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Technostress At Workplace with Special Reference to IT Sector in India

¹Dr. Vijaya Deepika De, ²Ms. R. Logeswari

¹Assistant Professor, School of Management, DDGD Vaishnav College, Chennai

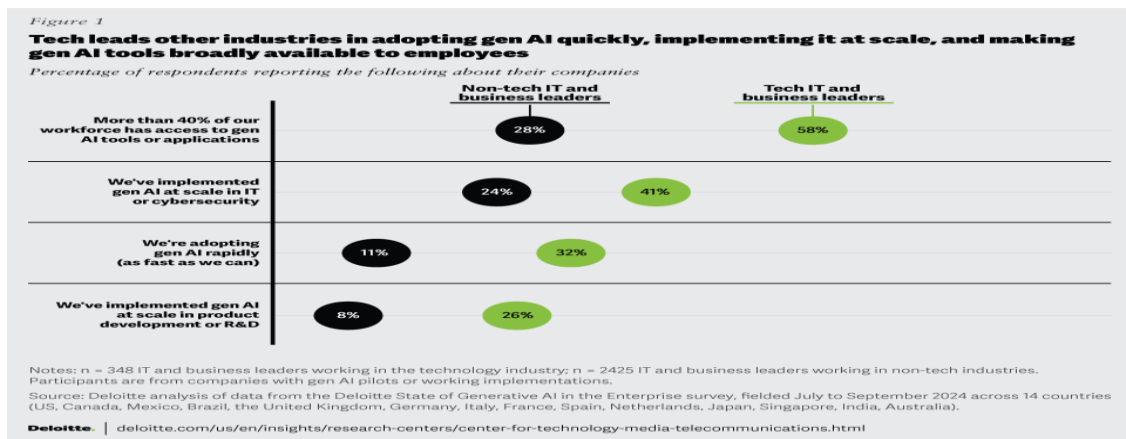
²Assistant Professor, School of Management, DDGD Vaishnav College, Chennai

Peer Review Information	Abstract
<p>Submission: 13 March 2026 Revision: 0.2 April 2026 Acceptance: 16 April 2026</p>	<p>This case study studies the concept of technostress among IT sector employees in India with a specific case reference of a company. As technology develops, it becomes inevitable for companies to focus on the employee wellbeing and their work life balance. The Indian IT sector employs over 5.8 million according to NASSCOM Report 2025. The industry’s growth has also resulted in delivery deadlines and boundaries which has a great impact on the employees which is caused due to the concept of technostress. This case briefs on the concept of technostress, its dimensions and strategic understanding of employee feedback by the HR Department.</p>
<p>Keywords</p>	
<p>Technostress, Employee Well Being, Techno invasion, Techno Overload, Worklife balance.</p>	

Overview

Technology Industry has transformed since 2022 due to high inflation, peaked interest rates and national level macroeconomic fluctuations. According to Deloitte Technology Outlook 2024, it was reported that the technology sector had a modest growth rate when compared to other industries in India. Some analysts projected that the worldwide spending on AI which supports

the tech roles will gradually grow at a rate of 29% from 2024 to 2028. The gen AI is fueling radical changes in businesses through robust product designs, IT support systems, data security and privacy. The following data shows the survey of tech leaders and their adoption to AI amidst technology updates and technostress of tech industry people.



Source: Deloitte.com

The implementation of digital tools and technology has a rapid impact in the workplace, which is creating a huge penetration in human life leading to transformation in communication, socialization, personal life and daily routine activities. The concept of technostress describes

the pressure, anxiety and uncomplimentary effects on mental health of human beings which is resulted out of continuous use of technology at work. Various researches have identified five dimensions of technostress as follows:

Dimension	Description	Example in Indian IT Industry
Techno-overload	Technology forces people to work faster and longer	Constant Slack/Teams notifications; after-hours emails
Techno-invasion	Technology blurs work-life boundaries	Expectation to respond on WhatsApp at 11 PM
Techno-complexity	Difficulty keeping up with new systems	Frequent migrations (e.g., on-prem to AWS/Azure)
Techno-insecurity	Fear of being replaced by technology or more skilled colleagues	Anxiety over AI/automation displacing roles
Techno-uncertainty	Constant changes in software and processes	Quarterly tool changes mandated by clients

Background Of the Case

Techwave Solutions, a mid-sized tech firm founded in 2018, employs 800 employees offers professional software solutions for various clients globally. The company is based on Chennai, Tamil Nadu, which grows annually at a rate of 20% since 2023 and is projected to develop at US\$100 million which is due to fueling growth in Indian IT sector. The firm mandates tools like Jira, Slack, Zoom, and new AI platforms for agile workflows, mirroring sector trends where 54% of employees report technostress impacting performance.

