

Stress Management Programs and its effectiveness on Employees' Productivity - An empirical study on employees working in BPO's Visakhapatnam

T.Narayana Rao, Dr. V. Srinivasa Prasad,

*Assistant Professor, MVGR College of Engineering (A), Department of Management Studies
Chintalavalasa –Vizianagaram.*

Professor, VRS&YRN College, Department of Management Studies, Chirala –Prakasam-district.

Corresponding Author: T.Narayana Rao

ABSTRACT: *Stress is a crucial word in organizations in the present scenario. Without knowing the mental status and physical capacity and caliber, organizations are just assigning work to the employees which it causing stress to the employees. Stress at times can be taken as a positive word but most of the times it is connected with negative sense. The workplace of the 21st century is a fast-paced, dynamic, highly stimulating environment which brings a large number of benefits and opportunities to those who work within it. The ever-changing demands of the working world can increase levels of stress, especially for those who are working under Bpo's. Where pressure has its positive side in raising the performance of employees, if such pressure becomes excessive it can lead to stress which has negative consequences on family and work life. The objective of the study is to focuses on adoption of stress management programs by BPO firms and its effectiveness on employees' productivity.*

KEYWORDS: *Employees, Effectiveness, Organization, Productivity, Stress management*

Date of Submission: 29-03-2019

Date of acceptance: 09-04-2019

I. INTRODUCTION

Stress has become an unavoidable emotion in our human life in recent times. It makes life more difficult and stimulating if it's at breather's bounds. But once stress is on the far side the header ability of someone, it causes disturbances in his/her life sphere. Stress has its roots within the demands of structure and private life. Thus, stress may be a present skill which can have helpful or damaging concerns, relying upon however it's managed. Information Technology enabled service (ITES) industry being an ever growing employment generating sector; there is a cause of concern by the organizations and government to look into the physical, mental and social health of its employees. The emotional quotient of the BPO employees seems to be in trouble and needs to be addressed immediately. In spite of impressive salaries, there have been several cases where there have been incidents like killing, drug abuse, alcoholism, frustration leading to family problems.

The job stress is associate increasing downside in current organizations; it doesn't have an effect on the employee's work life solely however it have extensive impact on employees' family life. Stress refers to the pressure or tension employees feel in life. Work stress has emerged collectively of the vital and focal areas for analysis in current organizations. It thought about as a crucial development moving the health of its staff. It has adverse effects on the behavior of staff in organizations. It's has an extensive impact on motivation and satisfaction of employees in the organization. The productivity of staff and overall productivity of the organization are stricken by levels of stress and motivation. Stress causes varied psychological issues like anger, depression, anxiety, irritability and tension and this influences the motivation of staff to a substantial extent.

Stress affects individuals in psychologically, emotionally and behaviorally, and is inextricably linked to several health problems, especially coronary heart diseases. Any feeling, excessively pushed, pulled, squeezed or roused by external and internal factors needs to be recognized. The causes ought to be identified as to whether they are beneficial or destructive. Various methods and programs can help individuals cope with stress in personal life and work environment. Management of stress is a crucial issue for individuals and organizations. Managing stress is precisely about understanding that the individual is exposed to stressors. We cannot manage stress unless we know what causes stress and how it affects us, physiologically, psychologically and behaviorally. So, effective stress management helps an organization improve the performance of individual, group and in turn that of the organization itself.

Since, there have been many incidents where stress has led to destructive consequences, especially among the ITES employees it has been found necessary to carry out this study. This study aims at throwing light on the reasons for stress and different stress management programs that are implemented in the BPO firms and

to know their effectiveness and how it can be effectively managed. Hence, managing stress has become a subject of prime importance. Better management of stress leads to a happy and efficient work in balancing work and family life.

