
Stress level of sales employees due to innovative strategies in automobile sector

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Abstract: Work stress plays a major key role in determining the level of job satisfaction of sales employees in the automobile sector. Sales force is the driving force which generates revenue for the top line growth of the company. The objective of the study is to determine the factors of job stress that causes in the sales employee job's performance. The research had taken samples of 100 sales employees of the automobile sector and primary data is also used. The various tools used for the study are frequency analysis, mean analysis, T-test, ANOVA and regression analysis. This study states that by conducting the stress management programs periodically for the employees it does help to reduce their personal as well as their Professional stress. Organisation support is one of the major factors which influence one's organisation outcome. Based on the findings it is clear that enriching welfare measures, maintaining reasonable working hours, and healthy working environment would definitely reduce the stress level of each individual and organisational stress among the sales employees and will also contribute efficiency to the organisation.

Keywords: Stress, Job performance, Job insecurity Organisation support, Sales employees, Innovation

INTRODUCTION

In today's competitive world, the automobile sector focuses on expanding their brand, increasing productivity and gaining loyalty among customers to widely spend their business. Employees are very important and costly assets of a business. Salespeople bridge the gap between customer needs and the product and service thus fulfil those needs. Selling is a personal interaction between one human and another, which is a powerful thing to boost up sales. Sales employees play a key role in building the loyalty and trust between customer and business. Many people at work worry about all sorts of things like increasing competition at work, change in culture, globalization, new technology looking after annual performance appraisals, outsourcing of jobs along with the increased demand of employers for higher productivity. In most of the retail outlets, sales representatives establish a network between business and customers. According to Rizal, Djumahirm and Mintarti, employee performance, in general, measures an individual's ability to carry out the tasks assigned to him, and considers the extent to which the employee contributes to their organisation (Rizal et al., 2014). Their prime duty is to sell retail products, goods, and services to customers. They work with customers to find out what they want, cultivate prospects, create solutions and ensure a smooth sales process. Poor wellness in the workplace can lead to various risk factors that can impact on personal as well as work-life as it has been linked to high absenteeism, low productivity, workplace inefficiency, employee turnover, and high healthcare costs. Sales employees engage in various stresses by handling difficult clients, lack of control, work overload, time pressure and lack of social support. The ultimate goal of stress management is to have a balanced life with time, work and relaxation. Stress management is a great tool to overcome the job stress among the sales employees. Stress can be useful when we focus on finishing a big project. But too much stress or being under stress for too long isn't good for each individual. Constant stress of an individual makes them more likely to get sick more often. It can make chronic pain worse and can also lead to long-term health problems such as heart disease, high blood pressure, back problems, and depression.

Stress is one's body's reactions that occur due to pressure from a certain situation or event. Employees who experience low work and family conflicts can be said to have a good work-life balance. Matters regarding work-life balance include roles and responsibilities in both the work and non-work world. To reduce stress, techniques such as behaviour modification, career counselling, relaxation training, attending fitness programmes and improvement in the physical work environment, job redesign, structural reorganization, as well as introduction of management achieving organizational success. It is the prime duty of the companies to make their employees feel job satisfied and take necessary wellness measures to make them feel stress free and providing a healthy environment by objectives and planning changes could have a positive effect. So stress is a major impediment in

for proper work life balance. Success selling generates more revenue, increased brand exponentiation, long term customer retention and business growth. This project exhibits the analysis of job stress and to what extent it affects the sales employees of the automotive Sector. So this study is conducted to acquire the level of stress incurred by the sales employees in the automobile sector.

