

**“An Empirical Research on The Impact of Work Stress on Employees'  
Productivity in IT Companies in Selected Cities of Gujarat”**

**SYNOPSIS**



**The Maharaja Sayajirao University, Vadodara**

The Award for The Degree  
of

**Doctor of Philosophy (Ph.D.)**

Commerce and Business Management

[Under the UGC (Minimum Standard and procedure for Awards of  
M.Phil./Ph.D. Degree) Regulation, 2009]

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**May 2024**

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# **1. INTRODUCTION**

## **1.1 General Background:**

Human Resource Management has become one of the most crucial functions in an enterprise as companies get more job. Employees of each company are considered the ultimate asset and there are established facts that companies that conduct appropriate strategic planning have achieved desirable impacts both in the form of employee productivity and corporate earnings. As a human resources edge, companies are now spending more and more in their human resource department and their growth seems to be the only thing that can differentiate one organization from another. The evolving trend is that with each passing day, a diverse pool of workers has been working together. Employees of various ages, gender, seniority in the organization, work experience, training, religious convictions, regions, caste, nationality, personality, culture, language continued to work together.<sup>1</sup>

Stress is a physical and mental disorder that arises when assets do not fulfill the interest of an individual in a situation of pressing factor. Work stress is usually experienced more often than not in our lives spent at work, so it has inevitably been found to affect individuals in each region. Stress is seen as an important factor nowadays, which is rapidly increasing the non-attendance rate of employers and employees. This happens more in the public domain, where 50 percent of employers reported non-attendance due to stress. Job over-burdens, the styles of the executive, non-work variables, for instance, relationships with family and work environment partners, are the main drivers of stress. The expense disclosed due to stress in the public sector is 800 pounds for each representative a year, while in the private area it accounts for 446 pounds for each worker each year. (Mill operator and Phipps, 2011).

Work stress is seen as an overall problem over several years and is continuously increasing in the U.S. Also, other countries where the company is rapidly expanding. Helpless pay packages, long working hours, harassment by employee supervisors are the important reasons for employee stress. Occupational stress has an overwhelming number of unfortunate consequences on both individuals and partnerships. Extreme complications associated with stress are the occurrences of hypertension and heart attacks. The increasing nations where stress is rapidly evolving are India, Russia, China, Brazil, Turkey, and other Eastern European nations. Occupational stress affects the financial and non-money-related costs not

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<sup>1</sup> Retrieved from Thesis Himani Sheth\_707932 IT.pdf as on 22-01-2021

only of the workforce but also of the associations. These costs are used to treat the wounds associated with work and well-being. Money-related expenses are used to recover workforce strength and lower employee morale and truancy are recovered through non-money-related expenses.

The working cycle is critical during an individual's life expectancy because it is directly associated with stress. The last fulfilment and high-stress level are periodic perceptions of those associations where workers are not handled as required. Stress is highly harmful to the human body, causes circulatory pressure, sugar, reduced stomach-related framework behaviour and reduced pee yield by concealing the resistant framework. Stressful workers have been granted genuine. Diseases that cause low productivity. Stress and mental problems are transformed into important regions of study in the working environment in almost every association, given the well-being area. The area of wellbeing is sensitive and vital. The section in an economy where workers perform their responsibilities only about 12 hours a day than they cannot perform their orders under these circumstances that lead to a decrease in productivity.

Data Innovation (IT) has an extraordinary rise in India due to the globalization of the Indian economy and the empowerment of government strategies. A non-stop pressing factor can be seen among IT experts in the IT industry to deliver viable types of support skilfully and must be realistic. Because of the consistent physical and mental stress of their job, IT experts are inclined to create a lot of well-being-related issues. A corrosive peptic infection, liquor misuse, asthma, diabetes, exhaustion, cerebral strain discomfort, hypertension, sleeping disorder, irritable bowel disease, psychoneurosis, sexual brokenness, and skin diseases, such as psoriasis, lichen planus, urticaria, pruritus, neurodermatitis, and so on, Globalization and privatization assume a critical. The IT industry needs to turn itself into one of India's fastest growing companies.

Stress is an extraordinarily natural wonder in the present competitive environment. It is a situation in which an individual's normal mental and actual soundness may be distressed. Two components, particularly limitations and requests, are associated with stress. The specifications keep us from doing what we want. While the curiosity alludes to the lack of anything desired. The human body seeks to adapt to different situations or the changing world around it. The body puts extra effort into this loop, which creates stress. Stress annoys the regular functioning of the body. Generally, tension isn't destructive.

It allows the person to function properly in the firm. Coronary episodes and mishaps can be caused by stress. Interestingly, a specific form of stress is typical and fundamental. In the post-advancement era, the Indian IT region has seen tremendous development. To accomplish their objective attempt to use the labour at their greatest, the IT companies. Thanks to wild tension, this triggers mental disorders. More than half of IT Experts face stress-related issues. The outstanding burden and time for workaholic attitude are the fundamental descriptions behind the rationale of stress in this area.

### **1.2 Origin, Terminology and Definition of Stress:**

The time period pressure has become first employed in a natural context utilizing the endocrinologist Hans Selye inside 1930. Appley and Cofer (1964) " a condition of a life form when an individual see that his well off is at serious risk and he should utilize his energies for security". Goodell and Wolf (1968) "a viable state inside a creature in response to an interest for change". He later broadened and popularized the idea to consist of beside the point physiological responses to any call for. In his utilization pressure refers to a situation and the stressor to the stimulus causing it. It covers an extensive range of phenomenon from slight infection to drastic disease that could reason extreme health breakdown. (Wikipedia website, 2015)

Regular to Robbins (2004), stress is a dynamic scenario in which a man or woman is confronted with a possibility, constraint, or name associated with what he goals and for which the very last consequences are gave the impression to be both uncertain and essential. From this definition you may say that stress isn't usually horrible, it additionally has a pleasant price whilst it offers the potential to benefit. Moorhead and Griffen (1998) additionally described strain as someone's adaptive response to a stimulus that places physical and intellectual demands on someone. similarly, Sherman, Bahlander, and Snell (1996), additionally defined stress as any adjustive call for on a man or woman due to bodily, emotional, or intellectual factors that require coping conduct.

Also, Taylor, Shelley (1995) describes stress as a negative emotional revel observed with the aid of predictable biochemical, physiological, cognitive, and behavioural modifications which are directed either in the direction of altering the activities or accommodating its consequences. Again, Bennett (1994) defines pressure as a wide series of bodily and mental signs and symptoms that outcomes from problems skilled with the resource of someone even as attempting to adapt to surroundings.

### **1.3 Types of Stress:**

#### **1.3.1 Acute stress**

Acute stress is the most common form of stress among humans worldwide. Acute stress deals with the pressures of the near future or dealing with the very recent past. This type of stress is often misinterpreted for being a negative connotation. While this is the case in some circumstances, it is also a good thing to have some acute stress in life. Running or any other form of exercise is considered an acute stressor. Some exciting or exhilarating experiences such as riding a roller coaster is an acute stress but is usually very enjoyable. Acute stress is a short-term stress and as a result, does not have enough time to do the damage that long term stress causes.

#### **1.3.2 Chronic stress**

Chronic stress is unlike acute stress. It has a wearing effect on people that can become a very serious health risk if it continues over a long period of time. Chronic stress can lead to memory loss, damage spatial recognition and produce a decreased drive of eating. The severity varies from person to person and also gender difference can be an underlying factor. Women are able to take longer durations of stress than men without showing the same maladaptive changes. Men can deal with shorter stress duration better than women can but once males hit a certain threshold, the chances of them developing mental issues increase drastically.

### **1.4 Sources of Stress:**

**(Matthews G, 2001) Definable stress may come from four different sources.**

- The Environment

The atmosphere will provide you with a barrage of conflicting demands for you to adapt. Weather, noise, crowding, pollution, traffic, an unhealthy climate, substandard housing, and crime are all examples of environmental stressors.

- Multiple stressors:

May occur as a result of the demands of the various social roles we occupy, such as parent, spouse, caregiver, and employee. Deadlines, financial issues, work interviews, presentations, disputes, demand for your time and energy, loss of a loved one, divorce, and co-parenting are several examples of social stressors.

- Physiological stressors

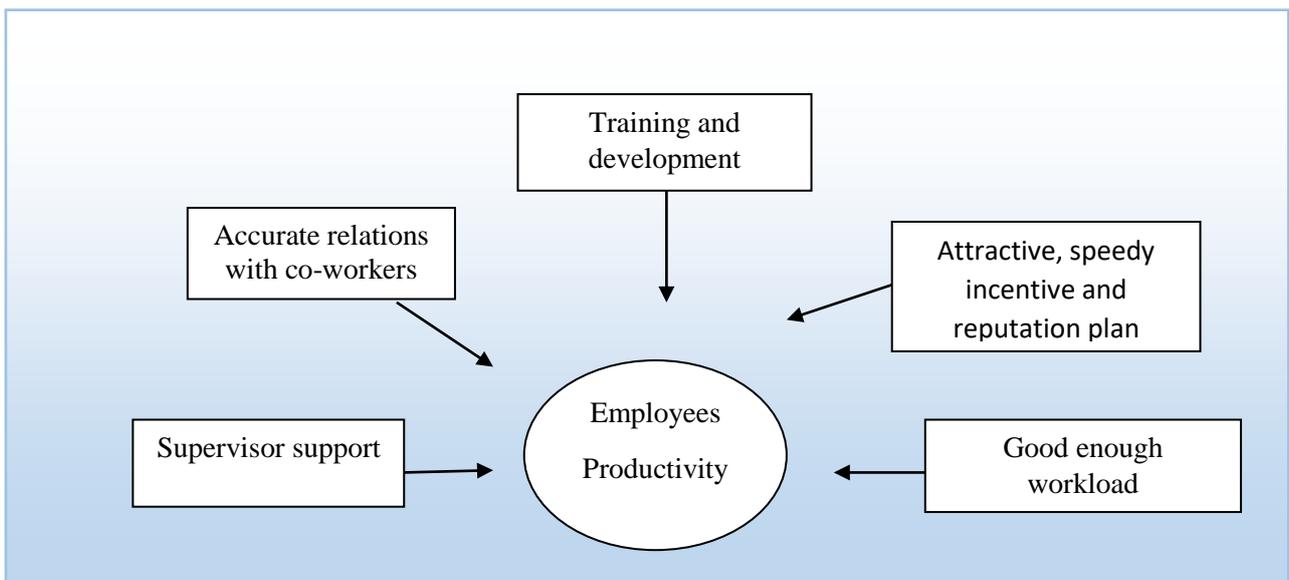
Conditions and events that affect our bodies may be felt as physiological stressors. Adolescent rapid development, menopause, illness, ageing, giving birth, injuries, lack of exercise, inadequate diet, and sleep disruptions are all examples of physiological stressors.

- Thought

Your brain interprets and perceives circumstances as unpleasant, challenging, uncomfortable, or fun depending on your thoughts. Any life circumstances are stressful, but it is our understanding of them that decides whether or not they are a concern.

### 1.5 Factors constituting working environment and their impact on Productivity:

The above parent indicated the impact of factors that have been decided on to symbolize the running environment and their effect on productiveness.



(Factors constituting working environment and their impact on Productivity.)

- Supervisor support:

It way the position played by using the supervisor in equipping know-how with process understanding. It additionally method the extent of price given by way of the supervisor to worker contribution and cares about worker properly-being.

- Accurate relations with co-workers:

Relation with co-workers includes members of the family with personnel who are on the equal hierarchical level and haven't any authority over each other.

- Training and development:

Schooling means the planned and systematic change of behaviour through getting to know events, activities, and packages which bring about the members achieving the stages of expertise, skills, talents, and skills to perform their work correctly.

- Attractive, speedy incentive and reputation plan:

Economic and non-economic blessings plan advanced as the result of employees' achievement of particular goals.

- Good enough workload: It's miles the depth of work undertaking or the amount of labour done via the employees.

### **1.6 Causes, Coping, & Consequences of Stress at Work:**

Workplace stress, commonly due to worry and uncertainty in turbulent monetary times, reduce productivity and generally harms employee morale. Dealing with workplace stress involves every worker taking obligation for preserving well-being, averting commonplace reactions to strain, and improving communication talents. This can assist hold higher relationships with co-people, managers, and employees.

- Signs and Symptoms

common causes of strain at work include worry of layoffs, extended demands, the pressure to carry out, and unrealistic goals. chronic pressure reasons human beings to sense demanding, cranky, or depression. some may additionally have problems dozing, concentrating, or lose interest in activities. bodily manifestations include complications, digestive troubles, and greater.

- Approaches

Turning to cigarettes, alcohol or tablets not often offers greater than brief remedy. higher alternatives to dealing with stress include getting everyday exercising, eating well, and getting enough sleep. employees feeling overwhelmed with an excessive amount of work want assist growing an extra balanced agenda to keep away from turning into overcommitted. planning ordinary quick breaks far from paintings at some point of the day

can assist loosen up and recharge busy business specialists. talking with others and the use of humour to reduce tension additionally help cope.

To reduce uncertainty and stress, managers have to set clean expectancies with employees. They must speak regularly and inspire participation in choice-making. spotting personnel for difficult work and dedication show personnel they're valued and can also cause improved productiveness. To provide a constant, safe environment for all personnel, managers need to establish policies to eliminate harassment and unfair remedy.

- Impact

some worry and stress are regular and vital. but too much will affect productivity, causing product defects, service delivery problems, and different operational metrics to suffer. results of too much pressure consist of absenteeism and employee turnover, employee mistakes, interpersonal conflicts, and employee tension. stress aggravates current demanding situations and can spread to disrupt a whole group.

- Consequences

with the aid of prioritizing duties, breaking large initiatives into smaller components, and delegating duty as appropriate, personnel can discover ways to allow pass of controlling the whole thing, which could create pointless stress. by way of resisting perfectionism, human beings also can avoid unnecessary strain this is often self-imposed. through lowering muddles, preserving to-do lists, and wondering positively about interactions, personnel can regain the strength and motivation important to characteristic efficiently at paintings and domestic.

- Reputation

They want to successfully react to pressure is a global hassle, in keeping with the world fitness company. extra coronary heart attacks occur on Monday mornings than at another time of the week. with the aid of admitting they're burdened, people can expand abilities in pinpointing issues and managing the bad aspects of each day hassles, life occasions, or even catastrophic conditions.

### **1.7 Impact of Stress on Productivity:**

Whether or not its miles related to family, health, work, or faculty, everybody's stories strain at some time. It is physical and mental and is often due to lifestyle events, which include trade-in responsibilities, activity loss or merchandising, demise of a loved one, or infection.

Even though stress may be useful, it is able additionally to be a disadvantage, mainly in terms of task productivity. Pressure can have a considerable effect on your physical and intellectual well-being, which may additionally, in the long run, affect your productiveness. Right here are a number of the signs and symptoms that stress is negatively impacting your productivity.<sup>2</sup>

- **Lack of energy:** Although pressure is understood to offer you a burst of adrenaline, following the initial burst, it's going to hastily drain your electricity, which in the long run leaves you emotionally and physically drained. the dearth of physical and mental energy can prevent you from doing all your excellent, to have a widespread effect on productivity.
- **Lack of focus:** appropriate manufacturing requires focus, but stress will take over your mind, making it extremely hard to attend to the task at hand, due to the fact you're extra targeted on what brought about your strain.
- **Regular fear:** have you ever been so consumed with fear about something which can occur? pressure has a manner of taking on some time by way of making you constantly worry approximately something that could or might not happen; this is time misplaced that would be spent on more effective obligations.
- **Decreased creativity:** Being careworn reasons your mind to wander, preventing you from locking in on new ideas. It basically limits your ability to provide you with innovative, new thoughts.
- **Negative effects on personality:** now not simplest does strain affect your emotions and physical skills; however, it also affects your persona. as an example, you could snap at friends without realizing which you are doing it, or you could turn out to be indignant and/or yell at others without understanding you're doing it. many jobs require teamwork in a few shapes, so when you are snapping, moody, or yelling at friends, it affects your capacity to be efficient, plus it influences the productivity of friends.

