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**A STUDY OF WELLBEING OF INFORMATION TECHNOLOGY  
PROFESSIONAL WORKING IN NORTH INDIA**

Master Thesis

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This Master thesis has been compiled independently. All works by other authors used while compiling the thesis as well as principles and data from literary and other sources have been referred to.

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## INTRODUCTION

In the ever evolving landscape of society, economy, and culture, one industry stand resilient and continually thrives: The information technology (IT) sector. Amidst the dynamic shifts and transformations, the IT industry remains a cornerstone of innovation and progress. Nowhere is this more evident than in India, renowned globally as hub for IT professionals and companies alike. Over the years India emerged as powerhouse in the IT domain, attracting steady influx of talent and investment. This influx is driven by myriads of factors, including the industry's expansive growth trajectory, robust job security, and the abundance od lucrative opportunities. With high paying jobs and a promising career trajectory, the IT sector in India has become a magnet for individuals seeking to carve out a successful and rewarding professional path.

Contentment represents the ultimate objective in life, and the longing to achieve it is universal aspiration shared by all individuals. Nevertheless, the significance of happiness within the workplace can be pivotal for both the job itself and the sustainability of employment (Awada.N et.al, 2019, p.13). Prioritizing the mental well-being of employees is now deemed essential for any company seeking to stay competitive in today's market. Offering resources to help workers navigate the challenges of daily life and inevitable obstacles that may affect their mental health require an investment of time, money and effort. However, the costs of neglecting investment in the emotional health of employees are often higher as indicated by data. Despite widespread initiatives for stress management and individual support, stress, along with other psychological issues, continues to be a significant contributor to presenteeism in the modern workplace. (Kumar. A et.al, 2023, p. 338).

Employees represent vital assets for a company. The workforce, or human resources must possess the capacity for innovative thinking, creative, and positive attitude to contribute effectively to the company's objectives. The capabilities of these employees can

significantly impact the company's performance in realizing its vision and mission. It is imperative for a company to take responsibility for addressing any conditions or issues that may impact the performance of its employees. This proactive approach is crucial because employees are indispensable resources that underpin company's optimal performance. (Tharmin.M & Riyanto.S, 2020, p.40)

A company anticipates high performance from its employees, as the greater the number of high-performing employees, the overall productivity of the company will rise, enabling it to thrive in global competition. The environment consistently exerts a significant impact on individuals, including the company itself. The company's growth prospects are hindered if the surrounding work environment is not favourable; a positive work environment directly influences employee performance levels. Unfavourable working conditions can lead to employee stress decreased motivation, tardiness and conversely. (Badrianto.Y & Ekhsan.M, 2019,p.64) .

It is important to study the factors impacting occupational health significance in protecting workers by managing occupational illnesses and injuries, and eradicating risks endangering their well being (Wong.K et.al, 2019, p.1). There is a general consensus that the clash between women's familiar responsibilities and the extended hours demanded by professional careers is central to their lack of progress. However, studies indicate that this narrative of "work-life balance" is not comprehensive: men also encounter it but still progress in their careers. Additionally, initiatives by organisations to address this issue through flexible work arrangements have not enhanced women's opportunities for advancement and frequently have negative consequences for them (Padavic.I et.al, 2020, p.61).

It can be asserted with certainty that extended work hours are not just detrimental to health but also represent an economically inefficient decision for an organisation (Lee.D et.al, 2020, p.10). When addressing employee contentment, employers traditionally emphasized on health perks. Employee welfare extends beyond mere illness avoidance. The objective of employee wellness is to enhance the well being of all staff members. When talking about individuals in good health and functioning well, it involves not just physical health but also other dimensions of well-being that necessitate attention.

Essentially, employee well-being pertains to how an individual's occupation, anticipations and workplace conditions impact their overall health and satisfaction. (Hilary & Sumisha ES, 2022).

The evidence is mounting that employee wellbeing is important. Occupational stress significantly impacts employee performance worldwide, regardless of their organisation or employment type. Despite scientific and technological progress and economic advancement, a large portion of the workforce commonly faces moderate to high level of job related stress. This stress encompasses shifts in employees, and diminished job performance ( Parsad.K et.al, 2020, p. 2).

Employers now recognise the significance of comprehending their employees challenges by assessing their well-being. This involves striking harmonious equilibrium, between reciprocal expectation of both employees and employers (Pradhan& Hati,2019.p.2).

The information technology (IT) sector depends on the inherent skills of individuals particularly system developers. Numerous prior research endeavours have indicated that substantial competitive pressures, demanding company requirements, and job circumstances have led to decline in motivation of system developers to remain with the organisation. This decrease stems from a deficiency in motivation and employee dedication to the company. (Varma 2017 as cited in Riyanto & Endri, 2021, p.162).

Consequently, it is observed that individuals employed in the IT industry may not always experience working condition and environments conducive to employee wellbeing. As a result workers in the IT sector encounter various challenges that impact their overall wellbeing, particularly in the context of India's Delhi and Delhi NCR region. Hence, it becomes crucial to comprehend the requirements of employees to uphold their wellbeing. The objective of this thesis is to analyse the well-being of employees in the information technology sector and to provide actionable recommendations for improving their well-being. By focusing on employee well-being, the thesis aims to demonstrate how IT companies can better retain and utilise their employees talents, ultimately leading to enhanced organisational performance and productivity. The study will explore various dimensions of employee well-being, identify key factors that contribute to or detract from it, and suggest practical strategies for companies to foster a supportive and thriving work environment.

Taking into consideration these proceeds above consideration, this paper endeavours to inquire:

Research Questions:

- What is the importance of employee wellbeing and the major factors that influence employee wellbeing?
- What are the internal and external factors responsible for well-being challenges being faced?

As mentioned earlier, the IT industry in India is an area that has been overlooked. Therefore, this thesis aims to fill the existing gap in knowledge concerning the Indian IT sector. It seeks to provide insights into the actual factors influencing employee wellbeing and their consequences. To achieve this objective, the research was conducted among IT employees working in various companies in Delhi and the Delhi NCR region. A non-probability convenience sampling method was employed to access the target population, with a total of 151 employees completing the questionnaires.

The first main chapter of the thesis delves into the theoretical background and literature related to employee wellbeing and its impact on employee performance and organisational outcomes. The second part of the thesis focuses on justifying the selected research methodology, discussing its nature and methods, including data collection process and data analysis techniques. The third part concludes the work by presenting key findings, outlining limitations, and offering suggestions to enhance employee wellbeing, along with recommendations for future research. The thesis concludes with references section.

# **1. Literature review**

## **1.1 Employee wellbeing**

According to Cambridge dictionary wellbeing is defines as “ the state of feeling happy and healthy”.

The term wellbeing carries positive connotation and is inherently positive. Unlike the term ‘happiness’, which has descriptors like ‘happy’ and ‘unhappy’ indicating the presence or absence of the state, wellbeing lacks its own adjectives and cant be modified with adverbs like ‘very’ to denote varying degrees. Using terms to describe the presence or absence of wellbeing may not be suitable. (Simons & Baldwin, 2023, p.2)

In the present era, individuals are dedicating a greater amount of time to their work compared to preceding generations. Creating a workplace that prioritizes the well-being of each individual and fosters the mental health of its human resources is crucial for the continuity of business organisations. The evolving landscape of globalisation and increased competition has rendered the workplace more dynamic and diverse in its operations. (Singh. S et.al, 2019).

Employee well-being encompasses contended living and working conditions. Within an organisation, employees stand out as pivotal assets. The value of these assets can be significantly augmented through investments in training and well-being initiatives. The primary rationale behind implementing well-being programs is to cultivate a loyal, efficient, healthy and satisfied workforce for the organization. Employees satisfaction holds considerable importance for a company, and in the current era, employee retention has become even more critical. Therefore, companies should prioritize employee welfare efforts to retain their staff. Employee well- being assumes a paramount role in organisational dynamics, and the provision of well-being measures is crucial to maintaining employee satisfaction in the workplace. ( Harshita. L & Arul.S, 2021, p.28).

## **1.2 Importance of employee wellbeing**

Employees are recognised as crucial assets in assessing a company’s competitiveness. Prioritizing their well-being, health and organising employee assistance programs could

enhance their motivation and commitment to the company. These initiatives could be facilitated through the execution of corporate social responsibility efforts in the realm of employee or human resource welfare. (Radzi.N et.al, 2020, p.499). Employees encounter significant environmental challenges in their respective workplaces particularly within the software industry, leading to difficulties in providing necessary amenities to enhance their performance levels. (Haffez.I, 2019, p.174).

In the contemporary context, employment has emerged as the central aspect of an individuals' life, exerting a direct impact on factors such as health, happiness, personal development, job performance, and overall productivity. It is Imperative to differentiate employee well-being from general well-being, given the substantial disparities between workplace conditions and general life situations. (Pradhan & Hati, 2019, p.6).

Employee welfare is a principle that modern organisations prioritize. Employees are regarded as the foremost component within an establishment. Guaranteeing the health and happiness of employees is deemed crucial for both the individual's productivity and organisations overall effectiveness ( Sapra. J et.al, p.581).

An individual who enjoys a state of well-being can cultivate relationships that are mutually supportive, valuing the opportunity to provide assistance to others as much as the opportunity to receive support. This encompasses the capacity to lead a purposeful and meaningful life.( Bennett.J et.al, 2017, p.573)

The well-being of employees in the workplace significantly contributes to the long term viability of both organisations and the individuals comprising them. Companies that have incorporated wellness initiatives have noted favourable outcomes in terms of business performance, including heightened employee retention, enhanced productivity, and improves psychological welfare, among numerous other advantages. (Aryanti.R et.al, 2020,p.605). A successful initiative will gauge and continuously evaluate burnout and professional satisfaction throughout the organisation over time. Ideally, the criteria utilized will enable comparison with similar professionals in terms of speciality and job role. This process outlines the present condition, evaluates the effectiveness of interventions and tracks advancements toward organisational objectives. (Taheri R et.al, 2020, p.1).

