technical skills, good personality etc.

The human resource require for job requirement of the hospitality industry is available locally in Goa, for example, the large concentration of educated English speaking people, IT qualified youth, Hospitality management educational institute etc. The only thing local youth should change their mind set to work in this hospitality industry, which is known for 24 x 7 hours working and flexible schedule. It is very easy to find a job in the hospitality industry in Goa because there are many hotels everywhere. The

hotel industry needs workers for 24 hours and seven days of the week because they never close.

4.6.1 Demographic Profile

1. The hospitality industry always looks for dynamic young talent to serve their guests. The present study reveals that most of the respondents are young falling in the age category of 18 to 35 years.
2. Most of the respondents are male employees; this is mainly because females give less priority to work in this industry because of flexible work schedules.
3. The under study reveals that majority of the respondents are married in case of lower and managerial levels.
4. Majority of lower level respondents have a minimum educational qualification. In the case of the supervisory and managerial level, the majority of them, they have a minimum bachelor degree.
5. In the case of the lower and supervisory level, the majority of the respondents belongs to rural areas. Whereas in the case of managers, the majority of them belongs to urban areas because education facilities are available in urban areas to acquire a higher degree.
6. The study reveals that majority of the respondents working in this industry are Non-Goans.

4.6.2 Occupational Stressors

This chapter deals with causes of stress (stressors) among lower, supervisory and managerial level employees. The analysis work identified major stressors across three levels of work position, which are summarised in the above presented table. These causes of stress vary according to the level of position because of their nature of work.

CHAPTER 5

DEMOGRAPHIC VARIABLES AND OCCUPATIONAL STRESS

To study the relationship between demographic variables and occupational stress of hospitality employees, a total sample of 1200 employees were included in the present study. The classification of hospitality employees was done based on the level of the hierarchy, i.e. Lower, Supervisory and Managerial Level. The demographic variables include Age, Gender, Marital Status, Education Level, Income Level, Place of Residence and Place of Origin.

Dependent Variable – Occupational Stress

Independent variable – Demographic Variable

Statistical Tools – One-Way ANOVA (Analysis of Variance) and T-test (Independent Sample Test)

5.1 OCCUPATIONAL STRESS IN RELATION TO DEMOGRAPHIC VARIABLE

Mean, SDs, and F-ratio and total score of Occupational Stress

Table No. 5.1.1 Occupational Stress in Relation to Demographic Variable (Lower Level Employees)

OCCUPATIONAL STRESS				
Demographic Variable	Occupational Stress Score (Mean)	Std. Deviation	F-Ratio	Sig.
Age (In Years)				
18-25	122.47	9.935	9.995	0.000***
26-35	121.11	10.963		
36-55	122.38	8.804		
56 and above	99.86	20.252		
Total	121.24	11.037		

Marital Status	Occupational Stress Score (Mean)	Std. Deviation		
Married	122.10	10.080	1.604	0.202
Single	120.15	12.186		
Separated/ Divorce	122.58	7.379		
Total	121.24	11.037		
Education				
Education	Occupational Stress Score (Mean)	Std. Deviation		
Illiterate	122.46	9.418	.656	0.580
Up to S.S.C	120.78	11.855		
Up to H.S.S.C	121.49	9.565		
Graduation	127.50	.707		
Total	121.24	11.037		
Annual Income Level				
Annual Income Level	Occupational Stress Score (Mean)	Std. Deviation		
Up to Rs.1,00,000	123.15	9.271	5.007	0.007***
From Rs. 1,00,001 to Rs.1,50,000	119.96	12.405		
From Rs.1,50,001 to Rs.2,50,000	118.64	10.026		
Total	121.24	11.037		
***p < 0.01 (Significant at 0.01 level)				
**p < 0.05 (Significant at 0.05 level)				

Interpretation Based on Table No. 5.1.1 (Lower Level Employees)

Occupational Stress in relation to Age

Table No. 5.1.1 deals with the stress of lower-level employees in relation to their age. The table reveals that the young employees (18-25 years) or employees who are at their initial stage of job experience more stress (M= 122.47) in comparison to other

categories of age. This may be due to the fact that employees need their own time to understand work culture and job.

Every day is a new day in the hospitality industry, as employees are dealing with different guests and superiors. This makes the situation unpredictable for the employees. In addition to said factor, young employees are unable to handle workload and flexible work schedule due to less work experience, and this makes them more stressful. Later, when employees settle down, they become familiar with a work culture, which helps them to deal with the situation in an effective way.

In the case of employees from the age group of 26- 35 years, they are less stressful in comparison to the age group of 18-25 years. Further, lower level employees in the age group of 56 years and above are less stressful compared to the young age group. This may be mainly because they are well experienced to handle stressful situations because of their work experience. In addition to this old age, employees are satisfied with their present situation in the organisation, and they are not much bothered about promotion, career prospects, rewards etc. These things make them less stressful.

However, the above table also reveals that the employees in the age group of 36 to 55 years of age experience more stress in comparison to the age group of (26-35 years). This may be due to lack of career prospects, lack of opportunities to utilize abilities, monotonous work, etc.

There is significant difference existing in scores (Means) of occupational stress in relation to the age of lower level employees. The similar result contributed in the past by Puri, A. (2010) and Keerthi, G.S. (2010) revealed that a significant difference exists in occupational stress in relation to all categories of age.

Occupational Stress in relation to Marital Status

Table 5.1.1 deals with the stress of lower-level employees in relation to their marital status. The table depicts that statistically, there is no significant difference in occupational stress in relation to marital status. The studies done by John W.O'Neill, K. (2011), Antonova, F.A. (2016), revealed no significant difference in occupational stress in relation to marital status.

This may be because of irrespective of their marital status, employees are loaded with the same amount of work and responsibilities. Employees working in the same organisation are exposed to the same kind of work environment such as the behaviour of higher authorities, work load, work schedule, pay packages, monetary benefits, job insecurity, degree of participation of employees in the decision-making process, etc. Employees either married, single or separated are exposed to similar kind of work environment. This result in no significant difference in occupational stress in relation to marital status.

Occupational Stress in relation to Education

Table 5.1.1 deals with the stress of lower-level employees in relation to their education. The table reveals that statistically, there is no significant difference in occupational stress in relation to education. The similar result was found by Patwardhan, V. et al., (2014) and Antonova, F.A. (2016). This may be due to the fact that the educational level has nothing to do with occupational stress. Employees irrespective of their educational qualification, are exposed to similar kind of work environment which brings occupational stress.

Occupational Stress in relation to Income Level

Table 5.1.1 deals with the stress of lower-level employees in relation to their income level. The table indicates that employees falling in the category of low-income group (up to Rs.1, 00,000) experience more stress ($M= 123.15$). This is obvious because income or remuneration is one the major factor for stress. Employees earning less salary are unable to meet their financial requirement, which puts them under stress. The study further indicates a small but steady and significant decrease in their occupational stress with an increase in income. There is significant difference existing in scores (Means) of occupational stress in relation to the income of lower level employees. The similar result found by Kaur, S.S. (2013) revealed that a significant difference in occupational stress in regard to the monthly income of employees belong to the Insurance Sector. Later on, a study conducted by Shenbhaga, V. (2017) in the textile industry revealed that significant difference exists in occupational stress among different income groups.

Table No. 5.1.2 Occupational Stress in Relation to Demographic Variable (Lower Level Employees)

OCCUPATIONAL STRESS				
Demographic Variable	Occupational Stress Score (Mean)	Std. Deviation	T Value	Sig.
Gender				
Male	120.91	11.311	-1.828	0.059
Female	124.34	7.364		
Total	122.625	9.337		
Place of Residence				
Place of Residence	Occupational Stress Score (Mean)	Std. Deviation	2.355	0.000***
Rural	122.21	9.377		
Urban	119.52	13.333		
Total	120.865	11.355		
Place of Origin				
Place of Origin	Occupational Stress Score (Mean)	Std. Deviation	-.731	0.097
Goan	120.58	11.822		
Non-Goan	121.48	10.738		
Total	121.03	11.28		
***p < 0.01 (Significant at 0.01 level)				
**p < 0.05 (Significant at 0.05 level)				

Interpretation Based on Table No. 5.1.2 (Lower Level Employees)

Occupational Stress in relation to Gender

Table 5.1.2 deals with occupational stress of lower-level employees in relation to their gender. The table result reveals that statistically, there is no significant difference in occupational stress in relation to gender. The studies done in the past by Gayathri, G. (2015), Antonova, F.A. (2016), Wireko-Gyebi, S. A. (2016) found a similar result. This may be due to the fact that employer or management treat all employees equally, or there is no scope of gender discrimination at the workplace because of the existence of law. Further, the management allocates work and responsibilities equally to all

employees irrespective of their gender. This means that male and female employees are exposed to the same kind of challenging work such as heavy workload, flexible work schedule, conflicting demands, etc.

Occupational Stress in relation to Place of Residence

Table 5.1.2 deals with occupational stress of lower-level employees in relation to their place of residence. The above table reveals that employees belong to the rural background experience more stress (M=122.21) in comparison to employees from urban areas. This may be due to the fact that employees belong to rural areas low in confidence, reserve kind of life style etc. On the other hand, urban employees have different life style and social atmosphere, which help them to deal with stress effectively. There is significant difference existing in scores (Means) of occupational stress in relation to the place of residence of lower level employees. The study done by Bhui, P.K. (2017) found a similar result that there is a significant difference in occupational stress in relation to the place of residence.

Occupational Stress in relation to Place of Origin

Table 5.1.2 deals with occupational stress of lower-level employees in relation to their place of origin. The table result reveals that statistically, there is no significant difference in occupational stress in relation to the place of origin. This may be due to the fact that employees are migrating very often from one place to another; this helped them to mingle with social and work culture of different regions. In addition to these employees are exposed to similar kind of work environment as well as there is no discrimination based on place of origin

5.2 OCCUPATIONAL STRESS IN RELATION TO DEMOGRAPHIC VARIABLE

Mean, SDs, and F-ratio and total score of Occupational Stress

Table No. 5.2.1 Occupational Stress in Relation to Demographic Variable (Supervisory Level Employees)

OCCUPATIONAL STRESS				
Demographic Variable	Occupational Stress Score (Mean)	Std. Deviation	F-Ratio	Sig.
Age (In Years)				
18-25	114.34	6.544	5.779	0.001***
26-35	112.30	7.392		
36-55	109.96	7.719		
56 and above	118.00	5.612		
Total	112.66	7.312		
Marital Status	Occupational Stress Score (Mean)	Std. Deviation	4.059	0.018**
Married	113.65	6.379		
Single	111.72	7.954		
Separated/ Divorce	118.00	7.071		
Total	112.66	7.312		
Education	Occupational Stress Score (Mean)	Std. Deviation	.452	0.771
Up to S.S.C	112.67	4.376		
Up to H.S.S.C	112.75	7.762		
Graduation	112.44	7.551		
Post-Graduation	112.27	6.984		
Diploma/Degree in Hospitality Management	114.18	5.936		
Total	112.66	7.312		
Annual Income Level	Occupational Stress Score (Mean)	Std. Deviation	8.014	0.000***
Up to Rs.1,00,000	114.07	7.270		
From Rs. 1,00,001 to Rs.1,50,000	113.03	6.731		
From Rs.1,50,001 to Rs.2,50,000	110.09	8.052		
Total	112.66	7.312		
***p < 0.01 (Significant at 0.01 level)				
**p < 0.05 (Significant at 0.05 level)				

Interpretation Based on Table No. 5.2.1 (Supervisory Level Employees)

Occupational Stress in relation to Age

Table 5.2.1 reveals the relationship between occupational stress and age among supervisory employees. The table reveals that old age employees (56 years and above) experience more stress (M=118.00) as compared to the other groups of age. This may be because of poor peer relations due to the age difference, lack of opportunities in the decision-making process, no reward and importance to work, etc. The result of this table contradicts with the result of table 5.1.1 of lower-level employees in which old age employees (56 years and above) experience less stress.

The table further reveals that young employees falling in the category of (18 -25 years) experience more stress (M=114.34) after old age employees. It is obvious that young employees are exposed to high stress because of lack of work experience and their struggle to fit themselves in work culture. The hospitality industry is known for its 24 hours and 7 days working in which employees are getting in pressure situations from guests and superiors and when employees are new, they are unable to handle conflicting demands or situations. The study further reveals that occupational stress decreases with increase in age. This suggests that the age factor plays an important role as age increases, the work experience and maturity to handle difficult situations also increases. There is significant difference existing in scores (Means) of occupational stress in relation to the age of supervisory level employees.

Occupational Stress in relation to Marital Status

Table 5.2.1 reveals the relationship between occupational stress and marital status among supervisory employees. The table result reveals that unmarried (Single) employees are less stressful (M= 111.72) as compared to the other two categories. Further, it shows that separated (Divorcee) employees experience more stress (M=118.00). This may be due to reason, such as difficulties in their family life, which in turns affect their work life. In the case of married employees, they experience more stress (M=113.65) in comparison to the unmarried group. This may be because married employees have more family responsibilities as compared to unmarried employees. This

becomes challenging for them to balance between family demands and work demands. There is significant difference existing in scores (Means) of occupational stress in relation to the marital status of supervisory level employees. The similar result was arrived at by Vadivu, S. (2017).

Occupational Stress in relation to Education

Table 5.2.1 deals with the stress of supervisory level employees in relation to their education. The table depicts that statistically, there is no significant difference in occupational stress in relation to education. The similar result was found by Patwardhan, V. et al., (2014) and Antonova, F.A. (2016). This may be due to the fact that educational qualification is nothing to do with stressors at the workplace. For example, poor peer relations, conflicting demands from higher authority, etc. will not differ based on the qualification of employees. This means that irrespective of educational qualification employees are exposed to similar kind of work environment.

Occupational Stress in relation to Income Level

Table 5.2.1 deals with the stress of supervisory level employees in relation to their income level. The table result reveals that small but steady and significant decrease in their occupational stress with an increase in income. There is a significant difference existing in scores (Means) of occupational stress in relation to the income of supervisory level employees. The similar results found by Kaur, S.S. (2013) and Shenbhaga, V. (2017) revealed that significant difference exists in occupational stress among different income groups.

Table No. 5.2.2 Supervisory Level Employees

OCCUPATIONAL STRESS				
Demographic Variable	Occupational Stress Score (Mean)	Std. Deviation	T Value	Sig.
Gender				
Male	112.00	7.266	-3.232	0.988
Female	114.75	7.098		
Total	113.375	7.182		
Place of Residence				
	Occupational Stress Score (Mean)	Std. Deviation	.609	0.631
Rural	112.84	7.305		
Urban	112.39	7.336		
Total	112.615	7.320		
Place of Origin				
	Occupational Stress Score (Mean)	Std. Deviation	-1.207	0.356
Goan	112.17	7.632		
Non-Goan	113.06	7.023		
Total	112.615	7.327		
***p < 0.01 (Significant at 0.01 level)				
**p < 0.05 (Significant at 0.05 level)				

Interpretation Based on Table No. 5.2.2 (Supervisory Level Employees)

Occupational Stress in relation to Gender

Table 5.2.2 deals with occupational stress of supervisory level employees in relation to their gender. The table result depicts that statistically, there is no significant difference in occupational stress in relation to gender. The studies done in the past by Gayathri, G. (2015), Antonova, F.A. (2016), Wireko-Gyebi, S. A. (2016) found a similar result. This may be due to the fact that irrespective of gender employees are exposed to similar kind of work environment.

Occupational Stress in relation to Place of Residence

Table 5.2.2 deals with occupational stress of supervisory level employees in relation to their place of residence. The result depicts that statistically, there is no significant difference in occupational stress in relation to the place of residence. This may be due to the fact that irrespective of place of residence, i.e. urban or rural area, employees are exposed to common stressors such as inadequate remuneration, heavy workload, etc. The similar result contributed by Pramod Kumar (2017) revealed that no significant difference exists in occupational stress in relation to the place of residence among teachers.

Occupational Stress in relation to Place of Origin

Table 5.2.2 deals with occupational stress of supervisory level employees in relation to their place of origin. The result depicts that statistically, there is no significant difference in occupational stress in relation to the place of origin. This may be due to the fact that irrespective of place of origin employees are exposed to similar stressors at the workplace.

5.3 OCCUPATIONAL STRESS IN RELATION TO DEMOGRAPHIC VARIABLE

Mean, SDs, and F-ratio and total score of Occupational Stress

Table No. 5.3.1 Managerial Level Employees

OCCUPATIONAL STRESS				
Demographic Variable	Occupational Stress Score (Mean)	Std. Deviation	F-Ratio	Sig.
Age (In Years)				
18-25	106.33	9.389	2.753	0.042**
26-35	103.42	11.199		
36-55	101.66	11.416		
56 and above	103.29	10.452		
Total	103.66	10.946		
Marital Status	Occupational Stress Score (Mean)	Std. Deviation	.262	0.770
Married	103.83	10.884		
Single	103.36	11.167		
Separated/ Divorce	99.00	7.071		
Total	103.66	10.946		
Education	Occupational Stress Score (Mean)	Std. Deviation	.253	0.777
Graduation	103.73	10.910		
Post-Graduation	103.19	11.479		
Diploma/Degree in Hospitality Management	105.38	7.805		
Total	103.66	10.946		
Annual Income Level	Occupational Stress Score (Mean)	Std. Deviation	1.418	0.244
From Rs.1,50,000 to Rs.2,50,000	103.17	10.993		
From Rs. 2,50,001 to Rs. 5,00,000	104.69	11.016		
Above Rs. 5,00,000	107.42	8.350		
Total	103.66	10.946		
***p < 0.01 (Significant at 0.01 level)				
**p < 0.05 (Significant at 0.05 level)				

Interpretation Based on Table No. 5.3.1 (Managerial Level Employees)

Occupational Stress in relation to Age

Table 5.3.1 reveals the relationship between occupational stress and age among managerial level employees. The table result indicates that young employees (18-25 years) experience more stress ($M=106.33$). The result is similar to the lower level employees. The result further depicts that occupational stress decreases with increase in age. This result is similar to the table result of supervisory employees. However, the table further reveals that there is an increase in occupational stress among employees' falling in the age group of 56 years and above. This may be due to reasons such as no retirement planning, a low performance due to overthinking about retirement etc. There is a significant difference existing in scores (Means) of occupational stress in relation to the age of managerial level employees.

Occupational Stress in relation to Marital Status

Table 5.3.1 reveals the relationship between occupational stress and marital status among managerial level employees. The result revealed that statistically, there is no significant difference in occupational stress in relation to marital status. The studies done by John W.O'Neill, K. (2011), Antonova, F.A. (2016), revealed no significant difference in occupational stress in relation to marital status.

This may be due to the fact that irrespective of marital status, employees working at managerial level are loaded with a lot of work responsibilities such as improvement in the quality of service, career development of subordinates, etc. This makes a stressful situation for managers, irrespective of their marital status.

Occupational Stress in relation to Education

Table 5.3.1 deals with the stress of managerial level employees in relation to their education. The table depicts that statistically, there is no significant difference in occupational stress in relation to education. The similar result was found by Patwardhan, V. et.al, (2014) and Antonova, F.A. (2016). This may be due to the fact that

the level of educational qualification will not change stressors for employees. Further employees are exposed to common work environment.

Occupational Stress in relation to Income Level

Table 5.3.1 deals with the stress of managerial level employees in relation to their income level. The table result depicts that statistically, there is no significant difference in occupational stress in relation to income level. This may be due to the fact that managerial level employees are exposed to stressors which are not related to their financial matters. There are other factors such as work load, responsibilities, work schedule, expectations, conflicting demands, etc. are the common stressors for employees working at managerial level. The study done by Chaturvedi, V. (2011) revealed that there is no significant difference in stress level in relation to income groups of teachers belong to the government and private institute.

Table No. 5.3.2 Managerial Level Employees

OCCUPATIONAL STRESS				
Demographic Variable	Occupational Stress Score (Mean)	Std. Deviation	T Value	Sig.
Gender				
Male	103.49	10.691	-.577	0.329
Female	104.24	11.826		
Total	103.86	11.25		
Place of Residence	Occupational Stress Score (Mean)	Std. Deviation		
Rural	103.69	9.821	.052	0.003***
Urban	103.63	11.859		
Total	103.66	10.84		
Place of Origin	Occupational Stress Score (Mean)	Std. Deviation		
Goan	103.17	11.297	-.821	0.296
Non-Goan	104.07	10.643		
Total	103.62	10.97		
***p < 0.01 (Significant at 0.01 level)				
**p < 0.05 (Significant at 0.05 level)				

Interpretation Based on Table No. 5.3.2 (Managerial Level Employees)

Occupational Stress in relation to Gender

Table 5.3.2 deals with occupational stress of managerial level employees in relation to their gender. The table depicts that statistically, there is no significant difference in occupational stress in relation to gender. The studies done in the past by Gayathri, G. (2015), Antonova, F.A. (2016), Wireko-Gyebi, S. A. (2016) found a similar result.

