

Job Motivation as a Keys to Employee Wellbeing- A Study on It Employees Working Hyderabad

Dr. Pamula Radha Krishna

Assistant Professor (C)

Department of Business Management

Dr.B.R.Ambedkar Open University-Hyd.033

Email: radhakrishnaphd@gmail.com

"The greatest hindrance to the growth of an individual is isolation. Human interaction and cooperation are the keys to true motivation and productivity- Elton Mayo

Information technology (IT) sector has seen a tremendous improvement in the past few years. It is evident that Hyderabad is one of the fastest growing IT sector in India. In the financial year 2023-24 the average IT exports of IT services in Hyderabad recorded an 11.3% growth in IT/ITeS exports, significantly higher than the national average of 3.3%. There is a sharp growth in IT jobs postings with a 41.5% increase from April 2023 to April 2024, which is far more than the national average. There are many top multinational companies like Google, Facebook, Microsoft, Amazon, and Apple. The environmental factors, strong fundamentals, supportive government, and skilled workforce make it a compelling destination for IT companies and professionals. In recent years IT has brought significant opportunities but also substantial challenges for employees. The IT companies always tries to get the market position by higher productivity and continuous innovation, which further affects the IT employees often experience high levels of work stress, which can impact their mental and physical well-being. At the same time, maintaining job motivation is crucial, as it drives performance, engagement, and job satisfaction. Striking a balance between motivation and stress is essential to foster an environment where employees feel energized, valued, and capable of managing workplace demands. This study aims to explore the dynamic relationship between job motivation and work stress among IT professionals in Hyderabad, examining how these factors influence overall employee well-being. Through this research, we seek to uncover strategies that organizations can adopt to support their workforce, enhance motivation, mitigate stress, and ultimately promote a healthier, more productive workplace.

Job motivation encompasses the internal and external drivers that encourage employees to remain engaged, energetic, and dedicated to their roles. It affects how much effort they put into their work, their overall performance, and their satisfaction with their job. When motivation is high, employees are generally more productive, deliver higher-quality work, and experience greater job satisfaction. In contrast, low motivation can lead to disengagement, decreased performance, and higher turnover rates. To cultivate a motivated workforce, organizations often implement strategies like recognition programs, career advancement opportunities, and reward systems.

Mayo (Father of Modern Human Resource Management) believed that job motivation is deeply rooted in human relationships and the social dynamics of the workplace. He emphasized that motivation is enhanced when employees feel connected and valued within a supportive social environment. According to Mayo, "Employees are motivated by social needs and thrive in an environment where they feel valued, understood, and part of a cohesive team" (Mayo, 1933)¹

Drucker viewed job motivation as a function of individual responsibility, meaningful work, and alignment with organizational goals. He argued that employees are motivated when they are given autonomy, clear objectives, and the opportunity to contribute to a greater purpose. Drucker stated, "The most effective way to motivate employees is by giving them responsibility and making them partners in their work, encouraging them to see their efforts as crucial to organizational success" (Drucker, 1954).²

Motivation theories focus on specific elements that drive employee behavior towards achieving organizational performance. For instance, Maslow's Hierarchy of Needs suggests that employees have five levels of needs: physiological, safety, social, esteem, and self-actualization (Michael T. Leea, December 2016)).

¹ Mayo, G.E. (1933). The Human Problems of an Industrial Civilization. New York: The Macmillan Company.

² Drucker, P.F. (1954). The Practice of Management. New York: Harper & Row



Review of Literature

Title	Name (Year)	Journal Name	Objectives	Observations/Conclusions
Remote Work and Work-Life Boundaries in the Indian IT Sector	Sahoo and Mishra (2022)	<i>Journal of Work-Life Integration</i>	To explore the challenges faced by IT employees in India in maintaining work-life balance in remote settings.	Work-life integration has become challenging as work and home boundaries blur, causing stress and impacting mental well-being. The work-life boundary theory supports the need for clear physical and psychological boundaries.
Psychological Impact and Mental Health Concerns Among IT Employees	Rizwan & Sivasubramanian (2022), Krishnan et al. (2023)	<i>Asian Journal of Management and Commerce</i>	To investigate the psychological impact of remote work, focusing on stress, isolation, and emotional exhaustion.	Remote work leads to social isolation, increased stress, and mental fatigue due to prolonged screen time and lack of separation between work and home. A NASSCOM survey found 45% of employees reported heightened stress.
Positive Aspects of Remote Work on Employee Well-Being in IT	Gajendran & Harrison (2007), Srivastava (2022)	<i>Journal of Applied Psychology</i>	To assess the potential positive effects of remote work on employee well-being, job satisfaction, and flexibility.	Remote work increases autonomy, flexibility, and job satisfaction by reducing commuting stress and enhancing work-life balance. IT employees report better mental well-being and satisfaction.

