A STUDY ON FACTORS CAUSING STRESS AMONG THE BPO EMPLOYEES IN HEALTH SECTOR CHENNAI CITY – WITH REFERENCE TO EDUCATIONAL QUALIFICATION AND PAY PACKAGE

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Abstract
Stress is a general term applied to the pressures people feel in life. When stress exceeds a certain level, it can have adverse effect on a person’s emotions, mental and physical health. Stress is defined as the “pressure or anguish resulting from difficult situation”. In modern world, BPO task is increasing in business on their clients. The stress is one of the major challenges and concern to all the employees. one of the highly affected organisations is business process outsourcing operations. There are several factors like working hours, family and health issues, pay package, educational qualification etc which cause stress to the BPO employees. The present paper studies the impact of pay package on the stress of the BPO employees and the relationship between educational qualification background of the employees and stress. For this purpose a survey is conducted on 100 employees in the health industry by following convenience sampling method. The survey revealed that the BPO employees in health sector are highly stressed due to various factors particularly pay package related issues. It is suggested that the organisation in the health sector have to focus more on the pay package and other facilities like medical benefits, career growth and educational allowances.

Keywords: Health sector, educational allowances, pay package, career growth.

Introduction
Stress has become a major concern of the modern times as it can harm to employee’s health and performance. Stress beyond a particular level can cause psychological and physiological problem which in turn would affect an individual’s performance in the organisation. stress is an unavoidable consequence of modern living. Stress is a condition of strain that has a direct bearing on emotions, thought process and physical conditions of a person. According to Dr. Hans selye, one of the leading authorities on the concept of stress, described stress as “the rate of all wear and tear caused by life”.
Review of Literature

- Sushma Suri and Saba Rizvi (2008) have conducted a study on Mental Health and stress among call center employees. The sample of the study consists of 100 employees working in two different call centers i.e, domestic (N=50) and international (N=50). The sample included both male and female employees in equal numbers. Obtained scores were analysed with the help of ANOVA and t-test. Results revealed that a significant difference in stress and mental health is observed with respect to both genders from domestic call center. Male employees from both the call centers differed significantly on stress scores. The overall results of the study suggest the need for stress management programs to reduce the stress and develop positive thinking among young employees working in call centers.

- Dr. C. Muthuvelayatham, D. Chandru (2012) have conducted a “an empirical study on job stress and its impact on health workers in private hospitals at tiruchirapalli, south India. 128 employees from those organisations constitute the sample size. Simple random sampling was adopted to select the respondents. In this study the researcher found that work load, depression, superiors, salary, shifts timing are some of the factors that causes stress among the health workers in private hospitals. So, active management should be planned and implemented to reduce the level of stress in employees.

- Ajay K. Jain, Sabir I. Giga and Cary L. Cooper (2013) have conducted a study on “stress, health and well-being: the mediating role of employee and organizational commitment” data were collected from 401 operator level employees working in BPOs based in New Delhi, India. The call centers provide a round the clock service and operators are required to work different shift patterns often impacting on family life. The work therefore requires employees to work night shifts, be continuously attentive, perform highly repetitive task and deal directly with customers all practices which have been identified as major sources of stress.

Objectives

- The prime objective of the study is finding out the impact of pay package on the stress of BPO employees.
- The secondary objective is identifying the relationship between educational background of the employees and stress.

Research Methodology

The aim of the study is to analyses the impact of pay package on the stress of BPO employees and identifying the relationship between educational background of the employees and stress. The data used in this study involves both
primary and secondary data. The research instrument used in this study is questionnaire. It is designed pertaining to the problem and objectives of the study. The questionnaire contains choices in a five point Likert’s scale. The sampling unit for the survey is selected by using convenience sampling method. The sampling units are the various BPO employees in the health sector. Sample size for the survey is 100 respondents.

Table no.1: ANOVA for significant difference among pay package and stress of the BPO employees.

