



# Escape Stress, Embrace Harmony" Effect Of Stress On Work-Life Balance And Intention to Leave. (IT Industry)

Minakshi Kumari 1 , Dr.M. Nalini 2

1. MBA student, 2. Assistant Professor

CMS – Business School, Jain (Deemed to be) University, Bengaluru, Karnataka.

**ABSTRACT:** The intention to quit is significantly influenced by factors such as work stress, and work-life balance. These variables play an important role in affecting employees' intentions to leave their jobs, potentially leading to turnover within a company. This study aims to explore the effects of work stress, and work-life balance on the intention to leave among 100 employees working at an IT company in India. The research utilized a census sampling method, distributing questionnaires online and analyzing the data using SPSS Version 25 software. The results indicate a positive correlation between work stress and the intention to resign. Whereas work-life balance does not show a negative relationship with quitting. Recommendations from these findings will be discussed in the conclusion of this paper.

*Keywords:* work stress, work-life balance, intention to leave, leading to turnover, IT Company.

## I. INTRODUCTION AND REVIEW OF LITERATURE

### A. Introduction

In today's fast-paced and highly competitive world, the Information Technology (IT) services sector in India has emerged as a pivotal player in the global economy. With its exponential growth and technological advancements, the IT services industry has significantly transformed the way businesses operate worldwide. However, this rapid growth comes with its own set of challenges, particularly concerning the well-being and job satisfaction of employees. One of the key factors affecting the performance and retention of employees in the IT services sector is stress. Stress in the workplace is a multifaceted phenomenon resulting from various factors such as high workload, tight deadlines, interpersonal conflicts, and organizational changes. It not only impacts an individual's physical and mental health but also influences their work-life balance and intention to stay in the organization.

Maintaining a healthy work-life balance is essential for employees to effectively manage their professional responsibilities and personal commitments. However, the demanding nature of IT jobs often blurs the boundaries between work and personal life, making it challenging for individuals to achieve equilibrium. The imbalance between work and personal life can lead to increased stress levels, decreased job satisfaction, and ultimately, intentions to leave the organization.

In the context of the IT services industry in India, where long working hours and high-pressure environments are prevalent, understanding the relationship between stress, work-life balance, and intention to leave is paramount. By exploring these dynamics, organizations can devise strategies to mitigate stressors, promote a better work-life balance, and enhance employee retention.

### *B. Statement Of The Research Problem*

When someone wants to leave their job, it can cause problems for the company. With the world becoming more connected, businesses have to try hard to keep their best workers because they can easily go somewhere else. This can happen because the job becomes too much to handle, making employees feel stressed. Many studies have looked at this problem, but people still keep leaving their jobs. Some experts have identified different things that cause stress at work, like the environment, the individual, the group, and the organization itself. Stress can make people want to leave their jobs, even if they haven't decided to leave yet. Having too much work to do in a short time can also make people feel stressed. People who feel like their work and personal lives are balanced are less likely to want to leave their jobs. Getting support from their company and family can also make people feel better about their job and less likely to leave.

### *C. Review Of Literature*

An "individual's own estimated probability (subjective) of resigning from an organization at some point shortly" is the definition of intention to depart (Vandenberg & Nelson, 1999). According to Bigliardi, Petroni, and Ivo Dormio (2005), an employee's intention to quit refers to their desire to leave the company. Research on the intention to quit has shown that it has a positive and negative impact on turnover (Mossholder, Bedeian, Norris, Giles, & Feld, 1988). Organizational managers view turnover as an issue since it is linked to costs (Noor & Maad, 2008). It has been demonstrated that leaving an organization generally hurts organizational effectiveness and lowers profitability. Large financial costs, employee disruption, increased workplace stress, a decline in work unit quality and the capacity to adjust to unpredictable environments are some of these negative effects (Miller, 2010). Another is the loss of a skilled workforce, which lowers productivity, quality, innovation, and competitiveness.

Employees' intentions to leave the company are influenced by several factors. According to Firth, Mellor, Moore, and Loquet (2004), an employee's intention to leave the company is impacted by work-related stress. Their research shows that, while not all dispositional characteristics promote the intention to quit, there is a correlation between job engagement indicators and employees' intention to leave.

In addition, a work-life balance is desired by both companies and employees to meet personal demands and find job satisfaction. As stated by Dundas (2008), work-life balance refers to the skillful balancing of paid employment with all other significant responsibilities, including family, community involvement, volunteer work, personal growth, and leisure and pleasure. For people who care about the quality of working life and how it relates to overall quality of life, work-life balance has always been important (Guest, 2002). Balancing a successful career with personal or family life can be challenging, but flexibility in time and location can positively impact work-life balance. Failure to balance can lead to high-stress levels, low productivity, and increased absenteeism.

Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007) in their study “Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis”. A 2-dimensional work stressor framework explains inconsistencies in research on stressor relationships with retention-related criteria. Meta-analyses show hindrance stressors have dysfunctional relationships with job satisfaction, organizational commitment, and turnover intentions, while challenge stressors have positive relationships with job satisfaction and commitment.

