

Major Research Project Report on

WORK STRESS AND PEER SUPPORT

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CERTIFICATE

This is to certify that the project titled "**WORK STRESS AND PEER SUPPORT**" is an academic work done by "**Shailja Sharma & Taqdeer Singh**" submitted in the partial fulfillment of the requirement for the award of the degree of "**Masters in Business Administration**" from "**University School of Management & Entrepreneurship, Delhi Technological University, Delhi**" under my guidance and direction.

To the best of my knowledge and belief the data and information presented by him in the project has not been submitted earlier elsewhere.

Signature of Mentor

Signature of HOD

Date:-

Place:-

DECLARATION

This is to certify that I have completed the Project titled “**WORK STRESS AND PEER SUPPORT**” in the partial fulfilment of the requirement for the award of the degree of “**Masters in Business Administration**” from “**University School of Management & Entrepreneurship, Delhi Technological University, Delhi.**”

It is also certified that this project is an original work and the same has not been submitted earlier anywhere.

Shailja Sharma (2K18/MBA/709)

Taqdeer Singh (2K18/MBA/722)

Date:-

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Lastly, I express my gratitude to my family and friends for their unending support and tireless effort that kept me motivated throughout the completion of this project.

Sincerely,

Shailja Sharma (2K18/MBA/709)

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EXECUTIVE SUMMARY

Workplace is a place where a person spend most of its time and what will happen if that workplace exerts pressure over the mind of that individual the resultant will be, they will be reluctant to go there and as a overall impact there efficiency and productivity will be reduced to a much level. If particularly we talk about police and defence personnel than by seeing their nature of work, work stress seems to be very common.

As a person spends most of the time at workplace they develop interpersonal relationships with their colleagues and this gives rise to concept of peer support. For this study we are considering aspect of peer support and we are trying to establish relationship between work stress and peer support among police personnel and defence personnel. The data for the study was collected by using random sampling method by defence personnel and police personnel.

We developed a questionnaire to collect data and after collecting responses we applied reliability and validity to our data.

Then we Analyse our data with the help of SPSS and as a result we found that peer support was negatively correlated to work stress in both cases of defence personnel and police personnel. And we also found that stress level of defence personnel showed more variance as compared to police personnel.

CHAPTER- 1 INTRODUCTION

STRESS:

Stress is a type of response. It is physical and mental reaction to an event that is not so pleasant to human body and mind. Stress is a type of variable and that too stress can be both dependent and independent variable. Stress as a independent variable can be caused by a number of factors which are called stressor agents and stress as a dependent variable causes a lot of problems like mental strain and physical health problems. Stress is a mental phenomenon which includes some biological reactions in the body of individual and which is harnessed by a sense of anxiety, tension, and depression and this is caused when actual resources of an individual are in a gap from the actual desired one. Stress is caused by divergent demands and individual is not able to fulfil those demands because our environment does not offer that.

Sources of stress

Various sources can lead to stress there are three important sectors of life which can generate stress:

1. Job and organization: These are related to our work place and nature of work involved. This includes factors like environment, salary and similar other factors.
2. Social sector: These include social elements related to a person or factors around any person. It may include religion, caste, attitudes, language etc.

Cartwright and cooper(1981) have explain some sources of job stress which are:

1. Factors related to the job - includes to various factors inside the organization which are stressful like poor working conditions, risk involved in work, improper breaks, improper infrastructure provided etc.
2. Role in the organization – These are related to various relationships which are running in the organization like relationship with peer workers, relationships in the work place.

3. Relationship at work – These are related to various relationships which are running in the organization like relationship with peer workers, relationship with the superiors and various other formal and informal relationships in the work place.
4. Career development factor – These are related to whether job provides career security or not like whether there is job security or not or what we can say is whether job
5. Provides proper career opportunities or not, if we are getting proper opportunities then obviously stress will be low.
6. Organisational structure and climate – These refers to the type of structure organization is carrying and the work climate involved. Like for ex- when the level of supervision is very strict than the level of stress is high and when supervision is low then the stress is low.
7. Non-work pressures – These are the type of factors which are not related to job or work. For ex- the pressure from family comes under this heading. If spouse of an employee is also working and they are not getting time for each other than this is a type of non-work pressure, if some uneven happening occur at any point of time than this also is a non work pressure.

Brown (1984) has identified five categories of stress which are:

1. Customary anticipated life events like marriage, divorce, education, family problems etc.
2. Unexpected life events like sudden pandemic situations, sudden closure of working organisation, sudden major health issues, any major crises.
3. Progressive, accumulating situational events like daily job issues, daily family issues normal health issues etc.
4. Personality aspects like lack of retention, lack of confidence, fear of decision making, improper communication skills etc.
5. Value – dependent traits like moral dilemmas, ethical issues and dilemmas etc.

WORK STRESS

One important stressor agent or we can say an important part of life that causes stress is stress which is related to one job or in simple words stress which is related to work that is called work stress. Work stress is gaining importance in today era because it causes serious implications. In almost every organisation stress related to work is seen and is imposing serious threats.

Never ending demand for performance maximization and blind race of achievement have made work related stress much more common than ever as a result of which every employee experiences stress either directly or indirectly. Every employee personally instigated from inside about to surpasses all other people in the organization and be on top and the real gap between his wishes and real results or we can say real positions causes stress.

Workplace stress has been examined in various researches by different academicians and the practitioners and researchers more or less with an aim to find out some efficient tools to manage stress among the employees and to enhance the performance of employees in their role as a result of stress management.

Every sector want their employee to be better than employee of other organizations and they want their employees to be more innovative and more productive and other employees and to be satisfied also at the same time but in today era this combination seems to be much more difficult, and work stress seems to be a major obstacle in this sustainable combination.

WORK STRESS IN DEFENCE AND POLICE PERSONNELS:

Health and stress related issues are more critical and prevalent among defence and police personnel. Defence personnel work in the adverse conditions and in adverse areas which causes stress in their mind, many a locations of their postings are their where they have to risk their lives and they can see their death dancing n front of them which causes stress. If we talk of police personnel than they have to meet with new crimes and new criminals almost every day and their work is of strict invigilation which causes stress in their mind.

According to Dua (1994) the common factors of stress related to work are:

1. Job related factors such improper working environment, work load and demotivation.

2. Career blocking factors.
3. Poor formal and informal relationship at work like poor relationship with peers or workers and with superiors and sometimes with subordinates.
4. Organisational culture.

Over and above these mentioned reasons there are many other reasons which can cause and promote work stress like family crisis or family problems, problems within friend circle, financial issues, other environmental factors which are present around a employee.

In case of defence personnel most of the time their postings are far from their homes and they have to leave apart from their families for a long period of time. Other than long distance from family and work the posting of defence personnel is also a major factor of work stress, there are some posting areas in India like north east which are called much dangerous for the personnel and some area like Rajathan border areas where due to extreme climatic conditions there is lack of proper resources which emanate work stress among the personnel.

