

# Influence Job Demands, Job Resources, Workplace Health And Wellness On Satisfaction With Life Of Employees Working In Select It Companies

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## Abstract

*This study examines the influence of job demands, job resources, and workplace health and wellness on life satisfaction among employees in select IT firms in Coimbatore. Adopting a descriptive research design, primary data were collected from 570 employees using a structured questionnaire, supported by relevant secondary sources. Statistical tools such as percentage analysis, correlation, regression, collinearity diagnostics, and Garrett ranking were employed to analyze the data. The findings reveal that all three factors have a positive and significant impact on life satisfaction, with job demands emerging as the strongest predictor, followed by job resources and workplace health and wellness. The results also indicate that employees generally report high levels of life satisfaction and prefer tangible, experience-based rewards over symbolic recognition. Overall, the study highlights the importance of balancing job demands with adequate resources, promoting workplace well-being, and implementing effective reward systems to enhance employees' overall satisfaction and organizational effectiveness.*

**Key Words:** IT Employees, Job Demands, Resources, Health, Wellbeing, Life Satisfaction, etc.

## Introduction

The contemporary workplace, particularly in the information technology sector, is characterized by dynamic job roles, evolving performance expectations, and increasing emphasis on employee well-being. In such an environment, understanding the factors that influence employees' satisfaction with life has gained considerable importance for both researchers and practitioners. Job demands, which include workload and role expectations, along with job resources such as support, autonomy, and opportunities for growth, play a crucial role in shaping employees' experiences at work. At the same time, workplace health and wellness have emerged as key determinants of overall well-being, influencing not only job performance but also personal life satisfaction.

Against this backdrop, the present study seeks to examine the relationship between job-related factors and life satisfaction among employees in select IT firms. It also explores employees' demographic and job profiles, evaluates the impact of job demands, resources, and workplace wellness on life satisfaction, and identifies preferred forms of rewards and recognition. By integrating statistical analyses such as correlation, regression, and Garrett ranking, the study provides a comprehensive understanding of how organizational practices and work conditions contribute to employees' overall satisfaction, thereby offering insights for improving employee engagement and well-being.

### **Statement of the problem**

In the rapidly evolving IT sector, employees are increasingly exposed to high job demands, tight deadlines, and performance pressures, which can affect their overall well-being and satisfaction with life. While organizations invest in job resources and workplace wellness initiatives, there remains a lack of clarity regarding how these factors collectively influence employees' life satisfaction. Additionally, existing reward and recognition practices may not always align with employee preferences, potentially limiting their effectiveness in enhancing motivation and engagement. Despite the growing importance of work–life balance and employee well-being, limited empirical evidence is available to comprehensively examine the combined impact of job demands, job resources, and workplace health and wellness on life satisfaction, particularly within the context of IT employees. Hence, the present study aims to address this gap by systematically analyzing these relationships and identifying key factors that contribute to improving employees' overall satisfaction and well-being.

### **Theoretical background**

The present study is primarily grounded in the Job Demands–Resources Model (JD–R Model) developed by Evangelia Demerouti, Arnold B. Bakker, Friedhelm Nachreiner, and Wilmar B. Schaufeli (2001), which explains how job characteristics influence employee well-being and outcomes. According to this framework, job demands such as workload, time pressure, and role ambiguity require sustained effort and may lead to strain, whereas job resources such as autonomy, supervisory support, and opportunities for growth help in achieving work goals and reducing stress. The model posits that an optimal balance between demands and resources enhances motivation and well-being, thereby improving overall life satisfaction. Empirical extensions of the JD–R model by Bakker and Demerouti (2007) further emphasize that job resources not only buffer the negative effects of job demands but also play a motivational role in fostering engagement and positive outcomes.

In addition, the study draws support from Conservation of Resources Theory proposed by Stevan E. Hobfoll (1989), which suggests that individuals strive to obtain, retain, and protect valuable resources, and stress occurs when these resources are threatened or depleted. Within the organizational context, resources such as supportive work environments, recognition, and wellness initiatives contribute to enhancing employees' psychological well-being and satisfaction with life. The integration of these theoretical perspectives highlights that when employees are provided with adequate resources and a healthy work environment, they are better equipped to manage job demands effectively, leading to improved well-being and life satisfaction. Together, these frameworks provide a strong conceptual basis for examining the relationships among job demands, job resources, workplace health and wellness, and life satisfaction.

