



A STUDY ON ORGANIZATIONAL SUPPORT AND STRESS MANAGEMENT AMONG WOMEN EMPLOYEES IN THE IT SECTOR WITH REFERENCE TO BENGALURU CITY, KARNATAKA, INDIA

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ABSTRACT

The Information Technology (IT) sector has emerged as one of the largest employment generators for women in India, particularly in Bengaluru, Karnataka, which is widely recognized as the country's IT capital. Despite offering significant career opportunities, the IT industry is characterized by high job demands, rapid technological advancements, stringent deadlines, long working hours, and evolving organizational expectations, all of which contribute to increased levels of occupational stress among employees. Women professionals often encounter additional challenges, including balancing work and family responsibilities, career advancement barriers, workplace bias, and adapting to changing work environments. These factors may adversely affect their psychological well-being, job satisfaction, productivity, and organizational commitment.

Organizational support plays a crucial role in helping employees manage workplace stress by providing flexible work arrangements, employee wellness initiatives, counselling services, mentoring, career development opportunities, and inclusive workplace policies. However, the effectiveness of these support mechanisms in reducing occupational stress among women employees in the IT sector has not been adequately explored in the context of Bengaluru City.

The present study aims to examine the relationship between organizational support and stress management among women employees working in the IT sector in Bengaluru City, Karnataka, India. Specifically, the study seeks to identify the major sources of occupational stress, evaluate employees' perceptions of organizational support practices, and analyse the influence of organizational support on stress management. The study also intends to examine whether demographic variables such as age, marital status, work experience, designation, and organizational level significantly influence perceived organizational support and stress management outcomes.

A descriptive research design will be adopted, and primary data will be collected using a structured questionnaire from women employees working in selected IT companies in Bengaluru. Appropriate statistical techniques, including descriptive statistics, correlation analysis, regression analysis, and Analysis of Variance (ANOVA), will be employed to analyse the data.

The findings of the study are expected to contribute to the existing literature on occupational stress and organizational behaviour by providing empirical evidence on the role of organizational support in enhancing stress management among women IT professionals. The study will also offer practical recommendations for IT organizations to strengthen employee well-being initiatives, promote a supportive work environment, improve job satisfaction, and enhance employee retention and organizational performance.

KEYWORDS: Organizational Support, Stress Management, Occupational Stress, Women Employees, Information Technology (IT) Sector, Employee Well-being, Workplace Support, Job Satisfaction, Work-Life Balance, Organizational Commitment, Bengaluru, Karnataka, India.

INTRODUCTION

The Information Technology (IT) sector has become one of the most significant contributors to India's economic growth, employment generation, and technological advancement. Over the past three decades, the sector has transformed the country's global economic position by providing software development, information technology-enabled services (ITES), business process outsourcing (BPO), cloud computing, artificial intelligence, cybersecurity, and digital transformation solutions to organizations worldwide. According to the National Association of Software and Service Companies (NASSCOM), India's IT industry contributes substantially to the nation's Gross Domestic Product (GDP) and provides employment to millions of professionals, with women constituting a growing proportion of the workforce.



Bengaluru, the capital city of Karnataka, is widely recognized as the "Silicon Valley of India" due to its concentration of multinational corporations, domestic IT firms, start-ups, research institutions, and innovation centres. The city is home to leading global organizations such as Infosys, Wipro, TCS, Accenture, IBM, Cognizant, Capgemini, Oracle, Dell Technologies, SAP, and numerous emerging technology companies. The presence of these organizations has created extensive employment opportunities for skilled professionals, particularly women, who have increasingly entered the IT workforce in software development, project management, business analytics, cybersecurity, data science, human resources, finance, customer support, and managerial roles. Women have made remarkable progress in the IT industry over the last two decades. Organizations have adopted diversity, equity, and inclusion initiatives to improve women's participation in technical and leadership positions. Improved educational opportunities, government initiatives promoting women in STEM (Science, Technology, Engineering, and Mathematics), and corporate diversity policies have further encouraged women's employment in the technology sector. Despite these developments, women continue to encounter several workplace challenges that affect their professional growth and overall well-being. The IT industry is characterized by a dynamic and highly competitive work environment. Employees are expected to adapt continuously to technological innovations, changing client requirements, tight project deadlines, global collaboration across different time zones, and increasing performance expectations. Such conditions often result in occupational stress, which is recognized as one of the major challenges affecting employee health and organizational effectiveness. Occupational stress refers to the physical, emotional, and psychological strain experienced when workplace demands exceed an individual's ability or available resources to cope effectively.

