

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	CRITICAL ISSUES IN PROCESSING MARKETING AND INVESTMENT: IT'S CHALLENGES AND OPPORTUNITIES IN AGRICULTURAL RAW MATERIALS IN NIGERIA <i>DR. ABDULSALAM JIBRIL</i>	1
2.	A STUDY ON OCCUPATIONAL STRESS AND COPING STRATEGIES AMONG ITES EXECUTIVES <i>DR. SUMATHI ANNAMALAI & DR. R. NANDAGOPAL</i>	8
3.	AN ECONOMIC ANALYSIS OF THE PRODUCTION AND MARKETING OF GRAPE CULTIVATION IN THENI DISTRICT, TAMIL NADU <i>VAIRAM & B. MUNIYANDI</i>	14
4.	GENDER DISCRIMINATION AT WORKPLACE AMONG ITES EMPLOYEES <i>T. CHRISTY CHANCHU & DR. K. T. GEETHA</i>	19
5.	A STUDY OF IMPACT OF LEADERSHIP ON MOTIVATION IN A GOVERNMENT AND A PRIVATE SECTOR ENTERPRISE <i>DR. E. LOKANADHA REDDY & DR. G HARANATH</i>	25
6.	A REVIEW OF THE IMPACT OF VISUAL MERCHANDISING ON CONSUMER PSYCHOLOGY: CONCEPTUAL FOUNDATIONS AND RESEARCH ISSUES <i>KAVITA SASIDHARAN KULKARNI & DR. D.LALITHAA RANI</i>	29
7.	MICROFINANCE: A TOOL FOR EMPOWERMENT OF WOMEN <i>DR. M S SUBHAS & KIRAN KUMAR</i>	35
8.	IMPACT OF SELF HELP GROUPS ON GENDER EQUITY AND SUSTAINABLE DEVELOPMENT <i>DR. H. R. UMA, PUSHPA NANAIAH K & MADHU G. R.</i>	38
9.	THE IMPACT OF CREDIT RISK ON THE PERFORMANCE OF TANZANIAN COMMERCIAL BANKS <i>DR. SRINIVAS MADISHETTI & KAMUGISHA ALFRED RWECHUNGURA</i>	42
10.	RELATIONSHIP BETWEEN PRINCIPALS' LEADERSHIP STYLE AND TEACHING STYLE OF TEACHERS <i>DR. SURABHI PUROHIT</i>	48
11.	THE ROLE OF HIGHER EDUCATIONAL INSTITUTES IN FOSTERING EDUCATIONAL SOCIAL RESPONSIBILITY IN INDIA <i>DR. BADAL RATH, DR. KALPANA SAHOO & VIJAYA LAKSHMI MOHANTY</i>	53
12.	GENDER DISPARITY IN ELEMENTARY EDUCATION IN INDIA: A CHALLENGE FOR INCLUSIVE GROWTH <i>ANDALIB ZAIHRA, JIYAU RAHMAN & ZEB SHEEREEN</i>	57
13.	A STUDY OF PROBLEMS AND MEASURES OF ECONOMIES OF ONION IN MAHARASHTRA <i>R. S. SALUNKHE</i>	62
14.	EMERGING MARKETS: THE STORY OF DISCOVERY AND DYNAMICS OF A NEW ASSET CLASS <i>DR. HARIP RASULSAB KHANAPURI</i>	65
15.	IMPACT OF STOCK MARKET LIBERALIZATION ON THE ECONOMIC DEVELOPMENT OF EMERGING COUNTRIES <i>DR. S. BEULAH MABEL</i>	74
16.	MAJOR APPROACH OF EFFECTIVE LEADERSHIP <i>SUBHRANSU SEKHAR JENA</i>	76
17.	GLASS CEILING- GLOBAL STUDY AND ITS RELATED IMPLICATIONS <i>MONIKA KHEMANI</i>	86
18.	A STUDY ON DAIRY PRACTICES AND OPPORTUNITIES IN DAIRY INDUSTRY IN INDIA <i>DR. R. SUBRAMANIYA BHARATHY & M.SELVAKUMAR</i>	90
19.	IMPLICATIONS OF FDI ON RETAIL SECTOR IN INDIA: A COMPARATIVE STUDY IN EXPERIENCE OF INDIA AS A HOST ECONOMY <i>SANCHAY JOSHI & PRAVIN JADHAV</i>	93
20.	POSITIVE AFFECT IN RELATION TO AD LIKENESS AND PREFERENCE TO BUY AMONG THE HIGH AND LOW EMOTIONALLY INTELLIGENT YOUNG ADULTS <i>DR. SANTHOSH.K.R. & RISHA-RUMANA.C.C.</i>	97
21.	DISASTER MANAGEMENT: A CASE STUDY OF UTTARAKHAND <i>DR. M. N. ZUBAIRI & NAZIA ABBAS ABIDI</i>	102
22.	A COST-BENEFIT ANALYSIS OF THE EFFICACY OF NHIS AS A TOOL FOR SOLVING HEALTH CARE INEQUALITY PROBLEM IN NIGERIA <i>OBIWURU, TIMOTHY CHIDI, EDY-EWOH, UDUAK & OKWU, ANDY TITUS</i>	104
23.	EXAMINING THE EFFECT OF MOTIVATION STRATEGIES ON PERCEIVED EMPLOYEE BEHAVIOR: EVIDENCE FROM PUBLIC ORGANIZATIONS IN AMHARA REGIONAL STATE <i>DEMEKE GADISSA UMETA</i>	114
24.	IMPACTS OF LAND USE SYSTEM ON SOIL PROPERTIES AND FERTILITY STATUS IN THE MIZEWA WATERSHED OF LAKE TANA BASIN, NORTH WESTERN ETHIOPIA <i>MESFIN ANTENEH WUBIE</i>	120
25.	THE VARIATION OF CUSTOMER SATISFACTION IN THE SPHERE OF MARUTI SUZUKI CAR MARKETING <i>SAMIDH PAL</i>	125
26.	DO FINANCIAL SECTOR REFORMS PROMOTE PRIVATE SECTOR INVESTMENT? THE CASE OF GHANA <i>GRACE OFORI-ABEBRESE & KOFI KAMASA</i>	129
27.	PRODUCTION AND EXPORT PERFORMANCE OF FRESH AND DRY FRUITS IN JAMMU AND KASHMIR <i>GOWHAR BASHIR AHANGAR & R. GOVINDASAMY</i>	137
28.	CONSUMPTION TO CONSUMERISM-EFFECTS AND IMPACTS <i>SREEJA MOLE .S</i>	141
29.	AN ASSESSMENT OF DECLINING CHILD SEX RATIO IN SAMBA DISTRICT (J&K) <i>HARDEV SINGH</i>	145
30.	THE RURAL-URBAN DIVIDE STORY: A COMPARISON BETWEEN INDIA AND CHINA <i>DEWANGANA CHHILLAR</i>	150
	REQUEST FOR FEEDBACK	155

