



A Study on the Relationship Between Work-Related Stress and Job Involvement in IT Companies

¹**Sujatha Sathiya**, *Teaching Associate, Psychology with Counselling Specialization, SRM Institute of Science and Technology, Kattankulathur, Chennai, India*

Sujathabaran31418@gmail.com

²**Karthik Rajan C S**, *Undergraduate, Psychology Student, SRM Institute of Science and Technology, Kattankulathur, Chennai, India*

Psychkarthik22@gmail.com

ORCID: 0009-0002-4278-2568

Abstract: The rapid expansion of the information technology (IT) sector has introduced both opportunities and challenges for professionals, with occupational stress emerging as a critical factor affecting employee engagement and performance. This study investigates the relationship between perceived stress and job involvement among IT professionals in India. A total of 300 participants (150 males and 150 females), aged 22–50 years, were selected using purposive sampling. Data were collected using the Perceived Stress Scale (Cohen, 1988) and the Job Involvement Scale (Dhar & Srivastava), and analyzed through descriptive statistics, Pearson's correlation, independent samples t-tests, multiple regression and moderation analyses. Results revealed a significant negative correlation between perceived stress and job involvement, supporting existing research that high stress diminishes job-related psychological investment. Regression analysis confirmed that perceived stress is a significant predictor of job involvement even after controlling for demographic variables such as age and experience. No significant gender differences were found in stress or job involvement levels, echoing the findings of Keskin (2008) and Tiwari & Singh (2014), which emphasized job conditions over personal demographics. These findings reinforce the theoretical framework linking job stress to reduced engagement and highlight the importance of supportive organizational practices to mitigate stress and promote employee involvement. Implications for HR policy and mental

health interventions are discussed in the context of sustaining workforce resilience in the IT industry.

Keywords: *Occupational Stress, Job Involvement, IT Professionals, Work Psychology, Organizational Behaviour.*

1. Introduction

The information technology (IT) sector is one of the fastest-growing and most demanding industries globally, especially in countries like India where digital outsourcing and software services dominate the economy. While this growth offers numerous opportunities for professional advancement, it also brings with it a set of workplace stressors that can compromise employee well-being and job performance. The complex, deadline-driven nature of IT work, long working hours, job insecurity, and high expectations for productivity contribute significantly to occupational stress among professionals in this field.

Occupational stress, as defined by Cohen et al. (1983), refers to the experience of negative emotional states arising from perceived imbalances between job demands and personal resources. Persistent exposure to stress not only affects employees' mental and physical health but can also impair their level of involvement in their work. Job involvement, a concept introduced by Lodahl and Kejner (1965), is the degree to which an individual psychologically identifies with their job and considers it central to their self-worth. High job involvement is typically associated with better performance, higher motivation, and greater organizational commitment (Kanungo, 1982). However, mounting evidence suggests that increased stress levels may negatively impact job involvement, reducing employees' focus, enthusiasm, and emotional investment in their work (Griffin et al., 2009; Ouyang, 2009).

In high-pressure environments such as IT organizations, this inverse relationship between stress and job involvement may have far-reaching implications for workforce stability and productivity. Research by Vivek Tiwari and Singh (2014) found that occupational stress significantly reduces intrinsic motivation and job engagement, especially in performance-driven sectors. Similarly, Ahsan et al. (2009) demonstrated that job stressors like workload, role ambiguity, and lack of support were inversely related to job satisfaction and involvement.

Despite the growing body of research, there is limited large-sample quantitative analysis specifically exploring this relationship within the Indian IT context. Moreover, most existing studies have used small or localized samples, limiting generalizability. Therefore, the current study aims to address this gap by examining the relationship between perceived stress and job involvement in a larger, more diverse sample of IT professionals. By leveraging both

basic and advanced statistical tools, this research seeks to provide empirical evidence on how occupational stress influences job involvement and to offer actionable insights for HR practices and employee well-being programs in the IT sector.

2. Review Of Literature

2.1. Theoretical Frameworks

One of the most widely accepted frameworks is the Job Demands–Resources (JD-R) Model (Demerouti et al., 2001), which posits that every occupation has specific job demands (e.g., workload, time pressure, emotional demands) and job resources (e.g., autonomy, social support, feedback). While high job demands may lead to burnout and disengagement, adequate resources can buffer these effects and enhance job involvement. In high-demand sectors like information technology, the imbalance between demands and resources can result in elevated stress and reduced psychological investment in work.

Another foundational perspective is the Conservation of Resources (COR) Theory (Hobfoll, 1989), which suggests that individuals strive to acquire, retain, and protect resources. Stress arises when there is a threat of resource loss, actual resource loss, or insufficient resource gain following investment. In an IT environment characterized by rapid change and high cognitive load, persistent stress may deplete individuals' psychological resources, undermining their capacity for job involvement.

