



Analysis the impact of psychosocial stress among project managers within Information Technology Enabled Services of India

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DECLARATION

'I Ankit Shrivastava declare that this dissertation that I have submitted to Dublin Business School for the award of Master of Business Administration in Project Management is the result of my own investigations, except where otherwise stated, where it is clearly acknowledged by references. Furthermore, this work has not been submitted for any other degree.'

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ABSTRACT

The project management demands have risen dramatically due to the growing demand for quality, modern technology and innovation. The ever-increasing demand of the IT industries to work in an intensive, competitive and global environment have imposed challenges for the working professionals to maintain a healthy well-balanced lifestyle. Therefore, it is essential to learn about the coping methods to overcome psychosocial stress so that ITES-BPO project managers can handle complicated and stressful working situation with utmost ease and simplicity. It is also essential that organisation should provide proactive support and counseling to handle health and safety of project managers in day to day life. This research explores how psychosocial stress affects the performance of project managers in ITES-BPO projects and explores the coping strategies that organisation can implement to reduce stressful conditions that affect managers. The primary goal of this research is to define the reasons of psychosocial stress at workplace, to investigate the effect of stress on the project manager at workplace, and to examine the ability of project manager to cope with stress.

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1. Introduction

1.1 What is psychosocial stress

Stress is found in every place, be it in the family, company or any other activity in society or economy. A person is constantly subjected to multiple stressful circumstances from the moment of birth to the last breath taken (Khanka, S.S 2009). The topic of stress in this world is not only discussed at our daily discussions but has also become a problem of public interest. Richard Carlson defines stress as "Stress is nothing more than a socially acceptable form of mental illness". We live in stressful moments with two or more jobs, constructing and attempting to maintain irrational efficiency parameters, all of which lead to greater stress concentrations. Work stress may be called pressure, depression, grief, anxiety, discomfort and so on when you are overloaded with copious requirements and aspirations that you have to fulfil in just a restricted amount of time. Work stress is also referred to as "employment stress" or "occupational stress."

Stress is a biological term that refers to the consequences of a human or animal body failing to adequately respond to actual and imagined emotional or physical threats to its organism. Stress is the strain from the conflict between our surroundings as well as us that creates physical and emotional pressure. You can't live without stress in our fast-paced world, whether you're a student or an employed person. There is both adverse and beneficial stress, based on the distinctive perception of the tension between the two forces of each individual. Working stress is a fairly fresh occurrence in the modern way of life (Mujtaba and McCartney, 2007). In the last decade, the essence of the job has changed drastically, and it continues to change at turbulent pace. They crossed nearly all careers from a painter to a dentist and a

commercial pilot to a marketing manager. Change will automatically result in stress. Job stress is a physical health hazard. The stress of work in the lives of organized workers thus impacts on organizational health. Employment stress is a chronic illness induced by employee circumstances that adversely influence an individual's efficiency and general well-being (R. Baral and S. Bhargava 2011). The work stress is related to performance negatively. The greater the stress, the reduced the output. It was previously thought that mild stress concentrations would enhance the efficiency of energy staff. But that conviction is not right now. The now true hypothesis is that even a comparatively small stress disrupts efficiency.

This declaration is justified by some legitimate factors such as

1. The worker is distracted by even relatively low stress. Persons under stress tend to concentrate instead of on their job on unpleasant feelings and emotions, resulting in their performance.
2. Extended or prolonged contact to even moderate stress concentrations can harm wellness and could disrupt with efficient results.
3. Finally, a wide range of studies shows that the job efficiency can increase as excitement rises but starts to drop at some time.

The intimate relationships between stress, stressor, coping behaviour and job efficiency vary from individual to individual because of the distinct working conditions of people, the working climate, the background to developments, etc (Leung et al., 2002). Therefore, this paper has attempted to analyze the status of work stress in BPO India by reviewing 67 research journals published from 2005 to 2019. The study includes the different meaning of work stress and its impact on physical and mental state of project members ITES-BPO

1.2 Overview of ITES-BPO projects

Business Process Outsourcing industry is one of the competitive and fastest growing industry globally and specifically in India. Apparently, this industry provides an integrated and end-to-end solution for different operations in information sector including consulting services, client handling, customer service handling and a great hub for wide networking. In an Indian context, the industry shows a notable development since ages. It performs a range of client service handling and business operations based on multiple projects across the globe. The BPO industry is gradually emerging as a big platform in the industry not just because of creating possibilities for job opportunities for skilled and semi-skilled employees of the country but also by building trust in the market. However, the industry face certain challenges that are related to the changing needs of the clients over a period of time and accordingly, facing issues that may hamper the work efficiency and work productivity of the entire project team. These changes not only impact the teamwork but also brings the physiological and psychological change in an individual's lifestyle. This change is primarily associated with the negative impact on the health of an individual. Furthermore, work overload, unattainable goals, stakeholder pressure, deadlines (time-oriented tasks) create an acute stress among the project members. Ultimately, this outcome leads to physical, psychosocial and behavioral deviations between them, affecting not only the project team members, but also the organization as a whole process. The main aim of this study therefore, is to identify the impact of psychosocial stress on project managers within the ITES services . The purpose of this research is also to define the challenges posed in the sector regarding the issues and the effect of stress experienced in the IT sector. The stress level of staff was measured using a questionnaire. The study also defines the different stressors among the

team members of the project and shall also, analyze its effect on job satisfaction, feedback, operating circumstances, and household work equilibrium. The study shall also view the approaches to cope with stress situation.

1.3 Challenges faced by project managers in ITES-BPO projects

It often happens that project managers undergoes a tough situation and face a stressful environment that leads to poor performance in work, poor management in organisation as well as disrupted professional and personal life. This may result in negative psychological, physical and social outcomes such as work-related stress, burnout or depression. Few examples of working conditions leading to psychosocial risks are: work overload, conflicting demands and lack of role clarity. Lack of involvement in decision making may hamper the efficiency and performance of worker and influences the way job is done. Organisational change, job insecurity, ineffective communication, lack of support from management or colleagues, psychological and sexual harassment, third party violence are all few of the causes that arise stress in the working environment. When considering the job demands, it is important not to confuse psychosocial risks such as excessive workload with conditions where, although stimulating and sometimes challenging, there is a supportive work environment in which workers are well trained and motivated to perform to the best of their ability. A good psychosocial environment enhances good performance and personal development, as well as workers' mental and physical well-being.

Workers experience stress when the demands of their job are excessive and greater than their capacity to cope with them. In addition to mental health problems, workers suffering

from prolonged stress can go on to develop serious physical health problems such as cardiovascular disease or musculoskeletal problems.

For the organisation, the negative effects include poor overall business performance, increased absenteeism and presenteeism (workers turning up for work when sick and unable to function effectively) and increased accident and injury rates. Absences tend to be longer than those arising from other causes and work-related stress may contribute to increased rates of early retirement. Estimates of the cost to businesses and society are significant and run into billions of euros at a national level.

1.4 Aim of this research

The aim of this research is based on to find out how psychosocial stress affects performance of project managers within ITES-BPO, it also aimed to determine the levels of psychosocial stress, effectiveness among project managers, and how cope with it. The study also aims to understand the reason behind the psychosocial stress.

1.5 Objectives of this research

- To study on how psychosocial stress affects the performance of Project managers within the ITES-BPO of India.
- To study the factors affecting stress among project managers of ITES-BPO in India
- To ascertain the impact of psychosocial stress on personal health of project members, Project members, Project coordinator
- To give some suggestions for future studies on stress factors in Indian context.

1.6 Research question

1) The study aims to address and answer the following Research question:

- How psychosocial stress impacts the performance of project managers within information technology enabled services (ITES)/ Business process outsourcing (BPO) services of India.

2) The research shall investigate:

- The determinants of psychosocial stress among project managers and Project Team members within the ITES-BPO industry of India.

3) How this may influence the overall outcome or the performance of individuals leading to either project failure or success.

- Overall, the research shall highlight the influence of psychosocial stress on the personality of project members and the possible ways to overcome it.

1.7 Research hypothesis

- Null hypotheses= There is no impact of psychosocial stress on the performance of project managers and project members in ITES-BPO of India.
- Positive hypotheses= There is a positive impact of psychosocial stress on the performance of project managers and project members in ITES-BPO of India.
- Negative hypotheses= There is a negative impact of psychosocial stress on the performance of project managers and project members in ITES-BPO of India.

1.8 Research Benefits

This research will provide an insight into the effects of stress on overall performance of the project managers and project members. Therefore, this research will be valuable for the higher authorities of the organizations as it will diagnose the key drivers of performance of individuals and how the psychosocial stress could have a significant impact in shaping performance of these individuals. Furthermore, it will also be helpful for the project managers and project members as it will provide various solutions to manage workplace stress in ITES-BPO in India.

1.9 Limitation

There are many studies on psychosocial stress as well as many authors tried to explain the effects of psychosocial stress on the performance of project managers and project members. However, there are not many studies present on the effects of psychosocial stress on the performance of project managers of ITES-BPO of India. So this study focuses on bridging the gap in literature.

1.10 Dissertation outline

Chapter 2:- This chapter is based on information based on literature review and deep understanding of the overall literature research. The literature is based on primary research with three themes. The research themes are discussed in this chapter and as per that literature conclusion is drawn from it.

Chapter 3:- In this chapters we have discussed information on research methodology as what all strategies being used for the primary research and how the overall methods being carried

out in this research. We have also discussed about research philosophy, approach to theory development, research strategy, methodological choices and time horizon adopted by the researcher are mentioned.

Chapter 4:- This chapter will discuss information on how data is collected and evaluated for discussion and analysis from the primary research. It will also have a detail analysis of the overall data as what will be used to come up with the findings which will help in answering the research questions and achieving the research objectives.

Chapter 5:- This chapter will discuss information on results and findings with respect to the overall research questions. It will also, discuss about the objectives of this research and how we have achieved from the data collected methods through the primary research and whether the conclusions of the previous research carried out are in agreement or in contrast with the conclusion of this research. This chapter will also discuss the limitations of this research in details.

Chapter 6 :- This chapter includes conclusion, information along with the recommendations based on the limitations for the future research and for the psychosocial stress among project managers in ITES-BPO sectors

2. Literature Review

2.1 Introduction

Psychosocial stress explains the interaction between external and internal environment that involves as a result of individual cognitive process. Psychosocial stress often manifests due to the various stressors and elicits the physiological and emotional imbalance (Jeyapal *et al.*, 2015). Stressors are usually reported as an event that brings negative impact on an individual's mental health. The Information Technology Enabled Service Sector (ITES-BPO) is one of the world's fastest growing sector. In an Indian context, the industry shows a notable development. It performs several customer interaction and service-related tasks. The main operation of ITES-BPO is end-to-end customer interaction, besides, other operation includes the back-office that generally functions around the Knowledge Process Outsourcing and the technical unit of BPO. The technical unit of BPO is regarded as TPO-Technology Process Outsourcing. It is often said that IT sector is best suited for young generation as the industry is expanding job opportunities that is just not limited to the company's growth but also to build the future of the young population (Sugumar *et al.*, 2013). In order to conduct the review, a literature search strategy was adopted. The search for literature was primarily decided around the theme of "Psychosocial stress among project managers within the ITES-BPO industry". The main database used in finding literature were Google scholar and Mendeley. In addition to this, DBS library was used for finding articles. The primary terms used for searching literature were "Psychosocial stress", "Stress", "Reasons of Stress", "Causes of Stress", "Effects of Stress". The other terms that were used comprised of "stress coping strategies", "stress coping mechanisms", "stress coping

techniques". Boolean operator "AND" was used. Secondary search terms used were, "project members", "project managers", "employees", "working professionals", "project team members", "project coordinator". Other secondary search terms included, "BPO", "IT sector", "ITES-BPO". Relevant articles were selected based on the research topic (Psychosocial stress among project managers) and study population (Project managers, Project team members, Project coordinators). A 20-year limit was placed on the search, and articles from the years 1989-2019 were included. This generated 52 relevant search results which were then reviewed by title, abstract and duplicate articles were omitted. Within the literature, studies were included from both developing as well as developed nations. The initial literature review was conducted in March 2019; however, search of literature was conducted many times throughout the academic year, concluding it in the end of the August 2019.