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HYPOTHESES

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A STUDY ON OCCUPATIONAL STRESS AND COPING STRATEGIES AMONG ITES EXECUTIVES**DR. SUMATHI ANNAMALAI****SR. ASST. PROFESSOR****XAVIER INSTITUTE OF MANAGEMENT AND ENTREPRENEURSHIP
BANGALORE****DR. R. NANDAGOPAL****DIRECTOR****PSG INSTITUTE OF MANAGEMENT
COIMBATORE****ABSTRACT**

Occupational stress has to be addressed properly in any organization to enhance the performance of the employees. Organizations are interested in finding out the major reasons that contribute to occupational stress so that adequate intervention strategies can be planned and executed. This paper is an attempt to find out the major cause for occupational stress among Information Technology Enabled Services (ITES) executives. It is a natural phenomenon that individuals tend to adopt their own style of coping when encountered with stress. Awareness of the preferred coping strategy would help both the employee and the organization. The paper tries to find out the preferred coping strategies among ITES executives and the association between coping strategies and their job satisfaction level. Finally, the research addresses the question of does the demographic profile influence the cause of occupational stress and coping strategies. Managerial role has emerged out to be the major source of occupational stress and more importantly, irrespective of the demographic profile, this remains the main cause. Task strategies have emerged out to be the major coping mechanism adopted by ITES executives, irrespective of their demographic profile. There is a significant positive correlation between coping strategies and job satisfaction level.

KEYWORDS

J 28 - Coping Strategies, Job Satisfaction, Occupational Stress, Sources of Occupational Stress, Stress.

INTRODUCTION

With the effects of globalisation and advancement in technology, the complexity of work and its demands has increased manifold. Employees are expected to deliver the best performance at a faster pace which has paved way for occupational stress. Occupational stress is a well-recognised problem worldwide and organizations are investing heavily in managing them. Occupational stress, when ignored can result in both short and long term health problems which will adversely affect both the employees and organizational performance, hence occupational stress is been considered as the most costly occupational health issues. Due to occupational stress and its consequences, organizations lose their talented and trained employees. Not only this, there is a risk of employer becoming liable for the damages caused from stress at workplace. The extent and progression of the problem have been documented through various research studies across industries. Of various industries which face this problem in India, Information Technology Enabled Services (ITES) is one. Indian ITES industry is definitely booming with an exceptional growth rate but the adverse impact of this growth cannot be ignored. Problems like high stress level, attrition, poor infrastructure and lack of data protection prevail in the industry. Previous research observes that though jobs in ITES industry is financially rewarding, employee dissatisfaction and attrition rate are the result of high stress environment which is perceived has a normal phenomenon. ITES organizations has to proactively explore the origin of occupational stress and its impact, use the information collected to design suitable stress intervention strategies.

