



# MANAGING STRESS IN THE WORKPLACE THROUGH HR PRACTICES IN IT INDUSTRY.

**Robina A<sup>1</sup>, Dr. R. Lumina Julie<sup>2</sup>**

Department of Management Studies,

Vel Tech Rangarajan Dr. Sagunthala R&D Institute of Science and Technology, Tamil Nadu 600062<sup>1</sup>

<https://orcid.org/0009-0007-5932-9133><sup>1</sup>

Department of Management Studies,

Vel Tech Rangarajan Dr. Sagunthala R&D Institute of Science and Technology, Avadi, Tamil Nadu 600062<sup>2</sup>

**Abstract:** Work-related stress arising from long working hours, heavy workloads, tight deadlines, and the need to continuously update one's knowledge with new technologies is increasing rapidly in the IT sector. In such situations, workers get exposed to high levels of stress which causes their mental health to deteriorate and organizational effectiveness to decline. As a result, it is imperative to determine the HR practices which help in managing and reducing workplace stress. This study aims primarily to explore the link between work, related stress and chosen HR practices in the IT sector. It centres around three main aspects: working, life balance, job autonomy, and workload. Working, life balance is about a person's ability to cope efficiently with work and personal life, job autonomy deals with how much freedom employees have in deciding the way they carry out tasks, and workload is the amount of work and duties that a person is expected to undertake.

The methodology for this research is mostly quantitative, and data from employees of IT companies will be gathered by way of a survey. Afterward, the data will be processed through factor analysis, regression analysis, and correlation tests to discover the association between HR practices and stress levels. This research's results can be of great use to HR managers in: shaping well, targeted policies and programs aiming at alleviating employee stress, enhancing work satisfaction, boosting work performance, and building a green work environment that IT industry employees can thrive in.

**Keywords:** Workplace Stress, Work-Life Balance, Job Autonomy, Workload, HR Practices, IT Industry

## 1. INTRODUCTION

### 1.1 Background of the study

Workplace stress has emerged as a significant problem in the Indian IT sector during the COVID, 19 period with heavy workloads, long hours, and very high client expectations etc. This stress leads to mental health problems, reduced job satisfaction, and lower productivity for the employees. IT professionals are also stress, inducing factors such as tight deadlines, unrealistic targets, and the absence of a work, life balance, which result in anxiety and even burnout. That is why, amongst other things, workload management, employee friendly policies, job autonomy, and work, life balance stand out as effective HR intervention means to reduce stress. In fact, managing stress in the right way leads to better employee well, being, higher productivity, and helps the organizations build a healthy and sustainable work environment.

### 1.2 Research Problem

Deadlines pressure multitasking lack of clarity in roles, and poor work, life balance contribute to high stress at work for IT professionals in India. These elements heavily burden workers' minds, emotions, and physical health. Consequently, employees turn less satisfied with their jobs, yield fewer results, and the turnover rate rises. The emergence of work stress is a gradual trend; however, the pandemic era has brought to light the mental health issues experienced by the IT sector at a huge scale. The chronic dissatisfaction with the job, lack of emotional support, and overwork are the top three reasons why a majority of staff members are under a lot of pressure. Actually, stress mostly hits younger workers because they usually get piled with more frequency of tasks. Working factors like job autonomy, work, life balance, and workload have a major impact on employee well, being and job satisfaction. Besides that, work, life imbalance also helps in undermining the family life and personal well, being. Technological changes at a rapid pace, job insecurity, long working



hours, and fast work environments are adding more stress in the lives of IT professionals. Although they are aware of the problems, little research has been done on how HR practices like work, life balance, job autonomy, and career development can help reduce workplace stress in the Indian IT sector, especially in the post, pandemic environment.

### 1.3 Objectives of the Study

**RO1** To examine the effects of work life balance on workplace stress level of employees in the IT Industry.

**RO2** To examine the effects of job autonomy on workplace stress level of employees in the IT Industry.

**RO3** To examine the effects of workload on workplace stress level of employees in the IT Industry.

**RO4** To examine the effects of career development opportunities on workplace stress level of employees in the IT Industry.

