Stress Management of Members of Local Government Institutions in Kerala

Thesis

Submitted to the University of Calicut

for the award of the degree of

Doctor of Philosophy in Commerce

Sreekutty K.S.

Under the Supervision of

Prof. (Dr.) B. Vijayachandran Pillai
Former Professor and Head

Department of Commerce and Management Studies
School of Business Studies
University of Calicut
Kerala – 673 635

July 2023

Sreekutty K.S.
Full Time Research Scholar
Department of Commerce and Management Studies
University of Calicut
Kerala – 673 635

Declaration

I hereby declare that the thesis entitled, **Stress Management of Members of Local Government Institutions in Kerala,** done under the guidance and supervision of Prof. (Dr.) B. Vijayachandran Pillai, is a record of bonafide research work done by me and that no part of the thesis has been presented for the award of any degree, diploma, fellowship or other similar title or recognition before.

Sreekutty K.S
Doctoral Candidate

Calicut University
24th July, 2023

Department of
Commerce and Management Studies
School of Business Studies
University of Calicut
Calicut University P.O. PIN – 673 635 Kerala, India

Prof. (Dr.) B. Vijayachandran Pillai
Former Professor and Head

Phone: 0494 – 2400297 (Off.)
0471 – 2594959 (Res.)
Mob: 094472 41888
Email: bvcuoc@gmail.com
vijayachandranb@yahoo.co.in

Certificate

This is to certify that the thesis entitled **Stress Management of Members of Local Government Institutions in Kerala** prepared by Sreekutty K.S. for the award of the Degree of Doctor of Philosophy in Commerce of the University of Calicut, is a record of bonafide research work carried out under my supervision and guidance. No part of the thesis has been submitted for any degree, diploma, fellowship, associateship or other similar title to any candidate in any University.

Both the examiners have not recommended any modifications or suggestions and therefore the original thesis is resubmitted as such. The soft copy attached is the same as that of the resubmitted copy.

9/10/2023

Calicut University
9 October 2023

Prof. (Dr.) B. Vijayachandran Pillai
Doctoral Guide

Dr. B. Vijayachandran Pillai
Professor (Rtd.)
Dept. of Commerce & Management Studies
University of Calicut
Kerala PIN - 673 635

Department of Commerce and Management Studies
UNIVERSITY OF CALICUT
University of Calicut - 673 635

Acknowledgments

My heart is glittered by recognition and admiration towards all those who sacrificed and facilitated me from the starting and until the submission of my work.

At the very outset, I would like to express my gratitude, indebtedness and appreciation to my esteemed mentor, my supervisor Prof. (Dr) B. Vijayachandran Pillai, Formerly Head, Department of Commerce and Management Studies, University of Calicut, for guiding me patiently and giving his valuable advice, perspective encouragement and requisite suggestions. He was the beacon who inspired me to look for the right answers. Without his intellectual inputs, constant support, fatherly affection and blessings, this work would not have been complete, in any respect. No words would suffice to express the depth of my respect and gratitude to him. I feel really fortunate and content to work under his esteemed guidance as one of his students.

I am highly grateful to Dr. Sreesha C. H., Head of the Department of Commerce and Management Studies, University of Calicut for the support and guidance for the successful completion of this endeavour. I am also indebted to my teachers in the department especially Prof. (Dr) E. K. Satheesh (Registrar, University of Calicut), Prof. (Dr) B. Johnson, Prof. (Dr) M. A. Joseph, Prof. (Dr) Aboobacker Sidheeq K.T, (Dr) P. Mohan, Dr. Aparna Sajeev, Dr Natasha Pankunni and Harikumar .C for their valuable inspiration, warm support and scholarly guidance to accomplish the journey of research.

I am also indebted to Mr. Abdulla Moozhikkal (Librarian, DCMS), Mr. Moideen Kutty K. V. (Former Library Assistant), Ms. Santhi K. J. (Section Officer, DCMS), Ms. Bindu M. C. (Assistant Section Officer, DCMS), Ms. Syndya Sundar C. (Computer Assistant, DCMS), Ms. Daisy E.D. (Former Computer Assistant) and Ms. Molley Vargheese (Office Attendantant Higher Grade, DCMS) for their valuable service.

I would like to thank Indian Council of Social Science Research (ICSSR), Ministry of Human Resource Development for awarding me the ICSSR Doctoral Fellowship to do the research.

I wish to place on record my sincere thanks to Dr. Vinod V. M., Assistant Librarian for the plagiarism check and all the other librarians of CHMK Central Library (University of Calicut), CUSAT (Kochi), Indian School of Business (Hyderabad), University Library of Osmania University (Hyderabad), Indira Gandhi Memorial Library of University of Hyderabad, NASSDOC Library ICSSR (New Delhi), Association of Indian Universities (New Delhi), Ratan Tata Library (New Delhi) and Delhi University Central Library for their assistance in providing necessary secondary data for the study.

I am thankful to all the respondents of my questionnaires for their patience and kind cooperation in providing necessary Data. I am immensely grateful to the members of Local Government Institutions in Kerala.

I express my deep sense of gratitude to Dr. Shafeer P.S (MES Asmabi College, P. Vemballur) for his assistance in the work of analysis of primary data. I sincerely thank my teachers, Dr. Sajoy P.B, Dr. Viswambharan and Prof. Sojan T.S. for their inspiration. I am also obliged to former and present research scholars in the department especially, Dr. U. Sreevidya, Dr Sreeja P, Dr Anjana K, Sreedevi E.S, Binil E, Dr. Nikhil M, Mubeena C. and Dr Greeshma Das M. H.

From the bottom of my heart, I thank my father Dr.K.P Sumedhan for being my inspiration and role model, and mother Mrs. Bindu K for her immense support and prayers. My work will not be a full-fledged one without their endless support and blessings. I owe special thanks to my husband Mr.Vishnuraj R for the endless support and understanding during my Ph.D work. He stood as the strongest pillar of support during my research journey. I am thankful to my sister Anupama K.S. I appreciate my dear daughter Swasthika Padma V.S for her sacrifices during the course of the work. I also acknowledge the special support given by Mrs.Sunitha K.S. Her kindness and helpfulness means a lot for the successful completion of my research work.

Above all, I place my keen indebtedness to GOD ALMIGHTY for showering the blessings and grace on me.

Sreekutty K.S.

Contents

List of Tables

List of Figures

List of Abbreviations

AGFI	:	Adjusted Goodness of Fit Index
AMOS	:	Analysis of a Moment Structure
ANOVA	:	Analysis of Variance
AVE	:	Average Variance Extracted
CB-CFA	:	Confirmatory Based Confirmatory Factor Analysis
CFA	:	Confirmatory Factor Analysis
CFI	:	Comparative Fit Index
COVID-19	:	Corona Virus Disease 2019
CR	:	Composite Reliability
EFA	:	Exploratory Factor Analysis
ERI	:	Effort-Reward Imbalance
GAS	:	General Adaptation Syndrome
GFI	:	Goodness of Fit Index
GP	:	Grama Panchayat
HRM	:	Human Resource Management
HSD	:	Honestly Significant Difference
JDC	:	Job Demand Control
KILA	:	Kerala Institute of Local Administration
KS	:	Kolmogrov Smirnov
LGI	:	Local Government Institution
MEDH	:	Mediating Hypothesis
MOH	:	Moderating Hypothesis
RMSEA	:	Root Mean Square Error of Approximation
SD	:	Standard Deviation
SE	:	Standard Error
SEM	:	Structure Equation Modeling
SMH	:	Structural Model Hypothesis
SPSS	:	Statistical Package for Social Science

CHAPTER I

INTRODUCTION

1.1. Backdrop

Stress is an inevitable part of modern life. Stress refers to a mental tension or state of worry due to a difficult situation. It is a physiological and psychological reflex to external pressures, which has an impact on both mind and body. Stress to a certain limit can be beneficial, which provide motivation to complete tasks and achieve goals. However, too much stress will results in mental and physical health problems. Several circumstances such as work, relationships, financial problems, health and significant life changes etc. can lead to stress.

Work stress indicates the adverse physical and emotional reactions that occur when the requirements of the work do not align with a worker's abilities, resources or needs. Heavy workloads, short deadlines, lengthy workdays, lack of support, work environments, organizational issues, interpersonal problems, job uncertainty are the prominent causes of work stress. Work stress can result in many psychological and physiological symptoms such as fatigue, irritability, difficulty concentrating, insomnia, headaches, blood pressure, heart disease and muscle tension. If left untreated, it can also result in anxiety, depression, and burnout. Work stress can affect an individual's health and well-being as well as their work performance and productivity.

Kerala, the state having good development indicators when compared to developed countries have implemented decentralized and participatory local democracy in an effective way since the enactment of Kerala Panchayat Raj Act and The Kerala Municipality Act in the year 1994. Local government institutions in Kerala play a crucial role in promoting grassroots democracy, rural and urban development and inclusive governance. Key roles and functions of local government institutions

includes providing basic infrastructure, promoting local economic development, delivering social welfare programs, planning and implementing development programs, promoting environmental sustainability and ensuring participatory governance. The social, economic and environmental growth in Kerala is significantly influenced by local government institutions.

The members of local government institutions in Kerala play a vital role in the overall development and functioning of the state's local governance system. They contribute to the development of the state by working to promote democratic governance, community involvement and efficient implementation of policies and programmes. Members of local bodies are individuals who work at the grass root level of democratic system. They are the people through which government gets basic information for creation of policy and they also play a significant role in implementing the policy decisions. They have a major role in adequacy and utilisation of public fund. The duty of a members of local government institutions is both work and service in nature. They are responsible to ensure various facilities like public safety, waste management, education, basic infrastructure, sanitation etc. For the betterment of their constituents, members of these institutions have the responsibility to work towards all these duties. In order to perform the duties of a member, it requires a lot of qualities and skills like leadership qualities, effective communication skill, analytical and problem solving abilities, familiarity with local issues, financial management skill, knowledge of government processes and a dedication to serving the public. However, not all members are skilled in every area, and the majority of them are deficient in a number of abilities. Majority of the elected representatives have very minimal education and experience. Most people who are elected as members come from relatively low economic and social background, with the support of any political party. Their work and performance is under public scrutiny and always faces the problem of over expectation from the public. Along with these, unscheduled work time, heavy workload, lack of work-life balance, political pressure, personal safety concerns, financial constraints, lack of resources, pressure from interest groups, physical threats and attacks, intimidation and harassment, lack of support from higher authorities etc. make their work more challenging. Members of the local government institutions will

feel stressed and anxious as a result, which will have adverse physical and mental consequences. Eventually, this will lead to decreased work performance, productivity and dedication among the members, which will impact the performance of the local government of state itself. Moreover, the overall development of the state up to the grass root level depends upon the efficiency and performance of the local government institutions and its members.

1.2. Significance of the Study

Kerala, being the state with second highest average population per GP, ranks first in component and aggregate indices of devolution in practice, tire wise improved index, tire wise policy index, tire wise practice index among the other states in India. (Statistical handbook, Ministry of Panchayat Raj, 2019). Hence, it is proved that the local government institutions in Kerala outperforms than the other states in India. Local government institutions plays a significant role in the decentralised democracy and grass root level development of the state. Elected members possess an important role in the functioning of local government institutions. Duty of the member of local government institutions have an impact in all the major sectors of the state. They are the people who has given enormous number of duties and responsibilities without any specific criteria on their abilities and with minimum training. Most of the members face difficulties to perform their work due to various reasons such as heavy workload, intensity of responsibilities, struggles to balance work-life, lack of proper training and assistance etc. Any mistakes or delay in undertaking their tasks brings a lot of criticisms, public and media scrutiny, as their work is public in nature. Though most of the members are elected with the support of a political party, unwanted criticisms of the opponent party on every move make it even worse. All these results in pressure and tension, which will ultimately leads to stress among the members. Stress more than a certain limit have negative impact on the physical health, mental health, emotional well-being, work performance and productivity. The performance of the members have direct impact on the overall development of the state and well-being and betterment of the public. It will affect the functioning of all sectors, infrastructure developments etc. Though, India is a nation which undertakes activities on the basis

of decentralised democracy, proper and efficient functioning of local government institutions in every states need to be ensured. It will ultimately influence the overall development of the nation.

In these circumstances, a research on the stress related to the work of members of local government institutions is highly significant. It is expected that the results of the study will be useful to members of local government institutions to manage their stress and creates more understanding and awareness of the necessity of stress management for better productivity. Thus, it will leads to the better performance of members, which will ultimately benefit the constituents and their betterment. Moreover, the good performance of members of local government institutions will be helpful to the government for the effective implementation of various policies and programmes to the bottom level of the society and through that overall development of the State itself.

1.3. Statement of the Problem

Local Government Institutions (LGIs) plays a significant role in the development of the State of Kerala. Various policies and programs are implemented by the government at the grass root level of the society through the members of local government institutions. The duties levied on them has an impact on the well-being of public, infrastructure developments and functioning of different sectors.

However, the enormous number of duties and responsibilities makes the work of a member of local government institutions very challenging. Among the elected members, not everyone have sufficient political or public experience. Though in Kerala 50% reservation has given to females, so many elected members get into this position without any prior experience and preparations. They experience problems like balancing of family with work. With the assistance of any political party, majority of those elected as members come from relatively modest socio-economic backgrounds, with basic educational qualifications and skills. But, the duties entitled to the members have serious impact on the society. Because of the heavy workload, they need to work without any time schedule. They are expected to reach every nook and corner of the society for public needs. The expectation of the public from the

members is very high and if they make any delay or fail to meet any of the expectations, they will become under the public scrutiny. They are expected to reach everywhere to meet the public needs even without adequate resources. Though, most of the members work for full time in their local government institutions, the minimum pay which is known as honorarium given to them is insufficient to meet their needs. In this modern era of technological advancement, a lot of members struggle to handle it. They have to deal with information overload about various procedures, policies and programs in order to bring the right one to the deserved. Along with these, lack of guidelines for duties, role conflicts, insufficient training, conflicting demand from public, public criticism, difficulty to prove efficiency, public scrutiny on duties, interference of the political party and political pressures makes their work life stressful. Even though government has included stress management as a part of the training programs given to the members by Kerala Institute of Local Administration (KILA), its effectiveness need to be ensured, as majority of the members are still experience stress and struggling with its various mental and physical consequences. Most of the members are unable to efficiently handle stress. Also, the stress of the members of LGIs is related to the various factors such as public service motivation, social support and emotional intelligence, work performance, work satisfaction, work burnout and work withdrawal behaviour. Among these factors, some of them influence the stress of the member and some will get influenced by the stress faced by the member. At this juncture, it is quite relevant and useful to conduct an investigation on Stress Management of Members of Local Self Government Institutions in Kerala.

1.4. The Research Questions

The present research work attempts to investigate into the following major research questions.

1. What are the major factors of work stress among the members of the local government institutions in Kerala?

2. What are the consequences of the stress experienced by the members of local government institutions?

3. To what extend the members of LGIs adopts stress management techniques for stress reduction?

4. Whether there is any significant difference in the level of work related outcomes, public service motivation, emotional intelligence and social support of the members?

5. How do the factors of stress, consequences of the stress, stress management techniques and work related outcomes are interconnected?

6. Do stress management techniques and work burnout play any mediating role in the relationship between work stress on its consequences and work related outcomes?

7. Can social support moderate in the relationship between work stress on work performance and work withdrawal behaviour?

1.5. Scope of the Study

The scope of the present study is confined to the members of Local Government Institutions in the State of Kerala. The Members from grama panchayats, municipalities and corporations were taken for this purpose. The research attempts to investigate the factors of stress and its consequences. The stress management techniques adopted by the members are examined. The assessment of the level of work-related outcomes, public service motivation, emotional intelligence and social support among the members are considered for analysis. The work intends to analyse the mediating role of stress management techniques and work burnout in the relationship between work stress on psychological and physiological consequences and work related outcomes. Further, the moderating effects of social support on the effect of work stress on work performance and work withdrawal behaviour fall under the ambit of the current research work.

1.6. Objectives of the Study

The broad objective of the present research is to conduct an investigation on the stress management of members of local government institutions in Kerala. The following specific objectives have been set forth in order to achieve this objective.

- To investigate into the factors of stress and its consequences among the members of Local Government Institutions.
- To examine the stress management techniques adopted by the members of Local Government Institutions.
- To find out the level of work related outcomes, public service motivation, emotional intelligence and social support of the members of Local Government Institutions.
- To develop an empirical research model of the members of local government institution that explaining the interconnection among work stress, consequences of stress, stress management techniques and work-related outcomes.
- To explore the mediating role of stress management techniques and work burnout in the relationship between work stress on its consequences and work related outcomes.
- To extract the moderating effects of social support in the effects between work stress on work performance and work withdrawal behaviour.

1.7. Hypotheses Formulated and Tested

The following hypotheses have been developed in accordance with the objectives listed above and tested by employing appropriate statistical tools.

H1 : The members of local government institutions experience only an average level of stress due to various factors.

H2 : In the case of factors leading to stress, there is no significant socio-demographic factors wise difference among the members of local government institutions.

H3 : There is no significant difference among the members of local government institutions in respect of the level of stress caused due to various factors.

H4 : There is no significant difference among the members of local government institutions in respect of the levels of different consequences.

H5 : In the case of level of different consequences, there is no significant socio-demographic factors wise association among the members of local government institutions.

H6 : In the case of stress management techniques followed, there is no significant difference among the members of local government institutions according to their socio-demographic factors.

H7 : The members of local government institutions do not differ significantly in the case of level of stress management techniques followed.

H8 : The members of LGIs do not associate significantly in the case of level of stress management techniques followed according to socio-demographic factors.

H9 : The members of LGIs do not differ significantly in the case of level of work related outcomes, public service motivation, emotional intelligence and social support.

H10 : The members of LGIs do not associate significantly in the case of level of work related outcomes, public service motivation, emotional intelligence, social support according to socio-demographic factors.

Mediating Hypotheses

The following hypotheses are developed for the mediation analysis.

Hypotheses No.	Mediation hypotheses in the model
MED.H1	Stress management techniques mediate in the relationship between work stress and its psychological consequences
MED.H2	Stress management techniques mediate in the relationship between work stress and its physiological consequences
MED.H3	Work burnout mediates in the relationship between psychological consequences of the stress and work satisfaction
MED.H4	Work burnout mediates in the relationship between physiological consequences of the stress and work performance

Moderating Hypotheses

The following hypotheses are developed for checking the moderation effect.

Hypotheses No.	Moderation hypotheses in the model
MOH.1	The strength of the relationship between work stress and work withdrawal behaviour is significantly moderated by social support.
MOH.2	The strength of the relationship between work stress and work performance is significantly moderated by social support.

1.8. Operational Definition of the Terms and Concepts Used

The important terms and concepts used in the study are briefly explained below.

- **Stress**

Stress is a physical and mental reaction to a perceived demand or threat.

- **Work**

Work is any activity that requires effort and has specific responsibilities and tasks to accomplish with a compensation.

- **Work Stress**

Work stress is a condition of physical, emotional and psychological strain when the work demands exceeds the abilities and skills of the workers.

- **Stress Factors**

Events or issues that can make an individual feel anxious is known as stress factors.

- **Stress Management**

It means the different techniques and strategies used to reduce the negative effects of stress.

- **Stress Management Techniques**

It refers to methods that people may use to reduce or control their stress.

- **Organisational Factors**

These are the elements of workplace environment which can contribute to stress among workers or employees.

- **Social Factors**

Social factors are external factors that can escalate a person's stress levels.

- **Personal Factors**

Personal factors are internal factors that may increase a person's stress levels.

- **Political Factors**

Political factors are associated with political parties, their policies and regulations, which can impact a person’s stress level.

- **Consequences**

Consequences are the negative impacts of long-term stress on the mental and physical health of an individual.

- **Psychological Consequences**

The impact that particular experiences or events have on a person's mental and emotional condition are referred to as psychological consequences.

- **Physiological Consequences**

Physiological consequences are the effects that specific experiences or events have on a person's physical well-being and biological functions.

- **Local Government Institutions**

Local Government Institutions (LGIs) are the institutions that are responsible for governing at the local level in the State with the help of elected members. They are Panchayaths in rural areas, Municipalities in urban areas and Corporations in large urban areas.

- **Members of Local Government Institutions**

Members are the elected representatives who are responsible for carrying the duties of a local government institutions which consists of making decisions on various issues related to their respective institutions and for providing basic services to the local population.

- **Grama Panchayat**

It is a village-level administrative entity responsible with giving residents in rural areas access to basic public services.

- **Municipality**

A municipality is a form of local government in charge of governing urban areas. It is the local level of government that comes after the corporation but before the grama panchayat.

- **Corporation**

A Corporation is a local government institution that is responsible for governing large urban areas. It is a level of local government comes above the municipality.

- **Work-Related Outcomes**

It is an umbrella term used for work related variables such as work performance, work satisfaction, work burnout and work withdrawal behaviour.

- **Work Performance**

Work performance is the degree of productivity, excellence and efficiency exhibited by a person when performing tasks linked to their work.

- **Work Satisfaction**

The level of happiness and fulfilment a person feels when performing their work-related tasks.

- **Work Burnout**

It is a condition of emotional, physical and mental exhaustion as a result of long term high level of stress at work.

- **Work Withdrawal Behaviour**

The tendency of a person to get detached from their co-workers and work-related duties is referred to as work withdrawal behaviour.

- **Public Service Motivation**

Public service motivation is the desire to help others and improve society.

- **Emotional Intelligence**

It is the capacity to recognize, understand and regulate one's own emotions as well as the emotions of others.

- **Social Support**

Social support is the assistance, inspiration and resources given by a person's social networks, such as their family, friends, co-workers and other peoples.

1.9. Methodology and Database

The present study is both descriptive and analytical in nature. It is descriptive in nature because, it focuses on giving a detailed and accurate picture of the characteristics, behaviors and attitudes of a population or group. It involves analysis of data or information to get a better understanding of a particular topic or problem. Hence, it is analytical in nature.

1.9.1. Sources of Data

Data has been collected from both the secondary and primary sources for the purpose of research work.

(a) Secondary Data

Data has been collected from secondary sources in order to get an overview about the local government institutions in Kerala and theoretical knowledge on stress, consequences, stress management, work-related outcomes, public service motivation, emotional intelligence and social support. The literature for the gap identification and identification of variables has been done with the help of secondary data. The secondary data were collected from the following sources.

- Books
- Dissertations
- Journals and periodicals
- Research reports
- Websites
- Government reports
- Newspapers

(b) Primary Data

The present research is mainly based on the primary data collected from the members of local government institutions in Kerala. For the selection of members of local government institutions, the following sampling design was adopted.

1.9.2. Sampling Design

A three-stage sampling procedure has been adopted for the selection of sample members.

- In the first stage, based on geographical criteria, the entire State of Kerala has been divided into three regions namely north, central and south regions. From these three regions, one district was randomly selected.
- In the second stage, from the three selected districts, sample local government institutions were selected.
- In the third stage, from the selected local government institutions, sample members were selected.

The details of sample design adopted are shown below.

Stage 1. Selection of Sample Districts

In the first stage, the State of Kerala consisting of 14 districts have been classified into three zones on the basis of geographical and cultural similarities. These are

1. Northern zone consists of the districts of Kasaragod, Kannur, Wayanad and Kozhikode.
2. Central zone - It includes the districts of Malappuram, Palakkad, Thrissur, Ernakulam and Idukki.
3. Southern zone - The remaining districts of Kottayam, Alappuzha, Pathanamthitta, Kollam and Thiruvananthapuram are included under this Zone.

Thereafter, from each zone, one district has been selected on random basis. Accordingly, the district of Kannur from northern zone, Thrissur from central zone and the district of Kollam from southern zone have been selected.

Stage 2. Selection of Sample Local Government Institutions

The details of the method adopted for the selection of sample local government institutions are as follows:

(i) **Population**

Members of local government institutions in Kerala constitute the population of the research. As per the government records the number of members of local government institutions in Kerala during the time period of 2015-2020 was 21,908, which consists of 1,200 local government institutions and 21,908 wards.

Table 1.1

Number of Members of Local Government Institutions in Kerala during 2015-2020

Sl.No.	District	Grama Panchayat		Block Panchayat		District Panchayat		Municipality		Corporation		Total	
		LGIs	Members	LGIs	Members	LGIs	Members	LGIs	Members	LGIs	Members	LGIs	Members
1	Thiruvananthapuram	73	1299	11	55	1	26	4	147	1	100	90	1727
2	Kollam	68	1234	11	152	1	26	4	131	1	55	85	1598
3	Alappuzha	72	1169	12	158	1	23	6	215			91	1565
4	Pathanamthitta	53	788	8	106	1	16	4	132			66	1042
5	Kottayam	71	1140	11	146	1	22	6	204			89	1512
6	Idukki	52	792	8	104	1	16	2	69			63	981
7	Ernakulam	82	1338	14	185	1	27	13	421	1	74	111	2044
8	Thrissur	86	1465	16	213	1	29	7	274	1	55	111	2036
9	Palakkad	88	1490	13	182	1	30	7	240			109	1942
10	Malappuram	94	1778	15	223	1	32	12	479			122	2510
11	Kozhikode	70	1226	12	169	1	27	7	265	1	75	91	1762
12	Wayanad	23	413	4	54	1	16	3	99			31	582
13	Kannur	71	1166	11	149	1	24	9	333	1	55	93	1727
14	Kasargod	38	664	6	83	1	17	3	113			48	877
	Total	941	15962	152	2079	14	331	87	3122	6	414	1200	21908

Source: Official website of Kerala Local Self Government Department

As per the government records, the total number of local government institutions in Kerala during the time period of 2015-2020 was 1,200.

(ii) **Determination of Sample Size of the Members of Local Government Institutions**

Formula by Krejice and Morgan (1970) was applied for the calculation of sample size of members of the local government institutions.

$$n = \frac{\chi^2 NP(1-P)}{e^2(N-1) + \chi^2 P(1-P)}$$

Where,

n = Sample size to be determined

N = Population Size (**21,908**)

χ^2 = Chi Square value (At 95% confidence level with 1 degree of freedom, the Table value is **3.841**)

e = Margin of error (at 95% confidence level is **0.05**)

P = Population Proportion (50% of the Population i.e., **0.5)**

The following result is obtained by applying the formula:

$$n = \frac{3.841 \times 21908 \times 0.5(1-0.5)}{0.05^2(21908-1) + 3.841 \times 0.5(1-0.5)}$$

$$n = \frac{42074.314 \times 0.5}{547675 + 0.96025}$$

$$n = \frac{21037.157}{55.727}$$

$$n = 377.50 \ (\textbf{rounded to 378})$$

The present study includes the members from grama panchayats, municipalities and corporations. The number of grama panchayats, municipalities and corporations in the selected three districts from the three zones are shown in the table 1.2.

Table 1.2

Number of Grama Panchayats, Municipalities and Corporations

District	Grama Panchayats	Municipalities	Corporations
Kollam	68	4	1
Thrissur	86	7	1
Kannur	71	9	1
Total	225	20	3

All the municipalities and corporations from the selected three districts were taken for the study, as the number of municipalities and corporations is found less. Thus, all 20 municipalities and 3 corporations were taken for the purpose from the selected three districts. In the case of grama panchayats, there are 225 panchayats in these three districts. Hence based on the criterion of best performance as per the list of government records, the sample grama panchayaths were selected. Accordingly top 5 grama panchayats and bottom 5 grama panchayats in terms of performance were taken from the selected three districts. Thus, a total of 30 grama panchayats were taken for the study. The detailed list of selected grama panchayats, municipalities and corporations were given in the table 1.3.

Table 1.3

List of Sample Grama Panchayats, Municipalities and Corporations

District	Grama Panchayaths	Municipalities	Corporations
Kollam	1. Chavara 2. Mayyanad 3. Perinad 4. Pathanapuram 5. Oachira 6. Kulasekharapuram 7. Perinad 8. Mundakkal 9. Nedumpana 10. Neendakara	1. Karunagappally 2. Kottarakkara 3. Paravur 4. Punalur	Kollam
Thrissur	1. Cherpu 2. Nattikka 3. Anthikkad 4. Ollukkara 5. Thaikkad 6. Vadakkanchery 7. Peechi 8. Kodakara 9. Potta 10. Thrithala	1. Kodungallur 2. Guruvayoor 3. Irinjalakkuda 4. Chalakkudy 5. Kunnamkulam 6. Wadakkanchery 7. Chavakkad	Thrissur
Kannur	1. Cherukunnu 2. Edakkad 3. Irikkur 4. Kannapuram 5. Madayi 6. Naduvil 7. Munderi 8. Peravoor 9. Thottada 10. Udayagiri	1. Iritty 2. Kuthuparamba 3. Thalliparamba 4. Anthoor 5. Panoor 6. Payyannur 7. Sreekandapuram 8. Thalassery 9. Mattannur	Kannur

Stage 3: Selection of Members of the Local Government Institutions

The minimum sample size to represent population of members of local government institutions in Kerala, which is obtained by using Krejice and Morgan's formula is 378. Sample members were selected from the selected districts in the three zones according to the proportion of the total number of members in local government institutions. After the proportionate division of sample members, it was found that the sample size in municipalities and corporations in each of the three selected districts were below 30. Therefore, in order to ensure a large sample size, a minimum of 30 sample members were selected for each of the three districts for both municipalities and corporations. In total, 486 sample members (306 from grama panchayats, 90 from municipalities and 90 from corporations) in the three districts in the three zones were selected for detailed investigation.

Thus, 92 members in grama panchayats, 30 members in municipalities and 30 members in corporation were selected from Kannur district (North zone). Likewise, 116 members in grama panchayats, 30 members in municipalities and 30 members in corporation were selected from Thrissur district (Central zone). Similarly, 98 members in grama panchayats, 30 members in municipalities and 30 members in corporations were selected from Kollam district (South zone).

The method of simple random sampling with the lottery method has been adopted for the selection of sample members. A picture of sample members selected is shown in table 1.4.

Table 1.4

Selection of Sample Members of Local Government Institutions

Sl.No.	District	Grama Panchayat	Municipality	Corporation	Total
1	**Kannur**	92	30	30	152
2	**Thrissur**	116	30	30	176
3	**Kollam**	98	30	30	158
	Total	**306**	**90**	**90**	**486**

1.9.3. Instruments/Tools used for Primary Data Collection

A structured questionnaire was developed and administered among the members of grama panchayats, municipalities and corporations for the collection of required data. In addition, discussions and interviews were conducted with experts in the field, trainers in KILA and politicians in order to have a deeper understanding of the topic.

The questionnaire was comprised of eleven parts. Part I Demographic Profile, Part II Stress Factors, Part III Consequences, Part IV Stress Management Techniques, Part V Work Performance, Part VI Work Satisfaction, Part VII Work Burnout, Part VIII Work Withdrawal Behavior, Part IX Public Service Motivation, Part X Emotional Intelligence and Part XI Social support. The questionnaire has been shown as appendix at the end of the Thesis.

1.9.4. Pilot Study and Pre -Test

Pilot study was conducted among the members of local government institutions in order to finalize the variables under every constructs. The study was conducted among 90 members (i.e., 30 from grama panchayat, 30 from municipality and 30 from corporation) from Thrissur district. The questionnaire was appropriately modified on the basis of the results of the pilot study and thus finalized. For data collection from members of local government institutions, the modified questionnaire was used.

The survey for data collection was conducted during the period November 2019 to December 2020, covering a period of one year.

1.9.6. Methods of Analysis and Variables used

The present study aim to examine the stress factors, consequences, stress management techniques, work-related outcomes, public service motivation, emotional intelligence and social support of the members of local government institutions. In order to accomplish the objectives, following variables were identified and analysed.

- Stress factors
- Consequences
- Stress management techniques
- Work-related outcomes
- Public service motivation
- Emotional intelligence
- Social support

The method of analysis and variables used are the following:

a) Stress Factors

The various factors leading to stress among the members of local government institutions has been examined in detail for this purpose. The scale was developed after reviewing a number of studies in the area of stress management. The researcher has identified four factors that leads to stress. A scale for measuring the stress factors of members of the local government institutions was developed using 26 statements.

For the purposes of measuring and analysing various variables, the five-point Likert scale was used as the scaling method, ranging from 'strongly agree' to 'strongly disagree'. The variables used for the analysis are given in the table 1.5.

Table 1.5

Variables used for Analysing Stress Factors

SI No.	Dependent Variables		Independent Variables
1	Organizational factors	1	Unscheduled work time
		2	Problems with co-workers
		3	Lack of guidelines for duties
		4	Role conflicts
		5	Insufficient training
		6	Inadequate information
		7	No involvement in decision making

SI No.	Dependent Variables		Independent Variables
2	Social factors	1	Over public expectation
		2	Conflicting demand from public
		3	Lack of resources
		4	Public criticism
		5	Difficulty to prove efficiency
		6	Public scrutiny on duties
3	Personal factors	1	Lack of knowledge and skills
		2	Inadequate remuneration
		3	Lack of family time
		4	Doing public speech
		5	Worried about own performance
4	Political factors	1	Interference of political party
		2	Conflicting ideologies
		3	Political pressures
		4	Criticisms from opposing party
		5	Working as per interest of party

b) Consequences

This part of the scale intended to examine the various consequences of stress experiences by the members of local government institutions. In order to analyse various consequences, mean, standard deviation, quartile deviation, percentage analysis, chi-square test for goodness of fit and chi-square test for independence were employed. The variables used for the analysis are shown in the table 1.6.

Table 1.6

Variables used for Analysing Consequences

SI No.	Dependent Variables	Independent Variables
1	Psychological consequences	1 Anxiety 2 Boredom 3 Low self esteem 4 Anger 5 Fatigue
2	Physiological consequences	1 Blood pressure 2 Diabetes 3 Stomach upset 4 Trouble sleeping 5 Decreased immunity 6 Loss of appetite 7 Heart disease

c) Stress Management Techniques

In order to analyse the stress management techniques adopted by the members of local government institutions, mean, standard deviation, independent sample-t test, one-way ANOVA with Tukey's HSD Post hoc analysis, quartile deviation, percentage analysis, chi-square test for goodness of fit and chi-square test for independence were employed. The variables used for the analysis are given in the table 1.7.

Table 1.7

Variables used for Analysing Stress Management Techniques

SI No.	Dependent Variables	Independent Variables	
1	Stress Management Techniques	1	Training
		2	Supportive organizational climate
		3	Close association of co-workers
		4	Prayer
		5	Yoga
		6	Exercise
		7	Travel
		8	Supportive family and friends

d) Work-related outcomes, Public service motivation, Emotional intelligence and Social support

This part of the scale aims to analyse various factors which influences the stress of the member and factors which may get influenced by the level of stress experienced by the member. So, the level of variables such as work-related outcomes, public service motivation, emotional intelligence and social support has been examined for this purpose. Here, work related outcomes consists of work performance, work satisfaction, work burnout and work withdrawal behaviour. The scale was developed by reviewing the studies related to stress. Quartile deviation, percentage analysis, chi-square test for goodness of fit and chi-square test for independence were employed for the analysis. The variables used for the analysis are shown in table 1.8.

Table 1.8

Variables used for Analysing Work-Related Outcomes, Public service motivation, Emotional intelligence and Social support

SI No.	Dependent Variables	Independent Variables
1	Work Performance	1 Productivity 2 Ability to manage time well 3 Underutilisation of public fund 4 Loss of commitment
2	Work Satisfaction	1 Relation with fellow people 2 Relation with office staff 3 Participation in decision making
3	Work Burnout	1 Physically and emotionally drained out 2 Negative thoughts about work 3 Easily irritated by small problems and colleagues 4 No one to talk and share feelings 5 Frustrated by bureaucracy
4	Work Withdrawal Behaviour	1 Unable to meet the expectations from this position 2 Lack of support and co-operation from the organisation 3 Inability to be in the position
5	Public Service Motivation	1 Attitude to help people in distress 2 Sacrificing nature 3 Priority to civic duty 4 Desire to create public welfare programs
6	Emotional Intelligence	1 Ability to see from others perspective 2 Being able to relate to others difficulties 3 Capacity to handle challenging circumstances 4 Understanding of own emotions
7	Social Support	1 Have a supportive person 2 Emotionally helping and supportive family 3 Sharing problems with family 4 Sharing problems with friends

1.9.7. Reliability and Validity Testing

Reliability and validity tests have been conducted for the scale evaluation. Reliability and validity tests were carried out on the data collected from a sample of 90 members of local government institutions.

(a) Reliability Test

Reliability test is necessary for the validation of the scale. Cronbach's alpha is used to test the stability and internal consistency of the responses to the questions on the questionnaire. It is used to evaluate how well a set of questions measure a construct. The range of Cronbach's alpha is 0 to 1, with greater values indicating higher levels of internal consistency. Generally, reliability coefficients of 0.70 or more are considered good (Nunnally, 1967).

Table 1.9

Reliability Statistics

Constructs	No. of Items	Cronbach's Alpha
Organisational factors	7	0.851
Social factors	6	0.814
Personal factors	5	0.901
Political factors	5	0.798
Psychological consequences	5	0.824
Physiological consequences	7	0.819
Stress management techniques	8	0.831
Work performance	4	0.835
Work satisfaction	3	0.912
Work burnout	5	0.765
Work withdrawal behaviour	3	0.874
Public service motivation	4	0.896
Emotional intelligence	4	0.785
Social support	4	0.776

Table 1.9 shows that all the cronbach's alpha values are above 0.70. Hence, it is evident that measurement scales are dependable and have an internal consistency.

(b) Validity

Validity means the accuracy with which a scale assesses what it is supposed to measure. To determine the validity of the scale, content validity and construct validity are tested.

1. Content Validity

Content validity is the degree to which a measurement accurately captures each component of the specific construct that it is intended to measure. In order to ensure content validity, experts in the field such as members, politicians and KILA trainers are consulted to review the questionnaire and provide feedback.

2. Construct Validity

Construct validity examines how correctly it captures the underlying theoretical construct of a measurement tool. Convergent validity and discriminant validity are the two methods used to establish construct validity.

a. Convergent Validity

Convergent validity is a subtype of construct validity that describes how closely various measures of the same construct are connected to one another. The convergent validity is established using the average variance extracted (AVE). Standardized factor loadings are used to calculate the value of AVE. An adequate convergence is implied when both the AVE values and the standardised factor loadings are greater than 0.5. Hair et al. (2010).

b. Discriminant Validity

Discriminant validity measures the extent to which a construct differs from other constructs. In order to establish discriminant validity, the square root of AVE is compared with the latent variable correlations. Each construct's square root of AVE

should be higher than the latent variable association with other constructs. Fornell and Larcker (1981).

1.9.8. Normality Testing

The normality test is used to determine whether or not the data is normally distributed. The One Sample Kolmogorov-Smirnov (One sample KS) test is used to examine the data's normality. But the 'p' values are less than 0.05 and the data is stated to not be normal. Therefore, it is important to assess the skewness and kurtosis to determine whether or not the deviation is problematic. Thus, the values of skewness and kurtosis come in between ± 2.58 and ± 1.96 (Hair, Black, Babin, Anderson, & Tatham, 1998). Hence, the normality is assumed and researcher go for parametric test assuming normal distribution.

1.9.9. Tools Used for the Analysis of Data

The analysis of the data was carried out with the help of a computer using SPSS. The mathematical and statistical tools like Mean, Percentage, Standard Deviation, One-Sample t Test, Independent sample t Test, One Way ANOVA, Tukey's HSD post-hoc test, Chi-square test for goodness of fit, Chi-square test for independence were employed for the analysis. An outline of these tools is given below.

1. Mean, Percentage and Standard Deviation

Mean, which indicates the average value of a set of data, is a measure of central tendency. Percentages are used to indicate the relative frequency or proportion of a specific value in a dataset. Standard deviation is used to express how much a group of data values can vary or be dispersed.

2. One-Sample t Test

The one-sample t test is a statistical test used to evaluate whether the sample mean differs significantly from the assumed population mean, when the population standard deviation is unknown.

3. Independent Sample t Test

The independent samples t-test is a statistical test used to compare the means of two independent samples. It is used to evaluate the significant difference between the means of two groups.

4. One-way ANOVA

One-way ANOVA is a statistical test that is used to assess whether there are significant differences between the means of three or more independent groups.

5. Tukey's HSD post-hoc Test

Tukey's HSD post-hoc test is a statistical test carried out after one-way ANOVA to determine which groups have significantly different means from one another.

6. Chi-square Test for Goodness of Fit

Chi-square test for goodness of fit is a statistical test used to examine if a collection of observed categorical data is consistent with a hypothesized distribution.

7. Chi-square Test for Independence

Chi-square test for independence is a statistical test used to ascertain whether there is a significant association between two categorical variables.

8. Factor Analysis

Factor analysis is a statistical method used to find patterns or underlying factors among a group of variables. It is a technique for reducing a large number of variables into a manageable and understandable small number of factors.

9. Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) is a statistical method for evaluating the structure or hypothesized measurement model of a set of observed variables. It is a

type of factor analysis that is used to verify that the observed variables accurately reflect the underlying construct or constructions that are being researched.

10. Structural Equation Modeling (SEM)

Covariance-based structural equation modeling (SEM) is a statistical method for analysing the relationships between variables. It is a multivariate approach that enables the testing of complex theoretical models and hypotheses about the relationships among variables.

11. Bootstrapping

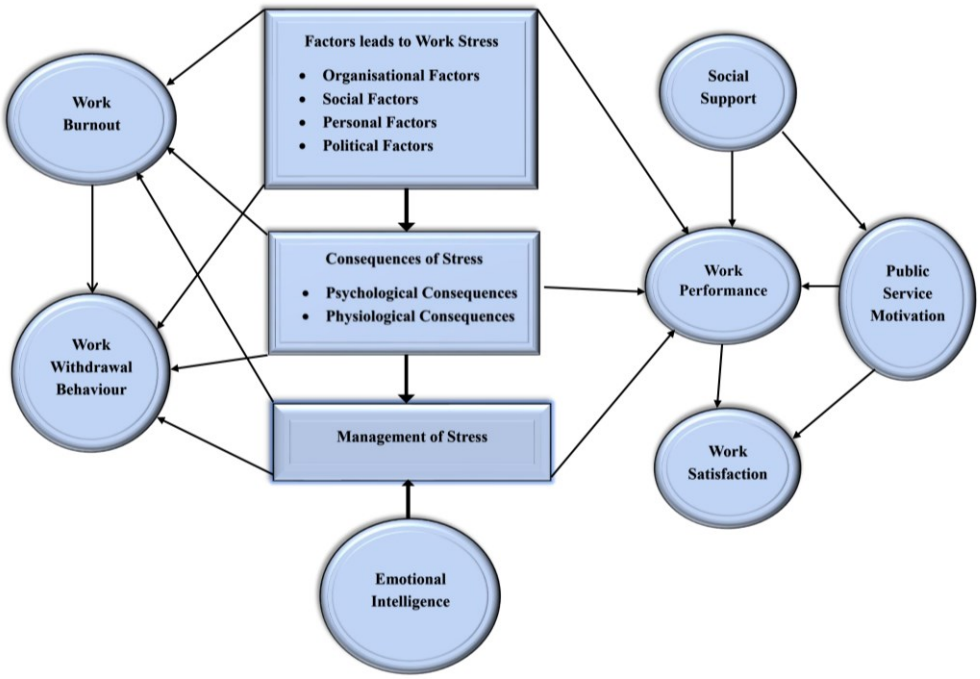
Bootstrapping is a statistical resampling method used to calculate an estimator's level of uncertainty. It involves creating a sizable number of replacement-based resamples of the original data set and estimating the relevant statistic from each of them.

1.10. Conceptual Model for the Study

The conceptual framework of the present study is given in Fig.1.1.

Figure 1.1

Conceptual Model



1.11. Limitations of the Study

The present study suffers from the following limitations.

1. The sample members have been taken from the selected grama panchayaths, municipalities and corporations. However, members in the Local Government Institutions of district panchayaths and block panchayaths were excluded.

2. The variables used in the study have been measured using self-report scales. Based on the person's attitude, belief, and behaviour, the responses are given. Hence, the respondent's honesty, capacity for introspection, rating scale and bias may have an impact on the data obtained using the scale.

3. In the present study, researcher considered the variables which have impact on their work related stress. However, there may be other extraneous variables which may influence the work stress, which were not considered for the study.

4. In Kerala, members of local government institutions were the frontline workers during the COVID-19 pandemic period. Though, data collection was completed during the pandemic situation, it was extremely difficult to get contact to most of the members due to the additional work and duties levied to them related to COVID-19 pandemic. Therefore, the data were collected from them according to their convenience even at their residences.

1.12. Layout of the Research Report

The report of the study has been presented in ten chapters as shown below.

Chapter 1: Introduction

The first chapter is the introduction and covers the significance of the Study, statement of the research problem, scope of the study, objectives of the study, hypotheses, operational definition of terms and concepts, methodology and data base, method of analysis and the variables used, reliability and validity testing, tools used for the analysis, limitations of the study and chapter scheme of the Report.

Chapter 2: Review of Literature

In this chapter, the available literature on previous studies in the related area has been reviewed and presented. The available literature have been classified into seven subdivisions namely studies on work stress, consequences, stress management, work-related outcomes, public service motivation, emotional intelligence and social support and are presented alphabetically.

Chapter 3: Stress Management and Local Government Institutions in Kerala - A Theoretical Framework

This chapter presents an overview of the stress management and members of local government institutions in Kerala with the help of secondary data.

Chapter 4: Stress Factors and Its Consequences

This chapter analyse the stress factors and its consequences among the members of the local government institutions. Mean, standard deviation, independent t test and one-way ANOVA with Tukey's HSD post hoc test, quartile deviation, percentage analysis, chi-square test for goodness of fit and chi-square test for independence have been employed to assess the stress factors and its consequences among the members.

Chapter 5: Stress Management Techniques

In this chapter, an attempt has been made to identify the major stress management techniques and level of stress management techniques among the members of local government institutions.

Chapter 6: Public Service Motivation, Social Support, Emotional Intelligence and Work-Related Outcomes

This chapter assess the level of public service motivation, social support, emotional intelligence and work-related outcomes i.e. work performance, work satisfaction, work burnout and work withdrawal behaviour among the members of local government institutions.

Chapter 7: Effects of Work Stress on Psychological and Physiological Consequences and Work Related Outcomes

This chapter examines the mediating role of stress management techniques and work burnout in the relationship between work stress on its consequences and work related outcomes.

Chapter 8: Moderating Effect of Social Support on the Effect of Work Stress on Work Withdrawal Behaviour and Work Performance

This chapter evaluates the moderating effect of social support on the effect of work stress on work withdrawal behaviour and work performance of the members of local government institutions.

Chapter 9: Findings and Conclusions

This chapter presents the major findings and conclusions.

Chapter 10: Recommendations and Scope for further Research

This chapter presents the recommendations, implications and scope for further research.

Works Cited

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research,* 39-50.

Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). Multivariate Data Analysis. Seventh Edition. Prentice Hall, Upper Saddle River, New Jersey.

Nunnally, J. (1967). Psychometric Theory, New York: McGraw-Hill.

CHAPTER II

REVIEW OF LITERATURE

2.1. Introduction

The core of the present research work is to conduct an investigation on stress management of the members of the local government institutions in the State of Kerala. More specifically, the stress factors, consequences, stress management techniques are the areas coming under the purview of the study. Further, the inter-relationship between stresses, work related outcomes, public service motivation, emotional intelligence and social support are evaluated in this work. In order to have an insight as to what has been already dealt with in the said area and to identify exactly the research gap, the researcher has made a humble attempt to review the existing literature relevant to the area of research. The present chapter proposes to fulfil this specific objective.

For the purpose of discussion, the available literature relevant to the present research has been presented in five Sections. They are shown below.

Section A - Studies on Work Stress, its Factors and Consequences

Section B - Studies on Stress Management

Section C - Studies on Stress and Members of Local Government Institutions

Section D - Studies on Inter-relationship between Stress, Work Performance, Work Satisfaction, Work Burnout and Work Withdrawal Behaviour

Section E - Studies on Inter-relationship between Stress, Public Service Motivation, Emotional Intelligence and Social Support

A brief of the above studies is presented in the alphabetical order of their Author's name in the following pages.

Section A

2.2. Studies on Work Stress, its Factors and Consequences

Alan et al (2010) in their study on work stress of school teachers in Hong Kong ascertained the level and main sources of work stress. Results show that heavy workload and time pressure, education reforms, external school review, pursuing further education, and managing student's behaviour and learning were the main sources of work stress.

Alireza Bolhari et al (2012) examined occupational stress of Information Technology professionals in Iran. Study intended to measure occupational stress and its relationship with demographic variables. Data was collected from 236 professionals employed in the city of Tehran, Iran. Study found that IT professionals were experiencing high level of occupational stress. Gender, work experience and stress management courses were the variables which influences the stress.

Ananth et al (2017) in their study has ascertained the effects of occupational stress and its associated factors such as work-stress, frustration and depression on psychosocial well-being of police officers. It was found that work stress, frustration and depression which are the factors associated with occupational stress have significant effect on psychological well-being of police officers.

Ankireddy Sailaja et al (2013) conducted a research on job stress among IT professionals based on Bangalore. Study aims to measure the level of stress and relationship among selected stress factors. Study showed that general job stress level of IT professionals was moderate, but some were experiencing high level of stress. Work Stressors, Role Stressors, Personal development stressors, Interpersonal relation Stressors and Organizational climate Stressors were the factors that contributing towards stress.

Anu Shakya et al (2016) has done a study on "Work stress in banking sector: An empirical study in Nepal" to compare and analyse the level of work stress. The study was conducted among 180 employees from public and private sector in

Kathmandu & Bhaktapur using convenience sampling. It was found that some of the major factors which leads to work stress among bank employees are working hours, ineffective compensation system, lack of intrinsic factors, inadequate empowerment & insufficient development opportunities, role overload, inadequate time available for themselves & their family. The researcher also identified that there is no significant difference between the stress levels experienced by the bank employees in public and private sector.

Bhavna (2016) compared stress experienced by public and private sector banks employees. Data has been collected from 230 employees from nationalized and non-nationalized banks in the metropolitan cities of India. Results found that private sector employees are experiencing more stress than public sector. Excess stress leads to diabetics, blood pressure and sometimes to consumption of alcohol. It is also found that educational qualification and work experience have a significant impact on work stress.

Bita Ajilchi et al (2015) examined the job stress of employees through the dimensions of time management skill of managers. The sample consists of the 30 managers and 72 employees working in the Tehran's Islamic Azad University. Mean, standard deviation and inferential statistics which includes Pearson's correlation coefficient and linear regression are used for the data analysis. Research found that time management skills and job stress are negatively correlated. If the time management skills of the managers are increased, the job stress of the employees will be reduced. So the time management skills of the managers have a great impact on employee's job stress.

Bushara bano et al (2012) conducted a comparative study on organisational role stress of public and private employees. T-test and ANOVA test were the tools used for analysis. Research found that, even though both public and private sector employees are facing moderate level of stress, there is no significant difference in the total stress level.

Eziyi Offia Ibem et al (2011) reviewed work stress of building construction professionals in Nigeria. Data were collected from 107 professionals which includes

architects, engineers, builders and surveyors from 60 different building sites in Anambra, Ogun and Kaduna States, Nigeria. Results shown that uncomfortable site offices, high volume of work, lack of feedback from finished and ongoing projects and variations in the scope of work in ongoing building projects were the major sources of stress. Establishing realistic and time frame for the projects delivery, comfortable site offices and adoption of suitable job design practices will help to reduce stress among professionals.

Gopal Chandra Mahakud et al (2011) has found that private sector teachers are more stressed than teachers working in government sector. Over workload, low salary and tedious meetings are the main stress causing factors. It is also found that there is no significant relationship exists between the organizational role stress and burnout among the government school teachers.

Harish Shukla et al (2013) in the research among 50 employees of various nationalized bank situated in Indore shows that majority of employees are under stress and lack of quality in their work, work overload, non-achievement of target are the major reasons behind their stress. Study also suggests that the banks need to provide various measures to their employees to free from stress so that they can work with optimum efficiency and effectiveness.

Hasnain et al (2010) in their study on stress and well-being of lawyers among 80 lawyers, which was taken as 40 civil lawyers and 40 criminal lawyers from district courts of Shaharanpur found that criminal lawyers were experiencing higher stress compared to civil lawyers because of their nature of work, intricacies and risk involved in the criminal cases and police and political pressure.

Jaganathan et al (2017) examined work stress of employees in small scale garments industries. Data has been collected through purposive sampling from 100 employees in Tirupur, Tamil Nadu. Study aims to examine the demographic profile and work stress of employees. Research found that among demographic variables, gender and work experience has significant effect on the work stress of employees.

P. Jeyabharathy (2015) studied the stress among women entrepreneurs. Sample has been taken from 300 women entrepreneurs who were running businesses in the Madurai district involving production, trading and service activities. Data has been collected using convenient sampling method. Research found that majority of the respondents experiencing medium level job stress due to external environment factors.

Jins Joy et al (2013) in an attempt to study the causes of work stress among tile factory workers, data were collected from 100 respondents from 3 tile factories in Kannur district. Henry Garrett Ranking method and Mann – Whitney test are used for the analysis of collected data. The study was mainly intended to identify and compare the causes of work stress among the tile factory workers at gender level. Analysis revealed that, among male workers financial problems/low wages, poor physical environment, dual career, threat to job security and social/physical isolation are the significant factors causing work stress. Among female workers, dual career, low wages, personal & family problems, social & physical isolation and poor physical environment are the significant factors which leads to work stress.

Joseph et al (2017) conducted a study on the workplace stress and coping strategies among senior civil servants based on Kogi district, Nigeria. A total sample of 500 respondents was collected through multi stage sampling technique using a validated questionnaire. Findings revealed that, the level of stress among senior civil servants is moderate. It is also found that there is a significant relationship between all the stressors and stress.

Karen Baehler et al (2008) conducted a study on work stress of government policy advisors in New Zealand. Data was collected from 13 policy advisors and 11 policy managers from different departments through In-depth interview. Study found that work volume, job insecurity and changing expectation were the main stressors among policy advisors and work overload, external scrutiny and interpersonal relationships were the major stressors among policy managers.

Khurram Zafar Awan et al (2012) carried out a comparative study on job stress level of permanent employees of public and private sector banks in Islamabad,

Pakistan using a sample of 104 employees from 6 selected banks from both sectors. It was found that public sector bank employees are facing more stress than private sector employees. The reasons behind this were no control on their jobs, lack of social support and strict organisational structure.

Kishori et al (2016) in their study on stress among bank employees in State Bank of India with special reference to Thiruchirappalli, attempted to identify the factors causing stress, stress level among employees and the effect of such stress. The study found that the work pressure and work life imbalance were the major stressors among employees.

Mamidala Sivakumar et al (2015) carried out a study to identify the level of stress among academic staff, its influential factors and the sources of occupational stress. For that, a sample of 115 has been taken using random sampling from the faculty members of engineering, management and arts colleges in Khammam district. The Study found that majority of the respondents experienced high level of stress. The five most important influential factors of stress are among professional stressors it is new teaching methods, job insecurity among economic stressors, violence and aggression among student's stressors, lack of public esteem among social and personal pressures and lack of control and autonomy among college as a stressful workplace.

Nagaraju et al (2013) analysed the influence of age on the occupational stress of the insurance employees. Study was conducted among 50 employees of private and public insurance companies operating in Karnataka such as ING Vysya Life Insurance Company, LIC, Bajaj Allianz, Reliance, Met Life, HDFC life insurance, and SBI life insurance. The results shown that, there is significant relationship between the occupational stress and age & educational qualification of the employees. The satisfaction level of the employees is depended on age and educational qualification, rather than name of the company, marital status and job nature.

Narayana Murty et al (2017) carried out a research on the reasons behind the stress among police personnel. Study aims to measure the stress and identify factors causing stress. Results show that heavy workload, risky nature of job, dealing with

heterogeneous people and strict time schedule were the principle factors behind the stress among police personnel.

Narayana Rao et al (2015) examined the impact of stress on Women Employees with reference to Selected BPO's Visakhapatnam. Study shows that factors like low salaries, poor job satisfaction and frequent arguments with customers creates a pessimistic perception about the job. It is also observed that most of the women employees are suffering from frequent back pains, neck pains, headaches, depression and sleeping disorder which finally lead to high stress. Child care problem and personal financial problems are the main factors which results in personal stress among women employees.

Prabhjot Kaur Mahal (2012) in her research concerning 100 employees working in the call centre located in Chandigarh found that the major source of stress is role stress. Role stress consists of two important aspects namely role ambiguity and role conflict.

Prabhu (2014) studied the occupational stress of bank employees with a sample of 216 employees who were working in nationalised banks, private banks and co-operative banks in Chennai region. Study reveals that level of stress experienced was moderate among the respondents in three sectors, private sectors employees were facing higher level of stress compared to others.

Praveena Ganapa et al (2015) made an attempt to examine the work related stress between government and private school teachers and found that among the personal factors and inter personal factors affecting stress, private sector teachers experiences more stress. And stress related symptoms like headache and anxiousness were more among private teachers.

Priyanka Das et al (2015) carried out a study on public sector employee's stress. Study aims to examine factors causing stress, level of stress and its effect on employees. Data has been collected from 100 employees working at various public sector banks in Asansol, West Bengal. Analysis shown that overall level of work stress

among respondents was moderate and there is significant relationship between organisational factors and level of work stress.

Rajubhai (2014) compared the job stress of private and public employees by taking a sample of 30 respondents each from both sectors in Surendranagar city. The findings indicated that, private sector employees are experiencing more job stress than government employees.

Rashmi Ram Hunnur et al (2013) in their study on job stress for school teachers, attempted to identify the major stressors by taking a sample of 100 primary and high school teachers in Bagalkot district. Research shows that inadequate salaries, lack of discipline in the school, coping with large classes, time demands, and lack of involvement in decision-making are the major stressors among school teachers.

Saikala et al (2015) reviewed the work stress of architects and construction professionals in Indian construction industry. Data has been collected from 175 professionals through random sampling method from four major cities i.e. Chennai, Hyderabad, Mumbai and Gujarat. Analysis shown that heavy volume of work, lack of provisions at work site, work pressure, lack of co-ordination of people from various levels, improper administration and lack of feedback on previous and on-going building projects were the major sources of stress.

Sindu (2014) carried out a study on stressors among college teachers. Data has been taken from 200 arts and science college teachers in Kerala using multi stage sampling method. The Results show that college teachers were facing work stress.

Siva Kumar et al (2011) stated that middle level employees have more occupational stress than higher and lower level employees. Role overload, role ambiguity and role conflicts are the factors which lead to more stress to middle level employees, factors like unreasonable group and politics leads to more stress to lower level employees and all three levels of professionals experience equal level of stress due to the factors under participation and unprofitability.

Subramanian et al (2009) studied the hardiness personality, self-esteem and occupational stress among IT professionals by taking a sample of 140 IT professionals

who were working in four BPO companies situated in Coimbatore city. Study reveals that the characteristics such as hardiness and self-esteem have negative correlation with occupational stress.

Sudha Tiwari et al (2015) in their study on work stress of women attempts to explore the types of stress in the education and finance sectors and to examine the factors responsible for the stress. Data has been taken from 200 women employees working at all the managerial levels, each in the education and finance sectors in Bangalore. Research found that the main factor of stress among women employees were relocation and uncertainty about the job.

Sukumar et al (2016) studied the occupational stress among self-financing college teachers using a sample of 120 faculties from different self-financing colleges based on Coimbatore district. Research found that additional duty, poor students behaviour and their negative attitude towards study, job insecurity, involvement in non-teaching duty, ineffective leadership at department level/ management, negative attitude of colleagues, lack of motivation, lack of research and personal growth, work-home are the major occupational stressors.

Sumathi et al (2016) studied the work stress among the employees of textile industries in Erode district by selecting a sample of 200 employees. Major objectives of the study were to analyse the socio-demographic factors and work stress of the employees. Percentage analysis, chi-square test and F test are used for the data analysis. Analysis showed that there is high significant difference in the stress level of employees on the basis of age. And it is also found that aged employees are facing more stress on the basis of various factors like organizational, personal, health and psychological.

Suresh et al (2013) carried out a study on sources of job stress in police profession using a sample of 220 police personnel. Information from the respondents was collected through questionnaire from randomly chosen six police ranges in Chennai city. It was found that organisational and social aspects of the job like round the clock duty, political pressure, lack of time for family and inadequate facilities mainly leads to stress among police personnel.

Sushma Suri et al (2008) reviewed the stress and mental health among call center employees. A total sample of 100 employees was taken from domestic and international call centers. Study reveals that there is significant difference in the stress and mental health of both genders in domestic call centers and there is no significant difference in the stress of both genders in international call centers.

Thirumaleswari (2013) studied the job stress among employees of software industries in Chennai using a sample of 100 software professionals from Chennai. Study aims to examine the job stress and relation techniques practiced among employees of software industries. Interview schedule was the method used for primary data collection. The findings indicated that, employees of software industries are suffering from stress. Walking is the mostly used and yoga is the least used relaxation techniques.

Umesh (2016) carried out a study on the occupational stress among selected female bank employees working in the middle level hierarchy cadre of Indian bank (public sector) and ICICI (private sector) in the southern Malabar region of Kerala state. The research proved that private sector female bank employees are more stressed than public sector. Work load, responsibility, job difficulty and impatience of customers are the major reasons behind the stress. Work life imbalance is the major attribute of stress and meditation is considered as the important method to relieve stress.

Xavior Selvakumar et.al (2015) in their research concerning 136 respondents of five public sector banks namely Canara Bank, Indian Bank (IB), Indian Overseas Bank (IOB), State Bank of India (SBI) and Punjab National Bank and also from five private sector banks namely HDFC bank, ICICI bank, Lakshimi Vilas Bank, Tamil Nadu Mercantile Bank and City Union Bank Ltd situated in Nagapattinam district examined the factors which lead to the stress and impact of stress on bank employees. Co-efficient variance, Reliability test**,** T- test, one way ANOVA, Chi - Square test and factor analysis were the statistical tools used for the analysis. Research shows that public and private bank employees were facing moderate levels of stress. Even though private sector employees were experiencing slightly more stress when compared to public employees, analysis revealed that there is no significant difference in the total role stress of both sector employees.

Section B

2.3. Studies on Stress Management

Adzakpah Godwin et al (2016) carried out a study on the occupational stress and its management among nurses. Data was collected from 73 nurses from St. Dominic Hospital, Akwatia, Ghana using a self-administered questionnaire through purposive sampling method. Results shown that lack of motivation, inadequate staffs, handling large number of staffs and no break during shifts were the major reasons of stress. Meditation and exercise were the main stress management techniques used to handle stress.

Anderson et al (1995) carried out a research on stress management on law enforcement officers. Research found that, stress management techniques shows negative effect on both physical and psychological outcomes.

Arti Vajpai (2016) examined the stress management among the employees of various nationalised banks in Lucknow using a sample of 50 respondents. Study found that most of the employees of the banks remain in stress. Work overload and non-achievement of target are the main stress causing factors and yoga was the widely used stress relieving technique.

Cam et al (2020) examined the stress management and role of human resource professionals in modern workplace. Data has been collected through qualitative interview with five leaders and managers in Vietnamese companies. Research found that human resource professionals possess a vital role in performing stress management techniques in companies. Effective implementation of stress management will increase the performance of employees and profitability of the organisation.

D. Edwards et al (2003) reviewed the stress and stress management interventions among mental health nurses.in UK. Findings of the study indicates that, relaxation techniques, training in behavioural techniques, stress management workshops and training in therapeutic skills were effective stress management techniques used among mental health nurses.

Enekwe et al (2014) examined the stress management techniques in banking sector in Nigeria. Study shows that there is no significant difference between the stress management technique adopted by male and female, which shows that stress management is not gender sensitive.

Eva Nagele et al (2014) examined the effects of stress reduction on hyper tension. Analysis found that, stress reduction techniques shows negative effect on hyper tension.

Jerry C et al (1995) explored the effect of stress management in clinical outcomes of rheumatoid arthritis. Study revealed that, stress management showed significant improvement in the pain, coping and health status.

Kannan et al (2015) in their study on stress management among co-operative bank employees based on Palakkad district has shown that bank employees were facing high level of stress due to lack of support from management, role conflict, long working hours, improper reward system and lack of job autonomy.

Laiba Dar et al (2011) examined the impact of stress on job performance among employees in business sector in Pakistan. Study found that, job stress brings various psychological consequences like poor concentration, mental block and poor decision making skills, which ultimately leads to low job performance.

Lawrence (1996) explored the effects of stress management in work setting on health of the employees. Results revealed that, stress management techniques were effective to reduce psychological outcomes and physiologic outcomes.

Mirjam Haus et al (2016) carried out a research on stress and stress management among European crisis managers. Research shows that, the managers are dealing with stressors which ultimately results in stress. Therefore the study emphasise the importance of various stress management strategies and stress management training to deal with the stress experienced by the managers.

Navnit Kaur Chandel (2013) in his study on stress management in Indian army found that battle, terrorist attacks, denial of leave, unnoticed threats, staying

away from home, natural disaster, high attitude areas, domestic conflicts or quarrels were the main sources of stress. It was also found that, Post Traumatic Stress Disorder (PTSD) was observed among soldiers. Traumatic events like war, terrorist attacks, natural disasters etc. will lead to this condition.

Nirmala (2015) carried out a study on stress management among bank employees in Hisar, Haryana. Main objective of the study was to analyse causes, level and effect of stress among bank employees. Analysis shown that work overload, fear of lack of quality in the work, tension of non-achievement of target, family problems were the main factors which create stress among employees. It was also found that practising yoga was the popular technique used to reduce stress.

Paul M. Lehrer et al (1994) explored the various effects of stress management techniques. Study reveals that, stress reduction shows effect on the health and reduces different health issues like tension, anxiety, headache, hypertension etc.

Risham et al (2016) examined the stress management of employees in the banking sector. Study shows that stressors can be classified into four i.e., organisational, individual, job related and extra organisational. Inadequate salary, expectations from family members, monotonous job nature and changes in government policies were the main factors which lead to stress in each category.

Sameera et al (2016) conducted a study on stress management among BPO employees using a sample of 100 respondents from various nationalised BPOs situated in Chennai. Research found that work overload and pressure to achieve the targeted work are the major stressors. Practicing yoga is the main stress management technique followed by the respondents.

Savitha (2016) in her study stress management among women police officials in Coimbatore attempts to identify the factors causing stress and the coping strategies used to reduce the stress. Analysis shows that not able to manage home and career and lack of time for family were the major factors causing stress among women police

officials. Main coping strategies followed by them were reading and listening to music.

Uma Devi (2011) in her study titled "A study on stress management and coping strategies with reference to IT companies" mentioned that work load and organizational changes are the major stressors which leads to high level of stress to the IT employees. Furthermore stress management programs, physical activities planned in job design, stress-audit, life style modification programs, finding triggers and stressors, supportive organization culture, ergonomics and environmental design, stress counselling programs and spiritual programs were the identified stress coping strategies at organizational level. Companies like Tata Consultancy Services, Infosys, Wipro, Microsoft and Cognizant are the companies which adopts well designed coping strategies at organizational level.

Venkatesawara Rao et.al (2017) in their research concerning 35 employees of three major banks of Bokaro i.e. Axis bank, HDFC bank & SBI bank examined the level of stress among bank employees, causes of unwanted stress & negative stress and utilisation of effective relaxation & stress reduction techniques. Results of the study indicated that the level of stress is very high among bank employees. Scolding of boss, colleague's opinions, non-achievement of targets acts as major sources of stress. Practicing of yoga is the widely adopted technique to reduce stress among the employees.

Section C

2.4. Studies on Stress and Members of Local Government Institutions

Jeyanthi (2012) conducted a research on role stress and coping skill among panchayat presidents in Madurai district on the basis of gender. Study proved that there is association between role stress and coping skills. Higher coping skill capabilities will lead to lower role stress among panchayat presidents.

Rothmann et al (2003) examined the moderating effect of coherence in job stress and burnout of local government. Study aims to ascertain the relationship

between job stress and burnout and to identify whether coherence moderates job stress and burnout among local government. For that a sample of 270 local government employees were collected from North West Province in South Africa using a questionnaire. Analysis shows there was weak coherence with stress because three components of burnout was associated with job demand and lack of resources.

Section D

2.5. Studies on Inter-relationship between Stress, Work Performance, Work Satisfaction, Work Burnout and Work Withdrawal Behaviour

Abdul Salam et al (2014) in their study on job stress and job satisfaction among 1168 health care professionals in two hospitals in Saudi Arabia found that majority of the health care professionals suffered from moderate to high level job stress. Major factors which create stress are working on weekends, not getting free time compensation, pressure to meet deadlines, conflicts in the demand on time, inadequate staff to do job and not knowing whom to approach if they are under satisfied with their job.

Anamika (2016) carried out a study on stress and job satisfaction among government and private sector bank employees. Study aims to identify the relationship between job satisfaction and job stress among employees of both banks. It was found that the relationship between job satisfaction and job stress of government and private sector bank employees is positive but not significant. And non-government bank employees experience more job stress than government bank employees.

Ananth et al (2017) examined effect of work stress on job satisfaction and psychological well-being of police personnel. Results revealed that workplace support is the principal factor that increases job satisfaction among police employees. So it was recommended to give more support and attention to the officers in order to reduce work stress and increase job satisfaction.

Anu et al (2018) carried out a research on the impact of stress on job performance among IT professionals. The study found that, job performance is inversely related to job stress and role ambiguity had great impact on job performance.

Bettina et al (2017) studied relationship between work-related variables among educators. Result shows that work satisfaction is closely related to burnout, role ambiguity and role conflicts at the work place. It is also found that work-family conflicts and work time demands do not related to their work satisfaction.

Carolyn et al (1984) carried out a research on work burnout, work performance and job withdrawal behaviour among various employees. Study found out that, work burnout have a negative impact on work performance and positive impact on job withdrawal behaviour.

Chandraiah et al (2003) analysed the occupational stress and job satisfaction of managers. Study aimed to identify the effect of age on occupational stress and job satisfaction among managers. Analysis shows that increasing age will lead to decreasing stress and increasing job satisfaction.

Celine Fonkeng (2018) reviewed the effect of job stress on employee performance in a microfinance institution based on Cameroon. A sample of 80 employees was collected through purposive and simple random technique using a questionnaire. The study results revealed that high job stress negatively affect and lower the performance of employees.

Dedi (2021) conducted a study on stress and its impact on performance of employees. Analysis shows that, work stress have significant and negative impact on the employee performance.

Feng-Hsia Kao et al (2014) examined the effect of caring and service climate on stressors and withdrawal among frontline workers. Results indicate that, caring climate moderated the relationship between stressors and withdrawal among workers.

Ibtisam Mbarak Awadh et al (2015) carried out a study on effects of workplace stress on the performance of the employees in Kenya. Study reveals that

lack of work-life balance and hence getting stressed to balance these two effects employees performance.

Jagdish (1994) studied the job stressors and its effects on physical health, emotional health and job satisfaction. Study found that job stressors were associated with poor physical and mental health and low job satisfaction among staffs.

Jai Parkash et al (2017) in their study on effect of job stress on teaching effectiveness among 400 government guest faculty teachers of Haryana state found that there is no significant difference between the job stress as well as teaching effectiveness among government male and female guest faculty teachers. It was also found that there is negligible correlation between job stress and teaching effectiveness.

Karin et al (2007) studied the effect of work satisfaction and organisational commitment on withdrawal behaviours. Results shows that work satisfaction and organisational commitment have moderating effects on employee withdrawal behaviours.

Leila et al (2016) explored the effect of work organisation on the withdrawal behaviour among Australian community nurses. It was found that, work satisfaction and work organisation have significant relationship with withdrawal behaviour.

Leslie et al (2003) examined the effect of work-family conflict on withdrawal behaviours at work. Research found that work-family conflicts have effects on work withdrawal behaviours.

Lu lu et al (2015) carried out a research on associations of job stress and organizational identification with job satisfaction among Chinese police officers. Data was collected from 2226 police officers in Liaoning Province of China during the time period of September–October 2014. Findings indicated that Chinese police officers are experiencing job stress in a higher proportion when it is compared to the police officers in other countries. Job stress had a significantly negative impact, while organizational identification had a significantly positive impact on job satisfaction among police officers.

Manimala et al (2017) analysed the impact of stress on job performance and satisfactions in Transport Corporation using sample of 150 employees of Transport Corporation in Kumbakonam district. The information from respondents was collected using a questionnaire through convenience sampling. It was found that factors like workers co-ordination, bus conditions, concentration on the transport works, and lack of poor working conditions create stress among transport employees.

Massaran Bamba (2016) examined relationship between stress management and job performance among employees in industries sector of Mali. The Results reveal that a certain level of stress will increase the performance of employees. But increase in stress after a particular level will brings negative impact and low performance among employees.

Meltem et al (2020) examined the relationships between mental workload, burnout and performance among academicians. Analysis found that mental workload have a positive impact on burnout and negative impact on work performance. It was also found that burnout and performance were negatively correlated.

Monica et al (2010) analysed the effect of organizational climate and occupational stressors on withdrawal behaviours in nurses. Regression analysis shows that organizational climate and stress has direct relationship to the withdrawal behaviours.

Mohammad Bagher (2011) analysed the effect of job burnout on employee's performance. The study was conducted among 500 employees of Mellat bank in Golestan province in Iran. It was found that, job burnout shows reverse effect on the performance. That means, performance of the employees decrease due to increase in burnout.

Mohammad et al (2016) carried out a research on job satisfaction, job burnout and related factors among health care workers in Iran. Data was collected using questionnaire from 1,141 health workers in Golestan Province in northern Iran. Study found that, health workers experiences average level of burnout and lower than

average level job satisfaction. It is also found that, there is significant relationship between job burnout and job satisfaction.

Motowidlo et al (1986) carried out a research on the occupational stress and its consequences on job performance. Analysis found that, occupational stress leads to depression, which finally results in lower job performance.

Muhammad Ehsan et al (2019) studied the impact of work stress on productivity among bank employees. Sample was collected from 50 employees working in six banks of Faisalabad city, Pakistan. Research found that the major stress factors among employees were workload, role conflict and role ambiguity. It shows negative effect on the productivity and performance of employees.

Muhammad Iqbal et al (2012) carried out a research on impact of job stress on job satisfaction among air traffic controllers in Pakistan. Results shows that job stress leads to physical and mental consequences among staffs, which ultimately leads to low job satisfaction.

Nadia Nasir et al (2017) reviewed the mediating role of job satisfaction on workplace stressors and job performance among employees in higher education sector in Pakistan. Result revealed that there is negative association between job stressors (role ambiguity and role conflict) and job performance. Job satisfaction has a partial mediating role between job stressors and job performance. So stress lowers the job performance of employees in higher education sector.

Navnindra Kumari et al (2018) investigated on the stress among private bank employees. Study aims to examine the effect of stress on performance. Analysis reveals that stress has negative impact on employee's performance in the form of mental tiredness, increased use of medication and high blood pressure.

Ni Made et al (2020) examined the effect of work-family conflict, job stress and job satisfaction on physical withdrawal of employees. Analysis found that work-family conflict and job stress shows positive effect on physical withdrawal and job satisfaction shows negative effect on physical withdrawal among employees.

Nina Gupta et al (1979) in their study has ascertained the effect of stress on employee behaviours. Research focused on four job stress i.e. role ambiguity, role overload, underutilization of skills, and resource inadequacy and its effect on withdrawal behaviours i.e. absenteeism and turnover. Analysis found that, job stress is related to withdrawal behaviour.

Podsakoff et al (2007) studied the relationship between hindrance stressors with withdrawal behaviour, turnover, turnover intentions and job attitudes. Analysis shows that hindrance stressors have a positive relationship with turnover, turnover intention and withdrawal behaviour, and negative relationship with job satisfaction and organizational commitment.

Prasad et al (2016) carried out a comparative study on the stress and its effect on performance among IT employees with special reference to IARI and ITS using a sample of 300 respondents. It was found that even though causes of stress and its effect on IARI and IT employees were almost same, IT employees are more prone to occupational stress due to work overload, work pressure, job security, long working hours and physiological factors.

Razia Shaukat et al (2022) studied the role of burnout on employee outcomes. Results shows that, burnout have a positive impact on turnover intentions.

Revenio Jalagat (2017) examined determinants of job stress and its relationship with job performance. Study mainly aimed to determine the level of job stress on the basis of three factors i.e., role ambiguity, underutilization of skills and work overload. A sample of 65 respondents from the employees of Petroleum Development Oman (PDO) in Al-Bahja Center was collected. It was found that, job stress had significantly affected the performance of employees. Result also shows that among three variables, underutilization of skills and work overload have significant impact on job performance.

Rubina Kazmi et al (2008) analyzed the effect of occupational stress on job performance among medical house officers in Abbottabad, Pakistan. Analysis shows

that there is an inverse relationship between occupational stress and job performance. High occupational stress leads to low job performance among medical house officers.

Russell et al (1999) examined the effect of organizational politics and organizational support on work behaviour, attitudes and stress. Study was conducted among to sample set of employees which consists of 69 full time employees and 185 part time employees. Research found that organizational politics leads to negative work outcomes and organizational support results in positive outcomes. It also identifies that organizational politics and organizational support were related to four work stress variables i.e. job tension, somatic tension, burnout and fatigue.

