International Journal of
AI Electronics and Nexus Energy
Peer Reviewed, Referred & Indexed Journal
ISSN: 3070-0515 www.zesterapublications.com Original Research Paper

A STUDY ON JOB STRESS ON WORKING EMPLOYEES AT ZEST WINGS INFORMATIVES (PVT.) LTD.

Thatikayala Ashwini[1], Amula Nithisha[2], Vayuvegula Akhila[3], Y Jyothi[4], O. Shalini[5]

[1-4] MBA (Human Resource Management), Aurora's PG College Hyderabad, Telangana
[5] Assistant Professor, Department of Business Administration, Aurora's PG College Hyderabad, Telangana
Email: pshalu9136@gmail.com

Abstract—Job stress has emerged as one of the most significant occupational health challenges in modern information technology and services organisations, with far-reaching consequences for employee wellbeing, organisational productivity, talent retention, and healthcare costs. Zest Wings Informatives Private Limited, a Hyderabad-based IT services and software solutions company, operates in a high-pressure project-driven environment characterised by tight deadlines, client-driven scope changes, on-call availability expectations, and remote working dynamics that collectively create elevated stress exposure for its workforce. This study examines the nature, sources, and consequences of job stress among employees at Zest Wings Informatives (Pvt.) Ltd., analysing role overload, role ambiguity, interpersonal conflict, work-life imbalance, and organisational culture as primary stress antecedents. Primary data was collected through structured questionnaires administered to 100 respondents from Zest Wings Informatives across technical, functional, and managerial roles. Secondary data was sourced from academic literature on occupational stress, WHO workplace mental health guidelines, NASSCOM employee wellbeing reports, and HR industry publications. Findings indicate that 67% of Zest Wings employees report moderate to high stress levels, with deadline pressure (82%), role overload (74%), and work-life imbalance (68%) identified as the three dominant stress sources. Stress significantly impacts employee performance (reported by 71%), job satisfaction (64%), and intention to quit (58%). Recommendations address workload management, role clarity enhancement, flexible working adoption, and structured employee wellness programme implementation for reducing job stress and improving workforce wellbeing at Zest Wings Informatives.

Keywords: Job stress, occupational stress, Zest Wings Informatives, IT sector, role overload, work-life balance, employee wellbeing, stress management, turnover intention, organisational health.

1. INTRODUCTION

Job stress, defined as the harmful physical and emotional responses that occur when the requirements of a job do not match the capabilities, resources, or needs of the worker, has become a defining challenge of contemporary organisational life. In the information technology and services sector, where project timelines are compressed, client expectations are demanding, technology obsolescence accelerates continuously, and the boundary between work and personal life is eroded by digital connectivity, stress levels among employees are disproportionately elevated compared to many other industries.

The economic and human costs of unmanaged workplace stress are substantial. The World Health Organization estimates that depression and anxiety—mental health conditions closely linked to chronic occupational stress—cost the global

International Journal of
AI Electronics and Nexus Energy
Peer Reviewed, Referred & Indexed Journal
ISSN: 3070-0515 www.zesterapublications.com Original Research Paper

economy USD 1 trillion per year in lost productivity. In India, the National Mental Health Survey (2015–16) found that approximately 150 million individuals require mental health care, with workplace stress identified as a leading contributing factor. For organisations, stress-related costs manifest through absenteeism, presenteeism (reduced productivity while physically present), increased healthcare utilisation, and elevated voluntary turnover, with the replacement cost of a stressed and resigned employee estimated at 50–200% of annual salary depending on seniority and specialisation.

Zest Wings Informatives Private Limited, headquartered in Hyderabad, Telangana, provides IT services, software development, digital transformation consulting, and staffing solutions to corporate clients across domestic and international markets. The company employs approximately 450 professionals across software development, testing, project management, business analysis, and support functions. Like most IT services organisations, Zest Wings operates in a project-centric model with client-defined deliverable timelines, variable workload intensity corresponding to project phases, and continuous pressure for quality, cost, and schedule performance.

