

A STUDY ON EMPLOYEE WELLBEING OF IT EMPLOYEES AT CHENNAI CITY

Nishath Sultana A¹, Thoufiqur Rahman K J²

¹Assistant Professor, MEASI Institute of Management, Chennai, India.

²II Year MBA Student, MEASI Institute of Management, Chennai, India.

ABSTARCT

This study investigates employee satisfaction and well-being at Tube Investments of India Limited, focusing on the correlations between various factors like job satisfaction, work-life balance, and employee happiness.

The research explores the impact of work environment, compensation, career development, and organizational culture on overall employee satisfaction and well-being. Using a descriptive research design, the study employs convenience sampling and data collection through primary and secondary sources. Statistical tools such as ANOVA, correlation, and regression analysis were used to assess the impact of different variables on employee satisfaction.

Key findings reveal that most employees express satisfaction with aspects like promotion opportunities, salary, and colleague relationships. However, there are significant areas of dissatisfaction, particularly regarding job enjoyment and supervision, which require managerial improvements. Gender differences in satisfaction levels were also observed, indicating the need for tailored approaches to address diverse employee needs. Strong correlations between life satisfaction, employee happiness, and physical/mental health highlight the importance of holistic well-being initiatives in the workplace.

The study concludes that while the overall employee satisfaction is positive, there are critical areas that need attention. Enhancing job engagement, improving supervisory practices, and offering gender-specific support are essential for fostering a more supportive and engaging work environment. By prioritizing employee well-being, organizations can improve retention, productivity, and long-term success.

Key Words: Employee Well Being, Employee Satisfaction, IT Employees

1. INTRODUCTION

Employee well-being refers to the overall health and happiness of individuals in the workplace, encompassing physical, mental, and emotional aspects. It includes factors such as job satisfaction, work-life balance, stress management, and social support.

Prioritizing employee well-being is crucial for fostering a productive and engaged workforce, reducing turnover, and enhancing organizational performance. Organizations that invest in well-being initiatives create supportive environments that boost employee morale, improve health outcomes, and contribute to long-term business success.

Employee satisfaction: "Employee satisfaction is the positive emotional reaction employees have to their job experiences, resulting from their perceptions of the extent to which their job expectations are met." by Timothy A. Judge and Carl J. Thoresen

Employee well-being: "Employee well-being refers to the physical, mental, and emotional health status of individuals in relation to the fulfillment of their roles at work." by Cary L. Cooper and Ivan

THEORIES OF EMPLOYEE WELL BEING:

- **Job Qualities Model (Hackman and Oldham):**

This model proposes that the center work qualities (expertise assortment, task personality, task importance, independence, and criticism) impact representative fulfillment and inspiration. At the point when occupations are intended to incorporate these qualities, representatives are bound to encounter fulfillment and prosperity.

- **Two-Element Hypothesis (Herzberg):**

Herzberg suggested that work fulfillment and disappointment are affected by isolated factors. Factors like accomplishment, acknowledgment, and obligation (inspirations) add to fulfillment, while factors like compensation, working circumstances, and company strategies (cleanliness factors) forestall disappointment. This hypothesis underlines the significance of addressing the two sorts of elements to improve fulfillment and prosperity.

- **Social Trade Theory:**

This hypothesis places that connections among people and their associations depend on a trade of assets. Representatives who see they get backing, acknowledgment, and open doors from their association are bound to respond with responsibility, fulfillment, and positive ways of behaving.

- **Organizational Backing Theory:**

This hypothesis proposes that apparent authoritative help (POS) impacts representative perspectives and ways of behaving. At the point when workers see that the association esteems their commitments and thinks often about their prosperity, they are bound to encounter higher work fulfillment and prosperity.

- **Job Requests Assets (JD-R) Model:**

This model recommends that occupation requests (e.g., responsibility, time strain) and occupation assets (e.g., independence, social help) connect to impact representative prosperity. High work requests might prompt pressure and burnout, while adequate work assets can support these adverse consequences and advance prosperity.

These hypotheses give structures to understanding the mind-boggling interaction of elements that add to representative fulfillment and prosperity inside associations. They assist with directing mediation and systems pointed toward further developing working environment conditions and upgrading representative results

DIMENSIONS OF EMPLOYEE WELL-BEING:



- **Physical well-being:**

Physical wellbeing is the ability to maintain a healthy quality of life that allows us to get the most out of our daily activities without undue fatigue or physical stress.

