

# **A STUDY ON OPINION OF IT EMPLOYEES TOWARDS ADVERSITY QUOTIENT WITH SPECIAL REFERENCE TO HYDERABAD**

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## **Abstract**

Adversity is always present in every individual's life. In the process, it will either break us or strengthen us. In other words Adversity means a situation of hardship, or misfortune, as well as an unfortunate incident or event. It is a component of life's sharp edge. It could either refine or crush a person down. What people do with the challenges that come their path will determine the effect and outcome. The Main objective of the study is to analyse the Opinion of IT Employees towards Adversity Quotient with special reference to Hyderabad. Both Primary and Secondary data has been used for the study. The primary data were collected from IT Employees with the sample size for 514. Proportionate sampling method has been used for the study since the population is known. Tools used for the analysis is descriptive statistics, chi square analysis and correspondence analysis and Means score analysis. The findings of the study shows that the high means score variables given by employees are highly opinion about that I am responsible and accountable for all the decisions taken by me at work.

**Keywords:** Adversity Quotient, Employees, Job Satisfaction.

## **1. INTRODUCTION**

The Adversity Quotient (AQ) is a concept that measures an individual's ability to face and overcome challenges, setbacks, and difficulties. It refers to the capacity to endure and thrive amidst adversity, making it a critical component in personal and professional resilience. In today's fast-paced and unpredictable world, adversity is an inevitable part of life, whether it manifests as personal struggles, economic downturns, or global crises such as the COVID-19 pandemic. AQ encompasses an individual's emotional and mental strength, problem-solving skills, and the ability to adapt to rapidly changing circumstances. Those with a high AQ not only manage stress better but also demonstrate perseverance, creativity, and optimism, viewing obstacles as opportunities for growth rather than insurmountable barriers. In the corporate world, where pressures and uncertainties are abundant, AQ plays a vital role in determining success. Employees with a high AQ are more likely to stay productive under pressure, maintain a positive attitude, and collaborate effectively with their teams, even in challenging environments. Organizations increasingly recognize the importance of fostering AQ in their workforce, as it is closely linked to improved performance, job satisfaction, and employee retention. Leaders with high AQ can inspire their teams to navigate crises, encourage innovation, and maintain focus on long-term goals despite immediate setbacks. Moreover, AQ is not a fixed trait; it can be developed through training and experience. Emotional Intelligence

(EI) is often intertwined with AQ, as the ability to manage emotions, communicate effectively, and understand others' perspectives is crucial in handling adversity. By cultivating both AQ and EI, individuals can enhance their resilience, develop a proactive approach to challenges, and ultimately contribute to a more adaptable and robust organizational culture.

The Adversity Quotient (AQ) is structured around four key dimensions, represented by the acronym CORE: Control, Ownership, Reach, and Endurance. These elements serve as the foundation for understanding how individuals manage and overcome adversity.

- 1. Control** refers to the degree of influence or power one feels over a situation or life event (Stoltz, 1997). Individuals with a high sense of control are proactive when facing challenges and can turn adversity into opportunity (Stoltz, 2000). They exert greater effort and demonstrate higher resilience and perseverance in successfully completing tasks (Hung and Chin, 2013).
- 2. Ownership** relates to the sense of accountability or responsibility one feels to improve or resolve the adverse situation. It reflects how much a person takes ownership of the outcomes and works to change the situation for the better.
- 3. Reach** denotes the extent to which a person perceives the adversity to affect other areas of their life. This aspect measures whether the individual sees adversity as contained to a specific situation or as something that spreads into multiple areas of their life.
- 4. Endurance** involves the perception of how long the adversity and its causes will last. Individuals with a high AQ view adversities as temporary and believe they can be overcome with effort. They are optimistic and energized in confronting challenges (Stoltz, 2000).

These four pillars—Control, Ownership, Reach, and Endurance—indicate that individuals who score higher in these dimensions tend to perform better when faced with adversity. They are more resilient, proactive, and optimistic, allowing them to handle difficult situations with a constructive mindset (Hung and Chin, 2013).

