

A study of employee burnout and stress management models at Hexaware Technologies, Nagpur

Pallavi Chandramani Wasnik¹, Prof. Nitin Prakash²

¹Department of MBA, Tulsiramji Gaikwad-Patil College of Engineering & Technology, Nagpur

²Assistant Professor, Department of MBA, Tulsiramji Gaikwad-Patil College of Engineering & Technology, Nagpur

Abstract: In the modern IT sector, employee burnout and work stress have become some of the major psychological and organisational issues in the IT sector. This paper investigates Hexaware Technologies, Nagpur staff burnout and stress management model to understand how the interaction of both organizational demands and individual coping mechanism affect employee well-being in Nagpur. The study lies on the theoretical background that includes Job Demands Resources (JD-R) Model, the Theory of the Transactional Model of Stress and Coping, and the General Adaptation Syndrome theory. These hypotheses describe burnout as an evolutionary process in response to the sustained stress at the work place, in which excessive work demands, a lack of resources and ineffective coping skills culminate in emotional depletion and low productivity. The paper draws attention to the IT working conditions with strict deadlines and continuous performance pressure, as well as their role in accumulating stress. It also focuses on the moderating effect of organizational support systems or HR policies, leadership practices, and employee assistance programs on burnout. The results indicate that burnout is not only a personal phenomenon but also an organizational structural phenomenon which needs a comprehensive intervention measures.

Keywords Employee Burnout, Work Stress, Job Demands Resources Model, Stress Management, IT, Organizational behavior, transactional Model of stress, Emotional exhaustion, Hexaware technologies, work-life balance.

I. INTRODUCTION

The problem of employee burnout has been established as one of the most urgent ones in the context of contemporary organizational behavior, particularly, in the information technology domain, where the working environment is combined with a

high level of cognitive load, time conscious practice, and unceasing technological adjustability. Burnout is usually conceptualized as a mental condition that occurs due to the long-lasting reaction to the repetitive interpersonal and work pressures. It is observed in the form of emotional exhaustion, depersonalization and diminished feeling of self achievement. Within the IT organizations like the Hexaware Technologies, Nagpur, the jobs of the employees are often characterized by tough project schedules, client expectations and performance appraisal systems which all add to the stressful work environment.

Theoretical theorists might view this as a more feasible explanation of burnout, using the Job Demands Resources (JD-R) Model, which describes a situation where employees end up drained and disengaged when job demands (workload, deadlines etc.) surpass the job resources (support, autonomy, recognition etc.) available to support them. In a similar way, the Transactional Model of Stress and Coping used by Lazarus and Folkman bases more stress on the demands placed on the individual rather than on their ability to deal with those demands and how they cognitively evaluate the demands. It is like two workers with the same workload can be said to be at varying degrees of stress when each worker has differing coping mechanisms, and psychological strength.

Furthermore, General Adaptation Syndrome (GAS) theory by Selye gives a physiological explanation of stress progression whereby, the human body reacts to stress by going through alarm, resistance and exhausting phases. Constant stress combined with lack of the appropriate rest causes the employees in the

organization to go into the exhaustion stage which is very much related to the condition of burnout. In the IT industry, long hours, work-from-home connectivity, and in-depth monitoring of performance have established a culture of working 24/7 that brings work and the personal life together, thus increasing the risk of burnout rather quickly.

Thus, the research on employee burnout in Hexaware Technologies, Nagpur is necessary not only to determine the stressors but also to comprehend the theoretical mechanisms in the background that describe how stress builds up, continues, and affects the performance and well-being of employees. This study endeavors to combine both practical and theory-based organization issues with some of the known psychology theories in a bid to give a clear picture on workplace burnout and how to manage it.

II. LITERATURE REVIEW

The antonym of burnout has been a well-researched topic in the field of organizational psychology, and one of the pioneering researchers in this area was Herbert Freudenberger (1974), who was the first one to talk about burnout as the state of being mentally and physically exhausted due to the abundance of demands that the resources, energy, and strength of an individual had to endure. Christina Maslach later broadened this idea and described burnout as a multidimensional concept that comprised of emotional exhaustion, depersonalization and lessening personal achievement. Her contribution, especially the Maslach Burnout Theory, is still considered to be one of the most powerful theories to consider the issue of occupational stress in service and high- performance industries.