REVIEW OF LITERATURE

In a work environment, when people feel unable to exert any control or influence over the demands placed upon them, a sort of tension is created that result in occupational stress (Kabat – Zinn 1990; Michailidis & Asimenos 2002; Smither 1998). Occupational stress can be related to any event, situation, people, or demands perceived by employees. Different researchers has categorised the sources in different forms. Starting from Cooper and Marshall (1976, 1978), the sources were clustered by them as factors intrinsic to job, factors resulting from the role undertaken in the organisation, career development, relationship with others, organisational structure and climate. According to Ivancevich and Matteson (1980), stressors are classified into physical environment, individual level, group level and organisational level. Parker and DeCotiis (1983) has categorised the stressors as characteristics and conditions of job itself, conditions associated with organisation's structure, climate and information flow, role related causes, relationship at work, career development and external commitment and responsibilities. Quick and Quick (1984) classifies the sources as factors arising from task demands, role demands, physical demands, and interpersonal demands. Cooper et al. (1988a) categorised the sources of occupational stress as factors intrinsic to job, managerial role, relationship with others, career and achievement, organisational structure and climate and home and work interface. This categorisation forms the basis for the occupational stress model followed in the present research.

The natural tendency of individuals when they face problems is to manage them. Hence when individuals encounter stress, the natural tendency will be to manage them. When an individual research the various strategies adopted by people to cope, the result will end up with umpteen number of such strategies, ranging from managing their time properly, exercising, indulging in their hobbies, pastimes, social activities, yoga, meditation or mere just sleeping. Some just do nothing and divert their energy on things which will make them relax, whereas some others deliberately spend their energy in proactively eliminating the stress as much as possible, by solving their problems. The coping strategies adopted by individuals can be anticipatory or preventive aiming at the environment or at the consequences. All individuals do not wait till the stressful event is complete to start the coping strategies. They start it even before the stress experience begins or during the stress experience which is called anticipatory coping. Under stress, an individual can adopt one or more coping strategies at a time. Coping with stress is multidimensional, which depends not only on the situational factors, also on the perception and appraisal of the situation by the individuals under stress. Some researchers call these coping strategies as interventions. Clarke and Cooper (2000) and Cooper and Cartwright (1994) have stated that these interventions can be categorised as tertiary, secondary and primary stress interventions. According to them, tertiary interventions are individual focused and life-style changers, which includes relaxation techniques, biofeedback, meditation, exercises and employee assistance programs; secondary interventions are focusing on individual-organisational interface which includes time management techniques, cognitive coping strategies and stress management training; and primary interventions are focusing on organisational interface which includes changing the organisational systems like redesigning organisational structure, training systems, redesigning the tasks and work environment, to name a few. In a study (Brown et al. 1996), nine out of ten respondents indicated that they coped with occupational stress by planning ahead, dealing with problems immediately, setting priorities, having stable relationships and trying to deal with situations objectively. Similar type of information of how ITES executives cope with their occupational stress help the organisation and also the industry association to help them in offering stress management interventions. Keeping this requirement in mind, the present research includes the question, which is the major coping strategy adapted by ITES executives, in particular, the major coping strategy adapted across the demographic factors?

NEED FOR THE STUDY

Information Technology Enabled Service (ITES) has become the career choice for many young educated Indians, for whom it offers salaries unknown in other sectors. Also it offers an opportunity to learn various business processes and different cultures. Employees working in this sector can be said to constitute a new kind of workforce: they are educated, well-paid, mobile, and closely linked into the global services economy. Overall, the rise of the ITES industry has fed into the ongoing processes of globalisation, stimulating significant transformations in the urban middle classes and in the cultural milieu of cities such as Chennai, Bangalore, Hyderabad, Mumbai, Gurgaon and Noida where major ITES organisations are located. These include changes in lifestyles, forms of sociality, family structure, and self-identity, which are linked to the rapid upward socio-economic mobility experienced by employees in this industry. Thousands of young men and women working in ITES earn the kind of money they could not have dreamt of at their age. Moreover, work in this industry is distinctive in that it is not only catering to the global market, but is often performed 'virtually', giving rise to new kinds of workplaces, work cultures, and employment issues. They work odd hours and inhabit an unreal world, culturally and geographically far from their own realities, which poses unique problems. Among the problems, occupational stress is perceived as a severe issue, creating both physical and mental disorders in the long run. Previous research findings strongly state that the anxiety due to this unique lifestyle and relationships issues with clients, peers and superiors creates tremendous stress among the employees of this industry. Given this preliminary observation, a need to explore further to gain insight in this area was felt. The research focus was to gain additional information pertaining to the prevailing occupational stress issue.

