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Perceived Organisational Culture and Stress among BPO Employees

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ABSTRACT

In this difficult economy it is harder than ever to cope with challenges on the job. Both the stress we take with us when we go to work and the stress that awaits us on the job are on the rise. Employees, managers and workers all feel the added pressure. While some stress in normal part of life is good, excessive stress reduces physical, mental and emotional health thus interferes with the employee productivity. Hence it is important to find ways to keep it under control. The research paper aims at understanding gender differences in experiencing the occupational stress in the BPO sector. It is found to be more prevailing in the organizational setting that is found to be moderated by the prevailing organizational culture. The sample of the study consisted of 59 (male-37 female-22) employees from two different organizations. Findings of the study show that both male and female employees do not differ with respect to perceived organizational culture and the perceived stress level, both the organisations do not differ with respect to perceived organizational culture and the perceived stress level.

Key Words: Organisational culture, stress, BPO, Gender.

INTRODUCTION

It started with the onset of globalization in India during the early 1990s. The Indian government initiated strategic economic reforms aimed at laying a strong foundation, a firm stage for liberalization and privatization. Part of this initiative included the process of promoting India as a major destination for the ITES sector.

ITES

ITES refers to Information technology enabled services. BPO or Business process outsourcing is the wing of ITES; it is the process of hiring another company to handle business activities for you, which facilitates delivery of services through the use of information technology.

Business process outsourcing, has emerged as India's most promising sector, and has been growing at a rate of 40-50 per cent since its inception (Bhargava.sonal. 2014). BPO is a very fast paced and a high momentum industry. Taking advantage from the abundant skills and low cost benefits, large numbers of BPO companies have mushroomed in India in recent years, many of the well-established IT companies have also started their BPO divisions. But, there is another side of the BPO picture too. This picture is concerned in regard to the mental health of the young generation of India.

Business process outsourcing commonly known as call centers, work when rest of the India sleeps. Most of the BPO organizations work according to the international

(US and UK) timings, therefore most of the BPO employees work in night shifts starting anywhere from 10 p.m. to 2 a.m. and ending at 6 a.m. to 10 a.m. There is also a graveyard shift starting at 4 a.m. working in such shifts having odd timings have started showing hazardous results on the health of the Indian youth.

Prolonged working in shifts of odd hours can have major implications on the physical and mental health of the employees. The physical strains like sleep disorders, depression, odd working shifts, learning foreign accents, constantly handling abusive calls and high stress levels are making the BPO employees more prone to hypertension , stress, and heart attacks. With no time for personal life, the erratic schedules and monotonous work of business process outsourcing also disturbs the family life of the employees adding to their frustrations.

All these problems have triggered the problems of attrition and retention for the BPO industry itself (Bharathy 2015). If not taken care of, these problems can lead to hazardous health and other implications for the youth of India.

Due to the increasing gap between the supply and demand of the talent for BPO's, and the already saturated talent market, the companies are luring and attracting youngsters with attractive pay packages and other benefits as soon as they get out of college. But the youngsters have

to face the realities of the industry as they fail to cope up with the stress and responsibilities of their work life.

Various surveys and research conducted amongst the call centre employees have shown that the stress and depression is the most common problem faced by BPO employees (ref). Frequent headaches, feeling of fatigue, sleeping disorders and frustration have become regular problems for them.

ORGANIZATIONAL CLIMATE:

Organizational Climate is a very popular subject for research in the domain of industrial and organizational psychology. Climate in an organization evolves out of collective perceptions of employees on various aspects of the organizational work life. It is shaped through their day-to-day experiences while dealing with various facets of the organizational realities such as its goals and objectives, policies and practices, leadership, structure, work design, technology adopted, people, dominant modes of communication, motivational and reward mechanisms, working conditions etc. It provides a dynamic boundary for employees, which impel them to think, feel and act in consistently similar ways (Schneider, 1975).

Organizational culture can be explained in terms of (Schneider, 1975):

- Organizational culture is something that is sensed rather than something that recognized cognitively.
- Organizational culture is the combined perceptions of individuals that are useful in differentiating organization according to their procedure and practices.
- Organizational culture is the collective view of the people within the organization as to the nature of the environment in which they work.

Culture relates to the informal aspects of organisations rather than their official elements. They focus on the values, beliefs and norms of individuals in the organisation and how these individual perceptions combine into shared meanings. Culture is manifested by symbols and rituals rather than through the formal structure of the organization.

Culture is by and large invisible to individuals. Even though it affects all employees' behaviors, thinking, and behavioural patterns, individuals tend to become more aware of their organization's culture when they have the opportunity to compare it to other organizations hence the organizational s culture may be one of its strongest assets, as well as its biggest liability. When the employee perceives organisational culture as positive it reduces the level of stress and it will be a strongest asset, as in terms of

employee performance, productivity and the negative perception leads to high level of stress having a negative impact on the wellbeing of the employee.