## 2. REVIEW OF LITERATURE

**Tripathy K. L (2018)** assessed the concept of Employee engagement and its benefits for the organisations along with the significant influencing engagement on different levels. With a sample of 64 respondents from the service industry were analysed on the usage of worker engagement systems. The study has explored that the rewards and endorses are altogether featuring the worker engagement activities throughout the organization. This research paper concluded that associations which score high on usage of worker engagement system have a lower whittling down rate. Therefore, there is sure connection between worker engagement and occupation fulfilment or representative engagement activity impact categorically on work fulfilment. Hence at the administrative level, rewards and endorses are altogether connected with work association.

**Panigrahi and Joshi (2016)** examined the implications of job satisfaction on motivating the Employees at Infosys Ltd. By taking factors into the consideration and the survey of 20 employees the study revealed that a major challenge faced by Infosys is of developing and maintaining Organizational behaviour and Job satisfaction. Infosys managers need to make effort to develop human resource policies that are in alignment to the needs and motivation of its employees. **Venkatesh, N. (2015)** assessed the impact of employee engagement through leadership. The study found that line managers serves as the link between the organisation and the employee, as a result their impact on employee engagement is high. The study concluded that the employees are actively engaged, leaders should identify the critical factors that motivates employees' involvement and commitment to achieve overall organisational objectives.

The study also recommended that the organisation must take great care in the selection process and the aspects of job design in order to complement individual's skill to job. **Yakoh et al. (2015)** examined the Adversity Quotient levels of youth residing in social welfare homes in Pattani Province, who came from low-income families. The study collected data from 116 young individuals aged 8 to 21 years. The findings showed that these youth had experienced all four parenting styles to a moderate degree, with authoritarian parenting being the most prevalent. Interestingly, their Adversity Quotient was found to be low. The study also found a mild to moderate relationship between parenting styles and Adversity Quotient. Based on these results, the researchers recommended that foster home agents adopt more authoritative parenting practices and work to improve the Adversity Quotient of youth at the Pattani foster home.

### 3. OBJECTIVE OF THE STUDY

The Main purpose of the study is to analyse the Opinion of IT Employees towards Adversity Quotient with special reference to Hyderabad.

### 4. RESEARCH METHODOLOGY

Research methodology attempts to approach a topic scientifically to validate the research design. In this process the researcher produces authentic research findings. Research design is the procedure for collection of data. This type of research is mainly concerned with description of facts. The sampling procedure begins with the selection of the study area and ends with data collection.

The main purpose of the study is to analyse the Opinion of IT Employees towards Adversity Quotient in Hyderabad. For collecting the data, the researcher selected top five IT Companies in Hyderabad such as CTS, TCS, WIPRO, IBM and HCL. Top five IT companies were chosen as sample to carry forward the study. The respondents chosen belonged to all these five companies who were from different strat of employment. To complete this research study both qualitative and quantitative methods were used. Qualitative methodology involved interviewing with employees to understand the factors which relate to Opinion of IT Employees towards Adversity Quotient in Hyderabad.

#### 4.1 Sampling Design:

Sampling design is a framework that researchers use to select a sample from a population, considering the nature of the inquiry and other related factors (Kothari C.R., 2004). For this study, the researcher employed a standardized sampling design technique to collect a sample from the population. This sample design encompasses the sample size and the sampling process.

#### 4.2 Sample Size:

Sample size refers to the number of elements to be included in the study. The total population is 385. To get adequacy of results 30 percent has been added from the total sample size. **ie. The sample size for the study is 514.**

Category	Company	Employee Level Chosen			Total
		Manager	Senior Manager	Team Leader	
Private	CTS	20	26	32	78
Private	TCS	21	18	26	65
Private	WIPRO	18	16	20	54
Private	IBM	27	20	35	82
Private	HCL	35	50	21	106
<b>Total</b>		121	130	134	385

Source: Primary Data

#### 4.3 Sample size:

Sample size refers to the number of elements to be included in the study. The total population are 926256. Based on this, by using the given formula the sample size was derived as 385. To estimate the sample size (n) the following formula was considered in the research study.

$$\text{Sample Size (n)} = \frac{Z^2 * P * Q * N}{E^2 (N-1) * Z^2 * P * Q}$$

n= the sample size

N= Total Respondents

p = "sample proportion"

q= 1-p

e= the acceptable error

z = the value of standard variation at a given confidence interval, which means the z-score is 1.96

Here n denotes the sample size; p means the percentage of the population, desired margin of error at 5 percent and z is the confidence interval assumed 95 per cent confidence interval, which means the z-score is 1.96.

