A STUDY ON COPING STRATEGIES ADOPTED BY SELECT ITES COMPANY EMPLOYEES

Ezhilarasi. T
Research Scholar, Karpagam University, Coimbatore

ABSTRACT

Workplace has been one of the most convincing executive stressors. Work plays a critical role in the lives of individuals which has contributed to the phenomenon of stress for both individual employees and to the organizations. Stress, at work, is one of the pressures in providing a healthy platform of work to employees and stress induce due to be performed by individuals as employees at found to be costly to the association. The earlier study in this part of research indicates that the role of stress as a phenomenon has hardly been understood in its entirety and comprehensively in the case of Business Processing Outsourcing industry in the Indian context. 

Keywords: Coping Strategies, Stress Management.
INTRODUCTION

Business process outsourcing (BPO) is a subset of outsourcing that involves the contracting of the operations and responsibilities of specific business functions (or processes) to a third-party service provider. Originally, this was associated with manufacturing firms, such as Coca Cola that outsourced large segments of its supply chain.

BPO is typically categorized into back office outsourcing, which includes internal business functions such as human resources or finance and accounting, and front office outsourcing, which includes customer-related services such as contact center services.

BPO that is contracted outside a company's country is called offshore outsourcing. BPO that is contracted to a company's neighboring (or nearby) country is called near shore outsourcing.

Often the business processes are information technology-based, and are referred to as ITES-BPO, where ITES stands for Information Technology Enabled Service. Knowledge process outsourcing (KPO) and legal process outsourcing (LPO) are some of the sub-segments of business process outsourcing industry. After growing 20 percent in 2012, the BPO industry of the Philippines is estimated to gross revenue of upwards to $25 billion by 2016. By these estimates, the Philippines' BPO industry will account for approximately 10 percent of the nation's GDP.

Coping - managing successfully; be able to deal with difficulty (Oxford advanced learner's dictionary 1991:262).

Coping may be defined as cognitive and behavioural effort made to master, tolerate or reduce demands that tax or exceed a person’s resources (Cohen and Lazarus, 1979).¹

1 Coping is conceptualized as attempt which decrease or eliminate the ill effects of Stress on well-being (Edwards & Banglion 1993:18)

Stress is a state or feeling experienced when a person perceives that “demands exceed the personal and social resources the individual is able to mobilize.”

The word 'stress' originated from the English language (via Middle English) from the old French word 'distresses', which meant to be placed under narrowness or oppression (old French 'estresse') In its Middle English form it was 'distress' and now with the usage the 'di1,got lost due to slurring, leaving two words 'stress' and 'distress'. Both these words now carry different meaning, 'Stress' is used as ambivalent while 'distress' always shows something unpleasant.
Stress is a fact of everyday life. When people reach out for assist they are often dealing with conditions, situations, and stressors in their lives that leave them feeling emotionally and bodily weighed down. a lot of group sense that they have very little resources or skills to deal with the high levels of stress they are experience. The in sequence in this instruction manual has been compiled to provide information and education about stress, the belongings of trauma, and the majority accepted constant worry board and leisure technique that are life form old today. This in turn could be supportive for group who want to learn how to react to stress in a more positive, positive way. The vital foundation of this manual is that the benefits of stress reduction and relaxation techniques can be best noticed after they have been practiced regularly over a period of time.

INTERNAL SOURCES OF STRESS AND ANXIETY

Stressors are not always limited to situations where some external situation is creating a problem. Internal events such as approach, opinion, and routine behaviors can also cause depressing trauma.

General domestic source of sorrow consist of:

• Fears .
• Repetitive thought patterns
• Worrying about future events (e.g., waiting for medical test results or job restructuring)
• Impractical or stickler prospect

Usual performance pattern that can guide to pressure include:

Cognitive aspect of pressure and nervousness:

Physical Symptom
Behaviors
Moods
Chronic Stress

Compressive stress:

Compressive stress is the stress applied to materials resulting in their compaction (drop off of level). When a material is subjected to compressive pressure, then this matter is less than firmness. Usually, compressive stress practical to bars, column, etc. leads to cut.
Loading a structural element or a specimen will increase the compressive stress until the reach of compressive strength. According to the properties of the objects, letdown will happen as yield for materials with ductile behavior (most metals, some soil and plastics) or as break for delicate behavior (geometries, cast iron, glass, etc).

In long, slender structural elements -- such as columns or truss bars -- an increase of compressive force F leads to structural failure due to buckling at lower stress than the compressive strength. Compressive stress has stress units (force per thing area), generally with depressing value to show the compaction. However in geotechnical production, compressive stress is represent with affirmative values.