Occupational Stress in relation to Place of Residence

Table 5.3.2 deals with occupational stress of managerial level employees in relation to their place of residence. The above table reveals that employees belong to rural background experience more stress ($M=103.69$) in comparison to employees from the urban areas. The similar result is revealed in case of lower level employees. There is significant difference existing in scores (Means) of occupational stress in relation to the place of residence of managerial level employees. The study done by Bhuin, P.K. (2017) found a similar result that there is a significant difference in occupational stress in relation to the place of residence.

Occupational Stress in relation to Place of Origin

Table 5.3.2 deals with occupational stress of managerial level employees in relation to their place of origin. The table depicts that statistically, there is no significant difference in occupational stress in relation to the place of origin. The similar result found in case of lower and supervisory level employees.

5.4 SUMMARY

This chapter reveals the relationship between demographic variables and occupational stress.

Table No. 5.4.1 Summary

Test of Hypotheses for	Null Hypotheses (H0)	
AGE	H1: There is no significant difference in occupational stress in relation to age among the lower level of employees.	Rejected Null Hypothesis
	H2: There is no significant difference in occupational stress in relation to age among the supervisory level of employees.	Rejected Null hypothesis
	H3: There is no significant difference in occupational stress in relation to age among the managerial level of employees.	Rejected Null Hypothesis
***p < 0.01 (Significant at 0.01 level) **p < 0.05 (Significant at 0.05 level)		
GENDER	H4: There is no significant difference in occupational stress in relation to gender among the lower level of employees.	Accepted Null Hypothesis
	H5: There is no significant difference in occupational stress in relation to gender among the supervisory level of employees.	Accepted Null Hypothesis
	H6: There is no significant difference in occupational stress in relation to gender among the managerial level of employees.	Accepted Null Hypothesis
***p < 0.01 (Significant at 0.01 level) **p < 0.05 (Significant at 0.05 level)		
MARITAL STATUS	H7: There is no significant difference in occupational stress in relation to the marital status among the lower level of employees.	Accepted Null Hypothesis
	H8: There is no significant difference in occupational stress in relation to marital status among the supervisory level of employees.	Rejected Null Hypothesis
	H9: There is no significant difference in occupational stress in relation to the marital status among the managerial level of employees.	Accepted Null Hypothesis
***p < 0.01 (Significant at 0.01 level) **p < 0.05 (Significant at 0.05 level)		
EDUCATION	H10: There is no significant difference in occupational stress in relation to education among lower level of employees.	Accepted Null Hypothesis
	H11: There is no significant difference in	Accepted Null

	occupational stress in relation to education among the supervisory level of employees.	Hypothesis
	H12:There is no significant difference in occupational stress in relation to education among the managerial level of employees.	Accepted Null Hypothesis
***p < 0.01 (Significant at 0.01 level) **p < 0.05 (Significant at 0.05 level)		
INCOME	H13:There is no significant difference in occupational stress in relation to income level among the lower level of employees.	Rejected Null Hypothesis
	H14:There is no significant difference in occupational stress in relation to income level among the supervisory level of employees.	Rejected Null Hypothesis
	H15:There is no significant difference in occupational stress in relation to income level among the managerial level of employees.	Accepted Null Hypothesis
***p < 0.01 (Significant at 0.01 level) **p < 0.05 (Significant at 0.05 level)		
PLACE OF RESIDENCE	H16:There is no significant difference in occupational stress in relation to the place of residence among the lower level of employees.	Rejected Null Hypothesis
	H17:There is no significant difference in occupational stress in relation to the place of residence among the supervisory level of employees.	Accepted Null Hypothesis
	H18:There is no significant difference in occupational stress in relation to the place of residence among the managerial level of employees.	Rejected Null Hypothesis
***p < 0.01 (Significant at 0.01 level) **p < 0.05 (Significant at 0.05 level)		
PLACE OF ORIGIN	H19:There is no significant difference in occupational stress in relation to the place of origin among the lower level of employees.	Accepted Null Hypothesis
	H20:There is no significant difference in occupational stress in relation to the place of origin among the supervisory level of employees.	Accepted Null Hypothesis
	H21:There is no significant difference in occupational stress in relation to the place of origin among the managerial level of employees.	Accepted Null Hypothesis
***p < 0.01 (Significant at 0.01 level) **p < 0.05 (Significant at 0.05 level)		

CHAPTER 6

RELATIONSHIP BETWEEN PSYCHOLOGICAL VARIABLES AND OCCUPATIONAL STRESS

To study the relationship between psychological variables and occupational stress of hospitality employees, a total of 1200 employees were included in the present study. The classification of hospitality employees was done based on the level of the hierarchy, i.e. Lower, Supervisory and Managerial Level. The psychological variables include the following Emotional Intelligence, Job Satisfaction and Motivation.

6.1 EMOTIONAL INTELLIGENCE AND OCCUPATIONAL STRESS

Dependent Variable – Occupational Stress

Independent Variable – Emotional Intelligence

Statistical Tool – One-Way ANOVA

Mean, SDs, and F-ratio and total score of Occupational Stress

Table No. 6.1.1 Level of Emotional Intelligence and Occupational Stress

LEVEL OF HIERARCHY	Level of Emotional Intelligence	OCCUPATIONAL STRESS			
		Occupational Stress Score (Mean)	S.D.	F-Ratio	Sig.
LOWER	Low (1)	127.20	6.433	97.046	0.000***
	Normal (2)	124.53	8.504		
	High (3)	111.09	11.186		
	Total	121.24	11.037		
SUPERVISORY	Low (1)	119.76	3.588	57.468	0.000***
	Normal (2)	114.46	6.875		
	High (3)	108.71	6.328		
	Total	112.66	7.312		
MANAGERIAL	Low (1)	109.29	3.352	108.573	0.000***
	Normal (2)	109.64	9.430		
	High (3)	96.58	8.204		
	Total	103.66	10.946		
***p < 0.01 (Significant at 0.01 level)					
**p < 0.05 (Significant at 0.05 level)					

Interpretation Based on Table No. 6.1.1

Table 6.1.1 shows the relationship between the level of emotional intelligence and the score of occupational stress among lower, supervisory and managerial level employees. The objective of this analysis is to know whether occupational stress varies depending on the level of emotional intelligence. The lower level employees with low emotional intelligence level exhibit more stress ($M=127.20$). Further, employees falling in the category of normal level of emotional intelligence exhibit less occupational stress ($M=124.53$) as compared to the previous category. The employees with a high level of emotional intelligence exhibit low stress ($M=111.09$) as compared to low and normal level EI. The result concludes a significant decrease in score of occupational stress with an increase in the level of emotional intelligence. In other words, it means that emotional intelligence plays a significant role in the management of stress. This is mainly because a person with high emotional intelligence refers to a person with the ability to identify and manage their own emotions as well as helping others to control their emotions. Employees who motivate themselves, having self-belief, understand feelings and views of others, remain composed in a good and bad situation, maintain healthy relations with others, handles conflicts effectively, and encourage others at the workplace to exhibit high emotional intelligence which further helps them to manage stress at a minimum level.

Further, in the case of managerial level employees, the low and normal level of emotional intelligence level exhibits similar result, i.e. ($M=109.29$) and ($M=109.64$) respectively. Then low occupational stress scores are exhibited in case of high emotional intelligence. There is significant relationship existing in the scores (Means) of occupational stress in relation to emotional intelligence.

6.2 RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND OCCUPATIONAL STRESS (LOWER LEVEL)

Dependent Variable – Occupational Stress

Independent Variable – Emotional Intelligence

Statistical Tool – Multiple Regression

Table No. 6.2.1 Relationship between Emotional Intelligence and Occupational Stress (Lower Level)

Sr. No.	Independent Variables		Dependent Variable Occupational Stress	
	Dimensions of EI	B	T-value	Sig
	(Constant)	137.492	107.543	0.000
1	Self-Awareness	-.462	-1.992	0.047**
2	Empathy	-.698	-2.589	0.010***
3	Self-Motivation	.334	1.800	0.073*
4	Emotional Stability	-.450	-1.433	0.153
5	Managing Relation	-.470	-1.500	0.134
6	Integrity	.855	2.805	0.005***
7	Self-Development	-.291	-0.634	0.526
8	Value Orientation	-.189	-0.527	0.599
9	Commitment	-.833	-2.441	0.015**
10	Altruistic Behaviour	.057	0.117	0.907
	Statistics	R ² = .446 Adj R ² =.432		
		F =31.372 P ≤ 0.05		
		***p < 0.01 (Significant at 0.01 level)		
		**p < 0.05 (Significant at 0.05 level)		
	*p < 0.10 (Significant at 0.10 level)			

Interpretation Based on Table No. 6.2.1

The table 6.2.1 reveals the result of the relationship between dimensions of emotional intelligence and occupational stress among lower level employees.

R Square (R^2) 0.446 in the present study explains that 44.6% of the variation in occupational stress are explained by the dimensions of emotional intelligence. Further ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 137.492 - (-.462 + -.698 + -.334 + -.450 + -.470 + .855 + -.291 + -.189 + -.833 + .057)$$

Where, Y = Occupational Stress

The above estimated regression equation indicates that all the dimensions of emotional intelligence are negatively related to the dependent variable occupational stress except three dimensions i.e. Self-Motivation, Integrity and Altruistic Behaviour. This is evident from negative and positive value of unstandardized coefficients.

The result further indicates that there is an inverse relationship between self-awareness dimension of EI and occupational stress. The self-awareness dimension includes self-belief, clarity about priorities and good rapport with others. When employees follow this in the best possible manner, then it helps to reduce occupational stress.

Like the previous dimension, there is an inverse relationship between empathy and occupational stress. The empathy dimension includes stay focused under pressure, try to see other's point of view and pay attention to other worries. When employees practice empathy in the best possible manner, it reduces stress.

In the case of the relationship between self-motivation and occupational stress, it reveals a positive relationship. This dimension includes deciding by considering emotions and reason, recognition from others as a role model, managing feelings, and concentrating

on work despite disturbance. This variable reveals that it increases occupational stress. This may be due to the fact that controlling emotions in spite of disturbance and recognition from others as role model increases stress.

Like previous dimensions, there is a positive relationship between Integrity and occupational stress. This dimension includes variables such as awareness about weaknesses, standing up for beliefs and pursue goals beyond the requirement. These variables reveal that it increases occupational stress. This may be due to the fact such as knowing about weakness, doing or achieving beyond requirements increases stress.

In the case of the relationship between commitment and occupational stress, there is an inverse relationship. This dimension includes variables such as able to meet commitment and organised and careful in work. If employees become more organised in their work and they are able to fulfil the commitment, then in such case it decreases occupational stress.

6.3 RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND OCCUPATIONAL STRESS (SUPERVISORY LEVEL)

Dependent Variable – Occupational Stress

Independent Variable – Emotional Intelligence

Statistical Tool – Multiple Regression

Table No. 6.3.1 Relationship between Emotional Intelligence and Occupational Stress (Supervisory Level)

Independent Variables		Dependent Variable Occupational Stress		
Sr. No.	Dimensions of EI	B	T-value	Sig
	(Constant)	123.896	120.276	0.000
1	Self-Awareness	-.386	-2.160	0.031**
2	Empathy	-.255	-1.431	0.153
3	Self-Motivation	-.424	-2.942	0.003***
4	Emotional Stability	-.195	-0.941	0.347
5	Managing Relation	.034	0.164	0.870
6	Integrity	.913	3.395	0.001***
7	Self-Development	.394	1.325	0.186
8	Value Orientation	1.026	3.433	0.001***
9	Commitment	-.779	-2.939	0.003***
10	Altruistic Behaviour	-.997	-3.554	0.000***
Statistics		R ² =.354 Adj R ² =.337		
		F = 21.274 P ≤ 0.05		
		***p < 0.01 (Significant at 0.01 level)		
		**p < 0.05 (Significant at 0.05 level)		
		*p < 0.10 (Significant at 0.10 level)		

Interpretation Based on Table No. 6.3.1

The table reveals the result of the relationship between dimensions of emotional intelligence and occupational stress among supervisory level employees.

R Square (R^2) 0.354 in the present study explains that 35.4% of the variation in occupational stress are explained by the dimensions of emotional intelligence. Further ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 123.896 - (-.386 + -.255 + -.424 + -.195 + .034 + .913 + -.394 + 1.026 + -.779 + -.997)$$

Where, Y = Occupational Stress

The above estimated regression equation indicates that majority of the dimensions of emotional intelligence are negatively related to the dependent variable occupational stress except four dimensions i.e. Managing Relations, Integrity, Self-Development and Value Orientation. This is evident from negative and positive value of unstandardized coefficients.

The result further indicates that there is an inverse relationship between Self-Awareness dimension of EI and occupational stress. The self-awareness dimension includes self-belief, clarity about priorities and good rapport with others. When employees follow this in the best possible manner, then it helps to reduce occupational stress.

Like the previous dimension, there is an inverse relationship between Self-motivation and occupational stress. This dimension includes deciding by considering emotions and reason, recognition from others as a role model, managing feelings, and concentrating on work despite disturbance. This variable reveals that it reduces occupational stress.

In the case of integrity dimension, there is a positive relationship with occupational stress. This dimension includes variables such as awareness about weaknesses, stand up

for beliefs and pursue goals beyond the requirement. These variables reveal that they increases occupational stress. This may occur because knowing about weakness, doing or achieving beyond requirements increases stress.

In case of Value orientation dimension, it shows a positive relationship with occupational stress. This dimension includes the practice of standards of honesty and integrity and to deal with the unethical action of others. The result indicates that the practice of ethical actions increases stress at the workplace. This may be because sometimes colleagues do not like honesty, or they do not want others should point out their unethical actions. If any employee follows honesty, then they may face criticism, harassment etc.

In the case of the relationship between commitment and occupational stress, there is an inverse relationship. This dimension includes variable such as able to meet commitments and being organised and careful in work. This dimension reveals that if employees practice this dimension in the best possible manner, then it decreases occupational stress.

In the case of Altruistic Behaviour dimension, it shows a negative relationship with occupational stress. It includes variable such as encouraging others to take the initiative and handling conflicts. This dimension reduces stress if employees handle work conflicts in an effective manner and if they encourage others to take the initiative.

6.4 RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND OCCUPATIONAL STRESS (MANAGERIAL LEVEL)

Dependent Variable – Occupational Stress

Independent Variable – Emotional Intelligence

Statistical Tool – Multiple Regression

Table No. 6.4.1 Relationship between Emotional Intelligence and Occupational Stress (Managerial Level)

		Independent Variables		Dependent Variable Occupational Stress	
Sr. No.	Dimensions of EI	B	T-value	Sig	
	(Constant)	123.419	81.591	0.000	
1	Self-Awareness	-.606	-3.108	0.002***	
2	Empathy	.171	0.676	0.499	
3	Self-Motivation	-.136	-0.763	0.446	
4	Emotional Stability	-.225	-0.966	0.335	
5	Managing Relation	-.454	-1.838	0.067*	
6	Integrity	.512	1.786	0.075*	
7	Self-Development	.203	0.584	0.560	
8	Value Orientation	.580	1.756	0.080*	
9	Commitment	-1.183	-3.356	0.001***	
10	Altruistic Behaviour	-.900	-2.820	0.005***	
Statistics		$R^2 = .370$ $Adj R^2 = .354$			
		$F = 22.821$ $P \leq 0.05$			
		*** $p < 0.01$ (Significant at 0.01 level)			
		** $p < 0.05$ (Significant at 0.05 level)			
* $p < 0.10$ (Significant at 0.10 level)					

Interpretation Based on Table No. 6.4.1

The table reveals the result of the relationship between dimensions of emotional intelligence and occupational stress among managerial level employees.

R Square (R^2) 0.370 in the present study explains that 37% of the variation in occupational stress are explained by the dimensions of emotional intelligence. Further, ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 123.419 - (-.606 + .171 + -.136 + -.225 + -.454 + .512 + .203 + .580 + -1.183 + -.900)$$

Where, Y = Occupational Stress

The above estimated regression equation indicates that majority of the dimensions of emotional intelligence are negatively related to the dependent variable occupational stress except four dimensions i.e. Empathy, Integrity, Self-Development and Value Orientation. This is evident from negative and positive value of unstandardized coefficients.

The result further indicates that there is an inverse relationship between Self-Awareness dimension of EI and occupational stress. The self-awareness dimension includes self-belief, clarity about priorities and good rapport with others. When employees follow this in the best possible manner, it helps reduce occupational stress.

Like the previous dimension, there is a negative relationship between dimension managing relations and occupational stress. The dimension includes variables such as friendly nature, encouraging others under unfavourable situations. When employees practice in work life, it decreases occupational stress.

Unlike the previous dimensions, there is a positive relationship between Integrity and occupational stress. This dimension includes variable such as awareness about

weaknesses, standing up for beliefs and pursue goals beyond the requirement. These variables reveal that it increases occupational stress. This may be due to the fact that knowing the weakness of self and doing beyond requirement increases stress.

In the case of the dimension of value orientation, it shows a positive relationship with occupational stress. This dimension includes the practice standard of honesty and integrity and to deal with the unethical action of others. The result indicates that the practice of ethical actions increases stress at the workplace. This may be due to the fact such as ethical employees have to face criticism from others, which result in stress.

In the case of the relationship between commitment and occupational stress, there is an inverse relationship. This dimension includes variable such as being able to meet commitment and being organised and careful in work. This variable reveals that it decreases occupational stress.

In the case of Altruistic Behaviour dimension, it shows a negative relationship with occupational stress. It includes variables such as encouraging others to take the initiative and handling conflicts reducing occupational stress.

6.5 OCCUPATIONAL STRESS IN RELATION TO JOB SATISFACTION

Dependent Variable – Job Satisfaction

Independent Variable – Occupational Stress

Mean, SDs, and F-ratio and total score of Job Satisfaction

Table No. 6.5.1 Occupational Stress in Relation to Job Satisfaction

LEVEL OF HIERARCHY	Level of Occupational Stress	JOB SATISFACTION			
		Job Satisfaction Score (Mean)	S.D.	F-Ratio	Sig.
LOWER	Low (1)	90.77	4.850	173.839	0.000***
	Moderate (2)	75.94	8.542		
	High (3)	62.84	7.801		
	Total	68.86	10.968		
SUPERVISORY	Low (1)	74.00	1.414	201.492	0.000***
	Moderate (2)	79.41	9.355		
	High (3)	61.46	7.083		
	Total	72.88	12.160		
MANAGERIAL	Low (1)	80.74	7.766	549.897	0.000***
	Moderate (2)	81.95	6.438		
	High (3)	55.86	9.079		
	Total	70.15	15.100		
***p < 0.01 (Significant at 0.01 level)					
**p < 0.05 (Significant at 0.05 level)					

Interpretation Based on Table No. 6.5.1

The table 6.5.1 exhibits the effect of occupational stress on job satisfaction of lower, supervisory and managerial level employees. In case of the lower level employees who fall in the category of the low level of occupational stress, exhibit a high score of job satisfaction ($M = 90.77$). Further, the score of job satisfaction decreases with an increase in occupational stress. When the employees experience a high level of occupational stress, the score of job satisfaction exhibits low score compared to the other two levels of occupational stress. This concludes the inverse effect of occupational stress on job satisfaction. This is mainly because work stress occurs among employees due to factors such as workloads, conflicting demands of guest and authorities, poor relationship with colleagues, status, inadequate remuneration and packages, lack of career prospects etc. All these said factors increase occupational stress, which affects job satisfaction negatively. On the other hand, if employees are happy with all these said factors, then ultimately it will reflect on their level of job satisfaction in a positive way resulting in an increase in job satisfaction.

In the case of supervisory level of employees falling in the category of the high level of occupational stress, they exhibit low scores of job satisfaction ($M=61.46$) in comparison to the other two categories of stress level whereas a moderate level of stress exhibits more job satisfaction ($M=79.41$) in comparison to the other two categories. Finally, employees falling in the category of the low level of stress exhibit low satisfaction as compared to the moderate level. This may be due to reasons such as some other work factors affecting job satisfaction of employees as well as there are few respondents falls in the category of low-level stress.

In case of managerial level employees falling in the category of the low level of occupational stress, exhibit low score of job satisfaction ($M= 80.74$) in comparison to employees falling in a moderate level of occupational stress which exhibits little high score ($M=81.95$). It is not always necessary that employees experience low occupational stress exhibits high job satisfaction because there are many factors which affect job satisfaction. Further, employees falling in the category of high-level occupational stress exhibit low scores of job satisfaction ($M=55.86$). There is significant difference existing in scores (Means) of job satisfaction in relation to the level of occupational stress.

