



## A STUDY ON IMPACT OF STRESS RELEASING TO WORKING EMPLOYEES IN GARMENT INDUSTRIES

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### ABSTRACT

*The Garment Industry is of major importance to the Indian economy as it contributes substantially to India's export earnings. Thus employees working in the above sociological context of working life are expected to be affected by the general acceleration of the pace of life, contributing to work intensification and constant time pressure. Managers play a key role in reducing the significant sources of stress and shaping the future of employees. Thus the above study was undertaken among managers and supervisory level staff.*

*Our Indian Garment Industry has been rapidly growing in since last few years. Stress Management in organisations helps its employees achieve higher job satisfaction. Productivity and loyalty towards the organisation increases. It has also shown to reduce absenteeism & health-care costs. Employees see Stress Management as something that benefits throughout their life and not just during work time. Happy employees are more productive as they are capable of a clearer focus on the work at hand. They work with each other as a team towards achieving goals set by the organization. Practicing stress management and relaxation techniques on a regular basis helps a person stay calm and confident. Also, a proactive approach to managing stress lowers risks of health conditions caused due to chronic stress. It also helps in terms of balancing emotions, improved thinking capacity, and good health. Organizational role included role overload and role ambiguity. Questions pertaining to working conditions, time-pressure, and relationships with peers and superiors formed the part of organizational environment. Perceived adequacy of appraisal, feedback and training were measured by organizational support. Work-life balance contained subset of questions measuring difficulties in balancing work and personal life.*

*The present world is fast changing and there are lots of pressures and demands at work. These pressures at work lead to physical disorders. Stress is inescapable part of modern life, work place is becoming a volatile stress factory for most employees and it is rightly called as the Age of anxiety. Stress has becoming significantly with the result of dynamic social factors and changing needs of life styles. Stress is man's adaptive reaction to an outward situation which would lead to physical mental and behavioral changes. Brain cells create ideas, Stress may kills brain cells .The truth is that not all stresses are destructive in nature.*

*Stress in the work place has become the black plague of the present century. Much of the stress at work is caused not only by work overload and time pressure but also by lack of rewards and praise, and more importantly, by not providing individuals with the autonomy to do their work as they would like. Since the small scale garments industry is finance oriented, the management should arrange some stress managing programmes for their employee periodically. Small Scale or Large Scale Garment industries must begin to manage people at work differently, treating them with respect and valuing their contribution. If industries enhance the psychological well being and health of the employees, in the coming future the organization would make more revenue as well as employee retention. Because it is said that, "A Healthy Employee is a Productive Asset to Company".*

*The researcher in this study is concluding the stress free employees perform better, work harder, feel happier and have a long term commitment to the organization as compared to their counterparts in present competitive business.*

**KEYWORDS:** *Stress, Work-related stress, Manager, Supervisor, Employee, Industry*

## INTRODUCTION

The textile industry in India is an extremely well organized sector, garment manufacturers, exporters, suppliers and wholesalers are the gateway to an enterprising clothing and apparel industry in India. Organization life is quite stressful new technologies, global competition; competitive pressures have multiplied the woes of employees in recent times. Workers who are stressed are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. As per this study, Stress is a dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. Work stress is the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities. Stress is the “wear and tear” our body experience as we adjust to our continually changing environment; it has physical and emotional effects on us and can create positive or negative feelings. As a positive influence, stress can help compel us to action; it can result in a new awareness and an exciting new perspective. As a negative influence, it can result in feelings of distrust, rejection, anger, and depression, which in turn can lead to health problems such as headaches, upset stomach, rashes, ulcers, high blood pressure, heart disease, and stroke. Stress is an internal state of mind which can be caused by environmental and social situations.

So, it is necessary for the organizations to identify stress level of the employees in order to rectify it for the betterment of both the employee and employer. A study on the work stress helps the management to know about the present level of work stress among the workers and reasons thereof. The study significantly helps towards increasing workers productivity and morale. This study aims at studying the work stress among the employees in textile industries. The main purpose of the present study is to find out the level of work stress, that an employee faces, various factors such as creativity, organizational climate, peer relationship among the workers and superiors were studied in detail and also suitable measures and suggestions have been recommended to manage the work stress.