According to Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How Can Managers Reduce Employee Intention To Quit? Managers have found that employee stress and intention to leave the company have been major issues. Through an investigation of potential predictors of employees' intention to leave their current position, studies have sought to address the subject of what influences people's intention to quit. Work-related experiences can contribute to stress at work and have an impact on an employee's decision to leave the company. An unfavorable response that individuals have to undue demands or pressures at work is known as job stress.

(Wickramasinghe, 2012). Work stress can be defined as any aspect of the workplace that puts an individual in danger, according to research by Lee Larson (2004). Employees may experience work stress due to demands placed on them by their jobs and their capacity to complete tasks. Time and demand at work are the primary factors that contribute to stress at work. This happens when workers have a lot of tasks to finish in a short amount of time. Consequently, an employee's performance is impacted by mounting work pressure. In their study, Awang Idris et al. (2010) found that stress levels are elevated when deadlines and work overload are combined. One respondent to a study by Awang Idris et al. (2010) stated that when multiple tasks are assigned at once, occupational stress frequently arises, and the coping strategy increases stress.

Bird (2006) says that work-life balance is a big deal for many companies. It's important because it can affect how well employees do their jobs and how happy they are outside of work. Virick, Lilly, and Casper (2007) add that employees who have good work-life balance spend similar amounts of time and effort on their work and personal lives. But balancing work and life isn't easy for employees. It's because the things you have to do at work and the things you have to do at home are different. Some workers don't want to bring work home, but because of their job, they have to sacrifice personal time for work. Studies show that when companies improve work-life balance, it not only makes workers more productive but also more loyal to the company and less likely to want to leave (Moore, 2007). Noor and Maad (2008) found that when work interferes a lot with personal life, people are more likely to want to leave their jobs. Reviews by Deery (2008) and Deery and Jago (2015) suggest that having a good work-life balance can help reduce the desire to leave a job, which means fewer people quitting.

N. Fiernaningsih, U. Nimran, K. Rahardjo, Z. Arifin in their research (2019) conducted a research on Do work-life balance, organizational pride and job satisfaction affect the intention to leave? The main objective of this study is to examine the relationship between work-life balance and organizational pride, job satisfaction, and intention to leave, as well as the relationship between these factors and intention to leave. 209 employees of four- and five-star hotels in Malang, East Java Province, Indonesia, completed questionnaires to provide the data, which was analyzed afterward using GeSCA. The work-life balance has a considerable impact on job satisfaction and company pride, but it has little or no impact on leaving intentions, according to the results. Also, there is a considerable relationship between organizational pride and both job happiness and leave intention, with job satisfaction having a major impact on both of them. Originality value: This study examines the relationship between work-life balance and intention to leave by looking at both direct and indirect effects through



organizational structure pride and job satisfaction. As a result, it may bring out the significance of these factors concerning intention to leave.

D. Giauque, Simon Anderfuhren-Biget, Frédéric Varone(2019) analysed Stress and turnover intents in international organizations: social support and work-life balance as resources” The purpose of this study is to determine if job prospects affect employees' intentions to leave nongovernmental international organizations (IOs) and their level of stress. It places the job resources and demands model in the particular work environment of information officers. The original data from a survey conducted in four significant United Nations organizations form the basis of the empirical test. The findings show that professional social work opportunities and work-life balance are institutional levers that lower employee stress and readiness to resign when dealing with bureaucratic obstacles or the pressures of being an expat. In this case, stress acts as a partly mediating factor in the links between these employment possibilities and turnover intention. Organizations facing these management difficulties can benefit from framed HR management proposals.

Dini Arifiani, Aura Amalia, Hastuti Naibaho, Endang Pitaloka(2019) conducted a study The Role of Work Stress as a Mediating Variable in The Relationship Between Workload and Intention to Leave” Employees in jobs with high workload characteristics will frequently be required to work overtime because these jobs do not allow for regular working hours. Employees with this disease will be both emotionally and physically exhausted, which will lead to stress at work. Stress at work will lead to health issues for employees. When workers feel overworked, they may think about leaving the company and seeking other positions that will ease their workload. Employees in the digital financial services division of telecommunications corporations participated in this survey as respondents. Every worker in the digital financial services division of one of Indonesia's leading telecom companies received a questionnaire. 100 staff received the questionnaire. However, as this study only had 60% of the questionnaires returned, only 60 of them may be used to test the hypothesis. Hypothesis testing with hierarchical linear regression. These three hypotheses—that is, that workload both positively and significantly influences work stress (H1;  $p < .001$ ); that work stress influences the intention to leave (H2;  $p < .001$ ); and that work stress acts as a mediating variable in the link between workload and intention to leave the company (H-3;  $p < .001$ )—are all proven correct.

Caroline Arnoux-Nicolas<sup>1</sup> \*, Laurent Sovet<sup>1</sup>, Lin Lhotellier<sup>1</sup>, Annamaria Di Fabio<sup>2</sup>, and Jean-Luc Bernaud<sup>1</sup> 2016 conducted a study on perceived work conditions and turnover intentions: The Mediating Role of Meaning of Work” The study investigates the employee attitudes can be adversely affected by perceived working conditions in several ways, including the intention to leave. The impact of work meaning has not yet been examined, even though possible mediators for these relationships have previously been discovered. In a sample of 336 French workers from various job contexts, this study examines the function of this psychological resource as a mediator for relationships between perceived working conditions and turnover intentions. The findings indicate that there was a positive and substantial correlation between adverse working circumstances and plans to leave. Perceived working conditions and inclinations to leave are inversely correlated with the meaning of one's job. The indirect impacts of various adverse working circumstances on turnover intentions were shown by mediation analyses for the meaning of work. The role of the meaning of work as a psychological resource for employees facing adverse working conditions is discussed.