6.6 RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND JOB SATISFACTION (LOWER LEVEL EMPLOYEES)

Dependent Variable – Job Satisfaction

Independent Variable – Occupational Stress

Statistical Tool – Multiple Regression

Table No. 6.6.1 Relationship between Occupational Stress and Job Satisfaction (Lower Level Employees)

		Independent Variables		Dependent Variable Job Satisfaction	
Sr. No.	Dimensions of OS	B	T-value	Sig	
	(Constant)	135.495	27.043	0.000	
1	Role Overload	-.480	-2.971	0.003***	
2	Role Ambiguity	.836	3.058	0.002***	
3	Role Conflict	-.373	-1.214	0.226	
4	Peer Relations	-.144	-.800	0.424	
5	Intrinsic Impoverishment	-.154	-.551	0.582	
6	Status	-.802	-3.106	0.002***	
7	Working Conditions	-1.387	-5.240	0.000***	
8	Remuneration	-.978	-2.129	0.034**	
9	Attitude of Guest	-.474	-2.308	0.022**	
10	Future Career Growth	-.734	-1.864	0.063*	
11	Participation at the Workplace	-.109	-.478	0.633	
12	Lack of Interest or Choice	-1.254	-4.738	0.000***	
	Statistics	R ² = .580 Adj R ² = .567			
		F =44.500 P ≤ 0.05			
		***p < 0.01 (Significant at 0.01 level)			
		**p < 0.05 (Significant at 0.05 level)			
		*p < 0.10 (Significant at 0.10 level)			

a Dependent Variable: Score of Job Satisfaction

Interpretation Based on Table No. 6.6.1

The table reveals the result of the relationship between dimensions of occupational stress (OS) and job satisfaction among lower level employees.

R Square (R^2) 0.580 in the present study explains that 58 % of the variation in job satisfaction is explained by the dimensions of occupational stress. Further ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 135.495 - (-.480 + .836 + -.373 + -.144 + -.154 + -.802 + -1.387 + -.978 + -.474 + -.734 + -109 + -1.254)$$

Where, Y = Job Satisfaction

The above estimated regression equation indicates that all the dimensions of occupational stress are negatively related to the dependent variable Job Satisfaction except one-dimension role ambiguity. This is evident from negative and positive value of unstandardized coefficients.

The result indicates that there is an inverse relationship between Role overload dimension of occupational stress and Job satisfaction. The role overload dimension includes variables such as a lot of work to do and work very fast. If these variables continue to increase, then it reduces job satisfaction.

Role ambiguity includes variables such as clarity about work assignment and type of behaviour expected by colleagues and higher authorities. If employees are clear about work objective and type of work behaviour expects by colleagues, then in such cases it increases job satisfaction.

The status dimension of occupational stress includes variables such as lack of respect at work from higher authorities and lack of social recognition for the job. If these kinds of situation continue further, then in such case it reduces job satisfaction.

The working condition includes variables such as working under tense circumstances and job made life difficult if this kind of working condition continues and makes the life of employees more difficult than the satisfaction of employee's decreases.

The remuneration factor includes less salary in comparison to work and lack of reward policy. If employees continue to get less salary and no reward for hard work, then it decreases job satisfaction.

When it comes to the attitude of guests, it also influences job satisfaction. In case employees have to work without will due to the pressure from guests, fear of getting negative remark to work from guest etc. If this environment continues to prevail further, then, it reduces job satisfaction of the employees.

Career prospects include variables such as job insecurity and lack of clarity about future career prospects. If this kind of things prevails further, then, it reduces job satisfaction.

The lack of interest or choice of doing a present job significantly influences job satisfaction. If employees continue to do a present job, which is boring in nature and does not hold attention, then it reduces job satisfaction.

6.7 RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND JOB SATISFACTION (SUPERVISORY LEVEL EMPLOYEES)

Dependent Variable – Job Satisfaction

Independent Variable – Occupational Stress

Statistical Tools – Multiple Regression

Table No. 6.7.1 Relationship between Occupational Stress and Job Satisfaction (Supervisory Level Employees)

	Independent Variables		Dependent Variable Job Satisfaction	
Sr. No.	Dimensions of OS	B	T-value	Sig
	(Constant)	80.918	7.763	0.000
1	Role Overload	0.105	0.345	0.730
2	Role Ambiguity	0.154	0.319	0.750
3	Role Conflict	-0.127	-0.386	0.700
4	Responsibility	-0.508	-0.962	0.337
5	Participation	-0.532	-1.642	0.101
6	Peer Relations	-0.057	-0.171	0.864
7	Intrinsic Impoverishment	-0.038	-0.094	0.925
8	Status	-0.259	-0.384	0.701
9	Working Conditions	-0.486	-1.119	0.264
10	Remuneration	0.596	1.473	0.141
11	Lack of Interest or Choice	0.415	0.843	0.400
	Statistics	R ² = .025 Adj R ² = -.002 F = .919 P ≥ 0.10		
		***p < 0.01 (Significant at 0.01 level)		
		**p < 0.05 (Significant at 0.05 level)		

a Dependent Variable: Score of Job Satisfaction

Interpretation Based on Table No. 6.7.1

The table result reveals that there is no significant relationship between dimensions of occupational stress (OS) and job satisfaction among supervisory level employees.

6.8 RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND JOB SATISFACTION (MANAGERIAL LEVEL EMPLOYEES)

Dependent Variable – Job Satisfaction

Independent Variable – Occupational Stress

Statistical Tool – Multiple Regression

Table No. 6.8.1 Relationship between Occupational Stress and Job Satisfaction (Managerial Level Employees)

Sr. No.	Independent Variables		Dependent Variable Job Satisfaction	
	Dimensions of OS	B	T-value	Sig
	(Constant)	141.535	16.395	0.000
1	Role Overload	-0.518	-1.239	0.216
2	Role Ambiguity	-0.439	-1.448	0.148
3	Role Conflict	-0.336	-0.535	0.593
4	Responsibility	-0.832	-2.601	0.010***
5	Participations	-0.656	-1.771	0.077*
6	Peer Relations	-0.308	-1.023	0.307
7	Intrinsic Impoverishment	-1.247	-4.098	0.000***
8	Status	-1.551	-8.893	0.000***
9	Working Conditions	-0.628	-1.611	0.108
10	Remuneration	-0.716	-1.698	0.090*
11	Expectations	-0.576	-1.889	0.060*
	Statistics	R ² = .459 Adj R ² = .444		
		F = 29.919 P ≤ 0.05		
		***p < 0.01 (Significant at 0.01 level)		
		**p < 0.05 (Significant at 0.05 level)		
		*p < 0.10 (Significant at 0.10 level)		

a Dependent Variable: Score of Job Satisfaction

Interpretation Based on Table No. 6.8.1

The table reveals the result of the relationship between dimensions of occupational stress (OS) and job satisfaction among lower level employees.

R Square (R²) 0.459 in the present study explains that 45.9 % of the variation in job satisfaction is explained by the dimensions of occupational stress. Further ANOVA

result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 141.535 - (-.518 + -.439 + -.336 + -.832 + -.656 + -.308 + -1.247 + -1.551 + -.628 + -.716 + -.576)$$

Where, Y = Job Satisfaction

The above estimated regression equation indicates that all the dimensions of occupational stress are negatively related to the dependent variable Job Satisfaction. This is evident from negative value of unstandardized coefficients.

The result indicates that the responsibility dimension of occupational stress negatively influences job satisfaction. If managers get responsibilities to increase the efficiency of subordinate employees as well as to develop their future career growth, then it reduces job satisfaction. This may be due to factor such as additional responsibilities mean additional work burden.

According to the participation dimension, if employees get few opportunities to suggest views and to provide solution and this kind of environment continue to prevail, then it reduces job satisfaction of employees.

Intrinsic impoverishment includes variable such as work is challenging in nature. If challenges increase, then it reduces job satisfaction.

In case of status factor, if higher authorities do not give due significance to post and work, then in such cases, results reveal that job satisfaction decreases.

In the case of remuneration factor, if managers continue to get less salary and reward for their performance, then it reduces the satisfaction of managers.

Expectation dimension of occupational stress includes variables such as expectation from authority to make department best, fear of getting negative remark, unable to fulfil the expectation of subordinates brings pressure, and this thing reduces job satisfaction.

6.9 OCCUPATIONAL STRESS IN RELATION TO MOTIVATION

Dependent Variable – Motivation

Independent Variable – Occupational Stress

Mean, SDs, and F-ratio and total score of Motivation

Table No. 6.9.1 Occupational Stress in Relation to Motivation

LEVEL OF HIERARCHY	Level of Occupational Stress	MOTIVATION			
		Motivation Score (Mean)	S.D.	F-Ratio	Sig.
LOWER	Low (1)	55.38	5.108	266.392	0.000***
	Moderate (2)	55.78	4.835		
	High (3)	35.73	10.466		
	Total	44.19	13.076		
SUPERVISORY	Low (1)	63.50	.707	334.818	0.000***
	Moderate (2)	54.71	5.315		
	High (3)	35.44	9.668		
	Total	47.77	11.772		
MANAGERIAL	Low (1)	56.11	5.280	368.938	0.000***
	Moderate (2)	55.61	5.310		
	High (3)	35.27	9.455		
	Total	46.48	12.595		
***p < 0.01 (Significant at 0.01 level)					
**p < 0.05 (Significant at 0.05 level)					

Interpretation Based on Table No. 6.9.1

The table 6.9.1 reveals the effect of occupational stress on the motivational drive of lower, supervisory and managerial level employees. In case of lower level employees, falling in the category of the low level of occupational stress exhibit low score of motivation (M= 55.38) in comparison to employees falling in the moderate category level of stress but the means difference in score of motivation between these two levels is not significant. Further, when employees experience high-level occupational stress, their drive for motivation reduces (M=35.73).

In the case of supervisory level, employees falling in the category of the low level of occupational stress exhibit more drive for motivation (M=63.50). Further, with the increase in the stress level, there is a decrease in the drive for motivation.

In the case of managerial level employees, the result shows a significant decrease in the drive for motivation with an increase in the level of occupational stress. The employees are falling in the category of the low level of occupational stress exhibit a high score of motivation (M=56.11). On the other hand, employees falling in the category of the high level of occupational stress exhibit a low score of motivation (M= 35.27). The study concludes that there is an inverse relationship between stress and motivation. This is natural because workload, inadequate remuneration, poor peer relation, lack of opportunity in decision making, demands of superiors etc. are the common stressors in the organisation. When employees are not satisfied with these factors, it leads to stress and directly or indirectly drives to achieve something, or the need goes down. There is significant difference existing in the scores (Means) of motivation in relation to the level of occupational stress.

6.10 RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND MOTIVATION (LOWER LEVEL EMPLOYEES)

Dependent Variable – Motivation

Independent Variable – Occupational Stress

Statistical Tool – Multiple Regression

Table No. 6.10.1 Relationship between Occupational Stress and Motivation (Lower Level Employees)

Sr. No.	Independent Variables		Dependent Variable Motivation	
	Dimensions of OS	B	T-value	Sig
	(Constant)	133.336	17.808	0.000
1	Role Overload	-.799	-3.308	0.001***
2	Role Ambiguity	-.848	-2.076	0.039**
3	Role Conflict	-.427	-.929	0.354
4	Peer Relations	-1.073	-3.999	0.000***
5	Intrinsic Impoverishment	-1.381	-3.309	0.001***
6	Status	-.633	-1.641	0.102
7	Working Conditions	-.732	-1.851	0.065*
8	Remuneration	-.680	-.991	0.323
9	Attitude of Guest	.054	.177	0.860
10	Future Career Growth	-.201	-.341	0.733
11	Participation at the Workplace	-1.465	-4.307	0.000***
12	Lack of Interest or Choice	-1.141	-2.884	0.004***
	Statistics	R ² = .340 Adj R ² = .319		
		F = 16.601 P ≤ 0.05		
		***p < 0.01 (Significant at 0.01 level)		
		**p < 0.05 (Significant at 0.05 level)		
	*p < 0.10 (Significant at 0.10 level)			

a Dependent Variable: Score of Motivation

Interpretation Based on Table No. 6.10.1

The table reveals the result of the relationship between dimensions of occupational stress (OS) and motivation among lower level employees.

R Square (R^2) 0.340 in the present study explains that 34 % of the variation in the motivation is explained by the dimensions of occupational stress. Further, ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 133.336 - (-.799 + -.848 + -.427 + -1.073 + -1.381 + -.633 + -.732 + -.680 + .054 + -.201 + -1.465 + -1.141)$$

Where, Y = Motivation

The above estimated regression equation indicates that all the dimensions of occupational stress are negatively related to the dependent variable motivation except one-dimension attitude of guests. This is evident from negative and positive value of unstandardized coefficients.

The result indicates that there is an inverse relationship between Role overload dimension of occupational stress and Motivation. The role overload dimension includes variables such as a lot of work to do and work very fast. If these variables continue to increase, then the drive for motivation decrease.

Role ambiguity includes variables such as lack of clarity about the type of behaviour expected by colleagues and higher authorities then in such case it decreases drive for motivation.

Peer relation dimension includes variables such as negative comments from superiors and colleagues and do not like to work with certain people. If this situation prevails in the organisation, then it decreases the drive for motivation.

Intrinsic impoverishment includes variable such as work is challenging in nature. If challenges increase, then it reduces the drive for motivation.

Working condition includes variables such as working under tense circumstances and job made life difficult. If this kind of working condition continues and makes the life of employees more difficult than the drive for motivation decreases.

Dimension participation at the workplace includes dimensions such as discourage democratic principle. If this kind of environment continues, then it decreases the drive for motivation.

According to a lack of interest or choice dimension, if employees continue to do the present job, which is boring in nature and doesn't hold their attention, then it reduces their drive for motivation.

According to the remuneration factor, if employees get adequate salary and reward in comparison to their volume of work, then it increases their drive for motivation.

6.11 RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND MOTIVATION (SUPERVISORY LEVEL EMPLOYEES)

Dependent Variable – Motivation

Independent Variable – Occupational Stress

Statistical Tool – Multiple Regression

Table No. 6.11.1 Relationship between Occupational Stress and Motivation (Supervisory Level Employees)

Sr. No.	Independent Variables		Dependent Variable Motivation	
	Dimensions of OS	B	T-value	Sig
	(Constant)	56.599	5.732	0.000
1	Role Overload	0.082	0.284	0.776
2	Role Ambiguity	-0.041	-0.089	0.929
3	Role Conflict	0.009	0.028	0.977
4	Responsibility	-0.970	-1.940	0.053*
5	Participation	-0.382	-1.244	0.214
6	Peer Relations	0.038	0.123	0.902
7	Intrinsic Impoverishment	0.689	1.804	0.072*
8	Status	-0.632	-0.988	0.324
9	Working Conditions	-1.205	-2.927	0.004***
10	Remuneration	0.724	1.889	0.060*
11	Lack of Interest or Choice	0.710	1.522	0.129
	Statistics	$R^2 = .067$ $Adj R^2 = .040$ $F = 2.519$ $P \leq 0.05$		
		***p < 0.01 (Significant at 0.01 level)		
		**p < 0.05 (Significant at 0.05 level)		
		*p < 0.10 (Significant at 0.10 level)		

a Dependent Variable: Score of Motivation

Interpretation Based on Table No. 6.11.1

The table reveals the result of the relationship between dimensions of occupational stress (OS) and motivation among supervisory level employees.

R Square (R^2) 0.067 in the present study explains that 6.7 % of the variation in the motivation is explained by the dimensions of occupational stress. Further, ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 56.599 - (.082 + -.041 + .009 + -.382 + .038 + .689 + -.632 + -1.205 + .724 + .710$$

Where, Y = Motivation

The above estimated regression equation indicates that all the dimensions of occupational stress are negatively related to the dependent variable motivation except following dimensions i.e. role overload, role conflict, peer relations, intrinsic impoverishment, remuneration and lack of interest. This is evident from the negative and positive value of unstandardized coefficients.

The result indicates that responsibility dimension of occupational stressor negatively influences motivation. If responsibilities increase, it reduces the drive for motivation.

Intrinsic impoverishment includes variable such as work is challenging in nature. If challenges increase, then it increases the drive for motivation among supervisory employees.

Working condition includes variables such as working under tense circumstances and job made life difficult. If this kind of working condition continues and makes the life of employees more difficult than drive for motivation decreases.

In the case of remuneration factor, it shows a positive relationship with a drive for motivation. The study reveals that if employees get an adequate amount of salary and reward for their efficient work, then drive for motivation increases.

6.12 RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND MOTIVATION (MANAGERIAL LEVEL EMPLOYEES)

Dependent Variable – Motivation

Independent Variable – Occupational Stress

Statistical Tool – Multiple Regression

Table No. 6.12.1 Relationship between Occupational Stress and Motivation (Managerial Level Employees)

		Independent Variables		Dependent Variable Motivation	
Sr. No.	Dimensions	B	T-value	Sig	
	(Constant)	112.953	14.995	0.000	
1	Role overload	-0.481	-1.318	0.188	
2	Role Ambiguity	-0.757	-2.859	0.004***	
3	Role Conflict	-0.451	-0.822	0.412	
4	Responsibility	-0.635	-2.276	0.023**	
5	Participation	-0.850	-2.631	0.009***	
6	Peer Relations	-0.472	-1.797	0.073*	
7	Intrinsic Impoverishment	-0.701	-2.640	0.009***	
8	Status	-1.180	-7.753	0.000***	
9	Working Conditions	-0.661	-1.945	0.052*	
10	Remuneration	0.202	0.549	0.584	
11	Expectations	-0.722	-2.713	0.007***	
Statistics		$R^2 = .408$ $Adj R^2 = .391$ $F = 22.245$ $P \leq 0.05$			
		***p < 0.01 (Significant at 0.01 level)			
		**p < 0.05 (Significant at 0.05 level)			
		*p < 0.10 (Significant at 0.10 level)			

a Dependent Variable: Score of Motivation

Interpretation Based on Table No. 6.12.1

The table reveals the result of the relationship between dimensions of occupational stress (OS) and motivation among managerial level employees.

R Square (R^2) 0.408 in the present study explains that 40.8 % of the variation in the Motivation is explained by the dimensions of occupational stress. Further ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 112.953 - (-.481 + -.757 + -.451 + -.635 + -.850 + -.472 + -.701 + -1.180 + -.661 + .202 + -.722)$$

Where, Y = Motivation

The above estimated regression equation indicates that all the dimensions of occupational stress are negatively related to the dependent variable motivation except one dimension i.e. remuneration. This is evident from the negative and positive value of unstandardized coefficients.

The results indicate that there is an inverse relationship between Role ambiguity dimension of occupational stress and motivation. The dimension includes variables such as lack of clarity about the type of behaviour expected by colleagues and higher authorities then in such case it decreases drive for motivation.

The result indicates that responsibilities negatively influences motivation. If responsibilities increase, it reduces the drive for motivation.

In the case of the participation dimension, if employees are not getting enough opportunities to express their view and to provide a solution, then the drive for motivation is decreasing.

Peer relation dimension includes variable such as negative comments from superiors and colleagues. If this situation prevails in the organisation, then it decreases the drive for motivation.

Intrinsic impoverishment includes variable such as work is challenging in nature. If challenges increase, then it reduces the drive for motivation.

Status dimension includes variable such as no significance to post and work from higher authorities decreases drive for motivation.

Working condition includes variables such as working under tense circumstances and job made life difficult. If this kind of working condition continues and makes the life of employees more difficult than drive for motivation decreases.

Expectation dimension of occupational stress includes variables such as expectation from authority to make department best, fear of getting negative remark, unable to fulfil the expectation of subordinates brings pressure, and this thing reduces the drive for motivation.

6.13 SUMMARY

This chapter reveals the relationship between psychological variables and occupational stress.

