

Original Article

Job Stress among Employees in Private Sector

¹YASHASHWINI. M., ²PROF. ALKA G. GUPTA

^{1,2}Department of Management, IIBS, Bangalore, India.

ABSTRACT: *Job stress has emerged as a critical occupational health concern in the contemporary private sector, adversely affecting employee wellbeing, organizational productivity, and workforce retention. Purpose: The purpose of this study is to investigate and compile the causes, consequences as well as coping strategies regarding job stress among employees working in private sector organizations within India. Purpose: The study applied a descriptive analytical research design with primary data gathered using the Job Stress Scale (JSS) and Perceived Stress Scale (PSS) questionnaire from 350 employees across varied private sector industries in Bengaluru. Statistical Analysis: The data were analysed using descriptive statistics, correlation analysis, multiple regression and oneway ANOVA with SPSS 26.0 software (IBM Corp., Armonk, NY). Results show that job stress is mainly determined by workload, role Ambiguity (RA), lack of Autonomy; interpersonal conflict and work–life imbalance. Additionally, it finds that stress has very negative and significant effects on job performance, psychological wellbeing (a positive outcome), and organizational commitment. The stress–performance connection was moderated by gender, managerial level, and tenure. Theoretically, this study synthesizes Karasek's Demand–Control Model and the Person–Environment Fit Theory to provide a unified explanatory framework. On the ground, findings help HR managers and organizational leaders in developing customized interventions such as Employee Assistance Programmes (EAPs), flexible work arrangements together with leadership development programmes to reduce workplace stress. This study adds to the literature on occupational stress in emerging market context by providing empirical insights from a new area, private sector of India.*

KEYWORDS: *Job Stress, Private Sector Employees, Workload, Role Ambiguity, Work–Life Balance, Organizational Performance, Emerging Markets, India.*

1. INTRODUCTION

The private sector has become one of the most demanding and highpressure working environments in recent years, given a contemporary environment characterized by technological disruption, hypercompetitive market dynamics and continuous evolution in organizational structures. In these circumstances, job stress grew into one of the most common occupational health risks that have a deleterious effect on employees' physical, psychological and professional wellbeing. According to the World Health Organisation (WHO, 2022), workrelated stress has become one of a major public health challenges on which productivity loss USD >1 trillion per year globally in terms of absenteeism. By nature, this is more challenging in India due to the exponential growth of private sector industries ranging between information technology, banking and financial services (BFSI), manufacturing retail and healthcare sectors—each offering varied occupational challenges for its workforce.

Job stress is a type of occupational stress which occurs when the demands placed on an individual at work exceed his or her ability to cope (Lazarus & Folkman, 1984). In the private sector context, individual workers are constantly exposed to excessive workloads, unreasonable performance expectations, poor social relations at work (both with colleagues and supervisors), role conflict or ambiguity within their jobs and lack of autonomy. Also, a key factor is the increasing blurring of professional and personal boundaries in postpandemic conditions when remote, hybrid working models have extended working hours and intensified work–life imbalance (Pandey & Sharma 2022). The cumulative effect of these stressors results in burnout, absenteeism and lower job satisfaction – all leading to higher turnover intentions that incur significant costs on the organization as well as national economies.

However, even though occupational stress is being recognized more and made aware of by all, empirical studies on jobstress in Indian private sector are still sporadic lacking depth. Most existing studies for this, concentrated on one of the specific sectors like IT/ITES and or banking with a lack of cross sectoral understanding in our country. In addition, the role of demographic variables (e.g. gender, designation and organizational tenure) as potential moderators in the stress–performance relationship has not been adequately explored empirically. Most significantly, there are no studies applied multiple theoretical frameworks to explain the antecedents and outcomes of job stress in Indian private sector context.

In this context, the current study fills these identified gaps through a thorough empirical examination of job stress among employees from various industries in a metropolitan city: Bengaluru (formerly Bangalore), Karnataka. The study is underpinned by Demand–Control Model (Karasek, 1979) and the Person–Environment (PE) Fit Theory (French et al., 1982), which address antecedents and consequences of job stress accounting for moderating variable key demographic variables.

1.1. RESEARCH OBJECTIVES: THIS STUDY AIMS TO

- Recognize the keying of job stress among private sector employees
- To study the effect job stress on employee performance, mental health and organizational commitment.
- Investigate the moderating effects of gender, managerial level and tenure on stress–performance relationship.
- Provide evidencebased recommendations for organizational stress management

1.2. RESEARCH QUESTIONS

- What are the key drivers of job stress in employees from Indian private sector?
- What impact does job stress have on the performance, wellbeing and organizational commitment of employees?
- A representative investigation of moderating effects demographic variables on the relationship between job stress and outcomes among employees
- Which strategies and tactics of organizations can reduce work stress in private companies?

The structure of the rest of this paper is as follows. Section 2 is dedicated to a brief review of the literature and theoretical bases relevant for your purpose. Section 3 discusses the research gap from prior studies. Research hypotheses are proposed in Section 4. Section 5 outlines the research methodology. Data and findingsQ2 Section 6. In Section 7, we conclude the study. This paper is organized as follows.

2. LITERATURE REVIEW

2.1. CONCEPTUALIZING JOB STRESS

Job stress is a multilevel and multidimensional construct which has received lasting academic interest in the fields of organizational behaviour, occupational psychology and human resource management. Stress has been conceptualized in many ways, but Selye (1956) possibly laid the foundation for what is known as stress following his proposition that "stress" was a nonspecific response of the organism to any demand; he differentiated between eustress and distress. In the occupational context, Lazarus and Folkman (1984) put forward a transactional model stating stress results from cognitive appraisal through which individuals evaluate if demands of their surroundings will outstrip resources available for coping. This transactional view has deeply influenced later research on stress in the workplace, highlighting the subjective and changing character of the stressful experience.