Employee job performances poses a significant obstacle for organisational management. This places considerable stress on employees to operate with increased effectiveness and attain optimal job performance. Within any organisation, employees contribute advantages to the entity and serve as a means to gain a competitive edge ( Yan et.al, 2020, p.638)

Numerous elements influence performance, with three major factor being the work environment, motivation and workload. These factors are believed to contribute to the decline in employee performance. Performance is commonly described as an individual's success or proficiency in executing a task. Employee perform encompasses the outcomes achieved by an individual in completing assigned tasks, including the quality and quantity of output and reliability in their duties. Employees are able to perform effectively if they exhibit high performance, resulting in the delivery of quality work. It is anticipated that employees with high performance will help accomplish organisational objectives. (Parulian.S & Sutawjaya.A, 2020,p.166)

Initially the direct correlation between an unhealthy workplace atmosphere and employee involvement validates that when employees operate in such an environment, they transmit adverse sentiments to their colleagues. The sentiments associated with toxic workplace such as mistreatment, harassment and exclusion, can be harmful and result into undue stress, exhaustion, melancholy and apprehension among staff members. Subsequently, the ell-being of employees influences their behaviours which in turn promote their engagement both with their tasks and the organisation. Thirdly, support from the organisation also amplifies employee involvement in their tasks and allegiance to the organisation. (Rassol S.F, et.al, 2021, p.1).

Wellness initiatives seem to accomplish two main objectives within the performance management framework. These core objectives of minimizing expenses and enhancing efficiency can now be evaluated by examining performance metrics. Additionally, wellness programs retain information on employee absenteeism rates and the proportion of employees engaged in the company's wellness initiatives. Considering the multitude advantages, both at the individual and organisations level, derived from workplace wellness programs, it becomes imperative to gain a deeper comprehension of the program

and organisational strategies that result in cost reduction and enhanced productivity. (Sabharwal.m et.al,2019, p.26).

An effective work environment can facilitate the execution of tasks, instilling enthusiasm in employees and enhancing their performance. It is crucial to take into account the surroundings in which employees operate to positively influence their performance. A secure and conducive work environment will yield beneficial effects on its occupants. The advantages of such an environment include enhanced performance, fewer absenteeism instances, heightened efficiency and quality from dedicated employees, reduced medical and insurance expenses, decreased worker compensation claims and payouts, and improved flexibility and adaptability resulting from increased involvement and ownership. (Sugiarti.E, 2022).

Companies must recognise the significance of fostering a positive work environment to enhance levels of job satisfaction. In connection with this, organisational commitment and the work environment are deemed influential factors affecting employee job satisfaction. conversely, there are intermediary variables that moderate the impact of organisational commitment and the work environment on job satisfaction, such as employee work motivation. Employees perceive opportunities for advancement provided by the company and experience satisfaction upon achieving their goals. When employees find their work fulfilling, they perceive that their job meets their needs, leading to satisfaction (Suyono.J et.al,2021,p.681)

Physical wellness pertains to the upkeep of physiological health and fitness levels. Psychological wellness involves ensuring the mental health of employees, while social wellness focuses on nurturing relational well-being. Lastly, spiritual wellness related to achieving inner tranquillity and feeling connected to organisational existence. This form of wellness encompasses aspects such as religious well-being but extends beyond it. (Harrison & Stephens, 2019, p.6)

Companies with effective initiatives to support the mental health of their employees in the workplace are typically pleased to receive acknowledgement for their endeavours. This serves as a method for these businesses to enhance their reputation, demonstrate social responsibility, attract and retain top talent, and influence consumer purchasing behaviour. (Kumar.A et.al,2023, p.339).

Research done by Kauppip pointed out the particularly challenging, due to ongoing evolution of the wellness concept. For example, the areas emphasized by the general public encompass various themes related to emotional, mental, and social well-being, surpassing the evident physical dimensions. These aspects are increasingly valued as we navigate a period marked by challenges in achieving work-life equilibrium within a shifting societal landscape, transitioning from the industrial age to an era characterised by automation and significant changes in professions. (KauppipJ et.al,2024,p.7) Employee absenteeism is recognised as a factor contributing to the increasing health expenses borne by the employers. As a result, employers have taken pre-emptive measures by funding wellness initiatives for employees to mitigate these costs. In theory, health promotion initiatives are anticipated to decrease absenteeism, foster positivity, and improve productivity. (Malindini.K, 2023, p.2).

Expenditure allocated by the company aiming for societal advancement through the health and welfare of its members, leading to benefits for the company due to ensuring normative influence on employees to fulfil organisational objectives. Considering this viewpoint employee well-being is regarded as an essential benefit, thus creating a normative obligation for employees to participate in management- introduced initiatives. Consequently, employee conduct is guided by the norms linked with these initiatives (Harvey.G, 2019, p.5).

Corporate social responsibility (CSR) has emerged as a forward-thinking strategic management instrument for socially and environmentally aware business entities in the 21<sup>st</sup> century. While there is extensive research on external CSR endeavours, internal CSR initiatives within firms, like workplace health promotion and its influence on employee well being, are not as thoroughly comprehended. Furthermore, achieving well-being and good health has been acknowledged as significant objectives in alignment within the united nation's sustainable goal 3 (Hegyes.G et.al, 2021, p.1).

Employees who engage in wellness programs tend to experience higher job satisfaction and a lower rate of absenteeism compared to their counterparts who do not participate. Research conducted in the past has demonstrated a direct association between wellness programs sponsored by organisations and the level of satisfaction among employees. (Richemond & Needham, 2020, p. 593) Wellness initiatives seem to accomplish two main

objectives within the performance management framework. These core objectives of minimizing expenses and enhancing efficiency can now be evaluated by examining performance metrics. Additionally, wellness programs retain information on employee absenteeism rates and the proportion of employees engaged in the company's wellness initiatives. Considering the multitude advantages, both at the individual and organisations level, derived from workplace wellness programs, it becomes imperative to gain a deeper comprehension of the program and organisational strategies that result in cost reduction and enhanced productivity. (Sabharwal.m et.al,2019, p.26).

### **1.3 Factors effecting employee wellbeing**

A research conducted by Rasool demonstrated that workplace harassment deeply ingrained in organisation culture, profoundly impacts the emotional wellbeing of the entire workplace. Workplace harassment leads to diminished employee morale, resulting directly in decreased productivity among workers. The toxic environment created by workplace bullying exacerbates work related depression, stress and low engagement while contributing to high absenteeism, poor performance and work sabotage. Workplace ostracism reduces work motivation among employees, ultimately resulting in decreased efficiency for both individuals and the organisation. (SF rasool et.al,2020,p.13)

Workplace wellness initiatives are extensively adopted to enhance employee health results and minimize healthcare expenses. Nevertheless, there is limited understanding regarding the significance of wellness programs designs in effectively advancing favourable employee health outcomes (Cheon.O et.al, 2019). Employers typically provide corporate wellness programs with the aim of motivating their employees to adopt healthier lifestyles, facilitating substantial alterations in their everyday habits to mitigate health expenses and enhance productivity (Al-Alwai et.al, 2021, p.65)

Positive leadership entails possessing an optimistic mindset and charismatic characteristics while toxic leadership represents a detrimental concept characterised by destructive behaviours that harm both the organisation and teams due to their negative and harmful actions. (Abbas.M & Saad.G,2020 p.2317). Organisations should establish a welcoming workplace atmosphere that fosters culture against bullying, ensuring that this

becomes firmly ingrained in the mindset of every employee. (Malik.S et.al,2019 p.41) When employees perceive an organisation as ethical, it can result in enhanced employee well-being, both directly and indirectly by reducing work-related stress. Prioritizing the reduction of excessive, unproductive work-related stress and enhancing employee well-being should be of utmost importance. (Schwepker et.al, 2021sc,p.154)

A comfortable work environment has the potential to enhance productivity, as it enables employees to perform optimally. Conversely, an unsupportive work environment can diminish productivity and may lead employees to feel uncomfortable, promoting them to seek opportunities elsewhere in companies with more favourable working conditions.(Setiyani.A et.al,2019, p.113). Various organisations and institutions are encountering difficulties stemming from the conditions of the workplace. Employers prioritize the working environment as a key in enhancing job satisfaction. Maintaining the efficiency, effectiveness and productivity of employees through the provision of various amenities is essential for sustaining the continuous growth of institutions. Consequently, ensuring a favourable working environment is also a paramount priority for organisations or institutions to retain a stable workforce for ongoing business operations (Taheri.R et.al, 2020, p.1) Organisations initiating wellness initiatives acknowledge the likelihood of encountering challenges. Among these challenges is the task of finding effective methods to motivate employees to engage with the wellness program. This challenge could be addressed by offering incentives for participation and exploring alternative options for employees to utilize the wellness program. An essential aspect that leaders within organisations must prioritize is adhering to legal and ethical obligations (Marshall, 2020, p. 222).

The workplace environment plays a crucial role in influencing employee performance within organisational settings. In today's competitive business landscape, monetary benefits alone are insufficient for employees to achieve higher performance levels. Employees working in software firms require an appealing, tranquil, and collaborative working environment to enhance their performance. A content, diligent employee is essential for the IT industry, adequate lighting, noise reduction, and cleanliness, along with comfortable seating are factors within the physical environment that are crucial for employee health. Organisations must maintain a superior physical environment to improve employee productivity as there is a direct correlation between employee

performance and the workplace environment, and employee productivity is influenced by both physical and behavioural environment factors through employee health (Hafeez.I et.al, 2019, p.188).

