



STRESS AMONG NON - JOURNALISTS OF PRINT MEDIA IN KERALA - A VALIDATION TEST OF COOPER'S OCCUPATIONAL STRESS INDEX

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Abstract

Now a days every industry faces new competition requiring employees to work longer hours for the same amount of pay. Due to increased population rate and harder economic environment we are experiencing a saturated work pool that diminishes our job security. This may explain why so many people remain in jobs that are consistent but not fulfilling. Organizational life is quite stressful. New technology, global competition, competitive pressures have multiplied the woes of employees in recent years. The performance of an employee in every organization depends on many factors. One such factor is the stress they are going through in work. The present study attempts to find out the level of occupational stress and the major stressors of non-journalistic employees working in print media industry in the state of Kerala.

Key Words: Occupational Stress, Print Media, Job stress, Stress management in Massmedia.

1.INTRODUCTION

The success of an organization depends on how effectively managers are able to motivate their employees to do the assigned tasks with interest and enthusiasm. Effective human resource management is a major concern for every organisations. Even though the organisations have all the modern technologies and facilities, employees are feeling themselves to be work loaded and stressed. Stress arises due to many reasons. Occupational Stress is a mental or physical tension or both arisen from occupation and its environment including persons and objects from within and outside the work place which results into absenteeism; turnover, accidents, low productivity and service efficiency, lack of motivation and initiative, job dissatisfaction, alienation and disruption of the smooth functioning of the organisation.

In our modern day society at least eight hours of our day is spent directly on work. Stress in itself is not a bad thing. Some amount of stress is necessary to motivate people, and without some pressures, life would become boring and with-out purpose (Cohen, 2001).

Stress has become a very common phenomenon of routine life, and an unavoidable consequence of the ways in which society has changed. This change has occurred in terms of science and technology, industrial growth, urbanization, modernization, and automation on one hand; and an expanding population, unemployment, and stress on the other. Everyone in their work is exposed to tension and anxiety as they gets through the duties assigned to them. Organizations are an important source of stress, and employees' workloads and professional deadlines have increased manifold. These advancements have created stress among employees in the form of occupational stress.

2. THE RESEARCH PROBLEM IN BRIEF

Workplace stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker. The performance of an employee in every organization depends on many factors. One such factor is the stress they are going through in work. Numerous factors affect the employee's work stress and this in turn affects their work life and personal life. Stress affects as well as the individual within them. An organization with a high level of absenteeism, rapid staff turnover, deteriorating industrial and customer relations, a worsening safety record, or poor quality control is suffering from



organizational stress. The study attempts to identify the factors influencing the work stress among the employees (Non-Journalistic cadre) of Print Media in Kerala.

3.OBJECTIVES OF THE STUDY

1. To identify the stressors that may exist among the Non-Journalist employees of Print media in Kerala.
2. To assess what personality and job-related factors were predicative of stress among the Non-Journalist employees of Print media.
3. To assess the level of stress among the Non-Journalist employees of Print media in Kerala.

4.METHODOLOGY AND DATA BASE

This is a descriptive study based on both primary and secondary data. The primary data necessary for the study has been collected from 100 employees (Non-Journalistic cadre) from various print media organisations in the state of Kerala by employing Simple Random Sampling Method. Tool used in the study was developed by Cooper et al.(1988). Secondary data were collected from the reports of labour department, RNI, books, journals, websites etc.

5. STRESS -THE CONCEPT

The term “stress” was first used by Selye (1936) in the literature on life sciences, describing stress as “the force, pressure, or strain exerted upon a material object or person which resist these forces and attempt to maintain its original state.” Stress can also be defined as an adversereaction that people experience when external demands exceed their internal capabilities (Waters & Ussery, 2007). According to American Heritage Dictionary, stress is a state of extreme difficulty, pressure, or strain.

There are two types of stress:

1. Acute – (immediate): these are stress arise which can be a one-time incident that usually comes and goes quickly.
2. Chronic – (long-term): This type of stress can be caused by a continuing string of stressful incidences, or an ongoing situation.

