Impact of Organizational Factors on Job Stress in IT Companies

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Abstract

This research article aims to "To study the impact of different organizational factors on job stress of IT professionals". The paper applies data reduction using Exploratory Factor Analysis (EFA) on a sample of 312 respondents drawn from 6 IT companies in the Bengaluru and condenses a set of 16 organizational factors converted into a four organizational factors. The present study proposes a model of the impact of organizational factors on job stress. The study found that organizational snags, sedentary self, adaptability to situations and hierarchical pressure are impacting significantly the job stress. Therefore, IT companies should focus on the above factors to reduce job stress of professionals. The study investigated the impact of organizational factors on job stress of the IT professionals concluded that organizational snags had the highest impact on the job stress of the professionals' sedentary self, adaptability to situations followed by hierarchical pressure.

Key words: Job stress, Organizational Factors, Organizational Snags, Sedentary Self.

Introduction

(Udupa, K. N 1985) Stress is a typical issue being provoked today. Each individual will experience stress in any time. Stress in professional life among social labors, trainers, administrators, even the police, is a much talked about issue these days. The world is turning into a more stressful place for some reasons. It is more disconcerting and the place of progress appears to be quicker. Progressively we end up taking on parts for which we feel ill-equipped. Improvements in technology which should improve lives now and then appear to overpower.

(Harigopal, K. 1995) Stress has been connected with every human life and is there to stay for all circumstances to come. Ideal from birth every individual is definitely introduced to various disturbing circumstances. Nevertheless, stress isn't by and large terrible. Some nervousness is continually critical to convince and stimulate individuals. Thus, stress of certain level is uncommonly valuable. Stress is a truth of every human life and generally experienced by the IT professionals. It has transformed into a mind blowing matter of stress for the managers of IT associations. Stress is an unavoidable consequence of life and along these lines an unavoidable result of associations. The people working in the information development field defy more tension since they need to invigorate their understanding unendingly.

(Patel, P Dorab 1998) job stress can influence representatives regardless of position, business type, or sexual orientation. When one looks around and examines the study on pressure and stress, particularly at work, one notices that workers all agree that pressure is a constant factor. Stress is related to one's ability to deal with options, natural urges, and other obscure weaknesses in the cycle while performing an action; however, if it appears to be a general topic, then it would be regarded as an unpredictable marvel.

According to Hellriegel, D., Slocum, J.M., and Woodman, R.W. (2001), hierarchical shifts can be regarded as the best source of weight at work and possibly in a representative's life. (Schabracq and Cooper 1998) were additionally of a similar view and accepted that representatives' Because positions and specialized skills can be changed or modified, anxiety rises.In this reference, Yu 2009) also said that hierarchical change can have negative effects like questionable jobs, obligations, joblessness, a decline in economic well-being, and conflicts between family and work. (Sayğan, F. N. 2011) when representatives see that "their" association goes about as a "genuine corporate resident", they structure positive pictures about it and increment their authoritative ID. They feel glad to relate to such an association, build up their confidence, structure 4 emotional bonds with the association, build up a feeling of reliability, experience higher full of feeling prosperity, act for supporting/strengthening such standing (e.g., by talking admirably about the association within the sight of outcasts) and put forth attempts to perform better and to profit the entire association. (Settoon et al., 2001) particularly when representatives feel that the association is focusing and dependable towards them (e.g., improving work-family balance, offering compensations higher than industry normal) they will in general respond.

Literature Review

(Weiss M. 1983) examined the causes of Job stress that is connected to Job dissatisfaction, Job related strain and uneasiness and diminished efficiency and adequacy. He attempted to lessen wellsprings of stress so he can pre-vent the malicious wellbeing outcomes. Through his investigation he decided the capability of social help that lighten the harmful results of stress.

(Cooper, C. L. 1995) have summed up a wide scope of various systems that work together to increase specialist self-governance, support, and control. Among these strategies are assignments, the actual workplace, job definition and explanation, more adaptable work routines, participative management, expert-focused career advancement programs, expert input and social support, and a fairer prize framework are all examples of these changes. Instead of treating pressure when it arises, these strategies could prevent pressure at work.75% to 90%, taking everything into account, to fundamental thought specialists are for stress related grievances.