OCCUPATIONAL STRESS:

Stress at workplace is inevitable. Increasing complexities of work is a great source of stress for the employees. Job stress denotes employee's mental state aroused by a job situations perceived as excessive and divergent demands. Caplan Cobb and French (1975) have defined occupational stress as any characteristics of job environment which poses a threat to the individual. Occupational stress has been expressed by copper and Marshall (1976) negative environmental factors or stressors associated with a particular job. The stressfulness of a job situation or a factor is determined not only by the divergent or threatening demands of the situation but also by the individual perceives and evaluates it with reference to own capability and characteristics

Excess stress is the cause of considerable problems in developed countries. Much of this stress has been linked to work and employment, and the latter takes up a large part of our lives. According to the European Agency for Safety and Health at Work, stress was the second most common work-related health problem in 2005, when it affected 22% of workers in the EU-27. European Agency for Safety and Health at Work predicts that the number of people suffering stress-related conditions caused or made worse by work is likely to increase. Factors such as downsizing and outsourcing, the increasing need for flexibility in functions and skills, the increasing number of temporary contracts, the growing job insecurity, and poor work-life balance are imposing increasingly severe demands on workers, which is leading to greater tensions. Occupational stress can transcend the workplace and also endanger the general wellbeing of the worker. A large number of studies link occupational stress to other health problems such as musculoskeletal disorders cardiovascular disease anxiety and depression burnout and insomnia Stress also has an important effect on the organizations performance, in particular on creativity productivity innovation commitment and leadership.

Many of the factors that generate stress or stressors are psycho-social in nature. Moreover, it is generally accepted in the literature that people react differently to exposure to these factors. In other words, stress-related symptoms or illnesses can vary between individuals. Thus it is also important to consider gender when studying stress-related problems.

Female and men are exposed to different working environments and different types of demands and

tensions, even when they work in the same sector and profession. A number of studies focusing on either stressors or their manifestations analyze the influence of gender on the levels of job strain in the workplace.

Gender and Occupational Stress;

Research shows that occupational stress can affect both men and women. Nevertheless, women may be disproportionately exposed to stressors. Women have greater exposure to monotonous tasks than men, are less likely to do jobs involving problem solving or learning,

The literature review for this study suggests (Wong S., DeSantics G., Staudemayer N. 2007) that the genders do not differ for all manifestations of occupational stress. For example, researchers find no differences between women and men in terms of the influence of stress factors on perceived role conflicts, personal accomplishment or self-esteem or well-being.

Research has found significant differences between men and women with regards harmful job strain or its effects on other symptomatic variables. Women seem to suffer more from problems such as mental disorders, depression, anxiety and psycho-somatic illnesses while men suffer more from heart disease, which is caused by a number of occupational factors, including stress. Other research suggests that stress has a stronger negative impact on aspects such as innovative behaviour in the workplace among women, and a weaker negative effect on others such as personal realisation, exhaustion or depersonalisation. Researchers have also found a gender effect in the perception of stress in general.

According to survey results released by the American Psychological Association, men and women experience stress differently in the workplace. Results from a recent research on Work and Well-Being Survey showed that more than one third of American office workers reported experiencing chronic stress at their jobs. Women in particular report more stress than men. 37% of women said they feel stressed at work, versus 33% of men (Mio Yokoi).

The present study aims at understanding the relationship between perceived organizational culture and the level of stress among BPO employees. It is assumed that the prevailing organizational culture contributes to stress among BPO employees. The relationship between perceived organizational culture and stress is also assumed to be affected by the demographic variable like gender.

Method

Objective of the study:

- To compare the difference between male and female employees on perceived organizational culture among BPO employees.
- To compare the difference between male and female employees on perceived stress level among BPO employees.
- To compare the difference between two different organisations on perceived organizational culture.

Hypothesis:

- There is no significant difference between male and female employees with respect to perceived organizational culture in the BPO sector.
- There is no significant difference between male and female with respect to Occupational stress in the BPO sector.
- There is no significant difference between two different organisations with respect to perceived organizational culture.

Assessment tools:

- SOFTWARE STRESS ASSESSMENT TEST: Soujanya, Ashok and Bhogle
- ORGANIZATIONAL CLIMATE INVENTORY: Chattopadhyay and Agrawal

Participants:

The sample was drawn from two organizations with the sample size of 59 employees. The sample consisted of 22 female and 37 male employees working in BPO organizations.

Analysis and discussion of the result

Keeping the objectives of the study, the data were analyzed using the SPSS (21.0 version) and discussed.

The primary objective of the study was to find out the difference between organizational culture and the perceived stress level among male and female employees working in the BPO sector and to compare the difference between two different organisations on perceived organizational culture.

