

A STUDY ON ADVERSITY QUOTIENT OF EMPLOYEES IN THE IT COMPANY

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

By

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**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

Accredited with Grade "A" by NAAC

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **Aishwarya Prasher (39410001)** who carried out the project entitled **-A Study on Adversity Quotient of Employees in the IT Company** under our supervision from February 2021 to April 2021.

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DECLARATION

I **Aishwarya Prasher** hereby declare that the Project Report entitled **A Study on A Study on Adversity Quotient of Employees in the IT Company** done by me under the guidance of **Dr. Bhuvaneswari .G, MBA., Ph.D.**, (Internal) is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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ABSTRACT

All people experience adversity during their lifetime. Dictionary defines adversity as a difficult or unlucky situation or event. Challenges, disappointments, sadness, despair and hopelessness are difficult parts of life, making people react in peculiar ways to get over these. Each person's happiness, growth and success depend largely on his or her responses to the difficulties of life. The science of resilience or the adversity quotient (AQ) is a measure of the capability of an individual in facing the difficult situations in life. Dr. Paul Stoltz coined the term Adversity Quotient in 1997 in his book 'Adversity Quotient: Turning Obstacles into Opportunities. Stress is a result of an adverse or difficult or demanding situation which has psychological or emotional tension or pressure on an individual. Stress can be caused by a string of things, from physical like some threat or danger to emotional such as tension or worry at job or for family. Stress is caused by unfavorable conditions at the work place. These conditions may be related to the organizational policies such as downsizing or re-designing leading to fear of job-loss, politics among the co-workers, excessive demanding supervisors, overload of work leading to burnout or lack of coordination among the teams causing bottlenecks and unnecessary delays. Such stress is even higher among the IT professionals, often leading to unpleasant and explosive situations. This research is an attempt to uncover if there exists any link among the Adversity Quotient Stress of IT employees in India. Results indicate that there is a significant relationship between Adversity Quotient Stress.

Keywords: Adversity; Adversity Quotient; Stress; IT Employees

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CHAPTER 1

1. INTRODUCTION

Organizations of today are very demanding as they require the workforce to manage time for multitasking in order to meet unrealistic deadlines in the cut throat competition. This intense pressure of performance is felt even more in the information technology industry as they deal with the ever changing and constantly evolving needs of global clientage. Information technological companies are infamous for their fast and tightly placed work schedules giving rise to highly stressful workers. IT companies have always been rated top among the most stressful organizations to work for. Apple, Intel, eBay, IBM, etc. have always been reported poorly in job stress. In India, IT industry got a tremendous boost after globalization and liberalization of Indian economy. The government also chalked favorable policies to help the IT industry to grow resulting in placing India among the top of the growing IT industries in Asia Pacific region. The focus on revolutionizing IT industry has also paid huge dividends with IT contributing more than 7.8% to the GDP of India. But this growth came at a huge cost; that of Human Resources. Physical problems like wrist pains, slip disc, fatigue in eyes, headaches, etc. became common due to long hours of sitting in front of monitors. As other countries and organizations realized the potential of IT, many new players entered the arena thereby bringing in increased competition. This, coupled with the restive global economic and political environment, has put tremendous pressure on IT organizations to be efficient as well as cost effective. The ongoing scenario of recession has further added to the volatility in IT industry, resulting in increased job insecurity, wage cuts, improper working conditions and rapid obsolescence of skills thus making IT industry one of the most stressful industries to work in India. The more experienced you are in IT industry, the more stress you have to face as with the increase in responsibilities the deadline become stricter, the teams become bigger and tougher to manage and the clients become more demanding. But still we find IT managers who succeed despite facing insurmountable odds. While their colleagues break under the avalanche of rapid change, these individuals invariably rise, break the shackles and become successful.

They see opportunity in every challenge and face hardships with resilience. This ability to bounce back after every adversity is what enhances their capability to climb up the ladder of

the success.

1.1 Adversity Quotient

Adversity is a difficult situation or event that brings challenges in the lives of people. The reaction of individuals towards the adversity determines whether it will bring disappointment, sadness, despair and hopelessness or happiness, growth and success for them. Adversity quotient (AQ), also known as the science of resilience, attempts to measure the capability of an individual to handle adversities in life. Individuals having high adversity quotient continue to move forward successfully and keep rising in their life as they have the ability to endure considerable adversities. Adversity Quotient comprises of five different components called the CO2RE dimensions (fig.1).

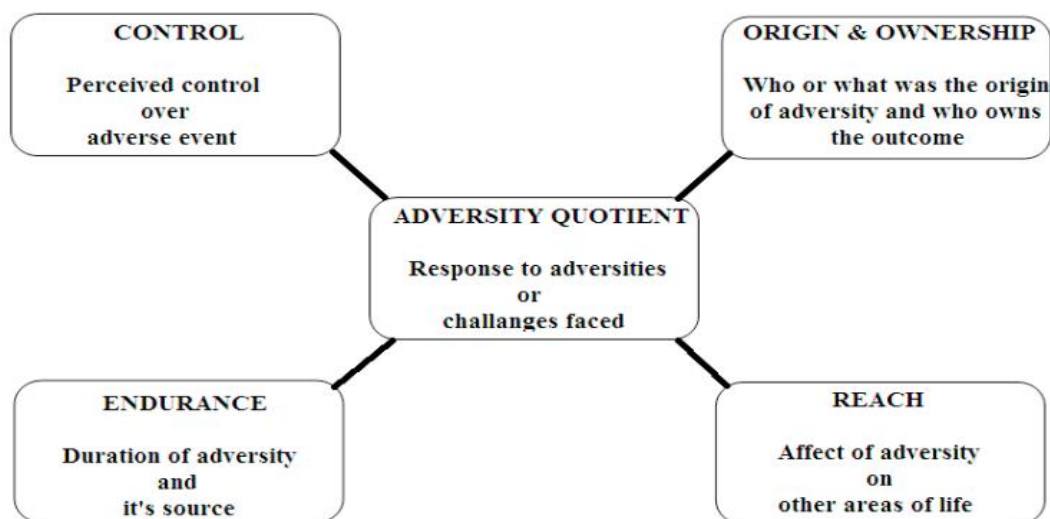


Fig.1 - The CO2RE dimensions of Adversity Quotient

- The Control dimension measures the control, as perceived by an individual, over an adverse event.
- The Origin and Ownership measures what or who an individual sees as the origin of the adverse situation and how much does he see himself responsible for the same.
- The Reach dimension measures the spillover effect of the adversity into the

Other areas of the person's life i.e. whether or not the consequences of current adversity will

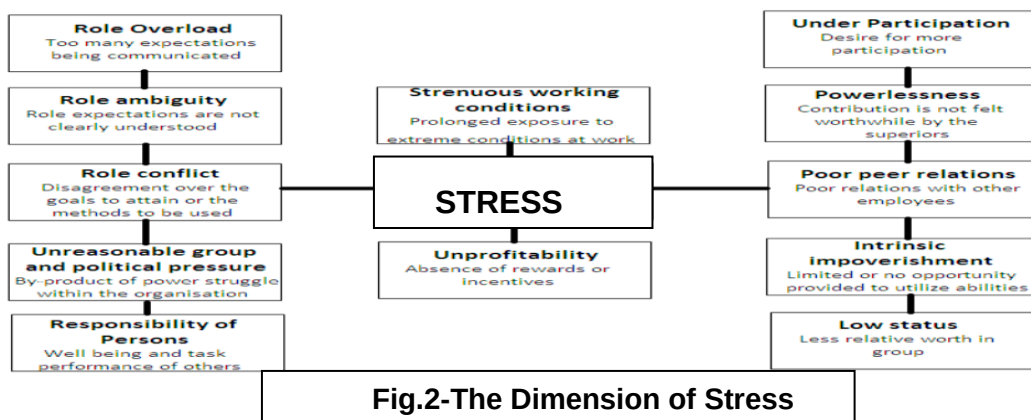
have any bearing on the person's other aspects of life.

- The Endurance dimension is the time span in which one expects the adversity to last.

A little research has been done in the area of adversity quotient. AQ is positively related with emotional quotient and other quotients of intelligence. Rest of the studies have linked adversity quotient with academic performance, achievement motivation, social skills, job performance, stress leadership skills.

1.2 Stress

Stress is defined as a condition of psychological or emotional tension or anxiety due to undesirable or challenging circumstances. When undesirable or trying circumstances result in tension or strain either mentally or emotionally, it is stress. Stress can be caused by a string of things, from physical like some threat or danger to emotional such as tension or worry at job or for family. Stress is caused by unfavorable conditions at the work place. These conditions may be related to the organizational policies such as downsizing or re-designing leading to fear of job-loss, politics among the co-workers, excessive demanding supervisors, overload of work leading to burnout or lack of coordination among the teams causing bottlenecks and unnecessary delays. Such stress is even higher in the service sector where there is a direct contact between the employees and the customers, often leading to unpleasant and explosive situations. Srivastava and Singh identified twelve dimensions or areas which determine stress (fig. 2):



- **Role over-load**—It is a situation in which there are simply too many expectations being communicated to persons at a given point of time.
- **Role ambiguity**— It arises when there is no clear understanding of the expectations from the employees and there is ambiguity in the employees about what are they supposed to do.
- **Role conflict**— When there are differences over what goals are to be achieved or which methods are to be used to accomplish those goals.
- **Unreasonable group and political pressure** – When power struggles between employees heightens pressure and competition within the organisation.
- **Responsibility for persons**— When the job role includes either responsibility of the well-being or getting required performance from others.
- **Under participation**—When employees want more participation than they have they are participation deprived leading to decline in positive feelings.
- **Powerlessness** – When the employees feel that the superiors don't appreciate their contribution to the organisation.

An array of theories exists that provide diverse clarifications on stress. But all of them broadly agree to the description of stress as individual's response to the demands and pressures exerted by environmental forces. Beehr and Newman defined job stress as, “a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning” The increased focus of researchers on stress establishes the adverse impact of job-related stress on the productivity, employee health, worker turnover and absenteeism.

1.3 Adversity quotient and Stress

A lot of emphasis has been laid all over the world on stress and its psychological and physiological effects on the job occupants. But no study has been conducted till date which links adversity quotient with the ability of an individual to handle stress.

1.4 Stress: The Inevitable

Today, people are living in the „Age of Stress“ (Pestonjee, 1999). Owing to the daily adversities one has to go through, a lot of stress is felt. Stress is a many– faceted process that occurs in relation to events or situations in our environment termed stressors. An interesting feature of stress is the wide range of physical and psychological reactions that different people have to the same event; some may interpret an event as stressful, whereas others simply take it in stride. Stress can be triggered by both desirable and undesirable events in life. (Selye, 1975) Stress resulting from desirable events is called Eustress (meaning good stress). Eustress is pleasant and has curative effects. On the other hand, stress resulting from undesirable events is called Distress (meaning bad stress). Distress has bad effects on the individuals concerned. (Tyrer, 1983) identified that the key difference between healthy and harmful stress is that in healthy stress there is rapid adjustment to the change and in harmful stress there is little or no adjustment.

Work pressures, tough targets and deadlines, a team that's trying to stay united and committed irrespective of the team conflicts... stress is all around. The challenge lies in channeling the team efforts with effective leadership. Several studies have found that apart from the stressors at work, we suffer greatly due to elements of the daily grind that are beyond our control such as interruptions, traffic jams, missing the bus, smog, and noisy or flickering fluorescent lights. Because we can't recover with time, these continuous low-grade stressors can actually deteriorate health to a greater extent. People who perceive the negative experiences in their lives as the result of uncontrollable forces are at a higher risk for depression than those who believe they have control. They are also less likely to suffer heart attacks and more likely to suffer weakened immune systems, asthma, arthritis, ulcers, headaches or backaches. The key is to cultivate "learned optimism" by adjusting vision to have control rather than passively suffering the shocks of life. (Iyengar, 2010)

Stress is defined as the perception of a discrepancy between environmental demands (stressors) and individual capacities to fulfill these demands (Topper, 2007; Vermunt and Steensma, 2005; Ornelas and Kleiner, 2003; Verca, 1999) Increasing individual coping skills is another intervention which will be used by the management to minimize stress. (Topper, 2007) defines stress as a person's psychological and physiological response to the perception of demand and challenge. Ornelas and Kleiner (2003) argued that stress is the byproduct of modern life that results from our

efforts of trying to balance the demands of the workplace and of family life. Factors like individual and family factors, socio-economic and financial status, mental and physical health factors contribute greatly to occupational stress (Manshore, 2003). Stress is caused due to unexpected changes in technology, downsizing, sudden reorganization, changes in work schedules, competition for promotional opportunities, lack of participation in decision making, lack of employee empowerment, inadequate time Page No. 11 to accomplish tasks, violence in workplace etc. contributes a lot to employees" stress level.

A particular person may react quite differently to the same stressor at different points in time. Although we normally think of stress as stemming from negative events in our lives, positive events such as getting married or receiving an unexpected job promotion can also produce stress (Brown & McGill, 1989).

It is important to know that stress is not necessarily bad. Some amount of stress is necessary to get the best out of us. Unless some amount of stress is experienced, a student cannot prepare himself adequately for the examination, a promotional candidate cannot do well in the interview, a manager cannot demonstrate in what way he is different from other employees, a writer cannot write and a painter cannot paint. In all such cases stress works as a motivating force. In his book "Coping with Executive Stress" Dastane (2003) brings out that we all know that in the absence of stress our lives would become monotonous. That is why healthy people show an inclination to encounter some amount of stress.

Stress has always been a part of human existence. Its origin can be traced in the literature to the 17th Century when it was identified with hardship, straits, adversity or affliction as meant by the Latin word "Stringere." In the 18th and 19th Centuries, the meaning of stress changed to denote force, pressure, strain or strong effort with reference to an object or person (Hinkle, 1973). The concept of stress was transferred from physicists to social scientists (Cooper & Marshall 1978). The first reference to Stress in humans was made by Selye (1936) who conceptualized it as a nonspecific response of the body to any demand made upon. The modern view of stress is that it arises from a lack of fit between a person and his/her environment when there is an inability to cope with the demands made (Harrison, 1978).

Stress cannot result from any opportunity/challenge/constraint/demand, whatsoever, unless its outcome is perceived to be both important and uncertain at the same time. (Schwarzer, 2009). Stress is a part of our everyday life. Moderate level of stress is in fact necessary for an individual to stay alert and active. High level of stress, on the other hand, would lead to impairment of human wellbeing and performance. (Srivastav, 2010)

Despite the wide range of stimuli that can potentially produce stress, it appears that many events we find stressful share several characteristics:

- They are so intense that they produce a state of overload – we can no longer adapt to them.
- They evoke incompatible tendencies in us, such as tendencies both to approach and to avoid some object or activity.
- They are controllable – beyond our limits of control. Indeed, a great deal of evidence suggests that when people can predict, control or terminate an event or situation, they perceive it to be less stressful than when they feel less in control (Karasek & Theorell, 1990; Rodin & Salovey, 1989).

1.5. Coping Behaviour

“We cannot cast out pain from the world, but needless suffering we can. Tragedy will be with us in some degree as long as there is life, but misery we can banish. Injustice will raise its head in the best of all possible world, but tyranny we can conquer.” – James A. Michener.

1.5.1 Positive Attitude

As per (Baltus, 1988) a sure shot way of conquering adversities is by having a positive attitude. An attitude is a readiness to act; it involves both thinking and emotion. It is a tendency to respond in a particular way to an object, a person, a group, an idea or an event. These attitudes are acquired over a period of time and they are influenced by four different factors; family, peers, experience and culture. There is a famous saying that goes, “Watch your thoughts, they become your words; Watch your words, they become your actions; Watch your actions, they become your character; and character makes you the person you are.” Thoughts are governed by one's attitude and the resultant is behaviour. A positive attitude is essential to career & life success. People who are usually cheerful and positive towards work and life are called optimists; those who habitually

display negative attitude are called pessimists. (Baltus, 1988). It's the Leader who has Page No. 16 sustainable optimism who makes the difference to an organization and who creates unceasing value.