II. REVIEW OF LITERATURE:

A review on the previous studies on stress among the workers is critical to clench the areas already lined. This may facilitate to seek out our new areas uncovered and to review them thoroughly. Dileep Kumar (2008) identified that the productivity of the men is that the most determining factor as so much because the success of a company is worried. The productivity, in turn, depends on the psychosocial prosperity of the workers. In an age of the extremely dynamic and competitive world, man is exposed to any or all forms of stressors which will have an effect on him on all realms of life. The growing importance of interventional methods is felt a lot at the structure level. Shruti (2009) concludes that staff at the bank are an excessive amount of stressed with their job with an important work, therefore the staff professional some refreshing events to feature up in their work arena like recreation, trips, tea breaks, intervals once in an exceedingly whereas throughout lumps of labor consequently, the workers expect a hike in their regular payment from their value performance. However even then the workers are very cooperative and have an awfully regards and respect towards the company's image and its future. Greenhalgh and Zev (2012) examined how monotony and under-stimulation at the workplace also results in work related stresses. Such stresses are most commonly found amongst workers in assembly lines, data entry jobs and amongst those who are under-employed. Isabella (2009) proposed a model where stress is defined in terms of the imbalance between demands from the work environment and the ability of the individual to meet those demands. This imbalance can be caused either by too much work to do or too many responsibilities to undertake or a combination of both. Nadeem Malik (2011) Argued that stress may be a universal component and persons from nearly each walk of life need to face stress. Stress will have negative impacts on each of the worker and therefore the organization. The results of the study shows that activity stress is found higher among personal sector workers compared to public sector employees. Among totally different activity stress variables role overload, role authority, role conflict and lack of senior-level support contribute additional to the activity stress. the workers cannot afford the time to relax and wind down after they are sweet-faced with work assortment, insight, favoritism, delegation, and conflicting tasks. Rajendran Jayashree (2010) studied the Impact of activity stress on staff is inevitable and ineluctable. A majority of the staff face severe stress-related ailments and plenty of psychological issues. Hence, the management should take many initiatives in serving to their staff to beat its fatal result. Since stress is usually because of way over work pressure and work-life imbalance the organization ought to support and seizing roles that facilitate them to balance work and family. Whittington et al. (2012) point out that improper behavior on the part of the management and poor supervisory styles are the main causes of occupational stress. Other factors which contribute to occupational stress include poor communication styles, a lack of leadership and of clarity about the vision, mission and the objectives of the organization as well as the very nature of the organization itself. Mayer et al., (2012) point out that role ambiguity and role conflict are two big causes of stress. Role ambiguity occurs when employees are faced with uncertainties, lack of information about the role they are supposed to play in the workplace and ambiguities about expectations and responsibilities of them. This, then, creates conflict which in turn manifests itself in physiological ailments, organizational dysfunction and lowered levels of productivity. It also leads to a deterioration of performance in the job due to lack of clarity of role. Kowske et al., (2014) as the incompatibility between requirements and expectations from the employee in his role play. Here compatibility is determined by several conditions including educational level of the employee, training, experience and demands of the job. The net effect of role conflict is stress and stress-related disorders. Faphunda and Tinuke (2012) found that high psychological demands from the workplace combined with low levels of decision making ability cause higher level of stress amongst women as compared to men. This is typically manifested in the form of musculoskeletal problems like shoulder pain amongst workers due to lower control on the jobs and lower prospects to discuss the problem with their supervisors. Jones (2011) indicates that there are several aspects of job content which are found to be dangerous and contributing to stress. These include low value ascribed to the work assigned to an employee, reduced utilization of skills, repetitive nature of work, uncertainty, lack of opportunities for growth and development, high attention to details of the job, conflicts in demand and insufficient resources to do the job. Baumohl (2013) studied the impact of work demands amongst both males and females in the United States and found that work with high demands on the mind combined with excessive quantity of both work and time pressures leads to work-related stress, depression and anxiety amongst the respondents considered. The study found that there is a high correlation between stress hazards like depression, physical ailments and obesity amongst workers with high work demands. Cooper et al. (2012) studied two alternative job stress models including the effort reward imbalance model and the job strain model alongside the risk of coronary heart disease amongst workers in the United Kingdom. It was found that an imbalance between personal efforts put

