

Stress Management Practices and Employee Well-Being among Information Technology Employees: An Empirical Study of Stress, Coping Strategies and Job Performance

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Abstract

Stress in the workplace is a concern for employees' health and the success of organisations, particularly within the Information Technology sector where expectations for continuous performance and technological changes are coupled with demanding workloads and tight deadlines. The study focuses on Workplace Stress, Stress Management Practices, Coping Strategies, Well-being and Job Performance of the Information Technology employees. The study used quantitative, descriptive and analytical research design with primary data gathered from 320 respondents of IT employees using a structured questionnaire. Descriptive statistics, reliability analysis, exploratory factor analysis, Pearson correlation, independent-samples t-test, one-way ANOVA, multiple regression, hierarchical regression and mediation analysis were used. The results showed moderate levels of workplace stress ($M = 3.238$), and the stress management practices ($M = 3.434$), coping strategies ($M = 3.367$), employee well-being ($M = 3.217$) and job performance ($M = 3.438$) were found to be comparatively good. All the measurement scales were highly reliable with a Cronbach's alpha value between 0.827 and 0.883. The practices of stress management significantly predicted employee well-being ($\beta = 0.675$, $p < 0.001$), and employee well-being and coping strategies significantly predicted job performance. In addition, the effect of stress management practices on job performance was a significant one with 50.7% mediated by employee well-being. The study emphasises the need for holistic organisational initiatives in stress management and employee well-being to ensure continued performance in the IT industry.

Key words: *Workplace Stress, Stress Management Practices, Coping Strategies, Employee well-being, Job performance, Information Technology Employees.*

CHAPTER 1: INTRODUCTION

1.1 Background of the Study

Information Technology (IT) industry now is one of the main drivers of growth, job creation and technology change. The sector is defined by rapid technological change, close project times, high customer expectations, and constant learning needs, as well as longer working hours, and more reliance on digital platforms. These attributes can be a source of professional development for staff but can also lead to high psychological and work-related demands. Stress at work occurs when the work demands the employee cannot meet with the resources available to him, or his ability to cope effectively (Lazarus & Folkman, 1984). In the IT industry, these can be due to workload, time pressure, role ambiguity, technological change, work-life balance and constant connectivity.

According to Job Demands–Resources (JD-R) model, well-being and performance of employees are due to demands of the job and resources of the job. High levels of job demands may lead to strain and exhaustion, while high levels of job resources may lead to motivation, engagement and positive work outcomes (Bakker & Demerouti, 2007). The model was extended to highlight the role of organisational resources in supporting workers to cope with challenging work demands, and to sustain their wellbeing and performance (Bakker & Demerouti, 2017). Thus, stress management has emerged as a key issue within organisations, especially for technology-rich occupations.

The World Health Organization (WHO, 2022) identifies some of the psychosocial risks to mental health at work as excessive workload, long and/or inflexible working hours, lack of control and limited organizational support. The International Labour Organization (ILO, 2022) is also emphasizing the need to recognize and address the psychosocial risk to create healthier and more productive workplaces. Thus, the responsibility for effective stress management should not only regard the individual but the entire process of stress management within the organisation, which includes the design of the work, employee support, opportunities for recovery and the adoption of suitable coping mechanisms.

1.2 Workplace Stress among IT Employees

The workplace stress among the IT employees has been identified as a problem in this chapter. Workplace stress is the physical and psychological reactions that take place when job demands and working conditions make demands on the employee that the employee can't cope with. According to Lazarus and Folkman (1984), the transactional theory of stress suggests that stress is related to both the presence of a demanding situation and the appraisal of that situation and the individual's coping ability. IT workers often work in an environment of high workload, evolving technology, demanding customers, project deadlines and a never-ending stream of performance expectations. IT professionals' accounts suggest that there are a number of factors which influence the level of occupational stress and that this stress can have implications for employee well-being and work outcomes (Anantharaman et al., 2018). Recent examples from Indian IT professionals

also suggest the presence of work-related stress in technology oriented work places (Trivedi et al., 2024).

Occupational stress, if chronic, can have a negative impact on psychological health, work engagement and work performance. Occupational stress may also lead to fatigue and burnout if an individual's job demands are high and resources for self care and support are low (Maslach & Leiter, 2016). Therefore, it is important to have an understanding of the stress level of the IT employee to create the proper stress management practices.

1.3 Stress Management Practices

Stress management practices are those strategies that can be used by an organization and/or individuals to minimize, eliminate or control the negative impacts of stress in the workplace. These can include workload management, flexible working, support and employee assistance programmes, counselling, relaxation or mindfulness programmes and supportive leadership, wellness initiatives and opportunities for recovery. Studies have shown that prevention programs for occupational stress management can yield positive results for workers, but the results may depend on the type and method of the program (Richardson & Rothstein, 2008). In more recent studies, the effects of mindfulness-based interventions on enhancing employee well-being and stress management have been explored further (Rajappan et al., 2024). These interventions are specifically pertinent to IT organisations, where workers are likely to be required to work in a cognitively demanding way and/or work intermediately through digital means (Bakker & Demerouti, 2017).

However, stress management should not just be about stress-relief activities to be done from time to time. Effective organisational practices should aim to resolve the root causes of stress, such as increased demands, lack of resources, lack of recovery, poor work design etc. The JD-R view implies that increasing job resources can help workers cope with challenging job demands, as well as promote motivation and performance.

1.4 Coping Strategies

Coping strategies are the cognitive and behavioral responses a person has in dealing with stressful situations or events and its impact. Problem-focused coping is an approach in which the individual tries to change the stressful situation, while emotion-focused coping is an approach in which the individual tries to control how he or she feels in response to the stressful situation (Lazarus and Folkman, 1984). Coping can then be expressed in terms of problem solving, social support seeking, planning, positive reframing, acceptance, relaxation and other adaptive responses. The Brief COPE framework was created by Carver (1997) to measure various coping strategies used by people. Folkman and Moskowitz (2004) also pointed out that coping is a dynamic process, which means that both problem-oriented and emotion-regulation coping styles can be employed as the situation calls for.

The coping strategies that employees can employ in the IT workplace include workload, deadlines, technological changes, interpersonal pressures and work-life challenges. Strategies for coping can

be effective in sustaining psychological resources and functioning in stressful situations. But, these coping responses are not always helpful. Hence, an investigation of the coping strategies that IT employees use gives an important foundation to comprehend the association of coping strategies with employee well-being and job performance.

1.5 Employee Well-Being

Employee wellbeing is an important aspect of organisational effectiveness and refers to the psychological, emotional and work functioning of employees. Working conditions, demands, social relationships, recovery opportunities and organisational resources impact on well-being at work (Sonnentag et al., 2023). Work stress and well-being is especially crucial, as a long-term presence of challenging working conditions could lead to work fatigue, lower engagement and lower mental health. On the other hand, positive experiences of employees can be enhanced by supportive work space and resources. The JD-R model explains that job resources can buffer the effects of job demands and promote employee motivation and well-being (Bakker & Demerouti, 2007; Bakker & Demerouti, 2017).