### **Methodology**

The study adopts an empirical approach using a descriptive research design and is primarily based on survey data. The methodology outlines key aspects such as research design, sample size, sampling techniques, instrument development, data collection, and methods of analysis. A pre-test is conducted to validate the research instrument and ensure reliability. The study focuses on assessing employees' perceptions of job demands and job resources in relation to workplace health and well-being, and their subsequent influence on life satisfaction among IT employees in



Coimbatore. Primary data are collected through a structured questionnaire administered to 570 employees working in selected IT companies, capturing their responses on various study variables. In addition, secondary data are sourced from existing literature, journals, official reports, and online resources to support the research framework. The collected data are analyzed using appropriate statistical techniques, including percentage analysis, Garrett ranking method, correlation, and regression analysis, to achieve the objectives of the study.

### Objective of the Study

1. To analyze the influence Job Demands, Job Resources, Workplace Health and Wellness on Satisfaction with Life of employees working in select IT companies.

### Scope of the study

The scope of the study is centered on examining the influence of job demands, job resources, and workplace health and wellness on life satisfaction among employees in select IT firms. It encompasses the analysis of employees' demographic and job profiles, the assessment of key workplace factors affecting well-being, and the evaluation of reward and recognition preferences using statistical techniques. The findings provide valuable insights for organizations to enhance employee satisfaction and can serve as a foundation for future research across different industries, regions, and additional psychological or organizational variables.

### Limitations of the Study

The study is subject to certain limitations that should be considered while interpreting the results. The analysis is based on cross-sectional data collected from employees in select IT firms, which may limit the generalizability of the findings to other sectors or regions. Additionally, the reliance on self-reported responses may introduce response bias, as perceptions of job demands, resources, and life satisfaction can vary across individuals. Further, the study focuses on a limited set of variables, and other potential factors influencing life satisfaction may not have been captured.

### Analysis and Results

The analysis and interpretation of data provide the empirical basis for understanding relationships among the key variables. This study employs both descriptive and inferential statistical techniques to examine employees' demographic profile, job characteristics, and factors influencing life satisfaction. Tools such as frequency analysis, correlation, regression, and Garrett ranking are used to identify patterns, relationships, and preferences within the data. The results are systematically presented, starting with demographic analysis, followed by the assessment of relationships among job demands, job resources, workplace health and wellness, and life satisfaction. Collinearity diagnostics ensure model reliability, while regression identifies key predictors, and Garrett ranking highlights employee preferences for rewards and recognition.

**Table 1: Demography and Job Profile of the Employees**

Variables	Frequency	Percent
<b>Gender</b>		
Male	350	61.4
Female	220	38.6
<b>Age</b>		



Upto 25 years	168	29.5
26 to 40 years	198	34.7
41 to 50 years	149	26.1
Above 50 years	55	9.6
<b>Education</b>		
Under Graduation	296	51.9
Post Graduation	185	32.5
Others (Professional/Technical, etc.)	89	15.6
<b>Monthly Income</b>		
Upto Rs.30000	55	9.6
Rs.30001 to Rs.50000	70	12.3
Rs.50001 to 75000	445	78.1
<b>Functional Area</b>		
Programming	232	40.7
Testing / Quality Assurance	226	39.6
Technical Support	112	19.6
<b>Experience</b>		
Upto 3 years	205	36.0
3 to 6 years	146	25.6
6 to 9 years	123	21.6
More than 9 years	96	16.8

The demographic profile of the employees indicates a predominantly male workforce, with males constituting 61.4 percent and females 38.6 percent. In terms of age distribution, the largest group falls within 26 to 40 years (34.7 percent), followed by employees up to 25 years (29.5 percent), suggesting a relatively young and early-to-mid career workforce. Employees aged 41 to 50 years account for 26.1 percent, while only 9.6 percent are above 50 years. Educationally, a majority of respondents are undergraduates (51.9 percent), followed by postgraduates (32.5 percent), and a smaller proportion with professional or technical qualifications (15.6 percent), indicating a moderately qualified workforce with a strong base of general academic credentials.

With respect to job profile characteristics, a significant majority of employees (78.1 percent) fall within the monthly income bracket of Rs.50,001 to Rs.75,000, while comparatively fewer employees earn below Rs.50,000. Functionally, the workforce is fairly evenly distributed between programming (40.7 percent) and testing/quality assurance (39.6 percent), with a smaller segment engaged in technical support (19.6 percent). In terms of experience, the highest proportion of employees have up to 3 years of experience (36.0 percent), followed by those with 3 to 6 years (25.6 percent), indicating a workforce dominated by relatively less experienced professionals. Employees with 6 to 9 years (21.6 percent) and more than 9 years of experience (16.8 percent) form a smaller share, reflecting a gradual decline in representation with increasing experience levels.

