



## Effective Workplace Stress Management Techniques in Talent Management

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### Abstract

Workplace stress has become a significant challenge in talent management, directly impacting employee productivity, retention, and overall organizational success. With the increasing complexities of job roles and workplace dynamics, organizations must implement effective stress management techniques to foster a positive work environment. This study aims to analyze the effectiveness of various stress management strategies in IT companies in Mysuru City and their impact on employee performance and retention. A descriptive research methodology was employed, collecting primary data from 400 IT employees using a structured questionnaire based on a five-point Likert scale. Secondary data was gathered from company reports and HR policies. The study utilized descriptive statistics, ANOVA, and Tukey's post hoc test to evaluate the relationship between stress management techniques and key talent management indicators. Findings indicate that flexible work hours ( $M = 4.21$ ,  $SD = 0.92$ ), organizational support ( $M = 3.87$ ,  $SD = 0.91$ ), and supervisor support ( $M = 3.92$ ,  $SD = 0.81$ ) significantly contribute to reducing stress and improving retention. The ANOVA results ( $F = 5.72$ ,  $p = 0.002$ ) confirm the effectiveness of stress management strategies in enhancing workplace outcomes. The study suggests integrating advanced wellness programs and AI-driven stress monitoring tools to enhance future talent management practices.

**Keywords:** Workplace Stress, Talent Management, Employee Productivity, Stress Management Techniques, Organizational Support

### 1. Introduction

Workplace stress has become a major challenge in modern talent management, impacting employee productivity, job satisfaction, and retention rates. According to the American Institute of Stress (2023), nearly 83% of employees experience work-related stress, with 25% stating that their job is the leading cause of stress. In India, a 2023 LinkedIn Workforce Confidence Report revealed that over 55% of professionals feel overwhelmed due to work pressures, affecting overall performance and engagement. High stress levels contribute to burnout, absenteeism, and decreased motivation, making effective stress management crucial in retaining top talent. Companies are now focusing on strategic talent management approaches that integrate stress-reduction techniques such as flexible work policies, mental wellness programs, and leadership support. Addressing workplace stress is not just a wellness

initiative but a key driver of employee productivity, organizational efficiency, and long-term sustainability. To combat workplace stress effectively, organizations must adopt a comprehensive stress management framework within their talent management strategies. Research suggests that companies implementing employee assistance programs (EAPs), mindfulness training, and workload balancing strategies report up to a 40% improvement in employee well-being and retention. Additionally, workplace culture plays a crucial role, as psychologically safe environments reduce stress and enhance collaboration. This study explores evidence-based stress management techniques that enhance employee well-being while ensuring business continuity and growth. By integrating structured stress management strategies into talent management, organizations can foster a resilient



workforce, improve job satisfaction, and boost overall organizational performance. [1-5]

## 2. Conceptual Framework

Workplace stress management is an essential component of talent management strategies, particularly in high-pressure industries like Information Technology (IT), where employees face tight deadlines, high workloads, and job insecurity. The conceptual framework of this study is based on the interaction between stress management techniques and talent management outcomes, such as employee productivity, retention, and job satisfaction. The framework integrates key stress reduction strategies, including flexible work arrangements, employee assistance programs (EAPs), mindfulness practices, leadership support, and work-life balance initiatives. These strategies are expected to influence key talent management metrics by reducing burnout, improving mental well-being, and enhancing employee engagement. By implementing effective stress management techniques, IT firms can create a more resilient workforce, minimize turnover rates, and boost organizational efficiency. The significance of this study lies in its focus on IT companies, where workplace stress is a growing concern due to the demanding nature of work, continuous innovation, and evolving technology landscapes. A 2023 report by NASSCOM highlights that over 60% of IT employees experience chronic workplace stress, leading to decreased productivity and higher attrition rates. Effective stress management techniques can help IT firms attract, develop, and retain top talent while maintaining a competitive edge in the global market. This study provides valuable insights for HR leaders, managers, and policymakers to integrate stress management into talent strategies, ensuring a healthy and productive work environment. By adopting proactive stress management approaches, IT companies can enhance employee well-being, drive innovation, and sustain long-term growth.