(Devi, U. T. (2011) investigated most stress the executives' programs Focus on the individual, whether they are assisting experts or assisting them in adapting to workplace stressors. As opposed to eliminating or reducing the actual sources of stress, associations with adapting to the consequences of stress are more concerning. Numerous stress-relieving projects for experts, as opposed to efforts to alter the concept of work, which would produce a more compelling solution to the problem. Although their efficacy is limited, expert help projects like management and support services for professionals have shown promise as a stress management strategy. The short-term arrangements of preparing or advising professionals to adapt to pressure have long-term benefits for psychological well-being and prosperity.

(Cunningham et al. 2002) advocate the possibility that examination on individual, cycle, and work environment factors in preparation for hierarchical change is essential to progress. The accompanying segment examines the part of expert in organizational change.

(Vakola et al. 2003) contend that expert can be upbeat or energized or irate and unfortunate when stood up to by change. It shows that the person's insights towards the new circumstance basically influence authoritative change objectives and goals.

(Madsen et al., 2005) found in their investigation change is worried about the advancement of association. It is utilized to take care of the issues and difficulties of the association. In association, most issues and difficulties are created by rivalry, trend setting innovation, consolidations, development, item quality upkeep, or upgrading proficient effectiveness from one viewpoint and fast development, new undertakings, energizing chances, advancements, and new initiative and the board approaches on the other.

(Cummings & Worley, 2005) in this article competing with significant and regularly obscure difficulties, supervisors of associations are restless to realize how to make due for future and remain serious. Change specialists and professionals recommend that an association should change its arrangements, techniques, structures, approaches, culture, and strategies to contend. In the association, change might be little or enormous, quantum jump or steady however requires appropriate consideration since its outcomes influence hierarchical execution, improvement, notoriety, rivalry and future endurance. Albeit in such a circumstance associations require legitimate cycles for controlling interruption and difficulties.

(Kazlauskaite, R., Buciuniene, I., & Turauskas, L. 2012) found in their investigation the degree of expert authoritative responsibility just as their strengthening, which can be audited as

some potential methods for animating proficient responsibility, just as his interrelationship between proficient responsibility and strengthening. Discoveries – The degrees of both hierarchical responsibility and authoritative strengthening in Lithuanian upscale inns are somewhat low, while the connection between them is fairly solid. This infers that improvement of conditions that cultivate strengthening would lead to a more significant level of expert hierarchical responsibility; particularly the degree of full of feeling responsibility that is of more noteworthy significance for the associations, for this situation responsibility lays on regular qualities and invigorates passionate connection to the association.

(Mishra, B. S. 2015) The examination features how important it is to keep an eye on the pressure that comes from the constant need for IT professionals to update their skills because the risk of having skills that aren't up to date could lead to more absences, burnout at work, and a desire to change careers. Directors can assist by providing IT professionals with solid resources like study time, opportunities to attend classes, and actual offices that encourage experimentation.IT professionals who implement various combinations of adapting procedures encounter varying degrees of difficulty. Using a combination of problem-centered and feeling-centered adaptation, they performed best.

(Richardson, 2008) An order of pressure mediations have been done, including essential, optional, and tertiary mediations. He suggested to all of the experts that the easiest and most cost-effective way to deal with actualize is to embrace unwinding preparation mediation for stress the board.

(Nadaraj Naicker, 2008) To increase the commitment levels of the workforce in his study on "Organizational culture and professional commitment: A case study". Recommended an improvement in the compensation benefits; innovative schemes to improve professional morale, leadership training to all professionals and open communication. He further recommended that the management should create mentoring programs for skilled professionals to pass on knowledge and skills to now and existing professionals. The author favored the introduction of a performance bonus that would help improve commitment levels and output as well.

(Koutroumanis, et, al. 2009) in their article "Organizational change in the restaurant Industry: Implications for change" states that in order to achieve the transformational change, associations should initially comprehend and deal with the intricacies of their individual hierarchical societies and fabricate more grounded degrees of authoritative responsibility. The authors are of the view that if the restaurant owners implement the findings of the existing literature of cultural development, among other aspects, a significant impact can be observed in increasing the productivity; building professional commitment.

(Vivekanandan, K., & Parthsarathy, K. (2016) Depression is typically related to work and stress these people go through by virtue of the strain to perform better, rival various partners and satisfy tight time limitations. Most of their work is target-arranged and in the event that objectives are not met, it can provoke pressure. Companions are not areas of strength for

outstandingly they in like manner fighting in a comparable field. Likewise, shortcoming about the occupation might incite impressions of verbalization.