Ram Shankar Uraon<sup>1</sup>(2017) Examined the Impact of HRD Practices on organizational commitment and intention to stay within selected software companies in India since software companies are based on expertise businesses, they make major investments in HRD strategies to address the skills gap in their workforce and

maintain their competitiveness in the modern, fast-paced business scenario. Also, software firms consistently participate in HRD interventions for the growth of their workforce; the biggest barriers are issues with poor employee engagement, commitment, and intention to stay. The Solution of the study looked at how comprehensive HRD practices affected employees' intention to stay and commitment to the organization (ongoing, affective, and normative commitment). It also looked at how the organization's commitment affected workers' intentions to stay. 516 employees from various software companies in India provided their responses to a survey. Using the partial least squares (PLS) approach, data were analyzed. The three elements of organizational commitment and employee intention to stay are both positively impacted by HRD practices, according to the results. Additionally, it was discovered that the association between employees' intentions to stay and continuous commitment was not substantial and was negative, except affective and normative commitments.

Rajib Lochan Dhar, Mahua Dhar” Job stress, coping process and intentions to leave: A study of information technology professionals working in India” This study focused on the information technology professionals' levels of job stress and the techniques they used to manage it. Within a sample of 26 professionals employed by three distinct companies, it also throws some light on the professionals' plans to leave their organizations of choice. Professionals with various demographic data who were full-time workers were included in the sample. The information gathered from 26 in-depth interviews was analyzed using qualitative techniques. Based to research, role ambiguity that interferes with their ability to have a life with their families and an extensive workload are the main causes of the extreme levels of work stress experienced by IT professionals. It was discovered that the IT specialists had specific ways of coping for stress. It was also clear that plans to quit their jobs had more going on than just stress- related issues.

S. Christopher, K. M. N. Daimy (2014) conducted a study on a whiff of IT industry work stress and accelerating productivity: with special reference to the Indian IT industry. People's lives are significantly influenced by their work, which also affects their well-being. Even though work presents several individuals with exciting challenges, it may also be a significant source of stress. High-stress levels among employees are caused by a variety of things, including a heavy workload, strict deadlines, lofty goals, hard labor, low job satisfaction, extra hours at work, pressure to succeed, etc. Stress at work has an impact on an organization's ability to function and output. This study examines the connection between IT professionals' stress levels and productivity at Techno Park in Trivandrum. The article also discusses the many stress-reduction techniques that IT companies on the Techno Park site in Trivandrum utilize. Using questionnaires, the primary data is gathered from IT professionals working at various Technopark, Thiruvananthapuram IT firms. 150 respondents were chosen at random from among Techno Park employees in Trivandrum for this study. The results showed that there is a very weak positive association between stress level and production. Employee performance will be positively affected by positive stress, and negatively impacted by adverse effects on the same personnel. Hence, in order to make a significant profit, management should be concerned with the mental and physical health of the workforce.

#### *D. Identification Of Research Gaps*

**Limited Knowledge on the Influence of Gender on Work Stress:** Although the study focuses at the relationship between demographic characteristics and work stress, it doesn't discover any evidence of a substantial correlation, which may mean more research is necessary. There may be significant differences in the ways that gender and job stress interact that this study did not fully capture, indicating a knowledge vacuum

about the parts of stress that are unique to gender in the IT industry.

**Lack of Investigation into Other The demographic information Factors:** Despite taking gender and income into account, the study ignores other factors that may have a bearing, such as age, employment role, and educational background. Examining these variables may lead to a better understanding of the ways in which various demographic groups perceive and handle work-related stress, hence facilitating a more detailed examination of the causes of stress within the IT sector.

**Range Constraints to the Indian IT Sector:** as focusing on the Indian IT sector offers insightful information on a particular setting, it also restricts the findings' applicability to other contexts. Expanding the range that includes many sectors and areas could provide comparative viewpoints and pinpoint universal vs context-specific elements impacting work-related stress, work-life a point of equilibrium and intention to quit.

## I. RESEARCH METHODOLOGY

### A. Scope Of The Study

Studying how stress at work and balancing work with life affect whether someone wants to leave their job is really important. It can help researchers, employees, and companies learn a lot. Employees, especially, can learn how to deal with these issues better in the future. Employers want their workers to do their best and help the company succeed. Things like stress, workload, and balancing work and life can make employees want to leave their jobs.

So, managers need to pay attention to these things if they want the company to do well. This study focuses on understanding how stress and work-life balance affect whether employees want to quit. Knowing about these things can help both employees and employers improve how well they work and how well the company does. So, the hope is that this study will make employees more productive at work.

population is all employee working in an IT company located in India. Survey questionnaires and census sampling method were employed. A total of 100 questionnaires were distributed to the target respondents.

### B. Research Objectives

1. To identify the levels of stress, work-life balance, and intention to leave in IT sector.
2. To analyze the influence of work stress on the intention to leave.
3. To evaluate the mediation effect of the work-life balance relationship between stress and intention to leave.