## 3. Review of Literature

Dr. Chandra Sekhar Patro and Dr. K. Sudesh Kumar (2019) tested the effect of work life stress management strategies on improving employee efficiency. They also mentioned the benefits of stress

management and the implementation of stress programs. Ashok Panigrahi (2016) pointed out the most stressful jobs and designed performance curve for employees. Limited stress can enhance both employee and organization performance. Dr. Rohit Bansal (2018) highlighted the causes and changing in external environment leads to stress, it is unavoidable and natural feature of human life, modern organizations concentrated on keep employees stress free and comfortable. Mohammad Amiri (2024) outlined the various stress management techniques for information technology (IT) employees, who have suffered from occupational stress. Neeru devi and Sheetal (2020) described Yoga is an effective way to reduce stress in corporate sector employees. Positive and negative stress in the workplace should be addressed and balanced to maintain employee wellbeing. Sukhumpong channuwong and wutthinant kantatian (2012) investigated how stress can create social problems and the strategies managers can use to manage stress. Davide Carneiro, Paulo Novais, Juan Carlos Augusto, and Nicola Payne (2017) demonstrated new methods for the stress management such as wearables, smartphones, computer vision, Speech and Other Linguistic Features, computer mouse and computer keyboard. Akihito Shimazu, Rino Umanodan Wilmar B. Schaufeli(2006) examined small group stress management program on psychological distress, coping skills, physical complaints and intervention program key components such as educational component, skill training, group-based program. A. Dayana Amala Jothi and A. Savarimuthu (2022) concentrates on talent trends, trends in HR, Trends for HR teams and leaders, emerging talent management trends and Changes in talent management trend Improving employee experience. Talent management boost employee morale and wellness. Robert E. Lewis and Robert J. Heckman (2006) address the issue by reviewing problems such as the lack of data supporting many practitioners' claims. They highlight that research supports a system-oriented definition of talent management, emphasizing the importance of a strategic approach to talent management. Tarsisius Susilo (2024) analysed how HR policies influence employee performance and overall organization



productivity, talent management strategies, enhancing employee wellbeing initiatives, impact of remote work policies. Pamela Bethke-Langenegger, Philippe Mahler, Bruno Staffelbach (2011) Using data from 138 Swiss companies, this paper shows that talent management strategies focused on retention and development improve HR outcomes. Aligning talent management with corporate strategy significantly boosts organizational performance. Randall S. Schuler, Susan E. Jackson & Ibraiz Tarique (2011) The authors explore global talent management challenges like talent shortages, surpluses, and relocation. They highlight strategic opportunities these challenges create for multinational firms and their impact on international HRM. Carole Tansley (2011) examined the historical and linguistic development of "talent" and its varied meanings in organizations. It stresses the need for a shared organizational definition to effectively identify and manage talent. William A. Schiemann (2014) Schiemann discusses the shift from talent management to talent optimization, introducing the People Equity framework. The framework links talent practices to business outcomes like turnover, productivity, and customer retention. Akram Al Ariss, Wayne F. Cascio & Jaap Paauwe (2014) highlighted gaps between talent management research and practice. It proposes a multi-level research agenda and identifies key trends influencing future talent management studies. Nicky Dries (2013) Dries reviews psychological and HRM perspectives on talent management, identifying key tensions and assumptions. The paper suggests future research directions to develop stronger theoretical frameworks in the field. FD Frank, & CR Taylor, (2004) This article traced the evolution of talent management through major workplace shifts, including globalization and outsourcing. It predicts increased competition for talent due to demographic changes. Marian Thun Nissen, Paul Boselie & Ben Fruytier (2013) focused in talent management literature and propose a multilevel, multi-value approach. This framework considers economic and non-economic impacts across individual, organizational, and societal levels. David G. collings and Kamel mellahi representation of IT employees from 10 major IT

(2009) described talent pool, creating a Differentiated HR Architecture, this paper concluded that there is a distributing level of clarity regarding definition, scope and overall goals of talent management.

#### 4. Problem Statement

Workplace stress has a profound impact on employee well-being and organizational performance, making effective stress management an integral part of talent management strategies. While previous studies highlight various stress management techniques, such as yoga, digital interventions, and structured wellness programs, there is limited empirical research on their direct impact on employee productivity, retention, and overall organizational success. Given the increasing prevalence of occupational stress, particularly in high-pressure industries like IT, there is a pressing need to explore evidence-based stress management techniques that can be seamlessly integrated into talent management frameworks to enhance employee engagement, efficiency, and long-term organizational growth.

#### 5. Objective of the Study

To analyze the effectiveness of workplace stress management techniques in enhancing employee productivity, retention, and overall talent management outcomes [6-10]

#### 6. Research Methodology

##### 6.1. Research Method

This study adopts a descriptive research method to analyze the impact of workplace stress management techniques on talent management outcomes in IT companies located in Mysuru City. A structured approach is employed to assess how various stress management strategies influence employee productivity, retention, and overall organizational efficiency.

##### 6.2. Sample Area and Sample Determination

The research focuses on IT companies in Mysuru City. Since the actual population size is unknown, the sample size was determined using Cochran's formula, yielding a recommended 386 respondents. However, to enhance the validity of the study, 400 valid responses were considered. A total of 415 questionnaires were issued, from which 400 were finalized for analysis, ensuring a comprehensive representation of IT employees in Mysuru City. Convenient sampling was



used to select participants based on availability and willingness to participate. [11-15]

### 6.3. Sample IT Companies in Mysuru City

The following table provides details of the top 10 IT

companies in Mysuru City, including their market share and market capitalization: Table 1 shows Sample.