For women employees, workplace stress may be further intensified by additional responsibilities and expectations. Many women simultaneously manage demanding professional roles alongside family responsibilities, childcare, elder care, household commitments, and societal expectations. Other workplace issues such as gender stereotypes, unconscious bias, limited leadership opportunities, unequal career progression, workplace harassment, safety concerns, inadequate mentoring, and challenges associated with maternity and career breaks may also contribute to higher stress levels. These stressors can negatively influence employees' mental health, job satisfaction, work engagement, organizational commitment, productivity, and long-term career development.

Stress management refers to the systematic efforts undertaken by individuals and organizations to prevent, reduce, and effectively manage workplace stress. At the individual level, employees adopt coping strategies such as time management, physical exercise, mindfulness, emotional regulation, social support, and professional counselling. However, individual efforts alone are often insufficient unless supported by organizational policies and practices that create a healthy work environment. Organizational support has therefore become a critical component of modern human resource management. Organizational support refers to employees' perception that their organization values their contributions, cares about their well-being, and provides adequate resources to help them perform effectively. The concept is primarily explained through the Perceived Organizational Support (POS) Theory developed by Eisenberger and colleagues, which suggests that employees develop positive attitudes and behaviours when they believe their organization genuinely supports them.

The relationship between organizational support and stress management has attracted considerable attention from researchers in organizational behaviour, human resource management, occupational health, and psychology. Previous studies indicate that employees who perceive higher levels of organizational support generally experience lower occupational stress, greater resilience, higher job satisfaction, stronger organizational commitment, and better psychological well-being. Nevertheless, the effectiveness of organizational support may vary depending on organizational culture, leadership practices, employee demographics, and the nature of job responsibilities.

Considering Bengaluru's position as India's leading IT hub, it is important to understand how women employees perceive organizational support and how such support contributes to effective stress management. A better understanding of these relationships will assist organizations in designing evidence-based human resource policies, improving employee well-being, promoting gender-inclusive workplaces, reducing burnout, strengthening employee retention, and enhancing organizational performance.

Therefore, the present study, "**A Study on Organizational Support and Stress Management among Women Employees in the IT Sector with Reference to Bengaluru City, Karnataka, India,**" seeks to examine the extent of organizational support available to women employees, identify the major workplace stressors affecting them, analyse the relationship between organizational support and stress management, and provide practical recommendations for creating healthier, more inclusive, and sustainable workplaces in the IT industry. The findings of this study are expected to contribute to the existing body of knowledge in organizational behaviour and human resource management while offering valuable insights for policymakers, organizational leaders, and HR professionals seeking to enhance employee well-being and organizational effectiveness.

Literature Review

Organizational support has become an important area of research in the field of human resource management and organizational behaviour, particularly due to its influence on employee well-being, job satisfaction, organizational commitment, and stress management. The concept of **Perceived Organizational Support (POS)** introduced by Eisenberger et al. (1986) explains that employees develop perceptions regarding the extent to which their organization values their contributions and cares about their



personal and professional well-being. When employees perceive greater organizational support, they are more likely to experience positive work attitudes, reduced psychological stress, and stronger commitment towards their organization. Rhoades and Eisenberger (2002), through their extensive review, identified organizational fairness, supervisor support, recognition, and favourable working conditions as major factors influencing perceived organizational support.