The Job Demand–Control (JDC) Model developed by Karasek in 1979 is still one of the most commonly cited and empirically substantiated models of occupational stress. The model posits that the most harmful stress outcomes occur when job demands are high and control is low, but other research suggests a higher level of support can protect against negative consequences of stressful work. Johnson and Hall (1988) later added social support by introducing a new third dimension to the model, yielding what has been termed Demand–Control–Support (DCS) Model which contends that supervisor and colleague-based social support moderates associations between job demands on health. These perspectives are complemented by the Person–Environment Fit (P–E Fit) Theory (French et al., 1982), which suggests that stress results from a lack of fit between individual characteristics, skills and needs on the one hand and work demands, resources or supplies on the other.

2.2. DETERMINANTS OF JOB STRESS IN THE PRIVATE SECTOR

Numerous studies conducted on people working in different industries have also shown that the most prominent contributor to job stress is workload. According to Bakker and Demerouti (2017) in their Job Demands–Resources (JDR) Model, too high workload drains personal or organizational resources, which leads systematically over time to burnout feelings such as emotional exhaustion and low engagement. Role ambiguity (less clarity about how job should be done) and role conflict (incompatible roles to perform at same time)[1] as type of role stressors have been widely documented in the theoretical domain(MODIGLIANI, 2018; Rizzo et al.,1970). Rao & Borkar (2020) studied in Indian IT sector and found that among software professionals Knowledge work, Role overload, role ambiguity serve as strongest predictors for burnout.

Another important stressor entails interpersonal relationships developed at work. The relationship between lowlevel supervisor–subordinate interaction, having inadequate managerial support and workplace incivility is associated with a higher level of stress in employees (Lim & Cortina, 2005), who tends to have lower organizational commitment alongside high turnover intention —Srivastava (2021). Toxic leadership behaviours also increased stress perceptions significantly among middlelevel managers employed in India private sector firms, which had significant cascading adverse impact on team cohesion organizational climate (Kumar & Jain, 2021). Emerging market contexts have also revealed several organizational factors their significant presence in exacerbated stress, such as: job insecurity; lack of opportunities to advance professionally and financially(Sharma & Misra, 2022) or little participation (among workers) when making some decision(Bhave et al.,2013).

With the onset of and aftermath to a pandemic, work–life imbalance has become an increasingly prevalent stressor. The convergence of professional and personal life catalyzed by digital connectivity and remote working has added to the stress among private sector employees in India (Pandey & Sharma, 2022; Mehta & Nair, 2023). Evidence indicates that employees

who experience high work–family conflict have much lower job satisfaction, poorer mental health outcomes and higher absenteeism (Greenhaus & Beutell, 1985; Mishra & Bhatnagar, 2020).

2.3. CONSEQUENCES OF JOB STRESS

The effects or consequences of job stress are witnessed at the individual as well as organizational/ company levels. On the individual level, chronic occupational stress is correlated with burnout (Maslach & Leiter, 2016), psychological disorders including depression and anxiety (Wang et al., 2020), cardiovascular health problems, sleep disturbances as well as reduced subjective wellbeing [1]. In India, Gupta and Bhatt (2021), found that high private sector occupational stress was associated with lower life satisfaction and a higher prevalence of psychosomatic complaints compared to those in lowstress occupations.

Job stress at the organizational level is an important factor for reduction of work performance and productivity, increase in absenteeism and voluntary turnover (Motowidlo et al., 1986; Devi & Nagini, 2013). Higher stress levels reduce the engagement level of your thinking, Judgement quality creativity and emotional intelligence which are rest vital skills for success at work. According to a research study conducted by the Confederation of Indian Industry (CII, 2022), workplace stress costs around INR 14,000 crore every year in terms of lost productivity and healthcare expenditure for the normal workforce which needs immediate attention from organizations.

2.4. MODERATING VARIABLES

The stress–outcome relationship has been studied as a function of demographic and organizational variables. Many studies show gender differences in stress perception and coping with women (in the Indian context) experiencing higher level of stress due to combining work demands along with domestic responsibilities since it was reported that more than 74% private sector female employees were stressed which is largely attributed towards worked home balance/stress(Sharma & Misra,2022).

3. RESEARCH GAP

Although there has been a plethora of occupational stress literature, it is still not exhaustive and some contexts including that of the Indian private sector are almost uncharted. First, majority of existing studies have focused their attention to specific industries (e.g., IT, banking) one at a time rather than across different sectors simultaneously which lessens the generalizability of results. Still not a single literature offers crosssectoral analysis which can capture, the heterogeneity of the Indian private sector.

Second, although studies have investigated individual stressors separately, few studies have adopted a holistic multifactorial measure that captures the influence of many workrelated factors simultaneously such as workload and role changes (work/work overload), interpersonal conflict (interpersonal stress/suffering at seconds hand), organizational structures and processes affecting worker–life balance. Such a piecemeal approach puts limits on how well existing research can explain things.

Third, much of the Indian private sector studies has failed to investigate moderator effect (i.e., gender, managerial level and organizational tenure) on stress–performance relationship. Knowing how these variables impact the magnitude and direction of stress effects is vital to developing appropriate, contextsensitive interventions.

Fourth, in line with this endeavor previous research often elicited support for preexisting theoretical frameworks like the JDC Model or P–E Fit Theory but very few studies from India have actually tested these frameworks and none had attempted to integrate multiple perspectives into a cohesive explanatory model. This study helps to fill all the four identified gaps by temporally robust, empirically rigorous and relevant examination of job stress in Indian private sector.