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<sup>2</sup> Retrieved from: <https://www.business.com/articles/stress-and-productivity-what-the-numbers-say/> as on 14-02-2021

### **1.8 How stress affects company productivity:**

One of the lines of the most not unusual ways that influence the general production of an agency is thru absenteeism. Research has shown that personnel who're suffering from immoderate degrees of stress are prone to commonplace unwell days. Stress-associated symptoms encompass issue drowsing, excessive blood strain, and complications that take a toll on the individual, inflicting even people with desirable attendance to begin lacking more and more work stress.

Those are a few extraordinary methods strains may additionally affect your business enterprise's productivity:

- **Staff turnover:** Pressure in an employer also can motive pressured personnel who have the choice to discover a much less traumatic project. This in the end creates issues with a boom in staff turnover, which forces your organization to place extra investment and time into hiring and schooling new employees.
- **Tardiness:** Nearly every business enterprise has a few folks who now and again war with being on time, but while employees who are generally punctual start to have a growth in tardiness, it is able to be an instance of pressure. this may be due to the reality that stress and tension frequently interrupt sleep, which makes it extra tough to awaken inside the morning.
- **Peer relationships:** Unluckily, stress moreover prevent in any other case energetic conversationalists from interacting with their friends. this is frequently due to the setting apart themselves and being disadvantaged of the power required to make small
- **Talk or polite conversations:** the shortage of peer relationships and communication may additionally ultimately affect the organization's productivity.
- **Quality of work:** stress can cause fatigue, adjustments in character, withdrawal from others, and a decrease in enthusiasm, all of that may considerably affect the productiveness of your commercial enterprise corporation.

### **1.9 IT industry in India<sup>3</sup>:**

India is the world's biggest sourcing target for the data innovation (IT) industry and records for about 67 for every penny of the US\$ 124-130 billion market. The company utilizes about 10 million employees. Other than that, the IT sector played a key role in changing the country's monetary situation and helped India write a cheque in the global economy. With respect to the same few IT companies worldwide have set up their advancement focuses on India. The Indian education section also noted benefits from the point of view of the IT industry, particularly in computing and engineering. The Indian IT and ITeS industry are segmented into four important portions–Business Process Management (BPM), IT assistance, Equipment & Program products and Technology services. The Indian IT sector is projected to grow at a rate of 12-14 per cent for FY 2016-17 in constant currency aspects segment is further expected that would triplicate its current yearly income to reach US\$ 350 billion by FY 2025.

Indian IT's base abilities and qualities have dragged in large initiatives from significant nations. The PC equipment and programming segment in India pulled in combined Foreign Direct Investment (FDI) capital flows worth US\$ 22.83 billion between April 2000 and 10 December 2016, as per information discharged by the Department of Industrial Policy and Promotion (DIPP).

Leading Indian IT companies including Infosys, Wipro, TCS and Tech Mahindra, are expanding their offerings and exhibiting guiding thoughts in square chain, substitute awareness to markets using innovation centre points, creative job focuses, with a clear end goal to render separated offerings. In the Union Budget 2017-18, the Government of India mentioned the accompanying key recommendations: The Government of India has distinct Rs 10,000 crore (US\$ 1.5 billion) for BharatNet prolong underneath which it expects to give speedy broadband to greater than 150,000-gram Panchayats by way of 2017-18. PM of India, Mr Narendra Modi, has propelled the Bharat Interface for Money (BHIM) application, an Aadhaar-based versatile instalment software that will allow customers to make superior instalments barring the use of a savings or cost card. The utility has as of now done the attribute of 10 million downloads. (IBEF,2017)

IT groups in India have a large contribution to the increase of the economy. India is at the cusp and one of the fastest-growing economies in the world. Therefore, thus is a precise area

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<sup>3</sup> Retrieved from Thesis Himani Sheth\_707932 IT.pdf as on 14-02-2021

for IT companies to work and flourish. India has the best possible share of early life which makes it a beneficial vicinity for IT companies. IT groups refer to all these corporations that provide technological know-how as a provider in the shape of helpdesk, software, etc. In the IT region alone, there are forty lakh employees. And statistically talking there are lakhs of energetic IT corporations presenting an array of offerings to their customers. (According to April 20,2021) **Below is the list of top 10 IT companies in India for the year 2021**

**Table 1 – Top 10 IT companies in India – 2021**

<b>Rank</b>	<b>Company Name</b>
<b>1.</b>	Tata Consultancy Services
<b>2</b>	Infosys Pvt Ltd
<b>3</b>	HCL Technologies
<b>4</b>	Wipro Limited
<b>5</b>	Redington India Ltd
<b>6</b>	Tech Mahindra Ltd
<b>7</b>	Larsen and Toubro Infotech
<b>8</b>	Mphasis Ltd
<b>9</b>	Mindtree Ltd
<b>10</b>	Hexaware Technologies Ltd

(Sources: <https://thingsinindia.in/it-companies-in-india/>, <https://indiancompanies.in/top-10-it-company-in-india/>)

## 1.10 IT industry in Gujarat

The IT industry is constantly seeking out new venues for development and Gujarat is sincerely rising as a brand-new IT hub. The IT organizations in Gujarat are aiming 20 % increase in this economic three hundred and sixty-five days and it's going to awareness on product improvement and international access. Gujarat as a nation has some of blessings over others like greater than 65% population is underneath 35 years of age, a stable infrastructure and an improved well known of understanding of English. The authorities of Gujarat have already added to the improvement of IT area by the usage of installing region info city at Gandhinagar.<sup>4</sup>

And has introduced a brand-new commercial insurance in 2003. A couple of SEZs has been installation in cities like Ahmedabad, Gandhinagar and Vadodara. A software program era park is being lined up at Rajkot, Surat and Jamnagar. The country has maximum tele density and the quality tele communication facility.

IT groups are consequently to enter a virgin but stated location. instructional establishments at the side of the government are working closer to the improvement of expert human belongings who can add a fee to the IT industry in Gujarat and take it to the following degree. searching at the speed of improvement, low crime record, safe surroundings, and alluring mindset of the nation, people from throughout India are eager to go back and paintings inside the kingdom of Gujarat.

1.10.1 'IT sector in Gujarat may attract Rs 2 lakh crore investment by 2021'.

In the year, from 2020-21 the report states that investment in the IT sector in Gujarat can go up to Rs 2 lakh crore: AHMEDABAD: overall incredible investments attracted by way of Gujarat inside the information technology (IT) region might also cross Rs 2 lakh crore with the aid of FY 2020-21 from over Rs 35,000 crore in FY 2015-16, industry body ASSOCHAM said these days. Investments attracted utilizing Gujarat in the IT area elevated from a meagre Rs seven-hundred crore in 2005-06 to over Rs 35,2 hundred crores in FY 2015-sixteen, thereby clocking a compounded annual growth fee (CAGR) of approximately forty-eight in line with cent in the course of the decadal period," ASSOCHAM stated in a launch based totally on an IT zone unique investment analysis carried out employing it.

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<sup>4</sup> Retrieved from Thesis Himani Sheth\_707932 IT.pdf as on 14-02-2021

overall outstanding investments attracted by way of the IT zone across India had grown at a CAGR of a little over 17 consistent with cent, from approximately Rs forty-six,280 crores to over Rs 2.2 lakh crore as of 2015-16, it stated based on facts analysed using the ASSOCHAM financial research Bureau (AERB).<sup>5</sup>

While Karnataka ranks at the pinnacle with approximately one-fourth (24 consistent with cent) proportion in trendy awesome investments attracted by IT place among Indian states, Gujarat (sixteen consistent with cent) stands 2d, the enterprise body delivered. this is followed by using way of Kerala (thirteen consistent with cent), Andhra Pradesh (12 in step with cent), Tamil Nadu (6.6 in keeping with cent), Maharashtra (5.1 percentage), Haryana (five.1 percentage), West Bengal (four. five consistent with cent) and Telangana (four.4 in line with cent), as of 2015-16, it stated. inside the destiny, through using FY 2020-21 the record states that funding inside the quarter in Gujarat can cross up to Rs 2 lakh crore. With gift-day infrastructure, an included IT coverage, and a sturdy reputation in the direction of the improvement of human belongings and understanding available, Gujarat provides conducive surroundings for IT organization, said the organization body. "Uninterrupted strength delivers, streamlining regulatory method at a single factor together with a fast furnish of approvals, clearances, permissions required to settle a business agency transparently can also pass an extended manner in attracting buyers in large numbers," it said. the proportion of IT sector funding in standard investment in Gujarat has moreover grown from zero.2 in line with cent out of approximately Rs 3 lakh crore in 2005-06 to spherical 2. five in keeping with cent<sup>6</sup> out of universal investments certainly worth over Rs 14 lakh crore as of 2015-sixteen, ASSOCHAM stated.

"Gujarat not only accounted for second highest share in terms of total outstanding investments attracted by IT sector across India but also clocked second highest decadal CAGR after Andhra Pradesh (51 per cent)," the discharge quoted DS Rawat, secretary-trendy of ASSOCHAM, as pronouncing. ASSOCHAM is additionally referred to as for the national government to "create an extra vibrant IT atmosphere, extra so as the increase of it'll boost the general improvement throughout the kingdom and similarly perk up its already strong

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<sup>5</sup> Retrieved from: <https://cio.economictimes.indiatimes.com/news/strategy-and-management/it-sector-in-gujarat-may-attract-rs-2-lakh-crore-investment-by-fy21/56313859> as on 14-02-2021

production base." It is also referred to as for the Gujarat authorities to broaden Ahmedabad, Rajkot, Surat, Gandhinagar, and Vadodara as possible hubs for the IT/BPO area.

## **2. REVIEW OF LITERATURE**

The literature review is a cornerstone of research endeavors, which provides a more detailed and comprehensive understanding of the subject matter, its highlights gaps in existing knowledge as well as sets up the stage for the investigation into the subject. It also involves a systematic approach of examining and studying relevant academic articles, books, and other scholarly materials related to the subject of research. In the context of exploring work stress and how does it impact the employee productivity in the IT sector, a thorough analysis of various academic sources, including research papers, scholarly publications, reports, surveys and conference proceedings was conducted by the researcher. Upon scrutinizing of peer-reviewed journals as well as articles published, a concise and brief literature review was crafted, taking into account multiple factors identified during the review process. Some of the crucial factors considered included nature of work stress, its manifestations, contributing factors, and consequences on employee productivity. Moreover, the review also delved into subjects such as work & role related, job satisfaction, employees' productivity, and coping strategies, in the context of work stress among employees working in IT sector.

In addition, **Moorhead and Griffen (1998)**, defined stress as the flexible reaction of an individual to an enhancement that places physical and mental requests on an individual.

Stress is a powerful state, as indicated by **Robbins (2004)**, in which a person is faced with an incentive, imperative, or request associated with what he wants and for which the outcome is seen to be both dubious and important. One can tell from this description that stress is not really downright bad, it also has a positive value when it gives an anticipated rise.

**Gladies J. J. & Kennedy V. (2011)**, The author located a large correlation between Organizational weather and task pressure some of the women jogging in IT businesses of India. consistent with him, analysing a manner to govern stress is a completely crucial problem that needs to be developed in IT corporations on the way to reduce or get rid of the motives of strain and poor operating surroundings.

**Kavitha (2012)**, The item makes an area of expertise of the organizational position stress for the personnel inside the IT Sector. It additionally highlights those ladies face extra strain than guys in the enterprise to be greater precise married ladies face extra strain than single ladies.

**Charu M. (2013)**, In his, have study “impact of Occupational pressure on QWL: many of the friends of IT enterprise” said that higher stress is at once proportional to the tremendous hard work existence for IT professionals. He mentioned few factors especially straightforward pay shape, regular feature needs, supervisory guide, congenial task environment, functionality suit of the venture, position autonomy, and pressure that straight away affect the exceptional of work life. the primary motive for strain a number of the buddies of the IT industry is the fast exchange in an era.

**Satija S. & Khan W. (2013)**, In line with him Occupational strain is as identical as process strain that want to be controlled on the administrative centre in any other case it will have an effect on negatively worker’s artwork attitudes and conduct. He conducted an examination to research the connection between Emotional Intelligence and Occupational strain. The findings of his examination observed that Emotional Intelligence is a sizeable predictor of Occupational strain.

The stress level in the IT area was considered by **Satpathy, Patnaik, and Mitra (2014)**, As they need to continuously update their insights, people working in the field of information technology face more pressures. The numerous contributing elements and associated stress-secured ascribes are-wellsprings of role stress that is associated with work distress, job accomplishment is specifically established by the association's stress and workplace environment.

Stress was inspected at the lower level by **Anbarasan and Jaganath (2014)**, Stress was discovered to be a major problem (management workers, group pioneers, employees) and the findings were used to find answers to reduce employee stress and solutions were provided to boost the organization's productivity. The corporations were proposing an approach to reduce the stress by and the heavy remaining burden, by providing employees with sufficient training for the overnigher they do, to provide employees with a decent workspace that gives employees a wonderful vibe, to view employees designed and to actually treat them for the job they do that inspires employees to work all the more.

**Nair, Krishnan (2016)**, considered that stress in the IT field revealed that participants felt that they really are satisfied with the atmosphere in which they work and comfortable with

the employees' viable collaboration. The staff is satisfied with the working hours as they manage the night shift and morning shifts. In order to keep workers happy and more enthusiastic, the corporation should zero in on certain stress welfare programs. They also agree that employees work with intermediate pressure, which can strengthen their cultural backgrounds.

**Dr. Neeru Joshi & Dr. Kali Charan Modak (2018)**, conducted its survey to analyse in the organization higher level, middle level and lower level will have stress but the nature may be different. Various contributing factors and associated attributes for stress found are- sources of job stress that are linked. A Study on Stress Management in IT Sector with special reference to Infosys. A study on stress management among employees in the information technology sector at Chennai city.