### 1.4 Significance of the Study

This study intends to add to the knowledge on managing work stress in the Indian IT sector. It is achieved by emphasizing HR interventions such as work, life balance, job autonomy, workload management, and career development opportunities that help in stress management among employees. These factors are the main basis of measurement of stress in IT employees because they are a group of workers that are most often working long hours, have to meet tight project deadlines and deal with high client expectations. Moreover, the study results will be of great value to academics by deepening the conversation on stress management and HR practices in the Indian IT sector as well as opening new avenues for future investigations. At the same time, the paper will prove to be a useful resource for IT businesses by laying out simple points through which they can design HR strategies aimed at stress reduction and overall well, being of their employees. Furthermore, findings of this study might be a great help to decision, makers and other industry players when they draw up codes of conduct that foster healthy working environments in the fast, expanding IT sector.

## 2. REVIEW OF LITERATURE

- **Babu, V. H. (2025) Work-life balance among IT professionals in India**

The study revealed that work-life imbalance and excessive workload are main factors that cause stress for IT employees, particularly younger ones. HR programs that allow flexible working hours and a work culture that supports employees can be stress-relieving.

- **Malhotra, A. (2024) Job autonomy, work-life balance, and job satisfaction in the IT sector**

As per the research, work autonomy and work-life balance contribute significantly to enhancing IT professionals' job satisfaction. Human resource practices that offer employees flexibility and freedom can be a source of stress management as well as better work-life balance.

- **Sakthi Kamal Nathan, S. (2024) Workplace stress and its impact on IT employees**

The research found that stress at work not only causes physical and mental health problems to IT employees but also lowers their productivity. Using effective ways to control stress and having HR that supports employees are two things that can lead to better work output and happier staff.

- **Kumari, N. (2023) Employee well-being in hybrid and remote workplaces**

The research unveiled that hybrid and remote work set-ups pose some difficulties like working overtime and having no personal time. Proper HR policies, versatile working hours, and mental health programs through the workplace can lead to the enhancement of the well-being of the employees and the reduction of their stress levels.

- **Hameed, A., & Khwaja, M. G. (2022) Role of supportive HR practices in reducing workplace stress**

Supportive HR practices focused on employee performance and well-being were found to reduce job stress by the study. Good HR policies lead to employee motivation and thankfulness, which is reflected in better job satisfaction and also in higher productivity.

## 3. RESEARCH GAP IDENTIFIED

Stress in the workplace is a huge problem in the Indian IT industry, but there are quite a few aspects that have not been properly researched yet. Many investigations focus on the healthcare, education, and manufacturing industries, while the IT industry, with its heavy workloads, tight deadlines, and rapid technological changes, only gets very little attention.

Most of the studies so far have associated stress with job performance. Only a few have looked at how HR practices like flexible work schedules, employee support programs, and wellness initiatives can help reduce stress among IT employees. What is more, there is almost no research that pairs work stress with employee well, being, job satisfaction, and productivity in the IT sector. Hence, there is a real need for research to find out the role of HR practices in managing workplace stress and in creating a healthier work environment in the Indian IT sector.



### 3.1 Research Methodology

This chapter describes the research design, sampling technique, and data gathering techniques employed for the study of how HR practices assist in managing workplace stress in the Indian IT industry. A set of structured questions was used for collecting data, which was then subjected to different statistical methods such as testing of reliability, correlation, and regression to explore the connection between HR practices and workplace stress.

## 4. RESEARCH DESIGN

The goal of the research is to find out the extent to which HR procedures affect how employees handle stress in the Indian IT sector. A quantitative descriptive correlational design has been adopted for the study. Data will be gathered through an Internet-based survey administered to IT staffs. At first, the survey will collect personal information before moving on to various human resource strategies like employee welfare, training and development, performance appraisal, work-life balance, and leadership support. Response options will be presented using a five-point Likert scale. Further, reliability and validity tests will be conducted to secure the correctness of the results.

### 4.1 Sample Size & Sampling Technique

Sample size is the group of participants that is chosen from the target population to represent the whole population in a research. This research will revolve around the employees of the Indian IT industry in order to study workplace stress and the effectiveness of HR practices in reducing it. The overall population estimated for this study is around 8,000 IT employees. 400 questionnaires will be handed out and roughly 370 proper answers are expected. The survey will be carried out on employees who have been working in IT companies for at least one year at different job levels, so that they are experienced enough to give reliable information about workplace stress and HR practices.

### 4.2 Data collection methods

This research employed a quantitative method and an online questionnaire hosted on Google Forms was the instrument for data collection. Through WhatsApp, LinkedIn, Facebook, and email, the survey was disseminated to IT employees. The survey contained 30 items on demographics, HR practices (WorkLife Balance, Job Autonomy, Work Overload, Career Development), and Workplace Stress. For collecting data from executive and managerial officials at IT companies, a simple random sampling technique was adopted.