PEER SUPPORT:

When colleagues working together help each other thorough knowledge, social help and moral support that is called peer support.

For ex- If a employee falls sick than if his colleague completes his work for the time the employee recover and rejoin his task than this is called the peer support.

If an employee want to spend some time outside like for lunch or in enjoying other things than if his peer joins him than this is a form of peer support.If an employee shares his problems with his colleague and he receives a good advice from his colleague than this is a form of peer support.

CHAPTER – 2 LITERATURE REVIEW

As far as stress is concerned the father of stress theory is called Selye(1956). “According to stress theory stress is a general reaction of a body to any demand made upon it”. These demands create stress and can be termed as stress agents or stress factors. According to siegrist J, Rodel A.,(2006):

“Stress is a latent construct that indicates a state of elevated activation of the autonomic nervous system with coordinated manifestations at the effective, cognitive, and behavioural levels”.

As per Lazarus(1996) “Stress arises when an individual perceives that the demands of an external situation are far ahead of his/her perceived ability to cope with them”. Unites states NIOSH(1999) described job stress 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 workers”. Job stress posits very negative effects on the workers at affects physically and mentally in both ways. And undoubtedly job stress has grown so much that it seems to be unavoidable.

WORK STRESS

Due to Increase in job complexity and unmatchable(divergent) demands Stress at work is increasing Important feature of new era organisation. The work stress arises due to mismatch which occurs when people interact with work. Although the work stress held by a number of factors which are related to work, but mainly they come under two heads which are called internal factors and external factors. In internal factors physical ailments are included and in external factors physical conditions are included.

Different researchers have defined work stress in different ways. According to Comish R. & Swindle B.(1994):

“work stress, in particular, is the inability to cope with pressures in a job, because of poor fit between someone’s abilities and his/her work requirements and conditions”. It is a mental and physical condition which affect an individual overall effectiveness and it also hampers personal health of individual which negatively affect quality of work.

According to European commission, DG, guidance on work related stress(1999):

It is a state characterized by high levels of instigation and depression often by feelings of not able to copy the real pace.

According to Dollar et al.,(2001): “Work stress is transitional arousal state between objective stressors and strain where strain is reaction to the condition of stress”.

Coax (1993) said work stress has emerged as a challenge with has negatively challenged the workers health which ultimately challenged the health of the organisation. Stressed workers faces less productivity and less efficiency. Their organizations faces severe challenge in moving towards success in this competitive environment. According to him:

“Work 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”.

Stress may emanate from a number of situations but it most severe when employees encounter inadequate support from supervisor and colleagues and inadequate decision making power or indirectly we can say little control over their work and how to match demands and pressures. As the new work environment is very uncertain due to which pressure from the workplace seems to be compulsory. Pressure can play positive role also like it can motivate an individual and it can keep them alert and push them to work within available resource. According to Coax when the pressure on the employees is in accordance with their resources and also their abilities than that job can be called a healthy job, also in

healthy job individual have control over work and also support from others. A complete absence of disease and feebleness do not ensure that a person is healthy but along with this a physical and mental positiveness is also required to be called as healthy in the same way a healthy working environment requires presence of good conditions along with absence of harmful ones. According to Coax(1993): The organisation structure and the job design along with how the work systems are managed in the organisations can also lead to work stress. Research findings show that organisations or one can say work where the gap between actual and desired is maximum the level of work stress is also maximum and also stress is more in cases where there is low decision making, low control and also social support in the organisation is less.

Signs of work stress includes like people exhibit sullen behaviour they seems to be dejected, depressed, they become short tempered which irritate them very easily, their focus becomes much deviated and much dispersed rather than on one thing, their decision making power hampers, they become less motivated, less thriving, they use to avoid work, they develops various stress related diseases like hypertension, mental disorders become addicted to sleeping pills, heart disease etc. If we talk of result of stress than it decrease overall productivity of the individual. Coax gave a risk management cycle which arises from work stress, cycle consists of five steps like: assessment of risk then design action plan to reduce risk than implementation of action plan than evaluation of action plan and last step is learning and further action.

SOURCES AND CAUSES OF WORK STRESS

Work stress is caused by different factors like inadequate task structures, role ambiguity, improper working environment, and informal relationship, lack of motivation, leadership etc.

Lim and Hian (1999) identified intrinsic job factors which are stress agents of work stress.

According to Kang and Singh (2004), work life balance issues, work overloads, internal politics, and pace of technology as major work stress agents.

Marshall and Cooper(1981) gave different types of work stress which are:

1. Intrinsic job which includes causes like which are related to the working organisation and working conditions like- Strict deadlines, work pressures, improper appraisals, improper mentoring and evaluation, poor working conditions strict supervision and other factors of such kind.
2. Role in organisation which includes factors like when proper roles are not defined in the organisation and responsibilities are not properly delegated various causes like role ambiguity, little responsibilities, non participation in decision making, poor relationships between different roles comes under this heading.
3. Relation within organisation which includes factors like when relationships are poor in the organization, various factors like poor relationship with superiors, subordinates and colleagues are not proper in the organisation comes under this heading.
4. Career development which includes factors like when proper career opportunities are not present and if they are present than they are not proper it includes various factors like over-promotion, under-promotion, unclear goals, improper future opportunities etc.
5. Organisational structure and climate which is related to structure and climate which is prevalent in the organization it includes factors like internal politics, improper delegation of responsibilities and power in the organization etc.
6. Organisation interaction with external environment which includes factors like external conflicts etc.
7. Personal factors related to an individual which can be said peculiar to the individual and it mostly affects that person only, it includes factors like lack of motivation, lack of courage to take initiatives, improper communication skills, lack of knowledge.

The researcher in stress studies in three categories which moves from stimulus to response to final transaction. The three categories or orientation can be:

Stimulus oriented, Response oriented, Transaction oriented. All researchers have given their own definition “depending on their own suitability and field of study.”

Mansfield (1997) and Khan et al(1964), wrote that stress is mainly an external pressure which affects an individual and who perceives this as a threat. So this can be included in first category.

SOCIAL SUPPORT AND WORK STRESS

Social stress in past two decades has been studied widely by the researchers. Social support means support which is received by different factors which are around us social support mainly includes support from family, friends and work - place, the support from workplace mainly includes support from superiors, subordinates and support from colleagues etc. support from colleagues is also called as peer support it is commonly said that when there is peer support than the level of stress is low and if it not proper than stress level is high in the individuals.

Ray(1987) identified the role of peer support in mitigating the work stress of employees.

Gupta and Jenkins(1987), found that social support mainly consist of peer support and family support and both these support have a high role in mitigating work stress.

Cohen and Wills(1985), found that social support mainly consist of peer support and family support and both have high role in mitigating work stress.

Shinn, et al.(1984), revealed how support affects the level of work support.