It includes taking care of our bodies and recognizing that our daily habits and behaviors have a significant impact on our overall health, wellbeing and quality of life.

- **Mental well-being:**

Mental/Psychological well-being incorporates our profound, mental, and social prosperity. It influences our thought process, feeling and acting.

It additionally decides how we handle pressure, connect with others and settle on decision. Psychological wellness is significant at each phase of life, from youth and pre-adulthood through adulthood.

- **Emotional well-being:**

It is the ability to practice stress management, be resilient, and generate emotions that lead to good feelings. It refers to the emotional quality of an individual experiences. It is influenced by a variety of demographic, economic and situational factors.

- **Social well-being:**

Social wellbeing is building and maintaining healthy relationships and having meaningful, authentic interactions with others. Community is made up of the people around you, your peers, mentors, faculty, family and colleagues. It is having a sense of belonging while valuing diversity.

- **Financial well-being:**

Financial well-being was a function of objective determinants, satisfaction with their financial situation, their financial behaviors and their subjective perceptions.

OBJECTIVES OF THE STUDY:**Primary Objective:**

A study on employee well-being of IT Employee at Chennai City

Secondary Objective:

- Evaluate how employee satisfaction impacts overall well-being and job performance.
- Study changes in job satisfaction and its correlation with employee well-being.
- Assess factors affecting employee satisfaction, including work environment, compensation, and career development.
- Analyse the impact of employee satisfaction on organizational commitment and retention rates.
- Identify challenges such as workplace stress, burnout, and work-life balance issues.
- Explore the role of management practices and organizational culture in enhancing employee satisfaction.

SCOPE OF THE STUDY:

- Evaluating how employee satisfaction influences overall well-being and job performance.
- Investigating changes in job satisfaction and its relationship with various aspects of employee well-being.
- Analyzing factors that affect employee satisfaction, such as the work environment, compensation, career growth opportunities, and recognition.
- Examining the impact of employee satisfaction on organizational commitment, retention, and productivity.
- Identifying challenges related to workplace stress, burnout, and achieving work-life balance.
- Exploring the role of management practices, organizational culture, and employee well-being programs in boosting satisfaction levels.
- Assessing the effectiveness of benefits and support systems in improving employee satisfaction and well-being.
- Formulating recommendations to improve employee satisfaction and well-being based on study results.

NEED FOR THE STUDY:

- **Mental Health Awareness:** As stress and burnout rise, understanding employee well-being is crucial for advancing mental health initiatives in the workplace.
- **Enhanced Employee Engagement:** Satisfied employees are typically more engaged. This study can identify strategies to increase engagement, leading to better organizational outcomes.
- **Improved Organizational Performance:** Gaining a deeper understanding of employee satisfaction is key to boosting overall performance, productivity, and efficiency within the organization.
- **Employee Retention:** High satisfaction levels are associated with lower turnover rates. This research helps identify factors that can improve retention, ultimately reducing recruitment and training costs.
- **Workplace Culture:** Investigating employee well-being offers valuable insights into the organization's culture, helping to foster a more supportive and inclusive environment.
- **Attracting Talent:** The findings can inform strategies to improve employer branding, making Tube Investments a more appealing workplace for prospective talent.
- **Future Workforce Planning:** Understanding satisfaction and well-being allows the organization to anticipate and address future workforce challenges.

2. REVIEW OF LITERATURE

The author has shown strong links between worker well-being and quit intentions, but most studies rely solely on job satisfaction as a proxy for well-being, overlooking its multidimensional nature. This paper investigates whether this approach is sufficient by analyzing survey data from 994 full-time workers. It compares the impact of various well-being indicators—job satisfaction, affect, engagement, and basic psychological needs—on quit intentions. Results reveal significant differences between workers who intend to quit and those who don't, with well-being indicators explaining 4–9 times more variation in quit intentions than wages and hours. Engagement is the strongest predictor, accounting for 22.5% of the variation. Combining job satisfaction, affect, and engagement enhances explanatory power. While job satisfaction alone may help identify at-risk workers, incorporating other indicators like engagement offers deeper insights for proactive quit prevention strategies. (Pelly D, 2023)