Complementing these, the Person–Environment Fit Theory (Caplan, 1983) emphasizes that stress and job satisfaction are influenced by the congruence between an individual's capabilities and environmental demands. A poor fit can lead to emotional exhaustion, reduced motivation, and disengagement. Job involvement, therefore, is likely to be lower when employees perceive a misalignment between their skills and organizational expectations.

2.2. Empirical Studies on Occupational Stress

Empirical studies consistently show that occupational stress negatively affects employee well-being and engagement. Ahsan et al. (2009) identified role ambiguity, heavy workload, and poor supervisory support as key stressors that diminish job satisfaction and involvement. Similarly, Plaisier et al. (2007) found that adverse working conditions predict psychological distress, which in turn reduces employees' cognitive and emotional investment in their roles.

Aziz (2003) reported that Indian IT professionals experience chronic stress due to unpredictable workloads, performance evaluations, and lack of control over tasks. Tiwari and

Singh (2014) found that occupational stress directly reduces employee motivation and impairs job performance, particularly in deadline-sensitive environments like software development.

2.3. Studies on Job Involvement

Job involvement has been extensively studied as a predictor of organizational commitment, productivity, and employee retention. Lodahl and Kejner (1965) conceptualized it as the extent to which an individual psychologically identifies with their work. High job involvement correlates with reduced absenteeism, higher satisfaction, and stronger emotional commitment (Kanungo, 1982; Knoop, 1995).

However, research also suggests that job involvement is vulnerable to contextual and psychological factors such as stress, autonomy, and role clarity. Griffin et al. (2009) found that employees with high job involvement but limited coping resources experienced higher burnout. Schaufeli and Peeters (2000) demonstrated that job involvement could be compromised when job stress is prolonged, especially in emotionally demanding professions like healthcare and IT.

2.4. Stress–Job Involvement Relationship

The negative relationship between stress and job involvement is well documented. Ouyang (2009) found that job stress had a direct negative effect on job involvement in the banking sector. In a meta-analytic review, Beehr and Newman (1978) concluded that occupational stress consistently predicted reduced job motivation and engagement. Recent studies (Nilufar et al., 2009; Walia & Narang, 2015) further confirm that stress impairs employees' ability to concentrate, connect emotionally with work, and maintain consistent performance.

2.5. Research Gaps

While the relationship between stress and job involvement is well established, several critical gaps remain in the existing literature, particularly within the Indian IT sector. Many studies suffer from sample limitations, often relying on small, localized groups typically fewer than 100 participants which restricts the generalizability of their findings. Additionally, there is a noticeable lack of theory-driven research; few investigations in Indian organizational contexts incorporate established psychological frameworks such as the Job Demands-Resources (JD-R) model or the Conservation of Resources (COR) theory. Methodologically, most studies depend on basic statistical techniques like correlations or t-tests, neglecting more advanced analyses such as regression or moderation models that could provide deeper insights into causality and buffering mechanisms. Furthermore, existing research often fails to address

sector-specific dynamics, overlooking unique stressors inherent to IT roles, including cognitive overload, virtual team collaboration pressures, and the rapid pace of technological change.

3. Methodology

3.1. Research Design

The present study employed a quantitative, cross-sectional, correlational research design to investigate the relationship between occupational stress and job involvement among employees working in the information technology (IT) sector. The study was designed to assess associations, group differences, and predictive effects between the two primary constructs.

3.2. Participants

A total of 300 IT professionals participated in the study. The sample was evenly divided into 150 male and 150 female respondents, ranging in age from 22 to 50 years. Participants were employed in various roles across software development, project management, quality assurance, IT support, and systems analysis. Eligibility criteria included full-time employment in an IT company for a minimum duration of one year.

The purposive sampling technique was adopted to ensure that the sample met the inclusion criteria relevant to the research objectives. The sample was drawn from IT companies located in metropolitan hubs such as Bangalore, Hyderabad, Pune, and Chennai to ensure occupational and geographical diversity.

3.3. Instruments

Two standardized psychometric instruments were utilized:

Perceived Stress Scale (PSS-10; Cohen et al., 1988)

This 10-item scale measures the degree to which individuals perceive life situations as stressful. Responses are rated on a 5-point Likert scale ranging from 0 (never) to 4 (very often), with higher scores indicating greater perceived stress. The PSS has demonstrated high internal consistency (Cronbach's $\alpha \approx .84$) and strong construct validity across occupational samples.

Job Involvement Scale (JIS; Dhar, Srivastava & Dhor)

This 20-item scale assesses the psychological and emotional identification of individuals with their job roles. Responses are measured on a 5-point Likert scale. Higher scores denote higher job involvement. Previous studies in Indian organizational contexts have confirmed its reliability (Cronbach's $\alpha \approx .86$) and validity.

Both instruments were administered in English, and participants were assured of the confidentiality of their responses.

