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FACTORS INFLUENCING WORK HEALTH AND WELLBEING LEADING TOWARDS SATISFACTION WITH LIFE OF IT EMPLOYEES

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Abstract

In today's dynamic IT work environment, employees are required to manage increasing job demands while maintaining performance and personal wellbeing. A need to examine how job demands and job resources interact to influence workplace health and wellbeing, and how these factors collectively impact employees' satisfaction with life. Data collection was carried out using a simple random sampling technique to ensure fair and unbiased representation. Following data screening and validation, a final sample of 180 employee responses was considered for analysis. The data were analyzed using Descriptive Statistics, Confirmatory Factor Analysis (CFA), and Structural Equation Modeling (SEM). The findings reveal that both job demands and job resources play a significant role in shaping workplace health and wellbeing among IT employees. By integrating wellbeing strategies with organizational policies, companies can improve both individual outcomes and overall organizational effectiveness. In conclusion, the study confirms that job demands and job resources significantly influence workplace health and wellbeing, which in turn enhances satisfaction with life among IT employees.

Key Words: Employees, Job, Demands, Resources, Health, Wellbeing, Satisfaction

INTRODUCTION

In today's dynamic IT work environment, employees are required to manage increasing job demands while maintaining performance and personal wellbeing. Organizations are simultaneously investing in job resources such as support systems, flexible work arrangements, and development opportunities to enhance employee outcomes. The interaction between job demands and job resources plays a crucial role in shaping workplace health and wellbeing, which in turn influences overall satisfaction with life. Understanding these relationships is essential, as employee wellbeing not only affects individual quality of life but also contributes to organizational effectiveness and sustainability.

Development of Industries in Coimbatore

Industrial development in Coimbatore has been steady and diversified, positioning the city as one of the major industrial hubs in South India. Historically known as the "Manchester of South India," Coimbatore built its industrial base on a strong textile sector, supported by favorable climatic conditions for spinning and weaving. Over time, the city expanded into engineering goods, pump manufacturing, and small-scale industries, creating a robust manufacturing ecosystem dominated by micro, small, and medium enterprises (MSMEs).

In recent decades, Coimbatore has witnessed significant growth in engineering and technology-driven industries. The presence of industrial estates such as those developed by SIDCO and SIPCOT has facilitated the establishment of numerous manufacturing units, particularly in automotive components, foundries, and precision engineering. The city has also emerged as a leading center for pump and motor production, earning a strong reputation in both domestic and international markets.

Further, the industrial landscape of Coimbatore has evolved with the growth of the information technology and service sectors. The establishment of IT parks such as TIDEL Park Coimbatore has attracted software companies and startups, contributing to employment generation and economic diversification. This balanced growth across traditional manufacturing and modern service industries has strengthened Coimbatore's position as a dynamic and resilient industrial city in Tamil Nadu.



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Characteristics of IT employees in Coimbatore

IT employees in Coimbatore are typically characterized by a young, well-educated, and technically skilled workforce, with a significant proportion holding degrees in engineering, computer science, and related disciplines. The workforce is diverse, comprising both fresh graduates and experienced professionals, and is increasingly exposed to global work environments through multinational companies and outsourcing projects. Employees often work in dynamic and deadline-driven settings, requiring adaptability, problem-solving ability, and continuous upskilling to keep pace with technological advancements. A growing preference for flexible work arrangements, such as hybrid and remote working models, is also evident, reflecting changing work culture trends. Additionally, IT employees in Coimbatore tend to value work-life balance, career growth opportunities, and organizational support, which significantly influence their job satisfaction, wellbeing, and overall life satisfaction.

Turnover of IT sector in Coimbatore

The table indicates a steady and consistent growth in the IT sector turnover of Coimbatore from 2011 to 2025. The turnover has increased significantly from around ₹1,800 crores in 2011 to nearly ₹12,000 crores in 2025, reflecting the rapid expansion of the city's IT ecosystem. This growth is driven by the emergence of Special Economic Zones (SEZs), increasing presence of multinational companies, and availability of a skilled workforce. Recent reports highlight that software exports alone grew from ₹10,433 crore in 2023–24 to ₹11,986 crore in 2024–25, demonstrating strong momentum in the sector.