Table No. 6.13.1 Based on One-Way ANOVA

	Null Hypotheses (H0)	
EMOTIONAL INTELLIGENCE	H22:There is no significant difference in occupational stress in relation to the level of emotional intelligence among the lower level of employees.	Rejected Null Hypothesis
	H23:There is no significant difference in occupational stress in relation to the level of emotional intelligence among the supervisory level of employees.	Rejected Null hypothesis
	H24:There is no significant difference in occupational stress in relation to the level of emotional intelligence among the managerial level of employees.	Rejected Null Hypothesis
***p < 0.01 (Significant at 0.01 level)		
JOB SATISFACTION	H25:There is no significant difference in job satisfaction in relation to the level of occupational stress among the lower level of employees.	Rejected Null Hypothesis
	H26:There is no significant difference in job satisfaction in relation to the level of occupational stress among the supervisory level of employees.	Rejected Null Hypothesis
	H27:There is no significant difference in job satisfaction in relation to the level of occupational stress among the managerial level of employees.	Rejected Null Hypothesis
***p < 0.01 (Significant at 0.01 level)		
MOTIVATION	H28:There is no significant difference in motivation in relation to the level of occupational stress among the lower level of employees.	Rejected Null Hypothesis
	H29:There is no significant difference in motivation in relation to the level of occupational stress among the supervisory level of employees.	Rejected Null Hypothesis

	H30:There is no significant difference in motivation in relation to the level of occupational stress among the managerial level of employees.	Rejected Null Hypothesis
***p < 0.01 (Significant at 0.01 level)		

Table No. 6.13.2 Based on Multiple Regression

EMOTIONAL INTELLIGENCE	H31:There is a significant relationship between emotional intelligence dimensions such as self-awareness, empathy, self-motivation, integrity and commitment with dependent variable occupational stress among lower level employees.	Accepted Alternate Hypothesis
	H32:There is a significant relationship between emotional intelligence dimensions such as self-awareness, self-motivation, integrity, value orientation, commitment and altruistic behaviour with dependent variable occupational stress among supervisory level employees.	Accepted Alternate Hypothesis
	H33:There is a significant relationship between emotional intelligence dimensions such as self-awareness, managing relations, integrity, value orientation, commitment and altruistic behaviour with dependent variable occupational stress among managerial level employees.	Accepted Alternate Hypothesis
JOB SATISFACTION	H34:There is a significant relationship between occupational stress dimensions such as role overload, role ambiguity, status, working conditions, remuneration, attitude of guest, future career growth and lack of interest or choice with dependent variable job satisfaction among lower level employees.	Accepted Alternate Hypothesis
	H35:There is a no significant relationship between occupational stress and dependent variable job satisfaction among supervisory level employees.	Accepted Null Hypothesis
	H36:There is a significant relationship between occupational stress dimensions such as responsibility for persons, participation, intrinsic impoverishment, status, remuneration and expectations with dependent variable job	Accepted Alternate Hypothesis

	satisfaction among managerial level employees.	
MOTIVATION	H37:There is a significant relationship between occupational stress dimensions such as role overload, role ambiguity, peer relations, intrinsic impoverishment, working conditions, participation at the workplace and lack of interest or choice with dependent variable motivation among lower level employees.	Accepted Alternate Hypothesis
	H38:There is a significant relationship between occupational stress dimensions such as responsibility, intrinsic impoverishment, working conditions, remuneration with dependent variable motivation among supervisory level employees.	Accepted Alternate Hypothesis
	H39:There is a significant relationship between occupational stress dimensions such as role ambiguity, responsibility for a person, participation, peer relations, intrinsic impoverishment, status, working conditions, and expectations with dependent variable motivation among managerial level employees.	Accepted Alternate Hypothesis

CHAPTER 7
EFFECT OF STRESS ON ORGANISATIONAL CITIZENSHIP
BEHAVIOUR

Organisational citizenship behaviour defined as behaviour that is not directly recognised officially in the organisational hierarchy. This kind of behaviour is beyond official work requirements and involves helping colleagues at the workplace in different ways such as mentoring, providing financial support, defending colleagues, doing office or personal work of colleagues, etc. In the present chapter, the researcher has made an attempt to study the effects of stress on organisational citizenship behaviour.

7.1 LEVEL OF OCCUPATIONAL STRESS IN RELATION TO ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Dependent Variable – Organisational Citizenship Behaviour

Independent variable – Occupational Stress

Mean, SDs, and F-ratio and total score of Organisational Citizenship Behaviour

Table No. 7.1.1 Level of Occupational Stress and OCB

LEVEL OF HIERARCHY	Level of Occupational Stress	ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)			
		OCB Score (Mean)	S.D.	F-Ratio	Sig.
LOWER	Low (1)	66.38	11.486	6.552	0.002***
	Moderate (2)	71.42	14.494		
	High (3)	66.79	11.119		
	Total	68.20	12.37		
SUPERVISORY	Low (1)	78.00	14.142	19.993	0.000***
	Moderate (2)	76.80	12.027		
	High (3)	68.52	13.555		
	Total	73.80	13.195		
MANAGERIAL	Low (1)	77.74	11.362	17.773	0.000***
	Moderate (2)	78.43	12.240		
	High (3)	70.74	13.420		
	Total	74.94	13.274		
***p < 0.01 (Significant at 0.01 level)					
**p < 0.05 (Significant at 0.05 level)					

Interpretation Based on Table No. 7.1.1

Table 7.1.1 reveals that lower level employees fall in the category of moderate level of stress exhibiting high organisational citizenship behaviour (M=71.42). Further, in comparison to a moderate level of stress, employees with a high level of stress exhibit low organisational citizenship behaviour (M= 66.79). The study confirmed that if stress level increase, it affects the organisational citizenship behaviour which is referred to as doing the job beyond official requirements for the organisation as well as for colleagues by helping them in their routine work or some personal matters. When employees have a high level of stress, they are unable to devote their attention and time to help their colleagues by way of mentoring, orientation, doing work of colleagues, changing work schedule etc. This thing happens may be due to stressful employees, busy redressing their problems, and they expect help from others instead of helping others.

However, the study also reveals that employees falling in the category of the low level of stress exhibits low organisational citizenship behaviour. This thing can happen because all employees are not interested in doing work beyond official requirements. In other words, OCB is beyond job requirements where employees help their colleagues voluntarily.

There is significant difference exist in the score (Means) of organisational Citizenship behaviour in relation to occupational stress. There is a significant effect of occupational stress on organisational citizenship behaviour.

Further, Table 7.1.1 reveals that supervisory employees falling in the category low level of stress exhibits high organisational Citizenship behaviour (M= 78.00). When employees are less stressful, they can divert their time and attention for their colleagues/subordinates by mentoring, job orientation, changing work schedule, organising retirement function and birthday celebration, lent money for personal matter etc. When situations are less stressful, it gives time for employees to think about others who are in a difficult situation but finally it depends on their nature whether they want to engage in organisational citizenship behaviour. Further, employees falling in the category of the high level of stress exhibits low OCB (M= 68.52). Employees are highly stressful because of obvious reasons like workload, work schedules, remuneration,

indifferent attitude of superior and subordinates etc. Due to these stressors, they are unable to give time for others to do their work, lent money, change work schedule and mentoring. The study revealed that there is a small and significant decrease in OCB with an increase in the level of stress.

There is significant difference exist in the score (Means) of organisational citizenship behaviour in relation to occupational stress. There is a significant effect of occupational stress on organisational citizenship behaviour.

In the case of managerial level, employees falling in the category of moderate level of stress exhibit high OCB (M= 78.43). The same result is found in case of lower level employees. Further, in the case of a high level of stress, employees exhibit low OCB (M= 70.74). However, employees falling in the category of the low level of stress exhibit low OCB (M=77.74) in comparison to the moderate stress level. The study concludes that there is significant difference existing in scores (Means) of organisational Citizenship behaviour in relation to occupational stress. There is a significant effect of occupational stress on organisational citizenship behaviour.

7.2 RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR (LOWER LEVEL EMPLOYEES)

Dependent Variable – Organisational Citizenship Behaviour

Independent Variable – Occupational Stress

Statistical Tools – Multiple Regression

Table No. 7.2.1 Relationship between Occupational Stress and OCB (Lower Level Employees)

Independent Variables		Dependent Variable Organisational Citizenship Behaviour		
Sr. No.	Dimensions of OS	B	T-value	Sig
	(Constant)	89.531	10.200	0.000
1	Role Overload	-0.542	-1.913	0.057
2	Role Ambiguity	-0.805	-1.682	0.093
3	Role Conflict	0.135	0.251	0.802
4	Peer Relations	-0.377	-1.200	0.231
5	Intrinsic impoverishment	-0.946	-1.934	0.054
6	Status	-0.457	-1.010	0.313
7	Working Conditions	-0.241	-0.519	0.604
8	Remuneration	0.071	0.088	0.930
9	Attitude of Guest	0.449	1.249	0.212
10	Future Career Growth	0.443	0.643	0.521
11	Participation at the Workplace	-0.111	-0.278	0.781
12	Lack of Interest or Choice	-0.085	-0.182	0.855
Statistics		R ² = .042 Adj R ² = .013		
		F = 1.429 P ≥ 0.10		
		***p < 0.01 (Significant at 0.01 level)		
		**p < 0.05 (Significant at 0.05 level)		

a Dependent Variable: Score of Organisational Citizenship Behaviour

Interpretation Based on Table No. 7.2.1

The table reveals that there is no significant relationship between dimensions of occupational stress (OS) and organisational citizenship behaviour among lower level employees.

7.3 RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR (SUPERVISORY LEVEL EMPLOYEES)

Dependent Variable – Organisational Citizenship Behaviour

Independent Variable – Occupational Stress

Statistical Tool – Multiple Regression

Table No. 7.3.1 Relationship between Occupational Stress and OCB (Supervisory Employees)

Independent Variables		Dependent Variable Organisational Citizenship Behaviour		
Sr. No.	Dimensions of OS	B	T-value	Sig
	(Constant)	113.730	10.229	0.000
1	Role Overload	-0.564	-1.742	0.082*
2	Role Ambiguity	-0.197	-0.382	0.703
3	Role Conflict	-0.726	-2.073	0.039**
4	Responsibility	0.770	1.368	0.172
5	Participation	-0.249	-0.721	0.471
6	Peer Relations	-0.761	-2.156	0.032**
7	Intrinsic Impoverishment	-0.344	-0.800	0.424
8	Status	-0.856	-1.190	0.235
9	Working Conditions	0.501	1.082	0.280
10	Remuneration	-1.078	-2.498	0.013**
11	Lack of Support of Superiors	0.165	0.313	0.754
Statistics		R ² = .062 Adj R ² = .035		
		F = 2.333 P ≤ 0.05		
		***p < 0.01 (Significant at 0.01 level)		
		**p < 0.05 (Significant at 0.05 level)		
		*p < 0.10 (Significant at 0.10 level)		

a Dependent Variable: Score of Organisational Citizenship Behaviour

Interpretation Based on Table No. 7.3.1

The table reveals the result of the relationship between dimensions of occupational stress (OS) and Organisational Citizenship Behaviour among supervisory level employees.

R Square (R^2) 0.062 in the present study explains that 6.2 % of the variation in organisational citizenship behaviour is explained by the dimensions of occupational stress. Further ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 113.730 - (-.564 + -.197 + -.726 + .770 + -.249 + -.761 + -.344 + -.856 + .501 + -1.078 + .165$$

Where, Y = Organisational Citizenship Behaviour

The above estimated regression equation indicates that all the dimensions of occupational stress are negatively related to the dependent variable organisational citizenship behaviour except responsibility, working conditions and lack of support of superiors. This is evident from negative and positive value of unstandardized coefficients.

The result indicates that there is an inverse relationship between role overload dimension of occupational stress and organisational citizenship behaviour. The role overload dimension includes variables such as a lot of work to do and work very fast. If these variables continue to increase, then it reduces the drive for organisational citizenship behaviour.

Role conflict includes variables such, not able to satisfy conflicting demands of higher authorities and subordinates and interference of officials in the working method. If these variables continue in the same manner, then it reduces the drive for organisational citizenship behaviour.

In the case of peer relations, it shows a negative relationship with OCB. If colleagues try to defame as unsuccessful, no voluntarily support in case of a difficult time, absence of team spirit then in such case drive for OCB reduce.

In the case of remuneration factor, which includes variables such as lack of remuneration and reward in comparison to the volume of work. If this situation continues in the same manner, then it reduces the drive for OCB.

7.4 RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR (MANAGERIAL LEVEL EMPLOYEES)

Dependent Variable – Organisational Citizenship Behaviour

Independent Variable – Occupational Stress

Statistical Tool – Multiple Regression

Table No. 7.4.1 Relationship between Occupational Stress and OCB (Managerial Employees)

		Independent Variables		Dependent Variable Organisational Citizenship Behaviour	
Sr. No.	Dimensions of OS	B	T-value	Sig	
	(Constant)	96.417	9.709	0.000	
1	Role Overload	0.561	1.166	0.244	
2	Role Ambiguity	-0.340	-0.975	0.330	
3	Role Conflict	-0.190	-0.263	0.793	
4	Responsibility	0.563	1.531	0.127	
5	Participation	-0.303	-0.711	0.477	
6	Peer Relations	-0.799	-2.309	0.021**	
7	Intrinsic Impoverishment	-0.005	-0.014	0.989	
8	Status	-0.581	-2.895	0.004***	
9	Working Conditions	-0.504	-1.125	0.261	
10	Remuneration	-0.296	-0.610	0.542	
11	Expectations	0.218	0.621	0.535	
Statistics		$R^2 = .074$ $Adj R^2 = .047$			
		$F = 2.587$ $P \leq 0.05$			
		*** $p < 0.01$ (Significant at 0.01 level)			
		** $p < 0.05$ (Significant at 0.05 level)			
				* $p < 0.10$ (Significant at 0.10 level)	

a Dependent Variable: Score of Organisational Citizenship Behaviour

Interpretation Based on Table No. 7.4.1

The table reveals the result of the relationship between dimensions of occupational stress (OS) and organisational citizenship behaviour among managerial level employees.

R Square (R^2) 0.074 in the present study explains that 7.4 % of the variation in organisational citizenship behaviour is explained by the dimensions of occupational stress. Further ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 96.417 - (.561 + -.340 + -.190 + .563 + -.303 + .799 + -.005 + -.581 + -.504 + -.296 + .218$$

Where, Y = Organisational Citizenship Behaviour

The above estimated regression equation indicates that all the dimensions of occupational stress are negatively related to the dependent variable organisational citizenship behaviour except role overload, responsibility and expectations. This is evident from negative and positive value of unstandardized coefficients.

In the case of peer relations, it shows a negative relationship with OCB. If colleagues try to defame as unsuccessful, no voluntarily support in case of a difficult time, absence of team spirit then in such case drive for OCB reduces.

In case of status factor, if there is no due importance to work and post, no respect from subordinates, then in such case drive for OCB reduces.

7.5 SUMMARY

This chapter reveals the relationship between Organisational Citizenship Behaviour and Occupational Stress.

Table No. 7.5.1 Based on one way ANOVA

Test of Hypotheses for	Null Hypotheses (H0)	
ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)	H40: There is no significant difference in OCB in relation to the level of occupational stress among the lower level of employees.	Rejected Null Hypothesis
	H41: There is no significant difference in OCB in relation to the level of occupational stress among the supervisory level of employees.	Rejected Null hypothesis
	H42: There is no significant difference in OCB in relation to the level of occupational stress among the managerial level of employees.	Rejected Null Hypothesis
***p < 0.01 (Significant at 0.01 level)		
**p < 0.05 (Significant at 0.05 level)		

Table No. 7.5.2 Based on Multiple Regression

ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)	H43: There is no significant relationship between dimensions of occupational stress and dependent variable OCB among lower level employees.	Accepted Null Hypothesis
	H44: There is a significant relationship between occupational stress dimensions such as role overload, role conflict, peer relations and remuneration with dependent variable OCB among supervisory level employees.	Accepted Alternate Hypothesis
	H45: There is a significant relationship between occupational stress dimensions, such as peer relations and status with dependent variable OCB among managerial level employees.	Accepted Alternate Hypothesis

CHAPTER 8

EFFECT OF QUALITY WORK LIFE ON OCCUPATIONAL STRESS

Quality of work life (QWL) refers to the condition of the work environment. To improve QWL, it is important for the organisation to identify needs and then satisfy the same through the organisational framework. In the present chapter, the researcher has made an attempt to study the effects of QWL on stress at the workplace.

Dependent Variable – Occupational Stress

Independent Variable – Quality of Work Life

Statistical Tools – One Way ANOVA (Analysis of Variance) and Multiple Regression

8.1 EFFECT OF LEVEL OF QWL ON OCCUPATIONAL STRESS

Mean, SDs, and F-ratio and total score of Occupational Stress

Table No. 8.1.1 Level of QWL and Occupational Stress

LEVEL OF HIERARCHY	Level of QWL	OCCUPATIONAL STRESS			
		Occupational Stress Score (Mean)	S.D.	F-Ratio	Sig.
LOWER	Low (1)	128.47	5.185	193.692	0.000***
	Moderate (2)	120.42	8.917		
	High (3)	109.97	10.220		
	Total	121.24	11.037		
SUPERVISORY	Low (1)	119.48	2.885	73.706	0.000***
	Moderate (2)	112.32	8.033		
	High (3)	109.24	5.443		
	Total	112.66	7.312		
MANAGERIAL	Low (1)	112.05	6.371	129.350	0.000***
	Moderate (2)	110.75	8.021		
	High (3)	97.39	9.281		
	Total	103.66	10.946		
***p < 0.01 (Significant at 0.01 level)					
**p < 0.05 (Significant at 0.05 level)					

(Source: Primary Data)

Interpretation Based On Table No. 8.1.1

Table 8.1.1 reveals that employees who experience low quality work life (QWL) or unfavourable work life witness high occupational stress score (M=128.47) in case of the lower level, (M=119.48) in case of supervisory and (M= 112.05) in case of managerial level in comparison to moderate and high-quality work life category. The study further revealed that gradual improvement in QWL reduces stressful situations. In case of high-quality work life or favourable work life, employees' witness low score of occupational stress (M= 109.97) in case of the lower level, (M=109.24) in case of supervisory and (M=97.39) in case of managerial level.

The above result shows that QWL is very important to keep employees happy and satisfied. In order to provide good quality work life (QWL) to employees, the organisation should focus on certain dimensions or factors related to work such as payment of adequate remuneration, job security, fair workload, platform for participation related to work issues, recognition for hard work, equal treatment or justice for all the employees irrespective of their social and economic background. The said factors lead to high-quality work life. When an organisation fails to deliver all or some of these dimensions or factors of work life, then it leads to low QWL or unfavourable work life. Employees get stressed either because of one or many factors of work life. For example, some employees are not satisfied with remuneration amount then in such case; they can get stress because they are unable to satisfy their personal and family requirements. The said factor may or may not be stressful to other employees. Like that in certain cases, employees are stressful because of poor peer relations and heavy workload. So it is very important for the organisation to look after dimensions of QWL on a regular basis because ultimately they are related to occupational stressors.

8.2 RELATIONSHIP BETWEEN QUALITY WORK LIFE AND OCCUPATIONAL STRESS (LOWER LEVEL EMPLOYEES)

Dependent Variable – Occupational Stress

Independent Variable – Quality of Work Life

Statistical Tool – Multiple Regression

Table No. 8.2.1 Quality of Work-life and Occupational Stress (Lower Level Employees)

Independent Variables		Dependent Variable Occupational Stress		
Sr. No.	Dimensions of QWL	B	T-value	Sig
	(Constant)	147.258	90.900	.000
1	Adequate & Fair Compensation	-.182	-1.108	.268
2	Job Security	-.146	-.616	.538
3	Work Load Ease and Schedule	-1.083	-7.401	.000***
4	Human Relation and Social Aspects of Work Life	-.010	-.122	.903
5	Participation in Decision Making	-.252	-1.758	.080*
6	Reward and Penalty System	-.022	-.134	.893
7	Equity, Justice and Grievance	-.050	-.309	.757
8	Work and Total Life Space	-.225	-1.273	.204
Statistics		R ² = .583 Adj R ² = .575		
		F = 68.350 P value 0.000 < 0.05		
		***p < 0.01 (Significant at 0.01 level)		
		**p < 0.05 (Significant at 0.05 level)		
		*p < 0.10 (Significant at 0.10 level)		

(Source: Primary Data)

Interpretation Based on Table No. 8.2.1

The table 8.2.1 reveals the result of the relationship between dimensions of Quality Work Life (QWL) and occupational stress among lower level employees.

R Square (R^2) 0.583 in the present study explains that 58.3% of the variation in occupational stress are explained by the dimensions of quality work life (QWL). Further ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 147.258 - (-.182 + -.146 + -1.083 + -.010 + -.252 + -.022 + -.050 + -.225)$$

Where, Y = Occupational Stress

The above estimated regression equation indicates that all the dimensions of QWL are negatively related to the dependent variable occupational stress. This is evident from negative value of unstandardized coefficients.

The result further indicates that there is an inverse relationship between workload ease and schedule dimension of QWL and occupational stress. Workload ease and schedule dimension include no requirement to stay beyond office hours, flexible schedule, adequate resources, peaceful state of mind while performing jobs and no requirement of high job attention continuously. The improvement in this variable of workload ease and schedule dimension decreases occupational stress among lower level employees. In a similar fashion, if employees get more opportunity to participate in decision making, the occupational stress of employees decrease. This shows that there is an inverse relationship between Participation in decision making and occupational stress.

8.3 RELATIONSHIP BETWEEN QUALITY WORK LIFE AND OCCUPATIONAL STRESS (SUPERVISORY LEVEL EMPLOYEES)

Dependent Variable – Occupational Stress

Independent Variable – Quality of Work Life

Statistical Tool – Multiple Regression

Table No. 8.3.1 QWL and Occupational Stress (Supervisory Employees)

Sr. No.	Independent Variables		Dependent Variable Occupational Stress	
	Dimensions of QWL	B	T-value	Sig
	(Constant)	130.739	68.749	.000.
1	Adequate & Fair Compensation	-.042	-.383	.702
2	Job Security	.105	.602	.547
3	Work Load Ease and Schedule	-.611	-5.543	.000***
4	Human Relation and Social Aspects of Work life	-.155	-1.676	.095*
5	Participation in Decision Making	-.134	-1.406	.160
6	Reward and Penalty System	-.036	-.306	.760
7	Equity, Justice and Grievance	-.222	-1.570	.117
8	Work and Total life Space	.191	1.478	.140
	Statistics	R ² = .413 Adj R ² = .401		
		F =34.453 P value 0.000 < 0.05		
		***p < 0.01 (Significant at 0.01 level)		
		**p < 0.05 (Significant at 0.05 level)		
		*p < 0.10 (Significant at 0.10 level)		

Interpretation Based on Table No. 8.3.1

The table 8.3.1 reveals the result of the relationship between dimensions of quality Work Life (QWL) and occupational stress among supervisory level employees.