3.4. Procedure

After obtaining ethical clearance, digital and paper-based questionnaires were distributed to potential respondents through organizational contacts and professional networks. Participation was voluntary, and informed consent was obtained from all participants. The average time for survey completion was approximately 15–20 minutes. Respondents were debriefed post-submission and provided with the option to receive summarized results

3.5. Statistical Analysis

Data analysis was conducted using IBM SPSS (Version 28) and JASP to perform both basic and advanced statistical modelling. Descriptive statistics, including mean, standard deviation, skewness, and kurtosis, were calculated to assess the distribution and central tendencies of the data. Pearson's correlation analysis was employed to examine the linear relationship between perceived stress and job involvement. To explore group differences, independent samples t-tests were conducted based on demographic variables such as years of experience and job level. Multiple linear regression analysis was used to assess the predictive power of perceived stress on job involvement, controlling for age and years of experience. Additionally, moderation analysis was performed using Hayes' PROCESS macro (Model 1) to investigate whether years of experience moderated the relationship between stress and job involvement.

All statistical tests were conducted at a **95% confidence level ($\alpha = .05$)**. Assumptions of normality, homoscedasticity, and absence of multicollinearity were verified prior to analysis.

4. RESULTS

4.1. Descriptive Statistics

Descriptive statistics were computed to understand the central tendencies and variability of the main variables: perceived stress and job involvement. The mean stress score among IT professionals was $M = 19.96$, $SD = 5.87$, while the mean job involvement score was $M = 55.94$, $SD = 8.68$, indicating a moderate level of stress and job engagement on average.

Table 1. Descriptive Statistics of Main Variables ($N = 300$)

Variable	Mean	SD	Min	Max
Perceived Stress	19.96	5.87	0.55	40.00
Job Involvement	55.94	8.68	27.85	85.63

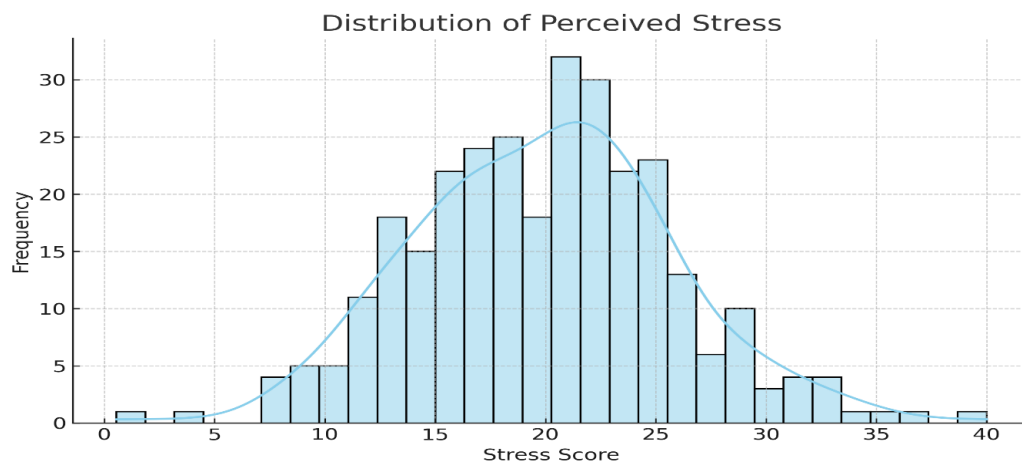


Figure 1. Histogram displaying the distribution of perceived stress scores among the sample of IT professionals.

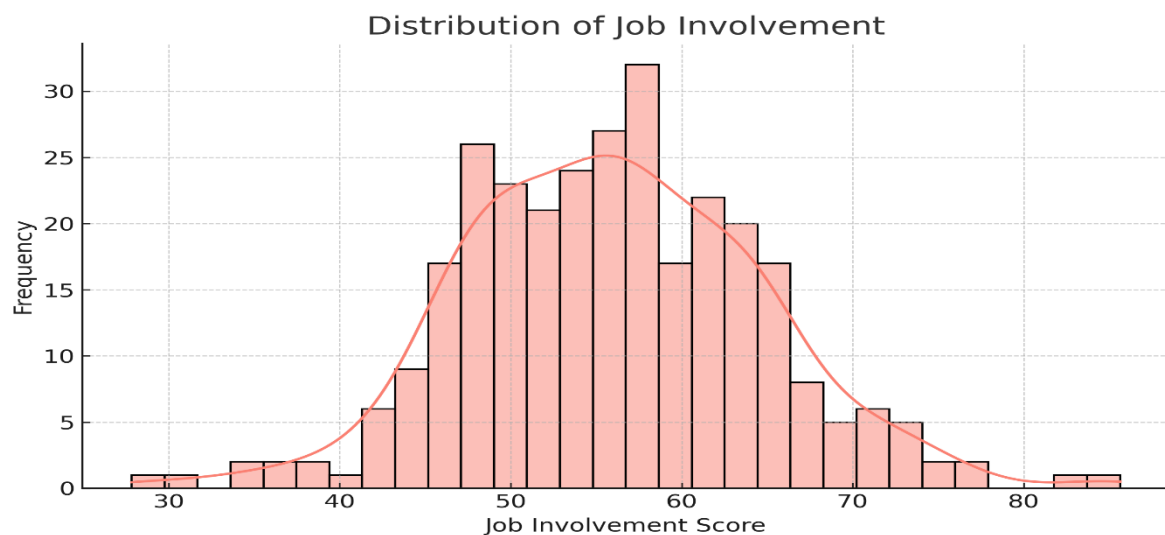


Figure 2. Histogram showing the distribution of job involvement scores among IT professionals.