WORK PLACE SOURCES OF SUPPORT

According to Ray and Miller(1991) a healthy and supportive communication plays a very important role in work stress among the employees. According to them support from supervisors and co – workers is very much important for reducing the stress level. If supervisors and co – workers share information, resources and they help the employee than

The work stress could be relieved to a good extent. When supervisors and co – workers shares information and resources than employees realize that they are not alone and a sense of belongingness occurs.

“Madhu and Rao, 1990, Aditya and Sen, 1993”, have given different variables concerning with the peer support in the organisation like: My co – workers appreciate my work, My co – workers respect me, My co – workers are my assets, My co – workers are ready to assist, and many other such statements which define the peer support in mitigating the work stress.

ORGANISATIONAL ROLE STRESS

Any organisation or any department has different roles working in it overall they can be termed as a system of roles. It is not necessary that are related to positions or offices in the organisation but they can be different from positions and offices also.

According to Katz and Kahn(1996), role is a obligation concept whereas “office is a relational or power related concept.” If we talk about office than a picture of hierarchical positions and privileges occurs but when we talk about the role than it refers to obligations which is attached with a particular office. “Office defines the power of the office holder whereas roles define the obligation of person holding the office .”

According to “ Pareek(1994) role is a set of functions which a person has to perform which is expected from others by his role and also what a person individually expects from his role.” If we talk of role systems than according to Pareek(1994), “there are two role systems: Role space and Role set.” Both can lead to conflict and such a conflict is called role stress:

1. Role space conflict – Role space conflict occurs when a person is holding a number of roles at a time and a inconsistency occurs between different roles taken by him. When a conflict occurs between “a person’s role and different other roles occupied by the person than it is termed as role space conflict.” Role space conflict can be in different forms like: “Self role distance, role stagnation and inter – role distance”, means concerning an individual rather than a group.
2. Role set conflict – While role space conflict occurs due to the incompatibility between roles played by a person, role set conflict occurs when different expectation from different individuals vary, this different individuals must be significant because than only they matter otherwise not. When different persons have different

expectations from a role occupied by a person than it causes role set conflict. Role set conflict can be in different forms like: “Role ambiguity, role incompatibility, role expectation conflict, role overload, role erosion, role inadequacy, personal inadequacy and role erosion.”

As modern civilization has increased the tension, conflict, anxiety and frustrations in employees or we can say increased work stress among employees it has lead to increased research also in the same domain.

According to Mc Grath(1976), “he has talked of multidimensional phenomenon of stress and pointed out role conflict and role ambiguity as as two aspects of multidimensional phenomenon of stress.”

Earlier researchers were more concerned on stress cognition or we can say this is a traditional approach but now the more research is on its components. With this change in research side there are various other factors been found which lead to organizational role stress by the researchers. Some important studies on job stress have been done.

JOB SATISFACTION AND WORK STRESS

Job dissatisfaction plays an important role in promoting and reducing work stress. According to “Sharma and Bhaskar (1991), job satisfaction is one mental fulfilment towards ones job.

Job satisfaction of employees reveals the level of work stress of an employee, the work stress start with the job dissatisfaction only or the first stage of work stress is job dissatisfaction only (Garg, 2017c).

COSEQUENCES OF WORK STRESS

According to different researchers there are different consequences of work stress but main effects of work stress are like: Health effects, Subjective effects, Physiological effects, Organisational effects, Behavioural effects and Cognitive effects etc.

WORK STRESS IN POLICE PERSONNELS

“Stress in police officers: A study of origins, prevalence and severity of stress – related symptoms within a country police force”. This study was conducted by taking 1206 respondents from police officers. This study revealed that work stress agents in police is not mainly associated with policing but it depends on various other factors like: organisational issues, excessive load of work which hamper balance between work life, inadequate peer support inadequate support and excess work load in general etc, these were the main factors found for work stress among police personnel (Garg, 2017a; Garg, 2018).

Anantharaman (2005), studied the factors responsible for the stress of police personnel. He took 220 police personnel in his study as respondents. He also found that to some extent policing is not the main factor responsible for work stress among police personnel but factors like: political pressures, improper communication and relationships with colleagues etc were the main factors for work stress among police personnel (Garg et al., 2019; Garg, 2017b).

CHAPTER – 3 RESEARCH METHODOLOGY

Objective :

The primary objective of the study is to find the relationship between peer support and work stress among defence personnel and police personnel in India. Since work stress is prevalent more among defence personnel than police personnel so this study also aims to compare the work stress of defence personnel to police personnel.

Sample and data collection:

The size of the sample for the study was 130 respondents.

It includes around 60 defence personnel and around 50 police personnel.

Respondents were mainly from Delhi police with postings in Delhi only but having duty in different localities in Delhi and also in headquarters of Delhi police.

Respondents in defence were mainly from three forces which are: Indian Army, Indian Airforce and Paramilitary Border Security Force (BSF).

In Indian Army respondents varied from different ranks including Sepoy, Havildaar, Lok Naayak etc.

In Indian Airforce respondents varied from different ranks like Airman, Technical, sergeant, Warrant officer, Master Warrant officer etc.

In Border Security Force (BSF) respondents varied from different ranks like Constable, Head Constable, Assistant Sub Inspector, Sub inspector, Inspector etc.

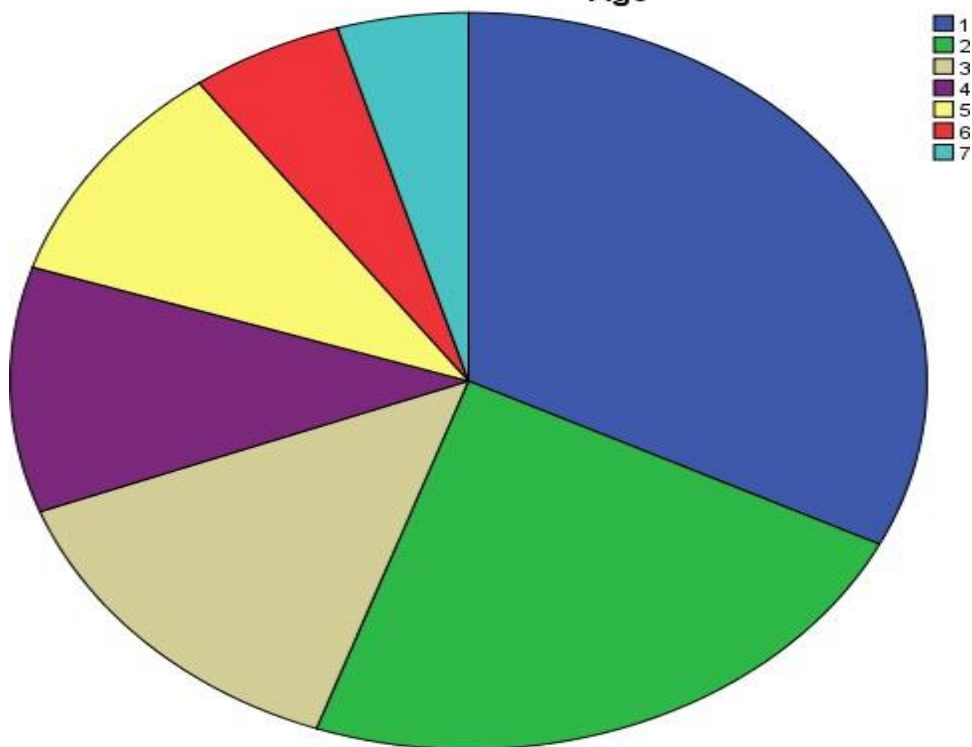
The random sampling method was used to collect data. The questionnaire circulated through E-mail, in hard copies, by using different forms of social media etc.