Samuel Ajayi (2018) examined the effect of stress on performance and job satisfaction among Nigerian bank employees. The analysis shows that, stress have a negative impact on the performance and job satisfaction of the employees.

Subha Imtiaz et al (2009) examined the impact of stress on employee productivity, performance and turnover. Study found that stress leads to low productivity and poor performance, which results in high withdrawal behaviour among employees.

Vicki (2009) examined the effects of acute stress on performance of medical professionals. Study found that high stress levels affects various aspects of performance such as working memory, retrieval of information from memory and decision making, which shows the negative impact of stress on performance.

Tina Bui (2021) et al carried out a cross-sectional study on work-place stress and productivity among employees. Study found that, there is a negative relationship between work-place stress and employee productivity.

Toon et al (2001) carried out a research on job stress, job strain and psychological withdrawal among 131 academic staff members of the law department of Dutch university. Study found that, there job stress has significant relationship with strain and withdrawal among the respondents.

Toon et al (2007) examined the inequality, burnout and psychological withdrawal among Dutch teachers. Analysis found that, there is significant and positive relationship between burnout and psychological withdrawal.

Tulsee Giri Goswami (2005) examined the job stress and its effect on performance among banking sector employees. Analysis shown that work overload, lack of proper and healthy working conditions, interpersonal and intrapersonal conflicts were the major stressors. Stress results in increased level of fear, anger, anxiety and nervousness which ultimately leads to low level of satisfaction and confidence among employees.

Wendy et al (2004) carried out a research on relations on stress and work outcomes. Results revealed that, work stress has a divergent relationship with work outcomes and psychological strain.

Xiaohui et al (2017) examined employees work withdrawal behaviour and their coping resources on the basis of customers mistreatment. Results indicate that impact work withdrawal behaviour among employees was reduced by social support.

Section E

2.6. Studies on Inter-relationship between Stress, Public Service Motivation, Emotional Intelligence and Social Support

Bert H et al (2012) conducted a study on buffering role of social support in employee performance and job insecurity relationship. Analysis found out that, social support in the form of supervisor's support results in increase in employee performance. Social support also buffered the employee performance and job insecurity relationship.

Chi-Ming Hsieh et al (2019) compared the effects of social support on stress and health among Taiwan military personnel on the basis of gender. Study found that there social support is an important factor in buffering the effects of stress on health of military personnel. Male personnel who perceived high stress and more social support than female personnel have less health issues than female personnel.

Chockalingam et al (1999) analysed the role of social support on work stress. Results indicated that social support shows triple effect on the work stressor-strain relationship. Social support mitigated the effect of perceived stressors, reduced the strains experienced and moderated the stressor – strain relationship.

Dale et al (2009) studied the effects of social support and workload on performance and stress. Analysis shows that social support reduced the effect of stress and increased the performance among employees.

Dalia Etzion (1984) carried out a research on effect of social support on stress-burnout relationship. Data has collected from 657 Israeli managers and human resource professionals. Results revealed that burnout was positively correlated with stress and negatively correlated with social support.

Gina Gorgens Ekermans et al (2012) analysed a research on relationship of emotional intelligence on stress and burnout among nurses. Data has been collected from 220 nurses working in four hospitals in Western Cape Province, South Africa. It was found emotional intelligence was significantly related to stress and burnout i.e. High emotional intelligence lower stress and burnout of nurses.

Lawrence et al (2018) conducted a research on the moderating effect of social support on job stress and turnover intentions. Analysis found that, social support is positively associated with relationship between job stress and turnover intention.

Osman (2013) carried out a research on effect of high-performance work practices and social support on turnover intentions. Analysis of the study indicates that, high-performance work practices and social support results in low turnover intentions among employees.

Raeda (2004) examined the job stress, job performance and social support of hospital nurses. The study focused on the effect of stress on performance and effect of social support on the stress-performance relationship. Analysis found that, social support from co-workers increased the job performance and decreased the job stress of nurses. It is also found that, nurses having moderate level of job stress shows low level of performance.

Raeda Fawzi Abualrub (2009) tried to assess the moderating effect of social support on the stress and satisfaction relationship among hospital nurses in Jordan. Analysis shows that social support from co-workers and supervisors increased the job satisfaction. It indicates the importance and effect of social support as a moderating factor on stress and job satisfaction among nurses.

Rees et al (2009) carried out a research on moderating role of social support on relationship between stressors and task performance. Analysis shows that social support moderated the relationship between stressors and task performance.

Tommy et al (2019) examined the relationship between job performance, social support, work-life conflict and workplace stress. Analysis shows that social support & workplace stress and job performance & workplace stress has a negative correlation. So it is found that social support can reduce the workplace stress and increase job performance as well as quality of work-life of the employees.

Vivien (1996) carried out a research on the moderating effects of work-based and non-work based social support on job insecurity and its outcomes. Research found that, support derived from others in workplace as well as family and friends moderates the effects of job related outcomes.

Yidong Tu et al (2021) examined the moderating role of social support on COVID-19 related stress and performance among employees in hospitality industry. Results indicates that, COVID-19 related stress leads to decrease in performance among employees and this effect is mitigated by perceived family support.

2.7. Identification of Research Gap

From the review of literature, it is clear that even though a large number of studies on stress management of human resource in various sectors are available, no systematic and scientific research has been conducted on the stress management of members of local government institutions in the State of Kerala. Further, no attempt has been done to identify various factors of work stress, consequences, stress management techniques and factors interconnected to work stress of local government

institution members in the State. Many researchers have created work stress models for various professions. However, no study has created a model that takes into account all of these components, including the work stress, its consequences, stress management techniques and work related outcomes of members of LGIs in Kerala. Additionally, no research has been done on the mediation effect of stress management techniques and work burnout on the relationship between work stress on consequences and work related outcomes of members of LGIs. Also, researcher come across on certain studies on moderation effect of social support on the effect of work stress on work related outcomes, there were no studies on moderating effect of social support on the effect of work stress on work withdrawal behaviour and work performance of local government institution members in the State. Therefore, the present study is a novel attempt taken by the researcher to fill the lacuna.

Works Cited

Section A - Studies on Work Stress, its Factors and Consequences

Alan H.S, C., K., C., & Chong, E. Y. (2010). Work Stress of Teachers from Primary and Secondary Schools in Hong Kong. *International MultiConference of Engineers and Computer Scientists*, 5-8.

Alireza, B., Rezaeian, A., Bolhari, J., & Bairamzadeh, S. (2012). Occupational Stress Level among Information Technology Professionals in Iran. *International Journal of Information and Electronics Engineering*, 682-685.

Ananth.T, & Sasikumar.S. (2018). An Analysis of the Effects of Occupational Stress on Psychological Well-Being of Police Employees of Nagapattinam District. *International Journal of Management and Social Science Research Review*, 18-21.

Ankireddy, S., Reddy.T, N., & Kumar.D, P. (2013). Factors Associated with Job Stress of Software professionals in Bangalore city. *IOSR Journal of Business and Management*, 15-20.

Anu, S., & Devi, V. R. (2016). Work Stress in Banking Sector : An Empirical Study in Nepal. *Management Insight*, 40-50.

Ayyasamy, S., & M, K. (2016). A Study on Occupational Stress among College Teachers in Self-Financing College in Coimbatore District. *IJARIIE*, 90-94.

Bhavna S, P. (2016). A Comparative Study of Stress Experienced by the Employee of Public and Private Sector Banks. *International Journal of Management Research*, 41-44.

Bita, A., & Kargar, F. R. (2015). Prediction of Job Stress among Employees through the Dimensions of Time Management Skills by Managers. *Indian Journal of Science and Technology*, 1-7.

Bushara, B., & Jha, R. K. (2012). Organizational Role Stress Among Public and Private Sector Employees: A Comparative Study. *The Lahore Journal of Business*, 23–36.

Eziyi Offia, I., Anosike, M. N., Azuh, D. E., & Mosaku, T. O. (2011). Work Stress among Professionals in the Building Construction Industry in Nigeria. *Australasian Journal of Construction Economics and Building*, 45-57.

Gopal Chandra, M., & Bajaj, D. (2014). Organizational Role Stress and Burnout Among Government and Private School Teachers in Delhi City: A Comparative Study. *International Journal of Education and Psychological Research*, 81-86.

Harish, S., & Garg, R. (2013). A Study on Stress Management among the Employees of Nationalised Banks. *Voice of Research*, 72-75.

Hasnain, H., Naz, I., & Bano, S. (2010). Stress and Well-Being of Lawyers. *Journal of the Indian Academy of Applied Psychology*, 165-168.

Jaganathan.A.T, & Kumar, S. (2017). A Study on Work Stress among the Employees of Small Scale Garments Industries with Special Reference To Tirupur District. *International Journal of Current Research and Modern Education*, 23-27.

Jeyabharathy, P. (2015). *A study on stress among women entrepreneurs in Madurai district.* PhD Thesis, Madurai Kamraj University, Department of Management Studies. Retrieved from http://hdl.handle.net/10603/136382

Jins Joy, P., & Radhakrishnan, R. (2013). A Study on Causes of Work Stress among Tile Factory A Study on Causes of Work Stress among Tile FactorA Study on Causes of Work Stress among Tile Factory Workers in Kannur District in Kerala. *International Journal of Scientific and Research Publications*, 1-10.

Joseph Afolayan, A., & Sheidu, S. A. (2017). Workplace stress and coping strategies among senior civil servants in Kogi state, Nigeria. *Global Journal of Engineering Science and Research Management*, 26-31.

Karen, B., & Bryson, J. (2008). Stress, Minister: government policy advisors and work stress. *International Journal of Public Sector Management*, 257-270.

Khurram Zafar, A., & Jamil, F. (2012). A Comparative Analysis: Differences in over all job stress level of permanent employees in Private and Public sector banks. *International Journal of Economics and Management Sciences*, 45-58.

Kishori, & Vinothini. (2016). A Study on Work Stress Among Bank Employees in State Bank of India with Reference to Tiruchirappalli. *International Journal for Innovative Research in Science & Technology*, 418-421.

Mamidala, S., & Repalli, V. (2015). An Empirical Study on Stress Management-Academic Faculty in Khammam District- Telangana. *International Journal of Arts and Science Research*, 28 - 36.

Nagaraju.B, & N. H. (2013). Stress in Women Employee; A study on influence of Age (With reference to Insurance Sector). *Journal of Business and Management*, 60-68.

Narayana Murty, T., Chalam,G.V, & Naidu, E. V. (2017). Reasons of Stress on Police Personnel in Andhra Pradesh. *International Journal of Business and Administration Research Review*, 112-116.

Narayana, R. T., & Prasad, V. S. (2015). An Impact of Stress on Women Employees with Reference to Selected Bpo's Visakhaptnam. *International Journal of Scientific Research and Management*, 6211-6214.

Prabhjot Kaur, M. (2012). Occupational Stress in Relation to Job Satisfaction: An Empirical Study of Call Centre. *Indian Journal of Commerce & Management Studies*, 42-47.

Prabhu, D. N. (2014). Occupational Stress - A Study with Reference to Select Bank Employees in Chennai Region. *AMET International Journal of Management*, 61-74.

Praveena, G., & Sreedevi, A. (2015). A comparative study of work related stress among government and private school teachers of Kurnool town. *International Journal Of Public Mental Health And Neurosciences*.

Priyanka, D., & Srivastav, A. K. (2015). A Study on Stress among Employees of Public Sector Banks in Asansol, West Bengal. *International Journal of Science and Research*, 108-115.

Rajubhai, R. (2014). A Comparative Study of Job Stress of Government and Private Employees. *International Journal of Research in Humanities and Social Sciences*, 51-53.

Rashmi Ram, H., Vyas, B., Sudarshan, Mathad, J., & Pareek, P. K. (2013). A Study on Job Stress For School Teachers. *Journal of Business and Management*, 42-44.

Saikala, L., & Selvarani,A. (2015). A Study on Work Stress among Architects and Construction Professionals in Indian Construction Industry. *International Journal of Management*, 585-593.

Sindhu. (2014). A Study on Stressors among College Teachers. *Journal of Business and Management*, 37-41.

Siva Kumar, M., & Siddique.A, M. (2011). A Study on Occupational Stress among IT Professionals Chennai. *International Journal of Enterprise Innovation Management Studies*, 119-124.

Subramanian.S, & Vinothkumar.M. (2009). Hardiness Personality, Self-Esteem and Occupational Stress among IT Professionals. *Journal of the Indian Academy of Applied Psychology*, 48-56.

Sudha, T., & Bansal, D. (2015). Women, Work and Stress Management- A Comparative Study of Education and Finance Sectors. *International Journal of Commerce, Business and Management*, 1173-1181.

Sumathi, V., & Velmurugan, R. (2016). An Emprical Study on Work Stress among the Employees in Textile Industries with Special Reference to Erode District. *International Journal of Management Research & Review*, 1547-1553.

Suresh, Anantharaman, Angusamy, A., & Ganesan, J. (2013). Sources of Job Stress in Police Work in a Developing Country. *International Journal of Business and Management*, 102-110.

Sushma, S., & Rizvi, S. (2008). Mental Health and Stress among Call Center Employees. *Journal of the Indian Academy of Applied Psychology*, 215-220.

Thirumaleswari.T. (2013). A Study on Job Stress among Employees of Software Industries in Chennai. *International Research Journal of Business and Management*, 1-6.

Umesh U. (2016). A Study on the Occupational Stress among Selected Female Bank Employees Working in the Middle Level Hierarchy Cadre of Indian Bank (Public Sector) and ICICI (Private Sector) in the Southern Malabar Region of Kerala State, India. *Annual Vietnam Academic Research Conference on Global Business, Economics, Finance & Social Sciences* (pp. 1-8). Hanoi-Vietnam: AP16Vietnam Conference.

Xavior, S. A., & Immanuel, L. S. (2015). Employees Stress Management in Public and Private Sector Banks in Nagapattinam District-An Analysis. *Asia Pacific Journal of Research*, 93-102.

Section B - Studies on Stress Management

Adzakpah, G., Suuk, L. A., & Selorm, F. H. (2016). Occupational Stress and its Management among Nurses at St. Dominic Hospital, Akwatia, Ghana. *Health Science Journal*, 1-7.

Arti, V. (2016). A Study on Stress Management among the Employees of Nationalised Banks. *International Journal For Technological Research In Engineering*, 99-101.

Dar, L., Akmal, A., Naseem, M. A., & Khan, K. U. (2011). Impact of Stress on Employees Job Performance in Business. *Global Journal of Management and Business Research*, 1- 4.

D. Edwards, & P. Burnar. (2003). A systematic review of stress and stress management interventions for mental health nurses. *JAN leading global nursing research*, 169-200.

Enekwe Chinedu, I., Ikechukwu, A. C., & Nnagbogu, E. K. (2014). Stress Management Techniques in Banking Sectors in Nigeria. *IOSR Journal of Business and Management*, 33-38.

Kannan.P, & Suma.U. (2015). Managing Stress among Co-Operative Bank Employees in Palakkad district. *International Journal of Scientific Engineering and Applied Science*, 132-137.

Lawrence Hoc Nang, F., Chui, P. M., Cheong, I. S., & Fong, D. K. (2018). Moderating effects of social support on job stress. *Journal of Hospitality Marketing & Management*, 1-16.

Lehrer, P., Carr, R., Sargunaraj, D., & Woolfolk , R. (1994). Stress management techniques: Are they all equivalent, or do they have specific effects? *Biofeedback and Self-regulation*, 353–401.

Mirjam, H., Adler, C., Hagl, M., Maragkos, M., & Duschek, S. (2016). Stress and stress management in European crisis managers. *International Journal of Emergency*, 66-81.

Nagele, Eva, Jeitler, Klaus, Horvath, Karl, Semlitsch, Thomas, & Posch, Nicole. (2014). Clinical effectiveness of stress-reduction techniques in patients with hypertension. *Journal of Hypertension*, 1936-1944.

Navnit Kaur, C. (2013). Stress Management in Indian Army. *Research Journal SANSMARAN*, 43-53.

Nirmala, R. (2015). A Study on Stress Management among the Employees of Banks. *International Journal of Science, Technology & Management*, 11-14.

Parker, J., Smarr , K., Buckelew, S., & tucky-ropp, R. (1995). Effects of stress management on clinical outcomes in rheumatoid arthritis. *an official journal of the American College of Rheumatology*.

Risham Preet, K., & Sharma, P. G. (2016). Stress Management in the Banking Sector. *Imperial Journal of Interdisciplinary Research*, 113-117.

Sameera, Shaik, S., & Firoz. (2016). A Study on Stress Management among the BPO Employees in Chennai City. *The International Journal Of Business & Management*, 12-15.

Savitha.G. (2016). Stress Management - A Study Among Women Police Officials. *International Journal of Commerce, Business and Management*, 129-132.

Tran, C. T., Tran, H. T., Nguyen, H. T., & Mach, D. N. (2020). Stress Management in the Modern Workplace and the Role of Human Resource Professionals. *Business Ethics and Leadership*, 26-40.

Uma Devi, T. (2011). A Study on Stress Management and Coping Strategies With Reference to IT Companies. *Journal of Information Technology and Economic Development*, 30-48.

Venkateswara, R. Y., Rayapureddy, L. R., & Rayapureddy, A. (2017). A Functional Report on Stress Management among Bank Employees. *International Journal of Engineering and Management Research*, 460-468.

W Anderson, D Swenson, & D Swenson. (1995). Stress Management for Law Enforcement Officers. *U.S. Department of Justice*.

Section C - Studies on Stress and Members of Local Government Institutions

Jeyanthi.M. (2012). Role Stress and Coping Skills among Men and Women Village Panchayat Presidents In Madurai District.

Rothmann, S., Jackson, L., & Kruger, M. (2003). Burnout and Job Stress in a Local Government: The Moderating Effect Of Sense Of Coherence. *SA Journal of Industrial Psycholog*, 52-60.

Section D - Studies on Inter-relationship between Stress, Work Performance, Work Satisfaction, Work Burnout and Work Withdrawal Behaviour

Abdul Salam Munir, A.-H., Jorissen, S. L., Niaz, K., & Ali Al Qarni, A. M. (2014). Job Stress and Job Satisfaction among Health Care Professionals. *European Scientific Journal*, 156-173.

Ajayi, S. (2018). Effect of Stress on Employee Performance and Job Satisfaction: A Case Study of Nigerian Banking Industry. *SSRN*.

Akca, M., & Küçükoğlu, M. T. (2020). Relationships Between Mental Workload, Burnout, and Job Performance: A Research Among Academicians. *Research gate*, 49-68.

Anamika. (2016). Stress and Job Satisfaction level among Government and Private Sector Bank Employees: a Study on Urban Area in Patna India. *The International Journal of Indian Psychology*, 120-127.

Ananth, T., & Sasikumar, S. (2017). An Analysis of the Effect of Work Stress on Job Satisfaction and Psychological Well-Being among Police Personnel of Nagapattinam District. *International Journal of Business and Administration Research Review*, 1-4.

Bui, T., Zackula, R., Dugan, K., & Ablah, E. (2021). Workplace Stress and Productivity: A Cross-Sectional Study. *Pubmed central*, 42–45.

Chandraiah, K., Agarwal, S., & Marimuthu, P. (2003). Occupational Stress and Job Satisfaction Among Managers. *Indian Journal of Occupational and Environmental Medicine*, 6-11.

Celine, F. (2018). Effects of Job-Stress on Employee Performance in an Enterprise. *Centria University of Applied Sciences*.

Cropanzano, R., Howes, J., Grandey, A., & Toth, P. (1999). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behaviour*, 159-180.

Dua , J. (1994). Job Stressors and Their Effects on Physical Health, Emotional Health and Job Satisfaction in a University. *Journal of Educational Administration*.

Ehsan, M., & Ali, K. (2019). The Impact of Work Stress on Employee Productivity: Based in the Banking sector of Faisalabad, Pakistan. *International Journal of Innovation and Economic Development*, 32-50.

Falkenburg, K., & Schyns, B. (2007). Work satisfaction, organizational commitment and withdrawal behaviours. *Emerald insight*.

Gorji, M. (2011). The Effect of Job Burnout Dimension on Employees' Performance. *International Journal of Social Science and Humanity*, 243-246.

Gupta, N., & Beehr, T. (1979). Job stress and employee behaviors. *ScienceDirect*, 373-387.

Hammer, L., Bauer, T., & Grandey, A. (2003). Work-Family Conflict and Work-Related Withdrawal Behaviors. *Journal of Business and Psychology*, 419–436.

Haus, M., Adler, C., Hagl, M., Maragkos, M., & Duschek, S. (2016). Stress and stress management in European crisis managers. *International Journal of Emergency Services*.

Hemingway, M., & Smith, C. (2010). Organizational climate and occupational stressors as predictors of withdrawal behaviours and injuries in nurses. *Journal of Occupational and Organizattional Psychology*.

Ibtisam Mbarak, A., Gichinga, L., & Ahmed, A. H. (2015). Effects of Workplace Stress on Employee Performance in the County Governments in Kenya: A Case Study of Kilifi County Government. *International Journal of Scientific and Research Publications*, 1-8.

Imtiaz, S., & Ahmad, S. (2009). Impact Of Stress On Employee Productivity, Performance And Turnover; An Important Managerial Issue . *International Review of Business Research Papers*, 468-477.

Iqbal, M., & Waseem, M. A. (2012). Impact of Job Stress on Job Satisfaction among Air Traffic Controllers of Civil Aviation Authority: An Empirical Study from Pakistan. *International Journal of Human Resource Studies*, 53-70.

Iskamto, D. (2021). Stress and Its Impact on Employee Performance. *researchgate*.

Jai, P., & Hooda, S. (2017). The Effect of Job Stress on Teaching Effectiveness of Government Guest Faculty Teachers of Haryana State. *International Journal of Management and Social Science Research Review*, 38-43.

JOY, A. J., & KUMAR, G. (2018). Impact of job Stress on Employee Performance: A Study of Software Professionals in Kerala. *International Journal of Research and Analytical Reviews*, 694-715.

Kabir, M. J., Heidari, A., Etemad, K., Gashti, A. B., Jafari, N., Honarvar, M. R., . . . Lotfi, M. (2016). Job Burnout, Job Satisfaction, and Related Factors among Health Care Workers in Golestan Province, Iran. *Electron Physician*, 2924–2930.

Kao, F.-H., Cheng, B.-S., Kuo, C.-C., & Huang, M.-P. (2014). Stressors, withdrawal, and sabotage in frontline employees: The moderating effects of caring and service climates. *Journal of occupational and organizational psychology*, 755-780.

Karimi, L., Leggat, S. G., Cheng, C., Donohue , L., Bartram, T., & Oakman , J. (2016). Are organisational factors affecting the emotional withdrawal of community nurses? *Australian Health Review*.

Lazaro, C., Shinn, M., & Robinson, P. (1984). Burnout, Job Performance and Job Withdrawal Behaviors. *Journal of Health and Human Resources Administration*, 213-234.

LeBlanc, V. R. (2009). The Effects of Acute Stress on Performance: Implications for Health Professions Education. *Academic Medicine*, 23-33.

Lu Lu, Li Liu, Sui, G., & Wang, L. (2015). The Associations of Job Stress and Organizational Identification with Job Satisfaction among Chinese Police Officers: The Mediating Role of Psychological Capital. *International Journal of Environmental Research and Public Health*, 15088–15099.

Manimala, A., & Sasi Kumar, S. (2017). A Study on Impact of Stress on Job Performance and Satisfactions in Transport Corporation, Kumbakonam. *International Journal of Business and Administration Research Review*, 27-37.

Massaran, B. (2016). Stress Management and Job Performance in the Industries Sector of Mali. *Journal of Service Science and Management*, 189-194.

Motowidlo, S. J. (1986). Occupational stress: Its causes and consequences for job performance. *Journal of Applied Psychology*, 618–629.

Nadia Nasir, Khan, S., & Nasir, S. (2017). Workplace Stressors and Job Performance': The Hypothesized Mediating Role of Job Satisfaction Incase of Higher Educational Sector of Pakistan. *International Journal of Engineering Sciences & Research Technology*, 609-623.

Navnindra, K., & Milan, R. (2018). A Study on Stress among the Employees of Private Sector Bank. *International Journal of Research and Analytical Reviews*, 840-846.

Ni Made Umayanti Prateka Atmaja, & I GustiSalitKetut Netra. (2020). Effect of Work-Family Conflict, Job Stress and Job Satisfaction on Behavior Physical Withdrawal of Employees. *American Journal of Humanities and Social Sciences Research*, 146-153.

Piko, B. F., & Maria , M. (2017). A study of work satisfaction, burnout and other work-related variables among Hungarian educators . *European journal of mental health*, 152-164.

Podsakoff.N. P, L. A. (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology*, 438–454.

Prasad, Vaidya, R., & Kumar, A. (2016). Study on the causes of stress among the employees in IT sector and its effect on the employee performance at the workplace with special reference to International Agricultural Research Institute, Hyderabad : A comparative analysis. *International Journal of Management*, 76-98.

Reoswell, W., Buchanan, J. B., & Alepine, M. (2004). Relations between stress and work outcomes: The role of felt challenge, job control, and psychological strain. *Journal of Vocational Behavior*, 165-181.

Revenio, J. (2017). Determinants of Job Stress and Its Relationship on Employee Job Performance. *American Journal of Management Science and Engineering*, 1-10.

Rubina, K., Amjad, S., & Khan, D. (2008). Occupational Stress and its Effect on Job Performance: A Case Study of Medical House Officers of District Abbottabad. *J Ayub Med Coll Abbottabad*, 135-139.

Shaukat, R., & Khurshid , A. (2022). Woes of silence: the role of burnout as a mediator between silence and employee outcomes. *Emerald Insight*.

Taris, T. W., Schreurs, P., & Silfhout, I. I.-V. (2001). Job stress, job strain, and psychological withdrawal among Dutch university staff: Towards a dualprocess model for the effects of occupational stress. *An International Journal of Work, Health & Organisations*, 283-296 .

Taris , T., Horn, J. V., Schaufeli, W., & Schreurs, P. (2007). Inequity, burnout and psychological withdrawal among teachers: a dynamic exchange model. *tandfonline*, 103-122.

Tulsee Giri, G. (2015). Job Stress and its Effect on Employee Performance in Banking Sector. *Indian Journal of Commerce & Management Studies*, 51-56.

Wang, X., & Wang, H. (2017). How to survive mistreatment by customers: Employees' work withdrawal and their coping resources. *Emerald Insight*.

Section E - Studies on Inter-relationship between Stress, Public Service Motivation, Emotional Intelligence and Social Support

AbuAlRub, R. F. (2004). Job Stress, Job Performance, and Social Support Among Hospital Nurses. *Journal of nursing scholarship*.

Chi-Ming, H., & Tsai, B.-K. (2019). Effects of Social Support on the Stress-Health Relationship: Gender Comparison among Military Personnel. *Environmetal Research and Public Health*, 1-15.

Dalia, E. (1984). Moderating Effect of Social Support on the Stress-Burnout Relationship. *Journal of Applied Psychology*, 615-622.

Fong, L. N., Chui, P. W., Cheong, I. C., & Fong, D. C. (2018). Moderating effects of social support on job stress and turnover intentions. *Journal of Hospitality Marketing & Management* , 795-810.

Foy, T., Dwyer, R., Nafarrete, R., Hammoud, M. S., & Rockett, P. (2019). Managing job performance, social support and work-life conflict to reduce workplace stress. *International Journal of Productivity and Performance Management*.

Glaser, D., Tatum, B., Nebeker, D., Sorenson, R., & Aiello, J. (2009). Workload and social support: Effects on performance and stress. *tandfonline*, 155-176.

Gina Gorgens, E., & Brand, T. (2012). Emotional intelligence as a moderator in the stress–burnout relationship: a questionnaire study on nurses. *Journal of Clinical Nursing*, 2275-2285.

Karatepe, O. (2013). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*.

Lim, V. (1996). Job Insecurity and Its Outcomes: Moderating Effects of Work-Based and Nonwork-Based Social Support. *Sage journals*.

Raeda Fawzi, A., Omari, F. H., & Abu Al Rub, A. F. (2009). The moderating effect of social support on the stress–satisfaction relationship among Jordanian hospital nurses. *Journal of Nursing Management*, 870-878.

Schreurs, B., Emmerik, I. v., Günter, H., & Germeys, F. (2012). A weekly diary study on the buffering role of social support in the relationship between job insecurity and employee performance. *Wiley Online Library*, 259-279.

T, R., & P, F. (2009). Social support moderates the relationship between stressors and task performance through self-efficacy. *Journal of Social and Clinical Psychology*, 244 - 263.

Tu, Y., Li, D., & Wang, H.-J. (2021). COVID-19-induced layoff, survivors' COVID-19-related stress and performance in hospitality industry: The moderating role of social support. *International Journal of Hospitality Management*.

Viswesvaran, C., Sanchez, J. I., & Fisher, J. (1999). The Role of Social Support in the Process of Work Stress: A Meta-Analysis. *Journal of Vocational Behavior*, 314-334.

CHAPTER III

STRESS MANAGEMENT AND LOCAL GOVERNMENT INSTITUTIONS IN KERALA - A THEORETICAL FRAMEWORK

The main focus of the present research work is to examine the stress management of members of Local Government Institutions (LGIs) in Kerala. Hence, before examining the specific objectives framed for the study, a strong theoretical background on stress management, key concepts related to work stress and Local Government Institutions in India and Particularly in Kerala State is highly relevant. The present chapter attempts to fulfil this. For the purpose of discussion, the chapter is divided into two sections. Section A gives a brief theoretical framework of Stress Management and key concepts related to Work Stress viz., public service motivation, social support and emotional intelligence, work performance, work satisfaction, work burnout and work withdrawal behaviour. Section B is concerned with a brief of Local Government Institutions.

Section A

Stress Management

3.1 Work Stress – An Introduction

Workplace stress is a common issue that affects millions of people all over the world. It develops as a result of a person's work environment or duties at work and can have a substantial impact on physical, mental and emotional health as well as work satisfaction and work performance. Workplace stress can be caused by a variety of circumstances. Work-related demands are one of the primary reasons. This relates to the amount of work that must be completed, as well as the time constraints and level of complexity required. Workplace demands can cause feelings of pressure, overwhelm and burnout. Role conflict is another source of workplace stress. This happens when a person is given contradictory or unclear work responsibilities or

expectations, which can cause confusion, frustration and anxiety. Workplace relationships can also be a substantial source of workplace stress. Workplace relationships that are difficult or unsupportive can lead to feelings of isolation, anxiety and even depression. Another factor in work stress is organisational culture. Reduced work satisfaction and motivation might result from a stressful work environment brought on by a toxic culture. Additionally, many workers may find it difficult to balance their work and personal lives, which can result in stress, burnout and even health issues. Workplace stress can have serious and long-lasting consequences. Workers who come across work stress frequently experience physical symptoms like headaches, stomach issues and insomnia. Additionally, it may result in emotional issues like depression, anxiety and burnout. In extreme circumstances, it may even trigger thoughts of suicide or use of drugs. In addition to negatively affecting work performance, work stress can also increase absenteeism, lower productivity and high turnover rates. Organisations or companies have a responsibility to control workplace stress and make sure that their workers are in a secure and healthy working environment. This can be done through a variety of measures, including workplace policies, training and education, employee assistance programmes and allowing access to mental health resources. Offering flexible work schedules and encouraging employees to take breaks throughout the day are two more ways that companies can promote a healthy work-life balance. Individuals can also take action to control their own stress at work. This involves practising relaxation techniques, prioritising self-care, establishing boundaries and asking for help from co-workers or mental health specialists. Workplace stress can also be decreased by doing regular exercise, healthy eating and good sleep.

3.1.1 Stress - The Concept

A state of worry or mental tension generated by a challenging situation is termed as stress. Stress is a complicated reaction that can have both positive and negative effects on individuals depending on the context and duration of the stressor. The hypothalamus, a portion of the brain that stimulates the adrenal glands to release chemicals such as cortisol and adrenaline, initiates the stress response. These

hormones help the body prepare for the "fight or flight" reaction, which is meant to respond to possible threats. Hans Selye, a Hungarian-Canadian endocrinologist, coined the term "stress" in the context of engineering in the 1930s. Selye recognised a common stress response, which he called the "General Adaptation Syndrome" (GAS) and suggested that it was a universal process that applied to all living creatures. During the stress reaction, the body goes through a number of changes, including an increase in heart rate, blood pressure, and breathing rate. While stress can be a normal and healthy reaction to stressful situations, prolonged or chronic stress can be harmful to one's physical and mental health. Long-term stress can cause numerous illness including anxiety, depression, cardiovascular disease and autoimmune illnesses. To manage the consequences of stress on their mental and physical health, individuals must develop good coping skills and seek help when necessary.

Stress is a mental or emotional condition of tension that develops when a person feels that, the demands of a situation exceeds their perceived capacity to handle them successfully. Several things, such as pressures at work, money troubles, relationship challenges, health concerns and significant life transitions can lead to stress. Stress can cause a number of different physical and mental symptoms such as headaches, muscle tension, exhaustion, anxiety, sadness and irritability. Chronic or ongoing stress can also lead to the development of specific medical disorders like hypertension, heart disease and immune system dysfunction. A certain amount of stress is a normal and unavoidable part of life, but excessive or ongoing stress can harm a person's general wellbeing and quality of life.

3.1.2. Stages of Stress

Hans Selye explained the various stages of stress in the famous General Adaptation Syndrome (GAS). GAS consists of three stages of stress (Selye, H., 1979).

1. Stage 1: Alarm reaction

Alarm reaction is the initial reaction of the body to a stressful situation. This natural reaction of body towards stress will help to protect from dangerous situations

and tackle the stress. Major changes occur to the body in this stage are increase in heart beat rate, releasing of cortisol and boost in adrenaline level.

2. Stage 2: Resistance

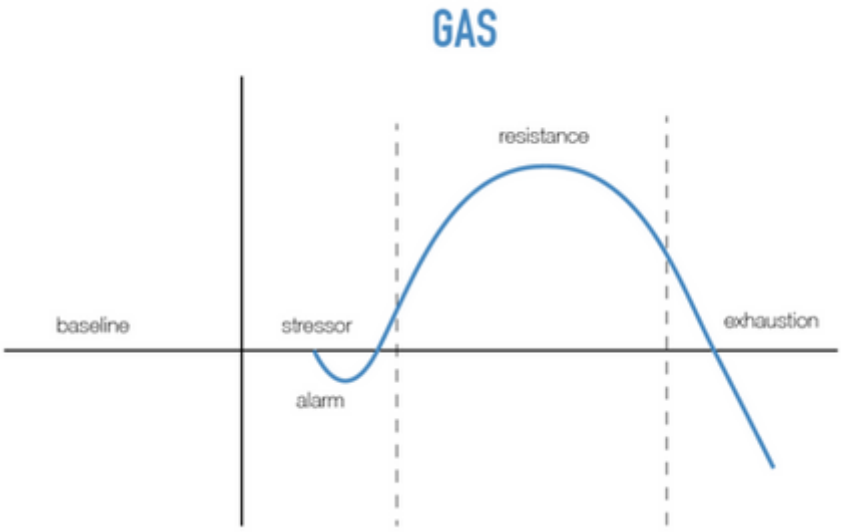
If the stressful situation continues for an extended period, body will release cortisol continuously to cope up with the stress. But the body cannot able to maintain that condition for a long period as its resources eventually deplete and it will leads to exhaustion.

3. Stage 3: Exhaustion

This stage is a result of prolonged stress and body will not have the ability to further fight against stress. In this stage, all physical, mental and emotional resources will be drained out. It will result in a hopeless condition with a number of health issues including depression, anxiety, burnout, fatigue, heart disease, digestive problems and diabetes.

Figure 3.1

Diagrammatic Representation of Stages of Stress



Source: Hans Selye, (1979)

3.1.3. Types of Stress

Stress can be classified into different types on the basis of its origin, severity and duration. Common types of stress are given below.

- **Eustress**

Eustress is known as positive stress. It leads to adrenaline rush which result in high energy and motivation to finish a task. It is for a short term period and it makes the person feels excited and results in improved performance.

- **Distress**

It is known as negative stress. It creates anxiety and concern to an individual which finally leads to decreased performance. Distress for a long term period will result in physical and mental problems.

- **Acute stress**

It is the immediate reaction of body towards a challenging or new situation. It can be positive or negative. This stress usually lasts only for a short period of time.

- **Episodic acute stress**

Frequent acute stress leads to episode acute stress. It may affect the physical and mental well-being of an individual.

- **Chronic stress**

Experiencing high level of stress for a long period of time will lead to chronic stress. This will lead to severe health issues like anxiety, cardiovascular disease, depression, high blood pressure, weakened immune system, headaches, stomach upset and sleep difficulties.

3.1.4. Stressors

Stressors are any external or internal factors that may trigger an individual's stress response. Physical, psychological or social stressors can differ from person to

person. Work pressures, financial challenges, relationship issues, traumatic events, illness and environmental factors such as noise and pollution are examples of stressors. Stressors can be acute or persistent. Acute stressors are sudden and short-lived, such as a vehicle accident or a work deadline. Chronic stresses are continuing and long-term, such as a challenging job or a chronic health problem. Chronic stressors can be particularly damaging to an individual's physical and mental health because they can cause a continuous stress response that wears down the body and mind over time.

3.1.5. Sources of Stress

The broad categories or domains into which stressors can be divided are referred to as sources of stress. The sources of Stress can be classified as internal and external.

1) Internal Stressors

Internal sources of stress result from how someone perceives their environment. The individual interprets the situation as frightening and reacts as a result, regardless of whether there is threat in the environment. An individual may experience stress as a result of internal issues such as role conflict, role ambiguity and non-specific fears such as the fear of the future and the fear of inadequacy.

The internal causes of stress, however, are mostly determined by a person's personality traits. People's personalities can basically be divided into i.e. Type A personalities, Type B personalities and Type C personalities. Due to the nature of their personality, people with Type A personalities experience greater internal sources of stress. Due to their basic personality traits, those with Type B personalities are less prone to internal stresses than individuals with Type A personalities. The Type C personalities tend to be introverted by nature. When under stress at work, people with Type C personalities typically experience helplessness and hopelessness. In this type, depression risks are higher. The detailed characteristic traits of each personality are given below.

- **Type A Personality**

Individual under the personality are prone to a feeling of urgency and impatience, aggressive in behaviour, strong achievement orientation, high level of competitiveness, preferences to multitask, tendency to mask true feelings and perfectionist yet low self-esteem.

- **Type B Personality**

People with the personality type are tend to be patient and relaxed, slightly ambitious, accommodative, casual, well- mannered, without anger or violence and without any pressure to achieve deadlines.

- **Type C Personality**

This personality type is characterised by introversion, consideration for others, conformism, politeness, and a desire to please everyone.

2) External Stressors

Environmental stressors, often known as external sources of stress, are typically outside of an individual's control. These stressors result from problems in organisational structure, power and responsibility, attitude towards superiors, working conditions and career chances. External stressors are essentially divided into three categories: group-level stressors, organisational stressors and extra-organizational stressors.

i. Group-level Stressors

Group-level stressors are environmental factors that cause individuals to experience stress as a result of group influence. They are frequently triggered by a lack of group cohesiveness, intra-group conflict and the attitude of the superior. Among these elements, the superior's unpredictable behaviour, lack of warmth in the relationship, demanding nature, absence of empathy and fault-finding attitude are prime sources of group stressors.

ii. **Organizational Stressors**

Organisational stressors are present in the work environment and frequently lead to stress in the majority of workers. Organizational culture is one of the major organizational-level stressors in many organizations. Organisational stresses can also include value conflicts, work boredom, heavy workloads and obligations, poor working conditions, organisational politics, underutilization of skills and confusing management orders. Additional factors that might cause organisational stress include poor ventilation and lighting, dust and fumes, and a lack of hygienic and medical services.

iii. Extra-organizational Stressors

These refer to elements that affect workers more directly and privately than those that fall under the jurisdiction of the company. Extra-organizational stresses include things like family problems, lifestyle and technological changes, as well as unfavourable developments in one's personal and social life, such as loved ones passing away or becoming ill. Similar to how psychological characteristics like gender, ethnicity, race and religion can stress out workers.

3.1.6. Work Stressor

Work stressors are the stressors that are specific to the work and work-related activities. These pressures can be produced by a range of factors such as work expectations, organisational culture, co-worker relationships and personal factors. Workplace pressures can negatively affect an individual's physical and mental health, as well as work satisfaction and performance. Organisations must identify and handle work stressors in order to provide a healthy and productive work environment for their workers. This includes giving stress management resources, employee support programmes and implementing organisational policies and practises that encourage work-life balance and well-being for workers.

3.1.7. Factors of Work Stress

Various sources or causes of stress at work are referred to as stress factors. These factors can all have an impact on the workplace's organisational, social and physical aspects, which might be internal or external to the worker. Depending on the person and the organisation, the specific causes of work-related stress might differ and interact in complex ways. Major categories among them are:

1. Organisational factors
2. Social factors
3. Personal factors
4. Political factors

1. Organisational Factors

The conditions in the workplace that can make workers stressed out are referred to as organisational factors of work stress. These factors may be related to the organizational structure, culture, policies and practices, as well as the physical work environment. They include:

(a) Work Overload

Work overload is the condition in which a worker has an excessive amount of work to complete in a limited amount of time or with limited resources. This can lead to feelings of overwhelm, stress and frustration, as the individual struggles to keep up with the demands of their work.

(b) Unscheduled Work Time

Unscheduled work time is defined as work hours that are unexpected or unplanned and may force a worker to work beyond their regularly scheduled hours or outside of them.

(c) Problems with Co-workers

Conflicts or negative interactions between people at work are referred to as problems with co-workers. It can arise due to various reasons such as personality

clashes, differences in opinion, competition for resources, jealousy and communication breakdowns.

(d) Role Conflicts

Role conflicts occur when an individual's responsibilities, demands or responsibilities at work conflict with one another, making it challenging for them to prioritize tasks and meet work demands.

(e) Insufficient Training

Lack of the proper learning opportunities or educational resources necessary to successfully complete work-related duties is referred to as insufficient training. If workers lack the information or skills required to do their duties, they may feel inadequate and unable to meet up expectations of their work.

2. Social Factors

The elements of the work environment that are connected to social interactions and connections among workers are referred to as social factors. These include:

(a) Workplace Culture

Workplace culture refers to the shared values, beliefs, attitudes and behaviours that characterize an organization. It includes how people communicate, how decisions are made, how disputes are settled and how workers are acknowledged.

(b) Public Criticism

A circumstance where a person's behaviour or performance at work is criticised or called out in a public or semi-public setting, like a meeting or in front of co-workers is referred to as public criticism in the context of the workplace.

(c) Lack of Resources

When employees are not provided with the resources they need to efficiently carry out their duties, this is referred to as a lack of resources. It may cause feelings of annoyance, powerlessness and inadequacy, which can add to workplace stress.

(d) Over Public Expectation

Over public expectation is the term for a situation where an organisation or individual is subjected to unrealistic public expectations, which can lead to stress and pressure to meet the expectations.

3. Personal Factors

Personal factors are those unique traits and characteristics that affect how much stress an individual feels at work. These elements include both inherent personality features and learned behaviours that have an impact on how a person manages stress at work.

(a) Lack of Family Time

Stress at the workplace can be influenced personally by factors like a lack of family time. It may be challenging for people with demanding jobs or long hours to balance work and family responsibilities. As they try to balance the requirements of their family and work, this might cause them to feel guilty, anxious and stressed.

(b) Inadequate Remuneration

When a worker feels that their remuneration is not appropriate for the amount of effort and productivity they put into their work, this is referred to as inadequate remuneration.

(c) Ineffective Communication

One of the common personal variables that might cause work stress is ineffective communication. Ineffective communication can lead to misunderstandings, conflicts and even work-related accidents. Communication is a crucial component of any workplace. Ineffective communication may results in work overload and burnout due to a lack of clarity on goals, deadlines and work tasks and responsibilities.

(d) Lack of Knowledge and Skills

Lack of knowledge and skills can contribute to work stress for individuals in various fields. Workers may experience stress, pressure and frustration when they lack the knowledge and abilities needed to perform their responsibilities at work successfully.

4. Political Factors

The political environment and the rules governing how public institutions operate can have an impact on these factors. These include:

(a) Political Pressures

Political pressures are referred as the impact of political factors on a person's workplace, which can increase stress at work. These pressures may result from the demands of politicians, citizens or other parties with an interest in the decisions and actions of a public institution.

(b) Criticisms

Criticism refers to the act of pointing out faults, shortcomings or weaknesses in someone. Criticism can be constructive or destructive, depending on the intention and manner in which it is delivered. Constructive criticism aims to help the person or organization to improve and grow, while destructive criticism is intended to hurt or damage.

(c) Conflicting Ideologies

Conflicting ideologies describe a situation in which individuals or groups have opposing concepts or sets of views. Conflicting ideologies can arise in various contexts, including politics. When individuals or groups with opposing viewpoints contact or collaborate, conflict may result, which can have a negative impact on stress levels.

(d) Interference of Political Party

Interference of a political party in the functioning of a government institution can lead to work stress among its members. Political interference can take various forms, such as undue pressure to implement certain policies, directions or decisions that may be contrary to the institution's objectives.

3.1.8. Work - Related Stress: A Theoretical Perspective

Work stress theories help to understand the various elements that lead to work stress and guide to prevent and manage it.

- **Cognitive Appraisal Theory**

Richard Lazarus, a psychologist, developed the idea of cognitive evaluation in his book Psychological Stress and Coping Process, published in 1966. According to this view, stress is understood as an imbalance between the demands made of an individual and their capacity to handle those demands. According to Lazarus, how each person experiences stress depends on how they interpret events and the conclusion of a particular set of thought processes known as appraisals (Lazarus, 1974).

- **Transactional Theory**

The Transactional Model of Stress and Coping, put out by Lazarus and Folkman, claimed that interactions between an individual and their environment had an impact on how well they are able to handle stress and cope with problems (Lazarus, R S and Folkman, S, 1984).

- **The General Adaptation Syndrome**

The general adaptation syndrome (GAS) theory explains how the body reacts to stress by changing physiologically (Selye, H, 1976). The alarm stage, the resistance stage and the exhaustion stage are the three stages of the syndrome.

- **Job-Demand Control Model**

The job demand control support (JDC) model describes how job characteristics affect workers psychological well-being (Karasek, 1990). The model refers job demands as the physical and psychological requirements of a job including workload, time constraints and cognitive demands. Low job control refers to a lack of autonomy or decision-making capacity at work, which can cause feelings of helplessness and irritability. Low social support can refers to a lack of emotional or practical assistance from co-workers and superiors. The model shows how factors including a high workload, unclear job duties and strain from the job can make workers stressed out. The concept proposes, however, that people may deal with these stressors by using work abilities that provide them autonomy and control over their work.

- **Effort-Reward Imbalance Model**

The effort-reward imbalance (ERI) model focuses on a mismatch between high efforts made and low rewards obtained at work (Siegrist, 1996). It is a theoretical model of a psychosocial work environment with adverse effects on health and well-being. Workers may experience stress and burnout if their efforts are not being sufficiently recognised or rewarded.

- **Person-Environment Fit Theory**

According to this theory, the fit between a worker and their work environment may impact work-related stress (Caplan, 1987). Employees may experience stress when there is a mismatch between their talents, abilities and values and the demands of their employment.

3.1.9. Consequences of Stress

The consequences of stress can have a negative impact on both mental and physical health of an individual. Stress can affect one's physical health in a number of ways, including heart disease, high blood pressure, diabetes and obesity. Chronic stress may damage the immune system and make it simpler for people to get sick and

infections. Stress can also have a harmful impact on sleep cycles, resulting in constant fatigue and an increased risk of accidents. The effects of stress can be equally harmful to mental health. Anxiety, depression and other mood disorders can be brought on by stress. Additionally, it can lead to burnout, reduced resilience, and feelings of overwhelm. In fact, chronic stress can cause the development of post-traumatic stress disorder, especially in people who have been through a traumatic event. Interpersonal relationships can be impacted by stress. People who are under stress might show increased irritability, impatience and quick anger. As a result, people may experience difficulty in their relationships and may feel alone and unsupported. Furthermore, stress can also cause social withdrawal, which makes it difficult for people to maintain good relationships with friends and family. Stress can have an adverse effect on both performance in both academia and work as well as can harm cognitive functions making it challenging to focus, remember information and make decisions. In addition to failing to meet schedules and give their best work, this might result in lower productivity. Following are the different consequences of stress.

A. Psychological consequences
B. Physiological consequences
C. Behavioural consequences

A. Psychological Symptoms

The negative effects that stress may have on an individual's mental and emotional health are referred to as psychological consequences of stress. There are numerous psychological symptoms that stress can bring on, including:

- **Depression**

A serious mental health disorder known as depression can have a considerable negative influence on a person's day-to-day functioning. Feelings of sadness, helplessness and hopelessness are common, and it is also characterised by a loss of interest in once-pleasurable pursuits.

- **Anxiety**

Anxiety is a normal human reaction to stress or danger, but when it gets out of control or lasts for an extended period of time, it can become problematic. Intense, pervasive and uncontrollable sensations of fear, worry and apprehension that can interfere with day-to-day activities are an indicator of anxiety disorders.

- **Discouragement**

Discouragement is a sense of disappointment, a decline in self-assurance or a lack of drive. The symptoms of discouragement include emotions of helplessness, apathy, irritability and lack of direction. Stress and discouragement may be strongly associated since sustained discouragement might result in long-term stress.

- **Boredom**

Discouragement is a sense of disappointment, a loss of confidence or a lack of motivation. The symptoms of discouragement include feelings of helplessness, apathy, frustration and lack of direction. Stress and discouragement can be strongly associated since prolonged discouragement might result in long-term stress.

- **Low self-esteem**

Negative self-perception or low self-esteem, can have an impact on an individual's thoughts, feelings and behaviour. People with poor self-esteem frequently feel inadequate or unworthy and tend to hold negative views about who they are and what they are capable of.

- **Anger**

Anger is a common and natural emotional reaction to an injustice or perceived threat. Anger can be a reaction to stresses that a person thinks they have no control over and can result from chronic stress, which can also cause feelings of impatience and anger.

- **Poor motivation**

Lack of drive, passion, or energy to perform tasks or engage in activities is referred to as poor motivation. It may appear as a feeling of being stuck or unable to make progress towards goals or objectives.

- **Irritability**

A state of heightened sensitivity known as irritability can cause an individual to overreact to minor triggers or becoming easily frustrated with others. Chronic stress can lead irritability and frustration.

B. Physiological Symptoms

The physical changes that the body goes through as a result of stress are referred to as physiological consequences. Cortisol and adrenaline, two stress hormones that stimulate the body's "fight or flight" response, are released in reaction to stress. Through an increase in heart rate, blood pressure and breathing as well as a shift in blood flow away from non-essential organs and towards the muscles, this reaction is intended to assist the body in responding to perceived threats or challenges.

- **Blood Pressure**

Hypertension, often known as high blood pressure is a common medical condition that raises the risk of major side effects such cardiovascular disease, stroke and kidney damage.

- **Diabetes**

Diabetes is a chronic disease that develops when the body is unable to make enough insulin or use it properly, which is a hormone that controls blood sugar levels. Stress can have a significant effect on insulin sensitivity and blood sugar levels, which can affect how well diabetes is managed or developed.

- **Stomach upset**

Abdominal discomfort, cramps, bloating, nausea, vomiting, diarrhoea and other digestive-related symptoms are all referred to as stomach upset. Since stress can interfere with the digestive system's regular operation, it can often lead to stomach distress.

- **Insomnia**

A sleep disorder called insomnia is characterised by problems getting to sleep or staying asleep. Insomnia can be caused by a range of factors, including stress, anxiety, depression medications and medical conditions.

- **Decreased Immunity**

Stress can negatively affect the immune system, increasing an individual's vulnerability to disease and infection. Stress can cause a variety of physiological reactions in the body, including the release of stress hormones like cortisol and adrenaline, which can have a variety of negative effects on the immune system.

- **Loss of Appetite**

One typical sign of stress is loss of appetite, often known as anorexia. Multiple physiological reactions that stress might set off in the body can influence appetite and digestion.

- **Heart Disease**

A wide range of illnesses that affect the heart and blood arteries are referred to as heart disease. Heart disease can occur as a result of stress in several different ways. Stress can cause a variety of physiological reactions in the body that increase the risk of heart disease.

C. Behavioural Consequences

The behavioural consequences of stress refer to the ways in which stress can influence an individual's actions, habits and personality. It can significantly disrupt a person's daily life, altering their relationships, productivity and general wellbeing. Major behavioural consequences are given below.

- **Social Withdrawal**

Avoiding social interactions and situations is referred to as social withdrawal, which is a behavioural reaction to stress. It can be challenging for those who experience social withdrawal to interact with others because they may feel overwhelmed anxious or emotionally exhausted.

- **Aggressive Behaviour**

Stress can lead to aggressive behaviour, which includes verbal or physical behaviours meant to frighten or intimidate other people. People who are under stress are more likely to act aggressively because they may feel frustrated angry or emotionally overburdened.

- **Substance Abuse**

The excessive or obsessive use of drugs or alcohol negatively impact on one's physical, mental and social health. This is referred to as substance abuse. As people may turn to drugs or alcohol as a way to escape or numb uncomfortable feelings, substance abuse can emerge as a coping mechanism for stress or other unpleasant emotions.

3.1.10. Stress Management

Stress management refers to the techniques and strategies that an individual adopt to manage reduce or decreases the negative impact that stress has on their mental and physical health. It involves deliberate steps to control the physiological and psychological responses to stress, which may include changes in one's routine, way of life and way of thinking. In order to effectively manage stress, it is necessary to recognise its causes, understanding how they affect and then take the necessary steps to decrease its effects. This could involve doing exercise, practising relaxation techniques, prioritising tasks, setting realistic goals, practising mindfulness, seeking social support and if required, getting assistance from professionals.

3.1.11. Stress Management Techniques

Stress management techniques are a set of practises and methods individuals adopt to help manage or reduce the adverse effects of stress on their mental and physical health. These methods are designed to strengthen coping mechanisms and boost resilience in the face of stressors. Some of the major stress management techniques are explained below.

- **Stress Management Training**

Stress management training refers to a group of programmes and interventions that aim to support people in learning how to better manage their stress. The purpose of stress management training is to strengthen an individual's resilience and capacity for stress management, which can enhance both their physical and mental well-being as well as their level of work satisfaction and productivity. Numerous training methods are available for stress management, including workshops, seminars, individual coaching or counselling, online courses and self-help books. Depending on the requirements of the individual or group, the precise format and content of stress management training will vary.

- **Supportive Organisational Climate**

A supportive organisational climate is a setting at work that promotes employee wellbeing and offers the resources, opportunity and support that individuals need to thrive. Numerous advantages for both personnel and the organisation as a whole can result from a supportive work environment. Organisations may experience increases in retention of workers, productivity and work satisfaction as well as decreased absenteeism and turnover rates by fostering an atmosphere that promotes employee well-being and engagement.

- **Close Association with Co-workers**

Close association with co-workers will be a beneficial experience since it can foster cooperation, social support and possibilities for collaboration and learning. Close working relationships can increase a person's sense of belonging to their place of work, which can increase work satisfaction, engagement and commitment.

- **Exercise**

Exercise is any form of physical activity that is repeated, systematic and planned with the intention of enhancing one's health, fitness and general well-being. Exercise can be performed in a variety of ways such as walking, jogging, cycling or swimming etc. It aids in lowering the body's levels of stress hormones like cortisol and adrenaline. Exercise has both physiological and psychological benefits, including

a mental break from the stresses of daily life. Concentrating on physical exercise can help divert attention from worries and negative thoughts, encouraging calm and mindfulness.

- **Yoga**

Yoga is an ancient Indian physical, mental and spiritual discipline. With the intention of fostering physical health, mental well-being and spiritual development, it involves a set of postures or asanas, as well as breathing exercises and meditation. Yoga is an effective method for reducing stress. It is a mind-body exercise that incorporates breathing techniques, physical postures and meditation to encourage calmness and reduce stress.

- **Prayer**

Prayer can be a helpful stress-reduction technique, particularly for those who follow a spiritual or religious path. In times of stress and trouble, praying is a way to ask for comfort, guidance, and support since it entails communicating with a higher authority or divine force through words or thoughts. There are numerous religions and belief systems that practise prayer and it can take many various forms, such as silent meditation, the repetition of particular words or simple conversation with a deity or spiritual being.

- **Travel**

Moving from one location to another, usually for business, pleasure or discovery is referred to as travelling. Travel can take on a variety of different forms, including domestic and international travel, solo or group travel and travel by vehicle, train, boat or air. Stress management and general wellbeing can both be greatly enhanced by travel. It can be relaxing, adventurous and exciting to take a break from the stresses of everyday life and explore new places, people and cultures.

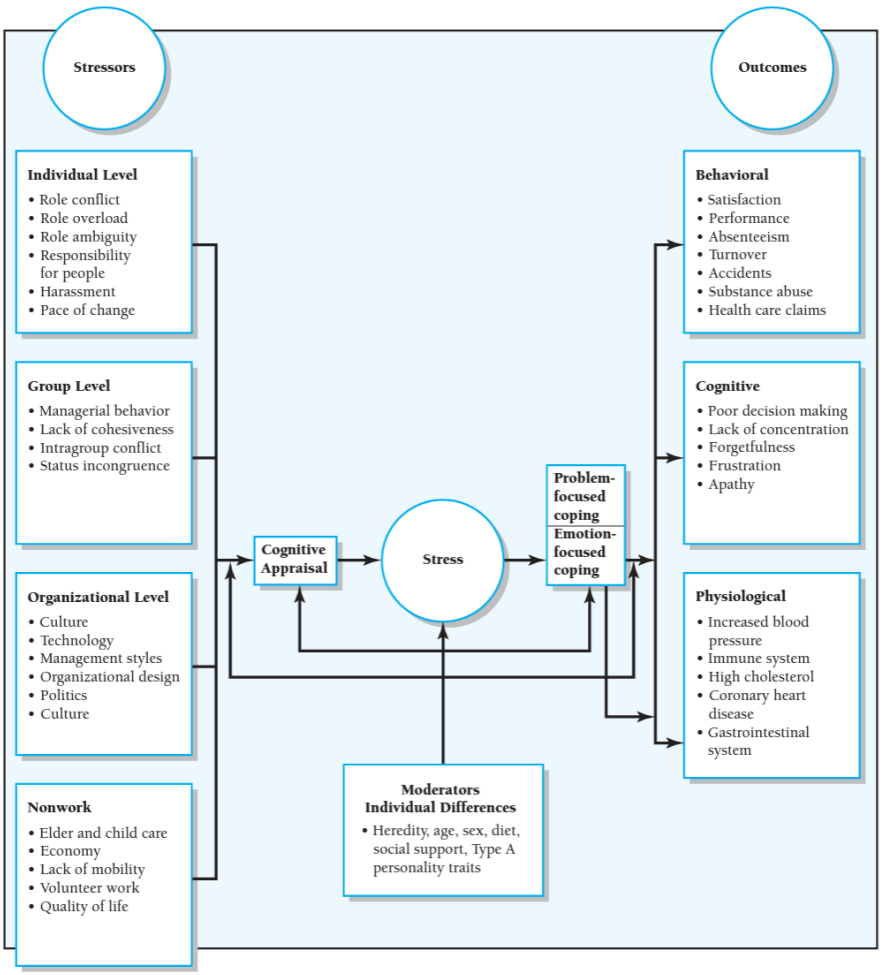
- **Supportive Family and Friends**

Having a strong support system of family and friends can help to manage stress and enhance general wellbeing. In stressful circumstances, social support can offer comfort, validation and assurance. It can also help people deal with stressors more

skilfully. Reaching out to people who are dependable, sympathetic and supportive can be useful when looking for social support for stress management. Family, friends, co-workers and support networks could all fall under this category. It is important to communicate needs and emotions in an open and honest manner, as well as to be receptive to criticism and support from others.

Figure 3.2

Diagrammatic Representation of Stress, Stressors and Outcomes



Source: Ivancevich, Konopaske, & Matteson (2013)

While discussing about the stress management, an overview of the key concepts related to stress, i.e. work performance, work satisfaction, work burnout, work withdrawal behaviour, public service motivation, emotional intelligence and social support is quite relevant. Hence, these concepts are briefly explained below.

3.2. Introduction

Members of local government institutions play a critical role in the development and governance of their respective communities. When it comes to the stress of the members of LGIs, it has connection to the various concepts like public service motivation, social support and emotional intelligence, work performance, work satisfaction, work burnout and work withdrawal behaviour. Among these factors, some of them influence the stress of the member and some will get influenced by the stress faced by the member. Hence, an overview of these concepts in the context of members of local government institutions is provided.

A. Work Performance

The ability of an individual to accomplish their work obligations effectively and efficiently is referred to as work performance. It can be assessed using a number of criteria, including as productivity, work product quality, dependability and capacity to meet deadlines. The success of any organisation depends on effective work performance. When workers perform effectively, the organization's goals and objectives are more likely to be met, customer satisfaction rises, and a great work environment is fostered. Work performance can be affected by a number of variables such as workplace satisfaction, motivation among workers, stress levels and the availability of resources and support. In the context of members of local government institutions, work performance can have a significant impact on the delivery of public services and the overall effectiveness of the institution. The complexity and scope of a member's work responsibilities, the support and resources that are available to them, how satisfied they are with their work and their degree of motivation are all variables that can influence how well a member performs at work. Members of local governmental institutions are in charge of a variety of duties, such as service delivery, programme administration and policy creation. The complexity of these tasks can lead to high levels of stress, which can negatively impact work performance.

B. Work Satisfaction

Work satisfaction is the extent to which an employee feels fulfilled and valued by their work. It is influenced by a number of factors including job security,

opportunities for advancement, work-life balance, pay and relationships with co-workers. Workplace stress and satisfaction with work are two important factors that can have a big impact on a worker's well-being and productivity. High levels of work stress tend to have a negative impact on an individual's work satisfaction. As it relates to members of local government institutions, work satisfaction is crucial as it directly impacts the quality of services they provide to the community. Member's engagement, commitment and productivity will be high when they are satisfied with their work.

C. Work Burnout

Work burnout is a psychological condition that results from prolonged and chronic exposure to work-related stress. It is a condition brought on by extended stress from work and accompanied by emotional, mental and physical exhaustion. Members of local government institutions, like any other workers, are prone to burnout due to a variety of reasons. Workplace burnout among the members of local government institutions may be caused by a number of factors, such as heavy workload, high work demands and lack of support.

D. Work Withdrawal Behaviour

Work withdrawal behaviour is the process of disengaging from work activities and reducing one's work commitments or efforts. Any behaviour that decreases a person's involvement in work-related activities, such as absenteeism, tardiness and turnover is referred to as work withdrawal behaviour. Workers who are under a lot of work stress may use this behaviour as a coping method, but it can also be a sign of disengagement or burnout.

E. Public Service Motivation

Public service motivation is the term used to describe a person's inner drive to help others and advance societal welfare. It is a special kind of motivation that is motivated by a desire to change the world and help the greater good rather than by money or other external benefits. Public service motivation is important for the success of public sector organisations because it can increase member's commitment, performance and work satisfaction. Members with high levels of public service

motivation are more likely to go above and beyond their duties. Public service motivation can be significantly impacted by work stress in a number of different ways. A worker may feel overwhelmed and find it difficult to maintain their sense of purpose and commitment to public service when they are under a lot of work stress. As a result, public service motivation may drop along with work satisfaction and engagement.

F. Emotional Intelligence

Emotional intelligence indicates the ability to recognise, comprehends, and controls one's own emotions as well as the emotions of others. It requires on a variety of abilities and capacities in the areas of social skills, emotional self-awareness and emotional control. People with high emotional intelligence are able to recognise and control their own emotions in a healthy and productive way, which can improve their ability to communicate, decisions making and relationship building skills. On the one hand, those with high emotional intelligence may be better able to handle stress at work and deal with the demands of their field. This is because emotional intelligence involves skills related to emotional self-awareness, regulation and resilience, which can help individuals navigate stressful situations in a healthy and effective way.

G. Social Support

Social support refers to the resources that people receive from their social networks, which include family, friends, co-workers and other neighbourhood residents. It can be provided in a variety of ways, such as offering encouragement, providing assistance or simply being available to listen and provide emotional support. Social support can play an important role in promoting health and well-being, particularly in the context of stress and adversity. Social support from co-workers, superiors and the organisation can offer workers emotional and material resources to help them cope with the demands of their work when they are under a lot of work stress.

Section B

Local Government Institutions (LGIs)

3.3. Local Government – The concept

Local government is the door step government accessible to the local people. It is the lowest tier of public administration in a sovereign nation. The main roles of local government are executive, judicial and legislative. They are geographically localised and function on the basis of specific powers delegated to them by the law or higher government. In a democratic country, the role of local government is very important that, it ensures the participation of local people in the administration and ensure the utilisation of local resources for the betterment of life of the people in that locality.

3.3.1 Local Government Institutions

Local government Institutions are the locally based government institutions that are in charge of managing public resources and delivering services in local level. They are responsible for dealing and governing a specific geographic area such as a city, town or village and are accountable to the residents of that area. Depending on the nation and region, local government institutions may take different forms like city councils, mayor's offices, county boards, town councils and corporations. They are responsible for different functions such as social services, infrastructure development, public works, environmental protection and economic development. Local government institutions have a significant impact on the quality of life of citizens. They have a direct impact on the effective utilisation of public fund, socio-economic development of the community and the citizen's participation in demographic process. In many nations, local government institutions play a significant role in a larger system of government, with duties and powers defined by national or state laws and regulations. They usually receive funding from a combination of local taxes, grants from the state or country and other sources of revenue.

3.3.2 Local Government in India

India is a federal republic with three tiers of government: Central, State and Local. Following India's declaration of independence in 1947, the Constitution of India was approved, creating a three-tiered structure of government that included local self-government institutions. The Constitution's 73rd and 74th Amendments, which were enacted in 1992, strengthened the significance of local self-government institutions in India. Local government institutions are essential for encouraging democratic governance, ensuring public participation in decision-making, and providing citizens' basic services in India. The evolution of local government in India is mainly based on the recommendations of several committees formed to study about the issues and provide recommendations regarding the implementation of local government in India. Those committees were,

- **The Balwant Rai Mehta Committee (1957)**

The Balwant Rai Mehta Committee was a committee appointed by the Indian government in 1957 to examine the functioning of the country's Panchayati Raj system, which refers to the system of local self-government in rural areas. The committee's report, submitted in 1958, recommended a three-tier Panchayati Raj system consisting of gram panchayats (village councils), block panchayats (panchayat samitis), and district panchayats (zila parishads). The committee recommended that these institutions should have elected representatives and be responsible for a range of local governance functions, including agriculture, health, education, and rural development.

- **Ashok Mehta Committee (1977)**

The Ashok Mehta Committee was a committee appointed by the Indian government in 1977 to review the functioning of the Panchayati Raj system in India. The Ashok Mehta Committee submitted its report in 1978, which made a number of recommendations to strengthen and improve the Panchayati Raj system. One of the key recommendations of the committee was to create a two-tier system of Panchayati Raj institutions, consisting of gram panchayats at the village level and zila parishads at the district level. The committee also recommended that Panchayati Raj institutions be given greater autonomy and power, including control over local development funds

and the authority to plan and implement local development programs. The committee also recommended the establishment of State Election Commissions to oversee the conduct of Panchayati Raj elections and ensure that they were free and fair.

- **G.V.K. Rao Committee (1985)**

The G.V.K. Rao Committee was a committee appointed by the Indian government in 1985 to review the functioning of the rural credit system in India. The committee submitted its report in 1988, which made a number of recommendations to strengthen and improve the rural credit system in India. One of the key recommendations of the committee was the establishment of a single, integrated rural credit system that would bring together various rural credit institutions, including cooperatives, commercial banks, and regional rural banks.

- **L. M. Singhvi Committee (1986)**

The L. M. Singhvi Committee, also known as the National Commission to Review the Working of the Constitution, was a committee appointed by the Indian government in 2000 to review the functioning of the Indian Constitution. The committee made a number of recommendations to improve the functioning of the Indian Constitution. One of the key recommendations of the committee was the establishment of a National Judicial Commission, which would be responsible for appointments and transfers of judges, thereby reducing the influence of the executive branch in the process.

3.3.4. Structure of Local Government Institutions in India

There are two categories of local government institutions in India. They are:

1. Rural Local Bodies (Panchayats):

Local government institutions in rural area are called as rural local bodies or panchayats. At the village, taluk and district levels, they are elected bodies. Panchayats have the authority to charge and collect taxes, decide on local development, and deliver essential services including health, sanitation and water supply. Based on the population of the region they serve, they are divided into three categories.

- **Gram Panchayat:**

The administration of a single village or a collection of villages is handled by this basic unit of local government in India.

- **Panchayat Samiti:**

It is responsible for administering a group of Gramme Panchayats inside of a block or taluka and is the middle tier of rural local government in India.

- **Zila Parishad:**

It is responsible for the district's administration and represents the highest tier of local government in rural areas.

2. Urban Local Bodies (Municipalities):

Municipalities or urban local bodies are forms of local government in cities. At the city, town and district levels, they are elected bodies. Municipalities have the authority to impose and collect taxes, deliver essential services like water, sanitization and health, and monitor and regulate the functioning of markets, public areas and buildings. According to the number of people and the area's income, they are divided into three categories.

- **Nagar Palika/Nagar Panchayat:**

Small town administration is handled by this level of local government, which is the lowest in urban settings.

- **Municipal Council:**

The management of medium-sized towns is the responsibility of an intermediate level of local government in urban regions.

- **Municipal Corporation:**

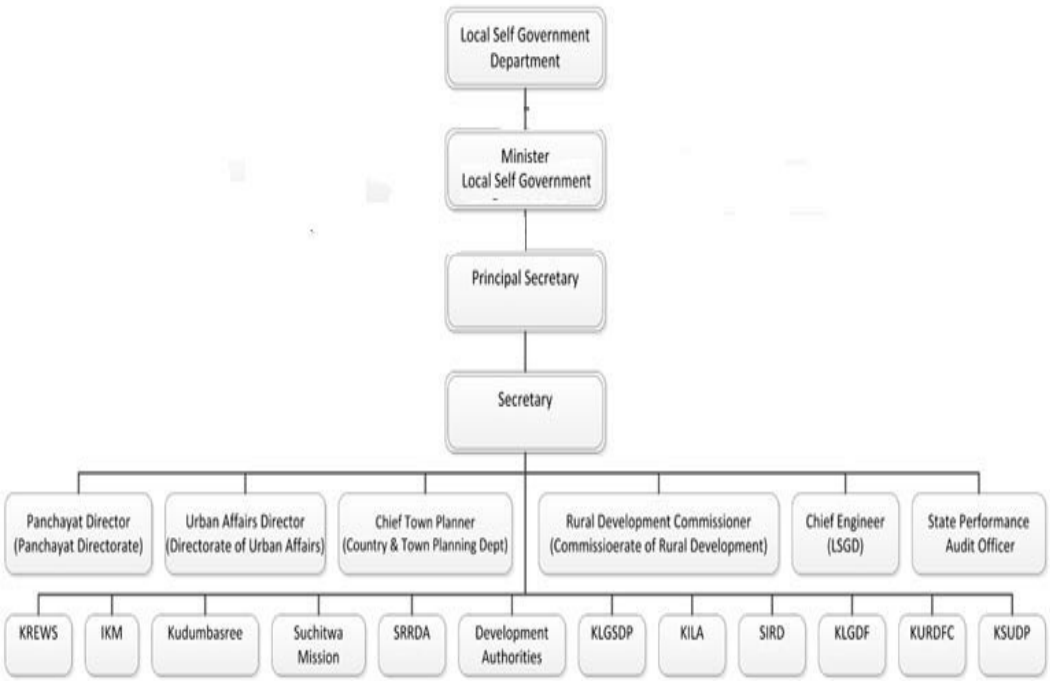
The management of major cities is delegated to this level of local government, which is the highest in urban areas.

3.4. Local Government Institutions in Kerala - An Overview

Kerala, a state in the southwest of India, is famous for its high levels of literacy, social welfare initiatives, and liberal political stances. The Kerala Panchayat Raj Act, which was passed by the Kerala state government in 1994, establishes a three-tier structure of local government institutions in the state, including Grama Panchayats, Block Panchayats, and District Panchayats. Kerala has 941 Grama Panchayats, 152 Block Panchayats, 14 District Panchayats, 87 Municipalities, and 6 Corporations. In accordance with the act, these local government institutions are given specific authority to charge and collect taxes, maintain local infrastructure, carry out various rural development plans and programmes and offer basic services to the people. The act also establishes a State Finance Commission to offer recommendations on how financial resources should be allocated between the state government and local bodies, as well as a State Election Commission to organise elections for local government institutions.

Figure 3.3

Diagrammatic Representation of Local Government Department of Kerala



Source: Website of Local Self Government Department, Kerala

3.4.1. Structure of Local Government Institutions

Kerala has a three-tiered system of local government consisting of Grama Panchayats (village councils), Block Panchayats (block councils), and District Panchayats (district councils). In addition to these three-tier systems, Kerala's urban areas are governed by Corporations and Municipalities.

- **Grama Panchayats**

It is the smallest level of local government, which is in responsible for the administration of villages. In Kerala, there are 941 Grama Panchayats and each one is governed by a council consisting of elected officials known as Panchayat Members. The Panchayat Members also elect the President and Vice President of the Grama Panchayat.

- **Block Panchayats**

Block Panchayats are the second level of local government and are responsible for the administration of a group of Grama Panchayats. Kerala has 152 Block Panchayats, each governed by a council comprised of elected members from the Grama Panchayats within its jurisdiction. The Block Panchayat's President and Vice President are also elected from among the council members.

- **District Panchayats**

District Panchayats are the highest level of local government and are in charge of district administration. Kerala has 14 District Panchayats, each controlled by a council comprised of elected members from the Block Panchayats and Municipalities under its jurisdiction. The District Panchayat President and Vice President are also elected from among the council members.

In addition to these three-tier structures, Kerala has Municipalities and Corporations that manage urban areas.

- **Corporations**

Kerala has six municipal corporations: Thiruvananthapuram, Kochi, Kozhikode, Thrissur, Kannur and Kollam. These corporations have a population of over a lakh and are headed by a Mayor.

- **Municipalities**

Kerala has 87 municipalities, which are developed in urban areas with populations ranging from 10,000 to one lakh. A Chairman or Chairperson presides over these municipality.

3.4.2. Importance of Local Government Institutions

Local government institutions in Kerala play an important part in state governance. Here are the reasons for their importance:

- **Grassroots democracy**

Citizens can engage in the decision-making process at the grassroots level through local government institutions. This encourages democratic governance and gives local groups the ability to choose their own future.

- **Effective service delivery**

Local governments are responsible for providing a variety of services, including basic infrastructure such as water supply, sanitation and roads. This ensures that the local population's needs are met in a more efficient and effective manner.

- **Decentralized Governance**

Local governments bring governance closer to the people. They give citizens the opportunity to participate in local decision-making. This promotes decentralised governance, which is essential for successful and efficient governance.

- **Development of Local Economy**

Local government institutions are essential to the growth of the local economy. They offer numerous incentives to small and medium-sized businesses, which helps to create job opportunities and strengthen the local economy.

- **Social welfare**

Local governments are in charge of implementing various social welfare programmes such as education, health, and housing. They can also help marginalised groups such as women, children, and the elderly.

- **Empowerment of Women**

Local government in Kerala have a 50% reservation for women in elected positions. This led to in women's empowerment in the state and they now play an active role in local decision-making.

- **Participation in Policy Formulation**

Local government institutions contribute to state policy formulation. They contribute to the design of policies that are more adapted to the interests of the people by providing input on the needs of their respective areas.

- **Environmental sustainability**

Local government institutions can play an important role in promoting environmental sustainability by implementing measures such as waste management, renewable energy and natural resource conservation.

3.4.3. Role of Members of Local Government Institutions in Kerala

The following are some of the primary functions and responsibilities of members of Kerala's local government institutions:

- **Representing their Constituent's Interests**

Members of local government institutions are elected to represent the interests and concerns of the people in their particular constituency in local government. As such, their primary role is to listen to and meet the needs of their constituents.

- **Participating in Decision-Making**

Members of local government institutions play an important role in the local decision-making process. They are expected to actively participate in meetings and discussions, as well as contribute to policy and programme creation.

- **Monitoring the Implementation of Policies and Programs**

Members of local government institutions are responsible for monitoring the execution of policies and programmes in their respective areas. They need to ensure that development resources are used properly and efficiently.

- **Engaging with the Community**

Local government members are expected to interact with the community and raise awareness about government programmes and plans. They should promote transparency in governance and encourage community participation in development activities.

- **Upholding Democratic Values**

Members of local government institutions must uphold democratic values and serve as the link between the people and the government. In their work, they should strive to promote transparency, accountability and social justice.