Table: Estimated Turnover of IT Sector in Coimbatore (2011–2025)

Year	Estimated IT Turnover (₹ Crores)
2011	1,800
2012	2,100
2013	2,500
2014	3,000
2015	3,600
2016	4,200
2017	5,000
2018	6,000
2019	7,200
2020	8,000
2021	9,200



Year	Estimated IT Turnover (₹ Crores)
2022	10,000
2023	10,433
2024	11,200
2025	11,986

Source: Times of India (Sep 27, 2025)

Overall, the trend suggests that Coimbatore is evolving as a prominent Tier-II IT hub in Tamil Nadu, supported by infrastructure development and increasing investments. However, the growth trajectory also indicates the need for improved infrastructure and connectivity to sustain and accelerate future expansion.

THEORETICAL PERSPECTIVE

Job demands, job resources, workplace health and wellbeing, and satisfaction with life together form an integrated theoretical framework explaining employee outcomes. Job demands refer to the physical and psychological efforts required in a job, such as workload and time pressure, which may lead to strain or, when managed effectively, enhance motivation. Job resources, including support, autonomy, and growth opportunities, help employees achieve work goals, reduce stress, and foster development. The interaction between these two constructs significantly influences workplace health and wellbeing, which represents the overall physical and psychological state of employees. When adequate resources support job demands, employees experience improved wellbeing, engagement, and reduced burnout. This positive state further extends to satisfaction with life, reflecting the overall quality of life beyond the workplace. Thus, the framework highlights that a balanced and supportive work environment not only improves employee wellbeing but also contributes to greater life satisfaction.

STATEMENT OF THE PROBLEM

In the contemporary IT work environment, employees are increasingly exposed to high job demands such as workload pressure, tight deadlines, and role complexity, which may adversely affect their health and overall wellbeing. Although organizations provide various job resources to support employees, the extent to which these resources effectively balance demands and contribute to improved workplace wellbeing and life satisfaction remains unclear. This gap creates a need to examine how job demands and job resources interact to influence workplace health and wellbeing, and how these factors collectively impact employees' satisfaction with life.

Objectives of the study

- To analyze the Job Demands and Resources influencing Work health and wellbeing leading towards satisfaction with life of IT employees in Coimbatore.

METHODOLOGY

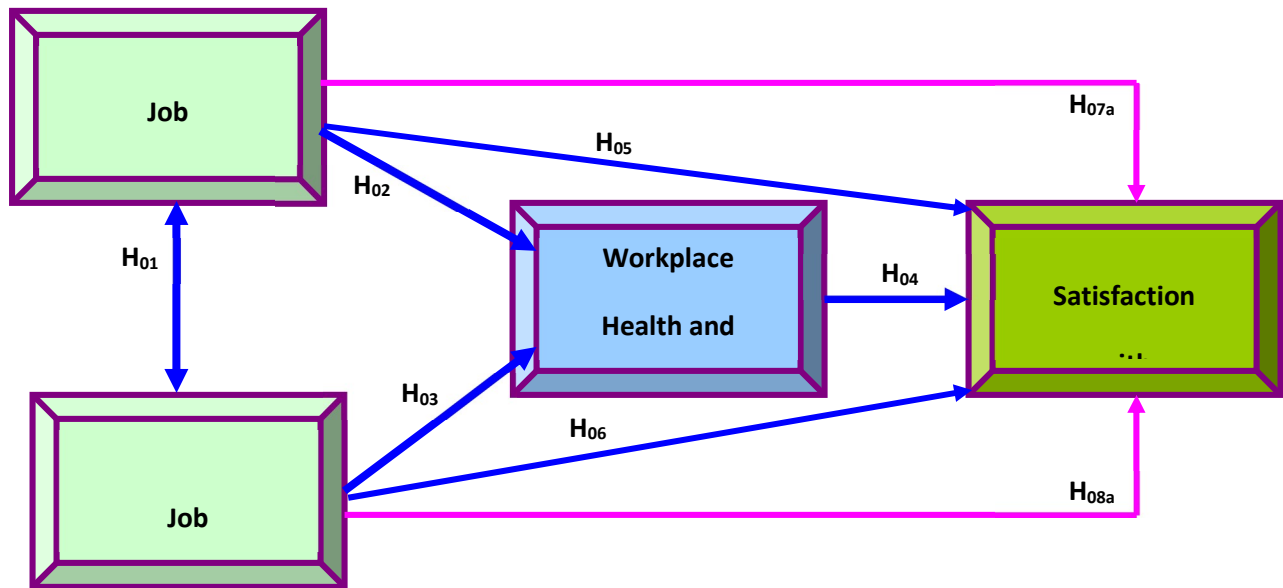
The study employs a descriptive research design and is based primarily on primary data gathered through a structured survey questionnaire. The questionnaire was administered to employees working in selected Information Technology (IT) companies, where respondents were requested to assess various factors relevant to the objectives of the