Pestonjee (1992) has brought out various coping styles and strategies. Coping refers to efforts to master conditions that tax or exceed adaptive resources (Monat and Lazarus, 1977). Coping has been used to denote the way of dealing with stress, or the effort to master conditions of harm, threat or challenge when a routine or automatic response is not readily available. Lazarus (1974b) has emphasized the key role of cognitive processes in coping activity and the importance of coping in determining the quality and intensity of emotional reactions to stress. Although there are many ways to classify coping responses (Moos and Billings, 1982) most approaches distinguish between strategies that are active in nature and oriented towards confronting the problem and strategies that entail an effort to reduce tension by avoiding dealing with the problem. Pareek (1983b) proposed two types of coping strategies which people generally use in order to handle stress i.e. dysfunctional and functional coping styles. Lazarus (1975) has suggested a classification of coping procedures which emphasizes two major categories, namely, direct actions and palliative modes. Latack (1986) presented construct validity evidence of three measures of coping behaviour related to job stress: Control, Escape and Symptom Management.

1.5.2 Route of IQ to EQ

Initially people felt that the only thing one needed to be actually born with in order to be a leader later in life was intelligence. Intelligence can be defined as a true biologically based mental faculty that can be studied by measuring a person's reaction time to cognitive tasks (Galton, 1869). It is defined as a very general mental capability that among the other things, involves the ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, learn quickly and learn from experience. It reflects a broader and deeper capability for comprehending ones surroundings (Mainstream science on intelligence-1994). Page No. 17 Intelligence is an umbrella term describing a property of the mind including related abilities, such as the capacities for abstract thought, understanding, communication, reasoning, learning, learning from the experience, planning, and problem solving (Wikipedia, 2010 - A study on Interrelationship of Leadership Traits, Behavior and Subsequent Performance of the Leader).

In later stages it was felt that while a leader is high on IQ, there was a need for such a leader to be mature on the emotional front too. Emotional Intelligence is an associative form of thinking which links one's emotion with another, emotions with physical feelings and with the environment. If one recognizes a consistent successful way of performing a work, one would tend more to perform it that way. It is a response to certain stimuli which is more or less habit bound. Associated thinking helps one to deal with ambiguous or complex situations. One can relearn an emotional thinking, but is time bound and needs proper direction and training. Since associative thinking is said to be tacit in nature, it cannot be shared at all times and one needs to learn by himself/herself. EQ as told; accounts for more than 85% of the exceptional achievers. More complex the task, more important is the level of EQ. Goleman (1995) conceptualized the five main domains of EQ as Self-awareness, Managing Emotions, Motivating oneself, recognizing emotions in others (Empathy) and Handling relationships. It has been established that people with a high EQ are motivated, self-disciplined, aspire to excel while continually requiring to upgrade skills, learn and add value.

1.6 Concept of Adversity Quotient

Paul G. Stoltz, author, Adversity Quotient®: Turning Obstacles into Opportunities has developed an assessment that measures a person's ability to cope when dealing with adversity. The Adversity Quotient® is based on the research from cognitive psychology, psycho-neuroimmunology, and neurophysiology. It is a valid measure, a tool to ascend and a new theory of effectiveness. It is a scientifically – grounded method for strengthening patterns of response to adversity. (Stoltz, 1997)

As adversity intensifies, most people's existing and accessed capacity decreases – it contracts when it needs to expand. It is a paradox. As the required capacity demanded of a person expands, that person's (as with most people) existing and accessed capacities shrink. (Stoltz, 2000)

Everybody is having trouble meeting the demands required today. It has become an impossible

task to manage all the chaos, uncertainty, and complexity an individual faces each day. Most people suffer from a capacity gap between what is required and what they have. Dr. Paul Stoltz, based on the observations made over several studies, concludes that the secret of expanding one's existing and Page No. 22 accessed capacities to meet the demands of required capacity is to increase one's AQ®. Sustainable optimism depends on high AQ.

1.6.1 Core human drive

Core human drive for the individual, as defined by Stoltz (1997), is a person's purpose in life, the "why" for which a person exists. He further symbolizes a person's purpose to that of a mountain and emphasizes that everyone has a personal mountain to ascend. Giving an example, he explains that if a leader manages 46 people, 46 different mountains show up to work each day (not counting the leader's own mountain.) In addition, there is the collective mountain of the organization in the form of the organization's mission. But the collective mountain of the organization is not what is on the minds of the 46 workers, their own mountains are what they intend to ascend. He stresses that many people come up short when asked how their individual mountain links to the Organization's Mountain.

The important question put forth by Dr. Stoltz is that who is going to tap existing capacities – people who find high alignment between their own mountains and the organization's mountain, or people who have little or no alignment between the two?. Dr. Stoltz clarifies that High alignment between an individual's core human drive (mountain) and the organization's mission (mountain) defines a given individual's sustainable motivation to be there.

Yun-Wah (2010) opinioned that through the years there are three different scenarios which normally occur: (1) genuinely the sage person is able to make sound judgments and accurate predictions before things go awry or a crisis arises. By following the wisdom and leadership of people such as these, the world could become a better place and corporations could outperform their competition. But there are only a handful of people like this;

(2) People respond to crises or errors. They learn and discover that mistakes occur, and are awakened to the need to make adjustments and change charted courses. By doing so they salvage or rectify troubled journeys;

(3) Most people have become set in their ways or hardened their hearts, leaving them incapable of learning; perhaps overlooking errors along the way. Consequently, mistakes recur. Those people unfortunately lack the capacity for preventing disasters and become the source of much waste and frustration.

Understanding the Performers and Non-Performers: From the Lens of Coping Up in Adversity

A growing gap between individual mountains and the organization's mountain results in three categories of people: Quitters, Campers and Climbers. Living with a relentless sense of purpose is hard, only about 5% of a given population do it. And the weather on the mountain is growing increasingly more intense (greater adversity in the forms of becoming more complex, erratic and uncertain). As the weather grows intense (and they are living without a sense of purpose), some people quit; they face some obstacle along the way and they give up. (Stoltz, 1997)

1.6.2 Quitters

Quitters can be described as being lethargic, not motivated, complacent, retired on the job, thinking of themselves as victims, beaten down, exhausted, and often in poor health. They do just enough to get by. Quitters lead compromised lives. They have abandoned their dreams and selected what they perceive to be a flatter, easier path. Unfortunately, Quitters suffer far greater pain than that which they tried to avoid by not climbing. Quitters can compose about 15% of any given work force. (Stoltz, 2000)

1.6.3 Campers

Campers are a group of people who have taken on the mountain; they grow, they strive, they improve for years or decades. Their performance is solid and getting the job done, but not tapping

much of their capacity is not growing. Most of us camp in some facets of our lives. The gravitational pull of a campground is huge – our friends are there. The campers' assumptions are that the mountain will remain stable. But the mountain is experiencing an avalanche of change, the weather is intensifying. The longer a person camps in one place the greater the deterioration of his or her capacities; the person actually experiences atrophy. Campers make up about 80% of any given work force. (Stoltz, 1997)

1.6.4 Climbers

Climbers are people who are dedicated to a lifelong ascent. Climbers are described as enthusiastic, innovative, energetic, robust, passionate, thriving on change, taking risks. They never allow any obstacle to get in the way of the ascent. Climbers create change, and the change either inspires or threatens the campers. Change often results in turnover of people. If the people who leave the organization are campers, it may be because the campground is being shaken up. But if the climbers are leaving, the future of the organization is being lost. (Stoltz, 1997) Regardless of background, advantages or disadvantages, good fortune or misfortune, climbers always continue the ascent. Stoltz describes them as "the Energizer™ Bunnies" of the mountain and possibility thinkers.

No organization can have 100% Climbers. The incentive to camp is too great. But if an organization can increase its percentage of climbers from 19% to 30%, it will experience a significant improvement in organizational outcomes.

Creating High Sustainable optimism

As adversities intensifies, the number of people willing to stay with an organization declines. This phenomenon is called the Adversity Dilemma. What one needs to have is an organization where, as adversity intensifies, the number of people stepping up to face the challenge increases. To counter Adversity Page No. 25 Dilemma, sustainable optimism must be generated and fostered. Sustainable optimism is that quality inside individuals that enables them to grow with every single adverse situation they face. People display all different patterns in how they respond to life's challenges. But a person's ability to sustain optimism is directly correlated to his or her AQ...

higher the AQ, greater the sustainable optimism. (Stoltz, 1997)

The scientific building blocks of AQ® are psychoneuroimmunology (PNI), neurophysiology (NP), and cognitive psychology (CP). Each of these building blocks have been described below: (Stoltz, 1997)

PNI research shows that there is a direct, measurable link between what one thinks and feels and what goes on in one's body. It explains why some people seem to weather major surgery better than others; why some people remain robust into old age while others become ill and frail; how brain activity affects the likelihood that a person will contract cancer, diabetes, or other disease; what effects specific patterns of thought or emotion have on a person's health. (Stoltz, 1997)

NP is the science of the brain. NP research shows that habits can be formed in less than one second - a hundred milliseconds to be exact. All it takes is an experience that interrupts the subconscious thought pattern at the basal ganglia and brings it to the conscious region of the brain (the cerebral cortex). The implication of this research is that a person's AQ® (similar to changing or developing a habit) can be changed instantaneously, and thus alter that person's life. (Stoltz, 1997)

CP is comprised of research related to the human need for control or mastery over one's life, and includes concepts for understanding human motivation, effectiveness, and performance. CP accounts for learned helplessness - the belief that what one does, matters not. CP explains why many people give up, or stop short, when faced with challenges. CP is the most important ingredient in the formation of AQ®. (Stoltz, 1997)

Four key facts

There are four key facts that emerge from the convergence of the above three building blocks of AQ (Stoltz, 1997):

1. We respond to adversity in hard-wired patterns.

2. We are often poor judges of these patterns.
3. These patterns can be measured.
4. These patterns can be rewired and improved.

The defining moment for every individual is when he or she faces adversity. At that moment a very precise, hard-wired pattern is triggered that ripples throughout the person's entire being. It is called Adversity Quotient.

The Dimensions of AQ:

There are four dimensions that make up AQ: Control, Ownership, Reach, and Endurance (CORE).

Control determines how much control one has over the adversity. Those with higher AQ perceive they have significantly more control and influence in adverse situations than do those with lower AQ. Even in situations that appear overwhelming or out of their hands, those with higher AQ find some facet of the situation they can influence. Those with lower AQ respond as if they have little or no control and often give up. There are two kinds of control: one is to what extent you perceive you can influence the situation no matter how impossible it is; the second is response control, or controlling your response to the adversity. (Stoltz, 1997)

Ownership determines to what extent you take it upon yourself to better the situation. Ownership rolls into accountability. Accountability is the backbone of action. Those with higher AQ hold themselves accountable for dealing with situations regardless of their cause. Those with lower AQ deflect accountability and most often feel victimized and helpless. (Stoltz, 1997)

Reach is how far adversity reaches into other parts of your life. Keeping the fallout under control and limiting the reach of adversity is essential for efficient and effective problem solving. Those with higher AQ keep setbacks and challenges in their place, not letting them infest the healthy

areas of their work and lives. Those with lower AQ tend to catastrophize, allowing a setback in one area to bleed into other, unrelated areas and become destructive. (Stoltz, 1997)

Endurance means how long the adversity will last. Seeing beyond even enormous difficulties is an essential skill for maintaining hope. Those with higher AQ have the uncanny ability to see past the most interminable difficulties and maintain hope and optimism. For low AQ people, the adversity last forever or at least for indefinite periods. High AQ people limit the time adversity lasts to short periods. The difference is that low AQ people tend to see the adversity as a permanent state, while high AQ people perceive the adversity as a temporary condition. (Stoltz, 1997)

In the researcher's mind, India is fast emerging as a leading economy of the world and hence offers new opportunities for personal growth to talented professionals. While offering such opportunities, it is also making severe demands on new generation Leader-managers to be able to cope with multitude of challenges. These challenges are faced every day due to increasingly competitive business landscape which is full of operating hazards and difficulties. Hence in Page No. 28 current times, it would help a leader to know his/her AQ and use the AQ Advantage® to help keep progressing successfully at Work and in Life

Leaders need to rethink on how to make decisions, solve problems, plan for the future, communicate successfully, allocate time efficiently, manage politics and get the most of other people and themselves as effective leaders. It is now that the position of organizational heads has become quite demanding as they are the ones who are expected to lay down good systems and workable procedures within their workplaces, re-organizing their thinking, behaviour and styles of functioning. And this is possible only when heads as transformational leaders initiate the process by understanding their workplaces and people within. (Diwan, 2000)

1.7 How This Study Progressed and Completed

1.7.1 Selecting Geography of Conducting the Study

Having embarked on the journey of researching on AQ and its impact on Leader Performance, the next step that the researcher had to take was to finalize the geography of conducting this study. The subject of AQ linked to performance in India has been unheard of. There are several high pressure challenges Indian leaders are facing in order to manage their organizations business sustenance and growth in a global economy. A huge scope for research in this area amongst Leaders in the city of Mumbai was envisaged by the researcher.

We are all aware that Mumbai, formerly known as Bombay is the Capital of Maharashtra and the financial capital of the country. It is the cosmopolitan city with the potpourri of cultures and glamour and which has welcomed people from all over India overtime. Foreign investors tend to look at India with the prism of Mumbai. A research study conducted on Mumbai, formerly Bombay, by Dr. Jadhav (2005) brought out that Mumbai accounts for about 1% of the total population of India. Further estimates of the UN suggested that Mumbai is likely to have a Page No. 29 population of around 27 million inhabitants by 2020 and will be the world's second most populous city after Tokyo.

The Legatum Institute had very recently published a report (2010) titled "The Broken Ladder" on a major international study by Legatum Institute Adjunct Fellow Joel Kotkin, of how increasing urbanization in the world is affecting the prospect of upward mobility for ordinary families and individuals. The study focused on the key social and economic developments in three major global cities of London, Mexico City and Mumbai. It further provided analysis on the current state of social mobility in each. The findings brought out that India's global success is owing to the power of its leading cities of which Mumbai is at the fore. However, as "two thirds of the population live on a bare 5% of the land", the challenges of infrastructure and congestion in Mumbai have heightened, while poverty and slum-dwelling remain a persistent problem. The report concludes that the outlook for Mumbai is good: The opportunity for upward mobility is better than in London or Mexico City, and Mumbai's financial position is strong even in the wake of the global financial crisis.

Mumbai's prosperity and employment generating potential attracts migrants from across the country. Once the textile manufacturing hub, the city's socio-economic structure has witnessed a sea change due to the paradigm shift in business activities – a switch from “Manufacturing activities” to “Services”. This has resulted into a dramatic change in employment opportunities and job profiles virtually in every sector. This study was conducted in organizations from the IT, Hotel, Hospital, Retail and ITES industries, all being service oriented and having seen a huge transition over the last decade.

1.7.2 The Extent & Depth of Studies Conducted on AQ

The work done on AQ, builds upon the landmark research of dozens of top scholars and more than 500 studies from around the world. As a result of 19 years of research and 10 years of application, AQ® is a major breakthrough in understanding of what it takes to succeed. According to Dr. Stoltz, success in work and in life is largely determined by Adversity Quotient®. (Stoltz, 1997)

- AQ tells how well one withstands adversity and has the ability to surmount it.
- AQ predicts who will overcome adversity and who will be crushed.
- AQ tells who will exceed expectations of their performance and potential and who will fall short.
- AQ predicts who gives up and who prevails

The following chapters of this thesis document unveils an extensive literature review undertaken for related topics, it highlights major studies conducted globally on Adversity Quotient®, brings out the research design & methodology adopted, application of statistical analysis and interpretations arrived at with conclusions, suggestions for further research and suggestions to employers.

CHAPTER 2

2.1 REVIEW OF LITERATURE

Further studies of Stoltz (2000), described how one can cope with adversity in their professional and private lives. He found out that there are three components of human capacity that is required capacity existing capacity and accessed capacity. Required capacity is the amount of capacity that is demanded from a person as they encounter greater adversity in their jobs and lives. Existing capacity is what people have when they begin a job, when they are hired. It consists of their experience, aptitudes, knowledge, talents everything. Accessed capacity is what a person taps what they actually use. Most people according to him actually access tap and use between 5% and 25% of their existing capacity.