2.2 Literature Theme 1:- Reasons for Psychosocial stress in ITES-BPO Sector.

As per the changing trends in BPO projects there were various stressors identified in different studies. These stressors include nature of job, duration of job, conflict in an organisational climate, intensity of work, targets and mental health. (Suri and Rizvi, 2008). In one of the study occupational stress was found to be higher among project managers working in a BPO sector. The associated reasons were the pressure due to the work overload, environment of the organisation, time pressure, lack of job control and job insecurity (Prasad and Rajesh, 2016). This was a Hyderabad, India based study that assessed the performance of project members in Hyderabad, India. Its impact was assessed using the questionnaire based on five item Likert scale. Besides, secondary data was collected using various

published books, web sites and records relevant to the topic. Reliability of each variable was calculated using Cronbach's alpha coefficient. A conceptual framework was formulated that showed the linkage of variables with stress. Further, the findings highlighted the key aspects of variables and concluded a higher occupational stress was found among the project members working in a BPO sector as compared to non-BPO sector (Prasad and Rajesh, 2016). Evidence even suggested incompetency in level of knowledge, skills and experience made managers to inappropriately manage the level of stress and thus, prone to high level of stress (Hong, 2016). This study investigated the various factors that leads to stress among manager at their workplace in Malaysia (Hong, 2016). The managers who were more likely to work under high pressure and follow an unhealthy lifestyle were significantly associated with a high level of stress. Individuals who exercise regularly are less likely to be stressed. Other stressors identified in an organisation includes the poor communication gap between project managers and project members, varied zones in shifts that has an influence on the biological system of employees, lack of involvement in decision making process between project managers and project members, conflicting situations in an organisation (Hong, 2016). Besides, job-insecurity, excessive job-demands, imbalance in maintaining professional and personal life, excessive job-demands, and mismanagement in maintaining work-life balance also leads to stress in a working professional's lifestyle (Sugumar et al., 2013).

The findings from multiple studies have suggested age as a contributory factor for the psychosocial stress among project managers (Sugumar et al., 2013; Kumari, Joshi and Pandey, 2014). It has been suggested (Kumari, Joshi and Pandey, 2014) that majority of the participants in their late twenties experienced project related pressure, behavioural stress

and health-related stress. These consequence of stress were explored in a study conducted in Chennai among the project members who were recruited from top 10 BPOs that had assessed the physiological stressors across ITES-BPO sector. About 310 project members were studied for this research using a Likert Scale based on 31 items. SPSS version 16.0 was used to analyse the results of the study (Limm et al., 2011). However, Sugumar (2013) disagrees and suggested that working professionals who were in their late thirties experienced a high stress. Other studies have also found the association between stress and gender. A high level of stress was experienced among males due to the long working hours in a BPO in Chennai, India (Sugumar, 2013), whereas, if we talk about female project managers, the stress levels are quite higher because of dual performing working roles in office as well as at home (Prasad, et al., 2016). This study assessed the impact of the performance of project members who were based in Hyderabad, India. Based on the findings, (Prasad et al. 2016) suggested stress has a positive correlation with age and gender that indicates the moderate level of work stress among respondents.

Social interaction plays a crucial role in an individual's lifestyle. (Gallstedt 2003) proposed a higher sociability experienced by the participants showed a higher organizational stress. Findings of this study investigated the differences in sociability between day and night shift teams among males and females, married and unmarried project staff working in ITES-BPO sector to determine the workplace stress, well-being and quality of life. In addition, behavioral factors including lack of motivation, commitment and self-esteem showed an alleviated stressful condition among project members (Gallstedt, 2003). The methodology of the study was based on a combination of semi-structured and un-structured interviews with both project managers and project members working in different BPO industry and

telecommunication industries. This study investigated the incidents experienced by the working professional in their working environment and the stress experienced by them due to their different working conditions (Gallstedt, 2003).

Various studies have reported lack of job security as one of the important reasons for occupational stress among project managers (Raja, and Bhasin, 2014; Keerthi, 2011). (Raja and Bhasin 2014) documented in their research about the moderate stress level experienced by 80% of employees who worked in BPO. (Keerthi 2011) conducted a study to examine the nature and direction of stress perceived and to understand the stress experienced by the project members. This descriptive study primarily focused on defining the problem of experiencing stress among employees. The results showed lack of quality work among project members could be a possible reason for a high stress rate among project members. About 50% of project members were found to have stress due to work overload and about 44% of project members were stressful because of the unsatisfaction and anxiety associated with their work. High job insecurity was the major reason for the stress among project members (Keerthi, 2011). Another reason for psychosocial stress experienced by the project members were the employee benefits. The findings suggested a handsome salary had a higher impact on employee commitment. An overall impact of different elements of motivation such as wage/ salary, employee benefits, supervisory support and promotion were analyzed. The study was conducted among 100 project members who were working at different levels in BPO using convenience sampling technique. Questionnaire was used to assess the motivation and employee commitment (Singh and Ghosh, 2018).

Another study was done on 120 employees working in different BPO in Mumbai, Maharashtra, India. Motivational analysis of Organization-Climate, Organizational role stress scale and Job satisfaction survey were used as the analytical tools. The results of the study depicted that employees who worked in a favorable environment at their workplace experienced less psychosocial stress as compared to the employees who worked in a stressful and unfavorable working environment. The statistics derived for t-tests were performed in the study that employees who worked in a favorable working environment at their workplace experienced higher job satisfaction as compared to the ones who worked in an unfavorable environment. Therefore, it is concluded that levels of psychosocial stress at the workplace is associated with a favorable working environment and higher rates of job satisfaction among the employees working in the BPO sector (Thakre and Shroff, 2016). A study conducted in National Capital Region (NCR) among the women employees working in BPO sector demonstrated night shift as a key cause of stress among them because of their inability to manage family and professional life. Odd shifts, work culture, security issues were few stressors that were identified in the study and led to the psychological impact among the women employees (Pathak and Sarin, 2015)

2.3 Literature Theme 2:- Effects of psychosocial stress on project managers and project members

The consistent work pressure experienced by the project members working in an IT sector and other work intensive goals have a significant impact on an individual's mental and physical health. The reviewed literature documented studies that emphasized the major ailments experienced by the project members working in a stressful, time intensive and target oriented ITES-BPO sectors. The findings from a cross sectional study conducted by

Padma *et al.* (2015) on 1000 employees suggested that nearly 56% employees had musculoskeletal symptoms, 22% of the employees developed hypertension, 36% suffered from dyslipidemia (high blood cholesterol), 54% suffered from depression, anxiety and insomnia, whereas, 40% had obesity. The information was based on a self-administered questionnaire. Furthermore, stress was measured according to the Holmes and Rahe stress scale, where the final score gave an estimate about the effect of stress on the health status of the employees. Evidence suggested the average stress score was elevated among employees who developed hypertension, obesity and dyslipidemia (high blood cholesterol) (Padma *et al.*, 2015). Previous studies have documented that the project members who experienced chronic workplace stress were almost twice as probable to develop metabolic syndrome (such as hypertension, diabetes, high cholesterol levels) than those without workplace stress exposure. Furthermore, studies had revealed that women who experienced chronic workplace stress were over five times more probable to have metabolic syndrome (such as hypertension, diabetes, high cholesterol levels) as compared to the women who experienced acute workplace stress (Chandola, Brunner, and Marmot, 2006).

With the advancements in Information Technology (IT) and IT enabled Services (ITES) new job opportunities may arise that leads to multiple health challenges that are primarily associated with the mental and social health. Research was done on 100 employees working in different BPO call centres located in Pune and Mumbai, Maharashtra (Bhuyar *et al.*, 2008). Both qualitative and quantitative methodologies were used. Statistics show that anxiety was experienced by 55% of the employees. Furthermore, the prevalence of elevated stress among females were higher as compared to males, therefore, females had greater prevalence of anxiety (around 53%) as compared to males (around 38%). Many physical health issues due

to increased psychosocial stress were also reported by BPO call centre employees. Around 59% suffered from back pain, 17% suffered from pain in hand or wrist, 7% suffered from pain in shoulder as well. Moreover, 29% reported digestive problems such as hyperacidity, bloating and constipation. Eye problems such as dryness and headache due to prolonged eye strain was observed in 27% and 15% of the employees respectively. Various psychosocial problems such as poor family relationships, unhealthy eating habits, disturbed sleeping patterns, increased use of tobacco and alcohol. Moreover, around 60% of the employees reported that their weekly holidays did not coincide with the weekly holidays of their partner or children leading to disturbed family life. Therefore, in BPO / call centres, it is beneficial to hire HR professionals with understanding of human psychology. Employees are the backbone of this sector, HR psychologist can extend support and guidance to the employees thus, improving their overall performance. The findings have also found that there is a strong association between stress among the project members working in BPO/call centres and health problems among the project members working in BPO/call centres (Bhuyar et al, 2008). The health problems may include, poor health and musculoskeletal disorders. A research brought into attention about CRSD (Circadian Rhythm Sleep Disorder) among one hundred and eighty-one individuals in BPO located in capital of India, New Delhi that is certainly associated with the imbalance in sleeping patterns observed among the employees who work on shift basis (Suri,2007). The view of this study is therefore, to assess the sleeping pattern of the population, the results showed that an individual's circadian rhythm is challenged and thus, face multiple health challenges including Insomnia, excessive sleepiness, fatigue, sleep deprivation, depression all may arise due to the psychosocial stress experienced in the high-tech organizational environment. The subject's anxiety level was

measured using the questionnaire that assessed information regarding socio-demographic factors, sleeping patterns, consumption of caffeinated products and others (Suri, 2007). Similar findings were reported in a cross-sectional study, descriptive study conducted among 18-39 years of call handlers who were employed for more than 2 months were studied to assess their level of stress, anxiety, depression and predictors in the National Capital Region (NCR), India (Jeyapal, 2015). The study had shown concordant results in relation to the study conducted by (Suri, 2007) that showed sleep deprivation challenges the circadian rhythmic patterns thus impacted by the stress, anxiety, and depression and leading to several health problems. The sleep-wake up cycle is affected due to the shift schedule, and therefore, results in stress, fatigue, depression, and other associated mental and physical health challenges (Jeyapal, 2015).

klaus (2015) stated health related issues such as Insomnia are often associated with the stress and anxiety experienced by the employees of BPO sector due to the long working hours. In addition, nature of job demonstrates the monotonous and stressful conditions such as repetitive telephonic conversations, rotational working hours, commuting duration, overtime working hours, performance measurements as few of the reasons that leads to stress among employees. This study also demonstrated that overall workload is higher because of the high volume of calls achieved by the employees. This sample was conducted among 277 call centre employees in an Indian Context. Another study conducted among 1209 employees showed similar findings (Machado, *et al.*, 2013). The study involved 1209 participants who were working in BPO in India to analyse their psychological distress, burnout and coping strategies. The findings showed significant psychological distress was observed among 38% of the sample who were assessed based on GHQ (General Health

Questionnaire-28), employees who are employed for more than 6 months or were women, data processors were more vulnerable to psychological distress. However, burnout levels were primarily reported low (Machado, *et al.*, 2013).

