CHAPTER – VI

CONCLUSION

6.1 SUMMARY

Stress is considered as a common phenomenon of all categories of human being. From the kids of kindergarten to every one in their respective fields experiences stress everyday. The reason for stress differs from individual to individual. Sometimes the stress can act as a motivator and make the people to apply efforts and complete their work.

High level of stress may be treated as a serious threat to the traits of the person and can cause physical, mental and social problems. If the stress is taken positively, it strengthens the individual for the next encounter. On the other hand, it will create an adverse effect on physical and psychological factors of the individuals if it has been taken as negative. Thus, stress has an affect on the individual’s family, work and society.

Stress can also be used to describe the individual's response to pressure. The response can be psychological and/or behavioral. How the individual responds to the stressor will depend on their personality, their perceptions, and their past experiences. Some stress is necessary in that it assists people in achieving personal and organizational goals. However, too much stress can make those goals harder to achieve. People respond differently to stress. Some people function well under significant stress while others do not. A worker's ability to cope with increasing workplace stress is also affected by the amount of stress they are subjected to stressors outside their workplace. Trouble at home may reduce their ability to cope with pressure at work.
Occupational stress has become a common problem throughout the industrial world. Over the years its prevalence has increased, thus affecting the individual's mental health and well being.

Occupational stress poses a threat to physical health. Work related stress in the life of organized workers, consequently, affects the health of organizations. Occupational stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the workers.

The IT industry has become the most robust industries in the world. It is a key driver of global economic growth. Economies of scale and insatiable demand from both consumers and enterprises characterize this rapidly growing sector.

The Indian IT industry has played a key role in putting India on the world map. This industry has attracted more than 10 per cent of total FDI flowing into India. It has also led to the development of global multinationals with over 400 delivery centres outside India. This industry has been established in 200 cities in as many as 52 countries with more than 10 organizations listed on overseas stock exchanges. Direct employment within the IT sector is expected to grow by 10.4 per cent and would reach 2.5 million in 2010-11 with over 2,40,000 jobs being added during the year.

The IT Industry has enormous potential to grow in the years to come. By the fiscal year 2015, the industry's aggregate revenue is expected to reach US $ 130 billion, a CAGR of about 14 per cent from the year 2010-11 and contribute about 7 per cent to India's GDP.

The Indian IT industry has brought a fundamental change in the market of information technology services globally by presenting a tough competition to American and European information technology related jobs in
the current decade. The productivity, efficiency, and low cost are the centre stage issues for management of information technology.

IT industry in India got tremendous boost in the past decade due to factors like liberalization and globalization of the Indian economy coupled with favourable government policies. This sector of the sunshine industry has brought a new work environment and sea changes in the employment trends.

Service providers have characterized this sector by adhering to strict deadlines set by their customers, working in different time zones, interdependency in teams, multitasking, increased interaction with offshore clients and extended work hours. At times, Information Technology professionals are forced to change the entire paradigms amidst constant uncertainty and high risk. These working conditions lead to high stress in the professionals. Organizations have started recognizing high stress as a worthy area to address well-being and growing attrition rate. A lot of research works have been done in the past decade addressing various issues of this sunshine industry. Currently, managing stress is the focus area for information technology organizations to address the significantly high attrition rate and well-being of the professionals in the industry. Therefore, the research attempts to study the occupational stress experienced by the informational technology professionals and its impact on job satisfaction.

The present study was designed to analyze the various factors influencing occupational stress, and job satisfaction of the IT professionals in Chennai city, Tamilnadu with specific objectives; to study sources of occupational stress and coping strategies adopted, to measure the level of occupational stress, to examine level of job satisfaction, to analyze the effects of occupational stress on the job satisfaction and to recommend coping strategies to reduce stress and improve job satisfaction of IT professionals.
The study explores the relationship between occupational stress and job satisfaction of professionals in the IT industry. The study uses a descriptive research design. In this research descriptive research design is being used by the researcher in order to obtain a proper definition of problem with the help of literature surveys. Descriptive research design is best suited for formulating problems for precise investigation.

Both primary and secondary data have been collected for the study. The primary data was collected from the IT professionals with the help of a questionnaire. A structured and validated questionnaire has been used for collection of primary data. The secondary data have been collected from the sources like books related to stress management, previous research studies, national and international journals and on line journals.