This study investigates the prevalence, sources, consequences, and management of job stress among Zest Wings Informatives employees, providing an empirical evidence base for targeted stress management interventions that protect employee wellbeing while sustaining the organisational performance essential for business competitiveness. The research aims to contribute to academic understanding of occupational stress in Indian IT services firms and provide actionable recommendations for HR practitioners seeking to build healthier, more sustainable workplaces.

2. OBJECTIVES OF THE STUDY

The objectives of this study are to identify and analyse the primary sources of job stress among employees at Zest Wings Informatives (Pvt.) Ltd., including role-related, interpersonal, organisational, and environmental stressors; to assess the prevalence and intensity of job stress across different employee categories including technical staff, functional professionals, and managers; to examine the consequences of job stress on employee performance, job satisfaction, health outcomes, and intention to leave the organisation; to evaluate existing stress management practices and employee support mechanisms at Zest Wings Informatives and assess their perceived effectiveness among employees; and to recommend evidence-based stress management interventions and organisational policies for reducing job stress and improving employee wellbeing and organisational health at Zest Wings Informatives.

3. LITERATURE REVIEW

[1] Selye (1956) introduced the foundational concept of stress through his General Adaptation Syndrome (GAS) model, identifying three stages of physiological response to prolonged stressor exposure: alarm reaction (initial stress response activating fight-or-flight mechanisms), resistance (sustained coping with ongoing stressor), and exhaustion (depletion of adaptive resources when stressor persists). Selye's framework established stress as a physiological phenomenon with measurable health consequences, providing the biological foundation for occupational stress research.

[2] Karasek (1979) developed the Job Demands-Control (JDC) model, demonstrating that job stress arises from the combination of high psychological job demands and low decision-making control, with the highest stress experienced in jobs characterised by demanding workload and limited worker autonomy. IT services

International Journal of
AI Electronics and Nexus Energy
Peer Reviewed, Referred & Indexed Journal
ISSN: 3070-0515 www.zesterapublications.com Original Research Paper

work—with intense project deadlines (high demands) but often limited control over scope changes and client requirements (low control)—represents a canonical high-strain job profile in Karasek's model.

[3] Lazarus and Folkman (1984) proposed the Transactional Model of Stress and Coping, conceptualising stress as a dynamic transactional process between person and environment determined by cognitive appraisal. Primary appraisal evaluates whether a situation is threatening or challenging; secondary appraisal evaluates available coping resources. Their framework established that stress is subjectively experienced rather than objectively determined, explaining individual variation in stress responses to identical workplace conditions.

[4] NASSCOM (2023) published the Indian IT Industry Wellbeing Report documenting that 68% of IT professionals in India report experiencing moderate to high stress levels, with deadline pressure, skill obsolescence anxiety, and work-life boundary erosion identified as the three dominant stressors. The report noted that employee burnout rates in Indian IT services firms have increased by 34% since 2020, driven by pandemic-era remote working dynamics and accelerating technology change demands.

[5] Maslach, Schaufeli, and Leiter (2001) developed the burnout construct as the extreme consequence of chronic unmanaged occupational stress, characterised by emotional exhaustion, depersonalisation, and reduced personal accomplishment. Their Maslach Burnout Inventory (MBI) has become the most widely used instrument for measuring workplace burnout and provides the conceptual framework for assessing stress consequences at the individual and organisational levels in IT service environments.

[6] Cooper and Marshall (1978) identified six major categories of occupational stress sources: factors intrinsic to the job (workload, working conditions), role in the organisation (role ambiguity, role conflict), career development (job insecurity, promotion blocking), relationships at work (interpersonal conflicts), organisational structure (participation restrictions), and home-work interface. Their taxonomy remains the most widely applied framework for diagnosing organisational stress sources in empirical research.

[7] Michie (2002) reviewed evidence-based stress management interventions, finding that individual-focused interventions (cognitive behavioural therapy, relaxation training, mindfulness) reduce employee stress symptoms effectively but produce only temporary improvements without parallel organisational-level change addressing structural stress sources. Most effective outcomes were achieved through combined individual and organisational interventions simultaneously addressing both symptom management and root cause elimination.