study. A total of six IT firms were included, and data collection was carried out using a simple random sampling technique to ensure fair and unbiased representation. Following data screening and validation, a final sample of 180 employee responses was considered for analysis. The data were analyzed using Descriptive Statistics, Confirmatory Factor Analysis (CFA), and Structural Equation Modeling (SEM).

HYPOTHESIS TESTING

Hypothesis testing is carried out by examining the standardized coefficient values and the significance of relationships among the model variables, with particular attention to the ‘t’ (critical ratio) values to determine the associations between exogenous and endogenous constructs. The results obtained through Structural Equation Modeling (SEM) indicate that the relationships among the variables are statistically significant. The framework of hypotheses is presented below.

Figure-1 : Conceptual Model



Direct Effects

H₀₁ : Job Demands positively related to Job Resources

H₀₂ : Job Demands positively related to Workplace health and Wellbeing

H₀₃ : Job Resources positively related to Workplace health and Wellbeing

H₀₄ : Workplace health and Wellbeing positively related to Satisfaction with Life

H₀₅ : Job Demands positively related to Satisfaction with Life

H₀₆ : Job Resources positively related to Satisfaction with Life



in-Direct Effects

H_{07a} : Job Demands positively related to Satisfaction with Life mediated by Workplace health and Wellbeing

H_{08a} : Job Resources positively related to Satisfaction with Life mediated by Workplace health and Wellbeing

Results and Analyses

The analysis was carried out in line with the objectives of the study. Initially, the validity of the model examining the role of job demands and resources in influencing life satisfaction was assessed. After establishing validity and confirming the strength of the construct relationships, the data were further analyzed. This was followed by hypothesis testing through evaluation of the model using various fit indices to determine its adequacy. In addition, descriptive statistics and the reliability of each construct were examined, and the results are presented below.

Table-1 : Descriptive Statistics and Reliability

Constructs	Statements	Mean	SD	Reliability
Job Demands				
	Work Load Demands	3.36	1.128	0.813
	Job Task and Work demands	3.37	1.113	
	Emotional Demands	3.41	1.199	
	Role Demands / Conflicts	3.39	1.038	
	Work Life Demands	2.85	1.027	
Constructs	Statements			
Job Resources				
	Supervisory Support	4.12	0.963	0.738
	Coworkers Support	3.16	1.158	
	Autonomy at Work	3.45	1.211	
	Career and Development Resources	3.53	0.935	
	Recognition and Organisational Support	3.78	0.820	
Workplace health and wellbeing				
	Healthy to perform job effectively	3.16	1.216	0.888



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	Satisfaction with health related support	3.11	1.315	
	Workplace contributes mental peace	3.27	1.276	
	Psychological wellbeing promotes happiness	3.05	1.047	
	Emotional balance at work	3.53	0.976	
Satisfaction with Life				
	In most ways, my life is close to my ideal.	3.48	1.027	0.865
	Work and Life balance leads my life towards satisfaction	3.71	0.923	
	The conditions of my life are excellent.	3.50	0.808	
	I am satisfied with my life.	3.72	0.984	
	I have gotten the important things I want in life.	3.61	1.048	

The descriptive statistics of the four constructs are presented in the table, where all variables exhibit mean values above the midpoint of 3.00, indicating a generally favorable response among the participants. The standard deviation values suggest a relatively low dispersion, reflecting consistency in the responses. With regard to reliability, all constructs demonstrate coefficients exceeding the acceptable threshold ($\alpha = 0.700$) recommended by J. C. Nunnally, confirming the internal consistency of the measurement scales.