Chennai is now one of the important software centers of India. At present Chennai is the second largest exporter of IT and IT enabled Services in India next to the Silicon Valley. The city is a hub of a number of technological park and promises the employment of nearly 3,00,000 people. Accordingly, Chennai is the most suitable place to conduct this research in India. Therefore, Chennai city was selected for the study. According to survey conducted by NASSCOM in 2010 – 11, there are twenty top IT companies in India.

Among them, top ten companies namely Tata Consultancy Services Ltd., Infosys Limited, Wipro Technologies Ltd., Cognizant Technology Solutions India Pvt. Ltd., HCL Technologies Ltd., L&T Infotech, Mahindra Satyam, Tech Mahindra Ltd., Aegis Limited., CSC, India functioning in Chennai have been selected to analyze the occupational stress and job satisfaction of IT professionals.
For the purpose of the analysis, the IT professionals are classified into higher level, middle level and lower level professionals. The Senior Associates, Team leaders, Project leaders, Project managers, senior software engineers, and senior manager are considered as higher level executives.

The Software developer, Test analyst, System analyst, System administrator, Data base administrator, Software tester, System executive, Software engineer and Web developer are considered as middle level professionals.

The Programmer, Assistant programmer, Data entry operator, Software technician, Hardware technician and Trainee are viewed as lower level professionals. Only those professionals who have already served for more than 3 years in the companies alone considered in the study. The sample size was calculated to guarantee a sufficient number of respondents in each IT company. Thus, the following formula has been used to estimate the sample size (The Survey System, 2007):

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\text{Minimum Sample Size (n)} = \frac{t^2 \times p \times (1-p)}{m^2}
\]

As per the formula the required total sample size is 384, which constitutes 0.25 per cent of the total population. Therefore, 0.25 per cent from each category is drawn on the basis of stratified random sampling method.

In order to achieve the objectives of this research, data were collected both from the primary and secondary sources. The primary data were collected from the respondents through a structured questionnaire.

A well developed and widely used Occupational Stress Index (OSI) in the Indian context (Srivastava and Singh, 1981) was chosen to assess the occupational stress of the sample. The questionnaire consisted of 48
statements with five alternative responses and scores ranged from 5 to 1 and also inverse score 1 to 5.

Job Satisfaction Scale developed by Rabindra N.Kanungos (1982) was used to measure level of job satisfaction of the respondents. This scale consists of 41 items. Each item consists of 5 alternatives. They are scored as 1 to 5

Type-A Type-B Personality Scale developed by Friedman and Rosenman (1974) was used to determine the personality of the respondents. This test consists of 7 statements. Each statement has two verbal descriptions. On each statement, the respondents were asked to encircle their level of feelings. The levels are mentioned from 1 to 8. It is continuous scale type question.

Descriptive and inferential techniques such as cross tabulations, chi-square test, correlation, analysis of variance and t-test were used for the analysis of data and testing the hypotheses in accordance with the objectives

Before the field survey was conducted, since the consistency of the information is essential, a pilot survey was conducted. In this study, widely used structured questionnaires were used as such validation of the questionnaires was not required.

The researcher also has conducted a pilot study, for which the standardized questionnaires were supplied to 25 respondents and this was tested for extracting the tentative results.

In the study, the readily available structured and standardized scales are used as these are widely and universally accepted for measuring occupational stress, job satisfaction and personality of the respondents.
Respondents’ opinion may change from time to time and the responses are also subject to variation depending upon the situation and attitude of the respondents at the time of the survey.

Lastly, in this research, the researcher has mainly focused on occupational stress, and the level of job satisfaction of the employees in the study unit. The impact of stress on work related behaviour of employees, such as absenteeism, loss of judgment, employee conflicts and work place accidents is not analyzed in this study. It is directed for future research.

6.2 FINDINGS

The major findings of the study are;

All the respondents have experienced high level of occupational stress with regard to role overload except lower level professionals. It is inferred from the table that the middle level and higher level professionals have to perform multiple roles, which creates high level occupational stress to them.

The middle and higher level professionals have experienced high level of occupational stress; whereas lower level professionals have been affected by moderate level of occupational stress with regard to role ambiguity.

The higher and middle level professionals have experienced high level of stress, the lower level professionals have experienced low level of stress with regards to role conflict.