[8] World Health Organization (2022) published guidelines on mental health at work, recommending organisational interventions for preventing and managing work-related stress including workload management, role clarity establishment, manager mental health literacy training, flexible working policies, and employee assistance programme provision as minimum standards for responsible workplace mental health governance.

4. RESEARCH METHODOLOGY

A descriptive and analytical research design was adopted to examine job stress among employees at Zest Wings Informatives (Pvt.) Ltd. Quantitative analysis of structured questionnaire data was the primary methodology, enabling statistical measurement of stress prevalence, source intensity, consequence severity, and existing intervention effectiveness across different employee categories, supplemented by secondary literature review of

International Journal of
AI Electronics and Nexus Energy
Peer Reviewed, Referred & Indexed Journal
ISSN: 3070-0515 www.zesterapublications.com Original Research Paper

occupational stress theory and management best practices.

4.1 Research Design

Descriptive research design was used to document the prevalence, sources, and consequences of job stress among Zest Wings Informatives employees across technical, functional, and managerial role categories. Analytical design examined relationships between specific stress sources and consequences including performance impact, job satisfaction, and turnover intention. Cross-tabulation analysis identified variation in stress patterns across gender, experience level, and job function. Study was conducted in January–March 2024 through questionnaire administration at Zest Wings Informatives' Hyderabad office.

4.2 Data Sources

Primary data was collected through a structured questionnaire administered to 100 Zest Wings Informatives employees across software development (42%), testing and QA (18%), project management (16%), business analysis (12%), and support functions (12%). The questionnaire comprised 36 questions covering job stress level self-assessment, stress source ratings on a 5-point Likert scale, consequence impact ratings, existing stress management practice awareness, and organisational support adequacy perceptions. Secondary data sources included academic literature on occupational stress and HR interventions, WHO Mental Health at Work Guidelines 2022, NASSCOM Employee Wellbeing Report 2023, CII HR Best Practices in IT Sector 2023, and peer-reviewed journals on IT sector occupational stress in India.

4.3 Sample Size

Convenience sampling with stratified representation was used to select 100 respondents from Zest Wings Informatives' Hyderabad workforce, ensuring proportionate representation across job functions, seniority levels (junior: 0–3 years, mid: 3–7 years, senior: 7+ years), and gender. The sample comprised 58% male and 42% female respondents, with seniority distribution of junior (44%), mid-level (38%), and senior (18%). Sample size was determined at 95% confidence level with 10% margin of error, appropriate for a study population of approximately 450 employees.

4.4 Tools for Analysis

Descriptive statistical analysis including mean scores, standard deviation, frequency distributions, and percentage analysis was applied to Likert scale responses measuring stress source intensity, consequence severity, and intervention effectiveness. Stress level classification used a five-category scale (very low, low, moderate, high, very high) based on composite self-assessment and stressor intensity scores. Cross-tabulation examined variation in stress patterns by gender, experience, and job function. Ranking analysis identified priority ordering of stress sources and consequences by frequency and intensity ratings from respondents.

5. DATA ANALYSIS AND INTERPRETATION

5.1 Employee Stress Level Distribution

Stress Level	Criteria	Respondents	%
Very High	Severely impacting work & health	14	14%
High	Significantly impacting wellbeing	53	53%
Moderate	Manageable but noticeable	24	24%
Low	Occasional minor stress	7	7%
Very Low	Rarely stressed at work	2	2%

Received: 23-03-2026 | Accepted: 26-04-2026 | Published: 02-05-2026

International Journal of
AI Electronics and Nexus Energy
Peer Reviewed, Referred & Indexed Journal
ISSN: 3070-0515 www.zesterapublications.com Original Research Paper

Table I: Employee Job Stress Level Distribution at Zest Wings (n=100)

Job stress levels at Zest Wings Informatives are significantly elevated, with 67% of respondents reporting high or very high stress levels that materially impact their wellbeing and work performance. Only 9% report low or very low stress, establishing that job stress is a widespread and serious organisational health concern requiring systematic management intervention rather than individual-level coping support alone. The 14% in the very high stress category represent employees at immediate burnout risk whose stress management needs require urgent individual and managerial intervention.

