



Manuscript ID:
IJEBAMPSR-2025-020609

Volume: 2

Issue: 6

Month: December

Year: 2025

E-ISSN: 3065-9140

Submitted: 06-Nov.-2025

Revised: 10-Nov.-2025

Accepted: 15-Dec.-2025

Published: 31-Dec.-2025

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DOI: [10.5281/zenodo.18386387](https://doi.org/10.5281/zenodo.18386387)
DOI Link:
<https://doi.org/10.5281/zenodo.18386387>



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A Study of Sustainable Practices on employee's burnout for improving employee's productivity with reference to IT Companies in Pune

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Abstract

This study observes the effects of the sustainable practices on the IT firms operating in Pune as regards employee productivity and burnout. The study discusses effects of such initiatives like flexible work hours, wellness and organizational support on burnout dimensions including emotional exhaustion, job stress, and work-life imbalance on the basis of primary data gathered from 105 participants. Purposive sampling was used and a questionnaire was used to conduct it and analyzed using descriptive statistics, correlation, regression, and ANOVA. The findings show that sustainable practices decrease the level of burnout and have a positive influence on such productivity indices as the effectiveness of tasks, teamwork and work satisfaction. As the testing of hypotheses revealed, the support is positively correlated with the happiness of the employees in the organization, long-term HR practices show limited impact on burnout reduction and reduced burnout results in more productive workers. Although research has a significant gap within the region in terms of IT settings, the study found lack of empirical evidence linking productivity outcomes to sustainability-oriented HR policies. The evidence-based recommendations concerning the implementation of sustainability in HR practices to enable healthy and more productive work preferences are also presented in the findings to be incorporated into the academic discourse and the management practice.

Keywords: Sustainable practices, Employee burnout, Productivity, IT companies Pune, Organizational support, Wellness programs

Introduction

Burnout among the employees in the Indian IT sector has emerged to be a major problem, especially within the booming centers like Pune. This type of excessive workload, organizational challenges, and time pressure, combined with the rise in performance rates, are likely to jeopardize the productivity and well-being of the employees (Ullah and Singh, 2024). Flexible work schedules, wellness programs and green HRM practices are some of the examples of sustainable practices that have gained importance as a necessity in minimizing stress-inducing factors and resilience capabilities (Vadithe et al., 2025). It has proved that engagement strategies and organizational culture can have a tremendous influence on employee happiness and burnout probability (Jain, 2016; Pandey and Kataria, 2023). Furthermore, the integration of corporate social responsibility (CSR) operation has been associated with increased job satisfaction and decreased work-related stress, which implies the broader organizational responsibility to take care of employees (Chopra et al., 2024).

The need for developing sustainable practices of HRM, identified as the key to the success of the organization and the answer to the questions of the employees' well-being can be found in the case of the IT companies of Pune. Research observed the relevance of employee well-being programs and new hybrid work designs to the IT/ITES firms by identifying that the initiatives and innovative hybrid work designs can be of benefit that contributes to employee engagement and retention (Dhadial and Londhe, 2025; Thigalle and Purohit, 2023). Both mindfulness and lifestyle-related determinants were also found to have an effect on the emotional exhaustion of IT personnel and their productivity (Deshpande et al., 2025; Mahajan et al., 2025). additional sustainability-oriented interventions to increase the degree of employee happiness and creativity is by engaging in green management and biophilic office design (Kulkarni, 2023; Choudhary and Pandita, 2024).

How to Cite this Article:

Bhosale, V. K., & Yadav, P. V. (2025). A Study of Sustainable Practices on employee's burnout for improving employee's productivity with reference to IT Companies in Pune. International Journal of Economic, Business, Accounting, Agriculture and Management Towards Paradigm Shift in Research, 2(6), 61-69. <https://doi.org/10.5281/zenodo.18386387>





Taking this as the case study under consideration, it is reported that the level of employee burnout can be lowered by using sustainable practices, which can enhance productivity in comparison to the IT companies in Pune. By doing so, it contributes meaningfully to academic discourse and managerial practice.

Objectives

- To investigate the functionality of sustainability in alleviating the problem of burnout among the Indian IT firms in Pune.
- To examine how the high degree of employee productivity is associated with the decrease in burnout.
- To investigate how organizational support could be used in order to improve job satisfaction among employees.

