

Effects Of Job Stress On Employee Satisfaction With Reference To It Comanies For The Partial Fulfilment of the Requirement For The Award Of Bachelor Of Business Administration.

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EXCEUTIVE SUMMARY

In the current lifestyle of utmost complexities, the stress level is raising at a phenomenal rate. The factors that contribute to stress not only differ between cultures, but also within the culture itself, from a sophisticated to a normal class family, the ultimate necessity is the job, may it be a business or a salaried job. This research work is an analytical, empirical study based on survey of IT professionals in India. The sample was drawn from the various IT hubs in India to make it more representative of the IT professional's population. Through the pre-tested questionnaire used in the survey, data were generated on the respondents' demographics, their perceived organizational stressors, their self-assessed stress levels, job satisfaction, intention to quit and their stress coping strategies. The findings of this study would contribute significantly in better understanding of the stress in IT sector by the academicians and the practitioners. Finally, this study enriches the literature on stress management with respect to the sunshine industry of India management with respect to the sunshine industry of India.

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I. Introduction

The India Information Technology (IT) Sector is seen in conjunction with the Information Technology enabled Services (ITeS). The sector has a substantial contribution to the national economy as it caters to domestic and foreign markets. The rise of exports makes it account for almost 75 % of its total earned revenue. Broadly, the sector is divided into four large segments that comprise of IT services, ITES-BPO and Software; which includes both Research and Development and Engineering.

Apart from various other accolades this sector has also been instrumental in energizing economic growth through its interaction with the higher education sector pertaining to computers and all the Engineering fields.

As economic times get harder; there arises diminishing security of jobs, because of which people remain in jobs that are consistent; but not fulfilling. The IT sector is seen to be characterized with high Role Stress (Colomo-Palacios et al., 2014b; Karad, 2010). The nature of work pressures in contemporary organizations requires employees to work longer hours, under stressful conditions of workload, performance pressure and competition. The IT industry is seen to be characterized by challenging conditions of organizational Stress 4 6. Stress has highlighted itself in the visibility of a rising trend of employee sickness, premature labour turnover, and premature retirement due to ill health, lost production. In 1936, Prof. Hans Selye, "The father of modern stress", researched on dysfunctional effects of stress on the human body due to overarching demands on it. The empirical research in the field began only after Hans Seyle's first article on stress in 1956 20. Stress can be categorized into positive and negative aspects. Positive stress is also called *eustress* and can be defined as a pleasant or curative stress that helps a person to perform better, given the situational demands. The General Adaptation syndrome considers *eustress* as a part of the initial indication of the alarm in the body, but problem seems to arise when the alarm is ignored and ones resources are completed depleted and result in a burnout 21. Negative stress is reached by the body when the body alarms are ignored and the body heads towards a burnout. Increasing workplace demands along with increasing professional aspirations create a point of dissonance for the employee by making him work against all odds of time and resources. A big

challenge for organizations now is to create an environment that equips employees with well suited coping mechanisms and programs in fruitful stress management.

Particularly in the IT organizations; organizational culture is seen to be lacking in terms of assisting the employees on the knowledge about stress and coping for psychological problems. The work process are highly dynamic and time bound, as employees have definite targets to meet, that are incubated in different time zones. The life expectancy of products and programs declines each year, while the demands on employees to provide better solutions increases. Internal IT departments that cannot keep pace with the changes and are not sufficiently adaptable are in a danger of being outsourced. Because of the unique set of environmental pressures in IT functions - continuous re-engineering, outsourcing, more demanding customers, general information overload (Karad, 2010) and hard decisions (Colomo-Palacios et al., 2013).

In the Indian IT industry, the trend towards aspiring youngsters who would work extra hours to acquire material comforts; seems to increase. Researchers have shown that broadly the major causes of workforce attrition in the IT sector are work-related, psychological and emotional. The specific variables are effort- reward imbalance, perceived workload and emotional exhaustion. Research shows that there is a very common practice of software engineers who have less than five years of work experience; to leave work. This is a resultant of issues like a shrinking student base, low attractiveness of the profession in terms of image and status (García-Crespo et al., 2008; Day, 2007). A direct outcome of stress is seen in the high levels of attrition that the industry faces. A big challenge for contemporary organizations is to create an environment that equips employees with well suited coping mechanisms and programs in stress management. Research shows that, high levels of stress can lead to emotional exhaustion, lower organizational commitment, and increased turnover intentions (Cropanzano et al. 2003). More recently, research by Colomo-Palacios et al. (2014) shows that stress also leads to IT career abandonment.