into a particular job and the rewards obtained in terms of remuneration, promotion and career progression resulted in excessive heart disease. Here it was not so much the strain incurred in the job and the demands of the job but the correlation between high effort and low reward that resulted in work-related stresses, manifested in the form of increased heart beat and high blood pressure. According to Cameron (2012) a lack of clarity on the path ahead in terms of career growth has been considered to be the main source of workrelatedstress. This lack of clarity is manifested in the form of lack of training and development, poor promotion policies, insecurities in the job and lower levels of pay. Band and Tustin (2011) found that job control is essential to improving mental health and commitment and reducing absenteeism. A lack of control, combined with enhanced job demands results in increase in the likelihood of early retirements.

III. OBJECTIVE OF THE STUDY

The broad objective of the study is to examine the employees' perception on effectiveness of stress management programs in BPO companies and its influence on employee productivity.

IV. RESEARCH HYPOTHESES

Based on the objectives of the study, the following null hypotheses have been formulated to test the relation between the stress management programs and its effectiveness.

H₁: There is no significant relation between counseling program and stress management program effectiveness.

H₂: There is no significant relation between need assessment and stress management program effectiveness.

H₃: There is no significant relation between effectiveness of resource person and stress management program effectiveness.

V. METHODOLOGY

The study uses data from both primary and secondary sources. The secondary data sources include records of the selected BPO companies, annual reports of the companies, research studies on stress management programs, websites of the companies etc. The primary data sources include the employees of selected BPO companies on stress management programs. The study area for the purpose of collection of primary data is Visakhapatnam district in the state of Andhra Pradesh. To pursue the objectives of the study, a survey of employee's opinion on effectiveness of stress management programs has been undertaken. A sample of 120 employees from three BPO firms in Visakhapatnam is considered for the study each BPO company is included in the sample to know the perception on stress management programs. To collect primary data a structured questionnaire was designed. The questionnaire for to know the effectiveness of stress management programs in BPO companies covers the following variables namely, counseling programs, need assessment, effectiveness of resource person, and stress management program effectiveness. The different things referring to each the variable and therefore the intervening variables are provided on five -point scale. The five response classes along with the numerical values assigned to them for Strong Agree - 5 Agree - 4 Neutral -3 Disagree -2 Strongly disagree-1. To analyze the collected data descriptive statistics, ANOVA, and Regression analysis were used. IBM SPSS software version 21.0 is used for the statistical analysis.

VI. STATISTICAL DATA ANALYSIS

The respondents' opinion towards the stress management programs are analysed with the help of dimensions such as counselling program, need assessment on stress management programs, effectiveness of the resource person, and stress management program effectiveness.

Table-1: Counseling Program

S.No.	Variables	Mean
1	Counseling program is given adequate importance.	4.70
2	Counseling program is well-planned in advance.	4.46
3	Objectives of counseling programs are clearly explained	3.99
4	Counseling program is giving good inputs for managing stress	4.23
5	Managers are executing counseling program more effectively	4.29
6	Counseling programs are best for sharing work related problems	4.22
7	Counseling programs are providing suitable alternatives to stress management	4.42
Total		4.33

The factor counseling program is assessed based on the rating of the respondents' on the referred seven variables as shown in table-1. The descriptive statistics reveals that the total mean value of all the seven variables is 4.33 which indicate that the respondents have positive opinion towards counseling program. Among the referred seven variables 'counseling program is given adequate importance' secured highest rating with a mean value of 4.70. The variables 'counseling program is well-planned in advance (4.46)', and 'counseling programs are providing suitable alternatives to stress management (4.42)' scored second the third highest ratings. The variables 'my managers are executing counseling program more effectively (4.29)', 'counseling program is giving good inputs for managing stress (4.23)', 'counseling programs are best for sharing work related problems(4.22)', and 'objectives of counseling programs are clearly explained (3.99)' also show positive ratings from the respondents.