Besides work stress various demographic variables were also used like: Designation, Current posting, Origin place, Age, Gender, Maximum qualification, Number of years of experience, Number of transfers, Name which was optional and E-mail id etc.

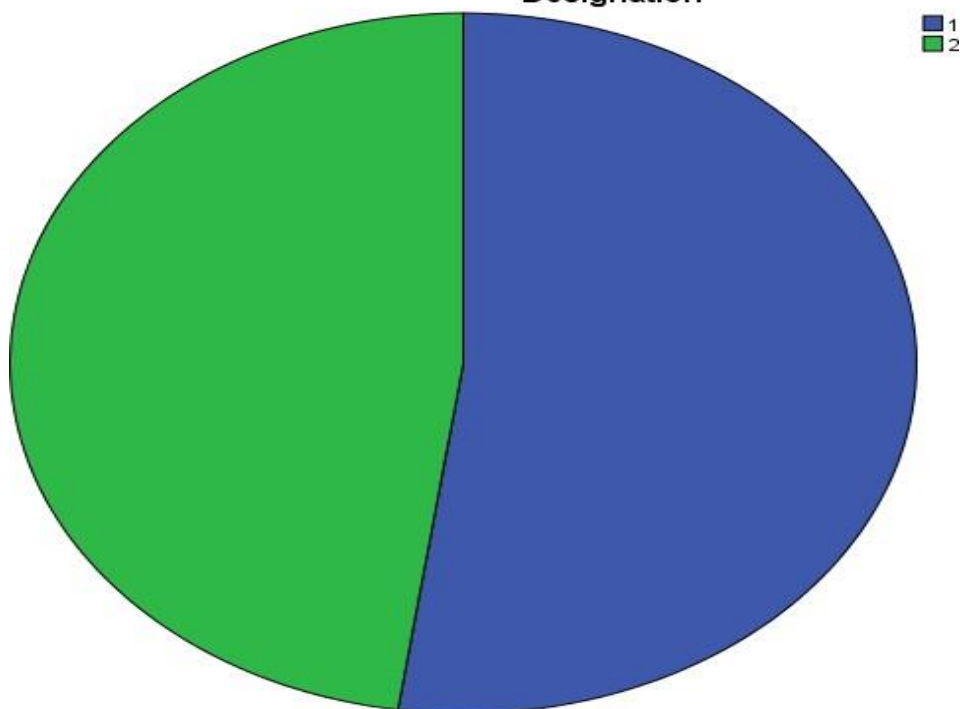
Demographic Data

Variable	Category	Defence	Police	Total
Gender	Male (2)	59	51	110
	Female (1)	3	17	20
	Others (3)	0	0	0
Current posting	East India (1)	7	6	13
	West India (2)	4	5	9
	North India (3)	31	47	78
	South India (4)	4	5	9
	North-East India (5)	1	1	2
	Central India (6)	15	4	19
Qualification	Upto 10 th (1)	3	2	5
	Upto 12 th (2)	22	22	44
	Undergraduate (3)	30	31	61
	Post graduate (4)	12	13	25
Age	20 – 25 Years (1)	19	23	42
	25 – 30 Years (2)	14	16	30
	30 – 35 Years (3)	11	7	18
	35 – 40 Years (4)	7	5	12
	40 – 45 Years (5)	7	6	13
	45 – 50 Years (6)	3	4	7
	Above 50 Years (7)	1	6	7
Current shift	Morning (1)	35	55	90
	Evening/Night (2)	27	13	40
Working hours	5 or less than 5 (1)	0	2	2
	5 – 7 Hours (2)	14	15	29
	7 – 9 Hours (3)	36	45	81
	More than 9 (4)	12	6	18