OBJECTIVES

The present study has thus set out to address the following issues:

1. To find out the major source of occupational stress for ITES executives.
2. To understand the influence of demographic profile of the respondents on their occupational stress.
3. To understand the coping strategies adapted to manage stress.
4. To understand the influence of demographic profile on coping strategies.
5. To find out the association between coping strategies and job satisfaction level.

HYPOTHESES

Based on the set of objectives the following hypotheses are framed for the study:

- H₀₁: There is no significant difference among the sources of occupational stress experienced by ITES executives.
 H₀₂: There is no significant difference between the demographic profile and the sources of occupational stress.
 H₀₃: There is no significant difference among the coping strategies used by the respondents.
 H₀₄: There is no significant difference between the demographic profile and the coping strategies.
 H₀₅: There is no association between the coping strategies used and job satisfaction level.

RESEARCH METHODOLOGY

The sources of occupational stress, coping strategies and job satisfaction scale developed by Cooper, Sloan and Williams were used to collect data from 360 ITES executives working in various parts of the country, specifically in Bangalore, Chennai, Hyderabad, Mumbai and National Capital Region (NCR). To analyse the data, descriptive statistics, [Z] test, ANOVA along with post-hoc tests, chi-square, correspondence and correlation analysis was used.

RESULTS AND DISCUSSION

What source gives high occupational stress to the employees? Organisations are always keen in identifying the answer for this question. Why are they interested in this question? Though different reasons in the occupation give stress to the employees, which significant source that gives high stress has to be identified. Organisations have to design their stress management interventions based on this answer. The interventions designed to manage stress must be based on the source that creates occupational stress. Thus identifying the dominant source of occupational stress becomes essential.

H₀₁: THERE IS NO SIGNIFICANT DIFFERENCE AMONG THE SOURCES OF OCCUPATIONAL STRESS EXPERIENCED BY ITES EXECUTIVES

Table 1 shows the results of descriptive statistics and ANOVA to determine the main source of occupational stress. From the results, managerial role (38.28) has emerged as the dominant source experienced by the ITES executive. The post hoc results (Table 2) also confirm this. Comparing with managerial role, relationship with other people, career and achievement, organisational structure and climate and home/work interface, factor intrinsic to job has lesser impact. Managerial role is how individuals perceive the expectations that others have, on them. The expectations concern those behaviours that employees are expected to exhibit when occupying their positions and performing routine job tasks. It includes the amount of power and influence in the job, personal beliefs conflicting with that of the organisation, ambiguity in the nature of job role, conflicting job tasks and inability to delegate, having to take risks and changes in the way of doing the job. Since the ITES executives are expected to work under constant demanding target, monitoring, demanding clients, it makes sense that they would experience such kind of stress if the organisation does not focus on them.

A report by the V.V. Giri National Institute of Labour, an autonomous body under the labour ministry compares the working conditions in call centres to those in Roman slave galleys (Rediff News, October 26, 2005) where the study highlights that lack of grievance systems, various health related problems like nervousness, chronic fatigue, body ache, insomnia, restlessness etc arises because of occupational related stress. High turnover rate and employee dissatisfaction are partly due to fatigue and a high-stress environment (Outsourcing Times, March 15, 2004).

H₀₂: THERE IS NO SIGNIFICANT DIFFERENCE BETWEEN THE DEMOGRAPHIC PROFILE AND THE SOURCES OF OCCUPATIONAL STRESS

Tables 3 present the results of descriptive statistics and ANOVA (F and p values). The results show that managerial role is the dominant source of occupational stress, irrespective of the respondent's demographic profile with respect to gender, age, education, nature of job and marital status. Hence there is no significant difference between the demographic profile and the sources which confirms the null hypothesis.

H₀₃: THERE IS NO SIGNIFICANT DIFFERENCE AMONG THE COPING STRATEGIES USED BY THE RESPONDENTS

Table 4 and 5 shows the results of descriptive statistics, ANOVA and post hoc tests. It can be observed that task strategies as a coping strategy, has obtained the highest mean (23.19) and the use of logic, the lowest (9.94). The ANOVA results reveal that there is significant difference between the coping strategies [Sig (p) < 0.05, level of significance (Sig (p) = 0.000)] which is confirmed by the results of the post-hoc tests. Hence there is a significant difference among the coping strategies used and the ITES executives portray that high usage of task strategies exists, when it comes to coping their occupational stress. It means the respondents cope with their occupational stress by reorganising their work, organising micro sense of tasks, rearranging the organisational processes, planning ahead, setting priorities, delegation, and avoiding the situation. It means proactively anticipating the stress and managing them.

