

The Impact of Occupational Stress on Operational Level Employees' Work-Life Balance in ABC Apparel Company, Sri Lanka

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Abstract

Apparel industry in Sri Lanka can be identified as one of the main industries in the country, and it largely contributes to the economy of the country. The sector employs about 15% of the country's workforce, and the country is recorded as the highest apparel exports per capita nation in the Asian region. ABC Apparel Company is the one of the leading apparel manufacturing and exporting organizations operating globally with a workforce of more than 40,000. It is found that the operational level employees of the organization tend to have a high turnover, and the current status of the key performance indicators of HR is not at a very satisfactory level. The main reason behind the turnover is mostly the inability of the employees to balance their work and life with the excessive workload and working hours and work-related stress, which lead to frequent absenteeism. Thus, this research study was planned to investigate the impact of occupational stress on operational level employees' work-life balance in ABC Apparel Company in Sri Lanka. The findings of the research analysis indicate that the sample consists of a higher percentage of females, and many are single in the age group of 20 to 30 years with the highest educational level of G.C.E. Advanced Level and with the working experience in between 1 to 3 years. At the same time, the reliability of all the variables is in an accepted level, and the correlation of the variables is also significant. Also, the regression analysis provides the results that there are direct relationships in between the variables of job security and the work life balance and the role conflict and the work life balance, and further there are positive relationship between the work load, role ambiguity and work after hours with the work balance.

Keywords: Apparel Sector, Work Life Balance, Role Ambiguity, Role Conflict, Work after Hours, Job Security

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Introduction

Millions of people in the world are constantly struggling for balancing their work and life-related activities. During the past two decades, work-life balance is considered as an evolving theme due to its impact towards both employees and employers (Machuca, Mirabent, & Alegre, 2016) In any organization, worth of human resources or employees depends on the quality of their work-life.

Work-life balance was reflected on as a major issue for both female and male workers by the end of the 1980s (Opatha, 2009). Issues of work-life balance date back to early 1990s, and today it is a vital concern among researchers and organizational professionals (Dikshit & Acharya, 2017). Every case of increasing job stress is a possible reason for work-life problems (Bell, Rajendran, & Theiler, 2012). Work-life balance is referred to as an individual's ability to associate his or her work and life-related responsibilities (domestic work) in an effective manner.

In today's dynamic and busy environment, stress automatically becomes a natural occurrence, and it is a biological change of a person either positive or negative. The positive aspect of stress is called eustress whereas the negative aspect is called distress. In last few decades, studies found that stress covers not only the scope of individual lives but also the scope of a workplace. So, occupational stress can be defined as the negative reactions of a person due to extreme pressure or workload (Dikshit & Acharya, 2017). Moreover, stress is a major cause for the occurrence of mental and physical health problems, and it occurs as a result of personal or work-related (occupational) issues.

Similarly, lower-level employees such as sewing machine operators frequently suffer from work-life balance issues due to job-related stress caused by long working hours (Shaw, 2010). Hence, occupational stress and work-life balance issues become a major area of concern in several studies due to its adverse impact towards both employees and employers (Kalpna & Malhotra, Relationship of Work-Life Balance with Occupational Stress among Female Personnel of Central Industrial Security Force (CISF), India, 2019). Accordingly, the current study focuses on the impact of occupational stress on operational level employees' work-life balance in ABC Company.

Research Problem

Sri Lankan apparel industry is one of the most significant contributors to the country's economy. The sector employs about 15% of the country's workforce and records as the highest apparel exports per capita nation in the Asian region. (Export Development Board , 2017).

ABC Apparel Company is the one of the leading apparel manufacturing and exporting organizations which is operating globally with a workforce of more than 40,000. It is found that operational level employees of the organization tend to have a high turnover, and the current status of HR key performance indicators is not much to the satisfactory level. The researchers could reveal the following details through a personal interview with the company's HR manager.

Objectives of the Study

Primary objective: To study the concept of occupational stress in ABC Apparel Company.

Secondary objectives: To examine employees' work-life balance at ABC Apparel Company.

To analyze the relationship and impact of occupational stress on work-life balance at ABC Apparel Company To provide recommendations to enhance work-life balance and reduce occupational stress.