This paper explores the value of healthy work environments for employee satisfaction, productivity, and office costs. Drawing on a review of studies in fields like building research, corporate real estate, and environmental psychology, it confirms positive effects of workplace design on health, satisfaction, and productivity, though the links between these outcomes remain underexplored. Evidence on cost benefits focuses mainly on reduced absenteeism, but findings suggest

investing in healthy workplaces is cost-effective. The study enhances understanding of how environmental factors influence well-being and performance, offering insights for workplace assessment and improvement. (Voordt, TVD & Jensen S A, 2023)

Sustainable Human Resource Management (SHRM) emphasizes employees as key organizational resources, focusing on their preferences, needs, and perspectives. This study examines the relationships between workplace well-being, employee development, retention, engagement, and satisfaction. Using data from 1,051 employees in Polish companies, it finds that well-being, development, and retention positively influence engagement, which mediates their impact on satisfaction. These results highlight the importance of addressing workplace factors to enhance engagement and satisfaction, offering practical insights for managers applying SHRM practices. (Sypniewska, B., Baran, M., & Kłós, M. (2023)

Environmental, social, and governance (ESG) initiatives aim to improve corporate efficiency and sustainability, but they can also impact employee mental well-being. This study examines the link between corporate ESG activities and occupational stress, using data from 41,998 employees across 11 Japanese companies (2017–2019) and ESG metrics (2015–2017). Results show mixed effects: environmental efforts like reducing water stress and adopting clean technology improved mental well-being, while programs to cut emissions and waste significantly reduced stress. Social activities enhancing job satisfaction and work-life balance were beneficial, but governance practices negatively affected employee well-being. The findings highlight the need for companies to address occupational stress during environmental initiatives and leverage social activities to boost mental health. Governance reforms should account for potential stress impacts on employees. (Piao, X., Xie, J., & Managi, S. (2022).

This study explores how the balance between positive (PA) and negative affect (NA) at work influences well-being. Using experience sampling and polynomial regression, we analyzed daily PA and NA and their combined effects on employee well-being after work. Results show that affect balance—how PA and NA interact—predicts physical and mental health differently. High PA was key for life satisfaction, particularly for those with lower trait affect balance, while both high PA and low NA were crucial for health, with low NA playing a significant role in physical health. (Yoon, D. J., Bono, J. E., Yang, T., Lee, K., Glomb, T. M., & Duffy, M. K. (2022)

This study examines how different aspects of employee well-being—work engagement, job satisfaction, burnout, and workaholism—predict various job crafting behaviors, such as increasing resources, addressing challenges, and reducing hindering demands, over time. Using the circumplex model of affect and conservation of resources theory, well-being was measured for 1,877 Finnish dentists at two points, four years apart. Structural equation modeling revealed that work engagement reduced hindering demands while promoting resource-building and challenge-seeking behaviors. Workaholism showed a positive association with certain crafting behaviors. (Journal of Occupational Health Psychology, Vol 23(2), Apr 2018, 289-301)

3. RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN: Descriptive research design is a research methodology that involves gathering and analyzing data to describe or measure a phenomenon. It's often used to study the characteristics and behaviors of a specific group of people, or to explore the relationship between two variables

3.2 SAMPLING TECHNIQUE: Convenience sampling is a type of non-probability sampling where the sample items are selected from the portion of the population that is easily accessible. This sampling technique is also particularly useful for pilot testing. Additionally, it is often chosen for its practicality and efficiency when time and resources are limited, although it may not always provide a fully representative sample of the population.

3.3 SAMPLE SIZE: The sample size refers to the number of items selected from the entire population to form the sample. This sample size should be determined to be optimal, flexible, efficient, and reliable, ensuring that it adequately represents the broader population. Additionally, an appropriately chosen sample size is crucial for achieving accurate and meaningful results in the study. For this study, the chosen sample size is 102.