A big challenge that the organizations face is that, stress interventions cannot be used as a blanket strategy for all the employees. Apart from individual differences that exist in the workforce; there are always generic differences that are brought forward by demographic factors. The present study explores in detail, the role of various demographic factors in studying workplace stress among the professionals of the IT industry. There are extremely few researches that explore this aspect in the Indian IT industry. The IT sector is also seen to be characterized with high role stress (Karad, 2010). The employees have definite targets that they have to meet, as most of the projects are time bound and incubated in different time zones. Employees need to work through night shifts and deliver the services. Apart from this, the nature of the IT industry makes it subject to phenomenal and increasingly rapid changes. Internal IT departments that cannot keep pace with the changes and are not sufficiently adaptable are in danger of being outsourced. Thus, given the scenario, the employees of the sector need to develop the 1) the ability to learn, 2) the ability to work in teams, 3) oral and written communication, 4) problem solving and reasoning, and 5) a point of reference to health and wellness (Colomo-Palacios, R. et al, 2014). More recently, research by Colomo-Palacios et al. (2014) shows that stress also leads to IT career abandonment (Korczynski, 2001)

The outcomes of the study will be beneficial for the management professionals in dealing with different strata of employees, when it comes to the issue of workplace stress.

RESEARCH PROBLEM

The study throws light on the wide spread silent problem by name „Stress“, which gave raise to acute dysfunctions and are called diseases as per medical terminology, especially the heart related diseases, if left uncared the extremity of stress may turn a person vulnerable and even lead to the suicide of the person. The work stress is found in all the professions, and it's the fact that every job has its own complexity and at times the job profile itself may be stressful, the very affected are the IT professionals who are highly target driven, highly pressured on results, and are squeezed both physically and mentally to the maximum on their roles and loads.

RESEARCH OBJECTIVES

The present study was designed to analyze the various factors influencing occupational stress, job satisfaction and coping strategies of the information technology professionals in India, with following specific objectives:-

To study the demographic profile of the respondents in the select IT Industry.

1. To measure the level of occupational stress among the IT professionals.
2. To examine the impact of organizational stressors considered with the occupational stress level of the IT professionals.
3. To suggest suitable measures for reducing occupational stress to the IT Companies

II. Review Of Literature

Lazarus (1993) explained Stress, as a condition or feeling experienced when a person perceives that the, “environmental demands exceed the personal and social resources that the individual is able to mobilize”. Hans Selye referred to stress as the, “non-specific response of the body to any demand for change” (Selye, 1997). Research shows that Stress has been studied from various contemporary and historic perspectives. Its impact on work outcomes has been heavily research upon. Researchers have also tried to identify the role of different cultural, demographic and social factors on stress. While on the one hand it has been reported that there are no differences between women and men in relation to workplace stress, it has also been noted that there are differences in both stressors and the severity of stress between the genders.

Spielberger & Reheiser (1994) conducted a study with 1781 working adults, measuring gender differences in occupational stress using the Job Stress Survey (JSS) in American university and corporate settings. It was found that there were no significant differences in the overall stress levels for the two genders, although occupational stress level was highly significant with managerial/professional participants (Spielberger & Reheise, 1994).

Nelson, and Quick (1998) explored the various reasons of work stress in organizations. The researchers have identified four basic factors which are; *Role Factors, Job Stressors, Physical Stressors and Interpersonal Stressors* (Michailids & Elwaki, 2001). They explained *Role* based factors causing stress by virtue of an expectation set that is placed on an individual within an organization; especially if these are confusing, ambiguous or conflicting. *Job stressors* are explained as factors related to the basic quality and quantity of work performed as well as the feedback and appraisals that individuals receive regarding their job performance. *Physical Stressors* are explained as stressors that affect the senses, such as light, noise, vibration, smell, temperature, etc. *Interpersonal Stressors* are the factors that deal with one’s inability to manage and cope with co workers, friends, family and all associates in general.

