



IMPACT OF AGE AND TENURE ON STRESS AMONG EVENT MANAGERS

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ABSTRACT

Properly monitored and managed, the stress response contributes to a state of optimum health and well being. When improperly managed, the stress response may lead to a variety of medical, psychological, and behavioral health problems. The study has made an attempt to examine the stress among Event Managers. The study also examined whether the stress was influenced by age and work experience. The study finds that mean stress score of the sample respondents Event Managers is 119.20, whereas the total stress score is 160. The study finds variations in mean stress score among different age groups. It is found from the study that there are variations in mean stress score among different work experience groups divided basing on the number of years of experience. The results of the ANOVA between age and total stress score revealed that there is significant relationship between age and stress score at 0.05 level. Results of the Post HOC Test shows that 'below 30 years age group' is only significantly differed with the '30-40 years age group' at 0.01 level on the basis of stress score. The results of the ANOVA between stress and work experience shows that there is significant relationship between stress and work experience. Results of the Post hoc test showed that 'below 5 years work experience group' has differed significantly on the basis of stress score from the '6-10 years work experience group' at 0.05 significant level.

KEYWORDS : stress, Event managers, age, tenure

Stress is derived from the Latin word stringere, meaning to draw tight, and was used in the 17th century to describe hardships or affliction. During the late 18th century, stress denoted 'force, pressure, strain or strong effort', referring primarily to an individual or to an individual's organs or mental powers. The nature of the stress response was first studied at the beginning of the century by Walter Cannon and in the mid 1920s by Hans Selye. One of the first scientific attempts to explain the process of stress related illness was made by Hans Selye in 1946, who described three stages an individual experiences in stressful situations. (1). Alarm reaction, in which an initial phase of lowered resistance is followed by counter shock, during which the individual's defense mechanisms become active. (2). Resistance, the stage of maximum adaptation and, ideally, successful return to equilibrium for the individual. If, however, the stress continues or the defense mechanism does not work, one will move on to a third stage. (3). Exhaustion, when adaptive mechanisms collapse (Susan Cartwright and Cary L Cooper, 1997).

During the 1980s, much research in the field of workplace stress suggested six major sources of pressure at work. Although we can find each of these six implicated in an individual's stress profile or, indeed, in an organization's profile, these factors vary in the degree to which they are found to be casually linked to stress in a particular job or organization. As a starting point to understanding work stress, researchers have studied those factors that may be intrinsic to the job itself, such as poor working conditions, shift work, long hours, Travel and Tour Managers, risk and danger, new technology, work overload, and work under load (Susan Cartwright and Cary L Cooper, 1997). Dynamics of workplace stress is presented in Figure – 1.

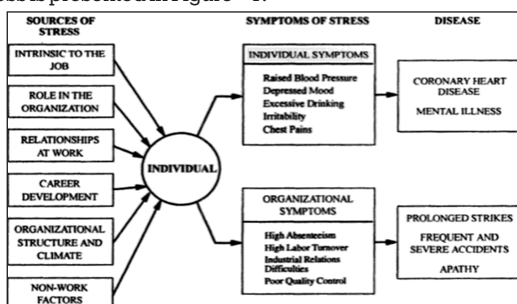


Figure - 1 Dynamics of Work Stress

Source: Susan Cartwright and Cary L Cooper (1997), 'Managing Workplace Stress', Sage Publications, New Delhi, p.14

Costs of Workplace Stress

In the World Economic Forum and KPMG Report (WEF 2015) on global mental health, it was found that although 'mental health disorders account for 13 per cent of the total global burden of disease, yet received only 2 per cent of the health spend and these carry considerable economic costs of some \$2.5 trillion annually', when it comes to the workplace, the common mental disorders of stress, depression and anxiety are enormous in terms of sickness absence and lost productive value. An OECD report of 21 countries found that not only were the incidence of stress – related absence and presenteeism significantly rising in these countries, but also that the average duration of the absence days was significantly longer than that for just physical illnesses (Philip J. Dewe and Cary L. Cooper, 2017).

Stress is the naturally occurring mind-body response to demanding and/or emerging situations, either of a chronic or episodic nature. Properly monitored and managed, the stress response contributes to a state of optimum health and well being. When improperly managed, the stress response may lead to a variety of medical, psychological, and behavioral health problems. These problems range from cigarette smoking, alcohol and drug abuse, violence, and family conflict to insomnia, cardiovascular diseases, cancer and ulcers. There are some individual differences in personality dimensions, sex, etc., which moderate the stress – health relationship (Jonathan D. Quick, Rebecca S. Horn and James Campbell Quick, 2014).

Review of Literature

Chandraiah et al. (2003) in their study found examine the relationship between age and the occupational stress. The study finds that age variable was negatively correlated with occupational stress.

Colin J. Mackary et al. (2004) carried out a study on work – related stressors. Further, the study has reviewed the current models of work related stress. It is argued that Management Standards approach is appropriate for the control of work related stress.