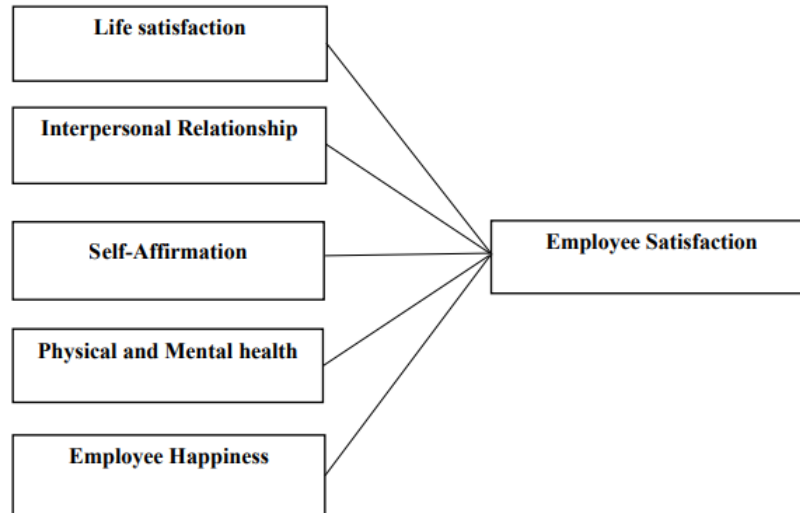
3.4 DATA COLLECTING METHOD

- **Primary data:** Primary data refers to information collected directly from sources such as personal interviews, questionnaires, or surveys. For this study, a questionnaire was used to gather firsthand information as part of the primary data collection process.
- **Secondary data:** Secondary data involves using information that is already available and existing. This data is collected through sources like corporate and government websites, journals, and the internet, providing valuable insights for the research.

3.5 STATISTICAL PACKAGE:

The collected data is analyzed and statistical calculations are performed using SPSS (Statistical Package for the Social Sciences). Specifically, version 23 of this software, developed by IBM (International Business Machines), is utilized for the analysis.

3.6 CONCEPTUAL FRAMEWORK



3.7 STATISTICAL TOOLS

The statistical tools incorporated in this study include the following:

- Chi-square test
- One-way ANOVA
- Multiple linear regression
- Correlation analysis

3.8 HYPOTHESIS DEVELOPMENT

H1: To assess the impact of gender on life satisfaction

H2: To study the relationship between gender and employee happiness

H3: To analyze the influence of gender on physical and mental health

H4: To assess the impact of life satisfaction on employee happiness

H5: To analyze the effect of interpersonal relationships on employee satisfaction

H6: To evaluate the correlation between physical and mental health and employee satisfaction

3.9 LIMITATION OF THE STUDY:

The study on employee satisfaction and well-being has the following limitations:

- The sample size of respondents may not be representative of the entire workforce, limiting the generalizability of the findings.
- Reliance on self-reported measures may introduce biases, as respondents might provide socially desirable answers rather than their true feelings.
- The study's cross-sectional nature limits the ability to draw conclusions about causality or changes over time in employee satisfaction and happiness.
- While the study highlights gender differences, it may overlook other demographic factors (e.g., age, ethnicity) that could influence employee experiences.
- The study does not account for external factors affecting employee satisfaction, such as economic conditions or organizational changes, which could impact results.
- The subjective nature of measures like happiness and satisfaction may lead to variability in interpretation among respondents.

4. DATA ANALYSIS AND INTREPRETATION

4.1.1 ONE WAY ANOVA – Gender and Life Satisfaction

Null Hypothesis (H0): There is no significant difference in life satisfaction and gender of the IT employees in the Chennai City.

Alternative Hypothesis (H1): There is a significant difference in life satisfaction and gender of the IT employees in the Chennai City.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.752	1	3.752	4.364	.040
Within Groups	60.192	70	.860		
Total	63.944	71			

Inference:

Since the p-value (Sig.) is 0.040, which is less than the alpha level of 0.05, we reject the null hypothesis. Therefore, there is a significant difference in life satisfaction between genders.

4.1.2 ONE WAY ANOVA – Gender and Employee Happiness

Null Hypothesis (H0): There is no significant difference of gender and Employee Happiness of IT employees in the Chennai City.