3.4.4. Functions of Members of Local Government Institutions in Kerala

The following are the key functions of members of Kerala's local government institutions:

- **Legislative Functions**

Members of local government institutions are responsible for making laws and policies that affect the development and well-being of the areas they represent. They have the authority to enact bylaws and regulations, approve budgets and development plans, and ensure that various government schemes and programmes are carried out properly.

- **Administrative Functions**

Members of local government institutions are in charge of managing the day-to-day administration of their particular areas. They monitor the functioning of

various departments, supervise the provision of essential services such as water, sanitation and waste management and address the grievances of the local residents.

- **Financial Functions**

Members of local government institutions are responsible for managing the finances of their particular areas. They approve budget, assign funding for various development projects and efficient utilisation of public fund.

- **Representation Functions**

Members of local government institutions stand for the people and represent their interests at the local level. They ensure that the local people's needs and concerns are met appropriately and that their rights are maintained.

- **Development Functions**

Members of local government entities play an important role in the development of their respective localities. They identify the area's development requirements, organise and implement development projects and work to improve the general living standards of the local people.

3.4.5. Acts related to Local Government in Kerala

In Kerala, there are several laws related to local government that provide the legal framework for its functionality. The following are important acts related to local government in Kerala.

- **Kerala Panchayat Raj Act, 1994**

The Kerala Panchayat Raj Act, 1994 is a statute passed by the Kerala State Legislative Assembly that establishes constitutions, powers, and functions of panchayats in the state of Kerala. The act was passed to enhance Kerala's Panchayati Raj system and to encourage local communities to participate in decision-making. The Kerala Panchayat Raj Act of 1994 establishes three tiers of panchayati raj institutions in the state, which are:

i. Grama Panchayats: These are the village-level panchayats, which are given the responsibility of providing basic services and amenities to rural residents.

ii. Block Panchayats: These are the panchayats at the block level, which coordinate the duties of the grama panchayats and provide services and amenities that require a larger area of operation.

iii. District Panchayats: These are the district-level panchayats that provide services and amenities that requires a district-level approach.

The act defines the powers and functions of these panchayats, as well as the roles of elected members and officials. It also provides for the establishment of panchayat Funds, which are to be used for the development of panchayats and the benefit of the people. The Kerala Panchayat Raj Act of 1994 also provides for the reservation of seats in panchayats for women, scheduled castes, and scheduled tribes. It also calls for the formation of panchayat raj training institutes, which will be in charge of training panchayat elected members and officials. In general, Kerala Panchayat Raj Act, 1994 promotes local self-government and effective governance at the grassroots level.

- **Kerala Municipality Act, 1994**

The Kerala Municipality Act, 1994 is a law passed by the Kerala State Legislative Assembly that regulates the formation, constitution, powers and functions of municipalities in the state of Kerala. The legislation was passed to enhance Kerala's urban local government system and to encourage local communities to participate in decision-making. The Kerala Municipality Act, 1994, establishes municipalities in the state that are responsible for providing civic amenities and services to individuals living in urban areas. The act defines powers and functions of the municipalities, as well as the roles of elected members and officials. The act establishes three types of municipalities in the state, which are:

- Municipal Corporations: These are established in cities with a population of more than a lakh people.
- Municipalities: These are established in towns with populations ranging from 20,000 to one lakh.

The Kerala Municipality Act of 1994 also provides for the reservation of seats in municipalities for women, scheduled castes, and scheduled tribes. It provides for the establishment of municipal training institutes, which will be in charge of training elected members and officials of municipalities.

- **Kerala Local Authorities (Prohibition of Defection) Act, 1999**

The Kerala Local Authorities (Prohibition of Defection) Act, 1999 was passed by the Kerala State Legislative Assembly to prevent elected members of the state's local government institutions from defecting. The act was enacted to discourage defection and foster stable and responsible local self-government in Kerala. The law makes elected members of local government institutions ineligible if they defect from the political party or group on whose ticket they were elected. It also allows for the disqualification of members who voluntarily resign from the political party or organisation on whose ticket they were elected. The Act defines "defection" as an elected member voluntarily giving up membership in a political party or group, or ignoring the political party or group's instructions without previous approval or consent. It also provides for exceptions to the disqualification, such as a split in the political party or group, a merger of the political party or group with another party. The Kerala Local Authorities (Prohibition of Defection) Act, 1999 was enacted to promote political stability and to discourage political horse-trading in Kerala's local government institutions. It ensures that elected members of local government institutions remain loyal to the political party or group on whose platform they were elected, and that they are accountable to the people who elected them.

After examining the theoretical framework of the relevant subject area, the researcher has made an attempt to fulfil the specific objectives framed for the study one by one in the subsequent chapters. Out of the different specific objectives, investigation on the stress factors and its consequences among the members of Local Government Institutions (LGIs) in the State of Kerala constitute the first one. That has been discussed in the next chapter.

Works Cited

Caplan, R. D. (1987). Person-environment fit theory and organizations: Commensurate dimensions, time perspectives, and mechanisms. *Journal of Vocational Behavior*, 248-267.

Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2013). *Organizational Behavior & Management.* New York: McGraw-Hill.

Karasek, R. &. (1990). *Healthy Work: Stress, Productivity, and the Reconstruction of Working Life.* New York: Basic Books.

Lazarus, R S, (1974). Psychological stress and coping in adaptation and illness. *International Journal of Psychiatry in Medicine*, 5, pp. 321–333.

Lazarus, R S and Folkman, S, (1984). *Stress, Appraisal, and Coping*. New York: Springer.

Ndreu, A. (n.d.). The Definition And Importance Of Local Governance. *Social and Natural Sciences Journal*, 5-8.

Prakash, B. (n.d.). *Transfer of Functions to Local Governments in Kerala*: *Major Issues.*

Siegrist, J. (1996). Adverse health effects of high-effort/low-reward conditions. *Journal of Occupational Health Psychology*, 27-41.

Selye, H, (1976). *The Stress of Life* (Rev. edn.). New York: McGraw-Hill.

Thapa, I. (2020). Local Government: Concept, Roles and Importance for Contemporary Society. *Research Gate*.

CHAPTER IV

STRESS FACTORS AND ITS CONSEQUENCES

In the previous chapter, theoretical framework of the stress management, the key concepts of stress and local government institutions were narrated in detail. Since the first objective of the research work is to investigate the stress factors and its consequences among the members of local government institutions (LGIs) in Kerala. This chapter is an attempt in this direction. For accomplishing this, the different factors of stress are identified and ranked. The evaluation of the extent of stress factors experienced by the members and the identification of the different levels of stress factors among the members according to their socio-demographic profile has been made. Further, the different levels of consequences of stress is analysed according to the socio-demographic profile of the members.

4.1. Methodology Adopted

All the members of Grama Panchayat, Municipality and Corporation in Kerala will form part of the population of the study. As per the information provided in the website of Government of Kerala, the total number of members in the three local government institutions during the time period of 2015-2020 is 21,908. Since the population is very large, sampling method was adopted. For the determination of sample size, Krejice and Morgan's formula was adopted. From the calculation, it was found that a sample size of 378 is enough to represent the population. Since the population is known three-stage sampling random sampling was adopted. Basically on geographical criteria, the entire State of Kerala is divided into three regions namely north, central and south regions. From these three regions, one district was randomly selected. Accordingly the districts of Kannur, Thrissur and Kollam were selected from the northern, central and southern regions respectively. Sample members from each district were taken on the basis of proportion of the total number of members from each of the three local government institutions. After the proportionate division of

sample members, it was found that the sample size in municipalities and corporations in each of the three selected districts were below 30. Therefore in order to meet with the principle of large sample size, a minimum of 30 sample members were selected for each of the three districts for both municipalities and corporations. Accordingly, data were collected from a total of 486 sample members.

4.2. Tools Used for Data Analysis

In order to rank the stress factors among the members, mean score and standard deviation were employed. To examine the extent of stress factors experienced by the members, one sample t test was adopted. To identify the factors of stress among the members across various socio demographic factors, independent sample-t test and one-way ANOVA with Tukey's HSD Post hoc analysis were employed. The level of stress among the members was examined by employing quartile deviation, percentage analysis and chi-square test for goodness of fit. To examine the consequences of stress experienced by the members, quartile deviation, percentage analysis, chi-square test for goodness of fit and chi-square test for independence were employed.

4.3. Analysis of Stress Factors and Its Consequences

For the purpose of presentation of the analysis portion, this chapter is divided into three sections. Section A deals with socio-demographic profile of the members of LGIs. Section B is concerned with stress factors among the members of LGIs and that of C discusses the consequences of stress among the members of LGIs.

Section A

4.4. Socio-demographic Profile of Members of Local Government Institutions

This section discusses the Socio-demographic profile of the members of LGIs in Kerala. It is presented in Table 4.1.

Table 4.1

Profile of Sample Members

Socio-demographic Profile of the Respondents		Frequency	Percentage
Gender	Male	284	58.4
	Female	202	41.6
Age	26 to 40	90	18.6
	41 to 50	220	45.2
	Above 50	176	36.2
Religion	Hindu	362	74.6
	Christian	44	9.0
	Muslim	80	16.5
Marital status	Married	467	96.1
	Unmarried	19	3.9
Members in family	Less than 2	11	2.2
	2 – 4	280	57.7
	5 – 6	157	32.3
	More than 6	38	7.9
Number of children	0	44	9.0
	1	78	16.1
	2	322	66.3
	3	39	7.9
	More than 3	3	0.7
Dependent parent	1	266	54.8
	2	117	24.0
	3	89	18.3
	4	5	1.1
	5	9	1.8
Job of spouse	Employed	216	44.4
	Unemployed	270	55.6

Socio-demographic Profile of the Respondents		Frequency	Percentage
Monthly income	Less than 10,000	251	51.6
	10,001 to 20,000	160	33.0
	20,001 to 30,000	46	9.3
	30,001 to 40,000	8	1.8
	40,001 to 50,000	14	2.9
	More than 50,000	7	1.4
Educational Qualification	SSLC	191	39.4
	Plus Two	134	27.6
	Degree	99	20.4
	PG	25	5.0
	Diploma	21	4.3
	Others	16	3.2
Experience in other social activities	Experience	396	81.4
	No Previous experience	90	18.6
Membership in Kudumbasree	Membership	260	53.4
	No Membership	226	46.6
Membership in Residential association	Membership	417	85.7
	No Membership	69	14.3
Membership in Charitable organization	Membership	402	82.8
	No Membership	84	17.2
Membership in Religious organization	Membership	406	83.5
	No Membership	80	16.5
Others	Membership	448	92.1
	No Membership	38	7.9
Political experience	Nil	30	6.1
	1 to 5	92	19.0
	6 to 10	63	12.9
	11 to 15	61	12.5
	Above 15	240	49.5

Socio-demographic Profile of the Respondents		Frequency	Percentage
Number of time elected as member	1 Time	347	71.3
	2 Times	99	20.4
	3 Times and above	40	8.2
Occupation before political worker	Engaged	340	69.9
	Not Engaged	146	30.1
Private job	Engaged	378	77.8
	Not Engaged	108	22.2
Govt. Job	Government Employee	16	3.2
	Not Government Employee	470	96.8
Retired	Retired employee	7	1.4
	Not Retired employee	479	98.6
Self employed	Self Employed	296	60.9
	Not Self Employed	190	39.1
Expatriate	Expatriate	16	3.2
	Not Expatriate	470	96.8
Agriculture	Engaged	61	12.5
	Not Engaged	425	87.5
Others	Engaged	437	90.0
	Not Engaged	49	10.0
Name of LGI	Grama Panchayath	306	64
	Municipality	90	18
	Corporation	90	18
Designation of LGI	President/Chairman/Mayor	21	4.3
	Vice President/Vice Chairman	17	3.6
	Standing committee Chairman	68	14.0
	Member of Counsellor	375	77.1
	Others	5	1.1

Source: Primary Data

Table 4.1 shows the socio-demographic profile of the sample members of LGIs. Out of 486 members selected, 41.6 per cent are female members and 58.4 per

cent are male members. Most of the sample members belong to the age group of 41 to 50. Majority of sample members are married. More than 50 per cent of the members come from a family where there are 2-4 members. More than 50 per cent of the members earn an income of less than Rs. 10,000 per month. Only 7 members are such who earns an income of more than Rs. 50,000 per month. Most of sample members have educational qualification up to SSLC. Only 5 per cent of the selected members have post-graduation. Majority of the sample members have experience in other social activities. Most of the sample members have political experience of above 15 years, whereas 6.1 per cent members do not have any political experience. Majority of the sample members are elected for the first time as a member of LGIs.

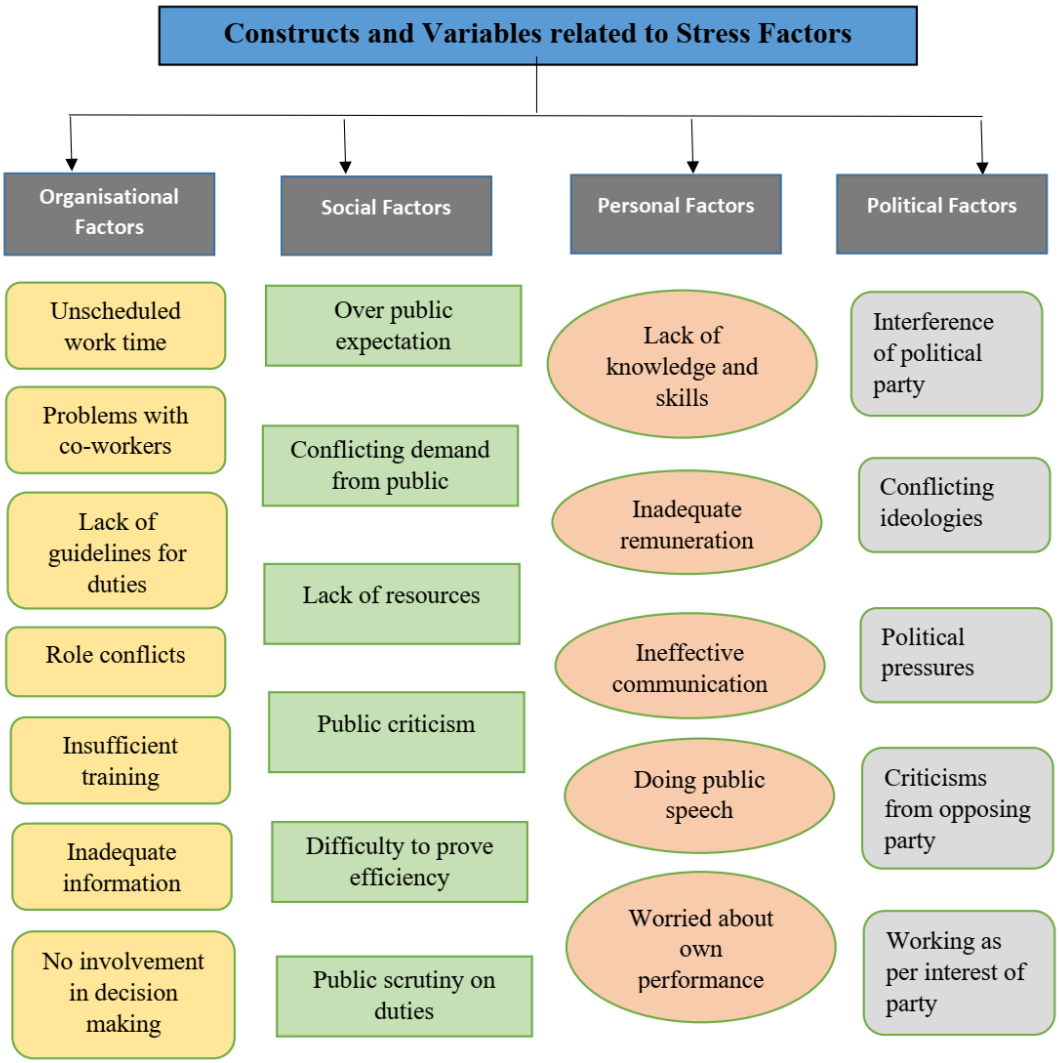
Section B

4.5. Stress Factors among the Members of Local Government Institutions

This section is concerned with the evaluation of stress factors among the members of LGIs. Based on the review of literature and on the information provided by the experts in the concerned field, a list of variables related with different forms of stress factors were identified and analysed. The Fig.4.1 shows the different constructs and variables used for the analysis purpose.

Figure 4.1

Constructs and Variables Used For Analysing Stress Factors



A detailed discussion on the results of the analysis based on the above stated variables is presented in four parts. Part I deals with the ranking of stress factors and part II deals with the extent of stress factors experienced by the members. In the part III the different level of stress factors are identified and part IV deals with the evaluation of stress factors among the members according to their socio-demographic profile.

Part I

4.5.1. Ranking of Stress Factors

This section ranks the different stress factors among the members of LGIs. Mean score and standard deviation values were used to rank the stress factors. Organizational factors, social factors, personal factors and the political factors leading to stress were ranked separately. The results of the analysis are presented in the following pages.

a) Organizational Factors of Stress

The organisational factors of stress experienced by the members of LGIs and its ranking are given in Table 4.2.

Table 4.2

Organizational Factors of Stress

SI No	Organizational Factors	Mean	Standard Deviation	Rank
1	Unscheduled work time	2.49	1.23	V
2	Problems with co-workers	2.21	1.10	VII
3	Lack of guidelines for duties	2.56	1.24	IV
4	Role conflicts	2.63	1.21	III
5	Insufficient training	2.65	1.27	I
6	Inadequate information	2.64	1.25	II
7	No involvement in decision making	2.38	1.13	VI

Source: Primary Data

Table 4.2 indicates the mean value and ranking of organisational factors of stress among the members of LGIs. From the table it is clear that, insufficient training (mean score 2.65) ranked the first among the organisational factors leading to stress among members. Inadequate information with a mean score of 2.64 ranked the second. The other factors in the order of rank are role conflicts (mean score 2.63), lack of guidelines for duties (mean score 2.56), unscheduled work time (mean score 2.49), no involvement in decision making (mean score 2.38), and problems with co-workers (mean score 2.21).

b) Social Factors of Stress

Table 4.3 shows the social factors of stress experienced by the members of LGIs and ranking of those factors.

Table 4.3

Social Factors of Stress

SI No	Social Factors	Mean	Standard Deviation	Rank
1	Over public expectation	3.53	1.28	I
2	Conflicting demand from public	2.98	1.40	III
3	Lack of resources	3.04	1.33	II
4	Public criticism	2.74	1.29	IV
5	Difficulty to prove efficiency	2.56	1.32	VI
6	Public scrutiny on duties	2.73	1.37	V

Source: Primary Data

Table 4.3 shows the mean value and ranking of social factors of stress among the members of LGIs. It is evident from the table that, over public expectation (mean score 3.53) is the major social factor which leads to stress among the members. Lack of resources (mean score 3.04) is found to be the second major factor. Conflicting demand from public (mean score 2.98), public criticism (mean score 2.74), public scrutiny on duties (mean score 2.73) and difficulty to prove efficiency (mean score 2.56) are the other factors which caused stress among the members of LGIs in the order of rank.

c) Personal Factors of Stress

Personal factors of stress experienced by the members of LGIs and ranking of those factors are shown in Table 4.4.

Table 4.4

Personal Factors of Stress

SI No	Personal Factors	Mean	Standard Deviation	Rank
1	Lack of knowledge and skills	2.48	1.07	IV
2	Inadequate remuneration	2.83	1.41	II
3	Ineffective communication	2.47	1.15	V
4	Doing public speech	2.79	1.24	III
5	Lack of family time	2.89	1.42	I
6	Worried about own performance	1.98	0.97	VI

Source: Primary Data

Table 4.4 indicates the mean value and ranking of personal factors of stress among the members of LGIs. From the table it is clear that, lack of family time (mean score 2.89) ranked the first among the personal factors leading to stress among members. Inadequate remuneration with a mean score of 2.83 ranked the second. The other factors in the order of rank are doing public speech (mean score 2.79), lack of knowledge and skills (mean score 2.48), ineffective communication (mean score 2.47) and worried about own performance (mean score 1.98).

d) Political Factors of Stress

Table 4.5 explains the political factors of stress experienced by the members of LGIs and ranking of those factors.

Table 4.5

Political Factors of Stress

SI No	Political Factors	Mean	Standard Deviation	Rank
1	Interference of political party	2.60	1.30	III
2	Conflicting ideologies	2.56	1.24	IV
3	Political pressures	2.23	1.10	V
4	Criticisms from opposing party	2.64	1.28	I
5	Working as per interest of party	2.62	1.32	II

Source: Primary Data

Table 4.5 shows the mean value and ranking of political factors of stress among members of LGIs. It is evident from the table that, opposing party (mean score 2.64) is the major political factor which leads to stress among the members. Working as per interest of party (mean score 2.62) is found to be the second major factor. Conflicting demand from public (mean score 2.56), interference of political party (mean score 2.60), conflicting ideologies (mean score 2.56) and political pressures (mean score 2.23) are the other factors which caused stress among the members of LGIs in the order of rank.

Part II

4.5.2. Extent of Stress Factors among the Members

This section discusses whether the organisational, social, personal and political factors leads to stress among the members of LGIs. Mean score, standard deviation and one sample t-test were used for the analysis. The results are presented in the following pages.

Testing of the Null Hypothesis $H0^1$

$H0^1$: The members of local government institutions experience only an average level of stress due to various factors.

Table 4.6

Extent of Stress among the Members

SI No	Factors	Mean	Standard Deviation	Mean difference	T value	P Value
1	Organizational factors	3.10	0.59	0.10	4.895	0.001**
2	Social factors	2.82	0.92	-0.17	-5.612	0.001**
3	Personal factors	2.54	0.74	-0.45	-17.628	0.001**
4	Political factors	2.54	0.87	-0.45	-15.111	0.001**

Source: Primary Data
Test Value: 3
*** Significant at 1% level*
** Significant at 5% level*

The mean value shows that, only in the case of the organisational factors it is above the average level, whereas, social factors, personal factors and political factors are below the average level. It indicates that, only the organisational factors lead to stress among the members whereas, social, personal and political factors do not lead to stress among the members. In the case of organisational factors, since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence it could be concluded that, in the case of organisational factors, the members of LGIs experience not the average level of stress.

Part III

4.5.3. Stress Factors According to the Socio-Demographic Profile of the Members of Local Government Institutions

This section covers the factors of stress according to the socio-demographic profile of the members of LGIs. The socio-demographic profile includes gender, age group, educational qualification, political experience and LGIs.

a) Stress Factors According to Gender

Testing of the Null Hypothesis $H0^2$

$H0^2$: In the case of factors leading to stress, there is no significant gender wise difference among the members of local government institutions.

The result of Independent sample t-test assessing the significant difference in the factors of stress among the members of LGIs according to their gender is presented below.

Table 4.7

Stress Factors According to Gender

Factors	Gender				t Value	P value
	Male		Female			
	Mean	SD	Mean	SD		
Organizational factors	3.16	0.59	3.01	0.58	3.808	0.000**
Social factors	2.86	0.94	2.75	0.89	1.821	0.069
Personal factors	2.66	0.73	2.37	0.73	5.682	0.000**
Political factors	2.53	0.83	2.54	0.93	-0.123	0.902

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 4.7 indicates the result of Independent sample t-test assessing the stress factors according to the gender of the members of LGIs. In the case of organisational factors and personal factors, since the P value is less than 0.01, the null hypotheses are rejected at 1% level of significance. Hence it could be concluded that, in the case of organisational and personal factors, there is significant gender wise difference among the members of LGIs. Based on the mean score, it could be concluded that, as compared to female members, male members face more stress due to organisational factors (mean score 3.16) and personal factors (mean score 2.66). Whereas, in the case of social factors and political factors, since the P value is more than 0.05, the null hypotheses are not rejected. It indicates that, in the case of these

two factors leading to stress, there is no significant gender wise difference among the members of LGIs.

b) Stress Factors According to Age Group

Testing of the Null Hypothesis $H0^3$

$H0^3$: In the case of factors leading to stress, there is no significant age group wise difference among the members of local government institutions.

In order to analyse the significant difference in the factors of stress among the members of LGIs according to their age groups, one-way ANOVA was used (table 4.8).

Table 4.8

Stress Factors According to Age Group

Factors	Age Group			F value	P value
	26 to 40	41 to 50	Above 50		
	Mean and SD	Mean and SD	Mean and SD		
Organizational factors	3.23 (0.60)	3.05 (0.62)	3.08 (0.54)	5.161	0.006**
Social factors	3.10 (0.89)	2.63 (0.93)	2.82 (0.90)	10.782	0.000**
Personal factors	2.82 (0.74)	2.51 (0.76)	2.43 (0.69)	14.873	0.000**
Political factors	2.63 (0.95)	2.49 (0.86)	2.55 (0.83)	1.467	0.231

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*
SD in brackets

Analysis for testing the significant difference with respect to the stress factors according to the age groups of the members of LGIs was conducted by applying one way ANOVA test. In the case of organisational factors, social factors and personal factors, since the P value is less than 0.01, the null hypotheses are rejected at 1% level

of significance. Hence it could be concluded that, in the case of organisational, social and personal factors leading to stress, there is significant age group wise difference among the members of LGIs. Whereas, in the case of political factors, since the P value is above 0.05, the null hypothesis is not rejected. It indicates that, in the case of political factors leading to stress, there is no significant age group wise difference among the members of LGIs.

Since in the case of organisational factors, social factors and personal factors, there is significant difference, post-hoc test was conducted to identify the group which is significantly different from all other groups. The result of Tukey's HSD post-hoc test is given in table 4.9.

Table: 4.9

Post Hoc Test assessing the Significant Difference According to Age Group of the Members

Constructs	Age (I)	Age (J)	Mean difference (I-J)	Std. error	P value
Organizational factors	26 to 40	41 to 50	0.178	0.056	0.005**
		Above 50	0.152	0.058	0.025*
	41 to 50	Above 50	-0.025	0.045	0.842
Social factors	26 to 40	41 to 50	0.404	0.087	0.000**
		Above 50	0.272	0.090	0.007**
	41 to 50	Above 50	-0.131	0.070	0.150
Personal factors	26 to 40	41 to 50	0.302	0.070	0.000**
		Above 50	0.391	0.072	0.000**
	41 to 50	Above 50	0.089	0.056	0.259

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Based on Tukey HSD post hoc test, the significant difference found among the various age groups of the members of LGIs regarding the stress factors.

In the organisational factors, it is found that, members belonging to the age group of 26 to 40 differed significantly from those who belong to the age group of 41 to 50 and above 50. Based on the mean value (shown in the table 4.8) it could be concluded that, members belonging to the age group of 26 to 40 (mean score 3.23) are facing more stress due to organisational factors as compared to that of other age groups.

In the social factors, it is found that, members belonging to the age group of 26 to 40 differed significantly from those who belong to the age group of 41 to 50 and above 50. Based on the mean value (shown in the table 4.8) it could be concluded that, members belonging to the age group of 26 to 40 (mean score 3.10) are facing more stress due to social factors as compared to that of other age groups.

In the personal factors, it is found that, members belonging to the age group of 26 to 40 differed significantly from those who belong to the age group of 41 to 50 and above 50. Based on the mean value (shown in the table 4.8) it could be concluded that, members belonging to the age group of 26 to 40 (mean score 2.82) are facing more stress due to personal factors as compared to that of other age groups.

c) Stress Factors According to Educational Qualification

Testing of the Null Hypothesis $H0^4$

$H0^4$: In the case of factors leading to stress, there is no significant educational qualification wise difference among the members of local government institutions.

The factors of stress among members of LGIs according to their educational qualification have been analysed. For this purpose, one-way ANOVA was employed. The result of analysis was shown in table 4.10.

Table 4.10

Stress Factors According to Educational Qualification

Factors	Educational Qualification						F value	P value
	SSLC	Plus Two	Degree	PG	Diploma	Others		
	Mean and SD	Mean and SD	Mean and SD	Mean and SD	Mean and SD	Mean and SD		
Organizational factors	3.00 (0.56)	3.20 (0.62)	3.10 (0.59)	2.96 (0.60)	3.12 (0.32)	3.07 (0.78)	4.533	0.000**
Social factors	2.69 (0.96)	2.98 (0.84)	2.85 (0.92)	2.83 (0.96)	2.84 (0.59)	2.65 (1.26)	2.865	0.000**
Personal factors	2.47 (0.73)	2.72 (0.77)	2.46 (0.78)	2.31 (0.54)	2.59 (0.48)	2.60 (0.67)	4.596	0.000**
Political factors	2.42 (0.85)	2.74 (0.92)	2.57 (0.91)	2.17 (0.57)	2.59 (0.57)	2.62 (0.79)	5.396	0.000**

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*
SD in brackets

One-way ANOVA test was conducted to study whether there is any significance difference in the factors leading to stress among the members of LGIs according to their educational qualification. In the case of organisational factors, social factors, personal factors and political factors, since the P value is less than 0.01, the null hypotheses are rejected at 1% level of significance. Hence it could be concluded that, in the case of factors leading to stress, there is significant educational qualification wise difference among the members of LGIs.

Since in the case of organisational factors, social factors, personal factors and political factors, there is significant difference according to the educational qualification, post-hoc test was conducted to identify the group which is significantly different from all other groups. The result of Tukey's HSD post-hoc test is given in table 4.11.

Table: 4.11

Post Hoc Test assessing the Significant Difference According to Educational Qualification of the Members

Constructs	Qualification (I)	Qualification (J)	Mean difference (I-J)	Std. error	P value
Organizational factors	SSLC	Plus Two	-0.198	0.050	0.001**
		Degree	-0.098	0.055	0.480
		PG	0.039	0.096	0.999
		Diploma	-0.257	0.103	0.131
		Others	-0.262	0.118	0.231
	Plus Two	Degree	0.099	0.059	0.552
		PG	0.238	0.099	0.156
		Diploma	-0.058	0.105	0.994
		Others	-0.063	0.120	0.995
	Degree	PG	0.138	0.101	0.749
		Diploma	-0.158	0.108	0.690
		Others	-0.163	0.122	0.765
	PG	Diploma	-0.296	0.134	0.233
		Others	-0.302	0.145	0.303
	Diploma	Others	-0.005	0.150	1.000
Social factors	SSLC	Plus Two	-0.285	0.079	0.004**
		Degree	-0.163	0.086	0.413
		PG	-0.140	0.150	0.938
		Diploma	-0.149	0.161	0.941
		Others	0.045	0.184	1.000
	Plus Two	Degree	0.121	0.092	0.779
		PG	0.144	0.154	0.937
		Diploma	0.136	0.165	0.963
		Others	0.330	0.187	0.490
	Degree	PG	0.022	0.158	1.000
		Diploma	0.014	0.168	1.000
		Others	0.208	0.190	0.884
	PG	Diploma	-0.008	0.209	1.000
		Others	0.185	0.227	0.964
	Diploma	Others	0.194	0.234	0.962

Constructs	Qualification (I)	Qualification (J)	Mean difference (I-J)	Std. error	P value
Personal factors	SSLC	Plus Two	-0.248	0.063	0.001**
		Degree	0.015	0.069	1.000
		PG	0.160	0.121	0.774
		Diploma	-0.118	0.130	0.944
		Others	-0.126	0.148	0.957
	Plus Two	Degree	0.264	0.074	0.006**
		PG	0.409	0.124	0.013**
		Diploma	0.130	0.132	0.924
		Others	0.122	0.150	0.966
	Degree	PG	0.144	0.127	0.867
		Diploma	-0.134	0.136	0.922
		Others	-0.142	0.153	0.940
	PG	Diploma	-0.278	0.168	0.562
		Others	-0.286	0.182	0.620
	Diploma	Others	-0.007	0.188	1.000
Political factors	SSLC	Plus Two	-0.321	0.074	0.000**
		Degree	-0.151	0.081	0.424
		PG	0.242	0.141	0.522
		Diploma	-0.176	0.151	0.855
		Others	-0.208	0.172	0.834
	Plus Two	Degree	0.169	0.087	0.376
		PG	0.563	0.144	0.001**
		Diploma	0.145	0.154	0.936
		Others	0.112	0.175	0.988
	Degree	PG	0.394	0.148	0.086
		Diploma	-0.024	0.158	1.000
		Others	-0.056	0.178	1.000
	PG	Diploma	-0.418	0.196	0.271
		Others	-0.451	0.213	0.279
	Diploma	Others	-0.032	0.219	1.000

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Based on Tukey HSD post hoc test, the following significant difference found among the various educational qualifications of the members regarding the stress factors.

In the organisational factors, it is found that, members with educational qualification of SSLC differed significantly from those who with the educational qualification of plus two. Based on the mean value (shown in the table 4.10) it could be concluded that, members with plus two qualification (mean score 3.20) are facing more stress due to organisational factors as compared to members with other different qualifications.

In the social factors, it is found that, members with educational qualification of SSLC differed significantly from those who with the educational qualification of plus two. Based on the mean value (shown in the table 4.10) it could be concluded that, members with plus two qualification (mean score 2.98) are facing the more stress due to social factors as compared to members with other different qualifications.

In the personal factors, it is found that, members with educational qualification of plus two differed significantly from those who with the educational qualification of SSLC, degree and PG. Based on the mean value (shown in the table 4.10) it could be concluded that, members are not facing stress due to personal factors, but comparatively members with plus two qualification (mean score 2.72) are facing the stress more due to personal factors as compared to members with other different qualifications.

In the political factors, it is found that, members with educational qualification of plus two differed significantly from those who with the educational qualification of SSLC and PG. Based on the mean value (shown in the table 4.10) it could be concluded that, members are not facing stress due to political factors, but comparatively members with plus two qualification (mean score 2.74) are facing the stress more due to political factors as compared to members with other different qualifications.

d) Stress Factors According to Political Experience

Testing of the Null Hypothesis $H0^5$

$H0^5$: In the case of factors leading to stress, there is no significant political experience wise difference among the members of local government institutions.

Table 4.12 explains the significant difference in the factors of stress among the members of LGIs according to their political experience

Table 4.12

Stress Factors According to Political Experience

Factors	Political experience					F value	P value
	Nil	1 to 5	6 to 10	11 to 15	Above 15		
	Mean and SD	Mean and SD	Mean and SD	Mean and SD	Mean and SD		
Organizational factors	3.16 (0.71)	3.10 (0.58)	3.28 (0.60)	2.96 (0.80)	3.07 (0.50)	4.291	0.002**
Social factors	2.54 (0.91)	2.97 (0.97)	2.98 (0.81)	2.56 (1.01)	2.81 (0.89)	5.096	0.000**
Personal factors	2.73 (1.00)	2.73 (0.67)	2.67 (0.72)	2.81 (0.85)	2.47 (0.69)	7.841	0.000**
Political factors	2.37 (0.92)	2.52 (0.92)	2.64 (0.75)	2.39 (0.82)	2.58 (0.88)	1.802	0.126

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*
SD in brackets

The table 4.12 reveals the results of one way ANOVA presenting the stress factors according to the political experience of the members of LGIs. In the case of organisational factors, social factors and personal factors, since the P value is less than 0.01, the null hypotheses are rejected at 1% level of significance. Hence it could be concluded that, in the case of organisational factors, social factors and personal factors, there is significant political experience wise difference among the members of LGIs. Whereas, in the case of political factors, since the P value is above 0.05, the

null hypothesis is not rejected. It indicates that, in the case of political factors leading to stress, there is no significant political experience wise difference among the members of LGIs.

Since in the case of organisational factors, social factors and personal factors, there is significant difference, post-hoc test was conducted to identify the group which is significantly different from all other groups. The result of Tukey's HSD post-hoc test is given in table 4.13.

Table 4.13

Post Hoc Test assessing the Significant Difference According to Political Experience of the Members

Constructs	Political experience (I)	Political experience (J)	Mean difference (I-J)	Std. error	P value
Organizational factors	Nil	1 to 5	0.060	0.095	0.969
		6 to 10	-0.113	0.100	0.790
		11 to 15	0.204	0.101	0.255
		Above 15	0.092	0.087	0.833
	1 to 5	6 to 10	-0.174	0.073	0.127
		11 to 15	0.144	0.074	0.299
		Above 15	0.031	0.055	0.979
	6 to 10	11 to 15	0.318	0.081	0.001**
		Above 15	0.205	0.064	0.012*
	11 to 15	Above 15	-0.112	0.064	0.409
Social factors	Nil	1 to 5	-0.426	0.147	0.032*
		6 to 10	-0.437	0.155	0.041*
		11 to 15	-0.021	0.156	1.000
		Above 15	-0.270	0.136	0.273
	1 to 5	6 to 10	-0.011	0.114	1.000
		11 to 15	0.405	0.115	1.004
		Above 15	0.156	0.085	0.360
	6 to 10	11 to 15	0.416	0.125	0.708
		Above 15	0.167	0.099	0.442
	11 to 15	Above 15	-0.249	0.100	0.094

Constructs	Political experience (I)	Political experience (J)	Mean difference (I-J)	Std. error	P value
Personal factors	Nil	1 to 5	0.009	0.118	1.000
		6 to 10	0.064	0.125	0.986
		11 to 15	0.425	0.125	0.007**
		Above 15	0.268	0.109	0.103
	1 to 5	6 to 10	0.055	0.091	0.974
		11 to 15	0.416	0.092	0.000*
		Above 15	0.259	0.068	0.222
	6 to 10	11 to 15	0.360	0.101	0.004*
		Above 15	0.203	0.079	0.080
	11 to 15	Above 15	-0.156	0.080	0.295

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Based on Tukey HSD post hoc test, significant difference found among the various political experiences of the members of LGIs regarding the stress factors.

In the organisational factors, it is found that, members with political experience of 6 to 10 years differed significantly from those who with political experience of 11 to 15 years and above 15 years. Based on the mean value (shown in the table 4.12) it could be concluded that, members with 6 to 10 years political experience (mean score 3.28) are facing more stress due to organisational factors as compared to the members with other political experiences.

In the social factors, it is found that, members with no political experience differed significantly from those who with political experience of 1 to 5 years and 6 to 10 years. Based on the mean value (shown in the table 4.12) it could be concluded that, members are not facing stress due to social factors, but comparatively members with 6 to 10 years political experience (mean score 2.98) are facing the stress more due to political factors as compared to other members.

In the political factors, it is found that, members with 11 to 15 year political experience differed significantly from those who with political experience of 0 years,

1 to 5 years and 6 to 10 years. Based on the mean value (shown in the table 4.12) it could be concluded that, members are not facing stress due to political factors, but comparatively members with 11 to 15 years political experience (mean score 2.81) are facing the stress more due to political factors as compared to other members.

e) Stress Factors According to Members of Different Type of Local Government Institutions

Testing of the Null Hypothesis $H0^6$

$H0^6$: In the case of factors leading to stress, there is no significant difference among members of grama panchayath, municipality and corporation.

The result of one-way ANOVA assessing the significant difference in the factors of stress among the members of LGIs according to their local government institutions is shown below.

Table 4.14

Stress Factors According to Members of Different Type of Local Government Institutions

Factors	Name of LGI			F value & P value	
	Grama Panchayath	Municipality	Corporation		
	Mean and SD	Mean and SD	Mean and SD		
Organizational factors	3.09 (-0.58)	3.27 (-0.54)	3.40 (-0.50)	29.752	0.000**
Social factors	2.83 (-0.91)	2.96 (-0.89)	3.13 (-0.79)	17.8	0.000**
Personal factors	2.58 (-0.76)	2.56 (-0.69)	2.62 (-0.53)	17.142	0.000**
Political factors	2.52 (-0.86)	2.72 (-0.84)	2.75 (-0.93)	7.583	0.000**

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*
SD in brackets

Table 4.14 indicates the result of one way ANOVA, assessing the stress factors based on the members of various LGIs i.e. grama panchayath, municipality and corporation. In the case of organisational factors, social factors, personal factors and political factors, since the P value is less than 0.01, the null hypotheses are rejected at 1% level of significance. Hence it could be concluded that, in the case of these four factors leading to stress, there is significant difference among members of grama panchayath, municipality and corporation.

Since in the case of organisational factors, social factors, personal factors and political factors, there is significant difference, post-hoc test was conducted to identify the group which is significantly different from all other groups. The result of Tukey's HSD post-hoc test is given in table 4.15.

Table: 4.15

Post Hoc Test assessing the Significant Difference According to Members of Different Type of Local Government Institutions

Constructs	Name of LGI (I)	Name of LGI (J)	Mean difference (I-J)	Std. error	P value
Organizational factors	Grama Panchayath	Municipality	-0.187	0.058	0.008*
		Corporation	-0.317	0.078	0.000*
	Municipality	Corporation	-0.129	0.092	0.503
Social factors	Grama Panchayath	Municipality	-0.133	0.092	0.474
		Corporation	-0.303	0.124	0.001*
	Municipality	Corporation	-0.170	0.146	0.652
Personal factors	Grama Panchayath	Municipality	0.020	0.075	0.993
		Corporation	-0.036	0.100	0.984
	Municipality	Corporation	-0.056	0.118	0.001*
Political factors	Grama Panchayath	Municipality	-0.199	0.089	0.112
		Corporation	-0.198	0.119	0.348
	Municipality	Corporation	0.001	0.140	0.001*

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Based on Tukey HSD post hoc test, the following significant difference found among the members of various local government institutions regarding stress factors.

Members in grama panchayat differed significantly from members in municipality and corporation with regard to the 'Organisational factors' of stress. Based on the mean value (shown in the table 4.14) it could be concluded that, members in corporation (mean score 3.40) are facing stress more due to organisational factors as compared to the members in municipality and grama panchayat.

Members in grama panchayat differed significantly from members in corporation with regard to the 'Social factors' of stress. Based on the mean value (shown in the table 4.14) it could be concluded that, members in corporation (mean score 3.40) are facing stress more due to organisational factors as compared to the members in municipality and grama panchayat.

Members in municipality differed significantly from members in corporation with regard to the 'Personal factors' of stress. Based on the mean value (shown in the table 4.14) it could be concluded that, members in corporation (mean score 2.62) are facing stress more due to personal factors as compared to the members in municipality.

Members in municipality differed significantly from members in corporation with regard to the 'Political factors' of stress. Based on the mean value (shown in the table 4.14) it could be concluded that, members in corporation (mean score 2.75) are facing stress more due to political factors as compared to the members in municipality.

Part IV

4.5.4. Level of Different Stress Factors

This section discusses the level of stress experienced by the members on the basis of organisational, social, personal and political factors leading to stress.

a) Stress Level Based on Organisational Factors

Testing of the Null Hypothesis $H0^7$

$H0^7$: There is no significant difference among the members of local government institutions in respect of the levels of stress caused due to organisational factors.

The different levels of stress faced by the members of LGIs due to organisational factors are given in table 4.16.

Table 4.16

Level of Stress due to Organisational Factors

Level	Low	Moderate	High	Total	Chi-Square value	P value
Organizational factors	111 (22.9%)	253 (52%)	122 (25.1%)	486 (100%)	131.41	0.01**

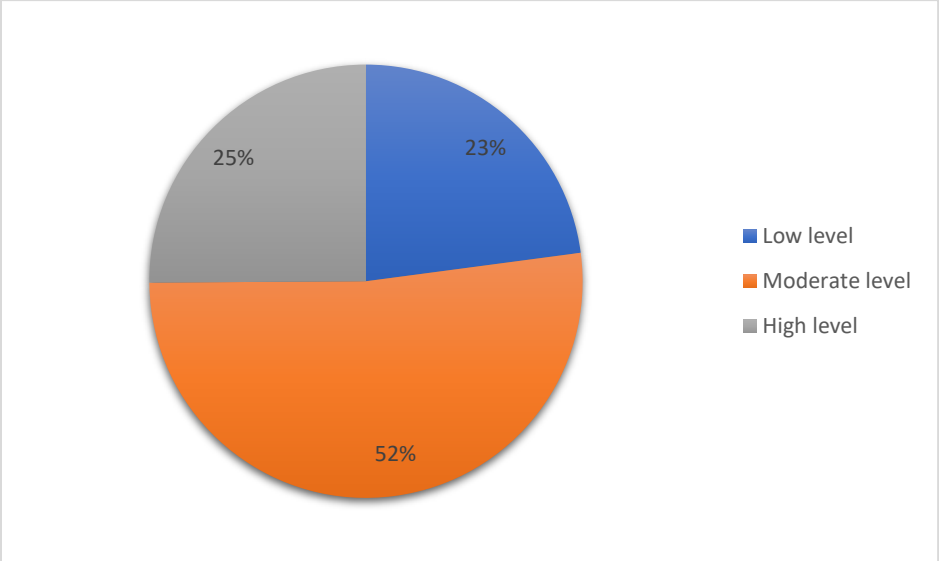
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table reveals the results of Chi-square Test presenting the significant difference among the level of stress caused due to organisational factors among the members. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, there is significant difference among the members of LGIs in respect of the levels of stress caused due to organisational factors. From the above table, it can be observed that 22.9 per cent of the members face low level of stress due to organisational factors, 52 per cent of them faces moderate level and 25.1 per cent of them faces high level of stress due to

organisational factors. Therefore, it can be inferred that majority of the members of LGIs faces moderate level of stress due to organisational factors. This can be diagrammatically shown in Figure 4.2.

Figure 4.2

Level of Stress due to Organisational Factors



b) Stress Level Based on Social Factors

Testing of the Null Hypothesis $H0^8$

$H0^8$: There is no significant difference among the members of local government institutions in respect of the levels of stress caused due to social factors.

Table 4.17 shows the different levels of stress faced by the members of LGIs due to social factors.

Table 4.17

Level of Stress due to Social Factors

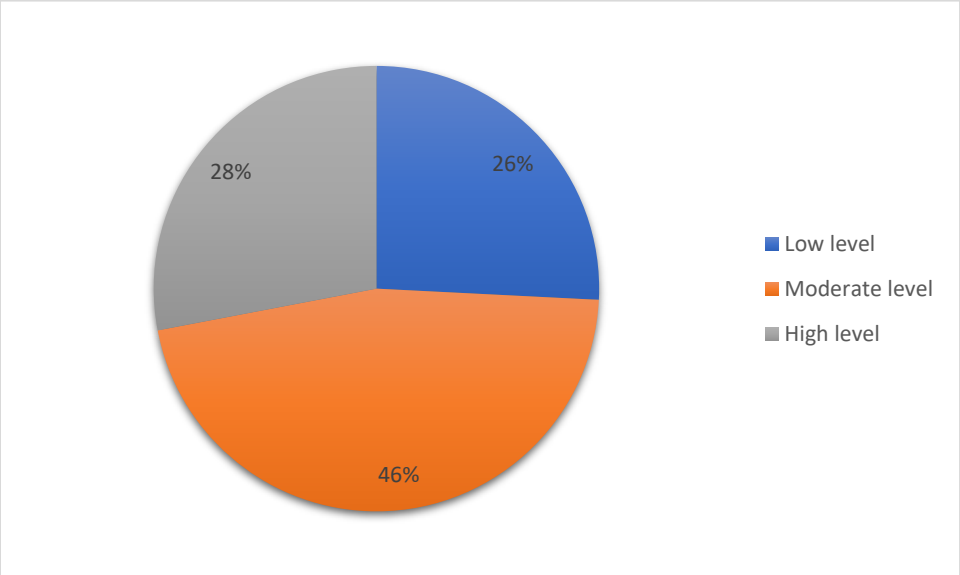
Level	Low	Moderate	High	Total	Chi-Square value	P value
Social factors	125 (25.8%)	225 (46.2%)	136 (28%)	486 (100%)	63.29	0.01**

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Analysis for testing the significant difference among the level of stress caused due to social factors among the members was conducted by applying Chi-square test. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, there is significant difference among the members of LGIs in respect of the levels of stress caused due to social factors. From the above table, it can be observed that 25.8 per cent of the members face low level of stress due to social factors, 46.2 per cent of them faces moderate level and 28 per cent of the members faces high level of stress due to social factors. Therefore, it can be inferred that majority of the members of LGIs faces moderate level of stress due to social factors. The diagrammatic representation of the same is given in Fig.4.3.

Figure 4.3

Level of Stress due to Social Factors



c) Stress Level Based on Personal Factors

Testing of the Null Hypothesis $H0^9$

$H0^9$: There is no significant difference among the members of local government institutions in respect of the levels of personal factors.

An attempt was taken to analyse level of stress faced by the members of LGIs due to personal factors in the table 4.18.

Table 4.18

Level of Stress due to Personal Factors

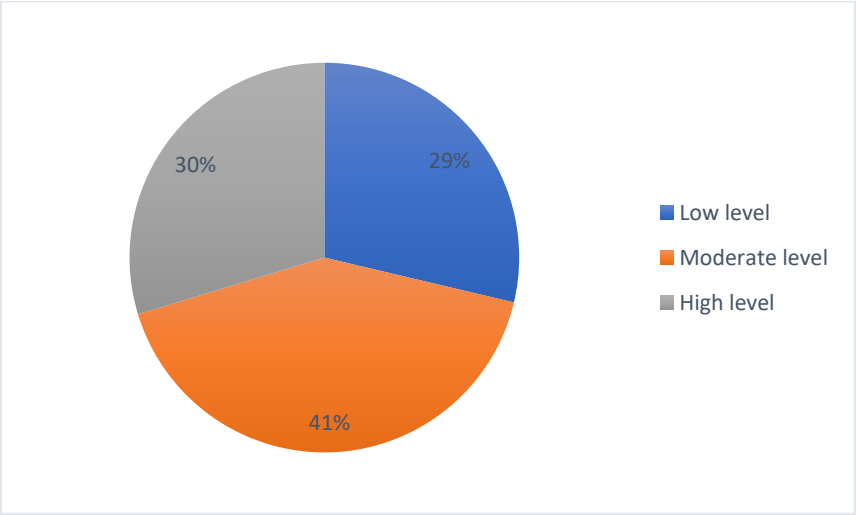
Level	Low	Moderate	High	Total	Chi-Square value	P value
Personal factors	139 (28.7%)	202 (41.6%)	145 (29.7%)	486 (100%)	25.74	0.01**

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Chi-square Test was conducted to study whether there is any significance difference among the levels of stress caused due to personal factors among the members of LGIs. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, there is significant difference among the members of LGIs in respect of the levels of stress caused due to personal factors. From the above table, it can be observed that 28.7 per cent of the members face low level of stress due to personal factors, 41.6 per cent of them faces moderate level and 29.7 per cent of the members faces high level of stress due to personal factors. Therefore, it can be inferred that majority of the members of LGIs faces moderate level of stress due to personal factors. This can be represented in Fig.4.4.

Figure 4.4

Level of Stress due to Personal Factors



d) Stress Level Based on Political Factors

Testing of the Null Hypothesis $H0^{10}$

$H0^{10}$: There is no significant difference among the members of local government institutions in respect of the levels of political factors.

In order to identify the different levels of stress faced by the members of LGIs due to political factors, following analysis was undertaken.

Table 4.19

Level of Stress due to Political Factors

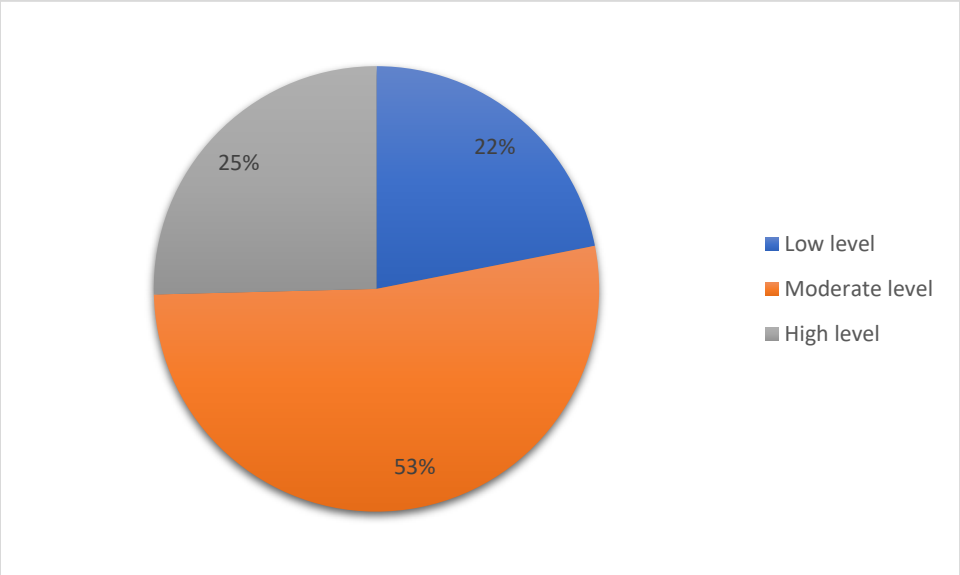
Level	Low	Moderate	High	Total	Chi-Square value	P value
Political factors	106 (21.9%)	256 (52.7%)	124 (25.4%)	486 (100%)	142.71	0.01**

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 4.19 indicates the results of Chi-square Test assessing the significant difference among the levels of stress caused due to political factors. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, there is significant difference among the members of LGIs in respect of the levels of stress caused due to political factors. From the above table, it can be observed that 21.9 per cent of the members face low level of stress due to political factors, 52.7 per cent of them faces moderate level and 25.4 per cent of the members faces high level of stress due to political factors. Therefore, it can be inferred that majority of the members of LGIs faces moderate level of stress due to political factors. It can be shown diagrammatically in the Fig.4.5.

Figure 4.5

Level of Stress due to Political Factors



Part C

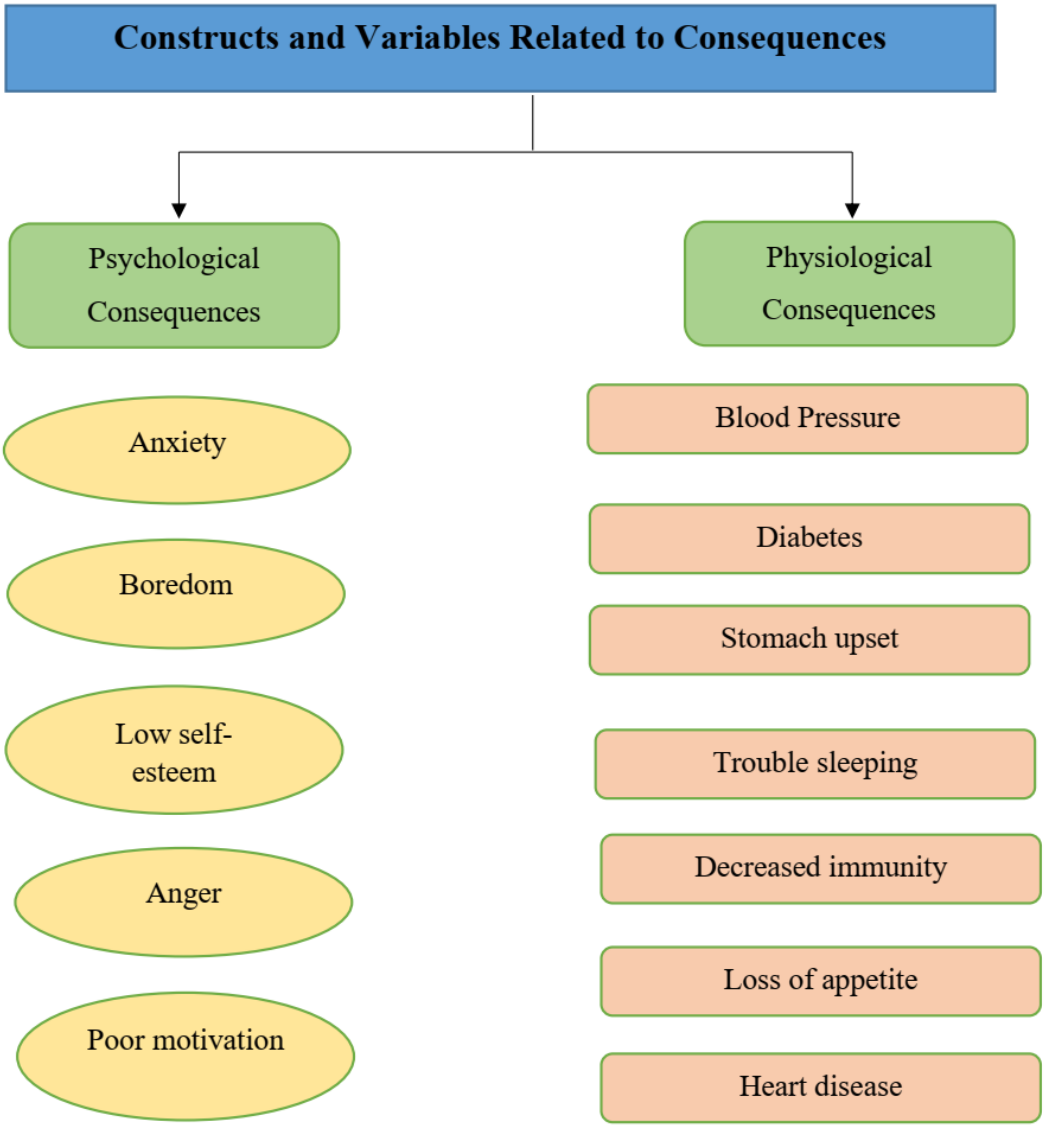
4.6. Consequences Experienced By the Members of Local Government Institutions

This section is concerned with the assessment of the consequences of stress among the members of LGIs. Based on the review of literature, based on the information provided by the experts and discussion with the members of LGIs, a list of variables related to the consequences has been identified.

Fig.4.6. shows the different constructs and variables used for the analysis purpose.

Figure 4.6

Constructs and Variables Used For Analysing Consequences



A detailed discussion on the results of the analysis based on the above stated variables is presented in three parts. Whereby, the part I deals with the ranking of consequences of stress, part II deals with the different levels of consequences of stress and the part III deals with the evaluation of consequences of stress among the members based on their socio-demographic profile.

Part I

4.6.1. Consequences of Stress

This section ranks the different consequences of stress among the members of LGIs. Mean and standard deviation values were used to rank the consequences. Psychological consequences and physiological consequences of stress were ranked separately. Its results are presented in the following pages.

a) Psychological Consequences

Psychological consequences of stress among the members of LGIs and its ranking are given in Table 4.20.

Table 4.20

Psychological Consequences

SI No	Psychological Consequences	Mean	Standard Deviation	Rank
1	Anxiety	2.38	1.19	I
2	Boredom	1.57	0.90	III
3	Low self-esteem	1.24	0.76	V
4	Anger	1.90	0.97	II
5	Poor motivation	1.46	0.79	IV

Source: Primary Data

Table 4.20 indicates the mean value and ranking of psychological consequences of stress among the members of LGIs. From the table it is clear that, anxiety (mean score 2.38) ranked the first among the psychological consequences of stress among the members. Anger with a mean score of 1.90 ranked the second. The

other psychological consequences are boredom (mean score 1.57), poor motivation (mean score 1.46) and low self-esteem (mean score 1.24).

b) Physiological Consequences

Table 4.21 explains the physiological consequences of stress among the members of LGIs and ranking of those factors.

Table 4.21

Physiological Consequences

SI No	Physiological Consequences	Mean	Standard Deviation	Rank
1	Blood pressure	1.55	1.25	II
2	Diabetes	1.16	0.59	VI
3	Stomach upset	1.54	0.94	III
4	Trouble sleeping	1.77	1.09	I
5	Decreased immunity	1.37	0.86	V
6	Loss of appetite	1.53	0.91	IV
7	Heart disease	1.16	0.65	VII

Source: Primary Data

Table 4.21 shows the mean value and ranking of physiological consequences of stress among the members of LGIs. It is evident from the table that, trouble sleeping (mean score 1.77) is the main physiological consequence of stress among the members. Blood pressure resources (mean score 1.55) is found to be the second major consequence. Stomach upset (mean score 1.54), loss of appetite (mean score 1.53), decreased immunity (mean score 1.37), diabetes (mean score 1.16) and heart disease (mean score 1.16) are the other physiological consequences of stress among the members of LGIs in the order of rank.

Part II

4.6.2. Level of Consequences

This section discusses the level of psychological and physiological consequences of stress among the members of LGIs.

a) Level of Psychological Consequences

Testing of the Null Hypothesis $H0^{11}$

$H0^{11}$: There is no significant difference among the members of local government institutions in respect of the levels of psychological consequences

The different levels of psychological consequences among the members of LGIs are shown in table 4.22.

Table 4.22

Level of Psychological Consequences

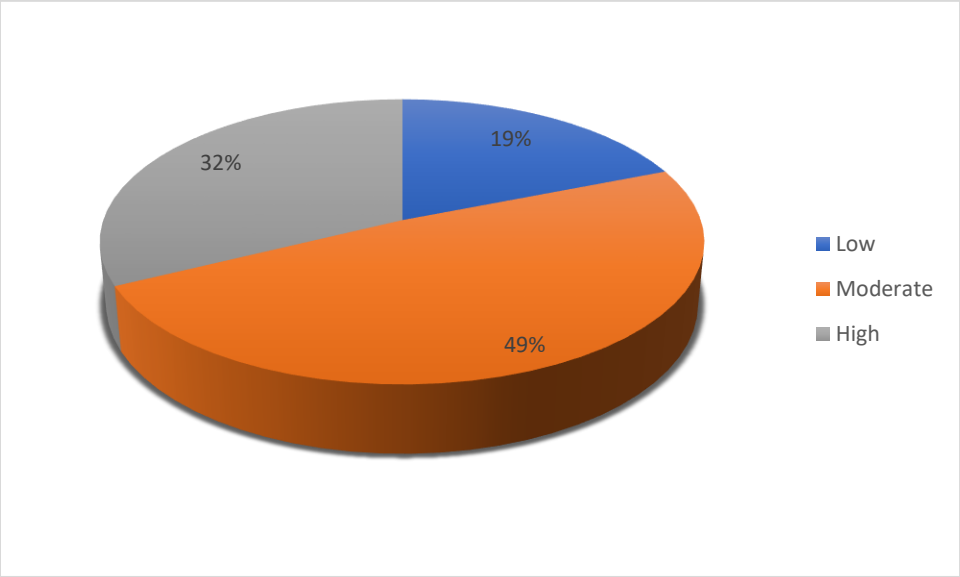
Levels	Low	Moderate	High	Total	Chi-Square value	P value
Psychological Consequences	92 (19%)	237 (48.7%)	157 (32.3%)	486 (100%)	111.548	0.01**

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 4.22 reveals the results of Chi-square Test assessing the significant difference among the levels of psychological consequences. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, there is significant difference among the members of LGIs in respect of the levels of psychological consequences. From the above table, it can be observed that 19 per cent of the members faces low level of psychological consequences, 48.7 per cent of them faces moderate level and 32.3 per cent of the members faces high level of psychological consequences. Therefore, it can be inferred that majority of the members of LGIs faces moderate level of psychological consequences. It can be shown diagrammatically in the Fig.4.7.

Figure 4.7

Level of Psychological Consequences



b) Level of Physiological Consequences

Testing of the Null Hypothesis $H0^{12}$

$H0^{12}$: There is no significant difference among the members of local government institutions in respect of the levels of physiological consequences

The different levels of physiological consequences among the members of LGIs are shown in table 4.23.

Table 4.23

Level of Physiological Consequences

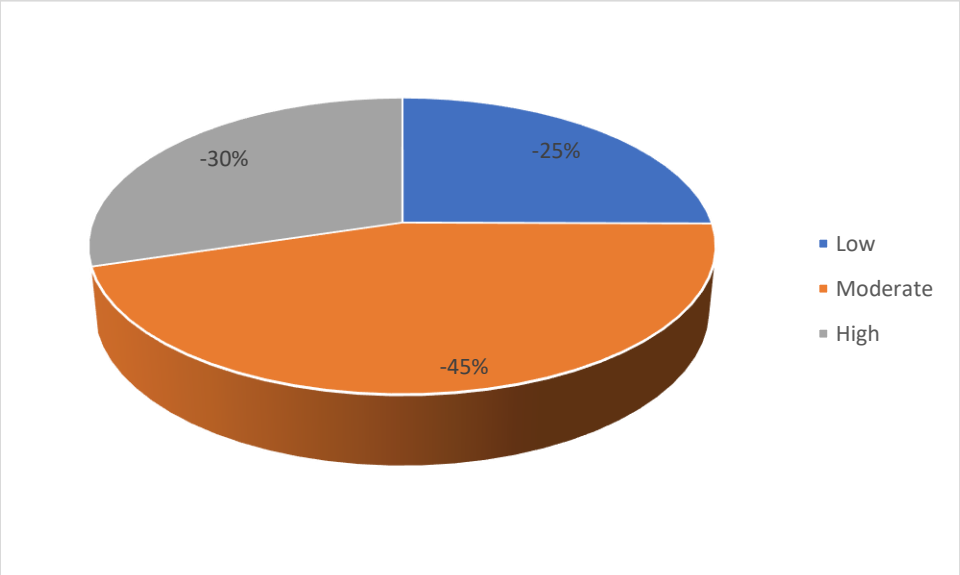
Levels	Low	Moderate	High	Total	Chi-Square value	P value
Physiological Consequences	122 (25.1%)	219 (45.2%)	145 (29.7%)	486 (100%)	55.419	0.01**

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Analysis for testing the significant difference among the level of physiological consequences among the members was conducted by applying Chi-square test. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, there is significant difference among the members of LGIs in respect of the levels of physiological consequences. From the above table, it can be observed that 25.1 per cent of the members faces low level of physiological consequences, 45.2 per cent of them faces moderate level and 29.7 per cent of the members faces high level of physiological consequences. Therefore, it can be inferred that majority of the members of LGIs faces moderate level of physiological consequences. The diagrammatic representation is shown in Fig. 4.8.

Figure 4.8

Level of Physiological Consequences



Part III

4.6.3. Level of Consequences According to the Socio-Demographic Profile of the Members

This part covers both the level of psychological and physiological consequences of stress according to the socio-demographic profile of the members of LGIs.

4.6.3.1. Level of Psychological Consequences of Stress according to the Socio-Demographic Profile of the Members

The result of Chi-square Test assessing the significant association in the level of psychological consequences of stress according to the socio-demographic profile of the members is shown below.

a) Level of Psychological Consequences According to Gender

Testing of the Null Hypothesis $H0^{13}$

$H0^{13}$: In the case of level of psychological consequences, there is no significant gender wise association among the members of local government institutions.

The level of psychological consequences among the members of LGIs according to their gender has been analysed. For this purpose, Chi-square test was employed. The result of analysis was shown in table 4.24.

Table 4.24

Level of Psychological Consequences According to Gender

Gender	Level of Psychological Consequences			Total	Chi-square Value	P value
	Low level	Moderate level	High level			
Male	47 (16.6%)	134 (47.2%)	103 (36.2%)	**284 (100%)**	9.864	0.007**
Female	45 (22.4%)	103 (50.9%)	54 (26.7%)	**202 (100%)**		
Total	**92 (19%)**	**237 (48.7%)**	**157 (32.3%)**	**486 (100%)**		

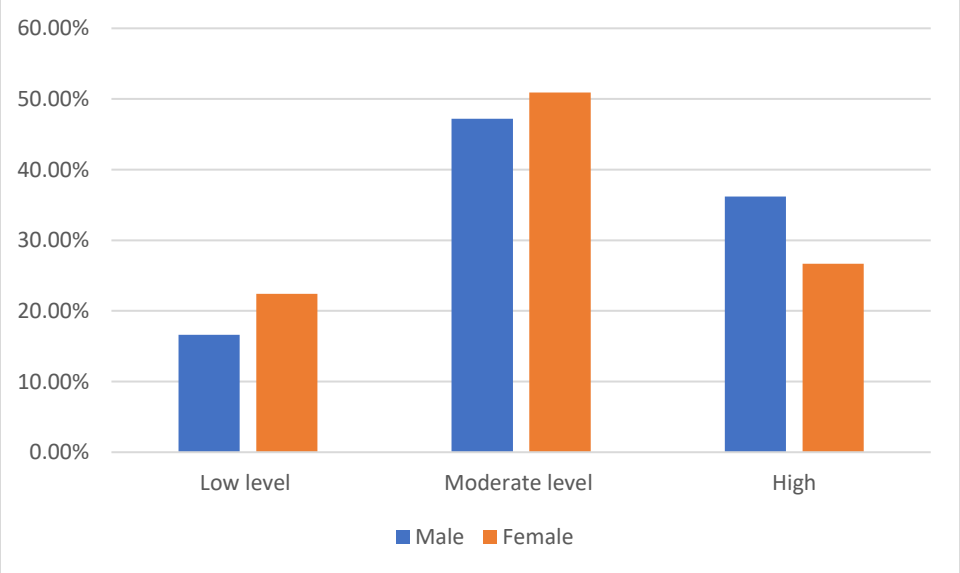
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 4.24 indicates the results of Chi-square Test assessing the significant association of levels of psychological consequences faced by the members of LGIs

according to their gender. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it is concluded that, in the case of level of psychological consequences, there is significant gender wise association among the members of LGIs. In case of male members, 16.6 per cent of them face low level of psychological consequences, 47.2 per cent of them face moderate level and 36.2 per cent of them faces high level of psychological consequences. Among female members, 22.4 per cent of them face low level of psychological consequences, 50.9 per cent of them face moderate level and 26.7 per cent of them faces high level of psychological consequences. Based on the high level of psychological consequences, it could be concluded that, male members (36.2%) face more consequences as compared to that of the female members (26.7%). This can be diagrammatically shown in Figure 4.9.

Figure 4.9

Level of Psychological Consequences According to Gender



a) Level of Psychological Consequences According to Age Group

Testing of the Null Hypothesis $H0^{14}$

$H0^{14}$: In the case of level of psychological consequences, there is no significant age group wise association among the members of local government institutions.

Table 4.25 explains the significant association in the level of psychological consequences among the members of LGIs according to their age group.

Table 4.25

Level of Psychological Consequences According to Age Group

Age Group	Level of Psychological Consequences			Total	Chi-square Value	P value
	Low	Moderate	High			
26 to 40	12 (13.5%)	37 (40.4%)	42 (46.2%)	**91 (100%)**	22.657	0.001**
41 to 50	40 (18.3%)	108 (49.2%)	72 (32.5%)	**220 (100%)**		
Above 50	40 (22.8%)	92 (52.5%)	43 (24.8%)	**175 (100%)**		
Total	**92 (19%)**	**237 (48.7%)**	**157 (32.3%)**	**486 (100%)**		

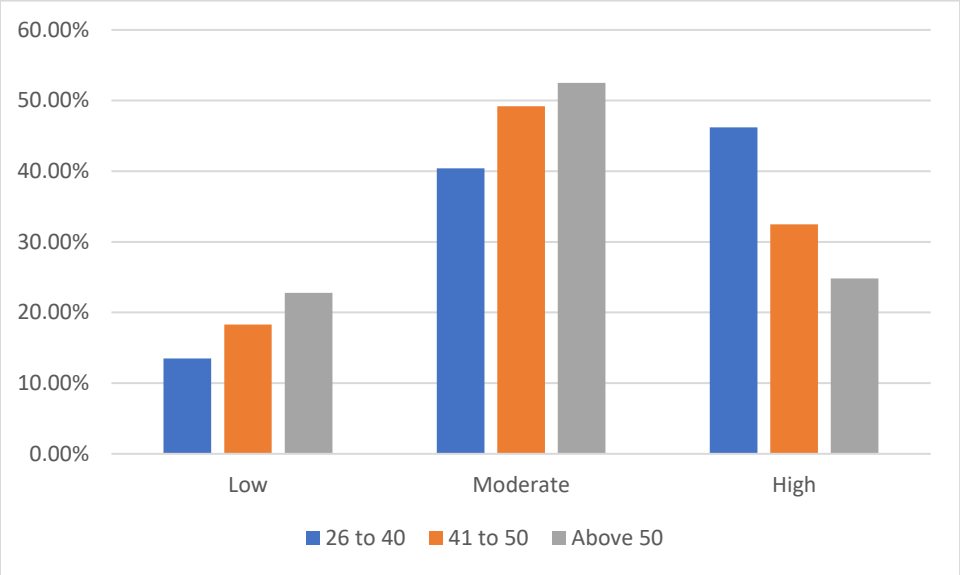
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Analysis for testing the significant association of the level of psychological consequences faced by the members of LGIs based on their age group was conducted by applying Chi-square Test. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it is concluded that, in the case of level of psychological consequences, there is significant age group wise association among the members of LGIs. In case of members in between age group of 26 to 40, 13.5 per cent of them faces low level of psychological consequences, 40.4 per cent of them faces moderate level and 46.2 per cent of them faces high level of psychological

consequences. Among members in between 41 to 50 age group, 18.3 per cent of them faces low level of psychological consequences, 49.2 per cent of them faces moderate level and 32.5 per cent of them faces high level of psychological consequences. Among members in between above 50 age group, 22.8 per cent of them faces low level of psychological consequences, 52.5 per cent of them faces moderate level and 24.8 per cent of them faces high level of psychological consequences. Based on the high level of psychological consequences, it could be concluded that, members in the age group of 26 to 40 (46.2%) face more consequences as compared to that of members in the age group of 41 to 50 (32.5%) and above 50 (24.8%). The diagrammatic representation of the same is given in Fig.4.10.

Figure 4.10

Level of Psychological Consequences According to Age Group



b) Level of Psychological Consequences According to Educational Qualification

Testing of the Null Hypothesis $H0^{15}$

$H0^{15}$: In the case of level of psychological consequences, there is no significant educational qualification wise association among the members of local government institutions.

The result of Chi-square Test assessing the significant association in the level of psychological consequences among the members of LGIs according to their educational qualification is presented below.

Table 4.26

Level of Psychological Consequences According to Educational Qualification

Educational Qualification	Level of Psychological Consequences			Total	Chi-square Value	P value
	Low	Moderate	High			
SSLC	44 (22.7%)	94 (49.1%)	54 (28.2%)	**192 (100%)**	20.814	0.122
Plus Two	26 (19.5%)	60 (44.2%)	49 (36.4%)	**135 (100%)**		
Degree	16 (15.8%)	54 (54.4%)	30 (29.8%)	**100 (100%)**		
P G	5 (21.4%)	10 (42.9%)	9 (35.7%)	**24 (100%)**		
Diploma	0 (0%)	10 (50%)	10 (50%)	**20 (100%)**		
Others	2 (11.1%)	9 (55.6%)	4 (33.3%)	**15 (100%)**		
Total	**93 (19%)**	**237 (48.7%)**	**156 (32.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 4.26 reveals the results of Chi-square Test presenting the significant association of level of psychological consequences among the members of LGIs according to their educational qualification. Since the P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, in the case of level of psychological consequences, there is no significant educational qualification wise association among the members of LGIs.

c) Level of Psychological Consequences According to Political Experience

Testing of the Null Hypothesis H0[16]

H0[16]: In the case of level of psychological consequences, there is no significant association among the members of local government institutions according to their experience in the field of politics.

In order to analyse the significant association in the level of psychological consequences among the members of LGIs according to their political experience, Chi-square test was used (table 4.27).

Table 4.27

Level of Psychological Consequences According to Political Experience

Political Experience	Level of Psychological Consequences			Total	Chi-square Value	P value
	Low	Moderate	High			
Nil	7 (23.5%)	9 (29.4%)	14 (47.1%)	**30 (100%)**	49.281	0.001**
1 to 5	10 (11.3%)	40 (43.4%)	42 (45.3%)	**92 (100%)**		
6 to 10	14 (22.2%)	28 (44.4%)	21 (33.3%)	**63 (100%)**		
11 to 15	21 (34.3%)	24 (40%)	16 (25.7%)	**61 (100%)**		
Above 15	40 (16.7%)	136 (56.5%)	64 (26.8%)	**240 (100%)**		
Total	**92 (19%)**	**237 (48.7%)**	**156 (32.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 4.27 indicates the results of Chi-square Test assessing the significant association of level of psychological consequences faced by the members of LGIs according to their political experience. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it is concluded that, in the

case of level of psychological consequences, there is significant association among the members of LGIs according to their experience in the field of politics. In case of members with no political experience, 23.5 per cent of them faces low level of psychological consequences, 29.4 per cent of them faces moderate level and 47.1 per cent of them faces high level of psychological consequences. Among members with 1 to 5 years political experience, 11.3 per cent of them faces low level of psychological consequences, 43.4 per cent of them faces moderate level and 45.3 per cent of them faces high level of psychological consequences. Among members with 6 to 10 years political experience, 22.2 per cent of them faces low level of psychological consequences, 44.4 per cent of them faces moderate level and 22.2 per cent of them faces high level of psychological consequences. Among members with 11 to 15 years political experience, 34.3 per cent of them faces low level of psychological consequences, 40 per cent of them faces moderate level and 25.7 per cent of them faces high level of psychological consequences. Among members with above 15 years political experience, 16.7 per cent of them faces low level of psychological consequences, 56.5 per cent of them faces moderate level and 26.8 per cent of them faces high level of psychological consequences. Based on the high level of psychological consequences, it could be concluded that, members with no political experience (47.1%) have more consequences as compared to the members with other different political experiences.

d) Level of Psychological Consequences According to Members of Different Type of Local Government Institutions

Testing of the Null Hypothesis $H0^{17}$

$H0^{17}$: In the case of level of psychological consequences, there is no significant association among members of grama panchayath, municipality and corporation.

The level of psychological consequences among the members according to their local government institution has been analysed. Chi-square test was employed for this purpose. The result of analysis was shown in table 4.28.