Managerial Support and Organizational Interventions in the Indian IT Context	Kossek, Thompson & Lautsch (2015), Rizwan & Sivasubramanian (2022), Srivastava (2022)	<i>International Journal of Human Resource Management</i>	To examine the role of managerial support and organizational policies in managing remote work challenges.	Managerial support, clear work-hour policies, and mental health resources are essential in preventing burnout. Employees who receive support report reduced stress and increased productivity.
The Role of Technology in Supporting Remote Work in IT Industry	Kumar & Verma (2022)	<i>Journal of Technology Management</i>	To explore how technology facilitates remote work and supports employee well-being in the IT industry.	Technology has been a crucial enabler of remote work, providing tools for collaboration and communication. However, over-reliance on digital tools can lead to screen fatigue and stress.
Work-Life Balance and Employee Well-Being in the Indian IT Sector	Sharma & Desai (2021)	<i>Journal of Organizational Behavior</i>	To examine the relationship between work-life balance and employee well-being in the Indian IT sector.	A positive work-life balance is significantly associated with improved employee well-being. Employees with better balance report lower stress levels, higher job satisfaction, and greater overall health.

Research Gap: The existing literature on work-life balance, remote work, and employee well-being in the IT sector, particularly in Hyderabad, lacks a comprehensive exploration of how job motivation and work stress intersect. While studies highlight the impact of blurred work-life boundaries and managerial support on stress (Rizwan & Sivasubramanian, 2022; NASSCOM, 2022), limited research addresses how these factors influence job motivation. Additionally, the role of technology in both enabling remote work and contributing to stress is underexplored, especially regarding its effect on motivation and well-being. There is also a gap in understanding how work satisfaction, autonomy, and stress interact to impact overall employee well-being in the IT sector, considering the regional and cultural nuances of Hyderabad's tech industry.

OBJECTIVES OF THE STUDY

After going through the review of literature the following objectives identified for the study

- To examine the relationship between job motivation and work stress among IT employees working in Hyderabad and their impact on overall employee well-being.
- To identify the key factors influencing work-life balance and how these factors contribute to job satisfaction and mental health in the IT sector.
- To assess the role of managerial support and organizational interventions in mitigating work stress and enhancing motivation among IT employees working remotely.
- To explore the influence of technology and remote work arrangements on employee work stress, motivation, and well-being in the context of Hyderabad's IT industry.

Research Methodology: Data collected from the both the sources primary (Questionnaire using Google forms) administered to employees working IT companies and secondary sources like research papers and other related articles in relation to the IT growth projection in Hyderabad. Data is collected from IT employees working in Hyderabad and there are 500 samples collected. After removing unfilled questionnaire there are total 443 samples analysed for the study. There are too many variables are there in the study but the cross tabulation has done for the experience of the employee working in IT company and the factors of job motivation. Because it is observed from the analysis that the experience plays a significant role in the satisfaction and motivation of employee working in IT companies.

Table-1: Frequency distribution on Job Fulfillment Data

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Total
I am currently very passionate about what I do and fulfilled in my job	227 (50.4%)	185 (41.1%)	24 (5.3%)	9 (2.0%)	5 (1.1%)	450
I would not change anything about my current work role	151 (33.6%)	161 (35.8%)	118 (26.2%)	18 (4.0%)	2 (0.4%)	450
When I do a good job, I receive the recognition for it	138 (30.7%)	210 (46.7%)	83 (18.4%)	19 (4.2%)	0 (0.0%)	450
My supervisor shows interest in my well-being	126 (28.0%)	203 (45.1%)	92 (20.4%)	22 (4.9%)	7 (1.6%)	450
Company values	109 (24.2%)	244 (54.2%)	71 (15.8%)	10 (2.2%)	16 (3.6%)	450
Attractive fixed salary	141 (31.3%)	175 (38.9%)	90 (20.0%)	26 (5.8%)	18 (4.0%)	450
Opportunities to advance within the company	167 (37.1%)	204 (45.3%)	58 (12.9%)	12 (2.7%)	9 (2.0%)	450