### C. Conceptual framework and framing of research hypothesis

This research utilizes a framework outlined by Omar (2013) and Jamal and Baba (1992). The diagram illustrates how work stress, workload, and work-life balance are interconnected and influence the intention to leave. The study considers work stress, workload, and work-life balance as the independent variables, while the intention to leave is regarded as the dependent variable.

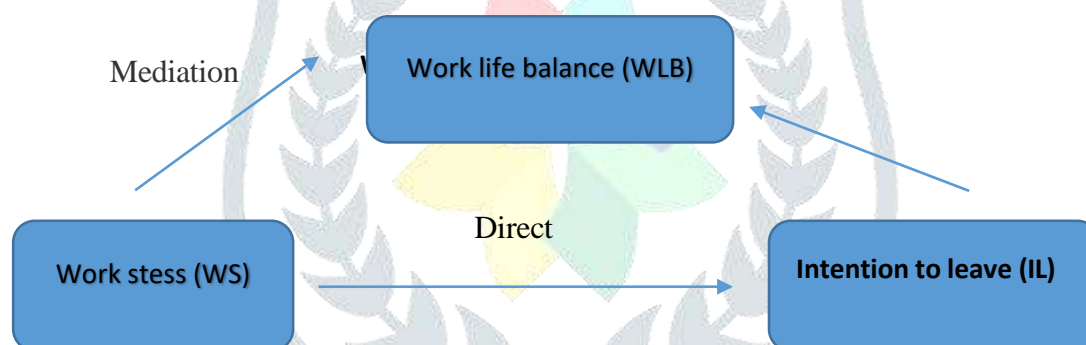


Figure 1: Conceptual Framework

H1- Work stress affects the intention to leave.

H0 – Work-life balance mediates the relationship between work stress and the intention to leave.

### D. Research design

- Research Type: Quantitative
- Methodology: Questionnaire Survey
- Objective: To find out the levels of stress, work-life balance, and intention to leave in IT sector.

### E. METHODS FOR DATA COLLECTION & VARIABLES OF THE STUDY

The process of gathering data involves using questionnaires. Through circulating to friends, LinkedIn, and Family, the survey was disseminated. The response makes up the study's variable.



## II. DATA ANALYSIS AND INTERPRETATION

### A. Techniques for Analysis

Using SPSS, a widely used software for statistical analysis, the data was statistically examined. The foundation of the analysis rests upon descriptive statistics, which provide a summary of the dataset's main features, encompassing measures such as frequency and distribution in the form of pie charts and bar charts. Descriptive statistics provided an overview of characteristics of data such as the participation rate of gender, age, and various income ranges.

In the, inferential statistics is used to draw conclusions and make inferences about the broader population based on the sample data.

Hypothesis testing examining the relationships between variables, and assessing the significance of observed differences. Moreover, **reliability test** is a statistical assessment conducted to determine the consistency and stability of a measurement instrument or scale. It is used to evaluate whether the instrument or scale produces consistent results over time and across different conditions. **Correlation analysis** into the strength and direction of relationships between variables, throw light on potential connections. Furthermore, **regression analysis** emerged tool for exploring the relationship between one or more independent variables and a dependent variable, uncovering nuanced associations and predictive insights within the data. To test the association of demographic factors with work stress and work life balance such as gender and employee annually income, a **chi-square** test is used.

### B. Hypotheses Testing And Methods

To test the factors with intention to leave such as **reliability test** to check all three variables are reliable or not, **correlation** examined, the correlation between the dependent variable and independent variables. It shows that the work stress on intention to leave has a positive relationship meanwhile work life balance on intention to leave has negative relationship and **regression analysis** is a statistical method employed to ascertain the linear association between multiple variables. To test the association of demographic factors with work stress and work life balance such as gender and employee annually income, a **chi-square** test is used.



*C. Data Interpretation*

The demographic profile of the sample of 100 respondents represents. Most of the respondents were Female employees with 59 respondents (59%) and 41 male employees respondents (41%) they are permanent employees. Highest 58 employees (58%) are aged between 20-35 years old. 44% belonged to an income range of > 5lakhs and 3 - 5 lakhs, 5% belonged to 1-3 Lakhs, and 7% belonged to less than 1 lakh.

