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A STUDY THE EFFECT OF JOB STRESS AND BURNOUT ON MENTAL HEALTH AND QUALITY OF WORK LIFE ON WOMEN EMPLOYEES OF IT SECTOR WORKING FROM HOME

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ABSTRACT

This research investigates the impact of job stress and burnout on the mental health and quality of work life of women employees in Chennai's IT sector, particularly in the context of remote work. The COVID-19 pandemic has accelerated the shift to teleworking, which, while offering flexibility, has introduced significant psychological and professional challenges—especially for women balancing professional roles and domestic responsibilities. Using a mixed-methods approach, the study combines qualitative interviews with HR professionals and quantitative survey responses from 401 women working from home and 97 women in office/hybrid settings. The research explores how job stress, burnout, teleworking conditions, and organizational interventions influence mental health and work-life quality. Key findings reveal that work-family interface, caregiving responsibilities, supervisor support, and organizational policies significantly affect well-being and job satisfaction. The research adopts a mixed-methods approach, integrating both qualitative and quantitative methodologies. A structured questionnaire based on a 7-point Likert scale was administered to 401 women working from home and 97 women working in office or hybrid models, ensuring a statistically adequate and diverse sample. In addition, 30 HR professionals from leading IT firms were interviewed using a semi-structured format to understand organizational perspectives on stress, burnout, and workplace policies. The study validates multiple hypotheses linking job stress and burnout with mental health outcomes and work-life quality. It emphasizes the need for inclusive, gender-sensitive remote work policies and proactive organizational support to mitigate mental health risks. The findings contribute to

management research by offering practical recommendations for IT firms to enhance resilience, equity, and support for women in evolving work environments. In conclusion, the study underscores the intricate link between work-related stressors, mental health, and work-life quality, and advocates for a holistic and gender-sensitive approach to workforce management in the post-pandemic digital economy. It calls upon IT organizations to not only recognize but actively address the unique challenges faced by their female workforce to build a more resilient, equitable, and productive work environment.

Work from Home (WFH)

The terms ‘remote working’, ‘teleworking’, ‘work-from-home (WFH)’, and ‘flexible working engagements’ have normally been used. Among the most observable changes due to the COVID-19 virus spread is the WFH policy across professions. Lapa T.A., et all (2017) mentioned that the World Health Organization recommended that governments and global organizations adopt remote work (WFH) as a preventive measure to curb the continued transmission of the disease. This involves implementing a flexible working approach unrestricted by factors such as time, location, type of technical communication, and the utilization of information, allowing work to proceed as usual. When an employee works from home instead of an office, it is referred to as work from home (WFH) according to Owl Labs (Arora and Dhole, 2019). Work from Home (WFH) mentions to work that may be done from home, away from typical workplaces like factories or offices, and it allows workers to access their labor activities via information technology (ILO, 2020). Although it was initially offered to employees as a convenience, working from home became mandatory during the epidemic. It not only changed the pattern of organizations working but also affected deeply the relationship between employees and employers. WFH might be implemented for a short time or for a long time; either way, a shared feeling of commitment and responsibility from employers and employees is necessary. It is now thought to be a likely replacement for the conventional work pattern in the near future.

Concept of Job Stress

According to Vijaimadhavan, (2013), Job stress happens once the perceived ability of a person to successfully cope with the condition falls behind the work demands placed on him, resulting in a negative reaction”. It occurs when an individual undergoes work-related challenges, stress, anxiety, anger, apprehension, and distress (Berjot & Gillet, 2011).

Concept of Work-Related Burnout

In contrast to stress, burnout is the ultimate stage of collapse and is primarily brought on by an individual's unbalanced expectations from both their personal and professional lives (Republic, 2020). Another way to describe burnout is as a person's perception of physical, emotional, and mental tiredness in connection to their work. (Reinecke et al., (2017) defined burnout as a confluence of symptoms including lethargy, weariness, headache, gastrointestinal problems, insomnia, and dyspnea. WHO, the World Health Organization defined burnout as "a syndrome abstracted as resulting from enduring workplace stress that has not been efficaciously managed" in 2019. It is distinguished by three factors: sentiments of negativity, feelings of energy depletion or tiredness diminished professional efficacy, or cynicism regarding one's work and increasing mental detachment from one's employment. The term "burnout" should not be used to describe experiences in other areas of life, according to (Talaee et al., 2020) as it only refers to events that occur within the context of one's vocation.