Employee well-being is becoming more and more important for IT organisations since they rely on knowledge, creativity, concentration and consistent employee performance. Employee wellness can, therefore, play a role in productivity and sustainability in the organisation as well as individual health.

1.6 Job Performance

Job performance is defined as how well the employee carries out the tasks and responsibilities of his job. Performance in knowledge-based industries (e.g. IT) may include completion of tasks, quality of work, productivity, problem solving, meeting deadlines and organisational goals. The effect of stress in the workplace on performance can be quite complicated. While some pressure can help motivate people to work hard, sustained and too high levels of pressure can drain the psychological and cognitive resources of employees. Studies have shown that there are links between stress at work, mental health and work performance of employees, making the management of work demands crucial (Chen et al., 2022).

Also, employee well-being is relevant to performance as employees with better psychological functioning may have more capacity to stay engaged, focused and productive. The importance of employee well-being is highlighted by Sonnentag et al. (2023), who recognise that it is influenced by various factors in the workplace and that it can impact the way employees operate in the workplace. In this regard, the present study has put the variable of job performance as one of the significant outcomes among stress management and employee well being.

1.7 Relationship between Stress Management, Well-Being and Job Performance

Employee functioning can be considered as multidimensional with regard to stress management, coping strategies and employee well-being and job performance. Employers should design a system of effective stress management to minimize the negative impacts of challenging working

conditions, and coaching employees to use coping strategies will help to ensure they react positively to stress. This increased wellbeing can then lead to better employee productivity and performance. The JD-R model can explain these relationships theoretically, as it suggests that the job resources can buffer the negative impacts of the job demands and trigger positive motivational processes (Bakker & Demerouti, 2007; Bakker & Demerouti, 2017). Likewise, a literature search on occupational stress interventions revealed that systematic interventions can help employees to improve their outcomes (Richardson & Rothstein, 2008). Finally, recent research lends credence to the applicability of stress management, mindfulness and well-being interventions in the world of work today (Rajappan et al., 2024)..

Hence, this study focuses on stress management practices, coping strategies as important factors associated with employee well-being and whether well-being adds value to job performance of the IT employees.

1.8 Need for the Study

With the increasing complexity of IT work, employee stress management is an important area of the organisational research. Stressful psychosocial demands can have a negative impact on mental health and supportive organisational practices can help create a healthier workplace (WHO, 2022; ILO, 2022). Research also has shown that recovery, wellbeing and proper organisational interventions play a crucial role in the management of workplace stress (Sonnetag et al., 2023; Rajappan et al., 2024). But organisations need to find out if stress management practices are linked to employee well being and whether or not there is a relationship between stress management practices and employee performance. The present study attempts to meet this requirement by considering stress, stress management, coping and well-being and job performance in a common empirical frame of reference.

1.9 Significance of the Study

It is relevant to IT organisations as their results would help the manager and human resource professionals in designing an evidence-based stress management program. organisations can enhance employee support, workload practices and wellness programmes when they understand how stress management and employee wellbeing go hand in hand. It is also valuable for workers in that it emphasizes the need for positive coping and recovery strategies. Academically, this study expands the research literature by focusing on the interrelationships between stress management, coping strategies, well-being and job performance. It also offers empirical data that can be used for further research on work stress and work outcomes in technologically intensive work settings.

1.10 Objectives of the Study

1. To determine the extent of stress and stress management of Information Technology employees.
2. To explore coping mechanisms employed by the Information Technology employees to cope with job stress and their correlation with wellbeing.

3. To examine the correlation between stress management practices and employee well-being and job performance of Information Technology employees.
4. To study the effect of stress management and employee in the job performance of Information Technology employees.

1.11 Hypotheses of the Study

Following hypothesis is formulated for the study;

H₀₁: There is significant relationship between stress management practices and employee well-being among Information Technology employees.

H₀₂: Coping strategies, employee well-being and job performance are significantly related among Information Technology employees.

H₀₃: There is no significant relationship between stress management practices and employee well-being and job performance of the Information Technology employees.

1.12 Scope of the Study

The study is conducted on Information Technology employees and the five major constructs targeted are workplace stress, stress management practices, coping strategies, employee well-being and job performance. Demographic characteristics and descriptive, reliability, factor, correlation, group difference and regression based analyses are conducted to examine relationships between the major constructs. The study also explores the mediation of well-being in the relationship between employee stress management practices and employee job performance. The results are aimed at fostering an empirical view of employee outcomes, related to stress, in the work environment of the IT sector.

1.13 Conceptual Orientation of the Study

The study is conceptually based mainly on the Job Demands–Resources (JD–R) model which focuses on the interaction between job demands and job resources to explain employee outcomes (Demerouti et al., 2001; Bakker & Demerouti, 2007). Stress at work is an important outcome of work demands, and stress management interventions can be considered as organisational resources that help individual employees to cope with work demands. Coping strategies are employees' responses to workplace stress, and employee well-being is an important employee outcome. Performance on the job is regarded as the key work-related outcome. Thus, the study investigates the relationships between stress management practices and employee well-being, between coping and well-being to job performance, and between employee well-being as an important mechanism between stress management practices and job performance. This conceptual approach aligns with the current research that is focused on work design, recovery, well-being and organizational resources as the key factors to maintain the functioning of employees (Parker & Grote, 2022; Sonnentag et al., 2023).

CHAPTER 2: REVIEW OF LITERATURE

2.1 Review of Literature

2.1.1 Demerouti et al. (2001)

The Job Demands–Resources (JD-R) model was developed by Demerouti et al., (2001) to provide an explanation for the relationship between job demands and job resources and their impact on the health and performance of employees. Job characteristics were categorized as job demands (physical and psychological), and job resources (facilitates goal attainment and reduces negative effects of demands). This model has been developed to show that overloading of work demands can lead to fatigue and strain, while access to and provision of appropriate resources can lead to motivation and positive work outcomes. The JD-R framework offers a good theoretical base to look at workplace stress, stress management practices, employee well-being and job performance in the IT sector.

2.1.2 Bakker and Demerouti (2007)

Bakker and Demerouti (2007) further developed the JD-R framework and demonstrated that job demands and job resources are important predictors of employee burnout, engagement and organisational outcomes. The authors suggested that strain can be experienced when the job requirements are too high and resources are too low, and supportive organisational resources can help to motivate and keep employees engaged. The study is especially relevant for IT employees, as they typically face high cognitive demands for their work, and deadlines, workload pressure, and changing job requirements are common factors in technology-intensive work. The framework has provided the basis for the current study's exploration of stress management practices as organisation resources that could improve employee well-being and ultimately help to improve job performance.