5.1. Symptoms of Stress

The most common symptoms of stress are hair loss, insomnia, depression, irregular menstrual cycles, low libido, decrease or increase in appetite and high blood pressure. The major syptoms of stress are categorised in to five heads. They are described below.

1. Emotional – anxiety, nervousness, worries, depression, anger, irritability, guilt, moodiness, loss of enjoyment of life, loneliness, loss of humour, lack of confidence, isolation, and job dissatisfaction.
2. Physical – feeling restless, feeling uptight, jumpy, high blood pressure, back and neck muscle tension, lack of energy, dry mouth headaches, insomnia, dizziness, loss or increase in appetite and ringing in the ears.
3. Behavioural – impatience, impulsiveness, hyperactivity, short temper, aggressiveness, alcohol abuse, use of drugs, avoiding difficult situations, loss of sex drive, and overworking.
4. Mental – frequent lapses of memory, constant negative thinking, being very critical of yourself, inability to make decisions, difficulty getting things done, distorted ideas, very rigid attitudes and difficulty concentrating.
5. Health – high blood pressure, higher than usual susceptibility to colds and flu, migraines, irritable bowel symptoms, ulcers, stomach disorders, heart attacks, angina, strokes, asthma and skin rashes.

5.2. Consequences of Stress

The effect of stress is closely linked to individual personality. The same level of stress affects different people in different ways & each person has different ways of coping. Recognizing these personality types means that more



focused help can be given. Stress shows itself number of ways. For instance, individual who is experiencing high level of stress may develop high blood pressure, ulcers, irritability, difficulty in making routine decisions, loss of appetite, accident proneness, and the like. These can be subsumed under three categories:

- **Individual Consequences**

Individual consequences of stress are those, which affect the individual directly. Individual consequences of stress are broadly divided into behavioural, psychological and medical. Behavioural consequences of stress are responses that may harm the person under stress or others. It include changes in productivity, turnover, as well as changes in eating habits, increased smoking or consumption of alcohol, paid speech, and sleep disorders. Psychological consequences of stress replace to an individual mental health and well-being from or felling depressed. Job related stress could cause dissatisfaction. Medical consequences of stress affect a person's wellbeing. It creates change in metabolism, increase heart and breathing rates, increases blood pressure bring out headaches and induce heart attacks.

- **Organizational Consequences**

Organizational consequences of stress have direct effect on the organizations. These include decline in performance, withdrawal and negative changes in attitude. Decline in performance can translate into poor quality work or a drop in productivity. Promotions and other organizational benefits get affected due to this. Withdrawal behaviour also can result from stress.

- **Burnout**

A final consequence of stress has implementation for both people and organizations. Burnout is a general feeling of exhaustion that develops when an individual simultaneously experiences too much pressure and few sources of satisfaction.

6. OCCUPATIONAL STRESS

Now a days jobs are demanding and every changing. Every industry faces new competition requiring employees to work longer hours for the same amount of pay. Due to increased population rate and harder economic environment we are experiencing a saturated work pool that diminishes our job security. This may explain why so many people remain in jobs that are consistent but not fulfilling. Heavy workload, infrequent rest breaks, long work hours etc. associated with the job may cause to bring a situation of occupational stress. Similarly Management Style, Lack of participation by workers in decision-making process, poor communication, lack of family friendly policies, Interpersonal Relationships, Lack of support from co-workers and super- visors, job insecurity, Environmental Conditions etc. may also causes stress in work. Occupational stress is a term used to define ongoing stress that is related to the workplace.

Sauter, Lim, and Murphy (1996) defined occupational stress as “the harmful physical and emotional responses that arise when the demands of a job do not match the worker's abilities, resources, or needs. Occupational stress is further defined as a condition arising from the interaction of people and their jobs, and characterized by changes within people that force them to deviate from their normal functioning”.

