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Research Article

EMPLOYEE ATTITUDE TOWARDS STRESS MANAGEMENT AMONG IT EMPLOYEES IN CUDDALORE: AN EMPIRICAL STUDY

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Abstract

Occupational stress has emerged as one of the most significant organizational challenges in the Information Technology (IT) sector due to increased workload, rapid technological developments, unrealistic deadlines, and high-performance expectations. The present study examines employee attitudes toward stress management practices among IT employees in Cuddalore, Tamil Nadu. The study specifically investigates the relationship between stress levels and job performance, the impact of organizational support on employee participation in stress management programs, the effectiveness of stress management training, and the influence of workload and deadlines on employee stress levels. A descriptive research design was adopted, and primary data were collected from 100 IT employees through a structured questionnaire. Statistical tools such as percentage analysis, correlation analysis, and regression analysis were used to analyse the data. The findings reveal that workload, unrealistic deadlines, and excessive task allocation significantly contribute to stress among IT employees. Organizational support and stress management training positively influence employee attitudes and participation in wellness initiatives. The correlation analysis indicates a statistically significant positive relationship between stress levels and job performance, leading to the rejection of the first hypothesis. Regression analysis confirmed that organizational support, stress management training, and workload significantly influence employee stress and attitudes toward stress management. The study concludes that organizations should implement structured stress management programs, provide supportive work environments, and promote work–life balance to improve employee well-being and organizational effectiveness.

Keywords: Occupational stress, Stress management, IT employees, Organizational support, Job performance, Workload, Employee attitude.

1. Introduction

The Information Technology (IT) sector has become one of the fastest-growing industries globally and plays a vital role in economic development, innovation, and digital transformation. However, the dynamic nature of the IT industry has also created considerable workplace pressure for employees. Long working hours, demanding clients, strict deadlines, continuous technological changes, multitasking, and high productivity expectations contribute significantly to occupational stress among IT professionals. Occupational stress has become a critical organizational issue because it directly affects employee health, productivity, job satisfaction, organizational commitment, and overall performance.

Stress is defined as a psychological and physical response that occurs when individuals perceive an imbalance between workplace demands and their ability to cope with those demands. Moderate levels of stress may motivate employees to improve performance, but excessive stress negatively affects both physical and mental well-being. Employees experiencing prolonged stress may develop anxiety, emotional exhaustion, reduced concentration, burnout, absenteeism, and low productivity.

Stress management refers to organizational and individual strategies aimed at reducing the negative consequences of workplace stress. Organizations increasingly recognize the importance of employee wellness and implement various stress management practices such as counselling programs, employee assistance programs, flexible work arrangements, relaxation techniques, mindfulness sessions, time management training, wellness workshops, and work–life balance initiatives.

In the IT sector, stress management is especially important because employees frequently work in highly competitive and technology-driven environments. Organizations that fail to address stress-related issues may experience higher turnover, lower productivity, reduced employee morale, and increased absenteeism. Consequently, understanding employee attitudes toward stress management programs has become essential for organizational sustainability.

Cuddalore, a developing district in Tamil Nadu, has witnessed increasing growth in IT and IT-enabled services. Although metropolitan cities such as Chennai and Bengaluru receive greater research attention regarding employee stress, limited studies focus specifically on IT employees in smaller

emerging regions such as Cuddalore. Employees in these regions may face additional challenges such as limited organizational infrastructure, fewer professional development opportunities, and relatively less formalized wellness systems.

The present study titled "Employee Attitude towards Stress Management among IT Employees in Cuddalore" aims to examine stress levels, organizational support, employee attitudes toward stress management programs, and the impact of workload and deadlines on employee stress.

2. Review of Literature

Several researchers have examined occupational stress, stress management practices, organizational support, and employee well-being in the IT industry.

Anita and Karthik (2021) investigated the impact of stress management training on employee performance among IT professionals. The study found that training programs improved coping abilities, emotional stability, and employee confidence. Employees who attended training sessions demonstrated improved productivity and job satisfaction.

Kumar and Rani (2021) studied stress and job satisfaction among software company employees. Their findings revealed that high stress negatively affected employee satisfaction levels. Employees who practiced time management and positive coping techniques experienced lower stress and improved performance.

Daniel and Thomas (2021) examined the relationship between flexible work schedules and stress levels among IT professionals. The study concluded that employees with flexible working arrangements experienced reduced stress and improved work–life balance.