The Job DemandsJD-R Model created by Demerouti, Bakker, Nachreiner, and Schaufeli is based on this conceptual foundation, offering an improved systematic account of the dynamic of burnout. This model holds that each job incurs certain risk factors in job stress which can be grouped under the term job demands and job resources. Job demands are defined as either physical, psychological or organizational feature of work that involves a lengthy effort and job resources as features that help to meet work objectives, minimize job demands or trigger individual

development. Burnout, according to this model, arises when job demands are chronic and job resources are low, which results in burnout caused by energy depletion and disengagement.

The Transactions Model of Stress and Coping by Lazarus and Folkman expounds on this interpretation by highlighting on the cognitive processes of appraisal. Based on this theory, stress occurs when people feel that the demands on them are more than they can handle. This model brings out the concept of primary and secondary appraisal in which employees initially must make a judgement on whether a situation is a threat and then determine their resources to handle these situations. Employees in IT environments can go through the cycle of stress appraisal several times in a day, consequently manifesting chronic psychological strains.

The theory of burnout also adds to the body of literature on burnout due to its contribution by Selye whose theory stress is a biological process through General Adaptation Syndrome (GAS). It recognizes three levels of stress reaction alarm, resistance and exhaustion. When a person is exposed to stress, there is a lack of recovery and the combined effect of stress on the physiological and psychological resources causes burnout. Businesses that involve high-pressure situations such as IT are of particular significance due to the ongoing workload and the presence of cognitive load that accompany high-pressure situations.

According to recent empirical research within the sphere of IT industries, the demands of the digital transformation, the culture of working remotely, and needs of clients worldwide have only exacerbated workplace stress. According to such scholars like Schaufeli and Taris, burnout is not just a personal psychological concern but a phenomenon at an organizational level, which is shaped by leadership, work design, and HR policies. Research also indicates that in organizations where supportive leadership, flexible working structures and programs based on employee wellness are applied, lower absenteeism rates are witnessed.

Research indicates that the work-life balancing among the employees in the context of Indian IT industry is usually affected by the working hours of long hours

and performance-oriented culture. Research studies done by different HR research institutions indicate that burnout is closely linked with decreased job satisfaction, intention to leave, and low productivity. Nevertheless, companies that proactively invest in employee engagement and mental health programs have higher employee retention and performance results.

Therefore, all literature implies that burnout is a multidimensional concept that is caused by organizational structures and personal psychological mechanisms. Applying the JD-R theory, Transactional Stress Model, and GAS theory is an effective tool towards effective analysis of employee burnout in the Hexaware Technologies, Nagpur.

III. RESEARCH METHODOLOGY

The research methodology to be implemented in this study on employee burnout and stress management at Hexaware Technologies, Nagpur is aimed at studying in a systematic way the relation between the stressors at work place and the well being of employees. The methodology utilises both the theoretical knowledge and empirical research to bring forth a balanced and systematic process of data interpretation.

3.1 Research Design

The research is founded on the descriptive research design implemented to examine and explain the current conditions without controlling any variables. The reason behind this design is that employee burnout is a natural phenomenon, which depends on the organizational structure, workload, and can be affected by psychological factors. The descriptive approach allows comprehending of how stress elaborates among employees and the role of organizational practices in assisting in the stress management.

Theoretically, the design follows behavioral studies in the field of organizational psychology, where the aim is to observe actual workplace circumstances and explain them through the available models; specifically, the Job Demands resources (JD-R) Model, and Transactions Model of Stress and Coping. These theories validate that the interaction between the environmental demands on an individual and individual coping mechanism leads to burnout.

3.2 Data Type

The research incorporates both primary and secondary sources of data in order to have a detailed analysis.

Primary Data:

Primary data will be gathered by filling a structured questionnaire and informal interaction with the employees of Hexaware Technologies, Nagpur. This information is based on first-hand experience of stress, pressure of the job, and coping.

Secondary Data:

Secondary data will be received through research journals, HR reports, organizational and books on organizational behavior and international research on burnout. Secondary literature is also used to analyze theoretical models of JD-R theory, Maslach Burnout Theory and the General Adaptation Syndrome postulated by Selye.

The intertwining of both types of data allows achieving the triangulation of data, enhancing the validity and reliability of results. Hypothesis of the Study.

The relationship is the workplace stressors and employee burnout on which the study is based.

Null Hypothesis (H_0):

The correlation between stressors in the workplace and employee burnout is not significant at Hexaware Technologies, Nagpur.

Alternative Hypothesis (H_1):

Workplace stress factors like workload, deadlines, work life imbalance have a strong correlation with employee burnout at Hexaware technologies, Nagpur.