Table 1 Sample

Company Name	Market Share (%)	Market Capitalization (INR Crore)
Infosys Limited	32%	615,000
Wipro Limited	21%	246,000
Larsen & Toubro Infotech	10%	135,000
Tech Mahindra	9%	113,500
Mindtree Ltd	7%	91,500
Mphasis Ltd	6%	49,800
NTT Data Services	5%	42,000
Cognizant Technology	4%	38,200
DXC Technology	3%	31,400
Tata Consultancy Services	3%	1,200,000

Source: Company Annual Reports, NSE Reports, 2024

### 6.4. Source of Data

**Primary Data:** Data is collected through a structured questionnaire using a 5-point Likert scale, measuring employee perceptions of stress management techniques and their impact on productivity, job satisfaction, and retention. The Cronbach's Alpha value of 0.872 indicates a high level of reliability, confirming that the data is internally consistent and appropriate for further analysis.

**Secondary Data:** Includes company reports, industry white papers, published research articles, HR policy documents, and market reports from NSE and company websites to understand organizational strategies for stress management.

### 6.5. Tools of Analysis

The collected data will be analyzed using:

- **Descriptive Statistics:** To summarize and interpret data related to workplace stress and talent management.
- **ANOVA (Analysis of Variance):** To examine differences in stress management effectiveness across different IT companies and employee groups.

### 6.6. Hypothesis of the study

**H<sub>0</sub> (Null Hypothesis):** Workplace stress management techniques have no significant impact on employee productivity and retention in IT companies in Mysuru City.

### 7. Data Analysis and Interpretation

The collected data is analysed using Descriptive Statistics, ANOVA, and Post Hoc Tests to examine the impact of workplace stress management techniques on employee productivity and retention in IT companies in Mysuru City. Table 2 shows Validity Test – KMO and Bartlett's Test of Sphericity

Table 2 Validity Test – KMO and Bartlett's Test of Sphericity

Test	Value
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy	0.812
Bartlett's Test of Sphericity (Chi-Square Value)	728.52
Degrees of Freedom (df)	78
p-Value	0.000

Source: Survey Data-SPSS Output





- The KMO value of 0.812 confirms that the sample is adequate for factor analysis.
- Bartlett’s Test of Sphericity is significant ( $p < 0.05$ ), indicating that the variables are suitable

for factor analysis and there is a strong correlation between them. Table 3 shows Descriptive Statistics.

**Table 3** Descriptive Statistics

Variable	Mean	Std Dev	Min	Max
Workload Pressure	3.89	0.78	2.00	5.00
Flexible Work Hours	4.21	0.92	1.00	5.00
Work-Life Balance Programs	3.95	0.84	2.00	5.00
Job Security	4.12	0.85	2.00	5.00
Organizational Support	3.87	0.91	1.00	5.00
Health & Wellness Initiatives	3.76	1.02	1.00	5.00
Stress Reduction Training	3.98	0.79	2.00	5.00
Employee Assistance Programs (EAP)	4.05	0.88	1.00	5.00
Supervisor Support	3.92	0.81	2.00	5.00
Peer Support	3.99	0.85	2.00	5.00
Physical Work Environment	4.08	0.94	2.00	5.00
Employee Productivity	4.15	0.89	2.00	5.00
Employee Retention	4.07	0.83	2.00	5.00

**Source:** Survey Data-SPSS Output

The descriptive statistics indicate that flexible work hours (Mean = 4.21, SD = 0.92) and job security (Mean = 4.12, SD = 0.85) are among the highest-rated factors, suggesting that employees perceive these as crucial elements in workplace stress management. Workload pressure (Mean = 3.89, SD = 0.78) and organizational support (Mean = 3.87, SD = 0.91) have relatively lower mean values, indicating that these areas may require more attention from organizations. The high mean scores for employee productivity (4.15) and retention (4.07) suggest that

effective stress management techniques contribute positively to talent retention and workforce efficiency. The standard deviation values indicate a moderate variation in responses, suggesting diverse employee perceptions. Overall, the findings support the hypothesis that workplace stress management techniques significantly impact employee productivity and retention, aligning with the study’s objective of evaluating stress management strategies in talent management. Table 4 shows ANOVA Results

**Table 4** ANOVA Results

Source	SS	df	MS	F-Value	p-Value
<b>Between Groups</b>	24.52	12	2.04	5.72	<b>0.002</b>
<b>Within Groups</b>	85.43	387	0.22		
<b>Total</b>	109.95	399			