Literature Review

Work Life Balance

In today's global world, people daily struggle to earn money for living and enhancing their quality of life. However, the reality is not better than perceived by others because they have to constantly manipulate their work and life. Work-life conflicts have become common in western lifestyle due to inability to balance work and life. Ever-increasing job stress is one of the possible reasons for work-life problems (Bell, Rajendran, & Theiler, 2012). Most organizations are facing huge competitions within today's global economy, and they are trying to pass one another with productivity and profit. They tend to fully utilize their workforce more than ever before, and as the result of this, employees are compelled to find ways to manage their work and life activities with complex work schedules.

Work can be defined as the paid employment and life can be defined as the unpaid work which consists of leisure activities and time spent with family members by the employee (Lowry & Moscos, 2008). Moreover, work-life balance is related to making and maintaining friendly and supportive work environment which helps employees to manage their work-related and family-related activities effectively (Dhas, 2015). Work-life balance can be defined as the individual's ability to maintain proper balance between their work and family related activities in an effective manner.

Work-life balance is an area of high concern for both employees and employers in the current business scenario. Technology and modern lifestyle have changed people's lives in numerous ways, and technological development helps them to manage their daily activities and flexibility of the life, and it closes the work and family life more than ever. Employees are constantly working with huge stress and burnout, and they need a time for relaxing and spending with their family and friends, and for other social activities. If not, it can lead to work-family conflicts and ultimately it can reduce employees' productivity, performance, work engagement, satisfaction, morale, etc. Therefore, organizations need to introduce proper work-life balance strategies in order to retain a healthy and efficient workforce with the organization.

There are several factors that affect work-life balance. An employee's attitude is the major factor affecting on work-life balance. Attitudes are related to the individual's likes, dislikes, emotions and the way of thinking. Balance is impacted by an individual's psychological aspects in terms of how he or she responds to a particular condition and manages it with work and family pressure. Environments such as a workplace where people are dealing with others is the another crucial factor for having proper balance between work and life (Muthukumar, Savitha, & Kannadas, 2014). Similarly, managing emotions is crucial for work-life balance.

Occupational Stress

Stress is an unavoidable factor in every person's work-life whether it is much or less. Stress can occur due to both individual and job-related factors. Accordingly, the stress which occurs due to work-related causes is known as occupational stress. Similarly, every person has to struggle with his or her personal time and effort for earning money through work or business in order to achieve a quality lifestyle in the contemporary world, and therefore, it is an unavoidable issue (Jan & Subramani, 2017). Further, the globalized and competitive market has remarkably changed the workplace and this changes reflects from every organizations aspects such as excessive working hours and workload, unreachable targets with short deadlines, etc.

The occupational stress can be defined as the response of people due to incompatibility of their job demand and burdens with their capabilities (Leka, Griffiths, & Cox, 2004). Similarly, occupational stress occurs due to work-related factors that change a person's psychological and physical aspects and that separate them from their personal life (Beehr & Newman, 1978). Occupational stress occurs due to causes of stress in the workplace also known as stressors and leads to mental, physical and behavioural signs of stress and ultimately leads to long-lasting health problems (Landsbergis, 2017). Moreover, occupational stress is a negative reaction of employees as the result of huge work demand in workplace. It is one of the most concerning research areas in the last few decades due to its adverse impact on workplace engagement, employee morale, performance etc. and its negative impact of absenteeism, workplace accidents, etc. Hence, organisations are compelled to bear huge costs due to occupational stress.

There are two main types of Stress known as Distress and Eustress. Previous researchers have identified stress as good and bad. Bad stress which leads to harmful outcomes for individuals is called distress while good stress which leads to positive outcomes for individuals is called as eustress, and it contributes employees to work in a stressful environment effectively (Ashoksinhji, 2018). There are three main levels of stress including acute, episodic, and chronic stress which are connected with numerous physical and mental symptoms.

Relationship between Occupational Stress and Work-Life Balance

Work-life balance is highly related with pressure that comes from the workplace with huge work-load, and it is highly concerning research area due to ever-increasing focus on the work-life quality among people (Dikshit & Acharya, 2017). A study conducted to find the relationship between occupational stress and work-life balance found that there is a converse relationship between stress and quality of work-life (Mosadeghrad, 2014). Similarly, a study conducted by Dikshit and Acharya (2017) found that work pressure has a significant impact towards work-life balance of the teachers and that institutions should facilitate to avoid work-related stress in order to enhance quality of work and life of employees (Dikshit & Acharya, 2017). Moreover, occupational stress is the most influential factor towards employee's work-life balance and personal life (Yogeshwaran, 2016). Similarly, a study conducted in Chennai related to the employees in IT industry found that occupational stress negatively impact on employees' work-life balance (Kala, Jan, Subramani, & Banureka, 2017). A study conducted in India on women in security forces found that there is a strong negative relationship between occupational stress and work-life balance of female workers (Kalpna & Malhotra, Relationship of Work-Life Balance with Occupational Stress among Female Personnel of Central Industrial Security Force (CISF), India, 2019).