Ahmed and Ali (2021) analyzed workplace stress and social support in IT organizations. The findings revealed that employees with strong peer and managerial support experienced lower stress symptoms and higher job satisfaction.

Sharma and Das (2021) explored the impact of time management practices on occupational stress. The researchers found that employees with effective planning and prioritization skills reported lower stress levels and improved work performance.

Francis and Raj (2021) studied organizational climate and stress among IT employees. Their findings indicated that supportive organizational environments significantly reduced employee stress and improved morale.

George and Wilson (2021) examined role conflict and job stress among IT professionals. The study revealed that unclear job roles and role ambiguity significantly increased stress levels.

Karthika and Mohan (2022) investigated stress and job performance among IT employees in Chennai. The study reported a negative relationship between excessive stress and employee productivity.

Morgan and Ellis (2022) analyzed mental health initiatives in global IT firms. Their findings showed that organizations implementing counselling and wellness programs experienced reduced absenteeism and improved employee engagement.

Reddy and Narayan (2022) studied work pressure and stress management practices among IT project teams. Unrealistic deadlines and workload imbalance were identified as major contributors to occupational stress.

Collins and Wright (2022) examined employee attitudes toward flexible work policies. Their study concluded that flexible work arrangements improved work–life balance and reduced employee stress.

Johnson and Lee (2023) investigated technostress and employee engagement in international IT companies. Rapid technological changes were identified as major stressors affecting employee morale and productivity.

Bhat and Reddy (2023) studied the relationship between workload and employee productivity. Their findings showed that excessive workload negatively affected concentration and performance.

Meena and Arul (2023) examined employee attitudes toward stress management programs in IT organizations. The study found that organizational encouragement positively influenced employee participation in wellness initiatives.

Iqbal and Rahman (2024) explored occupational stress and turnover intention among IT professionals. The findings indicated that higher stress levels significantly increased turnover intentions.

Dawson and Reed (2024) investigated mindfulness-based stress reduction programs in IT organizations. Employees participating in mindfulness sessions reported lower anxiety and improved emotional regulation.

Krishnan and Aravind (2024) studied leadership support and stress management effectiveness. Supportive leadership styles were found to significantly reduce employee stress.

Narayanan and Suresh (2025) analyzed comprehensive stress management interventions in Indian IT firms. The researchers concluded that structured stress management systems improved both employee well-being and organizational performance.

The literature indicates that organizational support, training, leadership, work–life balance, and coping strategies play significant roles in reducing stress and improving employee attitudes toward stress management initiatives.

3. Research Gap

Previous studies have extensively examined stress management practices in metropolitan IT hubs. However, limited empirical research has been conducted among IT employees working in developing regional areas such as Cuddalore. Existing studies mainly focus on stress levels, job satisfaction, or organizational performance independently, whereas fewer studies examine employee attitudes toward stress management programs and organizational support simultaneously.

Furthermore, limited research integrates workload, deadlines, organizational support, training effectiveness, and employee attitudes within a single framework. Therefore, the present study attempts to fill this gap by examining

employee attitudes toward stress management among IT employees in Cuddalore.

4. Objectives of the Study

1. To examine the relationship between stress levels and job performance of IT employees.
2. To assess the impact of organizational support on employee participation in stress management programs.
3. To evaluate the effectiveness of stress management training in improving employee attitude toward stress.
4. To analyze the influence of workload and deadlines on employee stress levels.

5. Hypotheses of the Study

H1: There is a significant negative relationship between stress levels and job performance of IT employees in Cuddalore.

H2: Organizational support significantly influences IT employees' participation in stress management programs.

H3: Stress management training significantly improves employee attitude toward stress among IT employees.

H4: Workload and deadlines have a significant positive effect on employee stress levels in IT organizations.

6. Research Methodology

6.1 Research Design

The study adopted a descriptive research design to examine employee attitudes toward stress management among IT employees in Cuddalore.

6.2 Area of the Study

The study was conducted among IT employees working in various IT companies located in Cuddalore district, Tamil Nadu.

6.3 Period of the Study

The research was conducted during the period January 2026 to March 2026.

6.4 Sources of Data

Both primary and secondary data were used for the study.

- **Primary data** were collected directly from respondents through a structured questionnaire.
- **Secondary data** were collected from journals, books, websites, articles, and previous research studies.