Table 4.28

Level of Psychological Consequences According to Members of Different Type of Local Government Institutions

LGI	Level of Psychological Consequences			Total	Chi-square Value	P value
	Low	Moderate	High			
Grama Panchayath	80 (20.6%)	193 (49.8%)	115 (29.6%)	**388 (100%)**	16.238	0.003**
Municipality	11 (16.2%)	26 (40.5%)	28 (43.2%)	**65 (100%)**		
Corporation	2 (5.3%)	17 (52.6%)	14 (42.1%)	**33 (100%)**		
Total	**93 (19%)**	**236 (48.7%)**	**157 (32.3%)**	**486 (100%)**		

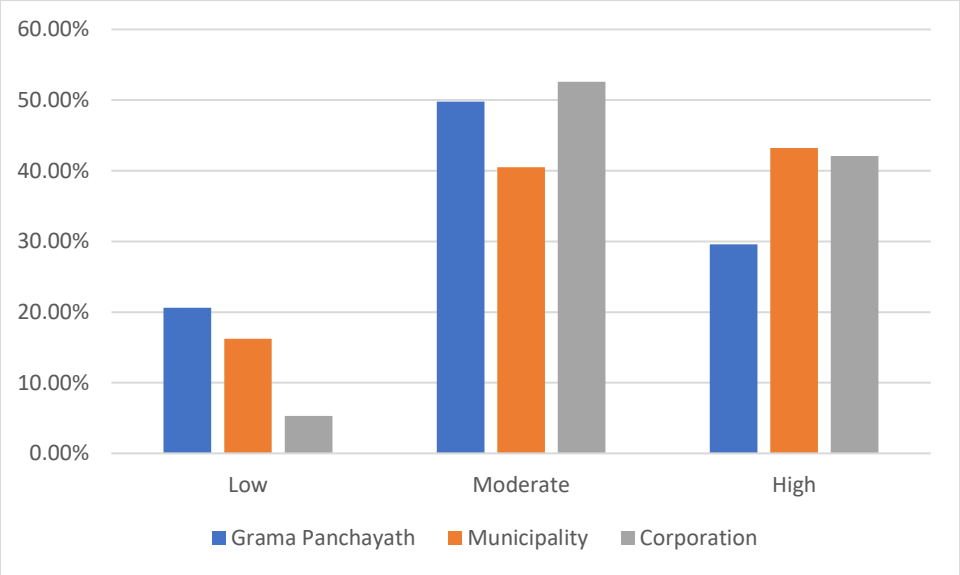
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Chi-square Test was conducted to study the significance association of the level of psychological consequences among the members according to their local government institutions i.e. grama panchayath, municipality and corporation. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it is concluded that, in the case of level of psychological consequences, there is no significant association among members of grama panchayath, municipality and corporation. In case of members in grama panchayat, 20.6 per cent of them face low level of psychological consequences, 49.8 per cent of them face moderate level and 29.6 per cent of them face high level of psychological consequences. Among members in municipality, 16.2 per cent of them face low level of psychological consequences, 40.5 per cent of them faces moderate level and 43.2 per cent of them faces high level of psychological consequences. Among members in corporation, 5.3 per cent of them face low level of psychological consequences, 52.6 per cent of them face moderate level and 42.1 per cent of them face high level of psychological consequences. Based on the high level of psychological consequences, it could be concluded that, members

in municipality (43.2%) face more consequences as compared to the members of grama panchayat (29.6%) and corporation (42.1%). It can be shown diagrammatically in the Fig.4.11.

Figure 4.11

Level of Psychological Consequences According to Members of Different Type of Local Government Institutions



4.6.3.2. Level of Physiological Consequences of Stress According to the Socio-Demographic Profile of the Members

The result of Chi-square Test assessing the significant association in the level of physiological consequences of stress according to the socio-demographic profile of the members is presented below.

a) Level of Physiological Consequences According to Gender

Testing of the Null Hypothesis $H0^{18}$

$H0^{18}$: In the case of level of physiological consequences, there is no significant gender wise association among the members of local government institutions.

The level of physiological consequences among the members of LGIs according to their gender has been analysed. For this purpose, Chi-square test was employed. The result of analysis was shown in table 4.29.

Table 4.29

Level of Psychological Consequences According to Gender

Gender	Level of Physiological Consequences			Total	Chi-square Value	P value
	Low level	Moderate level	High level			
Male	68 (23.9%)	127 (44.8%)	89 (31.3%)	**284 (100%)**	1.608	0.448
Female	54 (26.7%)	92 (45.7%)	56 (27.6%)	**202 (100%)**		
Total	**122 (25.1%)**	**219 (45.2%)**	**145 (29.7%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 4.29 shows the results of Chi-square Test assessing the significant association of level of physiological consequences faced by the members of LGIs according to their gender. Since the P value is greater than 0.05, the null hypothesis is rejected at 5% level of significance. Hence, it is concluded that, in the case of level of physiological consequences, there is no significant gender wise association among the members of LGIs.

b) Level of Physiological Consequences According to Age Group

Testing of the Null Hypothesis $H0^{19}$

$H0^{19}$: In the case of level of physiological consequences, there is no significant age group wise association among the members of local government institutions.

Table 4.30 explains the significant association in the level of physiological consequences among the members of LGIs according to their age group.

Table 4.30

Level of Psychological Consequences According to Age Group

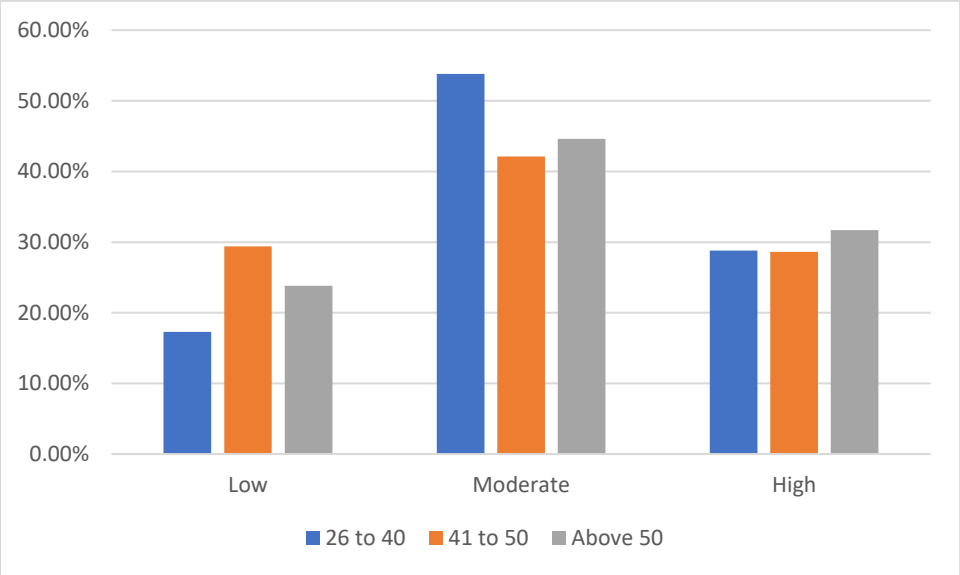
Age Group	Level of Physiological Consequences			Total	Chi-square Value	P value
	Low	Moderate	High			
26 to 40	16 (17.3%)	49 (53.8%)	26 (28.8%)	**91 (100%)**	10.765	0.029*
41 to 50	64 (29.4%)	92 (42.1%)	63 (28.6%)	**219 (100%)**		
Above 50	42 (23.8%)	78 (44.6%)	56 (31.7%)	**176 (100%)**		
Total	**122 (25.1%)**	**219 (45.2%)**	**145 (29.7%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Analysis for testing the significant association of the levels of physiological consequences among the members according to their age group was conducted by applying Chi-square Test. Since the P value is less than 0.05, the null hypothesis is rejected at 5% level of significance. Hence, it is concluded that, in the case of levels of physiological consequences, there is significant age group wise association among the members of LGIs. In case of members in between age group of 26 to 40, 17.3 per cent of them faces low level of physiological consequences, 53.8 per cent of them faces moderate level and 28.8 per cent of them faces high level of physiological consequences. Among 41 to 50 age group, 29.4 per cent of them faces low level of physiological consequences, 42.1 per cent of them faces moderate level and 28.6 per cent of them faces high level of physiological consequences. Among above 50 age group, 23.8 per cent of them face low level of physiological consequences, 44.6 per cent of them faces moderate level and 31.7 per cent of them faces high level of physiological consequences. Based on the high level of physiological consequences, it could be concluded that, members in the age group of above 50 (31.7%) face more consequences as compared to the members in the age group of 26 to 40 (28.8%) and 41 to 50 (28.6%). The diagrammatic representation is shown in Fig. 4.12.

Figure 4.12

Level of Physiological Consequences According to Age Group



c) Level of Physiological Consequences According to Educational Qualification

Testing of the Null Hypothesis $H0^{20}$

$H0^{20}$: In the case of level of physiological consequences, there is no significant educational qualification wise association among the members of local government institutions.

The result of Chi-square Test assessing the significant association in the level of physiological consequences among the members of LGIs according to their educational qualification is presented below.

Table 4.31

Level of Physiological Consequences According to Educational Qualification

Educational Qualification	Level of Physiological Consequences			Total	Chi-square Value	P value
	Low	Moderate	High			
SSLC	42 (21.8%)	104 (54.5%)	45 (23.6%)	**191 (100%)**	41.315	0.101
Plus Two	30 (22.1%)	50 (37.7%)	54 (40.3%)	**134 (100%)**		
Degree	30 (29.8%)	36 (36.8%)	32 (33.3%)	**98 (100%)**		
P G	10 (42.9%)	10 (42.9%)	3 (14.3%)	**23 (100%)**		
Diploma	7 (33.3%)	10 (50%)	3 (16.7%)	**20 (100%)**		
Others	3 (22.2%)	7 (44.4%)	5 (33.3%)	**20 (100%)**		
Total	**122 (25.1%)**	**217 (45.2%)**	**142 (29.7%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1 level*
** Significant at 5% level*

The table 4.31 reveals the results of Chi-square Test presenting the significant association of level of physiological consequences among the members of LGIs according to their educational qualification. Since the P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, in the case of level of physiological consequences, there is no significant educational qualification wise association among the members of LGIs.

d) Level of Physiological Consequences According to Political Experience

Testing of the Null Hypothesis $H0^{21}$

$H0^{21}$: In the case of level of physiological consequences, there is no significant association among the members of local government institutions according to their experience in the field of politics.

In order to analyse the significant association in the level of physiological consequences among the members of LGIs according to their political experience, Chi-square Test was used (table 4.32).

Table 4.32

Level of Psychological Consequences According to Political Experience

Political Experience	Level of Physiological Consequences			Total	Chi-square Value	P value
	Low	Moderate	High			
Nil	7 (23.5%)	10 (35.3%)	12 (41.2%)	**29 (100%)**	30.848	0.001**
1 to 5	23 (24.5%)	38 (41.5%)	31 (34%)	**92 (100%)**		
6 to 10	21 (22.2%)	30 (47.2%)	19 (30.6%)	**70 (100%)**		
11 to 15	23 (37.1%)	16 (25.7%)	23 (37.1%)	**62 (100%)**		
Above 15	56 (23.2%)	125 (52.2%)	59 (24.6%)	**414 (100%)**		
Total	**210 (25.1%)**	**378 (45.2%)**	**249 (29.7%)**	**837 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 4.32 indicates the results of Chi-square Test assessing the significant association of level of physiological consequences faced by the members of LGIs according to their political experience. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it is concluded that, in the case of level of physiological consequences, there is significant association among the members of LGIs according to their experience in the field of politics. In case of members with no political experience, 23.5 per cent of them faces low level of physiological consequences, 35.3 per cent of them faces moderate level and 41.2 per cent of them faces high level of physiological consequences. Among members with 1 to 5 years political experience, 24.5 per cent of them faces low level of physiological

consequences, 41.5 per cent of them faces moderate level and 34 per cent of them faces high level of physiological consequences. Among members with 6 to 10 years political experience, 22.2 per cent of them faces low level of physiological consequences, 47.2 per cent of them faces moderate level and 30.6 per cent of them faces high level of physiological consequences. Among members with 11 to 15 years political experience, 37.1 per cent of them faces low level of physiological consequences, 25.7 per cent of them faces moderate level and 37.1 per cent of them faces high level of physiological consequences. Among members with above 15 years political experience, 23.2 per cent of them faces low level of physiological consequences, 52.2 per cent of them faces moderate level and 24.6 per cent of them faces high level of physiological consequences. Based on the high level of physiological consequences, it could be concluded that, members with no political experience (41.2%) face more consequences as compared to the members with other different political experiences.

e) Level of Physiological Consequences According to Members of Different Type of Local Government Institutions

Testing of the Null Hypothesis $H0^{22}$

$H0^{22}$: In the case of level of physiological consequences, there is no significant association among members of grama panchayath, municipality and corporation.

The result of Chi-square Test assessing the significant association in the level of physiological consequences among the members according to their local government institution is presented below.

Table 4.33

Level of Physiological Consequences According to Members of Different Type of Local Government Institutions

Name of LGI	Level of Physiological Consequences			Total	Chi-square Value	P value
	Low	Moderate	High			
Grama Panchayath	105 (26.9%)	179 (46.2%)	105 (26.9%)	**389 (100%)**	36.167	0.001**
Municipality	12 (18.9%)	33 (51.4%)	19 (29.7%)	**64 (100%)**		
Corporation	5 (15.8%)	7 (21.1%)	21 (63.2%)	**33 (100%)**		
Total	**122 (25.1%)**	**219 (45.2%)**	**145 (29.7%)**	**486 (100%)**		

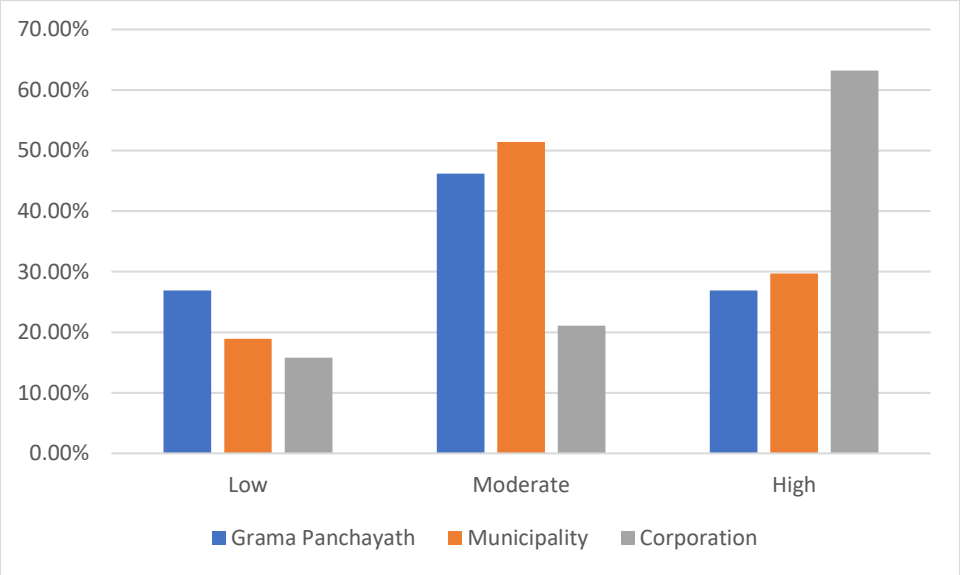
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Chi-square Test was conducted to study the significance association of level of physiological consequences faced by the members according to their local government institution i.e. grama panchayath, municipality and corporation. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it is concluded that, in the case of level of physiological consequences, there is significant association among members of grama panchayath, municipality and corporation. In case of members in grama panchayat, 26.9 per cent of them faces low level of physiological consequences, 46.2 per cent of them faces moderate level and 26.9 per cent of them faces high level of physiological consequences. Among members in municipality, 18.9 per cent of them faces low of physiological consequences, 51.4 per cent of them face moderate level and 29.7 per cent of them face high level of physiological consequences. Among members in corporation, 15.8 per cent of them face low level of physiological consequences, 21.1 per cent of them faces moderate level and 63.2 per cent of them faces high level of physiological consequences. Based on the high level of physiological consequences, it could be

concluded that, members in corporation (63.2%) face more consequences as compared to the members of grama panchayat (26.9%) and municipality (29.7%). It can be shown diagrammatically in the Fig.4.13.

Figure 4.13

Level of Physiological Consequences According to Members of Different Type of Local Government Institutions



This chapter discussed the stress factors and its consequences among members of local government institutions in Kerala. An analysis of the stress factors, extent of stress factors experienced, stress factors based on socio-demographic profile, level of stress factors, consequences of stress and the different levels of consequences according to the socio-demographic profile of the members has been presented. The stress management techniques adopted by the members of local government institutions form the next relevant area to investigate based on the specific objectives framed for the study. Therefore, this constitutes the subject matter of the ensuing chapter.

CHAPTER V

STRESS MANAGEMENT TECHNIQUES

In the previous chapter, a detailed discussion of the stress factors and its consequences among the members of local government institutions in Kerala were presented. After examining this, now it is quite worthwhile to examine the stress management techniques adopted by the members of local government institutions in Kerala. This chapter has been attempted to accomplish this specific objective. In order to accomplish this objective, the various stress management techniques adopted by the members are analysed and ranked. The stress management techniques adopted by the members and level of stress management techniques followed are analysed according to the socio-demographic profile of the members of the Local Government Institutions for the purpose of fulfilling the objective.

5.1. Methodology Adopted

This chapter is both descriptive and analytical in nature. Data were collected from both primary and secondary sources. Secondary data were collected from various books, journals, articles, dissertations etc. Primary data were collected from the members of local government institutions in Kerala. Based on the secondary data various stress management techniques were identified, those techniques are listed below.

Stress Management Techniques

1. Training
2. Supportive organizational climate
3. Close association of co-workers
4. Prayer
5. Yoga
6. Exercise

7. Travel
8. Supportive family and friends

5.2. Tools Used for Data Analysis

In order to rank the stress management techniques among the members, mean score and standard deviation were employed. To examine the stress management techniques among the members according to the socio demographic variables, independent sample-t test and one-way ANOVA with Tukey's HSD Post hoc analysis were adopted. To examine the level of stress management techniques adopted by the members, quartile deviation, percentage analysis, chi-square test for goodness of fit and chi-square test for independence were employed.

5.3. Analysis of Stress Management Techniques

For the purpose of presentation of the analysis portion, this chapter is divided into three sections. Whereby, Section A deals with ranking of stress management techniques among the members of LGIs, Section B is concerned with stress management techniques among the members of LGIs and Section C discusses the level of stress management techniques among the members of LGIs.

Section A

5.4. Ranking of Stress Management Techniques

This section ranks the different stress management techniques among the members of LGIs. Mean score and standard deviation values were used to rank the stress management techniques in order to asses which technique is mostly used by the members for reducing the stress. Its results are presented in the following pages.

Table 5.1

Stress Management Techniques

SI No	Stress Management Techniques	Mean	Standard Deviation	Rank
1	Training	1.55	1.03	VIII
2	Supportive organizational climate	3.74	1.45	II
3	Close association of co-workers	4.11	1.15	I
4	Prayer	3.25	1.63	IV
5	Yoga	1.67	1.13	VII
6	Exercise	2.81	1.38	VI
7	Travel	3.18	1.37	V
8	Supportive family and friends	3.68	1.33	III

Source: Primary Data

Table 5.2 indicates mean value and ranking of stress management techniques adopted by the members of LGIs. From the table it is clear that, close association of co-workers (mean score 4.11) ranked the first among the stress management techniques among members. Supportive organizational climate (mean score 3.74) is found to be the second major stress management techniques. Supportive family and friends (mean score 3.68), prayer (mean score 3.25), traveling (mean score 3.18), exercise (mean score 2.81), yoga (mean score 1.67) and training (mean score 1.55) are the other stress management techniques among the members of LGIs in the order of rank.

Section B

5.5. Stress Management Techniques According to the Socio-Demographic Profile of the Members

This section of the chapter explains results of the stress management techniques followed according to the socio-demographic profile of the members of LGIs. The socio-demographic profile include gender, age group, educational qualification, political experience and LGIs. The results of analysis are as follows.

a) Stress Management Techniques Followed According to Gender

Testing of the Null Hypothesis $H0^{23}$

$H0^{23}$: In the case of stress management techniques followed, there is no significant difference among the members of local government institutions according to their gender.

The result of Independent sample t-test assessing the significant difference in the stress management techniques adopted among the members of LGIs according to their gender is presented below.

Table 5.2

Stress Management Techniques Followed According to Gender

Stress Management Techniques	Gender				T Value	P Value
	Male		Female			
	Mean	SD	Mean	SD		
Training	1.57	1.05	1.51	1.00	0.473	0.637
Supportive organizational climate	3.77	1.46	3.68	1.45	0.504	0.614
Close association of co-workers	4.15	1.16	4.05	1.14	0.766	0.444
Prayer	3.73	1.50	2.57	1.57	6.217	0.000**
Yoga	1.72	1.12	1.59	1.13	0.939	0.348
Exercise	3.06	1.36	2.63	1.37	-2.542	0.002**
Travel	3.17	1.42	3.20	1.31	-0.210	0.834
Supportive family and friends	3.89	1.25	3.37	1.38	3.248	0.001**

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 5.2 indicates the result of Independent sample t-test assessing the stress management techniques according to the gender of the members of LGIs. Since the P value is less than 0.01, the null hypotheses are rejected at 1% level of significance. It indicates that, in the case of prayer, exercise and supportive family and friends, there is significant difference among the members of LGIs according to their

gender. Based on the mean value, it could be concluded that, as compared to female members, male members adopts more stress management techniques such as prayer (mean score 3.73), exercise (mean score 3.06) and supportive family and friends (mean score 3.89). However, in the case of training, supportive organizational climate, close association of co-workers, yoga and travel, since the P value is more than 0.05, the null hypothesis is not rejected. It indicates that, in the case of these five stress management techniques, there is no significant difference among the members of LGIs according to their gender.

b) Stress Management Techniques Followed According to Age Group

Testing of the Null Hypothesis $H0^{24}$

$H0^{24}$: In the case of stress management techniques followed, there is no significant difference among the members of local government institutions according to their age group.

In order to analyse the significant difference in the stress management techniques adopted among the members of LGIs according to their age groups, one-way ANOVA was used (table 5.3).

Table 5.3

Stress Management Techniques Followed According to Age Group

Stress Management Techniques	Age group			F value	P value
	26 to 40	41 to 50	Above 50		
	Mean and SD	Mean and SD	Mean and SD		
Training	1.50 (0.93)	1.54 (1.07)	1.58 (1.04)	0.115	0.891
Supportive organizational climate	3.93 (1.39)	3.81 (1.48)	3.55 (1.44)	1.408	0.246
Close association of co-workers	4.34 (1.02)	4.08 (1.21)	4.02 (1.14)	1.351	0.261

Stress Management Techniques	Age group			F value	P value
	26 to 40	41 to 50	Above 50		
	Mean and SD	Mean and SD	Mean and SD		
Prayer	3.67 (1.45)	3.27 (1.63)	3.00 (1.69)	2.887	0.057
Yoga	1.78 (1.05)	1.65 (1.18)	1.63 (1.11)	0.354	0.702
Exercise	2.61 (1.23)	2.73 (1.42)	3.00 (1.38)	1.753	0.175
Trips	3.30 (1.35)	3.15 (1.42)	3.16 (1.34)	0.252	0.778
Supportive family and friends	3.88 (1.24)	3.75 (1.30)	3.48 (1.39)	1.903	0.151

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*
SD in brackets

Analysis for testing the significant difference with respect to the stress management techniques according to the age groups of the members of LGIs was conducted by applying one way ANOVA test. In the case of training, supportive organizational climate, close association of co-workers, prayer, yoga, exercise, travel and supportive family and friends, since the P value is more than 0.05, the null hypotheses are not rejected at 5% level of significance. It indicates that, in the case of stress management techniques followed, there is no significant difference among the members of LGIs according to their age group.

c) Stress Management Techniques Followed According to Educational Qualification

Testing of the Null Hypothesis $H0^{25}$

$H0^{25}$: In the case of stress management techniques followed, there is no significant difference among the members of local government institutions according to their educational qualification.

The stress management techniques among members of LGIs according to their educational qualification have been analysed. For this purpose, one-way ANOVA was employed. The result of analysis was shown in table 5.4.

Table 5.4

Stress Management Techniques Followed According to Educational Qualification

Stress Management Techniques	Education						F value	P value
	SSLC	Plus Two	Degree	PG	Diploma	Others		
	Mean & SD	Mean & SD	Mean & SD	Mean & SD	Mean & SD	Mean & SD		
Training	1.45 (0.97)	1.66 (1.16)	1.68 (1.08)	1.21 (0.41)	1.33 (0.63)	1.77 (1.15)	3.199	0.097
Supportive organizational climate	3.87 (1.43)	3.40 (1.50)	3.98 (1.29)	3.28 (1.77)	4.16 (1.36)	3.66 (1.27)	5.569	0.107
Close association of co-workers	4.22 (1.10)	4.00 (1.15)	4.08 (1.26)	3.92 (1.29)	4.41 (0.64)	3.77 (1.25)	2.285	0.145
Prayer	3.50 (1.57)	3.02 (1.70)	2.92 (1.54)	3.35 (1.81)	3.16 (1.59)	4.11 (1.12)	5.549	0.201
Yoga	1.80 (1.27)	1.61 (0.97)	2.11 (0.81)	1.71 (1.40)	1.66 (0.95)	2.33 (1.44)	5.165	0.080
Exercise	2.96 (1.42)	2.84 (1.35)	2.99 (1.32)	2.28 (1.29)	1.66 (0.63)	2.77 (1.42)	7.319	0.100
Travel	3.18 (1.51)	3.19 (1.32)	3.33 (1.16)	3.00 (1.32)	2.75 (1.18)	3.11 (1.47)	1.292	0.265
Supportive family and friends	3.58 (1.47)	3.70 (1.23)	3.77 (1.21)	3.50 (1.31)	4.08 (1.05)	3.88 (1.21)	1.489	0.191

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*
SD in brackets

One-way ANOVA test was conducted to study whether there is any significance difference in the stress management techniques adopted among the members of LGIs according to their educational qualification. In the case of training, supportive organizational climate, close association of co-workers, prayer, yoga,

exercise, travel and supportive family and friends, since the P value is more than 0.05, the null hypotheses are not rejected at 5% level of significance. It indicates that, in the case of stress management techniques followed, there is no significant difference among the members of LGIs according to their educational qualification.

d) Stress Management Techniques Followed According to Political Experience

Testing of the Null Hypothesis $H0^{26}$

$H0^{26}$: In the case of stress management techniques followed, there is no significant difference among the members of local government institutions according to their political experience.

Table 5.5 explains the significant difference in the stress management techniques adopted among the members of LGIs according to their political experience

Table 5.5

Stress Management Techniques Followed According to Political Experience

Stress Management Techniques	Political experience					F value	P value
	Nil	1 to 5	6 to 10	11 to 15	Above 15		
	Mean & SD	Mean & SD	Mean & SD	Mean & SD	Mean & SD		
Training	1.00 (0.00)	1.81 (1.14)	1.72 (1.02)	1.31 (0.82)	1.57 (1.07)	7.024	0.001**
Supportive organizational climate	4.17 (1.21)	3.73 (1.53)	3.66 (1.45)	3.00 (1.59)	3.89 (1.35)	9.590	0.001**
Close association of co-workers	4.52 (0.85)	4.26 (1.13)	4.08 (1.14)	3.68 (1.31)	4.12 (1.12)	6.092	0.001**
Prayer	4.29 (1.18)	3.75 (1.44)	3.72 (1.50)	2.88 (1.66)	2.90 (1.64)	18.623	0.001**
Yoga	1.17 (0.38)	1.69 (1.04)	2.11 (1.35)	1.68 (1.17)	1.60 (1.11)	7.166	0.001**

Stress Management Techniques	Political experience					F value	P value
	Nil	1 to 5	6 to 10	11 to 15	Above 15		
	Mean & SD	Mean & SD	Mean & SD	Mean & SD	Mean & SD		
Exercise	1.94 (1.12)	2.66 (1.37)	2.77 (1.36)	2.93 (1.31)	2.95 (1.38)	7.154	0.001**
Travel	3.00 (1.42)	3.24 (1.43)	3.27 (1.35)	3.20 (1.31)	3.15 (1.37)	0.468	0.759
Supportive family and friends	4.05 (1.00)	4.01 (1.11)	3.77 (1.34)	3.45 (1.27)	3.53 (1.41)	5.843	0.001**

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*
SD in brackets

The table 5.5 reveals the results of one way ANOVA presenting the stress management techniques according to the political experience of the members of LGIs. In the case of training, supportive organizational climate, close association of co-workers, prayer, yoga, exercise and supportive family and friends, since the P value is less than 0.01, the null hypotheses are rejected at 1% level of significance. It indicates that, in the case of these seven stress management techniques, there is significant difference among the members of LGIs according to their political experience. Whereas, in the case of travel, since the P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. It indicates that, in the case of travel, there is no significant difference among the members of LGIs according to their political experience.

Since in the case of training, supportive organizational climate, close association of co-workers, prayer, yoga, exercise and supportive family and friends, there is significant difference, post-hoc test was conducted to identify the group which is significantly different from all other groups. The result of Tukey's HSD post-hoc test is given in table 5.6.

Table 5.6

Post Hoc Test assessing the Significant Difference According to Political Experience

Constructs	Political experience (I)	Political experience (J)	Mean difference (I-J)	Std. error	P value
Training	Nil	1 to 5	-0.716	0.163	0.000**
		6 to 10	-0.722	0.172	0.000**
		11 to 15	-0.314	0.173	0.369
		Above 15	-0.572	0.151	0.002**
	1 to 5	6 to 10	-0.005	0.126	1.000
		11 to 15	0.402	0.127	0.615
		Above 15	0.144	0.094	0.548
	6 to 10	11 to 15	0.407	0.139	0.329
		Above 15	0.149	0.109	0.652
	11 to 15	Above 15	-0.258	0.111	0.139
Supportive organizational climate	Nil	1 to 5	0.440	0.229	0.309
		6 to 10	0.509	0.242	0.220
		11 to 15	1.176	0.243	0.000**
		Above 15	0.277	0.211	0.684
	1 to 5	6 to 10	0.069	0.178	0.995
		11 to 15	0.735	0.179	0.000**
		Above 15	-0.162	0.133	0.739
	6 to 10	11 to 15	0.666	0.195	0.006**
		Above 15	-0.231	0.154	0.561
	11 to 15	Above 15	-0.898	0.156	0.000**
Close association of co-workers	Nil	1 to 5	0.262	0.183	0.600
		6 to 10	0.446	0.194	0.146
		11 to 15	0.843	0.194	0.000**
		Above 15	0.406	0.169	0.117
	1 to 5	6 to 10	0.180	0.142	0.710
		11 to 15	0.578	0.143	0.001**
		Above 15	0.140	0.106	0.677
	6 to 10	11 to 15	0.397	0.156	0.083
		Above 15	-0.039	0.123	0.998
	11 to 15	Above 15	-0.437	0.124	0.004**

Constructs	Political experience (I)	Political experience (J)	Mean difference (I-J)	Std. error	P value
Prayer	Nil	1 to 5	0.539	0.252	0.205
		6 to 10	0.571	0.266	0.201
		11 to 15	1.408	0.267	0.000**
		Above 15	1.388	0.232	0.000**
	1 to 5	6 to 10	0.032	0.195	1.000
		11 to 15	0.869	0.197	0.201
		Above 15	0.848	0.146	0.110
	6 to 10	11 to 15	0.836	0.214	0.301
		Above 15	0.816	0.169	0.051
	11 to 15	Above 15	-0.020	0.171	1.000
Yoga	Nil	1 to 5	-0.521	0.179	1.030
		6 to 10	-0.934	0.189	0.000**
		11 to 15	-0.509	0.190	0.058
		Above 15	-0.424	0.165	0.077
	1 to 5	6 to 10	-0.413	0.138	0.025*
		11 to 15	0.012	0.140	1.000
		Above 15	0.096	0.103	0.885
	6 to 10	11 to 15	0.425	0.152	0.043*
		Above 15	0.509	0.120	0.000**
	11 to 15	Above 15	0.084	0.121	0.958
Exercise	Nil	1 to 5	-0.719	0.218	0.009**
		6 to 10	-0.836	0.231	0.003**
		11 to 15	-1.001	0.232	0.000**
		Above 15	-1.015	0.201	0.000**
	1 to 5	6 to 10	-0.117	0.169	0.958
		11 to 15	-0.282	0.170	0.464
		Above 15	-0.296	0.126	0.135
	6 to 10	11 to 15	-0.165	0.186	0.902
		Above 15	-0.178	0.146	0.742
	11 to 15	Above 15	-0.013	0.148	1.000

Constructs	Political experience (I)	Political experience (J)	Mean difference (I-J)	Std. error	P value
Supportive family and friends	Nil	1 to 5	0.039	0.211	1.000
		6 to 10	0.281	0.223	0.717
		11 to 15	0.601	0.224	0.047*
		Above 15	0.522	0.195	0.048*
	1 to 5	6 to 10	0.241	0.163	0.582
		11 to 15	0.561	0.165	0.106
		Above 15	0.482	0.122	0.101
	6 to 10	11 to 15	0.320	0.180	0.386
		Above 15	0.241	0.142	0.434
	11 to 15	Above 15	-0.079	0.143	0.982

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Based on Tukey HSD post hoc test, significant difference found among the members of LGIs with various political experiences regarding the adoption of stress management techniques.

Members of LGIs with no political experience significantly differed from those who with political experience of 1 to 5 years, 6 to 10 years and above 15 years, with regard to the stress management technique 'Training'. Based on the mean value (shown in the table 5.5) it could be concluded that, members with 1 to 5 years political experience (mean score 1.81) are relying more on training for stress control as compared to the members with other different political experiences.

Members of LGIs with political experience of 11 to 15 years significantly differed from those who with political experience of 0 years, 1 to 5 years, 6 to 10 years and above 15 years, with regard to the stress management technique 'Supportive organizational climate'. Based on the mean value (shown in the table 5.5) it could be concluded that, members with no political experience (mean score 4.17) are relying more on supportive organizational climate for stress control as compared to the members with other different political experiences.

Members of LGIs with political experience of 11 to 15 years significantly differed from those who with political experience of 0 years, 1 to 5 years and above 15 years, with regard to the stress management technique 'Close association of co-workers'. Based on the mean value (shown in the table 5.5) it could be concluded that, members with no political experience (mean score 4.52) are relying more on close association of co-workers for stress control as compared to the members with other different political experiences.

Members of LGIs with no political experience significantly differed from those who with political experience of 11 to 15 years and above 15 years, with regard to the stress management technique 'Prayer'. Based on the mean value (shown in the table 5.5) it could be concluded that, members with no political experience (mean score 4.29) are relying more on prayer for stress reduction as compared to the members with other different political experiences.

Members of LGIs with 6 to 10 years political experience significantly differed from those who with political experience of 0 years, 1 to 5 years, 11 to 15 years and above 15 years, with regard to the stress management technique 'Yoga'. Based on the mean value (shown in the table 5.5) it could be concluded that, members are not relying on yoga for stress reduction, but comparatively members with 6 to 10 years political experience (mean score 2.11) are using it more than other members.

Members of LGIs with no political experience significantly differed from those who with political experience of 1 to 5 years, 6 to 10 years, 11 to 15 years and above 15 years, with regard to the stress management technique 'Exercise'. Based on the mean value (shown in the table 5.5) it could be concluded that, members are not relying on exercise for stress reduction, but comparatively members with above 15 years political experience (mean score 2.95) are using it more than other members.

Members of LGIs with no political experience significantly differed from those who with political experience of 11 to 15 years and above 15 years, with regard to the stress management technique 'Supportive family and friends'. Based on the mean value (shown in the table 5.5) it could be concluded that, members with no political experience (mean score 4.05) are relying more on support of family and

friends for stress reduction as compared to the members with other different political experiences.

e) Stress Management Techniques followed According to Members of Different Type of Local Government Institutions

Testing of the Null Hypothesis $H0^{27}$

$H0^{26}$: In the case of stress management techniques followed, there is no significant difference among members of grama panchayath, municipality and corporation.

The result of one-way ANOVA assessing the significant difference in the stress management techniques adopted among the members of LGIs according to their local government institutions is presented below.

Table 5.7

Stress Management Techniques Followed According to Members of Different Type of Local Government Institutions

Stress Management Techniques	Name of LGI			F value	P value
	Grama Panchayath	Municipality	Corporation		
	Mean & SD	Mean & SD	Mean & SD		
Training	1.59 (1.10)	1.64 (0.94)	1.15 (0.36)	4.875	0.002**
Supportive organizational climate	3.81 (1.45)	3.18 (1.54)	3.94 (1.32)	6.405	0.000**
Close association of co-workers	4.07 (1.19)	4.16 (1.15)	4.47 (0.75)	2.153	0.092
Prayer	3.22 (1.64)	3.40 (1.53)	3.36 (1.76)	0.567	0.637
Yoga	1.68 (1.12)	1.91 (1.28)	1.42 (1.10)	5.776	0.001**

Stress Management Techniques	Name of LGI			F value	P value
	Grama Panchayath	Municipality	Corporation		
	Mean & SD	Mean & SD	Mean & SD		
Exercise	2.82 (1.34)	2.91 (1.42)	2.24 (1.71)	1.808	0.144
Travel	3.25 (1.38)	3.08 (1.30)	3.10 (1.56)	2.872	0.005**
Supportive family and friends	3.61 (1.33)	3.72 (1.39)	4.05 (1.24)	2.604	0.051

S*ource: Primary Data*
*** Significant at 1% level*
** Significant at 5% level*
SD in brackets

The table 5.7 indicates the result of one way ANOVA assessing the stress management techniques according to the members of local government institutions i.e. grama panchayath, municipality and corporation. In the case of training, supportive organizational climate, yoga, and travel, since the P value is less than 0.01, the null hypotheses are rejected at 1% level of significance. It indicates that, in the case of these four stress management techniques followed, there is significant difference among members of grama panchayath, municipality and corporation. Whereas, in the case of close association of co-workers, prayer, exercise and supportive family and friends, since the P value is more than 0.05, the null hypotheses are not rejected at 5% level of significance. It indicates that, in the case of these four stress management techniques followed, there is no significant difference among the members according to their local government institutions.

Since in the case of training, supportive organizational climate, yoga, and travel, there is significant difference, post-hoc test was conducted to identify the group which is significantly different from all other groups. The result of Tukey's HSD post-hoc test is given in table 5.8.

Table: 5.8

Post Hoc Test assessing the Significant Difference According to Members of Different Type of Local Government Institutions

Constructs	Local government institution (I)	Local government institution (J)	Mean difference (I-J)	Std. error	P value
Training	Grama Panchayath	Municipality	-0.054	0.105	0.955
		Corporation	0.436	0.141	0.012*
	Municipality	Corporation	0.490	0.167	0.018*
Supportive organizational climate	Grama Panchayath	Municipality	0.627	0.148	0.000**
		Corporation	-0.130	0.199	0.914
	Municipality	Corporation	-0.758	0.235	0.007*
Yoga	Grama Panchayath	Municipality	-0.232	0.115	0.182
		Corporation	0.264	0.155	0.320
	Municipality	Corporation	0.497	0.182	0.033*
Travel	Grama Panchayath	Municipality	0.170	0.141	0.004**
		Corporation	0.145	0.189	0.868
	Municipality	Corporation	-0.024	0.223	1.000

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Based on Tukey HSD post hoc test, the following significant difference found among the members of various LGIs regarding the stress management techniques.

Members in corporation significantly differed from members in grama panchayat and municipality with regard to the stress management technique 'Training'. Based on the mean value (shown in the table 5.7) it could be concluded that, members are not relying on training for stress control, but comparatively members in municipality (mean score 1.64) are using it more than other members.

Members in municipality significantly differed from members in grama panchayat and corporation with regard to the stress management technique 'Supportive organizational climate'. Based on the mean value (shown in the table 5.7)

it could be concluded that, members in corporations (mean score 3.94) are relying more on supportive organizational climate for stress control than other members.

Members in municipality significantly differed from members in corporation with regard to the stress management technique 'Yoga'. Based on the mean value (shown in the table 5.7) it could be concluded that, members are not relying on yoga for stress control, but comparatively members in municipality (mean score 1.91) are using it more than other members.

Members in municipality significantly differed from members in grama panchayat with regard to the stress management technique 'Travel'. Based on the mean value (shown in the table 5.7) it could be concluded that, members in grama panchayat (mean score 3.25) are relying more on travel for stress control than other members.

Section C

5.6. Level of Stress Management Techniques According to the Socio-Demographic Profile of the Members

This section explains the various level of stress management techniques adopted by the members of LGIs and the association in the level of stress management techniques according to the socio-demographic profile. The results of analysis are as follows.

5.6.1. Level of Stress Management Techniques

Testing of the Null Hypothesis $H0^{28}$

$H0^{28}$: The members of LGIs do not differ significantly in the case of level of stress management techniques followed.

The different level of stress management techniques adopted by the members of LGIs is shown in table 5.9.

Table 5.9

Level of Stress Management Techniques

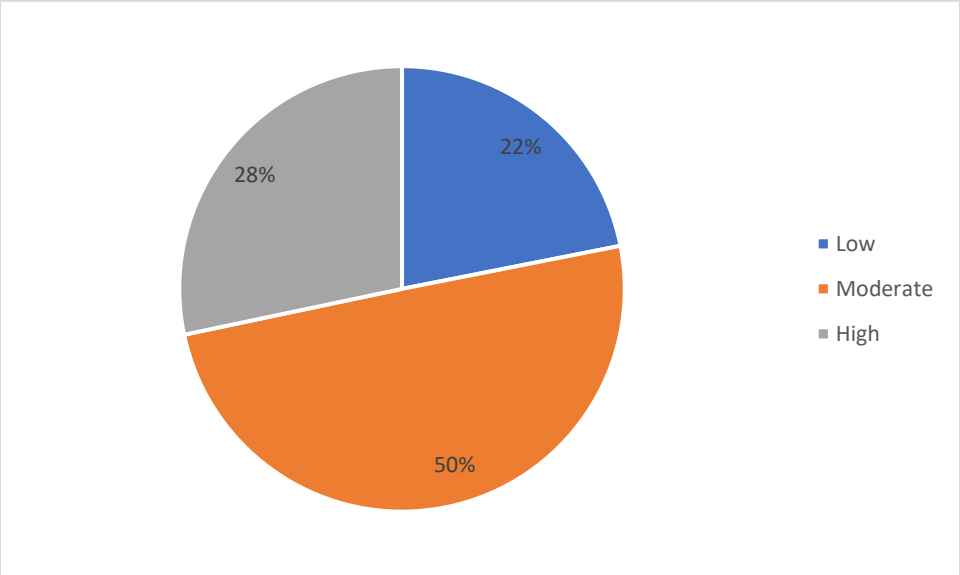
Level	Stress Management Techniques
Low	106 (21.9%)
Moderate	242 (49.8%)
High	138 (28.3%)
Total	486 (100%)
Chi-Square value	107.613
P value	**0.01****

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 5.9 indicates the results of Chi-square Test assessing the significant difference among the level of stress management techniques. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, there is significant difference among the members of LGIs in respect of the level of stress management techniques. From the above table, it can be observed that 21.9 per cent of the members adopt low level of stress management techniques, 49.8 per cent of them adopts moderate level and 28.3 per cent of them adopts high level of stress management techniques. Therefore, it can be inferred that majority of the members of LGIs adopts moderate level of stress management techniques. This can be diagrammatically shown in Figure 5.1.

Figure 5.1

Level of Stress Management Techniques



5.6.2. Level of Stress Management Techniques Adopted According to the Socio-Demographic Profile of the Members

This section of the chapter discusses the level of stress management techniques according to the socio-demographic profile of the members of LGIs. The socio-demographic profile include gender, age group, educational qualification, political experience and LGIs. The results of analysis are as follows.

a) Level of Stress Management Techniques According to Gender

Testing of the Null Hypothesis $H0^{29}$

$H0^{29}$: The members of LGIs do not associate significantly in the case of level of stress management techniques followed according to gender.

The result of Chi-square Test assessing the significant association in the level of stress management techniques among the members of LGIs according to their gender is presented below.

Table 5.10

Level of Stress Management Techniques According to Gender

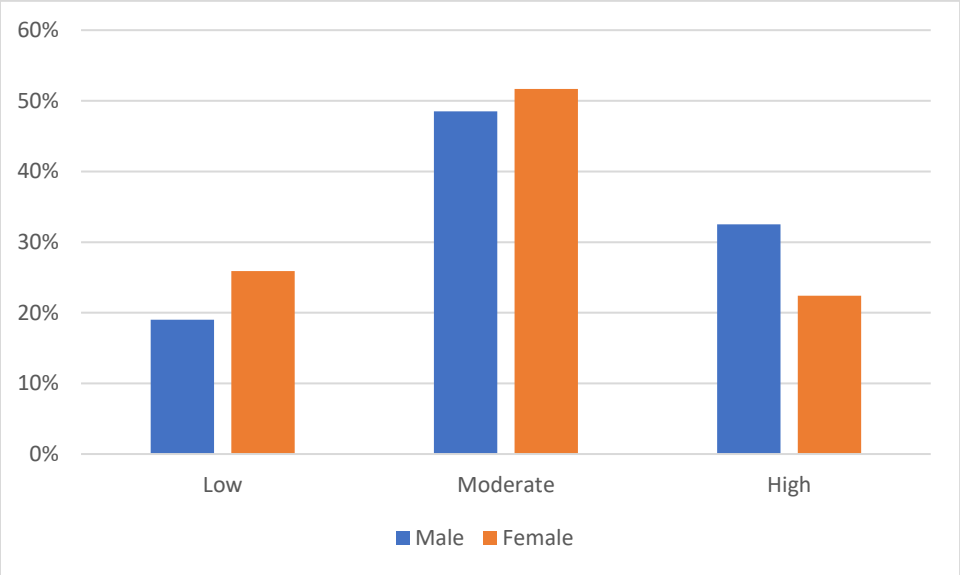
Gender	Stress Management Techniques			Total	Chi-square Value	P value
	Low	Moderate	High			
Male	54 (19%)	138 (48.5%)	93 (32.5%)	**285 (100%)**	12.115	**0.002****
Female	52 (25.9%)	104 (51.7%)	45 (22.4%)	**201 (100%)**		
Total	**106 (21.9%)**	**242 (49.8%)**	**138 (28.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 5.10 indicates the results of Chi-square Test assessing the significant association of level of stress management techniques adopted by the members of LGIs according to their gender. Since P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it is concluded that, the members of LGIs associate significantly in the case of level of stress management techniques followed according to gender. In case of male members, 19 per cent of members adopt low level of stress management techniques, 48.5 per cent of them adopts moderate level and 32.5 per cent of them adopts high level of stress management techniques. Among female members, 25 per cent of members adopts low level of stress management techniques, 51.7 per cent of them adopts moderate level and 22.4 per cent of them adopts high level of stress management techniques. Based on the high level of stress management techniques, it could be concluded that, male members (32.5%) adopts more techniques as compared to that of female members (22.4%). The diagrammatic representation of the same is given in Fig. 5.2.

Figure 5.2

Level of Stress Management Techniques According to Gender



b) Level of Stress Management Techniques According to Age Group

Testing of the Null Hypothesis $H0^{30}$

$H0^{30}$: The members of LGIs do not associate significantly in the case of level of stress management techniques followed according to age group.

In order to analyse the significant association in the level of stress management techniques among the members of LGIs according to their age groups, Chi-square Test was used (table 5.11).

Table 5.11

Level of Stress Management Techniques According to Age Group

Age Group	Stress Management Techniques			Total	Chi-square Value	P value
	Low	Moderate	High			
26 to 40	10 (11.5%)	56 (61.5%)	24 (26.9%)	**90 (100%)**	15.010	**0.005****
41 to 50	52 (23.8%)	103 (46.8%)	64 (29.4%)	**219 (100%)**		
Above 50	44 (24.8%)	84 (47.5%)	49 (27.7%)	**177 (100%)**		
Total	**106 (21.9%)**	**243 (49.8%)**	**137 (28.3%)**	**486 (100%)**		

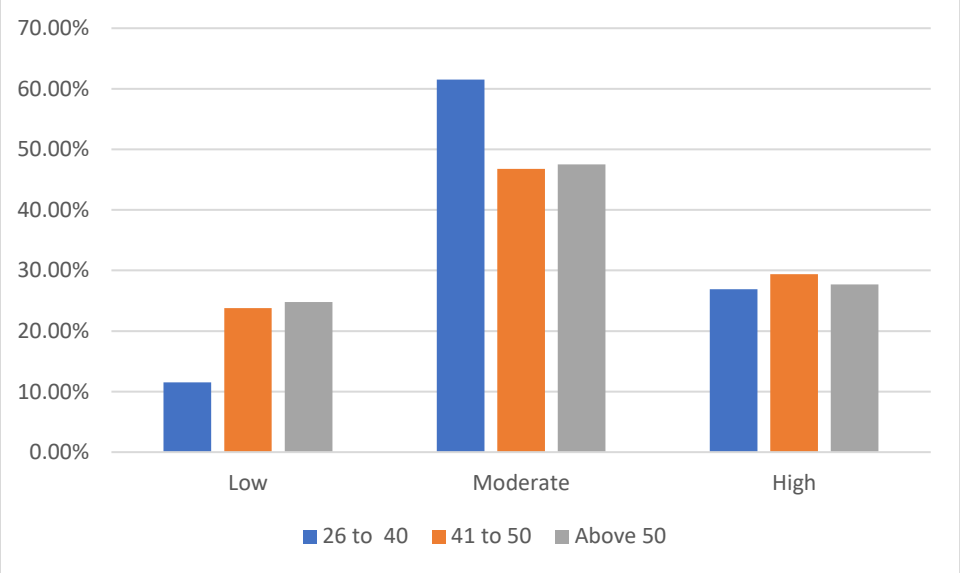
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Analysis for testing the significant association with of the level of stress management techniques according to the age group of the members of LGIs was conducted by applying Chi-square Test. Since P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it is concluded that, the members of LGIs associate significantly in the case of level of stress management techniques followed according to age group. In the case of members between age group of 26 to 40, 11.5 per cent of members adopt low level of stress management techniques, 61.5 per cent of them adopts moderate level and 26.9 per cent of them adopts high level of stress management techniques. Among members between 41 to 50 age group, 23.8 per cent of members adopt low level of stress management techniques, 46.8 per cent of them adopts moderate level and 29.4 per cent of them adopts high level of stress management techniques. Among members above 50 age group, 24.8 per cent of members adopts low level of stress management techniques, 47.5 per cent of them adopts moderate level and 27.7 per cent of them adopts high level of stress management techniques. Based on the high level of stress management techniques, it could be concluded that, members in the age group of 41 to 50 (29.4%) adopts more techniques as compared to the members in the age group of 26 to 40

(26.9%) and age group of above 50 (27.7%). The diagrammatic representation of the same is given in Fig. 5.3.

Figure 5.3

Level of Stress Management Techniques According to Age Group



c) Level of Stress Management Techniques According to Educational Qualification

Testing of the Null Hypothesis $H0^{31}$

$H0^{31}$: The members of LGIs do not associate significantly in the case of level of stress management techniques followed according to educational qualification.

The level of stress management techniques among the members of LGIs according to their educational qualification has been analysed. For this purpose, Chi-square Test was employed. The result of analysis was shown in table 5.12.

Table 5.12

Level of Stress Management Techniques According to Educational Qualification

Educational qualification	Stress management techniques			Total	Chi-square Value	P value
	Low	Moderate	High			
SSLC	40 (20.9%)	85 (44.5%)	66 (34.5%)	**191 (100%)**	30.778	0.201
Plus Two	37 (27.3%)	64 (48.1%)	34 (24.7%)	**135 (100%)**		
Degree	16 (15.8%)	59 (59.6%)	25 (24.6%)	**100 (100%)**		
P G	9 (35.7%)	9 (35.7%)	7 (28.6%)	**25 (100%)**		
Diploma	3 (16.7%)	14 (66.7%)	3 (16.7%)	**20 (100%)**		
Others	2 (11.1%)	10 (66.7%)	3 (22.2%)	**15 (100%)**		
Total	**107 (21.9%)**	**241 (49.8%)**	**138 (28.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Chi-square test was conducted to study whether there is any significance association in the level of stress management techniques adopted by the members of LGIs according to their educational qualification. Since P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, the members of LGIs do not associate significantly in the case of level of stress management techniques followed according to educational qualification.

d) Level of Stress Management Techniques According to Political Experience

Testing of the Null Hypothesis $H0^{32}$

$H0^{32}$: The members of LGIs do not associate significantly in the case of level of stress management techniques followed according to political experience.

The result of Chi-square Test assessing the significant association in the level of stress management techniques among the members of LGIs according to their experience in the field of politics.is presented below.

Table 5.13

Level of Stress Management Techniques According to Political Experience

Political experience	Stress management techniques			Total	Chi-square Value	P value
	Low	Moderate	High			
Nil	2 (5.9%)	21 (70.6%)	7 (23.5%)	**30 (100%)**	25.355	**0.001****
1 to 5	14 (15.1%)	47 (50.9%)	31 (34%)	**92 (100%)**		
6 to 10	16 (25%)	26 (41.7%)	21 (33.3%)	**63 (100%)**		
11 to 15	19 (31.4%)	28 (45.7%)	14 (22.9%)	**61 (100%)**		
Above 15	56 (23.2%)	120 (50%)	64 (26.8%)	**240 (100%)**		
Total	**107 (21.9%)**	**242 (49.8%)**	**137 (28.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 5.13 shows the results of Chi-square Test assessing the significant association of level of stress management techniques adopted by the members of LGIs according to their political experience. Since P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it is concluded that, the members of LGIs associate significantly in the case of level of stress management techniques followed according to political experience. In case of members with no political experience, 5.9 per cent of members adopts low level of stress management techniques, 70.6 per cent of them adopts moderate level and 23.5 per cent of them adopts high level of stress management techniques. Among members with 1 to 5 years political experience, 15.1 per cent of members adopts low level of stress management techniques, 50.9 per cent of them adopts moderate level and 34 per cent of them adopts high level of stress management techniques. Among members with 6 to 10 years political experience, 25 per cent of members adopts low level of stress management techniques, 41.7 per cent of them adopts moderate level and 33.3 per cent of them adopts high level of stress management techniques. Among members with 11 to 15 years political experience, 31.4 per cent of members adopts low level of stress management techniques, 45.7 per cent of them adopts moderate level and 22.9 per cent of them adopts high level of stress management techniques. Among members with above 15 years political experience, 23.2 per cent of members adopts low level of stress management techniques, 50 per cent of them adopts moderate level and 26.8 per cent of them adopts high level of stress management techniques. Based on the high level of stress management techniques, it could be concluded that, members with 1 to 5 years of political experience (47.1%) adopts more techniques as compared to the members with other different political experiences.

e) Level of Stress Management Techniques According to Members of Different Type of Local Government Institutions

Testing of the Null Hypothesis $H0^{33}$

$H0^{33}$: The members of LGIs do not associate significantly in the case of level of stress management techniques followed according to grama panchayath, municipality and corporation.

Table 5.14 explains the significant association in the level of stress management techniques among the members of LGIs according to their local government institution.

Table 5.14

Level of Stress Management Techniques According to Members of Different Type of Local Government Institutions

Members of LGI	Stress management techniques			Total	Chi-square Value	P value
	Low	Moderate	High			
Grama Panchayath	12 (19.7%)	96 (53.8%)	44 (26.5%)	**152 (100%)**	28.117	**0.001****
Municipality	65 (32.4%)	48 (27%)	81 (40.5%)	**194 (100%)**		
Corporation	26 (26.3%)	26 (26.3%)	88 (47.4%)	**140 (100%)**		
Total	**103 (21.9%)**	**170 (49.8%)**	**213 (28.3%)**	**486 (100%)**		

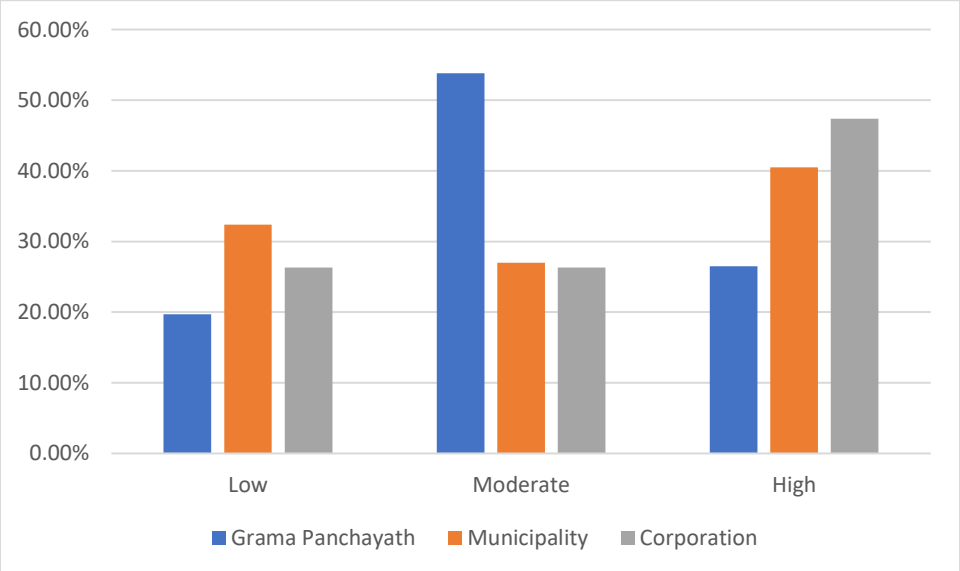
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 5.14 reveals the results of Chi-square Test presenting the significant association of the level of stress management techniques among the members according to their local government institution. Since P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it is concluded that, the members of LGIs associate significantly in the case of level of stress management

techniques followed according to grama panchayath, municipality and corporation. In case of members in grama panchayat, 19.7 per cent of members adopts low level of stress management techniques, 53.8 per cent of them adopts moderate level and 26.5 per cent of them adopts high level of stress management techniques. Among members in municipality, 32.4 per cent of members adopt low level of stress management techniques, 27 per cent of them adopt moderate level and 40.5 per cent adopts of them high level of stress management techniques. Among members in corporation, 26.3 per cent of members adopt low level of stress management techniques, 26.3 per cent of them adopts moderate level and 47.4 per cent of them adopts high level of stress management techniques. Based on the high level of stress management techniques, it could be concluded that, members in corporation (47.4%) adopts more techniques as compared to the members of grama panchayat (26.5%) and municipality (40.5%). It can be shown diagrammatically in the Fig.5.4.

Figure 5.4

Level of Stress Management Techniques According to Members of Different Type of Local Government Institutions



This chapter covered the stress management techniques adopted by the members of local government institutions in Kerala. An analysis of stress management techniques, stress management techniques according to

socio-demographic profile of members and the different levels of stress management techniques according to the socio-demographic profile of the members has been presented. After examining this area, now it is found relevant to examine the areas of public service motivation, social support, and emotional intelligence and work related outcomes of the members of Local Government Institutions in Kerala. This has been done in the next chapter.

CHAPTER VI

PUBLIC SERVICE MOTIVATION, SOCIAL SUPPORT, EMOTIONAL INTELLIGENCE AND WORK-RELATED OUTCOMES

In the previous chapter a detailed discussion of stress management techniques adopted by the members of local government institutions has been attempted. After fulfilling this objective, now it is quite worthwhile to analyse the level of motivation for public service, social support, emotional intelligence and work-related outcomes among the members of local government institutions. Here, work-related outcomes consist of variables which are directly related to the work of a member. They include work performance, work satisfaction, work burnout and work withdrawal behaviour. Hence, in order to accomplish this objective, the level of public service motivation, social support, emotional intelligence, work performance, work satisfaction, work burnout and work withdrawal behaviour have been analysed. The socio-demographic profile wise analysis of members of the local government institutions has been done to fulfil this.

6.1. Methodology Adopted

This chapter is both descriptive and analytical in nature. Data were collected from both primary and secondary sources. Secondary data were collected from various books, journals, articles, dissertations etc. Primary data were collected from 486 members of local government institutions in Kerala. Based on the secondary data, constructs and variables were identified.

6.2. Tools Used for Data Analysis

The level of public service motivation, social support, emotional intelligence and work-related outcomes among the members has been analysed by employing quartile deviation, percentage analysis and chi-square test for goodness of fit. To examine the level of public service motivation, social support, emotional intelligence

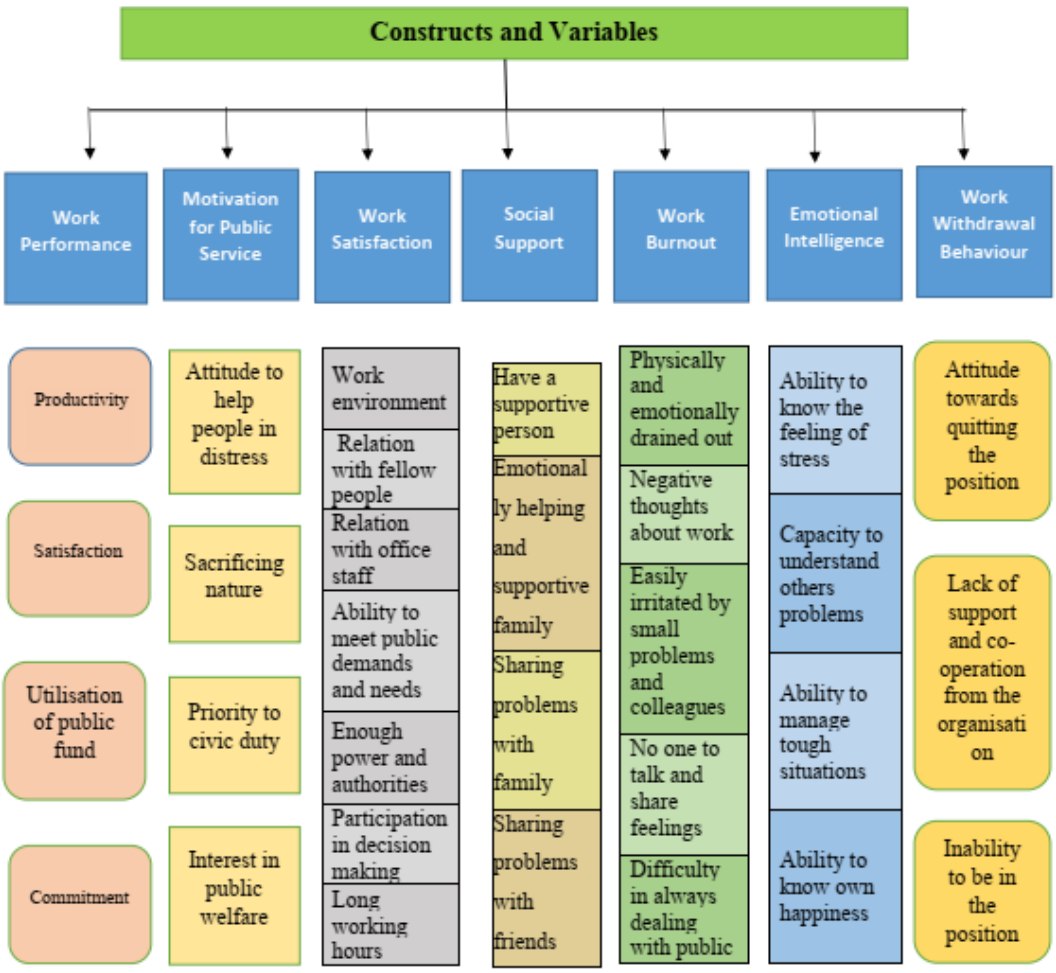
and work-related outcomes on the basis of socio-demographic profile of the members, chi-square test for independence was employed.

6.3. Variables Used for the Analysis

Based on the review of literature, theoretical background and on the information provided by the experts in the concerned field, a list of variables related with public service motivation, social support, emotional intelligence, work performance, work satisfaction, work burnout and work withdrawal behaviour were identified and analysed. The Figure 6.1 shows the different constructs and variables used for the analysis purpose.

Figure 6.1

Constructs and Variables Used for Analysing Work-Related Outcomes, Public Service Motivation, Emotional Intelligence and Social Support



A detailed discussion on the results of the analysis based on the above stated variables is presented in seven parts. Part I deals with the level of work performance attained by the members and its socio-demographic comparison. Part II shows the level of motivation for public service among the members and its socio-demographic comparison. In the part III the level of work satisfaction of the members and its socio-demographic comparison are explained. Part IV shows level of social support received by the members and its socio-demographic comparison. In the part V the level of work burnout experienced by the members and its socio-demographic comparison are identified. Part VI explains the level of emotional intelligence of the members and its socio-demographic comparison and part VII deals with the level of work withdrawal behaviour shown by the members and its socio-demographic comparison. The socio-demographic profile includes gender, age group, educational qualification, political experience and LGIs.

Part I

6.4 Analysis of the Level of Work Performance of the LGI Members

This section is concerned with the analysis of the level of work performance attained by the members of LGIs and its association according to the socio-demographic profile. The results of analysis are as follows.

6.4.1. Level of Work Performance

Testing of the Null Hypothesis $H0^{34}$

$H0^{34}$: The members of LGIs do not differ significantly in terms of the level of work performance.

The different level of work performance attained by the members of LGIs is shown in table 6.1.

Table 6.1

Level of Work Performance

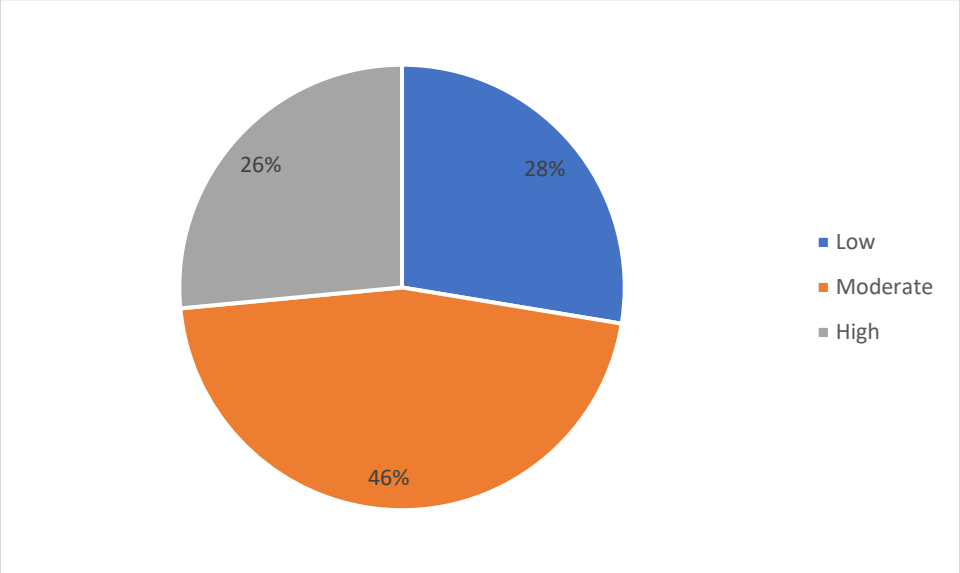
Level	Low	Moderate	High	Total	Chi-Square value	P value
Work Performance	134 (27.6%)	223 (45.9%)	129 (26.5%)	486 (100%)	68.54	**0.001****

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

From the table 6.1, it can be observed that 27.6 per cent of the members show low level of work performance, 45.9 per cent of them shows moderate level and 26.5 per cent of them shows high level of work performance. Therefore, it can be inferred that majority of the members of LGIs shows moderate level of work performance. The Table indicates the results of Chi-square Test assessing the significant difference among the level of work performance. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that there is significant difference among the members of LGIs in respect of the level of work performance. This can be diagrammatically shown in Figure 6.2.

Figure 6.2

Level of Work Performance



6.4.2. Level of Work Performance According to Socio-Demographic Profile of the Members

This section of the chapter discusses the level of work performance according to socio-demographic profile of the members of LGIs. The results of analysis are as follows.

a) Level of Work performance According to Gender

Testing of the Null Hypothesis $H0^{35}$

$H0^{35}$: The members of LGIs do not associate significantly in the case of level of work performance according to their gender.

The result of Chi-square Test assessing the significant association in the level of work performance among the members of LGIs according to their gender is presented below.

Table 6.2

Level of Work Performance According to Gender

Gender	Level of Work Performance			Total	Chi-square Value	P value
	Low	Moderate	High			
Male	70 (24.5%)	136 (47.9%)	78 (27.6%)	**284 (100%)**	2.744	0.254
Female	59 (29.3%)	87 (43.1%)	56 (27.6%)	**202 (100%)**		
Total	**129 (26.5%)**	**223 (45.9%)**	**134 (27.6%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 6.2 indicates the results of Chi-square Test assessing the significant association in the level of work performance attained by the members of LGIs according to their gender. Since the P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, the members of

LGIs do not associate significantly in the case of level of work performance according to gender.

b) Level of Work Performance According to Age Group

Testing of the Null Hypothesis $H0^{36}$

$H0^{36}$: The members of LGIs do not associate significantly in the case of level of work performance according to their age group.

In order to analyse the significant association in the work performance among the members of LGIs according to their age groups, Chi-square Test was used (table 6.3).

Table 6.3

Level of Work Performance According to Age Group

Age Group	Level of Work performance			Total	Chi-square Value	P value
	Low	Moderate	High			
26 to 40	30 (32.7%)	42 (46.2%)	19 (21.2%)	**91 (100%)**	16.645	**0.002****
41 to 50	52 (23.8%)	92 (42.1%)	75 (34.1%)	**219 (100%)**		
Above 50	47 (26.7%)	89 (50.5%)	40 (22.8%)	**176 (100%)**		
Total	**129 (26.5%)**	**223 (45.9%)**	**134 (27.6%)**	**486 (100%)**		

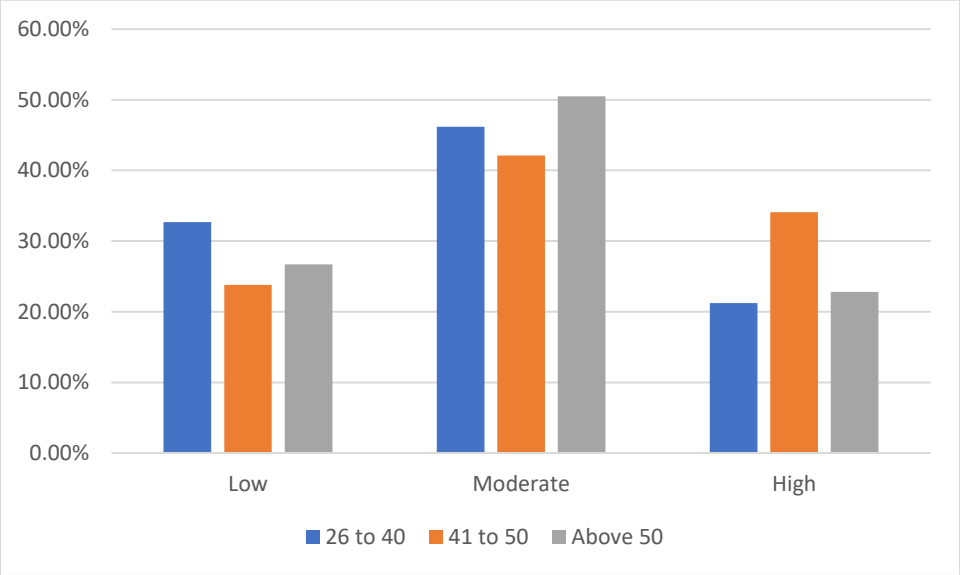
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

In order to test the significant association in the level of work performance attained by the members of LGIs according to their age group was conducted by applying Chi-square Test. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of members between age group of 26 to 40, 32.7 per cent of the members show low level of work performance, 46.2 per cent of them shows moderate level and 21.2 per cent of them shows high level of work

performance. Among the members ranging 41 to 50 years of age, 23.8 per cent of the members show low level of work performance, 42.1 per cent of them shows moderate level and 34.1 per cent of them shows high level work performance. Among members between above 50 age group, 26.7 per cent of the members shows low level of work performance, 50.5 of them per cent shows moderate level and 22.8 per cent of them shows high level of work performance. Based on the high level of work performance, it could be concluded that, members in the age group of 41 to 50 (34.1%) shows more performance as compared to the members in the age group of 26 to 40 (21.2%) and age group of above 50 (22.8%). Hence, it is concluded that, the members of LGIs associate significantly in the case of level of work performance according to age group. The diagrammatic representation of the same is given in Fig.6.3.

Figure 6.3

Level of Work Performance According to Age Group



c) Level of Work Performance According to Educational Qualification

Testing of the Null Hypothesis $H0^{37}$

$H0^{37}$: The members of LGIs do not associate significantly in the case of level of work performance according to their educational qualification.

The level of work performance among the members of LGIs according to their educational qualification has been analysed. For this purpose, Chi-square Test was employed. The result of analysis was shown in table 6.4.

Table 6.4

Level of Work Performance According to Educational Qualification

Educational qualification	Level of Work performance			Total	Chi-square Value	P value
	Low	Moderate	High			
SSLC	42 (21.8%)	90 (47.3%)	59 (30.9%)	**191 (100%)**		
Plus Two	49 (36.4%)	52 (39%)	33 (24.7%)	**134 (100%)**		
Degree	24 (24.6%)	52 (50.9%)	24 (24.6%)	**100 (100%)**		
P G	3 (14.3%)	10 (42.9%)	10 (42.9%)	**23 (100%)**	27.086	**0.003****
Diploma	5 (25%)	12 (58.3%)	3 (16.7%)	**20 (100%)**		
Others	5 (33.3%)	7 (44.4%)	3 (22.2%)	**15 (100%)**		
Total	**128 (26.5%)**	**171 (45.9%)**	**132 (27.6%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

One-way ANOVA test was conducted to study whether there is any significance association in the level of work performance attained by the members of LGIs according to their educational qualification. Since the P value is less than 0.01,

the null hypothesis is rejected at 1% level of significance. In case of members with educational qualification of SSLC, 30.9 per cent of them shows low level of work performance, 47.3 per cent of them shows moderate level and 21.8 per cent of them shows high level of work performance. Among members with plus two qualification, 24.7 per cent of them shows low level of work performance, 39 per cent of them shows moderate level and 36.4 per cent of them shows high level of work performance. In case of degree qualified members, 24.6 per cent of them shows low level of work performance, 50.9 per cent of them shows moderate level and 24.6 per cent of them shows high level of work performance. Among members with PG qualification, 14.3 per cent of them shows low level of work performance, 42.9 per cent of them shows moderate level and 42.9 per cent of them shows high level of work performance. Among diploma qualified, 25 per cent of them shows low level of work performance, 58.3 per cent of them shows moderate level and 16.7 per cent of them shows high level of work performance. Among members with other qualifications, 33.3 per cent of them shows low level of work performance, 44.4 per cent of them shows moderate level and 22.2 per cent of them shows high level of work performance. Based on the high level of work performance, it could be concluded that, members with the educational qualification of PG (42.9%) shows more performance as compared to the members with other different educational qualifications. Hence, it is concluded that, the members of LGIs associate significantly in the case of level of work performance according to educational qualification.

d) Level of Work Performance According to Political Experience

Testing of the Null Hypothesis $H0^{38}$

$H0^{38}$: The members of LGIs do not associate significantly in the case of level of work performance according to their political experience.

The result of Chi-square Test assessing the significant association in the level of work performance among the members of LGIs according to their political experience is presented below.

Table 6.5

Level of Work Performance According to Political Experience

Political Experience	Level of Work performance			Total	Chi-square Value	P value
	Low	Moderate	High			
Nil	14 (47.1%)	14 (47.1%)	2 (5.9%)	**30 (100%)**	31.506	**0.001****
1 to 5	19 (20.8%)	44 (47.2%)	30 (32.1%)	**93 (100%)**		
6 to 10	17 (27.8%)	24 (38.9%)	21 (33.3%)	**62 (100%)**		
11 to 15	21 (34.3%)	21 (34.3%)	19 (31.4%)	**61 (100%)**		
Above 15	57 (23.9%)	120 (50%)	63 (26.1%)	**240 (100%)**		
Total	**128 (26.5%)**	**223 (45.9%)**	**135 (27.6%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 6.5 shows the results of Chi-square Test assessing the significant association in the level of work performance attained by the members of LGIs according to their political experience. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of members with no political experience, 47.1 per cent of the members show low level of work performance, 29.4 per cent of them shows moderate level and 5.9 per cent of them shows high level of work performance. Among members with 1 to 5 years political experience, 20.8 per cent of the members shows low level of work performance, 47.2 per cent of them shows moderate level and 32.1 per cent of them shows high level work performance. Among members with political experience of 6 to 10 years, 27.8 per cent of the members shows low level of work performance, 38.9 per cent of them shows moderate level and 33.3 per cent of them shows high level work performance. In case of members with 11 to 15 years political experience, 34.3 per cent of the members shows

low level of work performance, 34.3 per cent of them shows moderate level and 31.4 per cent of them shows high level of work performance. Among members with political experience of above 15 years, 23.9 per cent of the members shows low level of work performance, 50 per cent of them shows moderate level and 26.1 per cent of them shows high level work performance. Based on the high level of work performance, it could be concluded that, members with 6 to 10 years of political experience (47.1%) shows more performance as compared to the members with other different political experiences. Hence, it is concluded that, in the case of level of work performance, there is significant political experience wise association among the members of LGIs.

e) Level of Work Performance According to Members of Different Type of Local Government Institutions

Testing of the Null Hypothesis $H0^{39}$

$H0^{39}$: The members of LGIs do not associate significantly in the case of level of work performance according to grama panchayath, municipality and corporation.