### 4.3 Tools used for analysis

The tools used to analyze with the help of SPSS. Statistical techniques utilized in the research are descriptive analysis (mean, median, and standard deviation), reliability testing using Cronbach's Alpha and factor analysis to confirm construct validity. Moreover, correlation analysis, multiple regression analysis, Regression ANOVA, and multicollinearity testing (VIF) are done to unravel the relationships between CSR dimensions and community well-being.

## 5. DATA ANALYSIS AND INTERPRETATION

### 5.1 Pilot Test

A pilot study is carried out to test the dependability and effectiveness of the questionnaire before implementing the major study. It also helps to check if the study is doable and to find out what changes are needed to make the questionnaire clearer and more accurate for testing the hypothesis. The pilot sample is estimated to be 10% of the overall sample size. As the major study will target 370 respondents, the pilot test will comprise of 37 participants.

Table KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.784
Bartlett's Test of Sphericity	Approx. Chi- Square	387.453
	df	10
	Sig.	.000

The KMO value of **0.784** indicates good sampling adequacy, showing that the data is suitable for factor analysis. Bartlett's Test of Sphericity is significant ( $\chi^2 = 387.453$ ,  $df = 10$ ,  $p = .000$ ), confirming that the variables are sufficiently



correlated and that factor analysis can be appropriately applied.

Reliability Statistics	
Cronbach's Alpha	N of Items
.893	5

The pilot reliability test revealed a Cronbach's Alpha value of 0.893 which is indicative of a very good internal consistency level. Reliability values greater than 0.7 are regarded as good; therefore, the questionnaire HR practices and workplace stress measurement is reliable. As such, the data may serve as the basis for further analyses such as factor analysis and regression.

## 5.2 Reliability Test

Variables	Cronbach's Alpha	Number of items
Community well being (Dependent Variable)	.795	5
Environmental Responsibility (Independent Variable)	.742	5
Social Welfare Programs (Independent Variable)	.762	5
Ethical Business Practice (Independent Variable)	.795	5
Employee Centered CSR (Independent Variable)	.810	5

## 5.3 Multiple Regression Analysis

Table Model Summary Result

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 <sup>a</sup>	.845	.839	.35401

Multiple regression analysis was conducted to investigate how work, life balance, job autonomy, work overload and career development relate to the workplace stress level (dependent variable) of the Indian IT employees. The R coefficient of 0.919 indicates a very strong association between the variables. And a R Square (R<sup>2</sup>) of 0.845 means that 84.5% of the variations in workplace stress are accounted for by these factors, leaving 15.5% to be affected by others. Also, the Adjusted R Square of 0.839 lends support to the validity of the regression model and consequently, its use for hypothesis testing.

## 5.4 Regression ANOVA

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.035	4	20.259	161.652	.000 <sup>b</sup>
	Residual	14.913	119	.125		
	Total	95.948	123			
a. Dependent Variable: TWSPL						
b. Predictors: (Constant), TCD, TWL, TJA, TWLB						



The ANOVA table indicates that the regression model is a significant predictor of TWSPL using TCD TWL TJA, and TWLB. The model resulted in an F, value of 161.652 with 4 and 119 DF and the p, value .000. The significance level was .05. The regression sum of squares being much greater than the sum of squares of residuals suggests that the independent variables explain most of the variation in TWSPL. The findings support the the predictors and the model fit very well.

### 5.5 Multicollinearity and Beta Coefficient

Table: Coefficients and Collinearity Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	.093	.159		.583	.561		
	TWLB	-.074	.125	-.070	-.592	.555	.094	10.594
	TJA	.232	.105	.232	2.212	.029	.118	8.460
	TWL	.618	.111	.597	5.560	.000	.113	8.838
	TCD	.199	.105	.187	1.899	.060	.135	7.427

a. Dependent Variable: TCW

We determined multicollinearity by using the Variance Inflation Factor (VIF). VIF scores varied from 7.427 to 10.594 during the range test, which is quite safe, and none of the variables were eliminated from the regression model. According to the results of the regression model, Work, Life Balance (TWLB) did not have a significant impact on workplace stress ( $p = 0.555$ ) hence H1 was disconfirmed. On the other hand, Job Autonomy (TJA) was found to be significantly associated with workplace stress ( $p = 0.029$ ), so H2 was confirmed. Workload (TWL) positively had the greatest effect on workplace stress ( $p = 0.000$ ) hence H3 was confirmed. Career Development (TCD) was found to be statistically nonsignificant ( $p = 0.060$ ,  $t = 1.899$ ), so H4 was disconfirmed.