Discussion:

The present study examines the difference between the male and female employees on their perceived stress level and perceived organisational culture.

Organisational culture is of significant interest in the management literature since culture is so closely tied to organisational identity and work processes (Helms, Stern, R 2001). Culture is usually measured as a set of shared symbols, values, and artefacts across an organisation. However, few studies have attempted to determine if cultures are indeed truly shared. The study conducted by Helms, Stern, R (2001) addresses this issue.

by examining cultural perceptions of employees to see whether their perceptions vary by demographic characteristics across organisational units. Using ten cultural dimensions, significant differences in perceptions were found by organisational unit, the age of the employee, the employee's gender, and their ethnicity. Perception of employees about various organizational factors is found to influence both the individual as well as the overall organizational performance. Traditionally these perceptions were termed as organizational climate. At an individual level it is more appropriate to capture individual's perception of climate while understanding the culture. Hence in the present study perception of the employees from 2 different organizations on the climate was captured and compared.

The sample consisted of 59 BPO employees which 37 were male members and 22 were female members. In a developing country like India demographics were found to play a crucial role. Factors that contribute job performance are found to be different for the two genders. Reasons for employment especially for women being different from that of men could lead to the difference in the perception of the climate and its consequences thereof.

Gender differences on perceived organisational climate were observed by conducting an independent sample 't' test and descriptive analysis on all the eleven dimensions were calculated (Table 1&2). The mean score of male employees is 220.16 with the standard deviation of 24.52. The mean score of female employees is 213.95 with the standard deviation of 26.07. There is no significant difference found on the obtained mean among male and female employees. With respect to the obtained t value of .918 is not significant. Hence the null hypothesis is accepted. The male and female employees do not differ significantly on perception towards the organizational culture.

From the data it is observed that on both male and female employees do not differ in their perception towards the organisation. But on the dimensions performance standards and communication flow female employees are found to be more satisfied than male employees. On the other hand on motivational level and decision making male employees are more satisfied, on the dimension of responsibility we find that both male and female employees are equally satisfied. Female employees experience less satisfaction on reward system. Both male and female employees experience the same level of dissatisfaction as on responsibility, conflict resolution and organisational structure (fig 1&2). Having a positive perception towards the organisation we find that female

employees experience positive perception towards communication flow and reward system whereas male employees experience positive perception towards responsibility, motivational level and decision making. In regard to the negative perception towards the organisation we find that female employees experience the negative perception towards conflict resolution and responsibility, male employees experience the negative perception towards organisational structure (fig 3&4).

According to Times Jobs Bureau (2014), BPO sector offers equal opportunities to both men and women but it appeals more to female employees. "The BPO sector has evolved in the past few years. Today it is seen as a gender-balanced sector and working in for BPO company gives the feeling of empowerment to women, which is still missing in some of the traditional industries. The sector provides a level platform for personal, technical growth and personality development to men and women alike.

A study conducted by Wong S., DeSantics G., Staudemayer N. (2007) concludes that the genders do not differ for all manifestations of occupational stress. For example, researchers find no differences between women and men in terms of the influence of stress factors on perceived role conflicts, personal accomplishment or self-esteem or well-being.

Gender differences on perceived stress level were observed by conducting an independent sample 't' test and descriptive analysis on all the statements of stress scales were calculated (Table 3&4). From the obtained results on the perceived stress level, this can be inferred as male and female employees do not differ in experiencing the perceived stress level. But on the factor like having fear about their future in the current organisation it is found that female employees experience more fear compared to male employees and they tend to talk about work even when they are not working, also the contradictory expectations what people have about their job role bothers them more. Male employees never get scared of the competition in the work place but most of the female employees do feel the fear of competition. Male employees tend to have extreme worry without any apparent reason and also they tend to lose their temper easily in the workplace as a result of this, they sweat a lot compared to female employees. Male employees are more apprehensive about suffering from syndromes like carpal tunnel, monitor glare effect and radiation effect but whereas female employees rarely feel it (fig 10- 21). A study conducted by the Sameera.S.A., Shaik (2014) concludes that the reason why there is no gender differences were found can be attributed to the BPO sector, it has opened up vast career opportunities for

women, but at the same time employment in the sector has had an impact on women employees' lives. Several-young women BPO employees have had to relocate to outsourcing hubs and live independently. With the availability of higher incomes, many women employees have reported lifestyle changes. Indeed, among financially independent women employees there has been a visible move towards a higher economic status.