4. RESEARCH OBJECTIVES

- The study aims to examine and analyze the major factors which influence job stress among private employees of Bengaluru.
- To study the role of job stress on employee job performance, psychological wellbeing and organizational commitment.
- Objective 0 To examine the moderating roles of gender, managerial level and organizational tenure on stressoutcome relation.
- ObjectivesTo test the applicability of Karasek Demand–Control Model and P–E Fit Theory in Indian private sector context.
- To make evidencebased recommendations for the administration of organizational interventions to preserve and address work stressors.

5. HYPOTHESIS DEVELOPMENT

Based on the theories and empirical literature highlighted in Section 3, we propose Hypotheses 1–4 as follows:

- H₂: Workload has a practical and significant positive correlation with job stress on employees of private sectors.
- H₂: Roleconfusion and role conflict have significant positive relationship with job stress.
- H₃: Job stress is positively related to interpersonal conflict and poor supervisor support.
- H₄: The relationship between work–life imbalance and job stress is positive and significant.
- H₅: Job stress is negatively and significantly correlated with employee job performance, as well as psychological wellness.

6. RESEARCH METHODOLOGY

6.1. RESEARCH DESIGN

It is a descriptiveanalytic study. Statistical Methodological: Descriptive statistics is used to describe the nature and extent of job stress among private sector employees, while an analytical methodology investigates linkages between determinants of stress as well as levels of cognitive appraisal with employee outcomes. The study is based on the data collected primarily through structured questionnaires supported by a literature review from secondary sources such as scholarly journals, organizational reports and government publications.

6.2. POPULATION AND SAMPLING

The target population consists of employees working for various private sector organizations in Bengaluru, Karnataka, India covering a variety of industries like information technology (IT), banking and financial services(BFSI manufacturing/retail, healthcare etc. The sampling approach was a multistage stratified random sample method to guarantee representative proportions for the different industries, gender roles and managerial levels.

6.3. DATA COLLECTION INSTRUMENT

The structured questionnaire comprised four sections. Question 1: Section A requested demographic and organizational profile information regarding gender, age, educational qualification, industry,designation as well as tenure of the employees. 21 Section B consisted of 25 items used to measure job stress determinants based on Job Stress Scale (JSS; Parker & DeCotiis, 1983) and Occupational Stress Index(OSI; Srivastav,2009). It also contained subcategories such as Workload, role ambiguity,role conflict,interpersonal conflict and work–life imbalance. The level of job stress was evaluated with 10 items from the Perceived Stress Scale (PSS; Cohen et al., 1983) in Section C. Section D was concerned with employee outcomes: job performance (8 items), psychological wellbeing (6 items) and organizational commitment scale containing of nine items that are validated scales. Items have been measured on a 5point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). Cronbach's Alpha values for all constructs were between 0.78 and 0.91 suggesting satisfactory internal consistency reliability

6.4. STATISTICAL TOOLS

Data were analysed in IBM SPSS Statistics Version 26.0 for Mac (IBM Corporation, New York, USA). There were some other statistical techniques you used: Descriptive statistics (mean, standard deviation, frequency distribution) to profile respondents Cronbach's Alpha for judgement of reliability Pearson correlation analysis bivariate relationships Multiple linear regression analysis the predictors test regarding significant job stress and dependent variables where we check how important is job stress influencing employee outcomes based Oneway ANOVA with posthoc Tukey tests active groups in demographic category was stressed different than each other Hierarchical regression analyse get moderating effect on gender manager levels however nonsignificant outcome as well as relative tenure.

7. DATA ANALYSIS AND FINDINGS

7.1. RESPONDENT PROFILE

Table 1 Description of the demographic profile of 350 respondents. Of the people surveyed, 57.1% were identified as male while 42.9% of respondents were female. Most (48.6%) were in the 26–35 age group, which reflects how young India's private sector workforce is by global standards. Regarding educational level, 61.4% had a postgraduate degree and 32.0% an undergraduate degree. Respondents from the IT/ITES sector led the link with 32.3% share followed by banking and financial services (22.6%) as well manufacturing represented a hefty portion of those surveyed at about 18.3%. Of these, 40.0% were middlelevel managers in the company, followed by juniorlevel employees (35.7%) and senior managers (24.3%).

TABLE 1 Demographic Profile of Respondents (N = 350)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	200	57.1
	Female	150	42.9
Age Group	Below 25 years	52	14.9
	26–35 years	170	48.6
	36–45 years	95	27.1

	Above 45 years	33	9.4
Managerial Level	Junior Level	125	35.7
	Middle Level	140	40.0
	Senior Level	85	24.3
Industry	IT/ITES	113	32.3
	Banking & Finance	79	22.6
	Manufacturing	64	18.3
	Retail	52	14.9
	Healthcare	42	12.0
Tenure	Less than 1 year	42	12.0
	1–5 years	155	44.3
	6–10 years	97	27.7
	Above 10 years	56	16.0

