



ISSN: 0976-3031

Available Online at <http://www.recentscientific.com>

CODEN: IJRSFP (USA)

International Journal of Recent Scientific Research
Vol. 10, Issue, 07(I), pp. 33899-33903, July, 2019

**International Journal of
Recent Scientific
Research**

DOI: 10.24327/IJRSR

Research Article

JOB STRESS AND WORK LIFE BALANCE AMONG THE EMPLOYEES OF MAHINDRA & MAHINDRA MOTORS & MAHINDRA FINANCE, SIKKIM

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DOI: <http://dx.doi.org/10.24327/ijrsr.2019.1007.3777>

ARTICLE INFO

Article History:

Received 13th April, 2019

Received in revised form 11th May, 2019

Accepted 8th June, 2019

Published online 28th July, 2019

ABSTRACT

The factors leading to work stress and its impact on work life is vital for any organization to ensure its success and smooth functioning. Various studies have been done in the field of business, regarding the factors leading to work stress and its impact on work life balance & employee performance. This study mainly focuses to find out the relationship between job stress and work life balance among the employees. The focus of the study here concentrates on.

Key Words:

Job Stress, Work Life Balance, Job Environment, Job performance, Career.

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INTRODUCTION

Generally, stress can be defined as a reaction of individual's mental and physical to a stressor in the environment. It is the body's nonspecific reaction to any surrounding environment, made upon it. Stress is a common state in everyday human life.

The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. Stress has the positive and negative effects to the individuals and their environment. It depends on the individuals whether they can manage the stress or not. Although some worker stress is normal, but over stress can interfere with your productivity and impact the emotional and physical health. The ability to deal with stress can mean the difference between failure or success. Stress has a positive effect on employees of any organization but it depends on which is employees can cope with it, sometime it over limits and give the negative effect to employees.

The work life balance is about the effectively managing the juggling act between paid work and all other activities that are important to people such as family, community activities, voluntary work, personal development and leisure and recreation. Work life balance is a concept including proper prioritizing between "work" (career and ambition) and "lifestyle" (Health, pleasure, leisure, family and spiritual development/meditation). Work life balance is a choice an

individual has to make. However, it is the organization that needs to take an initiative to help the employees. Today, an employee is not looking at their employer just for a job, also to care for their work life balance and their well-being. If a company addresses these needs, in addition to providing better career opportunities, they can be very successful in providing job satisfaction to the employees. Companies are adopting new means to ensure that their employees get enough time to enjoy their personal life and spend time with family and maintain job stress. It is very essential for the organizations to have good work-life balance practices and policies.

Relationship between job stress and job performance

Job stress has become a frequent problem across occupations as many organizations nowadays demand a lot from their employees to outrun their competitors. This has led to the built up of numerous stressors that further create challenging and stressful situations for individuals. Several studies concluded have shown that job stress negatively affect employee performance considering the various factors involved and especially employee job satisfaction. This has been confirmed by recent studies shows that, there exists a negative correlation between job stress and employee performance. A study similar to this was conducted which reveals that factors such as Workload, role conflict and inadequate monetary reward are prime source of stress that decreases employee performance.

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Performance (P) is the result of Ability (A) times Effort (E) times Support (S) i.e. $P=A \times E \times S$. From this it is shown that if any of the factor is reduced or absent, such will have an adverse effect on (P). That is to say, performance will shrink. That though productivity is measured in terms of output labour hour, this does not imply that the company will make more money because extra output may not be sold but accumulates as inventory. So, in order test increase in productivity, a couple of questions must be asked. These questions may include: what action has been taken? Has the action taken increase output or has it decrease inventory? did the action decrease operational expense? Therefore, with these in mind, productivity can then be defined as all the actions that can bring the company closer to its goals. Therefore, management must take in to consideration all counter-productive behaviour that may result from stress.

Work life balance in today's world

A lot of people face the problem of balancing work and family life. Many multinational companies remain open for 24hrs. Employees need to work in shifts. Day shift and night shift. Night shift employees feel hard to cope with family life and health. This in turn leads to divorces and bad health. Many Mothers feel difficult to continue work after delivery because her home becomes her first priority. She may be a very good worker but she quits to look after her new born and family. Many Corporate have come up with the option of Flexi time and work from home opportunity to tap theses employees. Personal demands such as visiting school for report card or hospital or any emergency requires attention. In that case the employees need to take leave and remains absent from work. Companies have introduced flexi timings for working so that an individual employee can complete his scheduled work by coming to office any time. This lessens the burden of reaching office on time when personal life needs more attention.