(Maria Melchion et, al. 2009) have expressed their opinions regarding the topic "Sickness absence from work predicts worker's risk of later depression. "They say that members were thought to be heads of the Electricity and Flammable Gas Companies. Required information (ailment nonattendance) was acquired and evaluated. The gauge for concentrate on components old enough, sexual orientation, conjugal status, word related evaluation, tobacco smoking, liquor utilization, burdensome manifestations and work pressure were dissected.

(N. Bhatti, et al.2010) They have subdivided stressors into two main categories: extra-organizational and intra-organizational. He anticipated, based on his research, that the primary causes of stress are, in order, the ongoing burden, which accounts for 25% of stress, the timing of events, which accounts for 16% of stress, and the environment, which accounts for 11% of stress.

(Srivastav A.K., 2010) The articles focus on the concept of a stressful job. It states that job execution experienced pressure-related issues and should be reduced or killed. It was discovered that the concept of job pressure is diverse and cannot be managed with a single, uniform strategy or intervention. For improved hierarchical execution and viability, explicit issue-related arrangements or mediations should be modified from now on.

According to Pratibha G. (2010), the level of misery has a negative impact on personal satisfaction, which may lead to genuine burnout issues in private banks. The wretchedness level in the banks should be diminished by various strain the board ventures or interventions that would similarly work on the idea of work life.

(N. Bhatti, et al.2010) They have divided stressors into two main categories: a) (Gladys J. J. and Kennedy V. 2011) The author discovered a significant connection between the organizational climate and job stress experienced by women employed in Indian IT companies. He said that IT companies need to figure out how to manage pressure, which is a very important issue that needs to be addressed in order to reduce or eliminate the causes of pressure and helplessness in the workplace.

(Urska Treven, et, al. 2011) In a serious market, businesses where workers are supposed to be focused on are bound to fail. The compelling methods for preventing pressure include a strong work environment, effective management, and various approaches to controlling pressure. He divided pressure into three primary categories: Transient stress, post-traumatic stress disorder (PTSD), and chronic stress are all examples of these.

According to Kodavatiganti K. and Bulusu V. (2011), the purpose of the article is to provide an overview of the phenomenon that contributes to academic pressure. According to the article, female employees face nearly as much pressure as male partners. Academicians are under a lot of pressure because they have to work long hours, don't have enough money, and study halls are full too much.

It reveals the degree of stress that varies by word-related position rather than age or sex (Shanmugavadivu, M. K., & Kalaimani, G., 2011). According to the examination, females had higher pressure rates than males. The central issues looked by students in light of pressure are resting issues, horror and trickiness.

According to the study (Sinha V. and Subramanian K.S. 2012), different levels of association experience different kinds of hierarchical work pressure. It also states that a variety of factors, such as a lack of resources, insufficiency within an individual, excessive job burden, job stagnation, and disconnection and a desire for a job, influence pressure.

Research Gap

In Indian context, research on the organizational factors and job stress in IT companies has remained narrow in number and scope. There also exists a lacuna in research about relationship between organizational factors and job stress of employees in IT companies. Therefore, there is a research gap regarding the relationship between organizational factors and job stress.

Research Problem

The IT industry has gone through a lot of changes in recent decades, including globalization efforts, liberalization policies, new technology, and so on. These changes have made it stressful for professionals who work in the industry. The widespread adoption of technological solutions, combined with globalization and privatization policies, has significantly altered conventional practices across all industries. In order to prepare him for the new economic world order, globalization and privatization-driven policies required the IT industry to reform and adapt in order to maintain a competitive advantage in the environment dominated by multinational corporations.

The majority of professionals today are experiencing work-related stress. Adjusting of work and life became hard for each expert in any area. In order to deal with stress issues, a growing number of professionals are turning to Stress Management. Professionals can improve their own responses to stress through stress management, and the organization can reduce workplace stressors. The present problem is the study on stress management among IT professionals in Bangalore city.

Research Objectives

1. To identify the different organizational factors of job stress in IT companies.
2. To study the impact of different organizational factors on job stress of IT professionals.
3. To suggest specific strategies to HR managers to reduce job stress of IT professionals.

Research Hypothesis

H01: There is no significant relationship between different organizational factors on job stress.