#### 4.4 Sampling Technique:

The sampling method adopted for the data collection is probability method. For selecting the bank branches multistage sampling method was adopted and for selecting the IT Employees.

### 5. DATA ANALYSIS AND INTERPRETATION

#### Demographic Profile of the Employees:

The profile of the employees includes their Gender, Age, Marital status, Educational Qualification, Monthly Income and Experience of the IT Employees. The personal profile deals with the demographic characteristics of the IT Employees.

#### 5.1 Gender of the Respondents:

Table 1.1 represents the Gender of the respondents.

**Table 1.1: Gender of the Respondents**

S.No	Gender	Frequency	Percent
1	Male	312	61
2	Female	202	39
<b>Total</b>		514	100

Source: Primary Data

Among 514 respondents, 61 percent of the respondents are male and remaining 39 percent of the respondents are female. Therefore, majority of the Male respondents are working in IT employees than female respondents.

#### 5.2 Age of the Respondents:

Age of the respondent is one of the most significant characteristics in selection of IT Employees. It is considered by the IT industry to recruit the employees on the basis of Age. Age is one of the most important factors for a human being and age also serves as a yard stick to participate or discontinue in any occupation or profession.

**Table 1.2: Age of the Respondents**

S.No	Age	Frequency	Percent
1	Up to 25years	142	28
2	26 to 30 years	181	35
3	31 to 35 years	96	19
4	36 to 40 years	54	11
5	Above 40 years	41	7
<b>Total</b>		514	100

Source: Primary Data

Among 514 samples considered for the study, 28 percent of the respondents are in the age category of up to 25 years, 35 percent of the respondents are in the age category of 26 to 30 years, 19 percent of the respondents are in the age category of 31 to 35 years, 11 percent of the respondents are in the age category of 36 to 40 years and remaining 7

percent of the respondents are in the age category of above 40 years. Therefore, majority of the young age employee are working in the IT industry.

### 5.3 Marital status of the Respondents:

Marital status gives a person social recognition. It increases the responsibility of a person in the society and in his family. At the same time, a married person gets psychological support and motivation from his life partner while involving in the IT Industry.

**Table 1.3: Marital status of the Respondents**

S.No	Marital status	Frequency	Percent
1	Married	256	50
2	Unmarried	205	40
3	Divorced	42	8
4	Widowed	11	2
<b>Total</b>		514	100

Source: Primary Data

Among 514 respondents considered for the study, 50 percent of the respondents are Married, 40 percent of the respondents are Un Married, 8 percent of the respondents are Divorced and remaining 2 percent of the respondents are widowed. Therefore, majority of the IT Employees are Married.

### 5.4 Educational Qualification of the Respondents:

Education is one of the most important factors that influences a person in the society to a large extent. So an attempt is made to analyse the level of education of IT Employees. The Educational Qualification can be classified as Post Graduate, Graduate, Doctoral Degree, Diploma and Others.

**Table 1.4: Educational Qualification of the Respondents**

S.No	Educational Qualification	Frequency	Percent
1	Post Graduate	286	56
2	Graduate	189	37
3	Doctoral Degree	13	3
4	Diploma	20	4
5	Others	6	1
<b>Total</b>		514	100

Source: Primary Data

Among 514 respondents considered for the study, 56 percent of the respondents are qualified Post Graduate, 37 percent of the respondents are Qualified Graduate, 3 percent of the respondents are qualified doctoral degree, 4 percent of the respondents are Qualified Diploma and remaining 1 percent of the respondents are falls under Others category. Therefore, majority of the IT Employees are qualified post graduate.