Role Ambiguity

Role ambiguity refers to employee's uncertainty about their expectations of their job role (Baral & Bhargava, 2010). It occurs when the organizations' prospects from a job are different from those of customers and other external people, and it is frequently attached to any working environment which specifies unclear working conditions (Soltani, Hajatpour, Khorram, & Nejati, 2013). Role ambiguity occurs when workers experience deficiency of transparency and clearness of their job and do not receive sufficient information to perform the job role (Babatunde , 2013). Role ambiguity has also been identified as the most influential factor that increases employees' stress level (Mosadeghrad, 2014). Less tasks and role ambiguity, lack of appreciation and worthless tasks lead to create frustration (Rhodes, Pullen, & Margaret, 2010). According to a study conducted by Dikshit and Acharya (2017), teachers in

self-financing schools are most vulnerable to stress due to role ambiguity.

Job Security

Job security refers to less risk of job loss in the future (Artz & Kaya, 2015). Lack of job security leads to mental distress within employees. A study conducted by Mosadeghrad (2014) found that job insecurity negatively impacts on occupational stress and private sector employees are affected more from job security issues than public sector employees, and also temporary workers are highly affected by job security issues (Mosadeghrad, 2014). Similarly, lack of job security and opportunities for career development also lead to the occurrence of occupational stress.

Work Load

Work overload happens as a result of extra work demand, which goes beyond an individual's capabilities, and it hinders regular workflow (Easmin, Anwar, Dovash, & Karim, 2019). Excessive workload frequently impacts on increasing occupational stress among individuals and leads to the occurrence of physical injuries to employees (Mosadeghrad, 2014). Further, workload can be identified as qualitative and quantitative. Qualitative workload can be defined as the condition of employees being assigned to do difficult tasks and quantitative workload refers to situations where is much work to be performed by employees (Elloy & Smith, 2003). Previous studies found that huge workloads and deadline pressure have a significant impact towards increasing occupational stress.

Role Conflicts

Role conflicts refer to a situation where an individual is confronted with contradictory expectations, and such irrational expectations occur due to intra- and extra-role conflicts. In intra-role conflicts, individuals face conflicts with tasks in a same situation and in extra-role conflicts a person does a certain task while his or her supervisor supposes a different task (Wallace, 2005). A role conflict is a major factor towards increasing occupational stress (Mosadeghrad, 2014). Conflicts among employees and bullying behaviours constantly impact on an individual's stress.

Work after Hours

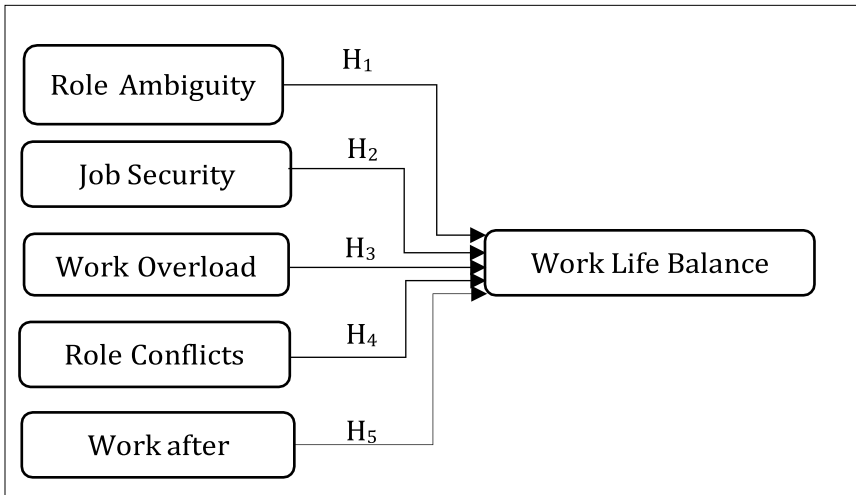
Employees have to work extra working hours beyond usual working hours. Work after hours is highly connected to depression and nervousness, and it ultimately leads to occupational stress (Kalpna & Malhotra, Relationship of Work-Life Balance with Occupational Stress among Female Personnel of Central Industrial Security Force (CISF), India, 2019). Employees have to spend more time of the day in workplace in order to fulfill the work demand that comes with a huge pressure from employers and to face market competitiveness. Therefore, employees daily struggle with target covering. A considerable number of American employees work for long hours, and according to an estimate, over 26% men and over 11% women have worked for more than fifty hours per week in the 2000s.