Russell & Zinta (2000) investigated the relationship of Organizational Stress and exhaustion to work outcomes such as commitment, turnover intentions, and organizational citizenship behaviors. Based on the Conservation of Resources (COR) model, it was found that stress & emotional exhaustion were negatively related to organizational commitment and supervisory commitment. Emotional exhaustion effected turnover intentions positively. Organizational citizenship behaviors were studied and were found to be negatively related to organizational stress & emotional exhaustion. Therefore a stressed employee was more likable to quit his job.

Neelamegam & Asrafi (2001) identified & measured the level of stress of bank employees that was resultant of the changes in the banking sector due to policy changes, globalization and liberalization and increased competition from the entrance of more private (corporate) sector banks. The study established that stress levels were negatively correlated to years of service and qualification. Incongruent roles, insults, long work hours were identified as major factors of work related stress.

Oi-ling Siu (2002) examined the levels of stress in Managerial and Non Managerial employees in organizations in China and Hong Kong. Standard instruments were used to carry out this research. The study showed that occupational stressors play a significant role in determining job satisfaction, mental and physical well-being. It was also seen that organizational commitment and well-being are positively related to each other, emphasizing that committed employees would have less levels of stress and vice versa.

Michailids & Elwkai (2003) studied factors contributing to workplace stress in the fast-food industry. The Occupational Stress Indicator was used for examining these factors with a sample size of 100 respondents working in different fast food restaurants .It was found that factors such as, ones feeling about their job, behaviour, interpretation of events around them and coping differences contributed to stress. There was significant difference in the perception of stress between women and men as well as individuals in managerial and non-managerial positions with regards to their personality, the degree of ambition and work dedication they possess.

Bacchino et al. (2003) Studied the congruence between personal and organizational values (P-OC), perceived psychological contract violations (PCV), and work stress in the context of age, gender, and job tenure. The results of the study showed that employees reporting higher levels of psychological contract violations are more likely to experience organizational stress. Male Employees were reported higher amounts of stress. Beehr et al. (2003) studied the congruence between sources of the stressor and social support. A sample of 117 respondents was chosen. Two social support measures were used; mainly social support from the supervisor and from the co-workers. A social support scale was used for analysis. The results showed that the Congruence between the sources of stressors and of social support appeared to make little difference in determining the moderating effect of social support on the relationship between stressors and strain. It was seen that role ambiguity and workload originating from the supervisor were positively related to stress.

It has been reported that although women and men are exposed to the same stressors, women are also facing unique stressors. This is particularly important according to Hofboll et al. (2003) as several studies have found that the provision of workplace support was more effective in reducing occupational stress in men than in

women. It was reported that women in particular are exposed to the following stressors: multiple roles; lack of career progress; and discrimination and stereotyping.

Aziz (2004) examined the levels of organizational *Role Stress* among women in the IT private sector organizations. The ORS Scale was used on a sample of 256 women professionals. Amongst the major stressors, it was seen that, Resource *inadequacy (RIN)* was ranked as the most potential stressor and was followed by Role *Overload (RO)* and *Personal Inadequacy (PI)*. It was seen that there was significant difference in the stress levels of professionals who were not married and married (Rydstedt, L. W., et al, 2004).

Loosemore & Waters (2004) studied the influence of gender on stress levels in the construction industry. The studies significantly found that overall; men experience slightly higher levels of stress than women. They added that men get more stressed by risk taking, disciplinary matters, and implications of mistakes, redundancy, and career progression. Women on the other side were more influenced with factors such as, opportunities for personal development, rates of pay, keeping up with new ideas, business travel, and the accumulative effect of minor tasks.

Sharma (2004) examined the role and causes of stress in the lives of doctors working in private and public hospitals. Role overload and conflict were seen to be the major reasons of stress. Torkelson & Muhnonb (2004) studied the relationship between coping and health problems in the context of gender and level in the organization. Data was collected from a sample of 279 women and men (100 managers and 179 non-managers) at a sales department in a Swedish telecom company. The nature of work for both men and women were kept similar. The analysis showed that with the level and gender kept controlled, there was no relation between problem-focused strategies and health. On the other hand, emotion-focused strategy of seeking emotional support was associated with fewer health problems. It was observed that the coping mechanisms of individuals were related to the levels that they held. At senior levels, similar coping strategies were used where as at non managerial levels, conventional coping patterns were used.