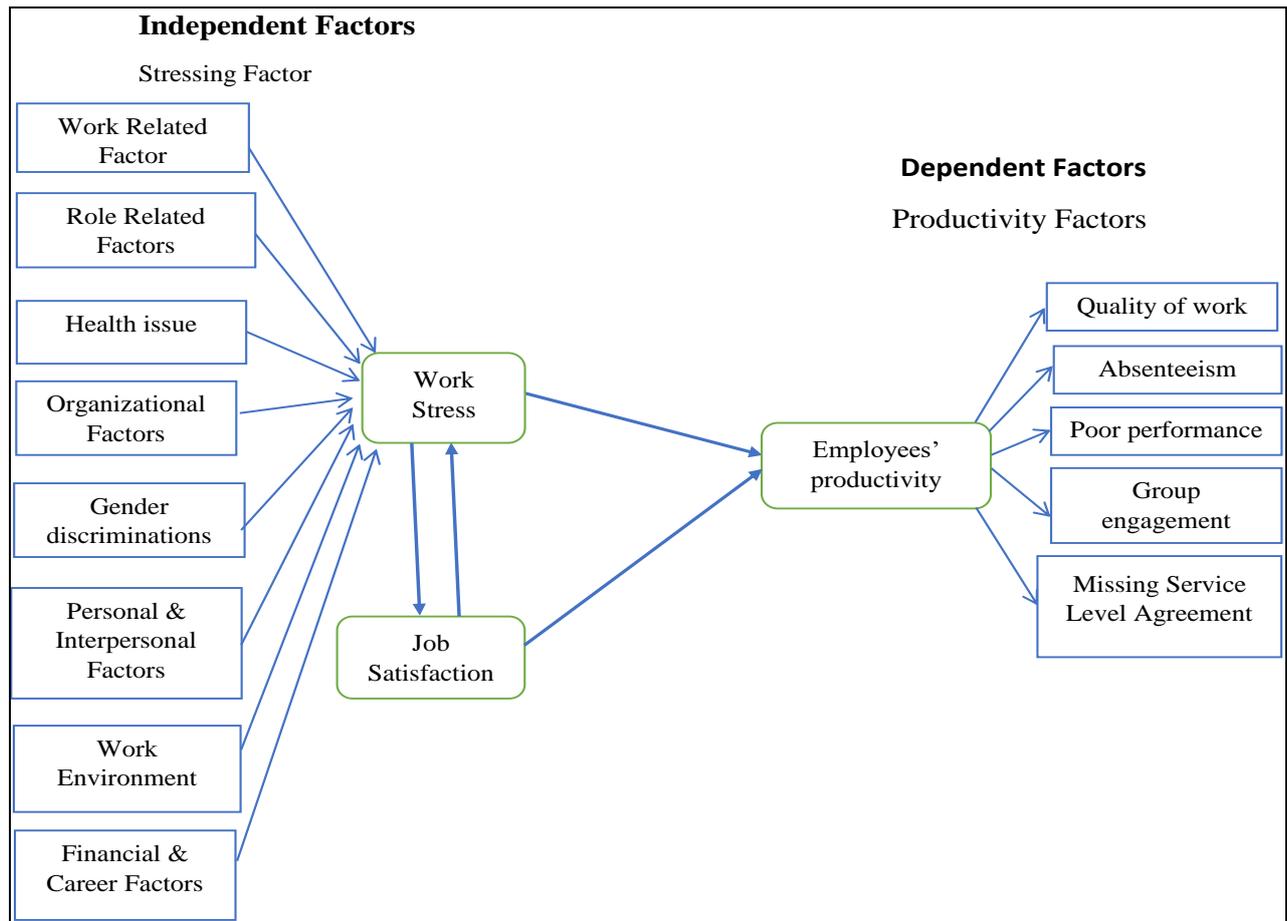
### **2.1 Conceptual Framework and Hypothesis:**

The proposed model has been devised for analysing the job stress and the impact on productivity on employees' working in the Indian information technology sector. For this purpose, required constructs have been identified through an extensive review of the literature and then these factors are extracted through exploratory factor analysis use factor analysis method along with varimax rotation method. Then the measurement models are tested using CFA at first order and second order. Finally, to establish the relationship between stress and productivity of IT employees, the Structural Equation Model (SEM) has been used. SEM is a combination of Psychometric and Econometric Analysis; it tests theoretical models; which uses the scientific method to test hypotheses and advance the understanding of the multiplex relationship among select constructs. The objective of the SEM analyses the extent to which the theoretical model is supported by the data sample.

**Proposed model to analyse relationship between Work Stress and Productivity of IT Employees in Indian IT Sector: Ref.<sup>7</sup>**

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<sup>7</sup> Retrieved from: <http://hdl.handle.net/10603/251717> as on 14-2-2021.



## 2.2 Hypothesis of the study:

To study the Impact of Work Stress on Employees' Productivity in IT companies in Selected Cities of Gujarat, the following five hypotheses have been framed.

- Null Hypothesis:

- (H1) There is no significant relationship between the Residential City of respondents on feel stressed with the demands of the work.
- (H2) There is no significant correlation between Work stress and productivity among the IT employees in IT Sector.
- (H3) There is no significant relationship between the monthly income of the respondent and employees' quality of work life depends.
- (H4) There is no significant relationship between Work Related Factor & Job Satisfaction.
- (H5) There is no significant relationship between Age of the respondent on organisation should adopt some stress management strategies.

### **2.3 Origin of the Research Problem**

There has been a number of valuable studies on impact of Work Stress on Employees' Productivity and whereas, been minimal research on impact of the Work Stress on Employees' Productivity in IT companies in Selected cities of Gujarat.

The purpose for selecting the subject factors main to Work-related stress is a reality of each human existence and as a rule, is capable by the IT experts. There the stress the board to a great extent influences the employees and their gainfully level. IT area is the one, which goes through powerful and quick change as far as innovation, programming, programs and so forth This simple stuff compels IT employees to be refreshed all through, consequently placing them under stress. The stress level as demonstrated by created economy explores is more in IT employees because of a host of causes from the working environment and home level.

Balancing work and family life at the same time became difficult for every IT employee in especially in the IT sector. Intensive stress most of the time creates massive problems among IT employees. The IT sector in India is a very dynamic and highly contributing sector to the growth of the Indian Economy. The sector provides varied services within the country and across borders. However, this sector has undergone many changes due to various factors at the domestic and international levels. The Job stress among IT employees affecting companies and their employees in Productivity at a large size. Stress Management can enable employees to improve their family and personal life. Apart from that there are only few researches works which talks about measuring the impact of all these factors on employee productivity in IT companies in the state of Gujarat.

### **3. RESEARCH GAP**

The primary goal of this research is to evaluate the effectiveness of the impact of Work Stress on Employees' Productivity in IT companies in Selected Cities of Gujarat. There has been a number of effective research studies on impact of Work Stress on Employees' Productivity. Furthermore, this research will also emphasize on the growth, challenges and how to overcome those challenges.

Whereas, there has been minimal research on impact of the Work Stress on Employees' Productivity in IT companies in Selected cities of Gujarat. Apart from that only limited number of researches talks about measuring the impact of all these factors on employee

productivity IT sector. Researched area and factors are one of the major challenges. The employees in order to reduce the anxiety and tension of the employees. The company should also provide training and development program to the employees that how to make decision in weak situation and during pandemic. Many companies ended up over-burden of work for outfitting workers to comply with the time limit. This can have mental and real effects for employees. The need for a continuous shift in the techniques of management, organization and the interest of individuals to work has been expanding. An effort has been made to study the impact of all these factors on employee productivity in IT companies in 4 major cities in the state of Gujarat. (Ahmedabad, Vadodara, Surat & Rajkot).

#### **4. RESEARCH METHODOLOGY**

Investigating the impact of work stress on employees within the IT sector is imperative due to its pervasive influence on various aspects of organizational functioning. Among all the other resources of a company, the human resource stands out as pivotal, with their well-being directly influencing the productivity, job satisfaction, and overall organizational performance in any organization. A detailed research is indeed required to understand work stress and its related implications to productivity levels, essentially for devising effective strategies to mitigate its adverse effects and optimize the productivity levels within IT firms.

Within this context, the primary objective of the research is to delineate various factors related to development of work stress, factors which increase or decrease work stress, as well as find out the factors mainly work productivity, which are adversely affected by it.

#### **4.1 Research Objective:**

##### 4.1.1 Primary Objectives:

- The Impact of Work Stress on Employees' Productivity in IT Companies in Selected Cities of Gujarat.

##### 4.1.2 Secondary objectives:

- To identify and prioritize the factors that cause work-stress among IT employees.
- To analysis the impact of work stress on the productivity of employees
- To investigate the impact of selected demographic characteristics of IT employees upon work-stress and its effect on productivity.
- To study the inter-relationship between the work-stress and job-satisfaction.
- To assess the impact of job satisfaction on IT employees.
- To provide coping strategies suitable for reducing stress at both personal level & organizational level.

- To visualize the influence of the quality of work on the productivity of IT employees' productivity.

## **4.2 Scope and Significance of the study**

### **4.2.1 Scope of the study:**

This study, “The Impact of Work Stress on Employees' Productivity in IT companies in 4 major cities in the state of Gujarat.” is restricted to the area of Ahmedabad, Vadodara, Surat, and Rajkot only.

### **4.2.2 Significance of the study:**

The results have revealed the main sources and level of stress being experienced by most of the IT employees in Selected Cities of Gujarat. The recognition of these facts would enable the appropriate authorities to take the necessary intervention steps to reduce the job stressors and level of stress and the negative consequences associated with them, particularly among those who said they were under much and extreme stress. This would help in IT sector to adopt appropriate coping mechanisms and control stressors so that they would find and operate at a level that is most comfortable to them and this will enable them to be more productive, effective and efficient in the productivity of their duties. Work stress is not being given the attention it deserves and so very little has been done as far as assessing the cause of stress on work place, employee's productivity within IT sector. It is in light of this that this study is deemed necessarily, as it will:

There has been a number of effective research studies on impact of Work Stress on Employees' Productivity. Furthermore, this research will also emphasize on the growth, challenges and how to overcome those challenges. The impact of Work Stress employee productivity in IT companies in 4 major cities in the state of Gujarat. (Ahmedabad, Vadodara, Surat & Rajkot).

## **4.3 Research Design:**

A research design outlines the methodical approach taken to conduct a study and tackle its research questions or objectives. It involves decisions about the methodology, how data will be collected, the techniques for sampling, and the procedures for analysing data. Essentially, it acts as a roadmap for researchers to gather, analyse, and interpret data in a systematic manner to achieve their goals. A well-planned research design aims to minimize bias, enhance validity and reliability, and ensure that the study yields credible and valuable

findings. Research design is an investigation undertaken to obtain certain ideas or solutions from our given questions or queries.

Since the present research aims to study the impact of work stress on employees within the IT sector and its effects on productivity levels, an exploratory design followed by a descriptive research design emerges as the most suitable approach. Exploratory research aims to explore a topic or phenomenon when little is known about it or when there is a need to gain a deeper understanding of the subject. As a result of it interviews were conducted with employees to explore their experiences of work stress in the IT sector and to potentially identify the stressors as well as coping mechanisms through qualitative data obtained from participants. Following it a quantitative approach was used such as descriptive statistics for e.g., mean, median, measures of variability, and inferential statistics. In conclusion, the researcher will use both quantitative and qualitative methods for data collection and analysis. The researcher wants to justify the characteristics of the respondents like Age, Residence, Gender, Occupation, Income, Work experience etc.

#### **4.4 Sampling Plan:**

##### 4.4.1 Universe and sample of the study:

For this study, “The Impact of Work Stress on Employees' Productivity in IT companies in Selected Cities of Gujarat.” the universe out of which selected IT employee would be taken as a sample by using a convenience sampling method:

- Ahmedabad
- Vadodara
- Rajkot
- Surat

4.4.2 Sample Unit: According to The UN - World Population Prospects “young employee (The UN, for statistical consistency, defines „youth“, as those persons between the ages of 18 to 34 years in the Indian context) are person with the age of 18 to 34.

**According to National Youth Policy “Youth in India” -2017 Report** published by Central Statistics Office, Ministry of Statistics and Programme Implementation, Government of India “defined „youth“ as persons in the age group of 15-29 years. In the present report, we have adopted 15-34 years as youth as adopted in the earlier report in order to show trend and

changes over long period of time. “So, for present study Youth is defined as persons between the age of 15 to 34 years.”<sup>8</sup>

#### 4.4.3 The Sample Size:

Formula for determining Sample Size's  $n = \frac{p(1-p)z^2}{e^2}$

n = required sample size

p = the estimated population proportion (based on the researcher's judgment and estimate that 30 percent (0.30) of the target population including IT employees and employers. The questionnaire will include close ended and open-ended questions both.

z = suppose the level of confidence is 95 percent (associated z value is 1.96)

e = Margin of error (5%) = + or - 0.05.

#### Calculation of Sample Size:

$$n = \frac{0.30(1-0.30)(1.96)^2}{(0.05)^2}$$

$$n = \frac{0.3(0.7)(3.8416)}{0.0025}$$

$$n = \frac{0.8067}{0.0025}$$

$$n = 322.69 \text{ so the sample size is } \mathbf{330 \text{ (Rounded off)}}$$

Based on a sample size of 330, considering four selected cities as four strata, the total sample size can be determined as (i.e.,  $330 \times 4 = 1320$ ).

The total sample size for four cities is given in the following table. As the size of the population is different in all selected four cities, the Stratified Random Sampling method (Proportional Allocation) is used and the city-wise allocation of the sample is calculated as follows.

#### Stratified Random Sampling (Proportional Allocation): $n_i = n \frac{N_i}{N}$

N

Where  $i = 1, 2, 3, 4$

n = Total sample size (1320)

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<sup>8</sup> Retrieved from: [https://www.thehinducentre.com/multimedia/archive/03188/Youth\\_in\\_India-201\\_3188240a.pdf](https://www.thehinducentre.com/multimedia/archive/03188/Youth_in_India-201_3188240a.pdf) as on 16-20-2021

$n_1, n_2, n_3$  and  $n_4$  = required total sample size for each group (Ahmedabad, Surat, Vadodara, Rajkot)

$N_1, N_2, N_3$  and  $N_4$  = Size of population for each group (Ahmedabad, Surat, Vadodara, Rajkot)

$N$  = Sum total of population of all four groups

By applying formula sample size is calculated as follows: (Figures rounded off)

$$n_1 \text{ (Ahmedabad)} = (1320 \times 420) / 570$$

$n_1$  = Sample size for Ahmedabad

#### City Wise Distribution of Sample Size for calculating Total Sample Size

Sr. No.	City	IT Employees *Population	**IT Companies	Sample size	(Round Off)
1	Ahmedabad	81,03,314	420	972	980
2	Surat	72,57,535	60	139	140
3	Vadodara	21,99,562	53	123	130
4	Rajkot	18,91,061	37	86	90
	Total	1,94,51,472	570	1320	1340

Sources:

\*<https://populationstat.com/india/> Accessed on 24/09/2020

\*\*[https://www.fundoodata.com/citiesindustry/19/140/list-of-information-technology-\(it\)-companies-in-Ahemdabad,Surat,Vadodara&Rajkot](https://www.fundoodata.com/citiesindustry/19/140/list-of-information-technology-(it)-companies-in-Ahemdabad,Surat,Vadodara&Rajkot)

4.4.4 Sampling Procedure:

The sampling procedure will be **Non-Probability** – Convenient Sampling.

4.4.5 Research approach: Survey Approach

4.4.6 Research Instrument: Structured Questionnaire

#### 4.5 Questionnaire Design:

The structure of the questionnaire will be finalized based on the objective of individual research and the characteristics of the sample segment. For individual field research, specific objectives will be identified, and based on this objective questionnaire structure will be finalized. The selection of the scale will depend upon the objective of that individual

question, the level of response required, and the type of response from the group and individuals.

#### **4.6 Data collection:**

Data is information that will be collected from various sources. It concerns with gather accurate information about the problem. Both primary and secondary sources will be used for data collection.

4.6.1 Primary Data: Primary data is collected through Non-Disguised Close-ended Questionnaire from employees working in companies from IT sector from selected cities of Gujarat state, India. Data will be collected to obtain desired information through personal interviews as well as from a structured questionnaire described further. Appropriate five-point Likert scales ranging from 1 (strongly agree) to 5 (strongly disagree) is used for obtaining responses on various parameters of the study. Appropriate Likert scales are used depending upon the parameters/variables under study.