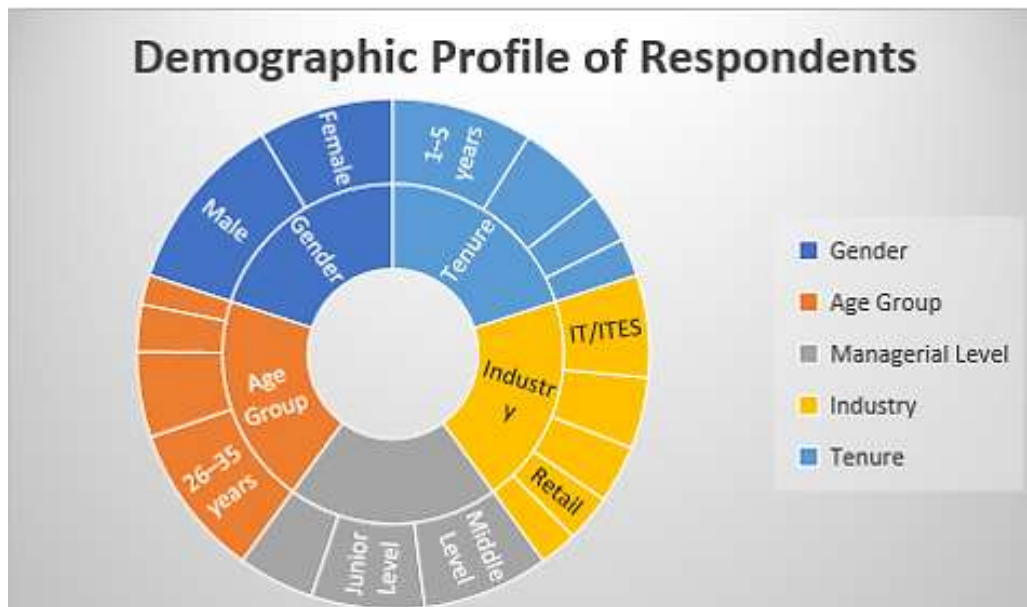


FIGURE 1 Demographic Profile of Respond

7.2. DESCRIPTIVE STATISTICS: JOB STRESS DETERMINANTS

Table 2 presents the mean scores and standard deviations for the five major job stress determinants. Workload recorded the highest mean stress score ($M = 4.12$, $SD = 0.68$), followed by work–life imbalance ($M = 3.98$, $SD = 0.74$) and role ambiguity ($M = 3.76$, $SD = 0.81$). All dimensions were rated above the scale midpoint of 3.0 Role conflict, $M = 3.54$, $SD = 0.79$; Interpersonal conflict and interpersonal conflict also reported moderate to high perceived stress respectively). These results indicate that workloads and work–life imbalance are the two most significant stressors challenging private sector employees in this study context.

TABLE 2 Descriptive Statistics for Job Stress Determinants (N = 350)

Stress Determinant	Mean (M)	Std. Deviation (SD)	Stress Level
Workload	4.12	0.68	Very High
Work–Life Imbalance	3.98	0.74	High
Role Ambiguity	3.76	0.81	High
Role Conflict	3.54	0.79	Moderate–High
Interpersonal Conflict	3.41	0.88	Moderate

Scale: 1 = Very Low Stress to 5 = Very High Stress

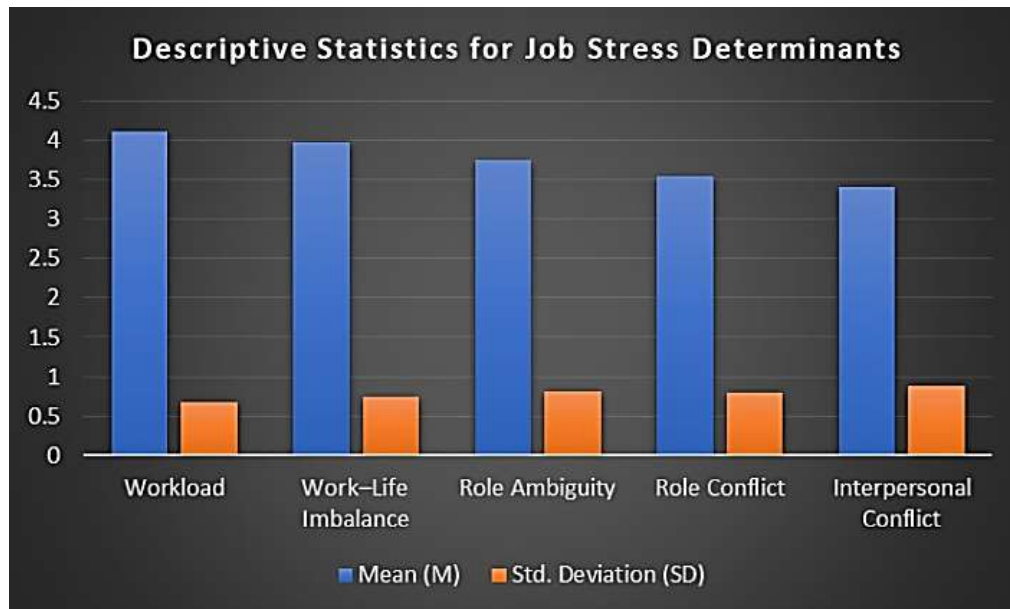


FIGURE 2 Descriptive Statistics for Job Stress Determinants

7.3. CORRELATION ANALYSIS

Pearson's correlation analysis (Table 3) revealed that all five stress determinants were significantly and positively correlated with overall job stress levels. The strongest related indicator was workload ($r = 0.74$, $p < 0.01$), followed by work-life imbalance ($r=0.69, p<0.01$) and role ambiguity ($r=0.63; p<0.01$). Job stress was negatively related to job performance ($r = -0.58$, $p < 0.01$), psychological wellbeing ($r = -0.65$, $p < 0.01$) and organizational commitment ($r = -0.52, p<0.01$), which support Hypotheses H_5 .

