



Organizational and psychological factors influencing employee wellbeing in the Indian IT industry: A systematic literature review

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DOI: <https://doi.org/10.66856/ijmc.2026.8.3.8060>

Abstract

The Indian Information Technology (IT) industry has grown fast but still seems to deal with big issues tied to how employee wellbeing is, basically how people feel at work and things like stress and balance. This systematic literature review kind of looks at how five main organisational and psychological factors—workload, organisational policies, managerial support, job insecurity, and leadership style—shape the wellbeing of IT employees, and it pays extra attention to Hyderabad. Looking at twenty peer-reviewed national and international studies, and using the Job Demands-Resources (JD-R) Model plus Karasek's Demand-Control-Support Model, the review suggests that work overload and job insecurity are the biggest causes that pull wellbeing down. At the same time protective resources show up through supportive organisational policies and managerial support. The review also points out that there isn't really a wellbeing model made for the local Hyderabad IT context and it pushes for more empirical research. Overall, the results give useful guidance for HR managers, organisational leaders, and policymakers when they plan wellbeing strategies that actually fit the setting.

Keywords: Employee wellbeing, organisational factors, psychological factors, IT industry, workload, managerial support, job insecurity, leadership style, Hyderabad

Introduction

The Indian Information Technology IT industry is a big driver of the national economy, contributing around 7.5% of India's GDP and employing more than five million people. Hyderabad, in particular, has kind of turned into one of India's most prominent IT hubs, with lots of multinational corporations, local IT firms, and new start-ups. Even so, while growth is fast the sector is now dealing with bigger worries about employee health and wellbeing, largely because work settings can be demanding, and honestly not always very gentle.

Employee wellbeing has become like a strategic organisational priority, because it affects productivity, job satisfaction, and also employee retention and overall organisational performance. But IT professionals often run into excessive workload, some level of job insecurity, insufficient help from managers, organisational policies that don't really work well in practice, and leadership approaches that lean more toward performance than employee welfare. And then remote or hybrid work became common, which has made the whole situation even sharper by bringing more digital fatigue, stronger work life imbalance, and feelings of social isolation.

In this context, the current study takes up Objective O2 of the doctoral research by looking at five main organisational and psychological factors—workload, organisational policies, managerial support, job insecurity, and leadership style—and how these shape employee wellbeing among IT professionals in Hyderabad. Using a systematic review of the existing literature, the study pulls together the latest evidence and highlights research gaps, so future empirical investigation can be done in a more targeted way.

Theoretical Framework

This present study is kind of grounded in two well established and recognised theories, that try to clarify how organisational and psychological factors influence employee wellbeing. The Job Demands-Resources (JD-R) Model by Bakker and Demerouti (2007) ^[1] basically argues that wellbeing at work comes down to a balance between what the job demands and what the job offers as resources. In the IT sector, things like excessive workload, tight deadlines and performance pressure usually count as job demands, while managerial support, effective organisational policies, and clear communication work as job resources, which in turn help employees handle workplace stress and they also strengthen wellbeing.

The whole study is also backed up by Karasek's Demand-Control-Support Model (1979) ^[2], which says that employees are more likely to feel stressed when job demands are high, but control over the work stays limited. This approach also points out that supervisory and social support matters a lot, because it can lower stress connected to work and in a more direct way it promotes employee wellbeing. Taken together, these two theoretical frameworks form the basis for exploring how workload, organisational policies, managerial support, job insecurity, and leadership style relate to the wellbeing of IT professionals in Hyderabad.

Review of literature

1. Work overload and employee wellbeing

Work overload is broadly known as a key factor that messes with employee wellbeing in the IT sector, kinda like it pushes people past their limits. Prasad, Vaidya, and Rani (2023) ^[3] found that excessive workload strongly cuts job

satisfaction, motivation, and work-life balance for Hyderabad IT employees. Likewise, Vaidya and Prasad (2025) ^[5] reported that work overload plus burnout, together, harm psychological wellbeing. Then the review by Chauhan and Gupta (2026) ^[7], and also The Impact of Workload, Management Factors, and Job Insecurity on Employee Well-Being (2023) concluded that constant work pressure brings about stress, burnout, and long-run physical along with psychological health problems.

2. Organisational policies and employee wellbeing

Organisational policies also matter a lot when it comes to improving employee wellbeing, not just in theory but in daily work life. Prasad, Mangipudi, Vaidya, and Muralidhar (2020) ^[4] identified organisational policies as an important driver of psychological wellbeing among IT employees in Hyderabad. In a similar way, the International Journal of Management, Economics and Commerce (2024) ^[14] highlighted that flexible and employee-friendly HR policies make job satisfaction better, and help employee retention. Chauhan and Gupta (2026) ^[7] further stressed that supportive organisational policies lower workplace stress, and build stronger employee commitment.