Overall, the ITES executives anticipating their occupational stress level adapt to strategizing their tasks in order to prevent or manage them. Since the ITES executive jobs are structured and organised meticulously, they will be trained or taught to be organised and proactively plan ahead. Since they have to work on stringent schedules and targets, this will be highly expected from them which are vividly depicted in the results. Though using logic is an undisputable dimension as a coping mechanism, it is not emphasized by their respondents. Use of Logic means adapting totally unemotional and rational approach to the situation which includes suppressing any feelings, or actively trying to be objective, or thinking rationally.

H₀₄: THERE IS NO SIGNIFICANT DIFFERENCE BETWEEN THE DEMOGRAPHIC PROFILE AND THE COPING STRATEGIES

Table 6, 7 and 8 show the results of descriptive statistics, ANOVA (F and p value) for all coping strategies which disproves the null hypothesis clearly indicating that there exist significant difference between the demographic profile of the respondents and their coping strategies.

- The mean is higher for those respondents above 25 years for all the coping strategies compared to other age group which shows that they are more certain, stronger and feel powered by using all the coping strategies than others. This may be because age gives them exposure and experience to adapt to coping strategies strongly to manage their stress level.
- Also employees with higher degree as their education qualification, has expressed more certainly and stronger towards all the coping strategies, because the mean is higher for those respondents. This supports the previous assumption that age gives exposure and experience. Along with age and educational qualification comes the maturity to deal with stressful situations.
- The mean is higher for respondents who are in voice based jobs for all the coping strategies which mean that they are more certain in their usage. There is a preconceived notion in the industry that voice based jobs are more stressful than non-voice based. This notion itself might make the employees depend more on coping strategies proactively.
- Between the use of time and social support as coping strategies, there is a significant difference between what men and women employees prefer (Table 7). To be precise, in place of use of time and social support, women employees prefer social support over time and men employees prefer the use of time over social support. This may be because women are comparatively more expressive in nature
- Employees under the age category 25 and below prefer the use of time over social support. Employees in the age category of above 25 prefer social support over the use of time. Employees with higher degree use time techniques to cope with their occupational stress over social support. The peer employees who are less qualified will look up, at the employees with higher degree with dignity. Hence the educational qualification would become a differentiating factor to prove their capability in the job and also in coping up with stress. Hence they will be driven to manage the stress internally (by managing their time properly) than depending on somebody else externally, expressing their inability to cope with stress internally
- Employees in voice based jobs prefer to use social support over time techniques when compared to non-voice employees.

H₀₅: THERE IS NO ASSOCIATION BETWEEN THE COPING STRATEGIES USED AND JOB SATISFACTION LEVEL

Figure 1 shows the results of correspondence analysis between the coping strategies used and the level of job satisfaction among the respondents. The results show a positive association between the two variables. When the usage of coping strategies increases, the job satisfaction level is also high. Similarly, when the usage of coping strategies decreases, their job satisfaction also comes down which disproves the null hypothesis and state that there exist a positive association between the coping strategies used by the respondents and their job satisfaction level.

FINDINGS

SOURCES OF OCCUPATIONAL STRESS

Managerial Role is the dominant/ major source of occupational stress, as perceived by the respondents. The sub-scale of managerial role measures how individuals perceive the expectations that others have, on them. The expectations concern those behaviours that employees are expected to exhibit when occupying their positions and performing routine job tasks. It includes lack of power and influence in their job, personal beliefs conflicting with that of the organisation, ambiguity in the nature of job role, conflicting job tasks and demands in the role played by the individual, inability to delegate, having to take risks, changes in the way of doing the job, simply being visible or available, and implications of the mistakes made in the job.

DEMOGRAPHIC PROFILE AND SOURCES OF OCCUPATIONAL STRESS

Irrespective of their demographic profile, the respondents have rated managerial role to be the significant stress creating factor in their occupation. Higher degree holders perceive managerial role as a stressor strongly than others. Also Non Voice based employees experience managerial role has a stronger stress creating factor than voice based employees.

COPING STRATEGIES

Task Strategies is preferred the most as a coping mechanism to manage their occupational stress among the sample. It means that the respondents prefer to re-organise their tasks and organisational processes in which they are involved, to cope with their stress level. Also the respondents prefer to plan proactively, setting priorities as a coping mechanism. The least preferred coping strategy is the use of logic.

DEMOGRAPHIC PROFILE AND COPING STRATEGIES

Employees above 25 years are more certain and stronger in the usage of all the coping strategies than lesser age category. Also those employees with higher degree use all the coping strategies more than others. Overall, across the demographic profile, task strategies seem to be the dominant coping factor and use of logic to be the least preferred or used coping factor.