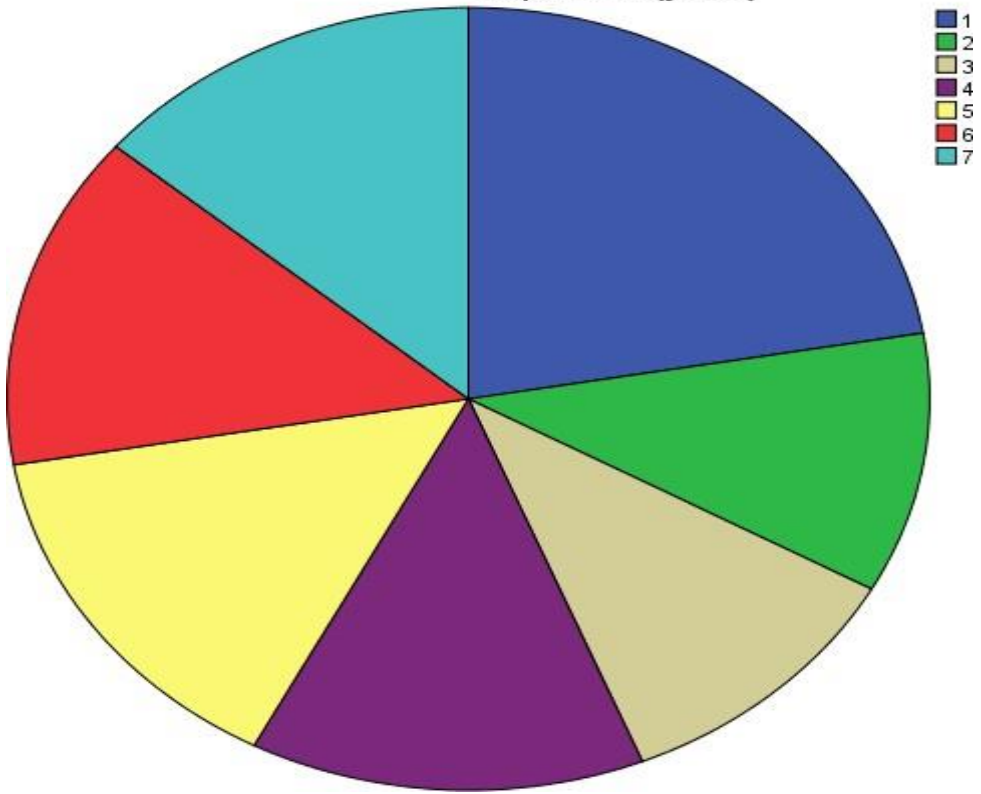
Age



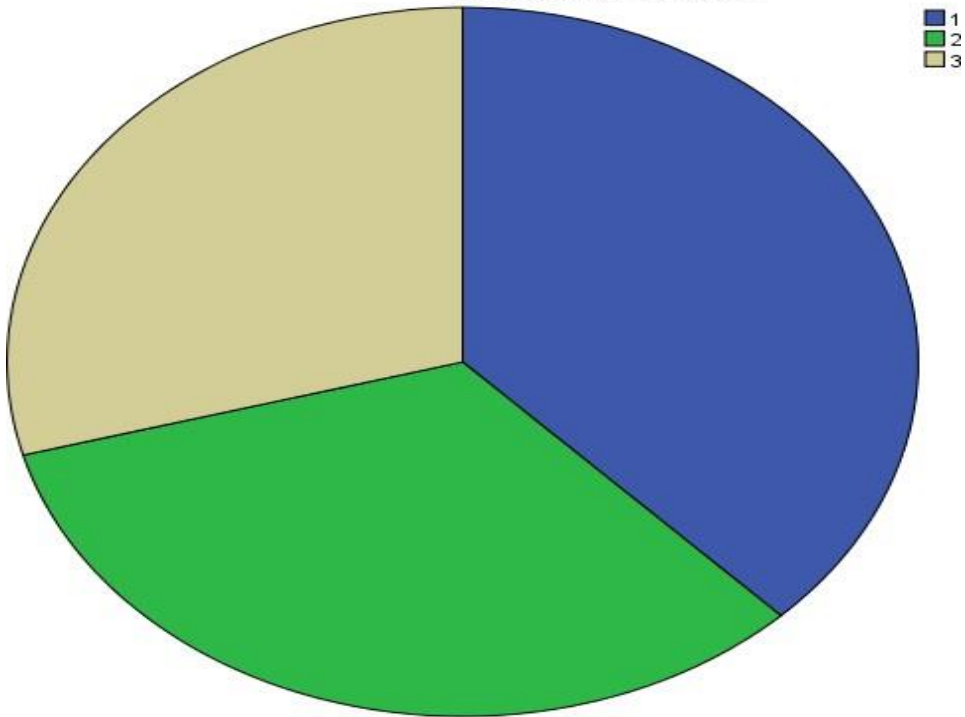
Designation



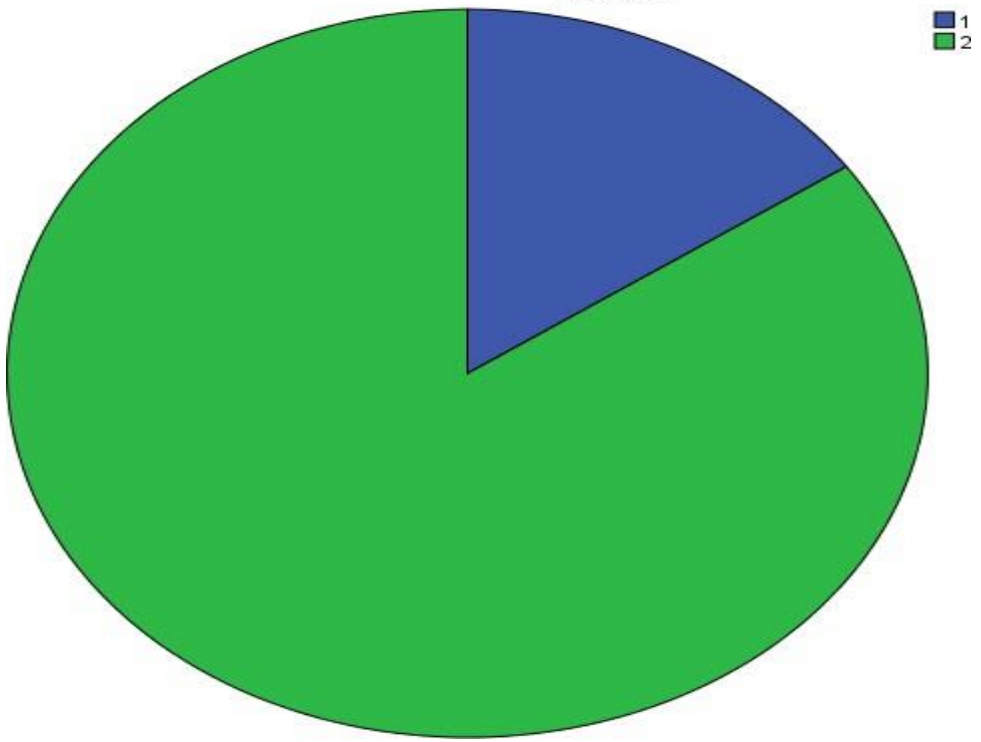
Experience(years)