**Table 2: Correlation between Perception on Influencing Factors on Satisfaction with Life**

Variables	Mean	SD	Correlation	Sig.	N
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Life Satisfaction	4.349	.7165	1.000	--	570
Job Demands	3.706	.9974	.431	.000	
Job Resources	3.80	.7556	.422	.000	
Workplace Health and Wellness	3.76	.7122	.402	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

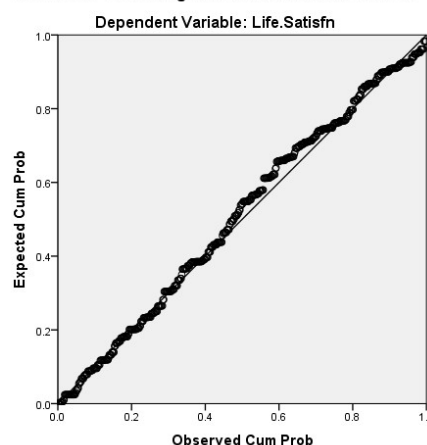
The correlation analysis reveals that all the selected influencing factors job demands, job resources, and workplace health and wellness—are positively and significantly associated with life satisfaction among employees. Life satisfaction records a high mean score (Mean = 4.349, SD = 0.7165), indicating generally favorable levels among respondents. Among the variables, job demands show the strongest positive correlation with life satisfaction ( $r = 0.431$ ), followed by job resources ( $r = 0.422$ ) and workplace health and wellness ( $r = 0.402$ ), suggesting moderate relationships. The significance values ( $p = 0.000$ ) indicate that all correlations are statistically significant at the 0.01 level, confirming that these relationships are not due to chance. Overall, the results imply that effective management of job demands, availability of adequate resources, and a supportive and healthy work environment contribute meaningfully to enhancing employees' life satisfaction.

**Table 3: Collinearity Diagnostics**

Constructs	Statistics	
	Tolerance	VIF
Job Demands	0.750	1.334
Job Resources	0.740	1.352
Workplace Health and Wellness	0.669	1.495

The collinearity diagnostics indicate that multicollinearity is not a concern among the independent variables in the model. The tolerance values for job demands (0.750), job resources (0.740), and workplace health and wellness (0.669) are all well above the acceptable threshold, showing that each variable contributes distinct information. Similarly, the VIF values—1.334, 1.352, and 1.495 respectively—are far below the critical limits, indicating low inter-correlation among the predictors. Overall, these results confirm that the variables can be reliably used in further analysis without issues of redundancy or distortion, thereby supporting the robustness and validity of the model.

Normal P-P Plot of Regression Standardized Residual



**Table 4: Relationship between Perception on Job Demands and Workplace Wellbeing**

Dependent Variable	Independent Variables	B (Unstd Coeff.)	S.E.	Beta	t-value (Sig.)	R, R <sup>2</sup> , Adj. R <sup>2</sup> & SE	F-Value (df) Sig.
Life Satisfaction	(Constant)	2.148	.157		13.705 (0.000)	<b>R=0.531</b> <b>R<sup>2</sup>=0.282</b> <b>Adj.R<sup>2</sup>=0.278</b> <b>SE=0.608</b>	<b>74.159</b> <b>(3,566)</b> <b>0.000</b>
	Job Demands	.190	.030	.264	6.421 (0.000)		
	Job Resources	.234	.039	.247	5.966 (0.000)		
	Workplace Health and Wellness	.160	.044	.159	3.648 (0.000)		

The regression analysis examining the relationship between job demands, job resources, workplace health and wellness, and life satisfaction shows that the overall model is statistically significant ( $F = 74.159, p = 0.000$ ). The model demonstrates a moderate level of explanatory power, with  $R = 0.531, R^2 = 0.282$ , and Adjusted  $R^2 = 0.278$ , indicating that approximately 28.2 percent of the variation in life satisfaction is explained by the combined influence of the three predictors. The standard error of estimate ( $SE = 0.608$ ) also suggests a reasonable level of prediction accuracy within the model.

Individually, all the independent variables exhibit positive and statistically significant effects on life satisfaction. Job demands ( $\beta = 0.264, t = 6.421, p = 0.000$ ) emerge as the most influential predictor, followed by job resources ( $\beta = 0.247, t = 5.966, p = 0.000$ ), and workplace health and wellness ( $\beta = 0.159, t = 3.648, p = 0.000$ ). The positive coefficients indicate that improvements in these factors are associated with higher levels of life satisfaction among employees. Overall, the findings highlight that both the nature of job demands and the availability of supportive resources and a healthy work environment play a significant role in enhancing employees' overall well-being and satisfaction with life.