R Square (R²) 0.413 in the present study explains that 41.3% of the variation in occupational stress are explained by the dimensions of quality work life (QWL). Further

ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 130.739 - (-.042 + .105 + -.611 + -.155 + -.134 + -.036 + -.222 + .191)$$

Where Y = Occupational Stress

The above estimated regression equation indicates that all the dimensions of QWL are negatively related to the dependent variable, i.e. occupational stress except two dimensions, i.e. Work and total life space and Job security. This is evident from the negative and positive value of unstandardized coefficients.

The result further indicates that there is an inverse relationship between workload ease and schedule dimension of QWL and occupational stress. Workload ease and schedule dimension include no requirement to stay beyond office hours, flexible schedule, adequate resources, peaceful state of mind while performing jobs and no requirement of high job attention continuously. The improvement in this dimension decreases occupational stress among supervisory level employees.

Similarly, there is an inverse relationship between human relation & social aspects dimension of QWL and occupational stress. The improvement in relations with peers, organisation get-together, helpful nature of management, working in collective interest helps to reduce stress.

The other dimensions of quality work life are not significantly influencing occupational stress.

8.4 RELATIONSHIP BETWEEN QUALITY WORK LIFE AND OCCUPATIONAL STRESS (MANAGERIAL LEVEL EMPLOYEES)

Dependent Variable – Occupational Stress

Independent Variable – Quality of Work Life

Statistical Tool – Multiple Regression

Table No. 8.4.1 Relationship between Quality Work Life and Occupational Stress (Managerial Level Employees)

Sr. No.	Independent Variables		Dependent Variable Occupational Stress	
	Dimensions of QWL	B	T-value	Sig
	(Constant)	125.746	48.171	.000
1	Adequate & Fair Compensation	-.160	-1.025	.306
2	Job Security	.385	1.326	.186
3	Work Load Ease and Schedule	-.759	-4.967	.000***
4	Human Relation and Social Aspects of Work Life	-.067	-.502	.616
5	Participation in Decision Making	-.404	-2.423	.016**
6	Reward and Penalty System	.175	.924	.356
7	Equity, Justice and Grievance	-.110	-.413	.680
8	Work and Total Life Space	-.352	-1.675	.095*
	Statistics	$R^2 = .439$ $Adj R^2 = .427$ $F = 38.186$ $P < 0.05$		
		***p < 0.01 (Significant at 0.01 level)		
		**p < 0.05 (Significant at 0.05 level)		
		*p < 0.10 (Significant at 0.10 level)		

(Source: Primary Data)

Interpretation Base on Table No. 8.4.1

The table 8.4.1 reveals the result of the relationship between dimensions of quality Work Life (QWL) and occupational stress among managerial level employees.

R Square (R^2) 0.439 in the present study explains that 43.9% of the variation in occupational stress are explained by the dimensions of quality work life (QWL). Further ANOVA result reveals that the value of R^2 is significant at 0.05 level of significance (p-value 0.000).

The estimated regression equation may be written as follows

$$Y = 125.746 - (-.160 + .385 + -.759 + -.067 + -.404 + .175 + -.110 + -.352)$$

Where Y = Occupational Stress

The above estimated regression equation indicates that all the dimensions of QWL are negatively related to the dependent variable, i.e. occupational stress except two dimensions, i.e. Job security and reward and penalty system. This is evident from the negative and positive value of unstandardized coefficients.

The result further indicates that there is an inverse relationship between workload ease and schedule dimension of QWL and occupational stress. The workload dimension includes no requirement to stay beyond office hours, flexible schedule, adequate resources, peaceful state of mind while performing jobs and no requirement of high job attention continuously. The improvement in this dimension decreases occupational stress among managerial level employees.

Similarly, if employees get more opportunities to participate in decision making, the occupational stress of employees decrease. This shows that there is an inverse relationship between participation in decision making and occupational stress.

Further, it shows the inverse relationship between work and the total life space dimension of QWL and occupational stress. It reveals that if employees get time to pursue hobbies, to attend family & social obligation and if the job does not demand frequent transfer, then it helps to reduce occupational stress.

The other dimensions of quality work life do not significantly influence occupational stress.

8.5 SUMMARY

This chapter reveals the relationship between QWL and Occupational Stress.

Table No. 8.5.1 Based on one way ANOVA

Test of Hypotheses for	Null Hypotheses (H0)	
QUALITY WORK LIFE (QWL)	H46:There is no significant difference in occupational stress in relation to the level of Quality Work Life (QWL) among the lower level of employees.	Rejected Null Hypothesis
	H47:There is no significant difference in occupational stress in relation to the level of Quality Work Life (QWL) among the supervisory level of employees.	Rejected Null hypothesis
	H48:There is no significant difference in occupational stress in relation to the level of Quality Work Life (QWL) among the managerial level of employees.	Rejected Null Hypothesis
***p < 0.01 (Significant at 0.01 level)		

Table No. 8.5.2 Based on Multiple Regression

QUALITY WORK LIFE (QWL)	H49:There is a significant relationship between Quality Work Life (QWL) dimensions such as workload ease and participation in decision making with dependent variable occupational stress among lower level employees.	Accepted Alternate Hypothesis
	H50:There is a significant relationship between Quality Work Life (QWL) dimensions such as workload ease and human relations and social aspects with dependent variable occupational stress among supervisory level employees.	Accepted Alternate Hypothesis
	H51:There is a significant relationship between Quality Work Life (QWL) dimensions such as workload ease, participation in decision making and work and total life space with dependent variable occupational stress among managerial level employees.	Accepted Alternate Hypothesis

CHAPTER 9

STRESS MANAGEMENT PROGRAMME AND COPING MECHANISM USED BY EMPLOYEES IN HOSPITALITY INDUSTRY

Occupational Stress is a big challenge in the corporate world. Stress can be caused because of various factors at the workplace, and all these factors are not common to all employees. It is very important for the organisation to take measures to manage stress at the workplace. Otherwise, it can lead to some serious problem in future for both employees as well as to the employer.

Stress Management refers to controlling and reducing stress by making changes in physical infrastructure, job characteristics and emotional factors. In this kind of programme, efforts are made to identify causes, level and consequences of stress and accordingly, suitable measures are adopted. Although work-life brings us under a lot of demanding situations which are sometimes difficult to handle, stress management programmes provide several ways to manage stress.

9.1 STRESS MANAGEMENT PROGRAMMES CONDUCTED BY HOSPITALITY INDUSTRY

The organisation should provide a healthy and positive work environment for their employees so that they can put their maximum efforts to achieve organisational goals. Stress at the workplace brings various negative consequences for employees such as lack of concentration in work assignments, low efficiency, conflict with colleagues, health problems such as muscular pain, headache, heart attack and mental disorder. The organisation try their best to avoid all these issues by identifying the root causes of a stressful situation and by managing the same by adopting certain programmes which can make employees happy and stress-free. In reality, it is not possible to bring 100 % stress free environment because of the personality and behaviour of employees. Stress management programme provides some relief to employees or avoids some serious issues from the employee point of view.

There are various reasons for conducting stress management programmes by the organisation which are as follows:

- a) Develops team spirit or team work among employees and the department.
- b) Energetic and motivated work force.
- c) High work efficiency
- d) Goodwill and high profitability for the organisation.

The following activities or programmes are conducted in general in the Hospitality Industry in Goa.

1] Sports Events

Sports activities bring chemical reactions or changes in the body, which further helps to change the mood positively and also help to divert the mind. There are various benefits of sports available for participants such as it keeps an individual healthy and away from different diseases, helps to refresh the mind, brings alertness and team spirit. The hospitality industry in Goa organised sports events such as football and cricket matches. In addition to these, they organise indoor games such as Table Tennis (Singles & Doubles), Carom Tournament (Singles & Doubles), Chess and many more. These activities help the organisation to develop team spirit or team work among the employee of different department across different hierarchical level because sports bring zeal to do something together and win it. In addition, it also helps to know each other very well because employee from a lower and top-level playing together in one team. Last but not least, it also keeps employees healthy and refreshes their mind.

2] Yoga and Meditation

Yoga is a way of living. It is a universal approach to live healthy and fit. Under Yoga system, an individual performs different asana to bring flexibility in the body. It helps to improve body system such as respiratory, hormonal, digestive etc. Under meditation, an individual sits at one particular place for a specific time and tries to focus on internal energy or power of the body. Meditation is part of Yoga, which is performed after yoga.

Hospitality industry organises Yoga and Meditation sessions for their employees on a regular basis to keep them healthy physically as well as mentally. There are various benefits available such as it improves fitness, better body postures and brings mental balance or rational approach to deal with any situation. To conclude, by doing yoga and meditation, one can live a stress-free life.

3] Picnic /Tours

The industry organises picnic as well as tours for their staff and HOD executives, which eventually gives them break from their routine work. Picnic refers to an occasion where employees visit some scenic beauty and enjoy their day with fun games and meals. In case of tours, employees visit different places. This kind of activities gives a break to employees from their routine work and avoid boredom. After returning from tour or picnic, they can resume their duty with full of energy. It also helps employees to know each other very well.

4] Annual Staff Day

The educational institute, like schools and colleges, celebrates annual social gathering to provide a platform to the students to showcase their talents. On similar fashion hospitality industry organise and celebrates annual staff day. This kind of programme provides a platform for the employees to showcase their talents and creativity and later on same thing reflects in their work. The following activities, in general, are conducted such as tug of war, arranging cups, fun games, three-leg race, filling the bottle, tiling the donkey, water polo, dance performance, singing competition, drama etc.

After all the events, they organise a prize distribution function followed by lunch or dinner.

This kind of programme helps to raise interest in the workplace and also gives scope for creativity.

5] Birthday Celebration and Employee of the Month

Birthday is a special moment of human life. People celebrate their birthday with their families, friends and relatives to cherish that moment forever. The trend of celebrating a birthday is also happening from long back at the workplace, which is also considered as a second home. In the hospitality industry, birthday celebrations are conducted every month wherein all those birthdays of employees and executives which falls under the month are celebrated together on a particular day. The management organises small function wherein cake cutting is done. Also, some funny games and activities are conducted by the organisation. This kind of programme helps to develop a sense of belonging among employees.

In addition to this, the best employee of the month is chosen based on the performance for the month in order to recognise their work and to raise their morale.

6] Display of Happy Moments

Happy moments of life, fun, achievement, prizes etc. gives inspiration to human being throughout their life. People cherish these happy moments at any time by looking at photographs, prize trophy and certificate. The hospitality industry follows the practice of display of photographs of birthday celebration, an employee of the month, picnics, prize distribution, sports events, staff annual day etc. are displayed on Notice Board. In addition to these, they use social networking apps like WhatsApp and Instagram to circulate photographs of their happy moments.

7] Counselling

Work stress affects employees physically and mentally. The demanding or stressful situations at the workplace are handled in a different way from employees. When any individual employee feels that stress situation is going beyond their control, they ask for help, and sometimes organisation identify stress affected employee by their behaviour. In such a case, the organisation takes the support of professional counsellor to help their employees. Such counselling process helps the concerned employee in future to handle pressure situation from different prospective.

8] Accommodation Facilities to Outstation Employees

In order to reduce financial pressure or stress, accommodation facilities are provided by the hospitality industry to their outstation employees. This kind of facility is one of the important factors for them because at the coastal belt of Goa it is very difficult to get accommodation on rent at economical rates. The employees will get stress if they have to pay more rental amount to stay. The industry provides accommodation facilities to outstation employees with or without charging the rental amount.

9] Motivational and on the Job Training

Motivation is a process to encourage employees to take more interest in the workplace. The industry invites a motivational speaker from Goa as well as from other part of India. Highly motivated employees can effectively deal with a stressful situation.

In addition to this on the job training is provided to employees to update their knowledge, for example, the Food and Beverage department conducts training session every week for their employees. When employees learned a new skill or acquired new knowledge, they get confident and face the situation in a bold manner.

10] Pick Up and Drop Back Facility

Pick up and drop back facility is provided to the local employees from major stations to the organisation and vice versa. The said facility helps employees to reach their workplace and home at earliest. In Goa, the public transport is not available before 6.00 am and after 8.00 pm, so the importance of said facility increases. When individuals reach their destination on time, it helps them to give sufficient time to concerned people; these things will reduce their time pressures, which ultimately result in stress.

11] Financial Assistance in the Form of Loans, Etc.

The industry provides financial assistance in the form of loan to its employees based on their year of service. This kind of facility relieves employees from financial pressure and also helps them to concentrate on their work.

9.2 COPING MECHANISM/ STYLE

Occupational stress is a serious issue for the organisation as well as to employees. In order to manage stress, the organisation conduct various programmes by spending a lot of money. These programmes are generally designed keeping in mind the entire workforce of the organisation irrespective age, gender and other socio-economic background. These programmes are not giving the desired output to all employees because of their causes of stress and personality are different.

In addition to the stress management programme, employees also practice some activities to manage stress because they are in a better position to decide which activity can help them to manage stress and these are mainly based on the personality of the employee and the stressor.

Coping refers to individual efforts to deal with or handle a stressful situation. Coping behaviour mechanisms are problem-focused and emotion-focused. Problem-focused coping refers to efforts made to change or overcome a difficult situation. The examples of problem-focused coping mechanism include problem-solving action, finding information about what to do, holding back from thoughtless and premature actions, and confronting difficulty.

Emotion-focused coping refers to the attempt made to reduce the emotional impact of stress. Some examples of emotion-focused which include seeking others' company, cognitive responses such as a denial of the true situation, and looking optimistically at the problem.

9.3 COPING MECHANISM USED BY EMPLOYEES

The following coping mechanisms are categorised into Emotion-focused coping and Problem-focused coping based on definitions given by (Bosworth, Bastian, Rimer, & Siegler, 2003) and examples of coping given by (Esther, Daly, Hancock, Bidewell, Johnson, Lambert, & Lambert, 2006).

9.3.1 Emotion Focused Coping Mechanism Practiced By Employees

1. Get into more arguments

Employees, in order to deal with a stressful situation, get involved in more arguments than usual with colleagues to prove their point of view about certain issues related to work. Employees feel that this kind of behaviour can help them to reduce the emotional impact of stress.

2. End up blowing up at some point

In this case, employees express their emotions towards a stressful situation in the form of angry behaviour or by exploding everything. This is the one way to lessen the emotional impact of stress by expressing everything in front of concerned people.

3. Blame practically everyone

The employee thinks or says that certain factors or people are responsible for the problem or stressful situation. When employee blames others or tells them that they are responsible, it helps the employee to get rid of from stressful situation or help to reduce the emotional impact of stress.

4. Remain in the house and avoid friends and family

In order to reduce the effect of stress, employees remain in the house to avoid questions or embarrassment from family members and friends. Employees feel

that avoiding social network during stressful situation may help to reduce the effect of stress.

5. Spend time watching television

In order to divert the mind, employees prefer watching movies or shows on television. This helps them to lessen the effect of stress to a certain extent.

6. Deny that there is a problem at all

In this case, employees deny that there is a problem or stressful situation. In other words, they look or take a stressful situation in a positive manner. The positive attitude helps to reduce the effect of stress.

7. Throw into careless behaviour

It refers not showing enough care or concern about certain things or persons. In this case of a coping mechanism, employees, in order to reduce the emotional impact of stress, exhibits less concern or ignore factor or situation, causing stress.

8. Express job emotions by playing, music, drawing or painting etc.

In order to divert the mind from a stressful situation, employees express their emotion by playing music, painting or any other activities which can help them to relax or take away their mind from a stressful situation.

9. Stay in bed in laziness mode

In order to avoid or stay away from a stressful situation, employees sometimes prefer to stay in bed in laziness mode. In this situation, employees want to give time to themselves.

10. Reject the help of others

Employees sometimes reject the help of others; even others are ready to offer help. In this kind of situation, employees do not want the interference of others in their matters. Employees of their own want to identify the solution or want to wait for a good situation to come.

11. Spend time relaxing with friends

In this case of a coping mechanism, employees try to spend time with their loved ones or friends either by going for movies, shopping, etc. This is done in order to divert the mind.

12. Emotional support from others

Emotional support comes in different ways such as walking arm in arm with loved ones, hearing three beautiful little words 'I Love You', asking for words of compliment from loved ones, friends and family. These things help to reduce the emotional effect of stress.

13. Try to think about how lucky, when compared with those who have more problem

If employees start thinking about how lucky or fortunate, they are in comparison to other employees, then automatically to certain extent effect of stress will reduce.

14. Remind to focus on good things instead of bad things

If employees keep a positive attitude or focus on a good thing and stop giving too much attention to bad things, then in such case it will help to reduce the effect of stress.

15. Find reasons to laugh

In order to reduce the effect of a stressful situation, employees try to find reasons or situation to laugh. They are finding happiness in everything they do, such as enjoying the birthday party of others, singing, dancing, fishing, watching comedy movies or shows and any other things which they like.

16. Always hopeful

In this case of a coping mechanism, employees are waiting for a good situation to come. They believe everything is temporary in nature.

17. Able to communicate needs

In this case of coping mechanism, employee communicates their needs such as need of emotional support, need of financial support, etc.

9.3.2 Problem Focused Coping Mechanism Practice By Employees

1. Practice relaxation techniques

Relaxation technique refers to any activity that helps an individual to relax or to attain a state of calmness or to reduce the level of stress. The following are some of the activities that are used to relax the mind or to overcome a stressful situation

Yoga and Meditation

All forms of physical exercise

Breathing exercise

Guided imagery

Progressive muscle relaxations

The above activities can help to deal with pre-mature or impulsive action during stressful situations.

2. Join a support group for help

In order to overcome the stressful situation, employees join a support group such as WhatsApp group, Facebook group, Laughter club, Work group, Social club, NGOs, etc. These groups provide a platform for members to share their personal experiences related to stress, the coping mechanism used for a particular stressful situation, advice to deal stressful situation, etc.

3. Seek out leisure activities

In this case of coping mechanism, employees to overcome stressful situation try to engage in different leisure activities such as cooking, gardening, craftwork, fishing, swimming, etc. This kind of activities helps to improve work and personal life by bringing some kind of interest or happiness.

4. Use of physical activity

Physical activity refers to the movement of the body that uses energy. It includes activities such as walking, running, climbing, swimming, playing, etc. Employees who engage in physical activity feel calm and have a sense of well-being after performing physical activity. This kind of activities makes employees happy and healthy, which in turn help them to handle the workload, work schedule, etc. with ease.

5. Readjust existing goals

In order to minimize the effect of stress, sometimes readjustment in exiting goals are required. For example, the goal of an employee is to get a promotion or looking for better career prospects. In order to achieve this goal, an employee is putting a lot of efforts by performing extra workload and waiting beyond work time at the workplace. This made an employee more stressful, in order to overcome this stressful situation, an employee is making some readjustment in goal, wherein an employee avoids doing a task beyond requirements.

6. Develop strategies to solve the issue

In order to overcome a stressful situation, employees develop a strategy or approach. For example, if an employee is not clear about the type of work and behaviour expected by higher authorities and subordinates. The said situation is responsible for a stressful situation. In order to overcome the situation, an employee tries to interact with superiors and subordinates and clarify certain issues. The change in approach or strategy can help to overcome the stressful situation.

7. Find out information or research related to the problem

In this case of coping mechanism, employees to overcome stressful situation find out information or do research related to their stressful situation. For example, they will collect information about the counselling centre to get expert advice, or they will do some kind of research by referring to journals, books and websites.

8. Do the best under any circumstances

In order to change problem or stressful environment, employees give their maximum or give their best. For example, employees try their best to finish work on time or try their best to improve their relationship with colleagues. This can help to overcome a stressful situation.

9. Find information to understand the situation

In order to understand occupational stressor, employees try to find out the root cause of the problem by gathering information. For example, conflicting demands of superior are one of the stressors at the workplace, then in such case employees will try to understand the situation.

10. Try to look at the issue from different perspectives

In this case, employee considers the stressful situation from the point of view of others too. This kind of approach help to change a stressful situation. For example, poor peer relationship is one of the cause for stress at the workplace, then in such case an employee instead of blaming others directly, they think from their point of view.

11. Find people who can offer information or help

In this case of a coping mechanism, employees try to find people within or outside the organisation, to get some help to overcome a stressful situation.

12. Think of ways that can change the situation and make it better

In order to overcome a stressful situation, employees think of ways to improve the situation. For example, a heavy workload is one of the stressors at the workplace. In this case, employees take the initiative to identify ways to change the said stressful situation.