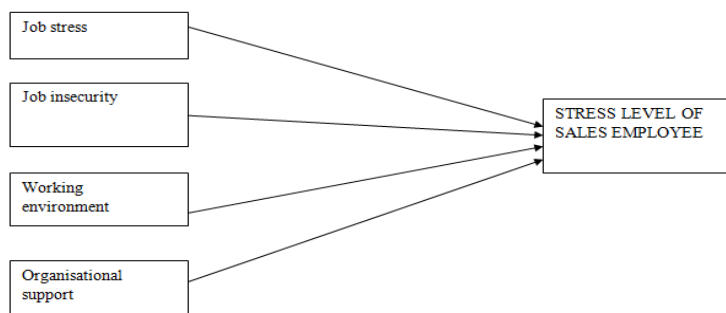


Fig.1:

The main objective of this study is to identify the level of stress incurred by the job performance of sales employee in the automobile sector and the specific objective of this study are to determine the factors of job stress that causes in the sales employee job's Performance, to analyse the cause of the workload pressure and recognise its effects on the sales employees performance and to investigate the level of stress of each sales employee in the automotive showrooms.

REVIEW OF LITERATURE

(Qureshi et al., 2013) Stress exists in every organization either it is a big one or a small one. Stress affects everyone in a unique way; there are certain factors that are common symptoms of stress. A person may face physical as well as psychological problems from stress like headache, more frequent cold, sleeping problems, general anxiety, thinking more, feeling of frustration and many more. Stress among employees and their turnover intention have always been important issues for managers. Studies have attempted to answer. (Surti and Ambavale, 2009) Some people define stress as events or situations that cause them to feel tension, pressure, or negative emotions such as anxiety and anger. Some others view stress as the response to these situations. This response includes physiological changes, such as increased heart rate and muscle tension as well as emotional and behavioral changes. However, most psychologists define stress as a process involving a person's interpretation and response to a threatening. (Chandhok and Monga, 2013) Various studies have been conducted to examine the relationship between job stress and job performance. Job performance can be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources. At a conceptual level, three types of relationships were proposed to exist between the measures of job stress and job performance.

(Gignac and Appelbaum, 1997) based on "The Impact of stress on customer service representatives". The research states the level of stress experienced by the sales executives in

Technet Ltd . This study measures the performance of employees through perceived work stress and job satisfaction. The study concludes that the representatives of the organisation involved to find solutions were successful to decrease the stress level of customer service representatives. They conducted " A study on organisational Role stress in the automotive industry in Vellore". This article does state that the role stress has wide-ranging effects on employees. The author does describe some effects of role stress that occurs due to lack of adjustments, behavioural related issues and changes in the system and culture in the way of doing the job. This article analyzes the different levels of ORS between the employees working in automotive sector in Vellore City. (Chandhok and Monga, 2013) a study was conducted on the " Impact of job stress on sales employees of sales department: A comparative study on LIC and Bajaj Allianz Life Insurance of company Ltd". The study has stated that the stress level of LIC employees are less than the Bajaj Allianz employees . (Agyapong et al., 2016) they conducted a study on the "Personal selling stress and coping strategies among sales executives. The study is based on the analysis of stress and coping strategies among sales executives in the New Juaben Municipalities Insurance company. The study suggested the management should redesign the sales job task in order to enhance and remove the difficulties, achieve the objectives in order to make the insurance jobs more interesting .

(Rao, n.d.) to investigate "The work life balance of sales employees in the automobile sector and insurance industry". The study stated that work stress in the automobile industry is high compared to the insurance industry. This study is conducted to reveal the work life balances practices of the sales force are the same for both the industries. (Vasan, 2018) conducted a study on the "Impact of job stress on job satisfaction among the Pharmaceuticals Sales Representatives. The research concludes that the pharmaceutical companies must give

proper training to the sales representatives to boost up their knowledge and skill. A study conducted by conducted a study to investigate “The work life balance of sales employees in the automobile sector and insurance industry”. The study stated that work stress in the automobile industry is high compared to the insurance industry. Salesforce are the driving forces to generate revenue. A good work life balance promotes a prominent role in retaining and creating engaged salesforce. This study is conducted to reveal the work life balances practices of the sales force are the same for both the industries. Hence there is a lack of work life balance practices founded in the automobile industry by conducting descriptive statistics and long linear analysis among salesforce in both the industries. Our research idea is based on the rich knowledge acquired by our peer teams across the university. (A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiqc, Rajeshkumar, 2020; Danda et al., 2009; Danda and Ravi, 2011; Dua et al., 2019; Ezhilarasan et al., 2019; Krishnan and Chary, 2015; Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018; Narayanan et al., 2012, 2009; Neelakantan et al., 2013, 2011; Neelakantan and Sharma, 2015; Panchal et al., 2019; Prasanna et al., 2011; Priya S et al., 2009; Rajeshkumar et al., 2019; Ramadurai et al., 2019; Ramakrishnan et al., 2019; Ramesh et al., 2016; Venugopalan et al., 2014).