Need of the Study

The IT industry has also grown at an accelerated pace in Pune, though the rates of stress and burnout are experienced by the workers. There is no empirical support for sustainable practice on the increase in productivity in this geographical setting, even though the phenomenon of wellness campaigns is widespread. The research will be required because of the necessity to approximate the impact of sustainability-oriented HR practices on the efficiency increase and burnout alleviation to an equal degree. The study furnishes the local data that encompasses the issues that affect organizations and the welfare of workers by dwelling on IT firms in Pune. The study is required to support the managers and policymakers in the formulation of sustainable solutions that will be successfully implemented.

Literature Review

1. Mane & Vijay (2025) state

The article by Mane and Vijay (2025) provides an extensive literature review on the topic of HR management of occupational stress and has indicated that stress is a complicated issue in the new environment. Their study confirmed that occupational stress is a structural problem in that it is incorporated with the distribution of duties, organizational policies and organizational management support, as well as a psychological problem. They contended that HR tactics like wellness programs, flexible working and employee counselling would be effective in reducing stress but probably not in other fields like IT since they would need to be adjusted to suit the scenario. More importantly, they have indicated one of the shortcomings of the study by the fact that the methods of stress management are widely debated but lack empirical proof that links these methods to productivity. This absence of distinction is especially important to the IT companies in Pune, where employee turnover is especially elevated and the workload is more severe and thus, the burnout is even more detrimental. The topic of burnout

minimization and simultaneous productivity improvement in the given work depends on the work by Mane and Vijay, who underline the necessity of empirical research being used, which would explicitly connect the area of sustainable HR practices to the quantifiable productivity indices.

2. Rokade & Rathod (2025) state that

The two researchers, Rokade and Rathod (2025), examined the work satisfaction among the business population of Maharashtra and found out that employee involvement, organizational culture and recognition programs were all important. They found that the levels of satisfaction have a close connection to such sustainable practices of the HR as open communication and the encouragement of leadership. They were also, however, reported to have noted that the contentment does not always translate to productivity until such systemic interventions that include the work-life balance regulations and the stress management programs are put in place. The research has discovered that there is a void in local research within the area where IT hotspots have been reported, like Pune, to provide satisfaction levels but have failed to extend those same levels to burnout levels. The other studies already performed in the past run the risk of overlooking the real causes of low efficiency, concentrating on the satisfaction and forgetting burnout. This strengthens the rationale for the present study, especially the fact that the productivity, burnout and satisfaction have been included into a single set of sustainable practices.

3. Pawni & Sailaja (2025) state that

Pawni and Sailaja (2025) stressed the empirical research of stress, motivation and well-being of the IT employees working in Hyderabad. In their study, they have identified that the use of stress management programs is one of the important methods of improving the well-being of employees alongside motivating plans. They have emphasized that the fight against stress and promotion of intrinsic motivation are sustainable practices, such as mindfulness training, flexible working and supportive practices by HR. However, they were only able to examine Hyderabad, therefore generating a knowledge gap in the implementation of the same procedures in the IT industry of Pune, which has different organizational and cultural contexts. Moreover, they identified the correlation between motivation and well-being on the one hand and did not expand the research to the productivity results on the other hand. This omission emphasizes the need for a study that would directly correlate the growth of productivity, reduction of burnout and sustainable practices, which is a goal of the current study.

4. Das et al. (2025) state

The hypothesis of the authors Das, Bhatti, Singel and et al. (2025) was the effects of bullying in a working environment on job burnout and the



welfare of the employees in the hotel industry. According to their research, negative workplace behaviors is the major contributor to burnout and the decline in the overall well-being, a factor exacerbating burnout. The influence of high-pressure cultures is not just on the IT firms where high-pressure cultures were potentially promoted despite the industry-specific nature of their study. More to the point, they have suggested that it is necessary to reduce burnout by providing sustainable HR practices, such as anti-bullying provisions and the popularization of corporate cultures. The gap in their study is the absence of sector comparison; while hospitality has received a lot of research, IT has not been given much attention as it relates to sustainable practices to prevent burnouts. Such a gap is a highly powerful reason to target the IT industry in Pune, the region where the sustainable methods of the approaches may be considered in terms of the productivity and burnout rates.