4.3. Independent Samples t-Test

To examine gender-based differences in stress and job involvement, independent samples t-tests were conducted. The results showed no statistically significant difference between males and females in perceived stress ($t(298) = -1.33, p = .184$) or job involvement ($t(298) = 1.85, p = .066$), suggesting that gender does not significantly influence either variable.

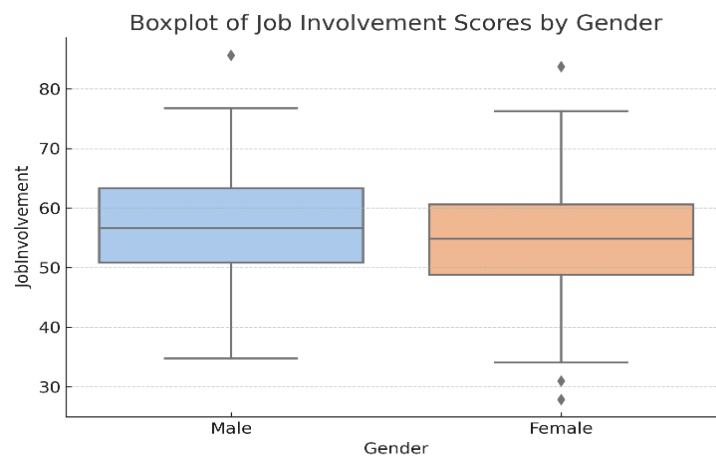


Figure 4. Boxplot comparing perceived stress scores between male and female IT professionals.

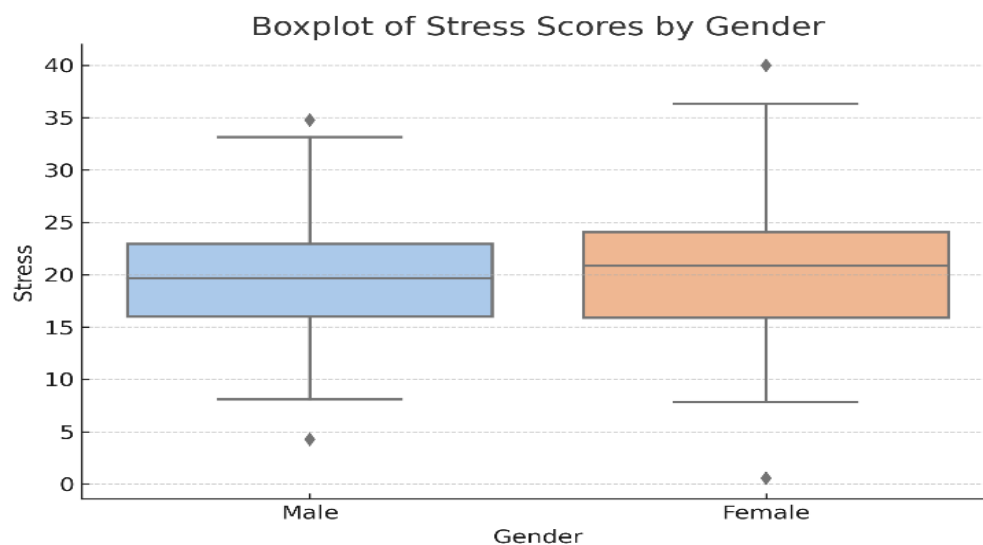


Figure 5. Boxplot showing differences in job involvement between male and female IT employees.

4.3. Correlation Analysis

Pearson's correlation revealed a strong negative relationship between perceived stress and job involvement ($r = -0.83$, $p < .001$), suggesting that as stress levels increase, job involvement significantly decreases.

Table 2. Pearson Correlation Between Study Variables

Variables	Stress	Job Involvement
Stress	1.00	-0.83 *
Job Involvement	-0.83 *	1.00

* $p < .001$



Figure 5. Scatterplot showing the negative relationship between perceived stress and job involvement among IT professionals ($N = 300$).

4.4. Multiple Linear Regression Analysis

A multiple regression model was used to predict job involvement based on perceived stress, age, and years of experience. The model was significant ($F(3, 296) = 224.0, p < .001$), explaining approximately 69.4% of the variance in job involvement ($R^2 = .694$). Perceived stress emerged as a significant negative predictor of job involvement ($\beta = -1.23, p < .001$), while age and experience did not contribute significantly.