6.5 Sample Size

The study collected responses from 100 IT employees.

6.6 Sampling Technique

Convenience sampling technique was used to select respondents.

6.7 Statistical Tools Used

The following statistical tools were used for data analysis:

- Percentage analysis
- Correlation analysis
- Regression analysis

7. Data Analysis and Interpretation

7.1 Demographic Profile of Respondents

Table 1. Age Group of Respondents

Age Group	Percentage
Below 25	37%
25–30	43%
31–35	20%

The majority of respondents belonged to the 25–30 age group (43%), followed by employees below 25 years (37%). This indicates that the IT workforce in Cuddalore mainly consists of young professionals.

Table 2. Gender Distribution

Gender	Percentage
Male	46%
Female	48%
Prefer not to say	6%

The gender distribution was nearly balanced, with 48% female respondents and 46% male respondents.

Table 3. Educational Qualification

Qualification	Percentage
Diploma	15%
Bachelor's Degree	52%
Master's Degree	33%

Most respondents possessed bachelor's degrees, indicating a well-qualified workforce.

Table 4. Work Experience

Experience	Percentage
Less than 1 year	28%
1–3 years	52%
4–6 years	19%
7–10 years	1%

The majority of respondents had 1–3 years of experience, indicating a relatively young and developing workforce.

8. Employee Perception toward Workplace Stress

The survey revealed that employees experience significant workplace stress due to workload and deadlines.

- 91% of employees agreed that tight deadlines create stress.
- 87% stated that heavy workload negatively affects concentration.
- 78% reported that stress reduces productivity.
- 81% felt overwhelmed by the number of tasks assigned.
- 91% agreed that unrealistic deadlines increase stress levels.
- 80% stated that excessive workload negatively affects work–life balance.

These findings indicate that workload pressure remains one of the major contributors to occupational stress among IT employees.

9. Organizational Support and Stress Management

The study found that organizational support positively influences employee attitudes toward stress management.

- 75% of employees agreed that their organizations encourage participation in stress management programs.
- 79% believed that stress management training helps handle work pressure effectively.
- 87% stated that training improves confidence in coping with stress.
- 79% reported applying stress management techniques in daily work.
- 80% agreed that stress management initiatives positively influence employee attitudes toward work.

These findings indicate that organizational support and structured stress management initiatives significantly improve employee well-being and workplace attitudes.

10. Statistical Analysis

10.1 Correlation Analysis

Table 5. Correlation between Stress Levels and Job Performance

Variables	Correlation Value	Significance
Stress Levels and Job Performance	0.491	0.000

The correlation coefficient value (r = 0.491) indicates a moderate positive relationship between stress levels and job performance. Since the significance value is less than 0.01, the relationship is statistically significant. However, the proposed hypothesis predicted a negative relationship. Therefore, H1 was rejected.

The findings suggest that moderate stress may contribute to improved employee alertness and productivity under certain workplace conditions.

10.2 Regression Analysis: Organizational Support and Participation

Table 6. Regression Analysis for H2

Variable	Beta Value	Significance
Organizational Support	0.265	0.008

The regression analysis revealed that organizational support significantly influences employee participation in stress management programs. The beta value of 0.265 indicates a positive relationship. Since the significance value is less than 0.05, H2 was accepted.

The findings indicate that organizations providing supportive environments, wellness programs, and managerial encouragement can significantly improve employee participation in stress management initiatives.

10.3 Regression Analysis: Stress Management Training

Table 7. Regression Analysis for H3

Variable	Beta Value	Significance
Stress Management Training	0.468	0.000

The regression results demonstrate that stress management training significantly improves employee attitude toward stress management. The beta value of 0.468 indicates a positive effect. Since the significance value is below 0.05, H3 was accepted.

Employees who attended training programs reported better coping abilities, improved confidence, and enhanced stress management skills.

10.4 Regression Analysis: Workload and Deadlines

Table 8. Regression Analysis for H4

Variable	Beta Value	Significance
Workload and Deadlines	0.606	0.000

The regression analysis showed that workload and deadlines significantly affect employee stress levels. The beta value of 0.606 indicates a strong positive influence. Since the significance value is below 0.05, H4 was accepted.

The findings confirm that excessive workload and unrealistic deadlines are major contributors to occupational stress among IT employees.