Table 6.6 explains the significant association in the level of work performance attained by the members of LGIs according to their local government institution.

Table 6.6

Level of Work Performance According to Members of Different Type of Local Government Institutions

Type of LGI	Level of Work performance			Total	Chi-square Value	P value
	Low	Moderate	High			
Grama Panchayath	98 (25.1%)	174 (44.8%)	117 (30%)	**389 (100%)**	40.139	**0.001****
Municipality	12 (18.9%)	39 (59.5%)	14 (21.6%)	**65 (100%)**		
Corporation	19 (57.9%)	10 (31.6%)	3 (10.5%)	**32 (100%)**		
Total	**129 (26.5%)**	**223 (45.9%)**	**134 (27.6%)**	**486 (100%)**		

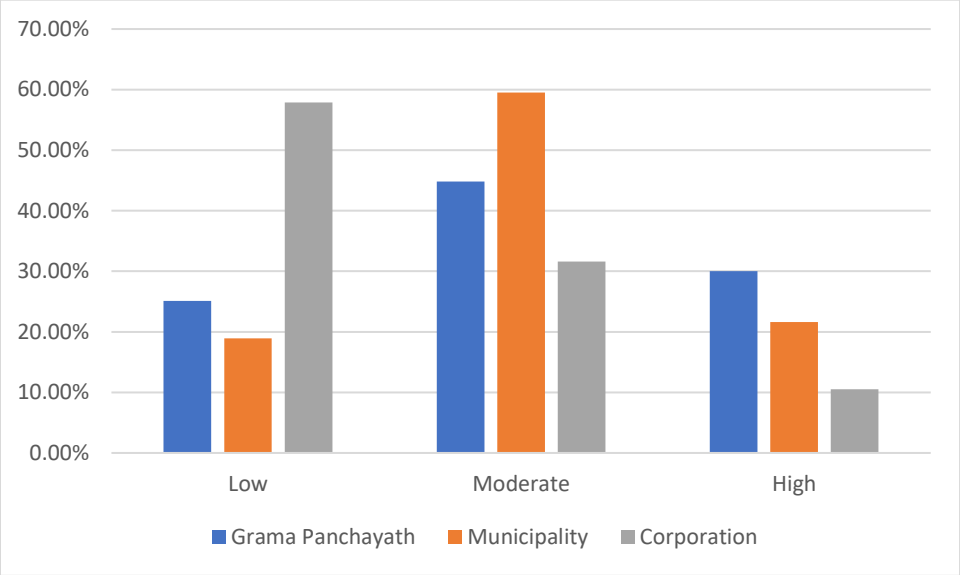
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 6.6 reveals the results of Chi-square Test assessing the significant association in the level of work performance attained by the members according to their local government institutions. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of members in grama panchayat, 25.1 per cent of the members show low level of work performance, 44.8 per cent of them shows moderate level and 30 per cent of them shows high level of work performance. Among members in municipality, 18.9 per cent of the members show low level of work performance, 59.5 per cent of them shows moderate level and 21.6 per cent of them shows high level of work performance. Among members in corporation, 57.9 per cent of the members show low level of work performance, 31.6 per cent of them shows moderate level and 10.5 per cent of them shows high level of work performance. Based on the high level of work performance, it could be concluded that, members in grama panchayat (30%) shows more performance as compared to the members of municipality (21.6%) and corporation (10.5%). Hence, it is concluded that, the members of LGIs associate significantly in the case of level

of work performance according to grama panchayath, municipality and corporation. It can be shown diagrammatically in the Figure 6.4.

Figure 6.4

Level of Work Performance According to Members of Different Type of Local Government Institutions



Part II

6.5. Analysis of the Level of Public Service Motivation among the Members

This section presents the results of analysis of the level of public service motivation among the members of LGIs and the association in the level of motivation for public service according to the socio-demographic profile.

6.5.1. Level of Public Service Motivation

Testing of the Null Hypothesis $H0^{40}$

$H0^{40}$: There is no significant difference among the members of local government institutions in respect of the level of motivation for public service.

The different level of public service motivation among the members of LGIs is shown in table 6.7.

Table 6.7

Level of Public Service Motivation

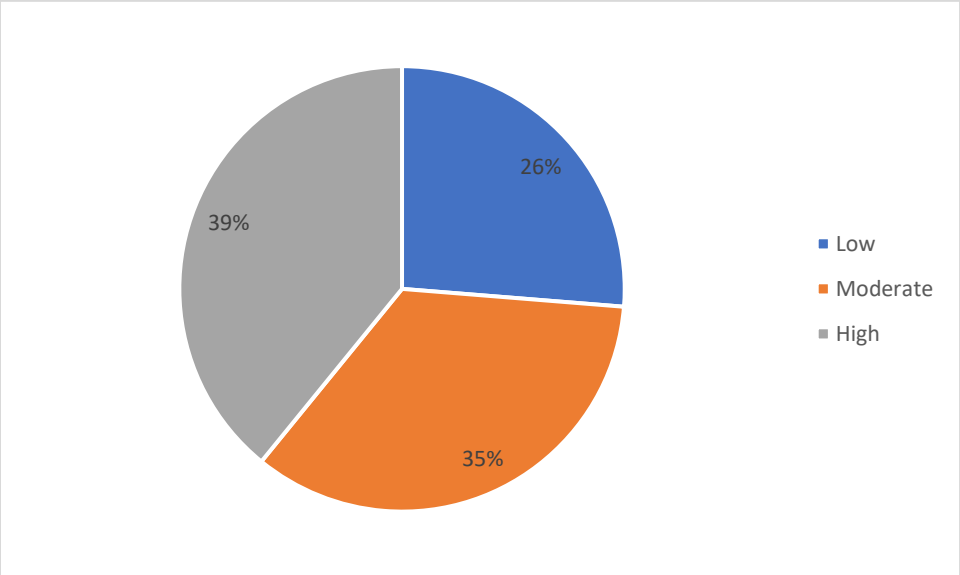
Level	Low	Moderate	High	Total	Chi-Square value	P value
Public Service Motivation	128 (26.2%)	168 (34.5%)	190 (39.0%)	486 (100%)	19.355	**0.001****

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

From the above table, it can be observed that 26.2 per cent of the members shows low level of public service motivation, 34.5 per cent of them shows moderate level and 39 per cent of them shows high level of public service motivation. Therefore, it can be inferred that majority of the members of LGIs shows high level of public service motivation. Table 6.7 indicates the results of Chi-square Test assessing the significant difference among the level of public service motivation. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, there is significant difference among the members of LGIs in respect of the level of public service motivation. This can be diagrammatically shown in Figure 6.5.

Figure 6.5

Level of Public Service Motivation



6.5.2. Level of Public Service Motivation According to Socio-Demographic Profile of the Members

This section of the chapter discusses the level of public service motivation according to socio-demographic profile of the members of LGIs. The results of analysis are as follows.

a) Level of Public Service Motivation According to Gender

Testing of the Null Hypothesis $H0^{41}$

$H0^{41}$: In the case of the level of motivation for public service, there is no significant gender wise association among the members of local government institutions.

The result of Chi-square Test assessing the significant association in the public service motivation among the members of LGIs according to their gender is presented below.

Table 6.8

Level of Public Service Motivation According to Gender

Gender	Level of Public Service Motivation			Total	Chi-square Value	P value
	Low	Moderate	High			
Male	80 (28.2%)	96 (33.7%)	108 (38%)	**284 (100%)**	5.511	0.064
Female	47 (23.3%)	84 (41.4%)	71 (35.3%)	**202 (100%)**		
Total	**127 (26.2%)**	**180 (36.9%)**	**179 (36.9%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 6.8 indicates the results of Chi-square Test assessing the significant association of level of public service motivation among the members of LGIs according to their gender. Since the P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, in the case of level of public service motivation, there is no significant gender wise association among the members of LGIs.

b) Level of Public Service Motivation According to Age Group

Testing of the Null Hypothesis $H0^{42}$

$H0^{42}$: In the case of level of motivation for public service, there is no significant age group wise association among the members of local government institutions.

In order to analyse the significant association in the level of public service motivation among the members of LGIs according to their age group, Chi-square Test was used (table 6.9).

Table 6.9

Level of Public Service Motivation According to Age Group

Age Group	Level of Public service motivation			Total	Chi-square Value	P value
	Low	Moderate	High			
26 to 40	23 (25%)	31 (34.6%)	36 (40.4%)	**90 (100%)**	5.016	0.286
41 to 50	61 (27.8%)	75 (34.1%)	84 (38.1%)	**220 (100%)**		
Above 50	43 (24.8%)	73 (41.6%)	60 (33.7%)	**176 (100%)**		
Total	**127 (26.2%)**	**179 (36.9%)**	**183 (36.9%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Analysis for testing the significant association in the level of public service motivation according to the age group of the members of LGIs was conducted by applying Chi-square Test. Since the P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that in the case of level of public service motivation, there is no significant age group wise association among the members of LGIs.

c) Level of Public Service Motivation According to Educational Qualification

Testing of the Null Hypothesis $H0^{43}$

$H0^{43}$: In the case of level of motivation for public service, there is no significant educational qualification wise association among the members of local government institutions.

The level of public service motivation among the members of LGIs according to their educational qualification has been analysed. For this purpose, Chi-square Test was employed. The results of analysis are shown in table 6.10.

Table 6.10

Level of Public Service Motivation According to Educational Qualification

Educational qualification	Level of Public service motivation			Total	Chi-square Value	P value
	Low	Moderate	High			
SSLC	56 (29.1%)	64 (33.6%)	71 (37.3%)	**191 (100%)**		
Plus Two	26 (19.5%)	52 (39%)	56 (41.6%)	**134 (100%)**		
Degree	24 (24.6%)	36 (36.8%)	38 (38.6%)	**94 (100%)**		
P G	10 (42.9%)	7 (28.6%)	7 (28.6%)	**24 (100%)**	24.619	**0.006****
Diploma	7 (33.3%)	10 (50%)	3 (22.2%)	**20 (100%)**		
Others	3 (22.2%)	9 (55.6%)	3 (22.2%)	**15 (100%)**		
Total	**130 (26.2%)**	**178 (36.9%)**	**178 (36.9%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Chi-square test was applied to study whether there is any significance association in the level of public service motivation of the members of LGIs according to their educational qualification. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of members with educational qualification of SSLC, 24.7 per cent of them shows low level of public service motivation, 33.6 per cent of them shows moderate level and 37.3 per cent of them shows high level of public service motivation. Among plus two qualified members, 19.5 per cent of them shows low level of public service motivation, 39 per cent of them shows moderate level and 41.6 per cent of them shows high level of public service motivation. Among members with degree, 24.6 per cent of them shows low level of public service motivation, 36.8 per cent of them shows moderate level and

38.6 per cent of them shows high level of public service motivation. In case of PG qualified members, 42.9 per cent of them shows low level of public service motivation, 28.6 per cent of them shows moderate level and 28.6 per cent of them shows high level of public service motivation. In case of diploma qualified members, 33.3 per cent of them shows low level of public service motivation, 50 per cent of them shows moderate level and 22.2 per cent of them shows high level of public service motivation. Among members with other qualifications, 22.2 per cent of them shows low level of public service motivation, 55.5 per cent of them shows moderate level and 22.2 per cent of them shows high level of public service motivation. Based on the high level of public service motivation, it could be concluded that, members with plus two qualifications (41.6%) shows more motivation for public service as compared to the members with other different educational qualifications. Hence, it is concluded that, in the case of level of public service motivation, there is significant educational qualification wise association among the members of LGIs.

d) Level of Public Service Motivation According to Political Experience

Testing of the Null Hypothesis $H0^{44}$

$H0^{44}$: In the case of level of motivation for public service, there is no significant political experience wise association among the members of local government institutions.

The result of Chi-square Test assessing the significant association in the level of public service motivation among the members of LGIs according to their experience in the field of politics is presented below.

Table 6.11

Level of Public Service Motivation According to Political Experience

Political Experience	Level of public service motivation			Total	Chi-square Value	P value
	Low	Moderate	High			
Nil	9 (29.4%)	12 (41.2%)	9 (29.4%)	**30 (100%)**	57.318	**0.001****
1 to 5	26 (28.3%)	22 (22.6%)	45 (49.1%)	**93 (100%)**		
6 to 10	17 (27.8%)	19 (30.6%)	26 (41.7%)	**62 (100%)**		
11 to 15	28 (45.7%)	16 (25.7%)	17 (28.6%)	**61 (100%)**		
Above 15	47 (19.6%)	111 (46.4%)	82 (34.1%)	**240 (100%)**		
Total	**127 (26.2%)**	**180 (36.9%)**	**179 (36.9%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The Table shows the results of Chi-square Test assessing the significant association of level of public service motivation among the members of LGIs according to their political experience. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. It is clear from the Table 6.11 that in case of members with no political experience, 29.4 per cent of them shows low level of public service motivation, 41.2 per cent of them shows moderate level and 29.4 per cent of them shows high level of public service motivation. Among members with 1 to 5 years political experience, 28.3 per cent of them shows low level of public service motivation, 22.6 per cent of them shows moderate level and 49.1 per cent of them shows high level of public service motivation. Among members with 6 to 10 years political experience, 27.8 per cent of them shows low level of public service motivation, 30.6 per cent of them shows moderate level and 41.7 per cent of them shows high level of public service motivation. In case of members with 11 to 15 years

political experience, 45.7 per cent of them shows low level of public service motivation, 25.7 per cent of them shows moderate level and 28.6 per cent of them shows high level of public service motivation. Among members with above 15 years political experience, 19.6 per cent of them shows low level of public service motivation, 46.4 per cent of them shows moderate level and 34.1 per cent of them shows high level of public service motivation. Based on the high level of public service motivation, it could be concluded that, members with 1 to 5 years political experience (49.1%) shows more motivation for public service as compared to the members with other different political experiences. Hence, it is concluded that, in the case of level of public service motivation, there is significant political experience wise association among the members of LGIs.

e) Level of Public Service Motivation According to Members of Type of Local Government Institutions

Testing of the Null Hypothesis $H0^{45}$

$H0^{45}$: In the case of level of motivation for public service, there is no significant association among members of Grama Panchayath, Municipality and Corporation.

Table 6.12 explains the significant association in the level of public service motivation among the members of LGIs according to their local government institutions.

Table 6.12

Level of Public Service Motivation According to Members of Different Type of Local Government Institutions

Type of LGI	Level of public service motivation			Total	Chi-square Value	P value
	Low	Moderate	High			
Grama Panchayath	103 (26.5%)	136 (35%)	150 (38.6%)	**389 (100%)**	23.215	0.101
Municipality	16 (24.3%)	23 (35.1%)	25 (40.5%)	**64 (100%)**		
Corporation	9 (26.3%)	21 (63.2%)	3 (10.5%)	**33 (100%)**		
Total	**128 (26.2%)**	**180 (36.9%)**	**178 (36.9%)**	**486 (100%)**		

Source: Primary Data
***** Significant at 1% level***
**** Significant at 5% level***

Table 6.12 reveals the results of Chi-square Test presenting the significant association of level of public service motivation among the members according to their local government institution. Since the P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, in the case of level of public service motivation, there is no significant association among members of grama panchayath, municipality and corporation.

Part C

6.6. Analysis of the Level of Work Satisfaction of the Members of LGIs

This section explains the various level of work satisfaction of the members of LGIs and the association in the level of work satisfaction according to the socio-demographic profile.

6.6.1. Level of Work Satisfaction

Testing of the Null Hypothesis $H0^{46}$

$H0^{46}$: The members of LGIs do not differ significantly in the case of level of work satisfaction.

The different level of work satisfaction of the members of LGIs is shown in table 6.13.

Table 6.13

Level of Work Satisfaction

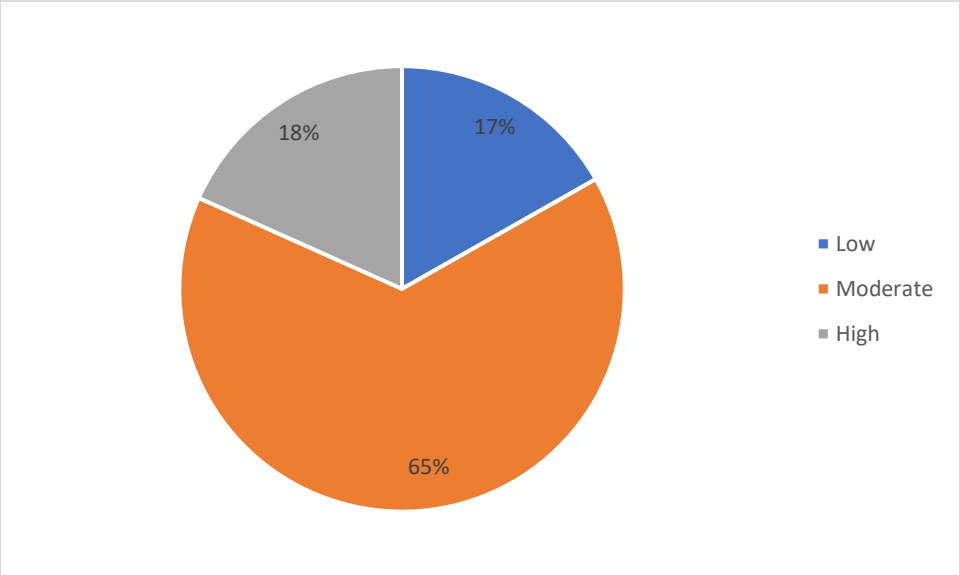
Level	Low	Moderate	High	Total	Chi-Square value	P value
Work Satisfaction	82 (16.8%)	315 (64.9%)	89 (18.3%)	486 (100%)	374.968	**0.001****

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

From the Table 6.13, it can be observed that 16.8 per cent of the members show low level of work satisfaction, 64.9 per cent of them shows moderate level and 18.3 per cent of them shows high level of work satisfaction. Therefore, it can be inferred that majority of the members of LGIs shows moderate level of work satisfaction. The Table indicates the results of Chi-square Test assessing the significant difference among the level of work satisfaction. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, the members of LGIs differ significantly in the case of level of work satisfaction. The diagrammatic representation of the same is given in Figure 6.6.

Figure 6.6

Level of Work Satisfaction



6.6.2. Level of Work Satisfaction According to Socio-Demographic Profile of the Members

This section of the chapter discusses the level of work satisfaction according to socio-demographic profile of the members of LGIs. The results of analysis are as follows.

a) Level of Work Satisfaction According to Gender

Testing of the Null Hypothesis $H0^{47}$

$H0^{47}$: The members of LGIs do not associate significantly in the case of level of work satisfaction according to their gender.

The result of Chi-square Test assessing the significant association in the level of work satisfaction among the members of LGIs according to their gender is presented below.

Table 6.14

Level of Work Satisfaction According to Gender

Gender	Level of Work Satisfaction			Total	Chi-square Value	P value
	Low	Moderate	High			
Male	49 (17.2%)	179 (63.2%)	56 (100%)	**284 (100%)**	1.768	0.413
Female	33 (16.4%)	136 (67.2%)	33 (16.4%)	**202 (100%)**		
Total	**82 (16.8%)**	**315 (64.9%)**	**89 (18.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 6.14 indicates the results of Chi-square Test assessing the significant association of level of work satisfaction of the members of LGIs according to their gender. Since the P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, the members of LGIs do not associate significantly in the case of level of work satisfaction according to gender.

b) Level of Work Satisfaction According to Age Group

Testing of the Null Hypothesis $H0^{48}$

$H0^{48}$: The members of LGIs do not associate significantly in the case of level of work satisfaction according to their age group.

In order to analyse the significant association in the level of work satisfaction of the members of LGIs according to their age groups, Chi-square Test was used (table 6.15).

Table 6.15

Level of Work Satisfaction According to Age Group

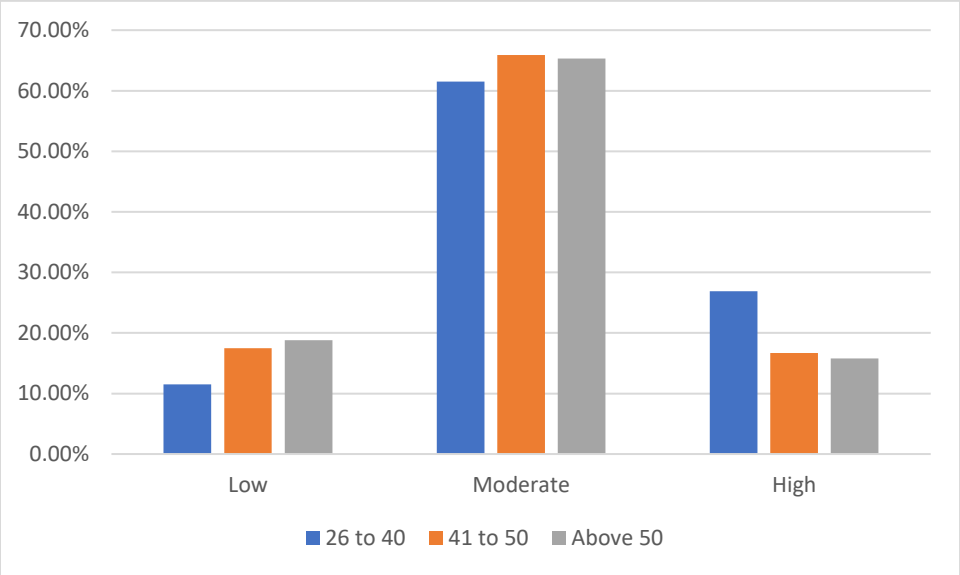
Age Group	Level of Work satisfaction			Total	Chi-square Value	P value
	Low	Moderate	High			
26 to 40	10 (11.5%)	56 (61.5%)	24 (26.9%)	**90 (100%)**	11.624	**0.020***
41 to 50	38 (17.5%)	144 (65.9%)	37 (16.7%)	**219 (100%)**		
Above 50	33 (18.8%)	116 (65.3%)	28 (15.8%)	**177 (100%)**		
Total	**81 (16.8%)**	**316 (64.9%)**	**89 (18.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

For testing the significant association in the level of work satisfaction according to the age group of the members of LGIs was conducted by applying Chi-square Test. Since the P value is less than 0.05, the null hypothesis is rejected at 5% level of significance. In case of members between age group of 26 to 40, 11.5 per cent of the members show low level of work satisfaction, 61.5 per cent of them shows moderate level and 26.9 per cent of them shows high level of work satisfaction. Among the members of 41 - 50 age groups, 17.5 per cent of the members show low level of work satisfaction, 65.9 per cent of them shows moderate level and 32.5 per cent of them shows high level of work satisfaction. Among members of 50 Years and above age group, 18.8 per cent of the members show low level of work satisfaction, 65.3 per cent of them shows moderate level and 15.8 per cent of them shows high level of work satisfaction. Based on the high level of work satisfaction, it could be concluded that, members in the age group of 26 to 40 (26.9%) shows more satisfaction in work as compared to the members in the age group of 41 to 50 (16.7%) and age group of above 50 (15.8%). Hence, it is concluded that, the members of LGIs associate significantly in the case of level of work satisfaction according to age group. It can be shown diagrammatically in the in Figure 6.7.

Figure 6.7

Level of Work Satisfaction According to Age Group



c) Level of Work Satisfaction According to Educational Qualification

Testing of the Null Hypothesis $H0^{49}$

$H0^{49}$: The members of LGIs do not associate significantly in the case of level of work satisfaction according to their educational qualification.

The level of work satisfaction of the members of LGIs according to their educational qualification has been analysed. For this purpose, Chi-square Test was employed. The result of analysis was shown in table 6.16.

Table 6.16

Level of Work Satisfaction According to Educational Qualification

Educational Qualification	Level of Work satisfaction			Total	Chi-square Value	P value
	Low	Moderate	High			
SSLC	38 (20%)	122 (63.6%)	31 (16.4%)	**191 (100%)**		
Plus Two	10 (7.8%)	89 (66.2%)	35 (26%)	**134 (100%)**		
Degree	24 (24.6%)	63 (61.4%)	14 (14%)	**101 (100%)**		
P G	5 (21.4%)	16 (64.3%)	3 (14.3%)	**24 (100%)**	38.192	**0.001****
Diploma	3 (16.7%)	14 (66.7%)	3 (16.7%)	**20 (100%)**		
Others	0 (0%)	14 (88.9%)	2 (11.1%)	**16 (100%)**		
Total	**80 (16.8%)**	**318 (64.9%)**	**88 (18.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Chi-square test was applied to study whether there is any significance association in the level of work satisfaction of the members of LGIs according to their educational qualification. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of members with educational qualification of SSLC, 20 per cent of the members show low level of work satisfaction, 63.6 per cent of them shows moderate level and 16.4 per cent of them shows high level of work satisfaction. Among plus two qualified members, 7.8 per cent of the members shows low level of work satisfaction, 66.2 per cent of them shows moderate level and 26 per cent of them shows high level of work satisfaction. Among members with degree qualification, 24.6 per cent of the members show low level of work satisfaction, 61.4 per cent of them shows moderate level and 14 per cent of them shows high level of

work satisfaction. Among PG qualified members, 21.4 per cent of the members show low level of work satisfaction, 64.3 per cent of them shows moderate level and 14.3 per cent of them shows high level of work satisfaction. In case of diploma qualified members, 16.7 per cent of the members show low level of work satisfaction, 66.7 per cent of them shows moderate level and 16.7 per cent of them shows high level of work satisfaction. Among members with other qualifications, 88.9 per cent of the members show moderate level of work satisfaction and 11.1 per cent shows high level of work satisfaction. Based on the high level of work satisfaction, it could be concluded that, members with plus two qualifications (26%) shows more satisfaction in work as compared to the members with other different educational qualifications. Hence, it is concluded that, the members of LGIs associate significantly in the case of level of work satisfaction according to educational qualification.

d) Level of Work Satisfaction According to Political Experience

Testing of the Null Hypothesis $H0^{50}$

$H0^{50}$: The members of LGIs do not associate significantly in the case of level of work satisfaction according to their political experience.

The result of Chi-square Test assessing the significant association in the level of work satisfaction of the members of LGIs according to their experience in the field of politics is presented below.

Table 6.17

Level of Work Satisfaction According to Political Experience

Political experience	Level of work satisfaction			Total	Chi-square Value	P value
	Low	Moderate	High			
Nil	3 (11.8%)	21 (70.6%)	5 (17.6%)	**29 (100%)**	12.390	0.135
1 to 5	16 (17%)	54 (58.5%)	23 (24.5%)	**93 (100%)**		
6 to 10	12 (19.4%)	38 (61.1%)	12 (19.4%)	**62 (100%)**		
11 to 15	14 (22.9%)	42 (65.7%)	7 (11.4%)	**63 (100%)**		
Above 15	21 (15.2%)	94 (67.4%)	24 (17.4%)	**139 (100%)**		
Total	**66 (16.8%)**	**249 (64.9%)**	**71 (18.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 6.17 shows the results of Chi-square Test assessing the significant association of level of work satisfaction of the members of LGIs according to their political experience. Since the P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, the members of LGIs do not associate significantly in the case of level of work satisfaction according to political experience.

e) Level of Work Satisfaction of Members According Different Type of Local Government Institutions

Testing of the Null Hypothesis $H0^{51}$

$H0^{51}$: The members of LGIs do not associate significantly in the case of level of work satisfaction according to grama panchayath, municipality and corporation.

Table 6.18 explains the significant association in the level of work satisfaction of the members of LGIs according to their local government institution.

Table 6.18

Level of Work Satisfaction of Members According to Different type of Local Government Institutions

Type of LGI	Level of Work Satisfaction			Total	Chi-square Value	P value
	Low	Moderate	High			
Grama Panchayath	64 (16.6%)	244 (62.8%)	80 (20.6%)	**388 (100%)**	17.039	**0.002****
Municipality	9 (13.5%)	49 (75.7%)	6 (10.8%)	**64 (100%)**		
Corporation	9 (26.3%)	23 (68.4%)	2 (5.3%)	**34 (100%)**		
Total	**82 (16.8%)**	**316 (64.9%)**	**88 (18.3%)**	**486 (100%)**		

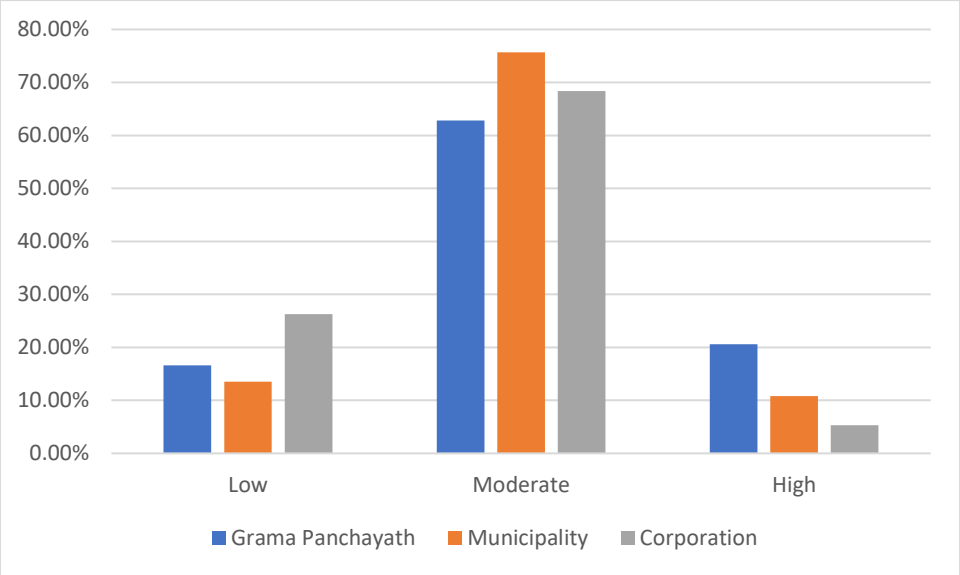
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 6.18 reveals the results of Chi-square Test presenting the significant association of the level of work satisfaction among the members according to their local government institution. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In the case of members in grama panchayat, 16.6 per cent of the members show low level of work satisfaction, 62.8 per cent of them shows moderate level and 20.6 per cent of them shows high level of work satisfaction. Among members in municipality, 13.5 per cent of the members show low level of work satisfaction, 75.7 per cent of them shows moderate level and 10.8 per cent of them shows high level of work satisfaction. Among members in corporation, 26.3 per cent of the members show low level of work satisfaction, 68.4 per cent of them shows moderate level and 5.3 per cent of them shows high level of work satisfaction. Based on the high level of work satisfaction, it could be concluded that, members in grama panchayats (20.6%) shows more satisfaction in work as compared to the members in

municipalities (10.8%) and corporations (5.3%). Hence, it is concluded that, the members of LGIs associate significantly in the case of level of work satisfaction according to grama panchayath, municipality and corporation. This can be diagrammatically shown in the Figure 6.8.

Figure 6.8

Level of Work Satisfaction According to Members of Different Type of Local Government Institutions



Part D

6.7. Analysis of the Level of Social Support Received by the LIG Members

This section explains the various level of social support received by the members of LGIs and the association in the level of social support according to the socio-demographic profile. The results of analysis are as follows.

6.7.1. Level of Social Support

Testing of the Null Hypothesis $H0^{52}$

$H0^{52}$: There is no significant difference among the members of local government institutions in respect of the level of social support.

The different level of social support received by the members of LGIs is shown in table 6.19.

Table 6.19

Level of Social Support

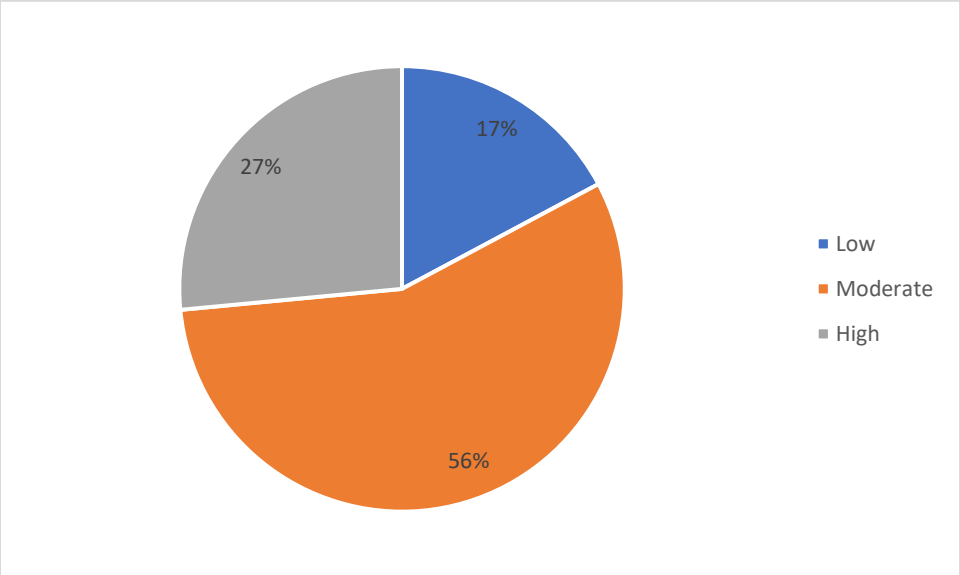
Level	Low	Moderate	High	Total	Chi-Square value	P value
Social Support	84 (17.2%)	273 (56.3%)	129 (26.5%)	486 (100%)	209.097	**0.001****

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 6.18 reveals the results of Chi-square Test presenting the significant association of the level of work satisfaction among the members according to their local government institution. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. From the above table, it can be observed that 17.2 percent of the members gets low level of social support, 56.3 percent of them gets moderate level and 26.5 percent of them gets high level of social support. Therefore, it can be inferred that majority of the members of LGIs have moderate level of social support. Hence, it can be concluded that, there is significant difference among the members of LGIs in respect of the level of social support. The diagrammatic representation of the same is given in Figure 6.9.

Figure 6.9

Level of Social Support



6.7.2. Level of Social Support According to Socio-Demographic Profile of the Members

This section of the chapter discusses the level of social support according to the socio-demographic profile of the members of LGIs. The results of analysis are as follows.

a) Level of Social Support According to Gender

Testing of the Null Hypothesis $H0^{53}$

$H0^{53}$: In the case of level of social support, there is no significant gender wise association among the members of local government institutions.

The result of Chi-square Test assessing the significant association in the level of social support among the members of LGIs according to their gender is presented below.

Table 6.20

Level of Social Support According to Gender

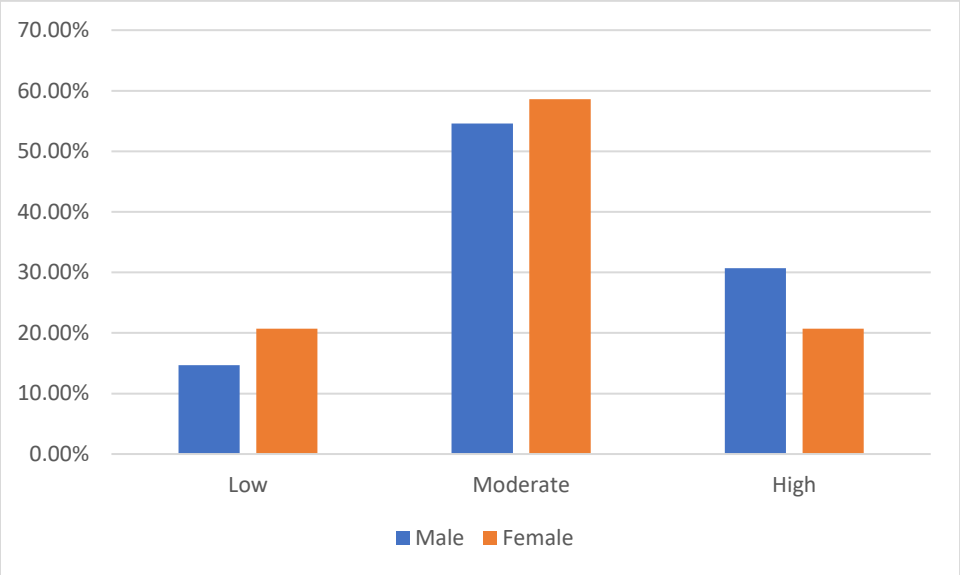
Gender	Level of social support			Total	Chi-square Value	P value
	Low	Moderate	High			
Male	42 (14.7%)	155 (54.6%)	87 (30.7%)	**248 (100%)**	12.432	**0.002****
Female	42 (20.7%)	118 (58.6%)	42 (20.7%)	**202 (100%)**		
Total	**84 (17.2%)**	**273 (56.3%)**	**129 (26.5%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The Table 6.20 indicates the results of Chi-square Test assessing the significant association of level of social support received by the members of LGIs according to their gender. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of male members, 14.7 per cent of the members gets low level of social support, 54.6 per cent of them gets moderate level and 30.7 per cent of them gets high level of social support. Among female members, 20.7 per cent of the members gets low level of social support, 56.3 per cent of them gets moderate level and 26.5 per cent of them gets high level of social support. Based on the high level of social support, it could be concluded that, male members (30.7%) gets more social support as compared to the female members (20.7%). Hence, it is concluded that, in the case of level of social support, there is significant gender wise association among the members of LGIs. It can be shown diagrammatically in the Fig. 6.10.

Figure 6.10

Level of Social Support According to Gender



b) Level of Social Support According to Age Group

Testing of the Null Hypothesis $H0^{54}$

$H0^{54}$: In the case of level of social support, there is no significant age group wise association among the members of local government institutions.

In order to analyse the significant association in the level of social support among the members of LGIs according to their age groups, Chi-square Test was used (table 6.21).

Table 6.21

Level of Social Support According to Age Group

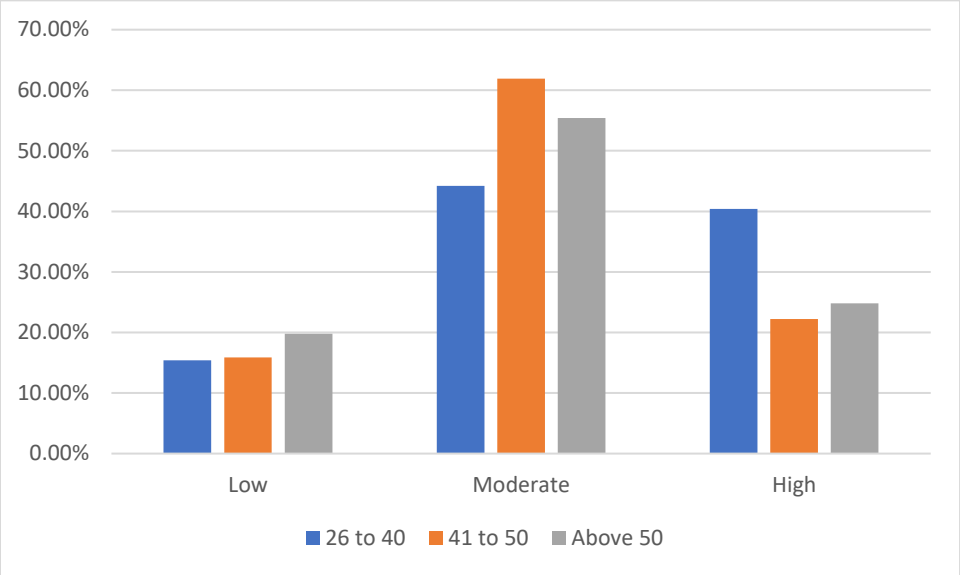
Age Group	Level of Social support			Total	Chi-square Value	P value
	Low	Moderate	High			
26 to 40	14 (15.4%)	40 (44.2%)	36 (40.4%)	**90 (100%)**	22.361	**0.001****
41 to 50	36 (15.9%)	136 (61.9%)	49 (22.2%)	**221 (100%)**		
Above 50	36 (19.8%)	96 (55.4%)	43 (24.8%)	**175 (100%)**		
Total	**86 (17.2%)**	**272 (56.3%)**	**128 (26.5%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The analysis for testing the significant association in the level of social support according to the age group of the members of LGIs was conducted by applying Chi-square Test. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of members between age group of 26 to 40, 15.4 per cent of the members get low level of social support, 44.2 per cent of them get moderate level and 40.4 per cent of them gets high level of social support. Among 41 to 50 age group, 15.9 per cent of the members get low level of social support, 61.9 per cent of them get moderate level and 22.2 per cent of them gets high level of social support. Among above 50 age group, 19.8 per cent of the members get low level of social support, 55.4 per cent of them gets moderate level and 24.8 per cent of them gets high level of social support. Based on the high level of social support, it could be concluded that, members in the age group of 26 to 40 (40.4%) gets more social support as compared to the members in the age group of 41 to 50 (22.2%) and above 50 (24.8%). Hence, it is concluded that, in the case of level of social support, there is significant age group wise association among the members of LGIs. This can be diagrammatically shown in Figure. 6.11.

Figure 6.11

Level of Social Support According to Age Group



c) Level of Social Support According to Educational Qualification

Testing of the Null Hypothesis $H0^{55}$

$H0^{55}$: In the case of social support, there is no significant educational qualification wise association among the members of local government institutions.

The level of social support among the members of LGIs according to their educational qualification has been analysed. For this purpose, Chi-square test was employed. The result of analysis is shown in table 6.22.

Table 6.22

Level of Social Support According to Educational Qualification

Educational qualification	Level of Social support			Total	Chi-square Value	P value
	Low	Moderate	High			
SSLC	40 (20.9%)	99 (51.8%)	52 (27.3%)	**191 (100%)**		
Plus Two	19 (14.3%)	71 (53.2%)	44 (32.5%)	**134 (100%)**		
Degree	15 (14%)	65 (64.9%)	21 (21.1%)	**101 (100%)**		
P G	5 (21.4%)	12 (50%)	7 (28.6%)	**24 (100%)**	27.368	0.102
Diploma	3 (16.7%)	12 (58.3%)	5 (25%)	**20 (100%)**		
Others	2 (11.1%)	14 (88.9%)	0 (0%)	**16 (100%)**		
Total	**84 (17.2%)**	**273 (56.3%)**	**129 (26.5%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Chi-square test was conducted to study whether there is any significance association in the level of social support among the members of LGIs according to their educational qualification. Since P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, in the case of social support, there is no significant educational qualification wise association among the members of local government institutions.

d) Level of Social Support According to Political Experience

Testing of the Null Hypothesis $H0^{56}$

$H0^{56}$: In the case of level of social support, there is no significant political experience wise association among the members of local government institutions.

The result of Chi-square Test assessing the significant association in the level of social support among the members of LGIs according to their experience in the field of politics is presented below.

Table 6.23

Level of Social Support According to Political Experience

Political experience	Level of social support			Total	Chi-square Value	P value
	Low	Moderate	High			
Nil	3 (11.8%)	16 (52.9%)	10 (35.3%)	**29 (100%)**	14.004	0.082
1 to 5	17 (18.9%)	45 (49.1%)	30 (32.1%)	**92 (100%)**		
6 to 10	9 (13.9%)	35 (55.6%)	19 (30.6%)	**63 (100%)**		
11 to 15	14 (22.9%)	31 (51.4%)	17 (25.7%)	**62 (100%)**		
Above 15	40 (16.7%)	146 (60.9%)	54 (22.5%)	**240 (100%)**		
Total	**83 (17.2%)**	**273 (56.3%)**	**130 (26.5%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 6.23 shows the results of Chi-square Test assessing the significant association of the level of social support among the members of LGIs according to their political experience. Since P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, in the case of level of

social support, there is no significant political experience wise association among the members of local government institutions.

e) Level of Social Support According to the Members of Different Type of Local Government Institutions

Testing of the Null Hypothesis $H0^{57}$

$H0^{57}$: In the case of level of social support, there is no significant association among the members of grama panchayath, municipality and corporation.

Table 6.24 explains the significant association in the level of social support among the members of LGIs according to their local government institutions.

Table 6.24

Level of Social Support According to Members of Different Type of Local Government Institutions

Type of LGI	Level of Social Support			Total	Chi-square Value	P value
	Low	Moderate	High			
Grama Panchayath	64 (16.6%)	213 (54.7%)	111 (28.7%)	**388 (100%)**	20.436	**0.001****
Municipality	9 (13.5%)	40 (62.2%)	16 (24.3%)	**65 (100%)**		
Corporation	10 (31.6%)	21 (63.2%)	2 (5.3%)	**33 (100%)**		
Total	**83 (17.2%)**	**274 (56.3%)**	**129 (26.5%)**	**486 (100%)**		

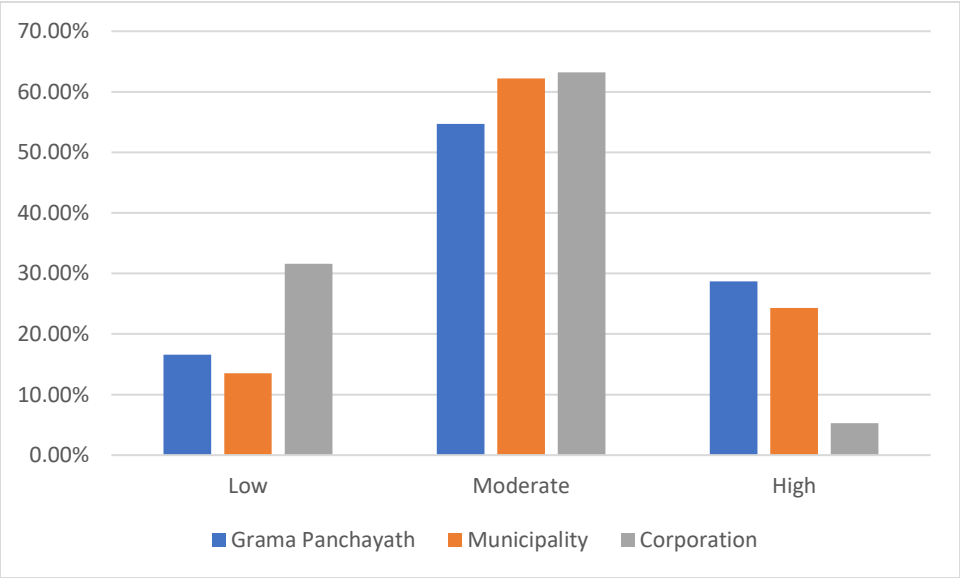
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 6.24 reveals the results of Chi-square Test presenting the significant association of the level of social support among the members according to their local government institution. Since P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of members in grama panchayat, 16.6 per cent of them gets low level of social support, 54.7 per cent of them gets moderate level and

28.7 per cent of them gets high level of social support. Among members in municipality, 13.5 per cent of them gets low level of social support, 62.2 per cent of them gets moderate level and 24.3 per cent of them gets high level social support. Among members in corporation, 31.6 per cent of them gets low level of social support, 63.2 per cent of them gets moderate level and 5.3 per cent of them gets high level social support. Based on the high level of social support, it could be concluded that, members in grama panchayat (28.7%) receives more support as compared to the members of municipality (24.3%) and corporation (5.3%). Hence, it is concluded that, in the case of level of social support, there is significant association among the members of grama panchayath, municipality and corporation. This can be represented in the Figure 6.12.

Figure 6.12

Level of Social Support According to Members of Different Type of Local Government Institutions



Part E

6.8. Analysis of the Level of Work Burnout among the Members of LGIs

This section presents the various level of work burnout experienced by the members of LGIs and the association in the level of work burnout according to the socio-demographic profile. The results of analysis are as follows.

6.8.1. Level of Work Burnout

Testing of the Null Hypothesis $H0^{58}$

$H0^{58}$: The members of LGIs do not differ significantly in the case of level of work burnout.

The different level of work burnout among the members of LGIs is given in the table 6.25.

Table 6.25

Level of Work Burnout

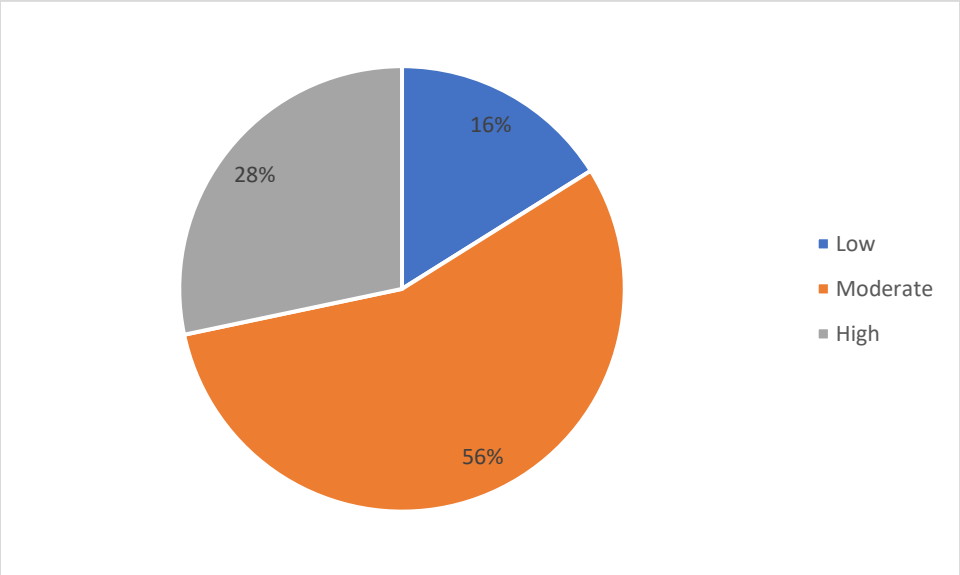
Level	Low	Moderate	High	Total	Chi-Square value	P value
Work Burnout	78 (16.1%)	270 (55.6%)	138 (28.3%)	486 (100%)	204.645	**0.00****

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

From the above table, it can be observed that 16.1 per cent of the members feel low level of work burnout, 55.6 per cent of them feel moderate level and 28.3 per cent of them feels high level of work burnout. Therefore, it can be inferred that the majority of the members feels moderate level of work burnout. Table 6.25 indicates the results of Chi-square Test assessing the significant difference among the level of work burnout. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, the members of LGIs differ significantly in the case of level of work burnout. This is diagrammatically represented in Figure 6.13.

Figure 6.13

Level of Work Burnout



6.8.2. Level of Work Burnout According to Socio-Demographic Profile of the Members

This section of the chapter discusses the various level of work burnout according to the socio-demographic profile of the members of LGIs. The results of analysis are as follows.

a) Level of Work Burnout According to Gender

Testing of the Null Hypothesis $H0^{59}$

$H0^{59}$: The members of LGIs do not associate significantly in the case of level of work burnout according to their gender.

The result of Chi-square Test assessing the significant association in the level of work burnout among the members of LGIs according to their gender is presented below.

Table 6.26

Level of Work Burnout According to Gender

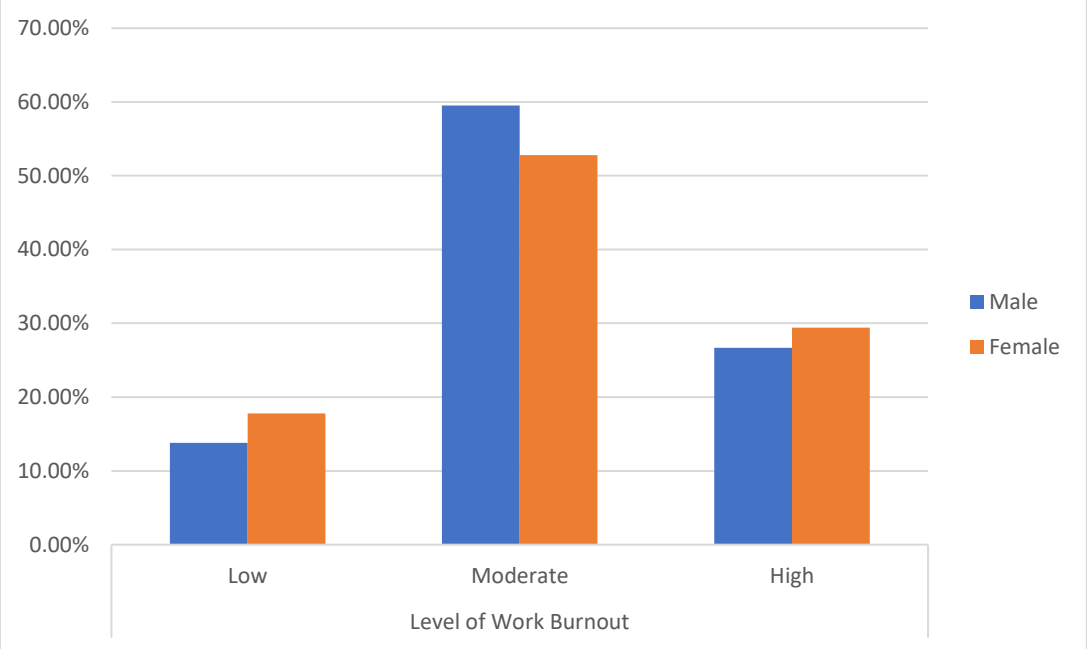
Gender	Level of Work Burnout			Total	Chi-square Value	P value
	Low	Moderate	High			
Male	28 (13.8%)	120 (59.5%)	55 (26.7%)	**203 (100%)**	4.201	0.022*
Female	50 (17.8%)	150 (52.8%)	85 (29.4%)	**285 (100%)**		
Total	**78 (16.1%)**	**270 (55.6%)**	**140 (28.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The above table shows the results of Chi-square Test assessing the significant association of the level of work burnout among the members of LGIs according to their gender. Since P value is less than 0.05, the null hypothesis is rejected at 5% level of significance. In case of male members, 13.8 per cent of them feel low level of work burnout, 59.5 per cent of them feel moderate level and 29.4 per cent of them feels high level of work burnout. Among female members, 17.8 per cent of them feel low level of work burnout, 52.8 per cent of them feel moderate level and 26.7 per cent of them feels high level of work burnout. Based on the high level of work burnout, it could be concluded that, female members (29.4%) feels more burnout related to work as compared to that of male members (26.7%). Hence, it is concluded that, the members of LGIs associate significantly in the case of level of work burnout according to gender. The diagrammatic representation of the same is given in Fig. 6.14.

Figure 6.14

Level of Work Burnout According to Gender



b) Level of Work Burnout According to Age Groups

Testing of the Null Hypothesis $H0^{60}$

$H5^{60}$: The members of LGIs do not associate significantly in the case of level of work burnout according to their age group.

In order to analyse the significant association in the level of work burnout among the members of LGIs according to their age groups, Chi-square Test was used (table 6.27).

Table 6.27

Level of Work Burnout According to Age Group

Age Group	Level of Work burnout			Total	Chi-square Value	P value
	Low	Moderate	High			
26 to 40	17 (19.2%)	44 (48.1%)	30 (32.7%)	**91 (100%)**	5.036	0.284
41 to 50	33 (15.1%)	124 (56.3%)	63 (28.6%)	**220 (100%)**		
Above 50	28 (15.8%)	103 (58.4%)	45 (25.7%)	**58 (100%)**		
Total	**78 (16.1%)**	**271 (55.6%)**	**138 (28.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Analysis for testing the significant association of the level of work burnout according to the age group of the members of LGIs was conducted by applying Chi-square Test. Since P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, the members of LGIs do not associate significantly in the case of level of work burnout according to age group.

c) Level of Work Burnout According to Educational Qualification

Testing of the Null Hypothesis $H0^{61}$

$H0^{61}$: The members of LGIs do not associate significantly in the case of level of work burnout according to their educational qualification.

The level of work burnout among the members of LGIs according to their educational qualification has been analysed. For this purpose, Chi-square Test was employed. The result of analysis was shown in table 6.28.

Table 6.28

Level of Work Burnout According to Educational Qualification

Educational qualification	Level of Work burnout			Total	Chi-square Value	P value
	Low	Moderate	High			
SSLC	33 (17.3%)	105 (54.5%)	54 (28.2%)	**192 (100%)**	22.464	0.113
Plus Two	24 (18.2%)	74 (54.5%)	37 (27.3%)	**135 (100%)**		
Degree	10 (10.5%)	59 (59.6%)	30 (29.8%)	**99 (100%)**		
P G	7 (28.6%)	10 (42.9%)	7 (28.6%)	**24 (100%)**		
Diploma	0 (0%)	12 (58.3%)	9 (41.7%)	**21 (100%)**		
Others	3 (22.2%)	10 (66.7%)	2 (11.1%)	**15 (100%)**		
Total	**77 (16.1%)**	**270 (55.6%)**	**139 (28.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Chi-square test was conducted to study whether there is any significance association in the level of stress management techniques adopted by the members of LGIs according to their educational qualification. Since P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is clear that, the members of LGIs do not associate significantly in the case of level of work burnout according to educational qualification.

d) Level of Work Burnout According to Political Experience

Testing of the Null Hypothesis $H0^{62}$

$H0^{62}$: The members of LGIs do not associate significantly in the case of level of work burnout according to their political experience.

The result of Chi-square Test assessing the significant association in the level of work burnout among the members of LGIs according to their experience in the field of politics is presented below.

Table 6.29

Level of Work Burnout According to Political Experience

Political Experience	Level of work burnout			Total	Chi-square Value	P value
	Low	Moderate	High			
Nil	9 (29.4%)	16 (52.9%)	5 (17.6%)	**30 (100%)**	25.366	**0.001****
1 to 5	19 (20.8%)	42 (45.3%)	32 (35%)	**93 (100%)**		
6 to 10	12 (19.4%)	31 (50%)	19 (30.6%)	**62 (100%)**		
11 to 15	6 (11.4%)	33 (54.3%)	12 (34%)	**51 (100%)**		
Above 15	31 (13%)	148 (61.6%)	61 (25.4%)	**240 (100%)**		
Total	**77 (16.1%)**	**270 (55.6%)**	**128 (28.3%)**	**476 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 6.29 shows the results of Chi-square Test assessing the significant association of the level of work burnout among the members of LGIs according to their political experience. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of members with no political experience, 29.4 per cent of them feels low level of work burnout, 52.9 per cent of them feels moderate level and 17.6 per cent of them feels high level of work burnout. Among members having 1 to 5 years political experience, 20.8 per cent of them feels low level of work burnout, 45.3 per cent of them feels moderate level and 34 per cent of them feels high level of work burnout. Among members having 6 to 10 years political experience, 19.4 per cent of them feels low level of work burnout, 50 per cent of them

feels moderate level and 30.6 per cent of them feels high level of work burnout. In case of members having 11 to 15 years political experience, 11.4 per cent of them feels low level of work burnout, 54.3 per cent of them feels moderate level and 34.3 per cent of them feels high level of work burnout. Among members with above 15 years political experience, 13 per cent of them feels low level of work burnout, 61.6 per cent of them feels moderate level and 25.4 per cent of them feels high level of work burnout. Based on the high level of work burnout, it could be concluded that, members with 1 to 5 years of political experience (35%) feels more burnout related to work as compared to the members with other different political experiences. Hence, it is concluded that, the members of LGIs associate significantly in the case of level of work burnout according to political experience.

e) Level of Work Burnout According to Members of Different Type of Local Government Institutions

Testing of the Null Hypothesis $H0^{63}$

$H0^{63}$: The members of LGIs do not associate significantly in the case of level of work burnout according to grama panchayath, municipality and corporation.

Table 6.30 explains the significant association in the level of work burnout among the members of LGIs according to their local government institution.

Table 6.30

Level of Work Burnout According to Members of Type of Local Government Institutions

Type of LGI	Level of Work Burnout			Total	Chi-square Value	P value
	Low	Moderate	High			
Grama Panchayath	66 (17%)	204 (52.9%)	117 (30%)	**387 (100%)**	11.498	0.122
Municipality	9 (13.5%)	42 (72.2%)	16 (24.3%)	**67 (100%)**		
Corporation	3 (10.5%)	24 (63.7%)	5 (15.8%)	**32 (100%)**		
Total	**78 (16.1%)**	**270 (55.6%)**	**138 (28.3%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 6.30 reveals the results of Chi-square Test presenting the significant association of the level of work burnout among the members according to their local government institution. Since P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, the members of LGIs do not associate significantly in the case of level of work burnout according to grama panchayath, municipality and corporation.

Part F

6.9. Analysis of Level of Emotional Intelligence of the Members of LGIs

This section explains the various level of emotional intelligence among the members of LGIs and the association in the level of emotional intelligence according to the socio-demographic profile. The results of analysis are as follows.

6.9.1. Level of Emotional Intelligence

Testing of the Null Hypothesis $H0^{64}$

$H0^{64}$: There is no significant difference among the members of the local government institution in respect of the level of emotional intelligence.

The different level of emotional intelligence of the members of LGIs is shown in table 6.31.

Table 6.31

Level of Emotional Intelligence

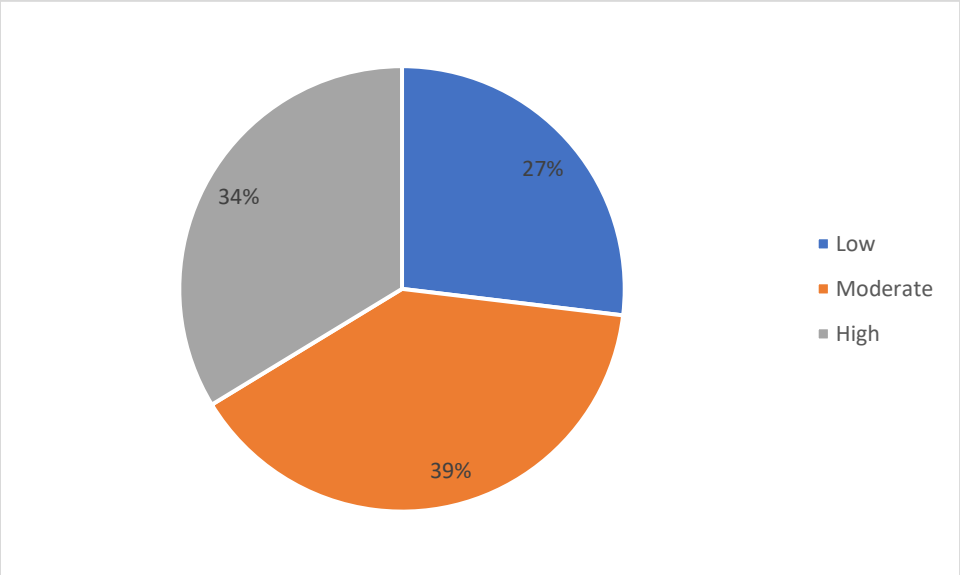
Level	Low	Moderate	High	Total	Chi-Square value	P value
Emotional Intelligence	131 (26.9%)	191 (39.4%)	164 (33.7%)	486 (100%)	19.806	**0.00****

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

From the above table, it can be observed that 26.9 per cent of the members shows low level of emotional intelligence, 39.4 per cent of them shows moderate level and 33.7 per cent shows high level of emotional intelligence. Therefore, it can be inferred that majority of the members shows moderate level of emotional intelligence. Table 6.31 indicates the results of Chi-square Test assessing the significant difference among the level of emotional intelligence. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, there is significant difference among the members of the local government institution in respect of the level of emotional intelligence. The diagrammatic representation of the same is given in Fig. 6.15.

Figure 6.15

Level of Emotional Intelligence



6.9.2. Level of Emotional Intelligence According to the Socio-Demographic Profile of the Members

This section of the chapter discusses the level of emotional intelligence according to the socio-demographic profile of the members of LGIs. The results of analysis are as follows.

a) Level of Emotional intelligence According to Gender

Testing of the Null Hypothesis $H0^{65}$

$H0^{65}$: In the case of emotional intelligence, there is no significant gender wise association among the members of local government institutions.

The result of Chi-square Test assessing the significant association in the level of emotional intelligence among the members of LGIs according to their gender is presented below.

Table 6.32

Level of Emotional intelligence According to Gender

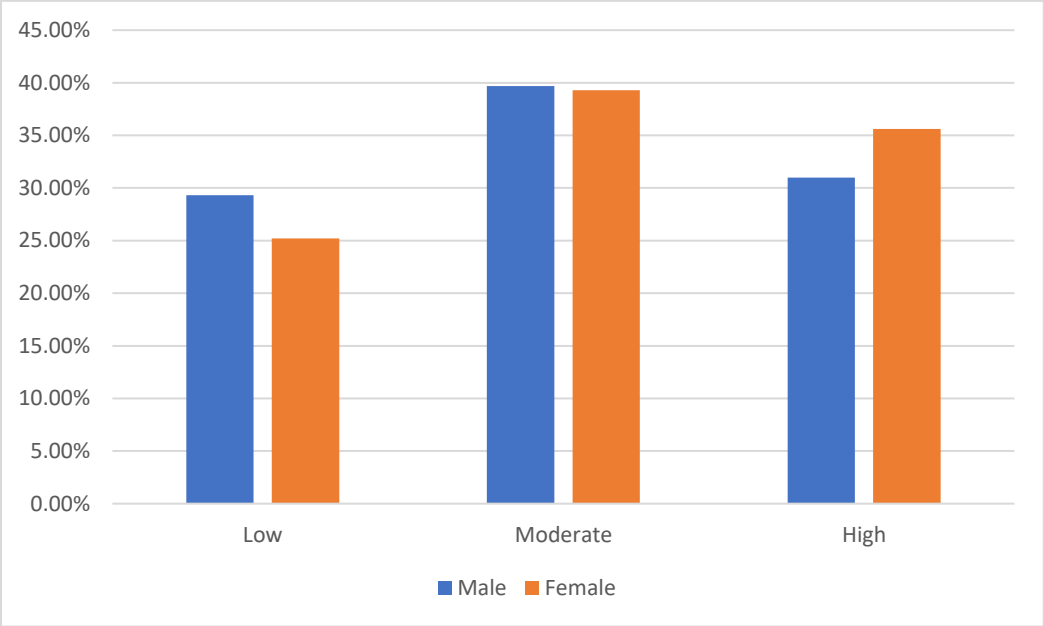
Gender	Level of Emotional Intelligence			Total	Chi-square Value	P value
	Low	Moderate	High			
Male	59 (29.3%)	80 (39.7%)	63 (31%)	**202 (100%)**	2.563	**0.008****
Female	72 (25.2%)	111 (39.3%)	101 (35.6%)	**284 (100%)**		
Total	**131 (26.9%)**	**191 (39.4%)**	**164 (33.7%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 6.32 indicates the results of Chi-square Test assessing the significant association of level of emotional intelligence among the members of LGIs according to their gender. Since P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of male members, 29.3 per cent of them shows low level of emotional intelligence, 39.7 per cent of them shows moderate level and 31 per cent of them shows high level of emotional intelligence. Among female members, 25.2 per cent of them shows low level of emotional intelligence, 39.3 per cent of them shows moderate level and 35.6 per cent of them shows high level of emotional intelligence. Based on the high level of emotional intelligence, it could be concluded that, female members (35.6%) shows more emotional intelligence as compared to that of male members (31%). Hence, it is concluded that, the members of LGIs associate significantly in the case of level of emotional intelligence according to gender. It can be shown diagrammatically in the Figure 6.16.

Figure 6.16

Level of Emotional intelligence According to Gender



b) Level of Emotional intelligence According to Age Group

Testing of the Null Hypothesis $H0^{66}$

$H0^{66}$: In the case of emotional intelligence, there is no significant age group wise association among the members of local government institutions.

In order to analyse the significant association in the level of emotional intelligence among the members of LGIs according to their age groups, Chi-square Test was used (table 6.33).

Table 6.33

Level of Emotional intelligence According to Age Group

Age Group	Level of Emotional Intelligence			Total	Chi-square Value	P value
	Low	Moderate	High			
26 to 40	21 (23.1%)	33 (36.5%)	37 (40.4%)	**111 (100%)**	4.645	0.326
41 to 50	56 (27.8%)	80 (38.9%)	68 (33.3%)	**204 (100%)**		
Above 50	47 (27.7%)	72 (41.6%)	52 (30.7%)	**171 (100%)**		
Total	**124 (26.9%)**	**185 (39.4%)**	**157 (33.7%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Analysis for testing the significant association in the level of emotional intelligence according to the age group of the members of LGIs was conducted by applying Chi-square Test. Since P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, in the case of emotional intelligence, there is no significant age group wise association among the members of local government institutions.

c) Level of Emotional intelligence According to Educational Qualification

Testing of the Null Hypothesis $H0^{67}$

$H0^{67}$: In the case of emotional intelligence, there is no significant educational qualification wise association among the members of local government institutions.

The level of emotional intelligence among the members of LGIs according to their educational qualification has been analysed. For this purpose, Chi-square Test was employed. The result of analysis was shown in table 6.34.

Table 6.34

Level of Emotional intelligence According to Educational Qualification

Educational qualification	Level of Emotional Intelligence			Total	Chi-square Value	P value
	Low	Moderate	High			
SSLC	61 (30.9%)	72 (36.4%)	65 (32.7%)	**198 (100%)**		
Plus Two	30 (22.1%)	57 (42.9%)	47 (35.1%)	**134 (100%)**		
Degree	21 (21.1%)	47 (47.4%)	31 (31.6%)	**99 (100%)**		
P G	10 (42.9%)	5 (21.4%)	9 (35.7%)	**24 (100%)**	24.716	0.106
Diploma	5 (25%)	5 (25%)	6 (50%)	**16 (100%)**		
Others	5 (33.3%)	7 (44.4%)	3 (22.2%)	**15 (100%)**		
Total	**132 (26.9%)**	**193 (39.4%)**	**161 (33.7%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Chi-square test was conducted to study whether there is any significance association in the level of emotional intelligence of the members of LGIs according to their educational qualification. Since P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, in the case of emotional intelligence, there is no significant educational qualification wise association among the members of local government institutions.

d) Level of Emotional Intelligence According to Political Experience

Testing of the Null Hypothesis $H0^{68}$

$H0^{68}$: In the case of emotional intelligence, there is no significant political experience wise association among the members of local government institutions.

The result of Chi-square Test assessing the significant association in the level of emotional intelligence among the members of LGIs according to their experience in the field of politics is presented below.

Table 6.35

Level of Emotional Intelligence According to Political Experience

Political experience	Level of Emotional Intelligence			Total	Chi-square Value	P value
	Low	Moderate	High			
Nil	6 (11.8%)	19 (47.1%)	17 (41.2%)	**42 (100%)**	11.397	0.180
1 to 5	24 (26.4%)	36 (39.6%)	31 (34%)	**91 (100%)**		
6 to 10	19 (30.6%)	19 (30.6%)	14 (38.9%)	**52 (100%)**		
11 to 15	19 (31.4%)	23 0(37.1%)	19 (31.4%)	**61 (100%)**		
Above 15	64 (26.8%)	99 (41.3%)	77 (31.9%)	**240 (100%)**		
Total	**225 (26.9%)**	**330 (39.4%)**	**282 (33.7%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 6.35 shows the results of Chi-square Test assessing the significant association of level of emotional intelligence of the members of LGIs according to their political experience. Since P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, in the case of

emotional intelligence, there is no significant political experience wise association among the members of local government institutions.

e) Level of Emotional intelligence According to Members of Different Type of Local Government Institutions

Testing of the Null Hypothesis $H0^{69}$

$H0^{69}$: In the case emotional intelligence, there is no significant association among members of grama panchayath, municipality and corporation.

Table 6.36 explains the significant association in the level of emotional intelligence among the members of LGIs according to their local government institution.

Table 6.36

Level of Emotional intelligence According to Members of Different Type of Local Government Institutions

Type of LGI	Level of Emotional Intelligence			Total	Chi-square Value	P value
	Low	Moderate	High			
Grama Panchayath	110 (27.4%)	136 (38.1%)	140 (34.5%)	**386 (100%)**	25.244	0.201
Municipality	10 (13.5%)	32 (48.6%)	25 (37.8%)	**67 (100%)**		
Corporation	16 (47.4%)	12 (36.8%)	5 (15.8%)	**33 (100%)**		
Total	**136 (26.9%)**	**180 (39.4%)**	**170 (33.7%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 6.36 reveals the results of Chi-square Test presenting the significant association of the level of emotional intelligence among the members according to their local government institution. Since P value is more than 0.05, the null hypothesis

is not rejected at 5% level of significance. Hence, it is concluded that, in the case of emotional intelligence, there is no significant association among members of grama panchayath, municipality and corporation

Part G

6.10. Analysis of the Level of Work Withdrawal Behaviour among the Members of LGIs

This section explains the various level of work withdrawal behaviour shown by the members of LGIs and the association in the level of work withdrawal behaviour according to the socio-demographic profile. The results of analysis are as follows.

6.10.1. Level of Work Withdrawal Behaviour

Testing of the Null Hypothesis $H0^{70}$

$H0^{70}$: The members of LGIs do not differ significantly in the case of level of work withdrawal behaviour.

The different level of work withdrawal behaviour shown by the members of LGIs is presented in the table 6.37.

Table 6.37

Level of Work Withdrawal Behaviour

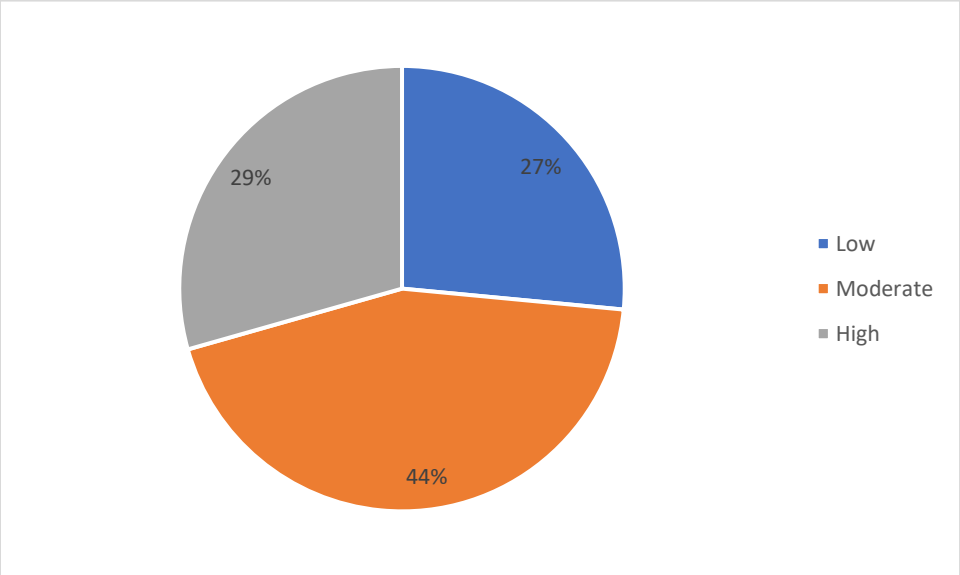
Level	Low	Moderate	High	Total	Chi-Square value	P value
Work Withdrawal Behaviour	129 (26.5%)	215 (44.1%)	142 (29.4%)	486 (100%)	44.581	**0.00****

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

From the above table, it can be observed that 26.5 per cent of the members show low level of work withdrawal behaviour, 44.1 per cent of them shows moderate level and 29.4 per cent of them shows high level of work withdrawal behaviour. Therefore, it can be inferred that majority of the members of LGIs shows moderate level work withdrawal behaviour. The Table indicates the results of Chi-square Test assessing the significant difference among the level of work withdrawal behaviour. Since the P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Hence, it can be concluded that, the members of LGIs differ significantly in the case of level of work withdrawal behaviour. This can be diagrammatically shown in Figure 6.17.

Figure 6.17

Level of Work Withdrawal Behaviour



6.10.2. Level of Work Withdrawal Behaviour According to the Socio-Demographic Profile of the Members

This section of the chapter discusses the level of work withdrawal behaviour according to the socio-demographic profile of the members of LGIs. The results of analysis are as follows.

a) Level of Work Withdrawal Behaviour According to Gender

Testing of the Null Hypothesis $H0^{71}$

$H0^{71}$: The members of LGIs do not associate significantly in the case of level of work withdrawal behaviour according to their gender.

The result of Chi-square Test assessing the significant association in the level of work withdrawal behaviour among the members of LGIs according to their gender is presented below.

Table 6.38

Level of Work Withdrawal Behaviour According to Gender

Gender	Level of Work Withdrawal Behaviour			Total	Chi-square Value	P value
	Low	Moderate	High			
Male	73 (25.8%)	127 (44.8%)	84 (29.4%)	**284 (100%)**	0.385	0.825
Female	56 (27.6%)	87 (43.1)	59 (29.3%)	**202 (100%)**		
Total	**129 (26.5%)**	**214 (44.1%)**	**143 (29.4%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 6.38 indicates the results of Chi-square Test assessing the significant association of the level of work withdrawal behaviour among the members of LGIs according to their gender. Since P value is greater than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence it could be concluded that, the members of LGIs do not associate significantly in the case of level of work withdrawal behaviour according to gender.

b) Level of Work Withdrawal Behaviour According to Age Group

Testing of the Null Hypothesis $H0^{72}$

$H0^{72}$: The members of LGIs do not associate significantly in the case of level of work withdrawal behaviour according to their age group.