A person who works in garments is called garment workers. Someone whose occupation is making or repairing fur garments products is called garment workers. Someone says that the persons who makes or mends dresses in the factory or garment industry is called garment workers. In another sense, someone who does work as sewing or embroidery with a needle someone who sells men’s clothes a garment maker who performs the finishing steps person whose occupation is making and altering garments someone who does work as sewing or embroidery with a needle. Along with providing a source of income, they help us fulfill our personal aims, build social networks and serve our professions or communities. Job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress can lead to poor health and even injury. Job stress is stress involving work. According to the current World Health Organization’s (WHO) definition, occupational or work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.

Warr and Payne (1983) showed that stress more often comes from how we respond to stressful events than from the events themselves. Some people feel less stressed because they see themselves as able to cope. People who view themselves as in control generally feel less stress. Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make choices. Mental health is zenith important at every phases of life, from childhood and adolescence through adulthood. Mental health is defined as a state of well-being in which every individual realizes his or her own potential, can accommodate with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community. Mental health can be described as the ability to respond to many varied experiences of life with flexibility and a sense of purpose. It is the state of balance between the individual and the surrounding world. According to World Health Organization (WHO) mental health includes; subjective well-being, perceived self-efficacy, autonomy, competence, intergenerational dependence, and self-actualization of one’s intellectual and emotional potential, among others. Wright et al., (1994) studied aspects of psychological work environment and health among male and female white-collar and blue-collar workers in a big Swedish industry. They reported that blue collar workers had more complaints about their physical and mental symptoms and less pleasure in work, when compared to white collar workers. Occupational stress among factory workers has also been studied in developing countries. Rahman (1989) conducted an empirical study on male factory workers in Bangladesh. He found that workers in the high stress group were dissatisfied with their work and reported poorer mental health than the workers of the low stress group.

Shankar and Famuyiwa (1991) examined Stress among factory workers in a developing country. And they concluded that job stress had significant impact on the mental health. There has been quite a lot of research done within the work force in Taiwan. Taiwanese industrial workers placed great emphasis on social relationships at work (Cheng, 1980). Even the inability to maintain a harmonious relationship between co-workers has been rated as a major factor for work-related stress, burnout, and resignation (e.g., Huang, 1986; Kuo, 1989,1990). As far as demographics are concerned, male workers have higher job satisfaction and job commitment than female workers (Su and Huang, 1992). Married workers reported higher job satisfaction and job commitment than single workers (e. g., Chen and Huang, 1982; Huang, 1984; Su and Huang, 1992). Single workers even reported more job related stress than married workers (Hsu and Chen 1981). Older employees with longer working experience tend to report more job satisfaction and job commitment (e. g., Huang, 1986; Su and Huang, 1992; Chen and Huang, 1982). Siu and Donald (1996) studied workers stress among workers from eight occupational groups in Hong Kong. They found that there was a statistically significant relationship between workers perceived stress, health complaints and job dissatisfaction. They also found that workers who were dissatisfied with the physical condition perceived a higher level of work stress, and exhibited more health complaints. But nearly all of these studies obtained data from white collar and professional groups. Other studies have shown that the timing of work is also linked to adult mental health. Shift

work, extended working hours and night work disrupt circadian patterns leading to anxiety, depression, mental distress and poor family relationships (Caruso, 2006; Virtanen et al., 2010). Nigam et al., (2007) conducted a study on safety and health in chemical industry.

The study addressed the present global industrial scenario, for any industry to be successful, it is essential to inculcate safety culture, health consciousness and environmental awareness in every employee of the organization. Paul- Majumder (2003) conducted a study on the physical and mental health status of garment workers and how problem affect labor productivity, competitiveness of the garment industry in the world market and the working life of the workers, particularly of female workers. It showed that various illnesses and diseases were widespread among the garment workers. A large number of workers were found to continue their work even they were suffering from various diseases and illness. Though the garment workers were very young they suffered from anemia, female diseases, dysentery, etc. Moreover, the competitiveness of the garment industry in the world market was seriously affected by the ill health of the workers, since ill health decreases the labor productivity to a great extent. Most of the health problems that the garment workers suffered from arose from the occupational hazards including long working hours, absence of leave facilities, congested and over-crowded working conditions, absence of health facilities and safety measures, absence of staff amenities, lack of safe drinking water etc. Garment industry is the apex resource and leading sector of foreign currency in Bangladesh. This sector not only improves of our domestic growth but also enhances goodwill of foreign country. It helps us to reduce of our unemployment problems. Unfortunately, our government is indifferent of their development and wages. The garment workers are deprived of their various facilities such as good salary, promotion, provident fund, residence, allowance etc. Their life style is so miserable that they fail to supply their basic needs for their family members. Actually, it is great surprising that mainly our economy stands on their industry.