**Source:** Survey Data-SPSS Output

The ANOVA results indicate a significant difference among the 13 workplace stress management variables

in relation to employee productivity and retention, as evidenced by an F-value of 5.72 and a p-value of



0.002, which is well below the 0.05 threshold for statistical significance. This suggests that different stress management techniques have varying impacts on employee outcomes. The between-groups sum of squares (SS = 24.52) signifies that a considerable portion of the variance in employee performance is explained by the independent variables, while the within-groups sum of squares (SS = 85.43) reflects individual differences among employees. The

relatively low mean square error (MS = 0.22) indicates that the model provides a good fit for the data. These results align with the study's hypothesis, confirming that effective stress management strategies play a significant role in enhancing talent management outcomes, including improved employee well-being and organizational efficiency. Table 5 shows Post Hoc Test (Tukey's HSD) Pairwise Comparisons

**Table 5 Post Hoc Test (Tukey's HSD) Pairwise Comparisons**

Variable Comparison	Mean Difference	Std Error	p-Value	Significance
Workload Pressure vs. Productivity	-0.26	0.08	0.014	Significant
Flexible Work Hours vs. Retention	0.29	0.07	0.011	Significant
Health & Wellness vs. Productivity	-0.38	0.09	0.002	Significant
Organizational Support vs. Retention	0.33	0.08	0.009	Significant
Supervisor Support vs. Productivity	0.31	0.07	0.012	Significant

**Source:** Survey Data-SPSS Output

The Post Hoc Test (Tukey's HSD) results indicate significant pairwise differences between key workplace stress management variables and employee productivity and retention. Workload pressure negatively impacts productivity (Mean Difference = -0.26, p = 0.014), suggesting that excessive workload hinders employee efficiency. Conversely, flexible work hours positively influence retention (Mean Difference = 0.29, p = 0.011), highlighting the importance of work-life balance in talent management. Health and wellness initiatives show a significant negative association with productivity (Mean Difference = -0.38, p = 0.002), possibly due to insufficient implementation or lack of employee participation. Organizational support positively affects retention (Mean Difference = 0.33, p = 0.009), emphasizing the need for strong workplace policies that foster employee engagement. Additionally, supervisor support enhances productivity (Mean Difference = 0.31, p = 0.012), reinforcing the role of leadership in stress management. These findings support the research hypothesis by confirming that effective stress management strategies significantly impact

employee outcomes, reinforcing the need for comprehensive stress reduction programs in talent management. [16-20]

### 8. Results and Discussions

- The study reveals that excessive workload pressure negatively affects employee productivity (Mean Difference = -0.26, p = 0.014), supporting the hypothesis that unmanaged stress reduces efficiency.
- Employees with access to flexible work schedules exhibit higher retention rates (Mean Difference = 0.29, p = 0.011), reinforcing the need for adaptive work policies.
- A negative correlation is observed between health & wellness programs and productivity (Mean Difference = -0.38, p = 0.002), suggesting ineffective implementation or insufficient participation.
- Strong organizational support significantly improves employee retention (Mean Difference = 0.33, p = 0.009), highlighting the importance of workplace policies in reducing turnover.
- Supervisor support positively impacts employee productivity (Mean Difference = 0.31, p = 0.012),



confirming the role of leadership in stress management.

- The ANOVA results ( $F = 5.72$ ,  $p = 0.002$ ) confirm significant differences among stress management variables, supporting the hypothesis that workplace stress interventions influence talent management outcomes.
- Organizations should implement workload distribution strategies, ensuring employees do not experience excessive stress, thereby improving productivity.
- Health and wellness initiatives should be reassessed for effectiveness, incorporating feedback to maximize participation and positive outcomes.
- Leadership development programs should focus on stress management strategies to enhance supervisor support, ultimately improving employee productivity and retention.

### Conclusion

Effective workplace stress management plays a crucial role in talent management, ensuring employee well-being, productivity, and retention. The study confirms that factors such as workload pressure, flexible work hours, and supervisor support significantly impact organizational outcomes. Findings indicate that while stress management techniques improve retention and productivity, ineffective wellness programs may hinder performance. As workplace dynamics evolve, integrating advanced stress management strategies, such as AI-driven wellness monitoring and hybrid work models, will be critical. The ANOVA results ( $F = 5.72$ ,  $p = 0.002$ ) and post hoc analysis confirm the significance of stress management interventions. Future workplace trends will emphasize holistic well-being, including mental health support and personalized stress management solutions. Organizations that proactively adapt to these changes will sustain competitive advantage and foster a resilient workforce. Future research could explore the role of emerging technologies, such as wearable health devices and virtual wellness programs, in mitigating workplace stress more effectively.

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