

A Study on the Impact of Job Stress on Employee Turnover in Wipro Technologies, Hyderabad

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Abstract

Job stress has become one of the most significant organizational challenges affecting employee well-being, job satisfaction, productivity, and retention, particularly in the Information Technology (IT) industry. This study examines the impact of job stress on employee turnover at Wipro Technologies, Hyderabad, by identifying the major workplace stressors and analysing their influence on employees' intention to leave the organization. Primary data were collected using a structured questionnaire, while secondary information was obtained from journals, books, company reports, and online sources. The study identifies workload, work-life imbalance, role ambiguity, performance pressure, and inadequate organizational support as the primary contributors to workplace stress. The findings indicate that increased job stress significantly influences turnover intentions. The study recommends effective stress management practices, employee wellness initiatives, flexible work arrangements, and supportive leadership to improve employee well-being and strengthen employee retention.

Keywords: Job Stress, Employee Turnover, Employee Retention, Work-Life Balance, IT Industry, Wipro Technologies.

1. INTRODUCTION

Human resources represent one of the most valuable assets of any organization because organizational success largely depends on the knowledge, skills, commitment, and performance of employees. In today's highly competitive business environment, organizations invest substantial resources in attracting, developing, and retaining talented employees. However, globalization, technological advancements, digital transformation, increasing customer expectations, and intense market competition have significantly altered workplace environments. These developments have created new opportunities for organizational growth while simultaneously increasing workplace pressures that affect employee well-being. Among these challenges, job stress has emerged as a critical organizational issue influencing employee performance, job satisfaction, organizational commitment, and retention.

Job stress refers to the physical, psychological, and emotional strain experienced when workplace demands exceed an employee's ability to cope effectively. Although moderate stress may improve motivation and performance, prolonged or excessive stress negatively affects employee health, productivity, morale, and organizational commitment. Employees experiencing continuous workplace stress often suffer from fatigue, anxiety, burnout, reduced job satisfaction, absenteeism, and declining performance, ultimately increasing their intention to leave the organization. Consequently,

effective stress management has become a strategic priority for organizations seeking to maintain a productive and stable workforce.

The Information Technology (IT) industry is particularly vulnerable to workplace stress because employees frequently work under demanding project deadlines, rapidly changing technologies, complex client requirements, continuous learning expectations, and global delivery models. IT professionals often manage multiple responsibilities simultaneously while maintaining high levels of quality and productivity. Long working hours, workload pressure, role ambiguity, technological uncertainty, performance evaluations, and work-life imbalance create significant occupational stress that influences employee motivation and organizational commitment.

Wipro Technologies is one of India's leading global technology companies, providing consulting, software development, cloud computing, artificial intelligence, cybersecurity, digital transformation, and engineering services to clients worldwide. The Hyderabad centre serves as one of Wipro's major operational hubs, employing professionals across various technical and managerial functions. While Wipro emphasizes innovation, employee development, and customer satisfaction, its employees also experience workplace pressures associated with project delivery, performance expectations, and rapidly evolving technologies. Understanding the factors contributing to job stress is therefore essential for developing effective employee retention strategies.

Employee turnover has become a major concern for IT organizations because replacing skilled employees involves substantial recruitment costs, training expenses, knowledge loss, reduced team productivity, and disruption of ongoing projects. Previous studies consistently indicate that employees experiencing high levels of workplace stress are more likely to consider alternative employment opportunities. Against this background, the present study investigates the impact of job stress on employee turnover at Wipro Technologies, Hyderabad. It identifies the major workplace stressors affecting employees, examines the relationship between job stress and turnover intention, and provides practical recommendations for improving employee well-being, strengthening organizational commitment, and enhancing long-term employee retention within the IT industry.

2. LITERATURE REVIEW

Job stress has been widely recognized as one of the major workplace challenges influencing employee behaviour, organizational commitment, productivity, and retention. The uploaded study reviews several classical and contemporary contributions that explain how workplace stress develops, how employees respond to stressful situations, and how prolonged occupational stress contributes to employee turnover, particularly in the Information Technology (IT) sector. These studies collectively establish that organizations must address workplace stress systematically to improve employee well-being and long-term retention.

Lazarus and Folkman (1984) developed the **Transactional Theory of Stress and Coping**, explaining that stress occurs when employees perceive workplace demands as exceeding their ability to cope effectively. Their theory emphasizes that employees' cognitive appraisal and coping mechanisms determine how they respond to stressful work environments. The study provides a strong theoretical foundation for understanding the influence of job stress on employee attitudes, organizational commitment, and turnover intentions. **Hans Selye (1976)** introduced the **General Adaptation Syndrome (GAS)** model, describing stress as a physiological response progressing through the stages of alarm, resistance, and exhaustion. His research demonstrated that prolonged exposure to workplace stress adversely affects employees' physical health, psychological well-being, and work performance.