In order to analyse the significant association in the level of work withdrawal behaviour among the members of LGIs according to their age groups, Chi-square Test was used (table 6.39).

Table 6.39

Level of Work Withdrawal Behaviour According to Age Group

Age Group	Level of Work Withdrawal Behaviour			Total	Chi-square Value	P value
	Low	Moderate	High			
26 to 40	23 (25%)	40 (44.2%)	28 (30.8%)	**91 (100%)**	1.359	0.851
41 to 50	56 (25.4%)	98 (44.4%)	65 (30.2%)	**219 (100%)**		
Above 50	50 (28.7%)	77 (43.6%)	49 (27.7%)	**176 (100%)**		
Total	**129 (26.5%)**	**215 (44.1%)**	**142 (29.4%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Analysis for testing the significant association of the level of work withdrawal behaviour according to the age group of the members of LGIs was conducted by applying Chi-square Test. Since P value is more than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence, it is concluded that, the members of LGIs do not associate significantly in the case of level of work withdrawal behaviour according to age group.

c) Level of Work Withdrawal Behaviour According to Educational Qualification

Testing of the Null Hypothesis $H0^{73}$

$H0^{73}$: The members of LGIs do not associate significantly in the case of level of work withdrawal behaviour according to their educational qualification.

The level of work withdrawal behaviour among the members of LGIs according to their educational qualification has been analysed. For this purpose, Chi-square Test was employed. The result of analysis was shown in table 6.40.

Table 6.40

Level of Work Withdrawal Behaviour According to Educational Qualification

Educational qualification	Level of work withdrawal behaviour			Total	Chi-square Value	P value
	Low	Moderate	High			
SSLC	38 (20%)	96 (50%)	58 (30%)	**192 (100%)**		
Plus Two	35 (26%)	59 (44.2%)	41 (29.9%)	**135 (100%)**		
Degree	30 (29.8%)	38 (38.6%)	31 (31.6%)	**99 (100%)**		
P G	14 (57.1%)	8 (35.7%)	2 (7.1%)	**24 (100%)**	39.131	0.201
Diploma	7 (33.3%)	5 (25%)	9 (41.7%)	**21 (100%)**		
Others	5 (33.3%)	7 (44.4%)	3 (22.2%)	**15 (100%)**		
Total	**129 (26.5%)**	**213 (44.1%)**	**144 (29.4%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Chi-square test was conducted to study whether there is any significance association in the level of work withdrawal behaviour among the members of LGIs

according to their educational qualification. Since P value is greater than 0.05, the null hypothesis is not rejected at 5% level of significance. Hence it could be concluded that, the members of LGIs do not associate significantly in the case of level of work withdrawal behaviour according to educational qualification.

d) Level of Work Withdrawal Behaviour According to Political Experience

Testing of the Null Hypothesis $H0^{74}$

$H0^{74}$: The members of LGIs do not associate significantly in the case of level of work withdrawal behaviour according to their political experience.

The result of Chi-square Test assessing the significant association in the level of work withdrawal behaviour among the members of LGIs according to their experience in the field of politics is presented below.

Table 6.41

Level of Work Withdrawal Behaviour According to Political Experience

Political experience	Level of Work Withdrawal Behaviour			Total	Chi-square Value	P value
	Low	Moderate	High			
Nil	9 (29.4%)	12 (41.2%)	9 (29.4%)	**30 (100%)**	32.617	**0.001****
1 to 5	19 (20.8%)	40 (43.4%)	32 (35.8%)	**91 (100%)**		
6 to 10	12 (19.4%)	37 (58.3%)	14 (22.2%)	**63 (100%)**		
11 to 15	26 (42.9%)	16 (25.7%)	19 (31.4%)	**61 (100%)**		
Above 15	63 (26.1%)	110 (45.7%)	68 (28.3%)	**241 (100%)**		
Total	**129 (26.5%)**	**215 (44.1%)**	**142 (29.4%)**	**486 (100%)**		

Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

Table 6.41 shows the results of Chi-square Test assessing the significant association of the level of work withdrawal behaviour among the members of LGIs according to their political experience. Since P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of members with no political experience, 29.4 per cent of them shows low level of work withdrawal behaviour, 41.2 per cent of them shows moderate level and 29.4 per cent of them shows high level of work withdrawal behaviour. Among members having 1 to 5 years political experience, 20.8 per cent of them shows low level work of work withdrawal behaviour, 43.4 per cent of them shows moderate level and 35.8 per cent of them shows high level of work withdrawal behaviour. Among members with 6 to 10 years political experience, 19.4 per cent of them shows low level of work withdrawal behaviour, 58.3 per cent of them shows moderate level and 22.2 per cent of them shows high level of work withdrawal behaviour. In case of members with 11 to 15 years political experience, 42.9 per cent of them shows low level of work withdrawal behaviour, 25.7 per cent of them shows moderate level and 31.4 per cent of them shows high level of work withdrawal behaviour. Among members with above 15 years political experience, 26.1 per cent of them shows low level of work withdrawal behaviour, 45.7 per cent of them shows moderate level and 28.3 per cent of them shows high level of work withdrawal behaviour. Based on the high level of work withdrawal behaviour, it could be concluded that, members with 1 to 5 years of political experience (35.8%) shows more withdrawal behaviour as compared to the members with other different political experiences. Hence, it is concluded that, the members of LGIs associate significantly in the case of level of work withdrawal behaviour according to political experience.

e) Level of Work Withdrawal Behaviour According to Members of Different Type of Local Government Institutions

Testing of the Null Hypothesis $H0^{75}$

$H0^{75}$: The members of LGIs do not associate significantly in the case of level of work withdrawal behaviour according to grama panchayath, municipality and corporation.

Table 6.42 explains the significant association in the level of work withdrawal behaviour among the members of LGIs according to their local government institution.

Table 6.42

Level of Work Withdrawal Behaviour According to Members of Different Type of Local Government Institutions

Type of LGI	Level of Work Withdrawal Behaviour			Total	Chi-square Value	P value
	Low	Moderate	High			
Grama Panchayath	98 (25.1%)	168 (43.5%)	122 (31.4%)	**388 (100%)**	17.570	**0.001****
Municipality	16 (24.3%)	33 (51.4%)	16 (24.3%)	**65 (100%)**		
Corporation	16 (47.4%)	12 (36.8%)	5 (15.8%)	**33 (100%)**		
Total	**130 (26.5%)**	**213 (44.1%)**	**143 (29.4%)**	**486 (100%)**		

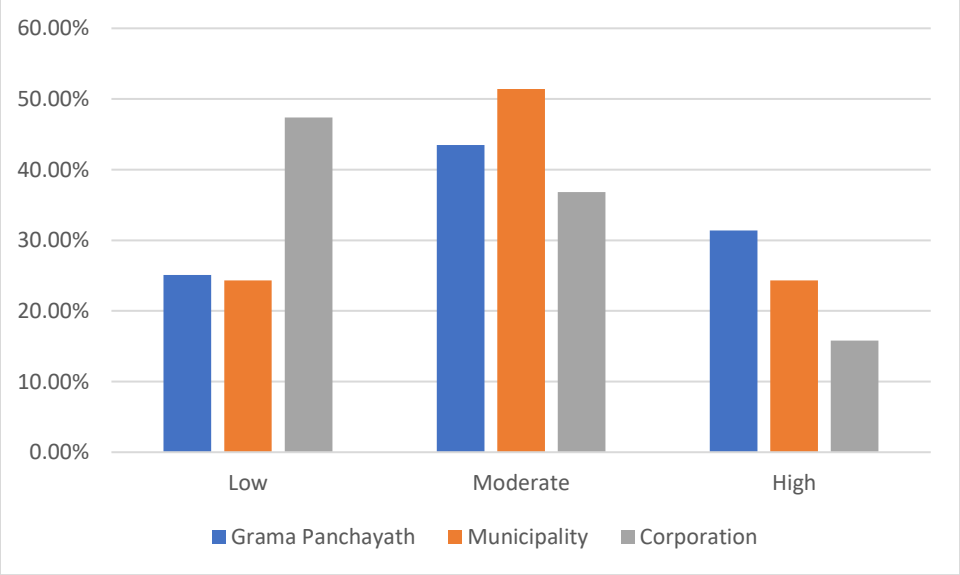
Source: Primary Data
*** Significant at 1% level*
** Significant at 5% level*

The table 6.42 reveals the results of Chi-square Test presenting the significant association of the level of work withdrawal behaviour among the members according to their local government institution. Since P value is less than 0.01, the null hypothesis is rejected at 1% level of significance. In case of members in grama

panchayat, 25.1 per cent of them show low level of work withdrawal behaviour, 43.5 per cent of them shows moderate level and 31.4 per cent of them shows high level of work withdrawal behaviour. Among members in municipality, 24.3 per cent of them show low level of work withdrawal behaviour, 51.4 per cent of them shows moderate level and 24.3 per cent of them shows high level of work withdrawal behaviour. Among members in corporation, 47.4 per cent of them show low level of work withdrawal behaviour, 36.8 per cent of them shows moderate level and 15.8 per cent of them shows high level of work withdrawal behaviour. Based on the high level of work withdrawal behaviour, it could be concluded that, members in grama panchayat (31.4%) shows more withdrawal behaviour as compared to the members of municipality (24.3%) and corporation (15.8%). Hence, it is concluded that, the members of LGIs associate significantly in the case of level of work withdrawal behaviour according to grama panchayath, municipality and corporation. The diagrammatic representation of the same is given in Figure 6.18.

Figure 6.18

Level of Work Withdrawal Behaviour According to Members of Different Type of Local Government Institutions



The present chapter discussed the level of motivation for public service, social support, emotional intelligence and work related outcomes among the members of local government institutions. An analysis of the level of public service motivation, social support, emotional intelligence and work related outcomes according to the socio-demographic profile of the members has been presented. After examining this, it is quite genuine to analyse the effects of work stress on physical and psychological consequences and work related outcomes using stress management techniques and work burnout as mediating factors. That has been performed in the next chapter.

CHAPTER VII

EFFECTS OF WORK STRESS ON PSYCHOLOGICAL AND PHYSIOLOGICAL CONSEQUENCES AND WORK RELATED OUTCOMES

This chapter covers the fourth objective of the research work namely to develop a Structural Equation Model for members of local government institutions in Kerala that explaining the effects of work stress on psychological and physiological consequences and work related outcomes using stress management techniques and work burnout as mediating factors. Using Covariance Based Confirmatory Factor Analysis (CB-CFA) and Structural Equation Modelling (SEM) approaches, this objective was accomplished. There are two sections in this chapter. Covariance Based Confirmatory Factor Analysis (CB-CFA) and Structural Equation Modelling (SEM) approaches are discussed in the first and second sections, respectively. This chapter also includes a summary of SEM techniques. A summary of testing hypotheses is also provided at the end of this chapter.

7.1 Tools Used

With the help of IBM SPSS AMOS 21 software, Co-variance Based Confirmatory Factor Analysis (CB-CFA) and Structural Equation Modelling (SEM) techniques were employed to accomplish this objective.

Part A

7.2 Co-Variance Based Confirmatory Factor Analysis for the Reliability and Validity for the Research Instrument

Confirmatory factor analysis is the most common sort of factor analysis used in social research. It is used to determine whether the measurements of a construct reflect what a researcher believes that construct to be. Confirmatory factor analysis (CFA) is a multivariate statistical tool for determining how effectively variables measured represent a variety of components. Confirmatory factor analysis (CFA) and

exploratory factor analysis (EFA) are methodologies that are similar. However, in exploratory factor analysis (EFA), data is simply examined to determine the number of components required to represent the data. Every measurable variable is related to every latent variable in exploratory factor analysis. In contrast, confirmatory factor analysis (CFA) allows researchers to specify how many factors they require in the data and which measurable variable is associated to which latent variable. Confirmatory factor analysis is used to test the measurement theory (CFA).

7.2.1 Assessment Criteria of the CB-CFA Models for Final Reliability and Validity

A confirmatory factor analysis must map concept validity (convergent and discriminant validity) and reliability (Composite reliability). Confirmatory factor analysis (CFA) is a statistical method used to verify a collection of observed variables' factor structure. CFA lets the researcher investigate the idea that latent constructs underlie data that is apparent (Suhr, 2009). The factors must be reliable. Assessment tools include:

(1) Composite Reliability (CR)

(2) Construct validity

  (a) Convergent Validity

  (b) Discriminant Validity.

1. Composite Reliability (CR):

Composite Reliability is a measure of the overall reliability of a construct. The value is between 0 and 1. Values of composite reliability more than 0.7 are regarded good. (Hair et al., 2010). Values less than 0.6 imply internal inconsistency.

2. Construct Validity:

There are two methods for establishing construct validity i.e. convergent validity and discriminant validity.

(a) Convergent Validity*:*

The items in a concept that act as indicators or observable variables should converge or share a significant fraction of variance. According to Hair et al., if there are convergent validity issues in the validity examination, the latent factor is not effectively explained by the observed variables (2010). AVE, rather than CR, is a more conservative measure of convergent validity, according to Malhotra et al. (2001). The average variance extracted (AVE) was used to establish convergent validity in this study. The value of AVE is calculated using standardised factor loadings. The AVE threshold value is greater than 0.5. Hair et al. (2010). Another sign of convergent validity is item factor loadings (Hair et. al., 2010). The standardised factor loading threshold value for showing item validity in this study is more than 0.5. Hair et al. (2010). If the standardised factor loadings and AVE values are both larger than 0.5, it implies adequate convergence.

(b) Discriminant validity:

It relates to how distinct a construct is from other constructs; a construct with high discriminant validity is unique and captures phenomena that other constructs do not. If the discriminant validity test fails to give the intended results, it indicates that the variables are substantially linked with variables from other constructs, meaning that the latent variable is better characterised by factors other than its own observed variables. To examine discriminant validity, the researcher used the Fornell and Larcker (1981) criterion, which is a conservative method. The latent variable correlations are compared to the square root of AVE. The square root of AVE for each construct should be greater than its latent variable association with other constructs. This method can be used to establish discriminant validity.

Figure 7.1

Confirmatory Factor Analysis for Factors of Work Stress

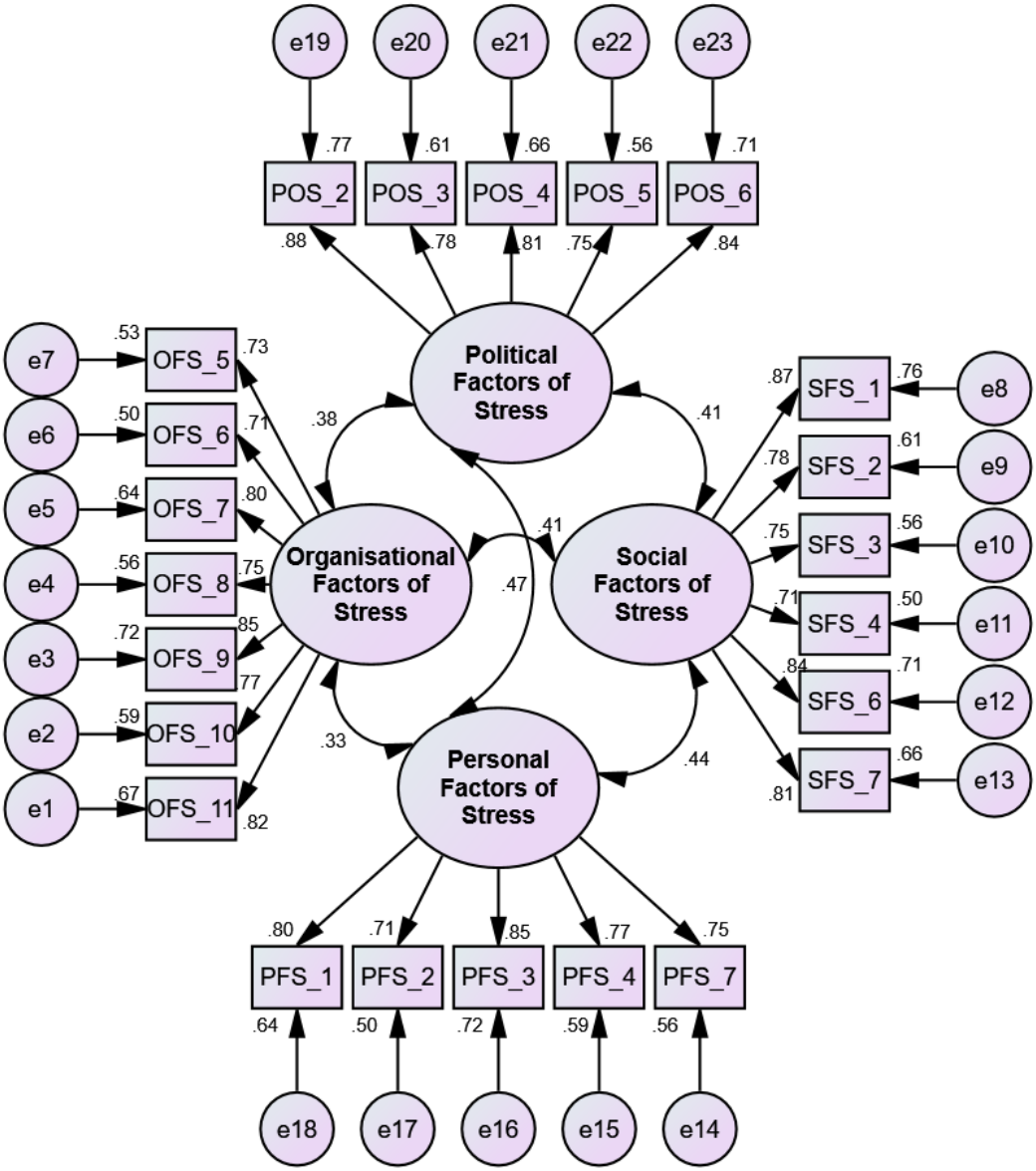


Table 7.1

Fit Indices for Work Stress CFA Model

ATTRIBUTES	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	3.98	0.000	0.965	0.941	0.979	0.058
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08
Literature support	Hair et al., (1998)	Barrett (2007)	Hair et al. (2006)	Hair et al. (2006)	Hu and Bentler (1999)	Hair et al. (2006)

Table 7.1 displays the CFA model fit indices for assessing overall model fit. The Chi-Square to degrees of freedom ratio should be less than 5 for an acceptable model. In this case, the figure is 3.98, which is well within the recommended maximum value. The RMSEA score is 0.058, which is significantly lower than the 0.08 cutoff. Furthermore, the GFI, AGFI, and CFI values are all greater than 0.9, with 1.0 representing perfect match. As a result, the model fits well and might be used for further analysis.

Table 7.2

Final Reliability and Validity of CFA Model for Work Stress Constructs

Factors of work stress	Item code	Factor loading	Cronbach's Alpha Final	AVE	Composite Reliability
Organizational factors of stress (OFS)	OFS 5	0.73**	0.90	0.60	0.91
	OFS 6	0.71**			
	OFS 7	0.80**			
	OFS 8	0.75**			
	OFS 9	0.85**			
	OFS 10	0.77**			
	OFS 11	0.82**			

Factors of work stress	Item code	Factor loading	Cronbach's Alpha Final	AVE	Composite Reliability
Personal factors of stress (PFS)	PFS 1	0.80**	0.87	0.60	0.88
	PFS 2	0.71**			
	PFS 3	0.85**			
	PFS 4	0.77**			
	PFS 7	0.75**			
Social factors of stress (SFS)	SFS 1	0.87**	0.90	0.63	0.91
	SFS 2	0.78**			
	SFS 3	0.75**			
	SFS 4	0.71**			
	SFS 6	0.84**			
	SFS 7	0.81**			
Political factors of stress (POS)	POS 2	0.88**	0.89	0.66	0.90
	POS 3	0.78**			
	POS 4	0.81**			
	POS 5	0.75**			
	POS 6	0.84**			

*** significant at 1% level*

Table 7.2 shows that all of the factor loadings are more than 0.5, showing that the constructs items are valid. The researcher used Cronbach's Alpha reliability test after collecting full scale data. Cronbach's Alpha values greater than 0.80 are found, indicating that the variables employed to measure the construct are reliable. All of the Composite Reliability scores are more than 0.9, suggesting that the constructs have good internal consistency reliability. The extracted Average Variance (AVE) values are also more than the recommended threshold of >0.5. Certain items are eliminated from each constructs during the CFA process due to poor factor loading of the respective items. As a result, it is possible to show that all constructs have a high degree of convergence. Because all of the parameters satisfy the recommended value, the data is appropriate and model development.

Table 7.3

Discriminant Validity among the Work Stress Constructs

Constructs	OFS	PFS	SFS	POS
OFS	**(0.77)**			
PFS	0.33**	**(0.77)**		
SFS	0.41**	0.44**	**(0.79)**	
POS	0.38**	0.47**	0.41**	**(0.81)**

*** significant at 1% level*

Table 7.3 displays the square root of AVE values as well as inter construct latent construct correlations. To establish discriminant validity, the square root of AVE scores must be bigger than the inter construct latent variable correlation values. The table above clearly shows that no relationship exists between the constructs, and discriminant validity for work stress constructs has been proved.

Figure 7.2

Confirmatory Factor Analysis for the Factors of Psychological and Physiological Consequences of Stress and Stress Management Techniques

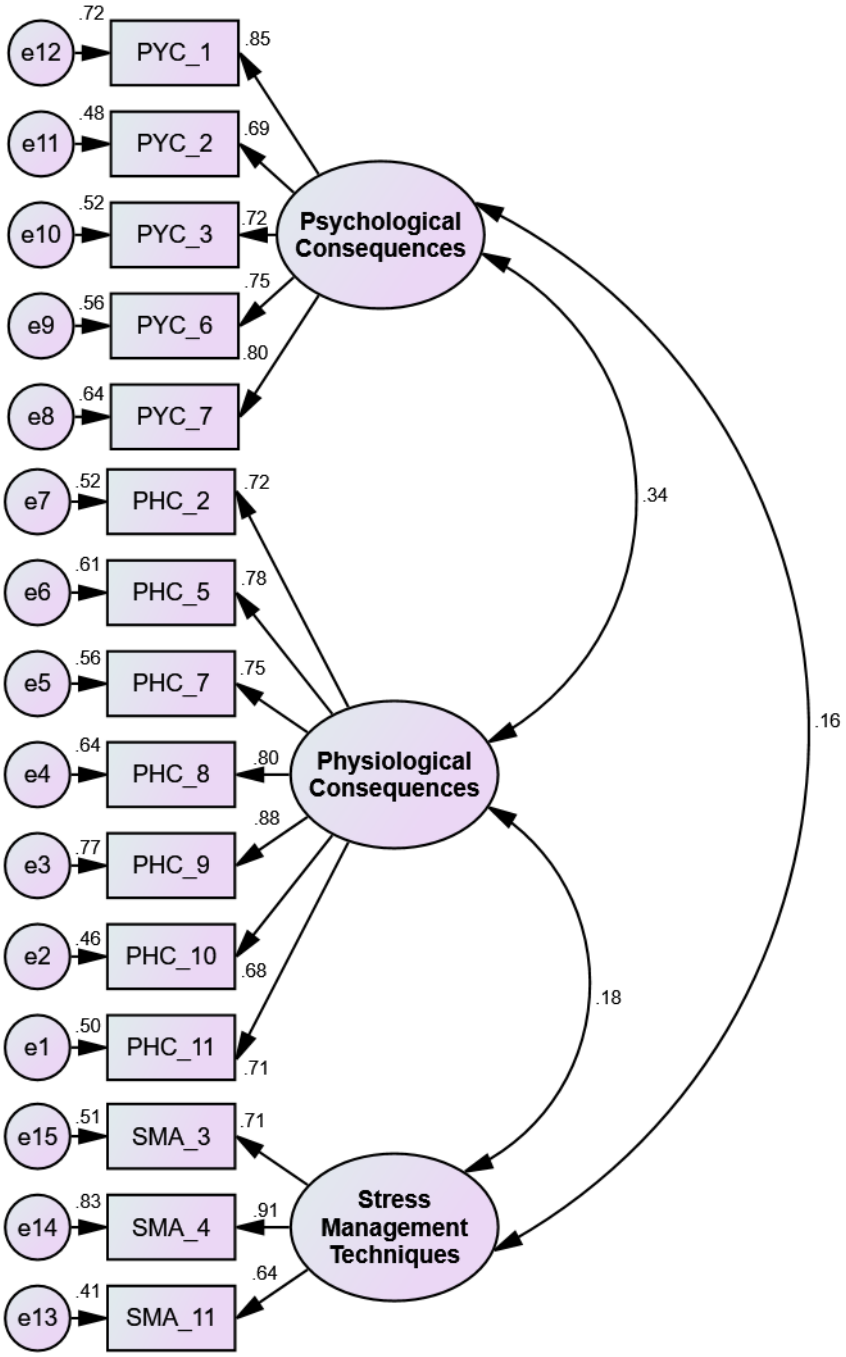


Table 7.4

CFA Fit Indices for the Factors of Psychological and Physiological Consequences of Stress and Stress Management Techniques

ATTRIBUTES	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	3.98	0.000	0.965	0.941	0.979	0.058
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08
Literature support	Hair et al., (1998)	Barrett (2007)	Hair et al. (2006)	Hair et al. (2006)	Hu and Bentler (1999)	Hair et al. (2006)

Table 7.4 shows CFA model fit indices. A good model has a Chi-Square to degrees of freedom ratio under 5. 3.98 is within the suggested maximum. RMSEA is 0.058, well below the 0.08 limit. GFI, AGFI, and CFI values exceed 0.9, with 1.0 denoting perfect match. Thus, the model fits well and may be further analyzed.

Table 7.5

Path relationships of Factors Psychological and Physiological Consequences of Stress and Stress Management Techniques

Factors psychological and physiological consequences and stress management techniques	Item code	Factor loading	Cronbach's Alpha Final	AVE	Composite Reliability
Psychological consequences	PYC 1	0.85**	0.87	0.58	0.88
	PYC 2	0.69**			
	PYC 3	0.72**			
	PYC 6	0.75**			
	PYC 7	0.80**			

Factors psychological and physiological consequences and stress management techniques	Item code	Factor loading	Cronbach's Alpha Final	AVE	Composite Reliability
Physiological consequences	PHC 2	0.72**	0.89	0.58	0.91
	PHC 5	0.78**			
	PHC 7	0.75**			
	PHC 8	0.80**			
	PHC 9	0.88**			
	PHC 10	0.68**			
	PHC 11	0.71**			
Stress management techniques	SMA 3	0.71**	0.80	0.58	0.80
	SMA 4	0.91**			
	SMA 11	0.64**			

*** significant at 1% level*

All factor loadings are greater than 0.5 in Table 7.2, verifying the structures in question. The researcher used Cronbach's Alpha reliability test on full-scale data. Cronbach's Alpha values greater than 0.80 indicates reliable construct measurement variables. All Composite Reliability scores above 0.9 indicate good internal consistency reliability. AVE values are greater than 0.5. Poor factor loading eliminates construction elements during CFA. All constructs strongly converge. Because all parameters are advised, data and model development are appropriate.

Table 7.6

Discriminant Validity among the Factors Psychological and Physiological Consequences of Stress and Stress Management Techniques

Constructs	PYC	PHC	SMA
PYC	**(0.76)**		
PHC	0.34**	**(0.76)**	
SMA	0.16**	0.18**	**(0.76)**

*** significant at 1% level*

The AVE square roots and the inter construct latent construct correlations are displayed in Table 7.6. In order to ensure discriminant validity, the square root of the AVE scores must be greater than the inter construct latent variable correlation values. The table that is located above demonstrates that there is no association between stress components and discriminant validity.

Figure 7.3

Confirmatory Factor Analysis for the Factors of Work Related Outcomes, Public Service Motivation, Emotional Intelligence and Social Support

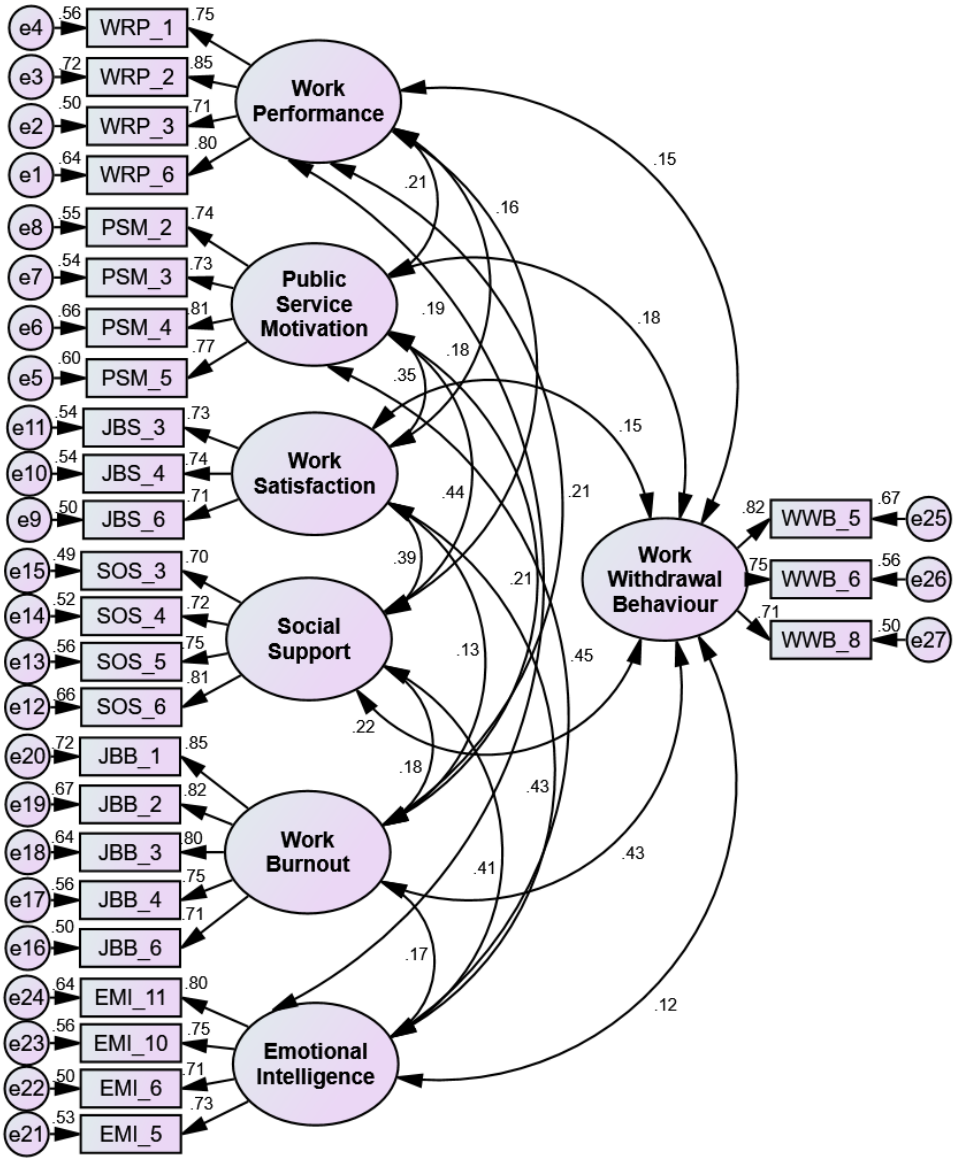


Table 7.7

Model Fit Indices for the Factors of Work Related Outcomes, Public Service Motivation, Emotional Intelligence and Social Support

ATTRIBUTES	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	3.08	0.000	0.994	0.984	0.999	0.048
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08

Table 7.7 displays the CFA model fit indices used to evaluate overall model fit. An acceptable model should have a Chi-Square to degrees of freedom ratio less than 5. In this case, the value is 3.08, which is well within the suggested maximum value. The RMSEA score is 0.048, which is well below the recommended threshold of 0.08. Moreover, the GFI and AGFI values are greater than 0.9, and the CFI value is greater than 0.9, with 1.0 indicating exact fit. As a result, the model has a good fit and can be considered for further analysis.

Table 7.8

Final Reliability and Validity of CFA Model for the Factors of Work-Related Outcomes, Public Service Motivation, Emotional Intelligence and Social Support of the Members of LGIs

Factors of Work-Related Outcomes, Public Service Motivation, Emotional Intelligence and Social Support	Item code	Factor loading	Cronbach's Alpha Final	AVE	Composite Reliability
Work performance	WRP 1	0.75**	0.86	0.61	0.86
	WRP 2	0.85**			
	WRP 3	0.71**			
	WRP 6	0.80**			

Factors of Work-Related Outcomes, Public Service Motivation, Emotional Intelligence and Social Support	Item code	Factor loading	Cronbach's Alpha Final	AVE	Composite Reliability
Public service motivation	PSM 2	0.74**	0.84	0.59	0.85
	PSM 3	0.73**			
	PSM 4	0.81**			
	PSM 5	0.77**			
Work satisfaction	JBS 3	0.73**	0.76	0.53	0.77
	JBS 4	0.74**			
	JBS 6	0.71**			
Social support	SOS 3	0.70**	0.83	0.56	0.83
	SOS 4	0.72**			
	SOS 5	0.75**			
	SOS 6	0.81**			
Work burnout	JBB 1	0.85**	0.89	0.62	0.89
	JBB 2	0.82**			
	JBB 3	0.80**			
	JBB 4	0.75**			
	JBB 6	0.71**			
Emotional intelligence	EMI 11	0.80**	0.83	0.75	0.84
	EMI 10	0.75**			
	EMI 6	0.71**			
	EMI 5	0.73**			
Work withdrawal behaviour	WWB 5	0.82**	0.90	0.58	0.81
	WWB 6	0.75**			
	WWB 8	0.71**			

*** significant at 1% level*

Table 7.8 shows that all of the factor loadings are greater than the recommended cut-off level of 0.5, indicating that the constructs are item valid. After collecting all of the data, the researcher used the Cronbach's Alpha reliability test.

Cronbach's Alpha values are found to be more than 0.7, confirming the reliability of the variables employed to measure the construct. The Composite Reliability values are greater than 0.9, indicating that all of the constructs have a high level of internal consistency reliability. The Average Variance Extracted (AVE) values are also found to be more than the recommended cut-off value of >0.5. During CFA process, certain items are deleted from each constructs due to poor factor loading of the respective items. As a result, the constructs exhibit a high degree of convergence. Because all of the criteria have been met, the data is ready for further analysis and model construction.

Table 7.9

Discriminant Validity of the CFA Model for the Work Related Outcomes, Public Service Motivation, Emotional Intelligence and Social Support

Constructs	WRP	PSM	JBS	SOS	JBB	EMI	WWB
WRP	**(0.77)**						
PSM	0.21**	**(0.77)**					
JBS	0.18**	0.35**	**(0.73)**				
SOS	0.16**	0.44**	0.39**	**(0.75)**			
JBB	0.21**	0.21**	0.13**	0.18**	**(0.79)**		
EMI	0.19**	0.45**	0.43**	0.41**	0.17**	**(0.87)**	
WWB	0.15**	0.18**	0.15**	0.22**	0.43**	0.12**	**(0.76)**

*** Significant at 1% level*

Table 7.9 presents the square root of the Average Variance Extracted values and the inter construct correlations between latent variables. The numbers within brackets represent the square root of the AVE scores, which must be greater than the inter construct latent variable correlation values in order to rule out the presence of a relationship. It can be seen from the table above that there is no connection between the constructs among the work related outcomes of the members.

Part B

7.3 Co-Variance Based Structural Equation Modeling

7.3.1 Co-variance Based Structural Equation Modeling Techniques

SEM is a multivariate statistical analysis method to analyses structural relationships. It is a mix of factor analysis and multiple regression analysis. Covariance-Based Structural Equation Modelling is a confirmatory method used to test hypotheses and investigate a phenomenon-related structural theory. The SEM in this study was carried out using the IBM SPSS AMOS 21 software package.

This section is concerned with the development of a Structural Equation Model (SEM) for members in the local government institutions in Kerala that explains the effects of work stress on psychological and physiological consequences and work-related outcomes of the members using stress management techniques and work burnout as mediating factors. The following hypotheses will be tested in this regard.

7.3.2 Formulation of Hypothesis and Model Development:

Formulation of hypotheses for model development on the basis of studies conducted in the similar areas shown here.

1. Work Stress and Stress Management Techniques

Venkatesawara Rao et.al (2017) indicated that level of stress and negative stress among bank employees leads to utilization of effective relaxation & stress management techniques. Mirjam Haus et al (2016) emphasis the importance of various stress management strategies and stress management training to deal with the stress experienced by the managers. Thus, the following hypothesis was proposed:

Hypothesis H1: Work stress has a positive effect on stress management techniques.

2. Work Stress and Psychological Consequences

Ananth et al (2017) showed that work stress, frustration and depression which are the factors associated with occupational stress have significant effect on psychological well-being of police officers. The research conducted by Tulsee Giri Goswami (2005) found that stress results in increased level of fear, anger, anxiety and nervousness among employees. Thus, the following hypothesis was proposed:

Hypothesis H2: Work stress has a positive effect on psychological consequences.

3. Stress Management Techniques and Psychological Consequences

Paul M. Lehrer et al (1994) identified that, stress reduction shows effect on the health and reduces different health issues like tension, anxiety, headache, hypertension etc. Lawrence (1996) indicated that, stress management techniques were effective to reduce psychological outcomes. Anderson et al (1995) showed that, stress management techniques shows negative effect on psychological outcomes. Further, (Eva Nagele et al, 2014) indicated that, stress reduction techniques shows negative effect on hyper tension. Thus, the following hypothesis was proposed:

Hypothesis H3: Stress management techniques have a negative effect on psychological consequences.

4. Work Stress and Physiological Consequences

Bhavna (2016) indicated that excess work stress leads to diabetics, blood pressure and sometimes to consumption of alcohol among bank employees. Narayana Rao et al (2015) shows that high stress among women employees leads to suffering from frequent back pains, neck pains, headaches, depression and sleeping disorder. Praveena Ganapa et al (2015) compared the work related stress between government and private school teachers, found that private experience more stress as well as stress related symptoms such as headache and anxiousness. Thus, the following hypothesis was proposed:

Hypothesis H4: Work stress has a positive effect on physiological consequences.

5. Stress Management Techniques and Physiological Consequences

Lawrence (1996) found that, stress management techniques were effective to reduce physiologic outcomes. Stress management showed significant improvement in the pain, coping and health status (Jerry C et al, 1995). Further Amparo et al (2000) revealed that, stress reduction resulted in reduced carotid atherosclerosis among BP patients. Thus, the following hypothesis was proposed:

Hypothesis H5: Stress management techniques have a negative effect on physiological consequences.

6. Psychological Consequences and Work Burnout

Galit et al (2008) indicated that, there is moderate relationship between insomnia and burnout. The research conducted by Kirsi et al (2005) found that, depression and burnout are clearly related and complement each other. Thus, the following hypothesis was proposed:

Hypothesis H6: Psychological consequences have a positive effect on work burnout.

7. Physiological Consequences and Work Burnout

Appels et al (2010) found that, burnout and coronary heart disease are related to each other. Research conducted by Ronald et al (2007) indicated that, there is significant relationship between emotional and physical health outcomes and burnout of the respondents. Thus, the following hypothesis was proposed:

Hypothesis H7: Physiological consequences have a positive effect on work burnout.

8. Psychological consequences and Work Performance

Navnindra Kumari et al (2018) shows the negative impact of stress on job performance among employees in the form of consequences like mental tiredness, increased use of medication. Motowidlo et al (1986) identified that, occupational stress leads to depression, which finally results in lower job performance. Laiba Dar et al (2011) indicated that, job stress brings various psychological consequences like

poor concentration, mental block and poor decision making skills, which ultimately leads to low job performance. Thus, the following hypothesis was proposed:

Hypothesis H8: Psychological consequences have a negative effect on work performance.

9. Work Burnout and Work Performance

Meltem et al (2020) indicated that burnout and work performance are negatively correlated. The research conducted by Mohammad Bagher (2011) emphasis that job burnout shows reverse effect on the performance. Thus, the following hypothesis was proposed:

Hypothesis H9: Work burnout has a negative effect on work performance.

10. Physiological Consequences and Work Performance

Navnindra Kumari et al (2018) found that stress has negative impact on employee's performance in the form of mental tiredness, increased use of medication and high blood pressure. Thus, the following hypothesis was proposed:

Hypothesis H10: Physiological consequences have a negative effect on work performance.

11. Psychological Consequences and Work Satisfaction

Tulsee Giri Goswami (2005) showed that stress results in increased level of fear, anger, anxiety and nervousness which ultimately leads to low level of satisfaction and confidence among employees. Thus, the following hypothesis was proposed:

Hypothesis H11: Psychological consequences have a negative effect on work satisfaction.

12. Work Burnout and Work Satisfaction

Bettina et al (2017) identified that work satisfaction is closely related to burnout. The research conducted by Mohammad et al (2016) indicated that there is

significant negative relationship between work satisfaction and work burnout. Thus, the following hypothesis was proposed:

Hypothesis H12: Work burnout has a negative effect on work satisfaction.

13. Physiological Consequences and Work Satisfaction

Jagdish (1994) indicated that, job stressors were associated with poor physical and mental health and low job satisfaction. Muhammad Iqbal et al (2012) identified that, job stress leads to physical and mental consequences among staffs, which ultimately leads to low job satisfaction. Thus, the following hypothesis was proposed:

Hypothesis H13: Physiological consequences have a negative effect on work satisfaction.

14. Work Burnout and Work Withdrawal Behavior

Carolyn et al (1984) indicated that, work burnout have a negative impact on job withdrawal behavior. Razia Shaukat et al (2022) identified the positive impact of burnout on turnover intentions. Toon et al (2007) showed that, there is significant and positive relationship between burnout and psychological withdrawal. Thus, the following hypothesis was proposed:

Hypothesis H14: Work burnout has a positive effect on work withdrawal behavior.

15. Work Performance and Work Withdrawal Behavior

Carolyn et al (1984) identified the negative effect of work performance on job withdrawal behavior. Further, the study point out that negative impact on work performance leads to positive impact on job withdrawal behavior. Subha Imtiaz et al (2009) indicated that, stress leads to low productivity and poor performance, which ultimately results in high withdrawal behavior among employees. Thus, the following hypothesis was proposed:

Hypothesis H15: Work performance has a negative effect on work withdrawal behavior.

16. Work Satisfaction and Work Withdrawal Behavior

Ni Made et al (2020) identified that job satisfaction shows negative effect on withdrawal behavior. Work satisfaction and organizational commitment have moderating effects on employee withdrawal behaviors (Karin et al, 2007). Leila et al (2016) indicated that work satisfaction and work organization have significant relationship with withdrawal behavior. Thus, the following hypothesis was proposed:

Hypothesis H16: Work satisfaction has a negative effect on work withdrawal behavior.

Table 7.10

Hypotheses for Model Building

Hypotheses No.	Hypotheses of the model developed
SM.H1	Work stress has a positive effect on stress management techniques.
SM.H2	Work stress has a positive effect on psychological consequences.
SM.H3	Stress management techniques have a negative effect on psychological consequences.
SM.H4	Work stress has a positive effect on physiological consequences.
SM.H5	Stress management techniques have a negative effect on physiological consequences.
SM.H6	Psychological consequences have a positive effect on work burnout.
SM.H7	Physiological consequences have a positive effect on work burnout.
SM.H8	Psychological consequences have a negative effect on work performance.
SM.H9	Work burnout has a negative effect on work performance.
SM.H10	Psychological consequences have a negative effect on work performance.
SM.H11	Psychological consequences have a negative effect on work satisfaction.

Hypotheses No.	Hypotheses of the model developed
SM.H12	Work burnout has a negative effect on work satisfaction.
SM.H13	Psychological consequences have a negative effect on work satisfaction.
SM.H14	Work burnout has a positive effect on work withdrawal behavior.
SM.H15	Work performance has a negative effect on work withdrawal behavior.
SM.H16	Work satisfaction has a negative effect on work withdrawal behavior.

SM.H1 to SM.H6 indicates Structural Model Hypotheses

Figure 7.4

Hypothesized Conceptual Model for the Members of Local Government Institutions in Kerala that Explaining the Effects of Work Stress on Psychological and Physiological Consequences and Work Related Outcomes of the Members of Local Government Institutions in Kerala using Stress Management Techniques and Work Burnout as Mediating Factors

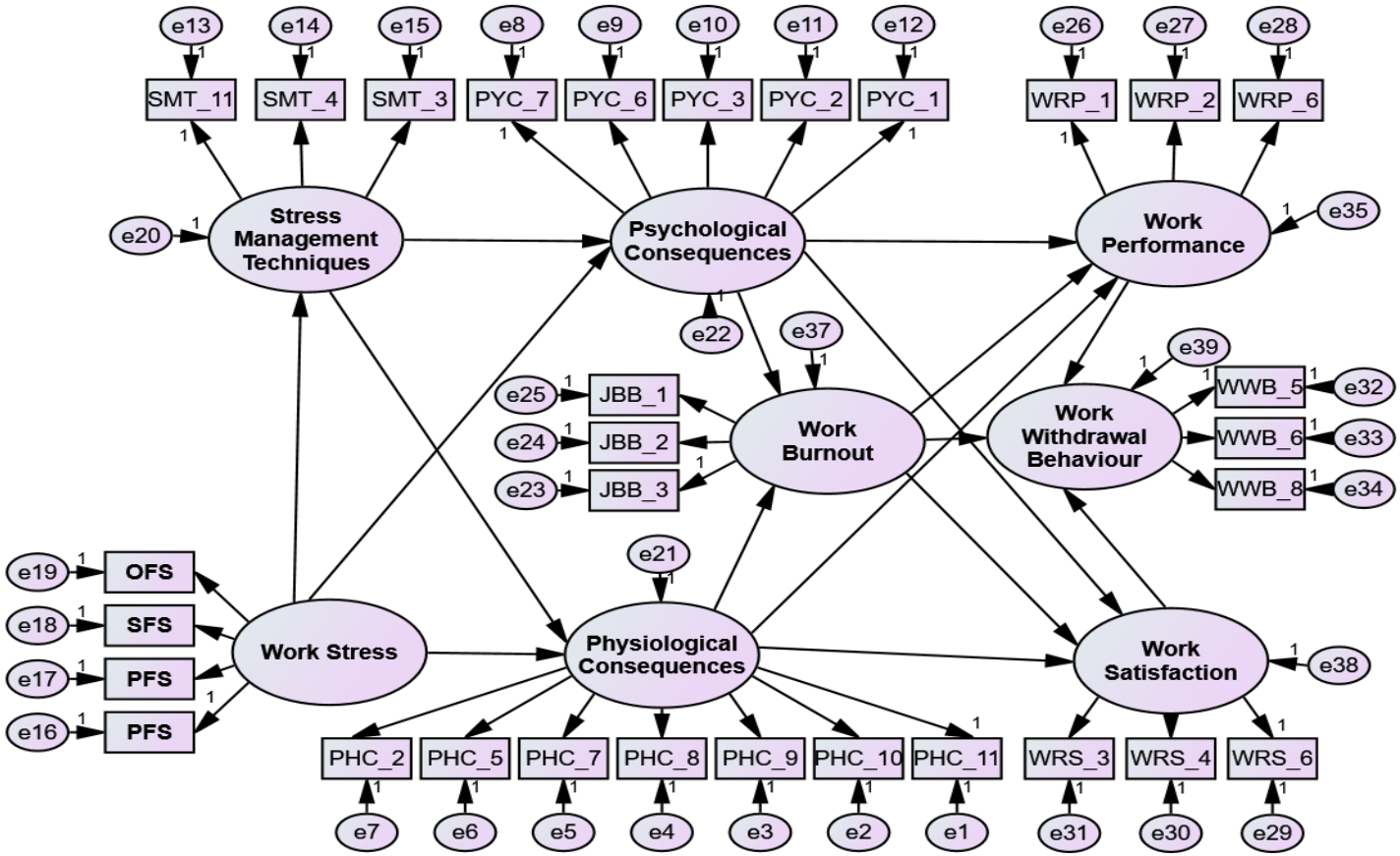


Figure 7.5

Tested Structural Equation Model for the Members of Local Government Institutions in Kerala that Explaining the Effects of Work Stress on Psychological and Physiological Consequences and Work Related Outcomes of the Members of Local Government Institutions in Kerala using Stress Management Techniques and Work Burnout as Mediating Factors

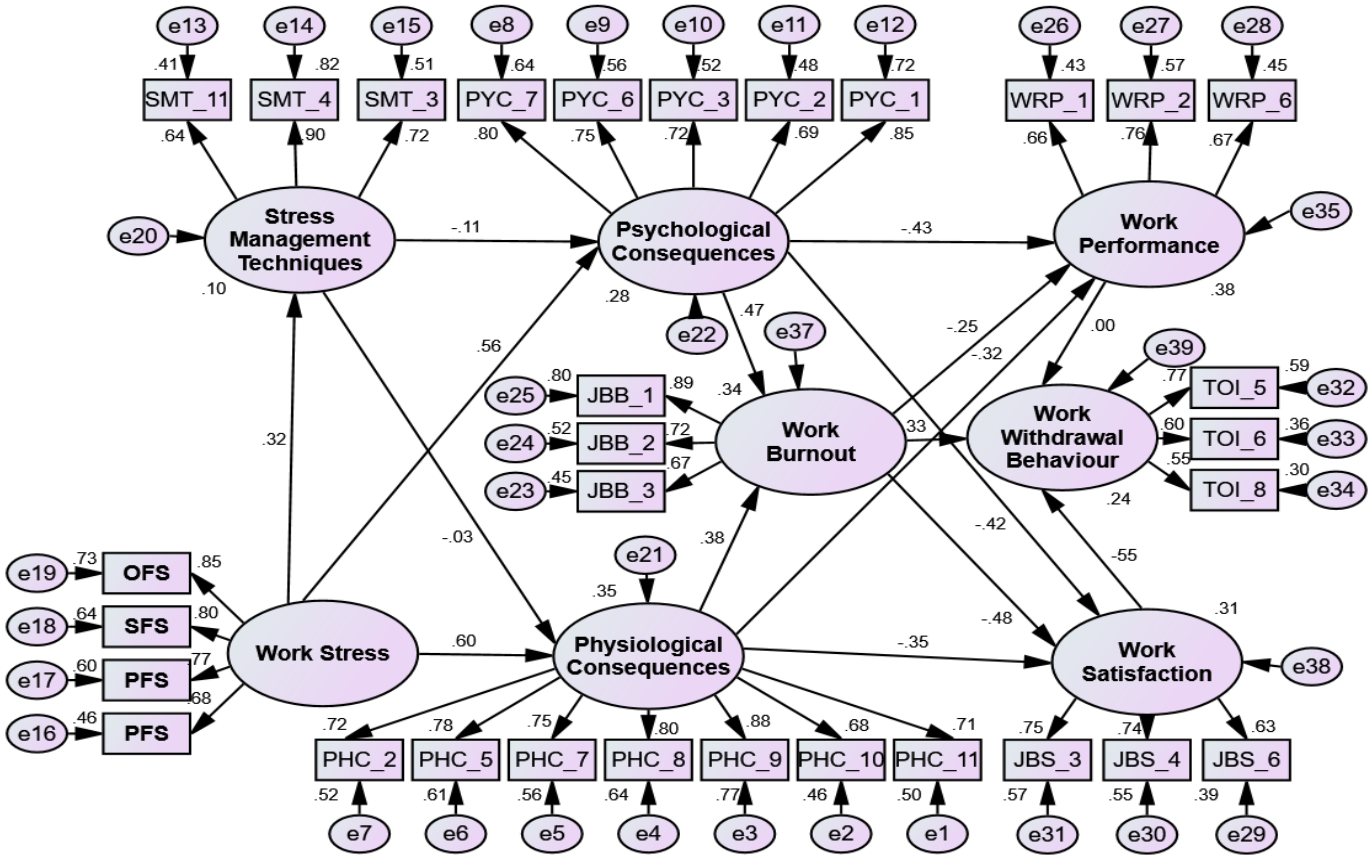


Table 7.11

Model Fit Indices for SEM

MODEL	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	4.65	0.000	0.938	0.918	0.951	0.054
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08

Table 7.11 represents the SEM model fit indices to assess the model fit. The value of Chi-Square to the degrees of freedom ratio for an acceptable model should be less than 5. In this case, the value is 4.65 which are very well within the suggested maximum value. The RMSEA score is 0.054, below the accepted threshold score of 0.08. Moreover, the GFI and AGFI values are above 0.9 and CFI is above 0.9 for which 1.0 indicates exact fit. Thus, the SEM model is a good fit.

7.3.4 Path Analysis

Table 7.12

Values of Path Analysis and R^2 for the SEM

Constructs path index			Standardized co-efficient (Beta)	R^2 Value	Critical Ratio	P value
Stress Management Techniques	←	Work Stress	0.32	0.10	6.84	<0.001**
Psychological Consequences	←	Work Stress	0.56		8.64	<0.001**
Psychological Consequences	←	Stress Management Techniques	-0.11	0.28	1.90	0.052
Physiological consequences	←	Work Stress	0.60		5.94	<0.001**
Physiological Consequences	←	Stress Management Techniques	-0.03	0.38	0.074	0.969

Constructs path index			Standardized co-efficient (Beta)	R^2 Value	Critical Ratio	P value
Work Burnout	←	Psychological Consequences	0.47	0.34	7.68	<0.001**
Work Burnout	←	Physiological Consequences	0.38		6.99	<0.001**
.Work Performance	←	Psychological Consequences	-0.43		7.21	<0.001**
.Work Performance	←	Work Burnout	-0.25	0.38	3.54	<0.001**
.Work Performance	←	Physiological Consequences	-0.32		4.25	<0.001**
Work Satisfaction	←	Psychological Consequences	-0.42		6.24	<0.001**
Work Satisfaction	←	Work Burnout	-0.48	0.31	8.14	<0.001**
Work Satisfaction	←	Physiological Consequences	-0.35		4.99	<0.001**
Work Withdrawal Behavior		Work Burnout	0.33		4.14	<0.001**
Work Withdrawal Behavior		Work Performance	0.00	0.24	0.165	0.908
Work Withdrawal Behavior		Work Satisfaction	-0.55		9.64	<0.001**

*** Significant at 1% level*

7.3.5 Results of Path Analysis and Hypotheses Testing

The results of path analysis and hypotheses testing were shown below.

SM.H1: Work stress has a positive effect on stress management techniques

The standardized beta coefficient of work stress on stress management techniques is 0.32 represents the partial effect of work stress on stress management techniques adopted by the members in the LGIs, holding the other path variables as constant. The estimated positive sign implies that such effect is positive and stress management techniques adopted by the members in the LGIs would increase by 0.32

for every unit of standard deviation increase in their work stress and this coefficient value is significant at 1% level. It indicates that if the members facing work stress, they will try to adopt more techniques to mitigate their stress.

SM.H2: Work stress has a positive effect on psychological consequences

The standardized beta coefficient of work stress on psychological consequences of the stress is 0.56 represents the partial effect of work stress on psychological consequences of the stress, holding the other path variables as constant. The estimated positive sign implies that such effect is positive and psychological consequences of the stress would increase by 0.56 for every unit of standard deviation increase in work stress and this coefficient value is significant at 1% level. It shows that work stress experienced by the members of the local government institutions in Kerala will affect their mental condition also.

SM.H3: Stress management techniques have a negative effect on psychological consequences.

The standardized beta coefficient of stress management techniques on psychological consequences of the stress is -0.11 represents the partial techniques of stress on psychological consequences of the stress, holding the other path variables as constant. But the P value indicates that this effect is not statistically significant.

SM.H4: Work stress has a positive effect on physiological consequences.

The study depicts that the work stress has a positive effect on the physiological consequences. The standardized beta coefficient of work stress among the members in the LGIs in Kerala on their physiological consequences is 0.60 represents the partial effects of work stress on physiological consequences, holding the other path variables as constant. The estimated positive value implies that such effect is positive and physiological consequences of the stress would increase by 0.60 for every unit of standard deviation increase in work stress and this coefficient value is significant at 1% level. It reveals that work stress among the members in the LGIs in Kerala will affect in their physical health.

SM.H5: Stress management techniques have a negative effect on physiological consequences.

The standardized beta coefficient of stress management techniques on physiological consequences of the stress is -0.03 shows that stress management techniques do not have positive effect on physiological consequences.

SM.H6: Psychological consequences have a positive effect on work burnout

The study depicts that the psychological consequences of the stress has a positive effect on the work burnout of the members. The standardized beta coefficient of psychological consequences of the stress among the members in the LGIs in Kerala on their work burnout is 0.47 represents the partial effects of psychological consequences on work burnout, holding the other path variables as constant. The estimated positive value implies that such effect is positive and work burnout would increase by 0.47 for every unit of standard deviation increase in psychological consequences of the stress among the members in the LGIs and this coefficient value is significant at 1% level. It indicates that psychological consequences of the stress among the members in the LGIs in Kerala will leads to their work burnout.

SM.H7: Physiological consequences have a positive effect on work burnout.

The study depicts that the physiological consequences of the stress has a positive effect on the work burnout of the members. The standardized beta coefficient of physiological consequences of the stress among the members in the LGIs in Kerala on their work burnout is 0.38 represents the partial effects of physiological consequences on work burnout, holding the other path variables as constant. The estimated positive value implies that such effect is positive and work burnout would increase by 0.38 for every unit of standard deviation increase in physical consequences of the stress among the members and this coefficient value is significant at 1% level. It indicates that physiological consequences of the stress among the members in the LGIs in Kerala will leads to their work burnout.

SM.H8: Psychological consequences have a negative effect on work performance.

The study depicts that the psychological consequences of the stress has a negative effect on the work performance of the members. The standardized beta coefficient of psychological consequences of the stress among the members in the LGIs in Kerala on their work performance is -0.43 represents the partial effects of psychological consequences on work performance, holding the other path variables as constant. The estimated negative value implies that such effect is negative and work performance of the members would decrease by -0.43 for every unit of standard deviation increase in psychological consequences and this coefficient value is significant at 1% level. It indicates that psychological consequences of the stress among the members in the LGIs in Kerala will affect their work performance.

SM.H9: Work burnout has a negative effect on work performance.

The study depicts that the work burnout has a negative effect on the work performance of the members. The standardized beta coefficient of work burnout on the work performance of the members in the LGIs is -0.25 represents the partial effects of work burnout on work performance, holding the other path variables as constant. The estimated negative value implies that such effect is negative and work performance of the members would decrease by 0.25 for every unit of standard deviation increase in work burnout and this coefficient value is significant at 1% level. It indicates that work burnout among the members in the LGIs in Kerala will affect their work performance.

SM.H10: Physiological consequences have a negative effect on work performance.

The study depicts that the physiological consequences has a negative effect on the work performance of the members. The standardized beta coefficient of physiological consequences on the work performance of the members in the LGIs is -0.32 represents the partial effects of physiological consequences on work performance, holding the other path variables as constant. The estimated negative value implies that such effect is negative and work performance of the members would decrease by 0.32 for every unit of standard deviation increase in physiological

consequences and this coefficient value is significant at 1% level. It indicates that physiological consequences of the stress among the members in the LGIs in Kerala will affect their work performance.

SM.H11: Psychological consequences have a negative effect on work satisfaction.

The study depicts that the psychological consequences of the stress has a negative effect on the work satisfaction of the members. The standardized beta coefficient of psychological consequences of the stress among the members in the LGIs in Kerala on their work satisfaction is -0.42 represents the partial effects of psychological consequences on work satisfaction, holding the other path variables as constant. The estimated negative value implies that such effect is negative and work satisfaction of the members would decrease by 0.42 for every unit of standard deviation increase in psychological consequences of the stress and this coefficient value is significant at 1% level. It indicates that psychological consequences of the stress among the members in the LGIs in Kerala will affect their work satisfaction.

SM.H12: Work burnout has a negative effect on work satisfaction.

The study depicts that the work burnout has a negative effect on the work satisfaction of the members. The standardized beta coefficient of work burnout among the members in the LGIs in Kerala on their work satisfaction is -0.48 represents the partial effects of work burnout on work satisfaction, holding the other path variables as constant. The estimated negative value implies that such effect is negative and work satisfaction of the members would decrease by 0.48 for every unit of standard deviation increase in work burnout and this coefficient value is significant at 1% level. It indicates that work burnout among the members in the LGIs in Kerala will affect their work satisfaction.

SM.H13: Physiological consequences have a negative effect on work satisfaction.

The study depicts that the physiological consequences of the stress has a negative effect on the work satisfaction of the members. The standardized beta coefficient of physiological consequences of the stress among the members in the LGIs in Kerala on their work satisfaction is -0.35 represents the partial effects of

physiological consequences of the stress on work satisfaction, holding the other path variables as constant. The estimated negative value implies that such effect is negative and work satisfaction of the members would decrease by 0.35 for every unit of standard deviation increase in physiological consequences of the stress and this coefficient value is significant at 1% level. It indicates that physiological consequences of the stress among the members in the LGIs in Kerala will affect their work satisfaction.

SM.H14: Work burnout has a positive effect on work withdrawal behavior.

According to the findings, work burnout has a positive effect on members work withdrawal behavior. The standardized beta coefficient of work burnout on work withdrawal behavior among LGI members in Kerala is 0.33, which shows the partial effects of work burnout on work withdrawal behavior while maintaining the other path variables constant. The estimated positive sign indicates that the effect is positive, with members work withdrawal behavior increasing by 0.33 for every unit of standard deviation increase in work burnout, with this coefficient value being significant at the 1% level. It demonstrates that as a result of work burnout, members work withdrawal behavior will increase.

SM.H15: Work performance has a negative effect on work withdrawal behavior.

The standardized beta coefficient of work performance on work withdrawal behavior of the members is 0.00 shows that work performance does not have any effect on work withdrawal behavior.

SM.H16: Work satisfaction has a negative effect on work withdrawal behavior.

According to the findings, work satisfaction has a negative effect on members work withdrawal behavior. The standardized beta coefficient of work satisfaction on work withdrawal behavior among LGI members in Kerala is -0.55, which shows the partial effects of work burnout on work withdrawal behavior while maintaining the other path variables constant. The estimated negative sign indicates that the effect is negative, with members work withdrawal behavior decreasing by 0.55 for every unit of standard deviation increase in work satisfaction, with this coefficient value being

significant at the 1% level. It demonstrates that as a result of work satisfaction, members work withdrawal behavior will decrease.

7.3.6 Explanations of R^2 values

Using the R2 value of the dependent variables, the explanatory power of the structural equation model is examined. The R-square coefficient estimates the amount of variance explained by the model (fig 7.5). The coefficient of determination for stress management techniques (R^2) is 0.10. This value implies that about 10% of the variation in stress management techniques is explained by work stress. This value leads to the conclusion that other independent variables are necessary for predicting stress management techniques besides this independent construct, work stress. The remaining 90% of the variation in stress management techniques is not explained by this independent construct.

The coefficient of determination for psychological consequences of stress is 0.28. It means, about 28% of the variation in psychological consequences is explained by work stress and stress management techniques. It indicates that other independent variables are necessary for predicting psychological consequences of stress besides these independent constructs, work stress and stress management techniques. The remaining 72% of the variation in stress management techniques is not explained by these independent constructs.

The coefficient of determination for physiological consequences of stress is 0.35. It shows that about 35% of the variation in physiological consequences of stress is explained by work stress and stress management techniques. It indicates that other independent variables are necessary for predicting physiological consequences of stress besides these independent constructs, work stress and stress management techniques. The remaining 65% of the variation in physiological consequences of the stress is not explained by these independent constructs.

The coefficient of determination for work burnout is 0.34. It shows that about 34% of the variation in work burnout is explained by psychological and physiological consequences of the stresses. It indicates that other independent variables are

necessary for predicting work stress besides these independent constructs, psychological and physiological consequences of the stresses. The remaining 66% of the variation in work stress is not explained by these independent constructs.

The coefficient of determination for work performance is 0.38. It shows that about 38% of the variation in work performance is explained by work burnout, physiological consequences and psychological consequences of the stress. It indicates that other independent variables are necessary for predicting work performance besides these independent constructs, work burnout, physiological consequences and psychological consequences of the stress. The remaining 62% of the variation in work performance is not explained by these independent constructs.

The coefficient of determination for work satisfaction is 0.31. It shows that about 31% of the variation in work satisfaction is explained by work burnout, physiological consequences and psychological consequences of the stress. It indicates that other independent variables are necessary for predicting work satisfaction besides these independent constructs, work burnout, physiological consequences and psychological consequences of the stress. The remaining 61% of the variation in work satisfaction is not explained by these independent constructs.

The coefficient of determination for work withdrawal behavior is 0.24. It shows that about 24% of the variation in work withdrawal behavior is explained by work burnout, work performance and work satisfaction. It indicates that other independent variables are necessary for predicting work satisfaction besides these independent constructs, work burnout, physiological consequences and psychological consequences of the stress. The remaining 74% of the variation in work satisfaction is not explained by these independent constructs.

Table 7.13

Result Summary of Hypothesis Testing

Hypotheses No.	Hypotheses of the model developed	Result of Hypotheses testing
SM.H1	Work stress has a positive effect on stress management techniques.	***Supported***
SM.H2	Work stress has a positive effect on psychological consequences	***Supported***
SM.H3	Stress management techniques have a negative effect on psychological consequences.	***Not Supported***
SM.H4	Work stress has a positive effect on physiological consequences.	***Supported***
SM.H5	Stress management techniques have a negative effect on physiological consequences.	***Not Supported***
SM.H6	Psychological consequences have a positive effect on work burnout.	***Supported***
SM.H7	Physiological consequences have a positive effect on work burnout.	***Supported***
SM.H8	Psychological consequences have a negative effect on work performance.	***Supported***
SM.H9	Work burnout has a negative effect on work performance.	***Supported***
SM.H10	Physiological consequences have a negative effect on work performance.	***Supported***
SM.H11	Psychological consequences have a negative effect on work satisfaction.	***Supported***
SM.H12	Work burnout has a negative effect on work satisfaction.	***Supported***
SM.H13	Physiological consequences have a negative effect on work satisfaction.	***Supported***
SM.H14	Work burnout has a positive effect on work withdrawal behavior.	***Supported***
SM.H15	Work performance has a negative effect on work withdrawal behavior	***Not Supported***
SM.H16	Work satisfaction has a negative effect on work withdrawal behavior	***Supported***

SM.H1 to SM.H16 indicates Structural Model Hypotheses

7.3.7 Mediating Effect in the Model

Table 7.14

Mediating Testing in the Model (Direct and Mediation Effect Paths) Using Bootstrapping Procedure

Independent construct	Mediation construct	Dependent construct	Direct effect	Indirect effect (mediation effect)	Result of mediation testing based on bootstrapping procedures
Work Stress	Stress Management Techniques	Psychological Consequences	0.56**	-0.03	**No Mediation**
Work Stress	Stress Management Techniques	Physiological Consequences	0.60**	0.00	**No Mediation**
Psychological Consequences	Work Burnout	Work Satisfaction	-0.42	-0.24**	**Partial mediation**
Physiological Consequences	Work Burnout	Work Performance	-0.32	-0.10*	**Partial mediation**

*** Significant at 1% level*
** Significant at 5% level*
Mediating effect values are computed through bootstrapping procedure with 2,000 bootstrap samples

As per the table above, the direct effect of work stress on psychological consequences is 0.56, and the mediation effect of this relationship via stress management techniques is 0.03. The test results demonstrate a positive and significant direct relationship between work stress and psychological consequences, but no mediation effect between work stress and psychological consequences via stress management techniques. The direct effect of work stress on physiological consequences is 0.60, while the mediation effect through stress management techniques is 0.00. The test results reveal that there is a positive and significant direct link between work stress and physiological consequences, with no mediation effect via stress management techniques.

The mediation effects of these paths are examined using bootstrapping (2000 bootstrap samples) methods with the help of IBM-SPSS-AMOS-21 software package.

The mediation test shows that there is no mediation effect in these paths as the bootstrapping test shows that the mediation effect is not statistically significant. It indicates that stress management techniques adopted by the members in the local government intitutions is not adeqaute to resolving its psychological and physiological consequences. They need to adop more improved stress management techniques for resolving the stress amd its consequences.

The direct effect between psychological consequences and work satisfaction is -0.42 and mediation effect of this relationship through work burnout is 0.24. The test result shows that there is a positive and significant direct effect between psychological consequences and work satisfaction, and there is a mediation effect between psychological consequences and work satisfaction via work burnout. The direct effect between physiological consequences and work performance is -0.32 and mediation effect of this relationship through work burnout is -0.10. The test result shows that there is a negative and significant direct effect between physiological consequences and work performance, and there is a mediation effect between physiological consequences and work performance via work burnout.

The mediation effect is statistically significant, according to the bootstrapping test. It shows that the psychological consequences of stress lower members work satisfaction, and the physiological consequences of stress also reduce work performance. Between these two paths, work burnout is found to play a significant effect. The members work burnout is exacerbated by physiological and psychological effects, and this work burnout leads to work dissatisfaction and poor work performance. Furthermore, in order to improve members work satisfaction and performance, the physiological and psychological effects of stress and work burnout must be greatly reduced. Only then can the members work satisfaction and thier work performance be guaranteed.

Table 7.15

Shows the Mediation Hypotheses in the Model

Hypotheses No.	Mediation hypotheses in the model	Result of Hypotheses testing
MED.H1	Stress management techniques mediate in the relationship between work stress and its psychological consequences	***Not Supported***
MED.H2	Stress management techniques mediate in the relationship between work stress and its physiological consequences	***Not Supported***
MED.H3	Work burnout mediates in the relationship between psychological consequences of the stress and work satisfaction	***Supported***
MED.H4	Work burnout mediates in the relationship between physiological consequences of the stress and work performance	***Supported***

MED.H1to MED.H4 indicates Mediation Model Hypotheses

In this chapter, sixteen SEM hypotheses and four mediation hypotheses were developed, tested, and an empirical research model for members of local government institutions in Kerala was developed based on the results. This model supports thirteen SEM hypotheses and two mediation hypotheses. According to the fit indices, all CFA and SEM models are well-fitting. The next chapter would discuss the moderating effect of social support on the effect of work stress on work withdrawal behavior and work performance.

Works Cited

Fornell, C., &Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research,* 39-50.

Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). Multivariate Data Analysis. Seventh Edition. Prentice Hall, Upper Saddle River, New Jersey.

Malhotra, N. K & Peterson, M., (2001). Marketing Research in the New Millennium: Emerging Issues and Trends. *Marketing Intelligence and Planning, 19*, 216-235.

Suhr, D. D. (2009). Principal component analysis vs. exploratory factor analysis. SUGI 30 Proceedings. Retrieved 5 April 2012.

CHAPTER VIII

MODERATING EFFECT OF SOCIAL SUPPORT ON THE EFFECT OF WORK STRESS ON WORK WITHDRAWAL BEHAVIOUR AND WORK PERFORMANCE

In the previous chapter, an attempt has been made to investigate the effects of work stress members of local government institutions in Kerala on psychological and physiological consequences and work related outcomes using stress management techniques and work burnout as mediating factors with the help Structural Equation Model. However, the research on stress management of members of LGIs will not be a full- fledged one without analysing the moderating effect of social support on the effect of work stress on work withdrawal behavior and work performance. The present chapter seeks to accomplish this objective.

In order to fulfil this objective, an attempt has been made to develop research models based on the connection of independent variable X (work stress) on its dependent variable Y (work withdrawal behaviour and work performance) and to evaluate the effect of moderator variable M (social support) in the X-Y connection. For testing the moderation effects, Co-variance based on Confirmatory Factor Analysis and Structural Equation Modelling techniques (CB-CFA and SEM). For this purpose, the IBM SPSS AMOS 21 software package was employed.

8.1 Moderation Analysis: An Overview

An independent variable's effects on its dependent variable are "moderated" by a moderating variable. The term "moderator" refers to a variable that "interferes" with the relationship between an independent variable and its corresponding dependent variable. This definition is particularly common among social science researchers. Let M represent the moderator variable in the X-Y connection as an example. The effects of X on Y are then "altered" by M in the function of moderation. (Zainudin, 2012).

8.2 The Effects of Independent Variable X (Work Stress) on Its Dependent Variable Y (Work Withdrawal Behaviour and Work Performance)

Figure 8.1

The Effect of Independent Variable X on its Dependent Variable Y

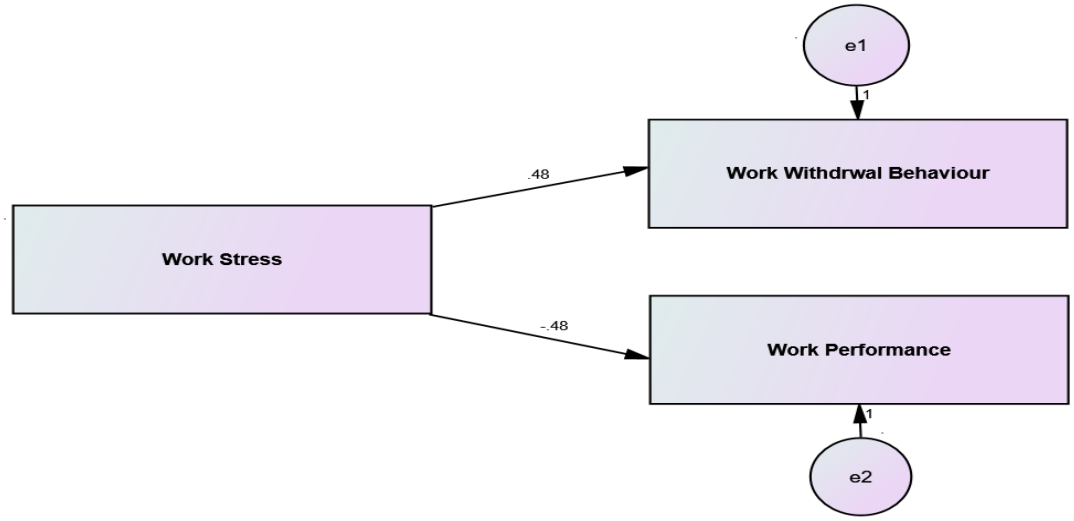


Table 8.1

Model Fit Indices for Testing the Effect of Independent Variable X on Its Dependent Variable Y

ATTRIBUTES	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	2.874	0.187	0.994	0.970	0.998	0.039
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08

The CFA model fit indices are shown in Table 8.1 to evaluate the overall model fit. For a model to be considered valid, the Chi-Square to degrees of freedom ratio must be smaller than 5. The value in this instance is 2.874, which is well within the recommended maximum value. The RMSEA score is 0.008, which is much lower than the 0.039 accepted threshold value. Additionally, the GFI, AGFI, and CFI values

are all greater than 0.9, with 1.0 denoting an exact fit. As a result, the model fits well and can be used for future investigations.

Table 8.2

Summary of Estimates for Testing the Effects of Independent Variable X on Its Dependent Variable Y

Construct	Path	Construct	Estimate	S.E	C. R	P-value
Work Withdrawal behaviour	←	Work Stress	0.48	0.028	18.64	<0.001**
Work Performance	←	Work Stress	-0.48	0.027	18.96	<0.001**

*** denotes significant at 1 % level of significance*

The above table and SEM diagram show that work stress has a positive and significant effect on work withdrawal behaviour and negative effect on work performance.

8.3 Effect of Work Stress on Work Withdrawal Behaviour and Work Performance Moderated By Social Support

8.3.1 Formulation of Hypothesis and Model Development:

The formulation of hypotheses for model development on the basis of previous studies conducted in the similar areas is shown in the following pages.

1. Work stress and work withdrawal behaviour

Toon et al (2001) identified that there job stress has significant relationship with strain and withdrawal. Ni Made et al (2020) indicated that that work-family conflict and job stress shows positive effect on physical withdrawal. Thus, the following hypothesis has been proposed:

MOH.8.1: A higher level of work stress will result in higher work withdrawal behaviour.

2. Work stress and work performance

Dedi (2021) indicated that work stress have significant and negative impact on the employee performance. Tina Bui (2021) showed that there is a negative relationship between work-place stress and employee productivity. Samuel Ajayi (2018) identified that stress have a negative impact on the performance and job satisfaction of the employees. Thus, the following hypothesis has been developed.

MOH.8.2: A higher level of work stress will result in lower work performance.

3. Social support and work withdrawal behaviour

Xiaohui et al (2017) identified that impact work withdrawal behaviour among employees was reduced by social support. Osman (2013) indicates that social support results in low turnover intentions among employees. Thus, the following hypothesis is proposed:

MOH.8.3: A higher level of social support will result in lower work withdrawal behaviour.

4. Social support and work performance

Raeda (2004) identified that, social support increases the job performance. It turns out that social support and job performance are positively correlated. Social support in the form of supervisor's support results in increase in employee performance (Bert H et al, 2012). Dale et al (2009) indicated that, social support reduced the effect of stress and increased the performance among employees. Thus, the following hypothesis has been proposed:

MOH.8.4: A higher level of social support will result in higher work performance.