13. Know how to calm down

Instead of increasing intensity of stress or stressors, employees try to keep themselves cool and calm by controlling anger, avoiding arguments, blaming game, ignoring certain things, etc.

9.3.3 Coping Mechanism (Lower Level Employees)

The following are the different coping mechanism practiced by lower-level employees to deal with a stressful situation. Further, the different coping mechanisms are classified into emotion-focused and problem-focused based on the theoretical contribution made by researchers in the past. The following sequence of coping mechanisms listed in table 9.3.3.1 is based on mean scores.

Statistical Tool: Descriptive Statistics

Table No. 9.3.3.1 Coping Mechanism and Coping style (Lower Level Employees)

Coping Mechanism	Mean	Std. Dev.	Coping Style
Get into more arguments	4.70	.589	Emotion-Focused
Practice relaxation techniques	3.53	1.68	Problem-Focused
End up blowing up at some point	3.44	1.15	Emotion-Focused
Blame practically everyone	3.41	1.37	Emotion-Focused
Remain in house & avoid friends and family	3.36	1.61	Emotion-Focused
Join a support group for help	3.29	1.71	Problem-Focused
Spend time watching television	3.25	1.68	Emotion-Focused
Seek out leisure activities	3.16	1.62	Problem-Focused
Use of physical activity	3.16	1.51	Problem-Focused
Deny that there is a problem at all	3.14	1.16	Emotion-Focused
Throw into careless behaviour	3.11	1.45	Emotion-Focused
Express job emotions by playing music, drawing or painting etc.	3.03	1.30	Emotion-Focused
Readjust existing goals	3.03	.814	Problem-Focused
Stay in bed in laziness mode	2.93	1.36	Emotion-Focused
Know how to calm down	2.80	1.24	Problem Focused
Reject the help of others	2.91	1.28	Emotion-Focused
Spend time relaxing with friends	2.63	1.18	Emotion-Focused
Emotional support from others	2.62	.841	Emotion-Focused
Develop strategies to solve the issue	2.56	1.14	Problem-Focused
Find out information or research related to the problem	2.54	1.22	Problem-Focused
Do the best under any circumstance	2.49	1.22	Problem-Focused
Try to think about how lucky, when compared with those who have even more difficult problems	2.47	.807	Emotion-Focused
Remind to focus on good things, instead of the bad things	2.46	.980	Emotion-Focused
Find information to understand the situation	2.38	1.00	Problem Focused
Find reasons to laugh	2.29	.782	Emotion-Focused
Always hopeful	2.28	1.04	Emotion-Focused
Try to look at the issue from different perspectives	2.12	1.14	Problem Focused

Coping Mechanism	Mean	Std. Dev.	Coping Style
Able to communicate needs	2.09	.734	Emotion-Focused
Find people who can offer information or help	2.00	1.00	Problem -Focused
Think of ways that can change the situation and make it better	1.80	.975	Problem-Focused

(Source: - Primary Data)

9.3.4 Coping Mechanism (Supervisory Level Employees)

The following are the different coping mechanism practiced by supervisory level employees to deal with a stressful situation. Further, the different coping mechanisms are classified into emotion-focused and problem-focused based on the theoretical contribution made by researchers in the past. The following sequence of coping mechanisms listed in table 9.3.4.1 is based on mean scores.

Statistical Tool: Descriptive Statistics

Table No. 9.3.4.1 Coping Mechanism and Coping Style (Supervisory Employees)

Coping Mechanism	Mean	Std. Dev.	Coping Style
Throw into careless behaviour	4.39	0.956	Emotion-Focused
Get into more arguments	4.28	0.917	Emotion Focused
Remain in the house and avoid friends and family	4.07	1.084	Emotion-Focused
Blame practically everyone	3.87	1.166	Emotion-Focused
Spend time watching television	3.5	1.257	Emotion-Focused
Stay in bed in laziness mode	3.47	1.444	Emotion-Focused
Seek out leisure activities	3.21	1.39	Problem Focused
Practice relaxation techniques	3.2	1.638	Problem Focused
End up blowing up at some point	3.14	1.348	Emotion-Focused
Reject the help of others	2.99	1.088	Emotion-Focused
Express job emotions by playing music, drawing or painting etc.	2.79	1.246	Emotion-Focused
Join a support group for help	2.77	1.2	Problem-Focused
Emotional support from others	2.71	1.346	Emotion-Focused

Coping Mechanism	Mean	Std. Dev.	Coping Style
Use of physical activity	2.69	1.109	Problem Focused
Find people who can offer information or help	2.66	0.945	Emotion-Focused
Spend time relaxing with friends	2.5	0.858	Emotion-Focused
Find reasons to laugh.	2.36	1.264	Emotion-Focused
Deny that there is a problem at all	2.31	1.08	Emotion-Focused
Readjust existing goals	2.25	1.063	Problem-Focused
Try to look at the issue from different perspectives	2.23	1.12	Problem-Focused
Develop strategies to solve the issue	2.21	0.954	Problem-Focused
Think of ways that can change the situation and make it better	2.19	0.861	Problem-Focused
Know how to calm down	2.18	1.19	Problem -Focused
Try to think about how lucky, when compared with those who have even more difficult problems	2.09	1.154	Emotion-Focused
Find out information or research related to the problem	2.09	1.101	Problem-Focused
Find the information to understand the situation	2.08	1.031	Problem-Focused
Able to communicate needs	1.98	0.886	Emotion-Focused
Remind to focus on the good things, instead of the bad things	1.86	0.93	Emotion-Focused
Always hopeful	1.85	0.95	Emotion-Focused
Do the best under any circumstance	1.54	0.778	Problem -Focused

(Source: - Primary Data)

9.3.5 Coping Mechanism (Managerial Level Employees)

The following are the different coping mechanism practiced by managerial level employees to deal with a stressful situation. Further, the different coping mechanisms are classified into emotion-focused and problem-focused based on the theoretical contribution made by researchers in the past. The following sequence of coping mechanisms listed in table 9.3.5.1 is based on mean scores.

Statistical Tool: Descriptive Statistics

Table No. 9.3.5.1 Coping Mechanism and Coping Style (Managerial Employees)

Coping Mechanism	Mean	Std. Deviation	Coping Style
Do the best under any circumstance	4.4	0.624	Problem-Focused
Find out information or research related to a problem	4.37	0.659	Problem-Focused
Remind to focus on the good things, instead of the bad things	4.29	0.745	Emotion-Focused
Always hopeful	4.28	0.876	Emotion-Focused
Try to look at the issue from different perspectives	4.25	0.778	Problem-Focused
Able to communicate needs	4.23	0.909	Emotion-Focused
Develop strategies to solve the issue	4.22	0.682	Problem-Focused
Think of ways that can change the situation and make it better	4.17	0.84	Problem-Focused
Find information to understand the situation	4.07	0.927	Problem-Focused
Try to think about how lucky I am when compared with those who have even more difficult problems	3.91	0.876	Emotion-Focused
Find reasons to laugh.	3.79	1.093	Emotion-Focused
Know how to calm down	3.78	1.232	Problem-Focused
Join a support group for help	3.58	1.232	Problem-Focused
Find people who can offer information	3.56	1.07	Problem-Focused
Readjust existing goals	3.26	0.858	Problem-Focused
Spend time relaxing with friends	2.84	1.425	Emotion-Focused
Emotional support from others	2.71	1.08	Emotion-Focused
Express job emotions by playing music, drawing or painting etc.	2.63	1.297	Emotion-Focused
Seek out leisure activities	2.44	1.118	Problem-Focused
Practice relaxation techniques	2.38	1.202	Problem-Focused
Use of physical activity	2.23	1.312	Problem-Focused
Reject the help of others	2.11	0.959	Emotion-Focused
Deny that there is a problem at all	2.11	0.954	Emotion-Focused
End up blowing up at some point	2.09	1.096	Emotion-Focused
Blame practically everyone	1.84	1.16	Emotion-Focused
Throw into careless behaviour	1.7	0.825	Emotion Focused

Coping Mechanism	Mean	Std. Deviation	Coping Style
Spend time by watching television	1.58	0.809	Emotion-Focused
Remain in the house and avoid friends and family	1.54	0.738	Emotion-Focused
Stay in bed in laziness mode	1.51	0.711	Emotion-Focused
Get into more arguments	1.37	0.611	Emotion-Focused

(Source: - Primary Data)

INTERPRETATION

The Table No. 9.3.3.1 result reveals the preference of lower level employees towards coping mechanism or coping behaviour in order to deal with stress at the workplace. The results indicate that lower level employees give more preference or inclination towards emotion-focused coping style. This can be identified based on mean scores of the coping mechanism items. However, they use both coping styles according to causes, intensity and duration of stress situation. The result further specifies that in order to reduce the emotional impact of stress, employees prefer following emotion-focused coping mechanism, which is as follows according to their preference of practice (Based on Mean value).

Getting involved in arguments with colleagues: By doing this, the employees feel that they will prove their point of view.

End up blowing up at some point: By doing this, the employees feel that they have expressed everything which were disturbing their mind.

By blaming others, employees think that they are not responsible for any mistake or problem situation. This helps to reduce the mental effect of stress.

Remain in house and avoid friends: By practicing this kind of behaviour employees want to avoid unnecessary questions and comments of others which can disturb them.

By spending time watching favourite shows and movies on television, can help to divert the mind.

By denying the problem, employees trying to keep a positive mind and stay away from negativity to reduce mental disturbance.

Throw into careless behaviour: In this case, employees ignore consequences of stressors or they stop thinking about the situation. This helps them to reduce stress.

In order to divert the mind, employees express emotions by practicing hobbies such as playing music, painting, gardening, fishing, etc. The said activities give mental peace.

Employees prefer to stay in bed in laziness mode, in order to avoid others as well as they want to give time for themselves.

In a certain stressful situation, **employees reject an offer of help from others**; even they are ready to help. In this case, employees feel that they are capable enough to tackle the situation, or they do not want interference of others in their matters.

Spending time relaxing with friends by going shopping, watching movies, picnic, etc. help employees to divert the mind from a stressful situation.

In case of emotional support from others, **employees expect or ask the company of loved ones and family to share their feelings**. This helps to reduce stress to a certain extent or employees feel better.

When employees **feel lucky in comparison to others** by looking at their problems, employees get some mental relief.

When employees **remind to focus on good things** instead of bad things, automatically it reduces stress to a certain extent.

Find reasons to laugh, in this case of coping mechanism; employees find happiness in each and everything they do. This kind of positive frame of mind helps to reduce stress.

Hoping for the best or waiting for a good situation to come help to reduce stress.

Able to communicate needs, when employees communicate what they feel or need, it helps to reduce stress.

In addition to the above coping mechanism, lower level employees also use **problem-focused coping mechanism** to overcome a stressful situation. The following mechanisms used by employees are mentioned based on their preferences (based on mean score).

Practice relaxation techniques, in order to overcome the stressful situation or from the physical and mental effect of stress, employees practice relaxation techniques.

Join a support group or help; employees join a group to get expert advice or solution for their problem.

Seek out leisure activities, when employees spend time on leisure activities, it gives various benefits to employees in terms of health and mental wellness.

Like leisure activities, physical activity, which includes all form of exercise provides similar benefits to employees.

In the case of **readjustment of goals**, employees make the goal more realistic by making some changes or for the time being keep goal aside. This help employees to come out from a stressful situation.

In a stressful situation, employees know to calm themselves by controlling anger, avoiding the stressful situation or people.

Develop strategies to solve the issue, help employees to overcome a stressful situation.

Finding out information or doing research related stressors at the workplace, help employees to know the root cause of the problem and also helps to identify a solution.

Do the best under any circumstances, when employees give their maximum or a hundred per cent, it helps them to improve the situation.

Try to find information to understand the situation; in this case of coping mechanism, employees try to understand stressors in depth by gathering information.

Try to look at the issue from different perspectives, when employees start considering others point of view and their feelings; then it can help to reduce the mental effect of stress.

In order to overcome a stressful situation, employees find the right person who can advise or guide to overcome the situation.

A least used problem-focused coping mechanism is thinking of ways that can change the situation and make it better.

Like previous results, as seen in the table no. 9.3.4.1, supervisory level employees also give first preference to emotion-focused coping. The preference for coping mechanism mainly depends on the personality of the employees. Further, the development of personality is dependent on personal background, education, social and work status. The result further indicates that careless behaviour towards the stressful situation is a most preferred emotion-focused coping mechanism and in case of problem-focused coping mechanism seek out leisure activities is the most preferred coping mechanism, followed by other coping mechanisms mentioned in the table no. 9.3.4.1.

The lower and supervisory level employees belong to low job status, low educational profile etc. This may be the reasons due to which both lower and supervisory employees give more preference to emotion-focused coping mechanism.

Further, in the case of managerial level employees table no. 9.3.5.1, they give more preference to problem-focused coping mechanism followed by the emotion-focused coping mechanism. This is mainly because they are working at the top level position with responsibilities and targets on their shoulders. So, they cannot avoid stressful situations or wait for a favourable situation to come. Due to this, whenever they face stressful situations, they have to deal boldly so that same situation will not occur in future. The result based on table no. 9.3.5.1 indicates that doing best under any circumstances is the most preferred problem-focused coping mechanism and in case of

emotion-focused coping mechanism remind to focus on good things instead of bad things is the most preferred coping mechanism.

9.4 SUMMARY

This chapter reveals that the hospitality industry organises different programmes in order to keep the work environment healthy and stress-free. The stress at the work place can occur because of various reasons. The stressful situation brings anxiety, lack of concentration, lack of interest and productivity among employees. The organisation does not want this kind of situation which can affect their profitability and image. This thing is also applicable to the hospitality industry, and for that reasons, they are organising tours, picnics, sports activities, cultural activities, yoga camp, counselling, providing accommodation and other welfare activities, etc.

Besides this, the employee at their individual level also uses a coping mechanism to deal with stress. The coping mechanism of employees depends on the cause and intensity of stress and personality of the employee. If employees can understand their stressor in a better way, then they can use an appropriate coping mechanism which can be more effective in comparison to stress management programmes which are designed keeping in mind all employees of the organisation. To conclude both stress management programme and coping mechanism are important to manage stress in the organisation.

CHAPTER 10

FINDINGS, CONCLUSION AND SUGGESTIONS

The present chapter deals with findings of the study based on objectives stated in this work, conclusion, theoretical contribution, managerial implications, the scope for further research and limitations of the research work.

10.1 FINDINGS OF THE STUDY

10.1.1 Occupational Stressors in the Hospitality Industry

In the case of lower level employees, it is found that adverse working conditions which include uncertainty of job security, job does not hold any attention, lot of work to be performed, uncertainty about future career prospects in the present organisation, monotonous nature of work, poor peer relations, job is not creative in nature, conflicting demands of various people. In addition to this, lack of opportunities to participate in the decision-making process, performing excessive work due to organisational constraints, fear of getting negative remark, lack of alternate job opportunities, lack of clarity about work assignments and lack of welfare measures are the prominent stressors among lower-level employees in the hospitality industry.

In case of supervisory level employees, it is found that lack of support of superiors, lack of mutual co-operation and team spirit, lack of opportunity to utilize abilities and experience at the workplace, performing excessive workload due to organisational constraints, lack of clarity about objectives of work assignments, no significance to work, lack of reward policy, lack of importance to suggestions at higher level and no voluntarily help from others are the prominent stressors among supervisory employees.

In case of managerial level employees, it is found that lack of recognition or respect for the job from employees, responsibility of improving efficiency and career growth of employees, too much interference and expectations of higher authorities, lack of reward policy, unable to fulfil expectations of subordinates, suggestions are not considered by higher authorities, fear of getting negative remark, lack of clarity about objectives of

work assignments, lack of clarity about type work and behaviour expected by others, are the prominent stressors among managerial level employees.

10.1.2 Occupational Stress and Demographic Variables

The present study reveals the following findings in case of the relationship between demographic variables and occupational stress. The demographic variables include the following: Age, Gender, Marital Status, Education Level, Income Level, Place of Residence and Place of Origin.

Age

Based on the analysis, it is found that there is a significant difference in occupational stress in relation to age among lower, supervisory and managerial level employees. The result further revealed that in the case of lower and managerial level, employees under the age category of 18 to 25 years exhibit more stress in comparison to other categories of age. This may be because at a young age; employees are new and inexperienced to handle any kind of job and work environment. Young employees working at the lower level get more stress may be because of the uncertainty of job security, monotonous nature of work, unable to handle the workload, etc. In case of young employees working at a higher level, they get more stressed may be because of the burden of responsibilities, lack of clarity about the type of work and behaviour expected by others, deadlines to achieve the targets, etc.

The result of supervisory level, which contradicts with the result of lower and managerial level revealed that employees who have reached the age of retirement exhibit more stress compared to other categories. This may be due to worries about post-retirement life, feeling of ignorance at the workplace from colleagues, etc. To conclude, the result revealed that the relationship between age and occupational stress is inversely related. With the increase in age, there is a decline in occupational stress.

Gender

In the case of the gender of employees, it is found that statistically, there is no significant difference in occupational stress in relation to gender among all three levels

of employees. This may be due to reason, such as both male and female employees are exposed to the same work environment. For example, allocation of work is done as per job description, work schedule as per the policy of the organisation, salary amount as per the job, job security as per the organisational policy and performance. This result in no significant difference in occupational stress in relation to gender.

Marital Status

In the case of marital status, it is found that there is a significant difference in occupational stress in relation to the marital status of the supervisory level of employees. Further, in case lower and managerial level, the result revealed that there is no significant difference in occupational stress in relation to marital status.

Based on the analysis, it is found that separated (Divorced) employees from supervisory level exhibit more stress in comparison to married and unmarried employees.

This may be because the separated employees have additional responsibilities such as taking care of health and education of their family members, domestic work, meeting the financial requirement of family members, etc. Further, separated employees may have additional stressors such as family disputes with a spouse, harassment from work colleagues and society members. The work-family conflict also brings stress.

Education Level

In the case of the relationship between education level and occupational stress, it is found that statistically there is no significant difference in occupational stress in relation to education among lower, supervisory and managerial level employees. This may be due to the fact that employees are stressful because of factors related to work environment which is experienced by all employees irrespective of their education. The further personality of individuals also makes a significant difference in stress, which is classified into type A personality and type B personality. The type A personality refers to an individual with competitive and aggressive. The type B personality refers to an individual with non-competitive nature and relaxed state of mind. The said type of personalities exists among all employees, irrespective of their educational background.

Income Level

The study revealed that there is a significant difference in occupational stress in relation to income level among lower and supervisory level employees. However, the result of managerial level employees shows that there is no significant association. In the case of lower and supervisory level employees, it is found that the employees falling in the lower bracket of income exhibit more stress. This may be because the employees are unable to meet personal and family requirement due to low income or lack of monetary benefits, and thus, it brings stress amongst them.

Place of Residence

It is found that there is a significant difference in occupational stress in relation to the place of residence among lower and managerial levels of employees. However, there is no significant difference in the case of the supervisory level. The study further revealed that lower and managerial level employees belonging to rural background exhibit more stress. This may be due to the lack of confidence, lack of bold personality among employees, etc.

Place of Origin

It is found that there is no significant difference in occupational stress in relation to the place of origin among all three levels of employees. This may be due to the fact that employees are freely moving from one region to another region. This made them familiar with work and social culture.

10.1.3 Occupational Stress and Psychological Variables

Emotional Intelligence

The result found that there is a significant difference in occupational stress of lower, supervisory and managerial level employees in relation to the level of emotional intelligence. The study further revealed a significant decrease in occupational stress with a corresponding increase in the level of emotional intelligence.

In the case of lower level employees, it is found that following dimensions of emotional intelligence such as self-awareness, empathy, self-motivation, integrity and commitment significantly influence occupational stress.

In the case of supervisory level employees, it is found that the following dimensions of emotional intelligence such as self-awareness, self-motivation, integrity, value orientation, commitment and altruistic behaviour significantly influence occupational stress.

In the case of managerial level employees, it is found that the following dimensions of emotional intelligence such as self-awareness, managing relations, integrity, value orientation, commitment and altruistic behaviour significantly influence occupational stress.

Job Satisfaction

The study found that there is significant difference existing in job satisfaction of lower, supervisory and managerial level employees in relation to the level of occupational stress. The study further revealed that with the increase in levels of stress, there is a decrease in job satisfaction among employees.

In case of lower level employees, it is found that the following dimensions of occupational stress such as role overload, role ambiguity, status, working condition, remuneration, the attitude of guests, career prospects and lack of interest or choice significantly influence job satisfaction.

In the case of supervisory level employees, it is found that there is no significant relationship between dimensions of occupational stress and job satisfaction.

In the case of managerial level employees, it is found that the dimensions of occupational stress such as responsibility, participation, intrinsic impoverishment, status, remuneration and expectations significantly influence job satisfaction.

Motivation

It is found that there is significant difference existing in the motivation of lower, supervisory and managerial level employees in relation to the level of occupational stress. The study further revealed that with the increase in stress level, there is a decrease in the drive for motivation.