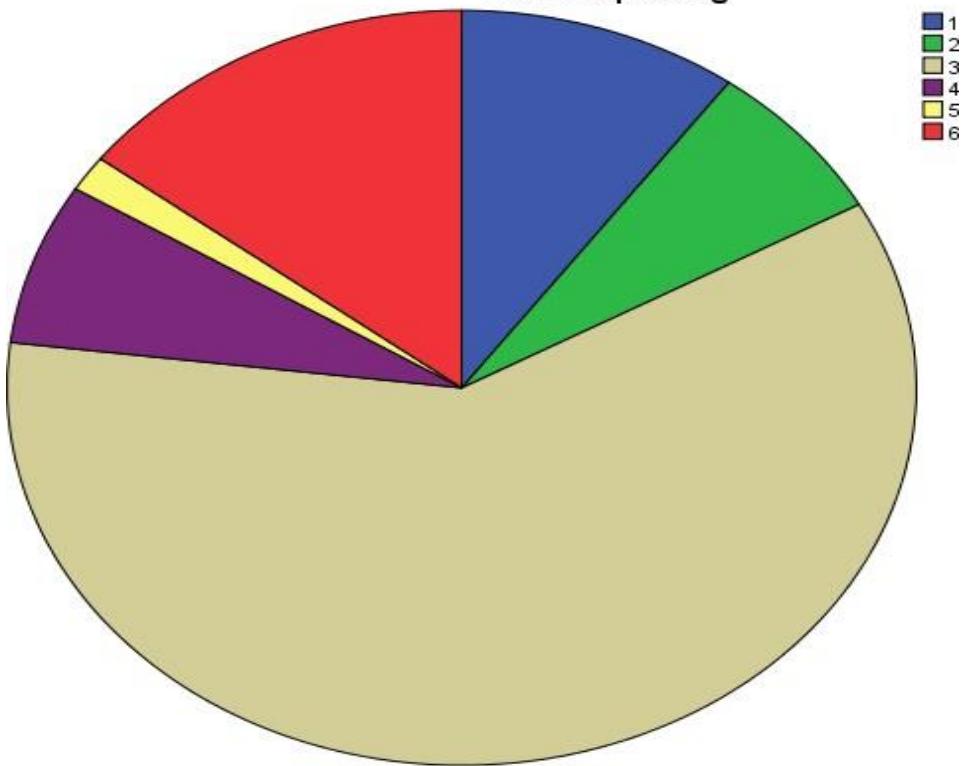
Number of Transfers



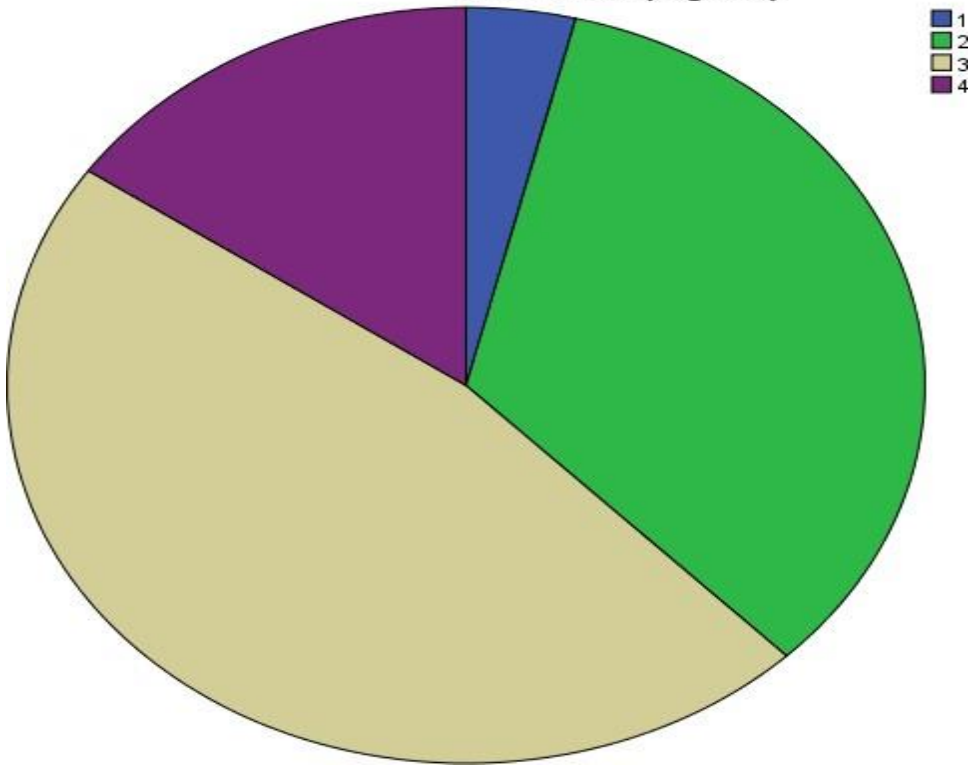
Gender



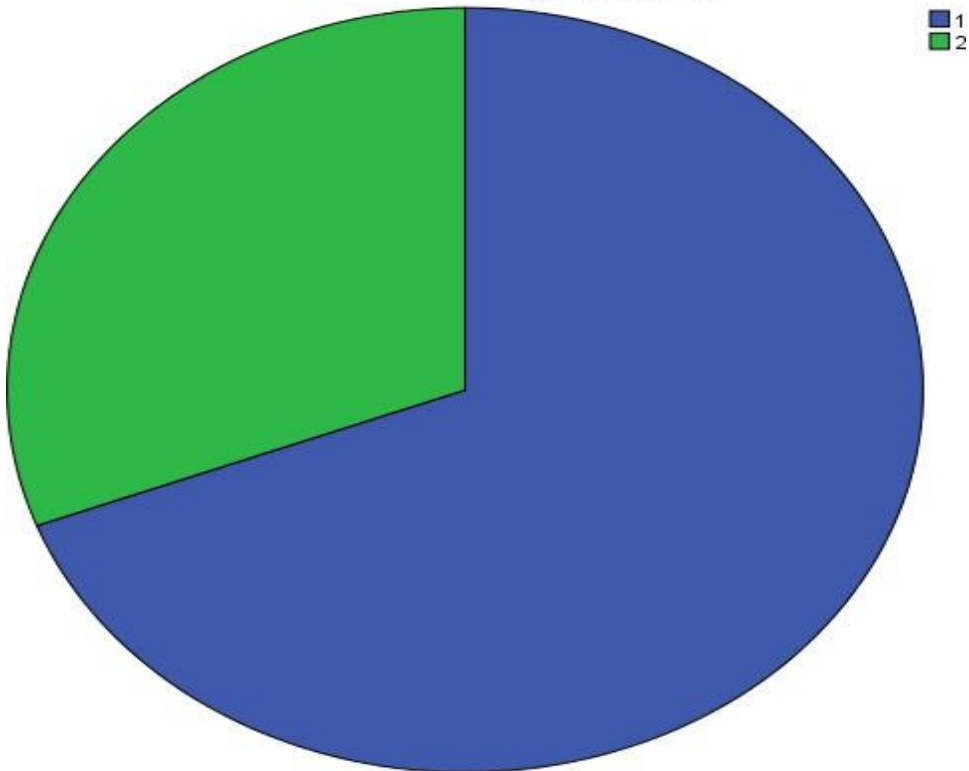
Current posting



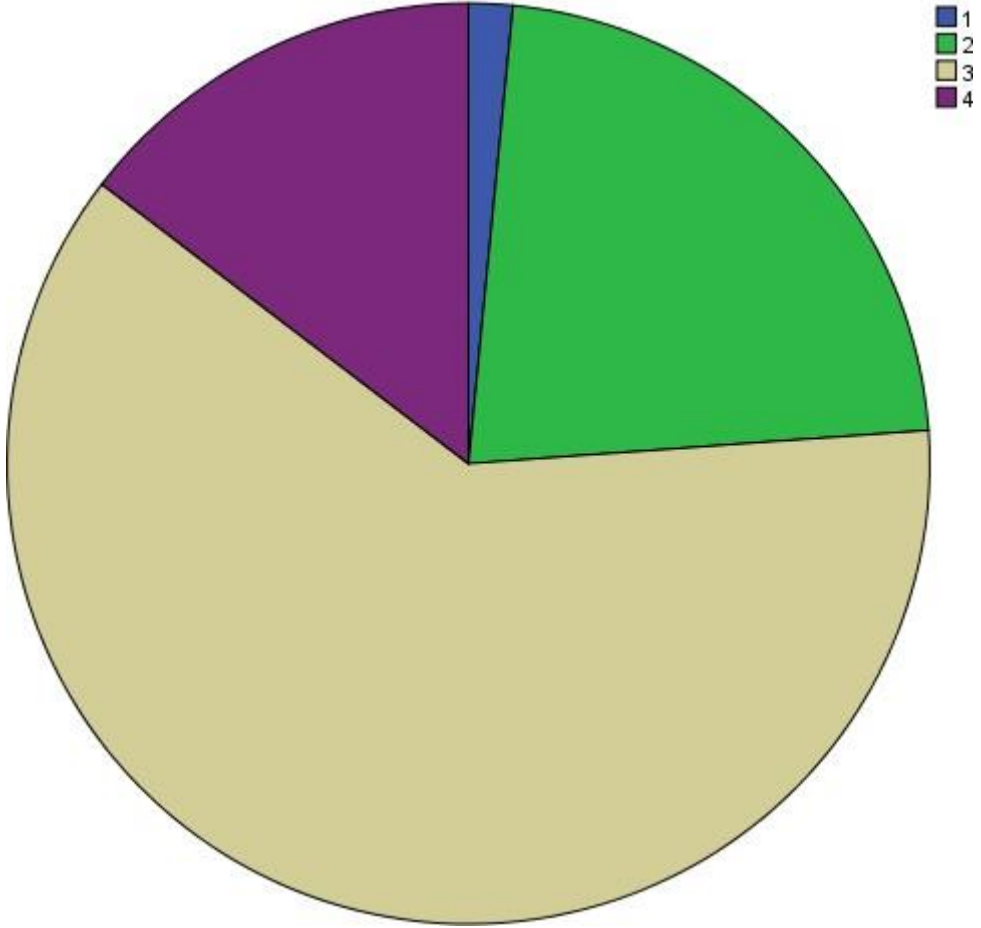
Qualification(Highest)