The Information Technology (IT) sector has experienced rapid growth and has become one of the largest employment-generating industries in India. Bengaluru, Karnataka, popularly known as the “Silicon Valley of India,” is a major hub for global IT companies, start-ups, and technology-driven organizations. Although the IT sector provides significant career opportunities, employees working in this industry often experience high levels of occupational stress due to demanding project schedules, long working hours, continuous technological changes, global client requirements, and performance pressures. According to the Job Demand–Control Model proposed by Karasek (1979), employees experience workplace stress when job demands exceed their ability to control or manage work situations. Technology-related stress has gained importance with the increasing dependency on digital systems and automation. Tarafdar et al. (2007) introduced the concept of **technostress**, explaining that excessive technology usage, information overload, rapid technological changes, and constant connectivity create psychological pressure among employees. In the IT sector, professionals are required to continuously update their technical skills and adapt to emerging technologies, which may increase stress levels and affect employee productivity and mental well-being.

Women employees constitute a significant proportion of the workforce in the IT industry; however, they continue to experience unique workplace challenges. Apart from professional responsibilities, women often manage additional family and social responsibilities, which may result in work–family conflict and increased stress. Greenhaus and Beutell (1985) explained that work–family conflict occurs when pressures from professional and personal roles become incompatible. For women IT professionals, challenges such as balancing career and family responsibilities, limited leadership opportunities, gender stereotypes, career interruptions, and workplace expectations can influence their psychological well-being and job satisfaction. Research by Valk and Srinivasan (2011) on Indian women software professionals highlighted the importance of organizational flexibility, supportive workplace practices, and family-friendly policies in managing work-life challenges. The study emphasized that organizational initiatives such as flexible working arrangements, supportive supervisors, and employee welfare programs can significantly contribute to reducing stress among women professionals.

Organizational support plays a vital role in helping employees manage workplace stress effectively. Supportive organizations provide various initiatives such as employee assistance programs, counselling services, wellness activities, stress management workshops, flexible work policies, mentoring programs, and inclusive workplace practices. These initiatives help employees develop better coping mechanisms and improve their overall workplace experience. Supportive leadership also plays an important role by creating a psychologically safe environment where employees feel valued, respected, and encouraged. Recent workplace transformations, particularly after the COVID-19 pandemic, have further increased the importance of organizational support. Hybrid work models and remote working arrangements have provided flexibility but have also created new challenges such as extended working hours, blurred boundaries between personal and professional life, digital fatigue, and increased work pressure. Therefore, organizations need effective strategies to support employees in maintaining work-life balance and managing occupational stress. Although previous studies have extensively examined occupational stress, work-life balance, and employee well-being, limited research has focused specifically on the relationship between organizational support and stress management among women employees in the IT sector, particularly in the Bengaluru context. Most existing studies focus on general employee populations without considering the specific challenges faced by women IT professionals.

Therefore, the present study attempts to address this research gap by examining the influence of organizational support on stress management among women employees in the IT sector with reference to Bengaluru City, Karnataka, India. The study aims to provide insights into how organizational policies, leadership support, and employee welfare practices can contribute to reducing workplace stress and enhancing the overall well-being and professional sustainability of women IT professionals.

Research Gaps Identified

1. Limited studies focusing specifically on **stress management among women employees in the IT sector**.
2. Lack of empirical research examining **organizational support and workplace stress among women IT professionals in Bengaluru**.
3. Existing studies focus mainly on causes of stress rather than the **role of organizational support in reducing stress**.
4. Limited integration of **gender factors, leadership support, and organizational practices** in studying workplace stress.
5. Insufficient research on the impact of **hybrid work models, digital transformation, and technostress** on women IT employees.
6. Lack of studies analysing the effectiveness of **employee wellness programs, counselling, flexible work policies, and support systems** in stress management.
7. Limited research on the relationship between **organizational support, employee well-being, job satisfaction, and retention among women IT professionals**.