A study was done on 646 employees who worked in different BPO's near the region of New Delhi. The results depicted that high levels of stress among the employees lead to a high prevalence of dependence on tobacco. The prevalence of smoking tobacco dependence was around 41% and the quit rates were quite low, leading to the poor general health of the employees. Therefore, stress management techniques and regular counselling sessions for the employees are helpful in reducing ill effects of the psychosocial stress (Latha and Panchanatham, 2011). A study was done on 170 project members who worked in BPO sector in India. The measures used in the study to assess psychological impact of stress a scale was used. Results of the study depicted that ambiguity in role led to reduced confidence and thereby led to stress among project members. Furthermore, it was also noted that strenuous working environment also led to psychosocial stress among project members thereby reducing their overall performance. Therefore, work related stress is increasing rapidly among the working professionals and it has become essential to solve this issue (Pinto, Patanakul, and Pinto, 2016)

In addition to this, a study done was done on BPO sector in Bangalore city, India. The study was performed on 300 employees who worked in BPO sector, Bangalore city, India. The results depicted that workplace environment and experience are important factors that lead to stress among employees at the workplace. It was observed 80% of the employees were suffering from various digestive problems such as bloating, hyperacidity, flatulence and

constipation. Furthermore, due to sedentary lifestyle and long hours of sitting, prevalence of obesity among employees increased to a great extent. A syndrome known as “Burn out stress syndrome” was observed among the employees, leading to consequences such as prolonged fatigue, insomnia and high rate of absenteeism. Psychosocial problems amongst employees reported in this study includes, poor family support, poor family relations, unhealthy eating and sleep patterns. It was also observed that more than 40% were working in 9 hour shifts and 53% of the employees were working for more than 10 hours. Long working hours and prolonged use of computer led to issues in eyes such as dryness of eyes and irritation in eyes. Therefore, in order to reduce stress among employees, they should be encouraged to work for not more than 8 hours a day and should be indulged in various recreational activities as well (Sharma and Sharma, 2014)

2.4 Literature Theme 3:- Strategies to combat the psychosocial stress in ITES-BPO sector

Though induction and orientation programs immensely benefits the project members and project managers, however, the staff still face many difficulties in the ITES-BPO that eventually leads to the negative impact on their mind, body and health. In addition, this results in physical, psychosocial and behavioral deviations that affects the staff and the organisation. However, various studies have given insight on the different strategies that are of significant importance to employees for coping up with the psychosocial stress at workplace. Previous studies have identified the importance of an overall stress management programme that is required to lead a healthy and well-balanced life (Narahari, 2017; Suri and Rizvi, 2008; Sharief, 2014). A study conducted in Indore, India identified the cause of stress among project managers and suggested measures to cope up with the stress at the

working place. The research found workout as one of the effective strategies to combat stress at their workplace. Besides, emphasis was also given to indulge in yoga and other recreational activities that positively influence an individual's mental health level. Reducing conflict and maintaining mutual harmony were considered important measures for stress-reduction. The study used a self- structured questionnaire to collect data. Websites, journals, books were used as a source of secondary data collection. Percentage Analysis method was used that analysed and interpreted the results and achieved research objectives (Narhari, 2017).

Job feedback, good performance and achievements are important to reduce stress as demonstrated in another research conducted among 100 project members. (Raja and Bhasin, 2014). The findings documented the importance of induction and orientation programmes that have a key role in stress reduction. In addition, regular job feedback, good performance at work and work-related achievements were other important measures for stress-reduction. A study conducted in Chennai assessed the performance of employees and thus, suggested various strategies to cope from organisational stress including supportive organisational climate, job enrichment, role clarity in an organization, career planning and counselling, stress management workshops, employee assistant programmes and job-sharing activities (Kotteeswari and Sharief, 2014). Additionally, the research suggested individual activities to indulge in for stress control including physical exercise, networking, cognitive therapy and relaxation therapy and also, suggested organisational coping strategies including supportive organisational climate, career planning and counselling, organisational role clarity, job enrichment, flex time and job sharing as coping techniques to reduce stress (Kotteeswari and Sharief, 2014).

Project members who are appreciated had reduced stress level and are highly motivated to contribute more towards the organisation. Regular feedback helps the project members to undergo appropriate skills and achieve training them to reduce occupational stress. Therefore, supervisor's behaviour and employee benefits are considered essential motivators to gain employee commitment. Motivational factors indeed showed a significant, positive and meaningful relationship with employee commitment (Shyamala and Rajandran, 2017). A study conducted among 100 project members who were working at different levels in BPO used convenience sampling technique (Singh and Ghosh, 2018). Methods to assess the impact of individuals' perception of motivation would be influenced by different incidents such as premature closing of project, project-owner change preferences, and others (Gallstedt, 2003). These solutions include judiciously utilising time frame for solutions, incentivising or rewarding the employees, consistent feedback and motivation by the project managers for reducing work related stress. This study suggested motivation as the driving force of project managers and project team members and included employees from different IT-consulting and telecommunication industries, having had an experience of 4 and 13 years in project work. Findings have also concluded the stress-management can be achieved through various physical activities, excursion, or a vacation (Gallstedt, 2003). The management of stress can be achieved through various physical activities such as sport, aerobics, dance, excursion or a vacation that reduces the risk of disease and encourage to build a healthy community as mentioned in a cross-sectional study conducted in Chennai, India. It was also interesting to note that if employees get a stress score of more than 300 then they should be trained in an active anti-stress management technique (Padma et al., 2015). A reflection on the consumption of healthy eating pattern, reduction in caffeine and

sugar, avoiding alcohol, cigarettes, and drugs, getting enough sleep, problem solving, social support, coping strategies were recommended in previous studies as part of individual management (Prasad et al., 2016, Machado et al., 2013). There were also suggestions regarding reducing the employee stress at organisation level that included flexible working hours, work from home facility, healthy and effective bond with other colleagues and manager, indulgence of project members in other activities among others (Prasad *et al.*, 2016). It is worth mentioning that study recommended the need to undertake the issue of stress and suggested a no “one size fits all” solution to the problem.

2.5 Literature Conclusion

The reviewed literature thus gave us an insight about the reasons of stress among employees working in ITES/BPO sector, effect of psychosocial stress and strategies to combat stress. However, there is a limited data that is available on the psychosocial stress experienced by the project members and project managers. This study thus bridges the gap to understand the psychosocial stress specifically experienced by the project members and project managers working in a high-tech and time constraint organisational environment in an Indian Context. Moreover, the study shall also throws a light on the attempts in regard to the coping strategies made by the project managers and project members to understand their perception for leading a healthy life. Thus, this is the first attempt to understand the ideology about combating stress in an Information Technology Service sector that has previously never been conducted. In addition, this is also the first study to look at all the three aspects associated with psychosocial stress including reasons of psychosocial stress, effects of psychosocial stress and strategies to cope up with psychosocial stress.

Thus, this study shall immensely help the reader to gain an understanding about the various domains in relation to the psychosocial stress in an ITES-BPO sector among project managers and project members.

3 Research methodology

3.1 Introduction

This section provides an overview of the technique used to evaluate psychosocial stress among project managers within ITES-BPO. Research Methodology relates to the concept of how study must be conducted, including its theoretical and philosophical premises and their impact on the technique or techniques (Saunders, et al., 2009). In order to create an informed choice about the study, the investigator should understand the concept of research methodology. The aim of this study is to identify the reasons of psychosocial stress among project managers in ITES-BPO in India, the multiple organizational and personnel coping mechanisms that can be adapted to tackle stress among project managers within ITES-BPO in India.

The concept of research methodology can be explained by “research Onion” research onion is designed by Saunders (Saunders, et al., 2009) where various layers of research methodology is explained and compared. The research onion consists of different layers where all the layers are equally important to provide a successfully research methodology, they are as follows: • Research Philosophy • Research Approach • Research Strategy • Research design • Research Ethics

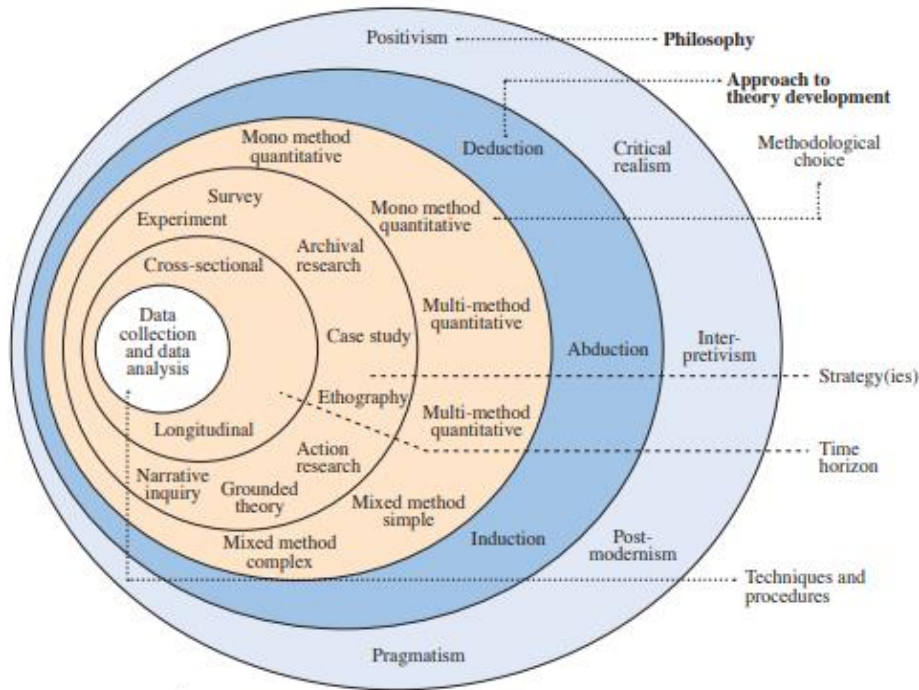


Figure 1 Research onion

3.2 Research Philosophy

The philosophy of Research is the perception that results in providing the overall research process with a valid reasoning (Bajpai 2011). This helps to know the whole method of study by means of one the philosophical approaches: positive, objectivistic, subjective, pragmatic and interpretative etc. Research philosophy defines the direction of the study and introduce into a wider aspect. Research philosophy adopted by the researcher includes the significant assumptions about the way researcher view the world. Research philosophy is based on reasoning (theory) and observations (data or information). Johnson and Clark (2006) suggested that it is important to get an insight about the philosophical commitment to understand the importance of choice of research strategy as it will eventually help researchers to understand the nature and direction of a research. There are two main ways

of thinking about research philosophy: ontology (nature of reality) and epistemology (comprises acceptable knowledge in the field of study). According to Saunders the three most significant research philosophies include: Positivism, Realism and Interpretivism (Saunders, et al., 2009)

This study is primarily based on Positivism philosophy as that grounds the information based on concrete and rationale information. It therefore, focuses on the scientific knowledge and accurate information that is important to yield data and facts that may influence the human interpretation or bias. Thus, this study is designed to yield important data on the psychosocial stress that was influenced by the self-perception of stress among project managers. The study was analysed based on a self-administered questionnaire (Saunders, et al., 2012)

3.3 Research Approach

An insight on the direction of the study that is primarily based on the predetermined set of assumptions, theories and processes gives us a framework to comprehend the rationale behind research approach. It was stated by (Etikan et al., 2016) that research approach is grounded on pre-determined steps that are based on data collection framework. The research approach is based on the concept of collection, analysis and interpretation of data collection. The underlying reason behind choosing a specific approach was to determine if the data collection would be analysed using qualitative method or quantitative method. Quantitative approach was primarily considered important to use when numerical data was used for data collection or data analysis. The qualitative approach is any technique used to collect or analyse data that produces or uses non-numerical data and aims to explain the

researcher how and why things are happening and to get a thorough grasp of the situation whereas, Qualitative approach is used for studying social phenomena, situations, contexts and processes that cannot be investigated with descriptive methods (Saunders, 2016) Qualitative data can be obtained from various sources, including individuals, organizations, documents, environments, items and occurrences. It is also important to note that specific choice of both a qualitative and quantitative study is not predetermined. (Saunders, 2016) This study therefore is grounded on a quantitative approach methodology as the data collection method is based on the numerical approach strategy.