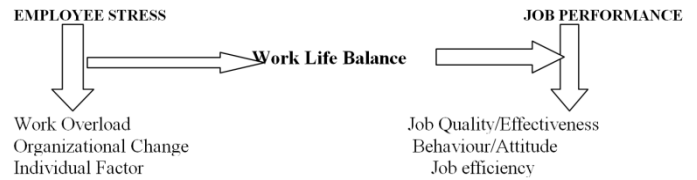
Companies don't want to get away with hard working and result oriented employees so many companies have introduced work from home opportunities where an employee can work from home. There is no stress of visiting office on time. Here an employee can adjust time to devote for work and family. Giving an employee option to work from home helps the employer in adjusting work from a small office and managing a big workforce. Companies give training sessions to employees so that they are more productive. Various seminars are organized. They call the family members of employee so that they too cooperate with the employee in balancing work and home. When a company gives an employee an option of balancing his work and personal life it increases retention and lowers the turnover rate. A company needs to keep an eye on each and every employee so that the productivity is not reduced. An Employer takes measures to retain his employees and increase performance. Work life balance is a good measure taken by companies. An employee should fit in it and try to get maximum benefits.

Theoretical framework

A model developed based on previous theory that estimates the effects of worker stress on the job performance and maintain the work life balance. Worker stress, work life balance and job performance are main constructs included in the proposed research model. Their relationship is illustrated in

figure below.

The previous researches by researcher found many forces are used as antecedents of stress. For this study workload, organizational change and individual factor will become as parameter of worker stress. Job quality, behavior and job efficiency are the parameter of worker job performance and work life balance as the intermediate between the two.



Industry overview

Mahindra Finance Incorporated on January 1, 1991 as Maxi Motors Financials Services Limited and received certificate of commencement of business on February 19, 1991. The name was changed to Mahindra & Mahindra Financial Services Limited on November 3, 1992. Registered with the Reserve Bank of India as a Non Banking Financial Corporation with effect from September 4, 1998 under Section 451A of the Reserve Bank of India Act 1934. Mahindra and Mahindra is an Indian multinational car manufacturing corporation headquartered in Mumbai Maharashtra, India. It is one of the largest car manufactures by production in India and the largest manufacturer of tractor in the world. It was ranked 21st on list of top companies in India by fortune India 500 in 2011. The only Mahindra & Mahindra 8.Automobile dealer in Sikkim giving autonomous services to the peoples of Sikkim from past 18 years with the proficient level of automobile experience

LITERATURE REVIEW

P.S. Swaminathan, & Rajkumar S. in their work on —"Stress levels in Organizations and their Impact on Employees' Behaviour" (2013). They have conducted a study that focused on the levels of stress among the age group, profession, different varieties of jobs, hours of work and the influence of work environment on the degree of stress faced by employees. Stress in an employees' individual in nature. This study indicates that, an optimum level in which every individual can perform with his full capacity and identified three conditions responsible for work stress they are 1) Role overload 2) Role self distance 3) Role stagnation.

(Reddy, 2010)In the paper the aim of study is to identify the various factor which could leads to the work family conflict and family work conflict among the married women employees. Family work conflict and work family conflict are more likely to exert negative influences in the family domain, resulting in the lower life satisfaction and greater internal conflict within family. Several variables such as size of children, work hours which impact the work family conflict and Family work conflict. Data were obtain using descriptive and inferential statistics.

Satija S. & Khan W. in their research work titled —"Emotional Intelligence as Predictor of Occupational Stress among Working Professionals" (2013). According to them Occupational Stress is as same as Job Stress that needs to be controlled at the workplace otherwise it will negatively affect

on employee's work attitudes & behavior. This study investigates that, the relationship between Emotional Intelligence and Occupational Stress. This study revealed findings that, Emotional Intelligence is a most significant predictor of Occupational Stress.

Zaheer, Islam, & Darakhshan. In the study the main aim of the study is to investigate the degree of and the relationship between occupational stress and work life balance of female faculties in the Central University. Study is based on the primary data collection from 120 female faculties from two central universities in Delhi India. The result found that there is a strong negative relationship between occupational stress and work life balance. The study can prove to be of great help to the management of educational setup to increase the level of work life between and decrease the level of occupational stress among their faculties members as to create a work environment effective.

Objective of the study

1. To investigate factors that leads to work stress among employees.
2. To identify the impact of stress on employees performance.
3. To assess the overall impact of work stress on company productivity.
4. To find out the relationship between employee stress and job performance.
5. To identify factors affecting personal life due to work life imbalance.
6. To make recommendations about stress management for future considerations.