Table-2: Need Assessment

S.No.	Variables	Mean
1	Program needs are identified by systematic procedure	4.41
2	Programs are designed after through interaction with employees	4.54
3	Work productivity is assessed before starting program	4.68
4	Employee performance is considered in conducting program	4.59
5	Employee opinions and ideas are considered in designing programs	4.61
6	Organizational policies are initiating programs	4.53
Total		4.56

The descriptive statistics shown in table-2 based on the referred six variables reveals that the total mean value of all the variables is 4.56 which indicating that the respondents have positive opinion towards need assessment. Among the referred six variables 'work productivity is assessed before starting program' secured highest rating with a mean value of 4.68. The variables 'employee opinions and ideas are considered in designing programs (4.61)', and 'employee performance is considered in conducting program (4.59)' scored second the third highest ratings. The variables 'programs are designed after through interaction with employees (4.54)', 'organizational policies are initiating programs (4.53)', and 'program needs are identified by systematic procedure (4.41)' also show positive ratings from the respondents.

Table-3: Effectiveness of the Resource Person

S.No.	Variables	Mean
1	Problem solving knowledge	3.73
2	Scope of interaction	3.94
3	Interactive Skills	4.18
4	Ability to use innovative approaches	4.29
5	Usage of psychological methods	4.16
Total		4.06

The opinion on the factor effectiveness of the resource person is assessed based on the rating of the respondents' on the referred five variables shown in table-3 reveals that the total mean value of all the variables is 4.06 which indicate that the respondents have positive opinion towards effectiveness of the resource person. Among the referred five variables, 'ability to use innovative approaches' got highest rating from the respondents with a mean value of 4.29. The variables 'interactive skills (4.18)' and 'usage of psychological methods (4.16)' scored second the third highest ratings respectively. The variables 'scope of interaction (3.94)' and 'problem solving knowledge (3.73)' also shows positive ratings from the respondents.

VII. RESULTS AND DISCUSSIONS

The influence of stress management programs such as counseling program, need assessment, effectiveness of resource person on stress management program effectiveness is analyzed and discussed.

Table-4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438 ^a	.248	.136	.47587

a. Predictors: (Constant), Counseling program, Need assessment, Effectiveness of resource person

The model summary table-4 reveals that the linear regression coefficient(R=0.438) indicates that there is a minimum correlation between the dependent and independent variables. In terms of variability R-Square (0.248) shows that the independent variables (counseling program, need assessment, and effectiveness of resource person) can predict 25 per cent of the variance in the factor stress management program effectiveness.

Table-5: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.887	5	2.777	11.652	.009 ^b
Residual	80.165	354	.226		
Total	94.053	359			

a. Dependent Variable: Stress management program effectiveness

b. Predictors: (Constant), Counseling program, Need assessment, Effectiveness of resource person

The results of the ANOVA test shown in table-5 indicates that the dependent variable stress management program effectiveness (F=11.652, p=0.009<0.01) show a significant relation with the independent variables counseling program, need assessment, and effectiveness of resource person.

Table-6: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.002	.300		10.014	.000
Counseling program	.079	.049	.145	1.608	.009
Need Assessment	.114	.051	.202	2.250	.025
Effectiveness of resource person	.128	.053	.122	2.397	.017

a. Dependent Variable: Stress management program effectiveness

The coefficients values shown in table-6 reveals that the independent variable counselling program (t=1.608, p=0.009 <0.05), need assessment (t=2.250, p=0.025 <0.05) and effectiveness of resource person (t=2.397, p=0.017 <0.05) show a significant positive relationship with dependent variable stress management program effectiveness. It can be observed that all the independent variables show a significant relation with stress management program effectiveness.