4.6.2 Secondary Data: The secondary data is collected from authentic and reliable sources like published research papers, published articles, research reports, newspapers and other reference material available from various sources. The other data which will be used for the purpose of the study is taken from books, e-books, internet literatures, magazines, journals and electronic media through both online and offline mode.

#### **4.7 Plan of Data Analysis:**

The collected data from both primary and secondary sources will be tabulated in the form of tables. The data collected through the questionnaire will be analysed in detail and divided into various categories of preferences by giving input to software like Statistical Package for Social Science (SPSS). This method will be used because it is the best instrument to identify, compare, describe and reach a conclusion. Data analysis involves converting a series of recorded observations and open-ended questions into descriptive statement and/ or inferences about relationships. The researcher can observe the impact of Work Stress on Employees' Productivity in IT companies in Selected Cities of Gujarat. The analysis of data using SPSS will give a meaningful conclusion for the research.

#### **4.8 Explanation of the scale used:**

The survey questions formed for the study were done through a process of meticulous examination of prior researches conducted on work stress and how it affects personnel in any

field. Responses were taken into consideration using a standardized five-point Likert scale, encompassing responses which ranged from 1 (Strongly Disagree) to 5 (Strongly Agree) and vice versa according to the questions asked.

Scale Origin: Although previous work had been done on the scale (Rook and Gardner 1993; Rook and Hoch (1985), the most extensive testing was conducted by Rook and Fisher (1995). In that study 35 items were generated based on a review of literature and pretested on 281 undergraduate business students. The purification process across the pretext and study 1 samples resulted in a final nine-item scale. As described further below, evidence in support of the measure's convergent and discriminates validity was found (Rook 1997). Reliability: Alphas of .88 and .82 were reported for the scale in studies 1 and 2, respectively (Rook and Fisher 1995).

#### **4.9 Data analysis techniques used:**

The data analysis techniques employed in this study encompassed various statistical techniques aimed at comprehensively describing the relationships and patterns lying within the collected data. These techniques included reliability analysis, Pearson's correlation technique, Anova analysis, Kruskal-Wallis test, Pearson's chi-square etc.

Reliability Analysis using Cronbach-Alpha: Reliability analysis is a fundamental statistical method employed to evaluate the consistency and stability of measurement scales. By assessing the extent to which a scale produces consistent results upon repeated measurements, researchers can determine the reliability of the instrument used to collect data.

Chi-square test: The chi-square technique is used to determine whether there exists a significant association between two variables in question. It assesses the observed frequencies in cross tabulation differ significantly from the frequencies that would be expected if they were not dependent. By testing null hypothesis researcher were able to determine whether significant associations exist and draw interpretations about the study.

Anova (Analysis of Variance): ANOVA is a statistical method for examining how a dataset's group means differ from one another. It evaluates if the means of three or more groups differ in a way that is statistically significant. The variance among groups and the variance between groups are two of the components into which the ANOVA divides the overall variation seen in the data. ANOVA compares these variances to ascertain whether the group mean differences are larger than would be predicted by chance alone.

Regression analysis: It is statistical method for determining the relationship between a dependent variable and one or more independent variables is regression analysis. By modelling the linear relationship between variables, researchers can forecast the value of the dependent variable by using the values of the independent variables as a guide. Regression analysis may be used in this study to evaluate how different variables or predictors (such workload, job insecurity, and organisational support) affect IT workers' work stress and productivity.

Normality test: One statistical method for determining if a dataset has a normal distribution is the normality test. Since many parametric statistical approaches require the data to be normally distributed, this test is essential for selecting which statistical techniques to use. In order to ascertain if the data gathered from IT experts in this study showed a normal distribution, the normality test was utilised. Researchers were able to decide whether to use parametric or non-parametric statistical approaches for further analysis by looking at the distribution of the data.

Kruskal-Wallis: It is a non-parametric statistical test called the Kruskal-Wallis test is used to compare the medians of two or more independent samples. It is used when the one-way ANOVA assumptions are not satisfied, especially when the sample sizes are not equal or the data are not regularly distributed. The Kruskal-Wallis test was used in this study to assess the effects of work stress on productivity across a range of demographic factors, including age, place of residence, level of education, and job title among IT workers. Researchers were able to determine the impact of work stress on productivity within each subgroup by evaluating whether there are any statistically significant differences in productivity levels among various demographic groups.

## **5. RESULTS AND DISCUSSION**

### **5.1 Findings**

From the structured questionnaire data were collected and then data was coded and entered into the excel sheet which was then imported on the **SPSS** format. Version 21 was used for data analysis. From the data analysis we can have following findings.

The findings of the study are divided into two parts. This chapter presents the survey results along with an in-depth analysis that was done during the research. The findings from the research are divided into two categories. The main findings of the data analysis based on frequency analysis are covered in the first section. The outcomes of the analysis in the form

of inferential statistics are covered in the second section. The analysis and implementation of SEM using the primary data are also covered in this chapter. The conclusions are drawn using the Chi square test, the Kruskal Wallis test, Pearson Correlation technique and the regression technique. The study's main findings are presented below.

**Part 1: Examining of frequency analysis of various demographic factors related to the given subject.**

Demographic profile	Parameters	Responses	Percentage (%)
		No. of respondents	
Residential city	Ahmedabad	1000	71.4
	Vadodara	140	10.0
	Surat	160	11.4
	Rajkot	100	7.1
	Total	1400	100.0
Age	20-30 Years	397	28.4
	31-40 Years	354	25.3
	41-50 Years	338	24.1
	51 & Above Years	311	22.2
	Total	1400	100.0
Gender	Male	695	49.6
	Female	705	50.4
	Total	1400	100.0
Education qualification	Under Graduation	283	20.2
	Graduation	342	24.4
	Post - Graduation	327	23.4
	Doctorate/ Professional	246	17.6
	Any other	202	14.4
	Total	1400	100.0
Type of employment	Temporary	381	27.2
	Permanent	317	22.6
	Part-time	330	23.6

	Probationary / Training period	372	26.6
	Total	1400	100.0
Designation	Trainee	261	18.6
	Software/ System Engineer	227	16.2
	Senior Software / System Engineer	213	15.2
	Jr / Sr. Developer	307	21.9
	Project / Team Head	186	13.3
	Manager	102	7.3
	Any Other	104	7.4
	Total	1400	100.0
Monthly income	Less than 25000	282	20.1
	25001-50000	276	19.7
	50001-100000	241	17.2
	100001- 150000	230	16.4
	150001 – 200000	193	13.8
	Above 2,00,000	178	12.7
	Total	1400	100.0
Work experience	1 to 4 Years	541	38.6
	5 to 10 Years	529	37.8
	More Than 10 Years	330	23.6
	Total	1400	100.0
Office working time	Morning Shift	319	22.8
	Night Shift	570	40.7
	Flexi time work	511	36.5
	Total	1400	100.0
Office working premises	Office	385	27.5
	Working from Home	541	38.6

	Hybrid mode	474	33.9
	Total	1400	100.0
Marital status	Married	582	41.6
	Unmarried	560	40.0
	Widow / Divorced	258	18.4
	Total	1400	100.0
Family structure	Nuclear	796	56.9
	Joint Family	604	43.1
	Total	1400	100.0
No. of dependents in the family	1 to 2	565	40.4
	3 to 5	361	25.8
	6 to 8	256	18.3
	More than 9	218	15.6
	Total	1400	100.0

- For doing this research more than 1400 respondents were concerned. Research was conducted in four major cities of Gujarat namely Ahmedabad, Vadodara, Surat and Rajkot. From Ahmedabad there is 1000 and Vadodara 140 respondents chosen for the research respectively, while from Surat there is 160 and Rajkot 100 respondents chosen for the study. With the qualifying questions only middle-aged IT employees of different cities of Gujarat, facing issues in the work stressed with the demands of work, have been considered for study. Respondents of reported feeling stressed due to work demands. The reason might be feeling stressed due to work demands has become a basic requirement for all middle-aged IT employees in middle age offer an extensive range of leadership, experience, and knowledge. For IT teams as well as industry as a whole to succeed, it might be essential to acknowledge and capitalize on their work and expertise in today's world.
- In the demographic detail's researcher collects the details like city of belonging, gender, age, education, type of employment, designation, respondent's monthly income, work experience, office working time, marital status and family structure. Then after conducting the data analysis, it was found that 50.4% of the respondents are male while the rest of them are female. For age group it was found that 28.4% of

the respondents are belong to age group of 20 to 30, 25.3% belong to group of 31 to 40 years' age. Approximately 24.1% are in the age group of 41 to 50 years, while the remaining where above 50 years of age. In education profile, 23.4% of the respondents are post graduate while 20.2% of them are under graduate, while 17.6% of them were Doctorate level. It was found that approximately 27.2% of them temporarily employed, while 22.6% had permanent type of job, whereas the rest were either part- time or on probation. Approximately 40% of them had salary less than 50,000, 17% of them had between 50k-100k, the rest had salaries above 100,000. In case of marital status 41.6% of the respondents are married and more than 56.9% of them are living in nuclear family structure.

- The maximum respondents currently employed in the IT sector belong to the category of upper middle income and high-income group, while a majority of them had working experience of less than 4 years. It could be inferred that despite having above average income respondents were still not satisfied with the salary they received for the job in accordance with the experience level they possessed. The mean value was 1.71 which indicated high level of dissatisfaction for the same, among them. Also, many respondents regarded as inadequate pay to be primary reason for developing high stress among them. The mean value for it was around 1.36 with 1 being highly stressful. This could even be considered as one reason for high level of stress among individuals working in the IT field. Moreover, about half of them also suggested that incentives and bonuses from the company might prove to be an important step in reducing stress and encouraging productivity among the employees.
- On the other hand, a vast majority of them were allocated flexible time schedule and working premises, with a majority of them opting for working from home. Despite of all of this, employees were still facing the issues regarding long working hours as well as short deadlines. Many of them even cited reasons such as tight working schedules and strict rules to be followed as more prominent reasons for high stress among them. The mean value of all the participants considering former mentioned reasons to be highly stressful was around 1.91. In addition to these, respondents also referred to attending more than one customer or working on multiple projects at a given time, to be subsequent reason for high stress among the individuals. It can be assumed from the above findings that the respondents want limited work hours and invest their time in other activities of their desire rather than work.

- It was also observed that many of the respondents believed that the nature of their work is too stagnant for them to be productive, resulting in loss of interest which ultimately leads to high amount of stress regarding performance at work. The respondents also claimed that work stress not only reduces their performance but if working in a group it might affect other people also, leading to a domino effect. The mean value stood at 4.15 for people agreeing to the former mentioned statement. Meanwhile high pressure and expectation from the employer also plays an important role in work stress management. This negatively impacts the employees work and leads to effects such as insomnia, and anxiety attacks which in succession causes more and more tension and pressure at work, as it is evident from the mean value table.
- It was also noted that despite all of the irregularities in the IT sector, more than 60% chose to pursue this field having more than 5 years of experience. And most of them belonged to a nuclear family, which indicates that despite facing problems most of the respondents are satisfied to some extent with their job and career. One noteworthy benefit observed due to high stress working environment according to the respondent's responses was that they have managed to develop skill of making accurate judgements in times of high load or high work pressure as a result of stressful environment. This shows that even though stress has negative effects on an employee personal and professional life it sometimes might develop necessary skills, which is also regarded as flight or fight response.
- In the response of factors that cause stress at workplace, it was found that the most prominent factors included –inadequate pay/salary (1.3), frequent anxiety attack (1.59), insomnia/sleep deprivation (1.6),lack of communication with higher authorities (1.7), competition among colleagues (1.8), targets to achieve before deadline(1.8), tight working schedules (1.93), strict rules to be followed (1.91), If we rank the factors from high end to low end, we can identify the highly influencing factors, with 1 being the factor considered to be highly stressful and 5 being the least stressful. It is no wonder that factors such as the poor human resource planning (3.91), poor organizational structure (3.51), company interior (3.2) contributed least to the above, followed by family conflict and unreasonable behavior or bullying among the respondents working at the office.

Table 5.1.1. To determine the factors responsible for stress at workplace

Sr. No.	City	Ahmedabad	Vadodara	Surat	Rajkot	Total
	Statement	Mean	Mean	Mean	Mean	Mean
WRF1	Tight working schedules	1.93	1.86	2.52	2.76	2.05
2	Strict rules to be followed	1.92	1.93	2.56	2	2
3	Long hours/overtime work	2.41	2.06	3.03	2.08	2.42
4	Attending more than one customer/Project at a time	2.71	2.14	3.43	1.15	2.62
5	Workplace bullying (Unreasonable behaviour from employer)	2.57	3.52	4.31	1.54	2.79
WRF AVG.		2.34	2.37	3.42	2.07	2.45
RBF6	Clear target/Fix targets for achieve	1.8	2.44	2.91	2.76	2.06
7	Sudden change in the role and responsibilities.	2.07	1.84	1.98	1.96	2.03
8	Role demands (Pressure to perform the role assigned).	2.15	1.84	1.97	1.17	2.03
9	Monotonous or repetitive work.	2.39	2.49	2.94	1.23	2.38
10	Attending frequent meetings.	2.22	1.95	2.48	1.11	2.14
11	High degree of accountability	2.27	1.98	2.5	1.12	2.19
RRF AVG.		2.29	2.1	2.49	1.96	2.27
PIF12	High level of expectations from the superior	2.04	1.99	2.01	1.9	2.02
13	Demands of the work interferes with family life	2.5	2.44	3.31	1.2	2.49
14	Family conflict	2.74	3.44	3.35	3.04	2.9
15	Lack of communication with higher authority	1.76	2.5	2.42	2.82	1.99

16	Criticisms in the office	2.3	2.56	2.91	2.91	2.44
17	Competition among colleagues	1.79	2.59	2.94	2.92	2.08
PIF AVG.		2.38	2.59	2.94	2.9	2.51
FCF18	Inadequate pay/ Payment of salary	1.36	2.16	2.96	2.87	1.73
19	No chance of getting a promotion/Increment	2.57	2.5	3.02	2.21	2.59
20	Inadequate financial incentives/bonuses	2.06	2.51	3.02	2.21	2.22
21	No recognition for the work done	2.3	2.57	2.92	1.32	2.33
22	No opportunities for intellectual growth	2.79	2.49	2.41	1.24	2.6
FCF AVG.		2.03	2.39	2.51	2.12	2.13
HI23	Illness of the self / family member	1.77	2.52	2.42	2.82	1.99
24	Frequent anxiety attacks	1.59	2.31	2.42	2.78	1.84
25	Sleep disturbances/Insomnia	1.61	2.41	2.92	2.87	1.93
26	Frequent hospitalization/medical emergency	2.28	2.59	2.42	2.01	2.31
27	Medical Conditions Caused by COVID-19	2.46	2.8	2.46	2.12	2.47
HI AVG.		1.76	2.57	2.43	2.8	1.99
OF28	Inadequate staff	2.84	2.7	3.42	3.79	2.96
29	Poor workplace ambiance/ unclean working areas	3.15	2.93	2.49	2.23	2.99
30	Over-harsh discipline	2.33	2.64	2.91	2.09	2.41
31	Badly designed, unsuitable or uncomfortable furniture	3.2	3.28	3.56	2.41	3.19
32	Problems in coping with new technology, techniques, ideas and	2.63	2.33	2.89	2.78	2.64

	challenges					
OF AVG.		2.99	2.85	2.97	2.99	2.98
GD33	Prejudice from colleagues or superiors based on caste, religion, language, etc.	2.79	2.59	2.43	2.8	2.73
34	Gender is considered as constraint in perform complex tasks.	3.02	3.07	3.49	2.3	3.03
35	The company provides gender-neutral flexible work hours.	2.81	2.7	2.96	2.9	2.82
36	Unsympathetic management	3.32	2.64	2.94	2.12	3.13
37	Partiality or discrimination shown by the superiors	2.81	2.6	2.91	1.31	2.7
GD AVG.		2.81	2.69	2.94	2.1	2.76
WE38	Poor Organization policy and procedures	3.51	2.84	2.96	2.99	3.34
39	Poor Human Resource planning	3.91	3.11	3.27	2.11	3.63
40	Lack of Grievance Redressal system	3.04	3.64	4.34	2.42	3.2
41	Organization discipline	1.96	2.08	2.57	2.28	2.06
WE AVG.		3.21	3.09	3.41	2.31	3.16

- From the above table a certain number of conclusions can be carried out, with respect to the development of stress among personnel working in IT field. Looking at the overall picture of work-related stress factors across different cities in Gujarat, we find that employees in Ahmedabad, Vadodara, and Rajkot are experiencing similar levels of stress. In Ahmedabad, the average stress level related to work factors is about 2.34, while in Vadodara it's slightly higher at 2.37. Rajkot shows a slightly lower average of 2.07. When we tally up all these averages, the total comes out to be 2.79, which falls quite close to the moderately stressful range on a scale of five. One common thread among employees in these cities is the perception of stress stemming from tight working schedules and the need to adhere to strict rules and regulations in the workplace. These factors seem to be universally recognized as sources of moderate stress across different industries and job roles.