3.4 Research Strategy

According to Saunders a research strategy is defined as an overall path towards the goal of the research and how this research will be completed (Saunders, et al., 2009). There are different strategies that can be applied to perform a research such as experiment, survey, case study, action research, grounded research, ethnography, archival research. In this research we are using survey as our research strategy. As survey strategies are usually associated with linked to the deductive approach (Saunders, et al., 2009). It is used to provide information on who, where, how many and how many challenges. It is the most common strategy used for business study approach and therefore appears to be used for exploratory and descriptive research. To address the objective of the study data were obtained through an online survey, done on the professionals working in ITES-BPO sector in India. The overall aim of the survey was to generate reliable data on major reasons of psychosocial stress among working professionals number of attempts the working professionals took to cope up

with stress and the coping strategies that could be adopted by them to overcome psychosocial stress. The questionnaire was refined before conducting the survey.

3.5 Study Population

The research is based on primary dataset. The study population comprised of Project managers, Project coordinators, Project support specialists and Project team members who are working in different ITES-BPO's in Mumbai, Maharashtra, India. ITES-BPO industry is one of the fastest growing sectors in India. ITES-BPO industry was started in mid-nineties in India and has tremendously achieved a dramatic growth in terms of providing job opportunities to the growing young population and generating revenue for the nation. The rapid pace of the industry opens the wider door for the employees to become the part of the modern industry in the high-tech organizational environment. Researcher prepared a document explaining the purpose of the study and required details were stated in the document that gave insight about study to the respondents. Researcher emailed project managers and project members of three different BPO's which are located in Mumbai, India in which the researcher had worked in number of BPO projects in the past years. Consent on email was taken for collection of data from project managers, project support specialists, project coordinators and project team members. After taking consent, questionnaire was sent to the professionals working in those BPO's located in Mumbai, India.

Self-administered internet based questionnaire was sent to 100 employees (project managers, project coordinators, project support specialists, project team members) working in ITES-BPO industry, India. Out of 100, 67 employees (project managers, project coordinators, project support specialists, project team members) participated in the survey,

therefore the response rate was 67%. Specific to this research, the study population included the professionals working in ITES-BPO sector, aged 18-55 above years, who lived in India.

3.6 Research design

A research design is a specific outline of how research questions will be answered. It involves definite objectives derived from the research question, shows the sources from which information will be gathered and explains and how these information will be gathered (Saunders, 2016). This study is based on a cross-sectional questionnaire-based methodology that involves the collection of data at a single point in time. This method is particularly useful as the information about the population characteristic was known and the study was designed to describe the reasons of psychosocial stress, effects of psychosocial stress among professionals and the techniques used to cope up with psychosocial stress at a fixed point in time. The researcher has used quantitative method to conduct this research. As this method is generally associated with positivism and deductive approach as this focuses on using information to evaluate a particular conclusion or ideas. Also this technique investigates the interactions between factors that are numerically evaluated and analysed using statistical tool.

3.6.1 Variables created

The study included socio-demographic variable and variables related to psychosocial stress among project managers. Different variables were created for the simplification of the analysis. Prior to analysis the dependent variable was identified in the dataset based on which independent variables were to be analysed. Therefore, the dependent variable was

“reasons of psychosocial stress” and rest were the independent variables. The variables from the dataset includes demographic factors: age group, gender and marital status. Other variables in this research includes job title of the participants, duration of working on projects, healthy work-life balance, team size of the project’s participants working in, most stressful aspect of the job title, level of job stress, reasons of psychosocial stress, control of the participant over the work that is assigned to them and attempts made by the working professionals to relieve stress. Post the creation of the dataset, variables were recorded. The demographic variables such as age groups, gender and marital status were all recorded as new age, new gender and new marital status respectively. Age group was categorized into 18-24 years, 25-34 years, 35-44 years, 45-54 years and 55+years. Responses pertaining to marital status were categorized as “single”, “married”, “divorced” and “widowed”, whereas gender was categorized as “Male”, “Female” and “Prefer not to say”. In addition, Job title of the professionals were categorized as “ Project managers”, “Project coordinators”, “Project support specialists”, “Project team members”. Team of the professionals was categorized into “5-10”, “10-20”, “20-30”, “30-40” and “40-50”. Furthermore, level of job stress was also categorized into” mild”, “moderate” and “severe”. Reasons of psychosocial stress were assessed on a five-point base system ranging from very unlikely, unlikely, neutral, likely and very likely. Control of employee over the work assigned to him/her was also analysed using a five-point base system ranging from “Strongly Disagree”, “Disagree”, “Neutral”, “Strongly agree” and “Agree”. In addition, attempts made to relieve psychosocial stress was categorized into “ None”, “One attempt”, “Two attempts” and “Three attempts”. Dichotomous variables were also created for healthy work-life balance and stress at work.

3.7 Sampling Technique

The fundamental concept of sampling is that results can be taken about the full population by choosing some of the components in a population. a) Sampling would provide a viable option if a study of the total population would not be feasible b) cost and moment limitations avoid study of the existing population and c) all information are gathered but outcomes are needed rapidly. Sampling techniques can be divided into two types- probability sampling and non-probability sampling.

This study is based on non- probability sampling, as in non- probability sampling where the likelihood of each case selected is not known and research questions requiring a research scientist to make a statistical inference on population characteristics cannot be answered. Apart from that Convenience Sampling is used in the study because of the limited resources, time and workforce. In addition, convenience sampling is a non-probability sampling technique which is used when there is a convenience in accessibility of the data (saunders, et al., 2007) The study population comprised of Project managers, Project coordinators, Project team members and Project support specialists working in various ITES-BPO in India. The distribution of questionnaire was initiated in the mid of July 2019, and the responses were received by the end of July. The researcher compiled the data in IBM SPSS version 25 from August 1, 2019 to August 3, 2019. The internet based questionnaire was sent across to 100 employees (Project managers, Project coordinators, Project team members and Project support specialists). In is worth mentioning that 67% of the response rate was achieved.

3.8 Data collection

The information acquired from the participants is considered as the primary data, as the researcher directly collects the data. Surveys using questionnaires are common because they are an extremely economical way to collect information from a large workforce and this information can be quantitatively evaluated in an easy manner (saunders,2016). Although, there are few constraints in using a questionnaire to do a research, but this technique still fits well with this specific research intent.

A self-administered internet-based questionnaire was designed for the professionals working in ITES-BPO sector for this research. Therefore, self-administered internet-based questionnaire was used as the study instrument for this research. A consent was obtained from the professionals working in various companies of ITES-BPO sector before conducting the survey. Questionnaire comprised of a total of 15 questions based on their socio-demographic characteristics, major reasons of psychosocial stress and attempts made by the professionals working in ITES-BPO to cope up with stress. Close-ended questions were asked in the questionnaire. All the questions were mandatory for the participants to respond. There were questions in the questionnaire where respondents have to choose any one options out of the stated options and there were few questions where the respondent has to respond based on the rating of two scales which included options : very unlikely, unlikely, neutral, likely, very likely as well as strongly disagree, disagree, neutral, agree , strongly agree. The summary of the written instructions given in the questionnaire stated the purpose of the research project. The researcher stated the research was conducted as a part of dissertation project in the academic curriculum of Masters in Business Administration (project management). Reasons of psychosocial stress, being the outcome variable was

measured using descriptive statistics and inferential statistics. Descriptive statistics were generated for all the variables. Chi-square test was used to analyse the association between the socio-demographic variables and reasons of psychosocial stress among professionals working in ITES-BPO.

Based on the study questionnaire, an electronic database was created using a readily available system called Microsoft Excel. Responses of the participants were added in the columns and variables were added in the rows. To ensure the validity of the data, it was double checked before entering into Microsoft Excel. Upon completion, the data entry was then imported into a computer program called as Statistical Package for the Social Sciences (SPSS) for the analysis of the data. Both descriptive statistics and inferential statistics were performed that addressed the research questions within the specific objective by finding the association between the variables analysed.

3.9 Data Management

Data were initially entered into Microsoft Excel 2016 version. To meet the aims and the objectives of the study, the data were compiled into an IBM SPSS software version 25 for the statistical analysis that included variables relevant to the study. Following the compilation of dataset, it was kept password protected to maintain the confidentiality of the variables.

3.10 Action Research

"Action study is a study approach dealing with change management and requiring near cooperation between professionals and researcher" Action research is designed to tackle complicated, practical issues of which little is understood "The situation is explored, a

corrective intervention is identified, scheduled and enforced, the outcomes of the action are noted and registered and the effort is taken. It also suggests that only by adopting intervention and teaching from practice can the investigator enhance and contest their knowledge (Bryman, A. & Bell, E. (2011)

3.11 Time Horizon

An important thing to consider when intending the research is whether the study is to be a "snapshot" taken at a given time or ought to be more similar to a journal or a sequence of photos and constitute activities over a given period (Saunders et al., 2007) Cross-section can be called the "preview" perspective, and longitudinal can be called the "journal" outlook. (Malhotra & Birks, 2007)

3.12 Cross Sectional Studies

For this research, the Cross-Sectional Time Horizon will be used, primarily due to time limitations. The survey will be conducted once in a cross-sectional research and will be of a specific event and at a specific stage in moment. The study approach is often used by cross-sectional studies and quantitative methods are used. Because of the time limitations, the research and since the survey was performed using polls using quantitative data in the type of questionnaires, the cross-sectional study is more suitable for this research. (Carlson MDA, Morrison RS, 2009)

3.13 Research Ethics

Ethics has been described by all research analyst as the "study of the correct behavior" and covers the issue of how to perform studies in a morally and responsibly manner. According to Saunders research ethics is a study subjected, conceived and explained, research is intended, information is acquired, and data is gathering, and study results are written in a personal and accountable manner (saunders, et al., 2009). Thus, ethics covers the issue of not only how methodology is performed for successful studies, but also how to use to access the methodology in the correct manner. "The objective of research ethics is to guarantee that no one is hurt or adversely affected by this study, in quantitative or qualitative conducting research often needs a researcher to balance between what the concept of methodology proposes and what is practically viable. Likewise, the researcher must decide whether the manner study is performed is socially defensible to all respondents.