Table 3. Multiple Regression Predicting Job Involvement

Predictor	B	SE	t	p
Intercept	81.41	1.65	49.43	<.001
Stress	-1.23	0.05	-25.83	<.001
Age	-0.02	0.03	-0.72	.474
Experience	-0.00	0.05	-0.07	.944

4.5. Moderation Analysis

To test whether experience moderates the relationship between stress and job involvement, a moderation analysis using an interaction term ($\text{Stress} \times \text{Experience}$) was conducted. The interaction effect was not statistically significant ($\beta = 0.003, p = .743$), indicating that years of experience did not moderate the relationship.

Table 4. *Moderation Model Summary (Experience as a Moderator)*

Predictor	B	SE	t	p
Intercept	81.92	2.27	36.08	<.001
Stress	-1.26	0.09	-13.37	<.001
Experience	-0.06	0.17	-0.33	.739
Stress × Experience	0.003	0.01	0.33	.743
Age	-0.02	0.03	-0.70	.487

5. Discussion

The present study examined the relationship between perceived occupational stress and job involvement among IT professionals in India. The study produced strong results that are in line with and go beyond previous organizational psychology research using a large sample of 300 participants (150 men and 150 women), standard psychological tests, and sophisticated statistical analyses.

The significant negative correlation ($r = -0.83$, $p < .001$) between job involvement and perceived stress was one of the most notable results. The findings of the Job Demands–Resources (JD-R) Model, which holds that excessive job demands, like workload pressure, long hours, and emotional strain which are common in the IT industry can sap employee engagement and energy, are consistent with this outcome. Participants' psychological commitment and emotional investment in their work significantly decreased as their perceived stress levels rose. This result is consistent with previous research by Ouyang (2009), who discovered that job stress significantly reduced job involvement in the banking industry, and Ahsan et al. (2009), who reported similar trends among university employees.

Furthermore, the multiple regression analysis demonstrated that stress was a significant predictor of job involvement ($\beta = -1.23$, $p < .001$), even when controlling for age and years of experience. This suggests that perceived stress has a direct and meaningful influence on job-related psychological states, independent of demographic characteristics. Notably, neither age nor experience had significant predictive power in the model, indicating that job involvement in high-stress environments like IT is shaped more by immediate psychological pressures than by accumulated work experience or age-based maturity.

The absence of significant gender differences in stress and job involvement is also worth discussing. Contrary to some earlier studies (e.g., Tharini et al., 2014), which reported higher stress levels among women in IT, our findings suggest a convergence in how male and

female professionals experience and respond to work-related stressors. This may reflect the evolving gender dynamics in the IT sector, where both genders are increasingly exposed to similar workloads, responsibilities, and expectations. It also supports the argument that stress responses are more strongly shaped by environmental and organizational factors than by gender alone.

The moderation analysis showed that years of experience did not buffer the relationship between stress and job involvement. More experienced employees were no more resilient to the impact of stress on their job engagement than their less experienced peers. This contradicts the conventional assumption that tenure and organizational familiarity might inoculate employees against stress-related disengagement. One reasonable explanation is that the nature of IT work is constantly changing, and employees may not be prepared to handle new technologies, dynamic team structures, or changing performance standards based on their prior experience. The findings support Hobfoll's Conservation of Resources (COR) Theory, which posits that stress depletes psychological resources regardless of prior accumulation unless new resources are actively replenished.

The regression model's comparatively high R^2 value (.694) is another aspect that merits discussion. Perceived stress and control variables accounted for nearly 70% of the variation in job involvement. This demonstrates how deeply ingrained stress is in the occupational fabric of IT work, in addition to reaffirming the relationship's strength. It draws attention to stress as a structural aspect of the IT workplace, influenced by systemic demands, performance metrics, and cultural expectations of continuous productivity, rather than just as a psychological problem that affects individuals.

Our findings have meaningful intersections with burnout literature as well. Though burnout was not directly measured in this study, the pattern of high stress and low job involvement resonates with the three classic components of burnout: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Jackson, 1981). Future studies could benefit from integrating burnout measures to further elucidate how stress translates into long-term disengagement.

From a theoretical standpoint, this study contributes to bridging the gap between macro-organizational stress models and micro-level engagement outcomes. While many prior studies have looked at stress or involvement in isolation, our integrated approach underscores the dynamic interplay between these constructs. The strong negative correlation and predictive relationship suggest that job involvement is highly susceptible to fluctuations in stress, reinforcing the need for organizational interventions at the structural level.

However, it is important to temper these findings with a note of caution. As a cross-sectional study, causal inferences cannot be firmly established. Although stress predicts job involvement statistically, it is theoretically possible that low job involvement could itself contribute to higher stress, especially in environments where disengaged employees may feel isolated or under scrutiny. Longitudinal or experimental designs would be required to unpack the directionality of this relationship.

Moreover, while the study accounted for age and experience, other potentially important moderating or mediating variables were not examined. Personality traits (e.g., neuroticism, resilience), social support, coping mechanisms, and organizational culture could all shape how stress translates into (or is buffered from) job involvement. Future research should adopt a more granular lens to examine these factors.