Since adversity quotient is learned, studies of Dweck (1997) showed that one's response to adversity is formed through the influence of parents, teachers, peers, and other key people during childhood. Additional result of the studies reveal that response to adversity can be interrupted and permanently changed so one can rewire one's brain for success. Thus discovering, measuring and applying AQ in one's area allow us to understand how and why some people consistently exceed the predictions and expectations of those around them. Those who cannot overcome adversity will suffer on all fronts while those with sufficiently high AQ's are likely to continue until they succeed. They will acquire benefits in all areas of their lives. Adversity has three levels of involvements that are say societal adversity, workplace adversity and individual adversity (Stoltz, 2000). Today the world is facing global economic crisis which affected society including the educational system. The schools are no longer a safe haven for children. Cases of drug addiction, early pregnancy, and broken family are the common societal adversity in schools. The workplace adversity now demands reengineering, restructuring, rightsizing, downsizing, revitalizing and decentralization. Workers are faced with constant change that calls to upgrade knowledge and skills. Individual adversity is the accumulated burden one carries due to societal and workplace adversities. The accumulated effects of large scale adversities are sometimes inspiring for many but to others the danger of losing hope. Changes begin at the individual and control is instigated to make a difference. A study of Schmidt (1999) compared the adversity response scores of leaders in education to leaders in business and industry. Her study transferred the

concepts related to adversity responses of business leaders to the educational realm and provides the leaders with information and support to make changes in the current system. Areas of research investigated and discussed were hardiness, resiliency, learned helplessness, self-efficacy, attribution theory and the individual responses to challenges and how these areas of study relate to leadership effectiveness. A total of seventy six education leaders and one hundred fifty eight business leaders were the respondents. She utilized the ex- post facto, descriptive study using a quantitative approach to data collection. The Adversity Response Profile (ARP), a self-rating questionnaire developed by Stoltz in 1997 was used to measure the individual's style of responding to adverse situations. Findings revealed that business and industry leaders scored high on ARP and can be interpreted that the business since adversity quotient is learned, studies of Dweck (1997) showed that one's response to adversity is formed through the influence of parents, teachers, peers, and other key people during childhood. Additional result of the studies reveal that response to adversity can be interrupted and permanently changed so one can rewire one's brain for success. Thus discovering, measuring and applying AQ in one's area allow us to understand how and why some people consistently exceed the predictions and expectations of those around them. Those who cannot overcome adversity will suffer on all fronts while those with sufficiently high AQ's are likely to continue until they succeed. They will acquire benefits in all areas of their lives. Adversity has three levels of involvements that are say societal adversity, workplace adversity and individual adversity (Stoltz, 2000). Today the world is facing global economic crisis which affected society including the educational system.

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CHAPTER 3

RESEARCH METHODOLOGY

3.1 NEED FOR STUDY

Having assigned the task of doing research for the Adversity Quotient of Employees in the IT Company. The paper aims to address the knowledge gap in understanding the relationship between AQ and the performance of IT employees.

3.2 SCOPE OF THE STUDY

The Study aims to understand the employees satisfaction in Adversity Quotient, Which Occurs the various working schedule, remuneration, developing overtime allowance, work freedom, job position, stress etc., the Scope is to understand the employee satisfaction. The study is done on Adversity Quotient covering 120 employees and data collected based on the questionnaire prepared.

The backbone of the employee satisfaction is respect for workers and job they perform. And easy revenue for employee to discuss problems with upper management should be maintained and carefully monitored. Employee are backbone of every organization so the organization should consider a lot the employees should be motivated and satisfied So that they can work more and hence to reach the organization is to its great.

3.3 Objectives of the Study

Primary objective

- To study the adversity Quotient of employees in IT Sector

Secondary objective

- To find the factors that affect employees of IT Sector
- To analyse the problem faced in IT sector

- To identify the causes of stress and methods adapted by employees to cope up with work stress.

3.4 Research Design

This research design which I will use is descriptive research. This research aims to accurately and systematically describe a population, situation phenomenon. A descriptive research design can use a wide variety of research method to investigate one or more variables.

3.4.1 Descriptive Research Design

Descriptive research is a type of research that describes a population, situation, or phenomenon that is being studied. It focuses on answering the how, what, when, and where questions of a research problem, rather than the why.

This is mainly because it is important to have a proper understanding of what a research problem is about before investigating why it exists in the first place.

Sampling Technique which I have used in this research is simple random sampling method.

Data Collection Methods

The Primary Data is collected through questionnaire

Primary Data

Primary data is a type of data that is collected by researchers directly from main sources through interviews, surveys, experiments, questionnaire etc. Primary data are usually collected from the source—where the data originally originates from and are regarded as the best kind of data in research.

Questionnaire

A questionnaire is a research instrument that consists of a set of questions or other types of prompts that aims to collect information from a respondent. A research questionnaire is typically a mix of close-ended questions and open-ended questions. Open-ended, long-form questions

offer the respondent the ability to elaborate on their thoughts. Research questionnaires were developed in 1838 by the Statistical Society of London.

The data collected from a data collection questionnaire can be both qualitative as well as quantitative in nature. A questionnaire may or may not be delivered in the form of a survey, but a survey always consists of a questionnaire.

Secondary Data – Journal & Literature review

Secondary Data

Secondary data is usually defined in opposition to primary data. The latter is directly obtained from first-hand sources by means of questionnaire, observation, focus group, or in-depth interviews, whereas the former refers to data collected by someone other than the user.

3.5 RESEARCH STRATEGY

It is proposed to first conduct intensive primary research and secondary research to understand the full impact and implication of the IT Industry in India, to review and critique the industry norms and reports on which certain issues shall be selected which shall feel remain unanswered or liable to change this shall be further taken up in the next stage of exploratory research.

3.6 SAMPLE SIZE

A total of 120 respondents were taken from the total population of 120 employees.

3.7 SAMPLING TECHNIQUE

3.7.1 Random sampling Technique

Random sampling is a part of the sampling technique in which each sample has an equal probability of being chosen. A sample chosen randomly is meant to be an unbiased representation of the total population. If for some reasons, the sample does not represent the population, the variation is called a sampling error.

Random sampling is one of the simplest forms of collecting data from the total population. Under random sampling, each member of the subset carries an equal opportunity of being chosen as a part of the sampling process.

The area from which sampling were conducted is around Employees of IT Industry from all over India.

3.8 SOURCES OF DATA

This study involves primary data collection techniques and Secondary data collection Techniques.

3.8.1 Primary data

Here the primary data is data collected through questionnaire which includes all research objectives.

3.8.2 Secondary Data

Here the secondary data collection is Journal & Literature review and employees respondents.

3.9 Period of Study

The period of study was from Jan to March 2021

3.10 TOOLS FOR ANALYSIS

3.10.1 ANOVA

It is a collection of statistical models and their associated estimation procedures (such as the -variationl among and between groups) used to analyze the differences among group means in a sample. ANOVA was developed by statistician and evolutionary biologist Ronald Fisher.

3.10.2 Chi Square

A statistical test of significance which is used to compare observed frequencies with expected frequencies with expected frequencies. Distinctive features. The chi-square χ^2 test is used for analyzing data where one has counted the frequency (number of cases or respondents) in different categories.

3.10.3 Percentage Analysis

Percentage analysis is the method to represent raw streams of data as a percentage (a part in 100-percent) for better understanding of collected data. Percentage Analysis is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding.

3.11 Limitation of Research

- Some of the respondents can hide the real information.
- Sometime people did not have time to fill questionnaire, so they mark option without even reading the question.
- A sample size cannot always represent the whole population.
- Time and money was one of the constraints while conducting the research.
- As the questionnaires were got filled through google form, therefore 100% response was not got despite several requests and reminders

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE NO 4.1.1
TABLE SHOWING RESPONDENTS OF EMPLOYEES's GENDER

Gender	No. of respondents
Male	65
Female	55
Transgender	0
Total	120

Source: Primary Data

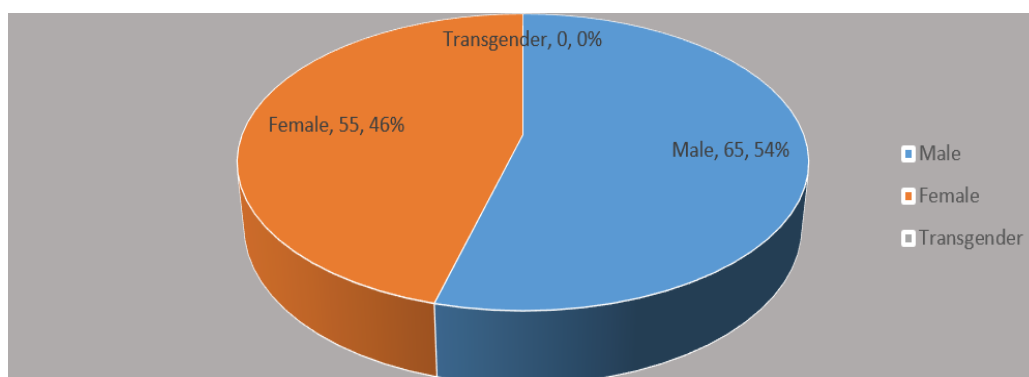


CHART NO 4.1.1
CHART SHOWING RESPONDENTS OF EMPLOYEES's GENDER

INTERPRETATION:

According to the respondents, Male is 54%, Female is 46% and Transgender is 0%.

TABLE NO 4.1.2
TABLE SHOWING RESPONDENTS OF EMPLOYEES's AGE

Age	No. of respondents
Below 30	93
30-40	22
40-50	04
Above 50	01
Total	120

Source: Primary data.

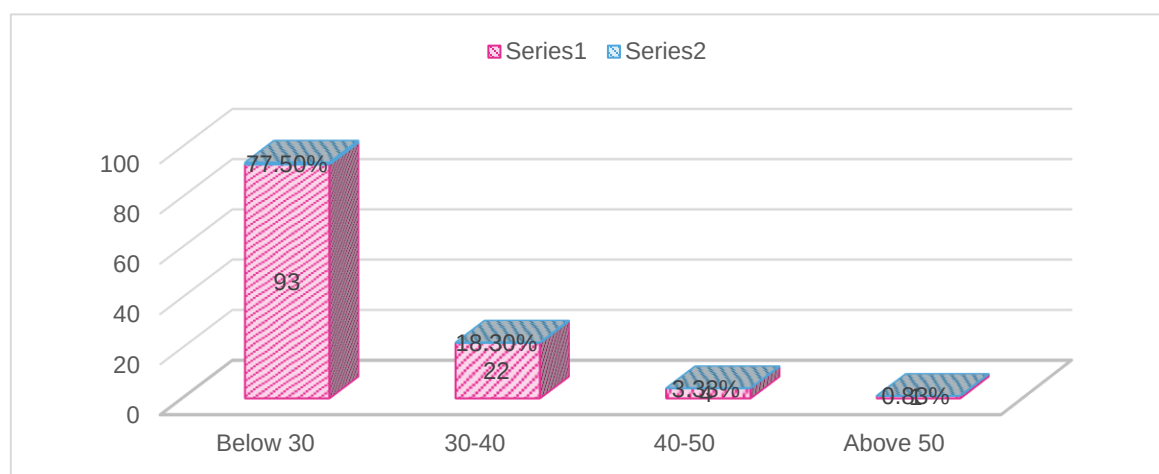


CHART NO 4.1.2
CHART SHOWING RESPONDENTS OF EMPLOYEES's AGE

INTERPRETATION:

According to the respondents' age of employees Below 30 is 77.50%, 30-40 is 18.30%, 40-50 is 3.33% and above 50 is 0.83%.

TABLE NO 4.1.3
TABLE SHOWING RESPONDENTS IN EDUCATIONAL QUALIFICATION

Educational Qualification	No. of respondents
Under-Graduate	54
Post- Graduate	48
Diploma	08
Honors	05
B.B.A	03
Others	02
Total	120

Source: Primary data.

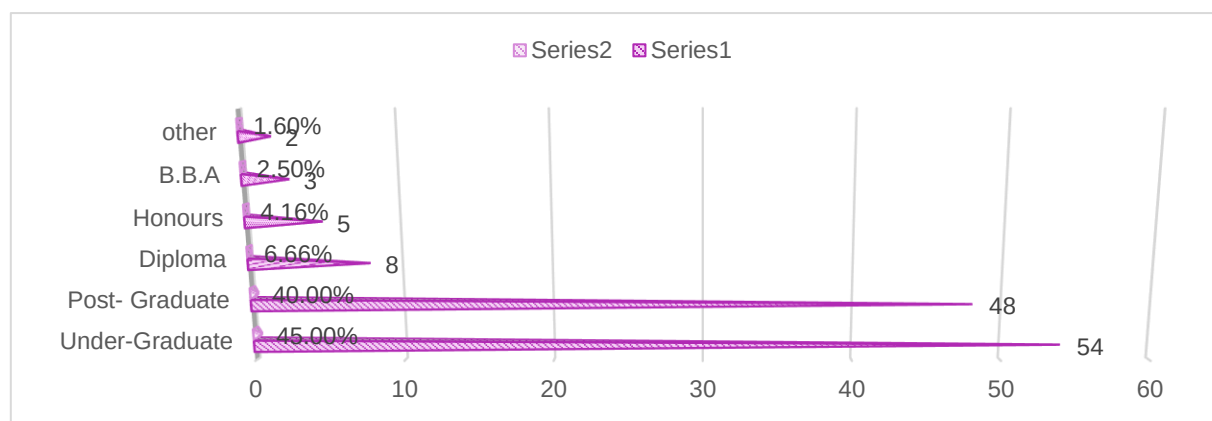


CHART NO 4.1.3
CHART SHOWING RESPONDENTS IN EDUCATIONAL QUALIFICATION

INTERPRETATION:

According to the respondents' Educational Qualification of employees Under-Graduate is 45%, Post- Graduate is 40%, Diploma is 6.66%, Honors is 4.16%, B.B.A is 2.50% and others is 1.60%.

TABLE NO 4.1.4
TABLE SHOWING RESPONDENTS OF MARITAL STATUS

Marital Status	No. of Respondents
Married	71
Unmarried	49
Divorced	0
Total	120

Source: Primary data.

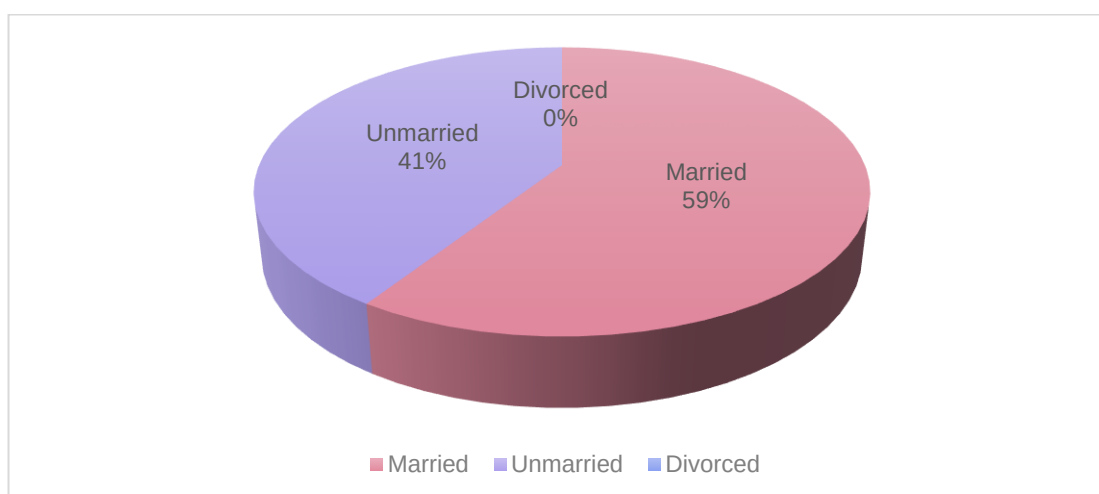


CHART NO 4.1.4
CHART SHOWING RESPONDENTS OF MARITAL STATUS

INTERPRETATION:

From the above table it is interpreted that the number of married respondent is 59% and unmarried respondent is 41%.

TABLE NO 4.1.5
TABLE SHOWING RESPONDENTS OF MONTHLY INCOME

Monthly Income	No. of Respondents
Below 25K	17
Between 25K to 35K	25
Between 35K to 50K	22
between 50K to75k	19
Above 75K to 1Lakh	19
Below 1 Lakh	18
Total	120

Source: Primary data.