Michailidis & Georgiou (2005) examined occupational stress of employees in the banking sector by taking a sample of 60 bank employees working at different levels. The Occupational Stress Indicator (OSI) was used for analysis. The results showed that employees' educational levels affect the degree of stress they experience in various ways. Factors such as educational background, the strength of the employees' family support, and the amount of time available for them to relax was also instrumental in contributing towards workplace stress experienced by individuals.

Härenstam and MOA Research Group (2005) studied the management strategies and working conditions in 72 establishments by classifying these elements by type of operations and company position, in order to learn about the increase in occupational stress and sick leaves. The results showed that management technologies distribute risks between segments of the labour market and different groups of the labour force. The developments were most favorable in high tech and knowledge-based operations and least favourable.

Rydstedt et al. (2004) studied the lay theories of stress. The researchers aimed at studying the lay beliefs concerning work stress and perceived strain. A sample of 2270 was used to build on an earlier study of lay beliefs that were assessed by a scale consisting of 36 items. Factor analysis gave a solution with five factors on perceived causes and four factors of perceived alleviation of work stress. Significant relations was found between lay beliefs of work stress and perceived mental strain as well as job stress. It was also found that individual's subjective beliefs about work stress were a potentially mediating factor between objective working conditions and stress outcomes.

Dasgupta & Kumar (2009) analyzed the sources of *Role Stress* among a sample of female doctors working in Shimla. The study revealed that *Self-Role Distance (SRD)*, *inter-role distance (IRD)*, *Role Stagnation (RS)*, *Role Ambiguity (RA)*, *Role Overload (RO)*, *Role Isolation (RI)*, *Role Expectation Conflict (REC)* and *Role Inadequacy (RI)* are the major sources of role stress. The study also showed that there was no significant difference among the male and female doctors, except on the parameters of *inter-role distance (IRD)* and *role inadequacy (RI)*. The male doctors were found to have greater mean scores on these two parameters 110.

Nikolaou & Tsaousis (2009) studied the relationship between emotional intelligence and stress in a sample of professionals in mental health institutions. A total of 212 participants were administered the Emotional Intelligence Questionnaire as well as the Organizational Stress Screening Tool (ASSET), a new organizational screening tool, which measures workplace stress. The results of the study showed that Emotional Intelligence was negatively co related to stress and positively related to affective commitment.

Smith (2011) researched on the effect of demographic and diversity statistics on stress and highlighted that here is a need to establish a unified definition of perceived stress as it means different things to different people. A universal understanding and role of individual differences is still unclear through research.

Wirtz et al. (2013) Investigated whether occupational role stress is associated with differential levels of the stress hormone. Findings suggested that occupational role stress in terms of role uncertainty acts as a background stressor that is associated with increased HPA-axis reactivity to acute stress.

Yongkang (2014) explored the relationship among role conflict, role ambiguity, role overload and job stress among the middle-level cadres in the Chinese local government. A sample of 220 employees was selected. The results showed that time pressure was significantly correlated with role conflict and role overload. Along with this, the study also established that job anxiety and job stress were significantly and positively correlated with role ambiguity, role conflict and role overload; role ambiguity had a significant and positive effect on job anxiety and job stress; role conflict and role overload had a significant and positive effect on time stress, job anxiety and job stress.