But government and nongovernment institutions are not conscious of their minimum rights. Therefore, there are some selfish owners of garment industry who have a tendency to provide low wages and force to work hard. Their work environment is not supportive for their work. Some problems are existing in garment industry, such as lack of emergency service, lack of hygiene, lack of work space, noise etc which creates them job stress. Continuously suffering from job stress, it impacts on their physical and mental health. So, present research is conducted on garment workers to understand Bangladeshi garment workers have job stress during their work and also how they can get proper mental health which can make their life smoother during work. Most of the studies in this area have been done in western culture. The findings of the study would give some applied values and the study would give new knowledge about job stress and mental health among garment workers. Therefore, this study will help us to provide such information which is very essential for mental health workers, psychologists, sociologists, governments, NGOs and policy makers to take effective steps to facilitate 'garment workers' development.

## LITERATURE REVIEW

Kinard et al. (1995) conducted a study on sexual harassment in the hospital industry and found that more than

half of the complaints were filed against coworkers more than three times the number filed against immediate supervisors. Managers other than immediate supervisors were charged in less than 10% of the cases. According to Weil (1996), unions can play an important role in elevating awareness among employees, as well as monitoring and enforcing statutory labor policies. According to Anita Chan (1998), of all labor rights violations, the worst involve occupational health and safety. Much has been documented in writings published in China and Hong Kong about the lack of work insurance, the high level of accidents in mines, the numerous factory fires, explosions, unguarded machines, severed and maimed limbs, the use of poisons without safeguards, with little, or no medical treatment, or compensation. Bates and Este (2000) found that due to an increase of women and minorities in the workplace, there is an increasing focus on issues of human rights. Many corporations have human rights conflicts, but few have resources devoted expressly to human rights training. Employee turnover, absenteeism, and theft are directly or indirectly related to human rights issues. Costs could be reduced and wages could rise for all employees if workplace discrimination was eliminated. They also concluded that Human rights educators need to move beyond the legal approach if they are to help foster a human rights culture in the workplace. They must consider the full terrain of human rights education and stress the financial benefits of human rights and equity in the workplace. The transition toward a diverse and equitable workplace is not a simple one, but by engaging senior management, and encouraging systemic, companywide change anchored in corporate business plans, the barriers which have kept corporations from adopting a human rights culture can be overcome. In the near future, the question corporations may be asking is not whether a human rights culture may be profitable, but whether they can be profitable without it.

Budd et al. (2003) found that unions serve as educators of employees regarding their rights as well as institutions that can effectively monitor and enforce implementation of worker rights. Mondal (2003) conducted study in Bangladesh tea plantation regarding labour rights. He found that the large scale of absenteeism among workers due to illness, which may be due to occupational hazards like working under the glare of scorching sun or in the rain, insect/snake bites, exposure to fertilizers, insecticides and fungicides, and nonuse of self-protective measures like mask or gloves. The problem further aggravates due to certain non-occupational hazards like unsafe drinking water, unhygienic sanitation, and poor food intake and the consequential malnutrition.

Kamaldeep Bhui et al. (2005) studied the Racial/Ethnic Discrimination and Common Mental Disorders among workers and concluded that risk of mental disorders was highest among ethnic minority individuals reporting unfair treatment and racial insults. The overall greatest risks were observed among Black Caribbeans exposed to unfair treatment at work and Indian, Bangladeshi and Irish individuals reporting insults.

Denis Arnold (2006) point out that the public sector employees are granted many rights where as private sector employees do not enjoy much rights. High Commission on Legal Empowerment of Poor (2006) conducted a study on labour rights in informal sector in Ethiopia. They find the major costs are poor quality and unproductive jobs, unsafe work, inadequate income, denial of basic rights.