**TRENDS OF INDIAN BPO SECTOR:**

As per NASSCOM, BPO sector can be divided into 3 phases of growth:-

**Phase 1 (1996-2000):** Pioneers- It was basically into captive model. The companies used to have their own call centre.

**Phase 2 (2000-2003):** Rise of the third party vendors. Processes were outsourced to different vendors who used to work on behalf of the companies (clients).

**Phase 3 (2003-ongoing):** Cautious followers are able to survive. Vendors who are able to survive cost reduction and provide good CSAT (customer satisfaction) are able to resist this cut throat competition.

**REVIEW OF LITERATURE:**

Dr.Sumathi et al (2013)

In the study the researcher observe that task strategies was preferred the most as a coping mechanism to manage their stress. it is meant that the respondents are re-organize their tasks and organizational process which they are involved to cope up with stress and the least respondents use logic as a coping strategy .and the researcher found that employees above the age of 25 years are more certain and stronger than lesser age category .employees with higher age use more than others.

Ishita chatterjee et al (2011) the study was conducted in Kolkata city with the age of 25.4 years with mean (S.D.4.2) for female and 27.6 years (S.D:5.26) for male executives. The coping scale was developed by Rao subbakrishna (1989).The scale focused on behavior pertinent to three domains of coping problem focused, emotion-focused & social support. The researcher
used multiple regression, correlation. From the study it is observed that job stress is high in the BPO sector and the main source is the over-load as it involves tight target deadlines. The employer here are young and lack of skill development strategies and stress handling abilities thus the female employers are taking resource to emotion-focused coping which is worsening the well-being. Cognitive concern towards future is significant due to the insecurity thus produced, irregular working hours, pressures of shift work, lack of sleep, irritate customer and lack of motivating factors are some main factors for female suffer from role-expectation conflict. The study implication was that to help the BPO employees to acquire proper cognitive, coping styles would help the employees to managing the stress

Bhatti et al. (2010)\textsuperscript{4} reiterates that out of the intra organizational and extra organizational causes of stress, 67 per cent of the overall stress experienced by the employees is due to factors within the organization whereby major cause of the stress is the workload. Various organizational related variables have been found to be the reason behind the workplace stress.

BPO Employees Opinion Survey (2009)\textsuperscript{5} conducted by BPOVoice.com (a community portal for the outsourcing/ BPO Professionals) identified that the middle level executives seemed to be under more stress at the moment in comparison to others and won’t mind making a job switch to even a lesser known brand if offered a lucrative deal.

Carver and Scheier (2008)\textsuperscript{6} view stress as occurring when people encounter obstacles to their goals, and they view coping as an effort to create conditions that help in their goal pursuit or disengagement.

According to Ahmady et al. (2007)\textsuperscript{7}, the most role-related stressors and forms of conflict among faculty members of Iranian medical schools include too many tasks and everyday workload; conflicting demands from colleagues and superiors; incompatible demands from their different personal and organizational roles; inadequate resources for appropriate performance; insufficient competency to meet the demands of their role; inadequate autonomy to make decision on different tasks; and a feeling of underutilization. In another study, overload has been found to be significantly related to a number of indicators of stress reactions such as excessive drinking, low motivation to work, low self-esteem, and absenteeism

OBJECTIVES
To evaluate the methods adopted to manage stress.
And to suggest ways to overcome the stress.

DATA COLLECTION:
The data were collected through primary source of select ITES Company at Coimbatore.

Sampling techniques:
Sampling technique used in the study is census Enormous sampling. Where the respondents for this study was entire employees working in the company.

ANALYSIS AND INTERPRETATION:
categorization of the respondents based on the age:

<table>
<thead>
<tr>
<th>S.No</th>
<th>Age Of The Respondents</th>
<th>Classification Of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>20-25</td>
<td>14</td>
<td>28%</td>
</tr>
<tr>
<td>2</td>
<td>25-30</td>
<td>30</td>
<td>60%</td>
</tr>
<tr>
<td>3</td>
<td>30-35</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: primary source.

Inference:
- The above table shows that the 28% of the employees belong to the age group of 20-25 years, (i.e) the employees are in age of 20-25 is in the pre-settlement age, the employees intention to join in any job to survive. The age between 25-30 is an age of settlement.

Categorization of respondents based on gender:
This table shows the number of respondents and its percentage. Of the male and female

<table>
<thead>
<tr>
<th>S.No</th>
<th>Gender</th>
<th>Classification Of Respondents Based On Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MALE</td>
<td>37</td>
<td>74%</td>
</tr>
<tr>
<td>2</td>
<td>FEMALE</td>
<td>13</td>
<td>26%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: primary source

INFERENCE:
- The above table depicts that the 74% of the employees are male.

SUBMISSIVE COPING:
This dimension tells about which relates to putting off a situation that one feels incapable of handling.