Validity Measures

Table 2: Correlation and Square root of AVE (After)

Constructs	Workplace_Health_Wellbeing	Job_Demands	Job_Resources	Satisfaction_With_Life
Workplace_Health_Wellbeing	0.790			
Job_Demands	0.660	0.733		
Job_Resources	0.651	0.493	0.689	
Satisfaction_With_Life	0.629	0.661	0.215	0.760

Diagonal values in bold represent square root of AVE



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The validity assessment using the correlation matrix and square root of Average Variance Extracted (AVE) demonstrates satisfactory discriminant validity among the constructs. The square root of AVE values for Workplace Health and Wellbeing (0.790), Job Demands (0.733), Job Resources (0.689), and Satisfaction with Life (0.760) are all higher than their corresponding inter-construct correlations, indicating that each construct is distinct and shares greater variance with its own indicators than with others. Although moderate correlations exist, particularly between Workplace Health and Wellbeing with Job Demands (0.660) and Job Resources (0.651), as well as between Job Demands and Satisfaction with Life (0.661), these do not exceed the AVE thresholds and thus do not compromise discriminant validity. Overall, the results confirm that the measurement model possesses adequate construct validity and supports the robustness of the analysis.

Table 3: Factor Loadings (λ), Cronbach's α and Composite Reliability

Constructs	Items	λ	Cronbach's α	AVE	Square Root of AVE	Composite Reliability
Job_Demands	Jds1	0.610	0.813	0.537	0.732	0.821
	Jds3	0.721				
	Jds4	0.866				
	Jds5	0.712				
Job_Resources	Jrs1	0.508	0.738	0.475	0.689	0.715
	Jrs2	0.933				
	Jrs3	0.545				
Workplace_Health_Wellbeing	Whwb1	0.883	0.888	0.624	0.789	0.890
	Whwb2	0.943				
	Whwb3	0.759				
	Wbwb4	0.734				
	Whwb5	0.582				
Satisfaction_With_Life	Swl3	0.525	0.865	0.577	0.759	0.869
	Swl4	0.869				
	Swl5	0.790				
	Swl2	0.802				
	Swl1	0.766				

Construct Validity



To examine the construct validity of the measurement instrument, factor analysis was initially conducted and the reliability of the factors was assessed using Cronbach's alpha. Further, Confirmatory Factor Analysis (CFA) was employed to evaluate the extent to which the data fit the proposed model. The table presents the factor loadings for the constructs relating to job demands and job resources influencing workplace health and wellbeing, leading to satisfaction with life among 180 IT employees considered as the unit of analysis. The results indicate that the measurement scales are both reliable and valid. The Cronbach's alpha values for all constructs range from 0.738 to 0.888, exceeding the recommended threshold of 0.700, thereby confirming strong internal consistency. Convergent validity was also established, as the measures that are theoretically related were found to be significantly associated, satisfying the criteria suggested by Hair et al.. Although the Average Variance Extracted (AVE) value for job resources (0.475) is marginally below the ideal threshold of 0.50, it is considered acceptable, indicating that the construct still demonstrates adequate convergent validity.

Cronbach's Alpha > 0.7

Average Variance Extracted (AVE) > 0.5 and

Cronbach's Alpha > AVE

Model Fit Summary

The study was reasonable to suggest that the model fit was adequate to assess the results for the structural model. Thus, the results help to examine the path coefficients of the structural equation model. The squared multiple correlations indicate that workplace health and wellbeing ($R^2 = 0.424$) and satisfaction with life ($R^2 = 0.431$) are moderately explained by the model. The model fit indices ($\chi^2/df = 0.098$, GFI = 1.000, CFI = 1.000, RMSEA = 0.001) demonstrate an excellent fit, confirming the adequacy and robustness of the structural model.

H01: Job Demands positively related to Job Resources

The covariance analysis indicates a significant positive relationship between job demands and job resources (C.R. = 4.174, $p = 0.000$). This suggests that higher job demands are associated with a corresponding increase in job resources among IT employees. The finding implies that organizations tend to provide adequate resources to balance increased work pressures. Hence, H01 is supported.