With the growth of industries, pressure in the urban areas, quantitative growth in population and various problems in day to day life are some of the reasons for increase in stress. Stress is a condition of strain that has a direct bearing on emotions, thought process and physical conditions of a person. According to Steers [1981] Occupational stress has become an important topic for study of organizational behaviour for several reasons like:

- ✓ Stress has harmful psychological and physiological effects on employees
- ✓ Stress is a major cause of employee turnover and absenteeism
- ✓ Stress experienced by one employee can affect the safety of other employees,
- ✓ By controlling dysfunctional stress, individual and organization can be managed more effectively.



A number of studies have been conducted in this field to know the occupational stress among the employees working in many areas. A brief summary of the variables used by different studies to know the occupational stress are given below.

Table -1 Variables Used by Different Approaches to Occupational Stress

	Variables
Parker & Decotis (1983)	Job Characteristics and Conditions
	Organisation Structure, climate and Information flow
	Role Related factors
	Relationship at Work
	Perceived Career Development
	External Commitments & Responsibilities
DeNisi & DeCotis (1994)	Personal Characteristics
	Structural Organisational characteristics
	Procedural Organisational characteristics
	Role Characteristics
Cummins (1990)	Role Conflict and Ambiguity
	Work Overload
	Underutilisation of skills
	Resource Inadequacy
	Lack of participation
Vincent et al (1998)	Unpleasant Internal task duties
	Unpleasant External task duties
	Performance of others
	Work Load
	Professional Risk
Hendrix William et. al (1998)	Job enhancement
	Supervision
	Physical Stressors
	Role Conflict
	Quantitative Work Load
	Job Boredom
	Task significance
Summers Timothy et. al (1998)	Personal Characteristics
	Organisational Characteristics-Structural
	Organisational Characteristics-Procedural
	Role Characteristics
A.K Srivastava & Singh (1999)	Role Overload
	Role ambiguity
	Role Conflict
	Unreasonable group & Political pressures
	Responsibility for persons
	Under participation
	Powerlessness
	Poor peer Relations
	Intrinsic impoverishment
	Low status



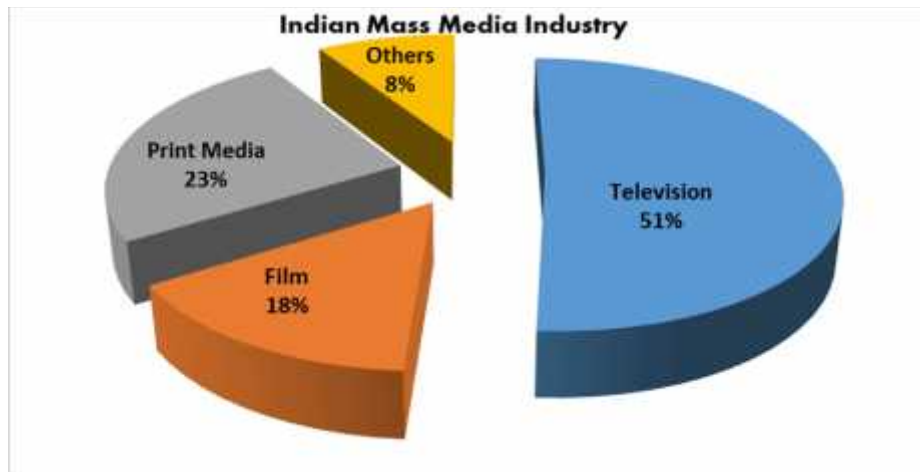
	Strenuous working conditions
	Unprofitability
Ornelas &. Kleiner (2003)	Job Design.
	Management Style
	Interpersonal Relationships
	Work Roles
	Career Concerns
	Environmental Conditions
	Job Design.
	Management Style
Golnaz Sadri (1997)	Factors intrinsic to the job
	Lack of power and influence,
	Ambiguity,
	Conflicting tasks and demands
	Relationships with other people
	Advancement at work;
	Structure or climate of the organization
	Home-work interface
Antoniou et. al (2003)	Factors intrinsic to the job
	Management role
	Relationships with others
	Career and achievement
	Organizational structure and climate
	Home and work
Sarwar &Hira (2011)	Poor communication
	Management pressure
	Emotional attachment with work
	Work overtime
	Leg pulling behaviour
	Uncomfortable workplace
	Technological Changes
	Lack of Clarity of roles and responsibilities
	Inadequate salary
	Long working hours
	Boredom in work place
	Work pressure
Sheena Johnson et. Al (2005)	Work relationships
	Job Overload
	Control Job security
	Resources and communication
	Work-life balance Pay and benefits
	Commitment of the organisation to the employee