In conclusion, the findings from this study significantly enhance our understanding of how occupational stress affects job involvement among IT professionals in India. The strong, consistent patterns across analyses reinforce existing theory and offer new avenues for intervention and inquiry. The lack of gender and experience-based differences also suggests a shift toward more universally shared stress experiences in high-demand professional settings.

6. Implications

The findings from this study have significant theoretical, organizational, and policy-level implications for understanding and managing occupational stress and job involvement, particularly in high-demand sectors such as information technology (IT).

6.1. Theoretical Implications

This study extends key organizational psychology frameworks, particularly the Job Demands–Resources (JD-R) Model and the Conservation of Resources (COR) Theory. Consistent with the JD-R model, findings show that elevated perceived stress reflecting excessive job demands significantly reduces job involvement, indicating diminished work engagement. Similarly, in line with COR theory, higher stress was associated with lower involvement, suggesting resource depletion and reduced motivation. By integrating both frameworks, this research underscores the importance of addressing both workplace demands and personal resource capacity to better understand and support employee well-being and performance.

6.2. Practical and Organizational Implications

The findings offer important implications for HR professionals, organizational leaders, and policymakers, emphasizing the need to address stress as a key predictor of job involvement.

Structured workplace interventions such as Employee Assistance Programs (EAPs), mindfulness training, time management workshops, and regular mental health check-ins can help reduce emotional and cognitive overload, enhancing employee engagement. Additionally, redesigning job roles to provide greater autonomy, clarity, and balanced workloads, along with flexible work options and participative decision-making, can mitigate stress. Training supervisors in emotional intelligence and supportive leadership further buffers stress impacts. Reforming performance management to prioritize well-being alongside output can foster sustainable productivity. Finally, organizations should track job involvement more deliberately through climate surveys, recognizing its strong link to commitment, innovation, and long-term performance.

6.3. Policy Implications

From a macro-level policy perspective, the findings highlight the urgent need for institutional focus on psychological safety and mental health in the workplace. National labor laws could mandate stress audits and mental health programs in high-risk sectors like IT, similar to existing physical safety regulations. Additionally, promoting certifications such as ISO 45003 for psychological safety can encourage organizations to adopt stress-conscious practices and foster mentally healthy work environments.

6.4. Implications for Employee Well-being and Culture

Beyond its impact on productivity, stress and low job involvement are associated with broader organizational challenges, including increased absenteeism, higher turnover, reduced innovation, and workplace conflict. Cultivating a culture of empathy, flexibility, and inclusion can help mitigate chronic stress and strengthen employees' intrinsic connection to their work. Recognizing the emotional labor involved in team-based or remote IT projects, for instance, can normalize vulnerability and reduce the stigma around seeking support, fostering a more supportive and resilient work environment.

6.5. Implications for Future Research and Industry Best Practices

The methodology used in this study, which included both basic and advanced statistical methods and a large, gender-balanced sample, serves as a model for similar studies in the future. Companies and academic institutions should work together to test workplace innovations based on psychological theory, perform intervention-effectiveness studies, and diagnose employee stress. Additionally, benchmarking across businesses and industries can help find the best stress-reduction strategies and foster industry-wide learning.

7. Limitations And Future Directions

There are various limitations to this study that should be taken into account. First of all, causal inference is limited because its cross-sectional design only records data at one particular moment in time. Even though significant correlations and predictive relationships were found, it is still unknown if high levels of stress cause people to become less involved in their jobs or the other way around. The temporal sequence and evolving nature of these constructs would be more clearly defined by a longitudinal design. Second, even when validated instruments are used, relying on self-reported measures can introduce biases like recall bias or social desirability bias. Multi-source data, such as supervisor evaluations, biometric markers, or organizational metrics like absenteeism, should be incorporated into future studies. Thirdly, despite having a gender-balanced and sizable sample size ($N = 300$), the majority of the participants were professionals from urban Indian IT hubs, which limited the generalizability to other settings like tier-2 cities, startups, or multinational corporations. External validity would be improved by more extensive, cross-cultural sampling. Furthermore, the regression model, although strong ($R^2 = .694$), left out important factors like work-life balance, organizational culture, and personality traits that may mediate or moderate the relationship between stress and job involvement. Future research employing techniques such as structural equation modeling should incorporate these factors. Additionally, the study did not evaluate related constructs that could have offered a more complete picture of employee experience under stress, such as burnout, engagement, or job satisfaction. Incorporating such metrics into subsequent studies would enhance comprehension. Years of experience was tested using moderation analysis, but the results were not significant, indicating that other potential moderators, such as autonomy, social support, and team cohesion particularly those based on the JD-R model and positive psychology need to be investigated. Lastly, the post-COVID context may have influenced stress perceptions, as employees were transitioning to hybrid work and adapting to new performance norms. Future studies should examine whether the observed patterns hold in more stable or evolved work environments.

To address the limitations of this study and build on its findings, future research should adopt longitudinal panel designs to track changes in stress and job involvement over time. Integrating objective data such as productivity metrics and health records with self-reports can enhance measurement accuracy. Broader sampling that includes freelancers, gig workers, and IT professionals from non-urban or international contexts would improve generalizability. Additionally, incorporating psychological variables like coping strategies, burnout, and job satisfaction can provide a more comprehensive understanding of employee well-being.