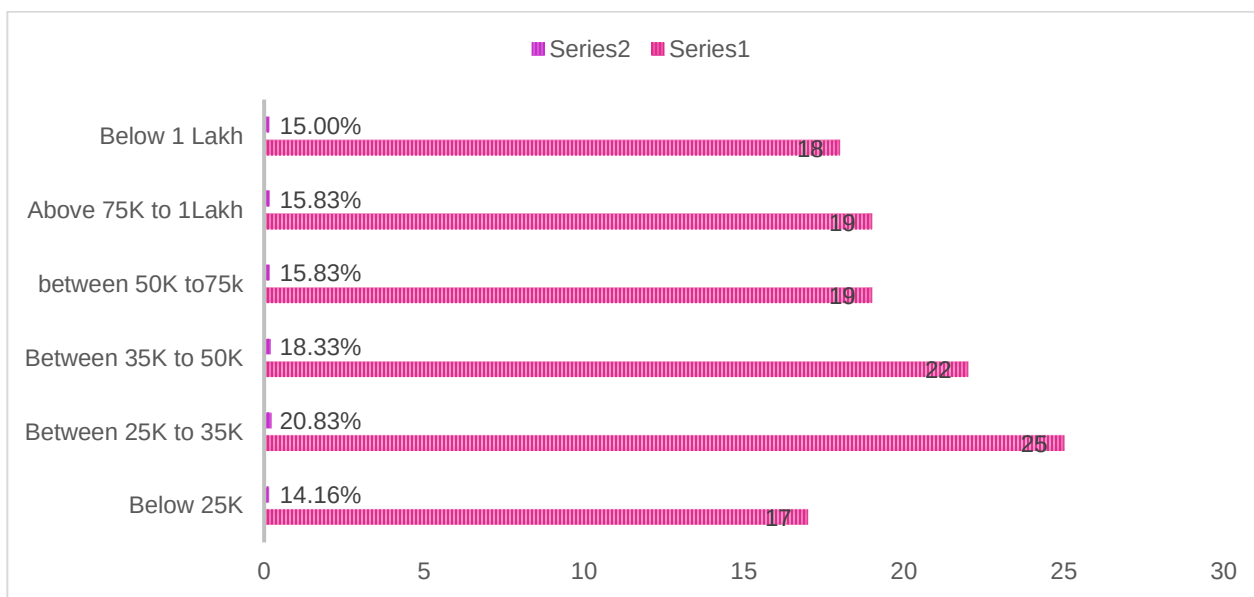


CHART NO 4.1.5
CHART SHOWING RESPONDENTS OF MONTHLY INCOME

INTERPRETATION:

From the above table it is interpreted that the number of below 25k salary respondent is 14.16%, Between 25k to 35k is 20.83%, Between 35k to 50k is 18.33%, Between 50k to 75k is 15.83%, Above 75k to 1Lakh is 15.83% and Below 1Lakh 15%.

TABLE NO 4.1.6
TABLE SHOWING RESPONDENTS OF DAILY DURATION OF WORK

Daily Duration of Work	No. of Respondents
8 Hrs in a Day	69
9 Hrs in a Day	39
Above 10 Hrs	12
Total	120

Source: Primary data.

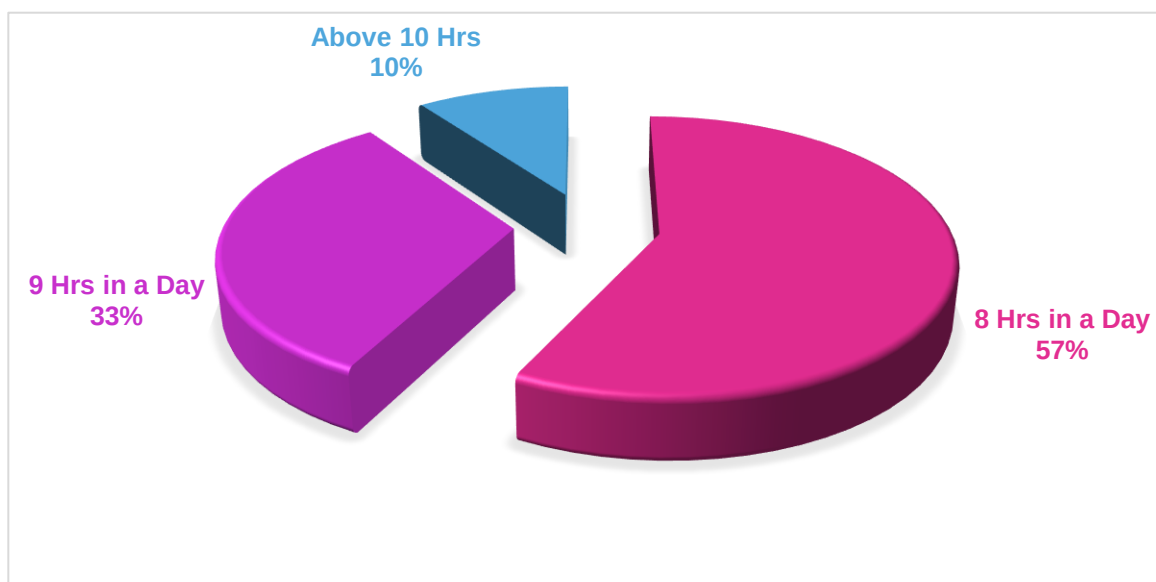


CHART NO 4.1.6
CHART SHOWING RESPONDENTS OF DAILY DURATION OF WORK

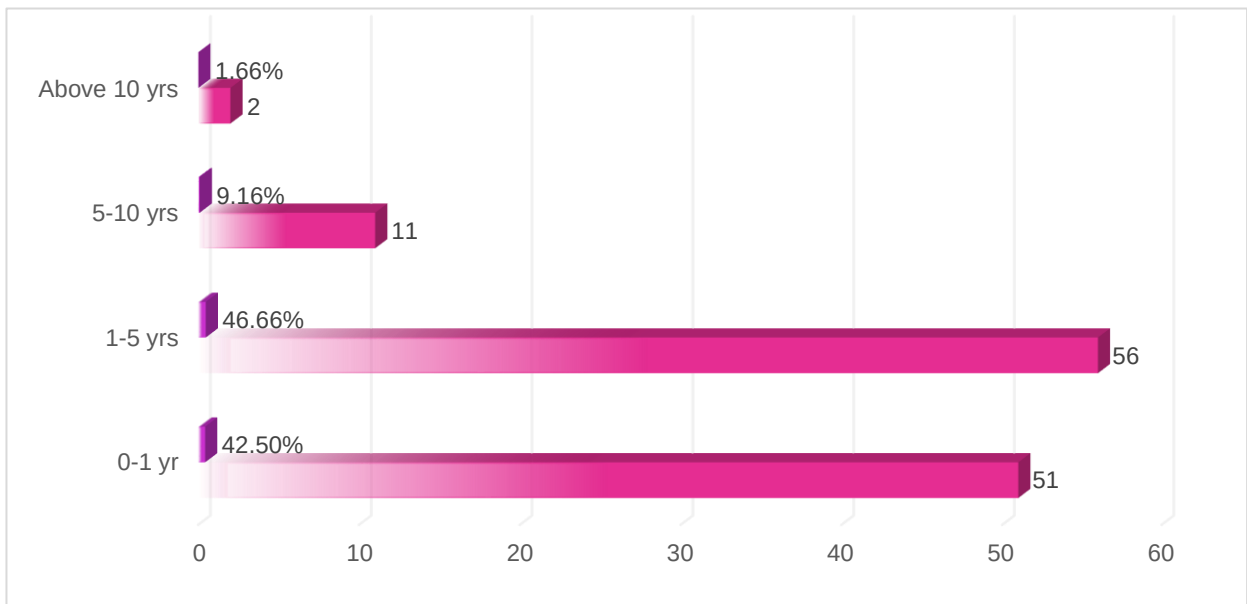
INTERPRETATION:

From the above table it is interpreted that the number of respondents for Daily Duration of Work, 8hr of work 57%, 9hr of work 33% and 10hr of work 10%.

TABLE NO 4.1.7
TABLE SHOWING RESPONDENTS OF TOTAL WORK EXPERIENCE IN CURRENT COMPANY

Total Work Experience in current company	No. of respondents
0-1 yr.	51
1-5 yrs.	56
5-10 yrs.	11
Above 10 yrs.	2
Total	120

Source: Primary data.



CHARTNO 4.1.7
CHART SHOWING RESPONDENTS OF TOTAL WORK EXPERIENCE IN CURRENT COMPANY

INTERPRETATION:

From the above table it is interpreted that the number of respondents for Total Work Experience in current company are 0-1 yr. is 42.50%, 1-5 yrs. is 46.66%, 5-10 yrs. is 9.16%, and above 10 yrs. is 1.66%.

TABLE NO 4.1.8

TABLE SHOWING RESPONDENTS OF WHAT ARE SIGNS OF STRESS IN THE WORK PLACE

What are signs of stress in the workplace	No. of respondents
Feeling anxious	61
Problems sleeping	43
Fatigue	55
Trouble concentrating	62
Unable to complete work	38
Total	120

Source: Primary data.

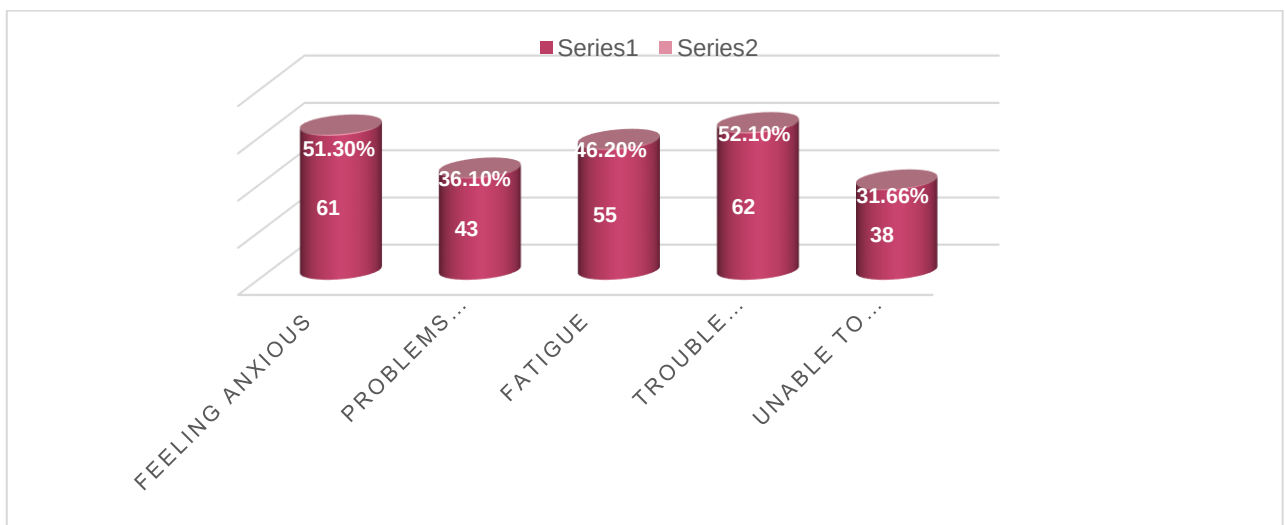


CHART NO 4.1.8

CHART SHOWING RESPONDENTS OF WHAT ARE SIGNS OF STRESS IN THE WORK PLACE

INTERPRETATION:

From the above table it is interpreted that the number of respondents for what are signs of stress in the workplace, Feeling anxious 51.30%, Problems sleeping 36.10%, Fatigue 46.20%, Trouble concentrating 52.10% and Unable to complete work 31.66%.

TABLE NO 4.1.9

TABLE SHOWING RESPONDENTS OF WHAT ARE THE MAIN REASONS OF STRESS

What are the main Reasons of Stress	No. of respondents
Emotional weakness	46
Trauma	51
Depression*	74
anger	29
Work pressure	77
Emotional Problems	1
others	1
Total	120

Source: Primary data.

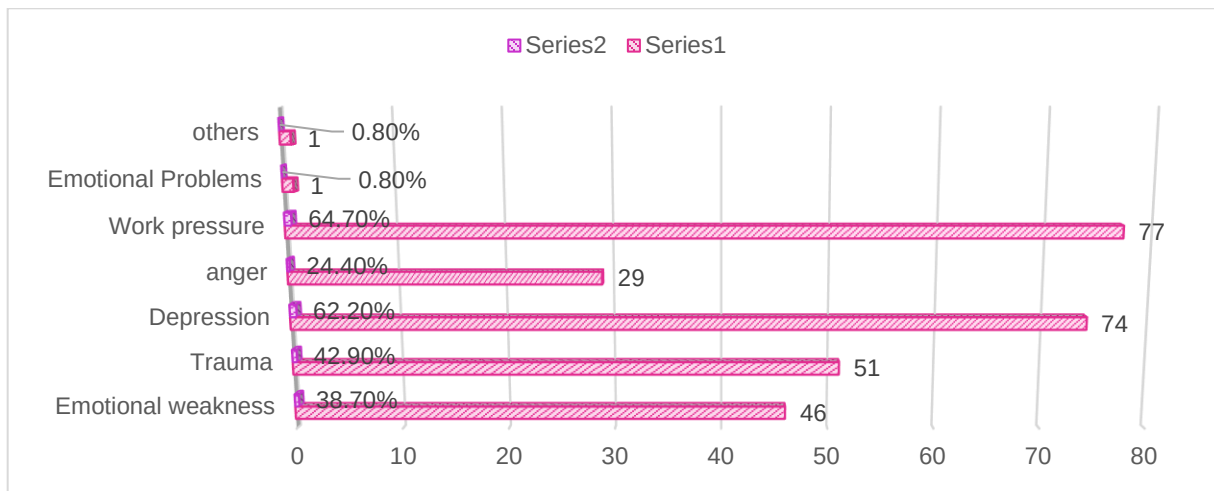


CHART NO 4.1.9

CHART SHOWING RESPONDENTS OF WHAT ARE THE MAIN REASONS OF STRESS

INTERPRETATION:

From the above table it is interpreted that the number of respondents for what are the main Reasons of Stress, Emotional weakness 38.70%, Trauma 42.90%, Depression 62.20%, anger 24.40%, Work pressure 64.70%, Emotional Problems 0.80% and Other 0.80%.

TABLE NO 4.1.10
TABLE SHOWING RESPONDENTS OF WHAT ARE THE GENERAL IDEAS FOR
COPING WITH WORK STRESS

What are the general ideas for coping with work stress?	No. of respondents
Avoid caffeinated food	38
Physical Exercise	81
Relaxation & Rejuvenation	72
Sleep	48
indulge in Physical Activity	1
Try Relaxation Techniques	1
Total	120

Source: Primary data.

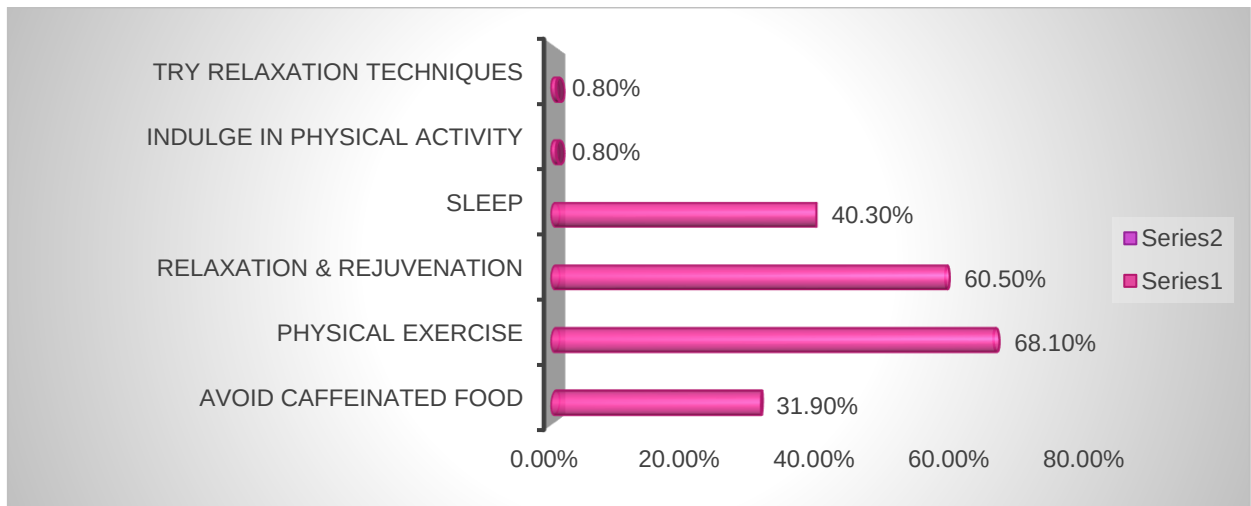


CHART NO 4.1.10
CHART SHOWING RESPONDENTS OF WHAT ARE THE GENERAL IDEAS FOR
COPING WITH WORK STRESS

INTERPRETATION:

From the above table it is interpreted that the number of respondents what are the general ideas for coping with work stress, Avoid caffeinated food 31.90%, Physical Exercise 68.10%, Relaxation & Rejuvenation 60.50%, Sleep 40.30%, Indulge in Physical Activity 0.80%, and Try Relaxation Techniques 0.80%.

