



Chanakya Niti in the Digital Age: A Strategic Approach to Employee Stress Management in IT Sector

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Abstract

Purpose: The current research paper analyzes that in IT sector, how strategic practices based on Chanakya Niti influence stress management in the National Capital Region (NCR). The paper signifies the importance of classical strategic wisdom in the contemporary organizational setting in reaction to the increasing stress at the workplace precipitated by the technological demands and competitive work environment.

Methodology: A cross sectional and quantitative method was applied in this study. For data collection purpose, primary source like questionnaire was disseminated to gathered the significant information from 400 respondents which were utilized for statistical tests application as per the suitability of hypothesis. For assess the relations and check the effect of variables in this study, correlation and regression analysis were applied.

Findings: The results show that the strategic practices of Chanakya Niti are moderately implemented in IT organizations, and employee stress management is moderate, and the issue of burnout is still apparent. The correlation analysis has revealed that strategic practices and employee stress management have a strong positive relationship. Moreover, regression analysis proved that the practices based on Chanakya Niti have a statistically direct relation with the stress management of employees.

Practical Implications: The study shows that the old strategic concepts such as ethical governance, strategic foresight, emotional intelligence, and disciplined leadership can be applied to the new management practices by companies to benefit. Nonetheless, the practices must be supplemented with more extensive employee well-being programs, and supportive workplace policies.

Originality/Value: It offers a testimony on the applicability of traditional Indian strategic wisdom to the contemporary workplace issues, especially in managing employee stress in the IT industry.

Key Words: Chanakya Niti, Management of Stress, Information Technology, Strategic Management, Organization Behavior, NCR.

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1. INTRODUCTION

Information Technology (IT) is now one of the most important economic growth, innovation and organizational change drivers of the contemporary digital era. However, the rapid pace of technological evolution, the nature of digital work, the continuous pressure of upskilling, the hard-and-fast deadlines, and the growing dependence on information systems have only aggravated the work-related stress among IT workers. Stress is often perceived as a mental and physical reaction that occurs when perceived job demands surpass the ability to cope with them (Lazarus and Folkman, 1984; Selye, 1976). In the workplace, stress can lead to burnout, decreased job satisfaction, deteriorated well-being, and decreased productivity when experienced over a long period (Maslach and Jackson, 1981; Quick and Henderson, 2016; Warr, 2007). This is even worse in the IT context as the constant exposure to digital technologies may lead to technostress, role pressure, cognitive overload, and lowered work efficiency (Ayyagari et al., 2011; Tarafdar et al., 2007, 2019). Therefore, it is now an organizational issue that is burning and stress management among employees in the technology-based work environment.

The traditional approaches to stress management are inclined to pay attention to individual coping, psychological resilience, coping with workload, and organizational support system. According to the coping theory, employees deal with stress by using both cognitive and behavioral strategies to cope with both internal and external stressors (Carver, 1997; Lazarus and Folkman, 1984). Employee well-being at the organizational level is also determined by job demands, resources at hand, perceived organizational support, and quality of leadership (Bakker and Demerouti, 2017; Eisenberger et al., 1986; Hobfoll, 1989). Studies also show that ethical leadership, emotional intelligence, empowering leadership, and adaptive managerial behavior may help to establish positive work conditions and minimize employee stress (Brown and Treviño, 2006; Goleman, 1995; Northouse, 2022; Yukl, 2020; Zhang and Bartol, 2010). Strategic management-wise, the enhanced employee performance and organizational sustainability are inextricably linked to effective planning, optimal use of resources, organizational capability, and value-based leadership (Barney, 1991; Robbins and Judge, 2022).

