**CHAPTER-I**

**INTRODUCTION**

* 1. **INTRODUCTION**

In the fast-paced world of logistics and shipment, where precision, efficiency, and timeliness are paramount, the stress on our employees can be substantial. The unique challenges of the logistics environment, particularly in marine shipping, often involve complex coordination, unpredictable variables, and high-stakes outcomes. This environment can lead to significant stress and eventual burnout among our team members, impacting their mental health, productivity, and overall job satisfaction.

At Uniroyal , we recognize that our greatest assets are our employees. Their health, both physical and mental, is a priority that is integral to our operational success and corporate integrity. It is essential to address the root causes of stress and burnout specifically associated with the challenges of shipping and transportation tasks that our employees face daily.

In recent years, we have observed an increase in signs of employee burnout and stress, such as higher absenteeism, decreased productivity, and growing dissatisfaction among staff. These issues are predominantly linked to the intense demands of handling complex shipping operations, including dealing with irregular schedules that disrupt work-life balance, managing the physical demands of logistics tasks, and staying responsive to rapid changes in operational demands and technological implementations.

The primary objective of this introduction is to lay the groundwork for a deeper exploration into strategies that can mitigate stress and prevent burnout among our employees. We aim to develop and implement practical solutions that not only enhance the work environment but also promote a culture of health, resilience, and long-term employee engagement.

Uniroyal is committed to pioneering not only in the realm of logistics but also in creating a sustainable and supportive working environment. We are dedicated to implementing innovative strategies that support our employees, optimizing our operations to alleviate unnecessary pressures, and enhancing communication and training programs to better prepare our teams for the challenges they face.

Recognizing the critical need to address employee stress and burnout, Marine Royal is actively seeking to transform our workplace into a model of best practice for employee well-being within the logistics industry. This initiative is not just about improving employee satisfaction; it is about strengthening our entire organization to better serve our clients and maintain our competitive edge in the global market.

* 1. **AREA CHOSEN FOR STUDY**

This area is conducted at Uniroyal marine export limited Located at Vengalam, Calicut

**1.2.1 INDUSTRY PROFILE**

**Global Outlook of Logistics Industry**

Logistics is one of the most important basic industries for any economic growth as it is the management of the flow of products from the place of their origin to the place of their consumption, thus the industry also involves the integration of material handling, warehousing, packaging, transportation, shipping security, inventory management, supply chain management, procurement, and customs service.

The global logistics industry mainly comprises a complex range of freight and cargo related transportation sectors, such as shipping, warehousing, courier, and road/rail/air freight. According the report from C and M Research, the total global logistics market reached a value of about $4 trillion in 2013, representing an almost 10% of global GDP. The global transportation services market is fastest growing sector with more than 7% year on year growth since 2011, now it is expected to generate revenue of $3.8 trillion in 2016. The US currently accounts for more than 42% of global transportation services sector.

Over the next few years the global logistics market will see the growth in demand away from traditional Western economies to the emerging markets of China, India, other Asian economies, the Middle East and Latin America. However, the size of the US and European logistics industries will still remain strong.

**Logistics Activities and Fields**

The global air transportation services industry has been experiencing a decline in growth rate since 2012, while the airline market is expected to reach £137 billion by 2017.

After generated around $194 billion in 2011, the global rail freight industry will have an annual growth rate of more than 6% until 2015, and the industry growth will increase to a yearly rate of 8%, reaching $286 billion by 2016, predicted by Market Line. The industry consumption volumes have remained the growth of 4% year on year.

Road freight industry is so far the leading segment in the global logistics industry, representing over 74% of the overall industry in terms of value. The global road freight market is expected to top £2.2 trillion in 2015, which is a 28% increase over 5 year period since 2010. The US represents for 56% of the world road freight sector in terms of value. The global shipping industry is expected to surpass 730 million TEUs by 2017, according to Global Industry Analysts. Shipping containers is currently the major way of global trading, the market performance is boosted by the increasing demand of trade, investments in port terminal facilities, and the rising of global maritime transport networks. Over the next few years, the global shipping sector is expected to grow mainly due to the rising demand for oil and liquefied gas in Asian countries.

**Global Logistics Industry: Grappling with Supply Shocks Across Markets Amid Covid-19**

The global logistics industry had a turbulent 2019, registering 1.2% in merchandise trade volume growth due to the stagnant global economy, trade disputes, geopolitical uncertainties, and environmental regulations. In Q1 2020, the COVID-19 outbreak flipped the growth switch in every area of the economy, and the global supply chain is no exception. As the global economy grapples with the pandemic situation, its impact on global trade and supply chain is mounting with rapid deterioration in global investment flows.

The container movement in the transatlantic and transpacific trade lanes has contracted due to the COVID-19 crisis with China’s manufacturing shutdown and sudden recession conditions in North America and Europe. The backlog of delayed orders, port calls, and blank sailings have escalated volume pressures on the containerized supply chain. The pandemic has created a supply shock across the markets, causing severe supply chain disruption, unlike a negative demand shock during the 2008 global financial crisis.

* **Production logistics approaching deglobalization effect**

The global maritime industry has been impacted both directly and indirectly by the COVID-19 outbreak. Weakening manufacturing confidence and low demand for commodities and raw materials are heightening the uncertainty for the ocean freight transportation industry. Strict containment measures imposed by governments around the world and preventive measures to mitigate the outbreak impact have led to a significant port calling, driving a knock-on effect globally with declined trade and cargo volumes in the Western US and North European ports.

The dramatic contraction in Chinese output has hampered the global manufacturing supply chain, reducing the cargo volume in the major ports of China and increasing bottlenecks in the domestic road freight transport sector. Industries that rely heavily on the Chinese supply base for intermediate and finished products, with lean and just-in-time inventory models, are expected to shift their production logistics using near-shoring by increasing inventories to warehouses in their domestic markets.

* **Ocean freight transportation takes the slow lane**

China hosts two-thirds of the top 10 busiest ports in the world and meets more than 40% of the world maritime trade. The economy shutdown has led to supply shortages, and the pandemic situation is taking a toll on the global maritime segments, from oil tankers to container lines. The slump in cargo volume has led to increased carrier service cancellations and delays, and blank sailings are being announced by major carriers. The trend is expected to continue considering the uncertain market condition and measures to address the supply/demand imbalance. If the situation prolongs, carriers are expected to opt for heavy capacity reduction measures, which would impact the fleet-to-order book.

The major container carriers are at low risk for bankruptcy with this COVID-19-induced downturn as they use blank sailings to counter the impact. However, the small and medium-sized carriers are highly exposed and vulnerable to this unprecedented situation. With weakening investor confidence accompanied by a force majeure situation on energy-related projects, an outbreak in the Middle East, and steep cuts in OPEC oil production, Chinese exports on breakbulk and project cargo are expected to decline in the near-term, impacting the demand growth for heavy lift and multipurpose vessels (HLV/MPV). The widespread impact of COVID-19 accelerates the freefall in the price of VLSFO (very low sulfur fuel oil), reducing the bunker cost. Following the crash of oil prices, the extra cost of the IMO 2020 rule will be deferred until the global economy normalizes, posing a short-term relief for the container lines hit by slumping cargo volumes.

* **Airlines are turning into cargo planes**

The airfreight industry has been a vital partner in keeping the global supply chain functioning for critical and time-bound shipments. While COVID-19 speeds around the world, air carriers have grounded their fleets, responding to the plummeting demand and travel restrictions. With severe capacity constraints, air carriers are spot rating all shipments, and the rates are expected to rise with demand. Further, the US ban on passenger flights in the trans-Atlantic route is expected to impact the belly cargo capacity.

The global air cargo demand fell by 3% YoY in January and February of 2020 due to the pandemic crisis, and the decline has been partly offset by increased demand for air shipments of critical relief supplies and other intermediate goods. Many US, Europe, and South Korea-based air carriers have placed their idled jets to work and utilize empty passenger aircraft for the movement of medical/pharmaceutical and food supplies across the key international freight hubs. Governments are expected to remove economic impediments and terminal slot restrictions for air cargo operations supporting the flow of sensitive goods.

* **Workforce shortage and closed borders impact the road freight and distribution service**

The economy lockdowns across regions are proving to be a nightmare for road freight transportation and distribution services. The labor shortage in the ports and terminal hubs along with border closures have stranded goods; the driver shortage in the trucking industry and reduced fleet deployments have led to supply chain bottlenecks. The global pandemic situation induced a rapid and unexpected rise in demand for online grocery, creating a tailwind for domestic road freight and distribution channels. Distribution challenges were intensified for the consumer goods supply chain due to panic-purchase behavior, resulting in constrained and out-of-stock supplies.

As the rate of infection increases, the demand for pharmaceutical drugs and respiratory hardware equipment is expected to reach new heights with hospital services. The need for medical devices, pharmaceutical goods distribution services and associated value-added services is expected to rise among government and healthcare institutions across the region. This requires pharma/healthcare contract logistics service providers to work closely with their customers to guard against supply chain disruptions, with increased inventory accuracy across the distribution network. This poses an opportunity for logistics companies to utilize on-demand warehousing with the outsourced workforce for value addition and order fulfillment processes to overcome in-house labor shortages and storage space constraints near the major consumption centers.

* **Mitigation measures and contingency planning**

The COVID-19 outbreak has shown the industry how delicate the supply chain has become. The heightened safety precautions have required the logistics industry to work in emergency services, as governments and logistics associations work hard to keep the essential supplies flowing. During this difficult time, it essential for logistics companies to have an immediate focus on enabling end-to-end visibility, agility, process flexibility, and collaboration to support their customers in anticipating disruptions and mitigating the respective impacts.

With the global maritime and air freight industry experiencing capacity constraints, logistics service providers should drive transparency by assessing “what-if” scenarios with customers to understand planned volume and strategic needs. Advanced capacity bookings for air cargo could mitigate supply risks for customers on emergency shipments. Freight forwarders and small and medium-sized freight operators should emphasize building digital capabilities to evaluate alternate route-to-market models and address potential operational gaps. Digital logistics is essential to drive the adoption of e-freight to combat the spread of the virus through paper documentation. Production logistics service providers should focus on testing multimodal freight movement as a solution for customers with high dependence on the Chinese supply base, considering their potential dual-sourcing strategies and development of an alternate supply network. In the retail industry, order backlogs are creating inventory stocking issues. However, the adoption of the Internet of Things (IoT) in warehousing and distribution operations would facilitate inventory accuracy, ensuring the placement of the right products in the right place at the right time. In the long term, robotics systems for warehouse operations, SaaS platforms for transportation management and control tower operations, and artificial intelligence-powered technology platforms for customer management will allow logistics companies to anticipate supply chain risk and promote sustainability goals with enhanced operational efficiency.

**Indian Scenario of Logistics Industry**

The Logistics sector in India has today become an area of priority. One of the prime reasons for this is that years of high growth in the Indian economy have resulted in a significant rise in the volume of freight traffic moved. The large volume of traffic has provided for growth opportunities in all facets of logistics including transportation, warehousing, freight forwarding, express cargo delivery, container services, shipping services etc. The growth path also suggests that increased demand is being placed on the sector to provide the solutions required for supporting future growth. Strength of logistics sector is likely to be one of the key determinants of the pace for future growth of the economy.

The market size of the logistics sector in India is estimated to be between $90- $125 billion. Given that the Indian economy has grown to over $1.73 trillion, these estimates may already be well below the actual size of the industry. Sources estimates that the industry employs over 45 million people and is going at the rate of 15% with sub-sector growing at even 30-40% per annum. Due to these reasons the Indian logistics sector is viewed as one of the most attractive in the world. Recent policies by the government attract a strong growth area for logistics in the future. Despite holding promise, the logistics sector in India remains mixed in several complexities which have the potential of holding it back. These includes significant inefficiencies in transportation, poor condition of storage infrastructure, complex tax structure, low rate of technology adoption, and poor skills of logistics professionals.

**Logistics Activities and Fields**

* A basic distinction in the nature of logistics activities is between inbound and outbound logistics.
* Inbound logistics is one of the primary processes of logistics, concentrating on purchasing and arranging the inbound movement of materials, parts, and/or finished from inventory suppliers to manufacturing or assembly plants, warehouses, or retail stores.
* Outbound logistics is the process related to the storage and movement of the final product and the related information flows from the end of the production line to the end user.
* Procurement logistics consists of activities such as market research requirements planning, make-or-buy decisions, supplier management, ordering, and order controlling. The targets in procurement logistics might be contradictory: maximizing efficiency by concentrating on core competences, outsourcing while ma costs maintaining the autonomy of the company, or minimizing procurement while maximizing security within the supply process.
* Distribution logistics has, as main tasks, the delivery of the finished products to the customer. It consists of order processing, warehousing, and transportation.
* Disposal logistics has as its main function to reduce logistics cost(s) and enhance service(s) related to the disposal of waste produced during the operation business
* Reverse logistics denotes all those operations related to the reuse of products sale and materials. The reverse logistics process includes the management and the m buyers. Reverse logistics stands for all operations related to the reuse of products and materials. It is "the process of planning, implementing and controlling the efficient cost effective flow of raw materials in-process inventory, finished goods and related information from the point of consumption to the point of origin for the purpose of recapturing value or proper disposal. More precisely, reverse logistics is the process of moving goods from their typical final destination for the purpose of capturing value, or proper disposal. The opposite of reverse logistics is forward logistics."
* Green Logistics describes all attempts to measure and minimize the ecological impact of logistics activities. This includes all activities of the forward and reverse flows. This can be achieved through intermodal freight transport, path optimization, vehicle saturation and city logistics.
* Emergency logistics: logistics services could be a production delay or anticipated production delay, or an urgent need for specialized equipment to prevent events such as aircraft being grounded ships being delayed, or telecommunications failure. Humanitarian logistics involves governments, the military, aid agencies, donors, non-governmental organizations and emergency logistics services are typically sourced from a specialist provider.
* Production logistics describes logistic processes within a value adding system. Production logistics aims to ensure that each machine and workstation receives the right product in the right quantity and quality at the right time Production logistics provides the means to achieve customer response and capital efficiency. Production logistics becomes more important with decreasing batch sizes.
* Construction Logistics is known to mankind since ancient times. As the various human civilizations tried to build the best possible works of construction for living and protection. Now the construction logistics emerged as vital part of construction

Logistics is the backbone of the economy, providing the efficient, cost effective flow of goods on which other commercial sectors depends. The logistics industry in India is evolving rapidly and it is the interplay of infrastructure, technology, and new types of service providers that will define whether the industry is able to help its customers reduce their logistics costs and provide efficient services. Despite weak economic sentiments, the logistics and warehousing industry continue to witness growth largely due to growth in E-commerce and manufacturing sectors. The logistics sector experienced a growth of about 10-15% in the period 2014-2015. With this forward looking attitude and promise for growth and improvements, the service oriented logistics sector is all set to expand beyond the horizons in the later half of this decade, utilizing this fiscal year as its launch pad.

**Challenges faced by logistic industry in India**

It is a fact that logistics industry in India is evolving rapidly and is regarded as the backbone of the economy for moving goods across the country. However, evolutionary changes like technological innovations, change in consumer demands and new regulations often bring challenges to this sector. In addition to that, the meaning of logistics services has also expanded over the years, especially with the advent of e-commerce business, posing different challenges with reference to timely delivery, cost reduction, returns and refund management, and more.

Here are some of the challenges that logistics companies face in India:

**Transportation cost:** One of the biggest heads in any logistics company is transportation cost and unstable fuel prices and maintenance can increase it further. If you are looking at saving transportation cost, you can adopt alternatives like combining shipments, installing routing software and reducing carriers. Many businesses today switch between partial-truckload, less-than truckload, and full truck load shipments (FTL vs PTL vs LTL) to manage costs based on cargo.

**Manpower management:** Manpower plays a significant role in logistics and communicating with drivers and staff who mostly are on the road gets difficult. The logistics sector needs skilled manpower and shortage of drivers is a never-ending challenge. Moreover, there is a lack of training institutions too.

**Handling customer experience:** The logistics industry is highly competitive, and customers are spoilt for choices. Logistics companies are expected to deliver the best to create customer delight and thereby generate repeat business. Providing assistance at every touchpoint can be challenging for providers and affect customer experience.

**Visibility:** Lack of complete control and visibility of the supply chain map is often a challenge for logistics companies. It is important to have complete visibility of the supply chain at all stages to ensure that shipments are been transported through the correct route and delivered on time.

**Regulations:** Logistics rules and regulations in India that are enforced by national, regional and local authorities keeps changing at times and needs constant monitoring. If not handled in a timely manner, these impact logistics and delivery timelines, and efficiency is compromised.

**Technology adaption:** It is a must to adopt technology in logistics, and inability to implement tools like shipment tracking systems, automation systems, data analytics, etc. often prove to be a deterrent for logistics companies.

**Major players in logistics industry in India**

Every business requires an efficient logistics partner to take care of their logistics and delivery operations. Finding an end-to-end logistics company may get challenging considering the range of players and types of logistics and transportation services offered. Depending on the size of your business and the requirement, you can choose from these major players for your logistics needs.

**Blue Dart:** A global carrier with a huge network across India and abroad, Blue Dart offers you options to select your preferred date of delivery and time, through scheduled and slot-based delivery. It also offers specialised services like automated proof-of-delivery updates, weather-resistant packaging, cash-on-delivery and online payment options.

**Delhivery:** Another Indian logistics company that handles logistics for 7,500+ e-commerce businesses across India. Their USP includes on-demand delivery, including next-day and same-day delivery services and scheduled deliveries. Equipped with API integration, Delhivery ensures picking, packing, shipping label generation, and delivery of orders within timelines.

**FedEx:** FedEx is a well-equipped logistics provider with trained personnel and top-of-the-line transportation services equipped to handle all kinds of cargo. They also aid in customs clearances for cross-border and interstate shipments.

**Ekart Logistics:** Originally a Flipkart initiative to serve inhouse orders, Ekart has now evolved to provide logistics support to various other eCommerce enterprises. Popular due to low rates and delivery to remote locations, Ekart caters to same-day delivery in 13 cities in India and next-day delivery in 50.

**DHL:** An international logistics company, DHL has an extremely wide distribution network across India to optimise supply chain and logistics solutions domestically and globally. DHL logistics also provides warehousing services and has over 800 fulfillment centres scattered throughout the world.

**Key trends in logistics industry in India**

The transportation and logistics sector in India is witnessing transformational growth with the rise e-commerce and retail businesses and has been successful to keep pace with the latest demands of the sector. Some of the trends in logistics are highlighted below:

* The e-commerce boom in India has deeply impacted the logistics industry. Customers prefer to shop online, and this has led to a huge increase in demand for logistics services.
* Another upcoming trend is the importance of last-mile delivery in logistics as businesses strive to complete deliveries to their customers as efficiently and quickly as possible.
* Express delivery also has shown a strong growth in the logistics sector with customers expecting faster deliveries like never before. With availability of options like same day deliveries, logistics companies need to up their operations to meet this demand.
* Another service that is fast trending is the rise of reverse logistics. Companies to create better customer satisfaction are ensuring that returns are handled efficiently and on time.

**Future of the logistics industry in India**

As per a study titled ‘India E-commerce Logistics Market Performance and Future Outlook to 2027’, the size of the Indian logistics market is expected to grow at a CAGR of 5% from 2022-27, generating market revenue of USD 633.6 billion by 2027. Some of the recent developments in the logistics sector are discussed below.

The pandemic had a positive impact on the Indian eCommerce logistics sector. Logistics providers were forced to take several actions to streamline operations during the period when there were severe supply chain disruptions due to prolonged lockdowns. Players expanded their service in small towns and rural areas to ensure business continuity and this helped in building larger networks.

Further, government initiatives like Make in India and the Secured Logistics Document Exchange (SLDE) along with a calculator for Green House gas emissions has helped this sector to improve the ease of doing business.

There has been maximum adoption of digitisation in the past two years as businesses realised the importance of embracing a computerised supply chain ecosystem for business growth. On the other hand, Indian consumers are increasingly becoming tech-savvy thus creating an opportunity for e-Commerce logistics service providers to grow. The fact that there are 820 million smartphone users in India has given rise to better opportunities for penetration of e-commerce.

The logistics and warehousing industry in India need to invest in technologies to develop innovative and efficient solutions to reduce the reliability on human assistance. Businesses looking for logistics support should look for providers who offers the best in terms of efficiency and price. It is recommended to collaborate with 2-3 different logistics partners. This will give you the option to have backups and identify partners who offer efficient services.

**Technology Is Changing the Future of Logistics**

The evolution of technology is pushing the boundaries and changing how the world does business. Today, we’re accustomed to everything being online and right at our fingertips for immediate access. Through Amazon, the pioneer of fast-paced delivery service, it’s possible to receive a package less than an hour after ordering, depending on where you live. Improved technology has also increased productivity in the supply chain, minimizing costs and errors. These advances benefit all areas of the logistics industry: trucking transportation, international transportation (ocean and air), supply chain management, and shipment tracking. Here are five major technological advances that are changing the future of the logistics industry.

* **Shipment Tracking Systems**

Previously, customers booked shipments, received an estimated delivery date, and then were left in the dark unless they decided to make a phone call. Today, internet and software advances allow customers access to shipping and tracking systems 24/7. Not only does this enhance the user experience, but it saves time and money for the company as well.