5. Work stress and work withdrawal behaviour moderated by social support

Feng-Hsia Kao et al (2014) stated that caring climate moderated the relationship between stressors and withdrawal among workers. Further, Lawrence et al (2018) identified that, social support is positively associated with relationship

between job stress and turnover intention. Vivien (1996) indicates that, support derived from others in workplace as well as family and friends moderates the effects of job related outcomes. Thus, the hypothesis proposed has been stated below:

MOH.8.5: The strength of the relationship between work stress and work withdrawal behaviour is significantly moderated by social support.

6. Work stress and work performance moderated by social support

Raeda (2004) identified that that, social support from co-workers increased the job performance and decreased the job stress of nurses. Rees et al (2009) indicated that, social support moderated the relationship between stressors and performance. COVID-19 related stress leads to decrease in performance among employees and this effect is mitigated by perceived family support. Tommy et al (2019) showed that that social support can reduce the workplace stress and increase job performance of the employees. Thus, the following hypothesis has been developed:

MOH.8.6: The strength of the relationship between work stress and work performance is significantly moderated by social support.

8.3.2 Hypotheses Formulation

MOH.8.1: A higher level of work stress among the members in the LGI in Kerala will result in their higher work withdrawal behaviour.

MOH.8.2: A higher level of work stress among the members in the LGI in Kerala will result in their lower work performance.

MOH.8.3: A higher level of social support will result in lower work withdrawal behaviour.

MOH.8.4: A higher level of social support will result in higher work performance.

MOH.8.5: The strength of the relationship between work stress and work withdrawal behaviour is significantly moderated by social support.

MOH.8.6: The strength of the relationship between work stress and work performance is significantly moderated by social support.

Figure 8.2

Interaction Moderation Model Based on Unstandardized Regression Coefficients

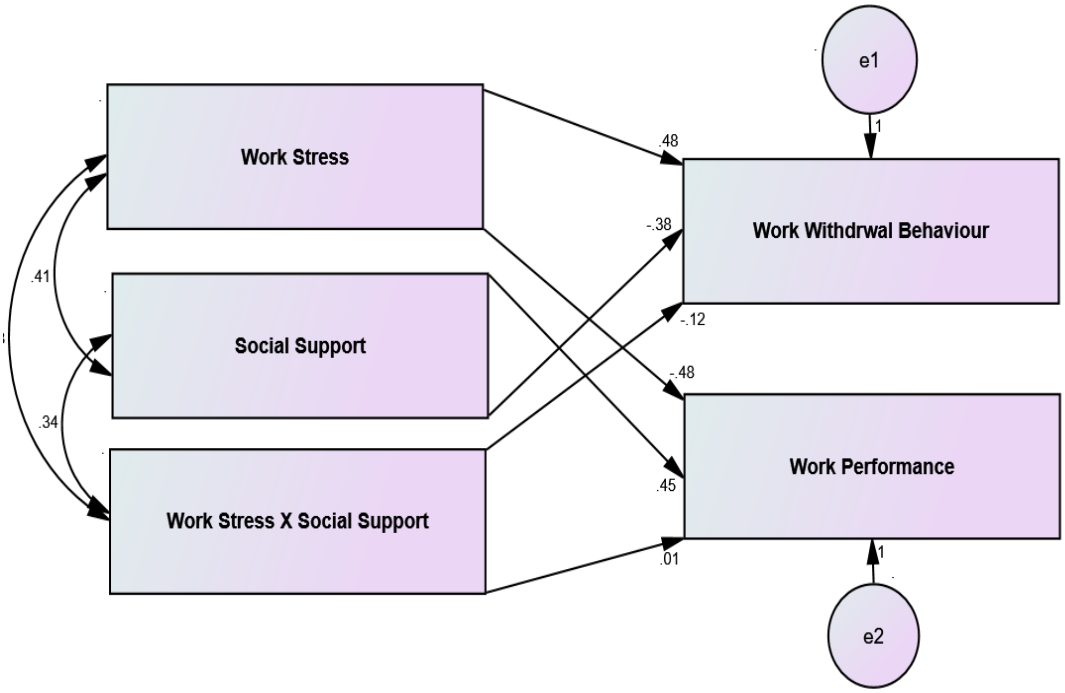


Table 8.3

Model Fit Indices for Testing the Effects of Independent Variable X on its Dependent Variable Y via Moderation Variable W

ATTRIBUTES	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	2.355	0.000	0.977	0.925	0.987	0.048
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08
Literature support	Hair et al., (1998)	Barrett (2007)	Hair et al. (2006)	Hair et al. (2006)	Hu and Bentler (1999)	Hair et al. (2006)

The value of Chi-Square to the number of degrees of freedom should be less than 5 for a good model. In this case, the value is 2.355, which is very close to the maximum value that was suggested. The RMSEA score is 0.048, which is much lower than the accepted minimum score of 0.08. Also, both GFI and AGFI are above 0.9, and CFI is also above 0.9. A value of 1.0 means an exact fit.

Table 8.4

Summary of Estimates of the Moderation Model

Construct	Path	Construct	Estimate	S.E	C. R	P-value
Work Withdrawal Behaviour	←	Work stress	0.48	0.041	12.85	<0.001**
Work Performance	←	Work stress	-0.48	0.045	12.54	<0.001**
Work Withdrawal Behaviour	←	Social support	-0.38	0.039	9.87	<0.001**
Work Performance	←	Social Support	0.45	0.040	11.68	<0.001**
Work Withdrawal Behaviour	←	Work stress x Social support	-0.12	0.021	3.07	0.015*
Work Performance	←	Work stress x Social Support	0.16	0.023	3.94	<0.001**

*** denotes 1% significance level*
** denotes 5% significance level*

Interaction moderation model shows that work stress has a positive and significant effect on the work withdrawal behaviour and negative effect on work performance. Social support has a negative and significant effect on the work withdrawal behaviour and positive effect on work performance. Interaction of work stress and social support has a negative and significant effect on the work withdrawal behaviour and positive effect on work performance. The details of the moderation effect from the model are depicted below.

Table 8.5

Summary of Moderation Effect - I

Construct names			Unstandardized Regression Coefficients		
Independent construct	**Moderator**	**Dependent construct**	**Independent construct**	**Moderator**	**Interaction**
Work Stress	Social Support	Work Withdrawal Behaviour	0.48**	-0.38**	-0.12*

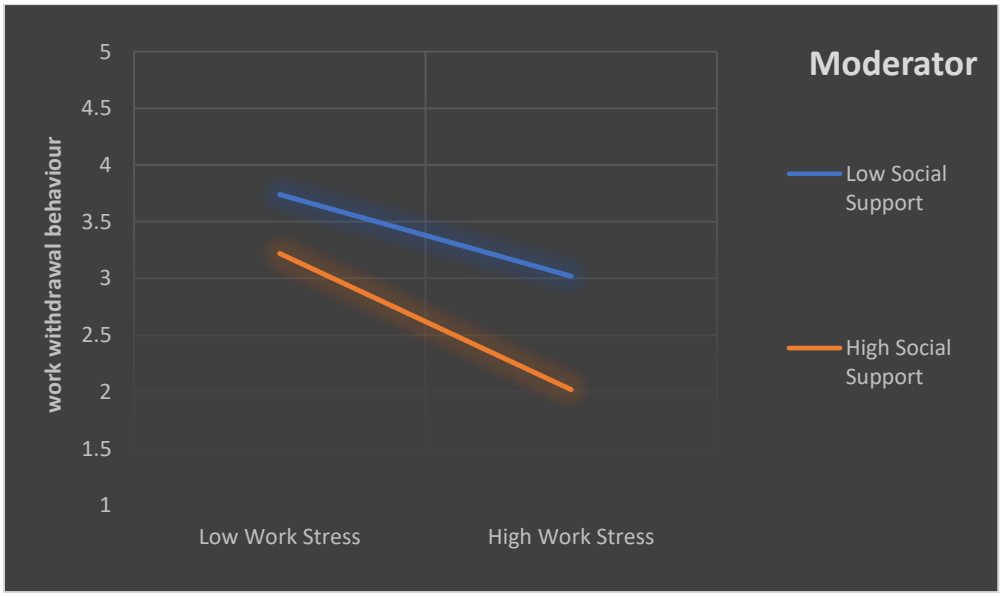
*** denotes 1% significance level*
** denotes 5% significance level*

The above table shows that the strength of the relationship between work stress and work withdrawal behaviour is negatively and significantly moderated by social support. As a moderator, social support weakens the positive relationship between work stress and work withdrawal behaviour. In result, the adverse effect of work stress on work withdrawal behaviour will be reduced when the members get better social support from their surroundings. The following table depicts the simple slop test which confirms the moderation effect.

Simple Slop Test Plots of Two-Way Interaction Effect for Unstandardized Variables for Moderation Effect– I

Figure 8.3

Interaction of Work Stress and Social Support to Predict Work Withdrawal Behaviour



Result of Two-way Interaction –I:

Social support weakens the positive relationship between work stress and work withdrawal behaviour. It means the effect of work srtess on work withdrawal behaviour among the members of LGIs will be reduced if the members get adequate scoail support from their working community.

Table 8.6

Summary of Moderation Effect - II

Variable names			Unstandardized Regression Coefficients		
Independent variable	**Moderator**	**Dependent variable**	**Independent variable**	**Moderator**	**Interaction**
Work Stress	Social Support	Work Performance	-0.48**	0.45**	0.01

*** denotes 1% significance level*

Result of Two-way interaction- II:

This table shows that the strength of the relationship between stress and work performance is not significantly moderated by social support. As a moderator, social support does not have any moderating effect in the relationship between stress and work performance. Therefore, it can be concluded that work stress does not have any stronger or weaken effect on the relationship between work stress and work performance when the members get adequate social support from their working community.

This chapter examined the moderating effect of social support on the effect of work stress on work withdrawal behaviour and work performance of members in the local government institutions in Kerala. The results show that work stress has a direct effect on work withdrawal behaviour and work performance. As a moderator, social support weakens the positive relationship between work stress and work withdrawal behaviour whereas social support does not strengthens or weakens the relationship between work stress and work performance.

Work Cited

Zainudin, A., 2012. Structural Equation Modeling using AMOS Graphic. Selangor: UiTM Press.

CHAPTER IX

FINDINGS AND CONCLUSIONS

9.1. Introduction

Kerala, the State having good development indicators when compared to developed countries have implemented decentralized and participatory local democracy in an effective way since the enactment of Kerala Panchayat Raj Act and The Kerala Municipality Act in the year 1994. Local government institutions in Kerala play a crucial role in promoting grassroots democracy, rural and urban development and inclusive governance. Key roles and functions of Local Government Institutions includes providing basic infrastructure, promoting local economic development, delivering social welfare programs, planning and implementing development programs, promoting environmental sustainability and ensuring participatory governance. The social, economic and environmental growth in Kerala is significantly influenced by local government institutions.

The members of local government institutions in Kerala play a vital role in the overall development and functioning of the state's local governance system. They contribute to the development of the state by working to promote democratic governance, community involvement and efficient implementation of policies and programmes. Members of local bodies are individuals who work at the grass root level of democratic system. They are the people through which government gets basic information for creation of policy and they also play a significant role in implementing the policy decisions. They have a major role in the effective utilisation of public fund. The duty of a members of local government institutions is both work and service in nature. They are responsible to ensure various facilities like public safety, waste management, education, basic infrastructure, sanitation etc. For the betterment of their constituents, members of these institutions have the responsibility to work towards all these duties in an efficient manner. In order to perform the duties of a member, it

requires a lot of qualities and skills like leadership qualities, effective communication skill, analytical and problem solving abilities, familiarity with local issues, financial management skill, knowledge of government processes and a dedication to serving the public. However, not all members are skilled in every area, and the majority of them are deficient in a number of abilities. Majority of the elected representatives have very minimal education and experience. Most people who are elected as members come from relatively low economic and social background, with the support of any political party. Their work and performance is under public scrutiny and always faces the problem of over expectation from the public. Along with these, unscheduled work time, heavy workload, lack of work-life balance, political pressure, personal safety concerns, financial constraints, lack of resources, pressure from interest groups, physical threats and attacks, intimidation and harassment, lack of support from higher authorities etc. make their work more challenging. Members of the local government institutions will feel stressed and anxious as a result, which will have adverse physical and mental consequences. Eventually, this will lead to decreased work performance, productivity and dedication among the members, which will impact the performance of the local government of state itself. Moreover, the overall development of the state up to the grass root level depends upon the efficiency and performance of the local government institutions and its members.

9.2. The Problem in Brief

Local Government Institutions (LGIs) plays a significant role in the development of the State of Kerala. Various policies and programs are implemented by the government at the grass root level of the society through the members of local government institutions. The duties levied on them has an impact on the well-being of public, infrastructure developments and functioning of different sectors. However, the enormous number of duties and responsibilities makes the work of a member of local government institutions very challenging. Though in Kerala 50% reservation has given to females, so many elected members get into this position without any prior experience and preparations. They experience problems like balancing of family with work. With the assistance of any political party, the majority of those elected as

members come from relatively modest socio-economic backgrounds, with basic educational qualifications and skills. But, the duties entitled to the members have serious impact on the society. Though, most of the members work for full time in their local government institutions, the minimum pay which is known as honorarium given to them is insufficient to meet their needs. Along with these, lack of guidelines for duties, role conflicts, insufficient training, conflicting demand from public, public criticism, difficulty to prove efficiency, public scrutiny on duties, interference of the political party and political pressures makes their work life stressful. The stress of the members of LGIs is related to the various factors such as public service motivation, social support and emotional intelligence, work performance, work satisfaction, work burnout and work withdrawal behaviour. Among these factors, some of them influence the stress of the member and some will get influenced by the stress faced by the member. At this juncture, it is quite relevant and useful to conduct an investigation on Stress Management of Members of Local Self Government Institutions in Kerala.

In this background, the present work investigated the following major research issues.

1. What are the major factors of work stress among the members of the local government institutions in Kerala?

2. What are the consequences of the stress experienced by the members of local government institutions?

3. To what extend the members of LGIs adopts stress management techniques for stress reduction?

4. Whether there is any significant difference in the level of work related outcomes, public service motivation, emotional intelligence and social support of the members?

5. How do the factors of stress, consequences of the stress, stress management techniques and work related outcomes are interconnected?

6. Do stress management techniques and work burnout play any mediating role in the relationship between work stress on its consequences and work related outcomes?

7. Can social support moderate in the relationship between work stress on work performance and work withdrawal behaviour?

9.3. Objectives of the Study

The objectives of the study are recapitulated below.

- To investigate into the factors of stress and its consequences among the members of local government institutions.
- To examine the stress management techniques adopted by the members of local government institutions.
- To find out the level of work related outcomes, public service motivation, emotional intelligence and social support of the members of local government institutions.
- To develop an empirical research model of the members of local government institution that explaining the interconnection among work stress, consequences of stress, stress management techniques and work-related outcomes.
- To explore the mediating role of stress management techniques and work burnout in the relationship between work stress on its consequences and work related outcomes.
- To extract the moderating effects of social support in the effects between work stress on work performance and work withdrawal behaviour.

9.4. Hypotheses

In line with the above mentioned objectives, the following hypotheses were developed and tested employing suitable statistical tools.

H1: The members of local government institutions experience only an average level of stress due to various factors.

H2: In the case of factors leading to stress, there is no significant socio-demographic factors wise difference among the members of local government institutions.

H3: There is no significant difference among the members of local government institutions in respect of the levels of stress caused due to various factors.

H4: There is no significant difference among the members of local government institutions in respect of the levels of different consequences.

H5: In the case of level of different consequences, there is no significant socio-demographic factors wise association among the members of local government institutions.

H6: In the case of stress management techniques followed, there is no significant difference among the members of local government institutions according to their socio-demographic factors.

H7: The members of local government institutions do not differ significantly in the case of level of stress management techniques followed.

H8: The members of LGIs do not associate significantly in the case of level of stress management techniques followed according to socio-demographic factors.

H9: The members of LGIs do not differ significantly in the case of level of work related outcomes, public service motivation, emotional intelligence and social support.

H10: The members of LGIs do not associate significantly in the case of level of work related outcomes, public service motivation, emotional intelligence, social support according to socio-demographic factors.

Mediating Hypotheses

The following hypotheses were developed for the mediation analysis.

MED.H1: Stress management techniques mediate in the relationship between work stress and its psychological consequences

MED.H2: Stress management techniques mediate in the relationship between work stress and its physiological consequences

MED.H3: Work burnout mediates in the relationship between psychological consequences of the stress and work satisfaction

MED.H4: Work burnout mediates in the relationship between physiological consequences of the stress and work performance

Moderating Hypotheses

The following hypotheses were developed for checking the moderation effect.

MOH.1: The strength of the relationship between work stress and work withdrawal behaviour is significantly moderated by social support.

MOH.2: The strength of the relationship between work stress and work performance is significantly moderated by social support.

9.5. Methodological Design

This study is both descriptive and analytical in nature. Both secondary and primary data were collected and used for the study. The secondary data were collected from books, dissertations, journals and periodicals, websites, research reports and newspapers. The primary data were collected from the members in the grama panchayats, municiplaities and corporations in Kerala. A multi-stage proportionate simple random sampling method has been adopted for the sample selection of the

study. In the first stage, the State of Kerala has been classified into three zones i.e. north, central and south and from each zone, one district each has been selected on random basis. Accordingly, the district of Kollam from southern Zone, Trissur from Central Zone and the district of Kannur from Nortern Zone were selected. In the second stage, 30 grama panchayats, 20 municipalities and 3 corporations were selected from the selected three districts. In the third stage, 486 sample members consisting of 306 from grama panchayats, 90 from municipalities and 90 from corporations from the three sample districts in the three zones were selected for detailed investigation. Before finalizing the tool, appropriate modifications were made after conducting a pilot study with a small sample of respondents. Validity and reliability testing were then completed. A structured questionnaire was developed and administered among the respondents for the collection of required data, right after discussions with the experts in the field.

The questionnaire was comprised of eleven parts. Part I Demographic Profile, Part II Stress Factors, Part III Consequences, Part IV Stress Management Techniques, Part V Work Performance, Part VI Work Satisfaction, Part VII Work Burnout, Part VIII Work Withdrawal Behavior, Part IX Public Service Motivation, Part X Emotional Intelligence and Part XI Social support.

IBM SPSS 21, IBM SPSS AMOS 21 and MS Excel software packages were used for data analysis. Mean, Standard Deviation, Independent T Test, Analysis of Variance (ANOVA) With Tukey's HSD Post Hoc Analysis, Quartile Deviation, Percentage Analysis, Chi-Square Test for Goodness of Fit, Co-Variance Based Confirmatory Factor Analysis (CB-SEM), Structural Equation Modelling (CB-SEM) Techniques, Bootstrapping Procedures and Simple Slop Curve Analysis were employed for the analysis of the Data.

9.6. Summary of the Chapters

The report of the study has been presented in ten chapters.

- The first chapter is the introduction which covers the entire research process. An overview of research problem, significance, scope, research methodology and database, limitations and chapter scheme were presented in the chapter.
- In the second chapter, the available literature on previous studies in the related area has been reviewed and presented. The available literature were classified into seven subdivisions and the research gap was identified.
- Third chapter presents an overview of the stress management and members of local government institutions in Kerala with the help of secondary data.
- In the fourth chapter, the detailed analysis of factors of stress and it consequences among the members of LGIs were presented.
- The Fifth chapter explained the major stress management techniques and level of stress management techniques among the members of local government institutions.
- In the sixth chapter, level of public service motivation, social support, emotional intelligence and work-related outcomes among the members of LGIs were assessed.
- The seventh chapter deals with the mediation analysis of stress management techniques and work burnout in the relationship between work stress on its consequences and work related outcomes.
- The Eighth chapter evaluated the moderating effect of social support on the effect of work stress on work withdrawal behaviour and work performance of the members of local government institutions.
- In the chapter nine, major findings and conclusions based on the analysis were presented.

- Chapter ten gives the recommendations based on the findings and conclusions, its implications and scope for further research.

9.7. Findings of the Study

The main findings of the study are presented in the following pages.

A. Profile of the members of LGIs

- It is found that, out of the 486 members selected, 41.6 per cent are female and 58.4 per cent are male.
- The majority (45.2 per cent) of the samples members belong to the age group of 41–50 years.
- The analysis of marital status reveals that a vast majority of the sample members are married (96.1 per cent).
- With respect to the number of family members, more than 50 per cent of the members come from families with 2-4 number of family members.
- As regards to the monthly income, over 50 per cent of the members have a monthly income of less than Rs 10,000. Only in the case of 7 members (1.4 per cent) it is seen that their income is more than Rs. 50,000 per month.
- In the case of educational qualification, majority (39.4 per cent) of the sample members have an educational qualification of SSLC. Only 5 per cent of the selected members have a post-graduate degree.
- With regard to the experience in other social activities, majority (81.4 per cent) of the sample members have previous experience in other social activities.
- Regarding the political experience, most (49.5 per cent) of the sample members have political experience of above 15 years, whereas 6.1 per cent members do not have any political experience.

- With respect to the number of times elected as a member of local government institutions, majority (71.3 per cent) of the sample members are elected for the first time.

B. Factors of Stress

Stress factors among members of local government institutions consists of organisational factors, social factors, personal factors and political factors. In order to rank the stress factors and to find out the extent of stress factors experienced by the members of LGIs, mean score, standard deviation and one sample t test were employed. To identify the factors of stress among the members across various socio demographic variables and the level of stress, independent sample-t test, one-way ANOVA with Tukey's HSD Post hoc analysis, quartile deviation, percentage analysis and chi-square test for goodness of fit were used. In this regard, the findings are:

- Insufficient training (mean score 2.65) found to be the major organisational factor which leads to stress among members. The other organisational factor in the order of rank are inadequate information (mean score of 2.64), role conflicts (mean score 2.63), lack of guidelines for duties (mean score 2.56), unscheduled work time (mean score 2.49), no involvement in decision making (mean score 2.38) and problems with co-workers (mean score 2.21).

- Over public expectation (mean score 3.53) is the main social factor which leads to work stress among the members. Lack of resources (mean score 3.04), conflicting demand from public (mean score 2.98), public criticism (mean score 2.74), public scrutiny on duties (mean score 2.73) and difficulty to prove efficiency (mean score 2.56) are the other social factors in the order of rank.

- Lack of family time (mean score 2.89) ranked the first among the personal factors leading to work stress among members. Inadequate remuneration (2.83), doing public speech (mean score 2.79), lack of knowledge and skills (mean score 2.48), ineffective communication (mean score 2.47) and worried about own performance (mean score 1.98) are the other personal factors ranked in order.

- Opposing party (mean score 2.64) is the major political factor which leads to work stress among the members. Other political factors ranked in order are working as per interest of party (mean score 2.62), conflicting demand from public (mean score 2.56), interference of political party (mean score 2.60), conflicting ideologies (mean score 2.56) and political pressures (mean score 2.23).

- It is found that the extend of stress experienced by the members is above the average level only in the case of the organisational factors (mean score 3.10), whereas, in case of social factors, personal factors and political factors it is below the average level. It indicates that, only the organisational factors lead to stress among the members whereas, social, personal and political factors do not lead to stress among the members. Hence, in the case of organisational factors, the members of LGIs experience not the average level of stress.

- In the case of organisational factors and personal factors, there is significant gender wise difference among the members of LGIs. Based on the mean score, it could be concluded that, as compared to female members, male members face more stress due to organisational factors (mean score 3.16) and personal factors (mean score 2.66). Whereas, in the case of social factors and political factors leading to stress, there is no significant gender wise difference among the members of LGIs.

- There is significant age group wise difference among the members of LGIs in the case of organisational, social and personal factors leading to stress. Whereas, in the case of political factors leading to stress, there is no significant age group wise difference among the members of LGIs.

- Members belonging to the age group of 26 to 40 differ significantly from those who belong to the age group of 41 to 50 and above 50 in the case of organisational factors, social factors and personal factors leading to stress. It was also found that, members belonging to the age group of 26 to 40 are facing more stress due to organisational factors, social factors and personal factors.

- In the case of organisational factors, social factors, personal factors and political factors leading to stress, there is significant educational qualification wise difference among the members of LGIs.

- Members with educational qualification of SSLC differ significantly from those who with the educational qualification of plus two in the case of organisational factors and social factors leading to stress. It was found that members with the plus two qualification are facing more stress due to organisational factors and social factors as compared to members with other different qualifications.

- Members with educational qualification of plus two differ significantly from those who with the educational qualification of SSLC, degree and PG with regard to the personal factors and political factors leading to stress. It was observed that members are not facing stress due to personal factors and political factors, but comparatively members with plus two qualification are facing the stress more due to personal factors and political factors as compared to members with other different qualifications.

- There is significant political experience wise difference among the members of LGIs, in the case of organisational factors, social factors and personal factors leading to stress. Whereas, in the case of political factors, there is no significant political experience wise difference among the members of LGIs.

- Members with political experience of 6 to 10 years differ significantly from those who with the political experience of 11 to 15 years and above 15 years with regard to the organisational factors. It is found that, members with 6 to 10 years political experience are facing more stress due to organisational factors as compared to the members with other political experiences.

- Members with no political experience differ significantly from those who with the political experience of 1 to 5 years and 6 to 10 years with regard to the social factors. It is found that, members are not facing stress due to social

factors, but comparatively members with 6 to 10 years political experience are facing the stress more due to political factors as compared to other members.

- Members with 11 to 15 year political experience differ significantly from those who with political experience of 0 years, 1 to 5 years and 6 to 10 years with regard to the political factors. It could be concluded that, members are not facing stress due to political factors, but comparatively members with 11 to 15 years political experience are facing the stress more due to political factors as compared to other members.

- There is significant difference among members of grama panchayath, municipality and corporation in the case of organisational factors, social factors, personal factors and political factors leading to stress.

- Members in corporation differed significantly from members in grama panchayat and municipality with regard to the organisational, social, personal and political factors of stress. It is found that, members in corporation are facing stress more due to organisational, social, personal and political factors as compared to the members in municipality and grama panchayat.

- There is significant difference among the members of LGIs in respect of the levels of work stress caused due to organisational factors.

- It is found that 22.9 per cent of the members face low level of stress due to organisational factors, 52 per cent of them faces moderate level and 25.1 per cent of them faces high level of stress due to organisational factors. So, majority of the members of LGIs faces moderate level of work stress due to organisational factors.

- There is significant difference among the members of LGIs in respect of the levels of work stress caused due to social factors.

- It is noticed that 25.8 per cent of the members face low level of stress due to social factors, 46.2 per cent of them faces moderate level and 28 per cent of the members faces high level of stress due to social factors. Hence, majority

of the LGIs members experience moderate level of work stress due to social factors.

- There is significant difference among the members of LGIs in respect of the levels of work stress caused due to personal factors.
- It is observed that 28.7 per cent of the members face low level of stress due to personal factors, 41.6 per cent of them faces moderate level and 29.7 per cent of the members faces high level of stress due to personal factors. Therefore, majority of the members of LGIs faces moderate level of stress due to personal factors.
- There is significant difference among the members of LGIs in respect of the levels of work stress caused due to political factors.
- It is revealed that 21.9 per cent of the members face low level of stress due to political factors, 52.7 per cent of them faces moderate level and 25.4 per cent of the members faces high level of stress due to political factors. Hence, majority of the members of LGIs faces moderate level of stress due to political factors.

C. Consequences of Stress

Consequences of stress among the members of LGIs has been examined through psychological consequences and physiological consequences. In order to assess the level of consequences according to the demographic profile of the members, quartile deviation, percentage analysis, chi-square test for goodness of fit and chi-square test for independence were employed. The findings from the analysis are:

- Anxiety (mean score 2.38) is the major psychological consequences of work stress among the members. Other psychological consequences in the order of rank are anger (mean score of 1.90), boredom (mean score 1.57), poor motivation (mean score 1.46) and low self-esteem (mean score 1.24).

- Trouble sleeping (mean score 1.77) is the main physiological consequence of work stress among the members. Blood pressure (mean score 1.55), stomach upset (mean score 1.54), loss of appetite (mean score 1.53), decreased immunity (mean score 1.37), diabetes (mean score 1.16) and heart disease (mean score 1.16) are the other physiological consequences among the members of LGIs in the order of rank.

- There is significant difference among the members of LGIs in respect of the levels of psychological consequences.

- It is found that, 19 per cent of the members faces low level of psychological consequences, 48.7 per cent of them faces moderate level and 32.3 per cent of the members faces high level of psychological consequences. Therefore, majority of the members faces moderate level of psychological consequences.

- There is significant difference among the members of LGIs in respect of the levels of physiological consequences.

- It was observed that 25.1 per cent of the members faces low level of physiological consequences, 45.2 per cent of them faces moderate level and 29.7 per cent of the members faces high level of physiological consequences. So, majority of the members faces moderate level of physiological consequences.

- The members of LGIs shows a significant gender wise association in the case of level of psychological consequences.

- In case of male members, 16.6 per cent of them face low level of psychological consequences, 47.2 per cent of them face moderate level and 36.2 per cent of them faces high level of psychological consequences. Among female members, 22.4 per cent of them face low level of psychological consequences, 50.9 per cent of them face moderate level and 26.7 per cent of them faces high level of psychological consequences.

- Based on the high level of psychological consequences, male members (36.2%) face more consequences as compared to that of the female members (26.7%).

- The members of LGIs shows a significant age group wise association in the case of level of psychological consequences.

- In case of members in between age group of 26 to 40, 13.5 per cent of them faces low level of psychological consequences, 40.4 per cent of them faces moderate level and 46.2 per cent of them faces high level of psychological consequences. Among members in between 41 to 50 age group, 18.3 per cent of them faces low level of psychological consequences, 49.2 per cent of them faces moderate level and 32.5 per cent of them faces high level of psychological consequences. Among members in between above 50 age group, 22.8 per cent of them faces low level of psychological consequences, 52.5 per cent of them faces moderate level and 24.8 per cent of them faces high level of psychological consequences.

- Based on the high level of psychological consequences, members in the age group of 26 to 40 (46.2%) face more consequences as compared to that of members in the age group of 41 to 50 (32.5%) and above 50 (24.8%).

- In the case of level of psychological consequences, there is no significant educational qualification wise association among the members of LGIs.

- The members of LGIs shows a significant political experience wise association in the case of level of psychological consequences.

- In case of members with no political experience, 23.5 per cent of them faces low level of psychological consequences, 29.4 per cent of them faces moderate level and 47.1 per cent of them faces high level of psychological consequences. Among members with 1 to 5 years political experience, 11.3 per cent of them faces low level of psychological consequences, 43.4 per cent of them faces moderate level and 45.3 per cent of them faces high level of

psychological consequences. Among members with 6 to 10 years political experience, 22.2 per cent of them faces low level of psychological consequences, 44.4 per cent of them faces moderate level and 22.2 per cent of them faces high level of psychological consequences. In case of members with 11 to 15 years political experience, 34.3 per cent of them faces low level of psychological consequences, 40 per cent of them faces moderate level and 25.7 per cent of them faces high level of psychological consequences. Among members with above 15 years political experience, 16.7 per cent of them faces low level of psychological consequences, 56.5 per cent of them faces moderate level and 26.8 per cent of them faces high level of psychological consequences.

- Based on the high level of psychological consequences, members with no political experience (47.1%) face more consequences as compared to the members with other different political experiences.

- In the case of level of psychological consequences, there is significant association among members of grama panchayath, municipality and corporation.

- In case of members in grama panchayat, 20.6 per cent of them face low level of psychological consequences, 49.8 per cent of them face moderate level and 29.6 per cent of them face high level of psychological consequences. Among members in municipality, 16.2 per cent of them face low level of psychological consequences, 40.5 per cent of them faces moderate level and 43.2 per cent of them faces high level of psychological consequences. Among members in corporation, 5.3 per cent of them face low level of psychological consequences, 52.6 per cent of them face moderate level and 42.1 per cent of them face high level of psychological consequences.

- Based on the high level of psychological consequences, members in municipality (43.2%) face more consequences as compared to the members of grama panchayat (29.6%) and corporation (42.1%).

- In the case of level of physiological consequences, there is no significant gender wise association among the members of LGIs.
- The members of LGIs shows a significant age group wise association in the case of level of physiological consequences.
- In case of members in between age group of 26 to 40, 17.3 per cent of them faces low level of physiological consequences, 53.8 per cent of them faces moderate level and 28.8 per cent of them faces high level of physiological consequences. Among 41 to 50 age group, 29.4 per cent of them faces low level of physiological consequences, 42.1 per cent of them faces moderate level and 28.6 per cent of them faces high level of physiological consequences. Among above 50 age group, 23.8 per cent of them face low level of physiological consequences, 44.6 per cent of them faces moderate level and 31.7 per cent of them faces high level of physiological consequences.
- Based on the high level of physiological consequences, members in the age group of above 50 (31.7%) face more consequences as compared to the members in the age group of 26 to 40 (28.8%) and 41 to 50 (28.6%).
- In the case of level of physiological consequences, there is no significant educational qualification wise association among the members of LGIs.
- The members of LGIs shows a significant political experience wise association in the case of level of physiological consequences.
- In case of members with no political experience, 23.5 per cent of them faces low level of physiological consequences, 35.3 per cent of them faces moderate level and 41.2 per cent of them faces high level of physiological consequences. Among members with 1 to 5 years political experience, 24.5 per cent of them faces low level of physiological consequences, 41.5 per cent of them faces moderate level and 34 per cent of them faces high level of physiological consequences. Among members with 6 to 10 years political experience, 22.2 per cent of them faces low level of physiological consequences, 47.2 per cent

of them faces moderate level and 30.6 per cent of them faces high level of physiological consequences. Among members with 11 to 15 years political experience, 37.1 per cent of them faces low level of physiological consequences, 25.7 per cent of them faces moderate level and 37.1 per cent of them faces high level of physiological consequences. Among members with above 15 years political experience, 23.2 per cent of them faces low level of physiological consequences, 52.2 per cent of them faces moderate level and 24.6 per cent of them faces high level of physiological consequences.

- Based on the high level of physiological consequences, members with no political experience (41.2%) face more consequences as compared to the members with other different political experiences.

- There is significant association among members of grama panchayath, municipality and corporation in the case of level of physiological consequences.

- In case of members in grama panchayat, 26.9 per cent of them faces low level of physiological consequences, 46.2 per cent of them faces moderate level and 26.9 per cent of them faces high level of physiological consequences. Among members in municipality, 18.9 per cent of them faces low of physiological consequences, 51.4 per cent of them face moderate level and 29.7 per cent of them face high level of physiological consequences. Among members in corporation, 15.8 per cent of them face low level of physiological consequences, 21.1 per cent of them faces moderate level and 63.2 per cent of them faces high level of physiological consequences.

- Based on the high level of physiological consequences, members in corporation (63.2%) face more consequences as compared to the members of grama panchayat (26.9%) and municipality (29.7%).

D. Stress Management Techniques

The various stress management techniques adopted by the members of LGIs, in order to control their work stress were analysed in detail using the tools like mean, standard deviation, independent sample-t test, one-way ANOVA with Tukey's HSD Post hoc test, quartile deviation, percentage analysis, chi-square test for goodness of fit and chi-square test for independence.

- Close association of co-workers (mean score 4.11) is the main stress management techniques adopted by the members for stress reduction. Other stress management techniques in the order of rank are supportive organizational climate (mean score 3.74), supportive family and friends (mean score 3.68), prayer (mean score 3.25), traveling (mean score 3.18), exercise (mean score 2.81), yoga (mean score 1.67) and training (mean score 1.55).

- Among the stress management techniques followed, there is significant difference among the members of LGIs according to their gender in the case of prayer, exercise and supportive family and friends. It is found that as compared to female members, male members adopts more stress management techniques such as prayer (mean score 3.73), exercise (mean score 3.06) and supportive family and friends (mean score 3.89). However, in the case of training, supportive organizational climate, close association of co-workers, yoga and travel, there is no significant difference among the members of LGIs according to their gender.

- In the case of stress management techniques followed, there is no significant difference among the members of LGIs according to their age group.

- There is no significant difference among the members of LGIs according to their educational qualification in the case of stress management techniques followed.

- Among the stress management techniques followed, in the case of training, supportive organizational climate, close association of co-workers, prayer,

yoga, exercise and supportive family and friends, there is significant difference among the members of LGIs according to their political experience. Whereas, in the case of travel, there is no significant difference among the members of LGIs according to their political experience.

- Members with no political experience significantly differed from those who with political experience of 1 to 5 years, 6 to 10 years and above 15 years, with regard to the stress management technique 'Training'. It is found that members with 1 to 5 years political experience are relying more on training for stress control as compared to the members with other different political experiences.

- It is found that members with political experience of 11 to 15 years significantly differed from those who with political experience of 0 years, 1 to 5 years, 6 to 10 years and above 15 years, with regard to the stress management technique 'Supportive organizational climate'. It could be concluded that, members with no political experience are relying more on supportive organizational climate for stress control as compared to the members with other different political experiences.

- Members of LGIs with no political experience significantly differed from those who with political experience of 11 to 15 years and above 15 years, with regard to the stress management technique 'Prayer'. It reveals that members with no political experience are relying more on prayer for stress reduction as compared to the members with other different political experiences.

- Analysis shows that members with 6 to 10 years political experience significantly differed from those who with political experience of 0 years, 1 to 5 years, 11 to 15 years and above 15 years, with regard to the stress management technique 'Yoga'. It is found that, members are not relying on yoga for stress reduction, but comparatively members with 6 to 10 years political experience are using it more than other members.

- It is found that members with no political experience significantly differed from those who with political experience of 1 to 5 years, 6 to 10 years, 11 to

15 years and above 15 years, with regard to the stress management technique 'Exercise'. It could be concluded that, members are not relying on exercise for stress reduction, but comparatively members with above 15 years political experience are using it more than other members.

- Members of LGIs with no political experience significantly differed from those who with political experience of 11 to 15 years and above 15 years, with regard to the stress management technique 'Supportive family and friends'. It is found that, members with no political experience (mean score 4.05) are relying more on support of family and friends for stress reduction as compared to the members with other different political experiences.

- Among the stress management techniques followed, in the case of training, supportive organizational climate, yoga, and travel, there is significant difference among members of grama panchayath, municipality and corporation. Whereas, in the case of close association of co-workers, prayer, exercise and supportive family and friends, there is no significant difference among the members according to their local government institutions.

- Members in corporation significantly differed from members in grama panchayat and municipality with regard to the stress management technique 'Training'. It could be concluded that, members are not relying on training for stress control, but comparatively members in municipality are using it more than other members.

- Analysis reveals that members in municipality significantly differed from members in grama panchayat and corporation with regard to the stress management technique 'Supportive organizational climate'. It could be concluded that, members in corporations are relying more on supportive organizational climate for stress control than other members.

- It is found that members in municipality significantly differed from members in corporation with regard to the stress management technique 'Yoga'. It could

be concluded that, members are not relying on yoga for stress control, but comparatively members in municipality are using it more than other members.

- Members in municipality significantly differed from members in grama panchayat with regard to the stress management technique 'Travel'. It is found that, members in grama panchayat are relying more on travel for stress control than other members.

- There is significant difference among the members of LGIs in respect of the level of stress management techniques.

- It is found that 21.9 per cent of the members adopt low level of stress management techniques, 49.8 per cent of them adopts moderate level and 28.3 per cent of them adopts high level of stress management techniques.

- Majority of the members of LGIs adopts moderate level of stress management techniques.

- The members of LGIs associate significantly in the case of level of stress management techniques followed according to gender.

- In case of male members, 19 per cent of members adopt low level of stress management techniques, 48.5 per cent of them adopts moderate level and 32.5 per cent of them adopts high level of stress management techniques. Among female members, 25 per cent of members adopts low level of stress management techniques, 51.7 per cent of them adopts moderate level and 22.4 per cent of them adopts high level of stress management techniques.

- Based on the high level of stress management techniques, male members (32.5%) adopts more techniques as compared to that of female members (22.4%).

- The members of LGIs associate significantly in the case of level of stress management techniques followed according to age group.

- In the case of members between age group of 26 to 40, 11.5 per cent of members adopt low level of stress management techniques, 61.5 per cent of them adopts moderate level and 26.9 per cent of them adopts high level of stress management techniques. Among members between 41 to 50 age group, 23.8 per cent of members adopt low level of stress management techniques, 46.8 per cent of them adopts moderate level and 29.4 per cent of them adopts high level of stress management techniques. Among members above 50 age group, 24.8 per cent of members adopts low level of stress management techniques, 47.5 per cent of them adopts moderate level and 27.7 per cent of them adopts high level of stress management techniques.

- Based on the high level of stress management techniques, members in the age group of 41 to 50 (29.4%) adopts more techniques as compared to the members in the age group of 26 to 40 (26.9%) and age group of above 50 (27.7%).

- The members of LGIs do not associate significantly in the case of level of stress management techniques followed according to educational qualification.

- There is a significant political experience wise association among members of LGIs in the case of level of stress management techniques followed.

- In case of members with no political experience, 5.9 per cent of members adopts low level of stress management techniques, 70.6 per cent of them adopts moderate level and 23.5 per cent of them adopts high level of stress management techniques. Among members with 1 to 5 years political experience, 15.1 per cent of members adopts low level of stress management techniques, 50.9 per cent of them adopts moderate level and 34 per cent of them adopts high level of stress management techniques. Among members with 6 to 10 years political experience, 25 per cent of members adopts low level of stress management techniques, 41.7 per cent of them adopts moderate level and 33.3 per cent of them adopts high level of stress management techniques. Among members with 11 to 15 years political experience, 31.4 per

cent of members adopts low level of stress management techniques, 45.7 per cent of them adopts moderate level and 22.9 per cent of them adopts high level of stress management techniques. Among members with above 15 years political experience, 23.2 per cent of members adopts low level of stress management techniques, 50 per cent of them adopts moderate level and 26.8 per cent of them adopts high level of stress management techniques.

- Based on the high level of stress management techniques, members with 1 to 5 years of political experience (47.1%) adopts more techniques as compared to the members with other different political experiences.

- The members of LGIs associate significantly in the case of level of stress management techniques followed according to grama panchayath, municipality and corporation.

- In case of members in grama panchayat, 19.7 per cent of members adopts low level of stress management techniques, 53.8 per cent of them adopts moderate level and 26.5 per cent of them adopts high level of stress management techniques. Among members in municipality, 32.4 per cent of members adopt low level of stress management techniques, 27 per cent of them adopt moderate level and 40.5 per cent of them adopts high level of stress management techniques. Among members in corporation, 26.3 per cent of members adopt low level of stress management techniques, 26.3 per cent of them adopts moderate level and 47.4 per cent of them adopts high level of stress management techniques.

- Based on the high level of stress management techniques, members in corporation (47.4%) adopts more techniques as compared to the members of grama panchayat (26.5%) and municipality (40.5%).

E. Work-related outcomes, Public service motivation, Emotional intelligence and Social support

The level of public service motivation, emotional intelligence, social support and work-related outcomes such as work performance, work satisfaction, work burnout and work withdrawal behaviour of the members of LGIs were examined using quartile deviation, percentage analysis, chi-square test for goodness of fit and chi-square test for independence.

➢ Work Performance

- There is significant difference among the members of LGIs in respect of the level of work performance.
- It is found that 27.6 per cent of the members show low level of work performance, 45.9 per cent of them shows moderate level and 26.5 per cent of them shows high level of work performance.
- Majority of the members of LGIs shows moderate level of work performance.
- The members of LGIs do not associate significantly in the case of level of work performance according to gender.
- There is significant association among the members of LGIs in the case of level of work performance according to age group.
- In case of members between age group of 26 to 40, 32.7 per cent of the members show low level of work performance, 46.2 per cent of them shows moderate level and 21.2 per cent of them shows high level of work performance. Among the members ranging 41 to 50 years of age, 23.8 per cent of the members show low level of work performance, 42.1 per cent of them shows moderate level and 34.1 per cent of them shows high level work performance. Among members between above 50 age group, 26.7 per cent of the members shows low level of work performance, 50.5 of them per cent

shows moderate level and 22.8 per cent of them shows high level of work performance.

- Based on the high level of work performance, members in the age group of 41 to 50 (34.1%) shows more performance as compared to the members in the age group of 26 to 40 (21.2%) and age group of above 50 (22.8%).

- The members of LGIs associate significantly in the case of level of work performance according to educational qualification.

- In case of members with educational qualification of SSLC, 30.9 per cent of them shows low level of work performance, 47.3 per cent of them shows moderate and 21.8 per cent of them shows high level of work performance. Among members with plus two qualification, 24.7 per cent of them shows low level of work performance, 39 per cent of them shows moderate level and 36.4 per cent of them shows high level of work performance. In case of degree qualified members, 24.6 per cent of them shows low level of work performance, 50.9 per cent of them shows moderate level and 24.6 per cent of them shows high level of work performance. Among members with PG qualification, 14.3 per cent of them shows low level of work performance, 42.9 per cent of them shows moderate level and 42.9 per cent of them shows high level of work performance. Among diploma qualified, 25 per cent of them shows low level of work performance, 58.3 per cent of them shows moderate level and 16.7 per cent of them shows high level of work performance. Among members with other qualifications, 33.3 per cent of them shows low level of work performance, 44.4 per cent of them shows moderate level and 22.2 per cent of them shows high level of work performance.

- Based on the high level of work performance, members with the educational qualification of PG (42.9%) shows more performance as compared to the members with other different educational qualifications.

- There is significant association among the members of LGIs in the case of level of work performance according to political experience.

- In case of members with no political experience, 47.1 per cent of the members show low level of work performance, 29.4 per cent of them shows moderate level and 5.9 per cent of them shows high level of work performance. Among members with 1 to 5 years political experience, 20.8 per cent of the members shows low level of work performance, 47.2 per cent of them shows moderate level and 32.1 per cent of them shows high level work performance. Among members with political experience of 6 to 10 years, 27.8 per cent of the members shows low level of work performance, 38.9 per cent of them shows moderate level and 33.3 per cent of them shows high level work performance. In case of members with 11 to 15 years political experience, 34.3 per cent of the members shows low level of work performance, 34.3 per cent of them shows moderate level and 31.4 per cent of them shows high level of work performance. Among members with political experience of above 15 years, 23.9 per cent of the members shows low level of work performance, 50 per cent of them shows moderate level and 26.1 per cent of them shows high level work performance.

- Based on the high level of work performance, members with 6 to 10 years of political experience (47.1%) shows more performance as compared to the members with other different political experiences.

- The members of LGIs associate significantly in the case of level of work performance according to grama panchayath, municipality and corporation.

- In case of members in grama panchayat, 25.1 per cent of the members show low level of work performance, 44.8 per cent of them shows moderate level and 30 per cent of them shows high level of work performance. Among members in municipality, 18.9 per cent of the members show low level of work performance, 59.5 per cent of them shows moderate level and 21.6 per cent of them shows high level of work performance. Among members in corporation, 57.9 per cent of the members show low level of work performance, 31.6 per cent of them shows moderate level and 10.5 per cent of them shows high level of work performance.

- Based on the high level of work performance, members in grama panchayat (30%) shows more performance as compared to the members of municipality (21.6%) and corporation (10.5%).

➢ **Public Service Motivation**

- There is significant difference among the members of LGIs in respect of the level of public service motivation.
- It is revealed that 26.2 per cent of the members shows low level of public service motivation, 34.5 per cent of them shows moderate level and 39 per cent of them shows high level of public service motivation.
- Majority of the members of LGIs shows high level of public service motivation.
- In the case of level of public service motivation, there is no significant gender wise association among the members of LGIs.
- There is no significant age group wise association among the members of LGIs in the case of level of public service motivation.
- In the case of level of public service motivation, there is significant educational qualification wise association among the members of LGIs.
- Analysis shows that in case of members with educational qualification of SSLC, 24.7 per cent of them shows low level of public service motivation, 33.6 per cent of them shows moderate level and 37.3 per cent of them shows high level of public service motivation. Among plus two qualified members, 19.5 per cent of them shows low level of public service motivation, 39 per cent of them shows moderate level and 41.6 per cent of them shows high level of public service motivation. Among members with degree, 24.6 per cent of them shows low level of public service motivation, 36.8 per cent of them shows moderate level and 38.6 per cent of them shows high level of public service motivation. In case of PG qualified members, 42.9 per cent of them shows low

level of public service motivation, 28.6 per cent of them shows moderate level and 28.6 per cent of them shows high level of public service motivation. In case of diploma qualified members, 33.3 per cent of them shows low level of public service motivation, 50 per cent of them shows moderate level and 22.2 per cent of them shows high level of public service motivation. Among members with other qualifications, 22.2 per cent of them shows low level of public service motivation, 55.5 per cent of them shows moderate level and 22.2 per cent of them shows high level of public service motivation.

- Based on the high level of public service motivation, members with plus two qualifications (41.6%) shows more motivation for public service as compared to the members with other different educational qualifications.

- There is significant political experience wise association among the members of LGIs in the case of level of public service motivation.

- In case of members with no political experience, 29.4 per cent of them shows low level of public service motivation, 41.2 per cent of them shows moderate level and 29.4 per cent of them shows high level of public service motivation. Among members with 1 to 5 years political experience, 28.3 per cent of them shows low level of public service motivation, 22.6 per cent of them shows moderate level and 49.1 per cent of them shows high level of public service motivation. Among members with 6 to 10 years political experience, 27.8 per cent of them shows low level of public service motivation, 30.6 per cent of them shows moderate level and 41.7 per cent of them shows high level of public service motivation. In case of members with 11 to 15 years political experience, 45.7 per cent of them shows low level of public service motivation, 25.7 per cent of them shows moderate level and 28.6 per cent of them shows high level of public service motivation. Among members with above 15 years political experience, 19.6 per cent of them shows low level of public service motivation, 46.4 per cent of them shows moderate level and 34.1 per cent of them shows high level of public service motivation.

- Based on the high level of public service motivation, members with 1 to 5 years political experience (49.1%) shows more motivation for public service as compared to the members with other different political experiences.
- In the case of level of public service motivation, there is no significant association among members of grama panchayath, municipality and corporation.

➢ **Work Satisfaction**

- The members of LGIs differ significantly in the case of level of work satisfaction.
- It is found that 16.8 per cent of the members show low level of work satisfaction, 64.9 per cent of them shows moderate level and 18.3 per cent of them shows high level of work satisfaction.
- Majority of the members of LGIs shows moderate level of work satisfaction.
- The members of LGIs do not associate significantly in the case of level of work satisfaction according to gender.
- There is significant association among the members of LGIs in the case of level of work satisfaction according to age group.
- In case of members between age group of 26 to 40, 11.5 per cent of the members show low level of work satisfaction, 61.5 per cent of them shows moderate level and 26.9 per cent of them shows high level of work satisfaction. Among the members of 41 - 50 age groups, 17.5 per cent of the members show low level of work satisfaction, 65.9 per cent of them shows moderate level and 32.5 per cent of them shows high level of work satisfaction. Among members of 50 Years and above age group, 18.8 per cent of the members show low level of work satisfaction, 65.3 per cent of them shows moderate level and 15.8 per cent of them shows high level of work satisfaction.

- Based on the high level of work satisfaction, members in the age group of 26 to 40 (26.9%) shows more satisfaction in work as compared to the members in the age group of 41 to 50 (16.7%) and age group of above 50 (15.8%).

- The members of LGIs associate significantly in the case of level of work satisfaction according to educational qualification.

- In case of members with educational qualification of SSLC, 20 per cent of the members show low level of work satisfaction, 63.6 per cent of them shows moderate level and 16.4 per cent of them shows high level of work satisfaction. Among plus two qualified members, 7.8 per cent of the members shows low level of work satisfaction, 66.2 per cent of them shows moderate level and 26 per cent of them shows high level of work satisfaction. Among members with degree qualification, 24.6 per cent of the members show low level of work satisfaction, 61.4 per cent of them shows moderate level and 14 per cent of them shows high level of work satisfaction. Among PG qualified members, 21.4 per cent of the members show low level of work satisfaction, 64.3 per cent of them shows moderate level and 14.3 per cent of them shows high level of work satisfaction. In case of diploma qualified members, 16.7 per cent of the members show low level of work satisfaction, 66.7 per cent of them shows moderate level and 16.7 per cent of them shows high level of work satisfaction. Among members with other qualifications, 88.9 per cent of the members show moderate level of work satisfaction and 11.1 per cent shows high level of work satisfaction.

- Based on the high level of work satisfaction, members with plus two qualifications (26%) shows more satisfaction in work as compared to the members with other different educational qualifications.

- The members of LGIs do not associate significantly in the case of level of work satisfaction according to political experience.

- Analysis reveals that the members of LGIs associate significantly in the case of level of work satisfaction according to grama panchayath, municipality and corporation.

- In the case of members in grama panchayat, 16.6 per cent of the members show low level of work satisfaction, 62.8 per cent of them shows moderate level and 20.6 per cent of them shows high level of work satisfaction. Among members in municipality, 13.5 per cent of the members show low level of work satisfaction, 75.7 per cent of them shows moderate level and 10.8 per cent of them shows high level of work satisfaction. Among members in corporation, 26.3 per cent of the members show low level of work satisfaction, 68.4 per cent of them shows moderate level and 5.3 per cent of them shows high level of work satisfaction.

- Based on the high level of work satisfaction, members in grama panchayats (20.6%) shows more satisfaction in work as compared to the members in municipalities (10.8%) and corporations (5.3%).

➢ **Social Support**

- There is significant difference among the members of LGIs in respect of the level of social support.

- It is found that 17.2 percent of the members gets low level of social support, 56.3 percent of them gets moderate level and 26.5 percent of them gets high level of social support.

- Majority of the members of LGIs have moderate level of social support.

- There is significant gender wise association among the members of LGIs in the case of level of social support received.

- In case of male members, 14.7 per cent of the members gets low level of social support, 54.6 per cent of them gets moderate level and 30.7 per cent of them gets high level of social support. Among female members, 20.7 per cent of the

members gets low level of social support, 56.3 per cent of them gets moderate level and 26.5 per cent of them gets high level of social support.

- Based on the high level of social support, male members (30.7%) gets more social support as compared to the female members (20.7%).
- There is significant age group wise association among the members of LGIs in the case of level of social support received.
- In case of members between age group of 26 to 40, 15.4 per cent of the members gets low level of social support, 44.2 per cent of them gets moderate level and 40.4 per cent of them gets high level of social support. Among 41 to 50 age group, 15.9 per cent of the members gets low level of social support, 61.9 per cent of them gets moderate level and 22.2 per cent of them gets high level of social support. Among above 50 age group, 19.8 per cent of the members gets low level of social support, 55.4 per cent of them gets moderate level and 24.8 per cent of them gets high level of social support.
- Based on the high level of social support, members in the age group of 26 to 40 (40.4%) gets more social support as compared to the members in the age group of 41 to 50 (22.2%) and above 50 (24.8%).
- It is found that in the case of level of social support, there is no significant educational qualification wise association among the members of local government institutions.
- There is significant political experience wise association among the members of LGIs in the case of level of social support received.
- In the case of level of social support, there is significant association among the members of grama panchayath, municipality and corporation.
- Analysis reveals that in case of members in grama panchayat, 16.6 per cent of them gets low level of social support, 54.7 per cent of them gets moderate level and 28.7 per cent of them gets high level of social support. Among members

in municipality, 13.5 per cent of them gets low level of social support, 62.2 per cent of them gets moderate level and 24.3 per cent of them gets high level social support. Among members in corporation, 31.6 per cent of them gets low level of social support, 63.2 per cent of them gets moderate level and 5.3 per cent of them gets high level social support.

- Based on the high level of social support, members in grama panchayat (28.7%) receives more support as compared to the members of municipality (24.3%) and corporation (5.3%).

➢ **Work Burnout**

- The members of LGIs differ significantly in the case of level of work burnout.
- It is found that 16.1 percent of the members feels low level of work burnout, 55.6 percent of them feels moderate level and 28.3 percent of them feels high level of work burnout.
- Majority of the members feels moderate level of work burnout.
- The members of LGIs associate significantly in the case of level of work burnout according to gender.
- In case of male members, 13.8 per cent of them feels low level of work burnout, 59.5 per cent of them feels moderate level and 29.4 per cent of them feels high level of work burnout. Among female members, 17.8 per cent of them feels low level of work burnout, 52.8 per cent of them feels moderate level and 26.7 per cent of them feels high level of work burnout.
- Based on the high level of work burnout, female members (29.4%) feels more burnout related to work as compared to that of male members (26.7%).
- The members of LGIs do not associate significantly in the case of level of work burnout according to age group.

- The members of LGIs do not associate significantly in the case of level of work burnout according to educational qualification.

- The members of LGIs associate significantly in the case of level of work burnout according to political experience.

- In case of members with no political experience, 29.4 per cent of them feels low level of work burnout, 52.9 per cent of them feels moderate level and 17.6 per cent of them feels high level of work burnout. Among members having 1 to 5 years political experience, 20.8 per cent of them feels low level of work burnout, 45.3 per cent of them feels moderate level and 34 per cent of them feels high level of work burnout. Among members having 6 to 10 years political experience, 19.4 per cent of them feels low level of work burnout, 50 per cent of them feels moderate level and 30.6 per cent of them feels high level of work burnout. In case of members having 11 to 15 years political experience, 11.4 per cent of them feels low level of work burnout, 54.3 per cent of them feels moderate level and 34.3 per cent of them feels high level of work burnout. Among members with above 15 years political experience, 13 per cent of them feels low level of work burnout, 61.6 per cent of them feels moderate level and 25.4 per cent of them feels high level of work burnout.

- Based on the high level of work burnout, members with 1 to 5 years of political experience (35%) feels more burnout related to work as compared to the members with other different political experiences.

- The members of LGIs do not associate significantly in the case of level of work burnout according to grama panchayath, municipality and corporation.

➢ **Emotional Intelligence**

- There is significant difference among the members of the local government institution in respect of the level of emotional intelligence.

- It is found that 26.9 percent of the members shows low level of emotional intelligence, 39.4 percent of them shows moderate level and 33.7 percent shows high level of emotional intelligence.
- Majority of the members shows moderate level of emotional intelligence.
- The members of LGIs associate significantly in the case of level of emotional intelligence according to gender.
- In case of male members, 29.3 per cent of them shows low level of emotional intelligence, 39.7 per cent of them shows moderate level and 31 per cent of them shows high level of emotional intelligence. Among female members, 25.2 per cent of them shows low level of emotional intelligence, 39.3 per cent of them shows moderate level and 35.6 per cent of them shows high level of emotional intelligence.
- Based on the high level of emotional intelligence, female members (35.6%) shows more emotional intelligence as compared to that of male members (31%).
- In the case of level of emotional intelligence, there is no significant age group wise association among the members of local government institutions.
- There is no significant educational qualification wise association among the members of local government institutions according to level of emotional intelligence.
- Analysis reveals that in the case of level of emotional intelligence, there is no significant political experience wise association among the members of local government institutions.
- In the case of level of emotional intelligence, there is no significant association among members of grama panchayath, municipality and corporation.

➢ **Work Withdrawal Behaviour**

- The members of LGIs differ significantly in the case of level of work withdrawal behaviour.
- It is found that 26.5 percent of the members shows low level of work withdrawal behaviour, 44.1 percent of them shows moderate level and 29.4 percent of them shows high level of work withdrawal behaviour.
- Majority of the members of LGIs shows moderate level work withdrawal behaviour.
- The members of LGIs do not associate significantly in the case of level of work withdrawal behaviour according to gender.
- There is no significant age group wise association among the members of local government institutions according to level of work withdrawal behaviour.
- Analysis reveals that members of LGIs do not associate significantly in the case of level of work withdrawal behaviour according to educational qualification.
- The members of LGIs associate significantly in the case of level of work withdrawal behaviour according to political experience.
- In case of members with no political experience, 29.4 per cent of them shows low level of work withdrawal behaviour, 41.2 per cent of them shows moderate level and 29.4 per cent of them shows high level of work withdrawal behaviour. Among members having 1 to 5 years political experience, 20.8 per cent of them shows low level work of work withdrawal behaviour, 43.4 per cent of them shows moderate level and 35.8 per cent of them shows high level of work withdrawal behaviour. Among members with 6 to 10 years political experience, 19.4 per cent of them shows low level of work withdrawal behaviour, 58.3 per cent of them shows moderate level and 22.2 per cent of them shows high level of work withdrawal behaviour. In case of members with

11 to 15 years political experience, 42.9 per cent of them shows low level of work withdrawal behaviour, 25.7 per cent of them shows moderate level and 31.4 per cent of them shows high level of work withdrawal behaviour. Among members with above 15 years political experience, 26.1 per cent of them shows low level of work withdrawal behaviour, 45.7 per cent of them shows moderate level and 28.3 per cent of them shows high level of work withdrawal behaviour.

- Based on the high level of work withdrawal behaviour, members with 1 to 5 years of political experience (35.8%) shows more withdrawal behaviour as compared to the members with other different political experiences.

- The members of LGIs associate significantly in the case of level of work withdrawal behaviour according to grama panchayath, municipality and corporation.

- In case of members in grama panchayat, 25.1 per cent of them shows low level of work withdrawal behaviour, 43.5 per cent of them shows moderate level and 31.4 per cent of them shows high level of work withdrawal behaviour. Among members in municipality, 24.3 per cent of them shows low level of work withdrawal behaviour, 51.4 per cent of them shows moderate level and 24.3 per cent of them shows high level of work withdrawal behaviour. Among members in corporation, 47.4 per cent of them shows low level of work withdrawal behaviour, 36.8 per cent of them shows moderate level and 15.8 per cent of them shows high level of work withdrawal behaviour.

- Based on the high level of work withdrawal behaviour, members in grama panchayat (31.4%) shows more withdrawal behaviour as compared to the members of municipality (24.3%) and corporation (15.8%).

F. The Effects of Work Stress on its Consequences and Work Related Outcomes Using Stress Management Techniques and Work Burnout as Mediating Factors

In order to test the effects among the constructs of work stress, stress management techniques, psychological consequences, physiological consequences, work burnout, work performance, work satisfaction and work withdrawal behaviour, 16 hypotheses were developed based on the previously conducted empirical researches. The constructs were all examined by developing distinct CFA models for each construct. The models were found to be good fit since the value of the model fit indices were within the limits. A research model was developed for the relationship and effect among work stress, stress management techniques, psychological consequences, physiological consequences, work burnout, work performance, work satisfaction and work withdrawal behaviour of members of local government institutions in Kerala, for the purpose of testing the 16 hypotheses developed. The outcomes of this study, which included an analysis using a structural equation model to understand the effects, are as follows.

- Based on the hypothesis testing, it is found that work stress has a positive effect on the stress management techniques adopted by the members of LGIs (beta value is 0.32). Therefore, the hypothesis is supported.

- Work stress has a partial effect on psychological consequences of the stress with a standardized beta coefficient of 0.56. Hence, the hypothesis is supported which shows that, work stress increases the psychological consequences among the members of LGIs.

- It is found that the effect of stress management techniques on psychological consequences of the members of LGIs is not statistically significant. Therefore, the hypothesis is not supported.

- The study depicts that the work stress has a positive effect on the physiological consequences. The standardized beta coefficient of work stress among the

members of the LGIs on their physiological consequences is 0.60. Hence, the hypothesis is supported.

- The standardized beta coefficient of stress management techniques on physiological consequences of the stress is -0.03 shows that stress management techniques do not have positive effect on physiological consequences. Therefore, the hypothesis is not supported.
- It is found that the psychological consequences of the stress has a significant impact on the work burnout of the members of LGIs. The effect is positive as the beta value is 0.47, which means that burnout would increase by 0.47 for every unit of standard deviation increase in psychological consequences.
- Similarly, the standardized beta coefficient of 0.38 represents the partial effects of physiological consequences on work burnout, holding the other path variables as constant. As a result, physiological consequences shows a significant positive effect on work burnout of the members of LGIs.
- The standardized beta coefficient of psychological consequences on work performance is -0.43, which represents the partial effects of psychological consequences on work performance. It shows that, psychological consequences have a significant and negative effect on the work performance of the members of LGIs.
- In the same way, the standardized beta coefficient of physiological consequences on work performance is -0.32, which represents the partial effects of physiological consequences on work performance. It shows that, physiological consequences have a significant and negative effect on the work performance of the members of LGIs.
- Work burnout has a significant and negative effect on the work performance with standardized beta coefficient of -0.25. So, the work performance of the members would decrease by 0.25 for every unit of standard deviation increase in work burnout.

- It is found that psychological consequences of the stress has a significant and negative effect on the work satisfaction. The standardized beta coefficient of psychological consequences among the members of LGIs on their work satisfaction is -0.42, which represents the partial effects of psychological consequences on work satisfaction.

- Likewise, the physiological consequences of the stress shows a significant and negative effect on the work satisfaction of the members with a standardized beta coefficient of -0.35. The estimated negative value implies that work satisfaction of the members would decrease by 0.35 for every unit of standard deviation increase in physiological consequences.

- The standardized beta coefficient of work burnout among the members of the LGIs on their work satisfaction is -0.48, which represents the partial effects of work burnout on work satisfaction, holding the other path variables as constant. The estimated negative value implies that such effect is negative and work satisfaction of the members would decrease by 0.48 for every unit of standard deviation increase in work burnout.

- Work burnout has a significant and positive effect on work withdrawal behaviour of members of LGIs. The standardized beta coefficient of work burnout on work withdrawal behaviour is 0.33, which indicates the positive effect with members work withdrawal behaviour increasing by 0.33 for every unit of standard deviation increase in work burnout.

- The standardized beta coefficient of work performance on work withdrawal behaviour of the members is 0.00. It shows that work performance does not have any effect on work withdrawal behaviour. Hence, the hypothesis is not supported.

- Work satisfaction has a significant and negative effect on members work withdrawal behaviour. The standardized beta coefficient of work satisfaction on work withdrawal behaviour among LGI members in Kerala is -0.55, which shows the partial effects of work burnout on work withdrawal behaviour. The

estimated negative sign indicates that the effect is negative, with members work withdrawal behaviour decreasing by 0.55 for every unit of standard deviation increase in work satisfaction. Therefore, the hypothesis is supported.

A model for the work stress of the members of local government institutions in Kerala has been developed by the researcher based on the 16 hypotheses and it helps in identifying the effects between these variables. The model was assessed by various fit indices such as CMIN/DF, p-value, RMSEA, GI, AGFI and CFI and all of these fit indices fulfilled the recommended threshold value. Therefore, the model is good fit and the model is explained in chapter 7.

The Coefficient of determination (R^2) is the best criteria to estimate the structural model. It explains what extent a dependent variable is explained by the model. R^2 value of stress management techniques is 0.10 (10% variation), psychological consequences is 0.28 (28% variation), physiological consequences is 0.35 (35% variation), work burnout is 0.34 (34% variation), work performance is 0.38 (38% variation), work satisfaction is 0.31(31% variation) and work withdrawal behaviour is 0.24 (24% variation). It reveals that work performance has the highest explanatory power in this study model.

- The mediating effects of stress management techniques and work burnout in the relationship between work stress on its consequences and work related outcomes among members of LGIs in Kerala has been analysed. It was found that there is direct effect of work stress on psychological consequences (0.56) and there is no mediation effect of stress management techniques on this relationship (0.03). Similarly, direct effect of work stress on physiological consequences is 0.60 with no mediation effect via stress management techniques (0.00). It indicates that stress management techniques adopted by the members of the local government intitutions is not adeqaute to resolve its psychological and physiological consequences.

- The direct effect between psychological consequences and work satisfaction is -0.42 and mediation effect of this relationship through work burnout is 0.24.

The test result shows that there is a negative and significant direct effect between psychological consequences and work satisfaction and there is a mediation effect between psychological consequences and work satisfaction via work burnout. The direct effect between physiological consequences and work performance is -0.32 and mediation effect of this relationship through work burnout is -0.10. The test result shows that there is a negative and significant direct effect between physiological consequences and work performance and there is a mediation effect between physiological consequences and work performance via work burnout.

- It shows that the psychological consequences lower members work satisfaction and the physiological consequences reduce work performance. Between these two paths, work burnout is found to play a significant effect. The members work burnout is exacerbated by physiological and psychological effects and this work burnout leads to work dissatisfaction and poor work performance. Furthermore, in order to improve members work satisfaction and performance, the physiological and psychological consequences of stress and work burnout must be greatly reduced. Only then can the members work satisfaction and thier work performance be guaranteed.

G. The moderating effect of social support on the effect of work stress on work withdrawal behaviour and work performance

Based on the previous studies, two moderating hypotheses were developed to test the moderating effect of social support on the relationship between work stress on work performance and work withdrawal behaviour among the members of local government institutions in Kerala. In order to examine the variables, a CFA model was developed. The model fit indices were within the threshold limits and the model was found to be good fit. With the exception of one, all other proposed hypotheses in this study were supported. Structural Equation Model analysis was performed to understand the moderation effects, the results are as follows:

- Based on the interaction model, it is found that work stress has a positive and significant effect on the work withdrawal behaviour and negative effect on work performance.
- Social support has a negative and significant effect on the work withdrawal behaviour and positive effect on work performance.
- It is also found that social support weakens the positive relationship between work stress and work withdrawal behaviour. It means the effect of work stress on work withdrawal behaviour among the members of LGIs will be reduced if the members get adequate social support from their community.
- The strength of the relationship between stress and work performance is not significantly moderated by social support. As a moderator, social support does not have any moderating effect in the relationship between stress and work performance.

9.8 Conclusions

The following are the significant conclusions drawn based on the above mentioned findings.

- Insufficient training, over public expectation, lack of family time, opposing party are the major organisational, social, personal and political factors leading to work stress among the members respectively. Among the various factors leading to work stress, only in the case of organisational factors, the members experience above average level of stress. In the case of organisational factors and personal factors, there is significant gender wise difference among the members. Whereas, in the case of organisational, social and personal factors, there is significant age group wise difference among members. In case of all factors of work stress, there is significant educational qualification wise difference among members. Meanwhile, only in the case of organisational, social and personal factors of work stress, there is significant difference among members on the basis of their political experience. However, there is

significant difference among members of grama panchayath, municipality and corporation in the case of all four factors leading to work stress. There is significant difference among the members in respect of the levels of work stress caused due to all four factors. Majority of the members of LGIs faces moderate level of stress due to organisational, social, personal and political factors.

- The analysis of consequences of stress revealed that anxiety and trouble sleeping are the major psychological and physiological consequences of stress experienced by the members. There is significant difference among the members of LGIs in respect to the levels of psychological and physiological consequences. Majority of the members faces moderate level of psychological and physiological consequences. The members shows a significant gender wise association in the case of level of psychological consequences. Whereas in case of physiological consequences, there is no significant gender wise association among the members. The members shows a significant age group wise association in the case of level of psychological and physiological consequences. In the case of level of psychological and physiological consequences, there is no significant educational qualification wise association among the members of LGIs. The members shows a significant political experience wise association in the case of level of psychological and physiological consequences. In the case of level of psychological and physiological consequences, there is significant association among members of grama panchayath, municipality and corporation.

- Among the various stress management techniques adopted, close association of co-workers is the most used technique for stress reduction among the members. In the case of stress management techniques followed, there is significant difference among the members according to their gender in the case of prayer, exercise and supportive family and friends. Whereas, there is no significant difference among the members according to their age group and educational qualification in case of stress management techniques followed.

In the case of stress management techniques followed i.e. training, supportive organizational climate, close association of co-workers, prayer, yoga, exercise and supportive family and friends, there is significant difference among the members according to their political experience. Meanwhile, in the case of four stress management techniques followed i.e. training, supportive organizational climate, yoga, and travel, there is significant difference among members of grama panchayath, municipality and corporation. There is significant difference among the members in respect of the level of stress management techniques. Majority of the members adopts moderate level of stress management techniques. The members of LGIs associate significantly in the case of level of stress management techniques followed according to gender, age group, political experience and local government institution i.e. grama panchayath, municipality and corporation. Whereas, the members do not associate significantly in the case of level of stress management techniques followed according to their educational qualification.

- There is significant difference among the members of LGIs in respect of the level of public service motivation, emotional intelligence, social support and work-related outcomes i.e. work performance, work satisfaction, work burnout, work withdrawal behaviour. Majority of the members shows high level of public service motivation and moderate level of work performance, work satisfaction, work burnout, work withdrawal behaviour, emotional intelligence and social support. In the case of level of work burnout, emotional intelligence and social support, there is significant gender wise association among the members. Whereas, the members do not associate significantly in the case of level of work performance, work satisfaction, work withdrawal behaviour and public service motivation according to gender. There is significant association among the members in the case of level of work performance, work satisfaction and social support according to their age group. Meanwhile, the members do not associate significantly in the case of level of work burnout, work withdrawal behaviour, public service motivation and emotional intelligence according to age group. Analysis reveals that in the

case of level of work performance, work satisfaction and public service motivation, there is significant educational qualification wise association among the members of LGIs. Contrarily, the members do not associate significantly in the case of level of work burnout, work withdrawal behaviour, emotional intelligence and social support according to educational qualification. It is found that there is significant association among the members in the case of level of work performance, work burnout, work withdrawal behaviour, public service motivation and social support according to their experience in the field of politics. However, in the case of level of work satisfaction and emotional intelligence, there is no significant political experience wise association among the members of local government institutions. The members of LGIs associate significantly in the case of level of work performance, work satisfaction, work withdrawal behaviour and social support according to grama panchayath, municipality and corporation. In contrast, in the case of level of work burnout, public service motivation and emotional intelligence, there is no significant association among members of grama panchayath, municipality and corporation.

- The Work stress model developed to explain the interconnection between work stress, consequences of stress, stress management techniques and work-related outcomes of the members of LGIs in Kerala showed that there is relationship and effect between work stress, consequences of stress, stress management techniques and work-related outcomes. Furthermore, work burnout mediates in the relationship between psychological consequences and work satisfaction. Also, work burnout shows mediation effect in the relationship between physiological consequences and work performance.

- The social support has a direct impact on the relationship between work stress and work withdrawal behaviour. Social support weakens the positive relationship between work stress and work withdrawal behaviour. However, in the relationship between stress and work performance, social support does not have any moderating effect.

CHAPTER X

RECOMMENDATIONS AND SCOPE FOR FURTHER RESEARCH

The major findings emerged from the data analysis and conclusions drawn are presented in the previous chapter. Based on these, certain valid suggestions and recommendations are developed. Apart from this, an attempt has been made to examine the implications of the research work and to identify the topics for further research in the area. These are the subject matter of the present chapter.

10.1 Recommendations

The following recommendations are put forth based on the findings and conclusions.

- It has been found that insufficient training is the major organisational factor which leads to stress among the members of LGIs. Even though training is given to the elected members, its effectiveness should be ensured. Every elected member need not have previous experience in the field of public service. Hence, special attention should be given to the newly elected members in order to prepare them for the next five years. Therefore, the effectiveness of training programmes can be ensured through feedback and proper communication. This will help to ensure that the training imparted helps to fulfil the requirements of the members and the organisation.

- Inadequate information/knowledge about their role is an important issue faced by the members which ultimately results in stress. The authorities need to ensure that sufficient and clear information with regard to their duties, powers and responsibilities should be provided to members for their effective performance of the tasks assigned to them. The KILA can play a positive role in this respect.

- Role conflict experienced by the members can only rectified through giving clear cut instructions about their duties and responsibilities. Clarity of roles and responsibilities of the members need to be ensured during the time of training itself by providing sufficient information and instructions.

- Lack of guidelines regarding duties is another prominent issue which creates stress among the members. In order to provide a specific guideline, periodical assessment is necessary to identify the areas in which guidelines are needed among the members. A work description explaining their role, responsibilities and expectations as well as a standard operating procedures for each tasks and process within the local government institutions should be provided.

- The lack of sufficient resources is found another issue leading to stress among members. Hence, the Government while preparing the budget every year, considerable amount should be earmarked and provided to the members of LGIs in time without delay. Further, the resources should be provided by the authorities to the members in the right time to effectively undertake their duties. Also, they need to train specifically on the resource management, seeking of additional resources, resource allocation and improved resource utilisation.

- The duties of a member are considered as full time work. They are expected to be there for the needs of public at any time. But it would be better to provide them guidelines regarding the management of time and for creating a work-life balance as every individual needs adequate off-work time in a day to ensure their long-term productivity, work satisfaction and commitment. Therefore, development of clear work schedule which outlines their expected work and providing support through mentoring and training will help to balance work and family.

- Even though honorarium is given to members to meet their basic expenses, it was found to be insufficient for an individual. Most of the members dedicate

their full time for this, a better payment in the form of honorarium or remuneration is to be made.

- The criticism from the opposing party is an important reason for stress among members. Even though constructive criticism is essential for them, destructive criticism need to be avoided. For this purpose, the members of opposition party need to be trained to develop a clear communication strategy and introduce a professional way of code of conduct in the organisation which includes their communications.

- It is found that even though the members are elected with the support of a political party, interference and pressures to satisfy the interest of political party frequently leads to stress. Therefore, members should be given enough autonomy and freedom for decision making and implementation of different activities.