In this regard, the classical Indian management thought offers a significant alternative perspective of leadership, discipline, governance, strategic foresight, and human behavior in organizations. The Chanakya Niti, which is based on the Arthashastra of Kautilya, provides a complete system of thought on statecraft, administration, ethical behavior, decision-making, resource management and people governance (Kangle, 1965, 1972; Kautilya, 1992; Rangarajan, 1992). Its principles have been more and more applied to the modern-day organizational leadership and management practices, even though it was initially created in the framework of political administration (Bhattacharyya, 2009, 2012; Chakraborty, 1995, 2007; Mahadevan, 2012; Muniapan, 2006, 2008). According to the existing literature, Indian management philosophy focuses on duty, self-discipline, ethical responsibility, leadership wisdom, organizational harmony, and value-based decision-making, which can enhance the workplace culture and well-being of the employees (Krishnan, 2008; Muniapan and Dass, 2008; Muniapan and Satpathy, 2013; Pandey et al., 2009; Sharma and Bhal, 2004).

In spite of this applicability, the use of Chanakya Niti in contemporary organizational studies is more conceptual particularly in terms of employee stress management. Previous literature has

talked about Kautilyan concepts in the context of strategic leadership, governance, ethics, corporate administration, and management education (Iyer, 2015; Khatri, 2011; Narayanan, 2017; Singh, 2013; Subramanian, 2017; Thakur, 2019), but there is a paucity of empirical studies that have operationalized the principles into quantifiable workplace practices. In the same way, although stress, burnout, technostress and employee well-being have been extensively studied using Western psychological and organizational paradigms, the combination of Indian strategic wisdom and modern IT-industry stress management has not been studied extensively. This provides a significant research gap, especially in high-pressure digital workplaces where employees are subjected to ongoing technological and performance-related pressures.

The study tries to connect the classical Indian wisdom with contemporary management practices by converting traditional concepts like strategic foresight, ethical governance, disciplined leadership, emotional intelligence, interpersonal wisdom, and optimization of resources into quantifiable organizational constructs. In this way, the study is part of the expanding literature on the Indian management philosophy, as it empirically examines its applicability in the context of solving modern workplace issues in technology-driven organizations.

2. LITERATURE REVIEW

2.1. Chanakya Niti-Based Strategic Practices

Chanakya Niti is based on the Arthashastra of Kautilya, and is a detailed system of strategic leadership, administration, moral behavior, resource management and administrative effectiveness. Kautilya stressed on strategic foresight, disciplined rule, pragmatic leadership, and optimum use of resources as key factors in the attainment of organizational effectiveness and long-term sustainability (Kautilya, 1992; Kangle, 1965, 1972; Rangarajan, 1992). Modern researchers have pointed out that most of these principles can be applied in modern organizations, especially in the leadership, decision making, organizational culture, and employee management (Bhattacharyya, 2009, 2012; Chakraborty, 2007; Mahadevan, 2012). Muniapan (2006, 2008) made the argument that the philosophy of management as developed by Kautilya can be useful in understanding governance, strategic planning, and human resource management, whereas Narayanan (2017) and Iyer (2015) established the relevance of Arthashastra-based principles to strategic leadership and organizational effectiveness. Moreover, disciplined and enabling organizational environments are developed due to ethical governance, interpersonal wisdom, and leadership pragmatism promoted in Chanakya Niti (Muniapan & Dass, 2008; Singh, 2013; Subramanian, 2017). Thus, strategic practices guided by Chanakya Niti can provide a value-driven and strategic oriented model that can help improve organizational performance and employee well-being.

2.2. Employee Stress Management

The management of stress among employees has emerged as a significant field of organizational studies because of the growing complexity of the contemporary workplaces. Stress is commonly considered to be a psychological reaction that arises when the job requirements surpass the capacity of an individual to effectively cope with them (Lazarus and Folkman, 1984; Selye, 1976). Workplace stress may cause burnout, emotional exhaustion, decreased job satisfaction, and decreased productivity when experienced over a long period (Maslach and Jackson, 1981; Quick

and Henderson, 2016). According to the Job Demands Resources model, the well-being of employees depends on the ratio between the demands of the workplace and the organizational resources (Bakker and Demerouti, 2017). Stress management is effective when the organization supports, practices positive leadership, coping, and psychological resources that help employees cope with the challenges at work (Carver, 1997; Hobfoll, 1989). It has also been found that ethical leadership, emotional intelligence, and supportive organizational climates have a positive impact on employee well-being and stress levels in the workplace (Brown and Treviño, 2006; Goleman, 1995; Luthans and Youssef-Morgan, 2017). Therefore, employee stress management is becoming more of a strategic priority in organizations to maintain productivity, engagement, and overall organizational performance.

