CHAPTER 7
FINDINGS AND CONCLUSIONS

This chapter summarized the findings emerged out from the inferences of the results of the analysis pertaining to stress coping strategies, occupational stress and job satisfaction among employees in BPO industry.

7.1. Findings

The following are the findings from the empirical analysis of the respondents’ opinion

7.1.1. Stress Coping Strategies
The major stress coping strategies of BPO personnel is to ignore problem and take rest, talk with family and friends, become emotional and irritability to self, and let off tension by other means.

The stress management strategies of BPO personnel is independent of their age, gender, marital status, religion, caste, origin, education, job status, length of service in present position, total length of service in the field and income.

There is no significant relationship between stress management strategies and personality type of the BPO employees.

There is no significant relationship between stress management strategies and religious attachment of the BPO employees.
The overall stress coping strategies is significantly related to the alcoholic habit of the employees in BPO industry.

There is no significant relationship between stress coping strategies and smoking habit of the employees in BPO industry.

There is a significant relationship between drug habit and stress management among BPO employees.

Adoption of various stress management strategies among BPO employees with either no friends and no acquaintances or few friends and few acquaintances is significantly higher than that of BPO employees with either many friends and acquaintances or many acquaintances and few friends.

There is no notable relationship between stress coping strategies and habit of consulting family and friends on various matters among the BPO employees.

An extent of adopting stress management strategies among BPO employees is independent of their sleeping habits.

There is no significant relationship between stress management strategies and yoga / meditation habits among BPO personnel.

There is no significant relationship between stress management strategy and habit of doing physical exercise among BPO employees.
7.1.2. Occupational Stress

It is found that there are nine major factors that could induce work related stress among the employees in BPO industry, namely Work overload, Poor decision making skill, Job unrelated to skill, Inattention of boss, Work pressure, Strenuous work condition, Time pressure, Conflicting attitude of the peers, and ambiguous nature of job.

It is found that stress from ambiguous nature of job, job unrelated to skill, conflicting attitude of peers and work pressure is occasional whereas the stress from work overload, poor decision making skill, inattention of boss, strenuous working condition, time pressure is sometimes among BPO employees.

It is found that feeling of stress due to work overload is sometimes for employees with age above 25 years and differ significantly from that of those with age up to 25 years, whose feeling of stress due to work overload is occasional.

It is found that feeling of stress due to all occupational stressors except “work overload”, “Strenuous Work Condition” and “Time Pressure” among BPO employees are occasional regardless of their age.

The stress due to work load, inattention of boss, strenuous working condition and time pressure is sometimes between male and female groups but compared to male counterparts, the level of stress due to work overload is significantly higher among female BPO employees.
The stress due to all occupational stressors except “job unrelated to skill”, “conflicting attitude of peers” and “ambiguous nature of job” is sometimes but an extent of such feeling of stress due to work overload differ significantly between married and unmarried employees.

The stress due to work overload, inattention of boss, strenuous working condition and time pressure is sometimes, while the stress due to job unrelated to skill and ambiguous job is occasional for both Hindu and non-Hindu employees in BPO companies.

The stress due to work overload, inattention of boss, work pressure, strenuous working conditions, time pressure and conflicting attitude of peers is moderate (sometimes) whereas the stress due to job unrelated to skill and ambiguous nature of job is occasional.

It is further found that stress due to poor decision making skill among forward caste groups is moderate and differ from OBC and SC/ST groups whose feeling of stress due to this stressor is occasional.

There is a moderate level of occupational stress due to work overload, inattention of boss, strenuous working condition and time pressure and such level of stress is similar for employees of all origins.

The level of occupational stress is occasionally caused by job unrelated to skill and ambiguous nature of job among BPO employees of all origins (urban, semi-urban and rural).
The occupational stress among urban employee group caused occasionally by work pressure and it differ significantly from semi-urban and rural employee group for whom the level of occupational stress due to work pressure is moderate.

The stress in work place due to work overload, strenuous working condition and time pressure is moderate and such level of stress is independent of the educational status among BPO employees.

The level of stress due to inattention of boss is moderate regardless of educational status among BPO employees.

The work stress attributable to poor decision making skill among all educated groups except for graduates is moderate and differ significantly from level of stress among graduates with whom it is occasional.

The level of stress caused by work overload, inattention of boss and conflicting attitude of peers differ by job status whereas the stress attributable to other remaining stressors is independent of the job status among BPO employees.

The stress due to work overload as well as due to inattention of boss is significantly less among employees with length of service up to 5 years (occasionally feel) compared to that of those with length of service between 5-10 years and above 10 years in present position.

It is found that feeling of stress due to conflicting attitude of peers is sometimes among the employees with more than 10 years of service and
they differ significantly from the employees in other two groups who feel the stress occasionally.