Both hypotheses are based on the JD-R Model (where too much job demand and limited resources can cause burnout), and the Transactional Model (where cognitive evaluation of stress takes emphasis).

3.4 Analysis Tools.

The research uses both the qualitative and the quantitative methods to analyze data:

Percentage Analysis: This will be applied to estimate the percentage of the employees that have been exposed to various stress factors.

Graphical Representation (Pie Charts and Bar Graphs): The graphs will be used to visually present the levels of stress and burnout factors.

Behavioral patterns are interpreted in terms of theoretical Framework Analysis: JD-R Model and Transactional Stress Theory and General Adaptation Syndrome.

Comparison Analysis: The response of the employees is compared to the answers of prior academic research and HR research reports.

Microsoft Excel / Statistical Tools: Data processing and entry of Survey data.

These meanings are helpful in transforming raw data into meaningful interpretations that can be related to the theory of organizational behavior.

3.5 Study Limitations.

Despite the systematic design of the study, there are a few limitations:

- The sample size is restricted to the employees in Hexaware Technologies, Nagpur, and therefore its application in the generalization of other IT companies cannot be applied.
- The sample size can be a limitation because of time and availability limits to the whole workforce.
- Reactions are also prone to individual decision and variation (that are on perception) particularly on self-reported levels of stress.
- Confidentiality in an organization restricts access to detailed internal HR performance information.
- Stressful conditions in the workplace are dynamic; therefore, their outcomes can change according to time and fluctuate as work conditions change.

Regardless of these shortcomings, the research offers valuable knowledge on the pattern of burnout among employees based on the existing theoretical frameworks.

Company Profile: Hexaware Technologies (Operations Nagpur)

Hexaware Technologies is an international

information technology and business process service firm that competes in the wider information technology industry of services, which has been marked by high rate of change in technology, high customer expectations and ever-present pressure to be innovative. The company operates within an ecosystem of knowledge intensive services in which human capital is core to its provision of digital transformation solutions, cloud services, application development and business process outsourcing. Organizationally, Hexaware is a typical high-performance IT business with workplace being based on delivering projects, global coordination of clients and time-limited execution cycles.

This global delivery model incorporates the Nagpur-based operations of Hexaware Technologies which are invested in software development, IT support services and also in the processes of providing the Rebecca backing operations. Within such structure, employees are working under the system of a matrix organization with both functional and project-oriented reporting back and forth. This location of two reporting structures makes roles more complex in that employees have to handle a range of expectations of project managers, team leads, and clients often at the same time. Organization role theory says that in such settings the resultant events are role ambiguity and role conflict, and both play a major role in workplace stress and burnout.

Theoretically, Hexaware Technologies can be considered in the perspective of the socio-technical systems theory that focuses on people, technology, and organizational structure. Technological solutions, such as automobile tools, clouds and agile development systems are deeply linked with human processes in IT companies such as Hexaware. One positive thing about these systems is that they help to improve productivity and efficiency, but on the other hand, they complement the cognitive load of each worker since constant learning and adjustment becomes obligatory. This fits in the phenomenon of technostress where workers are under stress on account of the continuous technological shift and digital addiction.

The company is also indicative of the traits that are described through the Job Demands-Resources (JD-R)

framework. Job demands include high job demands like tight deadlines, sophisticated coding necessities, customer expectations, and longer working hours; and job resources comprise training schemes, performance reinforcements, and HR assistance systems coexist with them. Nevertheless, under the conditions of systematically inadequate job challenges and insufficient resources, emotional exhaustion and withdrawal may set and give rise to burnout. This theory is especially applicable in IT service firms, where productivity is strongly connected with the number of hours that the company can bill out and project completion schedules.

In addition, Hexaware Technologies is a company with an organizational culture of performance, wherein, the productivity of employees is quantified using key performance indicators (KPIs), project milestones, and client satisfaction measures. The expectancy theory indicates that motivation to employees working in such settings is affected by perceived rewards and recognition measures related to performance outcomes. Nevertheless, the performance pressure turns out to be both excessive and recognition being inadequately rated may lead to a lower level of job satisfaction and to the emergence of stress.

Addressing employee well being, Hexaware Technologies has embraced several human resource management practices that focus on minimising the burnout phenomenon, including employee engagement initiatives, training programs as well as established appraisal systems. According to the positive organizational behavior theory, these initiatives will aim to boost the level of psychological capital such as resilience, optimism, and self-efficacy among the employees. The success of these interventions, however, is greatly dependent on their consistency, as seen regarding their application and how the employees view them within the context of their everyday work life.