- However, some specific stressors stand out as particularly challenging for employees. One of these is the demand for long hours and overtime work, which adds pressure and fatigue to an already demanding job. Additionally, the expectation to juggle multiple customers or projects simultaneously is another significant stress factor cited by employees across these cities.
- Interestingly, when we delve deeper into the nuances of workplace stress, we find that certain cities exhibit unique challenges. In Surat and Vadodara, for instance, workplace bullying emerges as a highly stressful issue. The prevalence of bullying behavior in these cities adds an extra layer of emotional strain and discomfort for employees, contributing to an overall heightened sense of stress in these work environments.
- When we look at how people feel about their roles at work, in Ahmedabad the average is about 2.29, in Surat it's 2.49, and overall, it's 2.27, which is close to feeling neutral on a scale of five. But in Vadodara and Surat, the average is 2.1 and 1.96, which is closer to moderately stressful. Having clear goals to work towards is less stressful, but sudden changes in roles, repetitive tasks, and frequent meetings are seen as moderately stressful. Now, talking about personal and interpersonal factors, in Surat and Vadodara, people rated their feelings at 2.94 and 2.59 on average. Overall, it's 2.51. In Ahmedabad and Rajkot, it's 2.38 and 2.9, which is again close to neutral. Feeling like your boss expects too much and work affecting family life are seen as moderately stressful. But conflicts within the family are rated as highly stressful.
- Looking at health issues in Vadodara and Surat, the average rating is around 2.57 and 2.43, which is close to feeling neutral on a scale of five. But in Ahmedabad and Rajkot, it's 1.76 and 2.8, with an overall average of 1.99, which is closer to moderately stressful. People find issues like trouble sleeping and dealing with personal or family illnesses to be moderately stressful. Also, concerns related to COVID-19 health matters are seen as stressful.
- Now, when it comes to organizational factors, in Vadodara and Surat, people rate their experiences around 2.99 and 2.85 on average. In Surat and Rajkot, it's 2.97 and 2.99. Overall, it's 2.98, which is close to neutral. Things like a bad office environment, not having enough staff, struggling with new technology, and poorly designed equipment are considered highly stressful.
- When we look at the issue of gender discrimination in workplaces, particularly in Ahmedabad and Surat, the average rating stands at around 2.81 and 2.94 respectively.

In Vadodara and Rajkot, it's slightly lower at 2.69 and 2.1. Overall, the collective average comes to 2.76, which is hovering near the neutral mark on a scale of five. Discrimination based on factors such as religion or caste is deeply troubling for individuals. Feeling hindered by one's gender when attempting challenging tasks and facing indifferent or unsupportive management are reported as highly stressful aspects of work life.

- Now, turning to the assessment of work environments in different cities, Surat and Ahmedabad show relatively higher satisfaction levels, with average ratings of 3.41 and 3.21 respectively. In Vadodara, the average stands at 3.09, while the overall picture puts it at 3.16, both nearing the neutral point on the scale. However, in Rajkot, the rating drops to 2.31, indicating a more moderately stressful environment.
- High stress levels are commonly associated with inadequate organizational policies and processes, insufficient planning for human resources, and a lack of effective grievance redressal mechanisms. People also express moderate stress when it comes to adhering to organizational discipline.
- In essence, while some cities fare better in terms of work environment satisfaction, others exhibit areas of improvement, particularly concerning gender discrimination and organizational practices. Addressing these issues could lead to healthier and more productive workplaces for employees across the board.
- In summary, while the average levels of work-related stress may hover around the moderately stressful range across Ahmedabad, Vadodara, and Rajkot, the specific stressors and challenges faced by employees vary. Understanding these nuances is crucial for employers and policymakers to develop targeted interventions and support systems to alleviate workplace stress and foster healthier work environments.

## **Part 2: Examining the data through a series of statistical tests and evaluating the interrelation.**

Second part of the findings is showing the result of inferential statistics. In inferential statistics researcher conduct reliability test, Chi square, Anova analysis, regression analysis, correlations and factor analysis. The major findings of the study are explained below.

### Part 2.1: Using Cronbach Alpha test to assess the reliability and consistency for the dataset constructed.

- This part of the thesis is introduced and describes the scales that were used for this research. The Cronbach alpha coefficient was calculated for all the scales mentioned below, in order to test whether the items that make up a scale all measure the same

underlying attribute. Scales are thought to be reliable when the Cronbach alpha coefficient of that scale is 0.7 or higher and this value is preferably higher than 0.9. Testing the scale for reliability revealed that for all above statements Cronbach alpha coefficient of 0.745. Therefore, this scale is considered reliable.

- The Cronbach alpha coefficient was calculated in order to check if the items that make up the factors in order to check the statement about work related factors that cause stress at the workplace. Statement about role related and organization factor. Statement about how stress affect the health issues. Statement about work environment in work stress.
- Statement about the financial and career factors of employees. Statement about employee's productivity impact at work place. Statement about stress at work influences one's quality of life. Statement about increased absenteeism rate as a result of the work stress. Statement about stress at work reducing overall performance. Statement about the group engagement significantly impacted by work stress. Statement about the missing service level agreement to prevent stress at work. Statement about moonlighting potentially reducing productivity and causing fatigue. Statement about tough competition in the IT sector job due to stressful working conditions. Statement about the eagerness to learn new ways of making work more productive despite workplace stress. To check the levels of satisfaction while the working conditions of the organisations. To examine if the salary offered by the organisations aligns with employee knowledge and expertise. Testing the scale for reliability revealed that for all above statements Cronbach alpha coefficient of 0.745. Therefore, this scale is considered reliable.

#### Part 2.2: Application of Pearson's Chi Square test to check the assumed hypothesis.

- Various Chi-square technique was conducted for checking influence of one factor over various other factors, for finding out the relationship between stress development across all the criteria jotted down for the survey. One of the hypotheses tested was There is no significant relationship between the Gender of respondents and feel stressed with the demands of the work. But It was found according to chi-square test, that there is significant relationship between the Gender of respondents and feel stressed with the demands of the work. Hence, companies should work upon to reduce stress due to demand of work irrespective of their genders. There is significant relationship of Residential City of respondents on feel stressed with the demands of

the work. Hence city of residence effects the stress due to demand of work. According to the chi-square test, it seems like there's a strong connection between where employees live and their needs for stress reduction programs. This suggests that companies should tailor their stress reduction programs based on where their employees live. Another hypothesis was tested that There is no significant relationship of Age of the respondent on organization should adopt some more Stress Management strategies. And from the chi square table it was observed that the significance value was .000 which was less than .05. hence it is concluded there is significant relationship of Age of the respondent on organization should adopt some more Stress Management strategies. Hence stress management strategies vary based on the age of employees and organization should adapt to strategies accordingly. Yet another hypothesis was tested and it was observed according to chi-square test, that where employees live significantly affects the need for organizations to adopt additional stress management strategies. So, it's important for organizations to adjust their stress management approaches based on where their employees live. there is significant relationship between the age of the respondent and work stress impacts level of productivity. Hence impact of work stress on productivity vary according to the age of employees. Also, according to chi-square test we can understand that where employees live have a big impact on how much they feel work stress affects their productivity. This means that the effect of work stress on productivity can vary depending on where employees reside. Therefore, it's a good idea for organizations to consider implementing work stress management strategies tailored to specific cities. There is significant of the Education of the respondent and feel work stress impacts your level of productivity. Hence impact of work stress on level of productivity may vary according to education level of employees. So, we can refer that higher the education, lower the work stress and organization should consider this. There is significant relationship between of the designation of the respondent and work stress impacts the level of productivity. Hence impact of work stress on level of productivity may vary according to designation of employees in the organization.

Table 5.2.2.1 Chi Square - there is no significant influence between the demographic variable on feel stressed with the demands of the work.

Sr. No	Demographic variable	Ho value	Ho=
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			accepted/rejected
1.	Gender	.000	Rejected
2.	Residential City	.000	Rejected

- One of the hypotheses tested using Chi square analysis was there is no significant influence of gender of respondent on feel stressed with the demand of the work. After thorough analysis using chi square test, it can be observed that there is significant relationship between the Gender of respondents and feel stressed with the demands of the work. Hence, companies should work upon to reduce stress due to demand of work irrespective of their genders. Among many remedies that reduce stress during work, is that the companies should focus on introducing equal support to both the gender. For e.g. training programs, educational seminars regarding the former mentioned statement. Apart from this the companies should try to address issues such as gender bias among the individuals as well as regular communication and feedback might prove to be essential to eliminate stress among them.

Table 5.2.2.2 Chi square - there is no significant influence of demographic variable on stress reduction programs for the employees.

Sr. No	Demographic variable	Ho value	Ho= accepted/rejected
1.	Residential City	0.000	Rejected
2	Age	0.000	Rejected

- Also, it can also be seen according to chi-square that there is significant relationship of Age of the respondent on organization should adopt some more Stress Management strategies. Hence stress management strategies vary based on the age of employees and organization should adapt to strategies accordingly. Similarly, the companies for opt for providing suitable health seminars, for e.g. yoga and mindfulness seminars for the younger people while for the older people it can be related to managing health and financial planning. Moreover, distribution even workload as well as supportive environment may be key to promote stress free space among all the age group of individuals.

Table 5.2.2.3 Chi square -there is no significant influence of demographic variable on employees' quality of work life depends.

Sr. No	Demographic variable	Ho value	Ho= accepted/rejected
1.	Type of employment	.000	Rejected
2.	Monthly income	.000	Rejected
3.	Working premises	.000	rejected
4.	Marital status	.000	Rejected
5.	Family structure	.000	Rejected
6.	No of dependents in family	.000	Rejected

- One of the hypotheses tested using Chi square analysis was there is no significant relationship between the type of Employment of the respondent and employees' quality of work life depends. From the table, Pearson Chi square value obtained is .000 which is less than 0.05. It proves that null hypothesis is rejected. Hence it can be stated that there is significant relationship between the type of employment of the employees and employees' quality of work life. Hence quality of work life of employees varies according to the type of employment of employee in the organization. Permanent employees working for any organization have a sense of job security compared to the temporary/probation period workers. This leads to a high motivation as well as responsibility towards working for the company. This helps as it reduces certain aspects of stress such as lay-off and job search. Along with it they also enjoy certain benefits like training opportunities and development opportunities provided by their employer, which enhances their skill and knowledge which in turn improves the quality of work. In addition to this they may also some perks like better pay, health insurance, paid leaves etc. One of the hypotheses tested using Chi square analysis was There is no significant relationship between the monthly income of the respondent and employees' quality of work life depends. Chi square test conducted revealed a significance value of less than .05 indicating there is significant influence of the monthly income of the respondent and employees' quality of work life. It is

understood that a higher salary improves the standard of living for an employee, enabling the employees to provide better for them or their dependents in the family. Such sense of financial security helps in reducing the stress and improves the overall well being too. Along with this an adequately compensated employee may feel a keen sense of motivation, morale and job satisfaction which leads to higher productivity at work. There is significant relationship between the working premises of the respondent and employees' quality of work life. Employees who can effectively maintain work-life balance owing to better working premises, can manage personal time as well as contribute to family time also. This in turn leads to lesser stress among the individuals. Yet another hypothesis tested using the Pearson chi square technique was There is no significant relationship between the martial status of the respondent and employees' quality of work life depends. And it was observed that along with marital status factors such as family structure as well as no of dependents in a family also play a significant influence on employees' quality of work life.

Table 5.2.2.4 Chi square - there is no significant influence of demographics variable on drive you to choose IT as career.

Sr. No	Demographic variable	Ho value	Ho= accepted/rejected
1.	Designation	.000	Rejected
2.	Working Premises	.000	Rejected
3.	No Of Dependents	.000	Rejected

- Yet another hypothesis was tested that There is no significant relationship between the designation and drive you to choose IT as career. From the above table, Pearson Chi square value is .000 which is less than 0.05. It proves that null hypothesis is rejected. This means the chi-square test is showing that there is significant relationship between the designation and drive to choose IT as career. Similarly, another hypothesis was tested that There is no significant relationship between the working premises and drive you to choose IT as career. But from the chi-square analysis it was found that that there is significant relationship between the working premises and drive to choose IT as career. In the same manner it was also observed that that there is significant

relationship between the numbers of dependent and drive to choose IT as career. So, we can say that the lesser the number of dependent of in family, the more employees prefer money, job security, career development and recognition is combined is to choose IT as career.

Table 5.2.2.5 Chi square - there is no significant influence of demographics variable on there is a tough competition for getting Job in IT Sector in India.

Sr. No	Demographic variable	Ho value	Ho= accepted/rejected
1.	Designation	.000	Rejected
2.	Monthly income	.000	Rejected
3.	Work experience in the current org	.000	Rejected
4.	Office working time	.000	Rejected
5.	No of dependents	.000	Rejected

- Yet another hypothesis was tested that There is no significant relationship between the designation and there is a tough competition for getting Job in IT Sector in India. But after performing Pearson chi square tests it was observed that the value obtained was below 0.05, which indicated that the hypothesis can be rejected. Hence there might be relationship between the designation and tough competition for getting job in IT sector in India. In same way another hypothesis was tested that There is no significant relationship between the monthly income and there is a tough competition for getting Job in IT Sector in India. But it was found that there is significant relationship between the monthly income and there is a tough competition for getting Job in IT Sector in India. So, we can say that the higher the monthly income, the tougher competition for getting job in IT sector. Similarly, demographic factors such as work experience in the current organization, office working time, no of dependents in family, all had a certain amount of contribution towards the highly competitive nature for attaining a job in the IT sector.

Part 2.3 Application of Pearson’s Correlations analysis to find the dependencies and relationships among various factors.