Shapiro offers Shapiro 360°, a shipment tracking system tailored for our customers that allows them to monitor and manage their shipments. It features shipment notifications and messages, customizable reporting, and customer accounts with information specific to the cargo destined to them. You can’t complain when technology is allowing us to do everything from the comfort of our couches.

Better yet, we are making further enhancements by incorporating CargoWise automation within our platform. This frees us to set sail to our future, propelling our resolve to showcase the talent of our remarkable crew, focus fully on our customer, and chart and deliver their technological dreams!

* **Internet of Things (IoT) and Radio Frequency Identification (RFID)**

Did you think years ago that you would be able to turn on your ceiling fan from your smartphone? Today, many devices are made with built-in Wi-Fi capabilities and sensors, from cell phones and ceiling fans to cars. The easy access to Wi-Fi and the internet connects everyone to everything, which is why it’s called Internet of Things. IoT is opening up many opportunities for the supply chain, such as reducing costs and delays by avoiding risks. Sensors are built into cabs, cargo ships, trains, etc., and connect to an alarm system or dispatcher that is monitoring and tracking. These sensors process and transmit the information to the crew who then gains insight into hidden risks and knowledge. Although IoT isn’t an entirely new technology, it continues to impact the future of logistics, allowing for a more accurate in-transit visibility and delivery of goods.

RFID technology, which has also been in use for a few years, is a popular labor-saving way companies can track their inventory. A tag or sensor is placed on the product and radio waves are sent out. The data is then received and processed by the company. Similar to RFID tags are barcodes, but the superior speed of information delivery and data processing of RFIDs is more appealing to businesses and the way technology is moving. Today, many companies are using RFID tags in their distribution warehouses to monitor containers. Other industries are already using RFID tags, such as the apparel industry and major theme parks.

* **Autonomous Trucks and Drones**

A world where a computer drives you from Point A to Point B or you receive a package from a flying unmanned aerial vehicle sounds like something out of a movie, but that is where we’re headed. Autonomous cars are already a reality with trucks not too far behind. Embark and Uber have already made long hauls using autonomous trucks, with Tesla releasing a truck this year. While it wasn’t completely driverless, with a driver in the passenger seat to monitor the computer, it is a huge step in this breakthrough technology and has the potential to increase efficiency in the delivery process.

Amazon has announced the future of packages being delivered right to doorstep by drones, called Amazon Prime Air. Drones deliveries are still a few years out due to regulatory measures and associated costs, but the thought of not having to sit around during a four-hour time span waiting for a package is pretty appealing.

* **Enhanced GPS Accuracy**

Long gone are the days when you printed out directions from the computer before you left the house. Now almost everyone uses GPS, whether built-in on their vehicles or on their cellphones. The accuracy of these devices has drastically increased throughout the years, not only helping frustrated, lost drivers but also improving the supply chain. The advanced accuracy of GPS allows for increased productivity and satisfied customers, by tracking trucks’ locations and improving hauls through access to updated traffic data.

* **Social Media**

Who doesn’t check some sort of social media platform every day? The power of social media is optimizing the logistics industry and operations as a whole. These platforms are becoming the easiest and most efficient way for companies to communicate with customers, conveying urgent information, industry news, and customer responses quickly. According to Hootsuite, 59% of Americans who have a social media account agree that customer service via social media has made it easier to get questions and concerns resolved. Here at Shapiro, we use multiple platforms to get news and updates to our customers: LinkedIn, Facebook, and Twitter.

To remain competitive and enhance efficiency, keeping up with the latest technology is a must. The logistics industry is benefiting immensely from the latest technology and will continue to grow as more advances are made. The breakthroughs in technology will continue to push the boundaries for years to come.

**Export Documentation and Procedures**

Exporters should seriously consider having the freight forwarder handle the formidable amount of documentation that exporting requires; freight forwarders are specialists in this process. The following documents are commonly used in exporting; which of them are actually used in each case depends on the requirements of both our government and the government of the importing country.

* Commercial invoice
* Bill of lading
* Consular invoice
* Certificate of origin
* Inspection certification
* Dock receipt and warehouse receipt
* Destination control statement
* Insurance certificate
* Export license
* Export packing list

STEP 1: Enquiry:

The starting point for any Export Transaction is an enquiry. An enquiry for product

should, inter alia, specify the following details or provide the following data:

* Size details - Std. or oversize or undersize
* Drawing, if available
* Sample, if possible
* Quantity required
* Delivery schedule
* Is the price required on FOB or C& F or CIF basis
* Mode of Dispatch - Sea, air or Sea/air
* Mode of Packing
* Terms of Payment that would be acceptable to the Buyer - If the buyer proposes to open any Letter of Credit, any specific requirement to be complied with by the Exporter
* Is there any requirement of Pre-shipment inspection and if so, by which agency
* Any Certificate of Origin required - If so, from what agency.

STEP 2: Proforma generation:

After studying the enquiry in detail, the exporter - be it Manufacturer Exporter or Merchant Exporter - will provide a Proforma Invoice to the Buyer.

**Export Procedure**

In general, an export procedure initiates with the willingness to send the goods and services to other foreign nations at some price, these procedures of export are stated below:

* **Step 1: Receipt Order**

The Indian exporter will receive the order either directly from the importer or through the indent houses.

* **Step 2: Obtaining License and Quota**

After receiving the order from the importer, the Indian exporter is required to obtain an export license from the Government of India, for this the exporter needs to apply to the Export Trade Control Authority and get a valid license for this.

* **Step 3: Letter of Credit**

The exporter then asks the importer for the letter of credit, if the importer does not send the letter of credit along with the order.

* **Step 4: Fixing the Exchange Rate**

The rate at which the home currency can be exchanged with the foreign currency is then fixed. The foreign exchange rate fluctuates from time to time so they need to fix the rate of exchange.

* **Step 5: Foreign Exchange Formalities**

As per the Foreign Exchange Regulation Act of India (FERA), every exporter of the goods is required to furnish a declaration in the form prescribed in a manner in the Act.

* **Step 6: Preparation for Executing the Order**

The exporter should make the required arrangements to execute the order:

* **Step 7: Formalities by a Forwarding Agent**

Then the formalities are to be performed by the agent which includes obtaining a permit from the customs department, preparing the shipping bill, paying the dues after disclosing the required details of the product being exported.

* **Step 8: Bill of Lading**

The Indian exporter of the goods presents the receipt copy to the shipping company and issues the Bill of Lading.

* **Step 9: Shipment Advice to the Importer**

The Indian exporter sends shipment advice to the importer of the goods to inform him about the shipment of the goods.

* **Step 10: Presentation of Documents to the Bank**

The Indian exporter needs to confirm that he possesses all the necessary shipping documents.

* **Step 11: The Realization of Export Proceeds**

The exporter of the goods needs to comply with banking formalities after submission of the bill of exchange.

**Export Procedure and Documentation**

In the previous section, we have learned about the export procedure formalities here we will know about the documentation necessary –

* **Step 1: Receive an Inquiry**

The first step in the shipping documentation process is when someone urges them to buy products.

* **Step 2: Screen the Potential Buyer and Country**

After you receive the inquiry from the buyer, the process is to check their business potentiality to do business with them.

* **Step 3: Provide a Proforma Invoice**

After screening the buyer, we need to provide the proforma invoice for the transaction.

* **Step 4: Finalize the Sale**

The buyer will either reject or accept your proposal thus finalizing the sale.

* **Step 5: Prepare the Goods and the Shipping Documents**

Commercial Invoice, Packing List, Certificate of Origin, Shipper's Letter of Instruction, Bills of Lading all need to be prepared

* **Step 6: Run a Restricted Party Screening**

Again, the process needs to be run, before the goods ship for export.

* **Step 7: Miscellaneous Forms and Ship Your Goods**

There may be other documents that need to be prepared before exporting the goods.

**Documents Required for Exporting**

When deciding which documents are necessary for an export procedure, the best place to start is with your overseas customer/importer or a freight forwarder. You may help your customer in clearing items with customs in the target market by gathering precise information. Commonly used expert documents are:

**Pro Forma Invoice-** The document provides a description of the products, such as Price, quantity, weight, kind, and so on, and is a statement by the seller to provide the customer with the products and services at the given date and price.

**Commercial Invoice-** The commercial invoice is a legal document that is exchanged between the seller and the buyer that clearly outlines the items being sold as well as the price the customer is to pay.

**Packing List-** This list includes the invoice number, seller, buyer, shipper, carrier, date of shipping, mode of transport, itemized quantity, description, package type, package quantity, total net, and gross weight (in kilograms), packaging markings, and measurements.

**Air Waybill-** An air waybill is a document that accompanies goods carried by an international air carrier. The paperwork contains complete information about the package and enables tracking.

**Export Licenses-** A government document that allows the transfer of specified commodities in precise quantities to a specific destination for a defined end-use is known as an export license.

**Formalities of Registration and Export Documentation**

Export is a very wide concept with a lot of preparations which is required by an exporter before starting the export business.

1. Establishing an Organization
2. Opening a Bank Account
3. Obtaining Permanent Account Number (PAN)
4. Obtaining Importer-Exporter Code (IEC) Number
5. Registration cum membership certificate (RCMC)
6. Selection of product
7. Selection of Markets
8. Finding Buyers
9. Sampling
10. Pricing/Costing
11. Negotiation with Buyers
12. Covering Risks through ECGC

**Preparation for Executing an Order**

The exporter must make the following arrangements in order to carry out the order:

* Marking and packaging of products to be exported in accordance with the importer's standards.
* Obtaining an inspection certificate from the Export Inspection Agency after scheduling a pre-shipment inspection.
* Getting an insurance policy from the Export Credit Guarantee Corporation (ECGC) to safeguard against credit risks.
* Obtaining the necessary marine insurance coverage.
* Appoint a forwarding agent, often known as a custom house agent, to handle customs and other related issues.

**Formalities by a Forwarding Agent**

The agent must complete the following formalities:

* The forwarding agency must first get permission from the customs authority before exporting the items.
* To the shipping business, agents must provide all needed data about the products to be shipped, such as kind, amount, and weight.
* A shipment bill/order must be prepared by the forwarding agent.
* The forwarding agency is responsible for duplicating the port challans and paying the fees.
* The loading of the products on the ship is the responsibility of the ship's captain. The loading must be done in the presence of customs authorities and on the basis of the shipping order.
* When the cargo is loaded into the ship, the ship’s master provides a receipt for them.

**Foreign Exchange Formalities**

Under exchange control laws, an Indian exporter must comply with specific foreign exchange procedures. Every exporter of products is obliged under the Foreign Exchange Regulation Act of India (FERA) to provide a declaration in the form provided in a way. According to the declaration:

* The foreign exchange gained by the exporter on exports must be disposed of in the manner and within the timeframe stipulated by the RBI.
* Authorized foreign exchange dealers are needed to handle shipping documentation and discussions.
* Only permitted methods will be used to collect payment for the products shipped.
* Surrender the foreign exchange to approved dealers through the exchange control authority.

**Export Procedures**

The term export means shipping in the goods and services out of the jurisdiction of a country. The seller of such goods and services is referred to as an "exporter" and is based in the country of export whereas the overseas based buyer is referred to as an "importer". In international trade, "exports" refers to selling goods and services produced in the home country to other markets. The exporter should take a long-range view of this process and carefully monitor international marketing efforts.

When preparing for Export Documentation and Export Shipping, the exporter needs to be aware of packing, labeling, documentation, and insurance requirements. Because the goods are being shipped by unknown carriers to distant customers, the new exporter must be sure to follow all shipping requirements to help ensure that. the merchandise is packed correctly so that it arrives in good condition; labeled correctly to ensure that the goods are handled properly and arrive on time and at the right place; documented correctly to meet local and foreign government requirements as well as proper collection standards; insured against damage, loss, and pilferage and, in some cases, delay.

**Freight Forwarders**

A freight forwarder (often just forwarder) is a third-party logistics provider. As a third party a forwarder dispatches shipments via asset-based carriers and books or otherwise arranges space for those shipments. Carrier types include waterborne vessels, airplanes, trucks or railroads.

Freight forwarders typically arrange cargo movement to an international destination. Also referred to as international freight forwarders, they have the expertise that allows them to prepare and process the documentation and performance related activities pertaining to international shipments. Some of the typical information reviewed by a freight forwarder is the commercial invoice, shipper's export declaration, bill of lading and other documents required by the carrier or country of export-import, or transshipment. Much of this information is now processed in a paperless environment.

The FIATA short-hand description of the freight forwarder as the 'Architect of Transport' illustrates clearly the commercial position of the forwarder relative to his client. In Europe there are forwarders that specialize in 'niche' areas such as Rail freight and collection and deliveries around a large port. The latter are called Hafen (port) Spediteure (Port Forwarders). A forwarder in some countries may sometimes deal only with domestic traffic and never handle international traffic.

The original function of the forwarder, or was to arrange for the carriage of his customers' good by contracting with various carriers. His responsibilities included advice on all documentation and customs requirements in the country of destination. His correspondent agent in far-away lands looked after his customers' interests and kept him informed about matters that would affect movement of goods. In modern times the forwarder still carries out those same responsibilities for his client. He still operates either with a corresponding agent overseas or with his own company branch-office. In many instances, the freight forwarder also acts as a carrier for part of a movement it can happen that in a single transaction the forwarder may be acting either as a carrier (principal) or as an agent for his customer.

**Export Documentation**

Exporters should seriously consider having the freight forwarder handle the formidable amount of documentation that exporting requires; freight forwarders are specialists in this process. The following documents are commonly used in exporting; which of them are actually used in each case depends on the requirements of both our government and the government of the importing country.

* **Commercial invoice**. As in a domestic transaction, the commercial invoice is a bill for the goods from the buyer to the seller. A commercial invoice should include basic information about the transaction, including a description of the goods, the address of the shipper and seller, and the delivery and payment terms. The buyer needs the invoice to prove ownership and to arrange payment. Some governments use the commercial invoice to assess customs duties.
* **Bill of lading**. Bills of lading are contracts between the owner of the goods and the carrier (as with domestic shipments). There are two types. A straight bill of lading is nonnegotiable. A negotiable or shipper's order bill of lading can be bought, sold, or traded while goods are in transit and is used for letter-of-credit transactions. The customer usually needs the original or a copy as proof of ownership to take possession of the goods.
* **Consular invoice.** Certain nations require a consular invoice, which is used to control and identify goods. The invoice must be purchased from the consulate of the country to which the goods are being shipped and usually must be prepared in the language of that country.
* **Certificate of origin.** Certain nations require a signed statement as to the origin of the export item. Such certificates are usually obtained through a semiofficial organization such as a local chamber of commerce. A certificate may be required even though the commercial invoice contains the information.
* **Inspection certification.** Some purchasers and countries may require a certificate of inspection attesting to the specifications of the goods shipped, usually performed by a third party. Inspection certificates are often obtained from independent test in organizations.
* **Dock receipt and warehouse receipt.** These receipts are used to transfer accountability when the export item is moved by the domestic carrier to the port of embarkation and left with the international carrier for export.
* **Destination control statement** This statement appears on the commercial invoice, ocean or air way-bill of lading, and SED to notify the carrier and all foreign parties that the item may be exported only to certain destinations.
* **Insurance certificate.** If the seller provides insurance, the insurance certificate states the type and amount of coverage. This instrument is negotiable.
* **Export license**. (When needed).
* **Export packing list.** Considerably more detailed and informative than a standard domestic packing list, an export packing list itemizes the material in each individual package and indicates the type of package: box, crate, drum, carton, and so on. It shows the individual net, legal, tare, and gross weights and measurements for each package .Package markings should be shown along with the shipper's and buyer's references. The packing list should be attached to the outside of a package in a waterproof envelope marked "packing list enclosed." The list is used by the shipper or forwarding agent to determine
* The total shipment weight and volume
* Whether the correct cargo is being shipped. In addition, customs officials may use the list to check the cargo.

**Import Documentation**

Import trade refers to the purchase of goods from a foreign country. The procedure for import trade differs from country to country depending upon the import policy, statutory requirements and customs policies of different countries. In almost all countries of the world import trade is controlled by the government. The objectives of these controls are proper use of foreign exchange restrictions, protection of indigenous industries etc. Since various types of commodities are imported from different countries, a complete list of documents for import customs clearance procedures can not be provided. Moreover, different countries have their own policies in turn different procedures and formalities for import clearance. There may have bilateral import export agreements between governments of different countries. Imports and exports from such countries may have exemptions on documentation for export and import clearance.

**Documents Required for Import Customs Clearance Procedures and Formalities**

**Bill of Entry**

Bill of entry is one of the major import document for import customs clearance. As explained previously, Bill of Entry is the legal document to be filed by CHA or Importer duly signed. Bill of Entry is one of the indicators of `total outward remittance of country ‘regulated by Reserve Bank and Customs department. Bill of entry must be filed within thirty days of arrival of goods at a customs location. Once after filing bill of entry along with necessary import customs clearance documents, assessment and examination of goods are carried out by concerned customs official. After completion of import customs formalities, a `pass out order' is issued under such bill of entry. Once an importer or his authorized customs house agent obtains `pass out order' from concerned customs official, the imported goods can be moved out of customs. After paying necessary import charges if any to carrier of goods and custodian of cargo, the goods can be taken out of customs area to importer's place.

**Commercial Invoice**

Invoice is the prime document in any business transactions. Invoice is one of the documents required for import customs clearance for value appraisal by concerned customs official. Assessable value is calculated on the basis of terms of delivery of goods mentioned in commercial invoice produced by importer at customs location. I have explained about the method of calculation of assessable value in another article in same web blog.

The concerned appraising officer verifies the value mentioned in commercial invoice matches with the actual market value of same goods. This method of inspection by appraising officer of customs prevents fraudulent activities of importer or exporter by over invoicing or under invoicing. So invoice plays a pivotal role in value assessment in import customs clearance procedures.

**Bill of Lading / Airway bill**

A bill of lading is a legal document between the shipper of goods and the carrier detailing the type, quantity and destination of the goods being carried. The bill of lading also serves as a receipt of shipment when the goods are delivered at the predetermined destination. This document must accompany the shipped goods, no matter the form of transportation, and must be signed by an authorized representative from the carrier, shipper and receiver. The principal use of the bill of lading is as a receipt issued by the carrier once the goods have been loaded onto the vessel. This receipt can be used as proof of shipment for customs and insurance purposes, and also as commercial proof of completing a contractual obligation, especially under Inco terms such as CFR (cost and freight) and FOB (free onboard).

**Types of Bill of Lading**

**Ocean Bill of Lading:** If a consignment is transported by sea, nationally or internationally Ocean Bill of Lading is used. Ocean Bill of Lading is a common term used in shipping.

**Inland Bill of Lading:** Inland Bill of Lading is the bill of lading which allows the shipping carrier to ship cargo, by road or rail, across domestic land, but not overseas.

**Multimodal Combined** **Transport Bill of Lading**: This is a type of Through Bill of Lading that involves a minimum of two different modes of transport, land or ocean. The modes of transportation can be anything from freight boat to air.

**Direct Bill of Lading:** Direct Bill of Lading is used when you know the same vessel that picked up the cargo will deliver it to its final destination.

**Clean Bill of Lading**: If a consignment with no damage on packages apparently, the carrier issues a Bill of lading called Clean Bill of Lading.

**Clean On Board Bill of Lading:** A consignment with no damage on packages apparently and if such consignment gone on board the vessel, a Clean On Board Bill of Lading is issued by carrier of goods.

**Unclean Bill of Lading/ Claused bill of lading/foul bill of lading/Dirty Bill of Lading/Soiled Bill of Lading** lf owner of ship or his agent does not agree with one or more of the statements mentioned in the bill of lading, he add the said clause or clauses on the bill of lading. This bill of lading is called unclean bill of lading, claused bill of lading or foul bill of lading.

**Shipped On Board Bill of Lading**: A Shipped On Board Bill of Lading is issued when the cargo arrives at the port in good, expected condition from the shipping carrier and is then loaded onto the cargo ship for transport overseas.

**Received Bill of Lading:** Received for shipment' bill of lading can be issued to shipper immediately up on receipt of goods by the carrier after necessary export customs clearance procedures of exporting country.

**Through Bill of Lading:** Under a Through Bill of Lading, the shipping carrier can pass the cargo through several different modes of transportation and/or several different distribution centers. This Bill of Lading needs to include an Inland Bill of Lading and/or an Ocean Bill of Landing depending on its final destination.

**Stale Bill of Lading**: A Bill of Lading can be treated as `Stale', if it is presented long after sailing of vessel pertaining to a shipment at port of loading. Such presentation of Bill of Lading could be with the Supplier's Bank, Discounting Bank, Negotiating Bank, Buyer's Bank or buyer. The term `Stale Bill of Lading' is also used when a bill of lading is presented with a bank after expiry date of credit

**Insurance Certificate**

Insurance certificate is one of the documents required for import customs clearance procedures. Insurance certificate is a supporting document against importer's declaration on terms of delivery. Insurance certificate under import shipment helps customs authority’s to verify, whether selling price includes insurance or not. This is required to find assessable value which determines import duty amount.