2.1.3 Lazarus and Folkman (1984)

Lazarus and Folkman (1984) suggested the Transactional Theory of Stress and Coping in which stress is seen to be a dynamic process rather than static. The theory states that workers assess a situation, and then determine their available resources to deal with that situation. Coping may be directed toward the problem, to alter or control the situation, or toward emotional, to manage emotional responses. The theory is valuable as a foundation for understanding the differences between how individuals who are exposed to the same work conditions perceive and respond to stress. It is hence directly applicable to the present study on coping strategies of IT employees.

This is a quantitative study that the researcher is able to interpret.

2.1.4 Cohen, Kamarck and Mermelstein (1983)

The Perceived Stress Scale (PSS) was created by Cohen et al. (1983) to assess the amount to which people perceive situations in their lives as stressful and unpredictable. Their research emphasized the role of subjective perceptions in the comprehension of stress, not just its objective environmental circumstances. The scale has since evolved as a valuable tool in stress-related studies and has become a useful conceptual framework for perceived stress appraisal in the workplace. It is important to consider the perceptions of the employee, as a similar workload or technological demand might elicit different stress responses in employees, depending on how they

appraise the situation and their coping resources, which are applicable in the workplace setting in the IT sector.

2.1.5 Richardson and Rothstein (2008)

Richardson and Rothstein (2008) carried out a meta-analysis of occupational stress management intervention programmes and concluded that stress management interventions can be able to obtain significant changes in employee outcome. The study explored various types of interventions, such as relaxation-based, cognitive-behavioural and organisational approaches and found that the effectiveness of the interventions depended on the type and way in which the intervention was implemented. The results are in line with the significance of systematic stress management in the organization as well as on the individual employee's coping strategies. This evidence forms a solid foundation for the stress management practices to be considered an important organisational factor that needs to be studied in relation to employee wellbeing in the current study.

2.1.6 Anantharaman et al. (2018)

Anantharaman et al. (2018) studied the occupational stress and its demographic characteristics of IT professionals and discussed the importance of employee and work related characteristics in understanding occupational stress. Their results showed that the work contexts in which IT professionals work can be linked to demographic and employment-related factors and pressures. The study is especially relevant to the current study as it deals specifically with IT professionals and it has tried to delineate the relevance of occupational stress in this sector. But it has a focus on stress and the demographic variables; there is room for a more comprehensive review of stress management and coping strategies, employee well-being and job performance – which are all combined in this study.

2.1.7 Johari (2020)

Johari (2020) conducted a systematic literature review on work-related stress and coping strategies and found various organisational and individual factors that underlie the stress of work. Workload, working conditions, role related pressures and organisational factors, as important sources, were pointed out in the review as well as coping mechanisms as important responses to stressful circumstances. The study confirmed the belief that occupational stress be managed at an organizational level as well as at an employee level by coping mechanisms. Its focus on coping is pertinent to the current study as it investigates the coping strategies used by IT employees and its association with employee well-being.

2.1.8 Chen et al. (2022)

In this study, Chen et al. (2022) explored the correlation between work stress, mental health and employee performance, and showed that stress at the workplace is significant in terms of employee psychological consequences and work performance. The study suggests that unmanaged work stress can have a negative impact on employee functioning and that good psychological functioning can help ensure good performance. The relevance of these findings will become apparent for companies in today's IT organisations where employees are often faced with high workloads, technological requirements and performance expectations. This study confirms the

current theory of research by highlighting the need to consider stress and well-being in conjunction with employee performance and not as a stand-alone organizational problem.

2.1.9 Trivedi et al. (2024)

Trivedi et al. (2024) examined the Work Stress Level of IT Employees in Indian metropolitan scenario and discussed the persistent significance of occupational stress in technology-driven careers. The study has revealed that IT professionals can have significant work related stress that comes from the nature and demands of the occupation. This research is especially relevant for the studies of the present research which focuses on the study of IT employees in a similar broad context, Indian context. The study, however, focuses mainly on the stress level of work and does not fully explore the quadrilateral relationship of stress management practices, coping strategies, employee well-being and job performance. This study builds on this view by combining these dimensions in a single empirical study.

2.1.10 Balasubramanian and Soumya (2024)

Balasubramanian and Soumya (2024) studied the psychological reactions of employees to occupational stress and work performance in the IT industry. They concluded that psychological aspects of occupational stress are important to take into account when assessing employee performance. The results indicate that stress and employee psychological factors may play a significant role in the IT organisations in terms of employment consequences. The study is directly relevant to present research as it links the occupational stress with the performance in the IT industry. However, it is important to note that the role of the stress management and coping strategies in promoting employees' wellbeing have not yet been investigated, and the effect of wellbeing on job performance has not been examined either, as these are important areas of focus for the present study.

2.1.11 Rajappan et al. (2024)

Rajappan et al., (2024) explored the effects of stress management programs on employee well-being and mindfulness. Their findings help support evidence of the ability of structured stress management interventions to support positive psychological outcomes for employees. The study confirms the need for organisational changes and interventions that are not only aimed at the identification of stress in the workplace but also proactively assist workers in how they manage their stress. The results are pertinent to the current study as they show the potential of stress management practices to enhance the well-being of workers. But the study mainly focuses on well-being outcomes of the intervention, leaving opportunities for further research on the relationship between stress management practices and well-being and job performance of IT employees.

2.1.12 Sonnentag, Tay and Nesher Shoshan (2023)

Sonnentag et al. (2023) summarized current studies on health and well-being in the workplace and suggested that employees are affected by a variety of stressors, resources, and recovery processes in the workplace. They pointed out that well-being of the employees should not be limited to mere absence of stress and should encompass healthy and sustainable functioning in the workplace. The study emphasizes recovery, work conditions and organisational resources as critical factors in promoting employee well-being. The information is applicable to the current study, since it helps

in examining the possibility of employee well-being as a mechanism by which stress management practices could have an impact on job performance.

2.2 Research Gap

The reviewed literature has confirmed that stress is a significant problem in the workplace, particularly in IT careers, and that stress at work, coping strategies, the organizational resources and employee well-being are interconnected (Demerouti et al., 2001; Bakker & Demerouti, 2007; Lazarus & Folkman, 1984). The current studies, however, have been done mostly on the dimensions individually or mainly on the stress, individual coping, interventions or psychological outcomes. While research studies among IT professionals have studied occupational stress and work performance (Anantharaman et al., 2018; Trivedi et al., 2024; Balasubramanian & Soumya, 2024), relatively little work has been focused on an integrated empirical model with workplace stress, stress management practices, coping strategies, employee well-being and job performance. Additionally, more empirical focus on the possible role of employee well-being as a mediator linking the management of stress to job performance is warranted. The current study aims to fill this gap, therefore, by studying these variables together among the IT employees.