<b>Table 5.2.3.1 Correlations</b>			
		<b>WRFAVG</b>	<b>RBF AVG</b>
<b>WRFAVG</b>	Pearson Correlation	1	.546
	Sig. (2-tailed)		.000
	N	1400	1400
<b>RBF AVG</b>	Pearson Correlation	.546	1
	Sig. (2-tailed)	.000	
	N	1400	1400

- Another hypothesis tested using the correlation analysis was that there is no significant relationship between work related factor (WRFAVG) and role related factor (RBF AVG). It was observed that as p-value  $0.00 < 0.05$ . Ho is rejected. The Parsons correlations also reveals a significance value of .546 which indicates that there is significant positive statistical relationship between work related factor and role related factor. From the calculated Pearson correlation statistics, it can be summarized that as p-value  $0.00 < 0.05$ . Ho is rejected. Moreover, the Pearson’s coefficient value of .344 reveals there exists a significant positive relationship between work related factor and health issues. Another hypothesis tested was There is no significant relationship between organizational factor and gender discriminations. From the calculated Pearson correlation statistics, it can be summarized that as p-value  $0.00 < 0.05$ . Ho is rejected. It means there is significant relationship between organizational factor and gender discriminations.

<b>Table 5.2.3.2 Correlations</b>			
		<b>OFAVG</b>	<b>PIFAVG</b>
<b>OFAVG</b>	Pearson Correlation	1	.259
	Sig. (2-tailed)		.000
	N	1400	1400
<b>PIFAVG</b>	Pearson Correlation	.259	1
	Sig. (2-tailed)	.000	
	N	1400	1400

- Yet another hypothesis was tested using Pearson’s correlation analysis, that There is no significant relationship between organizational factor (OFAVG) and personal & interpersonal factor (PIFAVG). But it is observed after conducting the Pearson’s

correlation test that there exists a significant positive relationship between organizational factor and personal & interpersonal factors. This positive correlation suggests that as organizational factors increase, personal & interpersonal factors also tend to increase. However, it's important to note that the strength of this relationship is moderate, as indicated by the correlation coefficient of 0.259. Another hypothesis tested was There is no significant relationship between Organizational Factor & Work Environment. From the calculated Pearson correlation statistics, it can be summarized that as p-value  $0.00 < 0.05$ .  $H_0$  is rejected. It means there is significant relationship between organizational factor & work environment. Yet another hypothesis was There is no significant relationship between Gender discriminations & personal & interpersonal factor. Based on the Pearson's correlations test it was observed that a Pearson's coefficient was value of .113 was obtained, which indicated a positive relationship between Gender discriminations and personal & interpersonal factors. However, the value obtained was very low, thus further research may provide better insights for relationship with other factors also.

<b>Table 5.2.3.3 Correlations</b>			
		<b>WRFAVG</b>	<b>EJSAVG</b>
<b>WRFAVG</b>	Pearson Correlation	1	.085**
	Sig. (2-tailed)		.001
	N	1400	1400
<b>EJSAVG</b>	Pearson Correlation	.085**	1
	Sig. (2-tailed)	.001	
	N	1400	1400
**. Correlation is significant at the 0.01 level (2-tailed).			

- Yet another hypothesis was tested that There is no significant relationship between Work Related Factor (WRFAVG) & Job Satisfaction (EJSAVG). Based on the Pearson correlation statistics computed, with a p-value of 0.001, which is less than the conventional significance level of 0.05, the null hypothesis ( $H_0$ ) is rejected, indicating a significant relationship between work-related factors and job satisfaction. According to the Person's correlation analysis it can be said that p value is less than .05, hence the hypothesis assumed can be neglected. As a result, it can be said that there exists a positive significant relationship between work related factors and job satisfaction among the employees. This means that as the job satisfaction increases, the quality of work tends to increase as well, although the strength is moderately high.

		MSLAVG	EJSAVG
MSLAVG	Pearson Correlation	1	-.548**
	Sig. (2-tailed)		.000
	N	1400	1400
EJSAVG	Pearson Correlation	-.548**	1
	Sig. (2-tailed)	.000	
	N	1400	1400

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

- Yet another hypothesis was tested that There is no significant relationship between Missing Service Level Agreement (MSLAVG) and Employees Job Satisfaction (EJSAVG). From the calculated Pearson correlation statistics, it can be summarized that as p-value  $0.00 < 0.05$ . Ho is rejected. It means there is significant relationship between Missing Service Level Agreement and Employees Job Satisfaction. From the table the value for Pearson coefficient obtained was -.548, which states that there is a negative relationship between Missing service level agreement and employee job satisfaction. This negative correlation suggests that as instances of missing service level agreements increase, employee job satisfaction tends to decrease.

Part 2.4 Application of Regression Analysis conducted

Table 5.2.4.1 Regression analysis

	➤ Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.617	.114		31.756	.000
	WRFAVG	-.266	.021	-.352	-12.997	.000
	RRFAVG	.082	.022	.084	3.762	.000
	PIFAVG	-.513	.033	-.569	-15.777	.000
	FCFAVG	-.214	.029	-.179	-7.416	.000
	HIAVG	.256	.019	.449	13.426	.000
	OFAVG	.804	.042	.379	18.931	.000
	GDAVG	-.369	.025	-.343	-14.859	.000
	WEAVG	.217	.022	.247	10.021	.000

a. Dependent Variable: PPAVG

- Another hypothesis tested using the regression analysis model was Poor Performance (PPAVG) is not significant by work related factor, role related factor, health issue,

organization factor, gender discrimination, personal & interpersonal factors, work environment and financial & career Factors. Poor Performance has value of .767, which is very close to 1 thus indicating better overall prediction for the model. The R Square, coefficient of determination which is the proportion of variance in the dependent variable that can be explained by the independent variables is found to be .589 which suggests about 59% of the variation in PPAVG can be explained by the independent variables. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable,  $F(8, 1391) = 248.952$ ,  $p < 0.05$  that is the regression model is a good fit of the data. Beta values for independent variables are not same and hence corresponding b values are not equal and hence  $H_0$  is rejected. It is understood from the above table that certain factors like work related, personal & interpersonal factors, financial & career and gender discrimination tend to have a negative statistical relationship with Poor performance. This means that as the former factors tends to increase the effects of Poor performance are expected to decrease. While the rest of the factors maintain a positive relationship with Poor performance of an employee. Hence summing it gives the following equation.

The estimated regression equation is:

$$PP = 3.617 - .266WRF AVG + .082RRF AVG - .513PIF AVG - .214FCF AVG + .256HIAVG + .804OFAVG - .369GDAVG + .217WEAVG$$

Table 5.2.4.2 Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.834 <sup>a</sup>	.695	.694	.315		
a. Predictors: (Constant), WEAVG, FCF AVG, HIAVG, OFAVG, RRF AVG, GDAVG, WRF AVG, PIF AVG						
Table 5.2.4.3 ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	314.889	8	39.361	396.748	.000 <sup>b</sup>
	Residual	138.000	1391	.099		
	Total	452.889	1399			
a. Dependent Variable: QWAVG						
b. Predictors: (Constant), WEAVG, FCF AVG, HIAVG, OFAVG, RRF AVG, GDAVG, WRF AVG, PIF AVG						

➤ Another hypothesis tested in this section was quality of work (QWAVG) is not significant by work related factor, role related factor, health issue, organization factor, gender discrimination, personal & interpersonal factors, work environment and financial & career Factors. This hypothesis was tested using ANOVA. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable,  $F(8, 1391) = 396.748, p < 0.05$  that is the regression model is a good fit of the data. Beta values for independent variables are not same and hence corresponding b values are not equal and hence  $H_0$  is rejected. It is also evident from the table the R value of .834 indicates a strong positive relationship with the factors. The Std. error of the estimate with value of .315 indicates the model has proved itself to be an accurate prediction of the relationship of different predictors related to quality of work (QWAVG). After carrying out the regression analysis to find out the dependency of different variable with the quality of work, following equation was carried out.

The estimated regression equation is:

$$QW = 3.915 - .330WRFAVG + .069RRFAVG - .072PIFAVG - .267FCFAVG - .025HIAVG + .811OFAVG - .772GDAVG + .412WEAVG.$$

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.343	.092		36.238	.000
	WRFAVG	-.211	.017	-.337	-12.703	.000
	RRFAVG	-.023	.018	-.028	-1.296	.195
	PIFAVG	-.107	.026	-.143	-4.059	.000
	FCFAVG	-.432	.023	-.437	-18.507	.000
	HIAVG	.044	.015	.093	2.842	.005
	OFAVG	.601	.034	.342	17.487	.000
	GDAVG	-.098	.020	-.110	-4.870	.000
	WEAVG	.222	.018	.306	12.652	.000

a. Dependent Variable: ABAVG

➤ Another hypothesis tested was that Absenteeism is not significant by work related factor, role related factor, health issue, organization factor, gender discrimination, personal & interpersonal factors, work environment and financial & career Factors. The ANOVA table shows that the independent variables statistically significantly

predict the dependent variable,  $F(8, 1391) = 267.272$ ,  $p < 0.05$  that is the regression model is a good fit of the data. Beta values for independent variables are not same and hence corresponding b values are not equal and hence  $H_0$  is rejected.

The estimated regression equation is:

$$AB = 3.343 - .211WRFAVG - .023RRFAVG - .107PIFAVG - .107FCFAVG + .044HIAVG + .601OFAVG - .098GDAVG + .222WEAVG$$

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.119	.129		24.120	.000
	WRFAVG	-.319	.023	-.396	-13.687	.000
	RRFAVG	.051	.025	.049	2.053	.040
	PIFAVG	-.463	.037	-.484	-12.558	.000
	FCFAVG	.031	.033	.024	.943	.346
	HIAVG	.062	.022	.102	2.865	.004
	OFAVG	.466	.048	.206	9.658	.000
	GDAVG	-.316	.028	-.276	-11.208	.000
	WEAVG	.603	.025	.647	24.563	.000

a. Dependent Variable: GEAVG

- Another hypothesis tested was that Group Engagement is not significant by work related factor, role related factor, health issue, organization factor, gender discrimination, personal & interpersonal factors, work environment and financial & career Factors. From the model summary R which indicates the quality of the prediction of the dependent variable; Group Engagement has value of .729 which indicates a moderate to strong correlation. The R Square, coefficient of determination which is the proportion of variance in the dependent variable that can be explained by the independent variables is found to be .531. The ANOVA table shows that the regression model is statistically significant (Sig. = .000). This means that the independent variables collectively have a significant impact on group engagement. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable,  $F(8, 1391) = 197.106$ ,  $p < 0.05$  that is the regression model is a good fit of the data. Beta values for independent variables are not same and hence corresponding b values are not equal and hence  $H_0$  is rejected. It is observed

from the table above that predictors (factors) taken into consideration like Work related, personal & interpersonal, gender discrimination tends to possess a negative relationship with Group engagement (GEAVG). This means that high number of work-related factors like work stress or high amount of gender bias can undermine how the employees partake in group activities.

The estimated regression equation is:

$$IBB = 3.119 - .319WRFAVG + .051RRFAVG - .463PIFAVG + .031FCFAVG + .062HIAVG + .466OFAVG - .316GDAVG + .603WEAVG$$

In context it can be concluded that workload, peer interaction, personal issues, health issues, organizational factors tend to significantly affect the group engagement, unlike factors like financial and career aspects.

<b>Table 5.2.4.6 Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	GENDER = Male (Selected)			
1	.834 <sup>a</sup>	.695	.694	.315
a. Predictors: (Constant), WEAVG, FCFAVG, HIAVG, OFAVG, RRFAVG, GDAVG, WRFAVG, PIFAVG				

<b>Table 5.2.4.7 ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	314.889	8	39.361	396.748	.000 <sup>b</sup>
	Residual	138.000	1391	.099		
	Total	452.889	1399			
a. Dependent Variable: QWAVG						
b. Selecting only cases for which GENDER = Male						
c. Predictors: (Constant), WEAVG, FCFAVG, HIAVG, OFAVG, RRFAVG, GDAVG, WRFAVG, PIFAVG						

- Another hypothesis tested was Quality of Work (QWAVG) of Respondents (Male Only) is not significant by work related factor, role related factor, health issue, organization factor, gender discrimination, personal & interpersonal factors, work environment and financial & career Factors. The correlation coefficient being .834 suggests that there exists a strong positive correlation between the independent variables (WEAVG, FCAVG) and the quality of work of male respondents. The

ANOVA table shows that the independent variables statistically significantly predict the dependent variable,  $F(8, 1391) = 396.748, p < 0.05$  that is the regression model is a good fit of the data. Beta values for independent variables are not same and hence corresponding b values are not equal and hence  $H_0$  is rejected.

The estimated regression equation is:

$$IBB = 3.915 - .330WRFAVG + .069RRFAVG - .072PIFAVG - .267FCFAVG - .025HIAVG + .811OFAVG - .772GDAVG + .412WEAVG$$

It is concluded from the findings that the factors like workload, peer relationships, role related factors, personal issues, financial and career factors seem to have a significant influence on the quality of work of male respondents. While another hypothesis was tested in case of female respondents and the details are as follows, Quality of Work (QWAVG) of Respondents (Female Only) has value of .834. The R Square, coefficient of determination which is the proportion of variance in the dependent variable that can be explained by the independent variables is found to be .695. The ANOVA table shows that the independent variables statistically significantly predict the dependent variable,  $F(8, 1391) = 396.748, p < 0.05$  that is the regression model is a good fit of the data. Beta values for independent variables are not same and hence corresponding b values are not equal and hence  $H_0$  is rejected.

The estimated regression equation is:

$$IBB = 3.915 - .330WRFAVG + .069RRFAVG - .072PIFAVG - .267FCFAVG - .025HIAVG + .811OFAVG - .772GDAVG + .412WEAVG$$

It can be concluded that just like for the case of men, similar is for women that factor like workload, peer relations, role-related factors influence the quality of work of female respondents. While factors like health issues do not appear to have such an impact quality of work.

**Table 5.2.4.8 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 <sup>a</sup>	.455	.422	.675
a. Predictors: (Constant), WEAVG, RRFAVG, WRFAVG, FCFAVG, HIAVG, GDAVG, OFAVG, PIFAVG				

Apart from the above-mentioned findings, a multiple regression analysis was used for testing the relationship between work related factor, role related factor, health issue, organization factor, personal & interpersonal factors, work environment, gender discrimination and financial & career factors with the quality of work (QWAVG) for individual cities that were considered for surveying.

- So, one such hypothesis was tested across all the cities surveyed and accordingly certain conclusions were drawn as well. One of them is Quality of Work of Respondents of Vadodara City is not significant by work related factor, role related factor, health issue, organization factor, personal & interpersonal factors, work environment, gender discrimination and financial & career factors. A moderately positive linear association between the predictors (WEAVG, RRFAVG, WRFAVG, FCFAVG, HIAVG, GDAVG, OFAVG, PIFAVG) and the dependent variable is indicated by the value of R, which is 0.675. The estimate's standard error is 0.675. This demonstrates the median discrepancy between the values that were observed and those that the model anticipated.

The estimated regression equation is:

$$IBB=4.265-.058WRFAVG+.094RRFAVG+.021PIFAVG-.622FCFAVG+.095HIAVG+1.130OFAVG-.647GDAVG-.217WEAVG$$

According to regression analysis the factors such as related to financial and career aspects, organisational factors significantly influence the quality of work of respondents of Vadodara, while work-related, role-related, health, personal and interpersonal and work environment do not appear to have that much role. The model taken was observed to be very strong indicator of Quality of work, as the value for Std error of estimate obtained was around .149. In fact, the value of R (.944) indicates that model appears to have a strong correlation between the predictors and the independent variables.

<b>Table 5.2.4.9 Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 <sup>a</sup>	.890	.889	.149
a. Predictors: (Constant), WEAVG, FCFAVG, GDAVG, OFAVG, RRFAVG, PIFAVG, WRFAVG, HIAVG				

Similarly, in case of Ahmedabad, the model suggests that a combination of work-related, role-related, financial & career, and organizational factors plays a crucial role in determining the quality of work of respondents from Ahmedabad City.