**Purchase Order Letter of Credit**

Purchase order is one of the documents required for import customs clearance. A purchase order reflects almost all terms and conditions of sale contract which enables the customs official to confirm on value assessment. If an import consignment is under letter of credit basis, the importer can submit a copy of Letter of Credit along with the documents for import clearance.

**Technical write up**

Technical write up, literature of imported goods or any other similar documents may be required as one of the documents for import clearance under some specific goods. For example, if machinery is imported, a technical write up or literature explaining its function can be attached along with importing documents. This document helps customs official to derive exact market value of such imported machinery in turn helps for value assessment.

**Industrial License**

An industrial license copy may be required under specific goods importing. If Importer claims any import benefit as per guidelines of government, such Industrial License can be produced to avail the benefit. In such case, Industrial license copy can be submitted with customs authorities as one of the import clearance documents.

**RCMC, Registration cum Membership Certificate**

For the purpose of availing import duty exemption from government agencies under specific goods production of RCMC with customs authorities is one of the requirements for import clearance. In such cases importer customs clearance documents

**Test report**

The customs officials may not be able to identify the quality of goods imported. In order to assess the value of such goods, customs official may draw sample of such imported goods and arranges to send for testing to government authorized laboratories. The concerned customs officer can complete appraisement of such goods only after obtaining such test report. So test report is one of the documents under import customs clearance and formalities sunder some of specific goods.

**DEEC / DEPB / ECGC**

If importer avails any duty exemption against imported goods under different schemes like DEEC / DEPB / ECGC ETC.., such license is produced along with other import clearance document

**GATT/DGFT**

As per the guidelines of Government of India, every importer needs to file GATT declaration and DGFT declaration along with other import customs clearance documents with customs. GATT declaration has to be filed by Importer as per the terms of General Agreement on Tariff and Trade.

 **The Role of Logistics**

The very essence of a business is to exchange goods or services for money or trade. Logistics is the path those goods and services take to complete the transactions. Sometimes goods are moved in bulk, such as raw goods to a manufacturer. And sometimes goods are moved as individual disbursements, one customer at a time.

No matter the particulars, logistics is the physical fulfillment of a transaction and as such is the life of the business. Where there is no movement of goods or services, there are no transactions—and no profits.

There are seven pillars of effective logistics:

* **Material sourcing:**

Material sourcing involves more than finding the lowest-cost supplier for a raw material used in manufacturing. Logistics includes calculating and managing contributing factors and costs, such as backorder delays, competitor priority rankings and lockouts, add-on services costs, extraneous fees, increased shipment costs due to distance or regulatory environments, and warehousing costs. Finding the right source for any given material requires a good understanding and management of all contributing factors. This process is called strategic sourcing, and logistics plays an important role in that planning.

* **Transportation:**

At the core of logistics is the act of physically transporting goods from Point A to Point B. First, a company needs to select the best mode of shipment—air or land, for example—and the best carrier based on cost, speed and distance, including optimizing routes that require multiple carriers. In the case of global shipments, the shipper needs to be up to speed on customs, tariffs, compliance and any relevant regulations. Transport managers need to document and track shipments, manage billing and report on performance using dashboards and analytics.

* **Order fulfillment:**

To complete a transaction, items must be “picked” from the warehouse per the customer order, properly packaged and labeled and then shipped to the customer. Collectively, these processes comprise order fulfillment and are the heart of the logistics sequence in customer distribution.

* **Warehousing:**

Both short- and long-term storage are common parts of logistic planning. But warehouse management systems also enable logistical planning. For example, logistics planners must consider warehouse space availability and special requirements such as cold storage, docking facilities and proximity to modes of transportation such as rail lines or shipyards.

Further, organization within the warehouses is part of logistic planning. Typically, goods that move frequently or are scheduled for transport soon are placed at the front of the warehouse. Lower-demand items are stored toward the rear. Perishable goods are often rotated so the oldest items are shipped out first. Items that are often bundled are usually stored beside one another, and so on.

* **Demand forecasting:**

Logistics relies heavily on inventory demand forecasting to ensure that a business never runs short on core or high-demand products or materials—and never ties up capital unnecessarily in warehoused goods with sluggish sales, either.

* **Inventory management:**

By using inventory management techniques to plan ahead for increased demand in seasonal or trending products, companies can keep profits higher and make inventory turns faster, meaning the ratio of how many times you sell and replace inventory in a set period. Conversely, by noting slowing inventory turns on other products, a company can better determine when to offer discount pricing or other incentives to free capital to reinvest in goods that are in higher demand.

Further, retail sales often differ store to store, region to region and country to country. Good inventory management enables the business to decide to ship products that are performing poorly in one store or region to another rather than take a loss via discount pricing to be rid of the stock. Logistics is key to moving inventory where it is likely to get the best price.

* **Supply chain management:**

Logistics is an important link in the supply chain as it facilitates the movement of goods from suppliers to manufacturers and then to sellers or distributors and eventually to buyers.

A supply chain is essentially a series of transactions. If logistics fails, the supply chain fails and transactions grind to a halt. A prime example: bare shelves in grocery store dairy aisles even as farmers dumped milk as supply chains broke during the pandemic.

**Logistics vs Supply Chain Management**

Logistics deals with the movement of goods from a single company’s perspective, meaning the movement of materials and goods one company receives and manages internally as well as when it moves those goods to a customer. A supply chain is a network of businesses involved sequentially in the production or distribution of goods or services. In short, logistics is generally a one company issue while the supply chain is a multi-company issue.

While logistics may be coordinated throughout part of or even the entirety of the supply chain, each segment is the responsibility of one entity until it hands off the material or product to another entity in the supply chain.

**Logistics Components**

In its most basic form, logistic components are:

* Intake from suppliers and material handling;
* Labeling, packaging into smaller units, organization and warehousing;
* Inventory management for production or distribution;
* Demand planning;
* Order fulfillment; and
* Transport.

Typically, a logistics management system includes inbound and outbound transportation management, warehouse management, fleet management, order processing, inventory control, supply and demand forecasting, and management of third-party logistics service providers.

**Benefits of Logistics Management**

Given that the movement of goods is what drives cash flow, it stands to reason that managing that movement—logistics management—is a core business concern. Indeed, logistics management impacts a company’s bottom line for better or worse. It’s best not to leave that impact to chance.

The following are six major benefits of effective logistics management.

* **Visibility:**

Logistics management affords greater visibility into the supply chain. This enables businesses to better control costs, tease out efficiencies, spot supply chain problems, conduct demand planning and gain insights into opportunities.

* **Reduced overhead:**

Logistics management enables companies to reduce overhead in areas from cutting shipping costs to shrinking how much warehouse space they need by proactively controlling inventory levels.

* **Improved customer experience:**

An excellent customer experience (CX) is the driving factor behind repeat sales. By delivering orders accurately and quickly, you improve the customer experience which in turn increase brand loyalty and future sales.

* **Preventing loss:**

Logistics management helps prevent loss in several ways. One is by a true inventory accounting, so your company knows exactly how much stock it has on hand at any given time. Companies can also track movement and current location so stock won’t be misplaced or diverted without notice. In addition, by ensuring optimal storage and transport conditions, such as temperature and moisture management, solid logistics prevents spoilage and damage.

* **Support expansion:**

Demand forecasting supports expansion by realistically calculating inventory needs and ordering, transporting and stocking accordingly. Further, logistics management best practices help companies scale to fulfill more customer orders on time.

* **Competitive edge:**

Delivering orders correctly and on time is a foundational element in the customer experience—and good CX is key to repeat orders as well as solid brand reputation and net promotor scores, which in turn help a company acquire new buyers. Logistics management helps a company consistently deliver, or over deliver, on promises and sharpen its competitive edge.

**7 Rs of Logistics**

The Chartered Institute of Logistics and Transport(opens in a new tab), an international organization for supply chain, logistics and transport professionals, defines the seven Rs of logistics as “getting the right product, in the right quantity, in the right condition, at the right place, at the right time, to the right customer, at the right price.”

And in truth, that is the goal of logistics management.

* **Right product:**

Job #1 is delivering the product that was ordered according to specifications: color, size, brand, quantity. But also consider an automated maintenance plan where manufacturers use IoT data to send a “just-in-time” replacement part, or something else that the customer may have not specified but needs. The point is to get buyers the products that are right for them or their situations.

* **Right quantity:**

Say an item can be purchased as either a single unit or in packs of 12, which are also considered a unit. On a larger scale, a manufacturer may sell parts in a box containing a few products or as a pallet of multiple boxes. Getting quantity right demands clarity in how inventory is listed as well as proper picking and packing.

* **Right condition:**

New, used or refurbished, customers expect a product to function properly and otherwise be useable. Products should therefore be inspected for flaws and damage prior to shipping. And, return shipping processes should be simple and convenient for customers.

* **Right place:**

Tracking to ensure receipt and that shipped items were delivered to the right address are essential parts of logistics management.A package that is never received and must be replaced costs a company twice—and damages the customer relationship.

* **Right time:**

Often, from the customer’s perspective, timing is everything. Whether it’s a consumer ordering a birthday or holiday gift or a manufacturer that needs a raw material to meet its schedules, late arrivals may cost the customer or be returned as no longer needed.

* **Right customer:**

Order mix-ups, address errors and other mishaps communicate a lack of respect for the customer and inattention to detail. An ERP system that automates outbound logistics can minimize errors and maximize a company’s supply chain execution.

* **Right price:**

It’s important that your pricing be competitive for the geographic area and the industry to turn your inventory regularly and at a good margin.It is also imperative to adjust pricing—up or down—according to demand. To succeed here, companies need continuous insights into profitability ratios and unit margins.

**Logistics – Global View**

Global Logistics Industry includes all activities of the supply chain such as transportation, customer service, inventory management, the flow of information, and order processing. Other activities of the supply chain are warehousing, material handling, purchasing, packaging, information dissemination, and maintenance among others. The Logistics market in terms of revenue was valued at US$ 8185.46 billion in 2015 and is expected to reach US$15522.02 billion by 2023, growing at a CAGR of 7.5% from 2015 to 2024. The market in terms of volume was valued at 54.69 billion tons in 2015 and is expected to reach 92.10 billion tons by 2024 growing at a CAGR of 6% from 2016 to 2024.1.

The Global Logistics Industry in 2017 is equally subject to global geopolitical machinations but that apart countless disruptions threaten to tip the balance of global trade as we knew it. These could be stated as follows: -

* Robotics, automation, 3 D /4 D printing will offset low-cost manufacturing advantages.
* Rampant protectionism favors localisation and also sustainability.
* Digitisation and demand-driven logistics are pushing supply chains closer to demand.
* Middle-class growth in developing markets is altering supply-demand dynamics..
* Global E-Commerce will challenge traditional borders and boundaries.

Thus there are countless locations with compelling value propositions. Whether it is a pureplay distribution facility, the manufacturing center of excellence, transshipment port, regional E-Commerce hub, or new market to sell in/ source from, retailers and manufacturers have no shortage of options. On top of that if we consider global volatility and hypersensitivity to supply chain exceptions then what emerges is that supply chain modeling, simulation and optimization are fast becoming core competencies.

**Logistics – Indian Perspective**

" The Indian logistics sector is valued at USD$ 354 billion, contributing 18.4 % of the country’s GDP. With the easing of FDI norms, the proposed implementation of GST, increasing globalization, growth of e-commerce, positive changes in the regulatory policies, and government initiatives such as “Sagarmala”, “Make in India”, “Gati Shakthi” the sector is expected to touch $450 billion by 2026-2027. In the World Bank’s Logistics performance ranking 2016, India’s ranks 38 in 2023-2024. Out of this USD 150 billion logistics cost, almost 99% is accounted for by the unorganized sector (such as owners of less than 5 trucks, affiliated to a broker or a transport company, small warehouse operators, customs brokers, freight forwarders, etc.), and slightly more than 1%, i.e. approximately USD 1.5 billion, is contributed by the organized sector. However, the industry is growing at a fast pace and if India can bring down its logistics cost from 14% to 9% of the GDP (level in the US), savings to the tune of USD 50 billion will be realized at the current GDP level, making Indian goods more competitive in the global market. Moreover, growth in the logistics sector would imply improved service delivery and customer satisfaction leading to the growth of export of Indian goods and potential for the creation of job opportunities."

**Demand-Supply Gap Of Skilled Manpower In Logistics Sector**

* Logistics Sector employs about 22 million as of 2016. Of 22 million 42.14 % are employed in passenger roadways segment, 38% in road fright while remaining are in passenger railways, freight forwarding, warehousing, packaging, and other services.
* As per the National Sample Survey, the distribution of employees is mainly in Mumbai, Kolkata, Hyderabad, and Ahmedabad Districts whereas emerging clusters include Bangalore, Surat, and Indore.
* There has been no formal training in the country to address the skill gap in the logistics sector.
* Thrust on infrastructure projects such as the dedicated Freight & Industrial Corridors like DMIC, expansion of Port Terminals, and construction of greenfield Port projects under Sagarmala project and Bharatmala project will create fresh employment opportunities.
* Increasing income levels and rapid growth in organized retail, e-commerce, QSR, etc. will create new opportunities for the youth.
* With 100 percent FDI through automatic route permitted, and the implementation of GST FMCG is expected to grow at over 12 percent CAGR during 2010- 2020

**Scope for Skill Development in The Logistics Sector**

It is estimated that the total workforce will increase from the current 22 million to over 31 million by the year 2022. That means this sector alone will generate additional requirements of over 9 million people across all the modals-roads, railways, ports, and aviation. Government and associated stakeholders including sector skill councils, training institutions, and logistic firms will need to ramp up their training capacity to cater to the growing training needs of the sector. It will also involve various efforts such as:-

* Creation of Kaushal Kendras for every sub-sector addressing the demand
* Engage with the Logistic Companies to invest in skill development as their CSR activity
* Review and update the existing QP/NOS as per the sector requirement.
* Synthesise the various training programs and educational courses and align them to the job roles in the logistics sector that would allow for career progression and lateral mobility
* Bring in transnational equivalence of the QP/NOS which would permit placement of LSC certified candidates abroad

**Overview of Logistics Industry in India**

The logistics industry in India is growing rapidly, with the country’s economy expanding at a rapid pace. The sector is expected to grow at a compound annual growth rate (CAGR) of 15.5% between FY2019 and FY2024, according to various market research.

The sector employs around 22 million people and is expected to create another 1.2 million jobs by 2025.

The government’s focus on infrastructure development, FDI reform, and the implementation of the Goods and Services Tax (GST) are some of the key drivers of growth in the sector. The government’s initiatives such as Make in India and Digital India are also expected to boost the growth of the logistics industry in the country.

**Types of Logistics Services**

There are many different types of logistics services available in India. Here is a brief overview of some of the most popular services:

* Transportation Logistics: This type of logistics service helps companies to move their goods from one place to another. This can be done via land, sea, or air.
* Warehousing Logistics: This type of service helps companies to store their goods in a safe and secure location.
* Distribution Logistics: This type of service helps companies to distribute their goods to various locations.
* Supply Chain Management: This type of service helps companies to manage their supply chains effectively.
* Project Logistics: This type of service helps companies to plan and execute logistics for specific projects.

**Common Logistic Functions**

There are many common logistics functions that are performed within the logistics industry in India. These functions include transportation, warehousing, and distribution. Each of these functions play a vital role in ensuring that goods and materials are moved effectively and efficiently from one location to another.

Transportation is responsible for physically moving goods and materials from one location to another. This can be done via various means of transportation, such as trucks, trains, planes, and ships. Transportation must be carefully planned in order to ensure that goods arrive at their destination safely and on time.

Warehousing is responsible for storing goods and materials until they are needed. Warehouses must be large enough to accommodate the volume of goods that they will be receiving, and they must be equipped with the proper storage facilities and equipment. Distribution is responsible for delivering goods and materials to the customers or end-users. This can be done via various means of distribution, such as retail stores, wholesalers, or online retailers.

**Brief History of Logistics Industry in India**

The logistics industry in India has a long and rich history, dating back to ancient times. The first recorded use of logistics in India was in the military campaigns of Alexander the Great, who used elephants to transport supplies and troops across the country. In the centuries that followed, logistics became an integral part of Indian society, with many different types of businesses and organizations using it to move goods and services around the country.

Today, the logistics industry in India is booming, thanks to the country’s rapidly growing economy. This growth is being driven by a number of factors, including the increasing demand for e-commerce and online shopping, the expansion of the retail sector, and the government’s infrastructure development initiatives.

With its vast population and large geographical size, India presents a unique challenge for logistics companies. But as the country’s economy continues to grow, so too will the demand for efficient and reliable logistics services.

**Cross Border Logistics Trade in India**

As India continues to open up its economy, businesses are increasingly looking to expand their operations beyond its borders. This has created a huge demand for logistics services that can facilitate cross-border trade.

There are a number of factors that make India an attractive destination for businesses looking to set up shop. Firstly, the country has a large and growing population that provides a vast potential market for products and services. Secondly, India’s infrastructure is improving rapidly, making it easier to move goods around the country. Finally, the Indian government is becoming increasingly business-friendly, providing tax breaks and other incentives to encourage investment.

All of these factors are coming together to make the logistics industry in India one of the most exciting and fastest-growing in the world. If you’re thinking of starting a business in this sector, now is the time to get on board.

**Future Trends in Logistics Industry in India**

* Increasing use of technology: The use of technology is increasing in all aspects of businesses and this is also true for the logistics industry. Technology is being used to streamline operations, track shipments, and improve communication between different stakeholders.
* Increased focus on supply chain management: With businesses becoming increasingly globalized, there is a need to have efficient supply chain management systems in place. This has led to an increased focus on supply chain management within the logistics industry.
* Growing e-commerce sector: The e-commerce sector is one of the fastest growing sectors in India and this is having a positive impact on the logistics industry. The growth of e-commerce is leading to an increased demand for efficient last-mile delivery services.

**Key Trends in The Logistics Industry**

* The rise of e-commerce: E-commerce is booming in India, and this is having a major impact on the logistics industry. Online shopping is growing at an incredible rate, and this is leading to a huge increase in demand for logistics services.
* The growth of online grocery shopping: Along with e-commerce, online grocery shopping is also growing rapidly in India. This is another area where logistics companies are seeing a big increase in demand for their services.
* The rise of last-mile delivery: Last-mile delivery is becoming increasingly important in the logistics industry, as companies strive to get orders delivered to customers as quickly and efficiently as possible.
* The growth of express delivery: Express delivery is another area where the logistics industry is seeing strong growth. With customers expecting ever-faster delivery times, logistics companies are working hard to meet this demand.
* The rise of reverse logistics: Reverse logistics is also becoming increasingly important, as more and more companies focus on ensuring that returns are handled efficiently.

India’s logistics industry is expected to grow at a compound annual growth rate (CAGR) of 10.5% between FY18 and FY22, according to various reports. The growing e-commerce sector, along with the government’s initiatives such as Make in India and Digital India, are some of the major factors driving the growth of the logistics industry in India. Visit Vakilsearch for legal assistances.

**Sea Food Industry in India**

Fishing and aqua culture in India has a long history. Kautilya's Arthashastra(321–300B.C.) and King Someswara's Manasottara (1127 A.D.) each refer to fish culture. For centuries, India has had a traditional practice of fish culture in small ponds in Eastern India. Significant advances in productivity were made in the state of West Bengal in the early nineteenth century with the controlled breeding of carp in Bundhs(tanks or impoundments where river conditions are simulated). Fish culture received notable attention in Tamil Nadu (formerly the state of Madras) as early as 1911, subsequently, states such as West Bengal, Punjab, Uttar Pradesh, Gujarat, Karnataka and Andhra Pradesh initiated fish culture through the establishment of Fisheries Departments. In 2006, Indian central government initiated a dedicated organization focussed on fisheries, under its Ministry of Agriculture.

Brackish water farming in India is also an age-old system confined mainly to the Bheries (man-made impoundments in coastal wetlands) of West Bengal and Pokkali (salt resistant deep-water paddy) fields along the Kerala coast. With no additional knowledge and technology input, except that of trapping the naturally bred juvenile fish and shrimp seed, these systems have been sustaining production levels of between 500 and 750 kg/ha/year with shrimp contributing 20 to 25 percent of the total Indian production.

During1994-1995,India exported 103400 tonnes of sea food amounting to Rs.3300 Crore's. This constitutes 2.54% of the global sea food market. The marine product constitutes 4.3% of the total export of ourcountry.

Among the varieties of sea foods exported, frozen shrimps dominate the trade and account about 73.79% of the total export in terms of value. India started the export of shrimps during 1960's. Till 1990, India exported shrimps as raw ie, shrimps were canned in brine solution and used to export it. The processing is done in the importing countries. But 1990 onwards India started exporting the processed shrimps which is “ready to eat".

Indian Cuttle fish and squid together enjoy a market share of 21.65% in the European market. The country is the major exporter of ribbonfish to South East Asia.

Processing infrastructure:

With the growing demand for Indian sea food products across the world, the dynamics of the seafood business in India is changing fast. There is a tremendous growth in the Indian sea food industrial resources and infrastructure. India has an installed processing capacity of 18,520 M.T with 447 state-of-the-art processing plants, out of which 60% are EU approved plants. Almost every plant has put in HACCP and Quality control system on par with the best in the world to ensure highest quality output. India with a large wart line of8129km, two million km of exclusive economic zone and 1.2 million hectors of blockish bodies offer as vast potential for development of fisheries. Against an estimated potential of 3-9 – million tone from marine sectors, only 2.6 million tonnes are taped.