3. Managerial Support and Employee Wellbeing

Managerial support is kind of key organisational resource, it shields employees from workplace stress, not completely of course but yeah it helps. The study by Centrality of Psychological Well-Being of IT Employees During COVID-19 and Beyond (2023) ^[6] found that managerial support positively influences psychological wellbeing. Also, The Impact of Psychological Well-Being on Employee Performance (2025) ^[11] and Exploring the Impact of Psychological Well-being on Organizational Commitment and Job Satisfaction in the IT Workplace (2024) ^[12,13] reported that supportive managers improve employee wellbeing, job satisfaction, organisational commitment and even retention.

4. Job Insecurity and Employee Wellbeing

Job insecurity has become a real psychological issue in the IT industry. An Empirical Study of Entrepreneurial Leadership and Fear of COVID-19 Impact on Psychological Wellbeing (2021) ^[15] found that job insecurity increases anxiety, and emotional exhaustion among employees, like it really weighs on them. Similarly, Assessment of Job Insecurity and Workplace Contentment (2024) ^[16] reported that transparent leadership and organisational communication help to reduce the harmful effects of job insecurity on employee wellbeing, without that it can spiral.

5. Leadership Style and Employee Wellbeing

Leadership style, influences employee wellbeing and the overall workplace culture more than people think. Exploring the Impact of Organizational Factors on Work-Life Balance in IT Employees (2024) ^[12,13] reported that supportive leadership enhances work-life balance and employee wellbeing, and not just in theory. In the same way, Organisational Culture and Its Social Impact on Employee Commitment and Performance in Hyderabad IT Companies (2024) ^[17] found that effective leadership boosts employee commitment, performance, and psychological wellbeing so the chain sort of continues from there.

Objectives of The Study

- To identify key organisational and psychological factors influencing employee wellbeing, including workload, organisational policies, managerial support, job insecurity, and leadership style.
- To analyze the existing literature on organizational and psychological factors affecting employee wellbeing in the Indian IT Industry.

Research Methodology

This present study is based mostly on secondary data that comes from peer reviewed journal articles, conference proceedings, industry reports, and academic databases. The whole review was done across Google Scholar, Scopus, ResearchGate and Semantic Scholar, and it covers publications from about 2015 to 2025. The papers were only included if they looked at organisational as well as psychological factors that seem to shape employee wellbeing in IT, or in broader knowledge worker populations. Starting from an initial group of nearly ninety studies, around twenty were finally selected based on relevance, methodological rigour, and how closely they fit the research questions used in this investigation.

Synthesis and Discussion

The review of twenty peer-reviewed studies kind of confirms that organisational as well as psychological factors can meaningfully shape the wellbeing of IT employees, especially within Hyderabad's IT scene. From the set of factors that were spotted, work overload came out as the most powerful negative driver of employee wellbeing, then job insecurity right after it, and both seem to feed into stress, burnout, and that familiar poor work life balance. On the other hand, managerial support, effective leadership, and employee-friendly organisational policies were described again and again as protective elements, they strengthen psychological wellbeing, boost job satisfaction, and also raise organisational commitment.

The results also suggest that these elements are connected, not really separate little pieces. Using the Job Demands-Resources (JD-R) Model, high job demands like an excessive workload tends to hit harder when organisational support is low, in other words there's less buffer to fall back on. Meanwhile, supportive leadership plus properly designed HR policies let employees handle workplace stress more effectively. The review also points out that since the COVID period there's been a notable shift toward remote and hybrid work, and that change has increased how crucial managerial support is, along with flexible organisational policies. All things considered, the evidence really stresses the need for wellbeing plans that fit the local context in order to improve employee health, engagement, and organisational performance across Hyderabad's IT industry.

Conclusion

This systematic literature review confirms that organisational and psychological factors, including work overload, organisational policies, managerial support, job insecurity, and leadership style, play a significant role in shaping employee wellbeing in the Indian IT sector, especially in Hyderabad. The review shows that work overload and job insecurity are the main challenges hitting employee wellbeing, while supportive leadership, solid managerial backing, and employee friendly organisational

policies work as key protective factors. It also brings out the need for a more comprehensive, context specific wellbeing model for Hyderabad's IT industry. The future empirical research offer useful angles for organisations to craft effective wellbeing strategies, that improve employee health, enhance job satisfaction and also strengthen organisational performance.

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