The HR Director of the company Ms. Pooja faced a rising issue among employees amidst rapid tech development and AI implementations. It was noticed that the employees faced technostress due to constant digital challenges and retention due to knowledge upgrades and heavy competitiveness. This made Ms. Pooja to address the two major dimensions of techno overload and techno invasion along with other factors to

understand her employee’s position. the concept of techno overload can be witness among employees when they feel pressured to take additional work due to updated technology and constant availability at workplace. The employees may feel techno invasion when they feel significant pressure on learning new technologies and grasping for implementing the same ay work. This case tries to focus on factors revolving around these technostress dimensions.

Rise Of Technostress

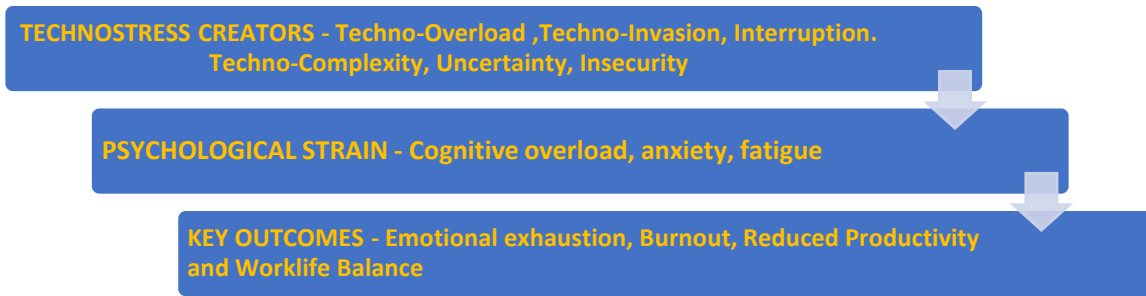
Indian IT sector witnessed significant path of AI integration post 2024, which made employees to face techno overload due to multitasking across apps, soft wares, complexity from inadequate training and heavy workload making unmatched work life balances. The HR Director decided to conduct survey with a sample of 150 employees out of 800 odd employees. The following direct impact was analyzed out of the survey:

Technostress Dimension	Description at Techwave	Impact Reported
Techno-overload	High volume of AI-generated tasks	70% felt overwhelmed
Techno-invasion	Constant Slack pings post-hours	Reduced well-being
Techno-complexity	Steep learning curve for new tools	40% cited incompetence feelings
Techno-uncertainty	Frequent updates without notice	Heightened anxiety

The employees of the company experience multiple work - related problems like emotional pressure, reduced productivity and lack of training on updates technologies. These may be treated as technostress creators. The HR

department must give high priority on such factor as its posing direct impact on employee wellbeing and workplace productivity as well. It can be explained in the following cause effect model:

The Cause – Effect Model



Questions For Discussions

1. Identify key technostress creators at Techwave and their outcomes.
2. Should Pooja prioritize training, boundaries, or tech tools?

Analysis And Interpretation

The outcome of identifying technostress and its impact will help the HR Department to understand the employee wellbeing and work life balance. This case understood the survey responses based on the employee feedback on the dimensions of technostress. However, the following are few interpretations based on the data collected:

Table 1: Analysis Of Technostress Of Department Wise Employees

S. No	Departments	Technostress levels	Percentage of Responses
1	Finance	31	21
2	HR	17	11
3	IT	36	24
4	Marketing	28	19
5	Operations	17	11
6	Sales	21	14
	Grand Total	150	100