It is observed that the middle level and higher level professionals have experienced high level of stress and lower level professionals have been affected by moderate level of occupational stress in relation to group pressure.
The higher and middle level professionals have been affected by high level of occupational stress in relation to responsibility for persons; whereas middle and lower level professionals have experienced low level of occupational stress in respect of responsibility for persons. Therefore, it is presumed that the higher and middle level professionals have assumed multiple responsibilities as compared to lower level professionals.

The lower level and middle level professionals have high level of occupational stress whereas higher level professionals have been affected by moderate level of occupational stress in respect of under participation. Therefore it is presumed that the higher and middle level professionals are having good position as compared to and lower lever professionals in the IT industry.

The lower level professionals have been affected by high level of occupational stress but higher level and middle level professionals have experienced moderate level of stress in relation to powerlessness.

The study exhibits that lower level professionals have been affected by high level of occupational stress, the higher level and middle level professionals have been affected by moderate stress with regard poor peer relations. It is inferred that the lower level professionals have poor peer relations in the IT industry in the study area.

The middle level professionals and lower level professionals have exposed high level of occupational stress when compared to higher level professionals in respect of intrinsic impoverishment.

The lower level professionals have been affected by high level of occupational stress, middle level professionals have experienced moderate
level of stress and higher level professionals have low level of stress with regard to low status.

Irrespective of the category, all the respondents have exposed high level of occupational stress with regards to working condition. This is due to long working hours with computer, heavy work load, time bound work schedule and night shift work in the IT industry.

All the respondents have been affected by high level of occupational stress in respect of low profitability. It is inferred from the table that the professionals are not satisfied with monetary benefits offered in the IT industry.

It is observed from the study that the middle level professionals have been exposed to high level of overall occupational stress, high level professionals have been exposed to moderate level of stress; whereas lower level professionals have experienced low level of overall occupational stress.

The study reveals that that there is no significant difference between level of occupational stress and the different categories of respondents. It means higher level, middle level and lower level professionals experience the same level of occupational stress.

Among the respondents who experienced moderate and high level of stress majority of them are male. However, considerable portion of the female respondents have been affected by high level of occupational stress. It can be inferred that the male professionals are vulnerable to occupational stress than the female professionals.

It is found that the young professionals in the age group of 30-40 years have more susceptible to occupational stress in the IT industry. The
experienced workforces in the IT industry are more vulnerable to high level of occupational stress.

It is understood from the study that the professionals whose monthly income is less than Rs.40,000 are in danger of high level of occupational stress in the IT industry. The under graduate professionals in the IT industry are more inclined to high level of occupational stress.

There is a significant association between sex, income, educational qualifications and occupational stress experienced by the respondents. However there is no significant association between age, experience and occupational stress experienced by the respondents.

Inter correlation matrix for higher level professional’s shows that there is no significant relationship between low status and overall occupational stress, responsibility of person and intrinsic impoverishment. There is a positive correlation between overall occupational stress and poor peer relations, low status and role ambiguity, role conflict, group pressure and powerlessness. But they are not statistically significant and other sources of occupational stress are statistically significant with each other.

Inter correlation matrix for middle level professionals reveals that there is no significant relationship between low status and overall occupational stress, responsibility of person and intrinsic impoverishment. There is a positive correlation between overall occupational stress and poor peer relations, low status and role ambiguity, role conflict, group pressure and powerlessness. But they are not statistically significant and other sources of occupational stress are statistically significant with each other.
Inter correlation matrix for lower level professional reveals that there is no significant relationship between overall occupational stress and role ambiguity, group pressure, poor peer relations and working conditions.

Out of 384 respondents, majority of them belong to Type A personality and 35 per cent are Type B personality and also among the higher level, middle level and lower level respondents, majority of the respondents belong to Type A personality.

It is found that Type A personality of the professionals are very much vulnerable towards occupational stress as compared to Type B personality professionals.

The study reveals that the level of occupational stress is influenced by the personality of the IT professionals.

The higher level and middle level professionals have low job satisfaction in respect of work, supervision and pay. The higher level professionals have moderate job satisfaction with regards to promotion and high job satisfaction for co-workers attitude.

The middle level professionals have low job satisfaction in respect of promotion and moderate job satisfaction in respect of co-workers attitude. The lower level professionals have moderate job satisfaction in respect of work, pay and co-workers attitude; whereas they have low satisfaction with regard to supervision and promotion.