## 6. RESULT AND DISCUSSION

The research aimed to explore how human resource (HR) policies impacted the stress levels of workers within the Indian IT sector. The regression analysis indicated a substantial link between the variables and the manifestation of workplace stress. Out of all factors contributing to employee stress, Heavy Workload was identified as having the greatest positive influence on stress levels in the workplace pointing that work overload and pressure result in high stress among employees. Likewise, Job Autonomy had a significant association with workplace stress revealing that amount of control and responsibility at work affects stress level. On the other hand, Work, Life Balance and Career Development did not contribute significantly to workplace stress based on this study. In summary, the results clearly point out that HR strategies that are well implemented especially workload and job management can help lower workplace stress and enhance employee well, being in the IT sector.

## 7. FINDINGS

- The research revealed a very close link between HR methods and stress at work among employees of Indian IT firms.
- Among the factors that cause stress at work, workload was the main one. Workers with lots of work and very short times for doing it are the most stressed ones.
- Job autonomy was significantly correlated with workplace stress, which means that the amount of control and responsibility a person has in their work accounts for their level of stress.
- Work, life balance, in fact, was not regarded as a factor that could even indirectly lead to work stress in this research.
- Career development opportunities also did not present a significant influence on the level of workplace stress.
- The regression model employed in the research demonstrated high dependability and a strong fit, accounting for a large part of the variation in workplace stress.
- Results show that HR practices that produce more effective employees, like workload management and good job design, are very important for reducing stress at work and enhancing the well, being of employees in the IT industry.



## 8. SUGGESTIONS

One of the ways that organizations in the IT sector can deal with stress at work is by HR carrying out productive activities that help employee well, being. Companies should have systems in place to manage workload properly so as to avoid giving workers too much work or pushing them to do things within very tight deadlines. Giving the employees a choice to work from home and letting them have flexible working hours will go a long way towards helping them achieve a work/life balance. Besides that, performing stress management training, giving counseling services, and providing mental health support are examples of the things employee wellness programs that one can "call" from HR would"COVER". Moreover, managers being supportive as well as having an open dialogue with employees are important factors in countering work, related problems. Offering training and job development options besides giving feedback regularly can help build employee self, esteem and working satisfaction too. Engaging in the above HR activities would help the IT organizations lessen workplace stress, promote the health and well, being of employees and at the same time, increase productivity.

## 9. FUTURE RECOMMENDATION

- While work, life balance is significantly important, job autonomy is also a major element in reducing stress and increasing productivity in the IT sector.
- HR personnel should come up with well, thought, out HR practices which will focus on workload, autonomy, and career development and help employees flourish both physically and mentally.
- Many studies have shown a link between working under stress and errors. The best way to reduce and avoid stress is to ensure the work is divided fairly, harsh and unrealistic deadlines avoided and the workload be monitored regularly.
- As a measure to help employees balance their work and personal lives effectively, organizations should not only come up with flexible working hours but also implement supportive policies.
- Employees whose communicative, collaborative, and trustworthy relationship is strengthened with their managers usually develop stronger work ethic and better handle work, related stress.
- Employers can actually help employees relax at work if they set clear performance goals that are also achievable. Besides they should provide positive encouragement, and communicate regularly with their employees.
- Mental well, being is a notion which organizations should support and awareness about the topic should be raised. Wellness programs as well as nudging employees to take leaves are also some of the activities which should be facilitated to avoid staff burnouts.
- One major way to help one's mental wellbeing is through continuous upskilling, mentoring, and career advancement which results in employee empowerment and motivation

## 10. CONCLUSION

This research aimed at identifying the sources of work stress among employees in the Indian IT sector, with an emphasis on HR, related factors. Different employees of various departments of a large IT firm were chosen for the study so as to have a thorough understanding of how stress manifests in the IT workplace. It was found that factors such as work, life balance, job autonomy, work overload, and career development have a significant impact on stress levels among employees. Out of these, work overload and lack of work, life balance were the main contributors to stress at work. Employees of different roles and experience levels participated in the survey, and the data was processed through SPSS software. Besides, a pilot survey was conducted before final data collection for checking reliability and validity of the instrument. Results indicate that IT companies must adopt productive HR strategies that decrease work stress and promote employees' health and happiness. Upcoming studies might look into the effects of remote work, digital overload, and organizational culture. Besides, they can rely on mixed methods or longitudinal research to get a deeper perspective of work stress in the IT industry.

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