<table>
<thead>
<tr>
<th>S.NO</th>
<th>SUBMISSIVE COPING</th>
<th>MEAN VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Daydream</td>
<td>0.14</td>
</tr>
<tr>
<td>2</td>
<td>Complain</td>
<td>0.1</td>
</tr>
<tr>
<td>3</td>
<td>Smoke/drink alcohol</td>
<td>0.14</td>
</tr>
<tr>
<td>4</td>
<td>Write stress dairy</td>
<td>0.12</td>
</tr>
<tr>
<td>5</td>
<td>Sleep more</td>
<td>0.14</td>
</tr>
<tr>
<td>6</td>
<td>Quit the job</td>
<td>0.1</td>
</tr>
</tbody>
</table>

**Source:** primary source

**Inference:**
The above table depicts the mean level for each statement under the submissive coping dimension it can be noted that the first statement (daydream) third statement (Smoke/drink alcohol), fifth statement (Sleep more) has got the highest mean score 0.14 the second statement (complain), the sixth statement (quit the job) has got lowest mean score 0.01.

**FUNCTIONAL COPING**

This dimension tells about which relates to with the function of the job.

<table>
<thead>
<tr>
<th>S.NO</th>
<th>FUNCTIONAL COPING</th>
<th>MEAN VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sets the goal and prioritize the work.</td>
<td>0.04</td>
</tr>
<tr>
<td>2</td>
<td>Prepare the an action plan for the work</td>
<td>0.06</td>
</tr>
<tr>
<td>3</td>
<td>Manage time.</td>
<td>0.04</td>
</tr>
</tbody>
</table>

**Source:** primary source

**Inference:**
The above chart depicts the mean level for each statement under the functional coping dimension it can be noted that the second statement (Prepare the an action plan for the work) has got the highest mean score 0.06 the first statement (Sets the goal and prioritize the work), then third statement (manage time) has got lowest mean score 0.04.

**DIVERSION COPING:**

E-mail id:- editorindus@gmail.com
This dimension tells about which relates that this strategy helps the employees to divert the attention of the individual from the problem solving directly thereby facilitating in developing physical and psychological resources for combating role stress. Entertainment sources and pursuit of hobby relieves the mind and the body of the pressure, making it ready to build up a resilience to stress.

<table>
<thead>
<tr>
<th>S.NO</th>
<th>DIVERSION COPING</th>
<th>MEAN VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Use entertainment source like TV</td>
<td>0.14</td>
</tr>
<tr>
<td>2</td>
<td>Engage in hobby like reading etc.</td>
<td>0.06</td>
</tr>
</tbody>
</table>

**Source:** primary source

**Inference:**

The above chart depicts the mean level for each statement under the diversion coping dimension it can be noted that the first statement (use entertainment source like TV etc) has got highest mean score 0.14. The second statement (engage in hobby like reading, painting etc) has got the lowest mean score 0.06

**RELAXATION COPING:**

This dimension tells about relaxation tactics can be a leading source of coping among the employees.

<table>
<thead>
<tr>
<th>S.NO</th>
<th>RELAXATION COPING</th>
<th>MEAN VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Indulge in meditation or yoga.</td>
<td>0.14</td>
</tr>
<tr>
<td>2</td>
<td>Engage in physical exercise</td>
<td>0.14</td>
</tr>
</tbody>
</table>

**Source:** primary source

**Inference:**

The above chart depicts the mean level for each statement under the relaxation coping dimension it can be noted that the first statement (Indulge in meditation or yoga) and the second statement (Engage in physical exercise) has got the same mean score 0.14.

**THIRD PARTY SUPPORT COPING**

This dimension tells about this strategy helps to reduce the stress.
### THIRD PARTY SUPPORT COPING

<table>
<thead>
<tr>
<th>S.NO</th>
<th>Statement</th>
<th>Mean Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Seek professional help</td>
<td>0.12</td>
</tr>
<tr>
<td>2</td>
<td>Delegate responsibility instead of carrying it alone</td>
<td>0.06</td>
</tr>
</tbody>
</table>

**Source:** primary source

**Inference:**

The above chart depicts the mean level for each statement under the third party support coping dimension. It can be noted that the first statement (Seek professional help) has got the highest mean score 0.12, and the second statement (Delegate responsibility instead of carrying it alone) has got the lowest mean score 0.06.

This dimension tells about that the efforts to manage the appraisal of the stressfulness of the event are also a vital intervention for coping with role stress. These efforts may be self-initiated.