The common factor which affects the job satisfaction of employees is supervision, for which all the respondents got the mean score of below fifty per cent. It indicates their strong job dissatisfaction is due to the way of supervision made by the superior officers in the IT industry.
The study reveals that the higher and middle level professionals have low overall job satisfaction; whereas lower level professionals have moderate job satisfaction.

The study reveals that, irrespective of categories, the level of job satisfaction of all the respondents does not differ significantly. It means higher level, middle level and lower level professionals experiences same level of job satisfaction in the IT industry.

The study shows that the male professionals have low job satisfaction when compared to their counterpart female professionals. The professionals in the age group of 30-40 years have low job satisfaction. The experienced workforces have low job satisfaction. The professionals whose monthly income is less than Rs.40,000 and the under graduate professionals have low job satisfaction in the IT industry.

There is a significant relationship between age, income, experience, educational qualifications and the level of job satisfaction of the respondents. However there is no significant association between sex and level of job satisfaction of the respondents.

When compared to Type B personality professionals, Type A personality professionals experience low job satisfaction.

It is found that the level of job satisfaction is influenced by the personality of the IT professionals.

The study reveals that there is a significant relationship between occupational stress and job satisfaction. It implies that the high level of occupational stress leads to low job satisfaction.
6.3 SUGGESTIONS

Based on the major findings of this study, the researcher has made several recommendations for implementing effective stress management strategies in the IT Industry. Following are some of the recommendations, which the IT industry can take to provide a stress-free environment for its employees:

The study reveals that higher level and middle level professionals have experienced high level of occupational stress with regards to role overload. Therefore, role related stressors should be minimized by selecting and assigning employees the positions that match their competencies.

Role conflict and ambiguity was a major individual stressor. Therefore, the management should reduce the conflict and clarify organizational roles so that this cause of stress can be eliminated. A specific role clarification strategy should be adopted and the expectations of the employees to be compared with their actual role, if any differences, must be openly discussed and ambiguities should be cleared and should try for negotiation to resolve conflicts.

It is suggested that the management should take care to provide required training to employees to prevent anxiety and ambiguity among them regarding their job.

IT industry should ensure that responsibility of higher and middle level professionals is clearly defined and there is no ambiguity and overlapping in their responsibility.

The IT industry should take necessary measure to avoid high degree of intergroup competition, role conflict and role ambiguity among the
members of the group(s) and the senior member in the group must guide the juniors for handling future responsibilities and role in the organization and create efficient communication system between superior and subordinates. This will reduce occupational stress to a considerable extent.

In general, most of the large public sector organizations in India today tend to be highly formalized bureaucratic structures with accompanying inflexible, impersonal climates. This can lead to considerable job stress. Therefore, IT Industry should create a supportive organizational climate. The organization should make the structure more decentralized and organic, with participative decision making and upward communication flows. This would create a healthy workplace and a stress free work environment for employees.

The IT industry should empower its professionals in general and lower level professionals in particular and involve them in the decision making process to remove the feeling of 'helplessness'. This feeling is one of the reasons for employees' frustration, leading to psychological stress.

The IT industry should provide an opportunity to utilize abilities and experience independently, opportunity to develop aptitude and proficiency. Employees’ suggestions should be accepted and implemented in problem solving, which will reduce job stress to a considerable extent.

The IT industry should encourage the cross-functional and interdepartmental work arrangements to reduce work related stress among low performers and low achievers.

Social support is an important way to cope with stress that everyone can practise by maintaining friendship. This includes helping others when they need a little support from the stressors of life. Therefore, the IT industry should facilitate social support by providing opportunities for social
interaction among employees as well as their families. People in leadership roles also need to practise a supportive leadership style when employees work under stressful conditions and need this social support. Mentoring relationship with more senior employees also help junior employees cope with organizational stressors.

It is inferred from the study that irrespective of categories, all the respondents have experienced high level of occupational stress in relation to working conditions. Ergonomics plays a very vital role in reducing physical stress among employees in an organization. Therefore, the 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.

Therefore, the IT Industry should have efficient reward system, such as profit sharing, bonuses, skill-and knowledge based pay, gain sharing, and stock-ownership plans to lessen resistance of change in the organization.

IT Industry must know that reducing occupational stress is as important as motivating employees. So, stress management programmes must be an integral part of organizational training programmes along with motivational development programmes.

One of the best ways to reduce stress is to create an environment wherein the voice of the employee is heard. The management has to create a concerned and caring environment in the organization where in the employee feels he is important and he has people to listen to him.