Part 2.5: Application of tests of normality and using non-parametric tests Kruskal-Wallis for further examination

Apart from the above-mentioned findings, Test of normality was conducted to check whether the characteristics of the dataset, find out about the appropriateness of the data, as well as ensuring the validity of the interpretations and assumptions if made were accurate corresponding to the data. For the data under consideration, it was found that the dataset appears not being normally distributed. As a result, non-parametric statistical test called as Kruskal-Wallis test was used for the given hypothesis. The Kruskal-Wallis test is used when we want to compare the central tendencies (e.g., medians) of three or more independent groups and the assumptions of parametric tests like ANOVA (Analysis of Variance) cannot be met.

Table 5.2.5.1 Kruskal-Wallis - There is no significant impact of Gender of respondents on Work related Factor (WRF) of respondents.

<b>Impact of Gender</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Tight working schedules	.001	Rejected
2.	Strict rules to be followed	.327	Accepted
3.	Long hours/overtime work	.000	Rejected
4.	Attending more than one customer/ Project at a time	.000	Rejected
5.	Workplace bullying (Unreasonable behaviour from employer)	.014	Rejected
6.	WRF AVG	.044	Rejected

- A hypothesis tested was that there is no significant impact of Gender of respondents on Work related Factor (WRF) of respondents. These tests, specifically the

Kolmogorov-Smirnova and Shapiro-Wilk tests, it is interpreted that Kolmogorov-Smirnov and Shapiro-Wilk value is 0.000 for gender of respondents and WRF of respondents which is less than 0.05. As the p-value was less than 0.05 it suggested strong evidence against the null hypothesis of normality, hence  $H_0$  is rejected, leading us to reject the assumption that the data are normally distributed. Since the data are not normally distributed, the text suggests applying non-parametric tests. According to the kuskal-wallis test for “strict rules to be followed”, we get a significance value of 0.327 which is greater than 0.05. therefore, we fail to reject the null hypothesis, which concludes that there is no significant impact of gender on this factor. However, gender does have impact on work related factors such as tight working schedule, long hours’/overtime work, attending more than one customer/project and workplace bullying.

Table 5.2.5.2 Kruskal-Wallis - There is no significant impact of Age of respondents on Work related Factor (WRF) of respondents.

<b>Impact of Age</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Tight working schedules	.000	Rejected
2.	Strict rules to be followed	.000	Rejected
3.	Long hours/overtime work	.000	Rejected
4.	Attending more than one customer/ Project at a time	.000	Rejected
5.	Workplace bullying (Unreasonable behaviour from employer)	.000	Rejected
6.	WRFAVG	.000	Rejected

Similarly, another hypothesis tested was there is no significant impact of Age of respondents on Work related Factor (WRF) of respondents. But the Kruskal-Wallis tests yielded that age has a significant impact on all the work-related factors. Similarly

work experience, monthly income and city of respondents all of them contribute a major impact towards work related factors according to the statistical analysis.

Table 5.2.5.3 Kruskal-Wallis - There is no significant impact of Office working time of respondents on Work related Factor (WRF) of respondents.

<b>Impact of Office Working Time</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Tight working schedules	.000	Rejected
2.	Strict rules to be followed	.000	Rejected
3.	Long hours/overtime work	.003	Rejected
4.	Attending more than one customer/ Project at a time	.000	Rejected
5.	Workplace bullying (Unreasonable behaviour from employer)	.310	Accepted
6.	WRFAVG	.173	Rejected

- Another hypothesis was tested that there is no significant impact of Office Working Time of respondents on Work related Factor (WRF) of respondents. For the "Workplace bullying (Unreasonable behavior from employer)" factor, the Kruskal-Wallis test yielded a significance value of 0.310, which is greater than 0.05. Therefore, we fail to reject the null hypothesis (Ho), indicating that there is no significant impact of office working time on this factor. However, office working time does have a significant impact on tight working schedules, strict rules to be followed, long hours'/overtime work, and attending more than one customer/project at a time.

Table 5.2.5.4 Kruskal-Wallis - There is no significant impact of Monthly income of respondents on Work related Factor (WRF) of respondents.

<b>Impact of Monthly income</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected

1.	Tight working schedules	.000	Rejected
2.	Strict rules to be followed	.000	Rejected
3.	Long hours/overtime work	.000	Rejected
4.	Attending more than one customer/ Project at a time	.000	Rejected
5.	Workplace bullying (Unreasonable behaviour from employer)	.000	Rejected
6.	WRFAVG	.000	Rejected

- Another hypothesis was tested that There is no significant impact of monthly income of respondents on Work related Factor (WRF) of respondents. From the table, it is interpreted that the significance value of Kruskal Wallis H Test for all the work-related factors (WRF) of respondents is less than 0.05 hence Ho is rejected. So, there is an impact of monthly income of respondents on all the work-related factor (WRF).

Table 5.2.5.5 Kruskal-Wallis - There is no significant impact of Gender of respondents on Role related Factor (RRF) of respondents.

<b>Impact of Gender</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Clear target/Fix targets for achieve	.000	Rejected
2.	Sudden change in the role and responsibilities.	.000	Rejected
3.	Role demands (Pressure to perform the role assigned).	.000	Rejected
4.	Monotonous or repetitive work.	.599	Accepted
5.	Attending frequent meetings.	.015	Rejected
6.	High degree of accountability	.012	Rejected
7.	RRFAVG	.000	Rejected

➤ Another hypothesis tested was there is no significant impact of gender of respondents on role related Factor (RRF) of respondents. The komogorov-smirnov and shapiro-wilk tests yield significance value of 0.000 for gender of respondents and role related factors (RRF). Since they are less than 0.05, the null hypothesis that the data is normal can be rejected. As a result, non-parametric test is utilized to assess the dataset, which indicate the impact of gender on role-related factors. It was observed that according to the kruskal-wallis test monotonous or repetitive work yielded a significance value of 0.599 which is greater than 0.05, indicating no significant relation between gender and this factor. On the contrary, it was observed that role related factors like clear targets for achieve, sudden change in the role and responsibilities, attending frequent meetings, and high degree of accountability suggests that there is a significant impact of gender on them.

Table 5.2.5.6 Kruskal-Wallis - There is no significant impact of Age of respondents on Role related Factor (RRF) of respondents.

<b>Impact of Age</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Clear target/Fix targets for achieve	.000	Rejected
2.	Sudden change in the role and responsibilities.	.000	Rejected
3.	Role demands (Pressure to perform the role assigned).	.000	Rejected
4.	Monotonous or repetitive work.	.000	Rejected
5.	Attending frequent meetings.	.000	Rejected
6.	High degree of accountability	.000	Rejected
7.	RRFAVG	.000	Rejected

Another hypothesis tested was that There is no significant impact of age of respondents on role related Factor (RRF) of respondents. From the table, it is interpreted that the significance value of Kruskal Wallis H Test for all the role related factors (RRF) of respondents is less than 0.05 hence Ho is rejected. So, there is an impact of age of respondents on all the role related factor (RRF).

Table 5.2.5.7 Kruskal-Wallis - There is no significant impact of Residential city of respondents on Role related Factor (RRF) of respondents.

<b>Impact of Residential City</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Clear target/Fix targets for achieve	.000	Rejected
2.	Sudden change in the role and responsibilities.	.000	Rejected
3.	Role demands (Pressure to perform the role assigned).	.000	Rejected
4.	Monotonous or repetitive work.	.000	Rejected
5.	Attending frequent meetings.	.000	Rejected
6.	High degree of accountability	.000	Rejected
7.	RRFAVG	.000	Rejected

Similarly, it was found that city of respondents, education, designation and monthly income of respondents played an important role for determining role related factors of respondents.

Table 5.2.5.8 Kruskal-Wallis - There is no significant impact of Type of employment of respondents on personal and interpersonal factor (PIF) of respondents.

<b>Impact of Type of employment</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	High level of expectations from the superior	.000	Rejected
2.	Demands of the work interferes with family life	.000	Rejected
3.	Family conflict	.000	Rejected
4.	Lack of communication with higher authority	.000	Rejected

5.	Criticisms in the office	.000	Rejected
6.	Competition among colleagues	.000	Rejected
7.	PIFAVG	.000	Rejected

➤ Another hypothesis tested was that There is no significant impact of type of employment on personal and interpersonal factor (PIF) of respondents. According to the interpretation of Table using tests for normality, the respondents' personal and interpersonal factors (PIF) related to their type of employment had significance values of 0.000 for both the Kolmogorov-Smirnov and Shapiro-Wilk tests, which suggests that the data is not normally distributed. Therefore, non-parametric tests are appropriate for analyzing these data. In simple terms, the data for different types of employment and personal and interpersonal factors do not follow a normal distribution. So, we employ tests such as Kruskal-Wallis for deriving the significance. The Kruskal-Wallis tests yield a significance value less than 0.05 (p-value). As a result, the null hypothesis which is stated in question can be rejected based on it. Therefore, it means that the type of employment significantly influences various personal and interpersonal factors such as the level of expectations from superiors, work-family interference, family conflicts, communication issues with higher authorities, etc. This suggests that different types of employment arrangements may lead to different experiences and perceptions with these factors.

Table 5.2.5.9 Kruskal-Wallis - There is no significant impact of Work experience of respondents on personal and interpersonal factor (PIF) of respondents.

<b>Impact of Work experience</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	High level of expectations from the superior	.000	Rejected
2.	Demands of the work interferes with family life	.000	Rejected
3.	Family conflict	.000	Rejected
4.	Lack of communication with higher authority	.000	Rejected

5.	Criticisms in the office	.000	Rejected
6.	Competition among colleagues	.018	Rejected
7.	PIFAVG	.000	Rejected

In conclusion, work experience in the current organization seems to affect how employees view a variety of job-related aspects, including communication with higher authorities, work-family balance, expectations from superiors, and office criticisms. Nevertheless, the effect could change based on the particular factor taken into account.

Table 5.2.5.10 Kruskal-Wallis - There is no significant impact of Designation of respondents on personal and interpersonal factor (PIF) of respondents.

<b>Impact of Designation</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	High level of expectations from the superior	.000	Rejected
2.	Demands of the work interferes with family life	.000	Rejected
3.	Family conflict	.000	Rejected
4.	Lack of communication with higher authority	.000	Rejected
5.	Criticisms in the office	.000	Rejected
6.	Competition among colleagues	.000	Rejected
7.	PIFAVG	.000	Rejected

Similarly, these tests were conducted for all factors and it was found that designation, monthly income, marital status, family structure and number of dependents in the family had significant impact on personal and interpersonal factor (PIF) of respondents.

Table 5.2.5.11 Kruskal-Wallis – There is no significant impact of Gender on Financial & Career Factor (FCF) of respondents.

Impact of Gender			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate pay/ Payment of salary	.000	Rejected
2.	No chance of getting a promotion/Increment	.002	Rejected
3.	Inadequate financial incentives/bonuses	.006	Rejected
4.	No recognition for the work done	.962	Accepted
5.	No opportunities for intellectual growth	.000	Rejected
6.	FCFAVG	.006	Rejected

➤ Yet another hypothesis was tested There is no significant impact of Gender on Financial & Career Factor (FCF) of respondents. From the table, it is interpreted that Kolmogorov-Smirnov and Shapiro-Wilk value is 0.000 for Gender on Financial & Career Factor (FCF) of respondents which is less than 0.05 hence Ho is rejected. So, it can be concluded that the data for both genders and the Financial & Career Factor (FCFF) do not follow a normal distribution, hence non- parametric tests is employed to examine the relationship between them. According to the results obtained from Kruskal- Wallis test, it is observed that the factor “no recognition for the work done” yielded a value of .962, which is greater than 0.05. This indicated that the null hypothesis, that there is no significant effect of gender on this factor cannot be rejected. In simple words it means that there is no significant relationship between gender of the respondent and recognition for the work done. However same thing cannot say for the rest of factors according to the test, as it indicates that gender does have a significant impact on inadequate pay/payment of salary, no chance of getting promotion, inadequate financial incentives/bonuses, and no opportunities for intellectual growth among the Financial & Career Factor (FCFF).

Table 5.2.5.12 Kruskal-Wallis – There is no significant impact of Age on Financial & Career Factor (FCF) of respondents.

Impact of Age			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate pay/ Payment of salary	.000	Rejected
2.	No chance of getting a promotion/Increment	.000	Rejected
3.	Inadequate financial incentives/bonuses	.000	Rejected
4.	No recognition for the work done	.000	Rejected
5.	No opportunities for intellectual growth	.000	Rejected
6.	FCFAVG	.000	Rejected

In a similar way, hypothesis was predicted and it was found that factors like age, monthly income, education, work experience in current organization, and working premises in the current organization pose a significant impact on Financial & Career Factor (FCF).

Table 5.2.5.13 Kruskal-Wallis – There is no significant impact of Education on Financial & Career Factor (FCF) of respondents

Impact of Education			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate pay/ Payment of salary	.000	Rejected
2.	No chance of getting a promotion/Increment	.000	Rejected
3.	Inadequate financial incentives/bonuses	.000	Rejected
4.	No recognition for the work done	.000	Rejected
5.	No opportunities for intellectual growth	.000	Rejected
6.	FCFAVG	.000	Rejected

- The Kruskal-Wallis H statistic is 446.611 with a p-value of .000, which suggests that people with varying educational qualifications have significantly different opinions of inadequate compensation or salary payment. This means that people with different educational backgrounds have different perceptions about how much they are paid or compensated. With a p-value of .000 and a Kruskal-Wallis H statistic of 415.320, people with varying educational backgrounds view their chances of receiving a raise or promotion differently. It implies that people with various educational backgrounds view job progression chances individually. The Kruskal-Wallis test, with a statistic of 103.869 and a p-value of .000, shows that there's a big difference in how people with different levels of education view the sufficiency of extra financial incentives or bonuses. This means that individuals with various educational backgrounds feel differently about whether they receive enough financial rewards besides their regular salary.

Table 5.2.5.14 Kruskal-Wallis – There is no significant impact of Age on Health Issue (HI) of respondents.

Impact of Age			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Illness of the self / family member	.000	Rejected
2.	Frequent anxiety attacks	.000	Rejected
3.	Sleep disturbances/Insomnia	.000	Rejected
4.	Frequent hospitalization/medical emergency	.000	Rejected
5.	Medical Conditions Caused by COVID-19	.000	Rejected
6.	HIAVG	.000	Rejected

- Yet another hypothesis was tested There is no significant impact of Age on Health Issue (HI) of respondents. It is interpreted from the test of normality that Kolmogorov-Smirnov and Shapiro-Wilk value is 0.000 for Health Issue (HI) of respondents which is less than 0.05 hence Ho is rejected. Therefore, data are not normal so we can apply non-parametric test is selected for further analysis.

Table 5.2.5.15 Kruskal-Wallis –There is no significant impact of Monthly income on Health Issue (HI) of respondents.

Impact of Monthly income			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Illness of the self / family member	.000	Rejected
2.	Frequent anxiety attacks	.000	Rejected
3.	Sleep disturbances/Insomnia	.000	Rejected
4.	Frequent hospitalization/medical emergency	.000	Rejected
5.	Medical Conditions Caused by COVID-19	.000	Rejected
6.	HIAVG	.000	Rejected

- After using Kruskal-Wallis test and finding out the significance value for each of the factors, certain conclusions were observed, i.e. Age, monthly income, marital status, family structure and no of dependents in the family all have a significant impact on the Health Issue (HI) of the respondents.