- **H0$_{1.1}$:** There is no significant relationship between organizational snags on job stress.
- **H0$_{1.2}$:** There is no significant relationship between sedentary self on job stress.
- **H0$_{1.3}$:** There is no significant relationship between adaptability to situations on job stress.
- **H0$_{1.4}$:** There is no significant relationship between hierarchical pressure on job stress.

Research Methodology

In India, Bengaluru being the most suitable and vital city for the establishment of business, where more IT companies are being established. The researcher has chosen Bengaluru city as their area of study. An attempt was made to contact the IT companies in Bangalore through emails as majority of IT companies are located in this city in South India. In response to this 12 companies have positively responded and permitted to do research. As many as 600 questionnaires were mailed to professionals in these 12 companies. Out of them significant number of questionnaires were received from 6 companies and to a maximum of 50 each only as the information on the said topic was not familiar and comprehensible to many. Further professionals beyond team leader only are taken in the sample frame as they only would have a say in the job stress. The six companies are thus selected purposively. The select six companies are as follows.

Table: 1. List of top IT Companies

S. No.	Top IT Companies
1	Accenture
2	TCS
3	IBM
4	Infosys
5	Wipro
6	Cognizant

Where ever the number of questionnaires filled in all aspects is less than 50, further attempts are made to reach the quota of at least 50 by adopting quota sampling. Out of the received filled in questionnaires, 312 were with full information in all aspects. Hence the sample size is 312 IT professionals. While selecting professionals of the 6 IT companies care has been taken to cover them from different locations.

Sample size

As many as 600 questionnaires were mailed to professionals in the select IT companies. Out of the received filled in questionnaires, 312 were with full in all respects. Hence the sample size is 312 professionals.

Data Analysis & Results

Reliability Test

Table: 2. Case Processing Summary

		N	%
	Valid	312	100.0
Cases	**Excluded**[a]	0	.0
	Total	312	100.0

a. Listwise deletion based on all variables in the procedure.

Table: 3. Reliability Statistics

Cronbach's Alpha	**N of Items**
.903	16

The internal consistency of the questionnaire of 22 items with a value of the Cronbach's Alpha is 0.903, which shows that data is 90.3 per cent reliable.

Exploratory Factor Analysis

Table: 4. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.863
Bartlett's Test of Sphericity	Approx. Chi-Square	2134.370
	Df	120
	Sig.	.000

KMO-Bartlett's test needs to be used to determine the data's eligibility prior to factor analysis. Multivariate normality and sampling adequacy are measured by this test. In this study, the KMO value is $0.863 > 0.5$, indicating that the sample taken is sufficient. A value of $0.000 < 0.05$ on the Bartlett's Test of Sphericity indicates that multiple variables are normal. As a result, Factor Analysis is regarded as an appropriate method for further data analysis.

Table: 5. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.734	35.836	35.836	5.734	35.836	35.836	3.223	20.144	20.144
2	2.071	12.945	48.781	2.071	12.945	48.781	2.918	18.238	38.382
3	1.374	8.585	57.365	1.374	8.585	57.365	2.129	13.307	51.689

4	1.089	6.807	64.172	1.089	6.807	64.172	1.997	12.483	64.172
5	.977	6.108	70.281						
6	.798	4.988	75.268						
7	.558	3.486	78.754						
8	.495	3.091	81.845						
9	.485	3.030	84.875						
10	.448	2.801	87.676						
11	.433	2.707	90.383						
12	.383	2.396	92.779						
13	.338	2.112	94.891						
14	.317	1.983	96.874						
15	.281	1.757	98.631						
16	.219	1.369	100.000						

Extraction Method: Principal Component Analysis.

Four factors have been extracted using Kaiser Normalization and Varimax Rotation. All of the variables with factor loadings greater than 0.5 make up each factor. Four factors were combined from 16 variables. 64.172 percent of the variability was explained by these four extracted factors.