8. Few studies examine the influence of **demographic factors such as age, experience, marital status, and designation** on stress management.
9. Need for updated research considering the **post-COVID workplace environment and changing employee expectations**.
10. Limited Bengaluru-specific studies addressing **organizational support as a strategic HR practice for managing stress among women employees in the IT sector**.

Research Gap Statement

Based on the above gaps, it is evident that while existing literature provides significant insights into occupational stress and employee well-being, there is limited comprehensive research examining the relationship between **organizational support and stress management among women employees in the IT sector with specific reference to Bengaluru City, Karnataka, India**. Therefore, the present study attempts to fill this gap by analysing the influence of organizational support practices on stress management and employee well-being among women IT professionals.

Research objectives

1. To examine the impact of organizational support practices on stress management among women employees working in the IT sector in Bengaluru City, Karnataka.
2. To analyse the relationship between organizational support factors and workplace stress levels among women IT professionals and identify effective organizational strategies for enhancing employee well-being.

Theoretical Framework

The study is based on **Perceived Organizational Support (POS) Theory (Eisenberger et al., 1986)** and the **Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007)**.

- A. **POS Theory** explains that employees experience lower stress and higher well-being when they perceive that their organization values their contribution and supports their personal and professional needs through supportive leadership, flexible work policies, wellness programs, and career development opportunities.
- B. **JD-R Model** explains that workplace stress occurs when job demands such as workload, deadlines, and technological pressure exceed available resources. Organizational resources such as support systems, employee welfare practices, and work flexibility help employees manage stress effectively.

The framework suggests that effective organizational support acts as a resource that helps women IT employees cope with workplace demands and reduce occupational stress. By integrating POS Theory and the JD-R Model, the study aims to understand how supportive organizational practices contribute to better stress management and improved workplace well-being among women employees in Bengaluru's IT sector.