Table 1. shows the different groups in which key words of similar meaning and application are grouped together

Table 1.
Identification of key words from Literature Review

| Key Words (Research Definitions) | Group |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| <ul style="list-style-type: none"> • Physical damage as a result of the bodies general over adaptation to the stressor (Selye , 1997) | Physical damage felt by the body |
| <ul style="list-style-type: none"> • Discrepancies between the way in which individuals view themselves, the ways in which they perceive others as responding to them, and the actually do evaluate them. (Lundgren ,1978) | One's sense of self concept |
| <ul style="list-style-type: none"> • Non-specific response of the body to, demand for change, perception (Selye , 1997) • Perceiving stressor as a stressor (Briner et al. 2004) • Responding to an event that could be imaginary or real (Brieir & Elliott ,1988) • Individual's own judgment (Holroyd & Lazarus 1982) | Stress as one's individual perception |
| <ul style="list-style-type: none"> • Discrepancy in environment its demands of us • A reaction of a particular individual to a environmental stimulus. (Hinkle 1973). • Individual and environment coexisting in a dynamic relationship.(Folkman, Lazarus, Gruen & De Longis, 1986) | Strain of Environmental demands |
| <ul style="list-style-type: none"> • An over or under load of information or matter (Steinberg & Ritzmann 1990) • Demands exceed the personal and social resources (Lazarus 1993) | Work Overload& under load |
| <ul style="list-style-type: none"> • Incompatible behaviour, multiple expectations or obligations associated with a single social role (Levi ,1996) • A misbalance between what we actually need versus what we are capable to provide (Levi ,1996) | Non clarity of one's roles |
| <ul style="list-style-type: none"> • Individual difference in stress inception such as; personality, self esteem, locus of control, coping style, hardiness, type A, attribution style, demographics, expectations, preferences, commitment, health related factors and abilities (Payne, 1988; Parkes, 1994) • Individual Differences such as locus of control, hardiness, and coping resources (Cox & Ferguson, 1991) | Individual differences and Personality |

III. Research Methodology

The present study considered top seven IT companies according to the estimate by the National Association of Software and Services Companies (NASSCOM, 2020). A convenience sample of 700 IT professionals are used in the present study, A total of 700 questionnaires (100 questionnaires to each IT company) were distributed physically, through web links and emails to professionals employed in the selected software companies operating in different city locations in India. The sample was drawn from both men and women software professionals holding positions ranging from trainees or fresher"s to middle management.

HYPOTHESIS

H0: There are no significant relationship between organizational stressors and occupational stress.

IV. Analysis Of Data

Demographic profile of the respondents

Gender

The final sample (N=482) was composed of 272 males (56.4 %) and 210 females (43.6 %). Gender – composition of the sample is realistic and representative with almost equal distribution of male and female ratio.

Age the age of the respondents are grouped into four categories: (1) less than

25 years, (2) 25 – 30 years, (3) 31 – 35 years and (4) above 40 years. 103 (21.4%) respondents are in age group of „less than 25 years“, 176 (36.5%) in „25 to 30 years“, 145 (30.1%) in „30 – 35 years“, and 58 (12%) in „above 35 years“.

Education

The pilot study conducted before arriving at final questionnaire has made it clear that IT sector is having only graduates and post-graduates. Hence, the final questionnaire was limited with two options. The final sample represented 63.1 % (n=304) of graduates and 36.9 % of post graduates (n=178).

Marital Status

With regard to marital status of the respondents, both married and unmarried were equally distributed representing 229 singles or unmarried (47.5%) and 253 married (52.5 %) software professionals.

Spouse Occupation

Further spouse occupation was asked in the survey to know their family conditions and culture. It was found that 148 (30.7 %) respondents have working life partners and 105 (21.8 %) have home makers.

Family Size

Family size was recorded with options such as „less than 2 members“, „3

– 4 members“ and „above 4 members“. From the survey, it was found that there are very few respondents (18.3%) who are having „less than 2 members“ in their family. Majority of the respondents (43.4) have „3 – 4 members“ in their family and 38.4 % of respondents have a family size above 4 members.

Annual Income

The other important variable in the present study is family income. The income of the respondents was categorized as: „below 2 lakhs“, „3 – 5 lakhs“, „5 – 10 lakhs“ and „above 10 lakhs“. Majority of the respondents were in „3 – 5 lakhs“ category i.e., 167 (34.6%). The next major group found was „5 – 10 lakhs“ i.e., 148 (30.7 %). 103 respondents were in the category „less than 2 lakhs“ and only 64 (13.3 %) respondents were in the category „above 10 lakhs“.

Work Experience

Majority of the respondents, 177 (36.7 %) are at entry level with less than 2 year experience, and 136 (28.2 %) have 2 to 4 year experience.