Alternative Hypothesis (H1): There is a significant difference of gender and Employee Happiness of IT employees in the Chennai City.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.000	1	3.000	6.039	.016
Within Groups	34.777	70	.497		
Total	37.778	71			

Inference:

Since the p-value (Sig.) is 0.016, which is less than the alpha level of 0.05, we reject the null hypothesis. This indicates that there is a significant association of gender and Employee Happiness of IT employees in the Chennai City.

4.1.3 ONE WAY ANOVA – Gender and Mental & Physical Health

Null Hypothesis (H0): There is no significant difference in physical and mental well-being between gender of IT employees in the Chennai City.

Alternative Hypothesis (H1): There is a significant difference in physical and mental well-being between gender of IT employees in the Chennai City.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.420	1	7.420	9.673	.003
Within Groups	53.692	70	.767		
Total	61.111	71			

Inference:

Since the p-value (Sig.) is 0.003, which is less than the alpha level of 0.05, we reject the null hypothesis. This indicates that there is a significant difference in physical and mental well-being between gender of IT employees in the Chennai City.

4.2 CORRELATION

Null Hypothesis (H0): There is positive relationship between life satisfaction and employee happiness, interpersonal relationships, affirmation, physical and mental health, and employee satisfaction among respondents.

Alternative Hypothesis(H1): There is negative relationship between life satisfaction and employee happiness, interpersonal relationships, affirmation, physical and mental health, and employee satisfaction among respondents.

		LS	IPR	A	PMH	EH	ES
LS	Pearson Correlation	1	.664**	.615**	.560**	.702**	.308**
	Sig. (2-tailed)		.000	.000	.000	.000	.008
IPR	Pearson Correlation	.664**	1	.681**	.507**	.693**	.188
	Sig. (2-tailed)	.000		.000	.000	.000	.113
A	Pearson Correlation	.615**	.681**	1	.703**	.728**	.203
	Sig. (2-tailed)	.000	.000		.000	.000	.088
PMH	Pearson Correlation	.560**	.507**	.703**	1	.677**	.275*
	Sig. (2-tailed)	.000	.000	.000		.000	.019
EH	Pearson Correlation	.702**	.693**	.728**	.677**	1	.285*
	Sig. (2-tailed)	.000	.000	.000	.000		.015
ES	Pearson Correlation	.308**	.188	.203	.275*	.285*	1
	Sig. (2-tailed)	.008	.113	.088	.019	.015	

5. FINDINGS OF THE STUDY

• Job Satisfaction:

Most respondents express positive feelings toward various aspects of their jobs, including enjoyment, promotion opportunities, job nature, salary, relationships with colleagues, and supervision. However, notable dissatisfaction exists in certain areas, particularly regarding job enjoyment and supervision.

• Employee Happiness and Well-being:

A significant proportion of employees report high levels of happiness and well-being. Differences in these perceptions are observed based on gender, indicating that male and female employees experience varying levels of life satisfaction and happiness.

• Inferential Statistics:

One-Way ANOVA results reveal significant differences in life satisfaction, employee happiness, and physical & mental health between genders. Chi-square tests indicate significant associations between demographics (age, annual income, marital status) and employee experiences, suggesting diverse employee profiles within the organization.

• Correlations:

Strong correlations exist between life satisfaction, employee happiness, and affirmation, highlighting the interconnectedness of these factors. Employees who report higher life satisfaction also tend to express greater happiness and better mental and physical health.

5.1 SUGGESTIONS

1. Enhance Job Engagement: Implement initiatives to increase job enjoyment, such as recognition programs, professional development opportunities, and more engaging work tasks.

2. Clarify Promotion Pathways: Improve communication regarding promotion opportunities and career advancement to ensure all employees understand available paths.

3. Address Salary Concerns: Regularly assess salary structures to ensure competitiveness and fairness, potentially conducting employee surveys to gather feedback.

4. Improve Supervisory Practices: Provide training for supervisors to enhance their leadership skills, fostering a supportive environment that addresses employee concerns and feedback.

5. Promote Positive Relationships: Facilitate team-building activities to strengthen relationships among colleagues and improve overall workplace dynamics.

6. Gender-Specific Support: Consider targeted programs to address the differing needs of male and female employees, focusing on mental and physical health support.