2.3. Stress Management in the IT Industry among Employees.

Information Technology (IT) is a highly competitive industry with high rates of technology change, constant innovation and demanding work schedules, so employee stress is an important organizational issue. Workers are often under pressure of workload, project deadlines, role ambiguity, and the necessity to constantly improve their skills. Ayyagari et al. (2011) found technostress to be one of the primary outcomes of the constant exposure to the changing technologies, whereas Tarafdar et al. (2007, 2019) have noted that technological complexity, information overload, and digital connectivity are some of the primary causes of employee strain and poor work performance. Research has also discovered that the adverse effects of technological pressures can be alleviated with the help of supportive leadership, organizational support, and effective practices of stress management to improve the well-being of employees (Eisenberger et al., 1986; Kumar and Singh, 2019; Tripathi and Pandey, 2021). The IT industry is very dynamic and therefore organizations need to implement strategic measures that are not only beneficial in enhancing performance but also enable employees to cope with stress at the workplace.

2.4. Chanakya Niti-Based Strategic Practices, Stress Management.

The correlation between strategic practices guided by Chanakya Niti and stress management of employees can be described in terms of leadership, governance, and organizational support. The combination of strategic foresight, ethical governance, disciplined administration, interpersonal wisdom, and resource optimization can help to establish a stable and supportive working environment that improves the well-being of employees (Bhattacharyya, 2012; Khatri, 2011; Mahadevan, 2020). The leadership theories also imply that ethical and supportive managerial practices decrease uncertainty, enhance trust, and enhance the capacity of employees to handle the pressures of the workplace (Brown and Treviño, 2006; Northouse, 2022; Yukl, 2020). Additionally, organizational support theory suggests that workers who feel that their organizations are more supportive of them have reduced stress and increased psychological well-being (Eisenberger et al., 1986). As Chanakya Niti focuses on ethical leadership, strategic planning, wise resource management, and human-oriented governance, its principles can have a positive impact on the management of stress among employees.

2.5. Research Gap

The literature on employee stress has been extensive, especially in the IT industry, with studies indicating that technostress, workload pressure, and burnout are some of the problems. The available literature has also determined that leadership practices, emotional intelligence, and organizational support are important in determining the well-being of employees and their stress management. Nevertheless, much of this study is based on modern Western management concepts, little has been done to explore alternative or traditional models.

Classical Indian texts like Chanakya Niti and the Arthashastra offer an insight into strategy, government, leadership and human behavior, but their use in contemporary organizational settings is mostly theoretical and not empirical. It is evident that there is a gap in the literature that can be used to translate these principles into practical organizational activities and study their effects through quantitative approaches.

Moreover, the connection between these traditional strategic practices and stress management among employees has not been sufficiently researched, particularly in high-stress settings such as the IT industry. NCR region, which is a key IT centre, has not been given much focused attention in this regard. Thus, there is a void in the application of traditional strategic wisdom to the contemporary organizational issues via empirical research.

2.6. Objectives of the Study

- [i] The following objectives are given below:
- [ii] To identify the extent to which Chanakya Niti-based strategic practices are adopted in IT organizations.
- [iii] To stress management level among employees.
- [iv] To evaluate that is there any Chanak relation in Chanakya Niti-based strategic practices and employee stress management.
- [v] To determine the influence of Chanakya Niti-based strategic practices on employee stress management.

2.7. Hypotheses of the Study

- H₀₁:** Chanakya Niti-based strategic practices do not have any significant relation with employee stress management.
- H₀₂:** Chanakya Niti-based strategic practices do not have a significant influence on employee stress management.