TABLE 3 Pearson Correlation Matrix – Key Variables

Variable	Job Stress	Job Performance	Psychological WellBeing	Org. Commitment
Workload	0.74	-0.44	-0.51	-0.39
Work-Life Imbalance	0.69	-0.41	-0.57	-0.45
Role Ambiguity	0.63	-0.38	-0.44	-0.36
Role Conflict	0.55	-0.33	-0.38	-0.31
Interpersonal Conflict	0.49	-0.29	-0.35	-0.27
Job Stress (Overall)	1.00	-0.58	-0.65	-0.52

** $p < 0.01$ (twotailed)

7.4. REGRESSION ANALYSIS: PREDICTORS OF JOB STRESS

Multiple regression analysis was conducted to identify the significant predictors of overall job stress (Table 4). The model explained 68.3% of the variance in job stress ($R^2 = 0.683$, Adjusted $R^2 = 0.677$, $F(5,344) = 148.22$, $p < 0.001$). Among the antecedent variables signifying excess load, work-life imbalance ($\beta = 0.29$; $t = 7.12$, $p < 0.001$) and role ambiguity ($\beta=0.22, t=5.41, p<0.001$) were followed by workload which turned out to be a stronger predictor ($\beta = 0.38; t=8.94; p < 0.001$). The other significant but weaker predictors were role conflict ($\beta = 0.14$, $t = 3.86$, $p < 0.001$) and interpersonal conflict ($\beta = 0.11$, $t=3.02, p < 0.01$). Hypotheses H_1 , H_2 and H_3 were confirmed by these results.

TABLE 4 Multiple Regression Analysis – Predictors of Job Stress

Predictor Variable	β (Beta)	tvalue	Sig. (p)
Workload	0.38	8.94	< 0.001
Work-Life Imbalance	0.29	7.12	< 0.001
Role Ambiguity	0.22	5.41	< 0.001
Role Conflict	0.14	3.86	< 0.001
Interpersonal Conflict	0.11	3.02	0.003

$R^2 = 0.683$; Adjusted $R^2 = 0.677$; $F(5,344) = 148.22$, $p < 0.001$

7.5. ANOVA: GROUP DIFFERENCES IN JOB STRESS

Results of one way ANOVA showed that there were significant differences in job stress levels between the subgroups based on gender ($F = 12.84$, $p < 0.001$), managerial level ($F = 18.73$, $p < 0.001$) and tenure groups ($F=9.52, p<0.001$ values to be passed here). Female employees had significantly higher mean scores ($M = 3.91$) for stress than male employees ($M=3.64$), consistent

with the literature reporting a dual burden due to professional and domestic activities [55]. The middle managers have greater Mean score of 4.05 in stress which is more as compared to junior level ($M = 3.72$); senior level employees ($M = 3.48$) indicating that the theoretical proposition regarding organizational position having most stressful one and lower levels employee being less deprived was supported by our study findings [36]. Among employees grouped by years of service, the average stress reported was highest among those with 1–5 y ($M = 3.95$) and lowest in those working longer than 10 y ($M = 3.41$), demonstrating that within occupational organizational socialization paired with accumulated coping experience mitigates perceptions regarding workplace information stressors over time.

8. DISCUSSION AND IMPLICATIONS

8.1. THEORETICAL IMPLICATIONS

This work provides important advances to the theoretical literature on occupational stress. This study expands the crosscultural validity of these two foundational theories to an emerging economy context, first by empirically validating Karasek's Demand–Control Model and P–E Fit Theory in the Indian private sector. Second, the results reveal that a distinction between job demands and resources as argued in the JDR Model can adequately describe workplace stressors across heterogeneous private sector industries. Third, the finding of work–life imbalance as the second most critical stressor more detrimental than role stressors adds to emergent literature on boundary management and technostress in postpandemic working conditions.

8.2. MANAGERIAL IMPLICATIONS

The results are of significant practical importance for HR managers, organizational leaders and employee relations professionals. Workload is the biggest driver of stress, hence organizations must do systematic workload audits along with a mechanism for equitable distribution of workloads and should assign tasks in accordance to employee capacity matched by competency. Programs aimed at ensuring role clarity, such as regular reviews of job descriptions or SMART goalsetting frameworks and transparent performance appraisal systems can alleviate role ambiguity and even reduce potential for conflict.

They must have access to strong Employee Assistance Programmes (EAPs) offering confidential support services, stress management workshops and mindfulness training, as well as mental health first aid. Flexible work options (for example, compressed working weeks and telecommuting) contribute significantly to alleviating the pressure of balancing professional commitments and personal, family responsibilities especially for female employees in organisations offering such change initiatives as well as middle managers affected by organisational changes towards more resultoriented work cultures (ROWE). Interpersonal conflict will reduce with interventions like Leadership development programmes that train managers on supportive supervision skills, emotional intelligence and competencies in handling conflicts.

8.3. POLICY IMPLICATIONS

At policy level, results highlights that the Indian government with support from regulatory bodies need to develop and implement effective occupational health and safety (OHS) law in private organizations which ensures minimum standards for prevention of psychosocial risks are assessed at organization. The Ministry of Labour and Employment shall also propose to introduce compulsory stress audit for organizations employing more than 200 persons, EAP implementation guidelines, maximum ceiling on working hours & antiharassment provisions. Industry associations and chambers of commerce can also assist in creating a facilitative environment by disseminating information on best practices related to employee wellbeing and recognizing organizations demonstrating exemplary standards for workplace mental health.

9. CONCLUSION

All the stated research objectives were fulfilled by this study that empirically examined job stress of 350 private sector employees in Bengaluru, India. Hence, the results clearly indicate that workload, work–life imbalance, role clarity and interpersonal conflict are the most important factors leading to job stress specifically among Indian private sectors. These stressors together account for 68.3% of the variance in perceived level of stress, with workload being identified as the best predictor between them. In addition, the amount of variance in each outcome variable explained by stress is substantial and clearly indicates that job stress has detrimental effects on both work performance as well as psychological health and organizational commitment.

Demographic analysis indicates that the groups most severely at risk of having elevated stress levels are female employees, middle level managers and staff who had worked for a shorter period in their organizations; these differences require targeted interventions which may help mitigate some equity gaps. This empirical finding offers a theoretical basis for the applicability of Karasek's Demand–Control Model and P–E Fit Theory in addressing occupational stress issues prevalent within the India private sector context.