TABLE NO 4.1.11

TABLE SHOWING RESPONDENTS OF HOW LIKELY DOES OVERTIME, STRESS AFFECT THE EFFICIENCY OF EMPLOYEES IN IT SECTOR

How likely does overtime, stress affect the efficiency of employees in IT Sector?

	No. of respondents
Most Likely	57
Likely	51
Neutral	9
Unlikely	2
Most Unlikely	1
Total	120

Source: Primary data.

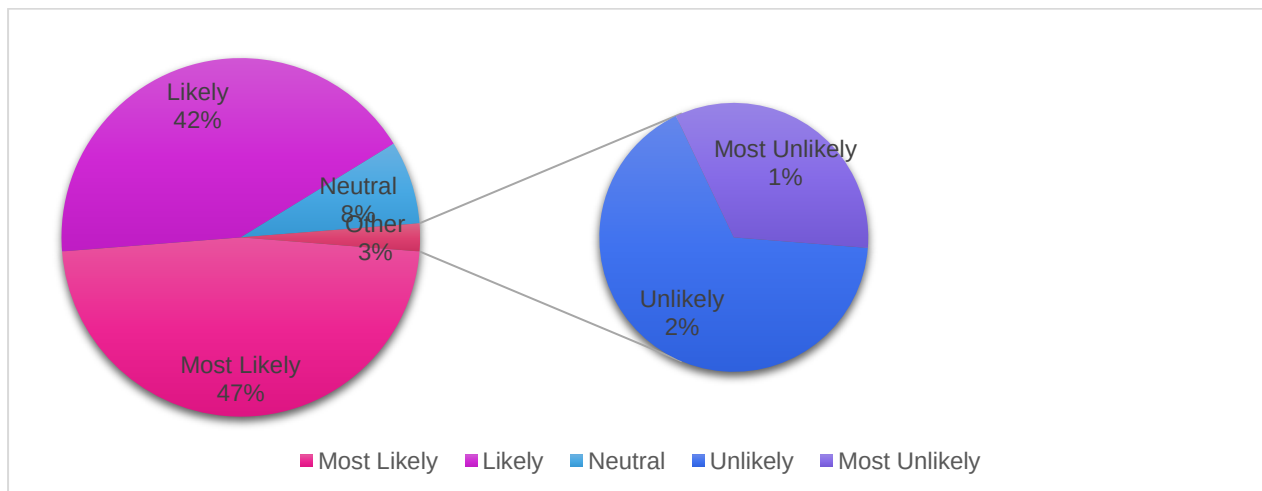


CHART NO 4.1.11

CHART SHOWING RESPONDENTS OF HOW LIKELY DOES OVERTIME, STRESS AFFECT THE EFFICIENCY OF EMPLOYEES IN IT SECTOR

INTERPRETATION:

From the above table it is interpreted that the number of respondents how likely does overtime, stress affect the efficiency of employees in IT Sector, Most Likely 47%, Likely 42%, Neutral 8%, Unlikely 2%, Most Unlikely 1% and others 3%.

TABLE NO 4.1.12

**TABLE SHOWING RESPONDENTS OF HOW LIKELY WORKING EXCESSIVE HOURS
AFFECT THE HEALTH OF IT EMPLOYEES**

How likely working excessive hours affect the health of IT Employees	No. of respondents
Most Likely	49
Likely	60
Neutral	7
Unlikely	3
Most Unlikely	1
Total	120

Source: Primary data.

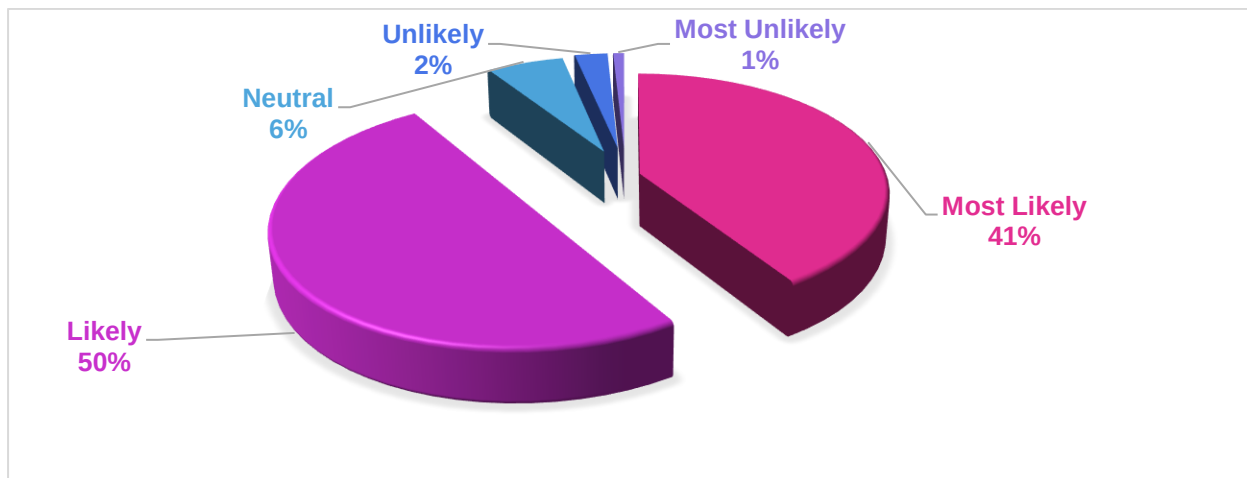


CHART NO 4.1.12

**CHART SHOWING RESPONDENTS OF HOW LIKELY WORKING EXCESSIVE HOURS
AFFECT THE HEALTH OF IT EMPLOYEES**

INTERPRETATION:

From the above table it is interpreted that the number of respondents How likely working excessive hours affect the health of IT Employees, Most Likely 41%, Likely 50%, Neutral 6%, Unlikely 3%, and Most Unlikely 1%.

TABLE NO 4.1.13

TABLE SHOWING RESPONDENTS OF HOW LIKELY DO YOU AGREE THAT THE PANDEMIC AFFECTED OR IMPACTED THE IT SECTOR

How likely do you agree that the pandemic affected or impacted the IT Sector	No. of respondents
Most Likely	39
Likely	50
Neutral	10
Unlikely	17
Most Unlikely	4
Total	120

Source: Primary data.

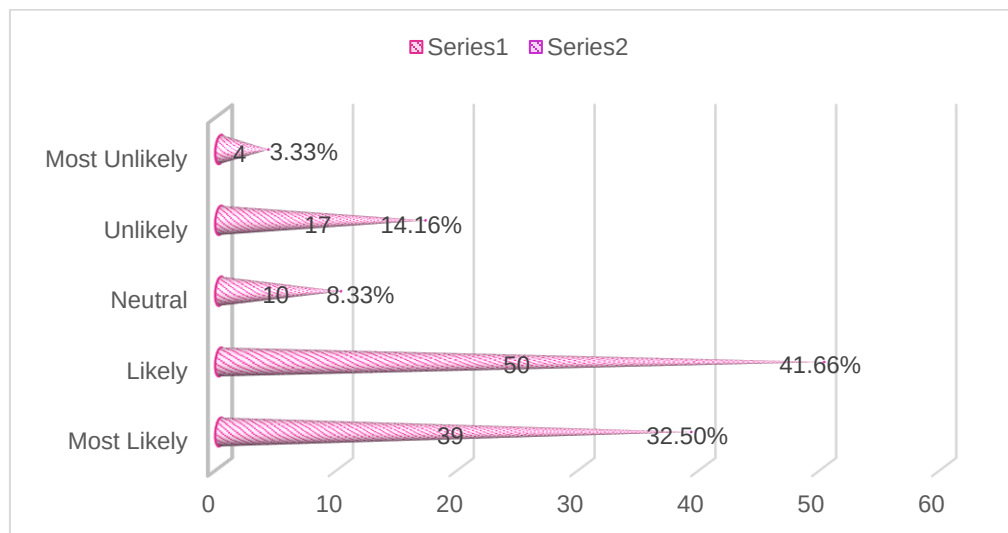


CHART NO 4.1.13

CHART SHOWING RESPONDENTS OF HOW LIKELY DO YOU AGREE THAT THE PANDEMIC AFFECTED OR IMPACTED THE IT SECTOR

INTERPRETATION:

From the above table it is interpreted that the number of respondents How likely do you agree that the pandemic affected or impacted the IT Sector, Most Likely 32.50%, Likely 41.66%, Neutral 8.33%, Unlikely 14.16%, and Most Unlikely 3.33%.

TABLE NO 4.1.14

TABLE SHOWING RESPONDENTS OF WORKING REMOTELY CAN PRESENT UNIQUE CHALLENGES IN IT SECTORS

Working remotely can present unique challenges in IT sectors	No. of respondents
Most Likely	48
Likely	55
Neutral	10
Unlikely	6
Most Unlikely	1
Total	120

Source: Primary data.

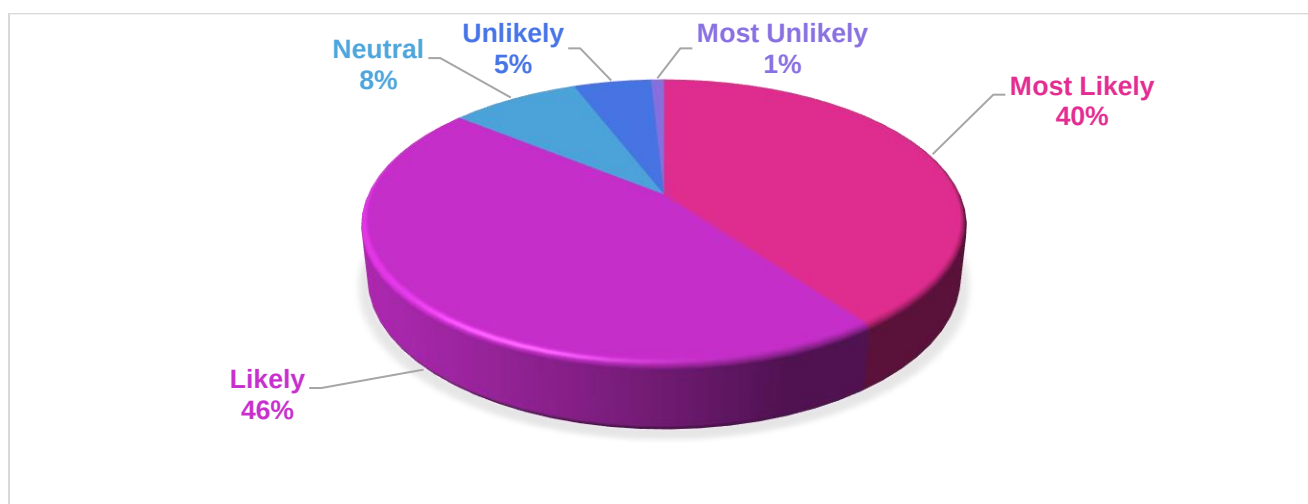


CHART NO 4.1.14

CHART SHOWING RESPONDENTS OF WORKING REMOTELY CAN PRESENT UNIQUE CHALLENGES IN IT SECTORS

INTERPRETATION:

From the above table it is interpreted that the number of respondents working remotely can present unique challenges in IT sectors, Most Likely 40%, Likely 46%, Neutral 8%, Unlikely 5%, and Most Unlikely 1%.

TABLE NO 4.1.15
TABLE SHOWING RESPONDENTS OF HOW LIKELY ARE THE BELOW FACTORS
AFFECT EMPLOYEES OF IT SECTOR

	Tenure & job stability	Power & Politics	Working conditions	Job stress	Skillset
Most Likely	34	16	25	53	29
Likely	61	40	65	42	55
Natural	20	57	23	18	27
Unlikely	1	4	4	3	4
Most Unlikely	21	0	0	1	2

Source: Primary data.

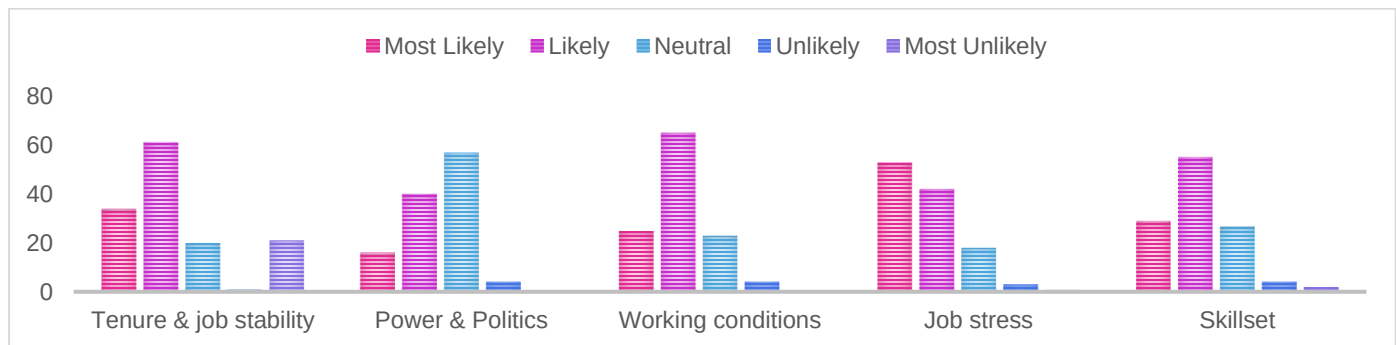


CHART NO 4.1.15
CHART SHOWING RESPONDENTS OF HOW LIKELY ARE THE BELOW FACTORS
AFFECT EMPLOYEES OF IT SECTOR

TABLE NO 4.1.16

**TABLE SHOWING RESPONDENTS OF HOW FREQUENTLY ARE THE ISSUES FACED
IN IT RECENTLY**

	New security Threats	Outsourcing	Lack of skill among employees	Innovation & Digital Transformation	Data protection
Most Likely	36	30	47	43	30
Likely	55	52	48	47	52
Neutral	18	29	18	24	28
Unlikely	7	6	4	2	8
Most Unlikely	4	3	3	4	2

Source: Primary data.

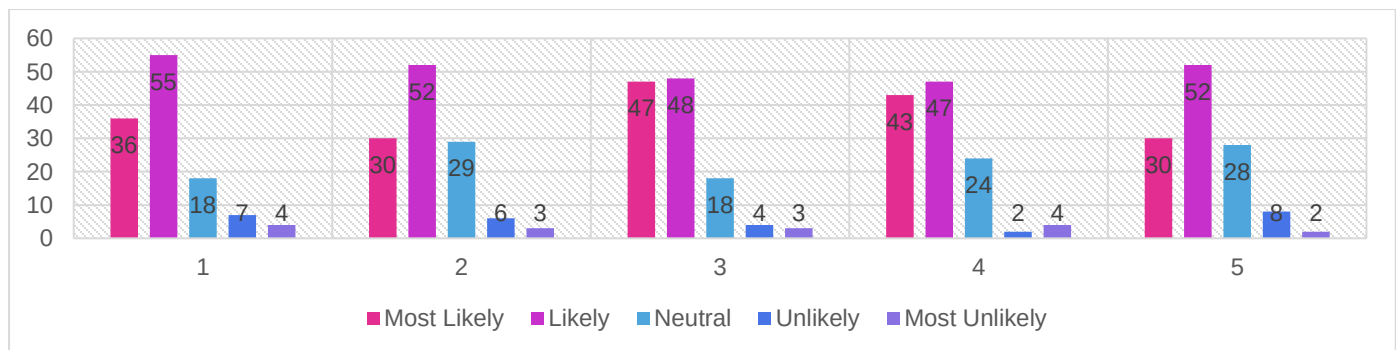


CHART NO 4.1.16

**CHART SHOWING RESPONDENTS OF HOW FREQUENTLY ARE THE ISSUES FACED
IN IT RECENTLY**

TABLE NO 4.1.17
TABLE SHOWING RESPONDENTS OF WHAT MAKES EMPLOYEES SATISFIED WITH THEIR JOBS

What makes employees satisfied with their Jobs	No. of Respondents
Pay and Benefit	33
Good Wages	36
High Rank on the List	32
Competitive pay	19
Total	120

Source: Primary data.