### 5.5 Monthly Income of the respondents:

Income is like a lubrication of wheel in the vehicle. Income is a deciding factor of purchasing power of consumers. Everyone is striving to get something as monetary value

for the exchange of their work. In this research, income is categorised into four categories such as below Less than Rs.25,000, Rs.25,001 to Rs.30,000, Rs.30,001 to Rs.40,000, Rs.40,001 to Rs.50,000 and Above Rs. 50,001. Table 1.5 represents the Monthly Income of the respondents.

**Table 1.5: Monthly Income of the Respondents**

S. No	Monthly Income	Frequency	Percent
1	Less than Rs.25,000	42	8
2	Rs.25,001 to Rs.30,000	50	10
3	Rs.30,001 to Rs.40,000	36	7
4	Rs.40,001 to Rs.50,000	106	21
5	Above Rs. 50,001	280	54
<b>Total</b>		514	100

Source: Primary Data

Among 514 respondents considered for the study, 8 percent of the respondents are earned monthly income of Less than Rs.25,000, 10 percent of the respondents are earned monthly income of between Rs.25,001 to Rs.30,000, 7 percent of the respondents are earned monthly income of between Rs.30,001 to Rs.40,000, 21 percent of the respondents are earned monthly income of between Rs.40,001 to Rs.50,000 and remaining 54 percent of the respondents are earned monthly income above Rs.50,001. Therefore, majority of the IT Employees are earned monthly income of above Rs.50,001.

### 5.6 Experience of the Respondents:

Experience of the respondents indicates how long the IT Employees are engaged in experience of the respondents. The period of experience leads to knowledge and patience which give them morale strength to face problems. Experience in the field of IT industry is the most important factor to learn new things. Table 1.6 indicates the experience of the respondents.

**Table 1.6: Experience of the Respondents**

S.No	Experience	Frequency	Percent
1	Less than 5 years	138	27
2	5 to 10 years	196	38
3	10 to 15 years	90	18
4	15 to 20 years	48	9
5	Above 20 years	42	8
<b>Total</b>		514	100

Source: Primary Data

Among 514 respondents considered for the study, 27 percent of the respondents are having less than 5 years' experience, 38 percent of the respondents are having experience between 5 to 10 years, 18 percent of the respondents are having experience between 10 to 15 years, 9 percent of the respondents are having experience between 15 to 20 years and remaining 8 percent of the respondents are having experience above 20

years. Therefore, majority of the IT Employees are having experience between 5 to 10 years.

### 5.7 Association between the demographic profile of the IT Employees and their Designation of IT Employees – Chi-square analysis

Chi- square analysis is generally used to find the association between two categorical variables. It tests whether or not a statistically significant association exists between a dependent and an independent variable. Here, chi-square analysis is used to find the association between the demographic profile of the IT Employees and their Designation of IT Employees. The Table 1.7 represents the association between the demographic profile of the IT Employees and their Designation of IT Employees.

*H<sub>0</sub>: There is no significant association between demographic profile of the IT Employees and their Designation of IT Employees.*

**Table 1.7 Association between the demographic profile of the IT Employees and their Designation of IT Employees**

Demographic Factor	Chi-Square Value	Sig.Value
Gender	1.594	0.450
Age	0.569	0.000*
Marital Status	1.324	0.817
Educational Qualification	2.493	0.000*
Monthly Income	1.675	0.000*
Years of experience	2.439	0.000*

Source: Primary Data

It is observed from the above Table that, the chi square value for the variable, ‘ Gender’ is 1.594, Marital status is 1.324 and the significant value for both the variables is greater than 0.05. It implies that there is no significant association between the Gender and Marital status towards designation of IT Employees. On the other hand the significant value for all the other variables in the demographic profile is lesser than 0.05. Therefore, it can be concluded that there is significant association between Educational qualification, Ag, Monthly Income and Years of experience towards designation of IT Employees.