This study adds to the literature in three unique ways from an emerging market context by providing cross-sectoral empirical evidence, using multiple theoretical lenses and articulating a comprehensive set of actionable recommendations for organizations, policy makers and HR practitioners. With workplace demands changing faster than ever and employee

expectations moving in the same direction, factually driven mental health steps to reduce stress are an organizational imperative as well: not only a moral obligation.

10. LIMITATIONS OF THE STUDY

- The study area is limited to Bengaluru, Karnataka which limits the generalization of results for other cities with different industrial structures and cultural milieu across India.
- The crosssectional research design prevents causal inference as to the temporal association between determinants of stress and its outcomes. Causality could be further supported by longitudinal studies.
- Selfreported data are vulnerable to social desirability bias and common method variance, which may have inflated the relationships between variables.
- The study did not objectively assess the individual personality traits (e.g., neuroticism, resilience, locus of control) moderating stress–outcome relationship allowing to further test a significant pathway in future work.

11. FUTURE RESEARCH DIRECTIONS

- Researchers suggest longitudinal designs would provide stronger causal evidence of changes in stress exposure and the influence this might have had from specific organizational initiatives.
- Comparative cross-sectoral and cross-regional studies would augment the generalizability and theoretical depth of evidence on job stress in the Indian private sector.
- Future research should examine the mediating role of coping strategies and the buffering effects of organizational resilience and psychological capital (PsyCap) in the stress–outcome relationship.

REFERENCES

- [1] B. Bakker and E. Demerouti, "Job demands–resources theory: Taking stock and looking forward.," *Journal of Occupational Health Psychology*, vol. 22, no. 3, pp. 273–285, July 2017, doi: <https://doi.org/10.1037/ocp0000056>.
- [2] S. E. Branch, K. M. Wilson, and C. R. Agnew, "Committed to Oprah, Homer, or House: Using the investment model to understand parasocial relationships.," *Psychology of Popular Media Culture*, vol. 2, no. 2, pp. 96–109, 2013, doi: 10.1037/a0030938.
- [3] R. D. Caplan, S. Cobb, J. R. P. French Jr, R. V. Harrison, and S.R. Pinneau, "Job demands and worker health. NIOSH Research Report," National Institute for Occupational Safety and Health, 1975. {Online}. Available: <https://stacks.cdc.gov/view/cdc/209186>
- [4] S. Cohen, T. Kamarck, and R. Mermelstein, "A global measure of perceived stress," *Journal of Health and Social Behavior*, vol. 24, no. 4, pp. 385–396, Dec. 1983, doi: 10.2307/2136404.
- [5] Confederation of Indian Industry, Employee wellbeing and workplace mental health in India: A CII survey report, CII Publications, 2022.
- [6] C. L. Cooper, P. J. Dewe, and M. P. O'Driscoll, *Organizational stress: A review and critique of theory, research, and applications*, SAGE Publications, 2001.
- [7] L. Cooper and J. Marshall, "Occupational sources of stress: a review of the literature relating to coronary heart disease and mental ill health," *Journal of Occupational Psychology*, vol. 49, no. 1, pp. 11–28, Mar. 1976, doi: 10.1111/j.2044-8325.1976.tb00325.x.
- [8] V. R. Devi, and A. Nagini, "Work–life balance and burnout as predictors of job satisfaction in private banking sector," *Skyline Business Journal*, vol. 9, no. 1, pp. 50–56, 2013.
- [9] J. R. P. French Jr, R. D. Caplan, and R. V. Harrison, "The mechanisms of job stress and strain," John Wiley & Sons, 1982.
- [10] J. H. Greenhaus and N. J. Beutell, "Sources of Conflict Between Work and Family Roles," *Academy of Management Review*, vol. 10, no. 1, pp. 76–88, Jan. 1985, doi: 10.5465/amr.1985.4277352.
- [11] Gupta, R., & Bhatt, M. (2021). Occupational stress and life satisfaction among private sector professionals in India. *International Journal of Human Resource Studies*, 11(2), 44–61.
- [12] M. S. Abdulla, "Multi-criteria decision making with overlapping criteria," *IIMB Management Review*, vol. 24, no. 3, pp. 137–142, Sept. 2012, doi: 10.1016/j.iimb.2012.06.002.
- [13] J. V. Johnson and E. M. Hall, "Job strain, work place social support, and cardiovascular disease: a cross-sectional study of a random sample of the Swedish working population," *American journal of public health*, vol. 78, no. 10, pp. 1336–42, 1988, doi: 10.2105/ajph.78.10.1336.
- [14] R. A. Karasek, "Job demands, job decision latitude, and mental strain: Implications for job redesign," *Administrative Science Quarterly*, vol. 24, no. 2, pp. 285–308, 1979, doi: <https://doi.org/10.2307/2392498>.
- [15] S. Kumar, and A. K. Jain, "Toxic leadership and employee wellbeing in Indian private sector firms," *South Asian Journal of Management*, vol. 28, no. 2, pp. 19–44, 2021.
- [16] V. Kumar, "Organisational tenure and stress resilience: A study of private sector employees in South India," *Amity Business Review*, vol. 21, no. 1, pp. 58–71, 2020.
- [17] R. S. Lazarus, and S. Folkman, *Stress, appraisal, and coping*, Springer, 1984.
- [18] S. Lim and L. M. Cortina, "Interpersonal Mistreatment in the Workplace: The Interface and Impact of General Incivility and Sexual Harassment.," *Journal of Applied Psychology*, vol. 90, no. 3, pp. 483–496, 2005, doi: 10.1037/0021-9010.90.3.483.
- [19] Maslach and M. P. Leiter, "Burnout," *Stress: Concepts, Cognition, Emotion, and Behavior*, vol. 1, no. 1, pp. 351–357, 2016, doi: 10.1016/b978-0-12-800951-2.00044-3.
- [20] P. Mehta, and S. Nair, "Digital work boundaries and occupational stress in the postpandemic era: Evidence from Indian private sector," *Technology in Society*, vol. 72, 2023.
- [21] A. Mishra, and J. Bhatnagar, "Work–family interface and employee wellbeing in emerging economies: Examining moderating effects of gender and organizational support," *International Journal of Human Resource Management*, vol. 31, no. 14, pp. 1844–1875, 2020.