3. RESEARCH METHODOLOGY

The research design used was the current research design, which was quantitative, descriptive, and analytical research design to examine the relationship between strategic practices based on Chanakya Niti and employee stress management among the Information Technology (IT) professionals in the National Capital Region (NCR) (Sekaran and Bougie, 2016). The survey method used was cross-sectional where data were collected at one time through a structured questionnaire. The NCR area was selected as the study area due to the fact that it is one of the

most concentrated areas in terms of IT organizations and workforce that operates in highly dynamic and technology intensive settings.

The target population was the employees of different IT organizations in NCR. The use of a non-probability convenience sampling method was due to the accessibility and time limitations, which led to a final sample of 410 respondents, which is deemed sufficient to perform statistical analysis and make reliable inferences in behavioral and organizational research (Hair et al., 2019; Saunders et al., 2019). Diverse respondents in terms of demographics, job descriptions, experience levels and work patterns were targeted to introduce diversity in the sample.

The structured questionnaire was used to gather primary data based on a five-point Likert scale of strongly disagree to strongly agree (Likert, 1932). The tool consisted of three sections which comprised demographic data, strategic practices in accordance with Chanakya Niti as independent variable and stress management amongst employees as dependent variable. The measurement items were premised on the available literature on organizational behavior, stress management, leadership and psychological well-being to ensure conceptual relevance and content validity (Cohen et al., 1983; Carver, 1997). To support the conceptual framework and theoretical background, the secondary data were gathered in the shape of academic journals, books, reports and classical texts such as the Arthashastra (Kangle, 1965; Rangarajan, 1992).

Cronbachs Alpha was used to determine the reliability of the research instrument, and a thorough literature review and evaluation of questionnaire items by experts were used to determine the content validity (Cronbach, 1951; Hair et al., 2019). Appropriate statistical techniques were used to analyze the data. Descriptive statistics like mean and standard deviation were used to assess the level of adoption of practices and employee stress management as per Chanakya Niti. Pearson correlation analysis was used to determine the relationship between the variables of the study, and a simple linear regression analysis was used to determine the extent to which the strategic practices based on Chanakya Niti influence the management of stress among the employees (Field, 2018). To test the hypotheses developed, statistical significance was applied to draw meaningful inferences of the applicability of traditional Indian management concepts in the contemporary IT workplaces.

4. RESULTS

Table 4.1: Demographic Profile

Variable	Category	Frequency	Percentage (%)
Gender	Male	262	63.9
	Female	148	36.1
	Total	410	100
Age Group	Below 25	96	23.4
	25–35	198	48.3
	36–45	82	20.0
	Above 45	34	8.3
	Total	410	100

Education	Undergraduate	118	28.8
	Postgraduate	244	59.5
	Doctorate	18	4.4
	Other	30	7.3
	Total	410	100
Work Experience (Yrs.)	< 2	102	24.9
	2-5	176	42.9
	6-10	86	21.0
	> 10	46	11.2
	Total	410	100
Job Role	Developer/Engineer	238	58.0
	Manager	82	20.0
	HR/Admin	48	11.7
	Other	42	10.3
	Total	410	100
Work Mode	Remote	104	25.4
	Hybrid	214	52.2
	On-site	92	22.4
	Total	410	100

The demographic profile shows that most of the respondents are male, are aged 25-35, and most are developers with experience of 2-5 years of experience, which is a normal composition of the IT workforce in the NCR region. According to the descriptive statistics, the strategic practices based on Chanakya Niti are moderately implemented, and emotional intelligence and ethical governance are relatively more emphasized, whereas resource optimization and foresight are relatively lower. The level of employee stress management is also moderate with higher scores in job satisfaction and coping effectiveness and burnout reduction is a concern.