The IT Industry should enrich the jobs either by improving job content factors (such as responsibility, recognition, and opportunity for
achievement, advancement and growth) or by improving core job characteristics (such as skill variety, task identity, task significance, autonomy and feedback), which lead to motivational states, responsibility, and knowledge of results. This enriched task will eliminate the stressors that are found in more routine, structured jobs.

Employees will be under pressure if the job requirements and employee skills do not match. So, before allotting a person to any specific task, IT Industry should try to match the skills of the employee with the job requirements.

It is a well known fact that recreational activities such as music and drama help the employees to de-stress and relax and recharge themselves. Therefore, the IT Industry should provide recreational facilities, conducting various cultural activities, music, dance, drama, quiz programmes, creating classical musical club, the drama club and self development forum at the workplace to help professionals de-stress themselves.

The IT Industry should offer its employees various options to balance their work and life. 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. It reduces stress level of the employees caused by long duration of work.

IT Industry should not create an environment wherein employees are discouraged to take leave. It is clinically proved that taking a break from work for a few days recharges the body, enabling the employees to perform well on the job. It also provides necessary work-life balance in the employee's life. Therefore, the IT Industry should introduce 'break out method' - allowing employees to take two - three breaks before lunch hour. The IT Industry
should provide compulsory leave to employees at least 15 days with pay in a year to reduce the stress to a considerable extent.

The only way companies can effectively manage stress is by removing the stressors that cause unnecessary tensions and job burnouts. Therefore, the IT Industry should investigate the main causes of stress in the work place. The IT Industry should undertake stress audit at all levels in the organization by asking staff to respond confidential questionnaires to identify when and how they experience stress.

The IT Industry should ensure justified use of grievance handling procedures to win trust and confidence of professionals and reduce their anxiety and tension related to job related problems and should encourage involvement of leaders and personnel at various levels in all phases of strategic interventions to ensure successful and long-standing interventions.

The IT Industry should encourage its professionals’ hobby that they enjoy, which will de-stress themselves. This would help in de-stressing them.

The IT Industry should organize more lectures for its professional on the stress management and importance of positive and healthy living.

The IT Industry should initiate health campaign for its professionals for spreading awareness about negative effect of stress. Further, the IT Industry should organize more workshops on stress management for professionals particularly higher and middle level professionals to create awareness about the impact of employee stress.

The IT Industry should control the physiological consequences of stress of the employees through relaxation and meditation. It is clinically proved that by practising meditation and yoga, an individual can unload
stress. Meditation helps an individual to improve concentration. Further yoga also helps to calm down both mental and physical systems of human body. Therefore, the IT Industry should arrange meditation during meetings and coffee breaks. Generally, these activities decrease the individual’s heart rate, blood pressure, muscle tension and breathing rate.

Along with relaxation/meditation, the IT Industry should shift to the broader approach of wellness programmes. In these programmes, the IT Industry should educate and support employees in better nutrition and fitness, regular sleep and other good health habit. Employees should have free access to a wide array of wellness classes, individualized health appraisals, and health and disease prevention information.

The IT Industry should offer employee assistance programmes, counseling services that help employees overcome personal or organizational stressors and adopt more effective coping mechanisms. Employee assistance programmes can be one of the most effective stress management interventions where the counseling helps employees to understand the stressors, acquire stress management skills, and practise those stress management skill.

The IT Industry should offer maternity and personal leaves to take care for a new family. The IT Industry should arrange on site or subsidized child care facilities. Child care support reduces stress because employees are less rushed to drop off children and less worried during the day about how well they are doing.

The IT Industry should start employing the services of trained counselors to help employees overcome problems in their personal lives as well. In addition to that on site counseling services should be provided to help
its employees to overcome their personal problems so that they can be more relaxed and productive at work.

"A healthy body holds a healthy mind". It has been proved that the life style of a person also has an impact on the secretion of enzymes that cause stress in his body. Therefore, the IT Industry should educate its employees to focus on developing a healthy lifestyle by striking a balance between work life and personal life. Regular exercise also helps the body to de-stress itself. The IT Industry should play effective role by providing expert advice on diet control and nutrition to their employees.

The study reveals that professionals have strong job dissatisfaction in respect of pay and promotions in the organization. Therefore the organizations should take necessary steps to modify the compensation package and should provide regular promotional opportunities to improve the job satisfaction of the employees.