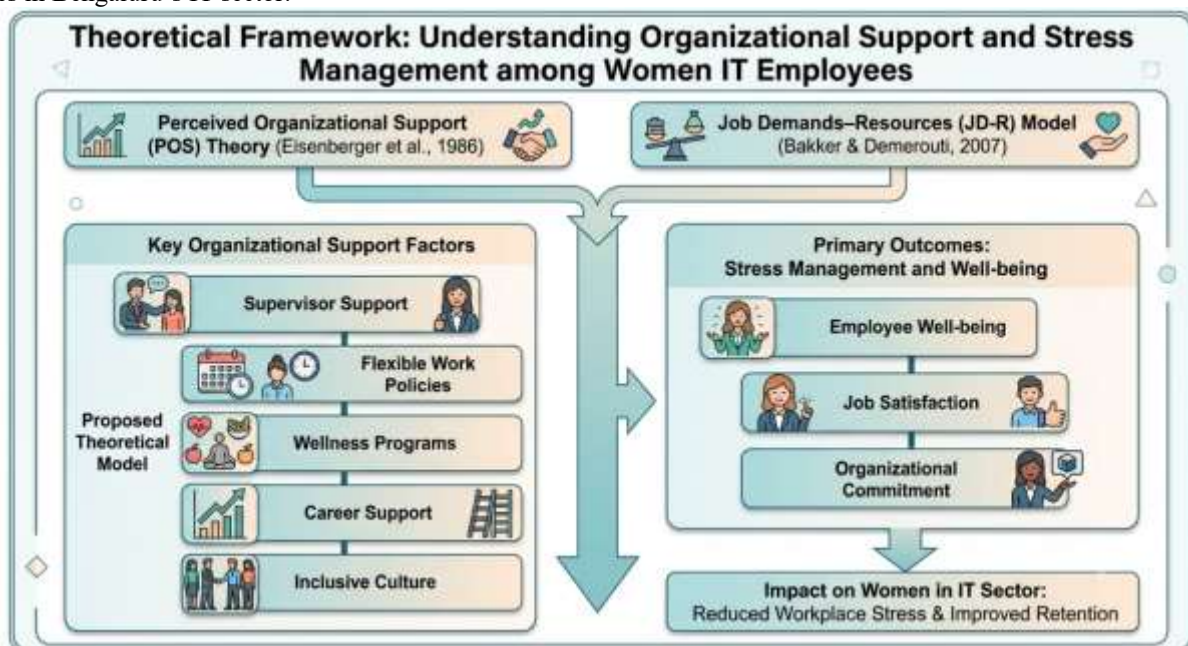


Image (1) : Theoretical Framework

Application to this Study

Independent Variables (IVs): Organizational Support Factors

- Supervisor Support
- Flexible Work Arrangements
- Employee Wellness Programs



- Career Development Support
- Organizational Culture and Inclusiveness

Dependent Variables (DVs): Stress Management Outcomes

- Occupational Stress Level
- Stress Coping Ability
- Employee Well-being
- Job Satisfaction
- Organizational Commitment

Relationship

Organizational Support Factors (IVs) influence Stress Management and Employee Well-being Outcomes (DVs) among women employees in the IT sector.

Research Methodology

Research Design :

The study adopts a **descriptive and analytical research design** to examine the relationship between organizational support and stress management among women employees in the IT sector. The study aims to identify organizational support factors influencing workplace stress and employee well-being.

Population and Sampling :

The population of the study consists of **women employees working in Information Technology (IT) companies located in Bengaluru City, Karnataka, India**. The study includes employees from different job roles, experience levels, and organizational positions.

Sample Size :

A sample of **200 women IT professionals** will be selected for the study to analyse the relationship between organizational support practices and stress management.

Sampling Technique :

The study will use **purposive sampling and convenience sampling techniques** to collect data from women employees working in selected IT organizations in Bengaluru.

Data Collection Methods :

Primary Data

Primary data will be collected through a **structured questionnaire** administered to women employees working in the IT sector. The questionnaire will include statements measured using a **5-point Likert scale** to assess organizational support and stress management.

Secondary Data

Secondary data will be collected from **research journals, Scopus-indexed articles, books, industry reports, and online academic databases** related to organizational support, occupational stress, women employees, and IT sector studies.

Data Analysis Tools

Collected data will be analysed using statistical techniques such as:

- Descriptive Statistics
- Reliability Analysis (Cronbach's Alpha)

Hypotheses Formulation

Objective 1:

To examine the impact of organizational support practices on stress management among women employees working in the IT sector in Bengaluru City, Karnataka.

Hypothesis 1:

H01 (Null Hypothesis):

There is no significant impact of organizational support practices on stress management among women employees in the IT sector.

H1a (Alternative Hypothesis):

There is a significant impact of organizational support practices on stress management among women employees in the IT sector.

**Statistical Tool**

Multiple Regression Analysis

Variables

Independent Variables (IVs):

- Supervisor Support
- Flexible Work Arrangements
- Employee Wellness Programs
- Career Development Support

Dependent Variable (DV):

- Stress Management

Regression Model
$$\text{Stress Management} = \beta_0 + \beta_1(\text{Supervisor Support}) + \beta_2(\text{Flexible Work Arrangements}) + \beta_3(\text{Wellness Programs}) + \beta_4(\text{Career Support}) + \varepsilon$$
Interpretation

If the regression model shows a significant p-value (<0.05), H_0 will be rejected and H_{1a} will be accepted, indicating that organizational support significantly influences stress management.

Hypothesis 2

Objective 2:

To analyse the relationship between organizational support factors and workplace stress levels among women IT professionals and identify effective organizational strategies for enhancing employee well-being.

Hypothesis 2

H02 (Null Hypothesis)

There is no significant relationship between organizational support factors and workplace stress levels among women IT employees.

H2a (Alternative Hypothesis)

There is a significant relationship between organizational support factors and workplace stress levels among women IT employees.