In case of lower level employees, it is found that the dimensions of occupational stress such as role overload, role ambiguity, peer relation, intrinsic impoverishment, working condition, participation and lack of interest or choice significantly influence motivation.

In the case of supervisory level employees, it is found that the dimensions of occupational stress such as responsibility, intrinsic impoverishment, working conditions and remuneration significantly influence motivation.

In case of managerial level employees, it is found that the dimensions of occupational stress such as role ambiguity, responsibilities, participation, peer relation, intrinsic impoverishment, status, working condition and expectations significantly influence motivation.

10.1.4 Occupational Stress and Organisational Citizenship Behaviour (OCB)

It is found that there is a significant difference in organisational citizenship behaviour (OCB) of lower, supervisory and managerial level employees in relation to the level of occupational stress. The study further found that the lower and managerial level employees fall in the category of moderate level of stress exhibiting high OCB. However, in the case of supervisory level, employees falling in the category of the low level of stress exhibit high OCB. This may be because when employees are less stressful, they can practice OCB in the best possible manner. High level of stress makes it difficult for employees to do good practices for others as they are busy resolving their issues at the workplace.

In the case of lower level employees, it is found that there is no relationship between dimensions of occupational stress and OCB.

In the case of supervisory level employees, it is found that following dimensions of occupational stress such as role overload, role conflict, peer relations and remuneration significantly influence OCB.

In the case of managerial level employees, it is found that following dimensions of occupational stress such as peer relations and status significantly influence OCB.

10.1.5 Occupational Stress and Quality Work Life

The study revealed that there is significant difference existing in occupational stress in relation to the level of quality of work life (QWL) among all three levels of hierarchy. The study further revealed that with the increase in quality of work life, there is a decrease in occupational stress.

The study also found that workload ease and participation in decision making dimensions of quality work life significantly influence the occupational stress among lower level employees.

In the case of supervisory level, it is found that work load ease and human relation dimensions of quality work life significantly influence occupational stress.

In the case of managerial level employees, workload ease, Participation in decision making and Work and total life space dimensions of QWL significantly influence occupational stress.

10.1.6 Coping Strategies and Stress Management Programme

The study result found that the hospitality industry conducts several programmes on a regular basis such as sports event, cultural event, picnic, yoga and meditation camp, motivational training, counselling and other welfare facilities. These activities are conducted to create a positive work environment and to reduce the stress of the employees.

In addition to this, the employees across levels of hierarchy use a different coping mechanism to deal with stress. The study found that employees from lower, supervisory

and managerial level use both emotions focused and problem-focused coping mechanism. Further, the study revealed that the lower and supervisory level employees give preference to emotion-focused coping mechanism to manage stress which involves expressing emotions by arguments, blaming others, avoiding others, playing music, watching TV, rejecting offers, finding reasons to laugh, reminding good things, taking emotional support from others, etc..

In case of managerial level employees, it is found that they give preference to a problem-focused coping mechanism which involves managing stress by adopting following practice such as finding information or solution related to the problem, developing strategies to find a solution, joining support group, readjusting existing goals or plans, using physical activities, etc.

10.2 CONCLUSION

Occupational stress in the hospitality industry is one of the major hazards for top-level management to deal with in an effective manner. Stress is linked to various contributors to the organisational success such as efficiency and productivity of employees and cost element of the organisation. Hospitality employers and management together adopt various measures to manage stress. The present study reveals that there are a number of monetary and non-monetary issues creating a stressful environment among hospitality employees in Goa. The prominent stressors among hospitality employees vary based on their hierarchy. This is mainly because of the nature of work responsibilities, challenges, expectations, recognition to the job, remuneration, reward etc.

In addition to monetary and non-monetary issues, the demographic variables such as age, gender, marital, status, education level, place of residence, etc. make a significant influence on levels of stress. It is very important for the management or employer to consider demographic variables while designing and adopting measures for stress management at the workplace. The study revealed that young employees, female employees, married employees, highly qualified employees, rural employees exhibit more stress. The management needs to identify the root causes behind a high level of

stress experienced by this particular segment of employees and accordingly, they should organise stress management programmes.

High job satisfaction, motivation and organisational citizenship behaviour are important contributors to the success of the organisation. The study revealed that occupational stress significantly influences the above contributors. Further, it is revealed that there is a negative relationship between stress and the above contributor to success. The study at the end also revealed that employees from lower and supervisory level give preference to emotion-focused coping mechanism. It would be better if employees focus or give preference to problem-focused coping mechanism. The management needs to address this coping mechanism issue by providing suitable training and development programme. It would be better if employees use problem-focused coping mechanism under which one tries to identify a solution to overcome the problem.

The above evidence from the present result shows that occupational stress is a major hazard. The management or employer can handle this hazard by introducing tailor-made stress management programme to create a positive work environment.

10.3 THEORETICAL CONTRIBUTION

10.3.1 Occupational Stressors

The present study identified stressors among lower, supervisory and managerial level employees. The following are the combined stressors across all three level of hierarchy: uncertainty of job security, heavy workload, monotonous nature of job, poor relation with work colleagues, lack of reward, lack of support or motivation from management, lack of recognition to work and post, responsibility of developing future career of employees, conflicting demands, interference of the top level management, role ambiguity and doing work with inadequate resources and employees.

The above result corroborates with a number of studies done in the past in India as well as in foreign countries which are as follows Felicity, K.I. (2005), Cheng, H.H.S. (2010),

Nnuro, E.K., et.al (2012), Srikhum, P. (2013) revealed heavy workload as a prominent stressors, Gibbons, M.G. (2007) revealed workload and bullying at work, Keerthi, G.S. (2012) inter-group conflict, Singh, A.S., et.al (2012) role ambiguity, Anbazhagan, S. R. (2013) lack clarity about role, heavy workload and lack of recognition and respect from authorities are prominent stressors, Ereno, J. (2014) expectations to perform the best, Akyeamong, W.G.S. (2014) Lack of support, role ambiguity, poor relations with colleagues, too many demands at work, attitude of guest and inadequate salary, Veronica Waldthausen, D. H., et.al (2015) role ambiguity and role conflict, Ajgaonkar, S. (2006) unfriendly attitude of guests, expectations of the higher authority, John W. O'Neill, K. (2011) poor relations with colleagues, Bula, K.P. (2015) job insecurity and pay benefits Mohan, A. K. (2017) inadequate remuneration, lack of interpersonal relation and work environment, Dr. Sachin S Vernekar, D. H. (2018) poor relationship and limited resources, Altintas, V. (2018) job characteristics like time pressure, role conflicts, overload, seasonal unemployment are the prominent stressors.

In addition to the above, some new stressors revealed in the present study which are as follows: lack of substitute to the current job, negative remark related to work and behaviour from the guests and expectations of higher authority.

The study also contributed new Occupational Stress Index (OSI) for lower, supervisory and managerial level employees of the hospitality industry. The objective of OSI is to measure the level of occupational stress.

10.3.2 Demographic

Age

The present study revealed that there is a significant difference in occupational stress in relation to different categories of age among all three levels. The above result corroborates with a number of studies done in the past in India as well as in foreign countries. In the case of Gill, A.P. (2010), the study revealed that a significant difference exists in occupational stress among all categories of age. The similar result was contributed by Gowri Shankar and keerthi (2010). The research done by Antonova, F.A

(2016) revealed that age is found as a significant moderator for occupational stress in independent hotels.

Further, in the present study, it was found that young employees in the age group of 18 to 25 years belonging to lower and managerial level exhibits more stress in comparison to other categories of age. The above result goes hand in hand with a number of studies done in the past in India as well as in foreign countries. Gill, A.P. (2010) revealed that the younger generation employees are more susceptible to high stress. Like previous research, a similar result is revealed by Singh, A.P. (2012), Gayathri, G. (2015).

The study further contributed that old age employees in the age group of 56 and above years belonging to supervisory level exhibit more stress in comparison to other categories of age.

Gender

The present study revealed that there is no significant difference in occupational stress in relation to gender among all three levels of employees. The following studies done in the past by G.Gayathri (2015), Antonova, F.A (2016), Wireko-Gyebi, Sampson and Ametepoh, Rejoice Selorm (2016) agree with the present study.

Marital Status

The present study revealed that there is a significant difference in occupational stress in relation to marital status among the supervisory level of employees. Further, there is no significant difference in occupational stress in relation to marital status among the lower and managerial level of employees. The study done by John W. O'Neill, K. (2011), Antonova, F.A. (2016), revealed no significant difference in occupational stress in relation to marital status. Further, in the present study, it was found that separated (Divorced) and married employees belong to the supervisory level exhibit more stress than unmarried employees.

Education

The study contributed that there is no significant difference in occupational stress in relation to education level among all three levels of employees. The similar result was found in the past by Antonova, F.A. (2016).

Income

The study contributed that there is a significant difference in occupational stress in relation to income level among lower and supervisory levels of employees. Further, there is no significant difference in occupational stress in relation to income level among the managerial level of employees.

Place of Residence

The study contributed that there is a significant difference in occupational stress in relation to the place of residence among lower and managerial levels of employees. Further, there is no significant difference in occupational stress in relation to the place of residence among the supervisory level of employees.

Place of Origin

The study contributed that there is no significant difference in occupational stress in relation to the place of origin among all three levels of employees.

10.3.3 Psychological Variables

Emotional Intelligence

The study revealed that an increase in the level of emotional intelligence brings a corresponding decrease in occupational stress. This depicts that there is a negative relationship between emotional intelligence and stress. The following studies done by Gill, A.P. (2010), Shah, S.K. (2013), Rathore, S. (2015) and Sharfras Navas, M. V. (2018) corroborate with the present study. The study further contributed that emotional intelligence dimensions such as self-awareness, empathy, self-motivation, integrity and commitment are significantly related to occupational stress among lower level

employees. In the case of the supervisory level following dimensions of emotional intelligence such as self-awareness, self-motivation, integrity, value orientation, commitment and altruistic behaviour significantly related to occupational stress. In the case of managerial level dimensions such as self-awareness, managing relations, integrity, value orientation, commitment and altruistic behaviour significantly related to occupational stress.

Job Satisfaction

There is a significant difference in occupational stress in relation to job satisfaction among lower, supervisory and managerial level employees. The study further contributed that occupational stress dimensions such as role overload, role ambiguity, status, working conditions, remuneration, the attitude of guest, future career growth and lack of interest or choice significantly related to job satisfaction among lower level employees. In the case of the supervisory level, there is no significant relationship between dimensions of occupational stress and job satisfaction. In the case of managerial level dimension such as responsibility, participation, intrinsic impoverishment, status, remuneration and expectations significantly related to job satisfaction among managerial level employees.

The above result corroborates with the past studies done by Antonova, F.A. (2016) negative relationship between occupational stress and job satisfaction (Richardson & Burke, 1991; Cavanaugh et al., 2000; Rizwan et al., 2014). Aleksandra Grobelna, M.S., et al. (2016) supervisor support, role conflict and role ambiguity are significant predictors in employees' job satisfaction. Asif Nawaza, K.Y. (2018) found out a negative relationship between role stress and job satisfaction of hotel employees.

Motivation

There is a significant difference in occupational stress in relation to motivation among lower, supervisory and managerial level employees. The study further contributed that occupational stress dimensions such as role overload, role ambiguity, peer relations, intrinsic impoverishment, working conditions, participation and lack of interest or choice significantly related to motivation among lower level employees.

In the case of supervisory level, dimensions such as responsibility, intrinsic impoverishment, working conditions and remuneration significantly related to motivation. In the case of managerial level, dimensions such as role ambiguity, responsibility, participation, peer relations, intrinsic impoverishment, status, working conditions and expectations are significantly related to occupational stress.

10.3.4 Organisational Citizenship Behaviour (OCB)

The study contributed new findings related to the hospitality industry, revealed that there is a significant difference in organisational citizenship behaviour in relation to the level of occupational stress among lower, supervisory and managerial level employees. The above result corroborates with the studies done in the past by Mojinyinola, J.K. (2008), which revealed that there is a significant difference in work behaviour of a less stressed and highly stressed nurse. The study further contributed that there is no relationship between dimensions of occupational stress and OCB among lower level employees. In the case of supervisory levels, occupational stress dimensions such as role overload, role conflict, peer relations and remuneration significantly negatively related to OCB. In the case of the managerial level dimension of occupational stress such as peer relations and status significantly negatively related to occupational stress. The study done by Karabay, M. (2014) revealed that negative correlation between work stress and OCB of bank employees.

10.3.5 Occupational Stress and Quality Work Life

The study contributed new findings related to the hospitality industry, revealing that there is a significant difference in occupational stress in relation to the level of quality work life among lower, supervisory and managerial level employees. The study further revealed that the Quality Work Life dimensions such as workload ease and participation in decision making are significant to occupational stress among lower level employees.

In the case of supervisory level QWL dimensions such as workload ease and human & social aspects of work-life significantly related to occupational stress. In the case of managerial level dimension such as workload ease, participation in decision making and work & total life space significantly related to occupational stress.

10.3.6 Coping mechanism

The present study found that employees belonging to lower and supervisory level give preference to emotion-focused coping mechanism. The above result corroborates with studies done by Patchanitha, S. (2013), Ereno et al. (2014). In the case of managerial level, employees give preference to problem-focused coping mechanism. The study classified coping mechanism into emotion-focused and problem-focused for lower, supervisory and managerial level employees.

10.4 MANAGERIAL IMPLICATIONS

Occupational stress is a challenging issue in the present context for the human resource department or welfare department of the hospitality industry. It is impossible or unrealistic to eliminate stress completely at the workplace. Employees get stressed at the workplace because of different factors such as remuneration, peer relation, workload, lack of participation etc. Further, factors or situations which give stress to one person may not give stress to others. This shows that the personality of employees to handle situations also decide stressors in their life.

The present study found that employees in the hospitality industry in Goa are under a great deal of stress due to various stressors. In case of lower level employees, factors such as adverse working conditions, lack of participation, role ambiguity, role overload, lack of choice and fear of negativity, poor allocation of work and welfare measures are the prominent stressors.

In case of supervisory level, factors such as lack of support of superiors, poor peer relations, role overload, role ambiguity, lack of participation and no reward and significance to work are the prominent stressors.

In the case of managerial level employees, factors such as low status and recognition, responsibility, adverse working conditions, poor peer relations, role ambiguity and role overload are the prominent stressors.

The findings of the study revealed prominent stressors across all three level of the hierarchy. The study also revealed that occupational stress negatively influences job satisfaction and organisational citizenship behaviour among lower, supervisory and managerial level employees.

Based on the findings, there is a need to address stressors immediately by top-level management.

The management needs to address stressors issue separately based on their hierarchy, which can give more effective results. In case of lower level employees, top-level management or Human resource department should work out on certain issues such as job security, clarity about future career prospects, proper allocation of workload, training related to soft skills, improving peer relations by developing culture of teamwork or togetherness in addition to their other activities such as cultural and sports events. The management should also focus on creating a participative work environment by encouraging suggestions and views related to the work environment.

In case of supervisory level employees, top-level management or human resource department should work out on certain factors such as attractive reward policy, timely support and appreciation to the work from authorities, clarity about the job description, the practice of democratic principle from higher authority and proper allocation of work.

In case of managerial level employees, top-level management should work out on the following dimensions such as proper recognition to work and post; enough freedom should be given to carry out their work, develop a culture of teamwork and provide a platform to participate in a top-level meeting to discuss work-related issues.

These issues need to be addressed immediately by the top level management to increase job satisfaction, drive for motivation and to create an environment for employees to practice organisational citizenship behaviour. If employees are highly satisfied and motivated, then they will practice organisational citizenship behaviour, which exhibits positive behaviour or helping behaviour towards colleagues. This would help to create a teamwork culture and to provide quality services to guests.

The study revealed that the separated (divorce) and female employees exhibit more stress. In order to address this issue, management from their side could organise work-life balance programme. The study further revealed that new employees exhibit more stress. In order to deal with this issue, management should focus more on job orientation by proper counselling and helping hands in work matters at the initial phase.

In order to manage stress at the workplace, the management are organising various programmes on a regular basis. Besides this, the management needs to focus more on programmes such as training related to communication and soft skills in order to develop a better understanding between superior and subordinates as well as to deal with the indifferent attitude of guest in an effective manner.

The present study also identified that lower and supervisory level employees give preference to emotion-focused coping mechanism instead of problem-focused coping mechanism. The management can work on this issue by organising more and more personality development programme so that they will give preference to a problem-focused coping mechanism, which is more effective in the present context of work life.

10.5 SCOPE FOR FURTHER RESEARCH

The present study was undertaken to identify occupational stressors among lower, supervisory and managerial level employees in the hospitality industry in Goa. The study also identified the relationship of occupational stressors with demographic variables, psychological variables, quality work life and organisational citizenship behaviour. Like every research, the present study provides scope for further research work in a different context, which are as follows:

A further study by including other sectors of the hospitality industry like tourism industry could be undertaken to get some new results.

A Comparative research could be undertaken to study occupational stress in the hospitality industry in the coastal region and non-coastal region. In addition to this,

comparative research could be undertaken to identify the stressors faced by front line employees and backend office employees.

The levels of stress of employees vary from time to time. It would be interesting to study occupational stress by considering two different time phases, i.e. tourism peak season and non-peak season.

It would also be interesting to study the relationship between the level of stress and the coping mechanism used by employees.

In addition to the above, researchers can study employee - guest conflict and its impact on employees and employer in the context of stress.

Due to limited research work on occupational stress in the hospitality industry in India, it gives an opportunity for the researchers to carry out work on the above-cited areas.

10.6 LIMITATIONS OF THE STUDY

It is very common that every research work has some kind of limitations that might restrict the research findings. When a researcher starts working on any research idea, various aspects of the same are explored. In the context of research, it becomes difficult to study the entire population and variables due to non-availability of data, the response of the target population, lack of literature framework etc. Like every research, there are a few limitations present in this particular research work.

The study was confined to star hotels and fine dining restaurants of the hospitality industry in Goa. The study did not include other sectors of the hospitality industry.

The study could not identify stressors separately for star hotels employees and restaurant employees.

It was difficult to interact in detail with certain employees in certain cases to know their experiences of working in the hospitality industry. In addition to this, it was difficult to conduct a survey in certain cases due to organisational or human resource policy.

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ANNEXURE

OCCUPATIONAL STRESS AND STRESS MANAGEMENT IN HOSPITALITY INDUSTRY IN GOA

SECTION-I DEMOGRAPHIC PROFILE

Please tick mark (✓) whichever is applicable.

1. Age Category

- | | | | |
|----------|--------------------------|-----------------|--------------------------|
| a) 18-25 | <input type="checkbox"/> | b) 26-35 | <input type="checkbox"/> |
| c) 36-55 | <input type="checkbox"/> | d) 56 and above | <input type="checkbox"/> |

2. Gender

- | | | | |
|---------|--------------------------|-----------|--------------------------|
| a) Male | <input type="checkbox"/> | b) Female | <input type="checkbox"/> |
|---------|--------------------------|-----------|--------------------------|

3. Marital Status

- | | | | | | |
|------------|--------------------------|-----------|--------------------------|--------------|--------------------------|
| a) Married | <input type="checkbox"/> | b) Single | <input type="checkbox"/> | c) Separated | <input type="checkbox"/> |
|------------|--------------------------|-----------|--------------------------|--------------|--------------------------|

4. Education level

- | | |
|---|--------------------------|
| a) Illiterate | <input type="checkbox"/> |
| b) Up to S.S.C | <input type="checkbox"/> |
| c) Up to H.S.S.C | <input type="checkbox"/> |
| d) Graduation | <input type="checkbox"/> |
| e) Post-Graduation | <input type="checkbox"/> |
| f) Diploma/Degree in Hospitality Management | <input type="checkbox"/> |
| g) Any other | <input type="checkbox"/> |

5. Annual Income level

- | | |
|--------------------------------------|--------------------------|
| a) Up to Rs.1,00,000 | <input type="checkbox"/> |
| b) From Rs. 1,00,001 to Rs. 1,50,000 | <input type="checkbox"/> |

- c) From Rs. 1, 50,001 to Rs. 2, 50,000
- d) From Rs. 2, 50,001 to Rs.5, 00,000
- e) Above Rs. 5, 00,000

6. Place of Residence

- a) Rural b) Urban

7. Place of Origin

- a) Goan b) Non-Goan

SECTION II

OCCUPATIONAL STRESSORS (FOR LOWER LEVEL EMPLOYEES)

Instructions: Please tick mark (√) the rating for each question that comes closest to reflecting your opinion about it.

		Score				
		5	4	3	2	1
Sr. No.	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
ROLE OVERLOAD						
1	I have to do a lot of work in this job.					
2	I have to work very fast because of excessive work load.					
3	I have to do such works which have to be done by others.					
4	I am unable to carry out my work to my satisfaction on account of excessive workload and lack of time.					
ROLE AMBIGUITY						
5	The objectives of my work assignments are quite clear and planned.					
6	It is not clear that what type of work and behaviour my higher authorities and colleagues expect from me.					