7. PRINT MEDIA INDUSTRY - AN OVERVIEW

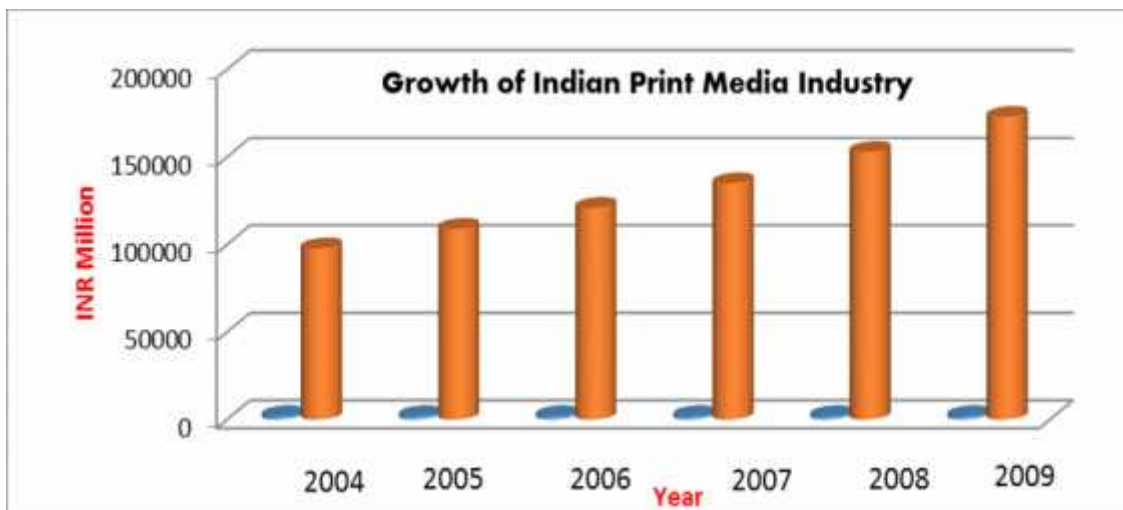
Print Media in India constitute one of the largest industries in the world. The industry publishes the biggest number of paid-for titles in the world. It contributes India's GDP at 6.75% in the year 2009-2010 and 8% in 2011-



2012. Print Media stands the second largest sector in Indian Entertainment and Media Industry. It comprises primarily News papers and Magazines.



According to the report of Ministry of State for Information and Broadcasting (2011), there are more than 74,000 news papers in India registered with the Registrar of News Papers India (RNI). The times of India stands 8th biggest circulated newspaper in the world. This sector shows an increasing circulation trend so that it can win the cut throat competition faced from electronic media. High literacy levels, lower cover prices and high advertising spending have geared the growth of this industry. Nowadays, Government has taken necessary steps to open up the sector to foreign investment and permitted 100% FDI for Print media (Non-News) and 26% for News and current affairs. FDI up to 100% is permitted in publishing/printing Scientific and technical magazines, periodicals and journals(PWC-Destination India, 2005).



The newspaper in India began in 1780, when the Bengal Gazette published from Calcutta by James Augustus and he is considered the "father of Indian press". In 1789, the first newspaper from Bombay the `Bombay Herald` published and the `Bombay Courier` in the next year. Later, this newspaper merged with the Times of India in 1861. The first newspaper published in an Indian language was the Samachar Darpan in the year 1818. As per the statistics of RNI (2005) the total number of newspapers and periodicals published in India was around 41705, which include 4720 dailies and 14743 weeklies. India expended 99 million newspaper copies as of 2008, which



made India the second largest market in the world for newspapers. The newspaper sales involve distributing highly perishable products under severe time constraints. The printed newspapers have to be dispatched to various distributors across the region. The revenue of the newspaper organization is based on a profit on the sale of every newspaper.