RESEARCH METHODOLOGY

The study is focused to find out the job stress level of the sales employees in the automobile sector. Various factors have been used to find out the cause of the job stress among the sales employees. The sales employees of the automobile sector have been targeted to collect the data for this research. Questionnaire related to research are created and sent to the targeted respondents for the research to analyse the factors chosen. The research is completely designed and 5 point Likert scale has been used such as 1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5- strongly agree and were circulated. to 100 sales employees. Collected data was analysed using frequency, mean, T-test , ANOVA and regression.

FREQUENCY ANALYSIS

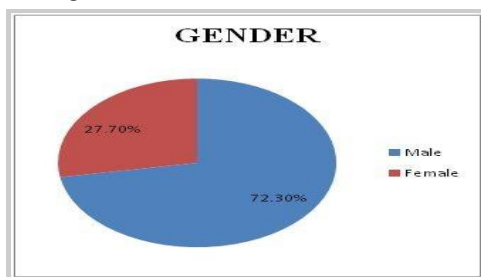


Fig.2: The frequency analysis of Gender, it is inferred that, the majority of the respondents are Male 72.3%

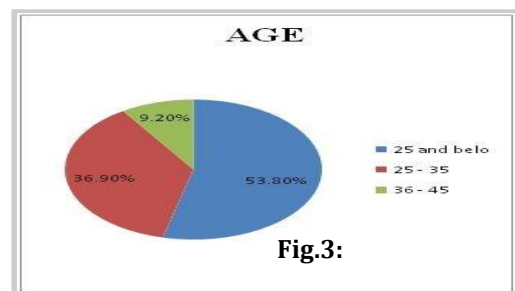
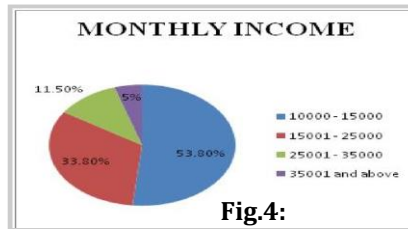
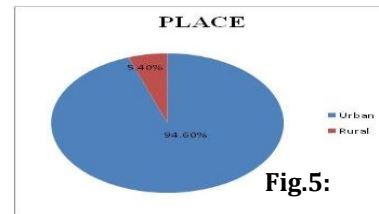


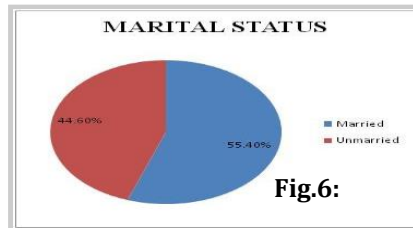
Fig.3: The frequency analysis of age, of sales employees it is incurred that the majority of the respondents of those whose age is 25 and below



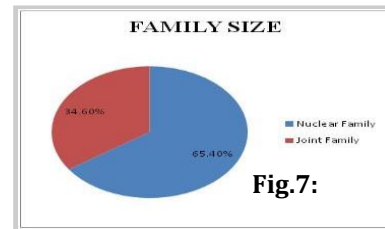
From the analysis it is inferred that majority of the respondents of sales employees whose income is between 10,000-15000.



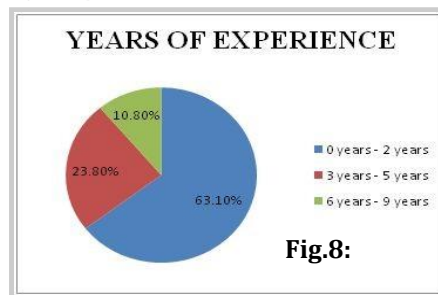
From the above analysis it is incurred that majority of the respondents of sales employees are from urban area



From the analysis of marital status it is inferred the majority of the respondents are from unmarried (55.4%).