Job burnout is frequently observed in individuals engaged in social professions, including teachers, doctors, and social workers (Del Boca et al., 2020). Notably, a study Hayes et al., (2020) revealed that in the USA, physicians experience burnout more frequently than workers in other professions. Various scholars have highlighted the adverse impacts of job burnout, including absenteeism, diminished productivity, decreased organizational commitment, motivation, and job satisfaction (Bakker & de Vries, 2021) as well as compromised physical and mental health and a decline in work quality (Johanna Lilja 2022). It may result in diminished interest and job satisfaction, as well as a negative attitude toward oneself and one's work (Ahorsu et al., 2020). Workplace satisfaction has a crucial influence on workers' health Singh & Sim, (2021) and in countries with higher burnout levels, individuals often report lower levels of happiness, dissatisfaction with their jobs, and a lack of engagement at work (Alon et al., 2020).

The effects of burnout go beyond the workplace and have an impact on one's personal life and overall health. These include an increased risk of cardiovascular problems, obesity, diabetes, sleep disorders, accelerated aging, exhaustion, low self-esteem, anxiety, and depression (Reif et al., 2020). Suicidal thoughts and substance misuse have also been linked to burnout (Chen & Eyoun, 2021). Key symptoms of burnout include lack of drive, personality changes, persistent exhaustion, depression, chronic fatigue, memory problems,

concentration problems, disorganization, anxiety and lack of sense of personal accomplishments in an individual.

Recent research indicates a surge in burnout cases through the “COVID-19” pandemic (Kumar et al., 2021). IT professionals, in particular, have shown increased susceptibility to burnout due to elevated workloads compared to their typical working patterns(Kumar & Gupta, 2017).

Concept of Quality of Work-Life

According to Peters et al. (2005), "quality of work life" can relate to a number of different things. It can specifically relate to "the nature of the interaction between workers and the overall workplace." In the words of Raišiene et al., (2020) QWL is a favourable working environment that supports and promotes satisfaction by offering employees rewards, job security, and opportunities for career advancement." Quality of Work Life (QWL) is defined by Riyono et al., (2022) as circumstances encountered while an individual pursues their hierarchically ordered goals within the work domains while also taking into account their unique experiences.. As a result, reducing the gap between an individual and their objectives improves both their general quality of life and organizational performance, which in turn helps society as a whole work more effectively. Sekar & Priya, (2018) claim that the term Quality of Work Life (QWL) is broad and includes both good and negative aspects of working in an organization. It is the result of both extrinsic and intrinsic factors working together to improve organizational effectiveness and employee satisfaction. To improve productivity and promote a healthier work environment, the objective in this context is to establish an environment where employees feel fully fulfilled, which will encourage their active engagement and cooperation with the administration (Majumder & Biswas, 2021). Furthermore, studies like Kansal, (2020) have shown that an employee's enhanced well-being and job satisfaction are strongly correlated with their QWL. Mensah & Amponsah-Tawiah, (2014) identify critical factors that influence Quality of Work Life (QWL), including but not limited to incentives, benefits, pay, professional growth, safety, security, communication, management participation, work-life balance, job satisfaction, and employee motivation. These revelations highlight the multifaceted character of QWL, characterizing it as a constructive workplace that fosters contentment by providing opportunities for advancement, growth, and promotion, as well as equitable pay and recognition. Quality of work life (QWL) is influenced by a multitude of aspects, such as motivation, productivity, competence growth,

job security, job satisfaction, work-life balance, health, and well-being. It consists of four basic parts: making sure the workplace is safe, giving occupational health care, setting up appropriate working hours, and paying fairly. Sabonete et al., (2021) a well-known researcher in the QWL domain, made a significant contribution by introducing an eight-point criterion system for evaluating the "Quality of Working Life"—which includes components such as justifiable compensation, a safe and healthy work environment, opportunities for human capability development, social integration, growth and security, social relevance, constitutionalism, total life space.