Wellness programs that prioritize health are typically organised into three main categories: physical well-being, psychological well-being, and emotional well-being.

Initiatives focused on physical health are designed to enhance, advocate for, and maintain the overall well-being of employees. In order to encourage participation, these programs often include incentives such as reduced insurance premiums. Examples of physical health programs include offering discounted gym membership, conducting biometric health assessments (which measure factors like blood sugar, cholesterol, and weight), and providing support for weight management programs. These initiatives aim to cultivate healthier lifestyle habits among employees, particularly in terms of nutrition and exercise.

On the other hand, psychological wellness programs employ a variety of strategies to address and manage stress effectively. This may involve workshops, counselling services, mindfulness exercises, or other interventions aimed at promoting mental well-being and resilience among employees.

In the discourse on employee well-being, it is important to consider that, in addition to certain university applicable factors that impact well-being, such as access to sports facilities or green spaces that contribute to physical health, there may be individual-specific factors. For instance the opportunity to engage in forum discussions might be positive influence on well-being for some, whereas for others, it could be a source of stress and result in decrease in well-being. This complexity adds layers to the conversation surrounding the well being employees.( Gonsiorowska .M & Zieba.M, 2023, p. 431).

By offering comprehensive wellness programs that address physical, psychological, and emotional aspects of health, organisations aim to create a supportive and conducive work environment that fosters the overall well-being of their employees ( Holcomb. B, 2020). Employee wellness initiatives in the workplace typically concentrate on alterable elements contribution to disease risk, including dietary habits, exercise routines, and strategies for quitting smoking. (Song. Z & Baicker.k, 2019, p 15)

Furthermore, eliminating rigid start and end times for the workday provides employees with the opportunity to more effectively organise their schedules based on their preferences. They can take longer or shorter breaks for personal or family matters and adjust their work hours to accommodate life changes without impacting their pay. This enhances their overall satisfaction and equilibrium between work and personal life, making this setup appealing to employees. (Angelici.M & Profeta.P, 2023, p.6)

Mental health encompasses more than just medical or psychological issues; it also includes socio-cultural aspects, including spiritual and religious dimensions. Cultural elements have the potential to impact the emergence and recurrence of mental disorders (Fortusina.A & Darawab.M.R, 2022, p.32).

To enhance the efficiency of the company and to ensure profitability while staying competitive each organisation establishes objectives that need to be met within a specific timeframe. During the pursuit of these objectives, employees often experience considerable stress and find themselves under pressure, leading to various health problems, whether short-term or long-term. These problems are inevitable. To address or mitigate these health issues, the business sector introduced specific initiatives known as wellness programs, primarily concentrating on the welfare of the employees (Kamrussin.S & Azad.M, p.1275).

One of the discussions in an academic paper written by Ananda Fortunisa and Muhammad Rizky Darmawan asserts that paying attention to mental health is crucial for both employees and companies in preserving the quality of employees work within the workplace. The study investigates that impact of three primary factors- work pressure, work duration and employee gratitude levels- on mental health. In this research work pressure is depicted as a challenge for employees, with those unable to manage work-related pressure being prone to stress, excessive fatigue and depression, leading to decline in mental health. Additionally, employees with prolonged work durations are at a higher risk of encountering mental health issues due to the perceived absence of work- life balance. (Fortunisa.A & Darmawan. M, 2022, p.41).

When the organisation embraces an active approach to wellness, employees tend to perceive consistent and personally meaningful advantages of wellness, resulting in a positive collective atmosphere for wellness. Regarding actions, an inactive stance on wellness from the organisation is likely to be mirrored by employee behaviours such as passive or superficial acceptance of wellness initiatives, marked by minimal participation and significant attrition rates. Conversely an active stance on wellness enable employees to actively engage in shaping and executing wellness programs and initiatives, and to wield influence among their peers to foster beneficial changes centered on wellness within the workplace (Solnet .D et.al, 2020). A manager is required to stimulate motivation by establishing an organisational atmosphere through the cultivation of work or corporate culture, thereby fostering a sense of encouragement among employees to strive for higher performance levels. Every individual in the workforce harbours aspirations or necessities, encompassing the desire for rewards, which may include internal elements like self-respect and accomplishment, as well as external factors such as acknowledgement and visibility. An individual's success and performance within their profession are influenced by their competence and professionalism in their respective field. However, if performance success occurs without acknowledgment or recognition, it can lead to diminished motivation and subsequently reduce job satisfaction (Paais.M & Jozef.R, 2020, p.577).

## **2. EMPIRICAL STUDY**

This part centres on the research methodology and design. The research design offers the overarching framework for gathering data, while the research methodology executes the execution of the design and constitutes the general research approach employed in research.

### **2.1 Research Methods**

Undertaking research to understand human behaviour poses inherent challenges, primarily due to the vast diversity among individuals. People exhibit distinct traits, influenced by various factors such as upbringings, culture and their own personal experiences. Moreover, human behaviour tends to fluctuate significantly based on situational contexts, making it inherently unpredictable. Individuals often adapt and respond differently to varying circumstances reflecting the complexity of human psychology. However, despite the complexities of human behaviours it is undeniably fascinating and enriching. It offers a unique opportunity to glean insights from diverse perspectives, especially within shared professional fields. Each individual brings forth their own opinions, shaped by their unique backgrounds and experiences. Collecting these varied viewpoints provides a multifaceted understanding of a given topic, allowing for a comprehensive analysis from different angles.

A research design involves organising the conditions for gathering and analysing data in a way that balances relevance to the research objective with efficiency in execution. Essentially it serves as the conceptual framework, particularly valuable in tackling complex problems. After defining the research problem, the next step involves crafting the research project's design, commonly referred to as the 'research design'. This encompasses the careful planning of the methods for gathering pertinent data and selecting appropriate analysis techniques, all while considering the research goals and the resources available, including personnel, time and finances (Singh, 2019, p.319)

The research design should include a plan for interpreting the analysed effectively to generate meaningful findings and conclusions, enabling the researcher to offer recommendations or implications based on the study. Research design is categorised into three main groups: quantitative, qualitative, and mixed methods research design. It is

incumbent upon the researcher to determine the most suitable design that aligns with the nature of the research being conducted. (Asenhabi.B, 2019, p.77)

There are various methods to conduct research and researcher can choose between quantitative and qualitative research.

According to Patel and Patel quantitative study primary focuses on quantitatively measuring phenomena. An illustration of quantitative research involves conducting surveys to gather population, social, and economic statistics for a specific region. These data are then subjected to statistical analysis. Quantitative research primarily lies on primary data collection methods such as surveys and questionnaires. (Patel.M & Patel.N, 2019, p. 49)

According to Tamarinde and Leonie quantitative research, adhering to post-diction logic, flexibility is a valuable asset. The researcher enjoys the freedom to engage in a cyclic process of collecting and analysing data. The predetermined number of participants in the sample is not fixed; if necessary the researcher can opt to sample new participants and return to the field if saturation hasn't been achieved. Moreover, the researcher requires leeway to adjust data collection instruments during the process, especially if the diversity in the sample necessitates it. Overall, to fully leverage post-diction and quantitative research, the quantitative research design necessitates substantial yet careful flexibility on the researcher's part.

In quantitative research, the main goal is to understand the connection between an independent variable and dependent variable across a population. This research can be either descriptive or experimental. Descriptive studies establish relationships between variables, while experiments also establish connections. To ensure unbiased evaluation of variable relationships, it's important to have a high participation rate in a randomly selected sample from the population.

According to Mehrad.A & Tahriri.M In quantitative research, the researcher assumes the role of an arbiter of truth, shaping their understanding of reality through self-determined methodologies. By reducing abstract ideas into numerical data and statistics, quantitative research offers the benefit of precision and objectivity. Through the lens of deductive reasoning, where theories are tested against empirical evidence, researchers can systematically confirm or refute a hypothesis, providing a structured approach to

knowledge accusation. The quantitative approach allows for the generalization of findings to broader population, facilitating the identification of patterns and trends that may not be immediately apparent through qualitative means. Additionally, quantitative research often lends itself well to statistical analysis, enabling researchers to uncover correlations, causality, and predictive models. Ultimately, the rigorous and systematic nature of quantitative research enhances its reliability and replicability, offering valuable insights into various phenomena across diverse fields of study. (Mehrad.A & Tahriri.M,2019, p.2)

While considering the aim of this thesis which is to analyse the employee wellbeing of IT employees in India. A quantitative study was conducted to meet the requirements of research questions.

In a similar study conducted by Pradhan and Hati the researchers used quantitative study approach to gather data of Indian IT employees due to the vast number of IT employees present in India. They recommended that the study should be done in more demographically diverse areas as the study conducted by the researchers was focused in south India. Hence the author chose Delhi and Delhi NCR region, as it is one of the most prominent IT hub in north India. Hence the author of this paper chose to conduct quantitative study in Delhi and Delhi NCR region

## **2.2 Data collection and sample**

The present day study is a primary study which adopted one method of data collection, in which data was obtained directly from the survey respondents.. The quantitative data collection method included a well structured questionnaire. (Appendix 1)

The data collection method used quantitative study which included a carefully mapped out structured questionnaire. In order to ensure the accuracy of the data collected, certain criteria were set which must be met by every participant. For the quantitative study the core criteria are that:

Participants were recruited through purposive sampling, targeting individuals employed in various IT companies across the Delhi- NCR region. The recruitment process involved the dissemination of google survey form through LinkedIn, leveraging professional

networks and personalised emails sent to potential respondents. This method ensured a diverse pool of participants representing different demographics, job roles, and organisational settings within the IT sector.