Current Shift



Number of working hours



MEASURES:

Peer support-

It consisted of 11 questions which were made to find the level of peer support. It has four point rating scale from definitely false to definitely true consisting of questions.

WORK STRESS:

Work stress has been measured with the help of a pre defined scale which was given by Udai Pareek. The scale comprises of 20 statements.

Five point rating scale ranging from 1(Never feel) to 5(Always feel) has been used to collect stress related information from respondents.

RELIABILITY, VALIDITY, MULTICOLLINEARITY:

Reliability refers to the consistence of results under similar conditions. Here Reliability is accessed with the help of Cronbach's Alpha.

The threshold value for Cronbach's Alpha is 0.7 i.e. it should be more than 0.7. in our study the value for both the variables is more than 0.7(For work stress reliability is 0.955 and for peer support it is 0.768) hence it established reliability. Further convergent validity is accessed using Average Variance Extracted(AVE) whose value should be greater than 0.50 to confirm convergent validity here work stress and peer support has pre defined validity which is greater than 0.50 and hence validity is proved. In the present study there is one dependent variable and one independent variable so here multicollinearity is not possible.

COMMON METHOD BIAS

According to Podsakoff et al., if the data is collected from the same source and also at same time there are chances of common method biases. To minimize common method bias this study adopted both procedural and statistical remedies. Pre-validated scales were used to

compare work stress and peer support. Secondly all the respondents were assured of anonymity and confidentiality of the data.

CHAPTER – 4 RESULTS & FINDINGS

Demographic Data

Variable	Category	Defence	Police	Total
Gender	Male	59	51	110
	Female	3	17	20
	Others	0	0	0
Current posting	East India	7	6	13
	West India	4	5	9
	North India	31	47	78
	South India	4	5	9
	North-East India	1	1	2
	Central India	15	4	19
Qualification	Upto 10th	3	2	5
	Upto 12th	22	22	44
	Undergraduate	30	31	61
	Post graduate	12	13	25
Age	20 – 25 Years	19	23	42
	25 – 30 Years	14	16	30
	30 – 35 Years	11	7	18
	35 – 40 Years	7	5	12
	40 – 45 Years	7	6	13
	45 – 50 Years	3	4	7
	Above 50 Years	1	6	7
Current shift	Morning	35	55	90
	Evening/Night	27	13	40
Working hours	5 or less than 5	0	2	2
	5 – 7 Hours	14	15	29
	7 – 9 Hours	36	45	81
	More than 9	12	6	18

Table 2:- Descriptive Statistics:-

Variable	Designation	N	Mean	S.D	t-value	Sig
Work stress	Police	68	2.7934	0.90595	14.994	0.00
	Defence	62	2.5379	1.09618		0.00
Peer support	Police	68	2.906	0.5212	-8.557	0.00
	Defence	62	2.895	0.7502		0.00

Source :- Primary data , *Sig. at 0.05

In this table compare the work stress and peer support amongst the employees working in Police and Defence. It has been reported that Police employee {mean = 2.7934} experiences a significantly quite higher level of stress than Defence employee {mean= 2.5379}.The finding is quite understandable, hardship faced by Police employees. Peer support also showed statistically significant variations among the two sets of employees. It is interesting to note that the mean value for peer support is also quite higher for Police employees. It means Police employees have quite higher work stress and peer support as compare to Defence employees.

Table 3:- Correlation Matrix for Police Employees

Variable	Work stress	Peer support
Work stress	1.00	-.232
Peer support	-.232	1.00

Source :- Primary data

Table represents a correlation matrix of variable (Peer support) and tends to test first hypothesis. The hypothesis is accepted and hence it is concluded that peer support is negatively correlated with stress. In other words data concludes that work stress depends on

peer support and work stress can be reduced by institutionalizing peer support at workplace of the police employees.

Table 4:- Correlation Matrix for Defence Employees

Variable	Work stress	Peer support
Work stress	1.00	-.741
Peer support	1.00	-.741

Source:- Primary data

Table represents a correlation matrix of variable (Peer support) and tends to test the other hypothesis for Defence employees. The hypothesis is accepted and hence it is concluded that peer support is negatively correlated with stress and in other words data concludes that work stress depends on peer support and can be reduced by institutionalizing peer support at workplace of the defence employees.

Table 5:- Results of Linear Regressions for Police Employees:-

Model(DV- Stress)	Unstandardized coefficient		Standardized coefficient	t-value	Sig.
	B	Std. Error	B		
Work stress	3.965	.614		6.454	0.00
Peer support	-.403	.208	-.232	-1.937	0.57

Source:- Primary data, *Sig. at 0.05 level

Table 6:- Model Summary for Police Employees:-

Model	R	R Squares	Adjusted R Square	Std Error of the Estimate
1	.232	.054	.039	.88789

Table develops a regression equation considering work stress as the dependent variable and peer support as independent variable.

Peer support contributes significantly to the regression equation.

Also model summary concludes that peer support lead to 5.4% variance in stress level of police employees.

$$\text{Work Stress} = 3.965 + (-0.403) * \text{Peer Support}$$

Table 7:- Results of Linear Regressions for Defence Employees:-

Model (DV- Stress)	Unstandardized coefficient		Standardized coefficient	t-value	Sig
	B	Std Error	B		
Work stress	5.674	.378		14.994	.000
Peer support	-1.083	.127	-.741	-8.557	.000

Source:- Primary data, *Sig. at 0.05 level

Table 8:- Model Summary for Defence Employees:-

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.741	.550	.542	.7417

Below mentioned regression equations derived from above two tables. The equation elaborates relationship between work stress and peer support for defence employees. Peer support contributes significantly to the equation.