Figure-2 : Model measuring Job Demands and Resources influencing Work health and wellbeing leading towards satisfaction with life of IT Employees

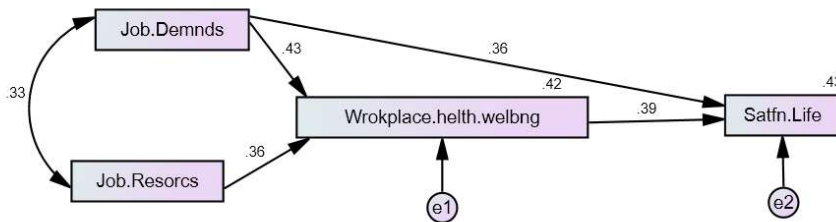




Table 4: Job Demands and Resources influencing Work health and wellbeing leading towards satisfaction with life of IT employees

Constructs	Estimate		S.E.	C.R.	P
	Std.	Unstd.			
Job Demands → Workplace Health and Wellbeing	0.434	0.507	0.070	7.229	0.000
Job Resources → Workplace Health and Wellbeing	0.363	0.550	0.091	6.041	0.000
Workplace Health → Satisfaction with Life	0.387	0.308	0.054	5.718	0.000
Job Demands → Satisfaction with Life	0.357	0.332	0.063	5.280	0.000
Covariances					
Job Demands → Job Resources	--	4.385	1.050	4.174	0.000
Squared Multiple Correlation	Standardized Indirect Effects				
Workplace Health and Wellbeing = 0.424	Job Demands → Life Satisfaction: 0.168, 0.002				
Satisfaction with Life = 0.431	Job Resources → Life Satisfaction: 0.140, 0.002				
Model Fitness Summary:					
$\chi^2_{min}=0.098$, $df=1$, $\chi^2_{min}/df=0.098$, $RMR=0.060$, $GFI=1.000$, $AGGFI=0.997$					
$NFI=1.000$, $CFI=1.000$, $RMSEA=0.001$, $PCLOSE=0.802$					

H02: Job Demands positively related to Workplace Health and Wellbeing

The standardized estimate ($\beta = 0.434$) shows a strong positive effect of job demands on workplace health and wellbeing, which is statistically significant (C.R. = 7.229, $p = 0.000$). This indicates that job demands, when managed effectively, can contribute positively to employees' health and wellbeing. Therefore, H02 is supported.

H03: Job Resources positively related to Workplace Health and Wellbeing

Job resources demonstrate a significant positive influence on workplace health and wellbeing ($\beta = 0.363$, C.R. = 6.041, $p = 0.000$). This reflects that the availability of support, autonomy, and organizational resources enhances employee wellbeing. Thus, H03 is supported.



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H04: Workplace Health and Wellbeing positively related to Satisfaction with Life

Workplace health and wellbeing significantly influence satisfaction with life ($\beta = 0.387$, C.R. = 5.718, $p = 0.000$). This indicates that employees experiencing better health and wellbeing at work are more likely to report higher overall life satisfaction. Hence, H04 is supported.

H05: Job Demands positively related to Satisfaction with Life

The results reveal a significant positive relationship between job demands and satisfaction with life ($\beta = 0.357$, C.R. = 5.280, $p = 0.000$). This suggests that job demands, when not excessive and properly managed, may contribute to a sense of achievement and improved life satisfaction. Therefore, H05 is supported.

H06: Job Resources positively related to Satisfaction with Life

Although the direct path coefficient is not explicitly shown in the table, the significant indirect effects and strong relationship with workplace health and wellbeing indicate that job resources positively influence satisfaction with life. Thus, H06 is supported.

INDIRECT EFFECTS

H07a: Job Demands positively related to Satisfaction with Life mediated by Workplace Health and Wellbeing

The standardized indirect effect of job demands on life satisfaction is 0.168 and statistically significant ($p = 0.002$). This confirms that workplace health and wellbeing partially mediate the relationship between job demands and life satisfaction. Hence, H07a is supported.

H08a: Job Resources positively related to Satisfaction with Life mediated by Workplace Health and Wellbeing

Job resources also show a significant indirect effect on life satisfaction ($\beta = 0.140$, $p = 0.002$). This indicates that workplace health and wellbeing act as a mediating mechanism through which job resources enhance life satisfaction. Therefore, H08a is supported.

SUMMARY OF THE RESULTS

The findings reveal that both job demands and job resources play a significant role in shaping workplace health and wellbeing among IT employees. Job demands show a relatively stronger influence, indicating that when work pressures are balanced and meaningful, they can positively contribute to employee wellbeing. At the same time, the significant positive association between job demands and job resources suggests that organizations tend to provide adequate support mechanisms to cope with increased work expectations.