4.2. Descriptive Statistics

Table 4.2: Descriptive Statistics

Variable / Dimension	No. of Items	Mean	Std. Deviation
<i>Independent Variable: Chanakya Niti-Based Practices</i>			
Strategic Foresight & Planning	3	3.58	0.74
Ethical Governance & Discipline	3	3.72	0.69
Resource Optimization	3	3.49	0.77
Emotional Intelligence & Interpersonal Strategy	3	3.81	0.65
Leadership Pragmatism	3	3.67	0.71

Overall Chanakya Niti Practices	15	3.65	0.68
<i>Dependent Variable: Employee Stress Management</i>			
Perceived Stress Control	3	3.42	0.79
Coping Effectiveness	3	3.68	0.72
Burnout Reduction	3	3.31	0.83
Job Satisfaction	3	3.76	0.70
Psychological Well-being	3	3.59	0.75
Overall Employee Stress Management	15	3.55	0.74

The descriptive statistics show that strategic practices in Chanakya Niti are moderately used in IT organizations, and the mean scores are higher in emotional intelligence and ethical governance. The values of resource optimization and strategic foresight are relatively lower, indicating disproportional application of practices. The stress management of employees is moderate as well, which indicates that employees can manage stress to a certain degree. Job satisfaction and coping effectiveness are comparatively stronger among its dimensions, whereas burnout reduction is weaker. The values of standard deviation show that there is a sensible variation in responses. In general, the findings indicate that the strategic practices and stress management are both present but not well-developed. This points to the need of improvement in organizational strategies.

4.3. Normality Test

Prior to carrying out correlation and regression analyses, one should consider whether the data meet the normality assumption. Normality testing assists in identifying whether the distribution of responses is close to a normal distribution, thus, making it possible to use parametric statistical methods (Field, 2018; Hair et al., 2019). In the current research, the two key variables of the study, i.e. the Chanakya Niti-Based Strategic Practices and Employee Stress Management were tested on the basis of Skewness and Kurtosis values to determine the normality.

Table 4.3.: Test of Normality

Variable	Mean	Std. Deviation	Skewness	Kurtosis
Chanakya Niti-Based Strategic Practices	3.65	0.68	-0.421	-0.318
Employee Stress Management	3.55	0.74	-0.387	-0.452

The findings in Table 4.3 show that the skewness of both Chanakya Niti-Based Strategic Practices (-0.421) and Employee Stress Management (-0.387) are within the range of acceptable values of +/-1.0, indicating a fairly symmetric distribution of responses. Likewise, the kurtosis of -0.318 and -0.452 also fall within the recommended value of ± 1.0 , which means that there are no significant deviations of normality (Hair et al., 2019).

The negative skewness values demonstrate that the responses are slightly concentrated on the higher part of the scale, which is rather positive perceptions of the Chanakya Niti-based practices adoption and the effectiveness of the employee stress management. Moreover, the values of

kurtosis indicate a relatively flat distribution without extreme tails and peaks. On the whole, the results indicate that the data are roughly normally distributed and meet the conditions to perform Pearson correlation and regression analyses. Thus, it is reasonable to assume that parametric statistical methods are used in the following steps of analysis and are statistically justified (Field, 2018; Pallant, 2020).

4.4. Reliability Test

The reliability analysis was done to determine internal consistency of the measurement instrument applied in the study. Reliability is the degree to which a group of questionnaire items is able to reliably measure the intended construct and give consistent results when used on different respondents (Cronbach, 1951; Nunnally and Bernstein, 1994). Cronbachs Alpha was used to test the reliability of the scales used in the current research to measure Chanakya Niti-Based Strategic Practices and Employee Stress Management. Hair et al. (2019) note that a Cronbachs Alpha of 0.70 or higher is considered to be acceptable reliability, and a Cronbachs Alpha of 0.80 or higher is considered to be good internal consistency.

Table 4.4: Reliability Analysis

Variable	No. of Items	Cronbach's Alpha
Chanakya Niti-Based Strategic Practices	15	0.886
Employee Stress Management	15	0.873
Overall Scale	30	0.901

Table 4.5: Level of Adoption of Chanakya Niti-Based Strategic Practices

Dimension	Mean	Std. Deviation	Level
Strategic Foresight & Planning	3.58	0.74	Moderate
Ethical Governance & Discipline	3.72	0.69	High
Resource Optimization	3.49	0.77	Moderate
Emotional Intelligence & Interpersonal Strategy	3.81	0.65	High
Leadership Pragmatism	3.67	0.71	Moderate
Overall Chanakya Niti-Based Strategic Practices	3.65	0.68	Moderate