2.3 Problem Statement

Due to demanding workloads, tight deadlines, technological changes, and extended work requirements and performance expectations, stress in the workplace is a significant concern for the employees as well as the organisation in the IT sector (WHO, 2022; ILO, 2022). The findings from the previous studies reveal that occupational stress can impact the psychological health and work performance of workers and that effective organisational intervention and coping strategies can minimise the negative outcomes of occupational stress (Richardson & Rothstein, 2008; Chen et al., 2022; Rajappan et al., 2024). However, there is still a lack of integrated evidence on the relationship between stress management practices and coping strategies with employee well-being and their combined effects on job performance among the IT employees. This raises the need of empirical investigations of the relationships between these variables within a common framework. In view of this, the present study seeks to explore workplace stress and workplace stress management practices, coping strategies and employee well-being as well as investigate the mediating role of employee well-being between workplace stress management practices and job performance among Information Technology (IT) employees.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

The research design used in the study was descriptive and analytical research because it involved analyzing the workplace stress, stress management practices, coping mechanism, employee well-being and job performance of Information Technology employees. The descriptive component was employed to determine the levels of the major constructs and the characteristics of the respondents while the analytical component was employed to examine the relationships, differences and

predictive effects among the major constructs of the study. The design was appropriate for systematically investigating the association between stress management practices, employee well-being and job performance.

3.2 Nature of the Study

The research was of quantitative type and primary data were collected based on structured questionnaire and analysed by statistical techniques. The quantitative approach allowed the objective measurement of the study constructs and statistical testing of the study hypotheses presented in Chapter 1.

3.3 Number of respondents in the study

The population consisted of workers in the Information Technology (IT) industry. The study included employees in various organisational contexts and at various levels in the occupation to reflect differences in work experience, earnings, work arrangement and working hours.

3.4 Sample Size and Sampling

For the empirical analysis a total of 320 valid responses were taken into consideration. Respondents included a range of demographic and employment status such as gender, age, education, marital status, work experience, job level, monthly income, organisation type, work arrangement and working hours. The sampling method used in the study was structured survey sampling to get the input from the IT employees.

3.5 Sources of Data

The study was based mainly on primary data which was obtained directly from the Information Technology employees by using a structured questionnaire. Scholarly literature, research articles, institutional reports and publications in relation to occupational stress and stress management, coping, employee well-being and job performance were used as sources of secondary information.

3.6 Research Instrument

The structured questionnaire was the main instrument for data collection. The questionnaire included demographic information and statements to assess five primary constructs:

- The Workplace Stress (WS) consists of 9 items.
- Adjusting to stress (10 items)
- The Coping Strategies (CS) consists of 9 items.
- The MCG's staff wellness initiative, known as Employee Well-Being (EWB), has 9 items.
- Job Performance (JP): 9 items

The instrument then included 46 construct items plus the demographic items.

3.7 Measurement Scale

In each of the construct-related statements, a 5-point Likert scale from low disagreement to high agreement was used. The scale allowed the respondents to rate how much each statement fit their experience in their workplace, stress management, coping behaviour, well-being and job performance. The structured Likert-type itemization allowed for quantitative comparisons and statistical analysis of the responses of the respondents.

3.8 Operationalisation of Variables

The study used workplace stress as the main stress condition and stress management practices and coping strategies as mechanisms that address stress management and workplace demands. Wellbeing of employees was identified as an important employee outcome and potential mediating variable and job performance was identified as the primary employee job outcome. The model was based on Job Demands–Resources model and Transactional Theory of Stress and Coping (Demerouti et al., 2001; Bakker & Demerouti, 2007; Lazarus & Folkman, 1984)..

3.9 Reliability of the Instrument

Cronbach's Alpha was used to determine internal consistency reliability. Alpha values for Workplace Stress, Stress Management Practices, Coping Strategies, Employee Well-Being and Job Performance were obtained as 0.872, 0.868, 0.827, 0.883 and 0.881, respectively. The internal consistency of the items measuring each construct is satisfactory to high as indicated by the coefficients.

3.10 Validity and Factorability

Kaiser–Meyer–Olkin (KMO) measure and Bartlett's Test of Sphericity were used to check the appropriateness of the data for factor analysis. The KMO value was 0.938, which was excellent, and Bartlett's test showed a significant chi square value ($\chi^2 = 5970.083$, $df = 1035$, $p < 0.001$), thereby demonstrating the validity of the correlation matrix for exploratory factor analysis.

3.11 Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) was performed to explore the factor structure of the construct items. Eigenvalues >1 were retained and factor loadings were reviewed to see how the items and their factors were related. Five substantive groupings of constructs were identified in the analysis and accounted for a total of 51.20% of the variance: job performance, coping strategies, workplace stress, stress management practices and employee well-being.

3.12 Data Analysis Techniques

The collected data were analysed using descriptive and inferential statistical techniques. Frequency and percentage analysis was used for the demographic profile, while mean, standard deviation, minimum and maximum values were used to describe the major constructs. Cronbach's Alpha assessed reliability, and KMO and Bartlett's Test established the suitability of data for factor analysis. Exploratory Factor Analysis (EFA) examined the underlying factor structure. Pearson Correlation assessed relationships among the study variables, while the Independent-Samples t-Test and One-Way ANOVA examined differences across gender and age groups, respectively. Multiple Regression assessed the predictive effects of stress management practices on employee well-being and of employee well-being and coping strategies on job performance. Hierarchical Regression examined the incremental contribution of employee well-being, and Mediation Analysis assessed whether employee well-being mediates the relationship between stress management practices and job performance.

3.13 Hypothesis Testing

Hypotheses were tested at appropriate level of statistical significance: correlation and regression and mediation technique. A $p < 0.05$ was used primarily to make statistical decisions. Rejection of

the null hypothesis occurred when a statistically significant result was obtained and failure to reject the null hypothesis occurred when a statistically non-significant result was obtained.

3.14 Mediation Framework

The possible mediation role of employee well-being between stress management practices and job performance was investigated. The mediation model evaluated the impact of stress management practices on employee well-being (path a); the impact of employee well-being on job performance (path b); the direct impact of stress management practices on job performance controlling for the mediator (path c'); and total effect (path c). The Sobel test was used to evaluate the indirect effect.

3.15 Ethical Considerations

All the ethical issues have been taken care of in the data collection and analysis process. Participation was understood as voluntary, responses were used for academic research and respondent confidentiality was maintained. They analysed the data at an aggregate level without revealing personally identifiable data.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATIONS

Table 4.1: Demographic Profile of the Respondents (N = 320)

Variable	Category-wise Frequency (%)
Gender	Male: 180 (56.25%); Female: 134 (41.88%); Other: 6 (1.88%)
Age	21–25: 70 (21.88%); 26–30: 100 (31.25%); 31–35: 70 (21.88%); 36–40: 52 (16.25%); 41–45: 28 (8.75%)
Education	Bachelor's: 95 (29.69%); Master's: 157 (49.06%); M.Tech/MCA: 52 (16.25%); Other: 16 (5.00%)
Marital Status	Single: 164 (51.25%); Married: 152 (47.50%); Other: 4 (1.25%)
Experience	<2 years: 60 (18.75%); 2–5: 105 (32.81%); 6–10: 93 (29.06%); 11–15: 41 (12.81%); >15: 21 (6.56%)
Job Level	Entry: 99 (30.94%); Middle: 122 (38.12%); Senior: 78 (24.38%); Managerial: 21 (6.56%)
Monthly Income	<₹30K: 39 (12.19%); ₹30–50K: 102 (31.87%); ₹50–75K: 97 (30.31%); ₹75K–1L: 51 (15.94%); >₹1L: 31 (9.69%)
Organisation Type	IT Services: 124 (38.75%); Product: 78 (24.38%); Consulting: 40 (12.50%); Start-up: 36 (11.25%); BPO/ITES: 42 (13.12%)
Work Arrangement	On-site: 90 (28.12%); Hybrid: 165 (51.56%); Remote: 65 (20.31%)
Working Hours	≤8: 109 (34.06%); 9–10: 143 (44.69%); 11–12: 63 (19.69%); >12: 5 (1.56%)

Source: Primary Data (Sample Survey), 2026.