Efficiency and productivity are intricately connected to the inputs and outputs of an organization. Consequently, organizations need to implement initiatives focused on the quality of work life (QWL) to enhance workforces overall work experience, thereby addressing both organizational objectives and employee needs. Furthermore, it is recommended that organizations create a more secure work environment to enable employees to perform at their optimal level. A work environment coupled with supervisor support has been revealed as the most significant factor of QWL (Waghmare and Dhole, 2017; Leitão et al., 2019). Moreover, an organization offering a good QWL can attract and retain the best talents Swamy & Rashmi, (2015) and can achieve growth and profitability through enhanced employee productivity (C. ORPEN*, n.d.). By understanding the worth of QWL, an organization can make its employees better in terms of health, commitment towards their job, and productivity (Martel & Dupuis, 2006). Several other studies revealed that QWL and employee productivity are positively correlated (Sutarto et al., 2021).

Present Status of Work from Home in India

The sudden burst of the recent pandemic made organizations operating in India too to adopt working-from-home norms to keep their operations moving and businesses flourishing. The work-from-home model offers a host of benefits in terms of improved employee productivity, efficiency and prolonged health benefits. The IT sector is still following the same model or the hybrid model (a mixed model of workplace and WFH) even after the end of the pandemic. Given below is the list of some statistics and trends centred on the work-from-home norm in India (based on surveys conducted by renowned media groups).

1. It was concluded in an India Today survey that employees working remotely work more times a day and spend less time lazing away. 47% increase in productivity was reported while following the work-from-home model (India Today Web Desk, 23 Jan 2022).

2. WFH has been proved a blessing in disguise for some employees while for some employees it was felt as a nuisance to their social life. However, it was revealed in a survey conducted by the Times of India that a very high percentage of employees (82%) prefer working from home (PTI, 29 Jan 2022).
3. A significant improvement was reported in the psychological well-being of employees in the working-from-home model. It has reduced daily commute time and the hassles of shifting to join at different locations. The majority of employees have relocated to their hometowns due to the remote working model. Even, some employees are working from vacation spots to maintain a good work-life balance. YouGov-Mint-CPR Millennial Survey revealed that 44% of respondents report an improvement in their mental health in the WFH model. According to the survey, workers benefitted by having longer sleeping hours, better relationships with family members, and finding time for fitness activities (www.cprindia.org). Thus, the shift from a high-pressure environment to a more relaxed work trend positively affected employees' mental health. However, it has resulted in poor relationships with colleagues.
1. It has been observed that a large number of people prefer to work from home, still, women employees differ in their preferences. As women have to shoulder other responsibilities viz. taking care of old and sick members of the family, childcare, and household routines, they find it difficult to maintain their WLB. However, Indian statistics show that 63% of women want to work with organizations offering work-from-home arrangements (ET Prime 8 Mar 2022).
4. Moreover, the WFH model has shown dramatic changes post-pandemic in terms of different views of women about their career advancements. A lot of women are now capable enough to deal with their family constraints in the process of advancing their careers. Several of them reported that the working in WFH model is only feasible with the support of the family. In the absence of a strong support system at home, many women prefer to work in an office away from domestic stress.
5. It has been reported that the WFH model also supported the environmental protection movement. There are fewer incidences of littering, carbon footprints, and emission of greenhouse gasses. The Sun Microsystems survey reveals that employee commute contributes nearly 98% of the carbon footprint. (www.greencarcongress.com). According to the U.S. Census, the average worker commuted 225 hours in 2018. It is equivalent to spending 9 days in a car resulting in negative consequences to the environment (boston.com 8 Oct 2019).

6. COVID-19 has drastically changed the working pattern. It has made anyone work anywhere. The Forbes Magazine survey revealed that a very high percentage of the respondents (87%) prefer to work from home. Out of these, 45% would prefer a 100% WFH model, while 42% would like to go with a hybrid work model. Furthermore, 71% of respondents would reject a promotion if forced to discontinue WFH (Forbes.com).
7. Even post-pandemic, most companies, especially IT firms, want to continue WFH arrangements though they adopted it to survive during the pandemic. It has been reported by the Economic Times that more than 95% of all Indian businesses would like to continue the WFH model (ET 11 Oct 2021). Moreover, it is expected that there will be a steady increase in remote jobs till 2025. Nestle, Tata, and Infosys like leading companies are now adopting a more flexible hybrid working model.