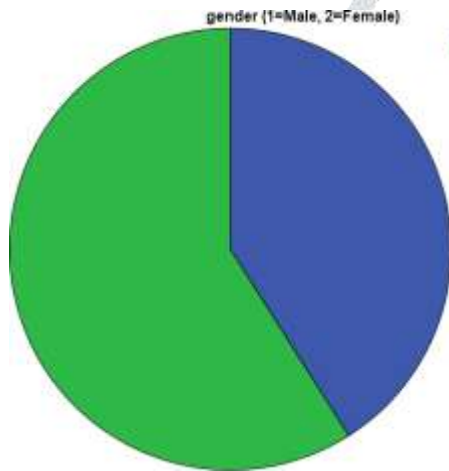


Fig 2: Gender Distribution

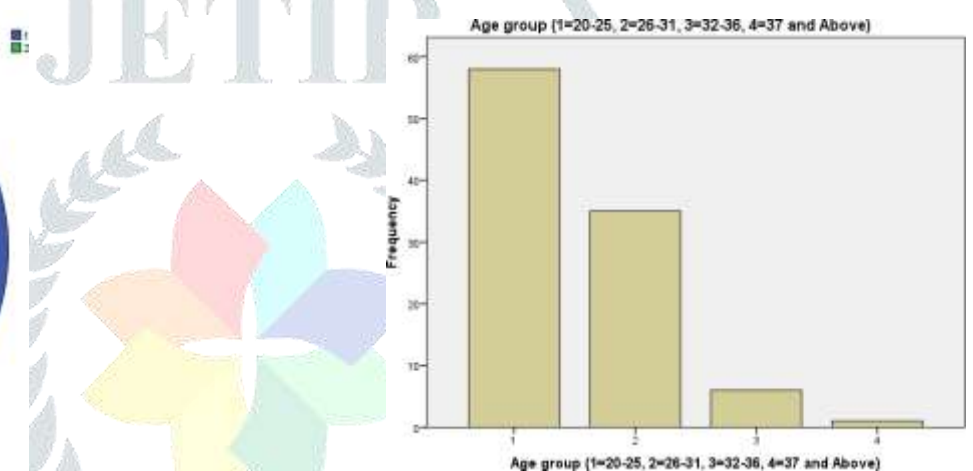


Fig 3: Age Group

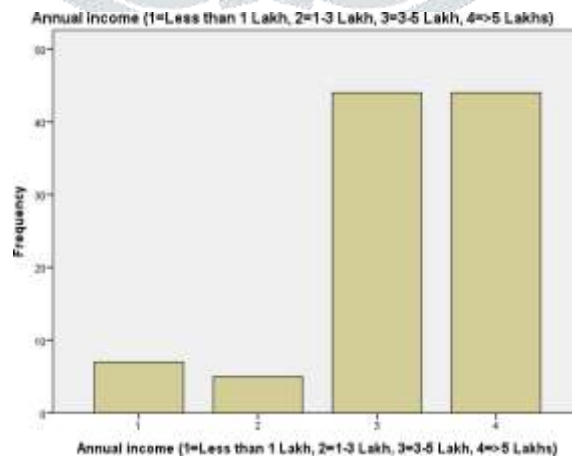


Fig 4: Income Groups

### D. Inferential Statistics

#### Interpretation:

Cronbach's alpha is used to measure internal consistency, which refers to how closely related a set of items are to each other. It is considered a measure of the reliability of a scale. The recommended value for Cronbach's alpha is

0.7. As shown in Table 1, the result for the reliability statistics in this study shows that the variable that has the highest Cronbach's Alpha is work-life balance which is 0.928 (Good) while the second highest Cronbach's Alpha is work stress which is 0.849 (Good) followed by intention to leave which is 0.775 (Good). As a result, all the variables in this research paper are reliable.

#### Reliability Test:

Variable	No of Item	Cronbach's Alpha
Work Stress	9	.849
Work-Life Balance	6	.928
Intention to Leave	3	.775

Table 1: Values of Cronbach Alpha (Reliability Measure)

#### Test: Correlation :

A correlation test is a statistical analysis method used to measure the strength and direction of the relationship between two variables. It helps in understanding whether and to what extent changes in one variable are associated with changes in another variable. The most common measure of correlation is the Pearson correlation coefficient, which ranges from -1 to +1.

#### Interpretation:

Table 2, it shows the correlation between the dependent variable and independent variables. It shows that the work stress on intention to leave has a positive relationship meanwhile work life balance on intention to leave has negative relationship.

### Correlations

		WorkStress	WorkLifeBalance	IntentiontoLeave
Work Stress	Pearson Correlation	1	-.547**	.423**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
WorkLife Balance	Pearson Correlation	-.547**	1	-.559**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Intentionto Leave	Pearson Correlation	.423**	-.559**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

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

Table 2: Correlation table of Work Stress , Work Life Balance and Intention to Leave

#### Regression Test:

Regression analysis is a statistical method employed to ascertain the linear association between multiple variables. Its primary purposes include prediction and causal inference. The regression equation takes the form:

$$Y = B_0 + B_1X$$

+ u. Here, the slope parameter (Beta1) indicates the magnitude and direction of the relationship, while the intercept parameter (Beta0) signifies the status of the dependent variable in the absence of the independent variable. An error term (u) is incorporated to account for the unexplained variability not captured by the slope and intercept terms.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576 <sup>a</sup>	.332	.318	.55710

a. Predictors: (Constant), Work Life Balance, Work Stress

Table 3: Regression Model Summary

#### Interpretation:

R-Square (see Table 3) tells us what percent of the variability in the dependent variable is accounted for by the independent variable. In simple words, by how much independent variables are predicting the dependent variable. The R-Square value in the table is 0.332 – which means 33% of independent variables are predicting the dependent variable.