Gender differences on two different organisations were observed by conducting an independent sample 't' test and descriptive analysis on all the dimensions of perceived organisational climate (Table5&6). The mean score of organisation 1 is 213.85 with the standard deviation of 26.93. The mean score of organisation II is 219.94 with the standard deviation of 24.20. There is no significant difference found on the obtained mean among two organisations. With respect to the obtained t value of .882 is not significant. Hence the null hypothesis is accepted. The organisations do not differ on perception towards the organizational culture. This can be attributed to the organisations of the present study, both are BPO organisations, these organisations appear to have highly enlightened managements and HR executives and other top managers espouse all the politically correct ideas about having a gender neutral and women-friendly work place, providing equality of opportunity, non-discrimination on the basis of gender and so on.

With respect to the perception towards the organisational culture between two organisations we find that there is a significant difference found between two different organisations on perceived organizational culture. (Table7) we find that dimensions like reasonability (.030) and organisational structure (.032) are found to be significantly different. In relation to the responsibility, significance difference can be attributed to factors like when an important decision has to be taken regarding any work how do employees take up the responsibility, freedom to take decisions without superior's interference and workload. In relation to the

Table 1: Showing the descriptive statistics on perceived organisational culture.

| Dimensions | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------------|----|---------|---------|---------|----------------|
| Performance Standards | 59 | 12.00 | 30.00 | 22.4237 | 3.84261 |
| Reward System | 59 | 7.00 | 19.00 | 13.1186 | 2.45711 |
| Communication Flow | 59 | 24.00 | 49.00 | 34.5932 | 5.20649 |
| Responsibility | 59 | 6.00 | 19.00 | 11.6610 | 2.70765 |
| Resolution | 59 | 16.00 | 33.00 | 22.9661 | 3.57658 |
| Organisational Structure | 59 | 8.00 | 20.00 | 14.0678 | 2.75346 |
| Motivational Level | 59 | 16.00 | 32.00 | 21.8644 | 4.00197 |
| Decision Making process | 59 | 8.00 | 28.00 | 20.5593 | 3.97956 |
| Support System | 59 | 15.00 | 43.00 | 28.4407 | 4.89993 |
| Warmth | 59 | 8.00 | 23.00 | 15.1017 | 3.20933 |
| Identity | 59 | 8.00 | 16.00 | 13.0508 | 1.87932 |

organisational structure the factors like having more than one supervisor, having awareness about who is working under whom and employees job role, the nature of the work that an employees is supposed to do in this organization are different, kind of rules, policies procedures and practices differ from one organization to another. Along with this other demographic factors also play an important role. The sample of our study consisted of employees from different shifts including morning, night and rotational shifts. Employees belong to the age group between 20 to 55 years; having any number of promotions from zero up to four promotions are few of the demographical factors influencing the perception towards the organization.

Major Findings of the study

We find no difference among both the genders on perceived stress level and the perception towards the organisational culture. It might be due to the type of organisation itself. Unlike other traditional industries BPO organisations provide an equal employment opportunities, it does not make any differentiation between male and female employee. Thus, women employees feel truly empowered in the BPO culture. On the other hand it is important for all the organisations to provide an outlet for their employees to share their general feelings and grievances

Conclusion

Employees working in a BPO sector were studied the objective of the study was to compare the difference between male and female employees on organizational culture and perceived stress level among BPO employees. From the findings of the study it is evident that both male and female employees do not differ with respect to perceived organizational culture and the perceived stress level, both the organisations do not differ with respect to perceived organizational culture and the perceived stress level.

Table 2: Showing the t test results of male and female employees on the perceived organizational culture

| Variables | Male (n)-37 | | Female (n)- 22 | | t- value |
|----------------------------------|-------------|-------|----------------|-------|----------|
| | Mean | SD | Mean | SD | |
| perceived organizational culture | 220.16 | 24.52 | 213.95 | 26.07 | .918 |

Table 3: Showing the descriptive statistics on perceived stress level.

| | N | MINIMUM | MAXIMUM | MEAN | SD |
|--|----|---------|---------|--------|---------|
| I fear what the future holds for me in this profession. | 59 | .00 | 4.00 | 1.7797 | 1.28744 |
| I spend much of my time talking about my work even when I am not working. | 59 | .00 | 3.00 | 1.3559 | 1.12591 |
| I am scared of the competition in the field. | 59 | .00 | 4.00 | 1.5763 | 1.30256 |
| Contradictory expectations people (at work) have from my role bother me. | 59 | .00 | 4.00 | 1.4407 | 1.17841 |
| I feel that I get worried without any apparent reason. | 59 | .00 | 4.00 | 1.6441 | 1.22844 |
| I lose my cool easily at work | 59 | .00 | 4.00 | 1.5593 | 1.26315 |
| I sweat a lot while working. | 59 | .00 | 4.00 | 1.0339 | 1.08224 |
| I don't think it is ethical to switch over from one organization to another. | 59 | .00 | 4.00 | 1.6271 | 1.32481 |
| I don't think it is ethical to switch over from one organization to another. | 59 | .00 | 4.00 | 1.1017 | 1.19906 |
| I am apprehensive about being likely to suffer from Monitor Glare Effect. | 59 | .00 | 4.00 | 1.5424 | 1.30413 |
| I am apprehensive about being likely to suffer from Radiation Effect. | 59 | .00 | 4.00 | 1.3220 | 1.33185 |