- [22] S. J. Motowidlo, J. S. Packard, and M. R. Manning, "Occupational stress: Its causes and consequences for job performance.," *Journal of Applied Psychology*, vol. 71, no. 4, pp. 618–629, 1986, doi: 10.1037/0021-9010.71.4.618.
- [23] J. R. Rizzo, R. J. House, and S. I. Lirtzman, "Role Conflict and Ambiguity in Complex Organizations," *Administrative Science Quarterly*, vol. 15, no. 2, pp. 150–163, 1970.
- [24] S. Varalakshmi, D. D. Kumar, and K. Lakshman, "Workplace wellbeing programs as drivers of employee engagement and retention," *Empowering Inclusive Innovation*, Routledge, pp. 725732, 2026.
- [25] Kumar, H. V. Vinay, S. Kiran, H. C. Channakeshava, and C. H. Raja Kamal, "The Impact of Behavioral Biases on Stock Investment Decisions: Evidence from Bangalore, India," *Studies in Systems, Decision and Control*, pp. 171–184, 2025, doi: 10.1007/978-3-031-85898-7_17.
- [26] M. B. Shaik, M. Kethan, and T. Jaggaiah, "Financial Literacy and Investment Behaviour of IT Professional With Reference To Bangalore City," *Ilomata International Journal of Management*, vol. 3, no. 3, pp. 353–362, July 2022, doi: 10.52728/ijjm.v3i3.487.
- [27] S. Janani, M. Sivarathinabala, R. Anand, S. Ahamad, M. A. Usmani, and S. M. Basha, "Machine Learning Analysis on Predicting Credit Card Forgery," *Lecture notes in networks and systems*, pp. 137–148, Jan. 2023, doi: 10.1007/978-981-99-3010-4_12.
- [28] S. M. Basha, M. Kethan, and M. A. Aisha, "A study on digital marketing tools amongst the marketing professionals in Bangalore City," *JAC: A Journal of Composition Theory*, vol. 14, no. 9, 2021.
- [29] Kafila, N. B. Kalyan, K. Ahmad, F. Rahi, C. Shelke, and S. Mahabub Basha, "Application of Internet of Things and Machine learning in improving supply chain financial risk management System," *2023 IEEE 2nd International Conference on Industrial Electronics: Developments & Applications (ICIDEA)*, pp. 211–216, Sept. 2023, doi: 10.1109/icidea59866.2023.10295182.
- [30] Aarti Dawra et al., "12Enhancing Business Development, Ethics, and Governance with the Adoption of Distributed Systems," pp. 193–209, Mar. 2024, doi: 10.1002/9781394188093.ch12.
- [31] S. Rana, T. Sheshadri, N. Malhotra, and S.M. Basha, "Creating Digital Learning Environments: Tools and Technologies for Success," *Transdisciplinary Teaching and Technological Integration for Improved Learning: Case Studies and Practical Approaches*, IGI Global, pp. 121, 2024.
- [32] A. Singh, S. H. Krishna, A. Tadamarla, S. Gupta, A. Mane, and M.Basha, "Design and implementation of Blockchain based technology for supply chain quality management: Challenges and opportunities," *2023 4th International Conference on Computation, Automation and Knowledge Management (ICCAKM)*, pp. 0106, 2023
- [33] H. A. Almashaqbeh et al., "The Advancement of Using Internet of Things in Blockchain Applications for Creating Sustainable Environment in the Real Word Scenario," *Computer Science Engineering and Emerging Technologies*, CRC Press, 2024.
- [34] B. S. Mahabub, and B. Haralayya, D.R. Sisodia, M. Tiwari, S. Raghuwanshi, K. G. S. Venkatesan, and A.Bhanot, "An Empirical Analysis of Machine Learning and Strategic Management of Economic and Financial Security and its Impact on Business Enterprises," *Recent Advances in Management and Engineering*, CRC Press, 2024.
- [35] M. P. Joe, "Enhancing Employability by Design: Optimizing Retention and Achievement in Indian Higher Education Institution," *Naturalista Campano*, vol. 28, no. 1, 2024.
- [36] P. Sarkar, M. F. Hasan, A. Kumar, S. Agrawal, M. Basha S, and B. Viyyapu, "Neural Networks for Portfolio Management Optimization," *2024 Second International Conference Computational and Characterization Techniques in Engineering & Sciences (IC3TES)*, pp. 1–5, Nov. 2024, doi: 10.1109/ic3tes62412.2024.10877590.
- [37] V. S. Manjunath et al., "Strategic marketing transformation through AI and digital innovation," *Academy of Marketing Studies Journal*, vol. 29, no. 2, pp. 113, 2025.
- [38] M. B. Shaik, "Investor perception on mutual fund with special reference to Ananthapuramu, Andhra Pradesh," *International Journal of Science and Research (IJSR)*, vol. 4, no. 1, 2015.
- [39] Venkateswarlu Karumuri et al., "Optimizing Financial Outcomes: An Analysis of Individual Investment Decision Factors," *Indian Journal of Information Sources and Services*, vol. 15, no. 1, pp. 83–90, Mar. 2025, doi: 10.51983/ijiss-2025.ijiss.15.1.13
- [40] N. Raji , V. George, R. S. Iyer, S. Sharma, and B. S. Mahabub , "REVOLUTIONIZING RECRUITMENT: THE ROLE OF ARTIFICIAL INTELLIGENCE IN TALENT ACQUISITION," *ShodhKosh Journal of Visual and Performing Arts*, vol. 5, no. 1, Jan. 2024, doi: 10.29121/shodhkosh.v5.i1.2024.2141.
- [41] Dr.V. Jalaja et al., "Maximizing Marketing Value: An Empirical Study on the Framework for Assessing AI and ML Integration in Marketing Management," *Indian Journal of Information Sources and Services*, vol. 14, no. 3, pp. 64–70, Sept. 2024, doi: 10.51983/ijiss-2024.14.3.09.
- [42] M. Basha, and A. P. Singh, "An Empirical Study of Relationship between Pharma Industry and Indian Capital Market," *Sustainable finance for Better World*, vol. 362, 2021.
- [43] B. Rismayadi, "Human Resource Management Practices in Startup Companies: Challenges and Opportunities," *Lead Journal of Economy and Administration*, vol. 2, no. 4, pp. 176–182, Apr. 2024, doi: 10.56403/lejea.v2i4.184.
- [44] K. R. Bhavya et al., "Dynamic Beta Estimation and Time-Varying Risk Premium: Evidence from NSE Companies Using CAPM Extensions," *Indian Journal of Information Sources and Services*, vol. 16, no. 1, pp. 702–710, Feb. 2026, doi: 10.51983/ijiss-2026.16.1.73.
- [45] S. Mahabub Basha, A. Banu, S. Mamatha, J. Anilkumar, H. G. Aravinda, and K. Chethan Raj, "An Empirical Study on Green Portfolio Management: Assessing the Performance of Sustainable Investment Funds," *Indian Journal of Information Sources and Services*, vol. 15, no. 3, pp. 444–449, Sept. 2025, doi: 10.51983/ijiss-2025.ijiss.15.3.49.
- [46] Venkataramana Arangi, Krishna, Taviti Naidu Gongada, Mahabub Basha S, Kathari Santosh, and S Muthuperumal, "Hybrid Deep Learning and Time Series Analysis for Stock Market Prediction: A Multilayer Perceptron and ARIMA Modelling Approach," pp. 421–427, Mar. 2024, doi: 10.1109/icaccs60874.2024.10716884.
- [47] L. K. Kumar, and M. Kethan, "THE EMERGENCE OF THE FINTECH MARKET: OPPORTUNITIES AND CHALLENGES," *Journal of Research Administration*, vol. 5, no. 2, 2023.
- [48] Dr. Deepak Kumar D, "Assessment of Effectiveness of foreign currency future Hedging in India," *International Journal of Economic Social Science and Management LAW*, vol. 7, no. 2, pp. 50–60, Apr. 2026, doi: 10.64751/hecayx83.