From the analysis of family size it is inferred the majority of the respondents are from nuclear family (65.4%).



From the analysis of year of experience it is inferred the majority of the respondents are 0 years - 2 years (63.1%).

Table 1: Mean Analysis

Analysis of Job Stress	Mean	Rank
I would rate the level of my Job Stress	2.34	4
I feel stress in completing my targets	3.47	1 (Surti and Ambavale, 2009)
I feel difficulties in handling customers due to the job stress	3.20	2
I feel any mental issue due to my job stress	2.53	5
I feel any physical issue due to my job stress	3.08	3
Analysis of Job Insecurity	Mean	Rank
I'm fear of being laid off/ fired	2.76	3
I'm concerned about my low salary	3.92	1

Table 2:

I feel like any poor working conditions in my company	2.45	4
I feel my job insecurity affect my job performance	2.89	2
Analysis of Working Environment	Mean	Rank
I feel lack of training affects my job performance	2.52	4
I feel any poor relationship with my staff, co-worker and supervisor	2.95	2
I feel my job performance decreases due to work-life Imbalance	3.70	1
I feel like working for very long hours	2.81	3
Analysis of Organizational Support	Mean	Rank

I feel my organization motivates me to boost up my job performance	2.59	5
My organization provides me stress relieve program or counselling program to overcome my job stress	3.02	2
My supervisor is helpful and provides me with feedback and guidelines to handle my job stress	3.79	1
I think stress management is important for me to relieve my stress level	3.01	3
I get rid of my stress level by the following ways	3.00	4

The mean score and rank are displayed in the table . It shows the variable “Targets” which has the highest mean score of 3.47. It is inferred that many employees feel lots of stress in completing targets, difficulties in handling customers because of these stress they get physical issues. The variable “low salary” which has the highest mean score of (3.92). The mean score lies between 2 to 4. It is inferred that many employees feel job stress due to low salary and fear of being laid off/fired. So due to this employees feel job insecurity and hence it affects their job performance. In terms of “Work-life imbalance” which has the highest mean score of (3.70). It is inferred that work life imbalance and poor relationship and long working hours does make the employees feel stressed in their working environment “Job guidelines” which has the highest mean score of 3.39. All the mean scores lie between 3 to 4. Most of the mean score does lie in the range of 2 to 4. The organisational support does only lie between 3 to 4, by conducting a stress relief program and providing feedback employees feel organization support in their organization. It concludes that all the employees are agreeing towards all the mentioned factors.

Table 3: Independent Sample T-Test

GENDER		
FACTORS	T-VALUE	SIG-VALUE (2-TAILED)
Job stress	-1.866	.064
Job insecurity	-2.628	.010
Working environment	-3.296	.001
Organisational support	-.040	.968

FACTORS	T-VALUE	SIG-VALUE (2-TAILED)
Job stress	-.981	.328
Job insecurity	-2.261	.025
Working environment	-2.007	.047
Organisational support	-1.220	.225

MARITAL STATUS		
FACTORS	T-VALUE	SIG-VALUE (2-TAILED)
Job stress	.252	.802
Job insecurity	1.357	.177
Working environment	.988	.325
Organisational support	1.320	.189

FAMILY SIZE		
FACTORS	T-VALUE	SIG-VALUE (2-TAILED)
Job stress	-.150	.881
Job insecurity	.751	.454
Working environment	-.761	.448
Organisational support	.062	.951

From the analysis it is clear that there is a significant difference while comparing the variable job insecurity (.010) and work environment (.001) with gender. It is inferred that the values are less than 5% significance level. Thus the employees feel high level stress due to job insecurity and working conditions so it does affect the employees to perform well in their work. Most of the employees from the urban areas feel a high stress level due to job insecurity and working conditions so they feel difficult to complete their targets and coordinate well with their peers. Thus it creates work-life imbalance among the sales employees.