It is also found that the stress attributable to time pressure is moderate for all three groups but the degree of such stress is significantly higher for those with length of service above 10 years in present position compared to that of those with LOS up to 10 years.

The stress owing to work overload and inattention of boss is significantly related to income while the stress attributable to other stressors is independent of it (monthly income) among BPO employees.

There is a significant relationship between stress due to all occupational stressors except inattention of boss and personality types of the BPO employees.

There is a significant relationship between attitude to religion and the feeling of stress due to work overload and inattention of boss whereas feeling of stress due to stressors other than work overload and inattention of boss is independent of the attitude to religion among BPO employees.

There is a significant relationship between alcoholic habit and stress from job unrelated to skill, inattention of boss, conflicting attitude of peers and ambiguous nature of job among BPO employees.

There is a significant and positive relationship between smoking habit and stress caused by poor decision making skill, job unrelated to skill, strenuous working condition, conflicting attitude of peers and ambiguous
nature of job whereas the stress attributable to all other occupational stressors is independent of the smoking habit among BPO employees.

There is a significant relationship and positive relationship between smoking habit and job related stress among BPO employees.

The level of stress arising out of work overload, work pressure and strenuous working condition is significantly less for BPO employees with companionship (friends & acquaintances) compared to that of those without any friends and acquaintances.

It is found that the extent of stress caused by work overload, work pressure and strenuous working condition is significantly higher for BPO employees with occasional consultation of sensitive matters with family and friends compared to that of those who consult their families and friends with various matters either regularly or rarely.

The stress caused by the occupational stressors other than work overload, work pressure and strenuous working condition is independent of the habit of consulting family and friends on various sensitive matters among BPO employees.

There is a significant relationship between sleeping habit and stress caused by work overload, poor decision making skill, job unrelated to skill and strenuous working condition.

There is no significant relationship between yoga / meditation habit and the extent of stress in occupation among BPO employees.
The stress owing to various working conditions in BPO companies is significantly higher for employees with ‘no diversions / vacations’ compared to that of those with daily diversions / periodic vacations and occasional diversions / rare vacations.

The stress from strenuous working condition and ambiguous nature of job is significantly higher among employees with ‘no physical exercise’ than that of those with ‘regular’ and ‘occasional’ physical exercise whereas stress caused by all occupational stressors except by strenuous working condition and ambiguous nature of job is independent of physical exercise habit among BPO employees.

It is found that the BPO employees take a day-off when emotional and lose temper even after “ignoring job conflict” to overcome the stress caused by inattention of boss, work pressure and job unrelated to skill if their poor decision making skill is high.

It is identified that adoption of all stress coping strategies is significantly higher if the stress on account of inattention of boss, work pressure and time pressure is more though there is a notable decline in stress due to work overload.

7.1.3 Job Satisfaction and Stress Management

The BPO employees are satisfied with “Good relationship with other employees” and “Working here will have social status”, somewhat
satisfied with “salary”, “working conditions”, “Opportunities for Promotion”, “Recognition in the organization”, “nature of job” and they are neither dissatisfied nor satisfied with ‘Freedom of work’ and ‘Personal need properly looked after’.

There is a significant relationship between age and satisfaction with salary but overall job satisfaction is independent of the age among BPO employees.

The employees’ satisfaction with “nature of job” is significantly related to gender.

There is no significant difference in the level of satisfaction with overall job between male and female employees in BPO industry.

There is significant difference in satisfaction with salary between married and unmarried employees in BPO industry.

There is no significant difference in the overall job satisfaction between married and unmarried employees in BPO industry.

The satisfaction with “Good relationship with other employees” and “Working conditions” differ significantly between Hindu and non-Hindu religious groups. But there is no notable difference in overall job satisfaction between two groups.
The satisfaction with “salary” differ significantly by caste but there is no remarkable influence of caste on overall job satisfaction of BPO employees.

The employees’ satisfaction with “nature of job” differ significantly by origin (area of residence) of the BPO employees. But overall job satisfaction is independent of origin.

The job satisfaction among BPO employees is unrelated to their educational status.

The job status has a significant impact on the satisfaction with salary and Recognition in the organization but it does not have any notable influence on overall job satisfaction among employees in BPO industry.

The length of service in present position has significant impact on the satisfaction with salary and recognition in the organization but there is no remarkable relationship between length of service in present position and overall job satisfaction among employees in BPO industry. The picture as above is same in respect of total length of service of the BPO employees.

There is a moderate relationship between overall job satisfaction and income of the employees in BPO industry.

The personality type of the BPO employees has significantly influence on their satisfaction with job.
The job satisfaction is significantly influenced by companionship among employees in BPO industry.

There is no notable relationship between yoga and meditation habit and job satisfaction of the employees in BPO industry.