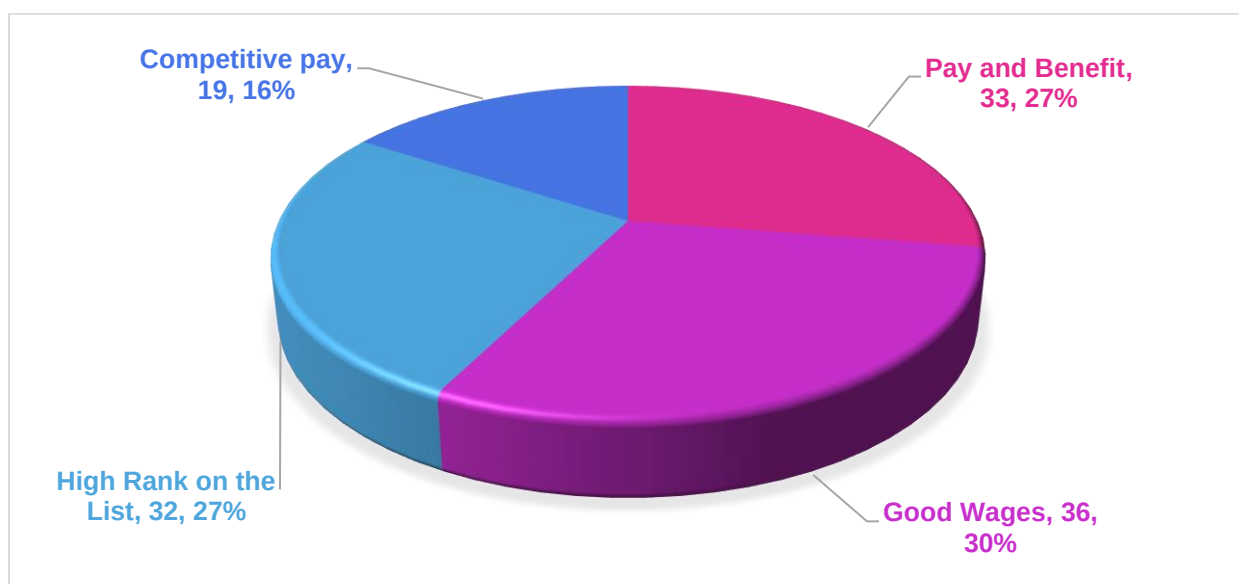


CHART NO 4.1.17
CHART SHOWING RESPONDENTS OF WHAT MAKES EMPLOYEES SATISFIED WITH THEIR JOBS

INTERPRETATION:

From the above table it is interpreted that the number of respondents for what makes employees satisfied with their Jobs, Good Wages 30%, High Rank on the list 27%, pay and benefit 27% and Competitive pay 16%.

TABLE NO 4.1.18

TABLE SHOWING RESPONDENTS OF CONSTANT USE OF MOUSE, SITTING IN FRONT OF SYSTEM ETC. AFFECT THE HEALTH OF IT EMPLOYEES

constant use of mouse, sitting in front of system etc. affect the health of IT employees	No. of Respondents
Most Likely	39
Likely	51
Neutral	18
Unlikely	9
Most Unlikely	3
Total	120

Source: Primary data.

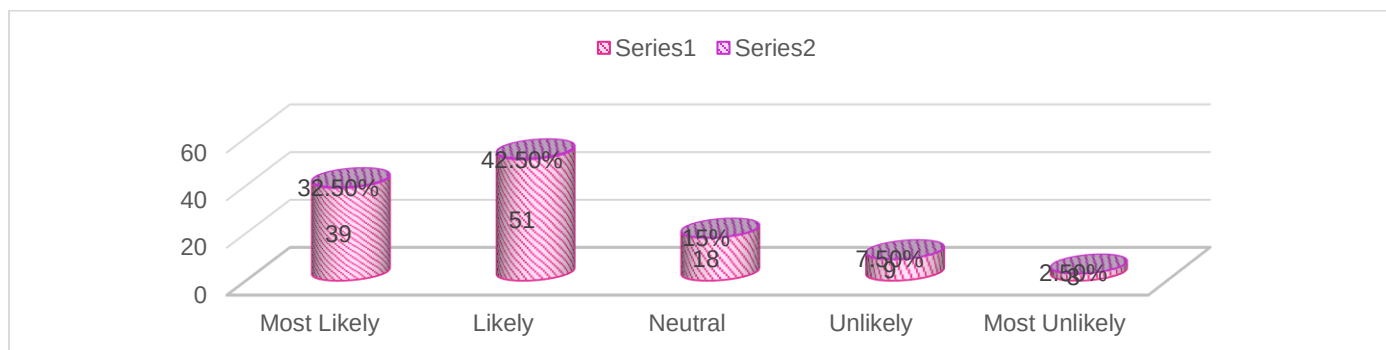


CHART NO 4.1.18

CHART SHOWING RESPONDENTS OF CONSTANT USE OF MOUSE, SITTING IN FRONT OF SYSTEM ETC. AFFECT THE HEALTH OF IT EMPLOYEES

INTERPRETATION:

From the above table it is interpreted that the number of respondents constant use of mouse, sitting in front of system etc. affect the health of IT employees, Most Likely 32.50%, Likely 42.50%, Neutral 15%, Unlikely 7.50%, and Most Unlikely 2.50%.

TABLE NO 4.1.19

TABLE SHOWING RESPONDENTS OF WORK EFFICIENTLY ONLY IF THE WORKING CONDITIONS ARE GOOD

<u>Work efficiently only if the working conditions are good</u>	No. of Respondents
Most Likely	11
Likely	34
Neutral	12
Unlikely	39
Most Unlikely	24
Total	120

Source: Primary data.

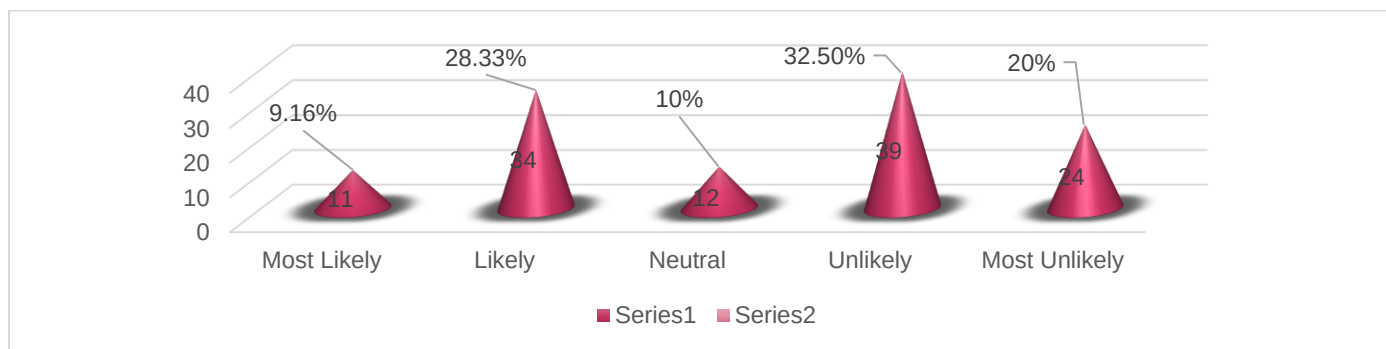


CHART NO 4.1.19

CHART SHOWING RESPONDENTS OF WORK EFFICIENTLY ONLY IF THE WORKING CONDITIONS ARE GOOD

INTERPRETATION:

From the above table it is interpreted that the number of respondents work efficiently only if the working conditions are good ,Most Likely 9.16%, Likely 28.33%, Neutral 10%, Unlikely 32.50%, and Most Unlikely 20%.

TABLE NO 4.1.20

TABLE SHOWING RESPONDENTS OF SOME COMPANIES EXPLOIT EMPLOYEES AND ASK THEM TO WORK EXTRA HOURS IN THE NAME OF CORPORATE BRAND NAME, RESPONSIBILITY, PROMOTION CHANCES AND TENURE.

Some companies exploit employees and ask them to work extra hours in the name of corporate brand name, responsibility, promotion chances and tenure.	No. of Respondents
Highly Satisfied	30
Satisfied	71
Neutral	8
Dissatisfied	8
Highly Dissatisfied	3
Total	120

Source: Primary data.

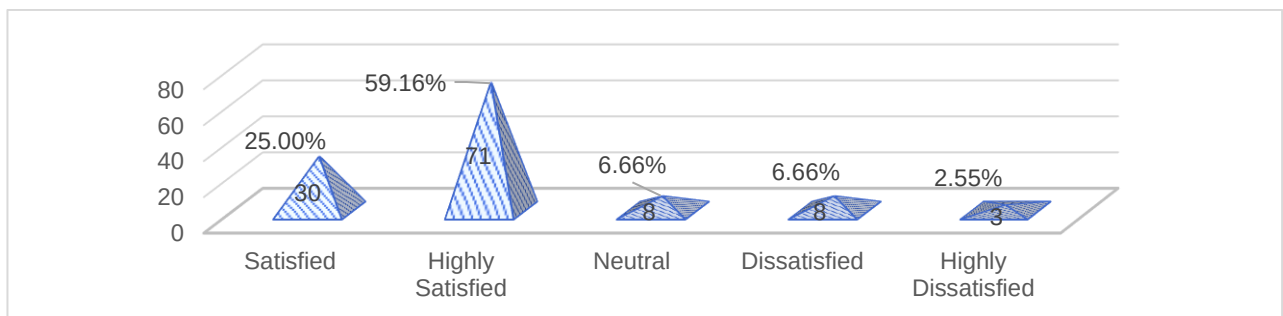


CHART NO 4.1.20

CHART SHOWING RESPONDENTS OF SOME COMPANIES EXPLOIT EMPLOYEES AND ASK THEM TO WORK EXTRA HOURS IN THE NAME OF CORPORATE BRAND NAME, RESPONSIBILITY, PROMOTION CHANCES AND TENURE.

INTERPRETATION:

From the above table it is interpreted that the number of respondents for some companies exploit employees and ask them to work extra hours in the name of corporate brand name, responsibility, promotion chances and tenure, satisfied 30%, Highly satisfied 59.16%, neutral 6.66%, dissatisfied 6.66% and 2.55%.

TABLE NO 4.1.21

**TABLE SHOWING RESPONDENTS OF EMPLOYEES IN AN IT SECTOR ARE
AFFECTED BY THE INTERNAL POLITICS & POWER PLAY TO A GREAT EXTENT**

Employees in an IT Sector are affected by the internal Politics & Power play to a great extent	No. of Respondents
Strongly Agree	7
Agree	38
Neither or Agree	29
Disagree	29
Strongly Disagree	17
Total	120

Source: Primary data.

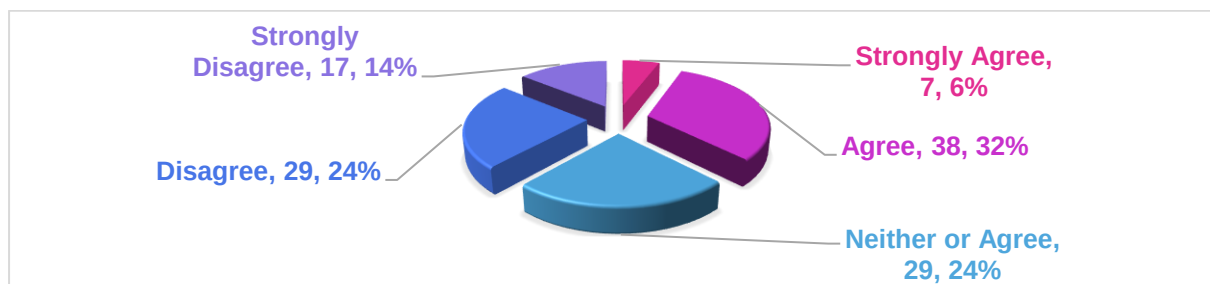


CHART NO 4.1.21

**CHART SHOWING RESPONDENTS OF EMPLOYEES IN AN IT SECTOR ARE
AFFECTED BY THE INTERNAL POLITICS & POWER PLAY TO A GREAT EXTENT**

INTERPRETATION:

From the above table it is interpreted that the number of respondents for employees in an IT Sector are affected by the internal Politics & Power play to a great extent, Strongly Agree 6%, Agree 32%, neither or Agree 24%, disagree 24% and strongly disagree 14%.

TABLE NO 4.1.22

TABLE SHOWING RESPONDENTS OF THE TENURE A FRESHER CAN EXPECT IF HE IS LIKELY NOT SKILLED IN IT SECTOR IS AVERAGE OF 5 YEARS

The tenure a fresher can expect if he is likely not skilled in it sector is average of 5 years	No. of Respondents
Yes	31
No	32
Maybe	57
Total	120

Source: Primary data.

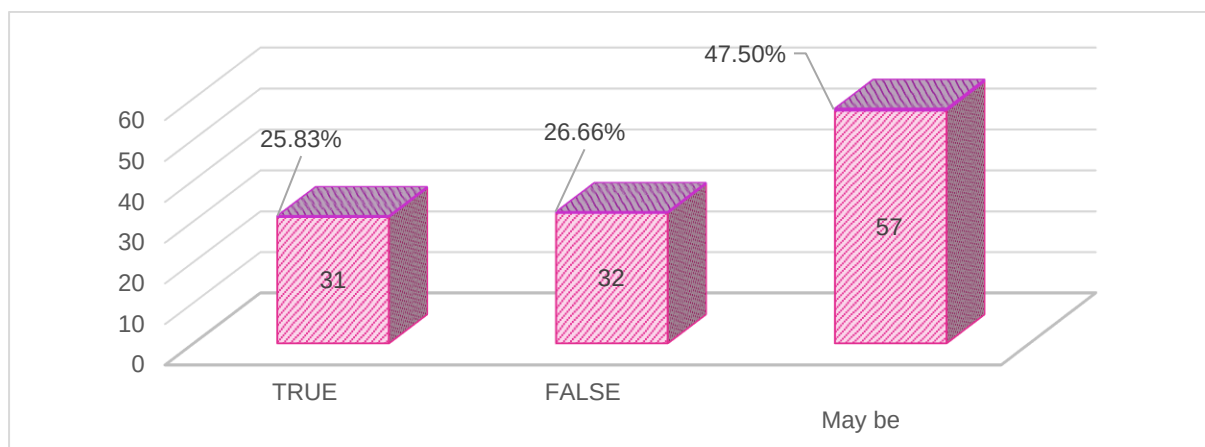


CHART NO 4.1.22

CHART SHOWING RESPONDENTS OF THE TENURE A FRESHER CAN EXPECT IF HE IS LIKELY NOT SKILLED IN IT SECTOR IS AVERAGE OF 5 YEARS

INTERPRETATION:

From the above table it is interpreted that the number of respondents for the tenure a fresher can expect if he is likely not skilled in IT sector is average of 5 years, yes 25.83%, No 26.66% and maybe 47.50%.

TABLE NO 4.1.23

TABLE SHOWING RESPONDENTS OF CHANGING CUSTOMER DEMANDS AND EXPECTATIONS AFFECT THE SCOPE OF IT SECTOR

Changing customer demands and expectations affect the scope of it sector	No. of Respondents
Strongly Agree	5
Agree	51
Neither or Agree	19
Disagree	26
Strongly Disagree	19
Total	120

Source: Primary data.

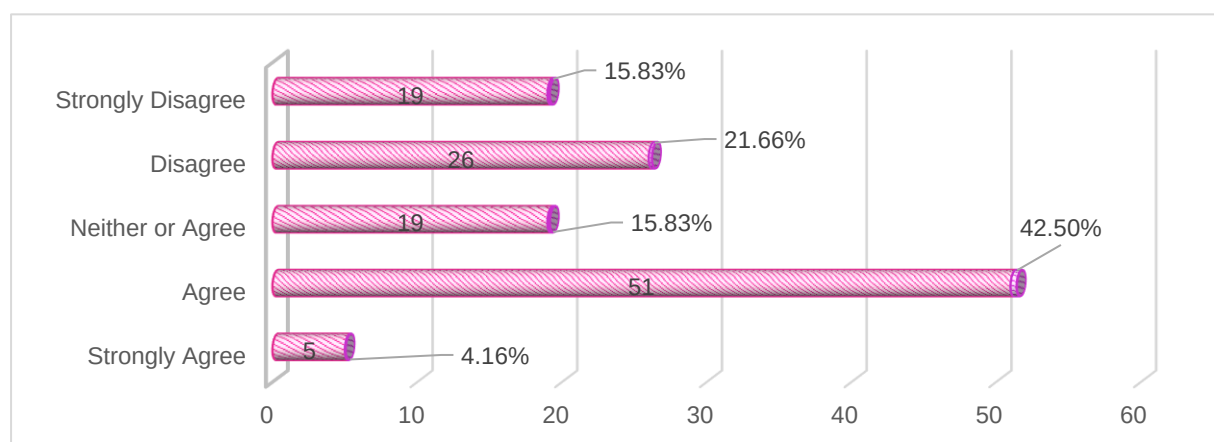


CHART NO 4.1.23

CHART SHOWING RESPONDENTS OF CHANGING CUSTOMER DEMANDS AND EXPECTATIONS AFFECT THE SCOPE OF IT SECTOR

INTERPRETATION:

From the above table it is interpreted that the number of respondents for changing customer demands and expectations affect the scope of IT sector, Strongly Agree 4.16%, Agree 42.50%, neither or Agree 15.83%, disagree 21.66% and strongly disagree 15.83%.