### 5.8 Association between Designation and Duration of working hours in IT Employees – Correspondence Analysis

Correspondence analysis is a statistical technique that helps to know about the categorical variables and shows the dimensions or association of the categorical variables to each other. The Duration of working hours are the most important for IT Industry. The correspondence analysis is used to club the group of variables. The Table 1.8 and the figure 1.1 deal with the association between Designation and Duration of working hours in IT Employees.

*H<sub>0</sub>: There is no significant association between Designation and Duration of working hours in IT Employees*



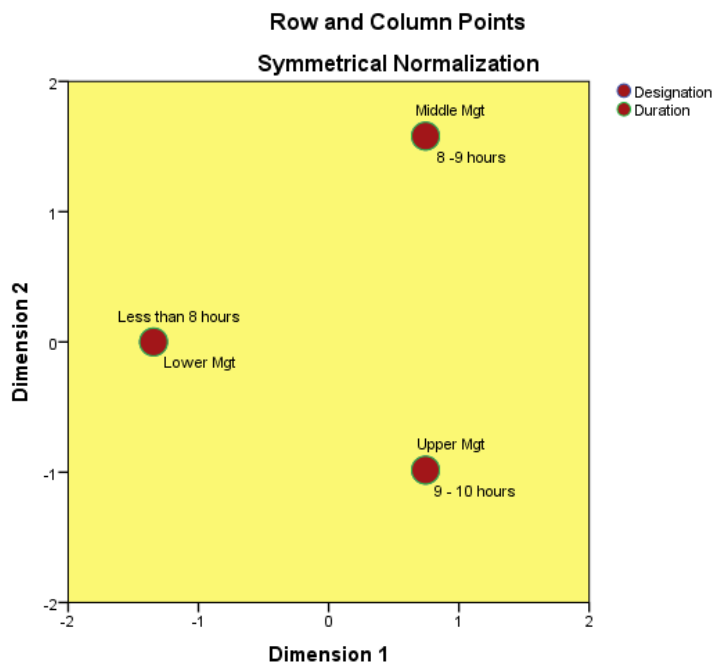
**Table 1.8: Association between Designation and Duration of working hours in IT Employees – Correspondence Analysis:-**

Correspondence Table						
Duration	Designation				Chi Square	Sig.
	Lower Mgt	Middle Mgt	Upper Mgt	Active Margin		
Less than 8 hours	183 (35%)	0	0	183	<b>1028.000</b>	<b>.000<sup>a</sup></b>
8 -9 hours	0	127 (25%)	0	127		
9 - 10 hours	0	0	204 (40%)	204		
Active Margin	183	127	204	514		

Source: Primary Data

It is clear from the above Table that 35 percent of the employees working less than 8 hours and their designation is lower management level, 25 percent of the employees working between 8 - 9 hours and their designation is Middle management level and 40 percent of the employees working between 9 – 10 hours and their designation is Upper Management. Hence it could be concluded that majority of the employee working hours is 9 – 10 hours and their designation is Upper Management.

It is observed from the above Table that the chi-square value is 1028.0 and the significant value is 0.000. It implies that there is a significant association between Designation and Duration of working hours in IT Employees.



**Figure 1.1: Association between Designation and Duration of working hours in IT Employees – Correspondence Analysis**

The Figure 1.1 shows the association between the Designation and Duration of working hours in IT Employees. It is clear from the above figure that employees working less than 8 hours and their designation is lower management level, and the employees who working between 9 – 10 hours and their designation is Upper Management. Hence it could be concluded that majority of the employee working hours is 9 – 10 hours and their designation is Upper Management.

### 5.9 Opinion of IT Employees towards Adversity Quotient – Mean Score Analysis:-

The rank analysis was performed on the mean score variables to identify which is the most influencing variable among the IT Employees. The Table 1.9 depicts the Opinion of IT Employees towards Adversity Quotient.