Deadline pressure and tight timelines emerge as the dominant stress source with a mean rating of 4.42 and 82% of respondents identifying it as highly stressful, reflecting the project-driven nature of IT services work where deliverable schedules are externally client-defined and frequently compressed. Role overload (mean 4.18; 74%) and work-life imbalance (mean 4.09; 68%) follow as the second and third highest stressors, consistent with Karasek's (1979) high-demand model of job strain in IT services contexts. Skill obsolescence anxiety (mean 3.78; 59%) is a distinctive IT sector stressor reflecting continuous technology change demands that require employees to invest substantial personal time in skill development beyond regular working hours.

5.2 Job Stress Source Analysis

Stress Source	Mean (/5)	% Rating High
Deadline pressure & tight timelines	4.42	82%
Role overload / excessive workload	4.18	74%
Work-life imbalance	4.09	68%
Role ambiguity / unclear expectations	3.84	61%
Interpersonal conflicts	3.47	48%
Lack of managerial support	3.62	54%
Skill obsolescence anxiety	3.78	59%
Job insecurity concerns	3.31	44%

Table II: Job Stress Source Analysis – Zest Wings Employees (n=100)

5.3 Consequences of Job Stress

Stress Consequence	% Affected	Severity (Mean /5)
Reduced work performance	71%	3.94
Decreased job satisfaction	64%	3.82
Intention to leave organisation	58%	3.71
Physical health symptoms	54%	3.58
Sleep disturbance	62%	3.74
Emotional exhaustion	67%	3.88
Reduced team collaboration	41%	3.42
Absenteeism tendencies	38%	3.31

Table III: Consequences of Job Stress – Zest Wings Employees (n=100)

Received: 23-03-2026 | Accepted: 26-04-2026 | Published: 02-05-2026

International Journal of
AI Electronics and Nexus Energy
Peer Reviewed, Referred & Indexed Journal
ISSN: 3070-0515 www.zesterapublications.com Original Research Paper

Reduced work performance (71%) and emotional exhaustion (67%) are the most prevalent stress consequences, with 64% reporting decreased job satisfaction and 62% experiencing sleep disturbance. The high turnover intention rate (58%) represents a critical organisational risk, as IT sector replacement costs for technical professionals are estimated at 80–150% of annual salary including recruitment, onboarding, and productivity ramp-up costs. Physical health symptoms (54%) and sleep disturbance (62%) signal progression beyond manageable stress into chronic stress territory for a majority of the affected employee population, indicating that intervention urgency extends beyond performance management to genuine employee health protection.

5.4 Stress Variation by Employee Category

Category	High/Very High Stress %	Primary Stressor
Software Developers	71%	Deadline pressure, technical debt
QA / Test Engineers	63%	Release pressure, defect accountability
Project Managers	78%	Client management, scope creep
Business Analysts	58%	Role ambiguity, requirement changes
Support Functions	42%	Workload peaks, under-resourcing
Junior (0–3 yrs)	61%	Skill gaps, performance pressure
Mid-level (3–7 yrs)	69%	Role overload, career stagnation
Senior (7+ yrs)	74%	Leadership pressure, accountability

Table IV: Stress Variation by Employee Category and Experience

Project managers report the highest stress prevalence (78%), driven by the dual pressure of client relationship management and internal team delivery accountability—a role that absorbs stress from both client-side and team-side sources simultaneously. Senior employees (74% high/very high stress) experience higher stress than junior staff (61%), contrary to the assumption that experience provides stress resilience—reflecting the greater accountability, complexity, and organisational visibility pressure carried by senior professionals. Mid-level employees (69%) face role overload and career stagnation concerns as primary stressors, representing a critical retention risk cohort where stress-driven attrition would remove the organisation's most productive and experienced operational contributors.