The demographic profile of the 320 Information Technology employees who were included in the study are given in Table 4.1. The sample has good gender representation with the majority (56.25%) being male and 41.88% female. There is a relatively young workforce with the largest age group being 26-30 years (31.25%), followed by 21-25 years (21.88%) and 31-35 years (21.88%). As far as education is concerned, almost half of all respondents (49.06%) have a master's degree. There is good representation of early career and mid-career professionals, with the majority of employees having between 2-5 years' experience (32.81%) and 6-10 years' experience (29.06%). The high proportion of middle-level employees (38.12%) and hybrid workers (51.56%) are also indicative of modern-day employment practices in IT. However, the fact that a high

proportion of the employees work for 9–10 hours a day (44.69%) is significant when looking at occupational stress. The same can be noted for studies regarding IT professionals and workplace stress (Anantharaman et al., 2018; Trivedi et al., 2024).

Table 4.2: Descriptive Statistics of Major Constructs

Construct	Mean	Std. Deviation	Minimum	Maximum
Workplace Stress	3.238	0.654	1.778	4.889
Stress Management Practices	3.434	0.581	1.900	4.800
Coping Strategies	3.367	0.544	2.000	4.778
Employee Well-Being	3.217	0.640	1.444	5.000
Job Performance	3.438	0.645	1.667	4.667

Source: Primary Data (Sample Survey), 2026.

Descriptive statistics of the major constructs considered in the study are shown in Table 4.2. The respondents' mean score for Stress Management Practices is 3.434 followed by Job Performance (3.438) and Coping Strategies (3.367) which means that the responses were moderately favourable. Workplace Stress has a mean score of 3.238 and Employee Well-Being has a mean score of 3.217. The standard deviations (0.544 to 0.654) represent reasonably strong variation in the perceptions of the respondents. The results indicate that stress management, coping mechanisms and employee well-being are important aspects to consider in relation to employee outcomes in the IT industry. This aligns with the Job Demands–Resources perspective focusing on the positive aspects of job resources and coping-related resources as a factor of employees' well-being and performance (Bakker & Demerouti, 2007, 2017). Studies also have shown the correlation between occupational stress, mental health and employee performance (Chen et al., 2022).

Table 4.3: Reliability Analysis of the Research Constructs

Construct	No. of Items	Cronbach's Alpha
Workplace Stress	9	0.872
Stress Management Practices	10	0.868
Coping Strategies	9	0.827
Employee Well-Being	9	0.883
Job Performance	9	0.881

Source: Primary Data (Sample Survey), 2026.

The reliability results of the five major constructs used in the study are shown in Table 4.3. Cronbach's Alpha values vary from 0.827 to 0.883 which reflects a high internal consistency of the items measuring each construct. The alphas of Workplace Stress and Stress Management Practices is 0.872 and 0.868 respectively. The alpha values for Coping Strategies, Employee Well-Being and Job Performance are 0.827, 0.883 and 0.881 respectively. These values are higher than the scope of 0.70 commonly accepted as the threshold value in terms of reliability and suitability for further statistical analysis, indicating that the measurement items have good reliability. When addressing psychological and workplace variables like stress, coping and well-being, it is especially crucial to utilize reliable measures (Cohen et al., 1983; Carver, 1997). The results also help to substantiate the use of the following correlation analysis, regression analysis and the mediation analysis.

Table 4.4: Item-wise Descriptive Statistics of the Research Constructs

Construct	Item	Mean	SD
Workplace Stress	WS1–WS9	3.17–3.29	0.91–0.95
Stress Management Practices	SMP1–SMP10	3.38–3.49	0.81–0.92
Coping Strategies	CS1–CS9	3.30–3.44	0.81–0.88
Employee Well-Being	EWB1–EWB9	3.17–3.28	0.87–0.91
Job Performance	JP1–JP9	3.36–3.50	0.87–0.94

Source: Primary Data (Sample Survey), 2026.

Description of the five major constructs item-wise descriptive statistics are shown in Table 4.4. The mean scores of Workplace Stress items range from 3.17 to 3.29, indicating a moderate level of perceived workplace stress among the respondents. The item means for Stress Management Practices are relatively high (between 3.38 and 3.49) and for Coping Strategies range between 3.30 and 3.44. The mean for the Employee Well-Being items is between 3.17 and 3.28, while the mean for the Job Performance items is between 3.36 and 3.50. Moderate dispersion across the items indicates that the standard deviations reflect a reasonable variation in the items that the employee is perceiving. The findings support the importance of considering stress-management practices, coping and well-being as interrelated aspects of the workplace, in line with the Job Demands–Resources theory (Bakker & Demerouti, 2007, 2017). It is also consistent with the evidence on the relationship between work stress and employee well-being and performance (Chen et al., 2022).

Table 4.5: KMO and Bartlett's Test of Sphericity

Test	Value
Kaiser-Meyer-Olkin (KMO) Measure	0.938
Bartlett's Test – Approx. Chi-Square	5970.083
Degrees of Freedom	1035
Significance (p-value)	<0.001

Source: Primary Data (Sample Survey), 2026.

Table 4.5 shows the results obtained from the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity which were performed to determine the suitability of the data set for Factor Analysis. The KMO value is 0.938 which is excellent sampling adequacy as this means that the correlations between the variables are sufficiently concentrated to detect underlying factors. The Bartlett's Test of Sphericity is statistically significant ($\chi^2 = 5970.083$, $df = 1035$, $p < 0.001$) which means the correlation matrix is significantly different from an identity matrix. Therefore, there is a meaningful relationship between the measured items and it is appropriate to use Exploratory Factor Analysis. This is fitting for the current study, as the concepts of stress, coping, stress management and employee well-being are multi-faceted. The results align with the general theoretical approach to stress of the workplace and employee wellness in the literature (Bakker & Demerouti, 2017; Sonnentag et al., 2023).

Table 4.6: Exploratory Factor Analysis – Total Variance Explained

Factor	Eigenvalue	% of Variance	Cumulative %
1	12.800	27.83	27.83
2	3.435	7.47	35.29
3	2.431	5.29	40.58
4	2.210	4.80	45.38
5	1.643	3.57	48.95
6	1.034	2.25	51.20

Source: Primary Data (Sample Survey), 2026.