Scope of the study

This conceptual study helps to know about the factors causing job stress and explains how the job stress, work life balance factor affecting the performance of the employees. This study has made an attempt to find out the factors affecting the performance of the employees.

Sources of data

The chief sources of data in this research were both primary and secondary data. Primary data is one firstly or freshly collected. In this study, primary data was collected using questionnaires method as for the study 50 questionnaire was given to the employees out of which 46 was filled correctly, 20 from Mahindra Motors & 26 from Mahindra Finance. Data has been collected from various secondary sources like journals, news papers, Books, websites, etc. The questionnaires were design in an easy and unambiguous way to enable the respondent to understand the questions. The questions were divided into closed and open-ended. The Closed-ended ended questions which were centered on issues that directly relates to the study topic were intended to restrict and control the respondent's answer in regard to the study objectives and this also provided an objective base for comparative analysis. The open-ended questions on the other hand were intended to give the respondent the freedom to express their views without any constrain or restrictions.

Data analysis

The analysis of data enables to organize the data collected so as to evaluate or assess the findings and to arrive at a reasoned and valid conclusion. This data is now represented using Microsoft excel tools and findings presented in descriptive statistics involving tables and charts.

Participants' Demographics

Using the purposive sampling method, the researcher selected 46 participants. The demographics of these participants were as follows.

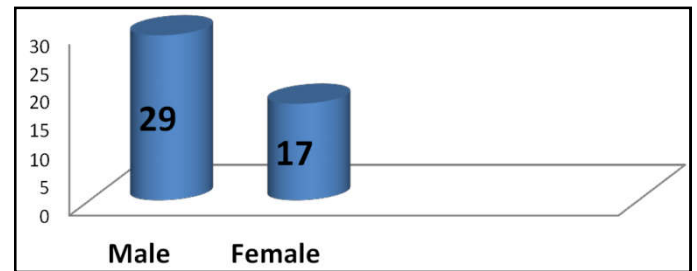


Fig Gender of participants

Figure Male employees were more in comparison with their female counterpart.

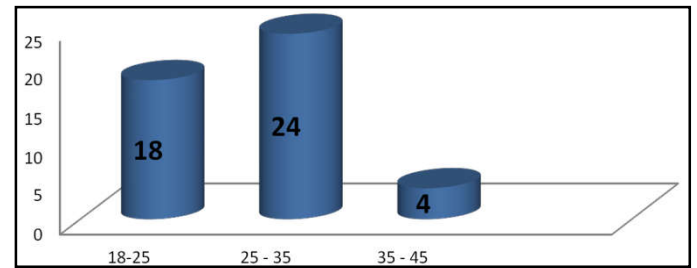


Fig Age distribution

Mahindra Finance and Mahindra Motors has majority of its employees within the youthful active employment zone.

Family Size	Frequency	Percentage
Nuclear	29	63%
Joint	17	37%
Total	46	100%

Data Analysis and Interpretation

Employee likeness towards working for the institution.

Response	Frequency	Percentages
Yes	37	80.43%
No	9	19.56%

An overwhelming 80.43 % of employees love their jobs and don't have reasons to quit. Surprisingly, 19.56% of the employees selected cast doubt on their relationship with the institution. They complain that there are times where the work seems so stress due to target to be achieved such much that they will prefer working elsewhere.

State of balance between the professional and personal life according to Gender.

Gender	Frequency	Percentages
Male	29	59% balanced
Female	17	48% somewhat balanced

Employee towards working under pressure.

Response	Frequency	Percentages
Yes	35	76.08 %
No	11	27.875%

As shown in the above table, 76.08% of employees acknowledge the presence of pressure at work. This relates to the institution's mood and when there is high demand on them to boost their productivity to meet a certain target as it is often the case towards the end of the month. 27.875% report not to be working under pressure.

Employees feeling being stressed when at work.

Response	Frequency	Percentages
Yes	31	67.39 %
No	15	32.6%

The participants believed they are always stressed at work which results from pressure or high demand expected of them.

Employee feeling towards working environment and working condition.

Responses	Frequency	Percentage
Satisfactory	34	73.9%
Dissatisfactory	7	15.2 %
Can't Say	5	10.8 %

This conclude that the employee working in the Company were happy with the working condition and environment.

Responses	Frequency	Percentage
Yes	7	15.2%
No	39	84.7 %

The figure above show that 28 of the participants believed that job stress has no such effect on their family life while 4 participants were somewhat effected by the job stress in their family life.

According to employee the best stress relief method.