73 respondents (15.1 %) are team or project leaders at the middle level with 4 to 7 year experience and 96 (19.9 %) are technical or functional heads with more than 7 years of work experience.

Working Hours

From the pilot study, it was found that the IT professionals are having eight to ten hours of work shifts based on their project deadlines and company policies. The final sample represents a majority of professionals working nine hours per day i.e., 248 (51.5 %) and reasonable good number of professionals was working 10 hours per day i.e. 153 (31.7 %). Only 81 respondents (16.8 %) reported their work shift as eight hours.

OBJECTIVE-2 FINDINGS

The occupational stress of IT professionals were analysed by using their self- assessment on factors such as selfanalysis, stress related behavior, stress and habitual changes and routine hassles at work. The scale items were formulated from the self-assessment test originally developed by two American psychologists Holmes and Rahe („the social readjustment rating scale“ Psychosomatic Medicine, 1967). A total of forty three statements that reflects on physical symptoms, emotional symptoms, behavioural symptoms, psychological symptoms and negative thoughts were used to examine the individuals occupational stress levels. Each statement was given with the anchors 1 – strongly disagree, 2 – agree, 3 – neutral, 4 – agree and 5 – strongly

disagree. This section deals with a detailed discussion on the sample responses collected from the questionnaire survey.

a)Self Analysis

, it can be noticed that the respondents are not satisfied with their present enjoyment in life. They realized that they could improve their relationship and performance. The high mean was observed for the statement „I could be more successful in my relationships“ (mean=3.63)and the comparatively lower mean was observed for the statement „I have less confidence and self-Esteem than I would like to“ (mean=2.14). The overall mean is 2.92 for self-analysis scale which indicates that the stress level of the respondents was neither at low level nor at high level.

b) Stress Related Behaviour : the respondents do not like to spend overtime at workplace. Even though, the respondents agreed that they are having stress, still they are quite normal in doing the work and maintaining family relations. Most of the respondents agreed that people notice their stress easily (mean=3.29). The least mean was recorded to the statement „I like to spend most of the time at Work place“ (mean=2.49). The overall mean is 2.84 for stress related behavior scale.

c) Stresses and habitual changes:

The stress and habitual changes scale was designed to examine the effect of stress on individuals diet habits, smoking and drinking habits. A total of five statements were asked with five point scale it can be noticed that high mean was observed for the statement „Spending time with family and friends will keep me happy and peaceful“ (mean=4.13) and low mean was observed for the statement „Smoking relieves stress“ (mean=1.80) and „Alcohol consumption is a stress reliever“ (mean=1.90). The overall mean is 2.75 for stress and habitual changes scale. This made it clear that respondents prefer family and friends as stress relievers than cigarettes and liquor. Moreover, the food habits found to be neutral with no strong agreement or disagreement.

d) Routine Hassles at Work

A total of twelve statements were asked to the respondents on a five point scale to answer. , it can be noticed that the occupational stress is high as overall scale mean is 3.29. The high mean was observed for the statement „The job requires learning new things“ (mean=3.73) and the low mean was observed for the statement „The job requires lot of physical effort“ (mean=2.03). it can be inferred that continuous learning i.e. updating the skill set is a major stress factor for IT professionals. The nature of IT job is demanding professionals to be multi skilled, creative and to work in a faster way with unrealistic deadlines. Though the physical efforts are less, the mental efforts are high which is making IT professionals more stressful in performing their job related tasks.

Overview of Respondents Occupational Stress

| S No | Scale | No of Items | Mean | S.D. |
|------------------------------------|-----------------------------|-------------|------|-------|
| 1 | Self-Analysis | 18 | 2.92 | 0.603 |
| 2 | Stress Related Behaviour | 8 | 2.84 | 0.699 |
| 3 | Stress And Habitual Changes | 5 | 2.75 | 0.687 |
| 4 | Routine Hassles at Work | 12 | 3.29 | 0.482 |
| Overall Occupational Stress | | | 2.99 | 0.468 |

OBJECTIVE 3 FINDINGS:

The linear regression analysis was performed to examine the statistical significant relationship between the stressors considered and stress levels by „Enter“ method. Regression is based on correlation, but allows a more sophisticated exploration of the interrelationship among a set of variables.