The results of the Exploratory Factor Analysis (EFA) using the eigenvalue criterion are shown in Table 4.6. Six factors have eigenvalues over 1.00, with the first factor having an eigenvalue of 12.800 and accounting for 27.83% of the total variance. The subsequent five factors explain 7.47%, 5.29%, 4.80%, 3.57% and 2.25% respectively. The six factors retained together account for 51.20% of the total variance, which means that a large percentage of the variance of the observed items is accounted for by the factor structure retained. Results of the factor analysis support the conceptualization of the underlying dimensions in workplace stress, stress management, coping, well-being and job performance. This multi-dimensional evaluation aligns with current conceptions of employee well-being and job demands (Bakker & Demerouti, 2017; Sonnentag et al., 2023).

Table 4.7: Factor Loadings and Variance Explained

Factor	Construct / Items	Factor Loading Range	Variance Explained (%)
Factor 1	Job Performance (JP1–JP9)	0.625–0.701	27.83
Factor 2	Coping Strategies (CS1–CS9)	0.584–0.660	7.47
Factor 3	Workplace Stress (WS1–WS9)	0.505–0.703	5.29
Factor 4	Stress Management Practices (SMP1–SMP10)	0.521–0.693	4.80
Factor 5	Employee Well-Being (EWB1–EWB9)	0.516–0.696	3.57
Factor 6	—	—	2.25
Total	Five substantive constructs	0.505–0.703	51.20

Source: Primary Data (Sample Survey), 2026.

The results of exploratory factor analysis are shown as factor loadings in Table 4.7. All the retained items show meaningful association with the respective factors as the factor loadings are ranging from 0.505 to 0.703. Job Performance items load in Factor 1, Coping Strategies in Factor 2, Workplace Stress in Factor 3, Stress Management Practices in Factor 4 and Employee Well-Being in Factor 5. The group of substantive items on the 6th factor determined by the eigenvalue criterion is not a factor, which can be separately interpreted in the present structure. The pattern extracted is consistent with the conceptual dimensions that were set for the study and support was given for the construct structure that was utilized in the subsequent analysis. The results are in line with multi-dimensional concepts of workplace stress, resources, coping and employee well-being (Bakker & Demerouti, 2017; Sonnentag et al., 2023).

Table 4.8: Correlation Matrix of Major Research Constructs

Variables	WS	SMP	CS	EWB	JP
Workplace Stress (WS)	1.000	-0.474	-0.335	-0.620	-0.494
Stress Management Practices (SMP)	-0.474	1.000	0.411	0.566	0.503
Coping Strategies (CS)	-0.335	0.411	1.000	0.414	0.326
Employee Well-Being (EWB)	-0.620	0.566	0.414	1.000	0.568
Job Performance (JP)	-0.494	0.503	0.326	0.568	1.000

Source: Primary Data (Sample Survey), 2026.

The Pearson correlation coefficients between the main constructs of the study are given in Table 4.8. There are negative relationships between Workplace Stress and Stress Management practices ($r = -0.474$), Coping Strategies ($r = -0.335$), Employee Well-Being ($r = -0.620$) and Job Performance ($r = -0.494$). Stress Management Practices on the other hand shows positive correlation with Coping Strategies ($r = 0.411$), Employee Well-Being ($r = 0.566$) and Job Performance ($r = 0.503$). Employee Well-Being also has a positive correlation with Job Performance ($r = 0.568$) and Coping Strategies has a positive correlation with both Employee Well-Being ($r = 0.414$) and Job Performance ($r = 0.326$). The overall pattern of correlations is in line with the Job Demands–Resources (JD–R) model, which relates demands and resources in the workplace with employees' well-being and performance. The first direct evidence related to the hypotheses is given in table 4.8 which shows the relationship between occupational stress and mental health, and between occupational stress and employee performance (Bakker & Demerouti, 2007, 2017). The relationship between Stress Management Practices and Employee Well-Being is meaningful and positive with a value of $r = 0.566$, which leads to the rejection of H_{01} . H_{02} is also not accepted because Coping Strategies are positively related to both Employee Well-Being and Job Performance.

Table 4.9: Independent Samples t-Test by Gender

Construct	Male Mean	Female Mean	t-value	p-value
Workplace Stress	3.220	3.272	-0.695	0.488
Stress Management Practices	3.456	3.397	0.888	0.375
Coping Strategies	3.391	3.332	0.968	0.334
Employee Well-Being	3.246	3.151	1.323	0.187
Job Performance	3.457	3.384	1.002	0.317

Source: Primary Data (Sample Survey), 2026.

The independent-samples t-test to compare genders across the major constructs is shown in Table 4.9. The results indicate that the mean differences between male and female respondents are not statistically significant for Workplace Stress ($t = -0.695$, $p = 0.488$), Stress Management Practices ($t = 0.888$, $p = 0.375$), Coping Strategies ($t = 0.968$, $p = 0.334$), Employee Well-Being ($t = 1.323$, $p = 0.187$), and Job Performance ($t = 1.002$, $p = 0.317$). Consequently, it would appear that there are no significant differences between the perceptions of stress, stress management, coping, well-being and performance by gender in the current sample. This means that workplace stressors and employee wellness might be more a function of workplace demands and resources than simply demographic characteristics (Bakker & Demerouti, 2017), as the Job Demands–Resources

perspective would suggest. Current studies also highlight the role of working conditions and psychosocial factors for the health of workers.

Table 4.10: One-Way ANOVA of Major Constructs by Age Group

Construct	F-value	p-value
Workplace Stress	1.010	0.403
Stress Management Practices	0.427	0.789
Coping Strategies	1.278	0.279
Employee Well-Being	1.017	0.399
Job Performance	0.475	0.754

Source: Primary Data (Sample Survey), 2026.

The results of the one way ANOVA test carried out to test the significance of difference between the major study constructs for the age groups of the respondents are illustrated in Table 4.10. The F-values for Workplace Stress ($F = 1.010$, $p = 0.403$), Stress Management Practices ($F = 0.427$, $p = 0.789$), Coping Strategies ($F = 1.278$, $p = 0.279$), Employee Well-Being ($F = 1.017$, $p = 0.399$) and Job Performance ($F = 0.475$, $p = 0.754$) are all statistically non-significant at the 5% level. Hence, there are no significant age-wise differences in the major constructs considered in the study. Results indicate that age groups of employees have similar overall perceptions of stress, stress management, coping, well-being and job performance. This suggests that, workplace demands and resources can play a more important role in determining well-being of employees than demographic characteristics alone (Bakker & Demerouti, 2017; Sonnentag et al., 2023).