ANOVA

Table 4:

AGE OF THE SALES EMPLOYEES		
FACTORS	F-VALUE	SIGNIFICANT VALUES
Job stress	.559	.573

Job insecurity	3.598	.030
Working environment	1.541	.218
Organisational support	.297	.744
MONTHLY INCOME OF THE EMPLOYEES		
FACTORS	F-VALUE	SIGNIFICANT VALUES
Job stress	.481	.620
Job insecurity	1.552	.216
Working environment	.167	.847
Organisational support	1.022	.363
YEARS OF EXPERIENCE OF THE EMPLOYEES		
Job stress	.477	.621
Job insecurity	4.258	.016
Working environment	1.010	.367
Organisational support	.816	.444

From the analysis it is clear that there is a significant difference while comparing age and the factor job insecurity the values are less than the 5% significance level. So most of the employees whose age is 25 and below feel job insecurity and create high stress levels among these employees. While comparing the years of experience with the above factors it is inferred that the employees with 2 to 3 years of less experience feel job insecurity of being laid off so it creates stress among these employees and affects their performance.

Table 5: Regression Analysis

Model Summary					
	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	1	.502 ^a	.252	.235	.62307

Predictors: (Constant), Job stress, Job insecurity, Working environment, Organisational Support

From the above table it shows the R and R² values. The R value represents the sample correlation and is 0.502 (R column) which includes the degree of correlation. The R² value indicates how much of the total variation in the dependent variable can be explained by the independent variable. The adjusted R square value 0.252 which indicates 25% of variance in dependent variable has been explained by the independent variable

ANOVA

Table 6:

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.246	3	5.415	14.071	.000 ^b
	Residual	48.107	125	.385		
	Total	64.353	128			

Dependent Variable: Job Stress, Predictors: (Constant), Organisational Support, Job Insecurity, Work Environment. From the above table it shows that the regression model predicts the dependent variable which signifies well. Hence the significance value is 0.000 which is less than 0.05. Hence it is a good fit for the data.

Table 7:

		Coefficients ^a			T	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.353	.345		3.926	.000
	Job Insecurity	.401	.090	.416	4.450	.000
	Work Environment	.145	.103	.138	1.411	.161
	Organization Support	-.024	.090	-.022	-2.62	.793

a. Dependent Variable: Job Stress

R is the correlation, its value is .502 and R square is degree of determination, its value is .252. The degree of determination shows the extent to which job stress, job insecurity, work environment and organization support which influences the job stress level. Here the job stress level is determined to an extent of 25.2% by job stress, job insecurity, working environment and organization support. The above table shows the values of beta and the

significant value. It is clear that variables such as job insecurity have the significant value of less than 0.05, while coefficient of stress (beta) is (0.416) which represent a statistical significant level of 0.000. So the negative value of job insecurity influences 42% of employees feel high level of stress caused by the job insecurity factor.

DISCUSSION

From the above research it is clear that the sales employees face high levels of stress in the industry so in order to reduce their stress level they should have clarification of their goals, roles, responsibilities and targets as it enables them to be aware of their work and what they expected to do. Stress management programs should be conducted periodically for the employees to reduce their personal as well as their professional stress. Organisation support is one of the major factors which influence one's organisation outcome. The top management should play a role in meeting the needs of employees and focus on the employee welfare to make them achieve the objective of the organisations.

CONCLUSION

This present study aimed at finding the various levels of Individual and organisational stress of sales employees. Based on the findings it is clear that enriching welfare measures, maintaining reasonable working hours, worker gatherings and reasonable compensation packages would definitely reduce the stress level of each individual and organisational stress among the sales employees and will also contribute efficiency to the organisation. There is a need to build a stress management system by Human Resource Management (HRM). HR should arrange meetings and care for each sales employee and also motivate each individual to gain confidence among themselves. The management should also conduct employee counselling, self- management training and stress- relieve programs. Organizations have to make policies that are acceptable by their employees such as to balance their work and personal life. Healthy working environment helps to create a healthy relationship among management and employees.

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