Cong Liu et al. (2007) investigated the job stress perceptions in China and the United States. The study finds significant job

stress – strain correlations in both the sample countries. The study reveals the different causes of stress in both the sample countries. Further, the study has reported the consequences of job stress in both the sample countries. The study has highlighted the culture specific job stressors.

The study made by Thomas W.H. NG and Daniel C. Feldman (2008) examined the impact of long work hours. It is found that there is a significant positive relationship between hours worked and job stress.

Anna Lena Ackfeldt and Neeru Malhotra (2012) conducted a cross sectional study on front line employees working in a travel service organization. The study has examined the impact of role stress on organizational commitment. The study has found that affective organizational commitment is negatively influenced by role stressors. Role conflict is found to be influencing organizational commitment positively. It is suggested that professional development and empowerment will be the vital management tools to deal with the negative effects of role stress on organizational commitment.

Mulki Jay Prakash et al. (2012) conducted a study to examine the impact of employee's resistance to change on felt stress. The study is conducted on bank sales people. Further, the study has analysed the impact of manager's decisiveness on felt stress. The study finds that there is a significant relationship between resistance to change and felt stress. Further, the study showed that manager's decisiveness moderates the effects of resistance to change on felt stress.

Objectives and Methodology

Against the above background, the study has made an attempt to examine the stress among Event Managers. The study also examined whether the stress was influenced by age and work experience. Questionnaire was designed basing on the review of literature with 32 sources of stress to collect primary data. 32 Stressors included in the present study include (1). Role overload, (2). Management's over expectation to provide best service, (3). Job insecurity, (4). Time pressure, (5). Long working hours, (6). Overtime practice, (7). Difficult work schedules, (8). Limited break times, (9). Achieving different targets, (10). High level of work pressure, (11). Personality traits, (12). Work life conflict, (13). Organizational structure and climate, (14). Life and career changes, (15). Lack of autonomy, (16). Role conflict, (17). Communication problems, (18). Lack of proper performance feedback, (19). Work arguments, (20). Indifferent attitude of Guests, (21). Lack of proper training, (22). Frequent appraisals and evaluation, (23). Frequent contact with Guests, (24). Lack of support from colleagues, (25). Role ambiguity, (26). Lack of group cohesiveness, (27). Inter personal conflict, (28). Unfair reward system, (29). Undesirable working conditions, (30). Inter group conflict, (31). Lack of readiness of management to solve problems and (32). Lack of respect from authorities. Five point scale was given for each stressor, i.e., feeling stress very often, fairly often, sometimes, almost never and never. For very often response to a stressor, score of 5 is given, followed by score of 4 for fairly often response, score of 3 for sometimes response, score of 2 for almost never response and score of 1 for never response.

Total response of the 32 stressors is added and the total score is arrived. One way Analysis of Variance (ANOVA) is conducted to examine the effect of demographic variable such as age on stress. For further analysis, Post-HOC Test using LSD Method was used. Significance value less than 0.05 indicate existence of relationship between the independent variable (demographic characteristics) and dependent variable (total stress score). Percentages and means are also used to interpret the data. Simple random sampling method is used to select the sample. Total sample size is 100. The data is collected from the Event Managers working in the Hyderabad

city of Telangana State.

Results And Discussion

In the present study, 49 per cent of the sample respondents belong to below 30 years age group. The study also comprises of sample respondents from 30-40 years age group, who constitute 22 per cent of the sample respondents. The percentage of 40-50 years age group respondents in the present study is 23 per cent. The study also consists of sample respondents from above 50 years age (6 per cent) (Table – 1).

As regards work experience of the sample respondents, it is found from the study that 57 per cent of the sample respondents' work experience ranges from 6-10 years, while 27 per cent of the sample respondents' work experience is below 5 years. The study also consists of the sample respondents, who had above 10 years of work experience (16 per cent).

Mean stress score of the sample respondents is 119.20, whereas the total stress score is 160. The study finds variations in mean stress score among different age groups (Table – 3). It is revealed from the table that 30-40 years age group respondents had highest mean stress score (121.86), while below 30 years age group had lowest mean stress score (117.32). On the other hand, mean stress score among 40-50 years age group and above 50 years age group is almost same (120).

Table – 4 shows the mean stress score by years of work experience. It is found from the table that there are variations in mean stress score among different work experience groups divided basing on the number of years of experience. Strikingly, mean stress score is found to be highest among 6-10 years work experience group, while it is lowest among above 10 years age group (114.93).

The results of the ANOVA between age and total stress score is given in Table – 5. It is revealed from the table that there is significant relationship between age and stress score at 0.05 level. For further analysis, Post HOC Test using LSD Method is conducted. Results of the Post HOC Test shows that 'below 30 years age group' is only significantly differed with the '30-40 years age group' at 0.01 level on the basis of stress score. However, no significant difference was noticed between 'below 30 years age group' and 40-60 years age group & above 50 years age group.