### GARRETT RANKING METHOD

**Table 5: Rank showing the Rewards and Recognition provided by select IT firms**

Attributes	R1	R2	R3	R4	R5	R6	Garrett Score	Garrett Mean	Garrett Rank
An award ceremony	101	136	174	42	45	72	30994	54.38	2
Announcement of praise	74	87	117	69	93	130	27102	47.55	3
Tickets to show	92	123	23	49	158	125	27050	47.46	4
Gift Coupon for dining at Restaurant	224	135	54	47	75	35	34411	60.37	1



Gift Voucher for Holiday Stay	37	76	150	122	74	111	26640	46.74	5
Displaying appreciation in Notice board for a particular period (say a week, a month)	42	13	52	241	125	97	24803	43.51	6

The Garrett ranking analysis highlights the relative preference of employees toward different rewards and recognition practices provided by select IT firms. Among the listed attributes, “Gift Coupon for dining at Restaurant” secures the top rank (Garrett Mean = 60.37), indicating it is the most preferred form of reward among employees. This is followed by “An award ceremony” (Mean = 54.38) in the second position, while “Announcement of praise” (Mean = 47.55) and “Tickets to show” (Mean = 47.46) occupy the third and fourth ranks respectively, reflecting moderate levels of preference. “Gift Voucher for Holiday Stay” (Mean = 46.74) is ranked fifth, suggesting comparatively lower appeal, and “Displaying appreciation in Notice board” (Mean = 43.51) is ranked last, indicating it is the least preferred method of recognition. Overall, the findings suggest that employees place greater value on tangible and experience-based rewards over symbolic or public forms of appreciation.

### Summary of Findings

- The frequency analysis of demographic and job profile variables indicates a workforce that is predominantly male and largely concentrated in the younger and middle age groups, particularly between 26 and 40 years. Most employees possess undergraduate qualifications, with a considerable proportion holding postgraduate degrees. A significant majority fall within the higher income bracket of Rs.50,001 to Rs.75,000. Functionally, employees are almost evenly distributed between programming and testing roles, while technical support forms a smaller segment. In terms of experience, the workforce is primarily composed of early-career professionals, with the largest group having up to three years of experience.
- The correlation analysis reveals that job demands, job resources, and workplace health and wellness are all positively and significantly associated with life satisfaction. Among these, job demands show the strongest relationship, followed closely by job resources and workplace health and wellness, indicating moderate positive associations. The high mean score of life satisfaction suggests that employees generally experience a favorable level of well-being, and improvements in these workplace factors are linked to higher satisfaction with life.
- The regression analysis demonstrates that the model is statistically significant and explains a meaningful proportion of variance in life satisfaction. All three predictors—job demands, job resources, and workplace health and wellness—have positive and significant effects on life satisfaction, with job demands emerging as the strongest contributor. The findings highlight the combined importance of managing job demands, providing adequate resources, and ensuring a supportive and healthy work environment in enhancing employees’ overall life satisfaction.
- The Garrett ranking analysis shows that employees prefer tangible and experience-based rewards over symbolic recognition methods. “Gift Coupon for dining at Restaurant” is ranked as the most preferred reward, followed by “An award ceremony,” while “Announcement of praise” and “Tickets to show” receive moderate preference. In contrast, “Gift Voucher for Holiday Stay” and “Displaying appreciation in Notice board” are ranked lower, indicating lesser appeal. Overall, the

results suggest that employees value rewards that offer direct personal benefit and experiential value more than formal or public recognition practices.

### **Suggestions**

Organizations should adopt a balanced approach to managing job demands by ensuring workloads are reasonable while simultaneously strengthening job resources such as supervisor support, autonomy, and career development opportunities, as these factors significantly enhance employees' life satisfaction.

IT firms need to prioritize workplace health and wellness initiatives by promoting a supportive work environment, including mental health programs, flexible work arrangements, and employee well-being policies, which can further improve overall satisfaction and productivity.

Reward and recognition systems should be redesigned to focus more on tangible and experience-based incentives, such as dining coupons and meaningful rewards, while also complementing them with timely and personalized recognition practices to increase employee motivation and engagement.

### **Conclusion**

The overall findings of the study indicate that employees' life satisfaction is significantly influenced by a combination of job-related and organizational factors. A relatively young and moderately experienced workforce, supported by adequate income levels and functional roles, reflects a dynamic work environment in IT firms. The analysis confirms that job demands, job resources, and workplace health and wellness are all positively associated with life satisfaction, with each factor contributing meaningfully to employees' well-being. The absence of multicollinearity strengthens the reliability of these relationships, while regression results further establish their significant predictive power. Additionally, employees show a clear preference for tangible and experience-based rewards over symbolic recognition methods. Taken together, the findings emphasize the importance of balancing job demands with sufficient resources, fostering a healthy work environment, and implementing effective reward systems to enhance overall employee satisfaction and organizational effectiveness.

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