Table also displays the "Durbin-Watson test for autocorrelation" which is a statistic that indicates the likelihood that the deviation (error) values for the regression.

Table -Regression Model Testing between Organizational Stressors and b Occupational Stress – Model Summary

| Model Summary | | | | | |
|---------------|-----------|----------|-------------------|----------------------------|----------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin- Watson |
| 1 | a .670 | .450 | .438 | .35086 | 1.799 |

- a. Predictors: (Constant), RIN, RE, IRD, PI, RS, RI, REC, RA, SRD, RO
- b. Dependent Variable: Overall Stress

The Durbin-Watson statistic is always between 0 and 4. A value of „2“ means that there is no autocorrelation in the sample. Values approaching „0“ indicate positive autocorrelation and values toward „4“ indicate negative autocorrelation. The Durbin-Watson value is close to „2“ which represents no autocorrelation which means the values are independent.

Table - Regression Model Testing – ANOVA Results on Occupational Stress

| ANOVA | | | | | | |
|-------|------------|----------------|-----|-------------|--------|-----------|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 47.343 | 10 | 4.734 | 38.459 | b .000 |
| | Residual | 57.980 | 471 | .123 | | |
| | Total | 105.324 | 481 | | | |

- a. Dependent Variable: Overall Stress
- b. Predictors: (Constant), RIN, RE, IRD, PI, RS, RI, REC, RA, SRD, RO

Table displays the ANOVA Test results of the model tested by using the linear regression analysis. The analysis of variance conducted by considering occupational stress level as dependent variable (a) and all the organizational stressors considered as independent variable (b) displayed significance value less than 0.000 (p<0.05) with F value as 38.459. This shows that the model displayed statistical significant relationship between the predictors“ i.e. independent variables and the occupational stress level i.e. dependent variable.

Table Model Testing – t test Results on Occupational Stress

| Coefficients | | | | | | |
|--------------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| Model | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.475 | .095 | | 26.115 | .000 |
| | IRD | .354 | .035 | .516 | 10.217 | .000 |
| | RS | -.278 | .041 | -.441 | -6.751 | .000 |
| | REC | -.268 | .048 | -.407 | -5.580 | .000 |
| | RE | -.080 | .041 | -.128 | -1.976 | .049 |
| | RO | -.234 | .062 | -.319 | -3.764 | .000 |
| | RI | .233 | .053 | .318 | 4.420 | .000 |
| | PI | .183 | .040 | .294 | 4.564 | .000 |
| | SRD | .306 | .043 | .596 | 7.074 | .000 |
| | RA | .272 | .037 | .508 | 7.399 | .000 |
| | RIN | -.258 | .062 | -.389 | -4.153 | .000 |

- a. Dependent Variable: Overall Stress

Table shows the t test results conducted in Regression model testing. From the table it can be noted that all the considered organizational stressors has shown significant values of p ($p < 0.05$) and overall model tested has shown fair amount of variance and significant p values in ANOVA test employed. Thus, it can be stated that there is statistical significant relationship between the organizational stressors considered in the present study with the occupational stress level of the IT professionals. **Hence, H08 (i.e. null hypothesis) is rejected.**

V. Discussion And Findings

In the sample of 482 respondents, 56.4% are males and 43.6% females. The marital status of respondents is equally distributed in groups. 21.4% of the respondents are having age below 25 years, 36.5% are in the age group of „25 -30 years“, 30.1% are in „30 - 35 years“ and 12% are above 35 years. Respondents displayed low mean distribution in all the organizational stressors that were considered in the present study.

Respondents revealed routine hassle at work as the biggest contributor for their occupational stress. Respondents displayed neither agreement nor disagreement on their occupational stress.

One hypothesis framed relating organizational stressors and occupational stress were tested using appropriate statistical tools. The study found no significant relationship of gender and marital status on occupational stress. By conducting z test and analysis of variance, the study found age, education, experience, working hours and income having significant relationship with occupational stress. By employing linear regression model testing, it is found that 45% of variance in occupational stress can be explained by the ten organizational stressors considered in the present study.