- [49] Dr. Deepak Kumar D, "INFLUENCE OF DIVIDEND DECISIONS ON MARKET PRICES OF IT SECTOR SHARES IN INDIA," International Journal of Economic Social Science and Management LAW, vol. 7, no. 1, pp. 341–352, Mar. 2026, doi: 10.64751/0ze85c36.
- [50] K. D, "Impact of Economic Indicators on Stock Market Performance in India," International Journal of Economics and Business Management Research, vol. 2, no. 1, pp. 42–47, Mar. 2026, doi: 10.64137/31079423/ijebmr-v2i1p105.
- [51] R. K. Ch, K. Meenadevi, D. Kumar D, and R. Nagaraj, "Deep Learning in Credit Risk Assessment: A Data-Driven Approach to Transforming Financial Decision-Making and Risk Analytics," Journal of Risk and Financial Management, vol. 19, no. 5, p. 361, May 2026, doi: 10.3390/jrfm19050361.
- [52] S. Srivastava, "Supervisory support and employee stress: A mediated moderation model," Asia Pacific Journal of Human Resources, vol. 59, no. 1, pp. 90–115, 2021.
- [53] Y. Wang et al., "Relationship between occupational stress and burnout among Chinese teachers: a cross-sectional survey in Liaoning, China," International Archives of Occupational and Environmental Health, vol. 88, no. 5, pp. 589–597, Sept. 2014, doi: 10.1007/s00420-014-0987-9.
- [54] World Health Organization. (2022). Mental health at work. WHO Policy Brief. <https://www.who.int/publications/i/item/9789240053052>
- [55] S. Suganya, Saliha Afreen, "A Study on Work Family Conflict and Emotional Regulation Among Working Parents," International Conference & Symposium: "Indian and Global Opportunities in the Sciences and Humanities: A Critical Discourse, pp. 130-136, 2021.
- [56] S. Suganya, Sr. Bridget, "Basic Psychological Need for Satisfaction and Frustration Among Working Women," Studies in India Place Names, vol. 40, no. 48, pp. 439-443, 2020.
- [57] S. Suganya, "Relationship Between Job Satisfaction on Burnout and Occupational Stress Among Teaching Professionals," Studies in India Place Names, vol. 40, no. 48, pp. 355-362, 2020.
- [58] S. Suganya, Dr K. Govind, "Relationship Between Social Media Addiction and Self-Esteem among Working and Non Working Women," Purakala, vol. 31, no. 5, pp. 29-33, 2020.
- [59] S. Suganya, Dr. Suresh Kumar Murugesan, and Dr. K. Govind, "Correlates of School and Family Environment on WellBeing," Journal of Survey in Fisheries Sciences, vol. 10, no. 2(S), pp. 1714-1720, 2023.