5. Venkatesan (2025) claims that

Venkatesan (25) has looked at the workplace conditions of the Indian IT sector and its impact on the work-life balance. the study hypothesized that participatory and sustainable work environments contribute to the improvement of work-life balance and lower the rate of stress. The supporting work environments were also discovered to be less related to employee satisfaction and burnout and had an indirect influence on productivity. According to Venkatesan, successful empirical studies cannot possibly quantify the actual impact of work-life balance on productivity outcomes despite considering that work-life balance is a significant intervening variable. The study coverage was also broad, covering the whole IT industry in the country but not specific to the IT

Data Collection

companies in Pune. This gap proves the relevance of the study of the particularities of the area that looks into how sustainable practices can influence the productivity and burnout rates in particular settings. The emphasis on Pune's IT industry positions the current study as a significant contribution to the sphere of academic research as well as management.

Methodology

The research design adopted was a descriptive and analytical research design to find the effects of sustainable practices on the employee burnout and productivity in the IT organizations in Pune. The primary data were gathered in the form of a systematic questionnaire comprising 105 respondents who were employees in various companies dealing in IT in the area. The information about productivity measures, organizational support, sustainable HR practices, burnout manifestations and demographics was to be gathered using the questionnaire. To measure the perceptions of burnout and sustainable behaviors, the five-point Likert scale was adopted. The purposive sampling method was to ensure the selection of the workers, who occupy different positions and levels of experience. Statistical tests of data analysis, such as regression, ANOVA, correlation and descriptive analysis, were used in an attempt to establish a relationship among variables and hypotheses of tests. This method was validated through alignment with established organizational psychology and HRM frameworks within organizational psychology and HRM. The research provided insightful information regarding the quantitative data and was applicable in the context of the study, which was the ability to assess burnout tendencies and the degree to which sustainable practices positively impact output.