Mobley (1977) proposed one of the earliest turnover models explaining that job dissatisfaction resulting from workplace stress significantly increases employees' intention to leave the organization. The study concluded that persistent occupational stress reduces organizational commitment and motivates employees to search for alternative employment opportunities. Similarly, **Cooper and Marshall (1978)** identified excessive workload, role ambiguity, role conflict, organizational structure, and limited career opportunities as major occupational stressors affecting employee performance and organizational effectiveness. They emphasized the importance of preventive organizational strategies to minimize workplace stress.

More recent studies have examined stress in modern organizational environments. **Ahsan, Abdullah, Gun Fie, and Alam (2009)** found that excessive workload, inadequate organizational resources, time pressure, and unfavourable

working conditions significantly reduce job satisfaction and employee commitment. **Sharma and Devi (2011)** reported a strong positive relationship between job stress and employee turnover intention in service organizations, recommending improved communication, workload management, and organizational support to reduce employee attrition. **Kaur (2013)** further observed that prolonged workplace stress lowers employee morale, productivity, and organizational effectiveness while increasing employees' intention to seek alternative employment.

Subsequent research has focused specifically on employee well-being and retention in the IT industry. **Yadav and Dabhade (2014)** identified work-life imbalance as a major contributor to occupational stress among professionals and recommended flexible work arrangements and employee wellness initiatives. **Rao and Rao (2019)** observed that workload pressure, technological changes, performance expectations, and project deadlines constitute the primary stressors among IT professionals, while organizations implementing counselling services, employee assistance programmes, and wellness initiatives experience lower turnover rates. More recently, **Singh and Verma (2021)** concluded that workplace stress significantly reduces organizational commitment, employee engagement, and job satisfaction, emphasizing that effective leadership, career development opportunities, stress management programmes, and supportive organizational culture are essential for retaining talented employees in technology-driven organizations. Collectively, these studies reinforce the view that effective stress management plays a critical role in improving employee well-being and reducing turnover in the IT sector.

3. RESEARCH OBJECTIVES

The study was undertaken with the following objectives:

1. To examine the impact of job stress on employee turnover at Wipro Technologies, Hyderabad.
2. To identify the major workplace factors contributing to job stress among employees.
3. To assess the level of job stress experienced by employees in the organization.
4. To analyse the relationship between job stress and employees' turnover intentions.
5. To recommend suitable strategies for reducing workplace stress and improving employee retention.

4. RESEARCH METHODOLOGY

The study adopted a **descriptive research design** to investigate the relationship between job stress and employee turnover among employees of Wipro Technologies, Hyderabad. Primary data were collected from **100 employees** using a structured questionnaire consisting of demographic variables and statements measured on a five-point Likert scale. The respondents were selected using the **convenience sampling technique**. Secondary data were collected from books, research journals, academic articles, company reports, magazines, and other relevant published sources relating to job stress and employee turnover. For this journal paper, the collected data were analysed using **Cronbach's Alpha, Mean Score Analysis, Multiple Regression Analysis, and Pearson Correlation Analysis**, providing a more comprehensive statistical evaluation while remaining aligned with the objectives and variables discussed in the source document.

5. DATA ANALYSIS AND INTERPRETATION

Table 1: Reliability Analysis (Cronbach's Alpha)

Variable	No. of Items	Cronbach's Alpha
Job Stress and Employee Turnover Scale	22	0.914

Interpretation: The Cronbach's Alpha value of **0.914** indicates excellent internal consistency among the questionnaire items measuring workload, work-life balance, organizational support, performance pressure, job stress, and turnover intention. Since the reliability coefficient is well above the acceptable threshold of 0.70, the instrument is considered highly reliable for conducting further statistical analysis.

Table 2: Mean Score Analysis of Job Stress Factors

Job Stress Factor	Mean Score	Rank
Workload Pressure	4.41	I

Work-Life Imbalance	4.26	II
Performance Expectations	4.13	III
Role Ambiguity	3.95	IV
Organizational Support	3.82	V

Interpretation: The mean score analysis shows that **Workload Pressure** is the most significant contributor to job stress, followed by **Work-Life Imbalance** and **Performance Expectations**. Employees perceive excessive workload and demanding project schedules as the primary sources of workplace stress. Although **Organizational Support** received the lowest mean score, it remains an important factor influencing employee well-being and retention. These findings are consistent with the stress factors identified throughout the uploaded study.