The data collection process was characterised by the participation of a diverse sample population, comprising 150 respondents. Among them 13.7% were from upper management, 53.4% from middle management, and 32.9% from lower management positions. The gender distribution of the respondents was 61.6% male and 38.4% female. Furthermore, the age distribution reflected a broad spectrum of [participants with 56.2% aged 18-25, 20.5% aged 26-35, 19.9% aged 36-45, 2.7% aged 46-55 and only 0.7% aged 56 and above.

Efforts were made to engage participants from diverse backgrounds and demographic ensuring a representative sample that captured the heterogeneity of the IT workforce in the Delhi NCR region. Clear communication channels were established to facilitate participant engagement and encourage candid responses. Reminders were periodically sent to maximize response rates and maintain integrity of data collected.

Ethical considerations guided every aspect of the research process, prioritizing the protection of participants rights and privacy. Informed consent was obtained from each participant before the processed with the survey, emphasizing voluntary participation and confidentiality. Measures were implemented to anonymize and safeguard respondents data in compliance with data protection regulations and ethical guidelines.

In the investigation of IT employee wellbeing through the PERMA model within the Delhi national capital region (NCR), the selection of participants was crucial ensuring the relevance and validity of the study's findings. The criteria for participant inclusion were meticulous defined to capture representative sample reflective of the target population. The participants requires to be actively employed in roles with the information technology (IT) industry. This encompassed a wide array of job functions including software development, project management, IT consulting and other pertinent roles directly related to IT operation.

Prospective participants were restricted to those operating within the geographical boundaries of Delhi and its surrounding national capital region (NCR), comprising

prominent areas such as Noida and Gurugram. Individuals aged 18 years or older were eligible for participation, this criterion ensured that participants were of legal age to provide informed consent for their involvement of the study.

The recruitment process was methodically devised to target and engage individuals meeting the specified inclusion criteria. Various outreach strategies were employed to maximize participation and diversify the sample pool: (a) A google survey form was disseminated LinkedIn, a professional networking platform widely utilised by individuals in the IT sector. Through targeted messaging and invitation, potential participants were encouraged to partake in the study. (b) Direct emails invitations were dispatched to prospective participants identified through professional networks and industry contacts. These personalised invitations outlined the purpose of the study and extended an invitation for participation based on the individuals occupation and geographical location. (c) The method of snowball sampling was used where the participants were encouraged to share the survey link with their colleagues, acquaintances, and professional networks within the IT community. This facilitated a snowball effect, enabling the expansion of participant recruitment beyond initial outreach efforts.

Throughout the research process, the researcher upheld certain ethical standards. Participants were guaranteed the confidentiality of their responses, a commitment ensured by the researcher. The questionnaires were anonymous but the respondents could insert their name if they wished to. Participants were not coerced or manipulated into participating in the survey, and since it was conducted online, they had the option to withdraw any time if they felt uncomfortable. Additionally, the researcher took care to prevent personal biases from influencing the research. In this study, it was ensured that information was accurately described as obtained during data collection; the researcher ensured that facts were reported faithfully and avoided any misrepresentation of data.

Participants were administered an online survey encompassing various dimensions pertinent to workplace wellbeing. The survey instrument utilised was the workplace PERMA profiler, augmented with additional inquires aimed at capturing key physiological factors and overall happiness in the workplace. Developed based on the PERMA model of wellbeing proposed by psychologist Martin Seligman, the profiler

comprises questions targeting five key factors: positive emotion, engagement, relationships, meaning and accomplishment. The survey was aimed to inquire about participants levels of engagement in their workplace, including support from their supervisors and colleagues, as well as sense of camaraderie and collaboration. The profiler also included inquiries aimed at evaluating participants sense of accomplishment and achievement in their work roles, encompassing feeling of competence, productivity and process.

These supplementary assessment provided a holistic perspective on workplace well-being, capturing both affective and cognitive dimensions, Each question within the survey utilised an 11- point Likert scale, ranging from 0 to 10, enabling participants to express the intensity of their agreement or disagreement within statements provided. This scale facilitates nuanced responses, allowing participants to articulate the subtleties of their experience and perceptions across various dimensions assessed.

Population and sampling method:

Population or universe refers to the complete set of observations, serving as the larger group from which sample is drawn. The term population or universe holds a distinct connotation compared to its traditional meaning. In census survey the population denotes the total count of individuals, including men, women and children. However, in the context of research methodology, population pertains to characteristics of a particular group. (Pandey.P & Pandey.M, 2021, p.41)

Researchers conduct empirical investigations to gather data that aids in addressing a research query. The greater the amount of data collected, the more enlightening the study becomes concerning its inferential objectives. Justifying the sample size entails assessing how informative the data will be in light of an inferential objective, such as estimating an effect size or testing hypothesis. (Lakens.D, 2022, p.1)

In sampling a subset is chosen to stand for entire universe. The aim is to gather precise and trustworthy information about the universe while minimizing costs, time and effort and establishing the boundaries of accuracy for such estimations. This method enables comprehensive and thorough investigation with significantly reduced time, financial, and

material resources. It is widely favoured in research endeavours. Although in research methodology population is referred to characteristics of a specific group.

Sampling is essential method in behavioural research, although it is less prevalent in the physical sciences. It forms the cornerstone of statistical techniques in behavioural and social research, making research outcomes both cost effective and precise. Sampling involves choosing individuals from the population in a manner where each individual has an equal opportunity to be included in the sample.

The current study area is focused on Delhi and Delhi NCR region (India). The north part of India was chosen. According to Banarjee and Gavaravarapu the idea of the workplace as a significant domain for health promotion hasn't gained widespread acceptance in India. While certain multinational companies provide health check up packages, screening tests and counselling, employees frequently do not utilise these due to insufficient awareness, motivation, or time constraints. .

Allocating resources towards nutrition and wellness initiatives within the workplace could not only mitigate non-communicable diseases (NCDs) but also play a pivotal role in India's economic prosperity. Implementing a comprehensive strategy to foster a corporate culture conducive to health, along with an efficient communication plan focusing on health and nutrition, would enhance awareness, sustain motivation, and extend support to employees families and colleagues, thereby enhancing their well-being both within and beyond the workplace.

India is located in South Asia and its surrounding countries includes China, Pakistan, Bangladesh and Sri Lanka. India is the most populated country in the world with 1,417 million people in 2023 according to national portal of India. Delhi and Delhi region is working hub for IT companies in north India, hence Delhi and Delhi NCR region was selected due to numerous companies and employees. add sample size calculation.

The population of the present study shall include people who reside and work in Delhi and Delhi NCR. A total of 180 individuals were contacted through distribution of questionnaire.

The method of non-profitability sampling method was used. Non-profitability methods are comparatively less unbiased than probability methods and entail selecting a sample in

which not every member of the target population has an equal chance of being included. Instead, participants are chosen, referred, or self-selected by the researcher to take in the study. Various types on non-probability sampling exist, with purposeful sampling being the most prevalent (where participants are chosen directly by the researcher), followed by snowball recruitment (where participants are referred to the researcher), and convenience sampling (where researcher announces the study and participants opt for participate voluntarily). (Stratton, 2021, p.1)

Convenience sampling method was used by the researcher to easily access its target respondents. This implies that researchers can readily reach their desired respondents at a convenient time. The researcher opted for convenience non-probability sampling due to time limitations. Thus, this data collection method will be less demanding and allow the researcher to fulfil the necessary quota promptly.

Delhi and Delhi NCR is an urban area where people who are knowledgeable and modern people reside. There are many people from various parts of the country who migrate to Delhi and Delhi NCR and get settled in the area for better job opportunities and lifestyle. Most of the biggest IT companies in the world and India have their offices and head offices in this region.

The researcher focused the most on 5 companies with the largest IT employees and the other data was collected by selecting other few IT employees through LinkedIn. The end result could have been more interesting if the researcher could have collected data from entire IT companies in Delhi and Delhi NCR region. However, the author was able to capture a relative sample which is a fair representative of the entire population.

### **2.3 Data analysis method**

Shortly following data collection, the researcher proceeds to analyse the gathered data. The raw data undergoes refinement. Various methods such as coding, tabulation, editing and statistical analysis are employed for analysis. Data is gathered through questionnaires or schedules. (Patel.M & Paterl.N, 2019,p.52).

In this study, thorough examination of the obtained data will be conducted, including analysis discussion, comparison, and interpretation. The information gathered from the questionnaires will be documented and coded using Microsoft Excel.

Numerous research endeavours employ correlation analysis to examine the extent of association among variables under study. Particularly within social science research, linear correlation analysis serves as mechanism for illustrating the proximity between related variables. The linear correlation coefficient (typically denoted as  $r$  or  $R$ ) serves as a metric offering insights into the degree to which two variables exhibit a strong association. (Senthilanathan.S, 2019, p.2)

Based on the direction of the correlation, the strength of the relationship between variables can be categorised as positive, zero, or negative correlation. Typically obtaining an exact zero correlation coefficient between variables is uncommon in practical applications. Hence, positive and negative correlations often serve as identical categorisation in analyses.

When the trend of one variable is positive and closely resembles that of another variable, there may be a likelihood of a positive association between them, resulting in a positive correlation coefficient. Conversely, if the trend of one variable is positive but almost opposite to that of another variable, there may be possibility of a negative association between them, yielding a negative correlation coefficient. Essentially, the correlation coefficient  $R$  will  $-1 \leq R \leq +1$ . ( Senthilnathan.S, 2019, p.3)

The research employed descriptive statics to examine the items on the questionnaire. Descriptive statistics utilise data to offer insights into the population, typically through numerical computation, visual representations, or tabular formats. Specifically, frequency measures (count, percentage and frequency) were employed for data analysis.