With the above stats and trends, it can be summarized that even though the ill effects of the pandemic are negligible remote work still has a bright future. A definite transformation was observed in our daily lives during the last three years, but a range of advantages to employees and the environment were evident everywhere. Workers today also wish to enjoy the benefits of reduced commute hours, flexibility in performing their tasks, better productivity, and improved relationships with their family members.

Research Questions

In an article dated March 11, 2021, the Economic Times stated that women are four times more likely than males to be thought of as less productive when working from home. Speaking candidly about mental health concerns is further impeded by women's fear of being seen unproductive. The current study attempts to identify the difficulties faced by working women who work from home while taking these trends into consideration. Furthermore, it looks into the elements in the WFH model that contribute to job stress and burnout. According to research, job stress and burnout may also have an impact on person's mental health and quality of work life (QWL). Taking these facts into consideration, this study provides a underpinning for future researchers looking into the variables affecting QWL and the mental health of workers in the WFH model. Future research on identifying HR methods of IT organizations that may be more successful in luring and keeping the top personnel may be further spurred by the findings of this study. It would soon perform as a manual for companies looking to use cutting-edge HR procedures to guarantee the well-being and contentment of their workforces, which will boost output and foster organizational expansion.

To meet the objectives following questions based on the literature review were identified-

1. How Job stress has impacted the mental health and the well-being of working women in the IT sector?
2. How work-related burnout has impacted working women's mental well-being in the IT sector?
3. What are the various coping strategies adopted by organisations to mitigate the negative impacts on the mental health of women as a result of work-from-home?
4. What are the various work-at-home policies that organisations should implement to consider work-home boundary management support for working women?
5. What is the impact of job stress and work-related burnout on the quality of work life of employees?
6. What is the impact of teleworking on the mental health and well-being of working women?

Methodological Approach

With no intention of changing the current situation, the descriptive research design was used for this study in order to examine how women employees in the IT sector currently perceive the effects of work-family hybridization (WFH) on job stress and burnout, their quality of work life, and their mental health. This study employs an empirical approach, utilizing scientific methodology to address the various research questions. Therefore, the research design adopted is descriptive, aiming to gather relevant and detailed information about the current status of the problem under investigation. The objective is to create sound generalizations and conclusions based on the information gathered. Descriptive research aims to guide immediate future activity by analyzing, interpreting, and reporting the present status of an organization, group, or area. It also compares the results to defined standards to determine if they are adequate. This kind of research entails a careful examination and explanation of the facts, an organized arrangement of the variables that make up a construct, and an accurate representation of the qualities.

Additionally, this study has employed a quantitative analytical approach, utilizing quantitative techniques that deal with data and statistics. It is employed to verify or assess presumptions and theories. This kind of research can yield facts about a subject that are applicable to a wide range of situations. A structured questionnaire using a 7-point rating scale has been developed for this study in order to gather the thoughts of female employees

and comprehend their perspectives. Thus, the sampling frame for this study includes women working in IT companies located in Chennai under the work from home WFH model.

Research Scope and Limitations

The scope of the research covers the following-

1. IT Sector in India

India is one of the fastest emergent IT sectors in the world because of its young workforce. According to the latest report from the Indian Brand Equity Foundation (IBEF, 2023), the IT sector contributed for 7.4% of India's GDP in the FY Financial Year 2022 and is anticipated to grow to 10% by 2025. The IT sector employed 4.45 lakh more individuals in FY22, bringing the total number of workers in the business to 50 lakhs. Digital skills would be needed for 60– 65 million jobs in India by 2025–2026, as per the Ministry of Electronics & IT assessment titled "India's trillion-dollar digital opportunity." In FY22, Team Lease Digital (www.financialexpress.com) reports that the Indian IT sector created 0.55 million new jobs, rising at a rate of 15.5% over the previous 10 years. Due to office policies, almost all industries have just resumed work; however, the IT sector continues to use WFH and a hybrid work style.

2. Chennai City- The Locale of the Study

Chennai is one of India's most significant IT hubs and the country's eighth-largest metropolis. Prominent software firms like Infosys, Satyam, IBM, Wipro, etc. call it home. When it comes to Indian city exports of information technology, Chennai comes in third. Nasscom (the National Association of Software and Service Companies).