**Marine Exports in India**

The fisheries section occupies a unique status in the national economy and provides employment opportunities and food, nutritional security. In the last50years fish production has inverse substantially and contribute to the gross domestic product (GDP) and export earnings have been significant. The fisheries sector contributed Rs.1.37,180 million to the GDP during 2003-04 (at constant price), which amounted to 4.42 making it an important export commodity of the country.

Marine capture fisheries in India recorded a production of 2.941 million tonnes during 2003-04 against a harvestable marine fishery potential of about 3.924 million tonnes for further exploitations the growth in marine fisheries sector has been rather slow during the nineties when compared to the previous decades.

The fish freezing in our country is entirely export oriented and frozen fishing product contributed 95% of foreign exchange prawn, squid and cattle fishers contributes important items of the fishery resources of our country. Prawn occurs in the marine brackish fresh water environment and is the largest contribution of Indian marine export. From the economic point of view prawns and cephalopods occupies the top rank among the various fishery items and serves as the back bone of the sea food export industry of the country approximately over Rs. 7000 million as a foreign exchange annually.

 **Seafood Exporters Association of India (SEAI):**

Sea food Exporters Association of India(SEAI) was in corporate with the main objective to protect and promote the interest of the companies engaged in the seafood business and to develop the international trade of sea food from India. SEAI has its corporate base in Cochin in Kerala and eight regional offices in Kerala, TamilNadu, Karnataka, Gujarat, Orissa, West Bengal, Maharashtra and And hraPradesh.

The Seafood Export Industry in India is over 50 years old and was initiated when the first shipment of frozen shrimp was sent from the port of Cochin in 1953 by Mr.MadhavanNair owner of Cochin Company. Initially, canned shrimp exports were mainly focused and then due to non-availability of suitable cans in the country, the industry was shortly compelled to move to exports off rozen shrimp. The export of other varietie so Fish, Squid, Cuttle fish, Octopus, Crabs, Clams and Mussels started later in the late1960′s.

 The Indian Seafood Industry today is on a totally different footing as to what existed in the late sixties. India has taken a major stand in the Global Seafood Market and our seafood is one of the biggest foreign exchange earners. Today we have world class seafood factories following quality control procedures meeting the most stringent of international standards. Though shrimp continues to dominate our export basket, the Indian Seafood Industry has diversified its product range and its markets. For many years, Japan was India’s largest export market but in the last two years United States has emerged as India’s leading export market. We export mainly basic raw material for reprocessing to Japan where a sour exports to the United States consists of value added products for direct use in the American Food Service Industry and for retail sale in the supermarkets. Our seafood exports now include crabs, lobsters and other kinds of fish.

 Our seafood exports have surged each year from the late sixties right up to the late nineties when we crossed our US$1.3 billion per annum in exports. We reached a peak export level of US$1.3 billion per annum in 2001 and subsequently the industry has stagnated due to recession and the after effects of Tsunami.

This implausible export growth of the seafood sector with very little assistance from government is attribute to the enterprise and resilience of the small Indian entrepreneur. The Indi an Sea food Industry is comprised mainly of small and mediumsize family concernsand large corporate companies have almost no presence here. Even those that ventured withdrew due to an inability to manage the environment and dynamics of the industry. Very recently with the consolidation and systematization of the industry, large corporate companies have begun to invest in the Indian Seafood Industry.

The booming market of India’s seafood sustains and support the entire fisheries sector of the annual 25,000 crore Indian Fisheries sector of which 7000 crore is exported. It is the value realized from exports that gives our fishing communities a sustainable steady income. What needs to be noted is that of the 7000 crores exports, more than 50% is for shrimp aquaculture. Today the Ministry of Commerce and the Marine Product Development Authority work very closely with the industry for the growth of India’s sea food exports.

**Development of Sea Food Industry in Kerala**

Kerala is supposed to be one of the most important coastal states in the country. It played a significant role in contributing to the Indian Sea Food Industry. About 287 sea food exporters are there in Kerala. The major marine products exported from the State include Frozen Shrimp, Prawn, Fish, Cuttle Fish, Squid, Dried items like Shrimp/ Shark Fins, Cuttle Fish bones, Fish Maws, Canned Shrimps, Fish, Lobster, Crab, Clam, Mussel, Squid tubes, Aquariumfishes, Freshfish,etc. Frozen items like Shrimp Fish, Cuttle Fish and Squid constitute 90% of marine export from the State. The European Union is the largest export market, accounting to more than 50% of the total marine exports. Through the exportingof sea food’s Kerala has achieved a great place in the world map. Sea Food exporting is one of the g reatest achievements of Kerala. Up to the first half of 1970's nearly 80% of the fishing and fish processing activities of India were concentrated in and around Cochin on Kerala Coast. The Sea food industry is now spread in five major districts Ernakulam, Cannannore, Calicut and Alapuzha. The infrastructure facilities available are like landing centre, transport and communication, labour approach roads etc. have been reasons for the high level concentration of marine products processing industry attained in the sedistricts.

A good part of the catches used to be employed as manure for coconuts and the other crops. Until the first quarter of 70’s, the processing of fish was mainly confined to curing and sun drying.

Introduction of the modern techniques of processing changed the situation. Almost the total out put of shrimps was taken up by the freezing and canning plants and the good varieties of dish by the canning factories. Freezing fish in the state is only limited to the exports. The varieties dried by this method are small and thin once like ribbon fish, prawn, silver bellies, etc.

**1.2.2 COMPANY PROFILE**

# Uniroyal Marine Exports Ltd was incorporated on 21st, August 1992, as a public company with the Registrar of companies, Kerala at Cochin and obtained the Certificate of Commencement of business on 2ndSeptember, 1992. The company had taken over an existing unit called 'Mermaid Foods' has commenced exports April 1993. Uniroyal marine exports limited is a 100% Export Oriented Unit (EOU). It is been jointly been promoted by Mr.K.C.Babu, Mr.K.C.Thomas and Mr.K.C.Rajan of the Baby Marine Group which has a rich experience in export of the Marine products. Uniroyal marine export Ltd located at Vengalam village, Calicut District. 11 km's away from Calicut City on the Kozhikode - Kannur National Highway (NH-17). Calicut the major town of Malabar has abundant availability of various variety of shrimps are the main raw materials for the company.

# Contact Us | Uniroyal Marine Exports Limited

# The long coast line and number of fish landing centres along with the well connected roads is the main advantage. Calicut is well connected with other important towns of Kerala and Mangalore an important city of Karnataka. It is one of the leading exporting companies which enjoy the Green Channel status export of worked products to USA

# Uniroyal Marine Exports Ltd fares restricted made arrangements for the creation of solidified marine items with an everyday generation limit of 57 tons embracing the most recent advancements in ocean bottom preparing innovation. The brand “ROYAL GOLD” has increased wide acknowledgement around the globe mostly USA, Japan, Italy, Malaysia, Kerala, France, Belgium, Korea and so on.

**Objective Of The Company**

As per company’s memorandum of association, the main objective of the company is as “to carry on the business of purchasing, processing, curing, canning, freezing, setting, exporting and dealing in marine products”

**Capital:**

Uniroyal Marine Exports Limited acquires its fund through public issue of share. The authorized share capital of the company is Rs.8Crore and paid up capital is Rs.64888500. The company has 18793 shareholders. The company's share values were listed in the Mumbai and Cochin stock Exchanges.

**Location of the company**

Uniroyal Marine Export Company Ltd located at Vengalam village at Calicut district, 11 km's away from Calicut city on the Kozhikode - kannur National Highway (NH-17). Coast has abundant availability of various varieties of raw materials like shrimps and fish.

**Buildings:**

The buildings of the company accommodate both the factory as well as administrative block. It consists of a ground floor of almost 2200sq.m, first floor of 1500sq.m and the second floor of 870sq.m. The ground floor accommodates there ceiving section, processing hall IQF, floe and spiral freezers, packing area, 20tp dice plant,2champers for cold storage of 125 tonnes capacity each along with its anteroom, generator room and machine room to accommodate the compressors. The first floor consists of administrative office, 9259sq.m laboratories and stores for cartons and chemicals. The second floor is used as an additional storage place for cartons and as rest room for the staffs.

**Purchase Department**

Uniroyal Marine Exports has a good Purchase General Manager. Under him, there are 2 Purchase Executives and 3 Purchase Supervisors are engaged. Pre-processing is also under the Purchase Department. Pre-processing supervisors and pre-processing workers are under processing unit. The production manager gives the details of raw materials required such as variety, quality, grade etc and then purchase is made accordingly to the demand of the purchase department. Raw materials of the company is shrimp, Cuttle fish and squid. The main raw materials required for the proposed project are shrimps, squid and fishes. The harbour from where the materials are purchased consist of the entire west coast from Malpe(Karnataka) to Kollam. The major harbours are Puthiyappa, Beypore, Quilandy, Kannur, Vadakara, Cochin, Ambalapuzha and Malpe. Purchasing are done through auction depending upon the buyer’s choice. The Uniroyal Marine Exports posted at the harbour inform the plant of any in coming catch or any purchases may be made. Uniroyal Marine Exports does not possess any fishing vessels of their own. The raw materials a repurchased from fishing centres mostly from local market, raw materials are been purchased through agents. They make the purchase as per the specification of the company.

 The company mainly uses two types of purchasing:

**Whole purchasing:**

It is been bought from the fishing harbours directly and then the raw materials are cleaned from the unit. There are many peeling centres near to the company pealing is basically done by the women. They are paid on daily.

**Meat purchasing:**

Meat purchasing is an expensive raw material as the peeled materials are been purchased with the help of the agent from various harbours. This meat purchasing is comparatively more costly than the whole purchasing. These are directly send to the factory for processing.

**RAW MATERIALS**

Variety of fish/shrimps Area of availability Peak period

Shrimps Kerala & Karnataka May-September

Poovalan Kerala, Karnataka &Tamil NaduCoast May-October

Tiger Coastal Tamil Nadu, Goa & Karnataka October-March

Others: squid, cuttle fish East & West Coast of the Country

**Purchase procedure**

Purchase procedure starts with the receipt of the purchase requisition from the Production Manager. This requisition would contain the details regarding the variety of raw materials required, their quality, quantity, grades etc. Purchasing of the raw materials are basically done through quotations, through agents, tenders etc.

**Production Department**

The Uniroyal Marine Exports Ltd has a good production department. This department is managed and controlled by the Production Manager. Production department is one of the important departments as the company focuses on the production of the sea food. The production is been carried within the company's ground floor. Huge workers are involved in the production. The company produces various types of products such as shrimps, cuttle fish, octopus etc.

**Production process:**

First the raw materials are received from the agents and then they are been kept for processing and then the processed materials are been freezed and then the freezed products are been packed and kept in the stores and finally they are been sorted.

**Types Of Products**

Frozen Shrimp Products: shrimp may be synonymous with prawns covering stalk-eyed swimming crustaceans with long narrow muscular tails, long whiskers and slender legs. These are various kinds of frozen shrimp products which are common in Uniroyal Marine Exports. Head-on-shrimps, Head-less-shrimps, Head-less-shrimps blanched, Peeled and undeveined shrimps, Peeled and deveined shrimps blanched, Peeled and undeveined shrimps blanched, Peeled and cooked shrimps, Peeled deveined and cooked shrimps.

Frozen Cuttle Fish Products: Cuttle fishes are marine animals of the order Sepiida. Cuttle fish have large,W-shaped pupils, eight arms, and two tentacles furnished with denticulated suckers, with which they secure their prey. They generally range in size from 15 to 25 cm, with the largest species, eaching 50 cm in mantle length and over 10.5 kg in weight. These frozen cuttle fish is another important product and they have a high demand in the seafood industry. Here are the various kinds of products which comes under cuttle fish. Cuttle fish whole, Cuttle fish whole cleaned, Cuttle fish tentacles, Cuttle fish tentacles blanched, Cuttle fish strips blanched.

Frozen Squid Products: Squid are cephalopods of the order Teuthida and are strong swimmers and certain species can "fly" for short distances out of the water. These are another category of products which are produced in Uniroyal Marine Exports. These are some of the products which come under the squid category. They are Squid whole, Squid whole cleaned, Squid tentacles, Squid tentacles blanched, Squid tube, Squid rings, Squid rings blanched, Squid rings tentacles, Squid rings & tentacles blanched, Squid fillets.

Frozen Octopus Products: Octopuses have two eyes and four pairs of arms and, like other cephalopods, they have hard beak, with its mouth at the center point of the arms. They have numerous strategies for defending themselves against predators, including the expulsion of ink. These are the most common products which comes under the category of frozen octopus. They are Octopus whole gutted, Octopus whole gutted blanched, Octopus ring blanched.

Mixed Products: mixed products are the combination of the squid and the shrimps. These are the products which comes under the mixed products. They are Squid rings, tentacles and headless brown shrimps blanched, Squid rings, tentacles and peeled and undeviened shrimps blanched, Squid rings and tentacles blanched and head less brown shrimps blanched.

Frozen Fish Products: these food products comprises of various kinds of fishes like ribbon fish, seer fish etc. They include products like Ribbon fish whole, Seer fish whole, Seer fish whole gutted, Reef cod whole, White pomfret whole and Black pomfret whole.

Frozen Lobster products: Clawed lobsters comprise a family of large marine crustaceans. They have long bodies with muscular tails, and live in crevices or burrows on these a floor. Three of their five pairs of legs have claws, including the first pair, which are usually much larger than the others. Highly prized as seafood, lobsters are economically important, and are often one of the most profitable commodities in coastal areas they populate. These are the various products Deep-sea lobster whole and Deep-sea lobster tacts.

**Marketing Department**

For finding out the right market, it is a challenging task for the producer since the export markets are ever challenging. The producer must be conscious about the market conditions and he should do marketing research so that he gets a clear picture of the market. As far as sea food is considered there is no difficulty in selling the products at competitive rates for which quality is the important criteria.

The first and foremost procedure in exporting is to find out a buyer and a competitive market for the product. Government and all agencies like MPEDA are helping the exporters by giving sufficient information and guidance to find out a layer. This department focuses on marketing the products. They adopt various strategies to market their products. Attending to trade exhibition conducted in our country and also abroad also will help to find out suitable buyer. The brand name of the product of Uniroyal is ''ROYAL GOLD". It sells its products directly to Royal Green and Italy. Its main agents for Uniroyal are as follows:

TORRY HARRIS,Cochin

RAMNADH &COMPANY

PESCANOVA FOOD (India Ltd)

VIMAS ENTERPRISES PVT LTD

ECLERE SIPLEC INTERNATIONAL,Cochin

OCEANSTAR INTERNATIONAL,Cochin

SOMIA MARINE EXPORT,India

CONCEPTS INDIA,Calicut

SEVEN SEAS FOOD LTD,Chennai

EUROTRACO,Chennai

**Quality Control Department**

Quality policy of Uniroyal Marine Exports LTD is to provide best possible product and services to satisfy customers through motivating employers. Quality of sea food is the factor in export. Hence the company ensures quality of products before sending to the market. The company has an array of qualified personnel who scrutinize each and every stage of the production line and every product will be tested in the laboratory

Inspection

Quality control and pre-shipment inspection has a conspicuous role in the phenomenal expansion of the sea food industry. All the early status of the industry, the exporter were free to ship their consignments without any quality later Govt. of India decided that the consignments exported from India have to meet pre-determined and specified standard of quality with a view to achieve this objective of raising the quality of exporting products the Govt of India enacted the legislation entitled The Export Quality Control & Inspection Act.

The Inspection procedures are as under:

• Receiving inspection

• On line inspection

• Final inspection

• Sanitation in spection

• Bacteriological inspection

Hazard Analysis Critical Control Point (HACCP)

The HACCP system focus on identifying and preventing hazards that could cause food borne-illness than relying on spot checks of manufacturing process of finished sea food products to ensure safety. It initiated a land mark program designed to increase the margin of safety and to reduce sea food related illness to the lowest possible levels.

**Competitors**

**Kay Kay Export, Cochin**

For over 20 years we have been providing clients across the globe with the highest quality seafood processed and packed at our ISO : 22000, BRC &IFS certified processing center in Kochi, India The past few decades has witnessed a steady increase in the world s fish consuming population coupled with a substantial fall in catch size across the world. These are the products Brown Shrimp, Deep Sea, Marine Shrimp, Cuttle Fish, Octopus, Squid Ring setc.

**Abad Fisheries, Cochin**

Being one of the oldest Sea food export houses established in1931,A bad Fisheries was found by Usman Hashim, gave us the opportunity to sense the changing market from canned Shrimp to frozen Seafood in the 60's or moving from contemporary block freezing technique to IQF product in the early '80's, to the construction of fully panellised& air conditioned factories within house pre-processing facilities in the early 90's, we were the1st to move towards newer technology but keeping the old values of quality & trust. These are the products cuttle fish whole cleaned, Squid whole, Octopus, Deep Sea Pink, Squid Whole IQF

# Export Documentation Department

# This department is under the control of General Manager. Uniroyal Marine Exports Ltd is an exporting company. Export are done by Export Documentation Department, the duty of this department is top repare all documents which are required for exporting like pre-shipment and post-shipment document. After the shipments the documents are presented to various departments.

#  Exporting countries of Uniroyal Marine Products

# These are countries to which the UME products are been exported Japan, Spain, Italy, France, UK, USA, China and Canada.

# Finance Department

# Finance refers to money, cash, fund available for the operations of the business, without money a business cannot function. Finance function is the most important aspect of a business enterprise. The main functions of this department are financial planning and control, preparation of financial statement, cash management and to keep all rewards of cash inflow and outflow. Source of financing is UME Ltd is including the equity share capital, rupee latex from IDBI, foreign currency loan from IDBI and subsidy from MPEDA.

# The company shares are issued at:

# • Cochin Stock Exchange Ltd

# • The Delhi Stock Exchange Association

# • Bombay Stock Exchange Ltd

# Table showing sources of Finance Of Uniroyal Marine Exports Limited

# Equity Share Capital : (Rs. In laks)

# Promoters: 320

# Public: 330

# Rupee Loan from IDBI

# Foreign Currency loan from IDBI Subsidy from MPEDA

# 650.00

# 159.00

# 193.00

# 18.00

# Total 1020.00

# Table no: 3.3.2

#  Capital Structure

# The authorized share of company is 8 crore divided into 80, 00,000 (80 lakh) equity share. Rs.65crores issued to public. There was over all subscribing of about 8 times in the public issue. Now the paid up share capital is Rs.6,48,88,500 share issued to the public was of 3.3 crores and there are 19500 shareholders in the company.

# The company issued only equity share at nominal value of Rs.10 each. The company went for public issue in august 1993.

# Store Department

# Store department make an important role in the company. All purchased raw materials cannot be processed. The finished products cannot be dispatched to the distribution after the production. So they keep the products so that products keep the quality at all time. The Uniroyal Marine Exports Limited is a well-established store department. All details relating to store department are recorded properly to avoid future mistake. They are recorded properly to reduce cost of production. The store supervisors prepare actively report and give to production manager. It includes all details of the products in inward movement and in outward movement. It is prepared daily. The store department works 24x7 hours.

# Time Keeping Department

# The officer in charge of control of time keeping department is time Officer. Under the time officer in charge, there are officers, drivers, cleaners and mechanic. It also works as information centres and all visitors of the company should report first to the time officer. The time keeping department schedules the transportation to and from the company vehicles which are used for carriage purpose of the company will also come under this department.

# Public Relations Department

# Public relations department is one of the important departments in this organizations. This department is under the control of Public Relation Officer or PRO is the Welfare Officer and he plays an important role in the export oriented business. In exporting, there are several parties like Central Excise Shipping Lines, Customer's Authority and Export Inspection agencies. The other duty of the public relations officer includes attending the meeting conducted by the Government Agencies, Contract with Exporting agencies for getting purchasing order from buyer with the buyer representative.

**CHAPTER 2**

**RESEARCH METHODOLOGY**

**2.1 STATEMENT OF PROBLEM**

The cumulative effect of these challenges not only impacts the health and well-being of employees but also affects staff turnover rates, increases absenteeism, and lowers productivity, ultimately harming the company's bottom line and service quality. Addressing this problem requires a comprehensive approach that includes effective management strategies, supportive workplace policies, and robust support systems to ensure the resilience and well-being of logistics employees.

**2.2 OBJECTIVES OF THE STUDY**

* To investigator shipment challenge that are causing stress among the employees
* To analyse the company role in mitigating the burnouts of the employees
* To understand work environment or job demand that contribute stress among the employees
* To address various shipment challenges faced by employees.

**2.3 RESEARCH METHODOLOGY**

**Research Design**

A research design is nothing more than the structure that directs the gathering and processing of study data. It's a guide that must be followed in order to finish a study Simply said, research design refers to how the different stages of the procedure are presented of investigation. The plan, framework, and approach of an inquiry developed to find answers to research questions and manage variance is known as research design. An explanation of the researcher's steps, from formulating the hypothesis to doing the final data analysis, is included in the study design.

**2.4 SAMPLE SELECTION**

**Primary Data**

The primary data collected from the field for the time, which is original in character. They are collected through direct personal interview, questionnaire and structured schedules prepared for the study.