## **2.4 Research results**

This section concentrated on the presentation, analysis and interpretation of data in regards of workplace wellness of IT companies in Delhi and Delhi NCR region. In the analysis phase, the data collected underwent a process of segmentation to enhance the clarity and depth of understanding regarding different facets of workplace wellbeing. This segmentation involved categorizing questions according to PERMA model, which

encompasses five key factors: positive emotion, engagement, relationships, meaning and accomplishment. For instance, within the positive emotion factor, questions were grouped together and each question was labelled sequentially, such as P1, P2 and P3. Similar categorization was applied to questions within the other PERMA factors, facilitating a structured approach of data analysis.

The results obtained from the survey exercise are presented as follows:

Items	Frequency	Percentage
18-25	83	55%
26-35	33	21.9%
36-45	30	19.9%
46-55	4	2.6%
56 and above	1	0.7%

**Table 1:** Age of sampled size

Table 1 showed the age of sampled organisations. Sampled organisations and individuals are reputable IT companies and their employees in Delhi and Delhi NCR region. The inference drawn from the results suggests that almost all of the sampled IT companies and their employees are experienced and established entities within the IT industry.

Items	Frequency	Percentage
Upper management	20	13.2%
Middle management	83	55%
Lower management	48	31.8%

**Table 2:** Level of management of respondents in their organisation

The above table explains the level of management of IT employees who responded the survey. Specifically, 20 respondents were from upper management, 83 were from middle management, and 48 respondents were from lower management.

Items	Frequency	Percentage
Female	57	37.7%
Male	94	62.3%
Other	0	0%

**Table 3:** Gender of respondents

The above table explains the gender of the respondents. In order to understand the gender formation of the respondents the researcher provided three options for the participants to specify their gender. Over half of the population were male whereas female respondents were less than half of the population.

All the respondents are IT employees in their respective organisations. More than half of the respondents are in middle management. The suggestion is that the participants possess ample understanding regarding the degree of workplace wellness implementation within their organisation and its influence on their wellness.

Participants were administered an online survey encompassing various dimensions pertinent to workplace wellbeing. The survey instrument utilised was the workplace PERMA profiler, augmented with additional inquiries aimed at capturing key physiological factors and overall happiness in the workplace. Developed based on the PERMA model of wellbeing proposed by psychologist Martin Seligman, the profiler comprises questions targeting five key factors: positive emotion, engagement, relationships, meaning and accomplishment. The survey was aimed to inquire about participants' levels of engagement in their workplace, including support from their supervisors and colleagues, as well as sense of camaraderie and collaboration. The profiler also included inquiries aimed at evaluating participants' sense of accomplishment and achievement in their work roles, encompassing feeling of competence, productivity and process.

These supplementary assessments provided a holistic perspective on workplace wellbeing, capturing both affective and cognitive dimensions. Each question within the survey utilised an 11-point Likert scale, ranging from 0 to 10, enabling participants to express

the intensity of their agreement or disagreement within statements provided. This scale facilitates nuanced responses, allowing participants to articulate the subtleties of their experience and perceptions across various dimensions assessed.

The data collected underwent a process of segmentation to enhance the clarity and depth of understanding regarding different facets of workplace wellbeing. This segmentation involved categorizing questions according to PERMA model, which encompasses five key factors: positive emotion, engagement, relationships, meaning and accomplishment. For instance, within the positive emotion factor, questions were grouped together and each question was labelled sequentially, such as P1, P2 and P3. Similar categorization was applied to questions within the other PERMA factors, facilitating a structured approach of data analysis. : Mean scores, baseline mean, standard deviation and Cronbach's

<b>Factors</b>	<b>Baseline (SD)</b>	<b>mean</b>	<b>Min-Max</b>	<b>Cronbach's Alpha</b>
<b>Positive emotion</b>			0-10	0.73
<b>P1</b>	6.75			
<b>P2</b>	7.19			
<b>P3</b>	6.78			
<b>Engagement</b>			0-10	0.54
<b>E1</b>	7.62			
<b>E2</b>	7.21			
<b>E3</b>	6.62			
<b>Relationships</b>			0-10	0.73
<b>R1</b>	7.26			
<b>R2</b>	6.60			
<b>R3</b>	7			
<b>Meaning</b>			0-10	0.75
<b>M1</b>	7.85			
<b>M2</b>	7.35			
<b>M3</b>	7.04			
<b>Accomplishment</b>			0-10	0.73

<b>A1</b>	7.75		
<b>A2</b>	7.55		
<b>A3</b>	8.22		
<b>Health ( 3 Items)</b>		0-10	0.93
<b>Loneliness ( 1 Item)</b>	4.66		
<b>Negative Emotion ( 3 Items)</b>		0-10	0.79

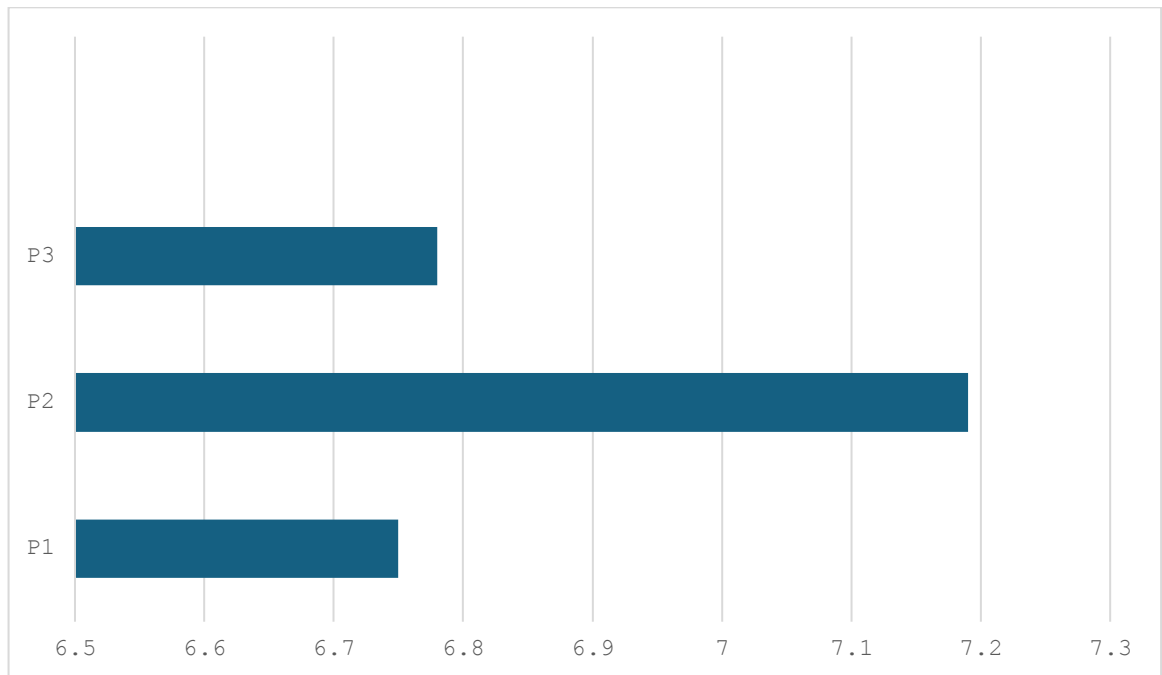
**Table 4:** Baseline mean, minimum-maximum score and Cronbach’s Alpha

The above table includes factors of PERMA model, which are positive emotions, engagement, relationships, accomplishment, health, loneliness, and negative emotions. Each factor is represented along side with the mean scores of every questions with responses ranging from 0 to 10. Calculating baseline mean provides an overall average scores for each factor question, allowing to identify the general well-being level of the respondents in each area.

Additionally, the Cronbach’s alpha for each column of the PERMA model was calculated. Cronbach’s alpha is a measure of internal consistency , indicating how reliably a set of items measures a single latent construct. By calculating Cronbach’s alpha, we assess the reliability of the responses for each factor, ensuring that the items within each factor are consistently measuring the intended aspect of well-being.

The data suggested that a significant portion of the sample responded positively to items related to well-being in the workplace. For instance, approximately 26.5% of respondents reported feeling quite joyful, with an average rating of 6.75 on a scale of 0 to 10. This indicates that a considerable number of respondents in the sample experience a high level of joy while at work. Moreover, a majority of respondents (51.6%) rated themselves 8 and above on a scale measuring positive feelings at work, with an average rating of 7.19. this suggests that many individuals perceive their workplace environment positively and feel satisfied or fulfilled in their roles. Similarly a significant proportion of respondents (39.7%) rated themselves 8 and above on scale measuring contentment at work, with an average rating of 6.78. This indicates that a considerable number of individuals feel

contented or satisfied with their work situations. Overall, these findings imply that the workplace may contribute positively to employee wellbeing and satisfaction.