### COGNITIVE RESTRUCTURING COPING

<table>
<thead>
<tr>
<th>S.NO</th>
<th>Statement</th>
<th>Mean Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Try to look things differently</td>
<td>0.01</td>
</tr>
<tr>
<td>2</td>
<td>Talk with friends</td>
<td>0.06</td>
</tr>
</tbody>
</table>

**Source:** primary source

**Inference:**

The above chart depicts the mean level for each statement under the cognitive restructuring coping dimension. It can be noted that the second statement (talk with friends) has got the highest mean score 0.06, and the first statement (Try to look things differently) has got the lowest mean score 0.01.

### TRANSITORY REINFORCEMENT COPING

This dimension tells that intake of tea or coffee may release the necessary caffeine and glucose in the body to combat stress, yet the effect is only temporary. Employees do not seem to rely on leaving the tension at work which indicates the intimating aspect of role stress.

<table>
<thead>
<tr>
<th>S.NO</th>
<th>Statement</th>
<th>Mean Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Take coffee, tea etc.</td>
<td>0.08</td>
</tr>
<tr>
<td>2</td>
<td>Leave a tension at work.</td>
<td>0.1</td>
</tr>
</tbody>
</table>

**Source:** primary source

**Inference:**

The above chart depicts the mean level for each statement under the transitory reinforcement coping dimension. It can be noted that the first statement (Take coffee, tea etc.) has got the highest mean score 0.08, and the second statement (Leave a tension at work) has got the lowest mean score 0.1.
The above chart depicts the mean level for each statement under the transitory reinforcing coping dimension; it can be noted that the second statement (leave tension at work) has got the highest mean score 0.1, first statement (take coffee, tea etc) has got the lowest mean score 0.08.

### Dimensions of the coping strategies:

<table>
<thead>
<tr>
<th>S.NO</th>
<th>DIMENSIONS OF THE COPING STRATEGIES</th>
<th>MEAN VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Submissive Coping</td>
<td>0.04</td>
</tr>
<tr>
<td>2.</td>
<td>Functional Coping</td>
<td>0.02</td>
</tr>
<tr>
<td>3.</td>
<td>Diversion Coping</td>
<td>0.01</td>
</tr>
<tr>
<td>4.</td>
<td>Relaxation Coping</td>
<td>0.01</td>
</tr>
<tr>
<td>5.</td>
<td>Third Party Support Coping</td>
<td>0.09</td>
</tr>
<tr>
<td>6.</td>
<td>Cognitive Restructuring Coping</td>
<td>0.08</td>
</tr>
<tr>
<td>7.</td>
<td>Transitory Reinforcement Coping</td>
<td>0.09</td>
</tr>
</tbody>
</table>

**Source:** primary source

**Inference:**
- The above chart that mean level for third party support coping, transitory reinforcement coping has got the highest mean score 0.09.
- Diversion coping, relaxation coping has got lowest mean score of 0.01.

### FINDINGS AND DISCUSSION:

In the present study the researcher found that the employees adopted various coping strategies to cope up with stress in their workplace. Employees tend to cope by using submissive coping, functional coping, diversion coping, relaxation coping, third-party support coping, cognitive Restructuring coping and transitory reinforcement coping. 28% of the employee belongs to the age group of 20-25 years, 74% of the employees are male, 24% of the employees are never used the day dream, 28% of the employees are mostly used the complain, 30% of the employees are never used the smoke/drink alcohol, 30% of the employees are sometimes used to write stress dairy. 30% of the employees are sometimes used to sleep more, 34% of the employees are never used to quit the job, 38% of the employees are highly used to sets the goals daily and prioritize the work. 38% of the employees are mostly used to prepare the action plan for the work, 42% of the employees are mostly used to manage time, the employees are highly used to use...
entertainment source like tv, music etc and they are engaging in hobbies like reading, painting etc., most of the employees are highly indulged in meditation or yoga, physical exercise, some of the employees seek professional help from their peer group, 38% of the employees are sometimes tries to look things differently, highly talk with friends, the employees mostly take coffee, tea to come out from the stress, they used to leave the tension at work. The employees have to take glucose it will give energy to the body, yet the stress is temporary. Management has to take some certain solution to help the employees, who seeks for professional help

CONCLUSION

Stress issue has become contemporary, being an occupational hazard in fast pacing ITES profession, needs to be addressed without delay. Hence the importance of the study of stress at various levels, among ITES employee is growing. Stress can make an individual productive and constructive when it is identified and well managed. In times of great stress or adversity, it’s always best to keep busy, to till annoyance and power into amazing positive. Positive attitude and meditation will be helpful for coping the stress. Having broader perspective of life will definitely change the perception of stress.

The results have been analyzed and expressed as various variables in the form of analysis. Beginning the study we be able to deduce the stress level proportion of a variety of stress factors can be found to deal and reduce the stress level which is highly related to effective performance.

REFERENCE


5. Research Methods for Business- Sree Vastava