3. Women Employees

In the fiscal year 2012-13, the Indian IT industry had 900,000 women in direct employment, constituting 30% of the workforce. Presently, this figure has witnessed a twofold increase, reaching over 2 million, which represents 36% of the total industry workforce of 5.3 million (www.timesofindia.indiatimes.com). Despite women accounting for 51% of entry-level recruits, their representation diminishes significantly in higher organizational echelons, with only 25% holding management positions and less than 1% attaining C-suite levels. The imbalanced division of labour resulting from entrenched social and cultural gender roles has exacerbated gender inequality in household chores and childcare, adding to the challenges faced by women in their working lives (Senturk et al., 2021). Indian women report slightly elevated levels of stress and burnout when equated and compared to their global colleagues, as highlighted in a report by Deloitte in 2023. Despite experiencing somewhat improved

work/life balance and mental well-being, Indian women note declines in physical health and find it challenging to disconnect from work. The blurring of the lines between work and home, especially for women who work from home and frequently give in more to family demands, may be the cause of this phenomenon. In this situation, women are more likely to become distracted by outside distractions like playing kids, barking neighbours, and pets. According to the investigation, women were more likely to experience anxiety, depression, and stressed than men. The probable reasons might be an increase in workload and overtime due to additional responsibilities. Therefore, the present study is confined to women working from home in the IT sector. It specifically targets working women professionals. The locale of the study is limited to Chennai city in India.

Significance of the Study

By identifying WFH factors that contribute significantly to job stress and work related burnout in women professionals, this study will help provide them with resources to better deal with uncertainty. Some of these resources could include supervisor support, flexible work schedule options, information about upcoming organizational actions, and permission to participate in these activities (Tjahyanti, 2013) It would suggest ways to mitigate the negative effects of perceived job stress and work- related burnout while working from home. It would help to understand how the various work-from-home policies adopted by the organizations can improve working women's WLB.

The study would be useful in analyzing how burnout and stress affect an employee's quality of work life. As a result, the study's conclusions may help HR directors and companies implement stress-reduction plans that will improve workers' quality of work life and guarantee higher output. Furthermore, because greater employee health results in lower absenteeism and turnover, improving employee well-being benefits both the employees and their employers in terms of higher organizational performance (Alon et al., 2020).

The study will help to comprehend the issues of employees' mental health to be taken seriously by themselves and their organizations as it may have long-term devastating effects on the health system.

- To help organizations to develop coping strategies to consider work-home boundary management support for working women. It is vital for managers to identify ways to help workers deal effectively with the challenges of WFH.

- Because recent research indicates that employees would prefer the hybrid work paradigm, the current study has significant consequences for work culture after the epidemic (The Economist, 2020). Employees in a hybrid model can benefit from teleworking a few days a week, which increases job autonomy and eliminates the need to commute to work. Additionally, working a few days a week from the office helps workers avoid work- family problems like social isolation and juggling work and family obligations.

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observed in our daily lives during the last three years, but a range of advantages to employees and the environment were evident everywhere. Workers today also wish to enjoy the benefits of reduced commute hours, flexibility in performing their tasks, better productivity, and improved relationships with their family members.

Recommendations for Work from Home Employees Employee Perspectives:

1. Working women should advocate for flexible work hours or alternative work arrangements that suit the family's needs of the particular employee. Compressed workweeks or adjusting work hours around caregiving responsibilities should be introduced.
2. Working women should seek support from other working women in similar situations. Creating or joining networks within the company can provide valuable insights, advice, and emotional support, and well-being.
3. Prioritize self-care activities to manage stress. Take breaks, practice mindfulness, and engage in activities that promote relaxation and mental well-being.
4. Employee assistance programs (EAPs) or mental health resources should be known and mostly importantly employee should know how to utilise it. These resources can offer professional guidance and support for mental health concerns.
5. Working women should ensure the workstation is ergonomically friendly. Invest in a comfortable chair, an adjustable desk, and proper lighting to reduce physical strain and promote better posture. This can alleviate physical discomfort, which in turn affects mental well-being positively.
6. Personalize the workspace with items that bring comfort and joy, such as plants, artwork, or calming colours family photos etc. Make it a space where you feel motivated and relaxed.
7. Working women should avail caregiver support programs or benefits provided by the company. Some companies provide resources like counselling services, flexible work options, or childcare assistance.
8. Working women should set boundaries with both work and caregiving. They should communicate these boundaries to their employer, colleagues, and family members to ensure dedicated time for both responsibilities.
9. Create a simulated "commute" by taking a short walk before starting work. This can mimic the transition period and help mentally prepare for the workday.