There is a significant relationship between diversions / vacations and job satisfaction among employees in BPO industry.

The employees who “Take a day-off when they are emotional and lose temper” as a strategy to cope with stress are dissatisfied with “Good relationship with other employees” and less satisfied with “Working conditions”, “salary”, “social status of the job”, “personal need properly looked after” and “recognition in the organization”. At the same time, satisfaction with above job related factors is likely to be at somewhat extent among the employees in BPO industry who do meditation and talk with families to overcome the conflict.

It is found that overall job satisfaction among BPO employees tend to be high when they do meditation and talk with families without taking a day-off when emotional and lose temper.

It is found that the employees with little stress from work overload, strenuous working condition and low stress from Time Pressure, Work Pressure, Ambiguous Job, Job unrelated to skill, Conflicting Attitude of peers, Poor Decision Making Skill and moderate level of stress from Inattention of Boss tend to be highly satisfied with their job if their
personal need properly looked after, have better working conditions, freedom of work, nature of job as well as their relationship with other employees is good.

The employees with moderate stress from strenuous working condition and ambiguous job and with low stress from inattention of boss tend to have less satisfaction with salary and social status of the job.

The employees with more stress due to ambiguous job and conflicting attitude of peers is likely to be dissatisfied with Good relationship with other employees, Recognition in the organization and social status of the job.

Overall job satisfaction of the BPO employees tend to increase if there is a decline in the level of stress from work overload, work pressure and ambiguous job.

7.2. Conclusion

The BPO employees ignore job conflict, talk with family & friends, become emotional & irritability to self” and letting-off tension by other means to cope with stress. However adoption of these strategies is independent of their socio economic status. Further, extent of stress management strategies adopted by the BPO employees is independent of ‘life style’, ‘attitude to religion’, ‘smoking habit’, ‘habit of consulting various issues with family and friends’, ‘steeping time’, ‘yoga / meditation’
and ‘physical exercise’. But alcoholic habit, drug habit, companionship play an important role on stress coping strategies of BPO employees.

There are nine major stressors in BPO companies, namely Work overload, Poor decision making skill, Job unrelated to skill, Inattention of boss, Work pressure, Strenuous working condition, Time pressure, Conflicting attitude of the peers, and ambiguous nature of job. The stress from ambiguous nature of job, job unrelated to skill, conflicting attitude of peers and work pressure is occasional (marginal) while the stress from work overload, poor decision making skill, inattention of boss, strenuous working condition, time pressure is sometimes (moderate) among BPO employees. It is understood that the frequency of feeling stress in occupation is independent of the socio-economic characteristics among BPO employees. But, there is a significant difference in the extent of stress among the employees with difference in length of service either in present position or overall (total service). It is also identified that stress due to various occupational related factors is independent attitude to religion, companionship, habit of discussing a sensitive matters with family and friends, yoga / meditation and physical exercise. But alcoholic habit, smoking habit and drug habit play remarkable role in inducing the stress at work place. Similarly, diversion and vacations of the BPO employees also have an important role in determining the stress level. Further, the BPO employees with less sleeping duration is likely to have more job related stress.
BPO employees with poor decision making skill take a day-off when they are emotional and lose temper even after “ignoring job conflict” to overcome the stress caused by inattention of boss, work pressure and job unrelated to skill. The adoption of all stress coping strategies among BPO employees is significantly higher when the stress on account of inattention of boss, work pressure and time pressure is more though there is a notable decline in stress due to work overload.

The BPO employees are found to be satisfied with “Good relationship with other employees” and “social status of the job” but somewhat satisfied with other job related factors. Overall job satisfaction is independent of the socio-economic status of the employees in BPO industry. But employees’ personality type, companionship, yoga / meditation habit and diversions / vacations play an important role in determining the level of their satisfaction with job in BPO industry.

The employees who “Take a day-off when they are emotional and lose temper” as a strategy to cope with stress are dissatisfied with “Good relationship with other employees” and less satisfied with “Working conditions”, “salary”, “Working here will have social status”, “Personal need properly looked after” and “Recognition in the organization”.

Further the employees with little stress from work overload, strenuous working condition and low stress from Time Pressure, Work Pressure, Ambiguous Job, Job unrelated to skill, Conflicting Attitude of
peers, Poor Decision Making Skill and moderate level of stress from Inattention of Boss tend to be highly satisfied with their job if their personal need properly looked after, have better working conditions, freedom of work, nature of job as well as their relationship with other employees is good. Overall job satisfaction among BPO employees tend to be high when they do meditation and talk with families without taking a day-off when they are emotional and lose temper. It is concluded that overall job satisfaction of the BPO employees tend to increase if there is a decline in the level of stress from work overload, work pressure and ambiguous job.