The table 1 represents the frequency distribution of responses from 450 employees regarding different aspects of job fulfillment. A significant number of employees (91.5%) indicated they are passionate and fulfilled in their current roles, with 50.4% (227 employees) strongly agreeing and 41.1% (185 employees) agreeing. Only a small number expressed uncertainty (5.3%), disagreement (2.0%), or strong disagreement (1.1%). When asked if they would not change anything about their current role, a combined 69.4% agreed (33.6% strongly agree, 35.8% agree), though a considerable 26.2% (118 employees) were uncertain. Recognition for good performance also received favorable responses, with 77.4% (30.7% strongly agree, 46.7% agree) expressing satisfaction. However, 18.4% were uncertain, and a small 4.2% disagreed. A similar trend is observed in supervisor support: 73.1% acknowledged their supervisor shows interest in their well-being, while 20.4% were uncertain and 6.5% expressed disagreement. Regarding company values, 78.4% (24.2% strongly agree, 54.2% agree) responded positively. Uncertainty accounted for 15.8%, and 5.8% disagreed or strongly disagreed. In terms of compensation, 70.2% were satisfied with their fixed salary (31.3% strongly agree, 38.9% agree), but 20% were uncertain and 9.8% disagreed. Finally, opportunities for career advancement were recognized by 82.4% (37.1% strongly agree, 45.3% agree), while a minority (12.9%) were uncertain and only 4.7% disagreed.

Table-2: Work stress among employees working

Work Stress Variable	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Total
Time Pressure	255 (56.7%)	138 (30.7%)	51 (11.3%)	4 (0.9%)	2 (0.4%)	450
Attention Demand	93 (20.7%)	296 (65.8%)	59 (13.1%)	2 (0.4%)	0 (0.0%)	450
Organisational Tasks	134 (29.8%)	184 (40.9%)	71 (15.8%)	40 (8.9%)	21 (4.7%)	450
Administrative Policies & Strategies	121 (26.9%)	203 (45.1%)	82 (18.2%)	28 (6.2%)	16 (3.6%)	450
Physical Conditions	127 (28.2%)	219 (48.7%)	66 (14.7%)	17 (3.8%)	21 (4.7%)	450
Workplace Violence	119 (26.4%)	193 (42.9%)	80 (17.8%)	43 (9.6%)	15 (3.3%)	450

The table 2 represents the frequency distribution of responses from IT employees in Hyderabad regarding various factors contributing to work stress. A majority of employees identify time pressure (56.7% strongly agree, 30.7% agree) and attention demand (20.7% strongly agree, 65.8% agree) as significant sources of stress. Good numbers also report stress due to organisational tasks (70.7% agree/strongly agree), administrative policies and strategies (72% agree/strongly agree), and physical conditions at the workplace (76.9% agree/strongly agree). Additionally, workplace violence is acknowledged by

69.3% of employees as a contributing stressor. Only a small portion of employees disagreed or strongly disagreed with these statements, indicating that work-related stress is prevalent and multi-dimensional, with both operational and environmental factors playing a substantial role in shaping employee stress levels in the IT sector.

Table-3: Employee wellbeing variables

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Total
Good work-life balance	149 (33.1%)	205 (45.6%)	86 (19.1%)	10 (2.2%)	0 (0.0%)	450
Satisfied with the benefits	15 (3.3%)	21 (4.7%)	83 (18.4%)	217 (48.2%)	114 (25.3%)	450
Good relationship with colleagues	116 (25.8%)	301 (66.9%)	30 (6.7%)	0 (0.0%)	3 (0.7%)	450
Good relationships with superiors	149 (33.1%)	208 (46.2%)	59 (13.1%)	32 (7.1%)	2 (0.4%)	450
Paid fairly for work	264 (58.7%)	143 (31.8%)	38 (8.4%)	5 (1.1%)	0 (0.0%)	450

The above table 3 represent the frequency distribution of respondents view on employee wellbeing across five variables. A strong majority of employees (78.7%) report having a good work-life balance, while only 2.2% disagree. In contrast, satisfaction with benefits is low, with 73.5% expressing dissatisfaction. Relationships with colleagues are notably positive, as 92.7% agree or strongly agree. Similarly, 79.3% report good relationships with their superiors, though 13.1% remain uncertain. Most employees (90.5%) feel they are paid fairly for their work. Very few expressed disagreement or strong disagreement in this regard. Overall, the findings suggest employees value their work environment and relationships but are largely unhappy with the benefits provided. Addressing this could enhance overall employee wellbeing.