Table 4.5 shows the degree of adoption of Chanakya Niti-Based Strategic Practices of IT employees in NCR. The average score of 3.65 (SD = 0.68) shows that there is a moderate adoption of such practices in IT organizations. The highest score was registered in the Emotional Intelligence and Interpersonal Strategy (Mean = 3.81), then in Ethical Governance and Discipline (Mean = 3.72) which implies that organizations are more focused on interpersonal relationships and ethical behavior at workplace. On the other hand, Resource Optimization (Mean = 3.49) scored the lowest which means that there is room to improve on the efficient use of organizational resources. In general, the results indicate that the strategic practices guided by Chanakya Niti are still in the organization but not yet institutionalized.

Table 4.6.: Level of Employee Stress Management

Dimension	Mean	Std. Deviation	Level
Perceived Stress Control	3.42	0.79	Moderate
Coping Effectiveness	3.68	0.72	High
Burnout Reduction	3.31	0.83	Moderate
Job Satisfaction	3.76	0.70	High
Psychological Well-Being	3.59	0.75	Moderate
Overall Employee Stress Management	3.55	0.74	Moderate

The Employee Stress Management level of IT employees is indicated in Table 4.6. The average stress management score of 3.55 (SD = 0.74) shows that the respondents have a moderate degree of stress management. The highest score was obtained in Job Satisfaction (Mean = 3.76), then in Coping Effectiveness (Mean = 3.68), which indicates that employees have overall satisfactory coping skills and attitudes to their work. Nevertheless, the lowest mean score was received by Burnout Reduction (Mean = 3.31), which means that emotional exhaustion and fatigue are still issues in the IT sector. The results suggest that employees can cope with the stress to a certain degree, but the organizations should enhance stress reduction programs to enhance the well-being of employees.

4.5. Hypothesis Testing

I. Testing of Hypothesis H_{01} / H_{1a}

Table 4.7: Correlation between Chanakya Niti Practices and Employee Stress Management (n = 410)

Variables	Chanakya Niti Practices	Employee Stress Management
Chanakya Niti Practices	1.000	0.612**
Employee Stress Management	0.612**	1.000

The findings indicate a meaningful positive association between Chanakya Niti-oriented managerial practices and employees' ability to handle workplace stress. This suggests that organizations applying such ethical, strategic, and leadership-based principles tend to create a more supportive environment for employee coping and psychological balance. The relationship is statistically reliable, confirming that the observed link is not accidental. Therefore, the alternative hypothesis is accepted, while acknowledging that stress management may also be influenced by other organizational and individual factors.

II. Testing of Hypothesis H_{01} / H_{1a} H_{02} / H_{2a}

Table 4.8: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
1	0.612	0.375	0.373	0.586

The model summary indicates that Chanakya Niti-based strategic practices have a meaningful predictive connection with employee stress management. The result shows that these practices explain a considerable portion of employees' capacity to manage workplace pressure, confirming

their practical relevance in organizational well-being. The model also appears statistically stable and suitable for interpretation. However, stress management is not shaped by strategic practices alone, as other personal, managerial, and workplace conditions may also contribute. Therefore, the alternative hypothesis is supported, and the null hypothesis is rejected.

Table 4.9: ANOVA Table

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	128.42	1	128.42	374.65	0.001
Residual	213.78	408	0.524		
Total	342.20	409			

The ANOVA result confirms that the regression model is statistically significant and suitable for explaining employee stress management through Chanakya Niti-based strategic practices. This indicates that the selected predictor meaningfully improves the explanation of workplace stress-handling ability compared with a model without any explanatory factor. Although the model demonstrates strong analytical fitness, some unexplained variation remains, suggesting that stress management may also depend on additional organizational, psychological, and individual influences. Hence, the model is appropriate for further regression interpretation, the null hypothesis is rejected, and the alternative hypothesis is supported.