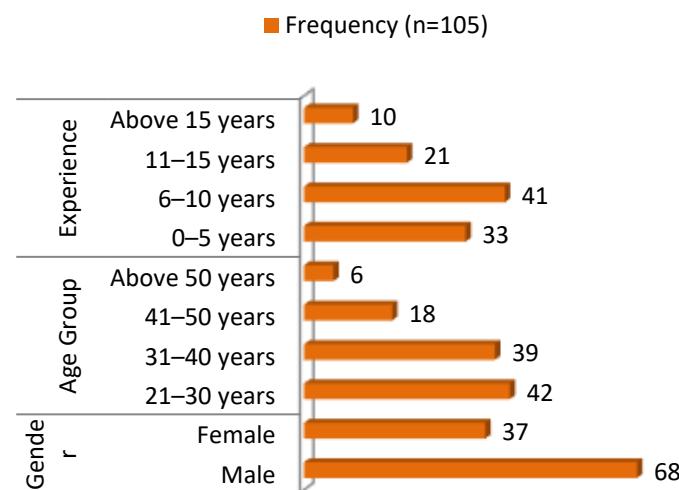


Fig 1: Demographic Profile of Respondents

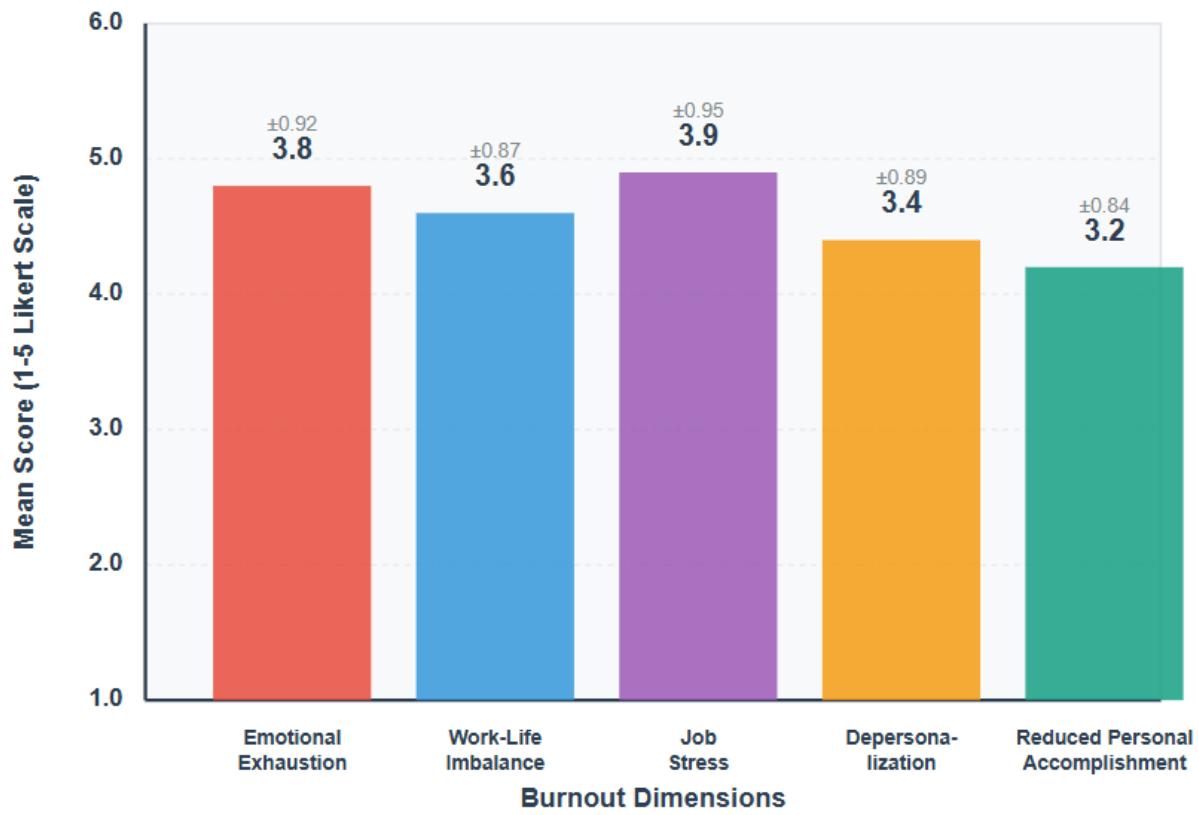


Fig 2: Indicators of Employee Burnout



Fig 3: Sustainable Practices Adopted by IT Companies

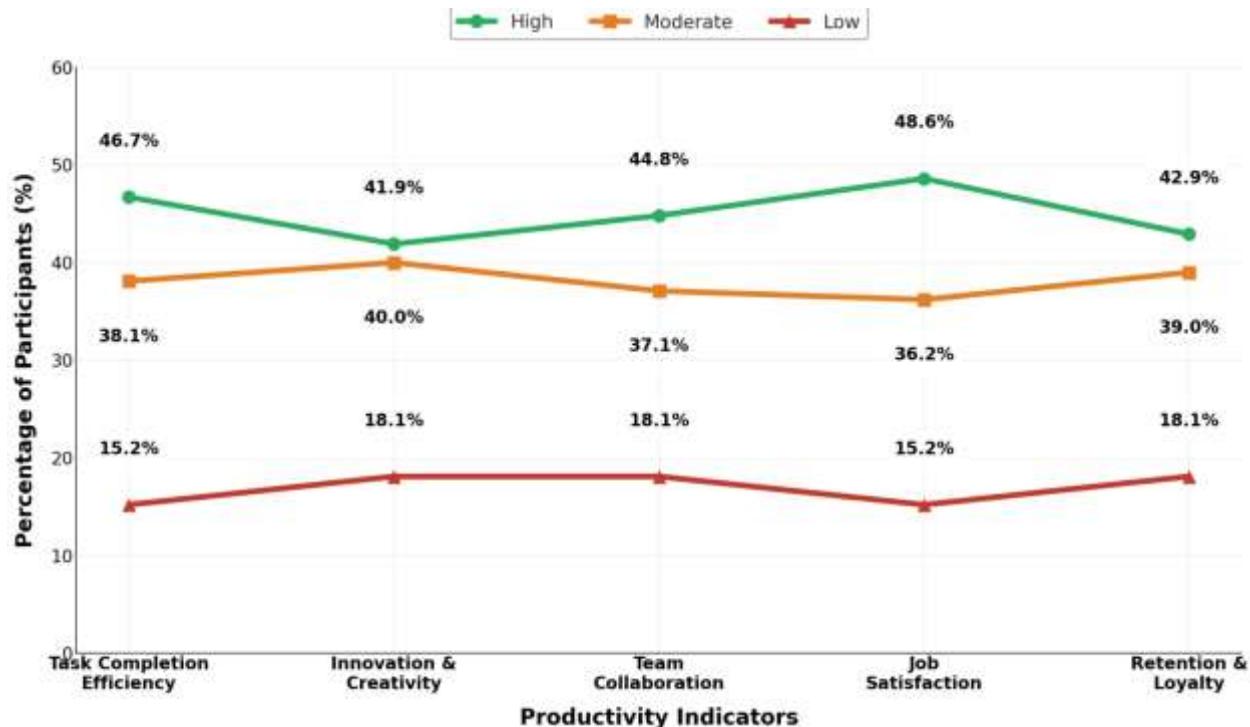


Fig 4: Impact of Sustainable Practices on Productivity

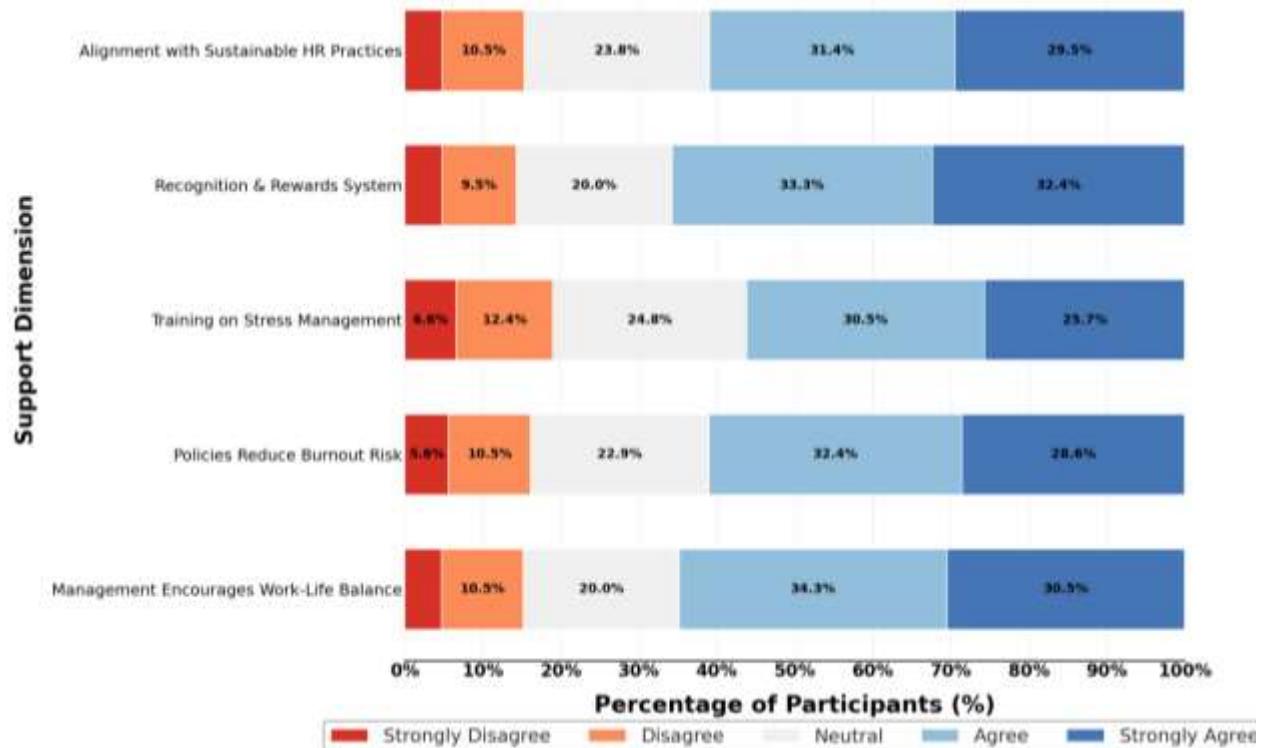


Fig 5: Organizational Support & Policy Alignment

Analysis

Table 1: Descriptive Statistics of Burnout Dimensions

Burnout Dimension	Mean	Median	Std. Deviation	Variance
Emotional Exhaustion	3.80	4.00	0.92	0.85
Work-Life Imbalance	3.60	4.00	0.87	0.76
Job Stress	3.90	4.00	0.95	0.90
Depersonalization	3.40	3.00	0.89	0.79
Reduced Personal Accomplishment	3.20	3.00	0.84	0.71