Table 4: Showing the t test results of male and female employees on the perceived stress level

| | | | | | t- value |
|------------------------|-------|------|-------|------|----------|
| | Mean | SD | Mean | SD | |
| Perceived stress level | 15.56 | 6.82 | 16.68 | 6.74 | .609 |

Table 5: Showing the descriptive statistics of two different organisations on the perceived organizational culture.

| Performance Standards | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------------|----|---------|---------|---------|----------------|
| Reward System | 59 | 12.00 | 30.00 | 22.4237 | 3.84261 |
| Communication Flow | 59 | 7.00 | 19.00 | 13.1186 | 2.45711 |
| Responsibility | 59 | 24.00 | 49.00 | 34.5932 | 5.20649 |
| Resolution | 59 | 6.00 | 19.00 | 11.6610 | 2.70765 |
| Organisational Structure | 59 | 16.00 | 33.00 | 22.9661 | 3.57658 |
| Motivational Level | 59 | 8.00 | 20.00 | 14.0678 | 2.75346 |
| Decision Making process | 59 | 16.00 | 32.00 | 21.8644 | 4.00197 |
| Support System | 59 | 8.00 | 28.00 | 20.5593 | 3.97956 |
| Warmth | 59 | 15.00 | 43.00 | 28.4407 | 4.89993 |
| Identity | 59 | 8.00 | 23.00 | 15.1017 | 3.20933 |

Table 6: Showing the t test results of two organisations on the perceived organizational culture.

| Variables | Organisation: 1 (n)-19 | | Organisation:2 (n)-30 | | t- value |
|----------------------------------|------------------------|-------|-----------------------|-------|----------|
| | Mean | SD | Mean | SD | |
| perceived organizational culture | 213.85 | 26.93 | 219.94 | 24.20 | 882 |

Table 7: Showing the significance of t value results of all the dimensions on the perceived organizational culture.

| Dimensions | Significance Level |
|--------------------------|--------------------|
| Performance Standards | .969 |
| Reward System | .652 |
| Communication Flow | .498 |
| Responsibility | .030 |
| Resolution | .130 |
| Organisational Structure | .032 |
| Motivational Level | .479 |
| Decision Making process | .143 |
| Support System | .800 |
| Warmth | .322 |
| Identity | .839 |

Figure 1 showing the percentage male and female employees who perceives the perceived organisational culture as above average.

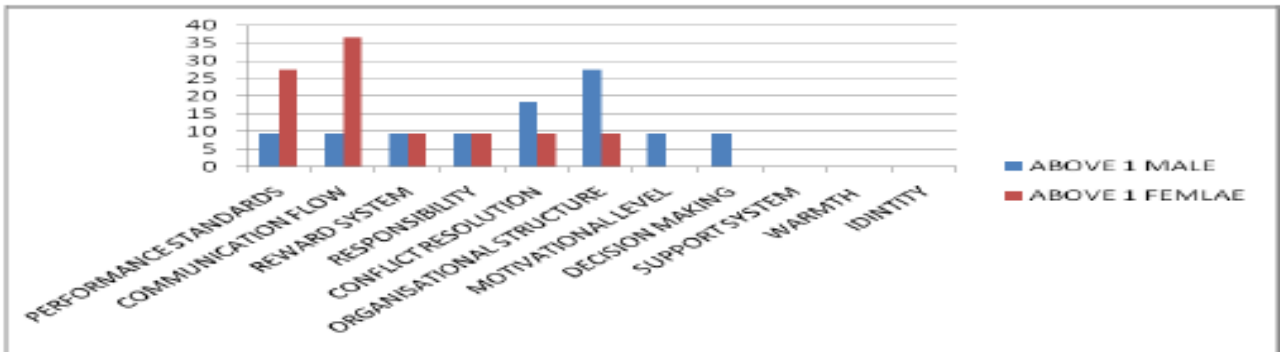


Figure 2: Showing the percentage male and female employees who perceive the perceived organisational culture as below average.