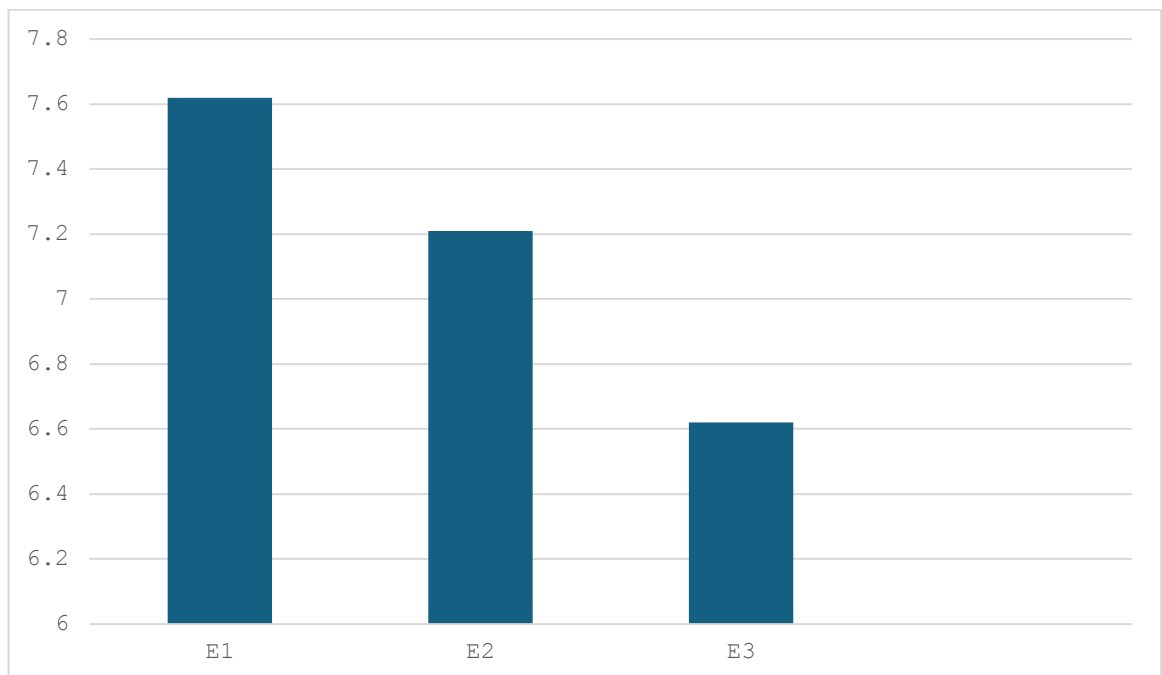


**Figure 1:** Mean of positive emotions

The above figure represents the mean of positive emotions of the respondents. This provides a visual depiction of the average levels of positive emotions experienced by the participants allowing for a clear understanding of this aspect of their well-being.

The data regarding engagement in the workplace reveals that a substantial majority of respondents reported high levels of absorption and interest in their work tasks. Specifically over 63.6% of participants indicated that they become absorbed in what they are doing, with a significant portion rating themselves 8 or above on the Richter scale, resulting in a mean score of 7.62. This suggests that a considerable number of individuals feel deeply engaged and immersed in their work responsibilities. Additionally, more than 57% of respondents expressed feeling excited and interested in their work, with a mean rating of 7.21, indicating a strong sense of enthusiasm and involvement in their job roles.

Moreover, when asked how often they lose track of time while engaging in enjoyable tasks, almost 41.8% of respondents rated themselves 8 and above on the Richter scale, yielding a mean score of 6.62. This finding underscores the extent to which individuals become engrossed and absorbed in fulfilling activities, further highlighting the depth of engagement experienced in the workplace. Overall, these findings suggest that the majority of respondents exhibit high levels of engagement and enthusiasm toward their work, which may positively contribute to their overall job satisfaction and performance.



**Figure 2:** Mean of engagement

The above figure represents the mean of engagement of the respondents. This illustrates the average level of engagement among the participants, offering insight into how involved they feel in their work activities.

The findings regarding negative emotion in the workplace reveal noteworthy insights into the emotional experiences of employees. Firstly, data indicates that a considerable proportion of respondents more than 22.3%, reported experiencing frequent or constant feelings of anxiety while at work where they rated themselves 8 and above. This suggests that a significant portion of the workforce grapples with feelings of worry, tension, or apprehension in their professional environments. Understanding the factors contributing

to this prevalent anxiety is crucial for addressing the well-being and productivity of employees.

Similarly, the data also highlights the prevalence of anger among respondents in the workplace. Over 18.5% of participants reported experiencing regular episodes of anger while on the job. This suggests that a notable proportion of employees frequently encounter situations or triggers that elicit feelings of frustration, irritation, or hostility. Identifying the underlying sources of workplace anger is essential for fostering a positive and supportive work environment where employees feel valued and respected.

The additional data regarding feelings of sadness among workers further enriches our understanding of negative emotions in the workplace. Specifically when asked about the frequency of feeling sad at work, over 16.55% of respondents rated themselves 8 or above on the Richter scale, where 10 indicates constant sadness. This suggests that a notable proportion of employees experience regular episodes of sadness while on the job.

The analysis of these findings highlights the significant presence of negative emotions, including anxiety, anger and sadness, among employees in the workplace. The prevalence of these emotions underscores the importance of addressing emotional well-being in organisational settings. Factors such as workloads, interpersonal conflicts, job insecurity, or lack of work-life balance may contribute to the experiences of anxiety, anger, and sadness among employees.

The findings regarding relationships in the workplace provide valuable insights into the dynamics of support, appreciation and satisfaction among coworkers.

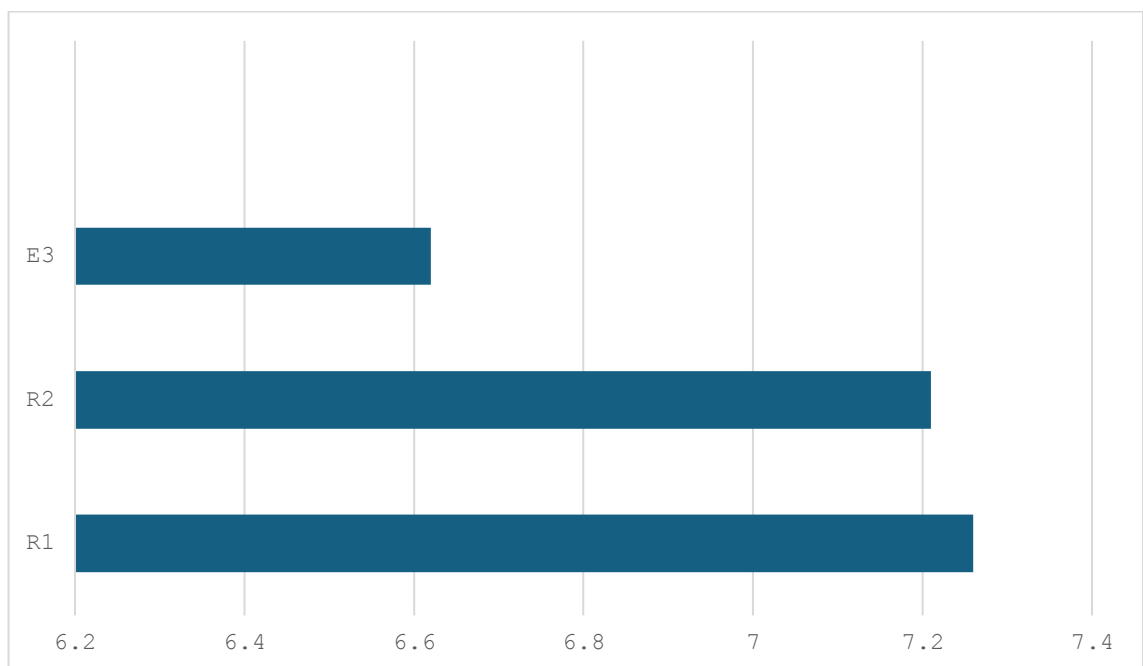
Firstly significant percentage of respondents (31.7%) reporting a high level of support from coworkers indicates a positive and collaborative work environment where individuals feel comfortable seeking assistance when needed. The fact that over 27.1% of respondents rated themselves above 8 on the Richter scale further underscores the strong perception of mutual aid and cooperation among colleagues. The mean value of 7.26 suggest that, on average respondents perceive their coworkers as reliable sources of help and support, contributing to a sense of teamwork and camaraderie in the workplace.

In terms of appreciation from coworkers, while over 43% of respondents feel valued to some extent, the slightly lower mean value 6.60 indicates that there may be areas of

improvement in recognizing and acknowledging the contributions of colleagues. Enhancing appreciation initiatives, such as peer recognition or regular expressions of gratitude, could foster a culture of mutual respect and appreciation among team members.

Furthermore, the high level of satisfaction with professional relationships, with nearly half of respondents (47.7%) rating their satisfaction level as 8 or above, suggests that overall individuals are content with the quality of their interactions with coworkers. This indicates positive rapport and effective collaboration within teams, which can have beneficial effects on morale, productivity and job satisfaction.

These findings highlight the importance of supportive and positive relationships among coworkers in the workplace. While there is a strong perception of support and satisfaction with professional relationships, there may be opportunities to enhance feelings of appreciation among coworkers.



**Figure 3:** Mean of Relationships

The above figure represents the mean of relationships of the respondents. This illustrates the average quality of relationships among the participants, providing insight into how connected and supported they feel in their work environment.

