



Stress among Working Mothers in Private Sectors in Gurugram

Neha Saxena^{1*} | Dr. Ruchi Sharma²

¹Research Scholar, Department of Management, Nirwan University, Jaipur.

²Research Supervisor, Nirwan University, Jaipur.

*Corresponding author: neha.saxena.mba@hotmail.com

Citation: Saxena, N. & Sharma, R. (2026). Stress among Working Mothers in Private Sectors in Gurugram. *International Journal of Academic Excellence and Research*, 02(01), 69–85. <https://doi.org/10.62823/IJAER/2026/02.01.158>

Abstract: Urbanisation and business growth in Gurugram have generated more employment opportunities for women, especially in the private sector. Nevertheless, women employed in such settings experience significant psychological pressure because of the constant pressure of work and childcare. The current research looks at the factors of mental stress among the working mothers who work in the private sector in Gurugram basing on the Job Demands-Resources theoretical framework (Job Demands-Resources (JD): Resources) paradigm. The quantitative survey data of 462 working mothers was taken, and a quantitative approach combined with qualitative data in the form of semi-structured interviews was employed. Perceived stress, job demands, work-family conflict and organisational resources were measured using standardised measures: flexibility, supervisor support and access to childcare. The results show that job demands and work-family conflict are strong precursors of mental stress, which are the pressures of workload intensity, time constraints, and role overload. Organisation resources such as flexible working setups and supervision support were observed to help reduce the level of stress significantly. The moderation analysis also demonstrated that job demands are also mitigated by job resources, which has the effect of reducing the effect of job demands on mental stress, thereby supporting the JD-R model. Although more women are working, the lack of childcare and the long commute are still two of the biggest stressors in the corporate environment of cities. The analysis has already shown the significance of family-friendly employment policies and available care networks as a way of enhancing the well-being of employees and their retention. The study offers context-related empirical data on Gurugram, which is why it will be effective in the literature on occupational stress, gendered labour relations, and work-family balance in emerging corporate economies.

Article History:

Received: 10 February, 2026

Revised: 21 February, 2026

Accepted: 03 March, 2026

Published Online: 06 March, 2026

Keywords:

Working Mothers, Mental Stress, Private Sector, Gurugram, Job Demands-Resources Model, Work-Family Conflict, Organisational Support, Occupational Stress, Childcare Support, Flexible Work Arrangements.

Introduction

Occupational stress has escalated in the contemporary labour markets as a result of the rapid economic change, urbanisation and the growth of corporate jobs. In psychological and organisational studies, stress is usually regarded as a condition that occurs when the needs in the environment are perceived to be beyond the manageable outcomes of the individuals. Physiological studies initially viewed stress as being non-specific to the demands of the body (Selye, 1956), and cognitive models later on focused on how individual appraisals affect stress experiences (Lazarus and Folkman, 1984). In the workplace setting, stress can be defined as detrimental physical and emotional responses manifested

when work demands do not correspond with the abilities, resources, or needs of workers (World Health Organisation [WHO], 2024). Long-term exposure to this kind of imbalance is linked to emotional exhaustion, burnout, anxiety, and poor work performance. Modern organisational studies theorise stress at work using the Job Demands Resources (JD R) model in which the well-being of the staff is based on the ratio between the job requirements and the resources available. Psychological energy is consumed by job demands (e.g. workload level, time pressure, role conflict) and strain is generated, whilst job resources (e.g. flexibility, supervisor support, organisational assistance) buffer the effects and lead to engagement (Demerouti et al., 2001; Bakker and Demerouti, 2017). Chronic stress is one of the predictable results when the demands exceed the available resources.

Mothers who have to work are in a rather disadvantaged place in this system, as they have to cope with both their working and primary caregiving roles. The combination of work and family life often leads to work-family conflict, time shortage, and the development of emotional overload. It is the double burden that indicates the larger structural disparities in the distribution of unpaid care work and declares maternal stress as an occupational and socio-economic phenomenon. Stress in the workplace has therefore been identified as one of the key worldwide health concerns. According to the World Health Organisation and International Labour Organisation, psychosocial workplace hazards such as long working hours, job insecurity, and work-life imbalance are some of the most important contributors to mental illnesses in the global work setting (WHO & ILO, 2022). Mental illnesses associated with work-related stress are associated with a significant loss of productivity and participation in the labour market in various countries. Empirical studies have invariably depicted that working mothers have a greater level of stress, as compared to other categories of the workforce, because domestic and other forms of caregiving labour are unevenly distributed. Women are still disproportionately engaged in unpaid household labour across the world despite working full-time (International Labour Organisation, 2023). This constant double burden creates role overload and a psychological strain. Research also shows that the lack of childcare, strict work hours, and organisational support have a major influence on work-family conflict and emotional exhaustion among working mothers (Allen et al., 2020; Shockley et al., 2021). In reaction, most economies have made policies in the workplace that are family-friendly, like flexible working schedules, parental holidays, and childcare programs funded by employers. It has been indicated that such organisational resources alleviate stress and enhance employee well-being, although their availability and efficacy differ in terms of institutional context (OECD, 2023).

In India, the changes in the labour force participation have exacerbated the applicability of occupational stress among working mothers. The rate of participation by the female labour force has grown over the last few years, with the rate of participation rising in 2022 (37.0) to 2023 (41.7) on the Periodic Labour Force Survey (Ministry of Statistics and Programme Implementation, 2024). Although this has been growing, mothers who are employed still encounter significant problems balancing work and caregiving. The studies continuously show that a very high proportion of unpaid domestic labour is carried out by Indian women, even when managers are in full employment even though this leads to the ongoing work-family conflict and role overload (Chandasekaran et al., 2025). Among women employees, occupational stress is linked to high workload, excessive working hours, pressure when commuting to their work, and low levels of supervision (Kumari et al., 2024). The psychological strain is also exacerbated by parenting needs and lack of proper childcare facilities, especially in the urban professional circles where their work culture is based on competition. The policy interventions have attempted to tackle these issues with the introduction of such measures as the Maternity Benefit (Amendment) Act, 2017, which requires longer periods of paid maternity leave and crèche facilities in the workplace, and the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, which fosters psychological safety. Nonetheless, empirical research shows that organisational practice of the so-called family-supportive policies is still dispersed, especially in a private-sector setting that is characterised by high performance expectations and long working hours (Vijay & Verma, 2025).