TABLE NO 4.1.24

**TABLE SHOWING RESPONDENTS OF IS AGE DISCRIMINATION A MAJOR ISSUE IN
WORKPLACE IN AN IT SECTOR**

Is Age Discrimination a major issue in workplace in an IT Sector	No. of Respondents
Yes	33
No	56
Maybe	31
Total	120

Source: Primary data.

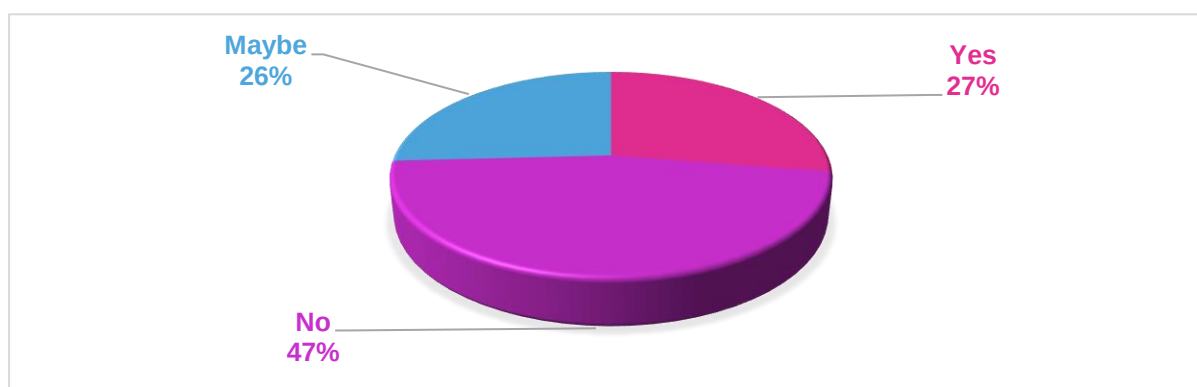


CHART NO 4.1.24

**CHART SHOWING RESPONDENTS OF IS AGE DISCRIMINATION A MAJOR ISSUE IN
WORKPLACE IN AN IT SECTOR**

INTERPRETATION:

From the above table it is interpreted that the number of respondents for Is Age Discrimination a major issue in workplace in an IT Sector, yes 27%, No 47% and maybe 26%.

TABLE NO 4.1.25

**TABLE SHOWING RESPONDENTS OF IS TECHNOLOGY ELIMINATING FULL-TIME JOBS
AND SUBJECTING TO MORE WORK FROM HOME AS A FUTURE SCOPE FOR IT
SECTOR**

Is Technology eliminating full-time jobs and subjecting to more Work from home as a future scope for IT sector	No. of Respondents
Yes	66
No	25
Maybe	29
Total	120

Source: Primary data.

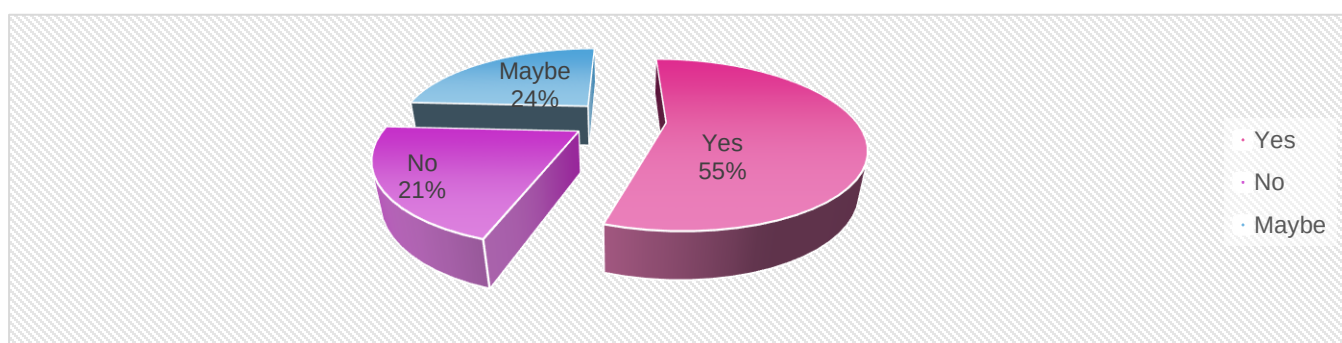


CHART NO 4.1.25

**CHART SHOWING RESPONDENTS OF IS TECHNOLOGY ELIMINATING FULL-TIME JOBS
AND SUBJECTING TO MORE WORK FROM HOME AS A FUTURE SCOPE FOR IT
SECTOR**

INTERPRETATION:

From the above table it is interpreted that the number of respondents for Is Technology eliminating full-time jobs and subjecting to more Work from home as a future scope for IT sector, yes 55%, No 21% and maybe 24%.

TABLE NO 4.1.26

TABLE SHOWING RESPONDENTS OF TECHNOLOGY HAS BECOME A MORE SIGNIFICANT REASON IN WAGE REDUCTION AND STAGNATION

Do you agree that technology has become a more significant reason in wage reduction and stagnation	No. of Respondents
Strongly Agree	8
Agree	36
Neither or Agree	28
Disagree	31
Strongly Disagree	17
Total	120

Source: Primary data.

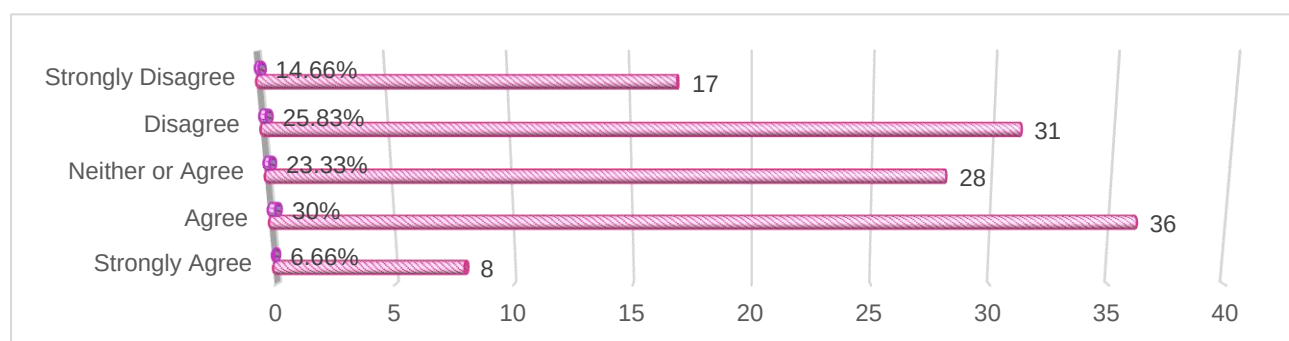


CHART NO 4.1.26

CHART SHOWING RESPONDENTS OF TECHNOLOGY HAS BECOME A MORE SIGNIFICANT REASON IN WAGE REDUCTION AND STAGNATION

INTERPRETATION:

From the above table it is interpreted that the number of respondents for do you agree that technology has become a more significant reason in wage reduction and stagnation, Strongly Agree 6.66%, Agree 30%, neither or Agree 23.33%, disagree 25.83% and strongly disagree 16.66%.

TABLE NO 4.1.27

**TABLE SHOWING RESPONDENTS OF JOB STABILITY, TENURE AFFECT THE
PRODUCTIVITY OF EMPLOYEES IN IT SECTOR**

Job stability, tenure affect the productivity of employees in IT Sector	No. of Respondents
Strongly Agree	18
Agree	36
Neutral	25
Disagree	28
Strongly Disagree	13
Total	120

Source: Primary data.

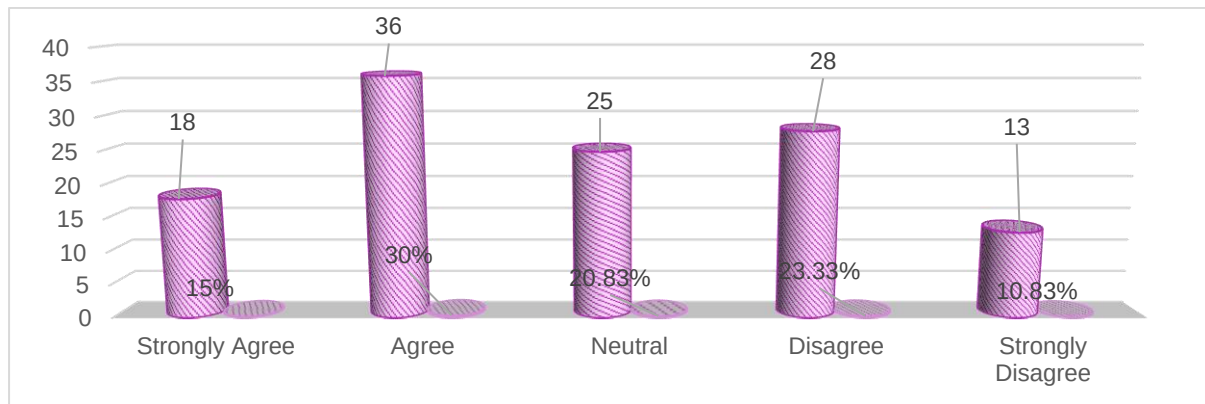


CHART NO 4.1.27

**CHART SHOWING RESPONDENTS OF JOB STABILITY, TENURE AFFECT THE
PRODUCTIVITY OF EMPLOYEES IN IT SECTOR**

INTERPRETATION:

From the above table it is interpreted that the number of respondents for job stability, tenure affect the productivity of employees in IT Sector, Strongly Agree 15%, agree 30%, neutral 20.83%, disagree 23.33% and strongly disagree 10.83%.

TABLE NO 4.1.28

TABLE SHOWING RESPONDENTS OF EMPLOYEE OF IT SECTOR HAS TO EQUIP WITH SPECIAL SKILLSET DESPITE ACHIEVING ACADEMICALLY IN ORDER TO WORK EFFICIENTLY

Employee of IT Sector has to equip with special skillset despite achieving academically in order to work efficiently	No. of Respondents
Strongly Agree	10
Agree	37
Neutral	31
Disagree	18
Strongly Disagree	24
Total	120

Source: Primary data.

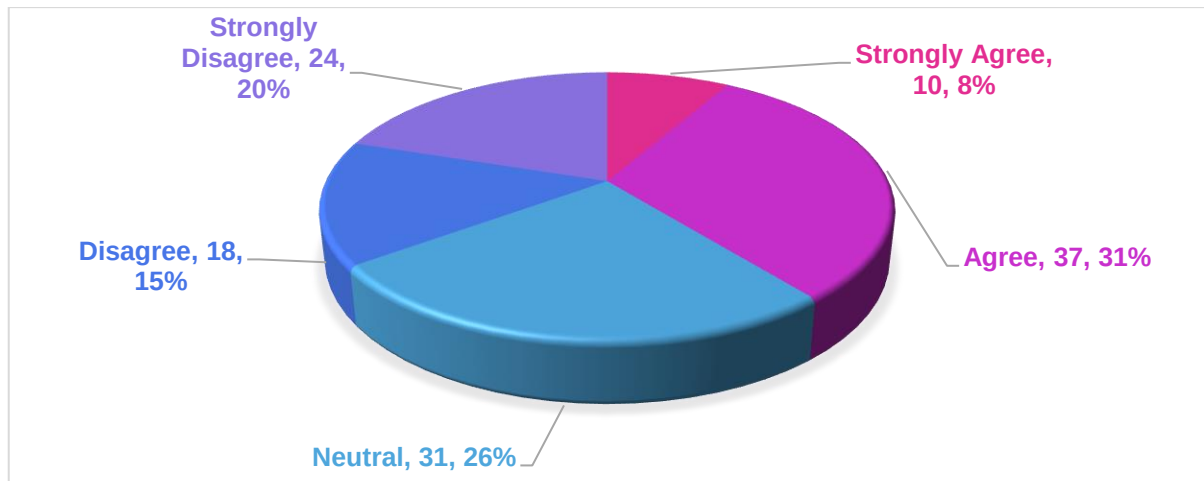


CHART NO 4.1.28

CHART SHOWING RESPONDENTS OF EMPLOYEE OF IT SECTOR HAS TO EQUIP WITH SPECIAL SKILLSET DESPITE ACHIEVING ACADEMICALLY IN ORDER TO WORK EFFICIENTLY

INTERPRETATION:

From the above table it is interpreted that the number of respondents for employee of IT Sector has to equip with special skillset despite achieving academically in order to work efficiently, Strongly Agree 8%, agree 37%, neutral 26%, disagree 15% and strongly disagree 20%.

4.2 Correlations:

Hypothesis:

H0: There is no significant difference between tenure, job stability and age.

H1: There is significant difference between tenure, job stability and age.

TABLE NO 4.2.1

TABLE SHOWING RESPONDENTS CORRELATIONS OF TENURE AND JOB STABILITY AND AGE

		Tenure & job stability	Age
Tenure & job stability	Pearson Correlation	1	.320**
	Sig.(tailed-2)		<.001
	N	120	120
Age	Pearson Correlation	.320**	1
	Sig.(tailed-2)	<.001	
	N	120	120

** Correlation is significant at the 0.01 level (2-tailed)

INTERPRETION

From the result it is interpreted that sig (2-tailed) value is .001 which is less than 0.01. So H0 is rejected and H1 is accepted. There is positive correlation between Tenure & job stability and age.

4.3 ANOVA:

Hypothesis:

H0: There is no significant difference in Age discrimination.

H1: There is significant difference in Age discrimination.

TABLE NO 4.3.1
TABLE SHOWING RESPONDENTS STATISTICS OF AGE DISCRIMINATION

Age Discrimination	Sum Of Squares	df	Mean Square	F	Sig.
Between Groups	6.408	2	3.204	5.857	.004
Within Groups	63.458	118	.547		
Total	69.866	120			

ANOVA

INTERPRETION

From the above chart, it is observe that the significance level is 0.04, which is lesser than 0.05 and hence H1 is accepted. So, there is significant difference in age discrimination.

4.4 Chi Square:

Hypothesis:

H0: There is no significant difference between educational qualifications and technology.

H1: There is significant difference between between educational qualifications and technology

TABLE NO 4.4.1

TABLE SHOWING RESPONDENTS EDUCATIONAL QUALIFICATION AND TECHNOLOGY

Case Processing Summary

		Valid		Cases Missing		Total	
N		Percent		N	Percent	N	Percent
Educational qualification* Technology	120	100.0%		0	0.0%	120	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.869*	15	0.067
Linklihood Ratio	29.839	15	0.013
Linear-by-Linear	2.884	1	0.089
N of Valid Cases	120		

a. 18 cells (75.0%) have expected count less than 5. The minimum expected count is 0.2

INTERPRETION

From the result it is interpreted that the P value is .067 which is greater than 0.05. So H1 is rejected and Ho is accepted. There is no significant difference between educational qualifications and technology.

CHAPTER 5

5.1 SUMMARY

The thesis begins with Chapter 1 which explains how this study was conceived and the need for such a research. It further looks into the aspects of evolution of human personality, the daily adversities felt by people & their coping behaviour, all about Leadership and process of directing human capital in creating wealth for self, organizations and economy. It introduces the concept of Adversity Quotient® (AQ®), its four dimensions (CORE®), the AQ® advantage to professionals and the need for organizations to have more resilient leaders. Finally this chapter ends with details on how this study progressed and got completed.

Chapter 2 outlines the literature review beginning with an introduction on the importance of literature review. It also gives details on how coping behaviour can be understood emphasizing on whether leaders possess traits that are distinct from others. It further looks at previous studies on IQ, EQ and highlights importance of knowing one's AQ. An attempt of giving information about the five industries in which this study has been conducted is also brought out in this chapter.