6. CONCLUSION

The study reveals a generally positive perception of job satisfaction and employee happiness among respondents, with strong correlations between life satisfaction and employee experiences. Most employees express satisfaction with promotion opportunities, job nature, salary, and colleague relationships, with over 70% viewing these factors favorably. However, areas of dissatisfaction, particularly around job enjoyment and supervision, highlight the need for improvements in managerial support and training to enhance the overall work environment.

Demographic differences in satisfaction levels, such as those based on gender and marital status, emphasize the importance of tailored approaches to meet diverse employee needs. Strong links between life satisfaction, happiness, and well-being underscore the value of holistic strategies, including wellness programs and mental health support, to improve both job and life satisfaction.

In summary, while the overall outlook is positive, addressing dissatisfaction, enhancing supervisory practices, and embracing employee diversity are vital for fostering a supportive workplace. By prioritizing employee well-being, organizations can boost morale, productivity, and long-term success in a competitive landscape.

7. REFERENCES

- [1] Abdullah MI, Dechun H, Sarfraz M, IVASCU L, Riaz A. Effects of internal service quality on nurses' job satisfaction, commitment and performance: Mediating role of employee wellbeing. *Nurs Open*.2021;8:607–619
- [2] Becker, W. J., Belkin, L. Y., Tuskey, S. E., & Conroy, S. A. (2022). Surviving remotely: How job control and loneliness during a forced shift to remote work impacted employee work behaviors and well-being. *Human Resource Management*, 61(4), 449-464.
- [3] Butt, T. H., Abid, G., Arya, B., & Farooqi, S. (2018). Employee energy and subjective wellbeing: a moderated mediation model. *The Service Industries Journal*, 40(1–2), 133–157.
- [4] Hauff, S., Felfe, J., & Klug, K. (2020). High-performance work practices, employee well-being, and supportive leadership: spillover mechanisms and boundary conditions between HRM and leadership behavior. *The International Journal of Human Resource Management*, 33(10), 2109– 2137.
- [5] *Journal of Occupational Health Psychology*, Vol 23(2), Apr 2018, 289-301
- [6] Möhring, K., Naumann, E., Reifenscheid, M., Wenz, A., Rettig, T., Krieger, U., ... Blom, A. G. (2020). The COVID-19 pandemic and subjective well-being: longitudinal evidence on satisfaction with work and family. *European Societies*, 23(sup1), S601–S617.
- [7] Niebuhr, F., Borle, P., Börner-Zobel, F., & Voelter-Mahlknecht, S. (2022). Healthy and happy working from home? Effects of working from home on employee health and job satisfaction. *International journal of environmental research and public health*, 19(3), 1122.
- [8] Pelly, D. Worker Well-Being and Quit Intentions: Is Measuring Job Satisfaction Enough? *Soc Indic Res* 169, 397–441 (2023).
- [9] Piao, X., Xie, J., & Managi, S. (2022). Environmental, social, and corporate governance activities with employee psychological well-being improvement. *BMC Public Health*, 22, 1-12.
- [10] Salas-Vallina, A., Alegre, J., & López-Cabrales, Á. (2021). The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal. *Human Resource Management*, 60(3), 333-347.
- [11] Shamsi, M., Iakovleva, T., Olsen, E., & Bagozzi, R. P. (2021). Employees' work-related wellbeing during COVID-19 pandemic: An integrated perspective of technology acceptance model and JD-R theory. *International Journal of Environmental Research and Public Health*, 18(22), 11888
- [12] Sypniewska, B., Baran, M., & Kłós, M. (2023). Work engagement and employee satisfaction in the practice of sustainable human resource management—based on the study of Polish employees. *International Entrepreneurship and Management Journal*, 19(3), 1069-1100.
- [13] The effects of corporate social responsibility (CSR) on employee well-being in the hospitality industry", *International Journal of Contemporary Hospitality Management*, Vol. 30 No. 3, pp. 1584-1600.
- [14] Voordt, T. V. D., & Jensen, P. A. (2023). The impact of healthy workplaces on employee satisfaction, productivity and costs. *Journal of Corporate Real Estate*, 25(1), 29-49.
- [15] Yoon, D. J., Bono, J. E., Yang, T., Lee, K., Glomb, T. M., & Duffy, M. K. (2022). The balance between positive and negative affect in employee well-being. *Journal of Organizational Behavior*, 43(4), 763-782.