Table 5.2.5.16 Kruskal-Wallis –There is no significant impact of Gender on Organization Factor (OF) of respondents.

Impact of Gender			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate staff	.029	Rejected
2.	Poor workplace ambiance/ unclean working areas	.001	Rejected
3.	Over-harsh discipline	.024	Rejected
4.	Badly designed, unsuitable or uncomfortable furniture	.815	Rejected
5.	Problems in coping with new technology, techniques, ideas	.031	Rejected

	and challenges		
6.	OFAVG	.024	Rejected

➤ Yet another hypothesis was tested There is no significant impact of Gender on Organization Factor (OF) of respondents. It is interpreted from the test of normality that Kolmogorov-Smirnov and Shapiro-Wilk value is 0.000 for Health Issue (HI) of respondents which is less than 0.05 hence hypothesis is rejected. Therefore, data are not normal so we can apply non-parametric test is selected for further analysis. After using Kruskal-Wallis test and finding out the significance value for each of the factors, certain conclusions were observed. It was observed that badly designed, unsuitable or uncomfortable furniture has no significant relationship with the gender of the respondent. However, for the remaining factors like inadequate staff, poor workplace ambiance, over-harsh discipline, and problems in coping with new technology/technique yielded a significance value less than 0.05, which suggests that there is a significant impact of gender on them. This means that at the organizational level gender disparities exists even in terms of staff adequacy, workplace ambiance, discipline, and coping with latest trends. Addressing they may contribute to a better inclusive and even work environment for the organization

Table 5.2.5.17 Kruskal-Wallis –There is no significant impact of Age on Organization Factor (OF) of respondents.

Impact of Age			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate staff	.000	Rejected
2.	Poor workplace ambiance/ unclean working areas	.000	Rejected
3.	Over-harsh discipline	.000	Rejected
4.	Badly designed, unsuitable or uncomfortable furniture	.000	Rejected
5.	Problems in coping with new technology, techniques, ideas and challenges	.000	Rejected
6.	OFAVG	.727	Rejected

Table 5.2.5.18 Kruskal-Wallis –There is no significant impact of Monthly income on Organization Factor (OF) of respondents.

<b>Impact of Monthly income</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Inadequate staff	.000	Rejected
2.	Poor workplace ambiance/ unclean working areas	.000	Rejected
3.	Over-harsh discipline	.000	Rejected
4.	Badly designed, unsuitable or uncomfortable furniture	.000	Rejected
5.	Problems in coping with new technology, techniques, ideas and challenges	.000	Rejected
6.	OFAVG	.050	Rejected

Similarly, after carrying out the Kruskal-Wallis test it was observed that age, residential factor, type of employment, designation, monthly income, and office working time have a significant impact on the organization factor (OF).

Table 5.2.5.19 Kruskal-Wallis - There is no significant impact of Gender on Gender Discriminations (GD) of respondents.

<b>Impact of Gender</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Prejudice from colleagues or superiors based on caste, religion, language, etc.	.005	Rejected
2.	Gender is considered as constraint in perform complex tasks.	.061	Accepted
3.	The company provides gender-neutral flexible work hours.	.061	Accepted

4.	Unsympathetic management	.000	Rejected
5.	Partiality or discrimination shown by the superiors	.000	Rejected
6.	GDAVG	.000	Rejected

➤ In the same way another hypothesis was tested There is no significant impact of Gender on Gender Discriminations (GD) of respondents. From the Kolmogorov-Smirnov and Shapiro-Wilk tests it was observed that the significance values were 0.000 for the both the genders. Since these p-values were less than 0.05 the null hypothesis was rejected that the data was normally distributed. Therefore, non-parametric tests were used to appropriately analyze the dataset. After conducting Kruskal-Wallis test it was observed that the significance values for prejudice from colleagues or superior based on caste, religion, language and gender is considered as a constraint in performing complex tasks, was 0.005 and 0.061 respectively. Since these values are greater than 0.05 for the second factor the null hypothesis was failed to reject. Hence it was concluded that there is no impact of gender on gender is considered as constraint in perform complex tasks and the company provides gender-neutral flexible work hours of respondents of Gender on Discriminations (GD). However, gender has a significant impact on the perception of unsympathetic management and partiality or discrimination shown by superiors. This might indicate that often the respondents perceive differences on how they are treated based on gender when it comes to management attitudes and behaviors.

Table 5.2.5.20 Kruskal-Wallis -There is no significant impact of Age on Gender Discriminations (GD) of respondents.

Impact of Age			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Prejudice from colleagues or superiors based on caste, religion, language, etc.	.000	Rejected
2.	Gender is considered as constraint in perform complex tasks.	.002	Rejected
3.	The company provides	.000	Rejected

	gender-neutral flexible work hours.		
4.	Unsympathetic management	.000	Rejected
5.	Partiality or discrimination shown by the superiors	.000	Rejected
6.	GDAVG	.000	Rejected

Table 5.2.5.21 Kruskal-Wallis –There is no significant impact of Residential city on Gender Discriminations (GD) of respondents.

<b>Impact of Residential city</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Prejudice from colleagues or superiors based on caste, religion, language, etc.	.000	Rejected
2.	Gender is considered as constraint in perform complex tasks.	.000	Rejected
3.	The company provides gender-neutral flexible work hours.	.000	Rejected
4.	Unsympathetic management	.000	Rejected
5.	Partiality or discrimination shown by the superiors	.000	Rejected
6.	GDAVG	.000	Rejected

- In the same way after conducting Kruskal-Wallis tests across all the factors it was observed that age, residential city, designation, work experience in the current organization and marital status possesses a significant impact on the Gender Discriminations (GD).

Table 5.2.5.22 Kruskal-Wallis – There is no significant impact of Office working time on Work Environment (WE) of respondents.

<b>Impact of Office working time</b>			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected

1.	Poor Organization policy and procedures	.099	Accepted
2.	Poor Human Resource planning	.000	Rejected
3.	Lack of Grievance Redressal system	.052	Accepted
4.	Organization discipline	.000	Rejected
5.	WEAVG	.028	Rejected

➤ Yet another hypothesis was tested There is no significant impact of Office working time on Work Environment (WE) of respondents. Kolmogorov-Smirnov and Shapiro-Wilk tests were conducted to assess the normality of data for various factors. The Kolmogorov-Smirnov and shapiro-wilk statistics test concluded that distribution of data is not normal. Hence non parametric tests were conducted to examine further analysis of the data. After conducting Kruskal-Wallis test for the data it was discovered that poor organization policy and procedures, Lack of grievance redressal system the significance values were greater than 0.05. This indicates that there is no significant impact on Office working time on these factors. Or in other words the variation in office working time does not lead to statistically significant differences in the perceptions of poor organization policy and procedures, lack of grievance redressal system and overall work environment.

Table 5.2.5.23 Kruskal-Wallis – There is no significant impact of Residential city on Work Environment (WE) of respondents.

Impact of Residential city			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Poor Organization policy and procedures	.000	Rejected
2.	Poor Human Resource planning	.000	Rejected
3.	Lack of Grievance Redressal system	.000	Rejected
4.	Organization discipline	.000	Rejected
5.	WEAVG	.000	Rejected

Table 5.2.5.24 Kruskal-Wallis – There is no significant impact of Office working premises on Work Environment (WE) of respondents.

Impact of Working premises			
Sr. No.	Statements	Sig value	Ho= Accepted/Rejected
1.	Poor Organization policy and procedures	.000	Rejected
2.	Poor Human Resource planning	.000	Rejected
3.	Lack of Grievance Redressal system	.000	Rejected
4.	Organization discipline	.000	Rejected
5.	WEAVG	.000	Rejected

- While hypothesis was tested for other factors as well and after conducting thorough analysis for all of them it was concluded that Residential city, education, work experience in the current organization and working premises might seem to have a significant role on affecting the Work Environment (WE) for the organization.

### **6. SUGGESTION FOR THE ORGANISATIONS:**

In context with the above-mentioned findings and implications, organizations primarily working in IT sector may need to keep this mind that a vast number of factors determine the stress development among its employees as well as remedies to mitigate it. Some of them namely are Gender, age, Residential city, education of the employee, type of employment, designation, monthly income, working experience in the current organization, office working time, working premises, marital status etc. While some of them may contribute a major part in developing stress among the employees, others may be only marginally affecting it. For starters it should be keep in mind that gender and residential city of the employee significantly effect of how stressed they feel with the demands of work. In other words, it means that for different gender categories societal norms and expectations lead to how differently they perceive the assigned task or work. In addition to it gender discrimination, unequal opportunities and differential treatment can ultimately contribute to stress

development among both men and women. While in case of residence it is clear that urban areas pose greater challenges and high number of competencies compared to rural, which also can be a reason for stress development. Apart from this age, residence, education and designation also play a significant role towards how productive an employee can be under stress. Employees with a good amount of age may have developed a coping mechanism towards stressful situations and how to deal with it. On the contrary young individuals may struggle in this matter, as a result it hampers their productivity level. While for residence it is easily understood that rural areas with better exposure to natural environment and recreational activities can help alleviate stress and thus improve productivity. Conversely urban areas may face higher levels of noise pollution, congestion ultimately contributing to stress and reducing the productivity levels. Education also plays an important role as the higher the education levels the better skills and knowledge employee might possess in order to deal with stress while working, hence productivity levels are maintained. The findings of this research communicate a strong and definite message to the organizations working in IT sector.

In addition to the above, the quality of professional as well as personal life of an employee is an important aspect for any organization. The type of employment whether the employee is part time or full time can affect the quality of his/her work life. For e.g. part time employee may experience stress related to job security, higher workload or long working hours compared to a full-time employee. Apart from this the full-time employee also enjoys certain benefits like healthcare, leisure activities, support services from the organizations in comparison. Moreover, monthly income of an employee plays a major role as well in determining the quality of work life. It's understood that inadequate monthly income may prove to be a hindrance for meeting the daily requirements, thereby negatively affecting the quality of life. While working premises can also play an important role as well. Factors such as noise levels, lighting, temperature, and workspace layout can influence an employer's comfort and concentration. On the other side remote work arrangements may offer flexibility and autonomy but might also be a reason for isolation from office, blurred work and personal life. This seriously impact the quality of work life of an employee. Along with this employee that are married and belonging to a family are expected to have a better coping mechanism against stress, with someone providing them with emotional as well as practical support, which can help buffer the effects of work-related stress. Companies as well as institutions need to keep this in mind that all these factors play an important role in determining the stress

as well as effects caused by stress in an employee's life. This can help them provide better work environment to their employees thereby overall improving the environment and ultimately benefiting the company.

In addition to this, companies should also focus on certain strategies and methods of reducing stress among the employees. The findings above prove that these remedies for reducing stress to major extent depend on the city of residence of an employee as well as the age of an employee. Employees as discussed earlier may face higher levels of stress due to factor such a long commute, traffic congestion, noise pollution and a fast-paced lifestyle. Companies may need to take all these under consideration while developing strategies for managing the urban stressors. On the contrary rural areas prove to be having a close-knit communities and strong social support networks which can help in managing stress. Among them managing stress might include community-based initiatives, outdoor activities or group wellness programs. While age might also play an important role while designing remedies to get rid of stress among employees. Younger employees for e.g. may prioritize programs that offer flexibility, technology-driven solution and opportunities for personal growth. While older employees may prefer options that offer work-life balance, health promotion etc. For e.g. programs targeting younger employees may focus on stress management techniques for balancing work while programs for older employees may include retirement planning and health screening. The organizations at work here need to understand these challenges and effectively develop strategies, which can prove to be beneficial to all types of employees they have working with them.

### **6.1 Further Research Scope**

While the results of this study will prove to be helpful in comprehending the stress that is developed among the employees working in the IT industry face, there is certainly room for more investigation to overcome gaps in knowledge and research, as well as crossing the limitations prevailing in the field today. First off, the study's exclusive emphasis on a certain area of the world, like Gujarat, limits how broadly the conclusions can be applied. Subsequent investigations may broaden their focus to include several Indian states, facilitating a comparative evaluation of stressors and coping strategies employed. Furthermore, although the current study may focus on the development of stress, effects of stress to an employee's different aspects of life, future research may explore additional aspects of stress in the IT industry, such as stress impact on a company growth, market implications as well as influence on a society. Furthermore, investigating the effects of stress

on organized and unorganized elements of the IT workforce may provide thorough insights into industry-wide issues and also help in development of innovative as well as effective possible solutions. Incorporating qualitative approaches, such focus groups or interviews, can also add depth and complexity to the quantitative findings, making the study outcomes richer.

## **7. CONCLUSION**

The fast-paced and demanding sector of information technology (IT) in particular poses a number of issues in the modern workplace that might have a negative impact on employees' well-being. Stress is a widespread problem that has become a major concern for many in the IT industry as well as other industries also. The variables that lead to stress are numerous and intricate, ranging from constant technology improvements to high-pressure workplaces and tight project deadlines. The present research has explored the complex relationship between stress development among the individuals working in IT sector as well as the other aspects related to it, looking at its root causes, symptoms, and effects. The research's thorough investigation of organizational, environmental, and individual factors has allowed to better understand the wide range of stressors that challenge IT professionals, from role ambiguity and job insecurity to workload constraints and tight timetables. The research has also illuminated the negative consequences that stress has on worker productivity, well-being, and job satisfaction, underscoring the critical need for preventative treatments and encouraging actions. An intricate combination of occupational, psychological, and demographic factors has been highlighted by the study of stress among IT sector workers. Robust statistical analyses applying regression, ANOVA, and normality tests have yielded important new information about the complex nature of stress and its multiple drivers. Based on it several relationships were unfolded between the various demographic factors like gender, age, residence, income, marital status etc. and aspects of work stress, their effect on productivity and career choices. Among the prominent ones include the age of employees, the residence of the employee. As explained above it can severely affect not only the professional aspects but the personal dimensions of their lives as well. The phenomenon of work stress within an employee can engender consequential ramifications, thereby exerting an extreme influence not only the individual but also the organization he is associated with and, by extension, the entire economy itself.

The main aim of this study is to enlighten the organizations as well as companies working in the core IT sector, of the prevalence of stress among their workforce as well the effects

emerging from it. It even informs the enterprises on developing the methodologies required as a preventative strategy against the development of stress among its employees.

## **8. LIMITATION OF THE STUDY**

- The research sample may not accurately represent the entire population due to self-selection bias by the researcher, non-response bias or it might be related to sampling from a limited geographical area. The study is limited to selected cities of Gujarat.
- Low response rates or missing data in the surveys or other places might introduce bias and reliability issues and even pose a problem to validity regarding the findings. Sample size used for the study is small. Hence, the results cannot be taken as universal.
- The result of the study can be applied majorly to Informational Technology companies.
- Data collected through surveys or interviews may be subject to biases such as social desirability bias or response bias. Participants may underreport or over report the information which might lead to inaccurate or skewed results.
- The research often utilizes a cross sectional design, which assess the variables at a single point in time. This limits the ability to establish causality or determine the direction of relationships between variables.
- The challenge lies in the company size and IT sector is mainly applicable to big giants in the respective industry. It is definitely not for small grade organizations.
- The validity of the tools used for measurement and analysis of work stress, productivity and other variables may be limited. Constructs like them are multifaceted and complex to capture, making it challenging to measure using single item or self-report instruments.
- Ethical consideration related to respondent's confidentiality, informed consent from them, and data privacy must be carefully addressed throughout the study to ensure the well-being and rights of participants are upheld.

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