Chapter 3 describes the need and significance of this study. The statement of the problem

is highlighted along with the test hypothesis and the objectives of the study. It discusses the research design and methods, describes and classifies the various variables used in the study. The sampling technique, type of sample, selection criteria, the tools used and the procedure followed for data collection and design have been discussed and presented in detail in this chapter.

In Chapter 4 the researcher has undertaken an in-depth study on the data collected. Various graphs & tables of frequency distribution of sample characteristics have been drawn. Following this, the researcher has made observations on the various dependent and independent variables used in this study, linked with current systemic applications based on literature review of various articles and studies. Discusses the analysis and interpretation of results and their subsequent significant values using various statistical formulas. The researcher applied Chi-square to test the hypothesis and drawn the conclusions.

5.2 SUGGESTIONS AND RECOMMENDATIONS

As mentioned earlier, some of the directions for future research may emanate from the limitations of the present study as listed above. One may accept the view that research in behavioural sciences should be treated as an ongoing process of updating information and verifying hypotheses again and again on Page No. 323 different samples with different methodologies and experimental designs. Research findings and their practical applications should also go hand in hand. The present research is no exception. One future direction of research, therefore, could be to plan fresh studies short of the limitations of this study. A few suggestions for future research in this area are as below:

5.2.1 Study to be applied covering many IT Companies:

In this research the AQ and other variables of employees of IT Company was studied and how owing to their higher AQ, it lead to creating sustainable optimism for their companies. Further research can be undertaken by applying this study across many Organizations to check the “Organizations AQ” and its bounce-back ability / sustainability in current turbulent

times. This would be an interesting subject owing to the large scale changes that is happening in the economic, political, environmental scenario in which the organization has to sustain & grow.

5.2.2 Study to be applied for enhancing Job Satisfaction:

Further research can be undertaken by applying this study to measure and enhance the job satisfaction across the Organizations global operations. This can be undertaken either in one company or in multiple companies across industries; one location or across multiple locations and countries.

5.2.3 Study to be applied for implementing work-life balance:

Employees working across levels, cities in organizations in current times are very stressed owing to lack of time and resources. Hence huge number of burn out cases are being witnessed in organizations leading to compulsory breaks in career owing to health reasons, motivational reasons, depression etc. Further research can be undertaken by applying this study to measure the well-being of employees and the findings may help in bringing out various initiatives for work-life balance that be developed and implemented in the organization.

5.3 FINDING

- The study reveals that there is a significant correlation between adversity quotient and occupational stress which implies that IT professionals in any adverse situation can successfully manage their stress.
- Of the twelve dimensions of stress, eight are significantly correlated with adversity quotient; role over-load, Role conflict, unreasonable group and political pressure, responsibility for persons, under participation, poor peer relations, strenuous working conditions and unprofitability. It implies that if the IT professionals work towards enhancing their adversity quotient, then they will have a significant work life balance, be more satisfied, contented, motivated and above all managing themselves in adverse situations and therefore coming out successfully and thus handling the various stress

which comes from a dynamic, competitive IT environment will become easy and coping up with it less difficult.

5.4 CONCLUSION

Adverse situation and stress come second to the competitive environment in which IT professionals work. The 21st century business environment is not only about working for a 8 hour job but with it comes lots of adverse situations which IT professionals go through. These adverse situations cause stress and thus affect the work life balance. The best way to deal with the ever demanding employees stress is to work on how to handle the adversities. A successful IT professional is the one who is able to draw a right relationship between his adversity handling and employment stress. The study shows that the adversity quotient is a significant predictor of stress. Thus professionals scoring high on adversity quotient are able to deal with their stress in a better way as compared to others. The HR managers and professionals who are progressively working towards a healthy organisational climate and a stress free environment should aggressively take up this assignment of training the IT adversities. This will not only create a creative innovative environment but also help individuals to make a productive, efficient and effective workforce.

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ANNEXURE - I (Questionnaire)

1) Personal Details:

i. Gender

- Male
- Female
- Transgender

ii. Age

- Below 30
- 30-40
- 40-50
- Above 50

iii. Educational Qualification

- Under-Graduate
- Post- Graduate
- Diploma
- Other

iv. Marital Status

- Married
- Unmarried
- Divorced

v. Monthly Income

- Below 25K

- Between 25K to 35K
- Between 35K to 50K
- between 50K to 75k
- between 50K to 75k
- Below 1 Lakh

vi. Daily Duration of Work

- 8Hrs in a Day
- 9Hrs in a Day
- Above 10Hrs

vii. Total Work Experience in current company

- 0-1yr
- 1-5yrs
- 5-10yrs
- Above 10yrs

2) What are signs of stress in the workplace

- a. Feeling anxious
- b. Feeling anxious
- c. Problems sleeping
- d. Fatigue
- e. Trouble concentrating
- f. Unable to complete work

3) What are the main Reasons of Stress

- a. Emotional weakness
- b. Trauma
- c. Depression
- d. Anger
- e. Work pressure
- f. Emotional Problems

g. Other

4) What are the general ideas for coping with work stress

- a. Avoid caffeinated**
- b. Food**
- c. Physical Exercise**
- d. Relaxation & Rejuvenation**
- e. Sleep**
- f. Indulge in Physical Activity**
- g. Try Relaxation Techniques**

5) How likely does overtime, stress affect the efficiency of employees in IT Sector?

- a. Most Likely**
- b. Likely**
- c. Neutral**
- d. Unlikely**
- e. Most Unlikely**

6) How likely working excessive hours affect the health of IT Employees

- a. Most Likely**
- b. Likely**
- c. Neutral**
- d. Unlikely**
- e. Most Unlikely**

7) How likely do you agree that the pandemic affected or impacted the IT Sector?

- a. strongly agree**
- b. Agree**
- c. Neither or Agree**
- d. Disagree**
- e. Strongly Disagree**

8) What is your level of agreement for the following statement, "Working remotely can present unique challenges in IT sectors"

- a. Strongly Agree
- b. Agree
- c. Neither or agree
- d. Disagree
- e. Strongly Disagree

9) How likely are the below factors affect Employees of IT Sector

	Most Likely	Likely	Neutral	Unlikely	Most Unlikely
Tenure & job stability	☐	☐	☐	☐	☐
Power & Politics	☐	☐	☐	☐	☐
Working conditions	☐	☐	☐	☐	☐
Job stress	☐	☐	☐	☐	☐
Skillset	☐	☐	☐	☐	☐

10)How frequently are the issues faced in IT recently?

	Most frequently	Frequently	Neutral	Less frequently	rarely
New security Threats	☐	☐	☐	☐	☐
Data protection	☐	☐	☐	☐	☐
Lack of skill among employees	☐	☐	☐	☐	☐
Outsourcing	☐	☐	☐	☐	☐
Innovation & Digital Transformation	☐	☐	☐	☐	☐

11) What makes employees satisfied with their Jobs

- a. Pay and Benefit

- b. Good Wages
- c. High Rank on the List
- d. Competitive pay

12) How likely the working conditions such as constant use of mouse, sitting in front of system etc. affect the health of IT employees?

- a. Most Likely
- b. Likely
- c. Neutral
- d. Unlikely
- e. Most Unlikely

13) How likely does an employee of IT Sector work efficiently only if the working conditions are good?

- a. Most Likely
- b. Likely
- c. Neutral
- d. Unlikely
- e. Most Unlikely

14) Do you satisfy that some companies exploit employees and ask them to work extra hours in the name of corporate brand name, responsibility ,promotion chances and tenure

- a. Satisfied
- b. Highly Satisfied
- c. Neutral
- d. Dissatisfied
- e. Highly Dissatisfied

15) Do you agree that employees in an IT Sector are affected by the internal Politics & Power play to a great extent?

- a. Strongly Agree
- b. Agree
- c. Neither or Agree
- d. Disagree
- e. Strongly Disagree

16) The tenure a fresher can expect if he is likely not skilled in IT Sector is average of 5 years

- a. True
- b. False
- c. Maybe

17) Do you agree that the changing customer demands and expectations affect the scope of IT Sector?

- a. Strongly Agree
- b. Agree
- c. Neither or Agree
- d. Disagree
- e. Strongly Disagree

18) Is Age Discrimination a major issue in workplace in an IT Sector?

- a. Yes
- b. No
- c. Maybe

19) Is Technology eliminating full-time jobs and subjecting to more Work from home as a future scope for IT sector?

- a. Yes
- b. No
- c. Maybe

20) Do you agree that technology has become a more significant reason in wage reduction and stagnation?

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

21) Do you agree that sense of job stability, tenure affect the productivity of employees in IT Sector?

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

22) Do you agree that an employee of IT Sector has to equip with special skillset despite achieving academically in order to work efficiently?

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

ARTICLE

A STUDY ON ADVERSITY QUOTIENT OF EMPLOYEES IN THE IT COMPANY

ABSTRACT

All people experience adversity during their lifetime. Dictionary defines adversity as a difficult or unlucky situation or event. Challenges, disappointments, sadness, despair and hopelessness are difficult parts of life, making people react in peculiar ways to get over these. Each person's happiness, growth and success depend largely on his or her responses to the difficulties of life. The science of resilience or the adversity quotient (AQ) is a measure of the capability of an individual in facing the difficult situations in life. Dr. Paul Stoltz coined the term Adversity Quotient in 1997 in his book 'Adversity Quotient: Turning Obstacles into Opportunities. Stress is a result of an adverse or difficult or demanding situation which has psychological or emotional tension or pressure on an individual. Stress can be caused by a string of things, from physical like some threat or danger to emotional such as tension or worry at job or for family. Stress is caused by unfavorable conditions at the work place. These conditions may be related to the organizational policies such as downsizing or re-designing leading to fear of job-loss, politics among the coworkers, excessive demanding supervisors, overload of work leading to burnout or lack of coordination among the teams causing bottlenecks and unnecessary delays.

1.1. INTRODUCTION

Organizations of today are very demanding as they require the workforce to manage time for multitasking in order to meet unrealistic deadlines in the cut throat competition. This intense pressure of performance is felt even more in the information technology industry as they deal with the ever changing and constantly evolving needs of global clientage. Information technological companies are infamous for their fast and tightly placed work schedules giving rise to highly stressful workers. IT companies have always been rated top among the most stressful organizations to work for. Apple, Intel, eBay, IBM, etc. have always been reported poorly in job stress. In India, IT industry got a tremendous boost after globalization and liberalization of Indian economy. The government also chalked favorable policies to help the IT industry to grow resulting in placing India among the top of the growing IT industries in Asia Pacific region. The focus on

revolutionizing IT industry has also paid huge dividends with IT contributing more than 10% to the GDP of India. But this growth came at a huge cost; that of Human Resources. Physical problems like wrist pains, slip disc, fatigue in eyes, headaches, etc. became common due to long hours of sitting in front of monitors. As other countries and organizations realized the potential of IT, many new players entered the arena thereby bringing in increased competition. This, coupled with the restive global economic and political environment, has put tremendous pressure on IT organizations to be efficient as well as cost effective. The ongoing scenario of recession has further added to the volatility in IT industry, resulting in increased job insecurity, wage cuts, improper working conditions and rapid obsolescence of skills thus making IT industry one of the most stressful industries to work in India.

1.2. REVIEW OF LITERATURE

Further studies of Stoltz (2000), described how one can cope with adversity in their professional and private lives. He found out that there are three components of human capacity that is required capacity existing capacity and accessed capacity. Required capacity is the amount of capacity that is demanded from a person as they encounter greater adversity in their jobs and lives. Existing capacity is what people have when they begin a job, when they are hired. It consists of their experience, aptitudes, knowledge, talents everything. Accessed capacity is what a person taps what they actually use. Most people according to him actually access tap and use between 5% and 25% of their existing capacity.

Since adversity quotient is learned, studies of Dweck (1997) showed that one's response to adversity is formed through the influence of parents, teachers, peers, and other key people during childhood. Additional result of the studies reveal that response to adversity can be interrupted and permanently changed so one can rewire one's brain for success. Thus discovering, measuring and applying AQ in one's area allow us to understand how and why some people consistently exceed the predictions and expectations of those around them. Those who cannot overcome adversity will suffer on all fronts while those with sufficiently high AQ's are likely to continue until they succeed. They will acquire benefits in all areas of their lives. Adversity has three levels of involvements that are say societal adversity, workplace adversity and individual adversity (Stoltz, 2000). Today the world is facing global economic crisis which affected society including the educational system. The schools are no longer a safe haven for children. Cases of drug addiction, early pregnancy, and broken family are the common societal adversity in schools. The workplace adversity now demands reengineering, restructuring, rightsizing, downsizing, revitalizing and decentralization.

1.3. OBJECTIVE OF THE STUDY

1.3.1. Primary objective

- To study the adversity Quotient of employees in IT Sector

1.3.2. Secondary objective

- To find the factors that affect employees of IT Sector
- To analyse the problem faced in IT sector
- To identify the causes of stress and methods adapted by employees to cope up with work stress.

1.4. SAMPLING PLAN

Since it is not possible to study whole universe, it becomes necessary to take sample from the universe to know about its characteristics.

- Sampling Units: Employees in IT Sector.
- Sampling Size: 120
- Sampling Techniques: Random sampling Technique.
- Contact Method: Personal Google Form Link Response.
- Tools: Chi-square, Correlation, ANOVA test

1.5. Correlations:

Hypothesis:

H0: There is no significant difference between tenure, job stability and age.

H1: There is significant difference between tenure, job stability and age.

TABLE NO 1.5.1

**TABLE SHOWING RESPONDENTS CORRELATIONS OF TENURE AND JOB STABILITY
AND AGE**

		Tenure & job stability	Age
Tenure & job stability	Pearson Correlation	1	.320**
	Sig.(tailed-2)		<.001
	N	120	120
Age	Pearson Correlation	.320**	1
	Sig.(tailed-2)	<.001	
	N	120	120

** Correlation is significant at the 0.01 level (2-tailed)

INTERPRETION

From the result it is interpreted that sig (2-tailed) value is .001 which is less than 0.01. So H0 is rejected and H1 is accepted. There is positive correlation between Tenure & job stability and age.

1.6. ANOVA

Hypothesis:

H0: There is no significant difference in Age discrimination.

H1: There is significant difference in Age discrimination.

TABLE NO 1.6.1
TABLE SHOWING RESPONDENTS STATISTICS OF AGE DISCRIMINATION

Age Discrimination	Sum Of Squares	df	Mean Square	F	Sig.
Between Groups	6.408	2	3.204	5.857	.004
Within Groups	63.458	118	.547		
Total	69.866	120			

ANOVA

INTERPRETION

From the above chart, it is observe that the significance level is 0.04, which is lesser than 0.05 and hence H1 is accepted. So, there is significant difference in age discrimination.

1.7. Chi Square:

Hypothesis:

H0: There is no significant difference between educational qualifications and technology.

H1: There is significant difference between between educational qualifications and technology

TABLE NO 4.7.1

TABLE SHOWING RESPONDENTS EDUCATIONAL QUALIFICATION AND TECHNOLOGY

Case Processing Summary

		Valid		Cases Missing		Total	
N		Percent		N	Percent	N	Percent
Educational qualification* Technology	120	100.0%		0	0.0%	120	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.869*	15	0.067
Linklihood Ratio	29.839	15	0.013
Linear-by-Linear	2.884	1	0.089
N of Valid Cases	120		

b. 18 cells (75.0%) have expected count less than 5. The minimum expected count is 0.2

INTERPRETION

From the result it is interpreted that the P value is .067 which is greater than 0.05. So H1 is rejected and Ho is accepted. There is no significant difference between educational qualifications and technology.

1.8. Conclusion

Adverse situation and stress come second to the competitive environment in which IT professionals work. The 21st century business environment is not only about working for an 8 hour job but with it comes lots of adverse situations which IT professionals go through. These adverse situations cause stress and thus affect the work life balance. The best way to deal with the ever demanding employees stress is to work on how to handle the adversities. A successful IT professional is the one who is able to draw a right relationship between his adversity handling and employment stress. The study shows that the adversity quotient is a significant predictor of stress. Thus professionals scoring high on adversity quotient are able to deal with their stress in a better way as compared to others. The HR managers and professionals who are progressively working towards a healthy organisational climate and a stress free environment should aggressively take up this assignment of training the IT adversities. This will not only create a creative innovative environment but also help individuals to make a productive, efficient and effective workforce.

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