- From the findings, it is clear that the members experience psychological consequences of stress, which create a negative impact on the mental health of the members. The members should make aware of the importance of taking care of their mental health by finding time to indulge in activities that make them happy and relax. Further, the authorities should provide the services of expert psychologists and medical practitioners at regular intervals at the convenience of the members.

- In the case of long-term psychological consequences of stress, they must be encouraged to seek the help of medical professionals. Even though stress management training is given to the members, its effectiveness need to be ensured and authorities should offer continuous mental health support which includes periodical counselling and therapy.

- Stress has physiological consequences on members. The nature of their work is very hectic, so they must make deliberate efforts to adopt a healthy life style, good food habits and should make regular check-ups to maintain good physical health.

- Self-stress management techniques are mainly adopted for stress control reduction among the members. Organisational level stress management technique like stress management training is the least adopted method for stress control. More organisational level stress management techniques should be developed for members by the authorities with the help of experts in the field and its effectiveness need to be ensured.

- From the findings, it is clear that male members are adopting more stress management techniques compared to the female members. Further, female members are experiencing more work burnout compared to the male members. Hence, it is necessary that female members should be given more attention to eliminate their stress. For this purpose, KILA can arrange special sessions exclusively for the management of stress of female members on a permanent basis with the help of experts. Even though, in a patriarchal society like Kerala, it is not easy for females to allocate time for their self-care, authorities should make conscious efforts to create awareness to take care of stress levels among females.

10.2 Implications

The present work will be beneficial to the stakeholders of the research particularly members of LGIs, public, government and academicians. Its implications to these four categories are presented below.

♦ Members

Members of LGIs are the main beneficiary of this research. The study will be useful for the members experiencing work stress in their public service. By addressing various stress-related issues like the need of additional training, adequate honorarium, problem of role conflicts, lack of guidelines and provision for mental health support, the research would be beneficial to the members. That will result in getting sufficient training to face and resolve various problems arising while performing their duties, effectively dealing with different sections of the society and efficient utilisation of public fund. They can manage their stress effectively through the adoption of stress

management techniques, since, the study brings awareness about the importance of stress management using various techniques. Proper management of stress will enhance their mental and physical health, which will leads to increased efficiency. This will ultimately results in increased satisfaction and performance and decreased burnout and withdrawal behaviour among the members of LGIs.

- **Public**

Public is the ultimate beneficiary of this research work. Stress management among the members will enhance their efficiency and productivity which results in better performance. It will help the members to effectively deal with the society and to improve the quality of the key services/duties delivered by the members to the public. Better mental and physical health of the members will enable them to bring precision in planning policies, effective implementation of programs, better decision making and efficient utilisation of public resources. This will help the functioning of various sectors, brings more development and improved infrastructure, which is ultimately beneficial to the general public by enhancing their quality of life.

- **Government**

The success of a local government can be ensured only through the efficient performance of the elected members. The study helps to create awareness about the stress faced by the members relating to their work. Thus, members and authorities will pay special attention in this regard. It will enable the members to adopt more stress management techniques, seek support and improve their mental and physical health. It will increase their efficiency and performance. The improved performance and efficiency will enable members to serve the public better. All these result in the improvement in performance of local government institutions, which ultimately reflects in the performance of State as well as Central Government.

- **Academicians**

Even though, a number of researches were undertaken in the area of stress management, no empirical research was conducted on the stress management of the

members of LGIs in Kerala. Hence, it is hoped that the present study will contribute to the existing knowledge regarding the sources and effect of work stress among members. The study highlights development of a research model of stress showing its effect and relationship among work stress, stress management techniques, psychological consequences, physiological consequences, work burnout, work performance, work satisfaction, work withdrawal behaviour, public service motivation, emotional intelligence and social support of the members of LGIs. Therefore, the results of the current study have significant implications for academicians, leading to contributions in academic knowledge and the development of research methods.

10.3 Scope for Further Research

Based on the present research, the following topics are suggested for further research.

1. Influence of work stress on the work-related outcomes of the members of local government institutions.
2. Implications of social support on the work stress of the members of local government institutions.
3. Effect of stress on the work performance among the members of local government institutions.
4. Stress management of the members of local government institutions in Kerala and Tamil Nadu - A comparison.
5. Impact of stress management techniques on the stress of members of local government institutions.

BIBLIOGRAPHY

A. Books

A, R. N., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (n.d.). *Fundamentals of Human Resource Management.* New Delhi: Tata McGraw-Hill Publishing Company Limited.

A. Weinberg, V. S. (2010). *Organizational Stress Management: A Strategic Approach.* London: Palgrav Macmillan.

Agrawal, S., & Puri, R. (n.d.). *Green HRM.* New Delhi: Sage publications.

Ajanta , C. (2002). *Stress Management .* Rupa Publisher.

Armstrong, M. (2011). *Strategic Human Resource Management.* New Delhi: Kogan Page India Private Limited.

Aswathappa, K., & Dash , S. (2021). *Human Resource Management.* McGraw Hill Publisher.

Barling, J., Kelloway, E., & Frone, . (2004). *Handbook of Work Stress.* Sage publications.

Bohlander, S. (n.d.). *Human Resource Management.* India: Thomson.

Boss, P., Bryant, C. M., & Mancini, J. A. (Sage Publications). *Family Stress Managment.* 2017: New Delhi.

Brett, J., & Drasgow, F. (2002). *The Psychology of Work.* Psychology Press.

Bulmer, M. (1979). *Principles of Statistics.* Edinburgh: Oliver and Boynd.

C., N. (2011). *Research Methodology In Education And Application Of Statistics.* Shipra Publication.

Carey, W. B. (2009). *Developmental-Behavioral Pediatrics.* ScienceDirect.

Cartwright, S., & Cooper , C. (1997). *Managing Workplace Stress.* Sage publications.

Cetina, K. (2001). *International Encyclopedia of the Social & Behavioral Sciences.* ScienceDirect.

Chawla, D., & Sondhi, N. (2023). *Research Methodology: Concepts And Cases.* Vikas Publishing .

chhabra, t. (2019). *Essentials of organisational behaviour.* Sun India Publications.

Collin, C. (2011). *The Psychology Book: Big Ideas Simply Explained.*

Conner, F. (2014). *Overcoming Stress and Anxiety: Techniques to Cope and Eliminate Stress and Anxiety from Your Daily Life.* Mojo Enterprises.

Cooper, C., Quick, J. C., & Schabracq , M. (2015). *International Handbook of Work and Health Psychology.* Wiley Blackwell.

Cotton, D. H. (1990). *Stress Management.* New york: Brunner Mazel Publishers.

Crandall, R. (2020). *Occupational Stress: A Handbook.* CRC Press.

Das, S. (2010). *Managing People at Work.* New Delhi: Sage Publications.

Davidson, M. (2020). *Successful Stress Management: The Guide to Manage Stress, Deal with Changes, Relieve Anxiety, Work Success and Live Happily.* Felix Madison.

DeMarco, K. K. (2020). *Social Skills Across the Life Span.*

Dougherty, D. (n.d.). *Human Resource Srategy.* Tata Mcgraw Hill.

Dowling, P. J., Festing, M., & Engle, A. D. (n.d.). *International Human Resource Management.* India: Cengage Learning.

Durrant, R., & Ward, T. (2016). *Evolutionary Criminology.*

Eve, W., & Caroline, T. (n.d.). *The Stress Work Book: How Individuals, Teams and Organisations Can Balance Pressure and Performance.* John Murray Press.

French, R. (n.d.). *Cross Cultural Management in Work Organisations.* Hyderabad: Universities Press.

Ghanekar, A. (2018). *Managing Stress : Best Practice* . Everest Publishing House.

Gillen, G. (2009). *Cognitive and Perceptual Rehabilitation.* ScienceDirect.

Golden, N. (2020). *Stress Management and Relaxation Techniques 2 in 1: Fast Proven Treatment for Stress & Anxiety.* Felix Madison.

Goleman, D. (1995). *Emotional Intelligence.*

Gopalan, V. (n.d.). *Stress Management : An Integrated Approach.* GenNext Publication.

Graham S. Lowe, H. C. (n.d.). *Under Pressure: A Study of Job Stress.* Garamond Press.

Grundy, T., & Brown, L. (2003). *Value-based Human Resource Management.* Burlington: Elsevier.

Gupta, S. (2019). *Statistical Methods.* Sultan Chnad and Sons.

Harzing, A., & Pinnington, A. (n.d.). *International Human Resource Management.* New Delhi: Sage Publications.

Haynes, S. N. (1998). *Comprehensive Clinical Psychology.*

Hindle, T. (n.d.). *Reducing Stress.*

Holmes, A. B., Illowsky, B., & Dean, S. (2018). *Introductory Business Statistics.* OpenStax.

Kandula, S. R. (n.d.). *International Human Resource Management.* New Delhi: Sage Publications.

Kavanagh, M. J., Thite, M., & Johnson, R. D. (n.d.). *Human Resource Information Systems.* New Delhi: Sage Publications.

Kimble , V. (2021). *Stress Management: The Ultimate Guide to Workplace Stress Reduction for a Happier.* Tomas Edwards.

Kothari , S. (2012). *Research Methodology Methods and Techniques.* Pragun Publication.

Kothari, C., & Garg, G. (2019). *Research Methodology.* New Age International Publishers.

Lehmann , D. (2021). *Stress Management for Women: Get Rid of Stress and Anxiety for Life.* Tomas Edwards Publisher.

Lehrer, P. M., & Woolfolk, R. L. (2021). *Principles and practice of stress managment.* New york: The Guilford Press.

Lewis, M. (2001). *International Encyclopedia of the Social & Behavioral Sciences.*

Lin, L. (n.d.). *HRM and Organizational Behaviour.* New Delhi: Serials Publications.

Linden, W. (2005). *Stress Management.* Thousand Oaks: Sage Publications.

Lohrenz, C. (n.d.). *Span of Control: What to Do When You're Under Pressure, Overwhelmed, and Ready to Get What You Really Want.* Forbes Books.

Lovallo, W. (2016). *The Handbook of Stress and Health: A Guide to Research and Psychological Interactions.* Thousands Oak: Sage publications.

M, P. L., & Woolfolk, R. L. (2021). *Principles and Practices of Stress Management.* New york: The Guilford Press.

Mathis, R. L., & Jackson, J. H. (2003). *Human Resource Management.* Banglore: Thomson Asia Pvt Ltd.

Mathis, R. L., Jackson, J. H., & Tripathy, M. R. (2012). *Human Resouce Management.* Delhi: Cengage Learning.

Matteson, M. T., Blakeney, R. N., & Domm, D. R. (1972). *Contemporary Personnel Management* . United States of America: Harper & Row Publishers.

McFarland, D. (1971). *Personnel Management.* Britain: Penguin Bookd Ltd.

McIntosh, D. (2018). *Stress The Psychology of Managing Pressure: Practical Strategies to turn Pressure into Positive Energy.* DK.

McShane, S. L., Glinow, M. V., & Rai , H. (2022). *Organizational Behavior.* McGraw Hill Publisher.

Mello, J. A. (2011). *Strategic Management of Human Resources.* Delhi: Cengage Learning.

Miner, J. B., & Miner, M. G. (n.d.). *Personnel and Industrial Relations.* London: Collier Macmillan International Editions.

Monappa, A., & Saiyadain, M. S. (n.d.). *Personnel Management.* New Delhi: Tata McGraw-Hill Publishing Company Limited.

Morrison, J. H. (n.d.). *The human side of management.* California: Addison-Wesley Publishing Company.

Mortimer H. Appley, . A. (2012). *Dynamics of Stress: Physiological, Psychological and Social Perspectives.* New york: Plenum press.

Morton, C., Newall, A., & Sparkes, J. (2005). *Leading HR.* Mumbai: Jaico Publishing House.

Mukherjee, J. (n.d.). *Designing Human Resource Management Systems.* New Delhi: Sage Publications.

Murphy, L. R., & Schoenbon, T. F. (1987). *Stress Management in Work Settings.* United States: DHHS Publications.

Murthy, D. (n.d.). *Managing Human Resource.* New Delhi: UBS Publishers Distributors Pvt Ltd.

Murton, A., Inman, M., & Osullivan, N. (2011). *Human Resource Management.* London: Hodder Education.

Odiorne, G. S. (1971). *Personnel Aministration By Objectives.* United States of America: Richard D Irwin Inc.

Oxington , K. (2009). *Psychology of Stress.* Nova Science Publishers.

Pandey, D. K., & Mohan, P. (2013). *Revisiting HR Practices in the Current Scenerio of Optimism.* Delhi: Wisdom Publications.

Pareek, U., & Khanna, S. (2017). *Understanding Organizational Behaviour.* Oxford University press .

Patel, C. (1991). *The Complete Guide to Stress Management.* New york: Springer.

Patel, T. (2014). *Cross-Cultural Management.* Oxon: Routledge.

Pattanayak, B. (2014). *Human Resource Management.* Delhi: PHI Learning Private Limited.

Pearson, R. (n.d.). *The Human Resource* . London: McGraw Hill Book Company.

Perkins, S. J., & Shortland, S. M. (n.d.). *Strategic International Human Resource Management.* United Kingdom: Kogan Page.

Pigers, P., & Myers, C. A. (n.d.). *Personnel Administration.* New Delhi: McGraw Hill International Book Company.

Pigors, M. M. (n.d.). *Management of Human Resources.* New York: McGraw Hill Book Company.

Powell, T. J., & Enright, S. J. (1990). *Anxiety and Stress Management.* London: Routledge .

Prasad, L., & Bannerjee, A. (n.d.). *Management of Human Resources.* New Delhi: Sterling Publishers Private Limited.

Preet , R. (2019). *Future of Human Resource Management : Case Studies with Strategic Approach.* Wiley.

Rao, C. (n.d.). *Strategic Human Resource Management.* New Delhi: Biztantra.

Rao, M. (1993). *Management of Human Assests.* New Delhi: Discovery Publishing House.

Rao, P. (2004). *Comprehensive Human Resource Management.* New Delhi: Excel Books.

Rao, P. S. (1992). *HRM:2000.* New Delhi: Discovery Publishing House.

Rao, S. S. (2018). *Essentials of Human Resource Management and Industrial Relations.* Mumbai: Himalaya Publishing House.

Rashidian, A. (n.d.). *Cracking the Stress Secret: How to Turn Pressure Into Power.* Greenleaf Book Group Press.

Ratnam, C. V. (1992). *Managing People.* Delhi: Abhinav Publishing Industries.

Reddy, R. J. (n.d.). *Personnel Management.* New Delhi: APH Publishing Corporation.

Reddy, Y. (1990). *Strategic Approach to Human Resource Management.* New Delhi: Wiley Eastern Limited.

Reynolds, M. (2014). *Secrets To Managing Stress.* Speedy Publishing LLC.

Robbins, S. P., Judge, T. A., & Vohra, N. (2022). *Organizational Behavior.* Pearson Publisher.

Robinson, I. (2017). *Human Resource Management in Organisations.* New Delhi: Raj Press.

Romas, J. A., & Sharma, M. (2017). *Practical Stress Management.* ScienceDirect.

Romas, J. A., & Sharma, M. (2022). *Practical Stress Management.* United States: Elsevier.

Rout, U., & Rout, J. (n.d.). *Stress Management for Primary Health Care Professionals.* Springer.

Rowley, C., & Jackson, K. (2011). *Human Resource Managment - The Key Concepts.* Oxon: Routledge.

Rudrabasavaraj, M. (1980). *Human Factor in Management.* Himalaya Publishing House.

Rudrabasavaraj, M. (n.d.). *Dynamin Personnel Administration.* Bombay: Himalaya Publishing House.

Sahu, R. (2007). *Performance Management System.* New Delhi: Excel Books.

Saini, D. S., & Khan, S. A. (n.d.). *Human Resourec Management Perspectives for the New Era.* New Delhi: Response Books.

Saiyadain, M. S. (n.d.). *Human Resourec Management.* New Delhi: Tata McGraw Hill Publishing Company Limited.

Sanghi, S. (n.d.). *Human Resourec Management.* Noida: Vikas Publishing House.

Sarason, I. G., & Sarason, B. R. (n.d.). *Abnormal Psychology.* PHI Publication.

Sarma, A. (2003). *Personnel and Human Resourec Management.* Mumbai: Himalaya Publishing House.

Saxena, P. (n.d.). *Personnel Adminsitration and Management.* Jaipur: Printwell Publishers.

Sayles, L. R., & Strauss, G. (n.d.). *Managing Human Resources.* California: Prentice Hall.

Schafer, W. (1996). *Stress management for wellness.* Harcourt Brace College Publishers.

Sengupta, N., & Battacharya, M. S. (n.d.). *International Human Resource Management.* Excel Books.

Sharma, A., & Khandekar, A. (2006). *Strategic Human Resource Management.* New Delhi: Response Books.

Sharma, V. (2002). *Human Resource Management - Evolution and Challenges Ahead.* New Delhi: Viva Books Private Limited.

Sharma, V. (n.d.). *Human Resource Management Evolution and the Challenges Ahead.* New Delhi: Viva Books Private Limited.

Singh, A. K. (n.d.). *Personnel Management in Public Enterprises.* Delhi: Mittal Publishers Distributions.

Singh, N. (n.d.). *Diamensions of Personnel Management.* New Delhi: Vani Educational Books.

Singh, U., & Dewan, J. (n.d.). *Global Management Series.* New Delhi: APH Publishing Corporation.

Smith, J. C. (2002). *Stress Management A Comprehensive Hand Book of Techniques and Strategies.* Springer.

Sormaz, H. W., & Tulgan, B. (2014). *Performance Under Pressure: Managing Stress in the Workplace.* HRD Press.

Stone, T. H. (n.d.). *Understanding Personnel Management.* Holt Saunders International Editions.

Storey, J. (2001). *Human Resource Management.* London: Thomson Learning.

Stredwick, J. (n.d.). *Human Resource Management.* Elesevier.

Subramanian, C. (1997). *Human Resource Management.* New Delhi: S Chand & Company Ltd.

Sutherland, V. J., & Cooper, C. L. (2000). *Strategic Stress Management.* London: Palgrave Macmillian.

Tayeb, M. H. (n.d.). *International Human Resource Management.* Oxford University Press.

Thakur, L. (2017). *Stress Psychology.* Ishika Publishing House.

Towle, J. W., Schoen, S. H., & Hilgert, R. L. (n.d.). *Problems and Policies in Personnel Management.* Boston: Houghton Mifflin Company.

Verhulst, S. L., DeCenzo, D. A., & Yadav, R. S. (2021). *Human Resource Management.* Wiley Publisher.

Verma, D. J. (2015). *Research Methodology and Statistical Techniques.* Sports Publication.

Vigoda-Gadot, E., & Drory, A. (n.d.). *Handbook of Organizational Politics.*

Waldron, H. (1998). *Comprehensive Clinical Psychology.* ScienceDirect.

Weber, E. (2001). *International Encyclopedia of the Social & Behavioral Sciences.*

Yelikar , K. (2009). *Essentials Of Research Methodology & Dissertation Writing* . India: Jaypee Brothers Medical Publishers.

B. Articles and Journals

A. Appels, & E. Schouten. (2010). Burnout as a Risk Factor for Coronary Heart Disease. *Behavioral Medicine* , 53-59.

Jalagat, R. (2017). Determinants of Job Stress and Its Relationship on Employee Job Performance. *American Journal of Management Science and Engineering*, 1-10.

AbuAlRub, R. F. (2004). Job Stress, Job Performance, and Social Support Among Hospital Nurses. *Journal of nursing scholarship*.

Abualrub, R. F., Omari, F. H., & Abu Al Rub, A. F. (2009). The moderating effect of social support on the stress–satisfaction relationship among Jordanian hospital nurses. *Journal of Nursing Management*, 870-878.

Abu-Helalah, A. M., Jorissen, S. L., Niaz, K., & Ali Al Qarni, A. M. (2014). Job Stress and Job Satisfaction among Health Care Professionals. *European Scientific Journal*, 156-173.

Adegboyega, J. A., & Sheidu, S. A. (2017). Workplace stress and coping strategies among senior civil servants in Kogi state, Nigeria. *Global Journal of Engineering Science and Research Management*, 26-31.

Ahmad, N., & Ashraf, M. (2016). The Impact of Occupational Stress on University Employees' Personality. 178-202.

Ahola, K., Honkonen, T., Isometsä, E., Kalimo, R., Nykyri, E., Aromaa, A., & Lönnqvist, J. (2005). The relationship between job-related burnout and depressive disorders—results from the Finnish Health 2000 Study. *Journal of Affective Disorders*, 55-62.

AJ, E., & PJ, R. (1990). Promoting mental health at the workplace: the prevention side of stress management. *Occupational Medicine* , 739-754.

Ajayi, S. (2018). Effect of Stress on Employee Performance and Job Satisfaction: A Case Study of Nigerian Banking Industry. *SSRN*.

Ajilchi, B., & Kargar, F. R. (2015). Prediction of Job Stress among Employees through the Dimensions of Time Management Skills by Managers. *Indian Journal of Science and Technology*, 1-7.

Akca, M., & Küçükoğlu, M. T. (2020). Relationships Between Mental Workload, Burnout, and Job Performance: A Research Among Academicians. *Research gate*, 49-68.

Anamika. (2016). Stress and Job Satisfaction level among Government and Private Sector Bank Employees: a Study on Urban Area in Patna India. *The International Journal of Indian Psychology*, 120-127.

Ananth, T., & Sasikumar, S. (2017). An Analysis of The Effect of Work Stress on Job Satisfaction and Psychological Well-Being among Police Personnel of Nagapattinam District. *International Journal of Business and Administration Research Review*, 1-4.

Ananth.T, & Sasikumar.S. (2018). An Analysis of the Effects of Occupational Stress on Psychological Well-Being of Police Employees of Nagapattinam District. *International Journal of Management and Social Science Research Review*, 18-21.

Armon, G, Melamed, S, Toker, S, Berliner, S, & Shapira, I. (2014). Joint effect of chronic medical illness and burnout on depressive symptoms among employed adults. *Health psychology*, 264–272.

Armon, G., Shirom, A., Shapira, I., & Melamed, S. (2008). On the nature of burnout–insomnia relationships: A prospective study of employed adults. *Journal of Psychosomatic Research*, 5-12.

Auerbach, S. M. (1989). Stress management and coping research in the health care setting: An overview and methodological commentary. *Journal of Consulting and Clinical Psychology*, 388–395.

Awadh, I. M., Gichinga, L., & Ahmed, A. H. (2015). Effects of Workplace Stress on Employee Performance in the County Governments in Kenya: A Case Study of Kilifi County Government. *International Journal of Scientific and Research Publications*, 1-8.

Awan, K. Z., & Jamil, F. (2012). A Comparative Analysis: Differences in over all job stress level of permanent employees in Private and Public sector banks. *International Journal of Economics and Management Sciences*, 45-58.

Baehler, K., & Bryson, J. (2008). Stress, Minister: government policy advisors and work stress. *International Journal of Public Sector Management*, 257-270.

Bamba, M. (2016). Stress Management and Job Performance in the Industries Sector of Mali. *Journal of Service Science and Management*, 189-194.

Bano, B., & Jha, R. K. (2012). Organizational Role Stress Among Public and Private Sector Employees: A Comparative Study. *The Lahore Journal of Business*, 23–36.

Bhui, K., Dinos, S., Galant-Miecznikowska, M., Jongh, B., & Stansfeld, S. (2016). Perceptions of work stress causes and effective interventions in employees working in public, private and non-governmental organisations: a qualitative study. *National Library of Medicines*, 318–325.

Bolhari, A., Rezaeian, A., Bolhari, J., & Bairamzadeh, S. (2012). Occupational Stress Level among Information Technology Professionals in Iran. *International Journal of Information and Electronics Engineering*, 682-685.

Bui, T., Zackula, R., Dugan, K., & Ablah, E. (2021). Workplace Stress and Productivity: A Cross-Sectional Study. *Pubmed central*, 42–45.

Bunce, D., & West, M. A. (n.d.). Stress Management and Innovation Interventions at Work. *Sage Journals*.

Burke, R. J., Greenglass, E. R., & Schwarzer, R. (2007). Predicting teacher burnout over time: Effects of work stress, social support, and self-doubts on burnout and its consequences. *Taylor and Francis Online* , 261-275.

Chan, A. H., K., C., & Chong, E. Y. (2010). Work Stress of Teachers from Primary and Secondary Schools in Hong Kong. *International MultiConference of Engineers and Computer Scientists*, 5-8.

Chandel, N. K. (2013). Stress Management in Indian Army. *Research Journal SANSMARAN*, 43-53.

Chandraiah, K., Agarwal, S., & Marimuthu, P. (2003). Occupational Stress and Job Satisfaction Among Managers. *Indian Journal of Occupational and Environmental Medicine*, 6-11.

Chaturvedi, V. (2011). A Study on Gender Differences with relation to Occupational Stress among Faculties in Management Colleges of Private and Government Institutes –A Study with reference to Management Colleges in NCR. 168-172.

Chiesa, A., & Serretti, A. (2009). Mindfulness-Based Stress Reduction for Stress Management in Healthy People: A Review and Meta-Analysis. *The Journal of Alternative and Complementary Medicine*.

Cropanzano, R., Howes, J., Grandey, A., & Toth, P. (1999). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behaviour*, 159-180.

D, E., & P, B. (2003). A systematic review of stress and stress management interventions for mental health nurses. *International Journal of Evidence-Based Healthcare*.

D. Edwards, & P. Burnar. (2003). A systematic review of stress and stress management interventions for mental health nurses. *JAN leading global nursing research*, 169-200.

Dar, L., Akmal, A., Naseem, M. A., & Khan, K. U. (2011). Impact of Stress on Employees Job Performance in Business. *Global Journal of Management and Business Research*, 1- 4.

Das, P., & Srivastav, A. K. (2015). A Study on Stress among Employees of Public Sector Banks in Asansol, West Bengal. *International Journal of Science and Research*, 108-115.

de Jesus, S., & Conboy, J. (2001). A stress management course to prevent teacher distress. *International Journal of Educational Management*.

Dhanda, K. (2016). A Review On Job Stress: Concept, Causes And Remedy. *Global Journal for Research Analysis*, 478-481.

Dua , J. (1994). Job Stressors and Their Effects on Physical Health, Emotional Health and Job Satisfaction in a University. *Journal of Educational Administration*.

Ehsan, M., & Ali, K. (2019). The Impact of Work Stress on Employee Productivity: Based in the Banking sector of Faisalabad, Pakistan. *International Journal of Innovation and Economic Development*, 32-50.

Ekermans, G. G., & Brand, T. (2012). Emotional intelligence as a moderator in the stress–burnout relationship: a questionnaire study on nurses. *Journal of Clinical Nursing*, 2275-2285.

Errisuriz, V., Pasch, K., & Perry, C. (2016). Perceived stress and dietary choices: The moderating role of stress management. *sciencedirect*, 211-216.

Esch, T., & Stefano, G. B. (2010). The neurobiology of stress management. *Neuroendocrinology Letters*, 19–39.

Etzion, D. (1984). Moderating Effect of Social Support on the Stress-Burnout Relationship. *Journal of Applied Psychology*, 615-622.

Eva M. Klein, Elmar Brahler, Michael Dreier, & Leonard Reinecke. (2021). The German version of the Perceived Stress Scale – psychometric characteristics in a representative German community sample. *BMC Psychiatry*.

Everly Jr, G., Flannery Jr, R., & Mitchell, J. (2000). Critical incident stress management (Cism): A review of the literature. *Elsevier*, 23-40.

Falkenburg, K., & Schyns, B. (2007). Work satisfaction, organizational commitment and withdrawal behaviours. *Emerald insight*.

Fong, L. N., Chui, P. W., Cheong, I. C., & Fong, D. C. (2018). Moderating effects of social support on job stress. *Journal of Hospitality Marketing & Management*, 1-16.

Fong, L. N., Chui, P. W., Cheong, I. C., & Fong, D. C. (2018). Moderating effects of social support on job stress and turnover intentions. *Journal of Hospitality Marketing & Management* , 795-810.

Fonkeng, C. (2018). Effects of Job-Stress on Employee Performance in an Enterprise. *Centria University of Applied Sciences*.

Fothergill, A., Edwards, D., & Burnard, P. (2004). Stress, Burnout, Coping and Stress Management in Psychiatrists: Findings from a Systematic Review. *International Journal of Social Psychiatry*.

Foy, T., Dwyer, R., Nafarrete, R., Hammoud, M. S., & Rockett, P. (2019). Managing job performance, social support and work-life conflict to reduce workplace stress. *International Journal of Productivity and Performance Management*.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research,* 39-50.

Ganapa, P., & Sreedevi, A. (2015). A comparative study of work related stress among government and private school teachers of Kurnool town. *International Journal Of Public Mental Health And Neurosciences*.

Giga, S. I. (2003). The development of a framework for a comprehensive approach to stress management interventions at work. *International Journal of Stress Management*, 280–296.

Glaser, D., Tatum, B., Nebeker, D., Sorenson, R., & Aiello, J. (2009). Workload and social support: Effects on performance and stress. *tandfonline*, 155-176.

Godwin, A., Suuk, L. A., & Selorm, F. H. (2016). Occupational Stress and its Management among Nurses at St. Dominic Hospital, Akwatia, Ghana. *Health Science Journal*, 1-7.

Gorji, M. (2011). The Effect of Job Burnout Dimension on Employees' Performance. *International Journal of Social Science and Humanity*, 243-246.

Goswami, T. G. (2015). Job Stress and its Effect on Employee Performance in Banking Sector. *Indian Journal of Commerce & Management Studies*, 51-56.

Grotkamp, S. L. (2012). Personal Factors in the International Classification of Functioning, Disability and Health: Prospective Evidence. *The Australian Journal of Rehabilitation Counselling*.

Gupta, N., & Beehr, T. (1979). Job stress and employee behaviors. *ScienceDirect*, 373-387.

H. van der Hek, H. N. (1997). Occupational stress management programmes: a practical overview of published effect studies . *Occupational Medicine*, 133–141.

Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). Multivariate Data Analysis. Seventh Edition. Prentice Hall, Upper Saddle River, New Jersey.

Hammer, L., Bauer, T., & Grandey, A. (2003). Work-Family Conflict and Work-Related Withdrawal Behaviors. *Journal of Business and Psychology*, 419–436.

Hannigan, B., Edwards, D., & Burnard, P. (2009). Stress and stress management in clinical psychology: Findings from a systematic review. *Journal of Mental Health*, 235-245.

Hargrove, M. B., & Quick, J. C. (2011). The theory of preventive stress management: a 33-year review and evaluation. *Wiley Online Library*.

Hassard, J., & Cox, T. (n.d.). *Work-related stress: Nature and management*. Retrieved from OSHWiki: https://oshwiki.eu/wiki/Work-related_stress:_Nature_and_management#Person-Environment_Fit_theory_.28P-E_Fit_theory.29

Haus, M., Adler, C., Hagl, M., Maragkos, M., & Duschek, S. (2016). Stress and stress management in European crisis managers. *International Journal of Emergency Services*.

Haus, M., Adler, C., Hagl, M., Maragkos, M., & Duschek, S. (2016). Stress and stress management in European crisis managers. *International Journal of Emergency*, 66-81.

Hemingway, M., & Smith, C. (2010). Organizational climate and occupational stressors as predictors of withdrawal behaviours and injuries in nurses. *Journal of Occupational and Organizattional Psychology*.

Hsieh, C.-M., & Tsai, B.-K. (2019). Effects of Social Support on the Stress-Health Relationship: Gender Comparison among Military Personnel. *Environmetal Research and Public Health*, 1-15.

Hsiu-Chia Ko, Li-Ling Wang, & Yi-Ting Xu. (2013). Understanding the Different Types of Social Support Offered by Audience to A-List Diary-Like and Informative Bloggers. *National Library of Medicine*, 194–199.

Hunnur, R. R., Vyas, B., Sudarshan, Mathad, J., & Pareek, P. K. (2013). A Study on Job Stress For School Teachers. *Journal of Business and Management*, 42-44.

Ibem, E. O., Anosike, M. N., Azuh, D. E., & Mosaku, T. O. (2011). Work Stress among Professionals in the Building Construction Industry in Nigeria. *Australasian Journal of Construction Economics and Building*, 45-57.

Imran, S., Singaravelloo, K., & Ekonomi, K. (2020). Occupational Stress and Employee Performance in a Malaysian Local Government Authority. *Journal of Economics and Policy*.

Imtiaz, S., & Ahmad, S. (2009). Impact Of Stress On Employee Productivity, Performance And Turnover; An Important Managerial Issue . *International Review of Business Research Papers*, 468-477.

Innocent, E. C., Ikechukwu, A. C., & Nnagbogu, E. K. (2014). Stress Management Techniques in Banking Sectors in Nigeria. *IOSR Journal of Business and Management*, 33-38.

Iqbal, M., & Waseem, M. A. (2012). Impact of Job Stress on Job Satisfaction among Air Traffic Controllers of Civil Aviation Authority: An Empirical Study from Pakistan. *International Journal of Human Resource Studies*, 53-70.

Iskamto, D. (2021). Stress and Its Impact on Employee Performance. *researchgate*.

Ivancevich, J. M. (1990). Worksite stress management interventions. *American Psychologist Association*, 252–261.

Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2013). *Organizational Behavior & Management.* New York: McGraw-Hill.

Jackson, E. (2013). Stress Relief - The Role of Exercise in Stress Management. *ACSM's Health & Fitness Journal*, 14-19.

Jaganathan.A.T, & Kumar, S. (2017). A Study on Work Stress Among the Employees of Small Scale Garments Industries with Special Reference to Tirupur District. *International Journal of Current Research and Modern Education*, 23-27.

Jeyanthi.M. (2012). Role Stress and Coping Skills among Men and Women Village Panchayat Presidents In Madurai District.

Jins Joy, P., & Radhakrishnan, R. (2013). A Study on Causes of Work Stress among Tile Factory A Study on Causes of Work Stress among Tile FactorA Study on Causes of Work Stress among Tile Factory Workers in Kannur District in Kerala. *International Journal of Scientific and Research Publications*, 1-10.

Joshi, V., & Goyal, K. (2012). Stress Management among Bank Employees: With Reference to Mergers. *International Journal of Business and Commerce*, 22-31.

Joy, A. J., & Kumar, G. (2018). Impact of job Stress on Employee Performance: A Study of Software Professionals in Kerala. *International Journal of Research and Analytical Reviews*, 694-715.

K, R. R., & K , P. (2015). A Study on the Stress Management among Employees of Manjilas Group of Companies. *International Journal of Scientific Engineering and Applied Science*, 193-201.

Kabir, M. J., Heidari, A., Etemad, K., Gashti, A. B., Jafari, N., Honarvar, M. R., . . . Lotfi, M. (2016). Job Burnout, Job Satisfaction, and Related Factors among Health Care Workers in Golestan Province, Iran. *Electron Physician*, 2924–2930.

Kannan.P, & Suma.U. (2015). Managing Stress among Co-Operative Bank Employees in Palakkad district. *International Journal of Scientific Engineering and Applied Science*, 132-137.

Kao, F.-H., Cheng, B.-S., Kuo, C.-C., & Huang, M.-P. (2014). Stressors, withdrawal, and sabotage in frontline employees: The moderating effects of caring and service climates. *Journal of occupational and organizational psychology*, 755-780.

Kapoor, J., & Chhabra, P. (2022). Work Stress Management in an Organization with the Role of Hrm. *Journal of Positive School Psychology*, 233 – 240.

Karasek, R. &. (1990). *Healthy Work: Stress, Productivity, and the Reconstruction of Working Life.* New York: Basic Books.

Karatepe, O. (2013). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*.

Karimi, L., Leggat, S. G., Cheng, C., Donohue , L., Bartram, T., & Oakman , J. (2016). Are organisational factors affecting the emotional withdrawal of community nurses? *Australian Health Review*.

Kaskar, A. (2012). Stress Management in E-commerce Business. *Sansmaran Research Journal*, 34-35.

Kaur, R. P., & Sharma, P. G. (2016). Stress Management in the Banking Sector. *Imperial Journal of Interdisciplinary Research*, 113-117.

Kaur, S. (2011). Comparative Study of Occupational Stress among Teachers of Private and Govt. Schools in Relation to their Age, Gender and Teaching Experience. *International Journal of Educational Planning & Administration*, 151-160.

Kazmi, R., Amjad, S., & Khan, D. (2008). Occupational Stress and its Effect on Job Performance A Case Study of Medical House Officers of District Abbottabad. *J Ayub Med Coll Abbottabad*, 135-139.

Kishori, & Vinothini. (2016). A Study on Work Stress Among Bank Employees in State Bank of India with Reference to Tiruchirappalli. *International Journal for Innovative Research in Science & Technology*, 418-421.

Krohne, H. W. (2002). *Stress and Coping Theories.* Johannes Gutenberg-Universität Mainz Germany .

Kushwaha, S. (2014). Stress Management At Workplace. *Global Journal of Finance and Management*, 469-472.

Lakshmi, K. S., Rao, B. S., & Reddy, B. S. (2016). Stress Management: A Special Focus on Software Employees in Twin Cities of Hyderabad & Secunderabad. *International Journal of Research in Commerce & Management*, 3-8.

Lazaro, C., Shinn, M., & Robinson, P. (1984). Burnout, Job Performance, and Job Withdrawal Behaviors. *Journal of Health and Human Resources Administration*, 213-234.

Lazarus, R S, (1974). Psychological stress and coping in adaptation and illness. *International Journal of Psychiatry in Medicine*, **5**, pp. 321–333.

Lazarus, R S and Folkman, S, (1984). *Stress, Appraisal, and Coping*. New York: Springer.

LeBlanc, V. R. (2009). The Effects of Acute Stress on Performance: Implications for Health Professions Education. *Academic Medicine*, 23-33.

Lees , S., & Ellis , N. (1990). The design of a stress-management programme for nursing personnel. *Journal of Nursing Management*.

Lehrer, P., Carr, R., Sargunaraj, D., & Woolfolk , R. (1994). Stress management techniques: Are they all equivalent, or do they have specific effects? *Biofeedback and Self-regulation*, 353–401.

Lim, V. (1996). Job Insecurity and Its Outcomes: Moderating Effects of Work-Based and Nonwork-Based Social Support. *Sage journals*.

Lishchinsky, O. S., & Tsemach, S. (2014). Psychological Empowerment as a Mediator Between Teachers' Perceptions of Authentic Leadership and Their Withdrawal and Citizenship Behaviors. *SAGE Journals*, 675-712.

Lu Lu, Li Liu, Sui, G., & Wang, L. (2015). The Associations of Job Stress and Organizational Identification with Job Satisfaction among Chinese Police Officers: The Mediating Role of Psychological Capital. *International Journal of Environmental Research and Public Health*, 15088–15099.

M, S. M. (2015). *Quality of Work Life among the Employees of Mass Media Industry in Kerala*. Retrieved from Shodhganga: http://shodhganga.inflibnet.ac.in: 8080/jspui/handle/10603/219693

M.Janani, R. K. (2017). Impact of Stress Related Health Issues and Stress Management among Professionals of Information Technology. *International Journal of Business and Administration Research Review*, 32-36.

Mahakud, G. C., & Bajaj, D. (2014). Organizational Role Stress and Burnout Among Government and Private School Teachers in Delhi City: A Comparative Study. *International Journal of Education and Psychological Research*, 81-86.

Mahal, P. K. (2012). Occupational Stress in Relation to Job Satisfaction: An Empirical Study of Call Centre. *Indian Journal of Commerce & Management Studies*, 42-47.

Malhotra, N. K & Peterson, M., (2001). Marketing Research in the New Millennium: Emerging Issues and Trends. *Marketing Intelligence and Planning, 19*, 216- 235.

Mamidala, S., & Repalli, V. (2015). An Empirical Study on Stress Management-Academic Faculty in Khammam District- Telangana. *International Journal of Arts and Science Research*, 28 - 36.

Manimala, A., & Sasi Kumar, S. (2017). A Study on Impact of Stress on Job Performance and Satisfactions in Transport Corporation, Kumbakonam. *International Journal of Business and Administration Research Review*, 27-37.

McCue, J., & Sachs, C. (1991). A Stress Management Workshop Improves Residents' Coping Skills. *JAMA Internal Medicine*.

McGrath, J. (1971). *Social And Psychological Factors in Human Stress*. Urbana, Illinois : Psychology Department, University of Illinois .

Milliken, T., Clements, P., & Tillman, H. (2007). The Impact of Stress Management on Nurse Productivity and Retention. *Counseling & Human Services Faculty Publications*, 203-210.

Motowidlo, S. J. (1986). Occupational stress: Its causes and consequences for job performance. *Journal of Applied Psychology*, 618–629.

Murphy, L. (1996). Stress Management in Work Settings: A Critical Review of the Health Effects. *Sage Journals*.

MURPHY, L. R. (1984). Occupational stress management: A review and appraisal. *Journal of Occupational Psychology*.

N, H., Naz, I., & Bano, S. (2010). Stress and Well-Being of Lawyers. *Journal of the Indian Academy of Applied Psychology*, 165-168.

Nagaraju.B, & N. H. (2013). Stress in Women Employee; A study on influence of Age (With reference to Insurance Sector). *Journal of Business and Management*, 60-68.

Nagele, Eva, Jeitler, Klaus, Horvath, Karl, Semlitsch, Thomas, & Posch, Nicole. (2014). Clinical effectiveness of stress-reduction techniques in patients with hypertension. *Journal of Hypertension*, 1936-1944.

Narayana Murty, T., Chalam,G.V, & Naidu, E. V. (2017). Reasons of Stress on Police Personnel in Andhra Pradesh. *International Journal of Business and Administration Research Review*, 112-116.

Nasir, N., Khan, S., & Nasir, S. (2017). Workplace Stressors and Job Performance': The Hypothesized Mediating Role of Job Satisfaction Incase of Higher Educational Sector of Pakistan. *International Journal of Engineering Sciences & Research Technology*, 609-623.

Ndreu, A. (n.d.). The Definition And Importance Of Local Governance. *Social and Natural Sciences Journal*, 5-8.

Ni Made Umayanti Prateka Atmaja, & I GustiSalitKetut Netra. (2020). Effect of Work-Family Conflict, Job Stress and Job Satisfaction on Behavior Physical Withdrawal of Employees. *American Journal of Humanities and Social Sciences Research*, 146-153.

Nirmala, R. (2015). A Study on Stress Management among the Employees of Banks. *International Journal of Science, Technology & Management*, 11-14.

Nunnally, J. (1967). Psychometric Theory, New York: McGraw-Hill.

O, P. (2004). Role of yoga in stress management. *The West Indian Medical Journal*, 191-194.

Ozbay, F., Johnson, D., Dimoulas, E., C.A. Morgan, Charney, D., & Southwick, S. (2007). Social Support and Resilience to Stress. *National Library of Medicine*, 35–40.

P, A. A. (2016). *Service quality and customer satisfaction of health insurance companies in Kerala*. Retrieved from Shodhganga: http://shodhganga.inflibnet.ac.in:8080/jspui/handle/10603/188826

Panigrahi, A. (2017). Managing Stress at Workplace. *Journal of Management Research and Analysis*, 154-160.

Parkash, J., & Hooda, S. (2017). The Effect of Job Stress on Teaching Effectiveness of Government Guest Faculty Teachers of Haryana State. *International Journal of Management and Social Science Research Review*, 38-43.

Parker, J., Smarr , K., Buckelew, S., & tucky-ropp, R. (1995). Effects of stress management on clinical outcomes in rheumatoid arthritis. *an official journal of the American College of Rheumatology*.

Pendke, B. S. (2016). A Comparative Study of Stress Experienced by the Employee of Public and Private Sector Banks. *International Journal of Management Research*, 41-44.

Piko, B. F., & Maria , M. (2017). A study of work satisfaction, burnout and other work-related variables among Hungarian educators . *European journal of mental health*, 152-164.

Podsakoff.N. P, L. A. (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology*, 438–454.

Prabhu, D. N. (2014). Occupational Stress - A Study with Reference to Select Bank Employees in Chennai Region. *AMET International Journal of Management*, 61-74.

Prakash, B. (n.d.). *Transfer of Functions to Local Governments in Kerala*: *Major Issues.*

Prasad, Vaidya, R., & Kumar, A. (2016). Study on the causes of stress among the employees in IT sector and its effect on the employee performance at the workplace with special

reference to International Agricultural Research Institute, Hyderabad : A comparative analysis. *International Journal of Management*, 76-98.

Quick, J. C. (1997). Preventive stress management in organizations. *Americam Psychologist Association*.

R. Dhanapal V, Kumar, R., M. Ramachandran, & S. Sathish Ram. (2011). Human Resource Management Stress Management - Focused on Indian Information Technology Scenario . *Proceedings of the World Congress on Engineering* , 6-8.

R. Gomathi, R. D. (2013). A Study on Stress Management among Employees at Sakthi Finance Limited, Coimbatore. *International Journal of Science and Research*, 158-161.

Ramesh, N., & Joseph, B. (2016). Perceived Professional Stress Levels among Employees in an Information Technology Company, Bangalore. *National Journal of Community Medicine*, 231-234.

Rana, R. (2014). A Comparative Study of Job Stress of Government and Private Employees. *International Journal of Research in Humanities and Social Sciences*, 51-53.

Rao, A. S., & Salvi, D. (2016). Stress Management among Police Officers in Rajasthan. *International Journal of Recent Research in Commerce Economics and Management*, 100-103.

Rao, T. N., & Prasad, V. S. (2015). An Impact of Stress on Women Employees with Reference to Selected Bpo's Visakhaptnam. *International Journal of Scientific Research and Management*, 6211-6214.

Rao.Y, V., Rayapureddy, L. R., & Rayapureddy, A. (2017). A Functional Report on Stress Management among Bank Employees. *International Journal of Engineering and Management Research*, 460-468.

Reoswell, W., Buchanan, J. B., & Alepine, M. (2004). Relations between stress and work outcomes: The role of felt challenge, job control, and psychological strain. *Journal of Vocational Behavior*, 165-181.

Richardson, K. M., & Rothstein, H. R. (2008). Effects of occupational stress management intervention programs: A meta-analysis. *Journal of Occupational Health Psychology*, 69–93.

Richmond, A. C., Schneider, R., Alexander, C., Cook, R., Myer, H., Nidich, S., . . . Salerno, J. (2000). Effects of Stress Reduction on Carotid Atherosclerosis in Hypertensive African Americans. *Stroke*, 568–573.

Role of Stress Management for Teachers and Educators. (2017). *International Journal of Research in Management, Economics and Commerce*, 21-24.

Rothmann, S., Jackson, L., & Kruger, M. (2003). Burnout and Job Stress in a Local Government: The Moderating Effect of Sense of Coherence. *SA Journal of Industrial Psycholog*, 52-60.

Rothmann, S., Jackson, L., & M.M. Kruger. (2003). Burnout and job stress in a local government: The moderating effect of sense of coherence. *SA Journal of Industrial Psychology*, 52-60.

S, M. (n.d.). Causes and Management of Stress at Work . *BMJ Journals*.

S. Cohen, T. Wills. (1985). Stress, social support, and the buffering hypothesis. *Semantic scholar*.

S. K., & Siddique.A, M. (2011). A Study on Occupational Stress among IT Professionals Chennai. *International Journal of Enterprise Innovation Management Studies*, 119-124.

Sabir I. Giga, A. J. (2011). The UK Perspective: A Review of Research on Organisational Stress Management Interventions. *Australian Psychologist*, 158-164.

Sahoo, S. R. (2016). Management of Stress at Workplace. *Global Journal of Management and Business Research: A Administration and Management*, 1-9.

Saikala, L., & Selvarani,A. (2015). A Study on Work Stress among Architects and Construction Professionals in Indian Construction Industry. *International Journal of Management*, 585-593.

Sailaja, A., Reddy.T, N., & Kumar.D, P. (2013). Factors Associated with Job Stress of Software professionals in Bangalore city. *IOSR Journal of Business and Management*, 15-20.

Sameera, Shaik, S., & Firoz. (2016). A Study on Stress Management among the BPO Employees in Chennai City. *The International Journal Of Business & Management*, 12-15.

Sarda, P. (2015). A Study of Stress Management among the Employees of Ozone Hospital Hyderabad. *International Journal of Modern Trends in Engineering and Research*, 280-287.

Savitha.G. (2016). Stress Management - A Study among Women Police Officials. *International Journal of Commerce, Business and Management*, 129-132.

Sawatzky, R. G., Ratner, P. A., Richardson, C. G., Washburn, C., Sudmant, W., & Mirwaldt, P. (2012). Stress and Depression in Students The Mediating Role of Stress Management Self-efficacy. *Nursing Research*, 13-21.

Schreurs, B., Emmerik, I. v., Günter, H., & Germeys, F. (2012). A weekly diary study on the buffering role of social support in the relationship between job insecurity and employee performance. *Wiley Online Library*, 259-279.

Selvakumar, X. A., & Immanuel, L. S. (2015). Employees Stress Management in Public and Private Sector Banks in Nagapattinam District-An Analysis. *Asia Pacific Journal of Research*, 93-102.

Selye, H, (1976). *The Stress of Life* (Rev. edn.). New York: McGraw-Hill.

Sethi, T., Vermani, R., & Verma, M. (35-37). Stress Management: Its Cause and Effect. *International Journal of Research in Commerce & Management* , 2015.

Shakya, A., & Devi, V. (2016). Work Stress in Banking Sector : An Empirical Study in Nepal. *Management Insight*, 40-50.

Sharma, A., & Jain, R. (2018). A Study on Stress And its Effects at Workplace: A Literature Review. *Journal of Emerging Technologies and Innovative Research* , 541-544.

Sharma, M., & Rush, S. (2014). Mindfulness-Based Stress Reduction as a Stress Management Intervention for Healthy Individuals: A Systematic Review. *Journal of Evidence-Based Integrative Medicine*.

Shaukat, R., & Khurshid , A. (2022). Woes of silence: the role of burnout as a mediator between silence and employee outcomes. *Emerald Insight*.

Shukla, H., & Garg, R. (2013). A Study on Stress Management among the Employees of Nationalised Banks. *Voice of Research*, 72-75.

Sindhu. (2014). A Study on Stressors among College Teachers. *Journal of Business and Management*, 37-41.

Sinduja, K., & Suganya, S. (130-133). A Study on Stress Management of Employees with Special Reference to Sterling Holidays, Ooty. *International Journal of Research in Commerce & Management*, 2017.

Sinha, S. (2016). Stress Management and Work Life Balance – A Study on Some Selected Banks in Nagaland, India. *Indian Journal of Commerce and Management Studies*.

Siu, O.-l. (2003). Job stress and job performance among employees in Hong Kong: The role of Chinese work values and organizational commitment. *International Journal Of Psychology*, 337–347.

Spielberger and I G Sarason (Eds), (1978). *Stress and Anxiety* (pp. 233–260). Washington, DC, Vol. 5, Hemisphere.

Subramanian.S, & Vinothkumar.M. (2009). Hardiness Personality, Self-Esteem and Occupational Stress among IT Professionals. *Journal of the Indian Academy of Applied Psychology*, 48-56.

Suhr, D. D. (2009). Principal component analysis vs. exploratory factor analysis. SUGI 30 Proceedings. Retrieved 5 April 2012.

Suresh, Anantharaman, Angusamy, A., & Ganesan, J. (2013). Sources of Job Stress in Police Work in a Developing Country. *International Journal of Business and Management*, 102-110.

Suri, S., & Rizvi, S. (2008). Mental Health and Stress among Call Center Employees. *Journal of the Indian Academy of Applied Psychology*, 215-220.

T, R., & P, F. (2009). Social support moderates the relationship between stressors and task performance through self-efficacy. *Journal of Social and Clinical Psychology*, 244 - 263.

T.H, C. T., T.M. , H. T., T.N. , H. N., & D. M. (2020). Stress Management in the Modern Workplace and the Role of Human Resource Professionals. *Business Ethics and Leadership*, 26-40.

Tanya N Beran, & Claudio Violato . (2010). Structural equation modeling in medical research: a primer. *BMC Research Notes*.

Taris , T., Horn, J. V., Schaufeli, W., & Schreurs, P. (2007). Inequity, burnout and psychological withdrawal among teachers: a dynamic exchange model. *tandfonline*, 103-122.

Taris, T. W., Schreurs, P., & Silfhout, I. I.-V. (2001). Job stress, job strain, and psychological withdrawal among Dutch university staff: Towards a dualprocess model for the effects of occupational stress. *An International Journal of Work, Health & Organisations*, 283-296 .

Tetrick, L. E., & Winslow, C. J. (2015). Workplace Stress Management Interventions and Health Promotion. *Annual Review of Organizational Psychology and Organizational Behavior*, 583-603.

Thapa, I. (2020, July). Local Government: Concept, Roles and Importance for Contemporary Society.

Thirumaleswari.T. (2013). A Study on Job Stress among Employees of Software Industries in Chennai. *International Research Journal of Business and Management*, 1-6.

Tiwari, S., & Bansal, D. (2015). Women, Work and Stress Management- A Comparative Study of Education and Finance Sectors. *International Journal of Commerce, Business and Management*, 1173-1181.

Tran, C. T., Tran, H. T., Nguyen, H. T., & Mach, D. N. (2020). Stress Management in the Modern Workplace and the Role of Human Resource Professionals. *Business Ethics and Leadership*, 26-40.

Tripathi, P., & Bhattacharjee, S. (2012). A Study on Psychological Stress of Working Women. *International Journal of Multidisciplinary Research*, 434-445.

Tu, Y., Li, D., & Wang, H.-J. (2021). COVID-19-induced layoff, survivors' COVID-19-related stress and performance in hospitality industry: The moderating role of social support. *International Journal of Hospitality Management*.

Uma Devi, T. (2011). A Study on Stress Management and Coping Strategies With Reference to IT Companies. *Journal of Information Technology and Economic Development*, 30-48.

Umesh U. (2016). A Study on the Occupational Stress among Selected Female Bank Employees Working in the Middle Level Hierarchy Cadre of Indian Bank (Public Sector) and ICICI (Private Sector) in the Southern Malabar Region of Kerala State, India. *Annual Vietnam Academic Research Conference on Global Business, Economics, Finance & Social Sciences* (pp. 1-8). Hanoi-Vietnam: AP16Vietnam Conference.

Vadivel, S., & Velmurugan, R. (2016). An Emprical Study on Work Stress Among the Employees in Textile Industries with Special Reference to Erode District. *International Journal of Management Research & Review*, 1547-1553.

Vajpai, A. (2016). A Study on Stress Management among the Employees of Nationalised Banks. *International Journal For Technological Research In Engineering*, 99-101.

Varvogli, L., & Darviri, C. (2011). Stress Management Techniques: evidence-based procedures that reduce stress and promote health. *Health Science Journal*, 74-89.

Viswesvaran, C., Sanchez, J. I., & Fisher, J. (1999). The Role of Social Support in the Process of Work Stress: A Meta-Analysis. *Journal of Vocational Behavior*, 314-334.

W Anderson, D Swenson, & D Swenson. (1995). Stress Management for Law Enforcement Officers. *U.S. Department of Justice*.

Wagstaff, M. F., Triana, M. C., Kim, S., & Al-Riyami, S. (2014). Responses to Discrimination: Relationships Between Social Support Seeking, Core Self-Evaluations, and Withdrawal Behaviors. *Wiley Online Library*.

Wang, X., & Wang, H. (2017). How to survive mistreatment by customers: Employees' work withdrawal and their coping resources. *Emerald Insight*.

Willems, E. A. (n.d.). *Stress among Social Work Professionals in Mental Health Care Settings.* Research paper, St. Catherine University.

Zainudin, A., 2012. Structural Equation Modeling using AMOS Graphic. Selangor: UiTM Press.

Zetterqvist, K., Maanmies, J., Ström, L., & Andersson, G. (2010). Randomized Controlled Trial of Internet-Based Stress Management. *Cognitive Behaviour Therapy* , 151-160.

Zvada, E., & Thomas, B. (2019). Causes and Implications of Stress among Academic Staff: A Case of the Catholic University in Zimbabwe. *IOSR Journal of Business and Management*, 19-30.

C. Dissertations

Agarwal, D. (2018). *Stress management in banking industry A comparative study of PNB and ICICI bank.* PhD Thesis.

Anbhule, H. (n.d.). *Study of job related stress and application of stress management strategies for traffic police in Pune city.* PhD Thesis, Tilak Maharashtra Vidyapeeth, Department of Management.

Aneesh, S. (2021). *Stress management practices among banking employees in keralaa comparative analysis.* Manonmaniam Sundaranar University: Department of Commerce.

Antonova, E. (2016). *Occupational stress, job satisfaction, and employee loyalty in hospitality industry: a comparative case study of two hotels in Russia.* PG Thesis, Modul Vienna University, Master of Science in International Tourism, Vienna.

Arunkumar, T. S. (2004). *Stress management among IT professionals.* PhD Thesis, University of Kerala, Department of Psychology.

Ashalatha, D. (2022). *Determinants Of Academic Stress Management And Performance Of College Youth Of Kanchipuram District In Tamilnadu A Study.* PhD Thesis, University of Madras, Department of Adult and Continuing Education.

Balamurugan, R. (2020). *A Study On Occupational Stress And Coping Strategies Of Stress Management In Banking Sector In Tamilnadu State.* PhD Thesis, Bharathidasan University, Department of Management.

Basu, A. (2013). *Working couples and stress management A sociological study.* University of Kalyani: Sociology.

Bora, P. (2013). *Stress Management in Hotel Industry A Study of Star Category Hotels in Uttarakhand.* PhD Thesis, Kumaun University, Department of Commerce.

C, S. (2009). *A study of stress and its management in information technology industry.* PhD Thesis. Retrieved from Shodhganga.

Chhabra, m. (2022). *Impact of Stress Management Practices on the Performance of Women Employees A Study of Banking Sector.* PhD Thesis, Maharshi Dayanand University, Department of Commerce. Retrieved from https://shodhganga.inflibnet .ac.in/handle/10603/427052

Coffey, M. (2004). *Stress in the Workplace - an Action Research case study of Social Services.* PhD Thesis. Retrieved from Core: https://core.ac.uk/download/pdf/78911861.pdf

Deepanshi. (2020). *A Study of Stress Management Techniques on Efficiency of Private Sector Banks Employees in Rajasthan.* PhD Thesis, Jayoti Vidyapeeth Women s University, Department of Law and Governance. Retrieved from http://hdl.handle.net/ 10603/317391

Deshmukh, R. S. (2017). *A study on stress management of employees at commercial banks with special reference to state bank of india rangnath tiwari yanchya marathi sahityacha chikitsak abhyas.* PhD Thesis, Dr. Babasaheb Ambedkar Marathwada University, Department of Management Science.

Deshpande, R. C. (2012). *Work life balance and stress management in banking sector in Gujarat region.* PhD Thesis, Kadi Sarva Vishwavidyalaya, Department of Management.

E, R. (2012). *Managing stress at workplace a study on selected service organisations.* PhD Thesis, Andhra University, Department of Commerce & Management Studies. Retrieved from https://shodhganga.inflibnet.ac.in/handle/10603/374821

Ekta, C. (2018). *Stress management of employees of automobile distribution outlets in assam.* PhD Thesis, Gauhati University, Department of Commerce. Retrieved from https://shodhganga.inflibnet.ac.in/handle/10603/267641

Ekta, C. (2018). *Stress management of employees of automobile distribution outlets in assam.* Gauhati University: Department of Commerce.

Gurmeet. (2015). *Relationship between stress management and conflict handling styles of school teachers with different personality types.* PhD Thesis, Maharshi Dayanand University, Department of Education.

Jawanjal, R. (2020). *A Study of Stress Management of Librarian At Work Place of Affiliated Colleges of Sant Gadge Baba Amravati University.* PhD Thesis, Sant Gadge Baba Amravati University, Department of Library and Information Science.

Jeyabharathy, P. (2015). *A study on stress among women entrepreneurs in Madurai district.* PhD Thesis, Madurai Kamraj University, Department of Management Studies. Retrieved from http://hdl.handle.net/10603/136382

Jaya Kumar, M. (2018). *Stress management at workplace a study with reference to RINL Visakhapatnam Steel Plant Visakhapatnam.* PhD Thesis, Andhra University, Department of Commerce and Management Studies.

Joseph, S. (2005). *The effectiveness of yoga in stress management among the employees in industry.* PhD Thesis, Shivaji University, Department of Social Work.

khamernaz, B. (2013). *Studies in inner peace and holistic health case studies in stress management through yoga meditation and naturopathy.* PhD Thesis, Madurai Kamraj University, Department of Art History.

Kshirsagar, S. V. (2006). *A study of human resource development and stress management with special reference to selected branches of Marathwada Gramin bank in Nanded District Maharashtra.* Swami Ramanand Teerth Marathwada University: Department of Management Science.

Kumar, N. (2023). *Academic Stress among Students Spirituality as a Tool to Manage Stress.* PhD Thesis, Jayoti Vidyapeeth Women s University, Department of Management and Commerce. Retrieved from https://shodhganga.inflibnet.ac.in/handle/10603/457736

Kumari, B. (2018). *Effect of stress management programme on professional commitment and life satisfaction of secondary school teachers.* Panjab University: Department of Education.

Lakshmi Purnima, J. (2021). *A study on stress levels of employees with reference to select public and private sector Banks in Visakhapatnam district Andhra Pradesh state.* PhD Thesis, Andhra University, Department of Commerce & Management Studies. Retrieved from https://shodhganga.inflibnet.ac.in/handle/10603/395099

Lal, K. (n.d.). *A Study on Stress Management of Tamilnadu Police with Special Reference to Chennai City.* PhD Thesis, University of Madras, Department of Commerce.

Malarvizhi, V. (2014). *A study on Stress Management in Sugar Industries of Erode, Namakkal and karur districts, Tamil nadu, india.* PhD Thesis, Mother Teresa Womens University, Department of Management Studies.

Mathew, A. P. (2002). *The effectiveness of stress management programme on cardiac surgical patients.* PhD Thesis, Mahatma Gandhi University, School of Behavioural Sciences.

Mohamed Rafiq, N. (2016). *Stress management in it industry a study with reference to employees in multinational Companies chennai city.* PhD Thesis, Manonmaniam Sundaranar University, Department of Commerce.

Noyaline, B. A. (2012). *Stress Management.* PhD Thesis, Bharathidasan University, Department of Commerce and Financial Studies.

Paramasivam, K. (2019). *Effects Of Varied Stress Management Training On Effects Of Varied Stress Management Training On Selected Health Related Physiological And*

Psychological Parameters. PhD Thesis, Alagappa University, Department of Physical education and Health Sciences.

Parmar, D. K. (2022). *Role of yoga techniques for stress management.* PhD Thesis, Shri Jagdishprasad Jhabarmal Tibarewala University, Faculty of Yoga.

Pradeep, R. (2016). *Stress management of women managers a comparative study of public sector and private sector banks in Kerala.* PhD Thesis, Mahatma Gandhi University, K G College. Retrieved from https://shodhganga.inflibnet.ac.in/handle/10603/195407

Preetha S, P. (2019). *A comparative study on stress management among nurses of government and private hospitals in Kerala.* University of Kerala: Department of Commerce.

Priya, B. (2018). *Role of Emotional Intelligence in Stress Management and Its Impact on Job Performance and Organizational Commitment A Study of Public and Private Sector Banks.* PhD Thesis, Gurukul Kangri Vishwavidyalaya, Department of Management Studies.

R, J. N. (2016). *A study on stress management among practising lawyers in kerala.* PhD Thesis, Manonmaniam Sundaranar University, Department of Business Administration.

R, M. (2018). *A study on stress management among consultants in insurance sectors in dindigul district.* PhD Thesis, Anna University, Faculty of Management Sciences.

R, S. (2018). *A study on stress management among women working in export houses of Karur district.* PhD Thesis, Anna University, Faculty of Management Sciences.

R, S. (2019). *A Study on Emotional Intelligence of the Employees of Hotel Industry with Special Reference to Chennai City.* PhD Thesis, Bharathiar University, Department of Management.

Rabiyathul basariya, S. (2012). *An empirical study on the stress management among bank employees in Madurai city.* PhD Thesis, Madurai Kamraj University, Department of Commerce.

Rajendra, K. (2020). *To Study the Effectiveness of Yoga Education on Stress Management of Management Professionals.* PhD Thesis, Raffles University, Alabbar School of Management.

Rani D, J. (2020). *Stress management of women entrepreneurs a diagnostic study.* Rani Durgavati Vishwavidyalaya: Department of Commerce.

Rayamajhi, K. (2017). *Impact of Stress on working Environment of Government Employees.* PhD Thesis. Retrieved from Grin: https://www.grin.com/document/961406

Renuka, O. (2015). *A study on stress management in Tamil Nadu police department with special reference to salem dindigul and madurai districts.* PhD Thesis, Periyar University, Department of Commerce.

Sai Sravanthi, G. (2021). *A Study of Stress Management Among Women Faculty in Nellore and Chittoor Districts.* PhD Thesis, Sri Venkateswara University, Department of Management Studies.

Santi, D. (n.d.). *A study on occupational stress and stress management among the undergraduate college teachers of sonitpur district of assam.* PhD Thesis, Gauhati University, Department of Education.

Shangpliang, I. (2014). *A study of stress management by secondary school teachers of jowai town.* PhD Thesis, North-Eastern Hill University, Department of Education.

Sharma, V. (2017). *Need of stress Management in Police Department.* PhD Thesis, Mahatma Jyotiba Phule Rohilkhand University, Department of Political Science.

Singh, A. (2018). *Stress management A comparative study of insurance and banking sector enterprises in MP.* PhD Thesis, Awadhesh Pratap Singh University, Department of Business Economics.

Singh, K. K. (2018). *Study on Efficacy of Homoeopathic Medicines In Stress Management.* PhD Thesis, Babasaheb Bhimrao Ambedkar Bihar University, Science.

Suganya, M. (2017). *A study on stress management among women police in madurai city.* PhD Thesis, Madurai Kamraj University, Department of Commerce.

Suresh, T. (2018). *Stress management among medical consultants a study with special reference to doctors in Vijayawada and Guntur cities of Andhra Pradesh.* PhD Thesis, Andhra University, Department of Commerce & Management Studies. Retrieved from https://shodhganga.inflibnet.ac.in/handle/10603/371759

Sushma, G. (2018). *Occupational stress management strategies a comparative study with reference to select IT and ITES companies in Visakhapatnam.* PhD Thesis, Andhra University, Department of Commerce & Management Studies. Retrieved from https://shodhganga.inflibnet.ac.in/handle/10603/370173

T J, J. (2018). *Influence of Spiritual Intelligence and Stress Management on Achievement Motivation of Senior Secondary School Students.* PhD Thesis, Bharathiar University, Department of Education.

T, A. (2021). *A study on stress management levels of bank employees in chittoor district.* PhD Thesis, Jawaharlal Nehru Technological University, Anantapuram, Department of Management Sciences.

T.K., J. (2016). *Stress management practices among executives in private sector in Kerala.* PhD Thesis, Mahatma Gandhi University, Cochin College. Retrieved from https://shodhganga.inflibnet.ac.in/handle/10603/194634

Tajul Aarifeen, S. (2015). *A study on stress management among collage teacher of Madurai City.* PhD Thesis, Madurai Kamraj University, Department of Commerce.

Thattil, D. (2018). *Stress management among nurses in private and government hospitals in Kerala A comparative study.* PhD Thesis, Mahatma Gandhi University, Bharata Mata College.

Tiwari, A. (2011). *Anxiety aggressive tendency personality pattern and stress management of hypertensive subjects.* PhD Thesis, Mahatma Gandhi Kashi Vidyapith, Department of Psychology.

V, M. (2016). *Stress Management of White Collar Women in Expanding Families.* PhD Thesis, Avinashilingam Deemed University For Women, Department of Resource Management.

V, S. (2017). *A Study on stress Management in Indian Airforce field units in Tamilnadu at Thanjavur Sulur and Tambaram.* PhD Thesis, Periyar Maniammai University, Department of Management Studies.

Vandana, C. (2012). *The Effect of Emotional Intellingencis on Stress Management of Higher Secondary Students.* PhD Thesis, Pt. Sundarlal Sharma Open University Bilaspur, Department of Education.

Varalakshmi.S. (n.d.). *A Study On Factors Influcing Stress And Stress Management Techniques With Reference To Logistic Industries.* PhD Thesis, University of Madras, Department of Commerce.

Verma, P. (2015). *Role of family structure and perceived family environment in stress management of working and non working women.* PhD Thesis, Pt. Ravishankar Shukla University, Department of Home Science.

Yashoda, A. (2020). *Stress Management in Banking And Insurance Sectors A Comparative Study.* PhD Thesis, Kakatiya University, Warangal, Department of Commerce and Business Management.

Zahra, R. (2015). *Study of effectiveness of yoga education on nurses stress management.* PhD Thesis, Savitribai Phule Pune University, Department of Education.

Reports

(2019). *Basic Statistics of Panchayat Raj Institutions.* Ministry of Panchayat Raj, Government of India.

Chathukulam, J. (2014). *Social Watch Report on Performance of Panchayats in Kerala.* Centre for Rural Management, Kottayam. Thiruvananthapuram: Kerala Social Watch & Institute for Sustainable Development and Governance.

(2023). *Kerala bags four national panchayat awards.* kerala kaumudi. Retrieved from https://keralakaumudi.com/en/news/news.php?id=1044241&u=kerala-bags-four-national-panchayat-awards-1044241

(2018). *Kerala govt announces awards for best panchayats: here are the winners.* Onmanorama. Retrieved from https://www.onmanorama.com/news/kerala/2018/02/17/kerala-government-awards-for-best-panchayats.html

(2023). *Kollam district panchayat wins Swaraj Trophy for the State's best district panchayat for 2021-22 fiscal.* The Hindu. Retrieved from https://www.thehindu.com/news/national/kerala/kollam-district-panchayat-wins-swaraj-trophy-for-the-states-best-district-panchayat-for-2021-22-fiscal/article66511754.ece

Kumar, A. (2020). *Swaraj trophy for best local bodies declared in Kerala.* Times of India. Retrieved from https://timesofindia.indiatimes.com/city/thiruvananthapuram/swaraj-trophy-for-best-local-bodies-declared-in-kerala/articleshow/74151166.cms

Leka, S., Griffiths, A., & Cox, T. (n.d.). *Work Organisation & Sress.* University of Nottingham, Institute of Work, Health & Organisations. World Health Organisation. Retrieved from https://apps.who.int/iris/bitstream/handle/10665/42625/9241590475.pdf

Paul, J. (2022). *Mulanthuruthy bags best panchayat award.* The Hindu. Retrieved from https://www.thehindu.com/news/cities/Kochi/mulanthuruthy-bags-best-panchayat-award/article65068146.ece

Unnikrishnan, P. (2016). *Devolution Report 2015-16.* Tata Institute of Social Sciences. Mumbai: Ministry of Panchayati Raj, Government of India.

Websites

- https://lsgkerala.gov.in
- https://panchayat.gov.in
- https://www.kerala.gov.in
- https://www.india.gov.in
- www.shodhganga.com
- https://www.researchgate.net
- https://www.emerald.com/insight
- www.sagepub.com
- https://www.springer.com/in
- https://www.wikipedia.org/
- www.academia.edu
- https://www.who.int/
- https://pubmed.ncbi.nlm.nih.gov/
- https://www.kila.ac.in

APPENDIX

APPENDIX I

QUESTIONNAIRE FOR MEMBERS OF LOCAL GOVERNMENT INSTITUTIONS

This questionnaire is framed to identify the work stress in your life. Please take your time reading each question and provide the most accurate response you can. Please note that your personal information and other details provided by you will be kept confidential.

Sreekutty. K.S
Research Scholar
Calicut University

A. Kindly furnish your personal particulars by ticking appropriate options.

1. Gender : ☐ Male ☐ Female
2. Age : _____
3. Religion : ☐ Hindu ☐ Muslim ☐ Christian
4. Marital status : ☐ Married ☐ Unmarried
5. Family size : ☐ Less than 2 ☐ 2-4 ☐ 4-6 ☐ more than 6
6. Children : ☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ more than 3
7. Number of dependents parents : _____
8. Status of spouse : ☐ Employed ☐ Unemployed
9. Average Monthly income : ☐ Less than 10,000 ☐ 10,000-20,000 ☐ 20,000-30,000 ☐ 30,000-40,000 ☐ 40,000-50,000 ☐ More than 50,000
10. Educational qualification : ☐ SSLC ☐ Plus Two ☐ Degree ☐ PG ☐ Diploma ☐ Others (specify) _____

11. Experience in any other social activity : ☐ Yes ☐ No

a) If yes,

- ☐ Kudumbasree
- ☐ Residential association
- ☐ Charitable organisation
- ☐ Religious organisation
- ☐ Others

12. Political experience

- ☐ Nil
- ☐ 0-5 years
- ☐ 5-10 years
- ☐ 10-15 years
- ☐ Above 15 years

13. How many times you have been selected as a member/councillor?

☐ 1 ☐ 2 ☐ 3 ☐ 4

14. Your occupation before electing as a representative

- ☐ Political worker
- ☐ Private Job
- ☐ Retired
- ☐ Self employed
- ☐ Government job
- ☐ Expatriate
- ☐ Agriculture
- ☐ Others (specify) _____

15. Name of local government institution you belongs to:

- ☐ Grama Panchayat
- ☐ Municipality
- ☐ Corporation

16. Your designation in local government institution

- ☐ President / Chairman / Mayor
- ☐ Vice president / Vice chairman
- ☐ Standing committee chairman
- ☐ Member / Councillor
- ☐ Others

B. Below is the list of organisational factors that leads to work stress. Please tick the appropriate options.

SL No	Organisational factors	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	My working time is not scheduled.					
2.	Opposition with co-workers					
3.	I don't have any guidelines for doing my duties					
4.	I face role conflicts					
5.	I don't got sufficient training to undertake my work and duties					
6.	Inadequate information					
7.	Lack of participation in decision making					

C. Below is the list of social factors that leads to work stress. Please tick the appropriate options.

SL No	Social factors	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	Over expectations from the public					
2.	I have to act accordance with the conflicting demands of various groups of people					
3.	Lack of resources					
4.	Criticisms from the public					
5.	I had to prove myself efficient in front of public to ensure my efficiency					
6.	Public scrutiny on the duties I have done					

D. Below is the list of personal factors that leads to work stress. Please tick the appropriate options.

SL No	Personal factors	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	Lack of knowledge and skills					
2.	No adequate remuneration					
3.	Ineffective communication					
4.	I have to do speech in front of public					
5.	I'm worried about my performance as an elected member					

E. Below is the list of political factors that leads to work stress. Please tick the appropriate options.

SL No	Political factors	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.	Interference of the political party					
2.	My ideologies are different from the party I belongs to					
3.	Pressures from the party					
4.	Criticisms from the opposing parties					
5.	I have to act accordance with the interest of the party					

F. Consequences of stress you are facing:

❖ **Psychological consequences**

SL No	Consequences	Always	Most of the times	Some times	Rarely	Never
1.	Anxiety					
2.	Boredom					
3.	Low self esteem					
4.	Anger					
5.	Fatigue					

❖ **Physiological consequences**

SL No	Consequences	Always	Most of the times	Some times	Rarely	Never
1.	Blood pressure					
2.	Diabetes					
3.	Stomach upset					
4.	Trouble sleeping					
5.	Decreased immunity					
6.	Loss of appetite					
7.	Heart disease					

G. Which of the following stress management activities are practiced by you?

SL No	Stress Management Techniques	Always	Most of the times	Some times	Rarely	Never
1.	Training					
2.	Supportive organizational climate					
3.	Close association of co-workers					
4.	Prayer					

5.	Yoga					
6.	Meditation					
7.	Travel					
8.	Sharing with family and friends					

H. Work Performance

SL No	Personal factors	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.	Decreased productivity					
2.	Able to manage time well					
3.	Less utilisation of public fund					
4.	Loss of commitment					

I. Public Service Motivation

SL No	Public service motivation factors	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	I can't stay idle while seeing people in distress					
2.	I am ready to make sacrifices for well-being of the society					
3.	For me civic duty is before self					
4.	Considering the welfare of others is important					

J. Work Satisfaction

SL No	Work satisfaction	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	Relation with fellow people					
2.	Relation with office staff					
3.	Enough power and authorities are given to me					

K. Social Support

SL No	Social support	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	My friends are really supportive and helpful					
2.	I have a specific person for all my needs					
3.	I get emotional help and all support from my family					
4.	I can share my problems with the family					

L. Work Withdrawal Behaviour

SL No	Work Withdrawal Behaviour	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	I can't able to accomplish what I aimed from this position					
2.	Lack of support and co-operation from the organisation					
3.	Inability to be in the position					

M. Emotional Intelligence

SL No	Emotional intelligence	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	I am always empathize and understand someone else's problem					
2.	I can understand when I am stressed					
3.	I love meeting new people and they are an interesting part of my life					
4.	I do not let stressful situations or people affect me after the work					

N. Work Burnout

SL No	Work burnout	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	I feel that I am physically and emotionally drained out					
2	I have negative thoughts of my work					
3	I am getting easily irritated by small problems and my colleagues					
4	I feel that I have no one to talk and share my feelings					
5	I feel I am doing and achieving less than what I could					