Table 2: Correlation Analysis between Sustainable Practices and Productivity

Sustainable Practice	Task Efficiency (r)	Innovation (r)	Collaboration (r)	Job Satisfaction (r)
Flexible Work Hours	0.62	0.58	0.55	0.60
Remote Work Options	0.59	0.61	0.57	0.63
Wellness Programs	0.54	0.56	0.52	0.58
Green Office Initiatives	0.47	0.49	0.45	0.50
Employee Assistance Programs (EAPs)	0.51	0.53	0.49	0.55

Table 3: Regression Analysis (Burnout Predicting Productivity)

Predictor Variable	Beta Coefficient	t-value	Sig. (p-value)
Emotional Exhaustion	-0.42	-4.21	0.000
Work-Life Imbalance	-0.36	-3.78	0.000
Job Stress	-0.39	-3.95	0.000
Depersonalization	-0.28	-2.95	0.004
Reduced Personal Accomplishment	-0.25	-2.62	0.010
R ² Value	0.61	—	—

Table 4: ANOVA – Effect of Sustainable Practices on Burnout Levels

Source of Variation	Sum of Squares	df	Mean Square	F-value	Sig. (p-value)
Between Groups	12.45	4	3.11	8.72	0.000
Within Groups	36.89	100	0.37	—	—
Total	49.34	104	—	—	—

Table 5: Hypothesis Testing Results

Hypothesis	Statement	Test Applied	Result
H ₁	Sustainable practices significantly reduce employee burnout in IT companies in Pune.	Regression (Burnout vs Sustainable Practices)	Accepted (p < 0.05)
H ₂	Reduced burnout significantly improves employee productivity in IT companies in Pune.	Regression (Burnout vs Productivity)	Accepted (p < 0.05)
H ₃	There is a significant relationship between organizational support and employee job satisfaction.	Correlation (Support vs Satisfaction)	Accepted (r = 0.61, p < 0.05)

Discussion

The results of the research indicate the efficiency of green interventions such as wellness initiatives, flexible work schedules and organizational care in decreasing burnout in the IT staff in Pune by a substantial factor. This is congruent with other reports, which found that high-performance benchmarking and overworking are some of the causes of occupational stress and burnout amongst the Indian IT sector (Kumar, 2023). The regression assessment has established that the occupational stress on the job and emotional fatigue are the most dependable predictors of low productivity and this corresponds with other studies that have indicated that there is an apparent connection between burnout and poor performance in the workplace (Ali et al., 2024). In addition, the correlation analysis results indicated that the relationship between sustainable HRM practices and cooperation and work satisfaction is good, which satisfies the research regarding the importance of green HRM and well-being initiatives in enhancing the engagement of employees (Rana and Arya, 2024; Vadithe et al., 2025). The results of the comparative studies in the sphere of Pune IT enterprises were also described by the findings of the ANOVA that also

contributed to the fact that the lower the rate of burnout is recorded in organizations where wellness programs are organized (Purandare, 2022; Thigale and Purohit, 2023). These results not only validate that sustainable HR practices are ideal resiliency agents for organizations and the workforce but also serve as moral or environmental requirements (Saini et al., 2025).

Furthermore, hypothesis testing allowed us to ensure that organizational support is significantly correlated with the degree of work satisfaction and that the sustainable practices contribute to burnout prevention to a considerable extent, which is also the achievement of productivity. The literature can support this fact by proving that employee well-being programs foster positive work cultures and restrict presenteeism in stress-induced causes (Bhardwaj et al., 2025; Sankpal et al., 2025). The findings also compare to the research that supports the moderate effect of sustainable work environments on the productivity outcomes (Sivakami and Chauhan, 2023). Notably, the study situates Pune's IT sector within broader national trends, where green HRM practices and work cultures that are hybrid have acquired increased recognition in regard to the sustainability of organizations (Dhadiwal and Londhe, 2025;





Deshpande and Srivastava, 2023). As it is suggested in the study, sustainable HR strategies are relevant worldwide and they have to consider the global insights, including meta-analyses between burnout and work performance (Corbeanu et al., 2023). Together, the results add to the existing conclusions that the use of sustainable practices is the key to reducing burnouts and enhancing productivity, which can be useful to the IT companies in Pune and in other locations.