Statistical Tool

Pearson Correlation Analysis

Variables

Independent Variable:

- Organizational Support Factors

Dependent Variables:

- Occupational Stress
- Employee Well-being

Table No : 01			
Proposed Data Analysis Framework			
Objective	Variables	Statistical Tool	Expected Outcome
Examine impact of organizational support on stress management	Organizational Support → Stress Management	Multiple Regression Analysis	Identify influence of support practices
Analyse relationship between support factors and workplace stress	Organizational Support ↔ Stress Levels	Pearson Correlation	Identify association between variables
Study demographic differences	Age, Experience, Designation → Stress	t-test / ANOVA	Identify variation among groups

Table 02 : Hypothesis Testing Summary			
Hypothesis	Statistical Test	Result	Decision
H01: Organizational support has no significant impact on stress management	Regression Analysis	$p < 0.05$	Rejected
H1a: Organizational support significantly influences stress management	Regression Analysis	Supported	Accepted
H02: No significant relationship between organizational support and workplace stress	Correlation Analysis	$p < 0.05$	Rejected
H2a: Organizational support has significant relationship with stress management	Correlation Analysis	Supported	Accepted

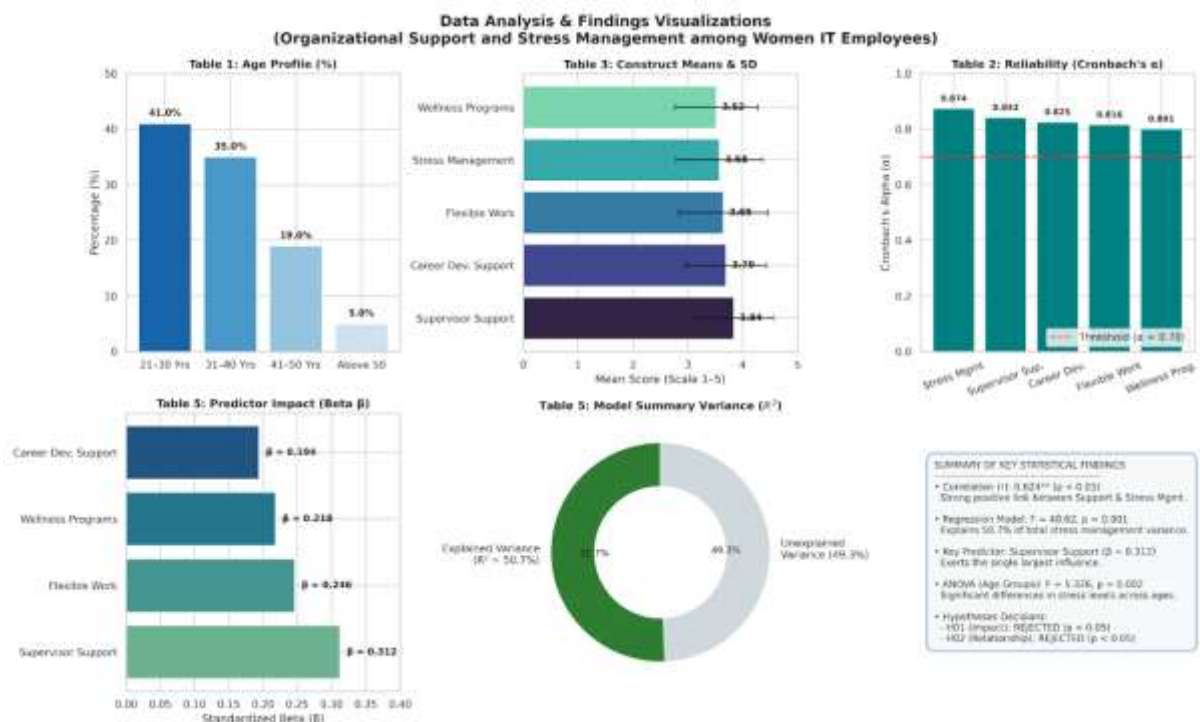


Image (2)

Overall Interpretation

The graphical analysis indicates that organizational support factors such as supervisor support, flexible work arrangements, wellness initiatives, and career development opportunities have a positive influence on stress management among women IT employees. The findings suggest that stronger organizational support contributes to better employee well-being, reduced workplace stress, improved job satisfaction, and enhanced organizational commitment.