**Secondary Data:**

Secondary data are those data which have already collected by someone else which are analyzed statically these data are collected from the company prospectus, brochures newspapers, magazines, internet etc.

**Population**

The study population is 150.

**Sampling**

A simple method of random sampling is used in the current investigation. Sampling is the process of drawing conclusions about a broader population by analyzing a limited number of things or parts of it. If information is collected solely from a representative section of the universe, we refer to it as sampling.

**Sample Size**

100 respondents widely dispersed throughout the Uniroyal Marine Export Limited constitutes the sample size.

**Percentage Analysis**

Percentage analysis is a method of representing raw data streams as a percentage (a component of 100 percent) in order to gain a better understanding of the acquired data.

Percentage = 𝑻𝒐𝒕𝒂𝒍𝑵𝒖𝒎𝒃𝒆𝒓 𝒐𝒇 𝒓𝒆𝒔𝒑𝒐𝒏𝒅𝒆𝒏𝒕𝒔 x 100

 𝑻𝒐𝒕𝒂𝒍𝑷𝒐𝒍𝒑𝒖𝒍𝒂𝒕𝒊𝒐𝒏

**2.5 LIMITATION OF THE STUDY**

* Researcher could to gather only limited respondents due to constraints.
* The study limited to employed of Uniroyal marine export ltd.
* One of the most problem language barrier
* The main limitations of the study is found that the employee belong to different states of the country and due to that the effectiveness of identity strategy made differ based on the organizational culture.
* The individual differences among employees is one of the challenging factor and hence the strategies cannot be universally acceptable and therefore the constant study on strategies need to be conducted.

**CHAPTER 3 –**

**LITERATURE REVIEW &CONCEPTUAL FRAMEWORK**

**3.1 REVIEW OF LITERATURE**

According to (Ahola, 2010)1 A psychological consequence of prolonged work stress, has been shown to coexist with physical and mental disorders. The aim of this study was to investigate whether burnout is related to all-cause mortality among employees.

According to (Kemp, 2013)2 Professional truck drivers experience many challenges in the course of performing their jobs. Drivers must meet the needs of their company, shippers, and receivers as well as comply with safety regulations. It is well documented that truck drivers are prone to physical exhaustion

According to (MD, 1998)3 In 1992, a cross-sectional questionnaire study of package truck drivers in one company was conducted at four widely scattered sites throughout the US; 317 drivers participated, representing 82% of those eligible. The package truck drivers scored significantly above the US working population comparison norm on all summary and individual scales derived from the SCL 90-R, indicating a substantial increase in psychologic distress for this group

According to (Grandey, 2017)4 Affective delivery, or expressing positive emotions in service interactions, helps satisfy customers. But employees cannot always feel positive and, to avoid breaking display rules, may act. Surface acting (modifying facial expressions) and deep acting (modifying inner feelings) were tested as predictors of stress and of coworker-rated affective delivery, Consistent with a dramaturgical perspective, affective delivery ratings were negatively related to surface acting but positively related to deep acting.

According to (PhD, 2017)5 Rising levels of burnout and poor well-being in healthcare staff are an international concern for health systems. The need to improve well-being and reduce burnout has long been acknowledged, but few interventions target mental healthcare staff, and minimal improvements have been seen in services.

According to (Beck, 2012)6 To determine the prevalence and severity of secondary traumatic stress in labor and delivery (L&D) nurses and to explore nurses’ descriptions of their experiences attending traumatic births.

According to (Shinn, 1984)7 Conducted a mail survey of 141 human service workers (aged 25–65 yrs) to investigate the effects of coping on psychological strain and burnout produced by job stress. The survey assessed job stressors and coping strategies with open-ended questions and measured strain using closed-ended alienation, satisfaction, and symptom scales.

According to (Maben, 2022)8 Pre-COVID-19 research highlighted the nursing profession worldwide as being at high risk from symptoms of burnout, post-traumatic stress disorder (PTSD) and suicide. The World Health Organization declared a pandemic on 11th March 2020 due to the sustained risk of further global spread of COVID-19.

According to (Harrison, 1980)9 Social workers in child-protective services have always been called on to fulfill complex and demanding roles. In recent years dramatic increases in public and professional awareness of child neglect and abuse have produced new patterns of service delivery and rapidly expanding expectations for protective-service workers.

According to (Devereux, 2009)10 Staff in intellectual disability services can be at risk of stress and burnout at work. Given that staff well-being has implications for the quality of life of the staff themselves and people with intellectual disabilities themselves, this is an important research and practical topic. In this paper, we review work stress theories that have been applied within intellectual disability research

According to (Kim, 2010)11 The purpose of this research is to compare public child welfare workers' perception of job conditions, unmet expectations, and burnout to those of social workers in other settings. Using data from a sample of 408 social workers identified from a cross-sectional random survey of California registered social workers

According to (Bazarko, 2013)12 This study implemented an innovative new model of delivering a Mindfulness-Based Stress Reduction (MBSR) program that replaces six of the eight traditional in-person sessions with group telephonic sessions (tMBSR) and measured the program's impact on the health and well-being of nurses employed within a large health care organization.

According to (Nagar, 2012)13 Organizations want to maximize productivity by minimizing stress, as increased levels of stress and burnout may have significant implications for organizational performance such as reduced job satisfaction and lowered organizational commitment.

According to (Rabin, 2011)14 There is growing evidence to show that mental health professionals by the nature of their work are particularly vulnerable to stress with all its detrimental effects on service delivery and quality of care. This comes at a time when mental health services in many countries are under considerable strain

According to (Innstrand, 2004)15 A longitudinal, quasi experimental study was carried out among staff working with people with intellectual disabilities in two municipalities in Norway. The purpose was to measure mean differences of stress, burnout and job satisfaction after different intervention approachEs were applied to staff in one of the municipalities.

According to (Lloyd, 2009)16 Stress and burnout for health care professionals have received increasing attention in the literature. Significant administrative, societal and political changes have impacted on the role of workers and the responsibilities they are expected to assume.

According to (Lasalvia, 2018)17 Staff burnout is a critical issue for mental healthcare delivery, as it can lead to decreased work performance and, ultimately to poorer treatment outcomes.

According to (SULTANA, 2020)18 Burnout is a major occupational problem among healthcare providers, especially during the Covid-19 pandemic. The frontline health workforce is experiencing a high workload and multiple psychosocial stressors which may affect their mental and emotional health, leading to burnout symptoms

According to (Hobfoll, 1993)19 This chapter outlines a general theory of stress termed conservation of resources (COR). It provides an overarching framework to understand the nature of stress as a human phenomenon that is tied to people's experience regardless of the setting or context, be it work, home, hunt, or vacation.

According to (Gilbreath, 2012)20 Presenteeism happens when employees are at work, but their cognitive energy is not devoted to their work. This study investigated the extent to which supervisor behavior is associated with employee presenteeism

According to **Finn, Peter,2000**21 A review of the literature and interviews with over 50 people in the field revealed that job-related stress is widespread and possibly increasing among correctional officers. This publication is intended to help correctional administrators develop an effective program for preventing and treating correctional officers' stress. A variety of approaches are described for relieving officers' stress. Seven case studies of well-established and replicable stress programs are presented. Establishing such programs have many benefits such as: (1) reducing overtime costs incurred when officers take sick time or quit because of job-related stress; (2) improving officer performance by enhancing staff morale; (3) increasing institutional safety by reducing distractions caused by stress;

According to Shinn, Marybeth,198422 Coping with job stress and burnout in the human services. Conducted a mail survey of 141 human service workers (aged 25–65 yrs) to investigate the effects of coping on psychological strain and burnout produced by job stress. The survey assessed job stressors and coping strategies with open-ended questions and measured strain using closed-ended alienation, satisfaction, and symptom scales. Because previous research suggested that individual coping responses do not alleviate strain produced by job stress, the survey elicited information on group coping (social support) and on coping strategies initiated by agencies. Job stress was associated with high levels of strain, and group coping with low levels, but individual responses had little effect.

According to Raveendranath Nayak23 Do Academic Stress, Burnout and Problematic Internet Use Affect Perceived Learning? Evidence from India during the COVID-19 Pandemic. Distress in online classrooms and problematic internet use are two issues that have caused student burnout and affect perceived learning during the COVID-19 pandemic. Given the high pressure placed on students throughout COVID-19, it is critical to understand the influence of problematic internet use (PIU), psychological stress, academic burnout, and resilience on perceived learning (PL). A cross-sectional analytical study was chosen to collect data from 350 learners pursuing undergraduate and postgraduate business/management degrees in Karnataka, India.

According to [Deseré Kokt,](https://www.emerald.com/insight/search?q=Deser%C3%A9%20Kokt)[Relebohile Ramarumo](https://www.emerald.com/insight/search?q=Relebohile%20Ramarumo) 201524 Impact of organisational culture on job stress and burnout in graded accommodation establishments in the Free State province, South Africa, The purpose of this paper is to investigate the impact of organisational culture on job stress and burnout in graded accommodation establishments. The demanding nature of work in the hospitality industry (e.g. long hours and shift work) renders job stress and burnout, a persisting challenge for the industry. Employees that are constantly subjected to a challenging work environment may experience increased levels of job stress and burnout or even leave the industry entirely. Jason M Satterfield, Caroline Becerra Developmental challenges, stressors and coping strategies in medical residents: a qualitative analysis of support groups, Stress and burnout are endemic in postgraduate medical training, but little research is available to guide supportive interventions.

According to Burnout, Social Support, and Coping at Work Among Social Workers, Psychologists, and Nurses [Hasida Ben-Zur PhD](https://www.tandfonline.com/author/Ben-Zur%2C%2BHasida).25 The purpose of this study is twofold: (1) to compare stress appraisals, coping strategies, social resources, and burnout at work between social workers, psychologists and nurses; and (2) to assess the effectiveness of appraisals and support in reducing burnout and enhancing effective coping strategies. Questionnaires containing assessments of work stress appraisals, coping strategies used to deal with problems at work, and social support at work, as well as burnout measures of exhaustion, depersonalization, and accomplishment were completed by 249 female professionals (age range 25-61). No differences were observed between the three professions on most psychological measures, except for the depersonalization outcome of burnout, which was significantly lower among psychologists than among nurses or social workers. nting work burnout in the three professions tested in the Study.

According to Rev. Latino-Am. Enfermagem 2009,26 Coping mechanisms used by non-burned out and burned out workers in the family health strategy, This study aimed to investigate stress coping mechanisms used by workers of 16 Family Health Strategy (FHS) teams in Santa Maria, RS, Brazil. Six workers with scores compatible with the Burnout Syndrome, identified through the Maslach Burnout Inventory, and six workers without the syndrome were interviewed in January and February 2007.

According to Tien-Ming Cheng27 I know you are suffering from burnout: The moderated mediation effects of "leisure benefits" and "leisure coping" on the burnout model of flight attendants, Is leisure the best policy in work? This study explored the moderated mediation effects of the leisure benefit systems organized by airline companies and the leisure coping strategies adopted by the flight attendants themselves on the model of "job demands—burnout—health problems." This study distributed questionnaires to 362 flight attendants and used hierarchical [regression analysis](https://www.sciencedirect.com/topics/social-sciences/regression-analysis) and process analysis to verify its hypotheses. The results of this study reveal that the mediation model of "job demands—burnout—health problems" is obvious.

According to Reynaldo R. Rivera DNP,28 The Professional Quality of Life and Work Engagement of Nurse Leaders, Even before the current pandemic, the nurse leader (NL) role was demanding of time, energy, and resources. These demands often cause stress, fatigue, and burnout. The focused-on outcome metrics, increased regulations, and economic downturn are challenges that NLs have continued to face.

According to Sever, Mehmet Sukru; Ortiz, Alberto; Maggiore,29 Mass disasters result in extensive health problems and make health care delivery problematic, as has been the case during the COVID-19 pandemic. Although COVID-19 was initially considered a pulmonary problem, it soon became clear that various other organs were involved. Thus, many care providers, including kidney health personnel, were overwhelmed or developed burnout. This review aims to describe the spectrum of burnout in mass disasters and suggests solutions specifically for nephrology personnel by extending previous experience to the COVID-19 pandemic. Burnout (a psychologic response to work-related stress) is already a frequent part of routine nephrology practice and, not surprisingly, is even more common during mass disasters due to increased workload and specific conditions, in addition to individual factors. Avoiding burnout is essential to prevent psychologic and somatic health problems in personnel as well as malpractice, understaffing, and inadequate health care delivery, all of which increase the health care burden of disasters. Burnout may be prevented by predisaster organizational measures, which include developing an overarching plan and optimizing health care infrastructure, and ad hoc disaster-specific measures that encompass both organizational and individual measures.

According to [Olivia P. Robinson](https://nasenjournals.onlinelibrary.wiley.com/authored-by/Robinson/Olivia%2BP.) 2019,30 A study of the relation between special education burnout and job satisfaction. The ongoing shortage of special education teachers coupled with increasing attrition rate has caused for a further analysis into why teachers are choosing to leave the field. A quantitative (n = 363) study was completed on the factors that lead to attrition among special education teachers from 34 states in the United States. Canonical correlation analysis was used to determine if there was a statistical significance in job satisfaction (as measured by a set of teaching characteristics) related to teacher burnout (as measured by a set of burnout factors) among public school special education teachers.

According to [Ioannis Agaliotis](https://www.tandfonline.com/author/Agaliotis%2C%2BIoannis), 2009,31 Job Satisfaction and Instructional Assignment‐related Sources of Stress in Greek Special Education Teachers, In the literature concerning Greek special education teachers, there is little evidence regarding the perceived levels of burnout, job satisfaction, and job‐related stress factors. The present study focused on the above issues. A sample of 127 Greek special education teachers at the primary school level was tested with the Maslach Burnout Inventory, the Employee Satisfaction Inventory, and the Inventory of Job‐related Stress Factors (an instrument created for this study). Results indicated that Greek special education teachers reported average to low levels of burnout.

According to Betty Clark Carlson & John A. Thompson, 1995,32 Job burnout and job leaving in public school teachers: Implications for stress management, This study addressed the questions of whether selected teacher and organizational variables contributed to (a) significant amounts of variance in teachers' scores on three components of burnout, and (b) teachers' intentions to leave special education teaching. Study participants (N =490) included a sample of respondents to a survey of all of the 1096 special education teachers in Hawaii. Instruments used in this study included the Maslach Burnout Inventory, the Porter Need Satisfaction Questionnaire, and the Special Education Teacher Survey. Results of multiple regression analyses indicated that for the burnout components, Emotional Exhaustion and Depersonalization, relatively large and significant amounts of variance could be accounted for by a set of predictor variables.

According to [**Jennifer J. Moreland**](https://www.tandfonline.com/author/Moreland%2C%2BJennifer%2BJ),201533 Conflict and Stress in Hospital Nursing: Improving Communicative Responses to Enduring Professional Challenges, Nurses function as central figures of health teams, coordinating direct care and communication between team members, patients, and their families. The importance of nurses to health care cannot be understated, but neither can the environmental struggles nurses routinely encounter in their jobs. Organizational communication and nursing scholarship show conflict and stress as two visible and ongoing challenges. This case study aims to (a) explore the ways conflict communication and communicative stress are experienced and endure in nursing and (b) understand how nurses discursively (mis)manage conflict and stress. Open-ended survey comments from nurses (*N*= 135) employed at a large teaching and research hospital were qualitatively analyzed. Weick’s model of organizing, specifically his notion of communication cycles, emerged as a conceptual lens helpful for understanding cyclical conflict and stress. Results show that exclusionary communication, specifically nonparticipatory and unsupportive messages, contribute to nurse conflict and stress. Nurses tend to (mis)manage conflict and stress using respectful and disrespectful discourse.

According to Paul F. DeChant MD ,2019,34 Effect of Organization-Directed Workplace Interventions on Physician Burnout: A Systematic Review . To assess the impact of organization-directed workplace interventions on physician burnout, including stress or job satisfaction in all settings, we conducted a [systematic review](https://www.sciencedirect.com/topics/medicine-and-dentistry/systematic-review) of the literature published from January 1, 2007, to October 3, 2018, from multiple databases. Manual searches of grey literature and bibliographies were also performed. Of the 633 identified citations, 50 met inclusion criteria. Four unique categories of organization-directed workplace interventions were identified. Teamwork involved initiatives to incorporate scribes or medical assistants into [electronic health record](https://www.sciencedirect.com/topics/medicine-and-dentistry/electronic-health-record) (EHR) processes, expand team responsibilities, and improve communication among physicians.

According to Cynthia Delgado  Nurses’, 201735 resilience and the emotional labour of nursing work: An integrative review of empirical literature. The emotional labour of nursing work involves managing the emotional demands of relating with patients, families and colleagues. Building nurses’ resilience is an important strategy in mitigating the stress and burnout that may be caused by ongoing exposure to these demands. Understandings of resilience in the context of emotional labour in nursing, however, are limited.

According to Michael R. Privitera∗1, Alan H. Rosenstein2, Franziska Plessow36, Tara M. LoCastro4Physician Burnout and Occupational Stress: An inconvenient truth with unintended consequences , Healthcare providers and staff are the proximal source of quality of care provided to patients. Today’s world of health care reform and other value-based initiatives have added new levels of significant complexity to health care delivery. This cumulative chronic high-level stress is imposed by multiple regulatory, insurance, federal, and state forces that do not coordinate well with one another resulting in disparate, conflictual, or confusing mandates. Each have authoritative capital. Together they have potential to affect healthcare workers on a personal, physical, emotional and cognitive level which in turn adversely affects care relationships and quality of patient care. We need to be concerned about the effect that this enormous occupational stress has on them as individuals and how it impacts the care provided. Physician shortages exist and are projected to get worse. There is a high burnout rate in current physicians. Some are retiring early, leaving medicine, or worse dying of suicide from job related stress.

According to M. P. Kerlin, J. McPeake, 2020,37 Burnout and Joy in the Profession of Critical Care Medicine, The intensive care unit (ICU) can be a stressful environment for patients and families, with well-established long-term consequences. The impact that this unique environment can have on healthcare professionals is being increasingly recognized. Challenging ethical situations, exposure to high patient mortality and difficult daily workloads can lead to excessive stress for those caring for critically ill patients. A growing body of literature suggests that this excessive stress and resultant moral distress can lead to burnout syndrome. In this state-of-the art review, we focus on the epidemiology of burnout syndrome in the ICU and the impact it can have on clinicians, patients, and the health service. Risk factors for burnout syndrome, alongside potential strategies to mitigate burnout and optimize fulfillment, are also discussed.

According to [M. T. Kluger](https://associationofanaesthetists-publications.onlinelibrary.wiley.com/authored-by/Kluger/M.%2BT.), [K. Townend](https://associationofanaesthetists-publications.onlinelibrary.wiley.com/authored-by/Townend/K.), [T. Laidlaw](https://associationofanaesthetists-publications.onlinelibrary.wiley.com/authored-by/Laidlaw/T.),201838 Summary A postal survey was sent to specialist anaesthetists in Australia looking at aspects of job satisfaction, dissatisfaction and stress. Burnout was measured using the Maslach Burnout Inventory. The response rate was 60% (422/700) with the majority of respondents being male (83%). Stressful aspects of anaesthesia included time constraints and interference with home life. Experienced assistants and improved work organisation helped to reduce stress. The high standard of practice and practical aspects of the job were deemed satisfying, whereas poor recognition and long hours were the major dissatisfying aspects of the job. With respect to burnout, high emotional exhaustion, high levels of depersonalisation and low levels of personal achievement were seen in 20, 20 and 36% of respondents, respectively. Female anaesthetists reported higher stress levels than males (p = 0.006), but tended to prioritise home/work commitments better than males (p = 0.05). Private practitioners rated time issues of high importance compared with public hospital doctors,

According to [Stacey Diane Arañez Litam](https://onlinelibrary.wiley.com/authored-by/Litam/Stacey%2BDiane%2BAra%C3%B1ez), [Clark D. Ausloos](https://onlinelibrary.wiley.com/authored-by/Ausloos/Clark%2BD.),202139 Stress and Resilience Among Professional Counselors During the COVID-19 Pandemic , This study used a national sample of professional counselors (*N* = 161) providing services during the COVID-19 pandemic to examine the extent to which perceived stress, coping response, resilience, and posttraumatic stress predict burnout, secondary traumatic stress, and compassion satisfaction. The results of a multiple regression analysis indicated that resilience had a strong positive relationship with compassion fatigue and a strong negative relationship with burnout. Perceived stress was also strongly positively related to burnout. Burnout syndrome among healthcare professionals, Patrick J. Bridgeman, Pharm.D., BCPS, Mary Barna Bridgeman, Pharm.D., BCPS, Joseph Barone, Pharm.D.,FCCP, American Journal of Health-System Pharmacy

According to The Role of Stressors and Coping Strategies in the Burnout Experienced by Hospice Workers, Sardiwalla, N. MA; VandenBerg, H. PhD; Esterhuyse, K. G. F. PhD40 , The helping professions have always been associated with high levels of stress and burnout because of the emotional intensity of the relationships with patients. The nature of hospice work can be both rewarding and challenging. Hospice workers encounter a variety of work- and client-related stressors. The work-related stressors they face include organizational stressors and role ambiguity they experience in their work environment. Social factors make up a third set of work-related stressors. Chronic exposure to these stressors may result in burnout if they are not adequately dealt with. Coping strategies can be divided into 3 categories, namely, problem-focused coping strategies, emotionally focused coping strategies, and ineffective coping strategies

According to Juan Pedro Martínez-Ramón Profiles of Burnout41, Coping Strategies and Depressive Burnout syndrome is has been associated with mental health problems such as depression, anxiety, and stress. Given this fact, some teachers implement various coping strategies for emotional control that are not always functional to mitigate such difficulties. Accordingly, this study aimed to identify different burnout profiles that vary in the levels of the three underlying dimensions: depersonalization (DE), emotional exhaustion (EE), and personal accomplishment (PA). Further, this study aimed to examine whether there are significant differences in depressive symptomatology, coping strategies, and the quality of interpersonal relationships at school between teachers with varying burnout profiles.