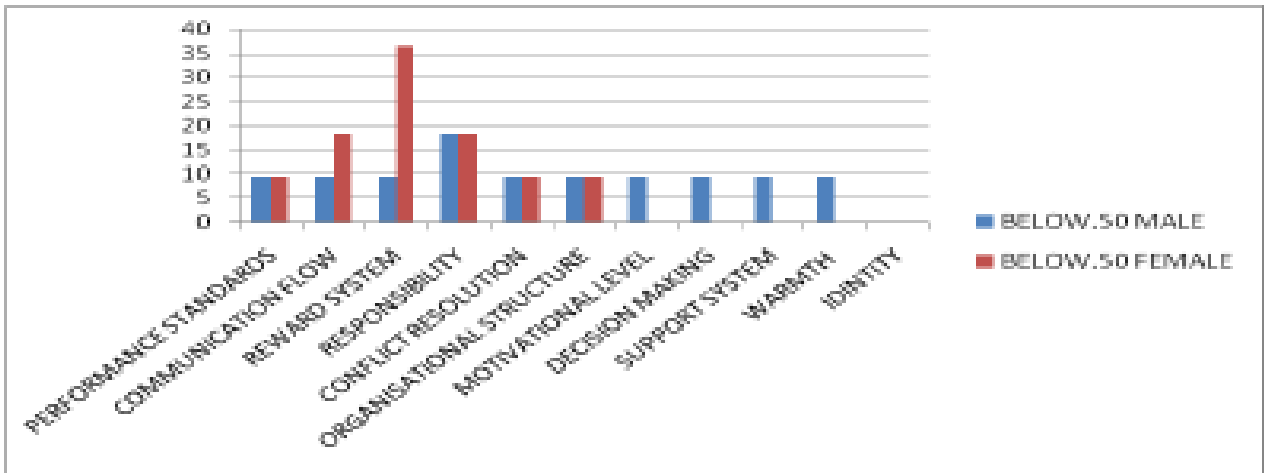


Figure 3: Showing the percentage male and female employees who perceive the perceived organisational culture as positive.

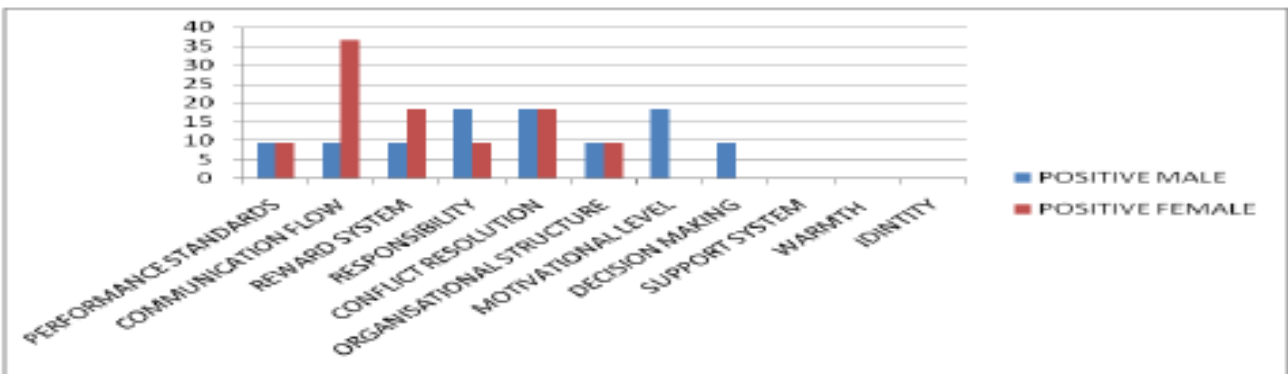


Figure 4: Showing the percentage male and female employees who perceive the perceived organisational culture as negative.