Table 4.10: Coefficients Table

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	1.214	0.182		6.67	0.001
Chanakya Niti Practices	0.641	0.033	0.612	19.35	0.001

The coefficient results indicate that Chanakya Niti-based strategic practices exert a positive and statistically significant influence on employee stress management. This confirms that greater application of such strategic principles is associated with stronger employee capacity to manage workplace pressure. The predictor shows substantial explanatory strength, making it a reliable determinant of stress-related outcomes within the organizational setting. The constant further reflects the baseline level of stress management in the absence of the predictor. Overall, the finding rejects the null hypothesis and supports the alternative hypothesis.

Regression Model

The simple linear regression equation is:

$$Y=a+bX$$

$$ESM = 1.214 + 0.641 (\text{Chanakya Niti - Based Strategic Practices})$$

where:

- ESM = Employee Stress Management
- CNSP = Chanakya Niti-Based Strategic Practices
- 1.214 = Constant (Intercept)
- 0.641 = Regression Coefficient



According to the regression equation, one unit change in Chanakya Niti Based Strategic Practices will result in a 0.641-unit change in Employee Stress Management, other things remaining constant. The positive regression coefficient shows that there is a positive and direct relationship between the two variables. This result indicates that organizations with increased strategic foresight, ethical governance, leadership pragmatism, emotional intelligence, and resource optimization inspired by Chanakya Niti are more likely to have better employee stress management results.

5. FINDINGS

- The study found out that the strategic practices of Chanakya Niti are practiced moderately in the IT organizations in the NCR region with an average score of 3.65 that means that the practices are moderately practiced but not institutionalized in the organizations.
- The most similar dimension of Chanakya Niti-based strategic practices that had a relatively higher score was Emotional Intelligence and Interpersonal Strategy (Mean = 3.81) and Ethical Governance and Discipline (Mean = 3.72), as the IT organizations were more oriented towards interpersonal relationships, ethical conduct, and employee-oriented leadership.
- Resource Optimization (Mean = 3.49) and Strategic Foresight and Planning (Mean = 3.58) got comparatively lower scores, which means that organizations need to improve their long-term planning, proactive risk management, and efficient use of resources.
- Employee Stress Management was found to be moderate with the mean of 3.55, which implies that the employees can manage stress in the workplace to some extent and still have to deal with many stress-related issues.
- Job Satisfaction (Mean = 3.76) and Coping Effectiveness (Mean = 3.68) were also relatively higher with a mean of 3.76 and 3.68, respectively, which means that employees are satisfied with their jobs and can cope with the pressures at their workplaces.
- Burnout Reduction (Mean = 3.31) was the lowest mean score of all the stress management dimensions, indicating that emotional exhaustion and burnout-related problems continue to exist in the IT sector.
- Correlation analysis revealed that strategic practices founded on Chanakya Niti were significantly positively correlated with employee stress management ($r = 0.612$, $p < 0.01$), i.e., the more strategic practices are embraced the better the employee stress management.
- The regression analysis determined that strategic practices of Chanakya Niti significantly influence employee stress management with a standardized beta coefficient of $\beta = 0.612$ ($p = 0.001$) that strategic practices have a strong positive influence on the stress management skills of employees.
- The regression model was statistically significant ($F = 374.65$, $p = 0.001$) which validated the suitability of the model in predicting employee stress management in terms of Chanakya Niti-based strategic practices.
- The coefficient of determination ($R^2 = 0.375$) is used to show that 37.5% of the change in employee stress management is being determined by Chanakya Niti-based strategic

practices, and that the rest 62.5% is determined by other organizational and individual factors that were not considered in the study.

- The regression equation that was created, $ESM = 1.214 + 0.641(CNSP)$, indicates that an increase in the level of employee stress management by one unit is caused by a one unit increase in Chanakya Niti-based strategic practices, which is a practical measure of the practices.
- All in all, the results indicate that even though the strategic practices based on Chanakya Niti play a significant role in employee stress management, they are not the only ones that define the well-being of employees. The other variables such as workload management, work life balance, organizational culture, technological requirements and psychological support systems are also important in defining the outcome of employee stress in the IT sector.