COPING STRATEGIES AND JOB SATISFACTION

Extensive use of coping strategies reduces the impact of occupational stress among the respondents. There is a positive and significant correlation between the coping strategies and job satisfaction

RECOMMENDATIONS

The implication of the present research is manifold. Employees need to understand the stressors in specific context. Answers like what affects them most would help the respondents proactively deal with the situation. Also for the organisations and industry associations, regular survey of occupational stress and related issues help them to redesign the organisational systems. When the organisations decide to design the HR policies, the answers to the questions "who is affected the most", "what are they affected from" will help. The present research throws some light on that. Development activities can be initiated to create awareness on the level and nature of occupational stress. Since the job studied is stress prone, the ITES executives must be aware of the job nature and proactively deal with occupational stress. This helps them to examine their own coping strategies. Organisations at the orientation stage itself, must equip these new entrants to become aware of the stressful situation that would prevail in the job. By creating this awareness, they can help the executives to manage the stress, before it becomes uncontrollable. Since task strategies and involvement, as coping mechanisms are leading the list, this can be embedded along with the task delegation. While the task is delegated to the ITES executives, they can be trained to meticulously organise their work to avoid pressure. Managerial role is the pre-dominant stress creator, across the demographics, looking at the job description of the ITES executives would help. If possible, the job can be redesigned to decrease the monotony. Since there are no subordinates reporting to these job holders, downward delegation is not possible, which is a part of managerial role. HR professionals can redesign the job elements of the ITES executives, by empowering them more through job enrichment, which will remove their perception of lack of power, influence and control.

CONCLUSION

ITES differs from other industries in a significant way about how the employees are stressed. Travel time, work timings, insufficient holidays and high work load and targets (Dataquest, Nov15, 2007) were observed as the reasons for occupational stress. Jobs in this industry undoubtedly involve high levels of stress in the form of tight target deadlines, monotonous nature of job and night shifts (Off shoring Times) Repetitive and monotonous job, constant pressure with high work load, quantity/quality conflict tends to increase the stress level (Sanjeev Sharma, www.bpoindia.org). Burke (1988) classifies the sources of occupational stress as factors from physical environment, role, organisational structure and job characteristics, relationship with others, career development and work-family conflicts. Previous studies specify that high targets, no control over the targets, repetitive job, time pressure, creates stress among the ITES executives. These reasons will certainly make them feel powerless and perceive that they do not have an influence on the happenings in the work. Also managerial role is concerned with the expectations of the stakeholders from the job holders, their behaviour while in position and performing routine job tasks. When the job holders perceive varying /contradicting expectations, it creates commotion and ambiguity. Here, the expectations of various stakeholders like team leaders, peers, clients etc, towards the behaviour of the ITES executives are too demanding, and come along with time pressure. The respondents, who are unable to cope with these expectations, end up with high occupational stress.

Individuals are tuned to adopt different strategies to cope with stress in their day-to-day life. A few manage them successfully and a few do not. According to Krumm (2001), the best methods of stress management depend on both the individuals and the organisations in which they work. Some of the methods commonly used by individuals are meditation, relaxation techniques, yoga, hobbies, recreation, exercise programs, and breathing techniques which provides deep physiological and psychological rest (Benson, 1992; Clarke, 1989; Huczynski & Buchanan, 2001). Also research has indicated that individuals use cognitive approaches to stress management which emphasises a change in the way, an individual evaluates stress. Similar to this, Lazarus (1991) suggests the use of positive or neutral thoughts when under stress to learn how to re-evaluate the stress and its sources. This study has highlighted the major coping strategies adapted by the sample respondents, in general and how the coping strategies differ with the demographic profile of the respondents. Task strategies is preferred the most as a coping mechanism to manage their occupational stress among the sample which means that the respondents prefer to re-organise their tasks and organisational processes in which they are involved, to cope with their stress level. Also the respondents prefer to plan proactively, setting priorities as a coping mechanism. It is observed that these activities come as a part of their job itself. The least preferred coping strategy is the use of logic which is understandable because the use of logic calls for unemotional and rational approach to the situation. When stressed, everyone would tend to become emotional, which is uncontrolled. Also it is very difficult to suppress ones feelings while stressed. It is the most difficult and demanding task for managing stress because one have to really try to control their emotions and think rationally, which itself will create more stress. But there would arise a question because task strategies are also a rational based coping strategies, so when stressed, how will respondents use it. But task strategies are used as an anticipatory coping mechanism while the use of logic is not so.

LIMITATIONS

The study is confined to the employees working in ITES from 7 locations namely Chennai, Bangalore, Hyderabad, Mumbai, NCR (includes Noida, Gurgaon and New Delhi) and the sample size was confined to 360 hence the results obtained cannot be generalized. The study is confined to NASSCOM registered organisations only. Analysis is based only on the response received from the respondents and factors like fear, pressure, and lethargy on the part of the respondents would have led to some bias in their responses.