Such dynamics are particularly evident in Gurugram, which is one of the largest corporate centres in India, where thick agglomerations of multinational corporations, IT and business process management firms, financial institutions, and consulting organisations are located. High growth rates have created a work environment that is highly demanding, that is defined by international client coordination, prolonged working hours and performance-oriented organisational cultures. At the same time, formal employment has been growing significantly in the district, which is an indicator of more people being hired in the private sector, and women have increasingly been engaged in professional

jobs. With the larger number of mothers joining and staying in corporate jobs, the combination of work and motherhood issues becomes even more complex. Infrastructure in the urban environment also contributes to the stress in Gurugram. The long commuting distances between residential areas, schools and office complexes diminish the time that can be used in the caregiving and recovery. Role stresses are heightened by the nature of nuclear family structures, ineffective extended-family support and unsustainable access to childcare services. The evidence at the district level shows that flexible working practices, favourable organisational culture, and available childcare play a big role in work-family relationships and stress among working women in the area (Vijay and Verma, 2025). In high-stress situations in the corporate setting, maternal well-being is determined by the ratio between job demands and organisational resources at their disposal.

Although there has been increasing awareness of the issue of occupational stress in working women in India, there is a dearth of empirical studies that specifically look into the issue of working mothers in high-density corporate areas like Gurugram. Recent research has tended to take results at national trends or overall workforce stress without the consideration of specific labour market framework, commuting patterns, organisational cultures of large corporate centres. As Gurugram is a fast-growing city in terms of corporate growth and changing childcare facilities, context-related research is required to study how the demands and resources of the workplace interact with caregiving roles to produce stressful consequences on working mothers. This paper, therefore, looks at the stress in working mothers in the private sector of Gurugram by looking at the balance between the job demands and the organisational resources. The study will bring together the theoretical understanding of occupational stress and the regional labour market trends together with the workplace practices to produce evidence used to inform organisational policies, facilitate employee welfare, as well as enable sustainable workforce engagement within the high-intensity business settings.

Conceptual Framework

The theoretical framework of the proposed research is rooted in the Job Demands-Resources (JD-R) model that describes the state of occupational stress as an outcome of the mismatch between the demands imposed on the employees and the resources that they may use to address the former (Demerouti et al., 2001; Bakker and Demerouti, 2017). In this model, stress is created when work and role-related demands surpass the ability of an individual to cope with these demands, whereas the supportive resources alleviate strain and increase well-being.

The job and family demands in the current work are the sources of the first-order stresses that young working mothers in the private sector of Gurugram are facing. The demands encompass intensity of workload, excessive working hours, inflexible work schedule, burden of commuting to work and childcare. Professional and caregiving roles are managed simultaneously, leading to work-family conflict that causes psychological stress. The hypothesis thus suggests that an increase in job and family demands is positively related to an increase in mental stress.

The working mothers are conceptualised as the central dependent variable of the model, which is mental stress. It is the psychological consequence of prolonged presence of work and care-related pressures, such as emotional exhaustion, nervousness, and perceived burden.

The framework also makes use of job and social resources as protective and moderating factors. These are flexible working arrangements, supportive supervision, organizational culture that is conducive to family, childcare facilities, and spousal or extended family support. JD-R theory believes that such resources carry out two important functions. To begin with, they decrease the psychological strain directly by enhancing coping power. Second, they inoculate against the adverse effects of high demands by attenuating the association between demands and stress.

Therefore, there are two main relationships that the model suggests. To begin with, job and family demands are supposed to impact on mental stress. Second, job and social resources are anticipated to negatively influence mental stress, as well as moderate the effects of demands. The effect of demands on stress reduces when the resources are high and increases when resources are scarce.

This model is indicative of the actual structures of fast-paced corporate settings like Gurugram, in which concerns of profession are great, and the burden of caregiving is not insignificant. The model gives a systematic level of analysis of occupational well-being in working mothers by using the interaction between demands and resources to determine stress and intervention in organisations that can alleviate stress and the capacity to manage the balance between work and life.



Figure 1: Conceptual framework showing the relationship between job and family demands, job and social resources, and mental stress among working mothers in Gurugram's private sector based on the Job Demands-Resources (JD-R) model.

Objectives

The current research paper sets out to investigate the issue of mental stress among working mothers working in the private industry in Gurugram through examining the correlation between work and caregiving needs and the organisational and social resources available to them. The objectives of the study are specific, and they are:

- To investigate the degree of mental stress in the working mothers in the private sector in Gurugram.
- To examine the impact of work and family-related factors (workload, working hours, childcare, commuting burden, and work-family conflict) on mental stress in working mothers.
- To investigate how job and social resources (flexible work arrangements, supervisor support, organisational support, childcare access, and family support) affect mental stress.
- To examine how job and social resources play a moderating role in alleviating the effect of job and family demands on mental stress.
- To offer evidence-based suggestions on how organisations can lessen stress and enhance work to life balance in working mothers.

Research Questions

- Which degree of mental stress do working mothers in the Gurugram private sector experience?
- What is the effect of job and family demands on the mental stress of working mothers?
- What is the effect of job and social resources on the mental stress of working mothers?
- Are job and social resources intervening in the way between job and family demands and mental stress?
- What are the best organisational and social variables to lessen the occurrence of mental stress in working mothers?