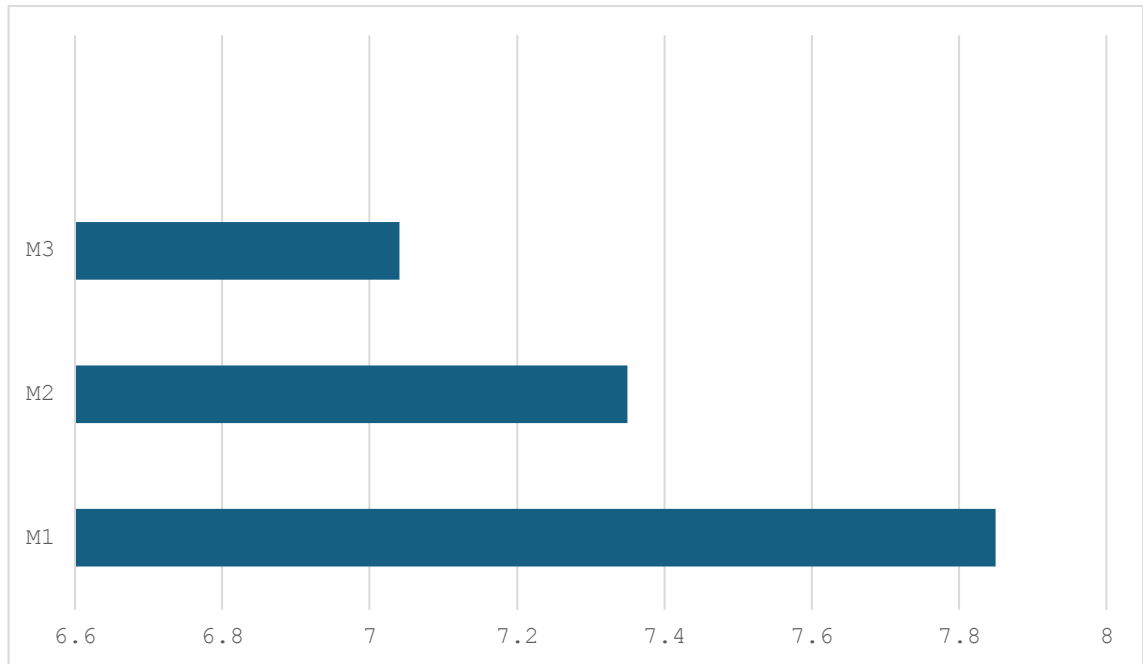
The findings regarding the meaning and purpose in respondents work lives provide profound insights into the perceived significance and value of their professional life.

Firstly, when asked about the extent to which their work is purposeful and meaningful, an overwhelming majority of respondents (68.3%) rated themselves 8 and above on Richter scale measuring this aspect. This indicates a strong belief among respondents that their work hold significant meaning and serves a purpose beyond mere tasks and responsibilities. The high mean value of 7.85 further reinforces this sentiment, suggesting a collective conviction among respondents regarding the meaningfulness of their work.

Moreover, when asked about the perceived value and worthiness of their work, a substantial proportion of respondents (54.3%) rated themselves 8 and above on Richter scale. This underscores the deep sense of value and worth attributed to their professional roles and contributions. The mean value of 7,35 indicates a strong consensus among respondents regarding the importance and significance of their work endeavours, further reinforcing the notion of meaningfulness in their professional lives.

Additionally, when queried about the presence of a sense of direction in their work, over 50.3% of respondents expressed a strong belief in possessing such clarity and purpose. The mean value of 7.04 suggests a high degree of confidence and conviction among respondents regarding their sense of direction in workplace. This indicates that respondents feel aligns with their professional goals and objectives, contributing to a sense of fulfilment and purpose in their work endeavours.

The overwhelming majority of respondents express a strong belief in the meaningfulness, value, and direction of their professional roles, indicating a profound sense of fulfilment and purpose in their work lives.



**Figure 4: Mean of Meaning**

The above figure represents the mean of meaning of the respondents. This indicates the average sense of purpose and significance the participants feel in their work, reflecting how meaningful they perceive their roles and contributions to be within organisations.

The findings regarding feelings of accomplishment and progress in respondents work lives shed light on the extent to which individuals perceive their professional achievements and ability to meet work-related goals and responsibilities.

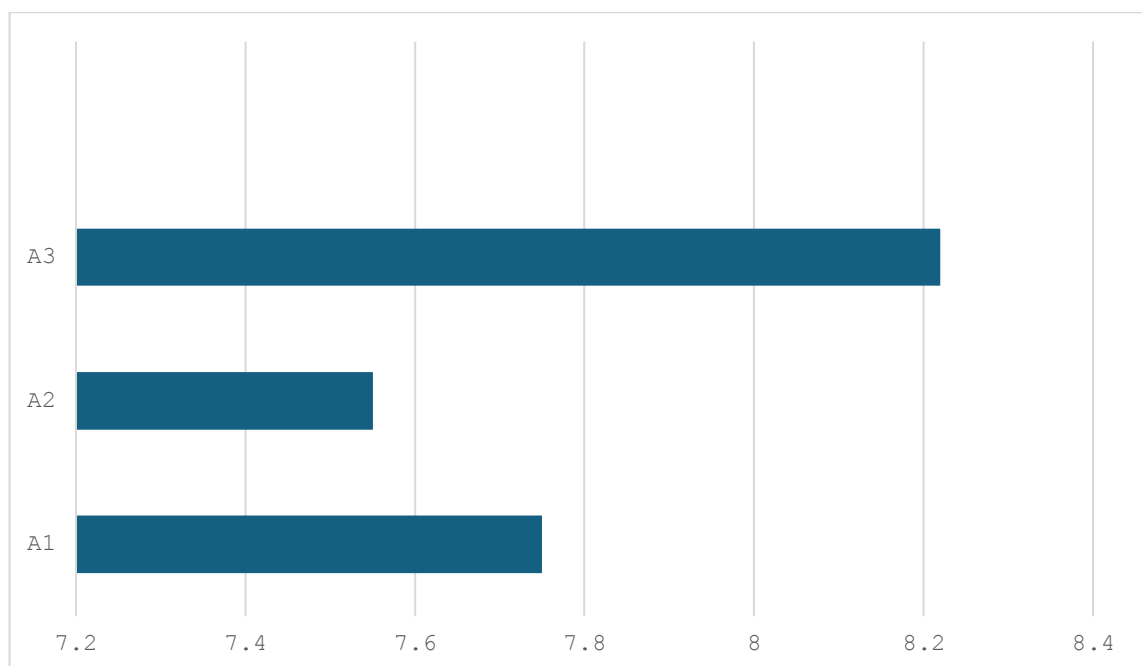
Firstly, when asked about their sense of accomplishment, a significant majority of respondents (63.6%) rated themselves 8 and above on a scale measuring progress towards accomplishing work-related goals. The high mean value of 7.85 indicates a strong consensus among respondents regarding their perceived level of accomplishment in their work lives. This suggest that the majority of respondents feel a sense of fulfilment and achievement in their professional endeavours, indicating a positive and rewarding work experience.

Moreover, when queried about the frequency of achieving important work goals, over 58.8%of respondents rated themselves 8 and above on Richter scale. The high mean value of 7.55 underscores the widespread perception among respondents that they are successful in reaching their work related objectives. This further reinforces that then

notion of accomplishment and progress in their professional lives, highlighting a sense of competence and efficacy in their work roles.

Additionally, when asked about their ability to handle work-related responsibilities, an overwhelming percentage of respondents (76.8%) reported high levels of competence rating themselves 8 and above on the scale/ the remarkably high mean value of 8.22 suggests a robust confidence among respondents in their capability to manage their work tasks effectively. This indicates a strong sense of self-efficacy in their professional roles, contributing to a positive and productive work environment.

The majority of respondents express a high level of satisfaction and confidence in their ability to achieve goals and fulfil responsibilities, indicating a sense of fulfilment and efficacy in their professional endeavours.



**Figure 5:** Mean of accomplishment

The above figure represents the mean of accomplishment of the respondents. This reflects the average level of achievement and satisfaction with progress goals among the participants providing insight into their sense of fulfilment and success in their work endeavours.

The data regarding feeling of loneliness among respondents provides valuable insights into the social dynamics and emotional experiences in the workplace. Specifically when

asked about the extent to which they feel at work, 17.9% of respondents rated themselves 8 and above on a scale where 10 indicates constant loneliness.

Internal consistency:

The Cronbach's alpha of 0.73 for the positive emotion construct suggests moderate internal consistency among the items measuring positive emotions. This indicates that the items within this scale tend to correlate moderately well with each other, implying that they are measuring a similar underlying construct.

A Cronbach alpha 0.54 for the engagement construct indicates relatively low internal consistency among the items measuring engagement. This suggests that the items within this scale may not be highly correlated with each other. It is possible there may be inconsistencies in respondents interpretation of the items.

With Cronbach alpha of 0.73 for the relationship construct there is a moderate internal consistency among the items measuring relationships. This suggests that the items within this scale tend to correlate reasonably well with each other, indicating a relatively reliable measure of relationships.

The Cronbach alpha of 0.73 for meaning construct suggest moderate internal consistency among the items measuring the sense of meaning in work. This indicates that the items within this scale are relatively consistent in measuring concept of meaning. However, similar to other constructs there may be some variability among the items.

The Cronbach's alpha of 0.75 for the accomplishment construct indicates moderate to good internal consistency among the items measuring accomplishment. This suggests that the items within the scale tend to correlate well with each other, indicating a relatively reliable measure of accomplishment.

The Cronbach alpha of 0.93 for negative emotion suggest excellent internal consistency among the items measuring negative emotions. This indicates that the items within this scale are highly correlative with each other, implying a high level of reliability in measuring negative emotions.