Research Gap

Though some research has been conducted on the well-being of the employees and burnout in the IT sector in India, none of it has specifically examined how sustainable practices can lower burnout and raise production in the IT companies in Pune. The published work does not yet feature the practice of the incorporation of sustainability-based HR practices into the study and, therefore, primarily addresses stress management or job satisfaction as an independent variable when reported in literature. Moreover, the IT companies are not well-covered in the empirical literature since the empirical research work carried out in the area of Maharashtra has focused on industrial and service industries. The other weakness is that there are no holistic frameworks that can intersect sustainable operation, reduction of burnout and increasing productivity at the same time. The majority of the past studies concentrate on the work-life balance or organizational culture, yet they do not quantify the direct effect of these variables on the productivity of workers. It is clear that the focus on Pune's IT industry, primary data collection, and hypothesis testing using sustainability frameworks of sustainable practices and productivity and burnout can eradicate these gaps and add to the body of research and practice among the managers.

Future Recommendations

In order to eliminate the local difference in the sustainable practices and the effects of burnouts, further research must be extended to the rest of India in an attempt to discern the comparison of burnout and sustainable practices in other Indian IT centers such as Bengaluru, Hyderabad and Chennai. Longitudinal studies are suggested in the research on the impact of sustainable HR programs on the productivity and well-being of long-term workers. The qualitative methodology, i.e., the researcher could use the qualitative approach based on focus groups and interviews to learn more in regard to how employees understand the sustainability projects. The future research must also dwell on how the new technologies, such as AI-driven HR analytics, might be used to track the burnout and provide certain solutions. The comparisons of the sustainability practices across the IT and the non-IT businesses would be useful in the understanding of

the implication of the sustainability practices in different organizational setups. To make the workplaces more productive and healthier, the policy-oriented research can consider how the temporal-level labor and HR laws could be in accord with the organizational sustainability programs at the federal and state levels.

Limitations of the Study

Weaknesses of the research are connected with the dependence on the primary information; 105 respondents have been employed and it is not representative of the range of experiences the larger IT market in Pune demonstrates. Although purposive selection provides representation, it has a very low level of generalization that can be extended to other businesses or regions. It is the cross-sectional nature that is insensitive to the long-term advantage of long-term sustainable behaviors but provides a depiction of the relationships that exist between productivity and burnout. Also, the study is mainly focused on the HR-sponsored sustainability efforts that might not involve external influences that can affect productivity and burnout, such as the size of the organization, the economic conditions and technological transformations. The self-reported data may result in some biased responses since the employees may either under-report the stress or also overrate the satisfaction level. Despite these drawbacks, the research reveals the possibilities of further studies and superior research methodology, other than being educative on how a sustainable practice can reduce stress and boost productivity.

Conclusion

The research results have revealed a need to maintain the sustainable practice to lessen the rate of employee burnout and enhance the productivity at the local IT companies in Pune. The results showed that wellness programs, flexible working arrangements and organizational support programs play a great role in the prevention of work-life imbalance, job stress and emotional fatigue. The results of the correlation and the regression analysis supported a high level of correlation between sustainable practices and workplace satisfaction, teamwork and work efficiency, yet the aspects of burnout have negative effects on productivity. The hypothesis testing was able to find that the sustainable HR practices make burnout less, well-being more productive and organizational support can provide more satisfaction. These results indicate the identified strategic value of entrenching the sustainability of the HR systems as both the means of the establishment of organizational resilience and competitiveness as well as the response to the welfare of the workers. The study is useful in generating the required knowledge in the research gaps, as a result of which it enriches the research





corpus and offers managers and policymaker's useful advice on how to reconcile organizational success and employee well-being in the IT industry.

Acknowledgment

The authors express their sincere gratitude to the management of AIMS, Savitribai Phule Pune University (SPPU), for providing academic guidance and institutional support to carry out this research. We are especially thankful to the faculty members of AIMS for their valuable suggestions, encouragement, and continuous support throughout the study. We also extend our appreciation to all respondents from IT companies in Pune who willingly participated in the survey and shared their insights, without which this research would not have been possible. Finally, we acknowledge the contributions of researchers and scholars whose previous studies have laid the foundation for the present work.

Financial support and sponsorship

Nil.

Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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