7.1. Growth Drivers

According to PWC Report, the growth of print media industry is 232bn by 2011 @12.6% CAGR and the Newspaper industry at 112bn. The growth of this industry is attributed to the following factors.

- **Higher literacy levels:** The level of literacy shows an increasing trend. In 2006, the literacy level was 71.1% as compared to 69.9% in 2005. Urban literacy level is 85.3%. Presently Indian print media is assessed to reach over 220 million people, and has an enormous growth potential.
- **Lower cover prices:** Due to increase in competition and venture into newer regions the companies have reduced the cover prices to augment more sales.
- **Higher ad spends:** Print media accounts for 48% of the total Rs.137.5 billion advertising spend in the country. Increase in consumerism and growth of interest from domestic and global brands in Indian market made the growth in ad segment of the print media industry.

7.2. Print Media in Kerala - A Brief Profile

Kerala state has the highest literacy in the country and has a wide number of newspapers and magazines that caters to the different sections of readers. In Kerala it is generally published in English and Malayalam languages. Newspapers have various editions to cater the needs of different regions. Kerala has around 65 print media organizations.

Newspaper forms a major part of the print media in Kerala. Each district of Kerala has its own newspaper generally published in English and Malayalam language. Some of the newspaper has various editions that cater to different regions of the country as well as abroad.

Some of the popular newspapers of the region are:

- Malayala Manorama
- Mathrubhumi
- Madhyamam
- Kerala Kaumadi
- Deshabhimani
- Hindustan Times
- Deepika
- Metro Vaartha
- Indian Express
- Chandrika
- Janayugam
- Siraj
- Thejas
- The Hindu
- veekshanam
- Varthamanam

According to the Indian readership Survey conducted by MRUC, Malayala Manorama published in Malayalam language occupies the fourth rank among the top ten publications in India and ranked first having readership 8,803 thousand among the top ten language dailies in India. Mathrubhumi published in Malayalam language ranked third in this category (6,020 Thousand). In Kerala the readership statistics is given in the following table.

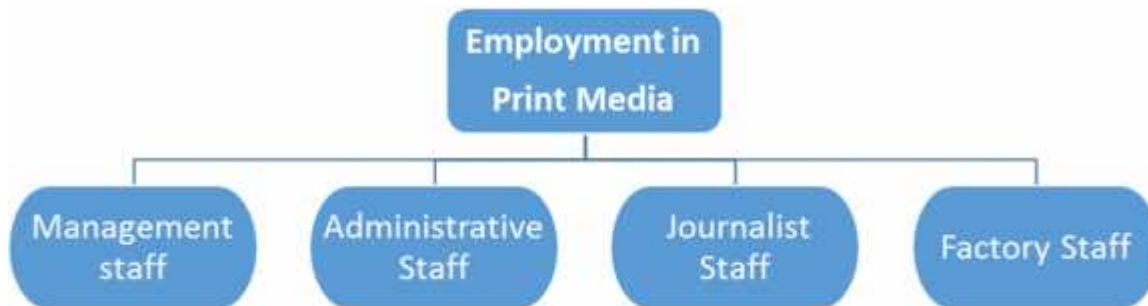


Table 2 - No. of Readers of Different Dailies

Daily	Readership (in lakh)
Malayala Manorama	114
Mathrubhumi	90.94
Deshabhimani	33.06
Kerala Kaumudi	13.04
Madhyamam	11.45
Mangalam	7.14

Source: Indian Readership Survey(2010)

Employees in this sector consist of three major cadre namely, Management Staff, Administrative Staff, Journalist Staff and Factory Staff.