Research Methodology

Conceptual Framework

The research methodology consists of the different steps that have been taken for the research activity.

Figure 1: Conceptual Framework



Hypothesis Development

Role ambiguity is a common issue in organizations where the overall satisfaction depends on this. There are researches that conducted to understand the impact of the role ambiguity in the work life balance. The impact of role ambiguity and role conflicts

on the work and family matters has been investigated by taking university teachers as the sample in Pakistan. There is a positive association of role ambiguity and a negative association of the role conflict in the university teachers in Pakistan. In this study, this relation was shown among male teachers rather than among female teachers (Sana & Aslam, 2018). Accordingly, the following hypothesis can be developed.

H₁: There is a significant relationship in between the role ambiguity and the work life balance of the sewing operators in ABC Apparel Company.

Job insecurity can be a problem arising for many cases in life. There is less research concerning the direct impact of job security and the work life balance. A researcher has found that the work and family life conflicts or the imbalance in between these factors can occur due to job insecurity. This means when the job is secure, balance can be obtained between work and family lives. Further, the result explains that it is negatively correlated with the core self-evaluation (Dong, Zhao, Yin, & Chen, 2020). Accordingly, the following hypothesis can be developed.

H₂: There is a significant relationship in between the job security and the work life balance of the sewing operators in ABC Apparel Company

The work overload is a negative thing when it comes to the satisfaction and happiness of the employees. A study has been undertaken in order to understand the work overload, work family conflict and the work exhausting in the banking sector employees. The work exhausting can happen due to conflicts in work and family lives as well as due to workload. Thus, family imbalance can occur due to work load. (Tabassum, Farooq, & Fatima, 2017). Stress is a negative factor which can happen in over working and when the workload is too high. This can negatively impact on work and family lives, and a reduction of stress could minimize the negative effect. Accordingly, the following hypothesis can be developed.

H₃: There is a significant relationship in between the work load and the work life balance of the sewing operators in ABC Apparel Company.

A research study has been undertaken in order to understand the role conflict of workers in Malaysian companies with their family life. As per the study, the working demand results in the satisfaction of the worker, where positive results can be attained in work life and in family life simultaneously. When the understanding of the role is much better, a balance also can be achieved (Abd Latip, Rahaman, Ayupp, & Lau, 2019). What could be highlighted here is the understanding of the importance of having a better life in both phases. Accordingly, the following hypothesis was developed.

H₄: There is a significant relationship in between the role conflict and the work life balance of the sewing operators in ABC Apparel Company

Working overtime or after hours can be explained as a mode of economic support for living that creates negative effects as well. The proper management of work and family life with overtime work will be the thing that need to be achieved. Accordingly, if well managed, long working hours will help in balancing the work and family life as well. A study has been undertaken to illustrate this relation where the results explain that the selected sample showed negative impacts in between these two where the long working hours had not been properly managed by the employees resulting in conflicts (Ruppanner & Maume, 2016). Accordingly, the following hypothesis was developed.

H₅: There is a significant relationship in between the work after hours and the work life balance of the sewing operators in ABC Apparel Company. Operationalization

Occupational stress has been operationalized by using the five point Likert Scale for role ambiguity (Palomino & Frezatti, 2016), job security (Sokhanvar, Kakemam, Chegini, & Sarbakhsh, 2018), work load (Ali & Farooqi, 2014; Schlotz, Hellhammer, Schulz, & Stone, 2004), role conflict (Palomino & Frezatti, 2016), work after hours (Palomino & Frezatti, 2016) and work life balance (Mathew & Panchanatham, 2011).

Data Collection Technique and sample

The data is the primary data collected through self-administrated questionnaires distributed among 210 operational level employees regarding necessary information on the variables. Moreover, the questionnaire analyzed the demographic factors of the sample and thus the analysis contains demographic analysis, descriptive analysis, reliability analysis, correlation analysis and multiple linear regression analysis.