Table 4.11: Multiple Regression Analysis of Stress Management Practices on Employee Well-Being

Predictor	B	Std. Error	t-value	p-value
Constant	0.897	0.170	5.279	<0.001
Stress Management Practices	0.675	0.049	13.840	<0.001
Model Statistics	Value			
R	0.613			
R ²	0.376			
Adjusted R ²	0.374			
F-value	191.548			
F p-value	<0.001			

Source: Primary Data (Sample Survey), 2026.

Table 4.11 takes a look at the effect of Stress Management Practices on Employee Well-Being using multiple regression analysis. The regression coefficient for Stress Management Practices is positive and statistically significant ($B = 0.675$, $t = 13.840$, $p < 0.001$) with greater values of stress management practices correlating to higher employee well-being. The R^2 value in the model is 0.376, which indicates that the Stress Management Practices account for about 37.6% of the variance in Employee Well-Being. The entire regression model is significant ($F = 191.548$, $p < 0.001$), and has an adequate explanatory power. The result agrees with the Job Demands – Resources (JD – R) perspective that focuses on the role of resources and supportive practices in improving employee well-being (Bakker & Demerouti, 2007, 2017). Research on stress-

management interventions at the workplace also suggests that these interventions may help promote employee psychological health (Rajappan et al., 2024).

Because the p value of Stress Management Practices is statistically significant, the positive relationship, then the hypothesis, H_{01} , is rejected. The study, therefore, provides a meaningful link between stress management practices and well-being of employees in the context of Information Technology employees.

Table 4.12: Multiple Regression Analysis of Employee Well-Being and Coping Strategies on Job Performance

Predictor	B	Std. Error	t-value	p-value
Constant	1.173	0.205	5.718	<0.001
Employee Well-Being	0.521	0.049	10.651	<0.001
Coping Strategies	0.175	0.058	3.041	0.003
Model Statistics	Value			
R	0.585			
R ²	0.342			
Adjusted R ²	0.338			
F-value	82.362			
F p-value	<0.001			

Source: Primary Data (Sample Survey), 2026.

The multiple regression results for looking at how Employee Well-Being and Coping Strategies affect Job Performance are shown in Table 4.12. Employee Well-Being is significant and positively related to Job Performance ($B = 0.521$, $t = 10.651$, $p \text{ value} < 0.001$). Coping Strategies also show a positive and significant impact ($B = 0.175$, $t = 3.041$, $p = 0.003$). Overall, the regression model is significant ($F = 82.362$, $p < 0.001$) and accounts for 34.2% of variance in Job Performance ($R^2 = 0.342$). Employee Well-Being has a higher coefficient, suggesting that it contributes more to employee performance than does the other factor. The results of the present study corroborate research highlighting the role of employee well-being and coping in maintaining positive work outcomes (Bakker & Demerouti, 2017; Sonnentag et al., 2023).

Statistically significant results of the relationships between Employee Well-Being and Coping Strategies on Job Performance, support the proposed relationships. Based on the results, it can be concluded that H_{02} is rejected which means that coping strategies and employee well-being are significantly related to job performance of Information Technology employees.

Table 4.13: Hierarchical Regression Analysis of Job Performance

Predictor	B (Model 1)	t (Model 1)	p	B (Model 2)	t (Model 2)	p
Constant	0.697	3.020	0.003	0.669	2.947	0.003
Stress Management Practices	0.511	8.101	<0.001	0.287	4.613	<0.001
Coping Strategies	0.293	5.093	<0.001	0.189	3.377	<0.001
Employee Well-Being	—	—	—	0.357	6.036	<0.001
Model Statistics	Model 1	Model 2	ΔR^2			
R ²	0.312	0.383	0.071			

Adjusted R ²	0.308	0.378	—
F-value	72.007	65.515	—
F p-value	<0.001	<0.001	—

Source: Primary Data (Sample Survey), 2026.

A hierarchical regression analysis was performed to determine the incremental contribution of Employee Well-Being to Job Performance; this is presented in Table 4.13. The results of Model 1 showed that Stress Management Practices and Coping Strategies accounted for 31.2% of the variance in Job Performance ($R^2 = 0.312$, $F = 72.007$, $p < 0.001$). The explained variance is increased to 38.3% when the Employee Well-Being is added to Model 2, accounting for an additional 7.1% variance ($\Delta R^2 = 0.071$). However, Stress Management Practices ($B = 0.287$, $p < 0.001$), Coping Strategies ($B = 0.189$, $p < 0.001$) and Employee Well-Being ($B = 0.357$, $p < 0.001$) continue to be significant predictors of Job Performance. The result supports the current research on employee well-being (Bakker & Demerouti, 2017) and the Job Demands–Resources (J-D-R) model, which emphasize employee resources and well-being for positive work outcomes (Sonnentag et al., 2023).

The results of the regression effects further evidence the proposed impact relationships. Hence, the hypothesis H_{03} is rejected which means that the stress management practices and employee well being significantly influence Job Performance of Information Technology employees.

Table 4.14: Mediation Analysis of Employee Well-Being in the Relationship between Stress Management Practices and Job Performance

Mediation Path	B	Std. Error	t-value	p-value
Path a: Stress Management Practices → Employee Well-Being	0.675	0.049	13.840	<0.001
Path b: Employee Well-Being → Job Performance	0.419	0.057	7.319	<0.001
Direct Effect (c'): Stress Management → Job Performance	0.275	0.063	4.369	<0.001
Total Effect (c): Stress Management → Job Performance	0.558	0.054	10.385	<0.001
Mediation Statistics	Value			
Indirect Effect ($a \times b$)	0.283			
Sobel Standard Error	0.044			
Sobel z-value	6.470			
Sobel p-value	<0.001			
Proportion Mediated	0.507			

Source: Primary Data (Sample Survey), 2026.

The mediation analysis to check whether Employee Well-Being mediates the relationship between Stress Management Practices and Job Performance is given in Table 4.14. The findings show that the Stress Management Practices had a significant positive effect on Employee Well-Being (Path a: $B = 0.675$ $p < 0.001$) and Employee Well-Being had a significant positive effect on Job Performance (Path b: $B = 0.419$ $p < 0.001$). There is an indirect effect of 0.283, and a Sobel z-value of 6.470 ($p < 0.001$), which indicates the mediation effect is statistically significant. The direct effect remains significant ($c' = 0.275$, $p < 0.001$), while the total effect is 0.558. The direct effect of the EFAs is around 49.3%, whereas the indirect effect through Employee Well-Being is around 50.7%. This finding suggests that effective stress management could affect job performance, at least in part, by improving the well-being of employees, which is supported by the Job Demands–

Resources (JD-R) framework (Bakker & Demerouti, 2017) and by findings that well-being in the workplace is associated with positive employee outcomes (Sonnentag et al., 2023).

The proposed impact relationship is supported by the significant mediation pathway. Therefore, the results validate the rejection of H_{03} and show the following: Stress Management Practices have significant effect on Job Performance and Employee Well-Being is important intervening variable.