Experimental or quasi-experimental designs should also be employed to assess the effectiveness of interventions such as mindfulness training or flexible scheduling. By refining methodologies and expanding the research scope, future studies can offer more nuanced, reliable, and impactful contributions to organizational psychology.

8. Conclusion

This study investigates the relationship between perceived occupational stress and job involvement among IT professionals in India, drawing on established frameworks like the Job Demands–Resources (JD-R) Model and Conservation of Resources (COR) Theory. Using a gender-balanced sample of 300 participants and validated psychometric tools, the research found a significant negative correlation between stress and job involvement indicating that higher stress levels are linked to reduced engagement. Regression analysis confirmed that stress is a strong predictor of job involvement, regardless of age or experience, suggesting its universal impact across demographic groups. No significant gender differences were found, challenging assumptions that stress disproportionately affects women in tech roles.

The study also found that years of experience did not moderate the stress–involvement relationship, suggesting that tenure offers limited protection in fast-paced, high-pressure environments. These findings highlight the need for organizations to move beyond basic wellness programs and implement systemic changes such as job redesign, leadership development, and supportive work cultures to mitigate stress and enhance engagement. By validating classical organizational psychology theories in a non-Western, tech-driven context, this research offers both theoretical insights and practical implications. It underscores that occupational stress is not just an individual concern but a strategic organizational issue. Future longitudinal and intervention-based studies are needed to build scalable, culturally relevant solutions that foster both psychological well-being and sustained professional engagement.

Statements and Declarations

Consent to Participate:

Written informed consent was obtained from all participants.

Consent for Publication:

Not applicable (no individual data/images published).

Declaration of Conflicting Interests:

The author(s) declared no potential conflicts of interest.

Funding:

This research received no specific grant from funding agencies.

Additional Notes for Submission:

Artwork: All figures/tables are original and adhere to Sage's guidelines (300+ DPI, labeled).

Supplemental Material: Not applicable.

References

- Abdel-Halim, A. A. (1978). Employee affective responses to organizational stress: Moderating effects of job characteristics. *Personnel Psychology*, 31, 561–579.
- Agarwal, R. (2001). *Stress in life and at work*. Response Books.
- Ahmad, S. F., & Shah, F. A. (2007). Role stress of officers and clerks: An empirical study in banking industry. *Business Review*, 12(2), 1–9.
- Ahmady, S., Changiz, T., Masiello, I., & Brommels, M. (2007). Organizational role stress among medical school faculty members in Iran: Dealing with role conflict. *BMC Medical Education*, 7(14).
- Ahsan, N., Abdullah, Z., Fie, D. Y. G., & Alam, S. S. (2009). A study of job stress on job satisfaction among university staff in Malaysia: Empirical study. *European Journal of Social Sciences*, 8(1), 121–131.
- Akinnusi, D. M. (1994). Relationship between personal attributes, stressors, stress reactions and coping styles. *Management and Labour Studies*, 19(4), 211–218.
- Al-Mashaan, O. S. (2001). Job stress and job satisfaction and their relation to neuroticism, Type A behaviour, and locus of control among Kuwaiti personnel. *Psychological Reports*, 88, 1145–1152.
- Anantharaman, R. N., & Devasenapathy. (1980). Job involvement among managers, supervisors and workers. *Indian Journal of Applied Psychology*, 17, 77–79.
- Anderson, C. R. (1976). Coping behaviors as intervening mechanisms in the inverted-U stress-performance relationship. *Journal of Applied Psychology*, 61(1), 30–34.
- Anton, C. (2009). The impact of role stress on workers' behaviour through job satisfaction and organizational commitment. *International Journal of Psychology*, 44(3), 187–194.
- Arora, S., & Hastings, J. D. (2024). A survey-based quantitative analysis of stress factors and their impacts among cybersecurity professionals. *arXiv preprint*. <https://arxiv.org/abs/2409.12047>