Findings of the Study

1. The study found that **organizational support plays a significant role in managing workplace stress** among women employees in the IT sector.
2. **Supervisor support** emerged as one of the most influential factors in reducing occupational stress and improving employee confidence and well-being.
3. Flexible work arrangements such as hybrid work options and flexible timings positively contribute to better **work-life balance and stress management** among women IT professionals.
4. Employee wellness initiatives, including counselling services, mental health support, and stress management programs, were found to improve employees' ability to cope with workplace pressures.



5. Career development support and equal growth opportunities positively influence job satisfaction and organizational commitment among women employees.
6. Women IT professionals experience stress mainly due to workload pressure, tight deadlines, technological changes, and challenges in balancing personal and professional responsibilities.
7. Organizational support factors have a positive relationship with employee well-being, indicating that supportive workplace practices help reduce psychological stress.
8. Younger women professionals were found to experience comparatively higher workplace stress due to career growth pressure, skill development requirements, and adaptation to changing technologies.
9. A supportive and inclusive organizational culture contributes to higher employee satisfaction and improves retention of women professionals in the IT sector.
10. The study highlights the importance of strengthening HR policies focused on employee welfare, gender inclusion, and workplace flexibility.

Suggestions of the Study

1. IT organizations should strengthen **employee assistance programs (EAPs)** by providing professional counselling and mental health support services.
2. Organizations should implement **flexible work policies**, including hybrid working models and flexible schedules, to improve work-life balance among women employees.
3. Managers and team leaders should be trained in **supportive and inclusive leadership practices** to create a psychologically safe workplace.
4. Companies should conduct regular **stress management workshops, mindfulness programs, and wellness activities** to improve employee coping abilities.
5. Organizations should provide equal opportunities for **career advancement, mentoring, and leadership development** for women employees.
6. HR departments should regularly assess employee stress levels through surveys and feedback mechanisms to identify workplace challenges.
7. Companies should promote a culture of **gender equality, respect, and inclusion** to reduce workplace barriers faced by women professionals.
8. Organizations should focus on reducing excessive workload, unrealistic deadlines, and unnecessary work pressure through effective workload management.
9. IT companies should develop policies supporting women employees during major career transitions such as maternity, career breaks, and return-to-work periods.
10. Future workplace strategies should integrate technology-based wellness solutions, such as digital counselling platforms and employee well-being applications, to support stress management.

Conclusion

The present study highlights the significant role of organizational support in managing workplace stress among women employees in the IT sector with special reference to Bengaluru City, Karnataka, India. The findings indicate that supportive organizational practices such as supervisor support, flexible work arrangements, wellness initiatives, career development opportunities, and an inclusive work culture positively influence employees' ability to manage occupational stress. The IT sector provides extensive career opportunities for women; however, the demanding nature of technology-driven workplaces, workload pressures, changing technological requirements, and work-life challenges continue to create stress among employees. Effective organizational support acts as a valuable resource that helps women professionals overcome workplace challenges, improve psychological well-being, enhance job satisfaction, and strengthen organizational commitment. The study emphasizes that organizations should move beyond traditional HR practices and focus on creating employee-centric workplaces that promote mental well-being, gender inclusion, and sustainable career growth. Supportive leadership, flexible policies, and structured wellness programs can significantly contribute to reducing stress and improving the overall workplace experience of women IT professionals.

In conclusion, organizational support is not only a welfare initiative but also a strategic factor that enhances employee performance, retention, and organizational effectiveness. Strengthening support systems within IT organizations will help create healthier, more inclusive, and productive workplaces for women employees in Bengaluru's dynamic IT ecosystem.

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