CHAPTER 5: FINDINGS AND SUGGESTIONS

5.1 Major Findings of the Study

The results of the study revealed that the main findings were as follows:

1. Moderate level of workplace stress: The study obtained a mean score for Workplace Stress of 3.238 which indicated the moderate level of stress of IT employees. The outcome emphasises the need to manage workload, work pressure and other psychosocial demands in technology oriented workplaces where the continued demands of jobs can impact on employee well-being (Bakker & Demerouti, 2017; Trivedi et al., 2024).

2. Favourable stress management practices: Stress Management Practices obtained a mean score of 3.434 which indicates that the respondents generally have a favourable perception towards the availability or utilization of stress-management practices. This aligns with the findings that structured workplace interventions can be a factor in psychological wellbeing and stress management (Richardson & Rothstein, 2008; Rajappan et al., 2024).

3. Coping Strategies: obtained mean score of 3.367 indicating that the employees moderately tend to apply coping strategies to manage stress in the workplace. The importance of effective coping is that the way employees react to the stressful demands can affect their psychological functioning and in the end their work product (Lazarus & Folkman, 1984; Carver, 1997).

4. Employee well-being needs to be monitored continuously: The mean score of 3.217 of the employee well-being indicates a moderate level of well-being among the respondents. It underscores the importance of employer organisations to consider employee well-being as a key element of workplace design instead of just productivity and performance alone (Sonnetttag et al., 2023; World Health Organization, 2022).

5. Satisfactory internal consistency of the measurement scales: Cronbach's Alpha was between 0.827 and 0.883 for the five constructs, indicating satisfactory internal consistency. This offers methodological underpinning for the employment of the scales in the present study to investigate stress, stress management, coping, well-being and job performance

6. Stress management is highly associated with employee well-being: Correlation analysis revealed that there was positive association with Stress Management Practices and Employee Well-Being ($r = 0.566$). The regression analysis also showed a significant positive effect ($B = 0.675$, $p < 0.001$), accounting for 37.6% of the variance in employee well-being. This reinforces the prominence of organisational resources and supportive practices as a means of bolstering employee well-being (Bakker & Demerouti, 2007, 2017).

7. Well-being and coping were important positive predictors of Job Performance: Employee Well-Being ($B = 0.521$, $p < 0.001$) and Coping Strategies ($B = 0.175$, $p = 0.003$). Their combined

account was 34.2% of the variance in performance, suggesting that employee performance is closely related to psychological well-being and coping with workplace demands (Sonnentag et al., 2023; Chen et al., 2022).

8. Employee well-being mediates the stress-management–performance relationship: The mediation analysis revealed a significant indirect effect of Stress Management Practices on Job Performance through Employee Well-Being (indirect effect = 0.283, $p < 0.001$). Well-being accounted for approximately 50.7% of the total effect with the direct effect still significant. This suggests that improved general functioning of workers through effective stress management can lead to better job performance, at least in part by enhancing workers' well-being in line with the resource perspective on employee functioning (Bakker & Demerouti, 2017; Sonnentag et al., 2023).

5.2 Suggestions of the Study

1. Improve Organisational stress-management programmes: IT organisations should have well-defined stress-management programmes, including workload planning, relaxation techniques, employee counselling and recovery programs. These measures can assist workers in coping with work stress and maintaining mental health (Richardson & Rothstein, 2008; World Health Organization, 2022).

2. Improve Workload and Working-time Management: Workplace stress is another essential issue among IT employees, so organisations should keep an eye on overloaded workload, the pressure on deadlines, and long working hours and implement realistic workload and recovery periods. The key to sustainable employee functioning is to manage job demands and improve the available resources (Bakker & Demerouti, 2017).

3. Foster positive coping strategies: Trainings in problem solving, regulation of emotions, positive coping and seeking social support should be encouraged. Employees can learn to develop healthy coping skills to effectively deal with stressful situations in the workplace (Lazarus & Folkman, 1984; Carver, 1997).

4. Put employee wellbeing at the top of the agenda: Counselling, wellbeing and recovery programmes should be part of the HR policies; flexible work practices should be implemented and adequate recovery opportunities provided. WHO guidelines will focus on interventions at organisational level and conditions with regard to supporting mental health at work (World Health Organization, 2022).

5. Integrate stress management with performance management: Stress management and employee wellbeing are important contributors to job performance; organisations should not consider stress management as a stand-alone welfare activity. It must be related to performance, employee-support and human-resource strategies to achieve sustainable performance (Bakker & Demerouti, 2017; Chen et al., 2022).

6. Implement ongoing monitoring and preventative interventions: IT organisations should conduct periodic check-ups to evaluate employee stress, coping and well-being and performance to catch issues before they escalate. Regular evaluations can aid organisations in creating tailored

interventions and promote a healthier and more sustainable work environment (Sonnentag et al., 2023; International Labour Organization, 2022).

CHAPETER 6: CONCLUSION AND FUTURE SCOPE OF RESEARCH

6.1 Conclusion

The study ends up with the fact that stress management practice is not a small factor to help employees towards well-being and enhancement of their job performance. Results show that stress management practices are positively correlated with employee's well-being, and coping strategies and employee's well-being positively predict job performance. The mediation analysis provides further evidence that employee well-being is an important mechanism through which stress management practices impact performance at work, suggesting the need to consider employee well-being in addition to performance outcomes in the organization (Bakker & Demerouti, 2007, 2017). These results echo those of the Job Demands–Resources model, which highlights that balance between job demands and organizational and individual resources is critical as well as studies that have linked workplace stress with employee mental health and performance (Chen et al., 2022). The results also support research evidence around workplace recovery and wellbeing (Sonntag et al., 2023), workplace stress management interventions and international guidelines calling for a healthier psychosocial work environment (Richardson & Rothstein, 2008; Rajappan et al., 2024). In sum, effective stress management should thus not only be considered an employee welfare program, but also a strategic organizational approach designed to maintain employee well-being and effective performance (World Health Organization, 2022; International Labour Organization, 2022).

6.2 Future Scope for Research:

Future research can be an extension of the present study that can involve larger and geographically diverse samples of IT employees from different cities, state and countries so that the findings can be generalised. Longitudinal studies could be conducted to learn about the changes in workplace stress, coping, well-being and job performance over time, instead of a cross-sectional assessment. Future research may also explore other constructs as moderators or mediators of the stress–performance relationship, including organisational support, leadership style, work-life balance, resilience, burnout, psychological safety, and remote/hybrid work and digital workload. The comparative studies between IT services, product-based firms, start-up and BPO/ITES organisations might give some additional sector specific insights. Building on the evidence on stress-management interventions, intervention-based research may also assess the effects of mindfulness, employee assistance programmes and workload redesign/recovery interventions on sustained improvement of employee well-being and performance (Richardson & Rothstein, 2008; Rogerson et al., 2024; Rajappan et al., 2024). Such a period of extension would help to further develop knowledge of psychosocial risks and support the development of evidence-based workplace policies in accordance with the current recommendations on mental health at work

(World Health Organization, 2022; International Labour Organization, 2022; Sonnentag et al., 2023).

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