VI. Conclusion

Numerous employees encounter themselves under an heavy pressure of work and don't get help to adapt to it. Those employees with large amounts of pressure ought to get assistance they should have the capacity to adapt to the pressure they are looking in their everyday working environment and have the capacity to work to their maximum capacity. In the light of the results and discussion part of the study we conclude that the stress faced due to lack of proper physical condition, over time of work and lack of proper delegation of authority by the superiors. Comparing with other business sectors the time pressures make it difficult for team members to relieve other members to attain three training programs. Role Isolation is bound to occur when a person feels that his role is isolated from the mainstream of organizational life. This is mostly a result of the nature of tasks that are handled by different teams and their contributions in the overall process. A software developer would have the product or service passed on to the software tester, such that all important appropriations can be made. A lack of ownership in the end product is likely to arise, creating a sense of role isolation. Research and current training practices in the IT industry also show that the training is mostly related to technical skills. The industry needs to focus on behavioral training also that will help the employees in dealing with attitudinal issues related to work and this would help in developing coping mechanisms and well-being.

The role of demographic factors on the conception of organizational stress is also important. We notice that in terms of gender; on the parameters of Inter role distance (IRD) and Resource Inadequacy; women feel more stressed than their male counter parts. Inter Role Distance (IRD) can be explained as a gap between one's concept of self and the demands of his role For example, the role of an executive vs. the role of a husband/wife that one plays in his day to day life. Mostly women have to multitask and play their professional and personal roles parallel, that paves way for a feeling of distance amongst the two extreme roles and the inability to suffice any successfully. Resource Inadequacy (RIN) arises when human and material resources allocated are inadequate to meet the demands of the role. This is also a cause of stress for women. Role Erosion (RE) and Role stagnation (RS) occur as one sees a lack of advancement opportunities in one's career. Previous researches also show that women experience more subjective stress than men (Aziz, 2004). Within the IT industry, it is seen that the skill requirements vary through different projects and the skills of a professional; need to be updated with the fast paced evolution in technology. Thus the cycle time for training needs to be taken care of.

VII. Limitations

Any study based on the consumer survey through a predesigned questionnaire suffers from the basic limitation of the possibility of difference between what is recorded and what is truth, no matter how carefully the questionnaire has been designed and field study has been conducted.

- Non-Probabilistic (Convenience) Sample was used in conducting the survey covering various prominent IT hubs in India. The sample size taken may be inadequate to throw accurate figure on the stress levels and its impact in IT industry.

- Evaluation is based on the primary data gathered through questionnaire and accuracy of the findings entirely depends on the accuracy of the responses given by the customers. The respondents were sometimes reluctant to answer the question and the response may be biased.

VIII. Recommendations

Based on the major findings of this study, the researcher has made several recommendations for implementing effective stress management strategies in the IT Industry to make the IT employees work in stress-free environment and to achieve work life balance.

- 1) Stress management programs should be developed in organizations to acquaint the employees with various techniques such as meditation, yoga, relaxation training and managing of lifestyle.
- 2) The freedom given to plan the work, weightage given to the views and opinions, participation in decision making, sense of belonging, free and fair communication and sympathetic approach towards personal problems will definitely reduce the stress faced by the professionals.
- 3) IT Industry should minimize the chances of employee stress caused by various factors like overuse of computers and also safeguard employees' health from musculoskeletal disorders by using ergonomically designed peripherals at the workplace.
- 4) The weekly schedule and the work load have to be equally distributed on all days of the week using PDCA (Plan - Do - Check - Act) method, so that the work is accumulated at the end of the week or at the start of the week.
- 5) The organization should offer flexible work options to its employees enabling them to work for a fixed number of hours, spread as per their convenience.
- 6) The occupational stress can be reduced and organizational stressors can be minimized if the selection and assigning of positions match the competencies of the employee.
- 7) The training programs shall be conducted by the experts in the specific area of treating the stressed individuals. The organisations shall have training calendar and adhere to it strictly.
- 8) Social support is an important way to cope with stress that everyone can practice by maintaining friendship. Therefore, the IT industry should facilitate social support by providing opportunities for social interaction among employees as well as their families.

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