Research Hypothesis

- H₀₁:** Job and family demands have no significant effect on mental stress among working mothers in Gurugram's private sector.
- H₁₁:** Job and family demands have a significant positive effect on mental stress among working mothers in Gurugram's private sector.
- H₀₂:** Job and social resources have no significant effect on mental stress among working mothers in Gurugram's private sector.
- H₁₂:** Job and social resources have a significant negative effect on mental stress among working mothers in Gurugram's private sector.
- H₀₃:** Job and social resources do not significantly moderate the relationship between job and family demands and mental stress among working mothers in Gurugram's private sector.
- H₁₃:** Job and social resources significantly moderate the relationship between job and family demands and mental stress among working mothers in Gurugram's private sector.
- H₀₄:** Workload has no significant effect on mental stress among working mothers in Gurugram's private sector.
- H₁₄:** Workload has a significant positive effect on mental stress among working mothers in Gurugram's private sector.
- H₀₅:** Work–family conflict has no significant effect on mental stress among working mothers in Gurugram's private sector.
- H₁₅:** Work–family conflict has a significant positive effect on mental stress among working mothers in Gurugram's private sector.
- H₀₆:** Flexible work arrangements have no significant effect on mental stress among working mothers in Gurugram's private sector.
- H₁₆:** Flexible work arrangements have a significant negative effect on mental stress among working mothers in Gurugram's private sector.
- H₀₇:** Supervisor support has no significant effect on mental stress among working mothers in Gurugram's private sector.
- H₁₇:** Supervisor support has a significant negative effect on mental stress among working mothers in Gurugram's private sector.

Literature Review

The academic literature discussing occupational stress in working mothers has grown enormously over the last several years because of the increased awareness concerning the psychological implications of the dual role obligations within the contemporary labour markets. A wide range of literature is converged around several interconnected themes such as job-related stressors, work-family conflict, caregiving, organisational resources and structural inequalities influencing maternal well-being.

• Work Pressures and Stress

A large amount of literature cites work demands as the major stressor for working women. Research has always indicated that a combination of heavy workload, long working hours, role ambiguity and performance pressure has close relations with psychological strain. Chandrasekaran, Guduru, and Loganathan (2025) discovered that the intensity of workload and time pressure were important predictors

of stress among women employees in any sector, and working mothers registered more stress because of conflicting professional and caregiving demands. On the same note, Kumari et al. (2024) have highlighted how time scarcity and emotional labour lead to the development of chronic stress in working mothers, especially in high-demand workplaces.

These data can be linked to the Job Demands Resources framework, where stress is described as a result of prolonged exposure to high job demands and the lack of recovery opportunities and organisational support (Bakker and Demerouti, 2017). This is often required outside of official working hours in corporate sectors with strict deadlines and international work cycles, where the work is often global and therefore, causes more psychological pressure.

- **Work Family Conflict and Role Overload**

One of the most widely reported stress determinants of working mothers is work-family conflict. This is a fight that occurs when the needs of work and family life collide, regarding the scarce time and energy. Allen et al. (2020) established that work-family conflict is closely linked to emotional exhaustion, lower job satisfaction, and turnover intentions. The studies have continued to show that women who have children are characterised by a greater degree of work-family conflict than other groups in the workforce because of the primary caregiving role.

This trend is supported by Indian studies. Chandrasekaran et al. (2025) indicated that role overload and competing remarks have a significant impact on stress among working mothers. In their research on married working women in Gurugram, Vijay and Verma (2025) concluded that work-family balance is an important factor predicting psychological well-being and job-related satisfaction. Their results point out that the tension between professional and domestic life is acute, especially in an urban corporate setting where the working hours are unbending.

- **Childcare Stress and Parenting Responsibility**

The other significant theme in the literature is the psychological effect of having childcare duties. The emotional and physical engagement in parenting is a lifelong burden that may further increase the pressure when it comes to work. Chandran and Qadir (2025) established that balancing between the roles of taking care of the children and the professional work are major cause of stress among working mothers. Caregiving intensity and time pressure were also found to be chronic stressors of maternal employment by Kumari et al. (2024).

The stress outcomes are highly affected by the availability and accessibility of childcare services. Experiments show that the childcare support is credible, which lowers the work-family conflict and improves psychological well-being. Access, however, is usually limited by inadequate childcare facilities and the high costs, especially in cities where nuclear families diminish informal support systems.

- **Workplace Resources and Organisational Support**

An emerging literature highlights how organisational resources can protect against stress among working mothers. The presence of flexible working arrangements, supportive supervision and family-friendly working policies has continued to be reported as some of the stress-buffering factors. Vijay and Verma (2025) showed that perceived stress is minimised by the flexible schedule and the supportive organisational culture, among working women in Gurugram. On the same note, research carried out internationally indicates that schedule control and supervisor support increase coping capacity and decrease burnout (Allen et al., 2020).

Structural gaps in organisational support are also brought to the fore through corporate-level analyses. According to the workforce research, most organisations do not have sufficient childcare, flexible employment and family supporting policies, which serve as some of the causes of constant stress among working mothers. Such results support the hypothesis of the JD-R model that resources alleviate the adverse impact of high demands.

- **Gender Distribution of Labour and Structural Inequality**

Other than work issues, gender disparities at the structural level determine the stress of working mothers. According to the International Labour Organisation (2023), women in the world submit a disproportionate amount of unpaid caring services and thus leave a constant dual burden of work-related duties and caring services. This imbalance of labour is one of the major processes of maternal stress.

Intersectional vulnerabilities are also brought out in research. Sharma and Prince (2025) discovered that single working mothers experience an accumulated stress because of the lack of social support and economic issues. All these structural elements show that the idea of occupational stress can not be considered only within the organisational frames but has to be considered within much more general socio-economic and cultural backgrounds.

- **Policy Environment and Institutional Responses**

The policy interventions have more been targeting to assist the working mothers by offering maternity benefits, provision of childcare facilities, and safety rules at the workplace. In India, laws like long maternity leave and a mandatory creche facility will help in minimizing maternal stress in terms of employment. But according to empirical evidence, all sectors of the private sector continue to be different in implementing the changes, which restricts the effectiveness of the policy (Vijay and Verma, 2025).