Thus, the regression analysis results provide a strong support for the rejection of the null hypothesis relating to the relationships between independent variables counseling program, need assessment, and effectiveness of resource person with the dependent variable stress management program effectiveness.

VIII. CONCLUSION

In conformity with the general understanding that stress is a common and contagious feature of modern life, the employees of BPO sector are also more prone to stress today. The respondents highly rated for the factor need assessment in stress management program. The factors counselling program and effectiveness of resource person in stress management programs also got positive ratings from the respondents. The study found that all the independent variables counseling program, need assessment, and effectiveness of resource persons show a significant relationship with stress management program effectiveness.

The stress management practices such as stress management training; seminars on job burnouts, supportive organizational climate, yoga and meditation, close association of co-workers, celebrations are practiced periodically at executive level. But, celebration, stress management trainings programs, yoga and meditation are the most preferred practices. These practices also could make a positive effect on productivity, inter-personal relations, absenteeism, labor turnover and physical and mental health among employees.

REFERENCES

- [1]. Band, D., Tustin, C. (2011). Strategic downsizing. *Management Decision*, Vol. 33, No. 8, pp. 36-45.
- [2]. Baumohl, B. (2013). When downsizing becomes dumbsizing. *Time*, p. 55.
- [3]. Cameron, D. (2012). *Strategies for Successful Organizational Downsizing*. Human Resource Management. John Wiley & Sons, Inc, Vol. 33, No. 2, pp. 189-211.
- [4]. Cooper, L. C., Pandey, A., Quick, J. C. (2012). *Downsizing: Is Less Still More?*, New York: Cambridge University Press.

- [5]. Dileep Kumar M. (2008) -A Study on Job Stress of Nationalized and Non Nationalized Bank Employees - <http://www.indianmba.com>
- [6]. Fapohunda, M., & Tinuke, M. (2012). The Global Economic Recession: Impact and Strategies for Human Resources Management in Nigeria. *International Journal of Economics and Management Sciences*, Vol. 1, No. 6, pp. 07-12.
- [7]. Greenhalgh, L., Zev, R. (2012). Job Insecurity: Toward conceptual clarity. *Academy of Management Review*, Vol. 9, pp. 438-448.
- [8]. Isabella, L. A. (2009). Downsizing: Survivors' Assessments. *Business Horizons*, Vol. 32, No. 3, pp. 35-41.
- [9]. Jones, G. (2011). *The History of The British Bank of the Middle East*, Volume 1, Cambridge University Press.
- [10]. Kowske, Brenda, Lundby, Kyle and Rasch, L Rena (2014). Turning 'Survive' Into 'Thrive': Managing Survivor Engagement in a Downsized Organization. *People & Strategy*, Kenexa Research Institute
- [11]. Mayer, M., Smith, A. and Whittington, R. (2012). Organising for Success In the 21st Century, CEOs' and HR managers' perceptions, Chartered Instituted of Personnel and Development, London.
- [12]. Nadeem Malik (2011) -A study on occupational stress experienced by private and public banks employees in Quetta city - *African Journal of Business Management* Vol.1.
- [13]. Rajendran Jayashree (2010) -Stress Management With Special Reference To Public Sector Bank Employees In Chennai - *International Journal of Enterprise and Innovation Management Studies*, Vol. 1 No. 3.
- [14]. Shruti M. (2009) – A Study on Stress Management of Employees at Syndicate Bank Hassan – A dissertation submitted to H.R. Institute of Higher Education, Hassan.
- [15]. Whittington, R, Mayer, M, Molloy, E and Smith, A (2012). The practice of organising – negotiating the routinization and standardization traps. *Academy of Management, Best Papers and Proceedings*.

T.Narayana Rao" Stress Management Programs and its effectiveness on Employees' Productivity - An empirical study on employees working in BPO's Visakhapatnam" *International Journal of Business and Management Invention (IJBMI)*, Vol. 08, no. 04, 2019, pp 17-22