<table>
<thead>
<tr>
<th>Factors of pay package and stress of the BPO employees</th>
<th>Educational Qualification</th>
<th>F value</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>UG</td>
<td>PG</td>
<td>Professional</td>
</tr>
<tr>
<td>Pay structure</td>
<td>8.81&lt;sup&gt;b&lt;/sup&gt; (2.26)</td>
<td>8.48&lt;sup&gt;ab&lt;/sup&gt; (1.77)</td>
<td>8.19&lt;sup&gt;a&lt;/sup&gt; (2.28)</td>
</tr>
<tr>
<td>Allowance and perquisites</td>
<td>39.60&lt;sup&gt;b&lt;/sup&gt; (7.14)</td>
<td>38.43&lt;sup&gt;ab&lt;/sup&gt; (6.06)</td>
<td>37.66&lt;sup&gt;a&lt;/sup&gt; (7.27)</td>
</tr>
<tr>
<td>Monetary appreciation</td>
<td>31.01&lt;sup&gt;b&lt;/sup&gt; (7.43)</td>
<td>29.70&lt;sup&gt;ab&lt;/sup&gt; (5.40)</td>
<td>29.40&lt;sup&gt;a&lt;/sup&gt; (7.39)</td>
</tr>
<tr>
<td>Medical facilities</td>
<td>2.68&lt;sup&gt;b&lt;/sup&gt; (1.40)</td>
<td>2.38&lt;sup&gt;a&lt;/sup&gt; (1.08)</td>
<td>2.32&lt;sup&gt;a&lt;/sup&gt; (1.25)</td>
</tr>
<tr>
<td>Performance Linked bonus</td>
<td>2.83&lt;sup&gt;b&lt;/sup&gt; (1.44)</td>
<td>2.60&lt;sup&gt;ab&lt;/sup&gt; (1.18)</td>
<td>2.43&lt;sup&gt;a&lt;/sup&gt; (1.43)</td>
</tr>
</tbody>
</table>

Note: 1. The value within the bracket refers to SD
2. ** denotes significant at 1% level
3. * denotes significant at 5% level
4. Different alphabet among Position of Entrepreneurs denotes significance at 5% level using Duncan Multiple Range Test (DMRT)

Since P value is less than 0.05, the null hypothesis rejected at 5% level with Pay structure, allowance and perquisites, monetary appreciation and medical facilities. Hence there is significant difference among educational qualification with regard to the factor of pay package and stress of the BPO employees. Based on Duncan Multiple Range Test (DMRT), educational qualification is significantly differed with pay package of the employee at 5% level, but there is no significant difference between educational qualification and performance linked bonus, Since P value is greater than 0.05. Hence the null hypothesis accepted with regard to educational qualification and pay structure of the BPO employees.
From the above table it is clear that the KMO value is 0.647 a Bartlett’s test of sphericity with Chi-square approximation is 305.439. These two values show that they are statistically significant at 5% level and also designated the data reduction process to obtain the important factors. It shows a conclusion for the normally distributed sampling.

The following table shows the range of variables of all the five variables.

Table no 3. Table of Communalities on Pay package and stress of the BPO employees.

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Extraction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay Structure</td>
<td>1.000</td>
</tr>
<tr>
<td>Allowance and perquisites</td>
<td>1.000</td>
</tr>
<tr>
<td>Monetary appreciation</td>
<td>1.000</td>
</tr>
<tr>
<td>Medical facilities</td>
<td>1.000</td>
</tr>
<tr>
<td>Performance linked bonus</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

From the above table it is evident that the Range of the variable is 0.273 to 0.770. Thus the prevailing variable of sampling distribution varies from 27.3% to 77%. This leads to the conclusion that the factor extraction process is justified to formulate meaningful factors.

The number of factors identified in the following total variance table.

Table no 4. Table of Total Variance Explained in Pay package and stress of the BPO employees.

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigenvalues</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of Variance</td>
<td>Cumulative %</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Extraction Method: Principal Component Analysis.

From the above table it is found that the seven variables are converted into major two factors with individual variances 36.915 and 23.070. The total variance explained by the variable is 59.985 which are significant at 5% level.

The following variables loading gives the details about formation of new factors with appropriate variable loadings.

**Table no. 5: Table of Rotated Component Matrix (a) of Pay package and stress of the BPO employees.**

<table>
<thead>
<tr>
<th>Component</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allowance and perquisites</td>
<td>0.862</td>
<td></td>
</tr>
<tr>
<td>Pay Structure</td>
<td>0.806</td>
<td></td>
</tr>
<tr>
<td>Medical facilities</td>
<td>0.523</td>
<td></td>
</tr>
<tr>
<td>Performance linked bonus</td>
<td>0.800</td>
<td></td>
</tr>
<tr>
<td>Monetary appreciation</td>
<td>0.751</td>
<td></td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 3 iterations.

From the above rotated component matrix it is revealed that the factors can be coined under two major factors. The first factor comprises of three sub factors namely

1. Allowance and perquisites (0.862)
2. Pay Structure (0.806)
3. Medical facilities (0.523)

**Therefore they are suitably names as “Emolument”**

The second factor consist of two sub factors

1. Performance linked bonus (0.800)
2. Monetary appreciation (0.751)
These are named as “benefaction”

Conclusion

The BPO employees in health sector are highly stressed due to various factors particularly pay package related issues. Among the pay package factors, allowance and perquisites, pay structure and medical facilities are the performance linked bonus and monetary appreciation will also play a role in the stress of employees. The difference in the educational qualification is also one of the significant factor for the stress.

Suggestion

The organisations in the health sector have to focus more attention on the pay package and other facilities on the pay package and other facilities like medical benefits, career growth and educational allowances.

References


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