"There is no single ethics method. It is hard to advocate rigorous compliance to law assets due to the unforeseen constraint placed on scientists. Alternatively, it is similarly difficult to rely on the private feeling of morality of each individual." (Bell & Bryman, 2015). There is clearly a need for a center floor between being controlled entirely by law or reliance on ethical relativism. The basis for this center floor is an evolving agreement for scientists on ethical norms. Researchers and promoters are guided by codes and laws. Review committees and peer groups assist scientists investigate their ethical dilemma study ideas. By thorough preparation and continuous vigilance, many design-based ethical issues can be eliminated. Ultimately responsible research anticipates ethical dilemmas and tries to modify the layout, processes and protocols throughout the scheduling phase rather than considering them as an after-thought.

Ethical study needs private honesty from the scientist, the project manager and the study partner"(Cooper and Schindler, 2008,) Thus, from the above debate, we can see that consistency is essential for the study.

4. Analysis and interpretation

4.1 Introduction

The major objective of this chapter is to address the research question of this study; “How psychosocial stress affects the performance of project managers in Information Technology Enabled Services”. The findings of the survey are presented and discussed in a systematic and comprehensive way to address the main objectives of the study that are as follows:

- To have a critical understanding of psychosocial stress among project managers and its varied concepts.
- To analyze the main reasons that leads to psychosocial stress among project managers, project support specialists, project coordinators and project team members.
- To assess how many times the project managers have tried to cope up with stress as well as the various coping strategies that could be helpful in overcoming stress.

The researcher conducted an internet-based survey to get a broader understanding of the major reasons that lead to psychosocial stress among project managers in ITES. Primary data were collected from a total of 67 participants who volunteered to be a part of this research project. The data collected were analyzed using statistical methods (descriptive statistics and inferential statistics), interpretation of data was conducted on the basis of analyzed data. Therefore, this chapter shall primarily focus on analyzing the responses obtained from questionnaire and shall present the results in an organised manner to lead the research towards a conclusion.

4.2 Descriptive statistics

Out of a total 100 professionals who worked in ITES-BPO sector in India, 67 working professionals responded to the survey, therefore, 67 working professionals were part of the study population, and the response rate was 67%.

The socio-demographic factors chosen for this research are:

- Gender
- Age Group
- Marital status
- Job title

Socio-demographic characteristics are an essential aspect of the research as there will be distinctions in the responses of the participants on the basis of gender, age group, marital status or job title.

Age group:

The first question in the questionnaire was to determine the age of the participants.

As presented in table 4.1, age was divided into various age groups namely, 19-24 years, 25-34 years, 35-44 years, 45-54 years and Above 55. More than half (56.7%) of the participants were of the age group 25-34 years. Around 21% of the participants were of the age group 19-24 years and 15% of the participants were of the age group 35-44 years. Fifteen percent of the participants were of the age group 45-54 years. However, there was no participant in the category of above 55 years.

Table 4.1 : Descriptive statistics showing the socio-demographic stress characteristics, work-life balance, attempts made to relieve psychosocial stress

Variables	Valid denominator	Number (%)
Gender	67	
Male		38 (56.7%)
Female		29 (43.3%)
Age Group	67	
18-24 years		14 (20.9%)
25-34 years		38 (56.7%)
35-44 years		10 (14.9%)
45-54 years		5 (7.5%)
Marital Status	67	
Single		48 (71.6%)
Married		17 (25.4%)
Divorced		1 (1.5%)
Widowed		1 (1.5%)
Job Title	67	
Project Coordinator		12 (17.9%)
Project Manager		14 (20.9%)
Project Support Specialist		9 (13.4%)
Project Team Members		32 (47.8%)
Duration of working on projects	67	
Up to 3 months		7 (10.4%)
Up to 6 months		5 (7.5%)
Up to 1 year		17 (25.4%)
Up to 3 years		24 (35.8%)
Up to 5 years		13 (19.4%)
Healthy work-life balance	67	
Yes		32 (47.8%)
No		24 (35.8%)
Maybe		11 (16.4%)
Team size of the project	67	
5-10		15 (22.4%)
10-20		26 (38.8%)
20-30		14 (20.9%)
30-40		7 (10.4%)
40-50		5 (7.5%)
Most stressful aspect of job in project management cycle	67	
Project planning		15 (22.4%)
Project initiation		6 (9%)
Project execution		32 (47.8%)
Project closure		14 (20.9%)
Level of job stress	67	
Mild		11 (16.4%)
Moderate		44 (65.7%)
Severe		12 (17.9%)
Attempts made to relieve psychosocial stress	67	
None		13 (19.4%)
One		11 (16.4%)
Two		18 (26.9%)
Three		25 (37.3%)

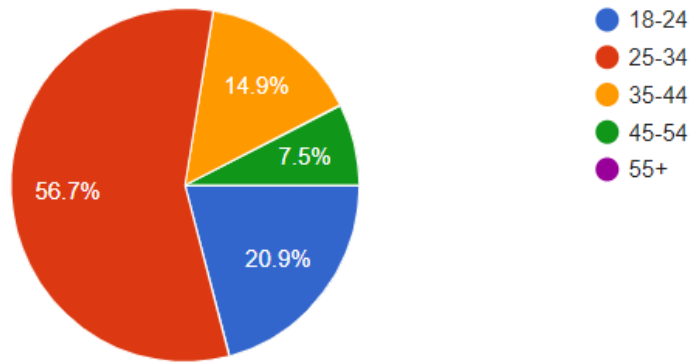


Figure 2: Pie chart depicting the age-group of the participants

Gender:

The second question in the questionnaire was to determine the gender of the participants. As shown in Table 4.1, amongst the participants 56.7% were males, 43.3% were females. An option “Prefer not to say” was included in the question regarding gender of the participants for the confidentiality of the participants who does not want to share this information.

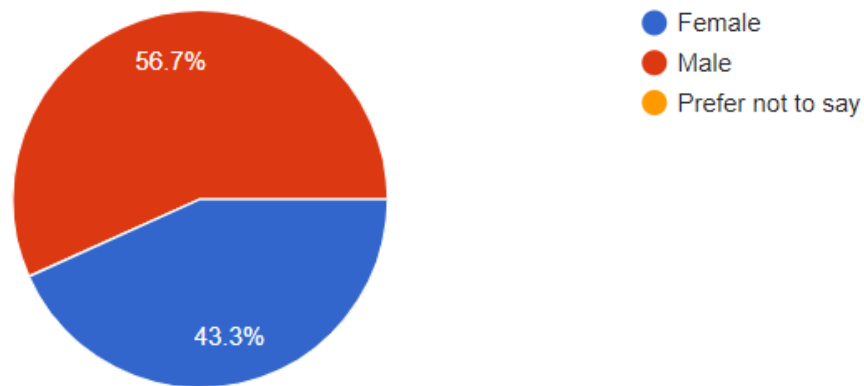


Figure 3: Pie chart depicting the gender of the participants

Marital Status:

The questionnaire also revolved question about the marital status of the project members. The marital status was categorized into different sections including single, married, divorced and widowed. The highest respondents were single and who were about 72% of the total response rate. One- fourth of the respondents were married. However, it was noted that there was an equal percentage of participants who were either divorced or widowed. Thus, approximately 2% of the participants fall into that category.

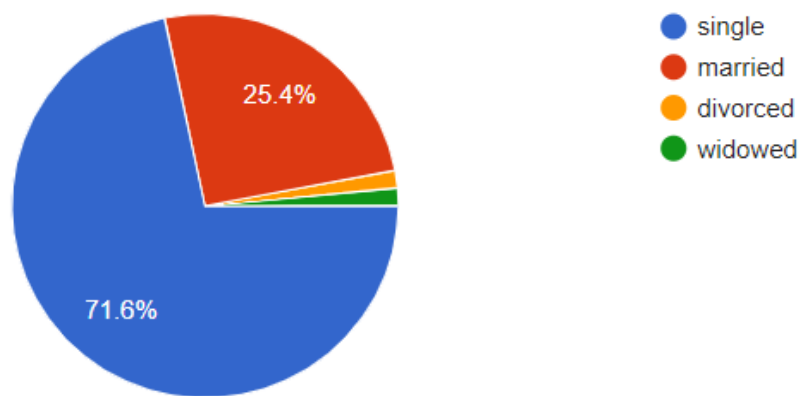


Figure 4: Pie chart depicting the marital status of the participants

Job Title:

The respondents were asked about their specific job title that included project coordinator, project manager, project support specialist and project team members. About 21% of the respondents were project managers, 18% of them were project coordinators, and 13% were project support specialist. The highest respondents were project team members were 48%.

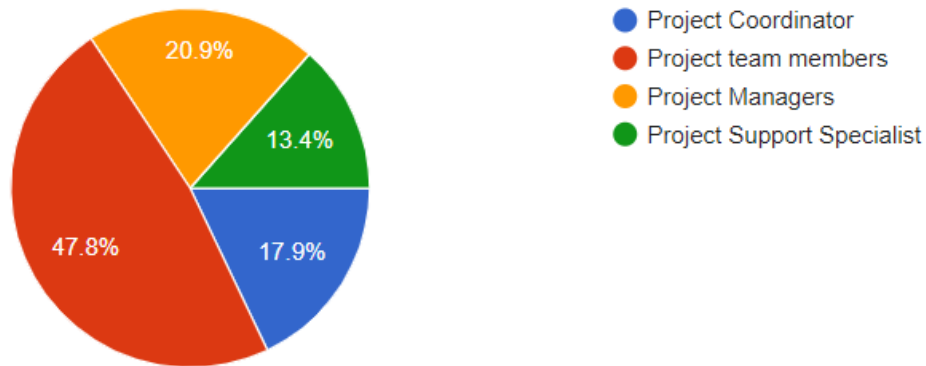


Figure 5: Pie chart depicting the job title of the participants

Duration of working on projects:

The participants were also asked about the duration they worked on the projects. As shown in the table 4.1, the duration was divided into up to 3 months, up to 6 months, up to 1 year, up to 3 years, and up to 5 years. It was astonishing to note that the working professionals who worked on a project for up to 6 months hold the least responses (7.5%). However, the maximum number of working professionals who responded had worked on a project up to 3 years (35.8%).

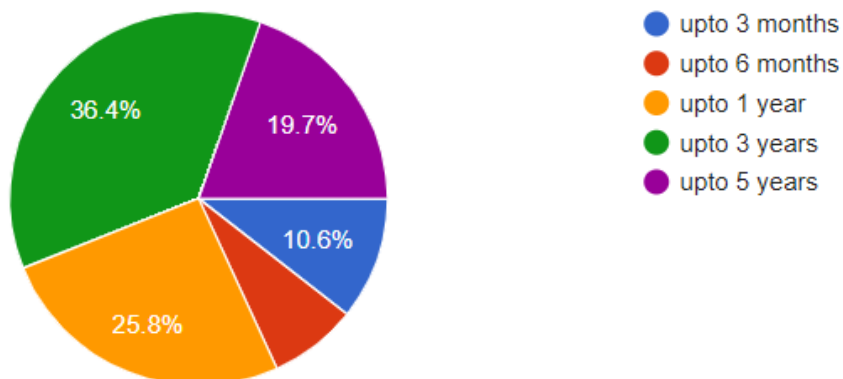


Figure 6: Pie chart depicting the duration of working on projects

Healthy work-life balance:

Work-life balance is an essential part of a healthy work environment. A healthy work life balance helps to decrease workplace stress and prevent employee burnout. It is important to note that nearly 47.8% of the participants considered that they have a healthy work life balance, whereas,

35.8% of the participants considered that they do not have a healthy work life balance.