SCOPE FOR FURTHER RESEARCH

There arises a question about how long can coping strategies neutralise the occupational stress. By passage of time, will coping strategies become ineffective when faced with consistent level of occupational stress will be an interesting area to probe.

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APPENDIX

TABLE 1: DESCEIPTIVE STATISTICS AND ANOVA RESULTS FOR SOURCES OF OCCUPATIONAL STRESS

Sources	Mean	F	p value
Managerial role	38.28	69.641	.000
Organisational Structure and Climate	37.02		
Home / Work Interface	35.59		
Relationship with other people	35.10		
Career and Achievement	31.15		
Factors intrinsic to Job	31.06		

TABLE 2: RESULTS OF POST HOC TEST FOR SOURCES OF OCCUPATIONAL STRESS

(I) Groups	(J) Groups	Mean Difference (I-J)	p value
Factors Intrinsic to Job	Managerial role	-7.214*	.000
	Relationship with other people	-3.042*	.000
	Career and Achievement	-.089	1.000
	Organisational Structure and Climate	-5.961*	.000
Managerial Job	Home / Work Interface	-3.531*	.000
	Factors Intrinsic to Job	7.214*	.000
	Relationship with other people	5.172*	.000
	Career And Achievement	7.125*	.000
	Organisational Structure and Climate	1.253	.124
	Home / Work Interface	3.683*	.000

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

TABLE 3: RESULTS OF DESCRIPTIVE STATISTICS, ANOVA, F AND P VALUES FOR DEMOGRAPHIC PROFILE AND SOURCE OF OCCUPATIONAL STRESS

Sources	Gender		Age		EQ		Nature of Job		Marital Status		
	Male	Female	25 and below	Above 25	Degree and below	Higher Degree	Voice	Non-Voice	Married	Single	Co-habiting
Factors Intrinsic to Job	30.89	31.82	31.40	31.00	30.74	31.63	30.79	31.33	30.62	30.32	37.84
Managerial Role	38.03	39.33	37.63	38.38	37.69	39.30	37.44	39.11	38.21	37.34	45.53
Relationship with other people	33.80	35.45	35.13	35.10	33.65	35.89	33.62	35.59	33.82	33.16	42.03
Career and Achievement	31.05	31.58	30.52	31.26	30.62	32.08	30.23	32.07	30.40	30.61	37.22
Organisational Structure and Climate	36.73	38.30	36.83	37.06	36.31	38.27	36.11	37.93	35.83	36.36	45.19
Home / Work Interface	35.43	35.30	35.02	35.52	35.17	35.34	35.27	35.91	35.95	33.55	41.63
F value	55.18	15.78	7.42	63.16	37.71	35.49	31.08	40.25	16.49	50.50	18.03
p value	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

TABLE 4: RESULTS OF DESCRIPTIVE STATISTICS, F AND p VALUES FOR COPING STRATEGIES

Coping Strategies	Mean Statistic	Standard Deviation	F	p value
Social Support	13.79	2.785	887.997	0.000
Task Strategies	23.19	4.231		
Logic	9.94	2.333		
Home and Work Relationships	13.24	3.109		
Managing Time	13.78	2.547		
Involvement	20.58	3.784		
Total	16.75	6.598		

TABLE 5: RESULTS OF POST HOC TESTS FOR COPING STRATEGIES

(I) Coping Strategies	(J) Coping Strategies	Mean Difference (I-J)	Sig.
Task Strategies	Social Support	9.406*	.000
	Logic	13.253*	.000
	Home and Work Relationship	9.950*	.000
	Time Management	9.417*	.000
	Involvement	2.608*	.000
Logic	Social Support	-3.847*	.000
	Task Strategies	-13.253*	.000
	Home & Work Relationship	-3.303*	.000
	Time Management	-3.836*	.000
	Involvement	-10.644*	.000

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

TABLE 6: RESULTS OF DESCRIPTIVE STATISTICS, F AND p VALUE FOR COPING STRATEGIES AND THE DEMOGRAPHIC PROFILE OF RESPONDENTS

Coping Strategies	Gender		Age		EQ		Nature of Job		Marital Status		
	Male	Female	25 and below	Above 25	Degree and below	Higher Degree	Voice	Non-Voice	Married	Single	Co-habiting
Social Support	13.74	14.00	12.96	13.93	13.77	13.82	13.94	13.63	13.42	14.16	11.94
Task Strategies	23.23	23.01	22.02	23.39	23.12	23.32	23.66	22.72	22.43	23.88	19.97
Logic	9.99	9.72	8.94	10.11	9.85	10.09	10.15	9.73	9.85	10.22	8.03
Home and Work relationships	13.33	12.85	11.92	13.46	13.07	13.55	13.51	12.98	12.81	13.71	10.81
Time Management	13.75	13.87	13.08	13.89	13.59	14.09	13.85	13.70	13.37	14.07	12.56
Involvement	20.67	20.19	18.87	20.87	20.44	20.83	20.74	20.43	20.10	21.20	17.16
F	747.09	143.55	110.31	798.77	577.87	311.04	422.12	474.30	169.068	734.469	68.700
p value	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