		Score				
		5	4	3	2	1
Sr. No.	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	ROLE CONFLICT					
7	I am not able to satisfy the conflicting demands of various people around me.					
8	Officials do not interfere with my jurisdiction and working method.					
	PEER RELATIONS					
9	I have to work with people whom I don't like.					
10	Some of my colleagues and superiors try to defame & malign me as unsuccessful.					
11	My colleagues do help me voluntarily, if works get difficult.					
12	There exists sufficient mutual co-operation and team-spirit among the employees of this organization / department.					
	INTRINSIC IMPOVERISHMENT					
13	My work is of monotonous nature.					
14	I get ample opportunity to utilize my abilities and experience independently.					
	STATUS					
15	I receive the respect at work which I deserve from my superior.					
16	This job has enhanced my social status.					
17	My higher authorities do not give due significance to my post and work.					
	WORKING CONDITIONS					
18	I do my work under tense circumstances.					
19	I often feel that this job has made my life difficult.					
20	Working conditions are satisfactory here from the point of view of our welfare and convenience.					
	REMUNERATION					
21	I get less salary in comparison to the quantum of my work.					
22	I am rarely rewarded for my hard work and efficient performance.					

		Score				
		5	4	3	2	1
Sr. No.	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	ATTITUDE OF GUEST/CUSTOMER					
23	I have to do some work without my will due to pressure from the guests.					
24	Sometimes it becomes difficult to adjust between guest pressure and the organisation's rules and instructions.					
25	I always have fear of getting negative remark related to my work or behaviour from the guests.					
26	I work under pressure when I deal with foreign guests.					
	FUTURE CAREER GROWTH					
27	I am not clear about my future career prospects in this organisation.					
28	I am unable to perform my duties smoothly due to uncertainty of job security.					
	PARTICIPATION AT THE WORK PLACE					
29	I get enough opportunities to express my difficulties before the higher authorities.					
30	My co-operation and suggestions are given due importance to solve departmental issues.					
31	My superiors discourage democratic practice in the department.					
	LACK OF INTEREST OR CHOICE					
32	I think this job lack creativity					
33	The job does not hold my attention and interest					
34	I didn't have a choice for the current job.					

OCCUPATIONAL STRESSORS (SUPERVISORY LEVEL)

Instructions: Please tick mark (√) the rating for each question that comes closest to reflecting your opinion about it.

		Score				
Sr. No.	Statements	5	4	3	2	1
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
ROLE OVERLOAD						
1	I have to do a lot of work in this job.					
2	Owing to excessive workload, I have to manage with insufficient number of employees & resources.					
3	I have to work very fast because of excessive work load.					
4	I have to do such works which have to be done by others.					
5	I am unable to carry out my assignment as desire by me on account of excessive workload and lack of time.					
ROLE AMBIGUITY						
6	The objectives of my work assignments are quite clear and planned.					
7	It is not clear that what type of work and behaviour my higher authorities and subordinates expect from me.					
ROLE CONFLICT						
8	I am not able to satisfy the conflicting demands of higher authorities.					
9	I am not able to satisfy the conflicting demands of subordinates.					
10	Officials do not interfere with my jurisdiction and working method.					
RESPONSIBILITY						
11	I am responsible for the efficiency and productivity of many employees.					
12	I am responsible for the future career growth of a number of employees.					
PARTICIPATION						
13	Most of my suggestions are heard and implemented here.					
14	My co-operation is frequently sought in solving difficulties of the employees.					
15	My decisions and instructions concerning to the work are properly followed by the subordinate employees.					

		Score				
Sr. No.	Statements	5	4	3	2	1
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	PEER RELATIONS					
16	I have to work with people whom I like.					
17	Some of my colleagues and subordinates try to defame & malign me as unsuccessful.					
18	My superior does help me voluntarily, if work gets difficult.					
19	There exists sufficient mutual co-operation and team-spirit among the employees of my department.					
	INTRINSIC IMPOVERISHMENT					
20	My assignments are of monotonous nature.					
21	I get ample opportunity to utilize my abilities and experience independently.					
22	My suggestions and co-operation are not sought in solving even those problems for which I am competent.					
	STATUS					
23	I receive the respect I deserve from my colleagues.					
24	This job has enhanced my social status.					
25	My higher authorities do not give due significance to my post and work.					
	WORKING CONDITIONS					
26	I do my work under tense circumstances.					
27	I often feel that this job has made my life difficult.					
28	Working conditions are satisfactory here from the point of view of our welfare and convenience.					
	REMUNERATION					
29	I get less salary in comparison to the quantum of my work.					
30	I am rarely rewarded for my hard work and efficient performance.					
	LACK OF SUPPORT OF SUPERIORS					
31	The higher authority appreciates and encourages me.					
32	The authority gives me guidance and suggestions.					
33	The higher authority often criticizes and refuses to help me.					

OCCUPATIONAL STRESSORS (FOR MANAGERS)

Instructions:

Please tick mark (√) the rating for each question that comes closest to reflecting your opinion about it.

		Score				
Sr. No.	Statements	5	4	3	2	1
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
ROLE OVERLOAD						
1	I have to do a lot of work in this job.					
2	Owing to excessive workload, I have to manage with insufficient number of employees & resources.					
ROLE AMBIGUITY						
3	The objectives of my work assignments are quite clear and planned.					
4	It is not clear what type of work and behaviour my higher authorities expect from me.					
5	It is not clear what type of behaviour my subordinates expect from me.					
ROLE CONFLICT						
6	I am not able to satisfy the conflicting demands of various people under me.					
7	My higher authorities do not interfere with my jurisdiction and working method.					
RESPONSIBILITY FOR PERSONS						
8	I am responsible for the efficiency and productivity of many employees.					
9	I am responsible for the future career growth of a number of employees.					
PARTICIPATION						
10	Most of my suggestions are heard and implemented here by the higher authorities.					
11	My co-operation is frequently sought in solving difficulties of the employees.					
12	My decisions and instructions concerning to the work are properly followed by the subordinate employees.					

PEER RELATIONS						
13	I have to work with people whom I like.					
14	Some of my subordinates try to defame & malign me as unsuccessful					
15	My subordinates do help me voluntarily, if work gets difficult.					
16	There exists sufficient mutual co-operation and team-spirit among the employees of my department.					
INTRINSIC IMPOVERISHMENT						
17	My work is challenging in nature					
18	I get ample opportunity to utilize my abilities and experience independently.					
19	My suggestions and co-operation are not sought in solving even those problems for which I am competent					
STATUS						
20	I receive the respect I deserve at work from my subordinates.					
21	This job has enhanced my social status.					
22	My higher authorities do not give due significance to my post and work.					
WORKING CONDITIONS						
23	I do my work under tense circumstances.					
24	I often feel that this job has made my life difficult.					
25	Working conditions are satisfactory here from the point of view of our welfare and convenience.					
REMUNERATION						
26	I get less salary in comparison to the quantum of my work.					
27	I am rarely rewarded for my hard work and efficient performance.					
EXPECTATIONS						
28	Expectations of the higher authority from me to make the department best, brings me under a lot of pressure.					
29	I always work under fear that customers/guest will give a negative remark/feedback to my department employees.					
30	I am not able to fulfil the expectations of my employees due to organisational constraints.					
31	Expectations from the employees motivate me to work hard.					

SECTION III PSYCHOLOGICAL VARIABLES

Instructions:

Please tick mark (√) the rating for each question that comes closest to reflecting your opinion about it.

EMOTIONAL INTELLIGENCE

	Score	5	4	3	2	1
Sr. No.	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	SELF AWARENESS					
1	I can continue to do what I believe in even under severe conditions.					
2	I have my priorities clear.					
3	I believe in myself.					
4	I have built rapport and maintained personal friendship with work associates.					
	EMPATHY					
5	I pay attention to the worries and concerns of others.					
6	I can listen to someone without the urge to say something.					
7	I try to see the other person's point of view.					
8	I can stay focused under pressure.					
	SELF MOTIVATION					
9	People tell me that I am an inspiration for them.					
10	I am able to make intelligent decisions using a healthy balance of emotions and reason.					
11	I am able to assess the situation and then behave.					
12	I can concentrate on the task at hand inspite of disturbances.					
13	I think feelings can be managed.					
14	I believe that happiness is an attitude.					
	EMOTIONAL STABILITY					
15	I do not mix unnecessary emotions with issues at hand.					

16	I stay composed in both good and bad situations.					
17	I am comfortable and open to novel ideas and new information.					
18	I am persistent in pursuing goals despite obstacles and setbacks.					
	MANAGING RELATIONS					
19	I can encourage others to work even when things are not favourable.					
20	I do not depend on others encouragement to do my work well.					
21	I am perceived as friendly and outgoing.					
22	I can see the brighter side of any situation.					
	INTEGRITY					
23	I can stand up for my beliefs.					
24	I pursue goals beyond what is required of me.					
25	I am aware of my weaknesses.					
	SELF DEVELOPMENT					
26	I am able to identify and separate my emotions.					
27	I feel that I must develop myself even when my job does not demand it.					
	VALUE ORIENTATION					
28	I am able to maintain the standards of honesty and integrity.					
29	I am able to confront unethical actions in others.					
	COMMITMENT					
30	I am able to meet commitments and keep promises.					
31	I am organized and careful in my work.					
	ALTRUISTIC BEHAVIOR					
32	I am able to encourage people to take initiative.					
33	I can handle conflicts around me					

JOB SATISFACTION SCALE (JSS)

Please tick mark (√) the rating for each question that comes closest to reflecting your opinion about it.

	Score	5	4	3	2	1
Sr. No.	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	WORK ITSELF					
1.	My job gives me a chance to do the things I do best.					
2.	I am satisfied with the allotment of work in my section/department.					
3	I would rather do my present work than any other kind of work.					
	PAY AND OTHER FINANCIAL BENEFITS					
4.	I am satisfied with the method of allocation of my increments.					
5.	My income is larger than what I could have got in other similar organizations.					
6	I am satisfied with the chances I get for increasing my income in this organization.					
	PROMOTIONAL AND TRAINING OPPORTUNITIES					
7	My abilities and performance on this job are appreciated.					
8	I am satisfied with the chances of promotion in my department.					
9	I am satisfied with the personal development, training and quality improvement programme in this organization.					
	JOB SECURITY					
10	As long as I work efficiently, I will not lose my job					
11	The organization's policy is to over-drive the worker and get the maximum out of him/her.					
12	There is a good relation in this organization between the staff association and the management.					

13	If I am given the same type of job under same terms and conditions in a different organization, I would quit current job.					
	SUPERVISION					
14	My immediate supervisor is reasonable in the work he expects from me.					
15	I am satisfied with the general supervision on my section/department.					
16	My supervisor encourages me to offer suggestions for improvement in my section/department.					
	COLLEAGUES / CO-WORKER					
17	The people I work with give proper recognition to my work.					
18	I prefer to work with my present colleagues.					
	COMPANY PRACTICES					
19	The organization is sympathetic to and appreciative of the employees' point of view.					
20	The organization treats its employees worse than other organizations in terms of income, facilities and overall development.					
21	The existing rules adequately cover my average requirements.					
22	I am given maximum facilities for doing my work properly.					
23	I am satisfied with the welfare facilities like cafeteria, rest room and other facilities.					
24	Taking all these things into consideration, I am satisfied with my service here.					

MOTIVATION SCALE (FOR LOWER LEVEL)

	Score	5	4	3	2	1
Sr. No.	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	ACHIEVEMENT					
1	I would like to be the best employee in my department/section.					
2	I get restless and annoyed when I feel I am wasting time.					
3	I avoid becoming the centre of attraction in a group.					
4	I like doing everything on my own rather than seeking the help of others.					
5	I enjoy working with people who perform at my level rather than those who are smarter and more hard working than me.					
6	I always work very hard to be amongst the best employees in my organisation.					
7	The Superiors and co-workers who know me well say that I am hard working and ambitious.					
8	I never leave a task or assignment incomplete					
9	When I come to know that somebody like me has achieved something great, I am motivated to do the same in a better way.					
10	I find myself just taking life as it comes.					
	AFFILIATION					
11	I often talk to those around me about non-work matters					
12	I want to be liked by others					
13	I tend to build close relationship with co-workers					
14	I enjoy belonging to group and organisation					
15	I enjoy working with others more than working alone					

MOTIVATION SCALE (FOR SUPERVISORY AND MANAGERS)

	Score	5	4	3	2	1
Sr. No.	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	ACHIEVEMENT					
1	I would like to deal with difficult situations, so that the blame or praise for its results come to me alone.					
2	I avoid becoming the centre of attraction in my department.					
3	I like it when my subordinates say in front of others that I am doing well in my job.					
4	I always try to become a role model for my department.					
5	I like reading the biographies of great people in order to learn how they overcame hurdles and achieved great things in life.					
	POWER					
6	I enjoy competition and winning.					
7	I enjoy being in charge.					
8	I confront people who do the things I disagree with.					
9	I enjoy influencing other people to follow my way.					
10	I often work to gain more control over the events around me.					
	AFFILIATION					
11	I often talk to those around me about non-work matters.					
12	I want to be liked by others.					
13	I tend to build close relationship with co-workers.					
14	I enjoy being a part of a group/ organisation.					
15	I enjoy working with others more than working alone.					

SECTION IV ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Please tick mark (√) the rating for each question that comes closest to reflecting your opinion about it.

Sr. No.	Statements	Never (1)	Rarely(2)	Occasionally(3)	Mostly(4)	Always(5)
1.	Helped co-worker with personal matters.					
2.	Picked up or dropped off co-worker at home.					
3.	Took time to advice, coach or mentor a co-worker.					
4.	Helped co-worker to learn new skills or shared job related knowledge.					
5.	Covered a co-worker's mistake.					
6.	Helped new employees to get oriented to the job.					
7.	Lent money to a co-worker.					
8.	Contributed and/or sent cards/flowers for co-workers on birthdays/special occasions.					
9.	Lent car or other personal property to co-worker.					
10.	Changed vacation schedule, work days, or shifts to accommodate co-worker's needs.					
11.	Offered suggestions to improve how work is done.					
12.	Offered suggestions for improving the work environment.					
13.	Finished a task of a co-worker who had to leave early.					
14.	Came in early or stayed late without pay to complete a project or task.					
15.	Helped a co-worker who had too much to do.					
16.	Volunteered for extra work assignments.					
17.	Informed senior of co-worker's excellent performance.					
18.	Said good things about the employer in front of others.					
19.	Gave up meal and other breaks to complete the work.					
20.	Brought snacks or drinks for co-workers from the canteen.					

Sr. No.	Statements	Never (1)	Rarely(2)	Occasionally(3)	Mostly(4)	Always(5)
21.	Organized office celebrations for holidays and co-workers' birthdays, retirement, etc.					
22.	Volunteered to work after scheduled duty hours.					
23.	Volunteered to help a co-worker to deal with a difficult customer or co-worker.					
24.	Gave a written or verbal recommendation for a co-worker.					
25.	Went out of the way to give co-worker encouragement or express appreciation.					
26.	Decorated, straightened up, or otherwise beautified common work space.					
27.	Assisted a co-worker with device or equipment such as computers, copy machines, etc.					
28.	Defended a co-worker who was being "put-down" / spoken ill of by other co-workers or supervisor.					

SECTION V QUALITY WORK LIFE

	Score	5	4	3	2	1
Sr. No.	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	ADEQUATE AND FAIR COMPENSATION					
1.	Keeping in view one's status, income offered by this organization enables to maintain a reasonable living standard.					
2.	The main reasons for one's financial pressures in this organization are other than the level of income available here.					

	Score	5	4	3	2	1
3.	Gross income offered by this organization is on par with one's responsibility, education, training and experience.					
4.	Gross income offered by this organization compare well with the same offered by other organizations.					
5.	Gross income offered by this organization commensurate with its ability to pay.					
6.	Fringe benefits and welfare measures available in this organization take care of the interest of employees and their families effectively.					
	JOB SECURITY					
7..	Employees in this organization cannot be terminated on invalid grounds.					
8.	In this organization, there is no need to worry about the termination of job at any time.					
9.	Technological changes in the industry are not likely to render the employees of the organization jobless.					
	WORK LOAD					
10.	In this organization, there is no requirement to stay at the workplace beyond the office hours.					
11.	Weekly work schedule conform to the one followed in government organizations.					
12.	In this organization, starting times, lunch times and quitting times according to the work schedule are flexible as per the convenience of the employees.					
13.	While performing the assigned job, one rarely faces crisis situations due to work load or lack of resources.					
14.	While performing a job, the state of the mind remains relatively peaceful.					
15.	In this organization, generally one does not have to work on a job requiring high attention continuously for a long time					
	HUMAN RELATIONS & SOCIAL ASPECTS OF WORK LIFE					
16.	Relations with the peers and colleagues in the organization are based on trust and are a source of socio-emotional support.					
17.	There is no need to be on guard for unwanted leakage of information/remarks to management through some spying system.					
18.	People in this organization accept an individual for his work related skills and potentials.					

	Score	5	4	3	2	1
19.	This organization is marked by the code of same dress, toilet, canteen, etc. for different types of employees.					
20.	There is no need to take recourse to bureaucratic channels of communication in this organization.					
21.	People in this organization are always ready to work in the collective interest and do something for others.					
22.	In this organization, the management is always helpful and a source of socio-emotional support to the employees.					
23.	Union-management relations in this organization are based on trust and spirit of accommodation.					
24.	In this organization, get-togethers, picnics, joint tours, etc. are a regular feature of work life.					
	PARTICIPATION IN DECISION MAKING (D-9)					
25.	At the department or divisional level, suggestions made by employees are duly considered by the management.					
26.	The management consults employees whenever a decision affecting their day-to-day work life is made.					
27.	There is no fear of reprisal when it comes to dissenting from the views of management.					
28.	At the overall organizational level, the management in consultation with the union representatives makes important decisions affecting employees.					
29.	At the union/association level, while taking important decisions, office bearers ensure that due weightage is given to the views of ordinary members.					
	REWARD & PENALTY SYSTEM					
30.	In this organization, hard work and achievements are recognized appropriately in various ways.					
31.	In this organization, it is not difficult for meritorious employees to move to the positions of higher order.					
32.	In this organization, employees are very particular about the matters relating to punctuality, attendance, conduct, etc.					
33.	In this organization, people caught in committing serious offences and irregularities are not left with minor punishment.					
	EQUITY, JUSTICE & GRIEVANCE HANDLING					
34.	In this organization, people have a right to equal treatment in all the matters, such as work assignment, transfer and promotion.					
35.	In this organization rules are equally applicable to all.					

	Score	5	4	3	2	1
36.	Grievance handling procedure available in this organization enables to sort out grievances effectively.					
37.	Grievances handling procedure available in the union/association enables to sort out grievances peacefully and smoothly.					
WORK & TOTAL LIFE SPACE						
38.	While working in this organization, one can attend to family and social obligations without much problem.					
39.	Terms of job in this organization and career demands do not require frequent transfers.					
40.	There is enough time for pursuing hobbies while working in this organization.					

SECTION VI COPING STYLE

Please tick mark (√) the rating for each question that comes closest to reflecting your opinion about it.

Sr. No.	Statements	Always (5)	Often (4)	Sometimes (3)	Rarely (2)	Never (1)
1	I find a way to express my emotions related to job (writing in a journal or blog, playing some music, drawing or painting, etc).					
2	I take emotional support from others.					
3	I try to find the information that I need to understand my situation.					
4	I try to spend more time relaxing with friends and/or loved ones.					
5	I try to do the best I can under any circumstance					
6	I am able to communicate my needs.					
7	I find reasons to laugh.					
8	I think of ways that can change the situation and make it better.					
9	I try to think about how lucky I am when compared with those who have even more difficult problems.					
10	I just stay in bed in laziness mode because I can't deal with my problems.					

Sr. No.	Statements	Always (5)	Often (4)	Sometimes (3)	Rarely (2)	Never (1)
11	Even when people want to help me, I reject their offer.					
12	I throw myself into careless behaviour to divert my mind from problems.					
13	I try to find people who can offer me information or otherwise help me with my problem.					
14	I find myself wasting more time watching television.					
15	I remain in my house and avoid friends and family as much as possible.					
16	I seek out more leisure activities to occupy my time and thoughts.					
17	I get into more arguments than usual.					
18	I blame practically everyone but myself for my problems					
19	I know how to calm myself down.					
20	I end up blowing up at some point.					
21	I deny that there is a problem at all.					
22	I readjust my existing goals to fit with the new situation.					
23	I remind myself to focus on the good things in my life instead of the bad.					
24	I count to ten, take deep breaths, or practice other relaxation techniques.					
25	I outline a few strategies to resolve the issue and choose the one that seems to be the best.					
26	I try to look at the issue from different perspectives.					
27	I am always hopeful.					
28	If I think there is some research or other information available about a problem I have, I will seek it out.					
29	I join a support group to help me with the problem.					
30	I use physical activity as a way to get rid of the pent-up energy.					