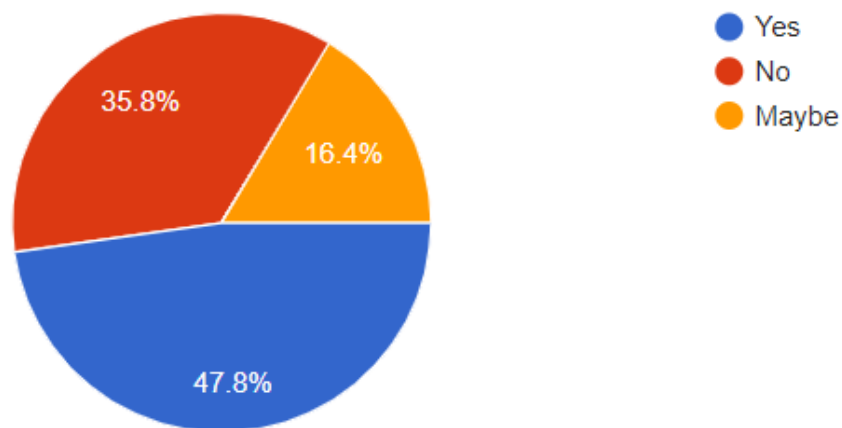


Figure 6: Pie chart depicting the healthy work-life balance among participants

Team size of the project:

As shown in table 4.1, 22% of the working professionals belong to the team size of 5-10 members. With a slight decrease in 2%, working professionals belong to the team size of 20-30. Majority of the working professionals (40%) had a team size of 10-20 members whereas, 11% of the working professionals had a team size of 30-40 members. It was also noted that just 8% of the working professionals belong to the team size of 40-50 members.

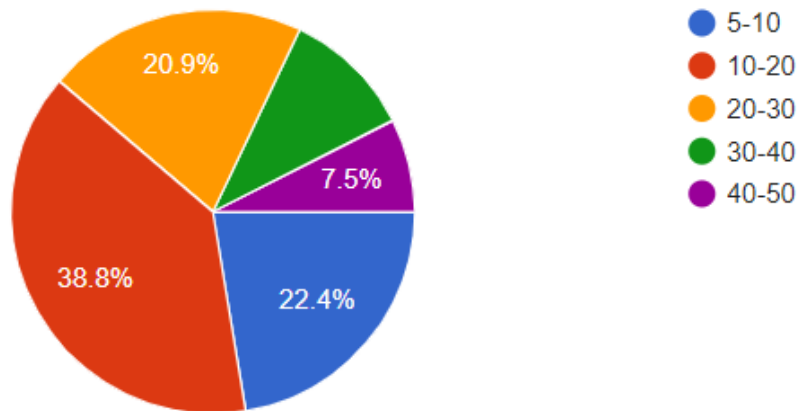


Figure 7: Pie chart depicting the team size of the projects

Most stressful aspect of job in project management cycle:

According to the responses, 47.8% participants responded that the most stressful aspect of project management cycle experienced by them was Project execution. Around 22.4% of the participants considered Project planning as the most stressful aspect. Moreover, around 21% of the participants considered that the most stressful aspect of job in a project management cycle was Project closure and 9% of the participants considered Project initiation as the most stressful aspect.

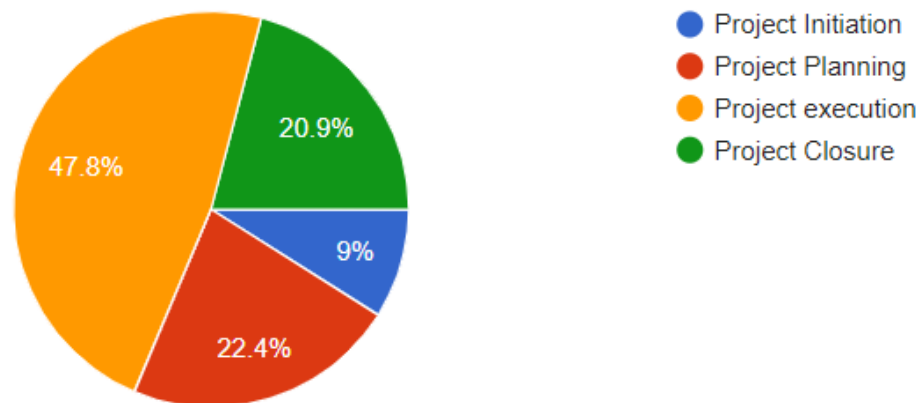


Figure 8: Pie chart depicting most stressful aspect of job in project management cycle

Level of job stress:

The questionnaire also revolved question about the level of stress among project members. It is worth mentioning that the maximum number of the participants (65.7%) experienced moderate level of stress at their workplace. According to table 4.1, around 16.4% experienced mild level of stress, whereas, 17.9% of the participants experienced severe level of stress at workplace.

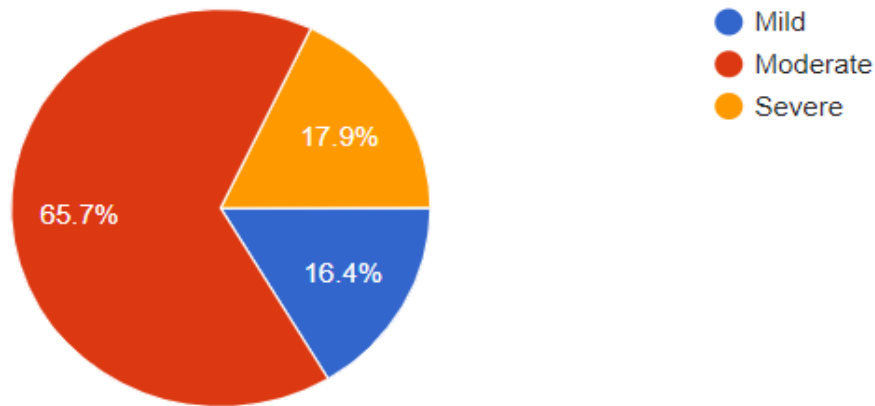


Figure 9: Pie chart depicting the level of job stress among the participants

	Very unlikely	Unlikely	Neutral	Likely	Very Likely
Workload	1 (1.5%)	8 (11.9%)	9 (13.4%)	43 (64.1%)	6 (9%)
Time pressures and deadlines	1 (1.5%)	8 (11.9%)	10 (14.9%)	40 (59.7%)	8 (11.9%)
Pace with new technology	4 (6%)	12 (17.9%)	16 (23.9%)	28 (41.7%)	7 (10.4%)
Unclear objectives	6 (9%)	15 (22.4%)	15 (22.4%)	20 (29.8%)	9 (13.4%)
Stakeholder complications	7 (10.4%)	9 (13.4%)	12 (17.9%)	29 (43.2%)	7 (10.4%)

According to table 4.2, nearly 64.1% of the participants who responded were likely to experience stress due to workload and about 1.5% of the participants were very unlikely to experience stress due to workload during their work at ITES-BPO. However only 1.5% of the participants were very unlikely to experience stress due to workload at their workplace. Furthermore, 59.7% of the participants were likely to consider time pressure and deadlines as the most common scenario that leads to stress, and 11.9% of the participants were unlikely to consider time pressure and deadlines as the most common scenario leading to stress at the workplace. Similar to the previous finding, only 1.5% of the participants were very unlikely to consider time pressure and deadlines as the most common scenario that leads to stress among participants at their workplace.

In addition to this, almost 41.7% of the participants who responded were likely to experience pacing with new technology as the most common scenario that lead to psychosocial stress, whereas, 17.9% of the participants who responded were unlikely to experience pacing with new technology as the most common scenario that lead to psychosocial stress among participants at their workplace. Around 29.8% of the participants who responded were likely to consider unclear objectives as the most common scenario that lead to psychosocial stress. However, 22.4% of the participants were unlikely and 22.4% of the participants gave neutral response considering that unclear objectives is the most common scenario that leads to psychosocial stress among participants at their workplace. It is also important to note that 43.2% of the participants were likely to consider stakeholder complications as the most common scenario that lead to psychosocial stress among working professionals. On the other hand, 13.4% of the participants were unlikely to consider stakeholder complications

as the most common scenario that leads to psychosocial stress among participants at their workplace.

	Very Unlikely	Unlikely	Neutral	Likely	Very Likely
Role Conflict	6 (9%)	21 (31.3%)	12 (17.9%)	19 (28.4%)	9 (13.4%)
Conflict between family and work	6 (9%)	15 (22.4%)	16 (23.9%)	23 (34.3%)	7 (10.4%)
Situation Restrictions	3 (4.5%)	15 (22.4%)	13 (19.4%)	29 (43.3%)	7 (10.4%)
Job Insecurity	9 (13.4%)	13 (19.4%)	13 (19.4%)	26 (38.8%)	6 (9%)
Environmental Instability	4 (6%)	14 (20.9%)	19 (28.4%)	25 (37.3%)	5 (7.5%)

As per table 4.3, 28.4% of the participants were likely and 31.3% of the participants were unlikely to consider role conflict as a prime reason for psychosocial stress. It is important to mention that 9% of the participants were very unlikely to consider role conflict as a major reason for psychosocial stress among the participants. Around 34.3% of the participants were likely to consider and 22.4% of the participants were unlikely to consider conflict between family and work as a main reason for psychosocial stress at their workplace. Similar to the previous finding, 9% of the participants were also very unlikely to consider conflict between family and work as a major reason that lead to psychosocial stress among participants at their workplace.

Furthermore, around 43.3% of the participants were likely to consider situation restrictions as a major reason, whereas, 22.4% of the participants were unlikely to consider situation restrictions as a major reason that lead to psychosocial stress among participants at their workplace. Moreover, 38.8% of the participants were likely to consider job security as a major reason that lead to psychosocial stress among participants at their workplace.

However, around 19.4% were unlikely as well as 19.4% of the participants gave neutral response in consideration with job security as a major reason of psychosocial stress among participants at their workplace. Lastly, 37.3% participants were likely to consider and 20.9% of the participants were unlikely to consider environmental instability as a prime reason for psychosocial stress among participants.

Table 4.4 : Descriptive statistics showing the control of the project managers over the work that is assigned to them in Information Technology Enabled Services, India					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have lack of control over the work assigned to me	10 (14.9%)	23 (34.3%)	21 (31.3%)	11 (16.4%)	2 (3%)
I am given unrealistic targets to achieve	8 (11.9%)	12 (17.9%)	22 (32.8%)	22 (32.8%)	3 (4.5%)
The pace of my work is dictated by my manager	6 (9%)	10 (14.9%)	18 (26.9%)	27 (40.3%)	6 (9%)
I am constantly expected to perform well at work	3 (4.5%)	6 (9%)	12 (17.9%)	20 (29.9%)	26 (38.8%)

According to the table 4.4, around 15% and 34.3% of the participants strongly disagreed and disagreed that they have lack of control over the work that is assigned to them. On the contrary, 16.4% agreed and 3% strongly agreed over this statement.

In addition to this, 32.8% of the participants agreed as well as 32.8% gave neutral response that they are given unrealistic targets to achieve. Around 18% of the participants disagreed and 12% of the participants strongly disagreed that they were given unrealistic targets.

Around 40.3% of the participants agreed to the statement that the pace of their work is dictated by their manager, whereas, around 15% of the participants disagreed that the pace of their work is dictated by their manager. It is also important to consider that 9% of the

participants strongly disagreed to the statement that the pace of their work is dictated by their manager.