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.973	2	7.487	24.122	.000 <sup>b</sup>
	Residual	30.105	97	.310		
	Total	45.079	99			

a. Dependent Variable: Intention to Leave

b. Predictors: (Constant), Work-Life Balance, Work Stress

Table 4: Regression – Level of Significance Table

*Interpretation:*

Table 4 shows if Sig < 0.05, it concludes that the overall model is significant (Fit). In the table, the significance value is 0.00 which depicts that our overall model is significant. image

*Interpretation:*

In Table 5, the Beta-Coefficient tells the change in a dependent variable concerning the change in independent variables. It also tells the way such a variable has in what type of effect; positive or negative. t and Sig. exhibit the significance level of the relationship. Work stress shows a significant value of 0.96 which is more than 0.05. Thus, it is rejected. It can be interpreted that the work stress does not affect the intention to leave. However, the significant value of work-life balance is 0.000 which is less than 0.05. Thus, it is accepted and tells that there is a significant impact of work-life balance on the Intention to leave.

*Test: Chi-Square test:*

The chi-square ( $\chi^2$ ) test is a statistical method used to determine if there is a significant association between two categorical variables. It's commonly used to analyze data that can be represented in a contingency table, where each cell in the table represents the frequency of occurrence for a particular combination of categories from the two variables.



		WorkStress																				Total					
		1.06	1.78	1.89	2.00	2.11	2.22	2.33	2.44	2.55	2.67	2.78	2.89	3.00	3.11	3.22	3.33	3.44	3.55	3.67	3.78	3.89	4.00	4.11	4.22	4.33	Total
Gender gender (1=Male, 2=Female)	1	Count	0	0	0	1	5	2	2	1	4	2	2	5	7	2	3	1	3	0	1	1	1	0	0	41	
	Expected Count	.8	.4	.8	1.6	2.1	4	1.6	.8	2.8	1.6	2.5	3.7	4.9	2.9	3.7	1.2	2.8	.4	.8	2.9	1.2	.4	.4	.4	41.0	
	2	Count	2	1	2	3	0	1	2	1	3	2	4	4	5	5	6	2	4	1	1	6	2	1	1	59	
	Expected Count	1.2	.8	1.2	2.4	.33	.8	2.4	1.2	4.1	2.4	3.5	5.3	7.1	4.1	5.3	1.8	4.1	.8	1.2	4.1	1.8	.8	.8	.8	59.0	
Total	Count	2	1	2	4	5	1	4	2	7	4	8	9	12	7	8	3	7	1	2	7	3	1	1	100		
	Expected Count	2.0	1.0	2.0	4.0	5.0	1.0	4.0	2.0	7.0	4.0	8.0	9.0	12.0	7.0	8.0	3.0	7.0	1.0	2.0	7.0	3.0	1.0	1.0	100.0		

Table 6: Crosstabulation of gender and work stress

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.340 <sup>a</sup>	22	.562
Likelihood Ratio	25.599	22	.269
Linear-by-Linear Association	1.192	1	.275
N of Valid Cases	100		

a. 43 cells (93.5%) have expected count less than 5. The minimum expected count is .41.

Table 7: Chi-Square test table of gender and work stress

### Interpretation:

In Table 7, the significance value is 0.562 which is greater than 0.05 which is rejected. Thus, it can be interpreted that there is no significant association between gender and work stress.

		WorkLifeBalance														Total		
		1.67	2.00	2.33	2.50	2.67	2.83	3.00	3.17	3.33	3.50	3.67	3.83	4.00	4.17	4.33	5.00	Total
Income Annual income (1=Less than 1 Lakh, 2=1-3 Lakh, 3=3-5 Lakh, 4=5 Lakh)	1	Count	0	0	0	0	0	0	1	0	2	0	2	0	0	0	2	7
	Expected Count	.1	.1	.1	.4	1	1	1.8	1.2	.6	.3	.4	.5	.4	.2	.1	.6	7.0
	2	Count	0	2	0	1	0	1	0	0	0	0	0	0	0	1	5	5
	Expected Count	.1	.1	.1	.3	1	1	1.3	.9	.5	.2	.3	.4	.3	.2	.1	4	5.0
	3	Count	1	0	2	4	0	0	16	6	3	0	1	4	4	1	0	44
	Expected Count	.4	.8	.9	2.2	.9	.9	11.4	7.5	4.0	1.8	2.2	3.1	2.6	1.3	.4	3.5	44.0
	4	Count	0	0	0	0	2	1	9	11	4	4	2	3	2	2	1	44
	Expected Count	.4	.9	.9	2.2	.9	.9	11.4	7.5	4.0	1.8	2.2	3.1	2.6	1.3	.4	3.5	44.0
Total	Count	1	2	2	5	2	2	26	17	9	4	5	7	6	3	1	8	100
	Expected Count	1.0	2.0	2.0	5.0	2.0	2.0	26.0	17.0	9.0	4.0	5.0	7.0	6.0	3.0	1.0	8.0	100.0

Table 8: Crosstabulation of annual income and work-life balance

## Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	95.313 <sup>a</sup>	45	.000
Likelihood Ratio	68.884	45	.013
Linear-by-Linear Association	.005	1	.943
N of Valid Cases	100		

a. 60 cells (93.8%) have expected count less than 5. The minimum expected count is .05.

Table 9: Chi-Square test table of annually income and work life balance

*Interpretation:*

In Table 9, the significance value is 0.00 which is less than the p-value of 0.05, thus, there is a significant association between annually income and work life balance.

### III. FINDINGS AND RECOMMENDATIONS

#### A. Research Outcome And Findings

Reliability Test:

- Cronbach's alpha was used to measure internal consistency, indicating the reliability of the variables.
- Work-life balance shows the highest Cronbach's Alpha (0.928), followed by work stress (0.849), and intention to leave (0.775).
- All three variables were considered reliable for further analysis.