- Atrian, A., & Ghobbeh, S. (2023). Technostress and job performance: Understanding the negative impacts and strategic responses in the workplace. *arXiv preprint*. <https://arxiv.org/abs/2303.04205>
- Bedeian, A. G., Armenakis, A. A., & Curran, S. M. (1981). The relationship between role stress and job-related, interpersonal and organizational climate factors. *The Journal of Social Psychology, 113*, 247–260.
- Chandriah, K., Agrawal, M., & Manoharan, N. (2003). Occupational stress and job satisfaction among managers. *Indian Journal of Occupational and Environmental Medicine, 7*(2), 6–11.
- Daniel, M. (2003). Job involvement and job stress among employees at private sector of Tiruchirappalli district. *Journal of Humanities and Social Science, 10*–14.
- Das, G. S. (1983). Some correlates of managerial job involvement: Implications for work reorganization decision. *SEDME, 10*(1).
- Deshpande, R., & Chakraborty, D. (2023). Impact of work stressors on career commitment – A study of Indian IT sector employees. *Prabandhan: Indian Journal of Management, 16*(11). <https://doi.org/10.17010/pijom/2023/v16i11/173214>
- Dhawan, N. (2015). Impact of stressors on job satisfaction: An empirical analysis. *Delhi Business Review, 16*(2), 59–68. <https://doi.org/10.51768/dbr.v16i2.162>
- Gautami, S., & Anupama, T. (2016). Organizational stressors & occupational stress of software professionals in India. *International Journal of Indian Psychology, 3*(3). <https://doi.org/10.25215/0303.143>
- Ghosh, G., & Deb, S. (1983). The role of tenure of service on job involvement with reference to self-esteem. *Managerial Psychology, 4*(12), 51–58.
- Gorn, G., & Kanungo, R. N. (1980). Job involvement and motivation: Are intrinsically motivated managers more job involved? *Organizational Behaviour and Human Performance, 26*, 265–274.
- Griffin, M. L., Hogan, N. L., & Lambert, E. G. (2009). Job involvement, job stress, job satisfaction, and organizational commitment and the burnout of correctional staff. *Journal of Criminal Justice, 37*(5), 523–531. <https://doi.org/10.1177/0093854809351682>
- Harigopal, K. (1980). Role stress variables, company satisfaction and job involvement: Personality factors of moderation. *Managerial Psychology, 1*, 13–25.

- Kazmi, S. S. H., Shukla, J., Tripathi, R. K., & Zaidi, S. Z. H. (2024). Occupational stress among middle-aged professionals in India. *Journal of Health Management*, 26(1), 45–60. <https://doi.org/10.1177/09727531231184299>
- Khaniya, J. R. (2022). Correlation between locus of control, occupational stress, job involvement and psychological well-being: A comparative study of Sahayak Police and Permanent Police Employees. *International Journal of Indian Psychology*, 10(2), 1598–1604. <https://doi.org/10.25215/1002.160>
- Knoop, R. (1995). Relationships among job involvement, job satisfaction and organisational commitment for nurses. *Journal of Psychology*, 129(6), 643–649.
- Kyriacou, C. (2006). Teacher stress and burnout. *International Reviews of Education*, 146–152.
- Madhura, S., Subramanya, P., & Balaram, P. (2014). Job satisfaction, job stress and psychosomatic health problems in software professionals in India. *Indian Journal of Occupational and Environmental Medicine*, 18(3), 153–161. <https://doi.org/10.4103/0019-5278.146917>
- Maryati, T., & Kusumayuda, A. (2021). Empirical study of job stress, turnover intention, and job involvement. In *Proceedings of the 4th International Conference on Sustainable Innovation 2020-Accounting and Management (ICoSIAMS 2020)* (pp. 50–57). Atlantis Press. <https://doi.org/10.2991/aer.k.210121.008>
- Michael R. Frone, Marcia Russell, & M. Lynne Cooper. (1995). Job stressors, job involvement and employee health: A test of identity theory. *Journal of Applied Psychology*, 80(1), 539–555. <https://doi.org/10.1037/0021-9010.80.4.539>
- Newman, J. E., & Beehr, T. A. (1979). Personal and organizational strategies for handling job stress. *Journal of Organizational Behavior*, 1(1), 13–31. <https://doi.org/10.1111/j.1744-6570.1979.tb00467.x>
- Ouyang, Z. (2009). The mediating effects of job stress and job involvement under job instability: Banking industry evidence. *International Journal of Human Resource Management*, 20(8), 1790–1801. <https://doi.org/10.1080/09585190903087273>
- Ramanathan, T., Mohan, R., & Rajendran, G. (2014). Research reviews on stress among working women in IT field. *International Journal of Scientific and Research Publications*, 4(9).
- Samartha, V., Begum, M., & Loksha, M. (2015). Impact of job stress on job satisfaction - An empirical study. *Indian Journal of Commerce and Management Studies*, 6(1), 34–40.
- Sarason, I. G., & Sarason, B. R. (n.d.). *Abnormal psychology: The problem of maladaptive behavior* (11th ed.).

- Schaufeli, W. B., & Peeters, M. C. W. (2000). Job stress and burnout among correctional officers: A literature review. *International Journal of Stress Management*, 7(1), 19–48.
<https://doi.org/10.1023/A:1009514731657>
- Selye, H. (1956). *The stress of life* (Revised ed.). McGraw-Hill.
- Singh, K. (2023). The relationship between occupational stress and job satisfaction among employed engineers. *International Journal of Indian Psychology*, 11(2), 1200–1206.
<https://doi.org/10.25215/1102.128>
- Stimulus, T. (2006). Managing stress in IT workers. *Network World*, April issue.
- Tiwari, V., & Singh, A. P. (2014). A study of occupational stress and job involvement of employees in private sector. *Indian Journal of Positive Psychology*, 5(1), 95–98.