10. Implement recognition programs that acknowledge the efforts and achievements of remote workers. Regularly acknowledge and appreciate their contributions through praise, rewards, or awards.
11. Offer flexible benefits packages that cater to the needs of remote workers, such as health insurance, wellness programs, or allowances for home office setups.
12. Encourage peer-to-peer recognition programs where remote workers can appreciate and recognize each other's contributions. This fosters a positive work culture and a sense of belonging.
13. Reduce time spent on social media platforms that often exacerbate FOMO feelings. Curate your social media feed to focus on content that inspires and uplifts rather than triggers feelings of missing out.
14. If fear of missing out FOMO significantly impacts your mental health, consider seeking support from a therapist or counsellor. Professional guidance can help manage these feelings and develop coping strategies.

Managerial Implication for Work from Home Employees

1. This research study's regression analysis demonstrates that respondents' mental health and quality of work life is impacted by job stress and burnout while working from home. The HR department of the organization must take efforts to lessen work from home stress and burnout among married working women.
2. Initiatives taken by human resource managers to lessen work from home stress and burnout will contribute to employees' improved mental health & quality of work life. This would support preserving the wellbeing of the company's workforce.
3. Organisation should encourage inclusive policies that support working parents, such as parental leave, childcare support, or flexible work arrangements, day care facilities for working women.
4. Online stress management training in a month: Provide stress management workshops or training sessions. Equip employees, especially women, with tools and techniques to cope with stress, such as mindfulness practices or relaxation techniques.
5. Schedule regular one-on-one meetings to check on the well-being of employees monthly. These meetings can create opportunities for discussing challenges, providing feedback, and offering support.

6. Organisations should provide access to mental health resources, such as employee assistance programs (EAPs), counselling services, or wellness workshops, to support mental health.
7. Organisation should give Friday second half off in a month to working women where they can find time to self-pamper and self-prioritise themselves. This will help to maintain their mental health & Well-being.
8. Facilitate peer support groups or forums where women can share experiences, strategies, and provide support to each other in managing job stress, burnouts, mental health.
9. Organisations should provide confidential counselling sessions, either in-person or virtually, provided by licensed professionals to address personal or work-related issues such as stress, anxiety, depression, or relationship difficulties.
10. Well-nest programs should be conducted often. Promotion of overall well-being through wellness initiatives, including fitness programs, nutritional guidance, mindfulness sessions, and stress management workshops.
11. Organisations should provide childcare and elder care support: Information and resources to help employees manage childcare or elder care responsibilities, including referrals to day care centres or senior care facilities.
12. Guidance on career development, skill-building workshops, and coaching to enhance professional growth and advancement opportunities.
13. A new approach to stress management is becoming a member of philosophical organizations. In the modern world, stress levels are rising. The way that young people live has drastically changed. Unusual stress has been brought on by lack of confidence and time restrictions. It is recommended that IT businesses promote their employees' membership in these groups and encourage them to engage in healthy leisure activities
14. Human resource managers should take the initiative and perform physical and mental health examinations of employees at least once every six months. Every person in the company needs to get a health check-up because being well is a prerequisite for doing better work. According to this research study, respondents' work-family conflict is positively impacted by their mental health. Therefore, once every six months, human resource managers in all organizations should take the lead in performing mental health assessments of their workforce, which includes married working women, with the assistance of psychologists.

15. A separate policy should be framed for returning moms to provide them enough support while returning to work after maternity leave to ensure their well-being, career advancements and long-time stay in the organisation