Table 6: shows the ANOVA between stress and work experience. The table shows that there is significant relationship between stress and work experience. For further analysis, Post hoc test using LSD method is conducted. Results of the Post hoc test showed that 'below 5 years work experience group' has differed significantly on the basis of stress score from the '6-10 years work experience group' at 0.05 significant level and not differed with 'above 10 years group'. Further, it is observed that '6-10 years work experience group' has differed significantly on the basis of stress score from the 'above 10 years work experience group' at 0.01 significant level.

CONCLUSION

Majority of the sample respondents belong to below 30 years age group. Most of the sample respondents' work experience ranges from 6-10 years. Mean stress score of the sample respondents is 119.20, whereas the total stress score is 160. The study finds variations in mean stress score among different age groups. It is revealed from the study that 30-40 years age group respondents had highest mean stress score. It is found from the study that there are variations in mean stress score among different work experience groups divided basing on the number of years of experience. Strikingly, mean stress score is found to be highest among 6-10 years work

experience group. The results of the ANOVA between age and total stress score revealed that there is significant relationship between age and stress score at 0.05 level. Results of the Post HOC Test shows that 'below 30 years age group' is only significantly differed with the '30-40 years age group' at 0.01 level on the basis of stress score. The results of the ANOVA between stress and work experience shows that there is significant relationship between stress and work experience. Results of the Post hoc test showed that 'below 5 years work experience group' has differed significantly on the basis of stress score from the '6-10 years work experience group' at 0.05 significant level. Further, it is observed that '6-10 years work experience group' has differed significantly on the basis of stress score from the 'above 10 years work experience group' at 0.01 significant level.

Table – 1: Age groups

Age groups	Frequency	Percent
Below 30	49	49.0
30-40	22	22.0
40-50	23	23.0
Above 50	6	6.0
Total	100	100.0

Source: Computed from the Primary Data.

Table – 2: Years of work experience

Years of experience	Frequency	Percent
Below 5 years	27	27.0
6-10 years	57	57.0
Above 10 years	16	16.0
Total	100	100.0

Source: Computed from the Primary Data.

Table – 3: Mean Stress score by Age groups

Age groups	Mean	N	Std. Deviation
Below 30	117.3265	49	5.87150
30-40	121.8636	22	7.12671
40-50	120.2609	23	6.00922
Above 50	120.6667	6	7.00476
Total	119.2000	100	6.45732

Source: Computed from the Primary Data.

Table – 4: Mean Stress score by Years of work experience

Years of experience	Mean	N	Std. Deviation
Below 5 years	117.9630	27	5.13271
6-10 years	120.9825	57	5.71805
Above 10 years	114.9375	16	8.55935
Total	119.2000	100	6.45732

Source: Computed from the Primary Data.

Table – 5: Anova Between Age And Stress

Dependent variable: Total stress core

Independent variable: Age groups

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	366.865	3	122.288	3.121	.030*
Within Groups	3761.135	96	39.178		
Total	4128.000	99			

*Significant at 0.05 level

Post Hoc Tests (LSD Method)

(I) Age groups	(J) Age groups	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Below 30	30-40	-4.53711*	1.60636	.006**	-7.7257	-1.3485
	40-50	-2.93434	1.58208	.067	-6.0747	.2061

	Above 50	-3.34014	2.70727	.220	-8.7140	2.0338
30-40	Below 30	4.53711*	1.60636	.006**	1.3485	7.7257
	40-50	1.60277	1.86662	.393	-2.1024	5.3080
40-50	Above 50	1.19697	2.88281	.679	-4.5254	6.9193
	Below 30	2.93434	1.58208	.067	-.2061	6.0747
	30-40	-1.60277	1.86662	.393	-5.3080	2.1024
Above 50	Above 50	-.40580	2.86935	.888	-6.1014	5.2898
	Below 30	3.34014	2.70727	.220	-2.0338	8.7140
	30-40	-1.19697	2.88281	.679	-6.9193	4.5254
	40-50	.40580	2.86935	.888	-5.2898	6.1014

** . The mean difference is significant at the 0.01 level.

Source: Computed from the Primary Data.

Table – 6: Anova Between Stress and Work Experience

Dependent variable: Total stress core

Independent variable: Work experience

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	513.117	2	256.559	6.884	.002**
Within Groups	3614.883	97	37.267		
Total	4128.000	99			

**Significant at 0.01 level

Post Hoc Test (LSD Method)

(I) Years of experience	(J) Years of experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Below 5 years	6-10 years	-3.01949	1.42620	.037*	-5.8501	-.1889
	Above 10 years	3.02546	1.92599	.119	-.7971	6.8480
6-10 years	Below 5 years	3.01949*	1.42620	.037*	.1889	5.8501
	Above 10 years	6.04496*	1.72713	.001**	2.6171	9.4728
Above 10 years	Below 5 years	-3.02546	1.92599	.119	-6.8480	.7971
	6-10 years	-6.04496*	1.72713	.001**	-9.4728	-2.6171

* . The mean difference is significant at the 0.05 level.

** . The mean difference is significant at the 0.01 level.

Source: Computed from the Primary Data.

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