**Table 1.9: Opinion of IT Employees towards Adversity Quotient – Mean Score Analysis**

S. No	Factors	Mean	Rank
1	I am willing to improve my knowledge on resilience and adversity.	3.486	11
2	I do face (adversity/obstacles/challenges/hardships) every day.	2.459	23
3	I know that resilience can be built and improved in individuals through Adversity Quotient	2.631	22
4	I am aware of the consequences arising out of adverse situations at work.	4.586	4
5	I can set right adverse situations related to my job and personal life	4.625	3
6	I am responsible and accountable for all the decisions taken by me at work.	4.894	1
7	I contribute effectively as a team member	4.764	2
8	My set targets easily achievable.		24
9	I actively coordinate and participate in all work related aspects	3.737	8
10	I am given regular feedbacks through my performance level.	3.650	9
11	I am motivated with adequate monetary/non-monetary benefits and services	3.972	7
12	I can cope up with mobility and cultural differences associated in transfer policy.	2.894	20
13	I feel adverse situations has influence on my job performance.	2.784	21
14	I am always vigilant and attentive at work	4.428	5
15	I am ready to multitask through job rotation.	4.109	6
16	I am willing to take up key holding responsibilities at work.	3.186	17
17	I can cope up easily with increase in workload.	3.111	18
18	I am flexible to work extra time beyond office hours	3.214	16
19	I am able to easily balance social obligations along with my work career	3.286	15
20	I am happy with the culture and HR practices followed at work.	3.312	14
21	I am able to cope up with the existing work pressure.	3.386	13
22	I do suffer with health issues caused due to my job profile	3.414	12
23	My job allows me to balance my personal life	2.962	19
24	I don't miss any opportunity that adds value to my career development.	3.589	10

Source: Primary Data

From the rank analysis performed using the overall mean score on factors, the following factors are found to be important in influencing the IT employees; It is inferred that high mean scored variables are I am responsible and accountable for all the decisions taken

by me at work with the mean value of 4.894; I contribute effectively as a team member with the mean value of 4.764, I can set right adverse situations related to my job and personal life with the mean value of 4.625; I am aware of the consequences arising out of adverse situations at work with the mean value of 4.586; I am always vigilant and attentive at work with the mean value of 4.428; I am ready to multitask through job rotation with the mean value of 4.109. The above variables are having mean score variables' more than 4.00.

It is inferred from the above table the variables are I actively coordinate and participate in all work related aspects with the mean value of 3.737; I am given regular feedbacks through my performance level with the mean value of 3.650; I am given regular feedbacks through my performance level with the mean value of 3.650; I don't miss any opportunity that adds value to my career development with the mean value of 3.589; I am willing to improve my knowledge on resilience and adversity with the mean value of 3.486; I do suffer with health issues caused due to my job profile with the mean value of 3.414; I am able to cope up with the existing work pressure with the mean value of 3.386; I am happy with the culture and HR practices followed at work with the mean value of 3.312; I am able to easily balance social obligations along with my work career with the mean value of 3.286; I am flexible to work extra time beyond office hours with the mean value of 3.214; I am willing to take up key holding responsibilities at work with the mean value of 3.186 and I can cope up easily with increase in workload with the mean value of 3.111. The above variables are having mean score variables' more than 3.00.

It is inferred from the above table the variables are My job allows me to balance my personal life with the mean value of 2.962; I can cope up with mobility and cultural differences associated in transfer policy with the mean value of 2.894; I feel adverse situations has influence on my job performance with the mean value of 2.784; I know that resilience can be built and improved in individuals through Adversity Quotient with the mean value of 2.631; I do face (adversity/obstacles/challenges/hardships) every day with the mean value of 2.459. The above variables are having mean score variables' more than 2.00.

## **6. CONCLUSION**

Adversity quotient is crucial in determining an individual's ability to manage and perform effectively under stress and challenging conditions. Similarly, emotional intelligence plays a key role in recognizing and understanding emotions. Both qualities are essential for top-level managers, as they must not only comprehend their employees' emotions but also navigate daily challenges in both their professional and personal lives. Numerous studies have found a positive relationship and strong correlation between adversity quotient and emotional intelligence. However, existing research on adversity quotient is limited, and further studies are needed to explore this area more comprehensively. It is concluded that the most important variables are having high mean score variables' such as I am responsible and accountable for all the decisions taken by me at work and I contribute effectively as a team member.

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