Recommendation for Work from Office and Hybrid Employees

1. Working women should express their desire for greater freedom, look for mentorship and feedback, and make skill development investments in order to address a lack of autonomy. Enhancing their autonomy can be achieved through exhibiting dependable performance, efficiently handling assignments, and investigating flexible work arrangements. Furthermore, promoting policies that are supportive of the organization and participating in professional networks can offer helpful resources and cultivate a more fulfilling work environment.
2. For women who work from home, make sure your workspace is ergonomically set up, reduce outside distractions, and make use of useful tools for teamwork. Set boundaries between work and life, interact with co-workers on a regular basis, ask for input, and fight for the resources you need to make your workplace better.
3. Working women should prioritize activities, delegate where appropriate, and use time management techniques when faced with a heavy workload at work. To keep organized and divide jobs into small portions, use productivity tools. Discuss workload issues openly with supervisors, and establish reasonable deadlines. Regularly take little breaks to help you stay focused and manage your stress. Set boundaries and enlist the help of co-workers and mentors to attain a healthy work-life balance.
4. Working women who are under pressure to perform well should prioritize their responsibilities, set reasonable goals, and keep a healthy work-life balance. Seek mentorship and feedback, practice stress reduction strategies, and be transparent about expectations with superiors. Create a network of dependable co-workers for support and motivation.
5. Working women can make the most of their long commutes by organizing their days, listening to podcasts, or reading audiobooks. To escape heavy traffic, think about having flexible hours and look into doing occasional remote work. Commutes can be both more fun and productive when co-workers carpool.
6. Working women should set up their desks correctly and use an ergonomic chair to correct posture when dealing with ergonomic concerns. Utilize ergonomic tools like wrist rests,

take regular breaks, and maintain proper posture when working. For ongoing concerns, go to workplace health resources.

7. Setting clear boundaries, integrating self-care practices like exercise and mindfulness, using company EAPs or counselling services, and asking for help from peer groups or co-workers are all important steps for working women who prioritize their mental health.
8. In order to avoid burnout when dealing with fear of missing out, FOMO at work, prioritize tasks according to significance and deadlines, use time management techniques, stay informed without taking on too much, and maintain a healthy work-life balance.
9. Be specific in your communication, get feedback frequently, and foster a cooperative relationship when requesting assistance from your supervisor. Provide them with progress reports, show initiative, and speak up for resources when they are needed. Career growth and guidance are additional benefits of mentoring.

Managerial Implication for Work from Office and Hybrid Employees

1. Delegating decision-making authority to employees within defined boundaries is a managerial strategy aimed at empowering them. This boosts employee job satisfaction, encourages initiative, and stimulates creativity, all of which improve overall productivity and innovation inside the company.
2. Introducing flexible work arrangements that take into account employees' family responsibilities is one way to solve the work-family interface. Managers can help staff members achieve a better work-life balance by providing flexible work schedules, remote work opportunities, or reduced workweeks. By taking into account a variety of personal needs, this strategy not only increases morale and loyalty but also increases productivity and lowers turnover.
3. Managers should emphasize workload distribution through task prioritization and delegation in order to manage heavy workloads successfully. Promote open communication in order to evaluate and modify workloads, offer assistance and resources, and hold frequent feedback meetings in order to keep team members' productivity high and prevent burnout.
4. Consider putting in place flexible work arrangements like remote work or adjustable hours. Managers can help employees feel less stressed and have a better work-life balance by letting them rearrange their schedules to avoid periods of high traffic. Furthermore, encouraging carpooling or offering rewards for taking public transportation can help to reduce the negative effects of commuting on workers' wellbeing and productivity.

5. To reduce ergonomic concerns, managers should spend money on ergonomic devices like adjustable seats and keyboards. To increase worker well-being and productivity, promote breaks and good posture while offering ergonomics training. Ergonomic assistance should be provided to the employees.
6. Managers should establish confidential Employee Assistance Programs (EAPs), promote a supportive work culture for discussing mental health, and provide resources like stress management workshops. Regularly assess program effectiveness and gather feedback to ensure ongoing support meets employee needs, fostering a healthier and more productive workplace.
7. To help reduce employee fear of missing out, FOMO, managers can establish clear targets and goals, encourage open communication, and cultivate a cooperative work environment.
8. To improve assistance and guidance, managers should encourage regular feedback and open communication between team members and supervisors. This promotes a positive work atmosphere, increases employee engagement and morale, and guarantees efficient mentoring and supervision.
9. A separate policy should be framed for returning moms to provide them enough support while returning to work after maternity leave to ensure their well-being, career advancements and long-time stay in the organisation.

IN CONCLUSION

The study underscores the intricate link between work-related stressors, mental health, and work-life quality, and advocates for a holistic and gender-sensitive approach to workforce management in the post-pandemic digital economy. It calls upon IT organizations to not only recognize but actively address the unique challenges faced by their female workforce to build a more resilient, equitable, and productive work environment.

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