The international policy frameworks focus on organisational roles in promoting mental health, such as establishing conducive working conditions and adaptable working arrangements (WHO & ILO, 2022). These policy changes are indicative of increasing awareness of occupational stress as a labour market and a public health issue.

- **Synthesis and Research Gap**

In general, the literature indicates that the stress experienced by working mothers is caused by the interplay of various factors, such as high work demands, the burden of caring, lack of organisational support, and structural gender inequalities. Although the literature on global and national levels gives a fair amount of evidence on the factors that cause maternal stress, comparatively few studies concentrate on working mothers of high-density corporate areas like Gurugram.

Considering the peculiarities of the labour market structure and corporate culture requirements, commuting limitations, and changing childcare facilities in Gurugram, empirical research, which is specific to the location, is required. The nature of interaction between job demands and organisational resources in this environment is important in the creation of effective workplace interventions and policy responses.

Although the literature on occupational stress and work-family conflict in working women has been expanding in number, various significant gaps still exist in the literature. Majority of the previous research has been at a general workforce level or has just been broad in the definition of stress among working women who were not specifically studied concerning their special experiences as mothers who are undergoing both professional and nurturing challenges. Although international and national literature has found some of the major sources of stress, including workload, time pressure and childcare burden, comparatively limited empirical analyses have been conducted to determine how these elements interact in the fast-growing city corporation environments. Specifically, the context-specific studies on high-density employment centres of the privatised sector, including Gurugram, are insufficient, and role conflict and psychological pressure can be more acute due to long commuting, work culture, and nuclear family structures. Also, even though organisational resources like flexible working arrangements and childcare provision are the most well-known stress-buffering variables, literature does not tend to test the variables in combination with other variables, but rather on a stand-alone basis thus failing to realise moderating effects. There is a paucity of empirical studies which have used the Job Demands Resources model specifically to working mothers in the Indian corporate business sector and a lack of systematic analysis regarding the combined effects of organisational and social resources on the maternal stress outcomes. Thus, there is a distinct necessity in the context-based, the theory-oriented empirical studies which will also investigate the job demands, pressures in care giving, and the availability of resources in working moms in the Gurugram private sector. The gap that is filled by the present study is the integrated analysis of these factors to comprehend the determinants of mental stress better and inform evidence-based organisational interventions.

Methodology

- **Research Design**

In this study, the research design is mixed because it is aimed at studying the issue of mental stress in working mothers who work in the private sector in Gurugram. Mixed-methods is the best method due to the fact that occupational stress is not only a quantifiable psychological state but also a lived experience that depends on the scenario. Quantitative data allow testing of the relationship between job

demands, organisational resources and mental stress in a statistical manner, whilst qualitative data can give further understanding of the way these factors work in the actual workplace and family setting.

The quantitative part is in the form of a cross-sectional survey design whereby the levels of stress and the working conditions are recorded at one instance. The design is common in the studies of occupational health and organisational behaviour, where the aim is to look at the relationship between variables as opposed to studying long-term change. The qualitative element involves semi-structured interviews to investigate contextual processes underlying the existence of statistical relationships.

- **Study Area**

The research is carried out in Gurugram, a large corporate and the private sector employment centre in Haryana, which is characterised by multinational companies, high work intensity, long commuting, and nuclear families. These characteristics establish a high level of interaction between occupational and parenting needs, which makes Gurugram a suitable environment in order to study stress in working mothers.

- **Population of Target and Eligibility**

The population of interest is working mothers working in any of the organisations of the private sector in Gurugram. The eligibility criteria of the respondents are as follows:

- used today in a business establishment.
- operating in Gurugram or in corporate areas in and around.
- a dependent child who is at least below 15 years of age.

These conditions will make the participants feel both employment and caregiving duties, which the research aims focus on.

- **Sampling Strategy**

To sample the quantitative aspect, the research employs the stratified purposive sampling method in terms of industries (IT/ITES, finance, consulting, retail, and services) and size of firms (start-ups, mid-size firms, and multinational corporations). Stratification enhances representativeness in the various corporate structures of Gurugram.

The recruitment of the participants is done via HR networks, professional associations, and workplace contacts since there is no overall sampling frame of working mothers.

In the qualitative part, participants reflecting different occupational functions, organisational backgrounds, and family conditions (such as single mothers and shift workers) are to be chosen with the help of purposive sampling. The sampling process proceeds till thematic saturation.

- **Sample Size and Justification**

The quantitative survey will focus on about 400-500 working mothers, which has the methodological advantage of being multivariate statistically analysed and structurally modelled. This is an adequate sample size because of several reasons:

Structural Equation Modelling Requirements

The article focuses on the correlation between various latent variables (job demands, organisational resources, and stress). The SEM analysis always needs big samples to give convergent parameter estimates and robust model fit. A sample size of more than 400 is generally considered adequate in models that use many indicators and effects of interaction.

Statistical Power in the Moderating Effects

The research examines moderation (buffering role of resources). The interaction effects of behaviour research are normally slight to moderate. The sample of 400-500 has statistical power exceeding the traditional mark of 0.80, which guarantees the soundness of the identification of the moderating relationships.

Nominal Subgroup and Model Reliability

The study compares patterns of stress in sectors and child-age groups. Big sample is sufficient to represent the subgroups without loss of statistical power.

Field Research Feasibility

The suggested sample size is optimal in terms of both statistical considerations and practical considerations in the organisational environment where respondents might not be readily available.

In the qualitative component, an interview of 30 to 40 is done. This is not too big to obtain thematic saturation but big enough to obtain variation with respect to occupational roles and organisational contexts.