Correlation Test:

There was a positive correlation between work stress and intention to leave.

Intention to leave was negatively correlated with work-life balance.

This implies that an increase in work stress is reflected by an increase in intention to leave, whereas an improvement in work-life balance is linked to a drop in intention to leave.

### Regression Analysis:

According to the R-Square value, the independent factors could be responsible for 33% of the variation in the desire to leave.

The entire framework was determined to be significant, indicating that the intention of leaving is predicted by the independent variables considered together.

Work-life balance shown an important influence on the intention to quit, illustrating that work-life balance influences the intention to leave, while job stress did not significantly affect this intention.

### Chi-Square Test:

It was determined that there was no significant correlation found between gender and work stress, suggesting that gender has little effect on it.

Still, a strong correlation was observed between annual income and work-life balance, indicating that better work-life balance correlates with higher income levels.

These results suggest that the intention to leave is not greatly impacted by work stress alone. On the other hand, work-life balance is important; in fact, a stronger work-life balance is linked to a lower intention to leave. This highlights how crucial it is for businesses to support work-life balance efforts to increase employee retention in India's IT services industry.

### Recommendations:

**Implement Stress Management Programs:** These programs can include stress awareness workshops, relaxation techniques training, and counseling services to help employees cope with workplace stress effectively. Which will reduce impacted of stress on employees' intention to leave

**Flexible Work Environment:** Organizations should consider implementing flexible work arrangements like telecommuting, flexible hours, and compressed work weeks to improve work-life balance, reduce stress, and enhance job satisfaction.

**Communication and Support:** Organizations should improve communication and support for employees experiencing stress, train managers to recognize signs/behavior, and establish confidential counseling programs to address personal and professional challenges.

**Regular Stress Assessments:** Regular stress assessments within an organization offer valuable insights into the specific stressors employees face, enabling targeted interventions and initiatives to effectively address these issues.

**Invest in Work-Life Balance Initiatives:** Organizations should invest in initiatives promoting work-life balance, such as wellness programs, childcare facilities, gym memberships, and paid time off policies, to foster a supportive work environment.

**Consider Income-Related Factors:** The study identified a significant association between annual income and work-life balance. Firms should be aware of how employees' income levels affect their ability to maintain a work-life balance. To support staff members from all income levels, they should think about introducing policies like financial wellness initiatives and equitably compensated practices.

#### *Limitations of the study*

**Sample Size and Generalizability:** The study was conducted with a relatively small sample size of 100 respondents from IT companies in India. This could restrict how far the results can be applied to the IT industry or other businesses.

**Sampling Bias:** The study primarily included employees of IT organizations selection bias may have been introduced by the census sampling method used in the research. This could not accurately represent the diverse workforce across various industries or states.

**Self-Report Measures:** Self-reported measures collected through survey questionnaires were used to collect the data; however, these measures are subject to social desirability bias and response bias. Instead of giving accurate replies, participants



may give answers that they believe to be positive.

**Reliance on a Single Methodologies:** The majority of the study's techniques were quantitative, including chi-square testing, regression analysis, and correlation. Employers' subjective experiences with stress and work-life balance may be better understood by incorporating qualitative tools like focus groups and interviews.

**Analysis of Mediation Complexity:** Despite the study's goal is to assess how work-life balance mediated the relationship between stress and intention to leave, mediation analysis is a difficult statistical technique that involves the use of structural equation modeling. Regression and other simplified approaches might not fully capture the mediation process.

**Limited Use of Demographic Information:** The study only took a limited number of demographic factors—like gender and annual income—into consideration. Work-life balance and stress may also be impacted by other demographic factors like commute duration, commitments to family, and level of education.

### *Conclusions*

It can be concluded that employees' intentions to leave the IT industry are not directly influenced by working stress. The study did find, however, that work-life balance significantly moderates the relationship between work stress and intention to leave. The study indicated that although job stress by itself would not cause intentions to quit, a poor work-life balance brought on by stress might influence individuals' inclinations to resign. This implies that work-life balance plays a critical mediating role in the complicated and indirect link between stress and the intention to leave. The report also highlighted how critical it is to foster and uphold a positive work-life balance in the IT services sector, particularly in India where long hours and high-pressure work situations are typical. Stress reduction and work-life balance strategies are crucial for raising staff retention rates in businesses as well as for improving worker happiness and job satisfaction. These results highlight the necessity for companies to take proactive steps in addressing work-related pressures and supporting work-life balance projects. By doing this, companies can create an environment more conducive to staff retention and, eventually, the success and sustainability of the Indian IT services industry as a whole.

### A. Scope of the future research

**Qualitative research:** Includes using qualitative techniques, such as focus groups or interviews, to develop a deeper understanding of workers' experiences with stress, work-life balance, and their decision-making processes when it comes to leaving. Rich, the practice of complex insights that may not be fully captured by quantitative metrics can be obtained from qualitative data.