In order to collect the primary data, the questionnaire method was used where self-administrated questionnaire was distributed among the sample which helped in the collection of data needed for the analysis. There are two parts of the questionnaire, i.e. the first part which is the demographic variables section and the second part which is the answers for the questions referring to variables.

The sample design could be undertaken as suitable for the study and the unit of analysis. The selected company is the ABC Apparel company in Sri Lanka. The authors designed the sample as per the Morgan table sample size, which is a famous method used by many scholars to select sample sizes for research. As per the Morgan table, the sample size of this research study can be taken as 210, which is the corresponding sample size for the population of 460.

Findings & Analysis

Reliability Analysis

The results of the reliability analysis undertaken in the study are shown in the following table. As per the results, the Cronbach's Alpha value is greater than 0.6 where the results for all the variables have the reliability and are suitable for undertaking in the analysis. There are two variables where the Cronbach's Alpha value is greater than 0.6 and there are 4 variables for which the Cronbach's Alpha value is greater than 0.7. Thus, it can be stated that all the variables are reliable enough to be undertaken in the analysis.

Table 1: Results of Reliability Test

Variable name	Number of items	Cronbach's Alpha
Work Life Balance	5	0.746
Role Conflict	5	0.660
Work After Hours	4	0.770
Role Ambiguity	5	0.776
Job Security	5	0.681
Work Load	4	0.731

Source: Survey data, 2020

Descriptive Analysis

The table below indicates the descriptive statistics of all the variables in relation to the minimum and maximum values of the variables and also to their mean values and standard deviations.

Table 2: Mean and standard deviation of variables – questionnaire to customers

	N	Minimum	Maximum	Mean	Std. Deviation
Work Load	210	1.00	4.00	2.4133	.74198
Work Life Balance	210	1.8	5.0	3.157	.9191
Role Ambiguity	210	1.00	4.60	3.2659	1.09570
Role Conflict	210	1.40	4.20	2.6990	.87216
Work After Hours	210	1.00	4.20	2.6649	1.00401
Jo Security	210	1.25	4.25	2.5545	.78899
Valid N (listwise)	210				

Source: Survey data, 2020

Correlation Analysis

The strength of the relationship of the data can be measured using correlation analysis. While researchers use different measures to measure and understand the correlation of variables, many of them have used the Pearson correlation coefficient to measure the correlation analysis in their research (Gao, Garber, Srebr, Wang, &

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Wang, 2019). The following table provides the correlation analysis of the current research.

Table 3: Pearson correlation of variables

		Work Load	Work Life Balance	Role Ambiguity	Role Conflict	Work After Hours	Job Security
Work Load	Pearson Correlation	1	.239**	.669**	.703**	.545**	.607**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	210	210	210	210	210	210
Work Life Balance	Pearson Correlation	.239**	1	.248**	.597**	.396**	.707**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	210	210	210	210	210	210
Role Ambiguity	Pearson Correlation	.669**	.248**	1	.741**	.644**	.610**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	210	210	210	210	210	210
Role Conflict	Pearson Correlation	.703**	.597**	.741**	1	.715**	.888**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	210	210	210	210	210	210
Work After Hours	Pearson Correlation	.545**	.396**	.644**	.715**	1	.666**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	210	210	210	210	210	210
Job Security	Pearson Correlation	.607**	.707**	.610**	.888**	.666**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	210	210	210	210	210	210

Source: Survey data, 2020, Correlation is significant at the 0.01 level (2-tailed).

As per the results in the table, the correlation in between the variables of work load and work life balance is a positive one with the Pearson correlation coefficient of 0.239 in the 0.000 confidence interval. Therefore, it can be said that the work load and the work life balance have a positive significant correlation in between them in the 95 percent confidence interval.

Regression Analysis

Multiple Linear Regression can be identified as one of the widely used methods in order to understand the relationship in between two or more independent variables with a dependent variable.