According to First published: 13 April 201142 Coping with coping strategies: how distributed teams and their members deal with the stress of distance, time zones and culture , The changing world of work is increasing demands on workers through greater need for flexibility in global collaboration. This multiple-case study uses a qualitative research approach to study context-specific job stressors and coping in ten geographically distributed work teams. Results demonstrate the complex and dynamic nature of the stress-coping process and how coping strategies, adapted to manage stress-evoking uncertainty and ambiguity in distributed work, created secondary sources of psychological strain to individuals. The main strategies for managing the uncertainty and ambiguity in the studied teams were extensive emailing.

According to Stanley Rabin,201143 Stress and intervention strategies in mental health professionals . There is growing evidence to show that mental health professionals by the nature of their work are particularly vulnerable to stress with all its detrimental effects on service delivery and quality of care. This comes at a time when mental health services in many countries are under considerable strain. The present paper examines the multifaceted stressors encountered by the mental health team and recommends possible ways of reducing burnout through innovative intervention strategies. The detection of emotional distress and psychological dysfunctioning in mental health providers is outlined and their management carefully considered.

According to Emeka Smart Oruh, Chianu Dibi,202044 Employee stress and the implication of high-power distance culture: empirical evidence from Nigeria's employment terrain, This paper explores the link between employee stress and the high-power distance (HPD) culture in Nigeria. The study context is the banking and manufacturing sectors in Nigeria, which have a history of exploitation, unconducive work environments to productivity, work-life imbalance, work overload, burnout and employee stress.

According to Jennifer Sean Middleton 201545 Relationship Between Vicarious Traumatization and Turnover Among Child Welfare Professionals, Child welfare professionals work on the front lines with maltreated children and their families every day. The very nature of the work can have a significant impact on their emotional well being and ability to effectively perform their jobs, potentially limiting quality service delivery and contributing to overall workforce capacity issues such a turnover. This study examined the relationship between vicarious traumatization and turnover among 1,192 child welfare professionals in five different child welfare organizations across four states.

According to Eric Badu BA,202046 MSc Workplace stress and resilience in the Australian nursing workforce: A comprehensive integrative review, This integrative review aimed to identify and synthesize evidence on workplace stress and resilience in the Australian nursing workforce. A search of the published literature was conducted using EMBASE, MEDLINE, CINAHL (EBSCO), PsycINFO, Web of Science, and Scopus. The search was limited to papers published in English from January 2008 to December 2018. The review integrated both qualitative and quantitative data into a single synthesis. Of the 41 papers that met the inclusion criteria, 65.85% (27/41) used quantitative data, 29.26% (12/41) used qualitative data, and 4.87% (2/41) used mixed methods. About 48.78% (20/41) of the papers addressed resilience issues, 46.34% (19/41) addressed workplace stress, and 4.87% (2/41) addressed both workplace stress and resilience.

According to Chongho Lee, Myungsook An 201447,The effects of emotional display rules on flight attendants’ emotional labor strategy, job burnout and performance , This study investigates the effects of emotional display rules of an airline on the emotional labor strategies of flight attendants (i.e., deep acting, surface acting), job burnout, and work performance. Data were obtained from a survey of 230 flight attendants of a global airline company in South Korea. The results show that the emotional labor strategy performed by flight attendants plays an important role in mediating emotional display rules. Emotional display rules did not directly affect job burnout and work performance, but rather influenced the emotional labor strategy used by flight attendants. Among emotional labor strategies, *deep acting* enhanced job performance and reduced burnout, while *surface acting* improved work performance but increased burnout.

According to Songshan (Sam) Huang48 The impact of coping strategies on occupational stress and turnover intentions among hotel employees , This study examined the impact of problem solving, social support and avoidance as coping strategies on occupational stress and turnover intentions among hotel employees. Using a sample of 455 employees from seven hotels in Shandong Province, China, the study found that problem solving as a coping strategy predicts lower levels of occupational stress. Both social support and avoidance strategies were found to increase occupational stress instead.

According to Liat Eldor Public Service Sector49: The Compassionate Workplace—The Effect of Compassion and Stress on Employee Engagement, Burnout, and Performance, This study seeks to investigate the effect of compassion in the public service workplace. Our compassion model is based on public service sector employees who receive compassionate feelings such as affection, generosity, caring, and tenderness from their supervisors. A longitudinal study of 166 public service employees, their supervisors and 333 of their clients (citizens) was conducted in Israel. In this longitudinal study, we found evidence that receipt of compassion from supervisors (at time 1) in the public service workplace was positively associated with employees' sense of work engagement, and negatively related to their work burnout (at time 2). \

According to Sheena J. Johnson Age50, emotion regulation strategies, burnout, and engagement in the service sector: Advantages of older workersEdad, estrategias de regulación emocional, burnout e implicación laboral en el sector servicios: ventajas en los trabajadores mayors. Organizations face a progressively ageing workforce and jobs with direct customer contact are growing, creating challenging issues from a human resource management perspective. Drawing on socioemotional selectivity theory and lifespan development findings, this study focuses on the research gap in the service sector with regard to age, emotional labour, and associated positive and negative outcomes. Analyses using data from 444 service employees in Germany revealed age is negatively directly related to exhaustion and cynicism, and positively directly related to professional efficacy, as well as positively directly linked to engagement. Additionally, age predicts less burnout and more engagement indirectly through the use of the emotion regulation strategies surface acting and anticipative deep acting.

**3.2 CONCEPTUAL FRAMEWORK**

Whether onsite or remote, today’s workplaces involve deadlines, pressure to perform, heightened competition and the expectation of constant connectivity, which can create fertile ground for employee stress.

One common result of workplace stress is the occupational phenomenon known as workplace burnout, which is characterized by feelings of exhaustion, cynicism and reduced professional efficacy. Burnout can be found in every industry and can undermine the mental health of any worker, from an intern to a senior executive. For this reason, implementing strategies to help promote employee stress relief in the office is of great importance.\

When exploring strategies for mitigating employee stress and burnout in the context of shipment challenges, incorporating theoretical frameworks can provide a structured approach to understanding and addressing these issues. Several relevant theories from psychology, organizational behavior, and management studies can be applied to develop effective strategies. Here's an overview of key theoretical frameworks that can guide interventions to reduce stress and burnout in logistics and shipment operations:

**1. Job Demand-Control (JDC) Model**

Developed by Karasek, this model suggests that job stress is influenced by the balance between the demands of the job and the control an employee has over their work. In shipment environments, high demands often come with low control, leading to stress and burnout. Strategies based on this model might include:

**Increasing employee control:** Empower employees by involving them in decision-making processes and providing them flexibility in how they manage their workload.

**Managing job demands:** Implement efficient workflow systems to distribute and manage tasks effectively to avoid overburdening employees.

**2. Conservation of Resources (COR) Theory**

This theory by Hobfoll asserts that stress occurs when there is a threat of loss, actual loss, or a lack of gain of resources valued by individuals. In the context of shipment challenges, strategies could focus on:

**Resource enhancement:** Provide additional support, such as more staff during peak times, better technological tools for tracking and managing shipments, and training to improve competence and coping strategies.

**Promoting resource conservation:** Develop policies that prevent excessive depletion of employees’ physical and emotional resources, such as adequate breaks and supportive team dynamics.

**3. Effort-Reward Imbalance (ERI) Model**

Siegrist’s model posits that stress arises when the effort put into work is not reciprocated with adequate rewards. This imbalance can be particularly acute in shipment roles during periods of disruption. Strategies might involve:

**Enhancing rewards:** Recognize and reward efforts appropriately, which could be through bonuses, public acknowledgment, career advancement opportunities, or improved work conditions.

**Balancing effort and reward:** Regularly review job roles and responsibilities to ensure they are aligned with the rewards being offered, adjusting either or both where necessary.

**4. Maslach’s Burnout Inventory (MBI)**

While technically an assessment tool rather than a theory, the MBI helps identify and measure the components of burnout: emotional exhaustion, depersonalization, and reduced personal accomplishment. Understanding these components can guide targeted interventions:

**Addressing emotional exhaustion:** Implement stress reduction programs, such as mindfulness training, stress management workshops, and providing access to mental health resources.

**Reducing depersonalization:** Foster a supportive work environment that encourages empathy and positive interactions among coworkers and between staff and management.

**Enhancing personal accomplishment:** Create opportunities for skill development and career progression, and provide constructive feedback that reinforces the value of an employee’s contributions.

**5. Psychological Contract Theory**

This theory examines the beliefs of the individual and the employer about their mutual obligations. In high-pressure environments, ensuring clarity and fairness in these expectations is critical.

**Clarifying mutual expectations:** Regularly communicate and renegotiate terms to ensure both parties are clear and agree on their roles and responsibilities, particularly during times of change.

**Implementation in Shipment and Logistics**

Applying these theories in the context of shipment and logistics involves tailored interventions that address the specific stressors inherent in the industry—such as unpredictable work hours, tight deadlines, and the physical demands of the job. Organizational leaders should focus on strategic changes that enhance worker autonomy, provide adequate support and resources, balance effort with rewards, and maintain open, honest communication about organizational and individual goals and challenges. These theoretical approaches can form a comprehensive framework for reducing stress and mitigating burnout in challenging work environments.

**Burnout is Increasing**

A recent CNBC survey found that employee burnout is at an all-time high, with 42 percent of respondents saying they are burned out. Women and younger workers also reported stress at higher levels than other employees.

Factors that may contribute to the escalation of burnout include heavy workloads, unrealistic expectations and blurred boundaries between work and personal life, all of which can be exacerbated by advancements in technology that may prevent workers from ever going completely off the clock.

The pervasive nature of digital communication and global partnerships means that employees may be expected to be available 24 hours a day and 7 days a week, which can lead to chronic stress. Adding to these employee mental health stressors, the COVID-19 pandemic created unprecedented new challenges, including remote work arrangements, social isolation and economic uncertainty, further amplifying the prevalence of burnout.

**Significant Risks to Organizational Performance**

Burnout not only takes a toll on individual well-being but also poses significant risks to team performance and organizational success. Employees experiencing burnout are more likely to disengage, produce low-quality work and suffer from higher rates of absenteeism, all of which have a negative impact on productivity and profitability. Moreover, burnout can lead to a domino effect within organizations, affecting group dynamics, team morale and employee retention rates.

The American Psychological Association (APA) reports that workplace burnout increases the likelihood of absenteeism, job dissatisfaction, presenteeism and the phenomenon known as quiet quitting.

Workplace burnout can also have an expensive impact on company health costs. That same APA study found that employees with burnout are 57 percent more likely to miss more than two weeks of work and 180 percent more likely to have digestive disorders. Over time, stressed employees are 84 percent more likely to develop Type 2 diabetes and they have a 40 percent increased risk of hypertension.

**Employee Wellbeing as a Strategic Imperative**

Recognizing the detrimental impact of burnout on job satisfaction, engagement and productivity, many organizations are increasingly prioritizing employee mental health and well-being as a strategic imperative. By addressing the root causes of burnout and implementing targeted interventions, organizations can create a more supportive work environment where employees thrive, innovation flourishes, health impacts are mitigated and organizational success is sustained.

Prioritizing employee well-being is essential for fostering a positive work environment where individuals can thrive both personally and professionally. When employees experience workplace burnout, they are more likely to suffer from physical and mental health issues, including anxiety, depression and chronic fatigue. This can not only diminish their ability to perform but can also impact their overall quality of life.

**Implications for Organizational Success**

Workplace stress and employee burnout can have profound implications for organizational success. Employees who are burnt out no longer think of the company’s goals as their own. They may not see the point of going the extra mile for a colleague, team leader or customer; their formerly sharp eye for spotting quality problems may be gone, and they may not feel obliged to worry about the effects of loses or waste on the bottom line.

A disengaged, unmotivated mental state directly impacts productivity, efficiency and work results. High levels of workplace burnout can also contribute to increased turnover as employees seek a better work-life balance or stronger support for their well-being.

Group of freelance multimedia design company employees enjoying their time at work.

**Benefits of Reducing Workplace Stress and Employee Burnout**

Organizations that prioritize employee well-being can cultivate numerous benefits to employees and the organization as a whole. Engaged and satisfied employees are more likely to go above and beyond in their roles, leading to higher levels of innovation, creativity and customer satisfaction. Organizations that provide mental health resources or otherwise invest in their employees’ well-being tend to enjoy lower turnover rates and higher levels of employee loyalty. This can have the effect of reducing recruitment and training costs while fostering a positive reputation as an employer of choice.

Addressing workplace stress and employee burnout is not only a moral imperative but also a strategic one. By creating a culture that values and supports employee well-being, organizations can cultivate a happier, healthier and more productive workforce, contributing to sustained success and a competitive advantage in the long run.

Now, let’s examine some of the most common causes of workplace stress and employee burnout, along with a few strategies for reducing stress and preventing burnout. We will review the steps to implementing stress management initiatives in the workplace and how companies can use these initiatives to help enhance employee mental health and well-being.

**Understanding Workplace Burnout and Stress**

In its International Classification of Diseases, the World Health Organization (WHO) refers to employee burnout as an occupational phenomenon characterized by feelings of exhaustion, increased mental distance, reduced professional efficacy and job-related negativity or cynicism.

Workplace stress includes diverse forms of emotional, physical and psychological strain experienced by individuals due to the demands and pressures of their jobs. Workplace stress may manifest in irritability, anxiety, exhaustion, withdrawal or physical illness. While some levels of stress are normal and even beneficial for employee performance, excessive or prolonged stress will eventually produce the opposite effects, leading to workplace burnout.

Burnout often develops gradually over time, as individuals grapple with persistent work-related stressors without adequate support or coping mechanisms. Burnout can have profound implications for both the individual and the organization, as it can lead to decreased job satisfaction, diminished performance and negative health outcomes.

Below are some of the factors that can contribute to workplace stress and employee burnout:

Workload: Excessive work demands, unrealistic deadlines and conflicting responsibilities may leave employees feeling overwhelmed and unable to keep up.

Lack of Control: A lack of autonomy or input in decision-making processes may cause feelings of frustration and helplessness, leading to increased stress.

Work-life Imbalance: In an interconnected world, the boundary between work and personal life is often blurred, making it difficult for employees to disconnect from the job, fulfill family obligations and recharge outside of work hours.

Social Isolation: The emotional well-being of remote workers may be undermined by a lack of in-person interaction with colleagues and feedback from leaders. Zoom meetings have their place, but without in-person interaction, it can be difficult for remote workers to develop a sense of community and team spirit.

Organizational Culture: A toxic work environment characterized by a lack of integrity, harassment, micromanagement or lack of support can quickly contribute to increased stress and eventual burnout.

Job Insecurity: Concerns about job stability, layoffs or potential reorganizations can create significant stress and anxiety for employees, which can impact their well-being and job performance.

Recognizing these underlying causes and implementing strategies to address them is essential for preventing and mitigating workplace stress and employee burnout. By fostering a supportive and positive work environment, promoting work-life balance and empowering employees with the resources and tools they need to manage stress effectively, organizations can create a healthier, more resilient workplace.

**The Impact of Stress on Employee Performance**

Stress can significantly impair an employee’s ability to function effectively in their role. A stressed employee may have trouble with concentration, poor memory or emotional decision-making, leading to diminished productivity and lost efficiency. Tasks that would typically be manageable may become overwhelming, resulting in missed deadlines and subpar quality of work. Moreover, prolonged exposure to stress can erode motivation and enthusiasm, further diminishing both engagement and job performance over time.

Stress can also take a toll on physical and mental health. Chronic stress has been linked to a myriad of health problems, including cardiovascular disease, gastrointestinal disorders, weakened immune function and musculoskeletal pain. Workplace stress can exacerbate preexisting conditions and increase the risk of developing mental health disorders such as anxiety and depression. Over time, these health consequences may lead to increased absenteeism, presenteeism (being present at work but not fully functional) and higher health care costs for both employees and the organization.

**A Downward Spiral of Declining Health and Performance**

The interplay between workplace stress and resulting health impacts can create a vicious cycle. Physical symptoms of stress, such as fatigue and headaches, may further exacerbate stress levels, leading to a downward spiral of declining health and performance. Left unaddressed, this cycle can have far-reaching consequences for both the individual and the organization, impacting morale, retention and overall organizational effectiveness.

**Identifying Signs of Stress and Burnout**

A concerted effort by the human resources team to identify signs of workplace stress and employee burnout is essential in providing proactive intervention and support. While these signs may vary from individual to individual, there are some common indicators that managers and colleagues can watch for. These include:

Physical and Mental Health Issues: Chronic stress and burnout can take a toll on both physical and mental health. Team leaders should look for signs of anxiety, depression or other mental health disorders, as well as symptoms of chronic conditions such as high blood pressure, headaches, fatigue, insomnia or muscle tension.

Behavioral Changes: Pay attention to changes in behavior or personality, such as becoming more withdrawn, irritable or emotionally volatile. Employees may also exhibit signs of anxiety or depression, such as mood swings or social withdrawal.

Emotional Exhaustion: Workplace burnout can also lead to emotional exhaustion, characterized by feelings of cynicism, detachment and irritability. Employees may become increasingly pessimistic, displaying a lack of enthusiasm for their work, making cynical remarks and withdrawing from social interactions.

Decreased Performance: Workplace burnout can significantly impact job performance, contributing to errors, omissions and missed deadlines. Employees may struggle to concentrate, make decisions or complete tasks efficiently despite their best efforts to remain productive.

Increased Absenteeism: Employees experiencing burnout may frequently call in sick or take unplanned days off, citing vague reasons such as feeling “unwell” or “overwhelmed.” While occasional absences are normal, a pattern of increased absenteeism may indicate underlying stress or burnout.

Decreased Engagement: Workplace burnout can lead to disengagement from work and a loss of motivation. Employees may seem apathetic or indifferent toward their responsibilities, show little interest in professional development opportunities or disengage from team meetings.

**Desktop computer working businessman in office**

**Cultural and Organizational Barriers**

Addressing workplace stress and employee burnout requires a proactive effort from both HR professionals and co-workers who may interact with an individual affected by stress. However, several cultural and organizational barriers may impede progress in effectively tackling these issues.

Stigma and Silence: In many workplace cultures, there can be a stigma associated with discussing mental health and personal struggles. Employees may fear being perceived as weak or incompetent if they admit to experiencing stress or burnout. As a result, they may suffer in silence, reluctant to seek help or disclose their struggles to managers or colleagues.

High-Performance Cultures: When organizations prioritize productivity and achievement above all else, they may inadvertently contribute to the prevalence of stress and burnout. In these high-pressure environments, employees may feel compelled to work long hours, take on excessive workloads and sacrifice their well-being for the sake of meeting targets or deadlines.

Lack of Supportive Leadership: Leadership plays a crucial role in shaping organizational culture and setting the tone for how stress and burnout are addressed. If leaders fail to prioritize mental health or to demonstrate empathy and understanding toward employees’ struggles, it can create a culture where stress is normalized and workplace burnout is disregarded.

Limited Resources and Accessibility: Some organizations may lack the resources or infrastructure necessary to effectively support employee well-being initiatives. These limitations may include inadequate mental health resources, limited access to flexible work arrangements or insufficient training for managers on how to recognize and address signs of employee burnout.

Resistance to Change: Addressing workplace stress and burnout often requires organizational changes, such as implementing policies to promote a better work-life balance, fostering a culture of psychological safety or investing in employee wellness programs. However, resistance to change from entrenched systems, processes or stakeholders can hinder progress and perpetuate existing barriers.

Perception of Cost vs. Investment: Some organizations may view initiatives aimed at addressing workplace stress and burnout as costly expenses rather than strategic investments in their most valuable asset: their employees. This short-sighted perspective may prevent organizations from allocating adequate resources and attention to employee well-being initiatives.

Overcoming cultural and organizational barriers requires a shift in mindset, leadership commitment and a willingness to prioritize employee mental health as a strategic imperative. By fostering open dialogue, promoting supportive leadership and investing in resources and initiatives designed to address workplace stress management, organizations can help create healthier, more resilient workplaces where employees can thrive.

**Lack of Awareness or Prioritization**

A lack of awareness or prioritization of employee mental health is a pervasive issue in many workplaces, with far-reaching consequences for the organization and its employees.