They suggested to prevent and avoid abuse of worker's right strengthen the labour inspection and revisiting existing labour rules. A survey of Chinese working women's reproductive health and rights in the garment sector (2007) indicates that there are still gaps in the protection of women's reproductive health and rights. Their special needs at work are ignored, particularly during their menstrual period. Women do not receive the kind of protection they should, but rather receive all kinds of unfair treatment.

Datta and Milly Sil (2007) stressed that the greater emphasis must be given on social protection of workers and law must be laid on decent work practices along with proper implementation of minimum wages in both formal and informal sectors.

Monjur Morshed (2007) found that labours in Bangladesh Readymade Garment industry have been denied their legal rights, they do not have appointment letters, usually work long hours in poor working surroundings, and are victims of forced overtime and irregular monthly payments. Workers are barred from forming collective organisations and the termination without any logical reason occurs frequently. In most of the cases poor female garment workers are the victims of such violations of labour rights.

Annette Bernhardt et al. (2009) in their study found that many employment and labor laws are regularly and systematically violated, impacting a significant part of the low-wage labor force in the nation's largest cities. Workers in the sample were paid less than the legally required minimum wage. The employees were not paid the legally required overtime rate by their employers. Minimum wage violation rates were most common in apparel and textile manufacturing. Nearly a quarter of the workers in the sample came in early and/or stayed late after their shift. Of these workers, 70 percent did not receive any pay at all for the work they performed outside of their regular shift. More than two-thirds (69 percent) received no break at all, had their break shortened, were interrupted by their employer, or worked during the break, all of which constitute a violation of meal break law.

Weller and Christian (2011) investigated the potential links between labor rights, total trade, and trade balances and identified how labor rights affect U.S. imports and U.S. exports. Data on U.S. trade were combined with data on international labor standards and other pertinent economic variables to determine potential links between labor rights and U.S. trade. Findings suggested that U.S. would have benefitted from more exports if there had been better worker rights around the world; however, labor rights would not have any measurable impact on U.S. imports.

Catia Gregoratti and Doug Miller (2011) examined the relationship between labour rights and union democracy. There is a potentially important causal relationship and he indicates that emphasis must be placed on unionism. potential links between labor rights and U.S. trade. Findings suggested that U.S. would have benefitted from more exports if there had been better worker rights around the world; however, labor rights would not have any measurable impact on U.S. imports. Catia Gregoratti and Doug Miller (2011) examined the relationship between labour rights and union democracy. There is a potentially important causal relationship and he indicates that emphasis must be placed on unionism.

## NATIONAL SCENARIO EMPIRICAL LITERATURE

Parthasarathy (1976) in his study observes that in several centers, female wage rate formed only 80 percent of the male wage rate. Women workers in agriculture cannot dream of welfare measures like maternity benefits, health facilities and educational facilities for their children. A series of study carried out by the Labour Bureau Government of India (1981) in a variety of industries showed a large of women working in mines did not have separate arrangements for latrines and rest rooms. Shelters and crèches were in neglected condition.

Jaya Arunachalam (1984) in her report on "Empowering Women for a positive revolution" revealed that small percentage of women who get into formal sector, face discrimination and exploitation in their factories and were pushed to accept jobs not accepted by men.

Molly Moore et al. (1995) in their study on Status of Child Labour in Carpet Industry highlighted the following: Children work an average of ten to fourteen hours a day, six and a half or seven days a week, forced to work as long as sixteen or even eighteen hours on a daily basis. The loom sheds are often poorly ventilated, poorly lighted, and cramped. Many of the children suffer from scabies, skin ulcers and other dermatological diseases, a result of the close and crowded conditions and the constant exposure to wool. Work-caused cuts and wounds are endemic and frequently become infected. The employers tend to treat the bonded child laborers harshly. One study of child weavers found that 71 percent reported being beaten for mistakes in weaving, and beaten even more severely if they asked for their wages or tried to escape.

Laabs (1995) found that 74% said that sexual harassment is a serious problem facing business today. 61% of the respondents said that management is not doing enough to address the problem and 90% of the respondents to the survey said that their workers do not understand a common definition of sexual harassment. Martine Kruijtbosch (1996) conducted a survey on child and adult labour in the export oriented garment and gem polishing industry of India, with case studies from Tirupur, Bangalore, Jaipur and Trichy. It was observed that the children are forced to work more hours per day and also in the nightshift because export orders have to be completed in time. This puts a tremendous stress on the children. The majority of the children in the garment industry of Tirupur suffer from exhaustion. According to Patel (1997), the use of contract labour remains widespread in India under conditions which violate basic labour standards.