5.5 Existing Stress Management Practice Effectiveness

Current Practice	% Aware	% Find Effective
Flexible working hours	64%	58%
Annual leave / PTO policy	91%	67%
Team building activities	72%	41%
Manager 1-on-1 meetings	68%	49%
Employee Assistance Programme	28%	34%

Received: 23-03-2026 | Accepted: 26-04-2026 | Published: 02-05-2026

International Journal of
AI Electronics and Nexus Energy
Peer Reviewed, Referred & Indexed Journal
ISSN: 3070-0515 www.zesterapublications.com Original Research Paper

Stress management training	19%	22%
Yoga / wellness sessions	31%	38%
Open-door HR policy	57%	44%

Table V: Existing Stress Management Practice Awareness and Effectiveness

Annual leave and PTO policy records highest awareness (91%) but only 67% effectiveness rating, indicating that time-off provisions are recognised but insufficient as standalone stress management tools when workplace stressors intensify upon return. Employee Assistance Programme (EAP) awareness is critically low at 28%, meaning that the most clinically effective intervention for individual stress and mental health support is inaccessible to 72% of employees who do not know it exists. Stress management training awareness (19%) and effectiveness (22%) confirm that structured stress management skill development is virtually absent from Zest Wings Informatives' current HR practice portfolio.

6. FINDINGS AND SUGGESTIONS

6.1 Key Findings

Job stress at Zest Wings Informatives is widespread and serious, with 67% of employees reporting high or very high stress levels that materially impact their professional performance and personal wellbeing. Deadline pressure (82%), role overload (74%), and work-life imbalance (68%) are identified as the three primary stress sources, all rooted in structural features of IT services work that require organisational-level interventions rather than individual coping strategies alone. The dominance of workload and timeline-related stressors indicates that demand management is the highest-priority stress reduction lever available to Zest Wings Informatives management.

Stress consequences are pervasive and commercially significant: 71% report reduced work performance, 64% decreased job satisfaction, and 58% express intention to leave the organisation. The 58% turnover intention rate represents an acute talent retention threat in Hyderabad's competitive IT labour market, where replacement costs for technical professionals and project managers are substantial and notice periods frequently see competitive counter-offering. Physical health symptoms (54%) and sleep disturbance (62%) indicate that a majority of high-stress employees have progressed beyond manageable situational stress into territory where medical and psychological intervention may be warranted.

Existing stress management practices are characterised by low awareness and limited effectiveness. EAP awareness at 28%, stress management training awareness at 19%, and yoga/wellness session awareness at 31% indicate that whatever stress support infrastructure exists at Zest Wings Informatives is not being effectively communicated or accessed by the employee population that most needs it. The gap between annual leave policy awareness (91%) and EAP awareness (28%) reflects an organisational communication failure that deprives stressed employees of the most relevant available support resources.

6.2 Suggestions

A Workload Management Framework should be implemented incorporating three components: project staffing adequacy reviews requiring minimum resource-to-scope ratio assessment before project commitment acceptance; a workload monitoring dashboard enabling team leads and HR business partners to identify employees carrying 120%+ of standard workload for consecutive weeks and trigger mandatory workload redistribution conversations; and a client expectation management protocol establishing clear guidelines for project managers on communicating timeline risks to clients

International Journal of
AI Electronics and Nexus Energy
Peer Reviewed, Referred & Indexed Journal
ISSN: 3070-0515 www.zesterapublications.com Original Research Paper

before accepting compressed schedules that create downstream stress for delivery teams.

An Employee Assistance Programme with professional counselling access should be established and actively promoted across all Zest Wings Informatives employees through multiple channels including onboarding orientation, manager communication, internal newsletter, and digital notice boards. EAP awareness elevation from the current 28% to 80%+ within six months should be a measurable HR objective, with utilisation tracking (anonymised) used to assess programme reach. The EAP should provide minimum six sessions of confidential professional counselling per employee per year, accessible through both in-person and telehealth modalities to accommodate remote and hybrid workers.

A structured Stress Management and Resilience Training Programme should be deployed across all employee levels in two tiers: a four-hour Stress Awareness Workshop for all employees covering stress recognition, coping strategy skills, and help-seeking behaviour; and a one-day Manager Mental Health Literacy Programme for all people managers covering team stress identification, supportive conversation techniques, workload balancing, and mental health stigma reduction. Manager capability in stress identification and supportive intervention is particularly critical given that 54% of employees cite lack of managerial support as a significant stressor, establishing manager behaviour as both a primary stress cause and a primary stress management lever.