The IT Industry should mitigate job dissatisfaction by transferring the disgruntled employees to another job matching his tastes and preferences. This transfer achieves a better fit between individual and job characteristics and promotes job satisfaction and reduces stress.

IT Industry should conduct programmes of development wherein morale building becomes a major part. These programmes should keep morale and job satisfaction at higher level.

The IT Industry should recognize the need to take preventive care about employee stress. It should focus on the employees’ health management. The IT companies should conduct regular workshops on diabetics, hypertension and cardiac care during office hours.
To increase well-being of the employees, the IT Industry should extensively organize employee well-being programmes and it should be evaluated by the IT companies.

The IT Industry should understand why a particular employee is responding to a certain stressor in a way that is causing harm. It will be the management's response to consider it to be a critical factor in successfully resolving the problem.

The IT Industry should organize regular check up for those found suffering from very high stress should be subjected to stress management process. They should take urgent action to address the issue. How a stress situation managed will influence the length of a worker's absence and any consequent costs. If no effort is made to intervene early and resolve issues, especially if the worker takes time off, the case will become more difficult to resolve. Early intervention can include conflict resolution, mediation, and changes to workload or counseling from the Employee Assistance Scheme.

It is a fact that in India IT industry are not taken as serious career options and that is one of the reasons why young people joining it but leaving it all the more soon. The most important thing for the industry is, therefore, to promote the same as a viable career option. NASSCOM, the governing body for the industry must make an attempt towards this direction. Such efforts should be done on a larger scale so as to promote the industry further. The key to this is to create awareness among the general public because in India even now family/parents are actively involved in taking decisions in respect of their children. So, it is important for them to have this awareness. Most of the stress which these youngsters face is on account of the pressure they face at home with respect to their jobs at the IT industry and it is this stress which
culminates into bigger dimensions and leads to disillusionment among the youngsters.

All companies should have a Counseling Desk wherein an in-house counselor counsels the employees on their career needs, problems in adjustment which may arise on account of the fact that most of the employees who work in the IT industry leave their home towns and come to various cities to work. This may act as an effective way to curb emotional stress.

Redefining the career paths and making the employees aware of the same. Trainings should be conducted which would enhance their skill sets beyond taking calls and develop their competencies to match the same against organizational goals. There should be some funs at work activities conducted every month to keep the employees peeped-up. The IT companies should Tie-ups with different health clubs for the benefit of the employees.

6.4 CONCLUSION

To sum up, the middle level and higher level professionals have experienced high level of occupational stress with regards to role overload, role ambiguity, role conflict, group pressure, responsibility for persons.

The lower level professionals have experienced high level of occupational stress in respect of powerlessness, peer relations, intrinsic impoverishment and low status. All the respondents have exposed high level of occupational stress with regards to working conditions and low profitability.

It is observed from the study that middle level and higher level professionals have been exposed to high level of overall occupational stress, whereas lower level professionals have experienced moderate level of overall
occupational stress. Similarly, the study reveals that the higher and middle level professionals have low job satisfaction; whereas lower level professionals have moderate job satisfaction.

Throughout the study, it is observed that the middle level professionals have been exposed to high level of stress than higher and lower level IT professionals. The need of the hour is to heed to this burning issue which would both directly and indirectly affect the productivity. So it is the duty of both the Government and the industrialists to identify such factors which cause stress.

In general, stress adds flavor, challenge and opportunity to life. Without stress, life would be dull and unexciting. However, too much of stress can seriously affect one’s physical and mental well-being. Recurrent physical and psychological stress can diminish self-esteem, decrease interpersonal and academic effectiveness and create a cycle of self blame and self-doubt. It is important for that one should find the optimal level of stress and should learn to manage effectively, that will lead to secure one’s health. Therefore, if the IT industry adopts the above mentioned recommendations made by the researcher, it will, undoubtedly, help to mitigate the level of stress and improve job satisfaction of the employees.
SCOPE FOR FUTURE RESEARCH

This research can be made more exhaustive by studying the various industries and types of health problems due to stress categorically and for providing the remedial solutions. Further research is required to identify the impact of stress on work related behaviour of employees, such as absenteeism, attrition, loss of judgment, employee conflicts, conflicts with customers and work place accidents in the IT industry as well as other Industry. The future study may comprise a larger universe in which instead of concentrating of one or two and more no of cities may be included. A comparative study between the various benefits offered and stress management policies adopted by various companies can also be made.