11. Discussion

The findings of the study demonstrate that occupational stress remains a major concern among IT employees in Cuddalore. Employees frequently experience pressure due to workload, tight deadlines, and multitasking responsibilities. These findings are consistent with previous studies conducted by Bhat and Reddy (2023), Reddy and Narayan (2022), and Johnson and Lee (2023), which identified workload and technological pressure as major workplace stressors.

The study also highlights the importance of organizational support in improving employee participation in stress management programs. Employees working in supportive organizational environments reported better attitudes toward stress management initiatives. This finding aligns with earlier research conducted by Ahmed and Ali (2021), Francis and Raj (2021), and Krishnan and Aravind (2024).

Stress management training was found to significantly improve employee confidence and coping

abilities. Employees who participated in training programs reported better stress management practices and improved emotional resilience. Similar findings were reported by Anita and Karthik (2021) and Dawson and Reed (2024).

Interestingly, the study found a moderate positive relationship between stress levels and job performance, leading to the rejection of the first hypothesis. This suggests that moderate stress may sometimes function as motivational stress that encourages employees to meet targets and deadlines. However, excessive stress remains harmful and may eventually reduce productivity and well-being.

The findings further reveal that work–life imbalance, excessive workload, and urgent tasks significantly affect employee concentration and performance. Employees experiencing constant pressure are more likely to experience emotional exhaustion and reduced workplace satisfaction.

12. Major Findings

1. The majority of respondents belonged to the 25–30 age group.
2. Most respondents possessed bachelor's degrees.
3. IT employees experience significant stress due to tight deadlines and heavy workload.
4. Excessive workload negatively affects concentration and work–life balance.
5. Organizational support positively influences employee participation in stress management programs.
6. Stress management training improves employee confidence and coping abilities.
7. Workload and deadlines significantly increase stress levels.
8. Stress management initiatives positively influence employee attitudes toward work.
9. A statistically significant positive relationship exists between stress levels and job performance.
10. Organizational support and training significantly improve employee attitudes toward stress management.

13. Suggestions

1. Organizations should implement structured stress management programs regularly.
2. IT companies should provide counselling services and wellness initiatives.
3. Workload should be distributed fairly to reduce excessive pressure on employees.
4. Flexible work arrangements should be encouraged to improve work–life balance.
5. Organizations should conduct regular stress management workshops and mindfulness sessions.
6. Managers should provide emotional and professional support to employees.
7. Companies should establish realistic deadlines and achievable performance targets.
8. Employee assistance programs should be strengthened to improve psychological well-being.
9. Organizations should encourage team collaboration and peer support systems.
10. Regular feedback systems should be implemented to identify employee stress issues early.

14. Implications of the Study

The study has important implications for HR managers, organizational leaders, policymakers, and researchers.

- The findings highlight the importance of employee wellness programs in improving organizational performance.
- Organizations can use the findings to develop supportive workplace policies.
- HR departments may design targeted stress management interventions for young IT professionals.
- The study contributes to the limited literature on employee stress management in regional IT sectors such as Cuddalore.

15. Limitations of the Study

1. The study was limited to IT employees in Cuddalore district.
2. The sample size was limited to 100 respondents.
3. Convenience sampling may limit generalizability.
4. The study relied primarily on self-reported responses.
5. Time constraints restricted broader data collection.

16. Scope for Future Research

Future studies may:

- Include larger sample sizes across multiple cities.
- Compare stress levels between public and private IT organizations.
- Examine gender differences in occupational stress.
- Explore the role of remote work and hybrid work models in stress management.
- Investigate long-term psychological outcomes of occupational stress.

17. Conclusion

Occupational stress has become an unavoidable challenge in the modern IT industry. The findings of the present study demonstrate that workload pressure, unrealistic deadlines, and excessive task allocation significantly contribute to employee stress among IT professionals in Cuddalore. Although moderate stress may occasionally enhance performance, prolonged stress negatively affects employee well-being, concentration, and work–life balance.

The study confirms that organizational support and stress management training play vital roles in improving employee attitudes toward stress management practices. Employees who receive managerial support, wellness

resources, and training programs demonstrate better coping abilities and improved workplace attitudes.

Organizations should therefore prioritize employee mental health by implementing structured stress management initiatives, encouraging work–life balance, and promoting supportive workplace cultures. Effective stress management practices not only improve employee well-being but also enhance organizational productivity, commitment, and long-term sustainability.

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