Therefore, Nagpur Hexaware Technologies can be conceptualized as a highly socio-technical and performance-driven organization in which the technological intensity, project-based working structure and client needs all over the world structure employee experiences in a complex way. In this paradigm, burnout is not a personal mental problem

but a systemic phenomenon due to organizational design, workload assignment, and resources allocation patterns.

conceptual framework

This research proposal on employee burnout and stress management in Hexaware Technologies, Nagpur is anchored in organizational behaviour, stress theories of the human body, and human resource management theories. It describes the interaction between job demands and organizational conditions at the workplace and specific psychological processes (perception, coping ability and resilience) to generate burnout outcomes. The framework does not focus on burnout as an isolated condition, but as a dynamic product of ongoing exchanges between the organization and the employee.

The main structural concept explaining burnout formation is the Job Demands Resources (JD-R) Model that is at the center of the framework. This model states that there are two basic elements to every job namely job demands and job resources. Job demands are physical, psychological and organizational demands at work that demand long term dedicated effort, like work load, time pressures, role complexity, and emotional pressures. Instead, job resources are things that can allow employees to meet work goals, make demands less, or trigger development, i.e. the organizational support, autonomy, training, recognition, and opportunities of career development. The JD-R model has an underlying theoretical assumption that burnout is a result of chronic high job demands and inadequate job resources to counteract their effects. This disequilibrium causes an energy drainage process which results in emotional burnout and disconnection.

Together with the JD-R model, the model incorporates the Transactional Model of Stress and Coping by Lazarus and Folkman that adds a cognitive aspect to a study of stress. According to this theory, the relationship of stress with external demands is indirect as people mediate this relationship through the means of the way in which the individuals evaluate these demands. The model relies on two types of appraisal primary appraisal, and secondary appraisal. A primary appraisal is conducted when an employee judges that

a situation is either threatening, harmful or challenging. In secondary appraisal, the employee evaluates whether he or she has enough coping mechanisms to handle the situation. When demands perceived are more than the perceived coping capacity, the stress is felt, which in the long term leads to burnout. This model indicates that psychological interpretation is an important factor in the establishment of outcomes of stress even when working conditions are similar.

The framework is also backed by Selye General Adaptation Syndrome (GAS) theory which offers a physiologically based explanation of the process of stress. GAS illustrates three phases of reaction by the human body to stress: alarm, resistance, and exhaustion. During the alarm stage the body is aware of the presence of stress and mounts a defense mechanism. During the resistance phase, the body tries to adjust and resume normal functioning but still under stress. But, when the stress is persistent without a proper rest, the person is in the exhaustion phase wherein the body and mind are exhausted. Physiological mechanisms are coupled to workplace behavior because in organizational settings where work pressure is continued in the absence of time to rest this situation is reminiscent of burnout.

The framework also revolves around the Conservation of Resources (COR) Theory, which states that a person aims to acquire, maintain and preserve treasured resources like energy, time, emotional balance and professional competence. This theory implies that stress arises when such resources are threatened, lost or replenished inadequately. The relentless timelines, excessive intellectual standards, and the relentless learning opportunity of IT settings such as the Hexaware Technologies pose a vicious circle of resource consumption, where employees put in these efforts that exceed their resource input which eventually result in burnout.

Another theoretical input is offered by the Maslach Burnout Theory that defines burnout as a multidimensional construct comprised of the following elements of emotional exhaustion, depersonalization, and lowered personal accomplishment. Emotional exhaustion shows a depleted emotional energy and depersonalization

shows a lack of attachment to work or a client and less personal accomplishment denotes a decrease in confidence in one as a professional. The theory relates directly to the workplace experiences, rendering it very relevant to service-oriented IT organizations.

Combining all these theories, the conceptual framework places burnout as a multi-layered phenomenon. At the organizational level, pressure levels at work are defined by job requirements, design of work and availability of resources. Individual appraisal and coping strategies mediate between stress as being experienced at the psychological level. Long-term exposure to stress results at the physiological level, exhaustion, and breakdown of the adaptation capacity. These processes are reflected on the behavioral level in terms of low productivity, disengagement, absenteeism, and turnover intention.

Therefore, the conceptual framework implies the fact that staff burnout at Hexaware Technologies, Nagpur is not an outcome of one particular factor, but an outcome of a series of structural, cognitive, and physiological processes taking place in a high-demand IT work environment.