Table: 6. Rotated Component Matrix

Factor No	Item Covered	Factor Loading Value	Name of the Factor
1	I need to sacrifice my values in meeting my role obligations.	.791	Organizational Snags
	I find it suffocating to function within my system where there is no place	.768	
	Secrecy maintained by my superior in decision making is disgust in.	.751	
	I get baffled with the contradictory instructions given by different members in	.736	
	Repeated incidents where my contributions are taken very lightly put me off.	.640	
2	I am fed up by keeping myself busy all the times to meet deadlines.	.840	Sedentary Self
	My inability to take up challenging tasks due to the nature of my appointment puts me off at work.	.787	
	I am waiting for the day to come, when I can	.774	

	relax.		
	I end up seeking suggestions from my colleagues due to my in-experience.	.677	
3	I neglect personal needs because of work.	.789	Adaptability to situations
	My exposer to opportunities is limited and hence not able to enhance my efficiency.	.727	
	As I fail to rise to different occasions, I am loosing respect from my colleagues.	.623	
	My relations with my superiors cause me a great deal of anxiety.	.585	
4	I can't rely on my colleagues when things get tougher for me at work.	.783	Hierarchical Pressure
	The wall that exists between my subordinate and me leads to sense of loss.	.777	
	My colleagues do not take up anything extra for me to make my life easier.	.568	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

Multiple Linear Regression

In order to access the impact of independent variables on job stress as a dependent variable, enter a method of multiple linear regressions was applied.

Table: 7. Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.783[a]	.664	.355	.375	1.644

a. Predictors: (Constant), Hierarchical Pressure, Adaptability to situations, Organizational Snags and Sedentary self

b. Dependent Variable: Job Stress

- **R:** R represents the multiple correlations co-efficient with the range lies between -1 and +1. Since the R-value is 0.783 means that there is a high positive relationship between the different organizational factors and job stress of the IT professionals.

- **R Square:** R^2 represents the coefficient of determination which lies between 0 and 1. Since the R square value is 0.664 i.e. 66.4 per cent of the explained variation is there in the job stress of the IT professionals.
- **Durbin-Watson statistic:** From the table 7, the Durbin-Watson statistic value is 1.644. It is closer to the standard value 2. So, that the assumption has almost certainly been met.

Table: 8. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.695	4	6.174	43.849	.000[b]
	Residual	43.225	307	.141		
	Total	67.920	311			

a. Dependent Variable: Job Stress
b. Predictors: (Constant), Hierarchical Pressure, Adaptability to situations, Organizational Snags and Sedentary self

The regression model's F statistics are statistically significant at 0.05 levels, as shown in ANOVA table 8, indicating the regression equation's goodness of fit. There is statistical significance in the model).

Table: 9. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.041	.229		8.908	.000
	Organizational Snags	.168	.042	.232	4.011	.000
	Sedentary self	.117	.036	.188	3.246	.001
	Adaptability to situations	.180	.050	.187	3.602	.000
	Hierarchical Pressure	.123	.038	.182	3.213	.001

a. **Dependent Variable:** Job Stress

The table 9, denotes standardized regression coefficients that indicate the magnitude and direction of the impact. It also includes t and significant values to confirm the measured-hypothesis formulation. significant impact of dimensions of various organizational factors on the job stress.

The multiple regression equation of this model is: $Y = MX + C$

Y ($Job\ Stress$)
$$= 0.232\ (\text{Organizational Snags}) + 0.188\ (\text{Sedentary self})$$
$$+ 0.602\ (\text{Adaptability to situations}) + 0.182\ (\text{Hierarchical Pressure})$$
$$+ 2.041\ (Constant)$$

$H0_{1.1}$: There is no significant relationship between organizational snags on job stress.

Table 9, shows Beta value as 0.232 which indicates positive impact of organizational snags on job stress. Since t, value is 4.011 and sig. value is 0.000 which is less than 0.05 hence organizational snags has a significant impact on job stress of IT professionals. Hence, null hypothesis $H0_{1.1}$: stating that there is no significant relationship between organizational snags on job stress is rejected.

$H0_{1.2}$: There is no significant relationship between sedentary self on job stress.

Table 9, shows Beta value as 0.188 which indicates positive impact of sedentary self on job stress. Since t, value is 3.246 and sig. value is 0.001 which is less than 0.05 hence sedentary self has a significant impact on job stress of IT professionals. Hence, null hypothesis $H0_{1.2}$: stating that there is no significant relationship between sedentary self on job stress is rejected.

***$H0_{1.3}$: There is no significant relationship between adaptability to situations on job stress.***

Table 9, shows Beta value as 0.187 which indicates positive impact of adaptability to situations on job stress. Since t, value is 3.602 and sig. value is 0.000 which is less than 0.05 hence adaptability to situations has a significant impact on job stress of IT professionals. Hence, null hypothesis $H0_{1.3}$: stating that there is no significant relationship between adaptability to situations on job stress is rejected.