It is also interesting to note that around 30% of the participants agreed to the statement that they are constantly expected to perform well at work and 38.8% of the participants strongly agreed to the statement that they are constantly expected to perform well at work. However, only 9% of the participants disagreed and 4.5% of the participants strongly disagreed to the statement that they are constantly expected to perform well at work.

Attempts made by participants to relieve psychosocial stress

The last question in the questionnaire was to determine the attempts made by the participants to relieve psychosocial stress. According to table 4.1, around 19.4% of the participants did not make any attempt to relieve stress at their workplaces. Moreover, 16.4% of the participants made one attempt, around 27% made two attempts and 37.3% made three attempts to relieve psychosocial stress at their workplace.

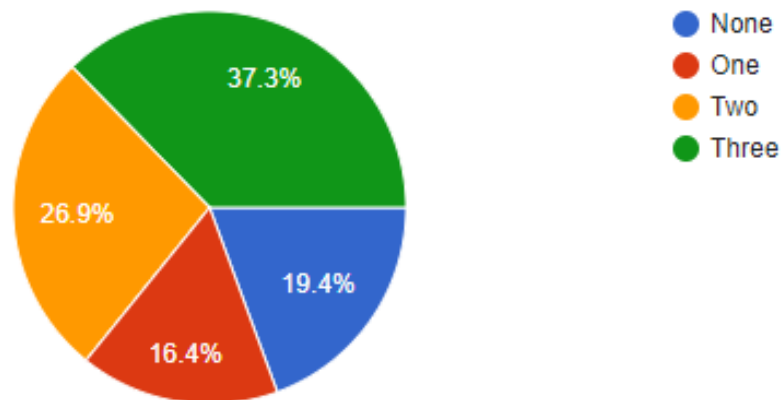


Figure 10: Pie chart depicting the attempts made by participants to relieve psychosocial stress

4.3 Inferential statistics

Table 4.5: Association between psychosocial stress and Socio-Demographic factors and other related factors of the project managers who were working in Information Technology Enabled Services (ITES)		
Variables	Valid Denominator	p-value
Age Group (years)		0.308
18-24	14	
25-34	38	
35-44	10	
45-44	5	
Gender		0.843
Male	38	
Female	29	
Marital Status		0.772
Married	17	
Single	48	
Divorced	1	
Widowed	1	
Healthy Work-life Balance		0.000
No	24	
Yes	32	
Maybe	11	
Attempts made to relieve stress		0.344
None	13	
One	11	
Two	18	
Three	25	
*Values were obtained using chi-square tests.		

As seen in table 4.5, the non- parametric test, chi-square test was used to test the level of association between psychosocial stress and socio-demographic characteristics of project managers, project support specialists, project coordinators and project team members working in ITES-BPO sector. Chi-square test is one of the most valuable statistical test used

for testing hypotheses when nominal variables are present in the data (McHugh,2013). Chi-square allows evaluation of dichotomous variables as well as multiple group studies. Like other non-parametric statistics, chi-square is robust in data distribution. Main advantages of chi-square tests includes: it robustness in terms of data distribution, simple in calculation and detailed information can be obtained from chi-square test (McHugh, 2013). It was observed that there was no association (p value >0.05) between age groups (p value: 0.308) and psychosocial stress among employees (project managers, project coordinators, project support specialists, project team members) working in ITES-BPO sector, India. It is also important to note that the p -value for gender was 0.843, therefore, there was no significant association found between gender and psychosocial stress among employees (project managers, project coordinators, project support specialists, project team members). Moreover, there was no significant association (p value >0.05) observed between marital status (p value: 0.772) and psychosocial stress among the professionals working in ITES-BPO sector in India.

It is critically important to note, a significant association was found (p value <0.05) between healthy work-life balance (p value:0.00) and psychosocial stress among employees (project managers, project coordinators, project support specialists, project team members) working in ITES-BPO sector, India.

However, no significant association was observed between the number of attempts taken by participants to relieve stress (p value: 0.344) and psychosocial stress among employees (project managers, project coordinators, project support specialists, project team members) working in ITES-BPO sector, India.

5. Discussion

The primary focus of the chapter is to critically analyze and discuss the findings of the study in relation to the previous studies conducted. This study was designed to investigate the performance of employees that was impacted by the psychosocial stress in Information Technology Enabled Services (ITES). Psychological stress is considered as an adaptation to the Fight or flight response. Thus, to assess the psychological stress, questionnaire was conducted among 100 project members, including project managers, project coordinators, however, 67 people responded to the questionnaire. The questionnaire was based on the demographic factors including age, gender, marital status, job title and other factors including healthy work life balance, level of job stress and stressful aspect in a project management cycle to have an in-depth understanding of the various factors that has an impact on the performance of the employees. The questionnaire was based on an online google form and thus, responses were noted.

Different statistical analysis was used to analyze the data. Descriptive Statistics including frequencies, percentages and mean were used to meet the objectives of the study (Spriestersbach et al., 2009). Descriptive statistics is used to draw the inference and is considered an important aspect of statistical evaluation. The description of data is used to identify the key objectives within the study and thus, deduce the results. The study analyzed the data using SPSS version 25.

Previous studies have reported different reasons for stress among project managers including an association with medical history (Padma *et al.*, 2015), working hours (Sugumar et al., 2013, Prasad et al., 2016), limited resources and time-pressure (Shyamala, D., and

Rajandran, K.V.R., 2017), hierarchy in job-position (Bansal, S., and Mangal, A.S., 2015), however, this study tend to investigate the psychosocial stress based on socio-demographic factors including age, marital status, gender and also investigated the key areas that have a possible reason to lead psychosocial stress among project managers, project coordinators, project support specialist and project team members in Information Technology Enabled Services, India.

Several important features were identified in the study through descriptive statistics. In terms of age group, most of the working professionals in ITES-BPO who experienced psychosocial stress fall within the age group of 25-34 years, i.e., they were in their late twenties and early thirties, whereas other studies showed occupational stress among employees working in BPO and IT sector was primarily experienced during their late twenties or late thirties (Sugumar et al., 2013). It was also noted that maximum number of participants who experienced occupational stress suffered through moderate level of stress. The findings of this study showed more males responded to the questionnaire as compared to the females that showed the similar results in accordance with the previous studies conducted. Previously it was shown more males had a higher chance of developing work-related stress (Padma et al., 2015), moreover, it was also reported that women were found to experience more occupational stress because of the dual working roles at home and at office (Prasad et al., 2016). Other studies also explored the experience and level of stress among employees. The study suggested that respondents who had a work experience less than a year suffered through a higher stress level as compared to the respondents who had an experience between 3-7 years. The findings of this study showed that working professionals who had an experience of less than 6 months suffered through low stress,

whereas, employees with an experience of maximum of 3 years reported high level of stress (Mohan, *et al.* 2016). The highest respondents among the project members were single and out of the total response, just 25% of the respondents were married.

Many important features of the study were identified through inferential statistics. No significant association (p value >0.05) was observed between age group, gender, marital status, number of attempts made by participants to relieve psychosocial stress and psychosocial stress among employees (project managers, project support specialists, project coordinators and project team members) working in ITES-BPO industry in India.

It is also important to note that a significant association was present (p value <0.05) between healthy work-life balance and the psychosocial stress among employees (project managers, project support specialists, project coordinators and project team members) working in ITES-BPO sector, India. A significant strong association was found between healthy work-life balance and psychosocial stress that suggested the participants who maintained a healthy work-life balance experienced less psychosocial stress as compared to the participants who did not have a healthy work-life balance.

Importance of coping techniques

It is important to understand the coping strategies may help the project managers to improve the stress from their working life. The constant change in cognitive and behavioural efforts for balancing external and internal demands to reduce stress and strain is defined as the “coping”. (Wireko-Gyebi, Adu-Frimpong and Ametepah, 2017). Coping strategies attempt to resolve the problem and work on different solutions. It is thus, important to understand the coping strategies that may help the project managers to improve the stress from their

working life. Counselling services that deliver 24hour service must be available for employees to cope with the workplace and non-workplace stress. Online forums should be available for the employees that can help employees to consult professionals at any time. In addition, weekly activities should be conducted that can improve the mental health and well-being of the employees. Different activities including fun Fridays, excursions, sport tournaments, meditation, dance, Zumba and yoga should be organised in the BPO and working sector to reduce stress and strain among employees. Teleconsultations should be included with other mental health interventions to reduce the psychosocial stress among employees.

Various coping strategies may provide beneficial effect to the employees that can address the negative outcome of the employees and reduces the feeling of insecurity associated with the job and may also reduce the feelings of cynicism, social support and psychological distress. Few studies showed workout as an effective strategy to cope stress from their workplace (Narahari, 2017).

Strategies to cope up with Psychosocial stress at workplace

Stress at workplace emerge due to defective organizational procedures and practices. These can be regulated to a great extent by establishing a favourable organizational climate. A positive organizational environment helps an employee towards their involvement in decision making process that eventually has a dual positive impact on an organization's growth as well as employee's self-improvement and thus, improving psychological well-being. Supportive organizational climate, regular job feedback are effective measures of stress reduction at workplace (Kotteeswari, and Sharief, 2014).

The monotonous and disinterested work conducted by the project team members is a significant cause of stress. Thus, improving factors such as motivation, appreciation, responsibility, or enhancing key job features, such skill, task identification, task importance, autonomy, and feedback can contribute to satisfaction, reduced level of stress, sense of accountability, and improved performance in the project. It was also observed in a study multifaceted-solutions such as consistent job feedback, rewarding the employees, motivation by project managers can help in reducing psychosocial stress at the workplace (Gallstedt 2003).

People experience stress when it is not clear what the organisation expects them to do. This can occur because either the role is ambiguous, or there is conflict in the role. Such a situation can be solved with a clearer definition of position. Thus, the method of role analysis enables both managers and the project members to evaluate the requirements of the role in the project. It was noted in a study done in Chennai by Kotteeswari, and Sharief, (2014) that role clarity in an organization, supportive organizational climate, counselling and career planning can be efficiently strategized that helps in managing stress at workplace.

The organization should conduct weekly or monthly workshops for stress reduction. Such workshops are helpful for discovering ways to overcome their personal and professional issues. Furthermore, allowing employees to begin and finish their work sooner or later can decrease work/life stress, particularly for working parents. Flexibility in working hours can also decrease the stress of congestion during rush hour. (Prasad et al. 2016) gave emphasis on flexible working hours, work from home facility, effective bonding with colleagues and manager as a part of efficient stress management organizational strategies.

In addition to this, job-sharing could be an efficient stress-relieving measure as it enables the work to be done by at least two qualified individuals, allowing each project member to have time off without losing productivity. Furthermore, it allows uniform allocation of work task and also improving the efficiency and productivity of the employee to do the task with utmost dedication and focus within the given time frame.

Physical activity is a useful approach for a good health as well as overcoming stress. Different kinds of physical exercise such as walking, dance, aerobics, jogging, swimming, etc. are good ways to overcome stress. Most of the globe has acknowledged the function of yoga as a scientific technique of physical exercise in keeping the flesh healthy and in overcoming stress. Therefore, physical exercise enables individuals deal with stress. It was found in a study done in Indore, India that workout can be one of the effective strategies to cope up with stress at workplace. Emphasis was also given on yoga as it immensely benefits an individual's physical health and mental well-being (Narhari, 2017).

Relaxation is useful to reduce stress. Biofeedback and meditation are two of the relaxation techniques that can be used to calm and relax oneself. The individual can know how to regulate the operation of the brain in biofeedback. Meditation enables to rest the body emotionally and physically. Transcendental meditation is one of meditation's most common methods. Meditation is considered as an effective and powerful technique for reducing stress. Kotteeswari and Sharief (2014), proposed cognitive therapy such as brain teasers and relaxation therapy such as meditation and listening to soothing music provides fruitful benefit to the project members and project managers working in a fast paced environment.