IV. DATA ANALYSIS AND RESULT

This research on employee burnout and stress management in Hexaware Technologies, Nagpur is analyzed using data on employees based on the response of the employees through structured questionnaires. The analysis focus is to determine the key factors that cause burn out and explain their consequences based on theoretical knowledge of organizational behavior model which are the Job Demands-Resources (JD-R) Model and Transactions Model of Stress and Coping.

The findings are in the form of one pie chart distribution of the burningout factors of interest, and this is interpreted in detail in a theoretical manner.

Table 1: Major Factors Contributing to Employee Burnout

Burnout Factors	Percentage (%)
Workload Pressure	34%
Tight Deadlines	26%

Work-Life Imbalance	18%
Lack of Organizational Support	12%
Job Insecurity & Role Conflict	10%

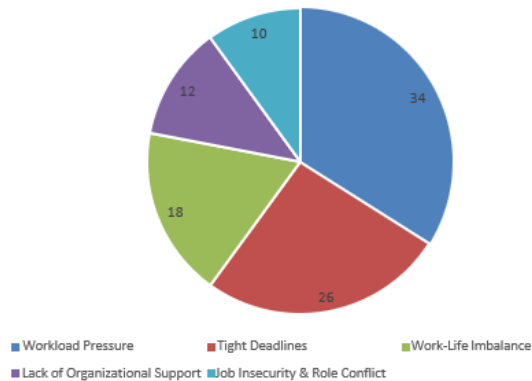


Fig 6.1 Major Factors Contributing to Employee Burnout

Interpretation.

The results obtained clearly show that the most prevalent factor that contributes to employee burnout in Hexaware Technologies, Nagpur is workload pressure (34%). This can also be viewed in the context of Job Demands Resources (JD-R) Model whereby job demands are very high compared to job resources. Work continued to be intensive and demands continuous thinking and emotional dedication and makes the employees slowly expend their energy. In cases where these demands are ongoing, cyclic, staff members get into a state of chronic stress and ultimately may end up experiencing emotional burnout, which is the vital dimension of burnout according to the Burnout Theory of Maslach.

Tight deadlines (26%), as the second key factors, indicate the time-pressure aspect of job demands. The Transactional Model of Stress and Coping suggests that deadlines will raise the level of perceived threat during primary appraisal particularly where the employees are of the opinion they are not given enough time to achieve expectations. This instills some psychological pressure and it worsens when such secondary appraisal indicates that there are few coping resources like absence of support in a team or inadequate time buffer. In IT workplaces, project delivery cycles are tight; hence, this type of stress is not episodic, but continuous and risky to burnout.

The third reason, work-life imbalance (18%), emphasizes on the loss of boundary management between work and personal life. In theory, it can be explained with the help of the Boundary Theory, which addresses that individuals need to have a clear and psycho-temporal distinction between work and non-work roles to remain healthy. These boundaries are frequently unclear in IT organizations, owing to remote connection, long working hours and client demands, which can result in role spill-over. This translates to fewer minutes of healing which is required to make one a complete person as proposed in the Conservation of Resources (COR) Theory.

Deficiency of job resources (according to the JD-R framework) is the factor lack of organizational support (12%). Managerial assistance, recognition, feedback and emotional support systems underpin organizational support. Low support levels result in reduced capacity by employees to meet high demands. Such an imbalance is promoting the rapid depletion of resources and heightening disengagement which is a major behavioral consequence of burnout. The social support theory also gives a hint that perceived stress can be even exaggerated by the absence of interpersonal support even in the conditions of moderate workload.

Lastly, structural and psychological ambiguities in the organization are job insecurity and role conflict (10%). Role conflict happens when employees are exposed to conflicting demands that are made by various stakeholders and job insecurity is a long term anxiety about job retention. Role Theory states that these discrepancies result in cognitive dissonance and stress. About high-performance IT settings, the role ambiguity may escalate in the matrix structures, which add to the development of burnout.

Overall Result Summary

Analysis has shown that job demands (workload and deadlines) coupled with inadequacy in job resources (organizational support) are major causes of burnout in Hexaware Technologies, Nagpur. Utilising JD-R Model, Transactional Stress Theory, COR Theory and Role Theory theoretically, the multi-dimensional nature of burnout is an outcome of a consistent interplay between the organizational pressure and the personal coping ability.

V.DISCUSSION

According to the results of the present study on employee burnout and stress management in Hexaware Technologies, Nagpur, workload pressure, tight deadlines and work life imbalance represent the most important factors contributing to employee burnout. These results are highly corroborated by the known body of literature within the field of organizational psychology as well as occupational health.