8. THE MEASURING INSTRUMENT - OCCUPATIONAL STRESS INDEX (OSI)

The OSI is a good psychometric tool for assessing stress and is related to a range of occupations (Cooper et al.1988). This index is composed of six questionnaires measuring different dimensions of stress: type A personality (eight items); locus of control (12 items); coping strategies (28 items); sources of pressure (61 items); job satisfaction (22 items); and current state of health (30 items). The present study used the fourth dimension of the OSI. ie. the sources of stress comprising the following six major Sub scales.

1. Factors Intrinsic to Job
2. Managerial Role
3. Relationship with Other people
4. Career Advancement
5. Organisational Structure & Climate
6. Home-Work Interface

Cooper et al describes five sources of occupational stress which are explained below:

- Factors Intrinsic to the job: These include factors like poor physical working conditions, work overload or time pressures, variety of tasks and rates of pay
- Management role: It is concerned with the individuals' perception on the others' expectations on them and includes role ambiguity and role conflict.
- Relationship with Other people: This include poor relationships with boss or colleagues.



- Career Advancement: tis include lack of job security, promotion prospects and perceived threats of redundancy.
- Organisational Structure & Climate: this describes the problems that may get up from bureaucracy, communication problems and morale in the organization.
- Home-Work Interface: It is concerned with the interface between home and work. It examines if there is any effect of work on family and vice versa.

This instrument consists of a five-point scale asking respondents to indicate the acceptability of each statement. A Five-point scale was employed ranging from “Strongly Agree” to “Strongly Disagree” with each statement. The Cronbach’s alpha coefficient for esting the inner consistency of the instrument adopted is presented below which shows the six sources of stress suggested by Cooper et. al

Criteria

Factors Intrinsic to Job	0.83
Managerial Role	0.87
Relationship with Other people	0.62
Career Advancement	0.76
Organisational Structure & Climate	0.81
Home-Work Interface	0.79
TOTAL	0.89

Cronbach’s alpha coefficient of the Occupational Stress Index (OSI)

On the bis of the Cronbach’s alpha values it can be said that the variable “Relationship with Other people” is the only one that presents moderate consistency, while the other criteria are classified with a high consistency. The instrument reported the internal consistency coefficient equalling 0.81, and the Cronbach Alpha, 0.89, which guarantees a very high inner consistency to the adapted instrument proposed in this study.

9.RESULTS AND DISCUSSION

The results of the analysis based on the Primary Data are explained below.

Table 3 - Respondent characteristics

Gender	Frequency	Percentage	Educational Qualification	Frequency	Percentage
Male	29	29	Primary	25	25
Female	71	71	Graduates	61	61
Age			Post graduates	14	14
Below 25	33	33	Designation		
25-35	27	27	Managerial	32	32
36-45	19	19	Non-Managerial	68	68
46-55	16	16	Experience		
Above 55	5	5	0-2Years	26	26
Marital Status			3-5Years	21	21
Married	59	59	Above 5 years	53	53
Single	41	41			

Source: Primary Data

A sample of 100 employees working in 5 major print media organisations in Kerala are selected for the study. This employees are non-journalists covering Managers of various departments, Office and Administrative staff



and employees working in their printing press. Most of the respondents were male (75%) and are married, graduated comprising the age between 25 years and 45 years. Freshers comprises 30% and those having more than 5 years of experience is 45%.

Table 4 - Level of Occupational Stress

Stress variables	Mean Score	SD	Level of Stress
Factors Intrinsic to Job	2.78	0.43	Moderate
Managerial Role	2.32	0.39	Moderate
Relationship with Other people	1.91	0.46	Lower
Career Advancement	1.87	0.51	Moderate
Organisational Structure & Climate	2.89	0.43	High
Home-Work Interface	2.93	0.46	High
Level of Stress	14.7 (Moderate level of Occupational Stress)		

Source: Primary Data.

From the analysis of the score of Occupational stress Index it is found that the the employees of non-journalistic category in the print media organisations facing a moderale level of occupational stress. Stress relating to the variables Organisational Structure & Climate and Home-Work Interface found high among employees especially among managers.