Vishal Kashyap and Krishna Shekhar Lal Das (2000) found that there was absolutely no trade union presence in the entire IT sector due to workers mobility and the absence of bargaining power. Majority of workers in this sector working beyond the normal hours, there is no concept of overtime payment. In fact, many of the workers in this sector are unaware about their rights to get payment for overtime.

Sabarirajan et al. (2001) analysed employee welfare facilities in Textile industry. The study shows that 15% of the employees have satisfaction with the welfare measures, 39% of the employees have satisfaction at average level and 16% of them are highly dissatisfied. The study conducted by Nigel Meager et al. (2002) show that nearly 70 per cent of the

sample assessed themselves as well informed or very well informed about employment rights in general. A quarter of the sample felt that they did not need to know more than they already did, whereas half felt they would like to know more. In response to direct questions about whether respondents were aware of five specific groups of employment rights (relating to parental leave, Working Time Directive, National Minimum Wage, nondiscrimination, and unfair dismissal), awareness of the National Minimum Wage was the most widespread (91 per cent), and parental leave the least (52 per cent). Over three-quarters of respondents were aware of four or more of these rights when provided with a direct prompt. However, there is a positive relationship between individuals' own assessment of their awareness / knowledge levels, and the number of rights of which they claim awareness when prompted. The results of the survey conducted by **Tata Consultancy Services (2002)** on Child Labour and Labour Rights in the Sporting Goods Industry showed nearly 30 per cent of all football-stitching households surveyed had at least one child employed in football stitching. There are large differences between the wages received by workers in the stitching centres, registered units and the unregistered units for the same work and the wages are below the minimum wage. There are vast gender-wise wage differences and equal remuneration for the same work does not seem to be the practice in production of footballs. Benefits such as bonus, overtime and regular health check-ups are only given to a limited number of stitchers in the stitching centres. In the registered and unregistered units, these benefits are hardly ever provided.

**Anuradha Talwar (2002)** found that gender exploitation also exists in the form of double burden of house work and economic work. Equal wages for equal work are not given. In other words, gender exploitation exists in many forms in the agricultural sector and agricultural women workers in West Bengal are hardly unionised. A survey conducted by the Centre for Education and Communication (2003) on the labour conditions in the garment exporting units existing in Mumbai, Delhi and Tirupur, revealed that there were high proportion of migrant labour, very high level of casualisation, and long working hours. The general trend was that by and large a number of companies paid less than the prevalent minimum wages and were forced to work overtime in order to increase their wages. There is no social security benefit. The study on Labour Rights and Labour Standards for Migrant Labour in India by Salve (2005) found that more than 90 percent of the total workforce is engaged in the unorganized or informal sector, like migrant labour and other workforce. Migrant workers, who are not organized under any trade unions and their labour standards, are not protected by the government as well as trade unions. These migrant workers are illiterate, ignorant, and belong to backward community. They do not get minimum wages stipulated under the Minimum wages Act. Uniform labour standards in the context of unorganized sector workers, like migrant workers, should be implemented in rural and urban areas of India. It is necessary to protect migrant and other workers in the unorganized sector by International labour standards.

**Misra Preeti and Pandey Pradeep Kumar (2007)** stated that the existing legal regime for prevention or protection from sexual harassment in India is incompatible with fundamental rights of working women guaranteed under Indian Constitution and the state is under a Constitutional obligation

to take appropriate legislative, administrative and other measures to secure the basic rights of women. As the problem of sexual harassment is against the interest of women workers, these organizations should work effectively to meet their challenges. On the basis of empirical evidence,

**Amit Kramer (2008)** found that the unions facilitated better knowledge regarding rights for parental leave among employees. Union played positive role in labour policy implementation. Another important finding is that employees who are more likely to use labor rights are more likely to be aware of them. Union members' knowledge regarding their rights is better than that of nonunion members.