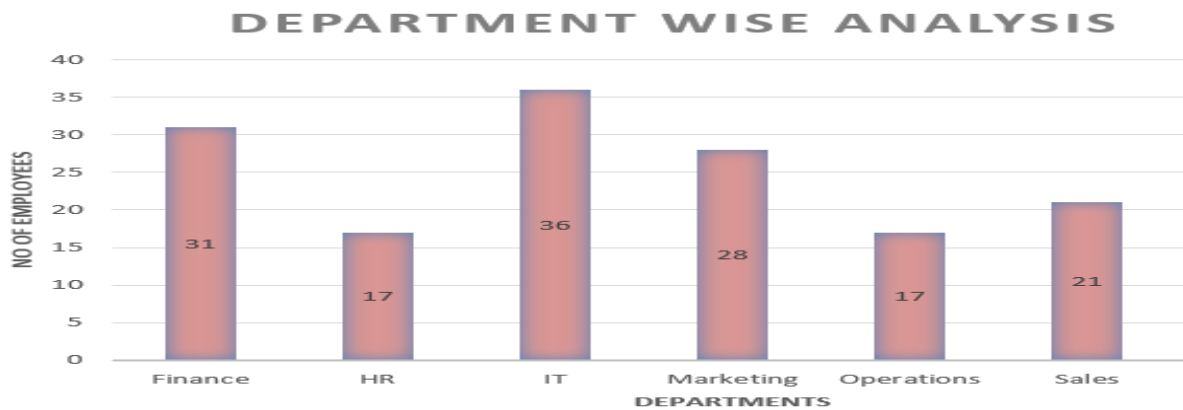


Chart 1: Analysis Of Technostress Of Department Wise Employees

Interpretation: It was identified that the IT department employees had witnessed highest level of technostress with 24% followed by finance department with 21% which can be due to high level of precision, time pressure and

heavy reliability on digital systems. This is followed by the marketing department employees with 19% of technostress due to the unanticipated demand trends and digital overload leading to dynamic employee behavior. After Marketing, it

was the HR department with 11 % stress levels which is the result of intersection of people

management with technology and analytics adoption.

Table 2: Analysis Of Employee Wellbeing Based On Job Roles

S. NO	JOB ROLE	EMPLOYEE WELL BEING RESPONSE	PERCENTAGE OF RESPONSES
1	Accountant	11	9
2	Finance Manager	17	14
3	HR Executive	8	7
4	HR Manager	9	8
5	IT Manager	11	9
6	Marketing Manager	11	9
7	Marketing Executive	20	17
8	Operations Exec	9	8
9	Operations Manager	8	7
10	Sales Executive	11	9
11	Sales Manager	10	8
12	Software Engineer	14	12
13	System Analyst	11	9
	Grand Total	150	100

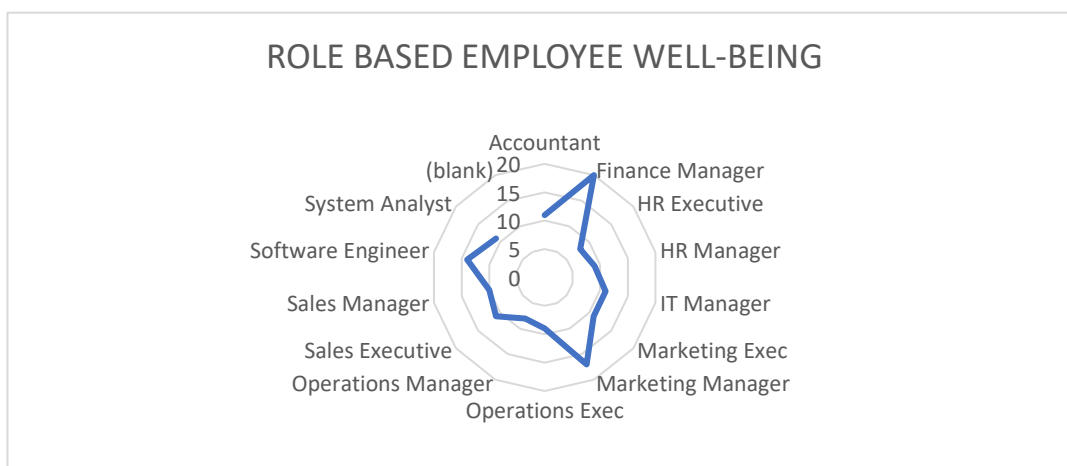


Chart 2: Analysis Of Employee Wellbeing Based On Job Role

Interpretation: It was identified that the Marketing with 17% and Finance department with 14% employees had highest level of employee well being which shows evidently that the company is taking good care of employees in spite of technostress and job pressure. The main reasons according to company sources is the employees job design is well planned with positive work environment and motivational factors at Techwave. The least employee well being was witnessed at systems department, Accounts department and IT departments with 9% due to continuous system dependence, high technical demands and intense technostress creators.

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