One of the primary reasons for this lack of awareness is the historical emphasis on productivity and performance metrics over employee well-being. In traditional workplace cultures, success has often been measured solely by output, with little consideration given to the health and happiness of employees. As a result, issues such as stress, burnout and mental health have been overlooked or dismissed as inconsequential in comparison to achieving business objectives.

**The Link Between Well-Being and Success**

Some organizations do not understand or acknowledge the link between employee well-being and organizational success, and some leaders may view well-being initiatives as optional perks rather than strategic investments in workforce resilience and performance. This mindset can prevent organizations from allocating resources and attention to initiatives aimed at promoting employee well-being, perpetuating a cycle of employer neglect and employee disengagement.

**The Rugged Individual**

Another contributing factor to the lack of prioritization of employee well-being is the misconception that addressing these issues is solely the responsibility of the individual. While personal resilience and coping strategies are certainly important, they cannot mitigate systemic factors contributing to workplace stress and burnout. In cases such as these, organizations must take proactive steps to provide resources and create a supportive and positive work environment.

**Remote Work and Burnout**

Remote work offers flexibility and autonomy, but it also presents unique challenges that can contribute to workplace stress and employee burnout. Perhaps the most significant challenge is the loss of a clear boundary between work and personal life. Without the physical separation of a traditional office, remote workers may find it difficult to disconnect, causing them to work longer hours and spend less time relaxing and recharging. Without a policy intended to promote work-life balance, the constant proximity to work can contribute to chronic stress and eventual burnout.

Father using the laptop while son is on his back at home

Strategies for Preventing and Mitigating Workplace Stress and Employee Burnout

**Create a Supportive Organizational Culture**

While every organization is different, successful strategies for addressing stress and burnout start with creating a supportive organizational culture. This can be accomplished through promoting healthy work-life balance, encouraging open communication and fostering a sense of belonging.

**Promote a Healthy Work-Life Balance**

A healthy work-life balance is essential for effectively managing personal and professional responsibilities without feeling overwhelmed or burnt out. Organizations can help employees achieve this by implementing policies that support flexible work arrangements, such as remote work options, flexible hours or compressed work weeks.

Additionally, leaders can model healthy work-life balance behaviors by respecting boundaries, encouraging employees to take breaks and discouraging overwork. By prioritizing work-life balance, organizations can demonstrate their commitment to supporting the holistic well-being of their employees, ultimately cultivating a healthier and more engaged workforce.

**Encourage Open Communication**

Open communication and frequent feedback help create a culture of transparency, trust and psychological safety where employees feel comfortable expressing their thoughts, concerns and ideas. Organizations can achieve this by providing regular opportunities for one-on-one meetings, team discussions and anonymous feedback channels.

Leaders should actively listen to employee feedback, address concerns promptly and involve employees in decision-making processes whenever possible. By fostering open communication, organizations can identify and address sources of stress and dissatisfaction before they escalate.

**Foster a Sense of Belonging**

A sense of community and belonging is essential for building a culture in which employees feel valued, connected and supported. Organizations can work to achieve this through team-building activities, social events and recognition programs that celebrate individual and team achievements.

Leaders should also actively promote diversity, equity, and inclusion initiatives to help all employees feel welcomed and respected. By building a community and fostering a sense of belonging, organizations can create employee relationships, enhance collaboration and build a positive work environment.

**Provide Resources and Support for Employees**

Organizations can help support employee stress management and resilience by implementing employee assistance programs, offering mental health resources and providing flexible work arrangements.

**Employee Assistance Programs**

Employee Assistance Programs (EAPs) typically offer confidential counseling services, financial or legal assistance and referrals to additional resources such as childcare or eldercare support. By providing access to professional support and guidance, EAPs can help employees navigate difficult situations and cope with stressors effectively.

EAPs can also provide proactive interventions, such as workshops on stress management and work-life balance, to help employees develop coping strategies and resilience skills.

**Mental Health Resources and Training**

Access to mental health resources and training is essential for creating an environment where employees feel comfortable addressing mental health concerns. Organizations may provide mental health resources ranging from online self-help tools to educational materials to mental health hotlines.

Mental health training for managers and employees can also help raise awareness, reduce stigma and equip individuals with the skills and knowledge to recognize signs of distress and provide appropriate support for other employees’ mental health. Training may cover topics such as stress management techniques, active listening skills and strategies for promoting psychological well-being.

**Flexible Work Arrangements**

By providing flexible work arrangements, employers can allow their workers to better balance their professional and personal responsibilities, contributing to reduced employee stress. Flexible work arrangements may include options such as telecommuting, flexible hours, compressed workweeks or job sharing.

By accommodating diverse needs and preferences, flexible work arrangements can empower employees to create work schedules that align with their family obligations or other circumstances. They can also demonstrate trust and respect for employees’ autonomy, helping to promote a culture of work-life balance throughout the organization.

**Promote Self-Care and Resilience**

Promoting self-care and resilience is essential for building a healthy and thriving workforce. Tactics for implementing this strategy could include offering stress management workshops, encouraging regular breaks and prioritizing physical health and wellness initiatives.

**Stress Management Workshops**

Stress management workshops and training can provide employees with the knowledge, skills and tools needed to effectively manage stress and build resilience in the face of challenges. These workshops may cover topics such as identifying sources of stress, practicing mindfulness and relaxation techniques, setting boundaries and developing healthy coping mechanisms.

**Regular Breaks and Time Off**

Encouraging regular breaks and time off is crucial for promoting work-life balance and preventing burnout. Employees who take regular breaks throughout the day are more likely to feel refreshed, focused and productive.

Organizations can encourage breaks by providing dedicated break areas, promoting the use of vacation days and paid time off and discouraging overworking. By prioritizing rest and renewal as desirable worker behaviors, organizations can show their commitment to improving employee well-being.

**Health and Wellness Initiatives**

Physical health and wellness initiatives can also help employees maintain their overall well-being. These initiatives may include onsite fitness facilities, wellness challenges, nutrition education, cooking or yoga classes and access to group health care resources. Organizations can also promote physical activity and movement throughout the workday by encouraging walking meetings, standing desks and fitness breaks.

Happy colleagues having a coffee break in an office. Group of business people having a conversation in a workplace. Business professionals working in a startup.

**Four Keys to Successful Well-Being Initiatives**

No matter which initiatives are emphasized in an organization’s well-being and stress management strategy, here are four keys steps that can help in creating a successful program.

**Assess the Current State of Employee Well-Being**

How does an organization know that a new strategy for stress management is focused on the right objectives? Before implementing well-being initiatives, it is essential to assess the current state of employee well-being within the organization.

An assessment may involve conducting blind surveys, focus groups or interviews to gather data on employee perceptions, experiences and needs related to well-being. By understanding the specific stressors, challenges and areas of opportunity, organizations can better tailor their well-being initiatives to address the most pressing concerns of employees.

**Document a Comprehensive Well-Being Strategy**

Based on the findings from the assessment, organizations should document a comprehensive well-being strategy that outlines their goals, objectives and action plans for promoting employee well-being. This strategy should encompass a wide range of initiatives targeting various aspects of well-being, including physical, mental, emotional and social.

As elements of the strategy are documented, they should be shared with managers and employees to get buy-in and support from leadership and stakeholders, as well as to ensure alignment with the organization’s values, culture and business objectives.

**Engage Employees in the Process and Solicit Feedback**

Employee engagement is critical to the success of planned wellness programs. Organizations should involve employees in the planning, implementation and evaluation of well-being initiatives to ensure they meet real needs and preferences.

Encourage employees to participate in a well-being committee or task force comprising representatives from different departments or levels of the organization. As initiatives are developed, the HR team should regularly solicit feedback to gauge satisfaction with the strategy, understand employee preferences and identify areas for improvement.

**Monitor and Evaluate the Effectiveness of Each Initiative**

Once a well-being strategy is implemented, the HR team needs mechanisms for monitoring and evaluating its effectiveness over time. This may involve tracking key metrics like employee engagement, absenteeism, turnover rates and productivity levels.

In addition, the organization should conduct regular surveys to assess the impact of individual initiatives. By monitoring and evaluating the effectiveness of well-being initiatives, organizations can make more informed decisions when it is time to reallocate resources or refine the overall strategy.

**Valued, Supported and Empowered to Thrive**

To effectively support employee well-being, organizations must prioritize proactive measures aimed at prevention, intervention and support. As we have discussed, key strategies include promoting work-life balance, fostering a culture of open communication and feedback, providing support such as employee assistance programs and mental health resources, offering flexible work arrangements and prioritizing health and wellness initiatives. By implementing these strategies, organizations can help create a supportive work environment where employees feel valued, supported and empowered to thrive.

By taking proactive steps to address workplace stress and employee burnout, any organization, no matter how large or small, can help create a healthier, happier and more productive workplace. Whether your organization needs help creating a wellness-minded benefits package, developing a company culture that’s focused on employee well-being or anything in between, Higginbotham can help. Talk to one of our employee benefits or HR specialists today.

**1. Increased Employee Productivity and Efficiency**

Reduced Burnout: Employees with lower stress levels are less likely to experience burnout, which can sap energy and reduce working efficiency.

Enhanced Focus: Stress management helps maintain employee focus and attention, crucial in handling shipment tasks that require accuracy and prompt decision-making.

**2. Improved Employee Health and Well-being**

Reduced Health Issues: Chronic stress is linked to numerous health problems, including cardiovascular disease, depression, and a weakened immune system. Effective stress management can lead to healthier employees and reduced absenteeism.

Greater Job Satisfaction: When employees feel their stress is managed well, they are more likely to experience job satisfaction and a positive attitude toward their employer.

**3. Lower Turnover and Recruitment Costs**

Increased Retention: Employees are more likely to stay with an employer that actively supports their well-being and manages workplace stress effectively.

Reduced Costs: Lower turnover reduces the costs associated with recruiting, hiring, and training new employees, which can be significant.

**4. Enhanced Organizational Reputation**

Attracting Talent: Companies known for their positive work environment and employee support programs are more attractive to potential employees.

Customer Satisfaction: Happier, less stressed employees are more likely to provide better customer service, improving client relations and satisfaction.

**5. Increased Adaptability and Resilience**

Coping with Change: Employees in lower-stress environments are better equipped to handle changes and disruptions, a common aspect of shipping and logistics.

Organizational Agility: A less stressed workforce is more nimble and can adapt quickly to new challenges, helping the organization stay competitive in dynamic markets.

**6. Fostering a Positive Workplace Culture**

Enhanced Collaboration: Stress reduction can lead to better interpersonal relationships and teamwork, critical in a logistics environment where coordination is key.

Leadership Development: Implementing stress management strategies offers leaders a chance to hone their skills in empathy, communication, and team management.

**7. Regulatory Compliance and Risk Management**

Reduced Legal Risks: By addressing workplace stress proactively, companies can avoid potential legal issues related to occupational health and safety claims.

Compliance with Health Standards: Many regions have regulations requiring that employers attend to the psychological health of their employees. Effective stress management helps ensure compliance.

**Implementation Strategies**

To reap these advantages, organizations can implement a range of strategies such as providing training in stress management techniques, offering flexible working conditions, improving internal communications, and ensuring that workers have access to mental health resources. Additionally, leadership training to manage team stress, incorporating regular feedback loops, and adjusting workload distributions can help maintain a healthy work environment.

Overall, the proactive management of employee stress and burnout in the shipment industry not only benefits the individual workers but also significantly boosts the organization's overall health, sustainability, and effectiveness.

While the benefits of mitigating employee stress and burnout in the context of shipment challenges are substantial, implementing such strategies can also present certain disadvantages or challenges. Organizations aiming to address these issues must be aware of potential pitfalls and plan accordingly. Here are some disadvantages to consider when exploring strategies to mitigate employee stress and burnout:

**1. Cost Implications**

**Initial Investment:** Implementing new programs, such as stress management workshops, enhanced HR support, or advanced technological solutions, requires upfront investment, which might strain budgets, especially for smaller businesses.

**Ongoing Costs:** Maintaining these programs, such as subscriptions for wellness platforms or ongoing training for staff, represents recurring expenses.

2. Resource Allocation

**Time Consumption:** Developing and implementing stress reduction programs can be time-consuming. This time could alternatively be spent on direct operational activities or other strategic initiatives.

**Shift of Focus:** Focusing on internal processes for managing stress might temporarily distract from other critical areas like customer service or innovation.

3. Employee Resistance

**Cultural Fit:** Not all interventions might be well-received by all employees. For instance, some may view activities like mindfulness or resilience training as invasive or irrelevant.

**Change Fatigue:** Employees might be resistant to changes, especially in a high-stress environment, leading to skepticism or non-participation in proposed programs.

4. Implementation Challenges

**Scalability:** Programs that work well in a small team might not scale effectively across larger, more diverse teams or across different geographic locations.

**Consistency:** Ensuring consistent application and fairness in stress management practices across all levels of an organization can be challenging.

5. Measurement Difficulties

**ROI Measurement:** Determining the return on investment (ROI) of stress management programs can be difficult, as benefits may not be immediately apparent or directly quantifiable.

**Impact Assessment:** Evaluating the effectiveness of various interventions can be complicated due to the subjective nature of stress and the multitude of contributing factors.

6. Potential for Mismanagement

**Improper Implementation:** Poorly implemented stress management programs can lead to an increase in stress if they are perceived as merely "tick-box" exercises by employees.

**Inadequate Solutions:** Programs that do not address the root causes of stress but focus only on superficial symptoms may lead to further frustration among employees.

7. Legal and Ethical Considerations

**Privacy Concerns:** Gathering data on employee stress levels and mental health might raise privacy issues, requiring careful handling to ensure compliance with data protection laws.

**Ethical Risks:** There's a risk that stress management initiatives might be used to justify increased workloads or continued poor working conditions under the guise of helping employees "cope" better.

Mitigation of Disadvantages

To minimize these disadvantages, it's crucial for organizations to:

**Plan carefully,** ensuring that programs are tailored to the specific needs and cultures of their workforce.

**Communicate transparently** with all stakeholders about the purposes, processes, and benefits of any new initiative.

**Monitor and adjust** strategies in response to feedback and measurable outcomes to ensure they remain relevant and effective.

**CHAPTER-4**

**DATA ANALYSIS AND INTERPRETATION**

**TABLE NO.4.1**

**GENDER WISE CLASSIFICATION**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of Respondents** | **Percentage** |
| Male  | 65 | 65 |
| Female | 35 | 70 |
| **Total** | **100** | **100** |

 Source: Primary data

**CHART NO. 4.1**

**GENDER WISE CLASSIFICATION**

**INTERPRETATION**

TABLE NO.4.1 shows that 70% of the respondents are female and rest of them are male.

**TABLE NO.4.2**

**ROLE IN THE LOGISTICS COMPANY**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of Respondents** | **Percentage** |
| Manager | 42 | 42 |
| Supervisor | 5 | 5 |
| Warehouse staff | 35 | 35 |
| Driver | 16 | 16 |
| Other  | 2 | 2 |
| **Total** | **100** | **100** |

 Source: Primary data

**CHART NO. 4.2**

**ROLE IN THE LOGISTICS COMPANY**

**INTERPRETATION**

TABLE NO.4.2 shows that 42% of the respondents role in the logistics company is as manager , 35% warehouse staff and 16% driver, 5% supervisor and 2% Other.

**TABLE NO.4.3**

**WORKING IN THE LOGISTICS SECTOR**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of respondents** | **Percentage** |
| Less than 1 year | 5 | 5 |
| 1-3 years | 5 | 5 |
| 4-6 years | 45 | 45 |
| More than 6 years | 30 | 30 |
| Understanding the Issues | 15 | 15 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.3**

**WORKING IN THE LOGISTICS SECTOR**

**INTERPRETATION**

TABLE NO.4.3 shows that 45% of the respondents is being working in the logistics sector for 4-6 years , 30% more than 6 years,15% understanding the issues and 5% 1-3 years and another 5% less than 1 year.

**TABLE NO.4.4**

**FACE SHIPMENT CHALLENGES AT WORK**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No. of Respondents**  | **Percentage**  |
| Daily | 33 | 33 |
| Weekly | 15 | 15 |
| Monthly | 32 | 32 |
| Rarely | 20 | 20 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO.4.4**

**FACE SHIPMENT CHALLENGES AT WORK**

**INTERPRETATION**

TABLE NO.4.4 shows 33% of the respondents FACE shipment challenges at work daily, 32% monthly, 20% rarely and 15% weekly

**TABLE NO.4.5**

**MOST COMMON SHIPMENT CHALLENGES YOU ENCOUNTER**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No. of Respondents**  | **Percentage**  |
| Delays | 35 | 35 |
| Incorrect shipments | 40 | 40 |
| Damaged goods | 15 | 15 |
| Overloading | 5 | 5 |
| Communication errors | 5 | 5 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO. 4.5**

**MOST COMMON SHIPMENT CHALLENGES YOU ENCOUNTER**

**INTERPRETATION**

TABLE NO.4.5 shows that 40% of the respondents incorrect shipments is the most common shipment that challenges encounter, 35% delays, 15% damaged goods and 5% overloading and another 5% communication errors

**TABLE NO.4.6**

**CHALLENGES AFFECT WORK-LIFE BALANCE**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No. of Respondents**  | **Percentage**  |
| Yes | 45 | 45 |
| No | 55 | 55 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO. 4.6**

**CHALLENGES AFFECT WORK-LIFE BALANCE**

**INTERPRETATION**

Table 5.6 shows that 55% of the respondents does not face challenges that affect work-life balance and 45% face .

**TABLE NO.4.7**

**EXPERIENCED SYMPTOMS OF BURNOUT DUE TO THESE CHALLENGES**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No. of Respondents**  | **Percentage**  |
| Often | 20 | 20 |
| Sometimes | 30 | 30 |
| Rarely | 30 | 30 |
| Never | 15 | 15 |
| Coping Mechanisms | 5 | 5 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO. 4.7**

**EXPERIENCED SYMPTOMS OF BURNOUT DUE TO THESE CHALLENGES**

**INTERPRETATION**

TABLE NO.4.7 shows that 30% of the respondents rarely experienced symptoms of burnout due to these challenges, 30% sometimes, 20% often and 15% never and 5% coping mechanisms.

**TABLE NO.4.8**

**CURRENT STRATEGIES USE TO MANAGE STRESS RELATED TO SHIPMENT CHALLENGES**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No. of Respondents**  | **Percentage**  |
| Taking breaks | 20 | 20 |
| Seeking support from colleagues or supervisors | 15 | 15 |
| Physical activity or exercise | 45 | 45 |
| None | 20 | 20 |
| Other (Please specify) | 0 | 0 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO. 4.8**

**CURRENT STRATEGIES USE TO MANAGE STRESS RELATED TO SHIPMENT CHALLENGES**

**INTERPRETATION**

TABLE NO.4.8 shows that 45% of the respondents current strategies use to manage stress related to shipment challenges physical activity or exercise, 20% none, another 20% taking breaks and 15% seeking support from colleagues or supervisors

**TABLE NO.4.9**

**EFFECTIVE STRATEGIES**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No. of Respondents**  | **Percentage**  |
| Very effective | 40 | 40 |
| Somewhat effective | 5 | 5 |
| Not effective | 10 | 10 |
| Management and Support | 45 | 45 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO. 4.9**

**EFFECTIVE STRATEGIES**

**INTERPRETATION**

TABLE NO.4.9 shows that 45% of the respondents agrees that the effective strategies is management and support , 40% very effective,10% not effective and 5% somewhat effective

**TABLE NO.4.10**

**COMPANY PROVIDE TRAINING TO HANDLE SHIPMENT CHALLENGES**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No. of Respondents**  | **Percentage**  |
| Yes | 80 | 80 |
| No | 20 | 20 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO.4.10**

**COMPANY PROVIDE TRAINING TO HANDLE SHIPMENT CHALLENGES**

**INTERPRETATION**

TABLE NO.4.10 shows that 80% of the respondents agree that the company provide training to handle shipment challenges and 20% does not agree that company provide training to handle shipment challenges

**TABLE NO.4.11**

**SUPPORT SYSTEM IN PLACE AT WORK FOR DEALING WITH STRESS AND BURNOUT**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No. of Respondents**  | **Percentage**  |
| Yes | 70 | 70 |
| No | 30 | 30 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO.4.11**

**SUPPORT SYSTEM IN PLACE AT WORK FOR DEALING WITH STRESS AND BURNOUT**

**INTERPRETATION**

TABLE NO.4.11 shows that 70% of the respondents agree that they support system in place at work for dealing with stress and burnout and30% of the respondents does not agree .