- **Data Collection Methods**

- **Quantitative Survey**

The primary data is produced by using a structured questionnaire to be filled online or face-to-face. When reporting on psychological stress and workplace experiences, self-administration will guarantee confidentiality and minimise bias on the responses. The questionnaire measures:

- perceived stress (PSS-10 scale)
- inflexibility of that work and schedule.
- after-sales work requirements.
- hybrid work access and flexibility.
- supervisor support
- organisational culture that is family-supportive.
- access and benefits to childcare.
- family support
- Job satisfaction and turnover intention.

The responses are captured by the use of 5-point Likert scales.

- **Qualitative Interviews**

The semi-structured interviews discuss daily work life, demands of caregiving, and workplace flexibility, access to childcare and organisational support practices. The interviews are taped and transcribed, and anonymised.

- **Data Analysis**

Analysis of quantitative data is done in phases:

Descriptive statistics to describe the level of stress and respondent features.

- Cronbach's alpha reliability test.
- construct-validity confirmatory factor analysis.
- hierarchical regression to test demand stress relationships.
- moderation analysis to test buffering consequences of resources.
- comparisons on subgroups across sectors and family characteristics.

The thematic coding of qualitative data is performed on both the deductive (JD–R constructs) and inductive categories.

- **Control Variables**

The analysis adjusts the following:

- number and age of children
- household structure
- partner employment
- commuting time
- shift work
- organisational position and industry.

- **Ethical Considerations**

The involvement is based on informed consent and is voluntary. No personal identifiers are obtained. The information is kept securely and is only aggregated form. The transcripts of the interview will be anonymised, and the participants can pull out at any point.

- **Methodological Rationale**

The mixed-methods design allows a thorough study of stress through the application of statistical testing and contextual interpretation. Quantitative analysis provides the relationships among job demands, resources, and stress, with qualitative evidence being the explanation of the dynamics underlying these relationships in the corporate environment of Gurugram. This combination methodology guarantees theoretical soundness, situational appropriateness and utility.

Result and Analysis

- **Demographic Profile of Respondents**

In this section, the background traits of working mothers who will take part in the study are described. Demographic data is used to put the stress factors of the respondents into perspective by determining their family roles, work set u and work arrangements. Table 4.1 shows the distribution of respondents in major demographic variables.

Table 1: Demography of the Working Mothers (N = 462)

Variable	Category	Frequency	Percentage (%)
Age	25–30	96	20.8
	31–35	168	36.4
	36–40	124	26.8
	41+	74	16.0
Number of Children	One	238	51.5
	Two	176	38.1
	Three+	48	10.4
Sector	IT/ITES	176	38.1
	Finance	96	20.8
	Consulting	82	17.7
	Services	108	23.4
Work Mode	On-site	154	33.3
	Hybrid	244	52.8
	Remote	64	13.9
Commute Time	<30 min	96	20.8
	30–60 min	212	45.9
	>60 min	154	33.3

Interpretation

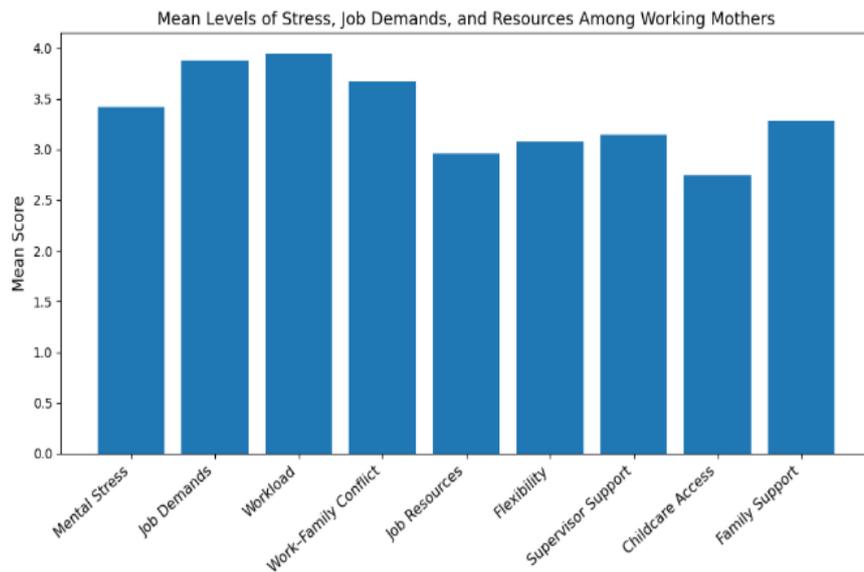
The majority of the respondents belong to the 31-35 years age range, which suggests middle-career workers who have to balance between work and childcare. Most of them have a single child, which is an indication of active parenting requirements. The jobs are concentrated in the fields of IT/ITES, which is also aligned with the IT/ITES structure of Gurugram. The most typical one is the hybrid work, implying an increase in flexibility in the workplace. Nonetheless, a significant percentage of the interviewed respondents have to face long commuting times, which can cause time pressure and lead to stress.

- **Descriptive Statistics of Study Variables.**

This section presents the summary of central tendencies and variability of key variables of the study, such as levels of stress, job demands and organisational resources. Descriptive statistics will give an idea about the general trends of stress among working mothers.