Responses	Frequency	Percentage
Entertainment	2	4.34 %
Social network support	8	17.3%
With employees	3	6.52 %
Listening music	14	30.43%
All of the above	19	41.3 %

From the following table it can be concluded that most of the employees prefer all of the above option i.e. entertainment, social network support, with employees and preferably bit inclined towards listening music.

Factors causing stress at work.

Responses	Frequency	Percentage
Working hour	7	15.21 %
Salaries and Wages	6	13.04%
Growth opportunities	5	10.86%
Meeting deadlines	21	45.65%
Repetitive / boring work	7	15.21 %

Majority of the participants i.e. 45.65% rated meeting deadlines as major stressors. This causes a lot of stress as they always have to meet the target set by the company. They also conclude that working hour and repetitive / boring work also considered as a source of stress at work.

Factors that affect the work life and family commitments of employees

Responses	Frequency	Percentage
Work hour	12	26.08%
Overtime	16	34.78%
Work on holiday	7	15.21%
Travelling due to work	11	23.91 %

Employee suffer due to work?

Responses	Frequency	Percentage
Headache	8	17.39 %
Anxiety	5	10.86 %
Chest pain	-	-
Sleeplessness	-	-
Irritability	23	50 %
Backache	3	6.52 %
Inability to concentrate	7	15.21 %

Impact on stress on Job performance

Responses	Frequency	Percentage
Positive	34	75%
Negative	12	25%

As shown in the above table, 75% of employee feels that the impact of stress on job performance is positive and slightly negative. They consider it as positive as stress improve their job performance as employee put their extra effort to achieve there target. Stress of achieving their target on deadline makes them to put extra effort which results in improving there job performance. While 25 % of employees consider stress impact towards the job performance is negative as due to stress they are unable to concentrate at work properly and feels irritability at work.

Finding

- Employee feels that the impact of stress on job performance is positive and slightly negative. They consider it as positive as stress improve their job performance as employee put their extra effort to achieve their target. Stress of achieving their target on deadline make them to put extra effort which results in improving their job performance.
- Maximum of employees love their jobs and don't have reasons to quit.
- Employee complain that there are times where the work seems so stress due to target to be achieved such much that they will prefer working elsewhere.
- Employees acknowledge the presence of pressure at work. This relates to the institution's mood and when there is high demand on them to boost their productivity to meet a certain target as it is often the case towards the end of the month.
- Employee also concludes that repetitive / boring work also considered as a source of stress at work.
- While some of employees consider stress impact towards the job performance is negative as due to stress they are unable to concentrate at work properly and feels irritability at work. In spite of stress, majority of the employees balance in their social life.
- Overtime factor more inclined in affecting the work life and family commitments of employees.

Suggestions

- The management can control certain stress factors which affect the employees in performing their job. The employers can extend their support to the employees to get rid of the job stress.
- The employees also can try to overcome their stress through some exercises, yoga and meditation.
- The concept of the five day week working can be implemented in so that employees can give more time to themselves and their family.
- Flexible working hour for women with kids and employee with old parents.
- Playing soft instrumental sounds in the background may help to the reduce stress level.
- Using or stating realistic goals and targets
- Having proper incentive plan for deserving employee.
- Concept of working from home.

CONCLUSION

Stress is very common in day to day life. Now a day's it's become our part of life. We can overcome stress but we cannot avoid stress. Stress is not bad all the time. But it occurs during the work time it will affect our performance in work.

Employees are the most valuable resource of every institution. Without competent employees, no institution can succeed to outrun its competitors. The success of the institution depends on the employees. The results from the study show that the negative factors that distressed employees had a negative effect on their performance as well as the stress play a great role in improving the performance of the employee. So, for the company to be more successful, it is necessary for the employees to be stress free to some extent for them to perform well. As 75 % of employee concluded that Job stress have positive impact on the performance whereas 25 % stated that it has negative impact on the role to be performed.

Praise and recognition are known to be positive influencers. The management needs to inculcate the habit to praise and recognized an employee for their exceptional performance through awards, merit system and other benefits or bonuses. Clearly defined growth opportunities can help bolster employees' motivation and performance. The lack of growth opportunities and maximum number of target de-motivates their employees and consequently affects their performance. However, employees should not be encouraged to spend excessive overtime instead they should be allowed to go home at a reasonable time.

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How to cite this article:

Pradip Kumar Das and Raj Pradhan.2019, Job Stress and Work Life Balance among the Employees of Mahindra & Mahindra Motors & Mahindra Finance, Sikkim. *Int J Recent Sci Res.* 10(07), pp. 33899-33903.
DOI: <http://dx.doi.org/10.24327/ijrsr.2019.1007.3777>