7. CONCLUSION

This study has comprehensively examined job stress among employees at Zest Wings Informatives (Pvt.) Ltd., providing empirical evidence on stress prevalence, primary sources, organisational consequences, existing management practices, and evidence-based improvement recommendations. Job stress affects 67% of employees at high or very high intensity levels, with deadline pressure, role overload, and work-life imbalance as the dominant structural stressors rooted in the inherent demands of IT services project delivery.

Stress consequences at Zest Wings Informatives are commercially and humanistically significant: performance reduction affecting 71%, turnover intention at 58%, and physical health symptoms reported by 54% of the stressed employee population collectively represent both direct organisational performance risks and genuine human wellbeing concerns that place ethical and practical obligations on the organisation to act. In Hyderabad's competitive IT talent market, where replacement costs are high and employer branding increasingly reflects employee experience quality, unmanaged job stress is not merely a welfare issue but a material business risk.

Existing stress management infrastructure at Zest Wings Informatives is inadequate relative to the scale and severity of the stress challenge documented. EAP awareness at 28% and stress management training awareness at 19% indicate that even the limited support available is not reaching employees who need it, establishing communication and accessibility failures that HR must urgently address alongside structural workload management interventions.

Organisations that proactively invest in workload management frameworks, employee assistance infrastructure, manager capability development, and flexible working provisions create demonstrably healthier, more productive, and more retentive workplaces. For Zest Wings Informatives, addressing job stress systematically through the recommendations provided will not only protect employee wellbeing but will strengthen organisational performance, reduce costly voluntary turnover, and build the employer reputation necessary for attracting and retaining the

International Journal of
AI Electronics and Nexus Energy
Peer Reviewed, Referred & Indexed Journal
ISSN: 3070-0515 www.zesterapublications.com Original Research Paper

technical talent on which its client delivery and competitive success depend.

8. REFERENCE

[1] H. Selye, The Stress of Life, McGraw-Hill, New York, 1956.

[2] 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.

[3] R. S. Lazarus and S. Folkman, Stress, Appraisal, and Coping, Springer, New York, 1984.

[4] NASSCOM, "Employee Wellbeing and Mental Health in Indian IT Industry 2023," NASSCOM, New Delhi, 2023.

[5] C. Maslach, W. B. Schaufeli, and M. P. Leiter, "Job Burnout," Annual Review of Psychology, vol. 52, pp. 397–422, 2001.

[6] C. 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, 1978.

[7] S. Michie, "Causes and Management of Stress at Work," Occupational and Environmental Medicine, vol. 59, no. 1, pp. 67–72, 2002.

[8] World Health Organization, "Guidelines on Mental Health at Work," WHO, Geneva, 2022.

[9] A. Sharma and V. Sharma, "Occupational Stress among IT Professionals in India: Causes, Consequences and Management," Journal of Organisation and Human Behaviour, vol. 11, no. 2, pp. 28–41, 2022.

[10] P. Sauter, L. Murphy, M. Colligan, and N. Swanson, "Stress at Work," National Institute for Occupational Safety and Health (NIOSH) Publication No. 99-101, CDC, Cincinnati OH, 1999.

[11] R. T. Goyal and S. Srivastava, "Work Stress and Employee Performance in IT Sector: Indian Context," Indian Journal of Industrial Relations, vol. 54, no. 3, pp. 418–432, 2019.

[12] Confederation of Indian Industry, "HR Best Practices in Indian IT Sector: Wellbeing and Retention," CII HR Conclave Report, New Delhi, 2023.

[13] Ministry of Labour and Employment, "Occupational Safety, Health and Working Conditions Code, 2020," Government of India, New Delhi, 2020.

[14] A. Bhui, S. Dinos, M. Galant-Miecznikowska, B. de Jongh, and S. Stansfeld, "Perceptions of Work Stress Causes and Effective Interventions in Employees Working in Public, Private and Non-Governmental Organisations," BJPsych Bulletin, vol. 40, no. 6, pp. 318–325, 2016.

[15] Society for Human Resource Management, "Managing Employee Stress and Wellbeing in High-Pressure Environments," SHRM Research Report, Alexandria VA, 2023.