The findings are quite close to the Job Demands-Resources (JD-R) Model where Demerouti et al. state that the combination of high job demands and inadequate job resources entails burnout. In our study, workload and tight deadlines were identified as the main sources of stress to employees whereas organizational support was thought to be relatively low. This imbalance is a match to the very process outlined in JD-R theory as sustained high demands deprive employees of their energy and engagement, as they accumulate over time.

Likewise, the results confirm the Burnout Theory presented by Maslach which notes the emotional exhaustion to be the key aspect of burnout. The presence of workload pressure in the outcomes suggests the prolonged emotional and cognitive demand, which has been implying by Maslach that burnout is a gradual process arising as a result of staying exposed to job stresses in service-related jobs. The findings also relate to the Transactional Model of Stress and Coping (Lazarus and Folkman) especially the role of deadlines and the perceived time pressure. Employees that feel that such time limits are too high tend to get stressed in the main appraisal phase, particularly when they undergo a secondary appraisal that shows that they lack enough coping options. That is why the same workloads covered by the employees can cause their dissimilar stress level.

In addition, the identified work-life imbalance in the research is plausible by Boundary Theory, according to which blurred work- personal life boundaries decrease the amount of time available to society to recover psychologically. In IT sectors, such as Hexaware Technologies, 24/7 connectivity and overtime working leads to lack of detachment to work,

and it has been a well documented contributor to chronic burnout in previous studies.

The research also echoes the findings of the theories held by Conservation of Resources (COR) as it states that people are motivated to conserve and preserve personal resources like time, energy, and emotional stability. The high job demands that result in constant depletion of these resources explains the gradual nature of advancement to burnout in among the employees.

Broadly, results are similar with the international as well as Indian IT sector research which show that, in most cases, high- performance work environments tend to raise the level of psychological strain unless complemented with proper organizational support systems.

VI.FINDINGS

The research paper finds that some of these are the main conclusions with regards to employee burnout in Hexaware Technologies, Nagpur:

- The highest factor that leads to employee burnout is workload pressure.
- Strict deadlines have a major impact on perceived job pressure, emotional exhaustion.
- The problem of the middle of work and life is significant because of the number of hours at work and the Internet connection.
- Employee coping ability is positively influenced by organizational support, which is seen to be moderate to low.
- The factors that lead to psychological strain include role conflict and job insecurity, but at a lesser level than the workload factors.
- In general, workers report moderate to high stress levels that are in line with high-stress IT settings.
- Job demand overload is the most important driver of burnout, as opposed to personal ineffective performance.

VII.CONCLUSION

The research comes up with the conclusion that in Hexaware Technologies, Nagpur the overall result of job demands, coupled with the lack of job resources is

mainly the leading cause of employee burnout. This hypothesis test supports the alternative hypothesis (H 1) that there is a significant relationship between stress factors in the workplace and the burnout of employees.

A combination of the theoretical chosen models, including the Job Demands Resources Model, the Transactional Stress Theory, the General Adaptation Syndrome, and the Conservation of Resources Theory, proves that stress burnout is a complex phenomenon that is dependent on the structure of the organization, the level of workload, and individual abilities to cope with stress. Employees that are exposed to intensive IT-related situations are even more susceptible as performance demands and reduced recovery durations are constant.

Burnout, therefore, is not just a personal problem but rather an organizational one that needs to be addressed in a systematic manner at policy, management and operational levels.

VIII.RECOMMENDATIONS

In accordance with the results, it is recommended to opt:

- Adopt workload balancing mechanisms to avoid overloading of employees.
- Implement work-life balance by introducing flexible work schedules and work models.
- Enhance employee recognition and reward systems in order to motivate employees.
- Strengthen the managerial support by carrying out feedback programs and keeping a mentor.
- Frequently hold stress management and mental health awareness courses.
- Enhance staffing within project teams that have high pressure undertaking activities in order to balance the workload.
- Promote frequent rest and impose electronic disconnection policy outside the job.

IX.FUTURE SCOPE OF THE STUDY

This research can be furthered in numerous ways in the future:

- Several IT companies would have their burnout rates compared to understand the industry burnout trends.

- Longitudinal studies to monitor variations in levels of burnout over time.
- It will be possible to integrate AI-based predictive models to detect the initial types of stress experienced by employees.
- Research on distant and hybrid working arrangements regarding the mental well-being of employees.
- Analyses of personality characteristics and emotional intelligence as moderating factors in burnout.
- Generalization. Sectoral comparison of IT, manufacturing and service industries.

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