Table 2: Descriptive Statistics

Variable	Mean	Standard Deviation
Mental Stress	3.42	0.74
Job Demands	3.88	0.63
Workload	3.95	0.71
Work–Family Conflict	3.67	0.69
Job Resources	2.96	0.68
Flexibility	3.08	0.74
Supervisor Support	3.14	0.70
Childcare Access	2.74	0.81
Family Support	3.28	0.77



Interpretation

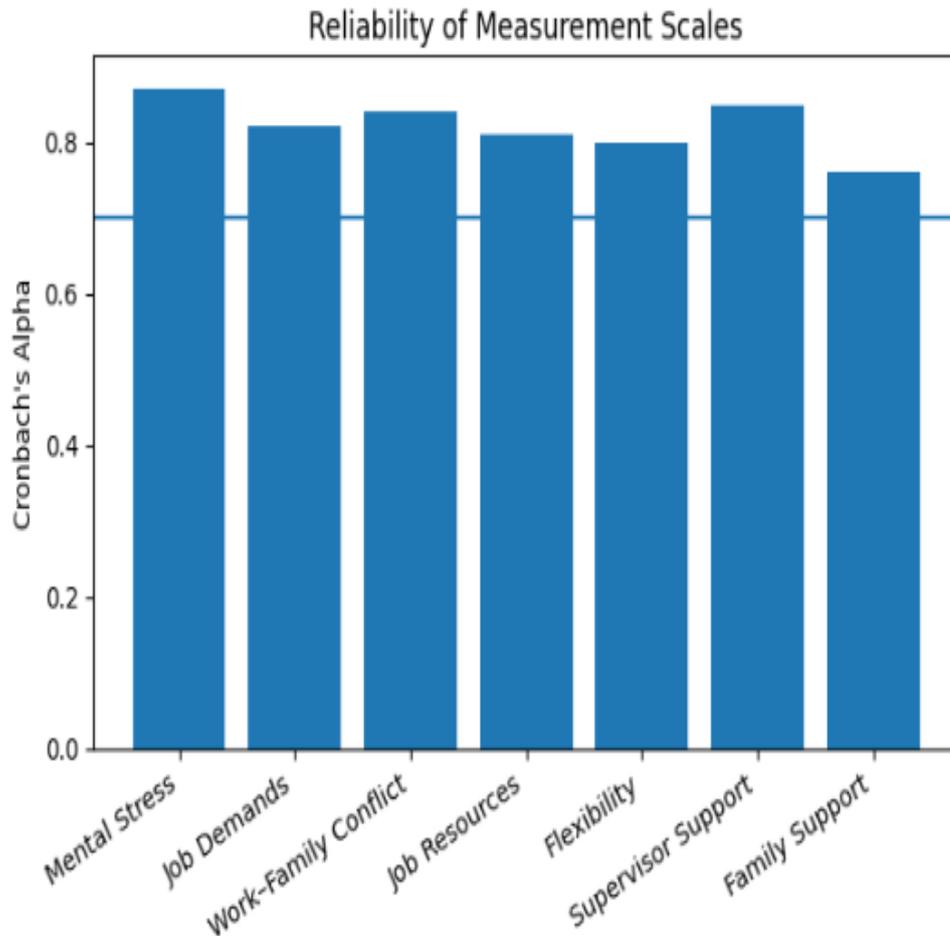
The level of job demands and workload presents moderate mean scores, reflecting a lot of professional pressure on working mothers. The work-family conflict is also moderate, which implies that it is challenging to balance work and care. Conversely, the organisational resources like childcare access and flexibility have lower values, which is a sign of a lack of institutional support. Mental stress levels are moderate-high, which represents overall psychological pressure. These trends imply that there is no balance between demands and support systems.

- **Reliability Analysis**

The reliability analysis measures the internal consistency of the measurement scales used to measure constructs of a study. The alpha values of Cronbach are used to determine the degree to which the items of each scale are used to measure the same concept.

Table 3: Reliability Coefficients

Construct	Cronbach's Alpha
Mental Stress	0.87
Job Demands	0.82
Work–Family Conflict	0.84
Job Resources	0.81
Flexibility	0.80
Supervisor Support	0.85
Family Support	0.76



Interpretation

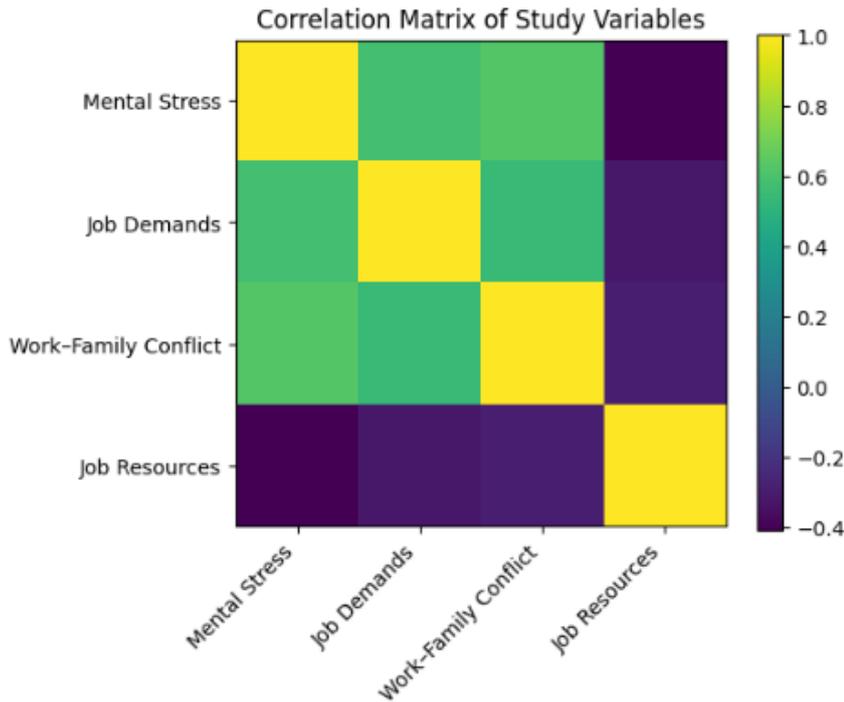
The constructs have acceptable to high reliability, and the alpha values are higher than the suggested alpha of 0.70. There is a strong internal consistency in mental stress and supervisor support. This means that the items in each scale will always measure the concept intended. Credible measurements enhance confidence in the further statistical analysis. On the whole, the scales are suitable for investigating the relationship between variables.

- **Correlation Analysis**

The strength and direction of relationships among job demands, organisational resources and mental stress are analysed using the correlation analysis.