In addition to this, work from home is like a relaxation technique as well. In this method, during the last 30 or 60 minutes of job, an individual may adhere to less pressure-inducing

form or regular practice. Furthermore, networking is creating strong connections with trustworthy, empathic colleagues and colleagues who are excellent listeners and confidence builders. Such individuals provide emotional assistance through stressful situations to get the individual through. Important stress management technique includes: maintaining cordial relations and harmony with the colleagues, thereby reducing conflicts (Narhari, 2017).

Strengths and Limitations

The potential limitation of the study is associated with the study design that was the recall bias. Therefore, recall bias is associated with the possibility of poor recall, i.e., the responses are based on the participants' memory. Another limitation was that the questionnaire was not validated. Notwithstanding these limitations of the research, the study a high response rate (67%), therefore, it is accounted as an important feature for this research. In addition, the internet-based questionnaire was an easy and convenient tool for the participants to respond to the survey and this is the first study that assessed all the three aspects that can be related to the psychosocial stress including the reasons, effects and strategies to combat the psychosocial stress. There are also several limitations of the study that are imperative to mention. There could be a possibility of response bias. Response bias is often associated with the misrepresentation of results that is often found in questionnaires or surveys.

Concluding Remarks

The results were interpreted based on descriptive and inferential statistics. Taking into consideration the previous studies, the results were interpreted. It is important to consider

that employees working in ITES-BPO sector showed a significant association of healthy work life balance with psychosocial stress, therefore, giving an impetus that employees who are able to maintain a healthy balance in their professional and personal life are mostly able to cope with the psychosocial stress. In addition, the employees have given at least three attempts to combat the stress, thus, reflecting that working professional in the BPO sectors are keen to indulge in recreational or any other activity that may bring a positive impact on their physical and mental health and well-being. The third important point highlighted in the study showed that major reasons of psychosocial stress were identified through the descriptive statistics.

Overall, indulgence in healthy lifestyle, maintaining cordial relationships, an optimistic work environment and ability to maintain a balance between physical and professional lifestyle are crucial steps to consider for coping the psychosocial stress.

6. Conclusion and Recommendation

The objective of the research had a prime focus on the factors that leads to psychosocial stress and deliberately understand the various coping strategies associated with it. The findings of this study have helped to understand the various stressors that play a crucial role in developing stress among the employees working in ITES-BPO sector. It can thus be concluded through the results that project execution in a project management cycle was considered as the most stressful aspect of the job in a sector. In addition, role conflict was also considered as a key reason for psychosocial stress among employees. Besides, it was evident through the findings that 38% of the respondents made at least three attempts to cope with their psychosocial stress at their workplace. Hence, it is worth mentioning that necessary measures must be taken to lead a healthy balanced life and cope up with a psychosocial stress. It will then eventually have a positive impact on an employee's mental health. An employee's indulgence in various induction programs, sports and other recreational activities shall provide immense benefit to lead a healthy and well-balanced diet.

Reflection

The study revolves around the impact of psychosocial stress among employees working in BPO- ITES. The main purpose behind choosing the research theme in relation to psychosocial stress and IT sector was the keen interest of the researcher to explore the area of psychology in relation to the modern or the global world primarily that revolves around the Information and Communication Sector (tertiary sector). As an MBA student and having had an experience of ten years in the customer service industry, it eventually became a deep area of

interest for the researcher to create a supportive environment for the employees to hone their skills and for their overall self-development in a positive and energetic environment. The aim of the researcher to choose this study-specific objective was to deeply understand about the mental health problems that employees (project manager and project members) face in a fast and competitive global world. Further, the researcher sets to investigate the problems associated with the stress and anxiety faced by the employees working in this globalized and competitive environment and suggest future implications accordingly.

The researcher, therefore, discussed his ideas and thoughts regarding the research project with his supervisor before conducting the research. With the consent and the suggestions given by the supervisor, the researcher initiated the research. The researcher formulated the plan for research and thus, implemented it accordingly with the approval of the supervisor. Periodic meetings were conducted with the supervisor to update about the progress of the project and notes were accordingly taken in each meeting to record the important points discussed in the meeting.

Accordingly, the first step was initiated to review the literature from various database including google scholar and Mendeley. A search strategy was prepared accordingly reviewing of the articles were proceeded. Limitation in search was applied in regard to the time-frame and themes of the research topic. Primarily studies were included that revolved around the theme of psychosocial stress, BPO, IT sectors, impact of psychosocial stress, consequences of the stress and strategies to combat the psychosocial stress. The reviewed articles were then segregated based on inclusion and exclusion criteria and accordingly, they were included in the dissertation post the critical analysis of every article. Also, the articles

were categorized under three major themes: Reasons of psychosocial stress, effects of psychosocial stress and coping strategies.

The next step was to design the research methodology. A questionnaire was simultaneously prepared and reviewed couple of times before creating a final questionnaire that can be sent across to the project members and project manager. The questionnaire included socio-demographic information and other questions related to psychosocial stress. A detailed written instruction was given to the subjects briefing them about the purpose and future implication of the study. Accordingly, responses were received and recorded. Thus, data creation and analysis were done using statistical tool IBM SPSS version 25. Based on the analysis of data, results were interpreted based on intense critical thinking in accordance to the hypotheses of the study. Analysis and interpretation were the most crucial step of the study. Both descriptive and inferential tests were applied. Analysis of the study gave the critical information about the results of the study to identify which variables gave the significant association and which variables showed a non-significant association. Based on the analysis, discussion was written by critically reviewing previous studies and comparing it with the results of the present study. Thus, a concluding remark was mentioned. Strengths, limitations and future implication of the study were also identified that included reflection as well.

Overall, it was a great experience for the researcher to get an in-depth understanding of doing a research project that very well aligned with the area of interest. Moreover, the researcher felt deeply grateful to the guidance and support that the supervisor extended throughout the course of dissertation work. The Evernote shared by the supervisor was also

helpful and besides, time and mentorship that he extended for the utmost understanding about a research project.

It was thus found that various reasons affected an employee's mental health that had a key role to play in psychosocial stress among them. Thus, employee should indulge in various activities to reduce occupational stress and thus, lead a healthy balanced life.

Future Implications

It is recommended that the research on the impact of psychosocial stress among employees should not just be limited to the stress perceived in the BPO or IT sector instead its scope must be expanded to other fields as well such as healthcare sector, manufacturing sector among others so as to understand how the employees working in other sectors are affected by the psychosocial stress. Therefore, this gives the researcher a wider opportunity to explore different domains. As each sector or field will be different in their own way because of the difference in exposure, different working patterns, team members working in a team, differing goals, therefore, reasons of stress and coping strategies will be different.

As this is the cross-sectional study design, there is a time constraint for conducting the study, therefore, it is not possible to assess the impact of the attempts for the coping strategies made by the project managers or project team members for stress-reduction. It is thus, important to understand that future studies should take into consideration about the aftermath impact of the attempts made to cope with the stress.

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Appendix

Appendix 1:- Email send to project managers of ITES-BPO.

Hello,

This is Ankit Shrivastava,

I am pursuing Masters in Project Management and as a part of my thesis I am conducting a survey on how psychosocial stress affects the performance of project managers in ITES-BPO.

As a project manager your feedback will be valuable for my research, and can help get good results for my overall research.

You can open the link in this email

Thanks

Ankit Shrivastava

Appendix 2:- Email send to project members of ITES-BPO.

Hello

This is Ankit Shrivastava,

I am pursuing Masters in Project Management and as a part of my thesis I am conducting a survey on how psychosocial stress affects the performance of project managers in ITES-BPO.

As a project member your feedback will be valuable for my research, and can help get good results for my overall research.

You can open the link in this email

Thanks

Ankit Shrivastava

Appendix 3:- Survey Questions

1) What age group do you belong to?

18-24

25-34

35-44

45-54
55+

2) What is your gender?

Male
Female
Prefer not to say

3) What is your Martial Status?

Single
Married
Divorced
widowed

4) What is your job title?

Project Coordinator
Project team members
Project managers
Project Support Specialist

5) Since how long you are working on projects?

Upto 3 months
Upto 6 months
Upto 1 year
Upto 3 years
Upto 5 years

6) Do you ever feel you are stressed at work?

Yes
No
Maybe

7) What is the Team size of the project you work or worked for?

5-10
10-20
20-30
30-40
40-50

8) What is the most stressful aspect of your job in project management life cycle?

Project Initiation
Project planning
Project execution
Project closure

- 9) What are the most common scenarios we come across while working on any given project?
1-Very Unlikely 2-unlikely 3- Neutral 4- Likely 5- Very likely

Workload
Time pressure and deadlines
Pace with technology
Unclear objectives
Stakeholder's complication

- 10) How often we are good with new tools and application which support the project management processes?

Strongly disagree
Disagree
Neutral
Agree
Strongly Agree

Appendix 4:- Dissertation Meeting

1) Dissertation Meeting

Name of Student: Ankit Shrivastava / Student No: 10504051

Name of Supervisor: Brian Raymond Meeting No.: 1

Date of meeting: 11 June 2019

Location of meeting: Castle house

Review/Comment on Progress Made (since last meeting):

Discussion of first meeting

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:

Question sort
Literature review
Objective of research

Overall Summary/Conclusion of Meeting:

Objectives of the research

Literature review with 30 quality references

Check for Library resources for Literature

Every Sunday weekly update about the progress of dissertation

Date of next meeting: Not decided / Provide weekly update

Supervisor Signed: - Brian Raymond

Student Signed: - Ankit Shrivastava

2) Weekly update on every Sunday from 11 June 2019 to 7 July 2019

3) Dissertation Meeting 2

Name of Student: Ankit Shrivastava / Student No: 10504051

Name of Supervisor: Brian Raymond Meeting No.: 2

Date of meeting: 7 July 2019

Location of meeting: Castle house

Review/Comment on Progress Made (since last meeting):

Progress of literature

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:

Detail explanation of first meeting presentation on how this research will be conducted.

Discussion on survey questions

Sampling technique

Discussion on type of research approach, qualitative approach or quantitative approach or mix methods.

Overall Summary/Conclusion of Meeting:

Overall progress of the research
Choice of research and sampling population.
Upto 50 respondents for qualitative methods
Use of spss for data analysis

Date of next meeting: Not decided / Provide weekly update

Supervisor Signed: - Brian Raymond

Student Signed: - Ankit Shrivastava

4) Weekly update on every Sunday from 7 July 2019 to 22 August 2019

5) Dissertation Meeting 3

Name of Student: Ankit Shrivastava / Student No: 10504051

Name of Supervisor: Brian Raymond Meeting No.: 3

Date of meeting: 22 August July 2019

Location of meeting: Castle house

Review/Comment on Progress Made (since last meeting):

Overall update

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before next meeting:

Detail review of the overall dissertation till discussion
Changes in literature and research methodology
Changes in discussion with information adding related to the sampling population

Overall Summary/Conclusion of Meeting:

Detail review of the overall dissertation till discussion
Little changes in literature in relation to analysis
Remove unwanted content of research methodology, explain research methodology as per the dissertation flow.
Changes in discussion with information adding related to the sampling population

Date of next meeting: Not decided / Provide weekly update

Supervisor Signed: - Brian Raymond / Student Signed: - Ankit Shrivastava