Table 5 - Inter-Correlation between Variables of Occupational Stress

		Factors Intrinsic to Job	Managerial Role	Relationship with Other people	Career Advancement	Organisational Structure & Climate	Home-Work Interface
Factors Intrinsic to Job	Pearson Correlation						
	Sig. (2-tailed)						
Managerial Role	Pearson Correlation	.629*					
	Sig. (2-tailed)	.774					
Relationship with Other people	Pearson Correlation	.446	.765				
	Sig. (2-tailed)	.648	.000				
Career Advancement	Pearson Correlation	.693	.117	.526*			
	Sig. (2-tailed)	.359	.246	.024			
Organisational Structure & Climate	Pearson Correlation	.181	.592	.529	.776*		
	Sig. (2-tailed)	.072	.365	.201	.079		
Home-Work Interface	Pearson Correlation	.492	.549*	.549*	.587*	.729*	
	Sig. (2-tailed)	.000	.058	.000	.000	.001	

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

The correlation analysis of items in the Occupational Stress Index(OSI) shows that there is strong correlation between Relationship with Other people and Relationship with Other people (0.795), Career Advancement and Factors Intrinsic to Job(0.693), Organisational Structure & Climate and Career Advancement(0.776), Organisational Structure & Climateand Home-Work Interface(0.729 as the correlation value is greater than 0.60.



All other variables of occupational stress are related (except Organisational Structure & Climate and c Factors Intrinsic to Job, Career Advancement and Managerial Role) as the p value is greater than 0.05) and shows a weaker correlation.

10. FACTOR ANALYSIS ON VARIABLES OF OCCUPATIONAL STRESS

An exploratory factor analysis was carried out on the responses to the 30 items corresponding to the six variables of Occupational stress. A principal components analysis was performed with a varimax rotation to ensure that as far as possible each variable loaded on one factor.

KMO and Bartlett's Test of Sphericity resulted a value of 0.622 which indicate that adequate sample size being considered. The Bartlett's Test of Sphericity refers to the significance of the study, thus shows the validity and appropriateness of the responses collected to the QWL dimensions used in this study. A value less than 0.05 is admitted to be valid for Bartlett's Test of Sphericity .

KMO and Bartlett's Test used for sampling adequacy		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.622
Bartlett's Test of Sphericity	Approx. Chi-Square	11234.12
	df	201
	Sig.	.000

The analysis revealed that six items, accounted for 60 per cent of the variance. Factors having eigen value greater than one are extracted. The naming of factors is a subjective procedure, but inspection of the items loading on each factor suggests they can be shown in the tables below:

Table 6 - Components of Occupational Stress with variance

SL No	Components	Eigen Value	Rotation Sums of Squared Loadings	
			% of Variance	Cumulative %
1	Factors Intrinsic to Job	6.430	17.224	17.224
2	Managerial Role	3.223	15.112	32.336
3	Relationship with Other people	3.033	13.001	45.337
4	Career Advancement	2.221	11.121	56.458
5	Organisational Structure & Climate	1.101	8.221	64.679
6	Home-Work Interface	1.001	5.121	69.800

Source: Primary Data

The loading of each item on the factor with which it was mainly associated is shown in the table below.

Table 7- Factor loadings for Components of Occupational Stress

Factors	Loadings
Factor 1 : Home-Work Interface	
Taking work to home	0.677
Absence of emotional Support	0.767



Demands of work makes on private/Social life	0.897
Demands of work makes on relationship with family	0.822
Absence of stability in home life	0.812
Factor 2 : Factors Intrinsic to Job	
Having too much work to do	0.715
Satisfaction o Compensation	0.825
Long hours of work	0.565
Frequent Business Travel	0.721
Too little variety in work	0.419
Factor 3 : Career Advancement	
Threat of early retirement	0.785
Being undervalued	0.499
Unclear promotion prospectus	0.677
Lack of opportunities for personal development	0.564
Absence of potential career Advancement	0.777
Factor 4 : Organisational Structure & Climate	
Lack of consultation and Communication	0.875
Poor Quality of Training	0.763
Discrimination and Favouritism	0.567
Insufficient Resources	0.433
Morale and Organisational Climate	0.788
Factor 5 : Relationship with Other people	
Managing the work of other people	0.577
Coping with office politics	0.655
Lack of social support by people at work	0.764
Lack of encourage from superiors	0.852
Personality clashes with others	0.474
Factor 6 : Managerial Role	
Lack of Power and Influence	0.551
Personal beliefs conflict with organisational policies	0.765
Ambiguity in Role	0.543
Inability to delegate	0.546
Implication of Mistake you make	0.723