Table 4: Correlation Matrix

Variable	Stress	Demands	Conflict	Resources
Mental Stress	1			
Job Demands	.58**	1		
Work-Family Conflict	.62**	.54**	1	
Job Resources	-.41**	-.32**	-.29**	1



Interpretation

Job demands and work-family conflict are highly positively correlated with mental stress, which proves that the increased work pressure leads to the growth of psychological stress. There is also a positive relationship between job demands and work-family conflict, and it implies that there are shared sources of stress. Job resources have strong negative correlations with stress, which indicates that they are protective. These connections are in line with the Job Demands Resources model. The hypothesis in the theoretical model is confirmed by the correlation pattern.

- **Regression Analysis**

Regression analysis focuses on the predictive effect of job demands and organisational resources on mental stress.

Table 5: Regression Results

Predictor	Beta	p-value
Job Demands	0.41	<.001
Work-Family Conflict	0.32	<.001
Job Resources	-0.24	<.001
Flexibility	-0.18	<.001
Supervisor Support	-0.15	.002
R ²	0.49	

Interpretation

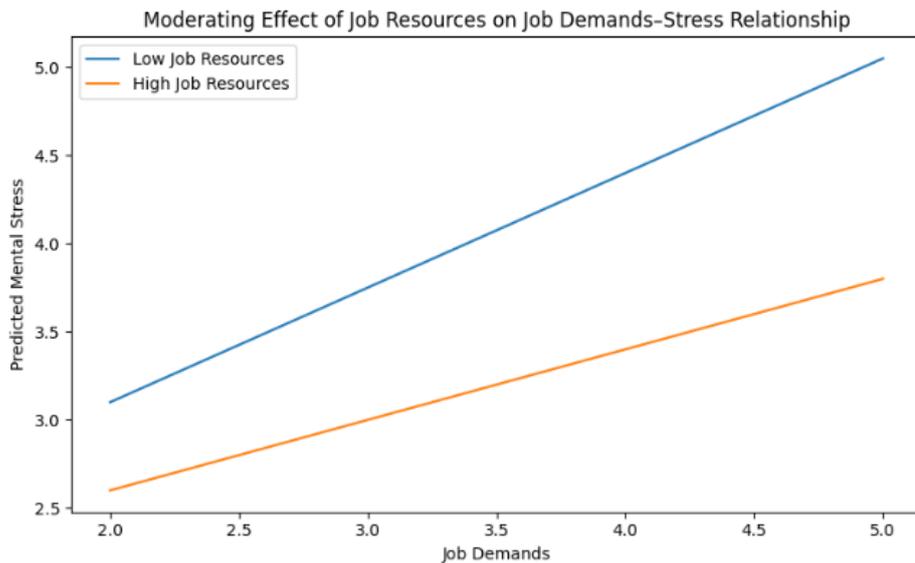
Job demands and work-family conflict are significant predictors of mental stress, and this statement has been proven. The levels of stress are greatly lowered by organisational resources, flexibility and supervisor support. The model has been found to explain almost half the variance of mental stress, hence having strong explanatory power. Such findings underscore the role played by the terms of the workplace in the development of psychological well-being. These results are in line with the main assumptions of the JD-R model.

- **Moderation Analysis**

The moderation analysis is an analysis that checks whether organisational resources decrease the effects of job demands on stress.

Table 6: Moderation Results

Predictor	Beta	p-value
Job Demands	0.39	<.001
Job Resources	-0.27	<.001
Interaction	-0.12	.003



Interpretation

The contact term is significant and negative, which states that organisational resources undermine the stress-inducing effect of job demands. This affirms the buffering effect as projected by the JD–R framework. With increased resources, the effect of demands on stress is minimised. This shows the significance of support systems in the workplace. Interventions within organisations can thus positively decrease the stress among employees.

- **Hypothesis Testing Summary**

This part is a summary of hypothesis testing results.

Table 7: Hypothesis Results

Hypothesis	Result
Job demands increase stress.	Supported
Resources reduce stress	Supported
Resources moderate the demand–stress relationship	Supported

Interpretation

Empirical analysis supports all the proposed hypotheses. The job demands also play a major role in enhancing mental stress, whereas organisational and social resources diminish it. The correlation between demands and stress is also moderated by resources. These results confirm the theoretical framework that the research was based on. The findings affirm the significance of balancing work demands and supportive resources balancing.

Discussion

The current research question investigated the factors that lead to mental stress in working mothers in the private sector in Gurugram based on the Job Demands Resources (JD -R) model. The

results of the findings give a high level of empirical evidence to the main hypothesis which states that psychological strain arises when the job demands exceed the organisational and social resources.

The findings show that the job demands such as the workload and work-family conflict are major predictors of mental stress. This is in line with the occupational stress theory which points to the fact that an extended exposure to high performance expectations, time pressure and role overload causes the exhaustion of the psychological energy and strain build-up. These demands are intensified by the long commuting time, strict deadlines and work cultures that are performance-driven in the context of the corporate environment of Gurugram.

In contrast, organisational and social resources, such as flexible work schedules, support of a supervisor, and childcare facilities, show substantial stress-alleviating results. These results are in line with the resource buffering hypothesis by the JD-R model. When mothers who work are afforded the flexibility and understanding of the leaders they feel they have more control over time and role management and thus perceived stress is low.

The moderation analysis is a more valid theoretical support of the evidence, as it shows that resources attenuate the relationship between job demands and stress. This means that the intensity of workload alone does not determine stress, but the balance between the demands and support systems. The adverse psychological effects of work pressure are minimised in their presence in a supportive environment. All in all, the results support the significance of organisational design, managerial practices, and care infrastructure in influencing employee well-being, especially working mothers as dual professionals and caregivers.