TABLE 7: COPING STRATEGIES MULTIPLE COMPARISON FOR GENDER AND AGE

Dependent Variable: Coping Strategies										(I) Groups: Task Strategies		
Tukey HSD												
(J) Groups	Men			Women			25 & below			Above 25		
	Mean difference (I – J)	Rank of Preference	p value	Mean difference (I – J)	Rank of Preference	p value	Mean difference (I – J)	Rank of Preference	p value	Mean difference (I – J)	Rank of Preference	p value
Social Support	9.50*	4	.000	9.015*	3	.000	9.06	4	.000	9.46	3	.000
Logic	13.24*	6	.000	13.299*	6	.000	13.08	6	.000	13.28	6	.000
Home/Work relationship	9.90*	5	.000	10.164*	5	.000	10.10	5	.000	9.93	5	.000
Time	9.48*	3	.000	9.149*	4	.000	8.94	3	.000	9.50	4	.000
Involvement	2.56*	2	.000	2.8281*	2	.000	3.15	2	.000	2.52	2	.000

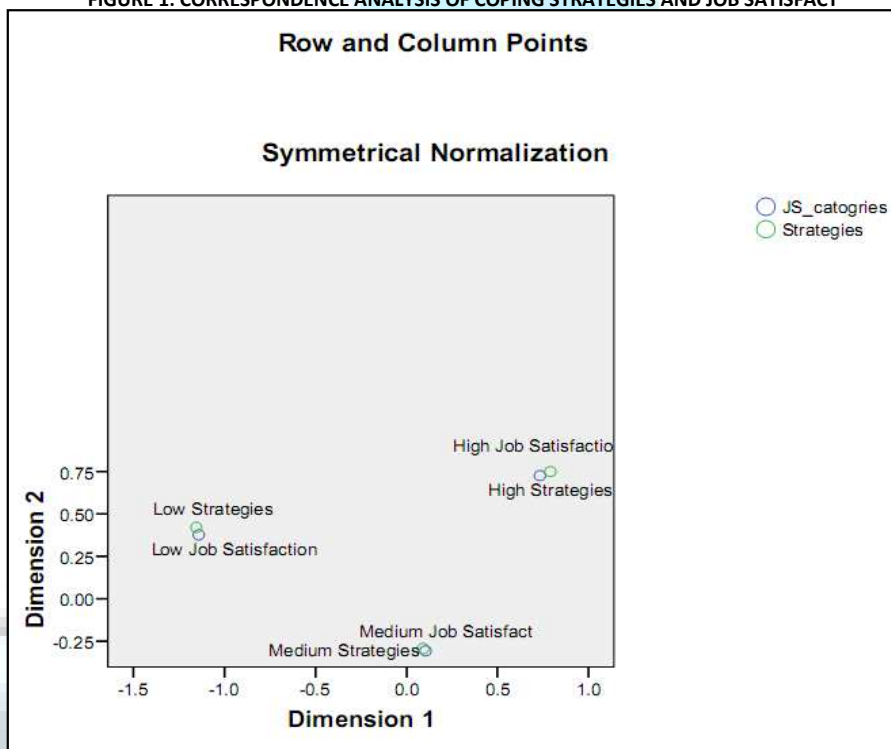
* The mean difference is significant at the .05 level.

TABLE 8: COPING STRATEGIES MULTIPLE COMPARISON FOR EDUCATIONAL QUALIFICATION AND NATURE OF JOB

Dependent Variable: Coping Strategies												
Tukey HSD												
(I) Groups	Degree and below			Higher degree			Voice based			Non Voice		
	Mean difference (I - J)	Rank of Preference	Sig p value	Mean difference (I - J)	Rank of Preference	Sig p value	Mean difference (I - J)	Rank of Preference	Sig p value	Mean difference (I - J)	Rank of Preference	Sig p value
Social Support	9.349	3	.000	9.504	4	.000	9.717	3	.000	9.094	4	.000
Logic	13.266	6	.000	13.229	6	.000	13.511	6	.000	12.994	6	.000
Home/Work relationship	10.052	5	.000	9.771	5	.000	10.156	5	.000	9.744	5	.000
Time	9.524	4	.000	9.229	3	.000	9.811	4	.000	9.022	3	.000
Involvement	2.677	2	.000	2.489	2	.000	2.922	2	.000	2.294	2	.000

* The mean difference is significant at the .05 level.

FIGURE 1: CORRESPONDENCE ANALYSIS OF COPING STRATEGIES AND JOB SATISFACT



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