Also model summary concludes that peer support explain 55% variance in the stress level of defence employees.

$$\text{Work Stress} = 5.674 + (-1.083) * \text{Peer Support}$$

It is interesting to note that there exist differences in the relationship between work stress and peer support for two professions i.e. police employees and defence employees. Peer support explains 54% and 55% variations in work stress among police personnel and defence personnel respectively.

It means that peer support is a better antidote to work stress in defence employees.

Two regression equation also substantiate this claim value of regression coefficients is higher for defence employees.

$B(\text{Police}) = -.403$ and $B(\text{Defence}) = -1.083$

Also the magnitudes of regression coefficient are higher for defence employees. It means peer support negates work stress more effectively for defence employees.

CHAPTER – 5 DISCUSSIONS AND CONCLUSION

The study explored the relationship between peer support and work stress. It analysed the statistical association between work stress and peer support in different work settings: Defence and police. Results show that peer support is significantly negatively correlated with work stress in both defence and police personnel.

The result gives the impression that the normal working conditions provide adequate opportunity to peer support to transcend its impact on work stress.

The study provides empirical support to previous findings of a negative correlation between peer support and work stress. Various studies have been conducted to relate peer support and work stress but the present study is based on Indian conceptualization of the model of peer support and work stress.

The sample of this study comprises of personnel of Defence and Police. Thus findings of this study are particularly important for defence and police personnel. Demands for high productivity, perennial search for effectiveness and efficiency, personnel diversity, distant postings, distance from home to postings add to the stress level of personnel.

Results suggest that peer support could reduce the work stress because peer support has a direct bearing on the stress level of personnel.

The present study also highlighted variations in the associations between peer support and work stress in two different conditions- Defence and Police.

RECOMMENDATIONS

Increase support from seniors:

Support from seniors should be increased to a sustainable level when an individual needs support from senior and they are present with their valuable guidance than it reduces stress to a great level

Increase relationship among personnel:

Such type of relations among personnel will lead to a good peer support and as study revealed peer support is required in order to reduce the work stress.

Increase the presence of required resources:

The resources required by the personnel like knowledge, equipments, human resource should be provided to the personnel when required because this will reduce the stress level to a great extent.

CHAPTER – 6 LIMITATIONS

Although the present study explains peer support and work stress to a good extent but the study has certain limitations too which are:

1. The respondents from whom the response are collected and mainly of police have postings in Delhi only because they are from Delhi police only.
2. The respondents from defence have postings mainly in central India and north east India and doesn't include with postings from whole India.
3. The respondents from police and defence are both mainly dominated by males and they have less number of females.

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CHAPTER-8 ANNEXURE

WORK STRESS & PEER SUPPORT

DEMOGRAPHIC DETAILS:-

- **NAME:-**

- **AGE:-**
 1. 20 – 25
 2. 25 – 30
 3. 30 – 35
 4. 35 – 40
 5. 40 – 45
 6. 45 – 50
 7. Above 50

- **GENDER:-**
 1. Male
 2. Female
 3. Other

- **CURRENT POSTING:-**
 1. East India
 2. West India
 3. North India
 4. South India
 5. North- East India
 6. Central India

- **DESIGNATION:-**

- **EXPERIENCE:-**

- **ORIGIN (REGION):-**

- **QUALIFICATION:-**

1. 10th or equivalent diploma
2. 12th or equivalent diploma
3. Under Graduate
4. Post Graduate

- **NO. OF TRANSFERS:-**

- **CURRENT SHIFT:-**

1. Morning\
2. Evening/ Night

- **NO. OF WORKING HOURS:-**

1. 5 or less than 5
2. 5 – 7
3. 7 – 9
4. More than 9 hours

QUESTIONNAIRE- (WORK STRESS)

Q1. I am afraid not learning enough in my present role for taking up higher responsibility.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q2. My work load is too heavy.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q3. I do not have adequate knowledge to handle the responsibilities in my role.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q4.I do not get the information needed to carry out the responsibilities assigned to me.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q5. I have various other interests which remain neglected because I do not get the time to attend.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q6. I am too preoccupied with my present role responsibilities to be able to prepare for taking higher responsibilities.

1. never or rarely
2. Occasionally feel
3. Sometimes feel

4. Frequently feel
5. Very frequently feel

Q7. There is not enough interaction between my role and other roles.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q8. I wish I had more skills to handle the responsibilities of my role.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q9. I do not get enough resources to be effective in my role.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q10. My role does not allow me to have enough time with my family.

1. never or rarely
2. Occasionally feel

3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q11.I would like to take more responsibility than I am handling at present.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q12. I have been given too much responsibility.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q13. I wish there was more consultation between my role and other roles.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q14. I have not had pertinent training for my role.

1. never or rarely
2. Occasionally feel

3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q15. I can do much more than what I have been assigned.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q16. I am rather worried that I lack the necessary facilities needed in my role.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q17. My family and friends complain that I do not spend time with them due to heavy demands of my work role.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q18. I feel stagnant in my role.

1. never or rarely

2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q19. Even when I take initiative for discussions or help, there is not much response from the other roles.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

Q20. I wish I had more financial resources for the work assigned to me.

1. never or rarely
2. Occasionally feel
3. Sometimes feel
4. Frequently feel
5. Very frequently feel

QUESTIONNAIRE – (PEER SUPPORT)

Q1. I think that my friends feel that i am not very good at helping them solve their problems.

1. Definitely false
2. Probably false
3. Probably true
4. Definitely true

Q2. If i were sick i could easily find someone to help me with my daily chores.

1. Definitely false

2. Probably false
3. Probably true
4. Definitely true

Q3. There is someone who takes pride in my accomplishments.

1. Definitely false
2. Probably false
3. Probably true
4. Definitely true

Q4. When i need suggestions on how to deal with a personal problem i know someone i can turn to.

1. Definitely false
2. Probably false
3. Probably true
4. Definitely true

Q5. There is someone i could turn to for advice about making career plans or changing my job.

1. Definitely false
2. Probably false
3. Probably true
4. Definitely true

Q6. There really is no one i can trust to give me good financial advice.

1. Definitely false
2. Probably false
3. Probably true
4. Definitely true

Q7. If i wanted to have lunch with someone i could easily find someone to join me.

1. Definitely false
2. Probably false
3. Probably true
4. Definitely true

Q8. When i feel lonely there are several people i can talk to.

1. Definitely false
2. Probably false
3. Probably true
4. Definitely true

Q9. There is no one that i feel comfortable to talk about intimate personal problems.

1. Definitely false
2. Probably false
3. Probably true
4. Definitely true

Q10. There is at least one person i know whose advice i really trust.

1. Definitely false
2. Probably false
3. Probably true
4. Definitely true

WORK STRESS AND PEER SUPPORT

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