The exploratory factor analysis on the sources of occupational stress resulted that Home-work interface is the most prominent factor determining occupational stress of the employees in print media in Kerala followed by Factors Intrinsic to Job, Career Advancement, Organisational Structure & Climate, Relationship with Other people and Managerial Role respectively.



Table 8 - The relationship of Variables of OSI with Occupational Stress.

Scale	Correlation (r)
Factors Intrinsic to Job	0.675
Managerial Role	0.660
Relationship with Other people	0.670
Career Advancement	0.672
Organisational Structure & Climate	0.743
Home-Work Interface	0.750

Source: Primary Data

On the basis of the conceptual framework of the study, the above six variables are the independent variables whereas Occupational stress is the dependent variable. The correlations of Occupational stress are shown in Table 6 which shows that Occupational Stress is positively related to all the six variables of OSI.

11. MAJOR FINDINGS

The stress may have to do with responsibilities associated with the work itself, or caused by conditions that are based in the corporate culture or personality conflict. As with other forms of tension, occupational stress can eventually affect both physical and emotional well being if not managed effectively. Specifically, occupational stress can affect a person's health when the workplace stressors exceed an employee's ability to have control over or cope with the situation. The successful implementation of a stress-free work environment depends on how management values its employees' well-being while they are at work, how flexible management is when addressing any workplace stress problem, and how management creates and maintains open lines of communication with its employees. As far as the print media is concerned the employees in both managerial and non-managerial cadre are suffering from stress due to many factors. It is found that the employees of non-journalistic category in the print media organisations facing a moderate level of occupational stress. Stress relating to the variables Organisational Structure & Climate and Home-Work Interface found high among employees especially among managers. Home-work interface is the most prominent factor determining occupational stress of the employees in print media in Kerala followed by Factors Intrinsic to Job, Career Advancement, Organisational Structure & Climate, Relationship with Other people and Managerial Role respectively. Occupational Stress is positively related to all the six variables of OSI. There is strong correlation between Relationship with Other people and Relationship with Other people (0.795), Career Advancement and Factors Intrinsic to Job (0.693), Organisational Structure & Climate and Career Advancement (0.776) and Organisational Structure & Climate and Home-Work Interface (0.729). By fostering open lines of communication with employees about stress issues, management can encourage employees to suggest solutions to the problems they experience on the job. Train managers and supervisors to be effective communicators, coaches and facilitators. Hold group discussions with employees to identify job conditions, stress factors, health conditions and appropriate satisfaction levels. Propose and prioritise job stress prevention strategies. Communicate planned interventions to employees. Include objective measures. Maintain open lines of communication with employees. Encourage anonymous feedback. Recognise and reward outstanding performance. The degree of stress can be reduced by providing various recreational activities like clubs, yoga, tour packages, etc. Training and development programs can be conducted frequently so that the employees will be able to improve their skill and knowledge. The managers should make sure that the subordinates are given clear cut instructions to improve their performance. The employees should be given proper feedback through which they can reduce the gap between the actual and expected level of performance.

CONCLUSION

Stress is a normal scenario in any organization, but excessive stress can interfere with productivity and affects the physical and emotional health of the employees. The ability to deal with stress can mean the difference between



success and failure. Stress in the workplace reduces productivity, increases management pressures, and makes people ill in many ways, evidence of which is still increasing. Stress and stress management are directly related to personal well-being and specifically to workplace well-being. Workplace stress affects the performance of the brain, including functions of work performance; memory, concentration, and learning. Employers should provide a stress-free work environment, recognize where stress is becoming a problem for staff, and take action to reduce stress.

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