Table 4: Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	1.542	.159		9.711	.000
Work Load	-.314	.082	-.253	-3.811	.000
Role Ambiguity	-.218	.062	-.260	-3.535	.001
Role Conflict	.331	.129	.314	2.563	.011
Work After Hours	-.027	.061	-.030	-.443	.659
Job Security	.885	.116	.760	7.615	.000

Source: Survey data, 2020

Note: a. Dependent Variable: Work Life Balance

Accordingly, a regression model can be created as follows.

$$WLB = \beta_0 + \beta_1 WL + \beta_2 RA + \beta_3 RC + \beta_4 WAH + \beta_5 JS + \mu$$

where;

WLB – Work Life Balance

WL – Work Load

RA – Role Ambiguity

RC – Role Conflict

WAH – Work after Hours

JS – Job Security

β_0 = the constant term of the equation

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = the coefficients of the variable which represent the slope of the equation

μ = standard error of the equation

Accordingly, the following regression model can be created.

$$WLB = 1.542 - 0.253 WL - 0.260 RA + 0.314 RC + 0.760 JC + \mu$$

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After the model is created, it is essential to look over the model fit in order to use it in real world applications. This has been measured by the R squared value which can be shown as follows in the model summary table.

Table 5: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.767 ^a	.588	.578	.5968	.588	58.34	5	204	.000

Source: Survey data, 2020

Note: a. Predictors: (Constant), Job Security, Work After Hours, Role Ambiguity, Role Conflict, Work Load

b. Dependent Variable: Work Life Balance

The model fit can be explained further using the F statics as well. The following gives the ANOVA table results.

Table 6: ANOVA Output

	Sum of Squares	df	Mean Square	F	Sig.
Regression	103.886	5	20.777	58.34	.000 ^b
Residual	72.648	204	.356		
Total	176.534	209			

Source: Survey data, 2020

Note: a. Dependent Variable: Work Life Balance

b. Predictors: (Constant), Job Security, Work After Hours, Role Ambiguity, Role Conflict, Work Load

As per the results given, the F statistic can be explained as 58.343, which is a comparatively higher number that confirms the model fit of the created regression model.

Theoretical Reflection on Empirical Evidences

As per the conclusion of the study, the results of the analysis of the data can be used. The data were analyzed using the multiple linear regression, and herein different techniques were used, where descriptive statistics, correlation analysis, reliability analysis and regression analysis can be stated as the analysis techniques used. The variables are found to be positively correlated with each other

and confirmed by the Pearson correlation coefficient, and also the reliability has been measured in the question items. The Cronbach's Alpha method has been used in the reliability analysis and the question items of all the variables are found to be reliable enough to be used in the data collection.

The multiple linear regression provides the results that the increase in the work load will reduce the work life balance of the employees and the vice versa. This can be proved with many past researches as well, where the increase in the amount of work by the employees will be resulting in work stress and in the reduction of work life balance (Tabassum, Farooq, & Fatima, 2017) (Holland, Tham, Sheehan, & Cooper, 2019). Another result is that the increase in the role ambiguity will be reducing the work life balance of the employees and the vice versa. The role ambiguity is needed to be eliminated in order to have better outcomes of the employees to have success for the organizations (Sana & Aslam, 2018) (Mohamad, Ismail, Mohamad, Ahmad, & Yahy, 2016). Further it has been found that when the unit of analysis has a lesser level of the role conflict, it has resulted in a positive impact on the work life balance. The role conflict can make the balance in the work and family lives if it is less, and it will make a favourable working environment for employees (Jensen, 2016) (Abd Latip, Rahaman, Ayupp, & Lau, 2019).

Moreover, it has been found that there is a significant relationship in between the work after hours and the work life balance of the sewing operators. Work after hours can be an impact on the increase or the decrease in the work life balance, which depends on actual and real situation of employees (Ruppanner & Maume, 2016) (Abbas, Fatima, & Imran, 2019). Further, the increase in job security will be increasing the work life balance of the employees and the vice versa, and it has been proved in the literature (Minnotte & Yucel, 2018) (Dong, Zhao, Yin, & Chen, 2020). Accordingly, the hypotheses were tested and the objectives were achieved successfully.

The understanding of the company available levels and the employee mentality of the facts in the organization related to the factors impacting on the work life balance has been identified and

so that the main objective of the research has been achieved successfully.

The company can use the findings in order to take strategic actions and to plan to achieve success where the impact of these strategic decisions will be resulting in the development of the company in the long run with the gaining of competitive advantage. Thus, recommendations can be made to the organization and other apparel industry companies also to make adaptations in their plans of operation to gain good results. Further, the reduction actions of the role ambiguity and the work load need to be undertaken in order to reduce the work stress of the employees in the company and it will lead to motivate them to work more loyally for the organization. Another recommendation for the company is to make use of the suggestions of the employees for strategic planning since the opinions of the employees will be providing better facts to make future actions more beneficial for them so that they would be motivated towards their work in the organization.

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