**TABLE NO.4.12**

**SUPPORT FROM MANAGEMENT ON THIS ISSUE**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No. of Respondents**  | **Percentage**  |
| Yes | 55 | 55 |
| No | 45 | 45 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO.4.12**

**SUPPORT FROM MANAGEMENT ON THIS ISSUE**

**INTERPRETATION**

TABLE NO.4.12 shows that 55% of the respondents agree that support from management on this issue and 45% disagree

**TABLE NO.4.13**

**MOST HELPFUL TYPE OF SUPPORT**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No .of Respondents**  | **Percentage**  |
| Training programs | 20 | 20 |
| Access to counselling services | 10 | 10 |
| Regular feedback sessions | 30 | 30 |
| Flexible working conditions | 40 | 40 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO.4.13**

**MOST HELPFUL TYPE OF SUPPORT**

**INTERPRETATION**

TABLE NO.4.13 shows that 40% of the respondents most helpful type of support is flexible working conditions , 30% regular feedback sessions, 20% training programs and 10% access to counseling services

**TABLE NO.4.14**

**TYPE OF PRODUCT EXPORTING MORE**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No.of Respondents**  | **Percentage**  |
| Frozen Shrimp products | 20 | 20 |
| Frozen Cuttle fish products | 50 | 50 |
| Frozen Squid products | 20 | 20 |
| Frozen Octopus products | 10 | 10 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO. 4.14**

**TYPE OF PRODUCT EXPORTING MORE**

**INTERPRETATION**

TABLE NO.4.14 shows that 50% of the respondents agree the frozen cuttle fish products are exporting more. 20% frozen shrimp products, 10% frozen octopus products and 20% frozen squid products

**TABLE NO.4.15**

**MOST PREFERRED ROUTE FOR EXPORTATION**

|  |  |  |
| --- | --- | --- |
| **Particulars**  | **No.of Respondents**  | **Percentage**  |
| Air way | 15 | 15 |
| Sea way | 64 | 64 |
| Road way | 21 | 21 |
| **TOTAL** | **100** | **100** |

**Source: Primary data**

**CHART NO. 4.15**

**MOST PREFERRED ROUTE FOR EXPORTATION**

**INTERPRETATION**

Majority of the respondents 64% Agree that most preferred route for exportation is sea way and 21% road way and 15% air way.

**TABLE NO.4.16**

**KIND OF INGREDIENTS USED IN THE GOODS WHILE IN THE SHIPMENT PROCESS**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of respondents** | **Percentage** |
| STPP( sodium tri polyphosphate | 90 | 90 |
| NP1 | 10 | 10 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.16**

**KIND OF INGREDIENTS USED IN THE GOODS WHILE IN THE SHIPMENT PROCESS**

**INTERPRETATION**

Majority 90% of the respondents agree that kind of ingredients used in the goods while in the shipment process is STPP( sodium tri polyphosphate and 10% NP1.

**TABLE NO. 4.17**

**MANAGEMENT DISCUSS STRESS AND BURNOUT WITH EMPLOYEES**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of respondents** | **Percentage** |
| Frequently | 5 | 5 |
| Occasionally | 10 | 10 |
| Rarely | 15 | 15 |
| Never | 20 | 20 |
| Potential Solutions | 50 | 50 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.17**

**MANAGEMENT DISCUSS STRESS AND BURNOUT WITH EMPLOYEES**

**INTERPRETATION**

TABLE NO.4.17 shows that 50% of the respondents management discuss stress and burnout with employees is potential solutions and 20% never, 15% rarely, 10% occasionally and 5% frequently

**TABLE NO. 4.18**

**IMPROVEMENTS COULD BE MADE TO REDUCE SHIPMENT-RELATED STRESS**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of respondents** | **Percentage** |
| Better technology tools | 40 | 40 |
| More staff to handle loads | 10 | 10 |
| Improved communication | 15 | 15 |
| Better planning and logistics management | 35 | 35 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.18**

**IMPROVEMENTS COULD BE MADE TO REDUCE SHIPMENT-RELATED STRESS**

**INTERPRETATION**

TABLE NO.4.18 shows that 40% of the respondents better technology tools used to improvements could be made to reduce shipment-related stress,35% better planning and 15% improved communication and 10% more staff to handle loads

**TABLE NO. 4.19**

**AUTOMATION IN CERTAIN AREAS OF LOGISTICS REDUCE YOUR STRESS LEVELS**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of respondents** | **Percentage** |
| Yes | 80 | 80 |
| No | 20 | 20 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.19**

**AUTOMATION IN CERTAIN AREAS OF LOGISTICS REDUCE YOUR STRESS LEVELS**

**INTERPRETATION**

TABLE NO.4.19 shows that 80% of the respondents agree that the automation in certain areas of logistics reduce your stress levels and 20% disagree

**TABLE NO. 4.20**

**PARTICIPATE IN A PEER-SUPPORT GROUP FOCUSED ON COPING WITH SHIPMENT CHALLENGES**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of respondents** | **Percentage** |
| Very likely | 20 | 20 |
| Somewhat likely | 75 | 75 |
| Unlikely | 5 | 5 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.20**

**PARTICIPATE IN A PEER-SUPPORT GROUP FOCUSED ON COPING WITH SHIPMENT CHALLENGES**

**INTERPRETATION**

TABLE NO.4.20 shows that 75% of the respondents somewhat likely participate in a peer-support group focused on coping with shipment challenges, 20% very likely and 5% unlikely

**TABLE NO. 4.21**

**BETTER CUSTOMER SERVICE MANAGEMENT COULD HELP IN REDUCING SHIPMENT-RELATED STRESS**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of** respondents | **Percentage** |
| Yes | 90 | 90 |
| no | 10 | 10 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.21**

**BETTER CUSTOMER SERVICE MANAGEMENT COULD HELP IN REDUCING SHIPMENT-RELATED STRESS**

**INTERPRETATION**

TABLE NO.4.21 shows that 90% of the respondents agree that the better customer service management could help in reducing shipment-related stress and 10% disagree

**TABLE NO. 4.22**

**TRANSPARENT AND ACCOUNTABLE MANAGEMENT STYLE HELP IN REDUCING STRESS**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of respondents** | **Percentage** |
| Yes | 65 | 65 |
| No | 35 | 35 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.22**

**TRANSPARENT AND ACCOUNTABLE MANAGEMENT STYLE HELP IN REDUCING STRESS**

**INTERPRETATION**

TABLE NO.4.22 shows that 65% of the respondents agree that transparent and accountable management style help in reducing stress and 35% does not agree

**TABLE NO. 4.23**

**FLEXIBLE WORKING HOURS BE IN MANAGING STRESS LEVELS**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of respondents** | **Percentage** |
| Very beneficial | 75 | 75 |
| Somewhat beneficial | 10 | 10 |
| Not beneficial | 15 | 15 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.23**

**FLEXIBLE WORKING HOURS BE IN MANAGING STRESS LEVELS**

**INTERPRETATION**

TABLE NO.4.23 shows that 38% of the respondents says that flexible working hours be in managing stress levels is very beneficial , 10% somewhat beneficial and 15% not beneficial

**TABLE NO. 4.24**

**THE COMPANY INVEST IN MENTAL HEALTH DAYS SPECIFICALLY FOR DEALING WITH HIGH-STRESS PERIODS**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of respondents** | **Percentage** |
| Yes | 80 | 80 |
| no | 20 | 20 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.24**

**THE COMPANY INVEST IN MENTAL HEALTH DAYS SPECIFICALLY FOR DEALING WITH HIGH-STRESS PERIODS**

**INTERPRETATION**

TABLE NO.4.24 shows that 80% of the respondents agree that the company invest in mental health days specifically for dealing with high-stress periods and 20% disagree

**TABLE NO. 4.25**

**EFFECTIVE REGULAR TEAM-BUILDING ACTIVITIES BE IN REDUCING STRESS**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of respondents** | **Percentage** |
| Very effective | 20 | 20 |
| Somewhat effective | 75 | 75 |
| Not effective | 5 | 5 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.25**

**EFFECTIVE REGULAR TEAM-BUILDING ACTIVITIES BE IN REDUCING STRESS**

**INTERPRETATION**

TABLE NO.4.25 shows that 75% of the respondents are somewhat effective regular team-building activities be in reducing stress, 20% very effective and 5% not effective

**TABLE NO. 4.26**

 **APPRECIATE HAVING ACCESS TO REAL-TIME DATA AND UPDATES ABOUT SHIPMENTS**

|  |  |  |
| --- | --- | --- |
| **Category** | **No. of respondents** | **Percentage** |
| yes | 85 | 85 |
| no | 15 | 15 |
| **Total** | **100** | **100** |

Source: Primary Data

**CHART NO. 4.26**

**APPRECIATE HAVING ACCESS TO REAL-TIME DATA AND UPDATES ABOUT SHIPMENTS**

**INTERPRETATION**

TABLE NO.4.26 shows that 85% of the respondents appreciate having access to real-time data and updates about shipments and 15% disagree

**CHAPTER 5**

 **FINDINGS, SUGGESTIONS AND CONCLUSION**

**5.1 FINDING**

* From this study we can concluded that majority of the respondents (65%) are female.
* This study indicates that most of the respondent’s (42%) role in the logistics company is as manager
* Majority of the respondents (45%) is being working in the logistics sector for 4-6 years.
* The study shows that most of the respondents (32%) face shipment challenges at work daily
* It was found that majority of the respondents (40%)incorrect shipments is the most common shipment that challenges encounter
* From the data it can be conclude that most of the respondents (55%) does not face challenges that affect work-life balance
* This data shows that most of the respondents (30%) rarely experienced symptoms of burnout due to these challenges
* Conclusively, Majority of the respondents (45%)current strategies use to manage stress related to shipment challenges physical activity or exercise
* As indicated by the data most of the respondents (45%) agrees that the effective strategies is management and support
* This study indicates that most of the respondents (80) agree that the company provide training to handle shipment challenges
* As we have seen majority of the respondents (70%) agree that they support system in place at work for dealing with stress and burnout
* Based on the results of this study, it seems most of the respondents (55%) agree that support from management on this issue
* From the data it can be conclude that above average of the respondents (40%) most helpful type of support is flexible working conditions
* The study shows that majority of the respondents (50%) agree the frozen cuttle fish products type of product are exporting more
* Though there has been much debate on the subject, it is clear that most (64%) of tehm agreed that their preferred route for exportation is sea way
* The data clearly indicate of the respondents (90%) agree that kind of ingredients used in the goods while in the shipment process is STPP (sodium tri polyphosphate
* From this study we can concluded most of the respondents (50%) management discuss stress and burnout with employees is potential solutions
* To extrapolate from the data of the respondents (40%) better technology tools used to improvements could be made to reduce shipment-related stress
* The results of this study seem to indicates most of the respondents (80%) agree that the automation in certain areas of logistics reduce your stress levels
* This data shows that majority of the respondents (75%) somewhat likely participate in a peer-support group focused on coping with shipment challenges
* From the data it can be conclude that most of the respondents (90%) agree that the better customer service management could help in reducing shipment-related stress
* From this study we can concluded majority of the respondents (65%) agree that transparent and accountable management style help in reducing stress
* It was found that majority (75%) of the respondents says that flexible working hours be in managing stress levels is very beneficial
* The study shows that most of the respondents (80) agree that the company invest in mental health days specifically for dealing with high-stress periods
* Majority of the respondents (75%) are somewhat effective regular team-building activities be in reducing stress
* This study indicates that most of the respondents(85%) appreciate having access to real-time data and updates about shipments

**5.2 SUGGESTIONS**

* It is required to make specific plan that address potential shipment issues.
* The study highlights the requirements on outlining on clear strategies for communication, problem solving and stress management.
* The workshops and training sections need to conduct to regular interval in order to update the employees on best practices for managing shipment related issues.
* They will have to be flexible work schedule to executive the work.
* Setting a dedicated supporting system for employees dealing with shipment related issue is essential.
* It is required continuously monitor the stress level and overall wellbeing of employees constant.
* It is required to constantly conducted services feed backs from employees to get updates on the employees well-being.

**5.3 CONCLUSION**

Exploration of strategies to mitigate employee stress and burnout due to shipment challenges involves summarizing the insights gained and outlining practical steps for implementation. Shipment challenges such as delays, logistical complications, and customer dissatisfaction can significantly impact employee morale and productivity. Effective management strategies are essential to not only address these issues but also to sustain a resilient and motivated workforce.

By implementing these strategies, organizations can mitigate the negative impacts of shipment challenges on employees, promoting a healthier, more productive workplace. This proactive approach not only addresses immediate issues but also builds a strong foundation for handling future challenges.

**BIBLIOGRAPHY**

**BIBLIOGRAPHY**

**BOOKS:**

1. Duckworth, A. L. (2016). Grit: The Power of Passion and Perseverance. New York, NY: Scribner.
2. Lazarus, R. S., & Folkman, S. (1984). Stress, Appraisal, and Coping. New York: Springer.
3. Maslach, C., & Leiter, M. P. (2016). Burnout: The Cost of Caring. Cambridge, MA: Malor Books.
4. Pfeffer, J. (2018). Dying for a Paycheck: How Modern Management Harms Employee Health and Company Performance—and What We Can Do About It. New York, NY: HarperBusiness.
5. Quick, J.C., & Tetrick, L.E. (2011). Handbook of Occupational Health Psychology. Washington, DC: American Psychological Association.
6. Ahola, K. (2010). Burnout as a predictor of all-cause mortality among industrial employees. Journal of Psychosomatic Research
7. Bazarko, D. (2013). The Impact of an Innovative Mindfulness-Based Stress Reduction Program on the Health and Well-Being of Nurses Employed in a Corporate Setting.
8. Beck, C. T. (2012). A Mixed Methods Study of Secondary Traumatic Stress in Labor and Delivery Nurses.
9. Devereux, J. (2009). Staff Stress and Burnout in Intellectual Disability Services.
10. Gilbreath, B. (2012). SUPERVISOR BEHAVIOR AND EMPLOYEE.
11. Grandey, A. A. (2017). Surface Acting and Deep Acting as Determinants of Emotional Exhaustion and Peer-Rated Service Delivery.
12. Harrison, W. D. (1980). Role Strain and Burnout in Child-Protective Service Workers.
13. Arnetz, B. B., & Arnetz, J. E. (2001). A longitudinal study of the impact of organizational change on the cost of employee healthcare. Social Science & Medicine, 52(4), 613-622.
14. Bakker, A. B., & Demerouti, E. (2007). The Job Demands‐Resources model: State of the art. Journal of Managerial Psychology, 22(3), 309-328.
15. Beehr, T. A., & Newman, J. E. (1978). Job stress, employee health, and organizational effectiveness: A facet analysis, model, and literature review. Personnel Psychology, 31(4), 665-699.
16. Bond, F. W., & Bunce, D. (2003). The role of acceptance and job control in mental health, job satisfaction, and work performance. Journal of Applied Psychology, 88(6), 1057-1067.
17. Cooper, C. L., & Marshall, J. (1976). Occupational sources of stress: A review of the literature relating to coronary heart disease and mental ill health. Journal of Occupational Psychology, 49(1), 11-28.
18. Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. Journal of Applied Psychology, 86(3), 499-512.
19. European Agency for Safety and Health at Work. (2009). Work-related stress. Luxembourg: Publications Office of the European Union.
20. Frone, M. R., Russell, M., & Cooper, M. L. (1997). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. Journal of Applied Psychology, 82(1), 15-26.
21. Karasek, R., & Theorell, T. (1990). Healthy work: Stress, productivity, and the reconstruction of working life. New York: Basic Books.
22. Leiter, M. P., & Maslach, C. (2009). Nurse turnover: The mediating role of burnout. Journal of Nursing Management, 17(3), 331-339.
23. Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. Journal of Organizational Behavior, 2(2), 99-113.
24. Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. Annual Review of Psychology, 52(1), 397-422.
25. Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. Journal of Applied Psychology, 88(5), 879-903.
26. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. Journal of Organizational Behavior, 25(3), 293-315.
27. Schaufeli, W. B., Leiter, M. P., & Maslach, C. (2009). Burnout: Thirty-five years of research and practice. Career Development International, 14(3), 204-220.
28. Spector, P. E. (1986). Perceived control by employees: A meta-analysis of studies concerning autonomy and participation at work. Human Relations, 39(11), 1005-1016.
29. Taris, T. W., Schaufeli, W. B., & Verhoeven, L. C. (2005). Workaholism in the Netherlands: Measurement and implications for job strain and work-nonwork conflict. Applied Psychology, 54(1), 37-60.
30. Van Dierendonck, D., & Schaufeli, W. B. (1996). Burnout among general practitioners: A perspective from equity theory. Journal of Social and Clinical Psychology, 15(4), 403-422.
31. Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. Journal of Occupational Health Psychology, 5(1), 84-94.
32. Zapf, D., Dormann, C., & Frese, M. (1996). Longitudinal studies in organizational stress research: A review of the literature with reference to methodological issues. Journal of Occupational Health Psychology, 1(2), 145-169.
33. Zohar, D., & Luria, G. (2003). The use of supervisory practices as leverage to improve safety behavior: A cross-level intervention model. Journal of Safety Research, 34(5), 567-577.
34. Hobfoll, S. E. (1993). A General Stress Theory Applied To Burnout.
35. Innstrand, S. T. (2004). An Intervention Study for Staff Working with People with Intellectual Disabilities.
36. Kemp, E. (2013). Role Stressors and Emotional Exhaustion on Organizational Commitment and Identification in Professional Truck Drivers.
37. Kim, H. (2010). Job conditions, unmet expectations, and burnout in public child welfare workers.
38. Lasalvia, A. (2018). Influence of perceived organisational factors on job burnout.
39. Lloyd, C. (2009). Social work, stress and burnout.
40. Maben, J. (2022). ‘You can't walk through water without getting wet’ UK nurses’ distress and psychological health needs during the Covid-19 pandemic.
41. MD, P. O. (1998). Stress among package truck drivers.
42. Nagar, K. (2012). Organizational Commitment and Job Satisfaction among Teachers during Times of Burnout.
43. Nguyen, M. H. ( 2023). Challenges to last-mile logistics during the Covid-19 pandemic.
44. Nguyen, M. H. (2023). Challenges to last-mile logistics during the Covid-19 pandemic.
45. Nguyen, M. H. (2023). What if delivery riders quit? Challenges to last-mile logistics during the Covid-19 pandemic.
46. PhD, J. J. (2017). A narrative review of trends, causes, implications, and recommendations for future interventions.
47. Rabin, S. (2011). Stress and intervention strategies in mental health professionals.
48. Shinn, M. (1984). Coping with job stress and burnout in the human services.
49. SULTANA, A. (2020). Burnout among healthcare providers during COVID-19.

**WEBSITES**

* <https://www.higginbotham.com>
* www.googlescholar.com

**ANNEXURE**

**QUESTIONNAIRE**

**EXPLORING STRATEGIES FOR MITIGATING EMPLOYEE STRESS AND BURNOUT CAUSED BY SHIPMENT CHALLENGES IN LOGISTICS COMPANIES WITH SPECIAL REFERENCE TO UNIROYAL MARINE EXPORT LIMITED**

1. Gender
	* 1. Male
		2. Female
2. What is your role in the logistics company?
3. Manager
4. Supervisor
5. Warehouse staff
6. Driver
7. Other
8. How long have you been working in the logistics sector?
9. Less than 1 year
10. 1-3 years
11. 4-6 years
12. More than 6 years
13. Understanding the Issues
14. How often do you face shipment challenges at work?
15. Daily
16. Weekly
17. Monthly
18. Rarely
19. What are the most common shipment challenges you encounter?
20. Delays
21. Incorrect shipments
22. Damaged goods
23. Overloading
24. Communication errors
25. Do these challenges affect your work-life balance?
26. Yes
27. No
28. Have you experienced symptoms of burnout due to these challenges?
29. Often
30. Sometimes
31. Rarely
32. Never
33. Coping Mechanisms
34. What current strategies do you use to manage stress related to shipment challenges?
35. Taking breaks
36. Seeking support from colleagues or supervisors
37. Physical activity or exercise
38. None
39. Other (Please specify)
40. How effective do you find these strategies?
41. Very effective
42. Somewhat effective
43. Not effective
44. Management and Support
45. Does your company provide training on how to handle shipment challenges?
46. Yes
47. No
48. Is there a support system in place at work for dealing with stress and burnout?
49. Yes
50. No
51. Would you like more support from management on this issue?
52. Yes
53. No
54. What type of support would be most helpful?
55. Training programs
56. Access to counseling services
57. Regular feedback sessions
58. Flexible working conditions

13. Which type of product you are exporting more ?

1. Frozen Shrimp products
2. Frozen Cuttle fish products
3. Frozen Squid products
4. Frozen Octopus products

14. Which is your most preferred route for exportation ?

1. Air way
2. Sea way
3. Road way

15. What kind of ingredients used in the goods while in the shipment process ?

1. STPP( sodium tripolyphosphate
2. NP1
3. How often does management discuss stress and burnout with employees?
4. Frequently
5. Occasionally
6. Rarely
7. Never
8. Potential Solutions
9. What improvements could be made to reduce shipment-related stress?
10. Better technology tools
11. More staff to handle loads
12. Improved communication
13. Better planning and logistics management
14. Would automation in certain areas of logistics reduce your stress levels?
15. Yes
16. No
17. How likely would you participate in a peer-support group focused on coping with shipment challenges?
18. Very likely
19. Somewhat likely
20. Unlikely
21. Do you think better customer service management could help in reducing shipment-related stress?
22. Yes
23. No
24. Would a more transparent and accountable management style help in reducing stress?
25. Yes
26. No
27. How beneficial would flexible working hours be in managing your stress levels?
28. Very beneficial
29. Somewhat beneficial
30. Not beneficial
31. Should the company invest in mental health days specifically for dealing with high-stress periods?
32. Yes
33. No
34. How effective would regular team-building activities be in reducing stress?
35. Very effective
36. Somewhat effective
37. Not effective
38. Would you appreciate having access to real-time data and updates about shipments?
39. Yes
40. No