Table-4: ANOVA analysis

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Time Pressure	Between Groups	4.134	4	1.034	1.799	.128
	Within Groups	255.644	445	.574		
	Total	259.778	449			
Attention Demand	Between Groups	5.446	4	1.362	3.972	.004
	Within Groups	152.554	445	.343		
	Total	158.000	449			
Administrative Policies and Strategies	Between Groups	13.213	4	3.303	3.368	.010
	Within Groups	436.398	445	.981		
	Total	449.611	449			
Organisational tasks	Between Groups	10.883	4	2.721	2.289	.059

Work Place Violence	Within Groups	528.895	445	1.189		
	Total	539.778	449			
	Between Groups	29.129	4	7.282	7.075	.000
	Within Groups	458.062	445	1.029		
	Total	487.191	449			

The above table 4 represents the ANOVA results reveal that there are significant differences across working styles for some work stress factors. Specifically, Attention Demand shows a statistically significant difference between groups ($F = 3.972$, $p = .004$), indicating that employees' attention demand varies depending on whether they work remotely, hybrid, or office-based. Similarly, Administrative Policies and Strategies ($F = 3.368$, $p = .010$) and Workplace Violence ($F = 7.075$, $p = .000$) also show significant differences, suggesting that these stressors are perceived differently across working environments. However, Time Pressure ($F = 1.799$, $p = .128$) and Organizational Tasks ($F = 2.289$, $p = .059$) do not show statistically significant differences, as their p-values are greater than 0.05. This implies that time pressure and workload-related tasks are experienced similarly regardless of working style, whereas attention demands, organizational policies, and workplace conflict or violence are significantly influenced by the nature of the working arrangement.

Table-5 :Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353 ^a	.125	.113	.727

a. Predictors: (Constant), Work place violence, Attention demand, Administrative policies and strategies, Time Pressure, Physical conditions, Organisational tasks

Table shows that the model explains 12.5% of the variance in job passion and fulfillment ($R^2 = 0.125$), with an adjusted R^2 of 0.113. This suggests a modest fit of the model. The standard error of the estimate is 0.727, which reflects the average distance that observed values fall from the regression line.

Table- 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.437	6	5.573	10.535	.000 ^b
	Residual	234.341	443	.529		
	Total	267.778	449			

a. Dependent Variable: I am currently very passionate about what I do and fulfilled in my job

b. Predictors: (Constant), Work place violence, Attention demand, Administrative policies and strategies, Time Pressure, Physical conditions, Organisational tasks

The ANOVA table demonstrates that the model as a whole is statistically significant ($F(6, 443) = 10.535, p < 0.001$). This means that at least one of the predictors significantly contributes to explaining job passion and fulfillment. The significant F-value supports the relevance of the regression model in understanding the dependent variable.

Table-7 Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.924	.161		5.748	.000
	Time Pressure	.343	.051	.338	6.690	.000
	Attention demand	.034	.066	.026	.512	.609
	Organisational tasks	.001	.040	.002	.036	.971
	Administrative policies and strategies	.032	.043	.041	.732	.465
	Physical conditions	-.007	.042	-.009	-.174	.862
	Work place violence	.016	.039	.022	.413	.680
a. Dependent Variable: I am currently very passionate about what I do and fulfilled in my job						

From the Coefficients table, the key findings are: Time Pressure is a significant predictor ($\beta = 0.343, p < 0.001$), meaning that higher time pressure is associated with increased job passion and fulfillment. Other variables like Attention Demand, Organisational Tasks, Administrative Policies and Strategies, Physical Conditions, and Workplace Violence are not statistically significant, as their p-values are all above 0.05

CONCLUSIONS:

In conclusion, years of experience significantly impact employees' perceptions of appreciation, career development opportunities, and the financial stability of the organization. Those with more experience tend to feel more valued and have a clearer sense of career growth within the company (Baruch, 2004; Koys, 2001). However, work-life balance and relationships with superiors do not show a strong connection to years of experience (Lockwood, 2007). These results highlight the importance of experience in shaping key aspects of job satisfaction and organizational perception (Ng & Feldman, 2010). Companies should consider these dynamics when designing programs for employee engagement and career development.

Additionally, the findings suggest that organizations should focus on tailoring career development and recognition programs to accommodate employees with varying levels of experience. For employees with more years of service, companies should reinforce opportunities for career progression, provide recognition for their contributions, and ensure that the financial stability of the company is clearly communicated (Pfeffer, 2010). On the other hand, attention should be given to improving aspects like work-life balance and supervisor relationships, as these factors may play a more significant role in the satisfaction of employees across all experience levels (Amah, 2017). By acknowledging these differences, organizations can foster a more inclusive and motivating work environment that supports both experienced and less experienced employees.

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