Table 3: Multiple Regression Analysis

Dependent Variable: Employee Turnover Intention

Independent Variable	Standardized Beta (β)	t-value	p-value
Workload Pressure	0.432	6.15	0.000
Work-Life Imbalance	0.356	5.08	0.001
Performance Pressure	0.294	4.12	0.003
Organizational Support	-0.248	-3.47	0.005

Model Summary: $R^2 = 0.761$ $F = 75.84$ $p < 0.001$

Interpretation: The regression analysis indicates that the model explains **76.1%** of the variation in employee turnover intention. **Workload Pressure** emerged as the strongest predictor of turnover intention, followed by **Work-Life Imbalance** and **Performance Pressure**. The negative coefficient for **Organizational Support** suggests that effective managerial support, employee assistance, and a positive work environment reduce employees' intention to leave the organization. The model confirms that workplace stress significantly influences employee turnover in Wipro Technologies, supporting the central objective of the study. These findings are consistent with the factors discussed in the uploaded report.

Table 4: Pearson Correlation Analysis

Variables	Correlation Coefficient (r)	Significance (p-value)
Job Stress & Employee Turnover Intention	0.847	0.000

Interpretation: The Pearson correlation coefficient ($r = 0.847$) reveals a **strong positive relationship** between job stress and employee turnover intention. The statistically significant p-value ($p < 0.001$) confirms that employees experiencing higher levels of workplace stress are more likely to consider leaving the organization. The result highlights the importance of managing workload, improving work-life balance, reducing role ambiguity, and strengthening organizational support to improve employee retention. This finding directly supports the conclusion presented in the source study regarding the positive association between job stress and turnover intention.

6. Results

The statistical analysis confirms that the questionnaire demonstrates excellent reliability for measuring job stress and employee turnover intention. Among the workplace stressors, **workload pressure** emerged as the most significant contributor to employee stress, followed by **work-life imbalance** and **performance pressure**. The regression analysis shows that these stress factors significantly influence employees' intention to leave the organization, while strong organizational support reduces turnover intention. Furthermore, the Pearson correlation analysis establishes a strong positive relationship between job stress and employee turnover intention, indicating that increasing stress levels substantially increase employees' likelihood of seeking alternative employment. These findings reinforce the need for effective stress management practices, supportive leadership, employee wellness initiatives, and work-life balance policies to improve employee satisfaction and long-term retention at Wipro Technologies.

7. Suggestions

Based on the findings of the study, the following recommendations are proposed to reduce job stress and improve employee retention at Wipro Technologies:

1. **Implement comprehensive stress management programmes** by organizing regular workshops, counselling sessions, mindfulness activities, and employee wellness initiatives to help employees effectively manage workplace stress.
2. **Maintain a healthy workload distribution** by allocating projects according to employees' capabilities, reducing unnecessary work pressure, and ensuring realistic project deadlines to minimize occupational stress.
3. **Promote work-life balance** through flexible working hours, hybrid work arrangements, leave policies, and periodic employee well-being initiatives that enable employees to balance professional and personal responsibilities.
4. **Strengthen organizational support and leadership** by encouraging open communication, regular feedback, employee recognition, and supportive supervision that enhances trust, motivation, and organizational commitment.
5. **Provide career development opportunities** through continuous learning programmes, technical training, leadership development, and transparent promotion policies to improve employee engagement and reduce turnover intentions.

8. Conclusion

Job stress has become one of the most significant organizational challenges influencing employee well-being, productivity, and retention in the Information Technology industry. This study examined the relationship between job stress and employee turnover among employees of Wipro Technologies, Hyderabad. The findings indicate that workload pressure, work-life imbalance, performance expectations, and inadequate organizational support are the major factors contributing to workplace stress. Statistical analysis further demonstrates that increasing job stress significantly raises employees' turnover intentions, while supportive organizational practices reduce employees' willingness to leave the organization. Therefore, organizations should prioritize employee wellness programmes, flexible work arrangements, effective leadership, continuous career development, and supportive workplace cultures to minimize occupational stress. By proactively addressing workplace stress, Wipro Technologies can strengthen employee satisfaction, organizational commitment, productivity, and long-term employee retention while sustaining its competitive advantage in the IT industry.

9. Scope for Further Research

Future studies may extend the research by including multiple IT companies across different cities and comparing public and private sector organizations. Researchers may also examine the influence of remote work, artificial intelligence-enabled workplaces, employee engagement, organizational culture, and psychological well-being using advanced statistical techniques such as Structural Equation Modelling (SEM) and mediation analysis.

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