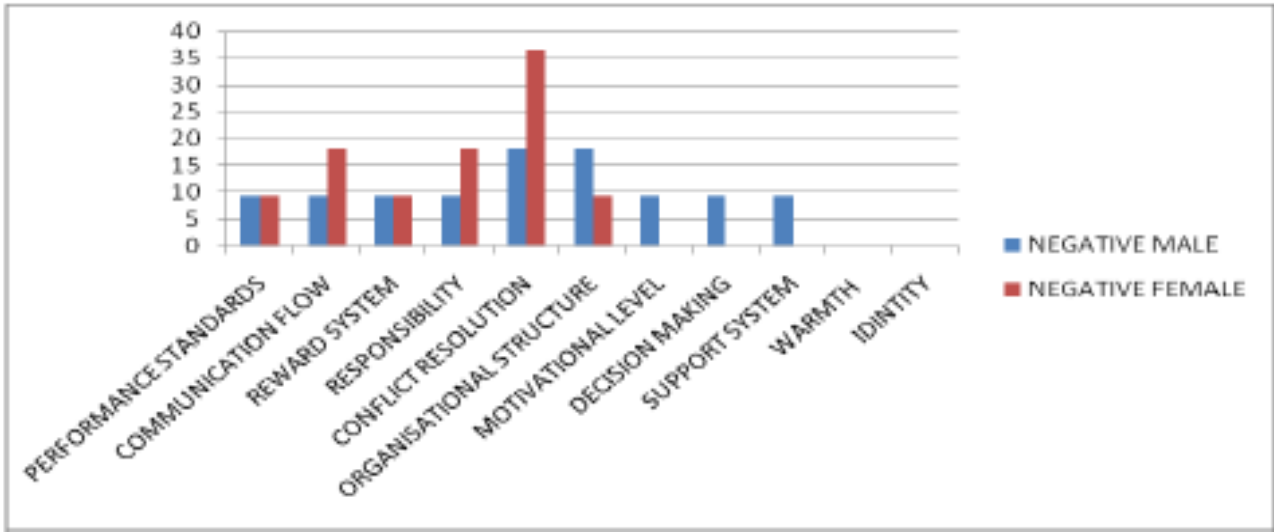


Figure: (1 -10) showing the percentage male and female employees on the stress scale.

Figure 1:

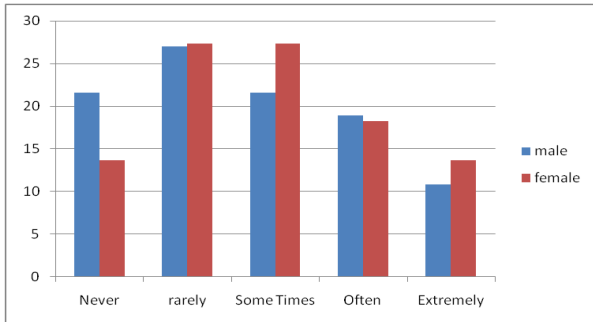


Figure 2:

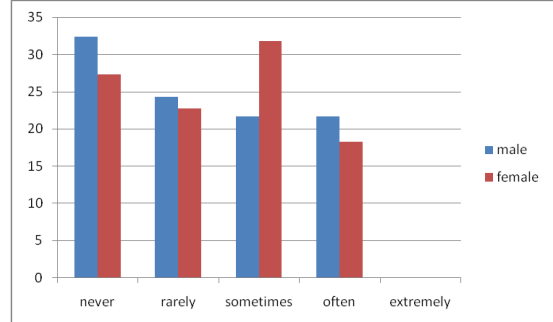


Figure 3:

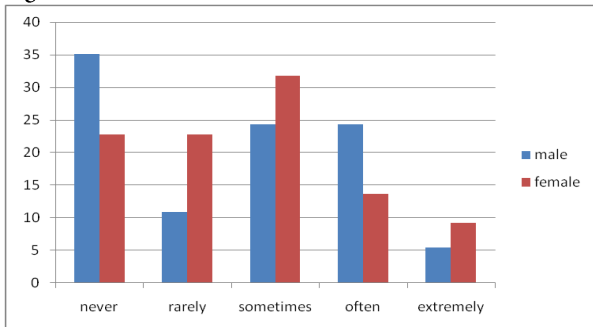


Figure 4:

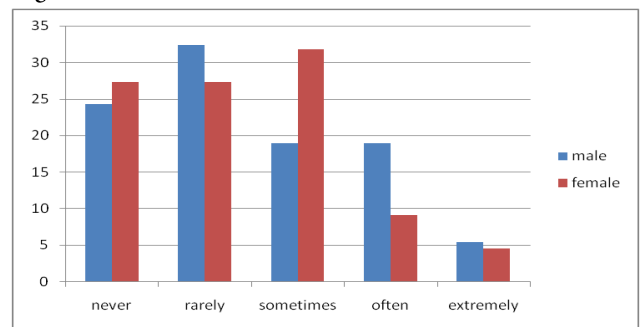


Figure 5:

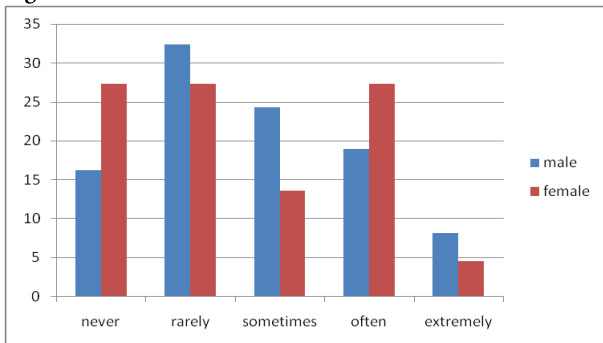


Figure 6:

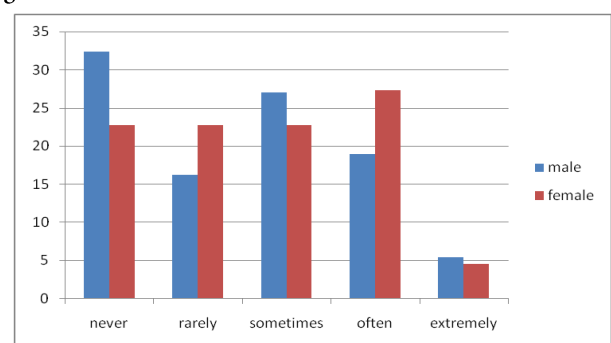


Figure 7:

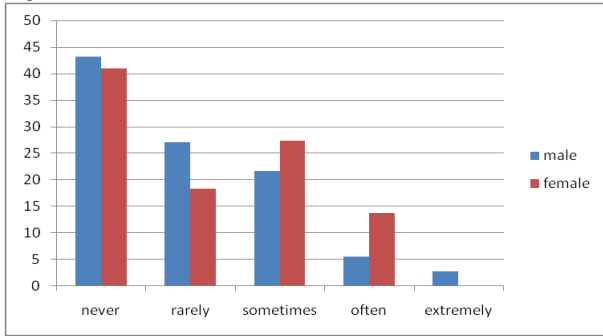


Figure 8:

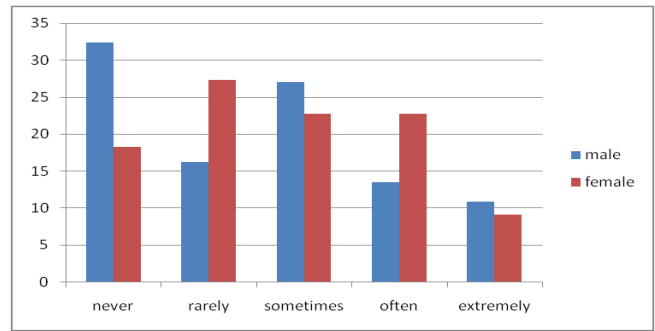


Figure 9:

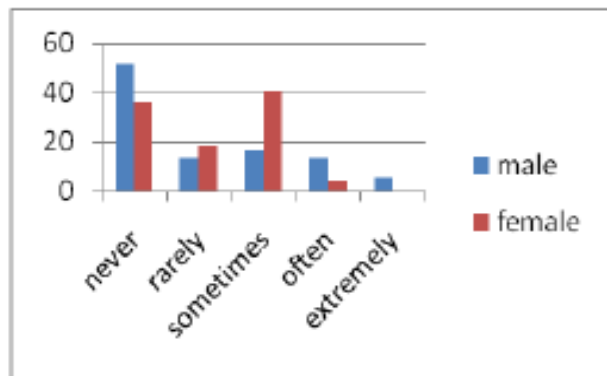


Figure 10:

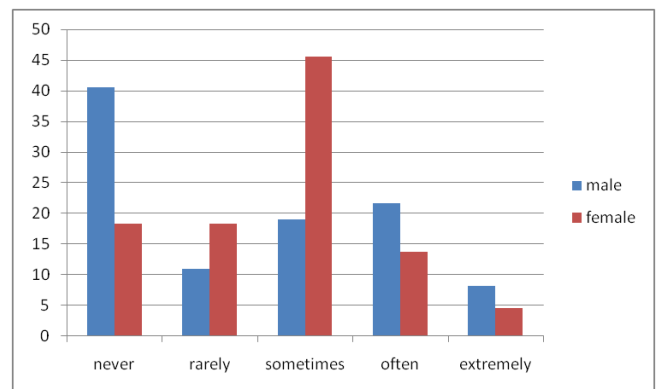
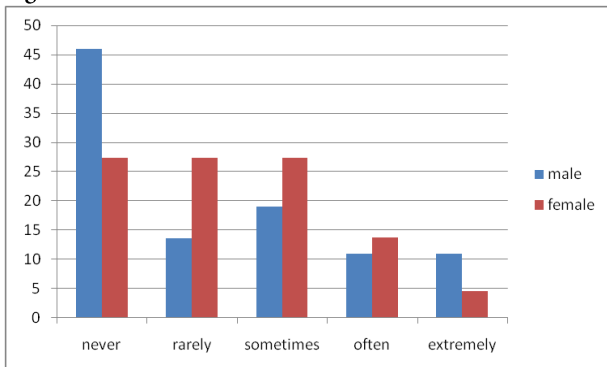


Figure 11:



*** Statements of above mentioned figures.

1. I fear what the future holds for me in this profession.
2. I spend much of my time talking about my work even when I am not working.
3. I am scared of the competition in the field.
4. Contradictory expectations people (at work) have from my role bother me.
5. I feel that I get worried without any apparent reason.
6. I lose my cool easily at work
7. I sweat a lot while working
8. I don't think it is ethical to switch over from one organization to another.
9. I am apprehensive about being likely to suffer from Carpel Tunnel Syndrome.
10. I am apprehensive about being likely to suffer from Monitor Glare Effect.
11. I am apprehensive about being likely to suffer from Radiation Effect.

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