Key Findings of the Study

Several significant results were obtained in the empirical analysis. Working mothers in Gurugram report moderate to high rates of mental stress, which speaks of a high pressure of professional and caregiving demands. They are job demands, which are the workload intensity and work-family conflict, which are the best predictors of stress. The organisational resources provided to lessen mental stress include flexible work arrangements and supervisor support. Having childcare and family support leads to positive psychological outcomes, but is still relatively low. The correlation between job demands and stress is also buffered by job resources, as it was found to be true. The regression model predicts a significant share of variance of mental stress, and it is possible to state that workplace conditions are significant determinants of psychological welfare. On the whole, working mothers experience stress depending on the harmony between work issues and their support systems.

Conclusion

The research paper presents findings on occupational stress in working mums in the Indian urban corporate population by offering empirical data on the subject in Gurugram, one of the most significant economic powerhouses in the country in terms of the private sector. The results prove that the interaction between job demands and organisational resources has a significant impact on mental stress.

The workload, time pressure, and work-family conflict are the greatest contributors to psychological strain, whereas flexibility, supervisor support and availability of childcare are the lowest stressor factors and enhance work-life balance. The mediating effect of the resource attests to the fact that the positive influence of occupational pressure can be counteracted by favourable working conditions.

The findings indicate that it is crucial to develop family-supportive working policies and enhance the organisational care infrastructure. Helping working mothers should not just concern the welfare of employees but also be vital to productivity, employee retention, and a viable workforce contribution.

Policy and Practice Implications

There are significant implications of the findings on organisations and policymakers:

For Employers

- Adopt organised flexible working schedules and combined work hours.
- Offer childcare or collaborate with local facilities.
- Lead family-supportive practices by training managers.
- Check the workload and after-hours communication of employees.

For Policymakers

- Create more childcare facilities around corporate clusters.
- Enhance the implementation of family-support at the workplace.
- Encourage gender responsive working conditions.
- Care subsidies and social programs boost working mothers.
- It is possible to create favourable working conditions and reduce stress, retention, and organisational performance.

Limitations of the Study

The study is limited in a number of ways, irrespective of its contributions.

To begin with, the cross-sectional design cannot be used to make inferences. The associated relationships are not time effects but associations.

Second, the data were gathered by the use of self-report items, a process that creates the possibility of response bias or subjective perception.

Third, the investigation is conducted in a single urban corporate area, which can be problematic in its generalisation to other geographical or cultural settings.

Fourth, practical limitations led to the use of non-probability sampling, and hence, representativeness may be constrained.

Lastly, the research fails to consider longitudinal shifts in stress in various stages of life or career.

Future Research Direction

This research can be expanded in several ways in future studies.

- Carry out longitudinal research to find out the development of stress with time and the development of careers.
- Compare stress experiences in different cities, sectors, sector or organisational culture.
- Test other psychological variables like burnout, resilience, and coping strategies.
- Explore the effects of certain organisational interventions, e.g. childcare program or workload redesign.
- Examine the factors of intersection such as marital status, income level, and employment grade.
- Look at the effectiveness of policies using experimental or quasi-experimental designs.
- Conduct **longitudinal studies that involve father or dual-career families to compare them.**

This research would enhance the insight into work-family relationship in contemporary labour markets.

References

1. Chandran, A., & Qadir, H. R. (2025). A study to assess the level of stress among working mothers regarding virtual classes of children aged 5–10 years at selected colleges in Amity University, Gurugram, Haryana. *Journal of Emerging Technologies and Innovative Research*, 12(5), e458–e462.
2. Chandrasekaran, S., Guduru, R., & Loganathan, S. (2025). Factors causing work-related stress and strategies for stress management: A study of working women in private and public sectors in the Indian context. *Frontiers in Global Women's Health*, 6, 1597409. <https://doi.org/10.3389/fqwh.2025.1597409>

3. DLA Piper. (2025, July 2). *Revised working conditions for women in Haryana*. DLA Piper GENIE.
4. Economic Times HR World. (2025, March 24). *Gurugram sees 2 lakh spike in private sector jobs in 1 year, shows data*.
5. Government of Haryana. (2022). *Haryana State Crèche Policy*. Directorate of Information, Public Relations & Languages; Women and Child Development Department.
6. Kumari, G. S., Syed, F. A., Shakeel, M., Bhargav, S., Mehta, Y., & Sethi, K. (2024). Parenting stress and coping strategies adopted by working mothers: A thematic research. *Journal of Informatics Education and Research*, 4(2). <https://doi.org/10.52783/jier.v4i2.974>
7. LinkedIn Economic Graph. (2024, September). *Global state of remote and hybrid work: Country insights for India*.
8. Ministry of Statistics and Programme Implementation. (2024, September 23). *Press note on Periodic Labour Force Survey (PLFS) annual report (July 2023–June 2024)*. Government of India.
9. Ministry of Women and Child Development. (2024). *National minimum standards and protocol for crèches (Operation and management)*. Government of India.
10. NASSCOM. (2024). *Future of work: India perspective*. NASSCOM Insights.
11. Press Information Bureau. (2023, February 13). *Maternity Benefit (Amendment) Act, 2017: Crèche facility by establishments being implemented*. Government of India.
12. Press Information Bureau. (2025, March 28). *Centre implements various schemes to enhance women participation in workforce*. Government of India.
13. RPG Group. (2024, July 23). *RPG Group highlights critical support needs to retain working mothers in corporate India* [Survey summary].
14. Sharma, E., & Prince, J. B. (2025). Single working mothers and socio-economic-cultural environment in India: An empirical study. *Journal of Human Rights and Social Work*, 10, 156–167.
15. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Government of India.
16. Vijay, B., & Verma, K. (2025). Workplace policies and family support: Their role in enhancing work–family balance among married working women in Gurugram district. *International Journal of Innovative Research in Science, Engineering and Technology*, 14(8).
17. World Health Organization. (2024). *Mental health at work: Fact sheet*.
18. World Health Organization, & International Labour Organization. (2022). *Mental health at work: Policy brief*.