6. CONCLUSION

The research finds that strategic practices that are informed by Chanakya Niti play a major but incomplete role in determining employee stress management in the IT industry in the National Capital Region (NCR). The findings indicate that the overall rate of adoption of practices that are founded on Chanakya Niti is moderate, which implies that organizations have adopted the elements of strategic foresight, ethical governance, resource optimization, emotional intelligence, and leadership pragmatism to moderate extents. Out of these dimensions, emotional intelligence and ethical governance were the most commonly-used practices, and resource optimization and strategic foresight were comparatively less-used, which suggests that there are opportunities to advance the organization further.

The study also determined that the overall level of employee stress management is moderate indicating that employees are usually at a position to manage stress at workplace but there are still significant challenges. The burnout reduction was the least robust dimension although other dimensions, such as job satisfaction and coping effectiveness, were comparatively better, which highlights the continuity of emotional exhaustion and work strain among IT professionals. These results indicate that, even with the organizational initiatives that are in place, stress-related issues are still common in workplaces that are technology-intensive.

The statistical test established that there was a significant positive correlation between the strategic practices based on Chanakya Niti and employee stress management. The findings of correlation showed that organizations with more strategic and leadership practices have employees who have higher stress management skills. In addition, regression analysis has established that strategic practices on the basis of Chanakya Niti significantly influence employee stress management and the model has been in a position to explain 37.5% of the variance in employee stress management. This demonstrates that although these practices are important in ensuring that the employees are well, a good percentage of the stress management results are determined by other factors that are not within the scope of the current model.

On the whole, the results confirm the topicality of Chanakya Niti and the management principles of Arthashastra in the context of the digital age when it comes to solving workplace issues. The paper demonstrates that the Indian strategic wisdom which has been traditionally applied can be

utilized to improve the well-being of employees in terms of ethical leadership, disciplined governance, interpersonal sensitivity, and strategic decision-making. Nevertheless, such practices are not enough to effectively deal with employee stress. Therefore, IT organizations should complement the practices of Chanakya Niti with additional organization-wide interventions, such as workload management, work-life balance programs, employee assistance programs, mental health support programs, flexible working arrangements, and psychologically supportive organizational culture. Such an integrated solution would enhance the welfare of workers and the output of the organizations in more sophisticated and technological workplaces.

7. STUDY LIMITATIONS

- The research has a geographical limitation of the NCR region, which restricts the extrapolation of the results to other regions or countries with other organizational cultures and work settings.
- The study is cross-sectional, i.e. it only records the information at a single point in time and cannot establish causal relations and how the stress levels will change over time.
- The practices of Chanakya Niti concept is not a standardized and previously tested construct, which can influence the accuracy and reliability of measurement despite operationalizing it.
- The model explains a partial variance in employee stress management ($R^2 = 37.5$) that means that there are several other important variables (e.g., workload, organizational culture, personal traits) that were not included in the study.

8. FUTURE RESEARCH RECOMMENDATION AND SUGGESTIONS

- IT organizations must go beyond the incremental approach and make a systematic implementation of Chanakya Niti-based strategic practices into their management systems, especially in areas that are weaker, such as resource optimization and strategic foresight.
- The management should consider investing in leadership development programs, which focus on emotional intelligence and ethical decision-making since the two dimensions were more closely linked with better stress management outcomes.
- Organizations ought to embrace systematic stress management programs, including workload balancing, flexible work schedules, and employee assistance programs, instead of relying on leadership practices.
- Burnout is a less mature domain; thus, the companies should introduce certain burnout prevention strategies, such as regular mental health check-ups, realistic deadlines, and breaks.
- The companies ought to have an ongoing feedback and monitoring system to check the stress level among the employees and the practices within the organization in order to take corrective action in time instead of responding.
- A positive work culture that encourages open communication, recognition and psychological safety should also be promoted in the IT organizations, which can enhance the effectiveness of strategic practices in reducing stress.

- The future strategies of the organizations should be combined with the modern HR practices with the old strategic principles, such conceptual frameworks as Chanakya Niti are not discussed in theory but implemented in practice.

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