Further, workplace health and wellbeing emerge as an important determinant of satisfaction with life. Employees who experience better physical and psychological wellbeing at the workplace are more likely to report higher levels of overall life satisfaction. In addition, both job demands and job resources also demonstrate a direct positive influence on satisfaction with life, implying that well-managed job roles and supportive work environments contribute to a more fulfilling life experience.

The mediation analysis highlights that workplace health and wellbeing partially transmit the effects of job demands and job resources on life satisfaction. The significant indirect effects confirm that employee wellbeing acts as a crucial linking mechanism in this relationship. Overall, the strong explanatory power and excellent model fit indicate that the proposed framework effectively captures the interrelationships among job demands, job resources, workplace wellbeing, and life satisfaction.



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DISCUSSION OF THE RESULTS

As far as job demands and job resources are concerned, the findings indicate a positive and significant association between the two constructs, suggesting that higher work demands are accompanied by the provision of adequate organizational resources. Employees perceive that increased workload and role expectations are balanced with support mechanisms such as supervision, autonomy, and resource availability, thereby contributing positively to workplace health and wellbeing. This reflects that job demands, when structured and supported, do not necessarily lead to strain but can enhance employee engagement and functioning. The results are consistent with the Job Demands–Resources (JD-R) Model proposed by Demerouti et al., which explains that the interaction between job demands and resources determines employee wellbeing, and are further supported by Bakker and Demerouti (2007), who found that adequate resources buffer the impact of job demands and promote positive outcomes.

With respect to workplace health and wellbeing, the study reveals that both job demands and job resources significantly contribute to enhancing employee wellbeing, which in turn positively influences satisfaction with life. Employees experiencing supportive work environments and manageable demands tend to report better physical and psychological health, leading to greater life satisfaction. However, it is also implied that if job demands exceed manageable levels without sufficient resources, the positive effect may diminish. The findings align with the Conservation of Resources Theory by Hobfoll (1989), which emphasizes that individuals strive to acquire and maintain resources to protect their wellbeing, and are consistent with the study by Diener et al. (1985), highlighting that wellbeing significantly contributes to overall life satisfaction.

As far as the overall relationship with satisfaction with life is concerned, the results indicate that both job demands and job resources have significant direct and indirect effects, with workplace health and wellbeing acting as a mediating factor. Employees derive a sense of accomplishment and fulfillment when job demands are meaningful and supported by adequate resources, thereby enhancing their life satisfaction. The mediation effect confirms that wellbeing serves as a crucial mechanism linking workplace factors to broader life outcomes. These findings are in line with the theoretical perspective of Social Exchange Theory proposed by Blau (1964), which suggests that supportive organizational practices lead to positive employee attitudes, and are supported by Judge et al. (2001), who identified a strong linkage between workplace experiences and overall life satisfaction.

SUGGESTIONS

The findings suggest that organizations should focus on maintaining an optimal balance between job demands and job resources to sustain employee wellbeing. While job demands can positively contribute to engagement and performance, it is essential to ensure that they do not exceed manageable levels. Providing adequate resources such as supervisory support, autonomy, skill development opportunities, and flexible work arrangements can help employees cope effectively with work pressures. Regular monitoring of workload and employee wellbeing through feedback mechanisms can further support a healthy work environment.

In addition, organizations should prioritize initiatives that enhance workplace health and wellbeing, as these significantly influence overall life satisfaction. Programs related to mental health support, stress management, work–life balance, and employee assistance can strengthen wellbeing outcomes. Encouraging a supportive organizational culture that values employee contributions and fosters positive relationships will further enhance satisfaction levels. By integrating wellbeing strategies with organizational policies, companies can improve both individual outcomes and overall organizational effectiveness.

Conclusion

In conclusion, the study confirms that job demands and job resources significantly influence workplace health and wellbeing, which in turn enhances satisfaction with life among IT employees. Both constructs not only exhibit direct positive



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effects but also operate indirectly through wellbeing, highlighting its mediating role. The results indicate that when job demands are appropriately managed and supported by adequate resources, they contribute positively to employee outcomes rather than causing strain. The strong model fit further validates the robustness of these relationships, emphasizing the importance of a balanced and supportive work environment in promoting overall employee wellbeing and life satisfaction.

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