## SCOPE OF THE STUDY

Scope The present study seeks to analyse the human resource problems related with one of the influencing factors of QWL is stress management. This study attempt to provide an insight issues in stress management of textile employees. Stress management becomes a problem for employees and employer take action on to reduce the stress of employees. Because it affects the health of employees and also rejecting in their work area. The employer should notice the stress position of employees and also helps to complete the order, with efficient production by employees. So the research concentrate on the stress position of employees with their personal and occupation area.

## RESEARCH OBJECTIVES

To evaluate the contribution of each factor on overall job stress and their effect on task performance of the managers working in the garment sector and the personal and occupational role of the employees' of Textile Industry to study about stress management among the employees of Textile Industry.

## RESEARCH METHODOLOGY

It is descriptive nature of the study. The data were collected by using questionnaire. The study has engaged both primary and secondary data. The analysis tools are T-test, and F-test. The sample respondents are selected based on non-probability sampling technique, "Convenient Sampling

## RESEARCH DESIGN

The study was conducted on basis of interviews and questionnaires based on stratified random sampling in some of the units of this industrial hub, the study concluded that the various causes of work stress have been identified and tackling these would be useful for the management in enhancing work performance of their respective business organization.

## STATEMENT OF PROBLEM

Work stress is the real phenomenon and it is associated with job satisfaction level of a worker in any place. In case of textile industries there are many factors associated with organizational stress among the employees are their over work load, working condition, shift work, relationship between managers and employees, relationship between colleagues and employees, society and family members. Lack of experience in dealing human resource procedures.

## HYPOTHESIS

- 1: Job uncertainty does not have a negative effect on job stress
- 2: Long working hour does not have a negative effect on job stress
- 3: Work overload does not have a negative effect on job stress

4 : Lack of administrative support does not have a negative effect on job stress

5 : Less time for the family does not have a negative effect on job stress

## RESEARCH GAP

Theory Which suggests to take measure of training frontline workers in low-income settings might have large potential given pre-existing low levels of skills (Adhvaryu et. al. 2016a). Yet empirical research on initiatives to develop skills is scant, with the majority of findings emanating from Our country. Little is known about whether and how skills should be improved, and the consequences on productivity.

## RESULTS & DISCUSSION

The experience of occupational stress due to pressure from overload, personal responsibilities and managerial role, may be due to their position in the industry and have to work up to the expectation of their seniors. It was well expected by managers and supervisors as they are to show their ability to reach higher position in the organization and consequently experience more work stress. The results of research that examined the relationship between role stressors and subjective indicators of performance. These findings suggest that there is considerable variation among the correlations across these studies. Furthermore, the average correlation between role stressors and performance ratings from supervisors or peers was very modest though slightly higher correlations were observed between role stressors and self-assessments of performance.

## CONCLUSION

Thus the attitudes, feelings and emotions of employees towards organization play a vital role in determining their performance and behaviour. Therefore the organizations need to pay increasing attention on understanding Organizational Climate, enhancing the Job Satisfaction of their employees and thus reducing the Stress at work-place. On multiple logistic regression after adjusting other variables, it was found that; work-related stress was significantly associated with age, total monthly income of family, travel time and mode of transport. When there is no balance between the effort undertaken and the reward received, negative feelings may be triggered as a response to stress. Also, low income often associated with other negative factors like increased job insecurity, irregular working hours, occupational hazards and low work control, that can enhance their mutual negative effects, increasing stress at work and its harmful consequences. Thus high income level, career opportunities and appreciation are the rewards expected.

## LIMITATION

“Work under duress” may entail an excessive volume or duration of work or tasks that are beyond what can reasonably be expected of a worker. “Life under duress” refers to the imposition by the employer on the worker of degrading or difficult living conditions, limitations on freedom or inducement of excessive dependency

## FINDINGS

By Gathered data are mainly analysed by using Percentages and Means. In additions to the analysis of the data using statistical methods, interpretations are carried out on the basis of these analysed data. From the data, it can be interpreted that great majority of respondents consider good interpersonal relationship among workers as significant factor which can positively contribute to the job satisfaction level of employees.

## REMARKS & RECOMMENDATION

Stress management programmes, both individual focused and organizational focused may be conducted. The individual focused strategies like relaxation techniques, biofeedback, meditation, exercise can be undertaken. The organizational focused strategies like adapting organization structure, selection and placement, training, altering physical and environmental job characteristics, job rotation and emphasizing health concerns can be done to minimize stress.

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