- **Technology Integration:** Examining how technology might improve work-life balance and be used to manage stress. This can include researching how the well-being and retention of workers in the IT services industry are affected by digital technologies, remote work environments, or driven by artificial intelligence solutions.
- **Cross-Cultural Comparison:** Expanding the research area to consist of several countries or regions within the IT services industry to assess how cultural variations might affect the connection between stress, work-life balance, and intention to leave. Multinational corporations functioning in many cultural situations may find this to be a useful source of information.
- **Investigating Alternative Mediators and Moderators:** Looking into potential moderators or mediators who might have an impact on the connection between stress and intention to leave. A deeper examination of factors including job satisfaction, organizational culture, social support, and personal ways of dealing is necessary because they may have important effects.

### C. Reference

Bigliardi, B., Petroni, A., & Ivo Dormio, A. (2005). Organizational Socialization, Career Aspirations And Turnover Intentions Among Design Engineers. *Leadership & Organization Development Journal*, 26(6), 424–441.  
<https://doi.org/10.1108/01437730510617645>

Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How Can Managers Reduce Employee Intention To Quit? *Journal Of Managerial Psychology*, 19(2), 170–187. <https://doi.org/10.1108/02683940410526127>

Bird, J. (2006). Work-Life Balance: Doing It Right And Avoiding The Pitfalls. *Employment Relations Today*, <https://doi.org/10.1002/Ert.20114>

Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology*, 92(2), 438–454. <https://doi.org/10.1037/0021-9010.92.2.438>

[Meghna Virick, Juliana D. Lilly, Wendy J. Casper](#) (2007). Doing more with less: An analysis of work life balance among layoff survivors. [Career Development International](#).

<https://www.emerald.com/insight/content/doi/10.1108/13620430710773772/full/html>

Fiernaningsih, U. Nimran, K. Rahardjo, Z. Arifin (2019). Do Work Life Balance, Organizational Pride and Job Satisfaction Affect the Intention to Leave? *International journal of recent technology and engineering*.

<https://www.semanticscholar.org/paper/Do-Work-Life-Balance%2C-Organizational-Pride-and-Job-Fiernaningsih-Nimran/f1fc6f5f027d3dd2c952201cff2008b31d5ee0b4>

D. Giauque, Simon Anderfuhren-Biget, Frédéric Varone (2019). Stress and turnover intents in international organizations: social support and work–life balance as resource. *The International Journal of Human Resource Management*. <https://www.semanticscholar.org/paper/Stress-and-turnover-intents-in-international-social-Giauque-Anderfuhren-Biget/360949209d0b15dd849dadcee1dad354eca4d386>

Dini Arifiani, Aura Amalia, Hastuti Naibaho, Endang Pitaloka (2019). The Role of Work Stress as a Mediating Variable in The Relationship Between Workload and Intention to Leave. In *KnE Social Sciences*.

<https://www.semanticscholar.org/paper/The-Role-of-Work-Stress-as-a-Mediating-Variable-in-Ari%EF%AC%81ani-Amalia/f3aae06af527699d80d88e3773d3d5bfa2484547>

Caroline Arnoux-Nicolas, Laurent Sovet, Lin Lhotellier, Annamaria Di Fabio Annama, Luc Jean Luc Bernaud (2016). Perceived Work Conditions and Turnover Intentions: The Mediating Role of Meaning of Work. In the Frontiers in Psychology. <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2016.00704/full>

Ram Shankar Uraon (2017). Examining the Impact of HRD Practices on Organizational Commitment and Intention to Stay Within Selected Software Companies in India. <https://journals.sagepub.com/doi/abs/10.1177/1523422317741691>

R. Dhar, Manju Bhagat (2017). **Job stress, coping process and intentions to leave. In the Computer Science, Psychology, semantic scholar.** <https://www.semanticscholar.org/paper/JOB-STRESS-%2C-COPING-PROCESS-AND-INTENTIONS-TO-LEAVE-Dhar-Bhagat/28906f89074f100c24b7da0ebf8fca0f24ffcefa>

S. Christopher, K. M. N. Daimy (2014) A whiff of IT industry work stress and accelerating the productivity: with special reference to Indian IT industry. <https://www.semanticscholar.org/paper/A-whiff-of-IT-industry-work-stress-and-accelerating-Christopher-Daimy/99d236023baa320f6f7dda3f16632682e7d91467>



## ANNEXURE

WORK STRESS Jamal and Baba (1992)	1. I have a lot of work and fear that very little time to do it
	2. I feel so burdened that even a day without work seems bad
	3. feel that I can never take a leave
	4. The effect of my job is too high
	5. feel bad when I take a leave
	6. Many people at my office are tired of the company's demands.
	7. My job makes me nervous.
	8. Many times, my job becomes a big burden.
	9. Sometimes when I think about my job, I get a tight feeling in my chest.
INTENTION TO LEAVE Boshoff & Allen, (2000)	1. It would not take much make resign from this organization
	2. It would not take much make resign from this organization
	3. I will probably be looking for another job soon
WORK-LIFE BALANCE Omar (2013)	1 am successful in balancing my work and non-work life
	2. I am satisfied with the way I divide my attention between work and non-work life
	3. I am satisfied with how well my work life and my non-work life fit together.
	4. I am satisfied with the balance between my job and my non-work life.
	5. I am satisfied with my ability to balance the needs of my job with those of my non-work life.
	6. I am satisfied with the way I divide my time between work and non-work life.