$H0_{1.4}$: There is no significant relationship between hierarchical pressure and job stress.

Table 9, shows Beta value as 0.182 which indicates positive impact of hierarchical pressure on job stress. Since t, value is 3.213 and sig. value is 0.001 which is less than 0.05 hence hierarchical pressure has a significant impact on job stress of IT professionals. Hence, null hypothesis $H0_{1.4}$: stating that there is no significant relationship between hierarchical pressure on job stress is rejected.

Histogram and P-P plot for Normality test
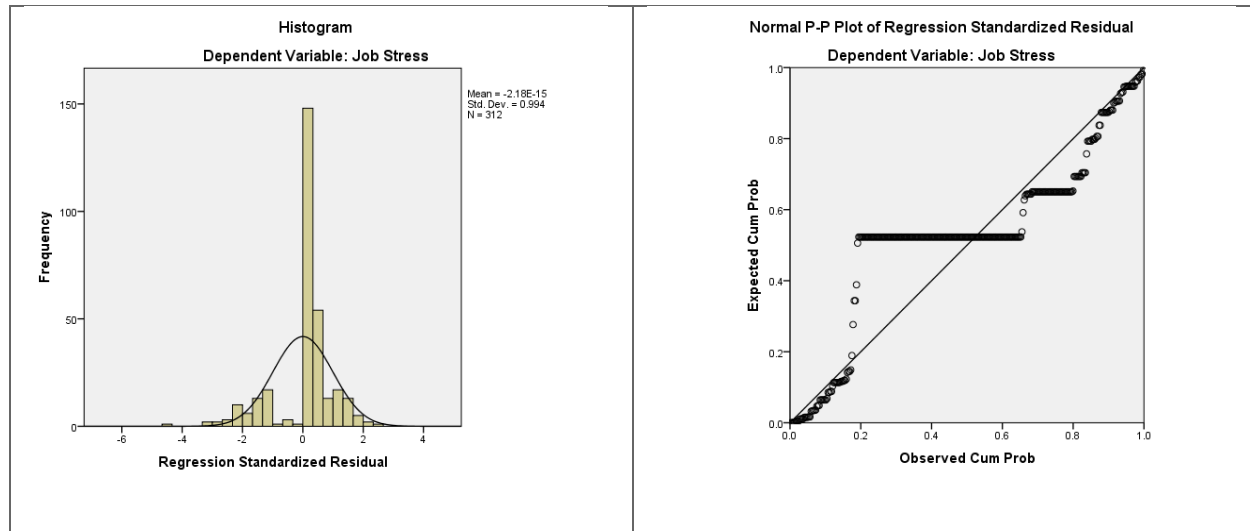
A normalized histogram of the residuals distribution is depicted in figure 1. When the points plotted match the diagonal line on a normal P-P plot, the distribution is said to be normal.

Multiple Regression Result Summary

H01: There is no significant relationship between different organizational factors on job stress.			
Hypothesis	**Sig.**	**Remark**	**R^2**
$H0_{1.1}$: There is no significant relationship between organizational snags on job stress.	.000	Rejected	.664
$H0_{1.2}$: There is no significant relationship between sedentary self on job stress.	.001	Rejected	
$H0_{1.3}$: There is no significant relationship between adaptability to situations on job stress.	.000	Rejected	
$H0_{1.4}$: There is no significant relationship between hierarchical pressure on job stress.	.001	Rejected	

Practical Implication

The present study proposes a model of the impact of various organizational factors on the job stress. The study found that organizational snags, sedentary self, adaptability to situations and hierarchical pressure are impacting significantly the job stress. Therefore, managers of IT companies should focus on the above factors to reduce job stress of professionals.

Conclusion

The study investigated the impact of organizational factors on job stress. Multiple linear regression analysis highlights that organizational snags, sedentary self and hierarchical pressure have significant impact on job stress of software professionals. Further work life balance policies

/ initiatives offered by the companies are analyzed by using descriptive statistics to know the gap between attractiveness and usage.

Scope for further research

In terms of both breadth and depth, this study has a lot of room for growth. As a result, these areas are listed below:

- The current study only examines the IT sector and excludes all other industries. As a result, relevant organizational factors may be identified by conducting additional research on other sectors.

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