Correlation analysis:

	Positive	Engagement	Relationship	Meaning	Accomplishment	Health	Negative
Positive		0.68	0.78	0.64	0.43	0.52	0.23
Engagement			0.52	0.65	0.46	0.37	0.06
Relationship				0.64	0.43	0.52	0.2
Meaning					0.68	0.45	0.16
Accomplishment						0.30	-0.09
Health							-0.50
Negative							

**Table 5:** correlation analysis of PERMAH model

The above data represents a correlation matrix, where cells indicate the correlation coefficients between different variables. From the data presented above it can be analysed that there it reveals that there is a robust positive correlation between the variable “positive” and three other variables. This means that as levels of positive emotion increase, there tends to be an increase in engagement, relationship quality and the perfection of meaning in work. The correlation coefficient of 0.68 between positive and engagement suggests that individuals exploring more positive emotions likely to feel more engaged with their tasks and activities displaying enthusiasm and interest. Similarly, the high correlation coefficient of 0.78 between positive and relationship quality indicated that individuals with higher levels of positive emotions tend to have more satisfying work relationships.

Moreover, the correlation coefficient of 0.64 between positive and meaning implies that individuals experiencing positive emotions are likely to perceive work to be meaningful and purposeful.

The correlation coefficient of 0.52 between engagement and relationship quality suggest a moderate positive relationship between these constructs, this indicates that individuals who are more engaged in their activities or tasks tend to experience higher quality relationships with others. The correlation coefficient 0.65 between engagement and meaning indicated moderate positive association between these variables. This suggests that individuals who feel more engaged in their work perceive greater meaning in their work.

The correlation of 0.64 between relationship quality and meaning reveals another moderate positive correlation. This implies that individuals who have higher quality relationships also tend to perceive greater meaning in their lives.

The coefficient of 0.43 between accomplishment and positive emotion implies a moderate positive relationship, suggesting that individuals who feel a sense of accomplishment also tend to experience higher levels of positive emotions. Similarly, the correlation coefficient of 0.37 between accomplishment and engagement suggests a moderate positive association. This implies that individuals who perceive a sense of accomplishment in their endeavours are also likely to feel more engaged in their work. The correlation coefficient of 0.52 between accomplishment and relationship quality in work indicates a moderate positive correlation. This suggests that individuals who experience a sense of accomplishment also tend to have higher quality of work relationship with other.

The correlation coefficient of 0.20 between accomplishment and meaning suggests a weaker positive association. This indicates that while there is some relationship between feelings of accomplishment and perceived meaning in work, it is not as strong as the relationships observed with other variables. It implies that achieving goals or milestones may contribute to individuals sense of purpose and significance to some extent, but others factors may play a more significant role in shaping their overall perception of meaning.

The negative correlation of -0.50 suggests a moderate inverse relationship between health and negative emotions. In other words, as levels of negative emotions increase perceived health tends to decrease. This implies that individuals who frequently experience negative emotions may perceive their health status more negatively compared to those who experience fewer negative emotions.

### 3. RESULTS AND DISCUSSION

The Results of the survey showed that the majority of IT employees are male as compared to female that was also found by Pradhan and Hati (2019). Most of them were working in middle level management. Most of the people working were aged between 18-25 years of age.

In research conducted by Yang et.al it was observed no negative correlation between fatigue and relationships. This variance might arise due to distinction in the occupational backgrounds or cultural environments of the study participants, indicating that the influence of fatigue on interpersonal connections could differ considerably depending on the profession and cultural context. (Yang et.al,2024,p.10) similarly this study also didn't find any negative correlation between health and relationships, in fact there was a moderate correlation between the both indicating that work relationships plays a big part in an employee health.

In the same study it was found out that extended fatigue can persist over an extended period, significantly affecting both employees and business. The author of this paper also found a moderately strong correlation between health and accomplishment of an employee in the IT industry, suggesting that employee with good health tends to achieve better results for themselves and ultimately their organisation. An individual who enjoys a state of well-being can cultivate relationships that are mutually supportive, valuing the opportunity to provide assistance to others as much as the opportunity to receive support. This encompasses the capacity to lead a purposeful and meaningful life.( Bennett.J et.al, 2017, p.573). Even in this paper the researcher observed a strong correlation between relationship and meaning in work life of employees of IT industry in India . this suggests that the quality of interpersonal relationships within the workplace significantly influences employee sense of meaning and purpose in their work. When employees perceive their relationships with colleagues, supervisors, and other stake holders positively, they are more likely to find their work meaningful and fulfilling.

When asked by IT employees do they feel contented and happy in their work a good amount of employees agreed that they do feel contented and happy in their work life.

Similarly when asked about if they feel their work is meaningful and valuable majority of IT employees agreed strongly. A strong correlation was also found between the two factors of positive emotion and meaning in work life suggesting that employees who tend to have positive emotions have a strong sense meaning of their work life.

## Conclusion

This master's thesis has investigated the critical factors influencing employee well-being within the context of the information technology (IT) industry in India with a specific focus of Delhi and Delhi region. The information technology (IT) industry in India has experienced remarkable growth over the past few decade, emerging as a key driver of economic development and employment generation in the country. With its rapid expansion, the industry has brought about significant changes in the socio-economic landscape of the region, attracting a diverse workforce seeking opportunities.

Amidst this background, the issue of employee wellbeing in IT industry has garnered increasing attention. Recognising the critical role of employee wellbeing in organisation success, this master's thesis seek to explore factors influencing wellbeing among IT professionals in Delhi and Delhi NCR region.

There are numerous big IT companies in india who hire skilled workers. However, despite the growth there is a noticeable lack of focus on the well-being of employees. Consequently, employees often find themselves grappling with feelings of sadness, fatigue, and undue pressure, all of which impact their performance, productivity, health and overall wellbeing. Surprisingly there hasn't been much research done specifically on the employee wellbeing of IT workers in North India, despite the prevalence of the industry in the region. This gap in knowledge promoted this study to delve deeper into understand the overall wellbeing of IT employees in India. This paper aims to shed light on the major factors that influence employee wellbeing of IT employees.

The results of this research uncover several key factors that impact employee wellbeing in the IT industry. While some findings align with previous research, there were also some findings with slightly different outcomes. One notable discovery is that the majority of IT employees reported feeling happy and satisfied with their work, with fewer experiencing feelings of anxiety and anger. This suggests that overall, IT employees have a positive on their jobs.

Interestingly despite many employees rating themselves as relatively healthy, correlation analysis revealed a strong connection between health and other factors. This indicates that even if employee perceive themselves happy, their wellbeing may still be influenced by various aspects of their work environment and personal life.

These findings underscore the importance of taking a holistic approach to employee wellbeing in the IT industry, while job satisfaction is crucial, employers should also consider factors such as stress levels, work life balance and overall health when designing wellbeing policies for their employees.

When interpreting the results of this study, it is crucial to acknowledge its limitation. One significant limitation relates to the sampling method. The focus was solely on north India specifically one region on Delhi and Delhi NCR. This narrow geographic scope introduces the potential bias, conceding India's vast population and diverse IT landscape. As a result, the finding may not accurately represent the broader Indian IT industry.

Additionally, the literature utilised in this paper may not directly correlate with the Indian IT industry. Due to limited academic articles available in this specific field of study, there may be gaps in understanding and contextual relevance, this limitation underscores the need for further research and exploration to better comprehend the unique challenges and dynamics of the Indian IT sector.

Considering the findings several suggestions can be proposed to enhance the employee wellbeing in the IT sector:

1. Companies should implement initiatives that foster positive emotions among employees, such as recognition programs, team building activities and regular feedback sessions, encouraging a positive work culture which can contribute to employee overall wellbeing.
2. Companies should provide opportunities for employees to engage meaningfully in their work by offering challenging projects and skill development programs. Engaged employees are more likely to experience satisfaction and fulfilment in their roles.
3. Companies should also focus on creating a supportive work environment that values collaboration, communication and mutual respect among team members,

This will help to cultivate stronger interpersonal relationships within organisation contributing to employee wellbeing.

4. Companies should help employees to find purpose and meaning in their roles by aligning tasks with the organisations missions and goals.

In order for IT companies to focus more on their employee wellbeing they should conduct internal research within the company. It is crucial for understanding the specific needs and challenges of employees regarding their wellbeing, employees are the backbone of any organisation, and their wellbeing directly impacts company's overall performance and success.

By conducting internal research, companies can gather valuable insights into the factors affecting employee wellbeing within their unique organisational context. This research can include surveys, focus groups, interviews and questionnaires to assess various aspects of employee well-being.

Furthermore, analysing the data collected from internal research allows companies to identify trends, patterns and areas for improvement in employee . this information serves as a foundation for developing targeted intervention and initiatives that address specific concerns and promote employee wellbeing.

Investing in employee wellbeing is not only moral responsibility but also strategic imperative for companies, a healthy and engaged workforce leads to higher productivity, lower turnover rates, and increased employee loyalty and satisfaction. Moreover, employees who feel valued and supported by their employers are more likely to contribute their best efforts toward achieving organisational goals.

Therefore, it is essential for companies to prioritize employee wellbeing by implementing tailored wellbeing programs, fostering a supportive work culture, and providing resources and providing resources and support for employees to thrive both personally and professionally. Ultimately by proactively addressing employee well-being, companies can create a win-win situation where employees are happier , healthier, and more productive, leading to greater organisational success.

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## APPENDIX 1

This survey is being conducted as part of my research project in my masters that I am pursuing in University of Tartu, Estonia. My survey uses PERMA model developed by Dr. Martin Seligman from University of Pennsylvania who is founder of the field of positive psychology. The project is focussed on studying workplace well being of IT employees in India. There is not too much work that has been done on the subject and this study will help policy makers in developing suitable strategies and plans for the sector.

1. Name (optional):
2. Job level:
  - Upper management
  - Middle management
  - Lower management
3. Sex:
  - Female
  - Male
  - Other
4. Age:
  - 18-25
  - 26-35
  - 36-45
  - 46-55
  - 56 and above
5. To what extent is your work purposeful and meaningful?
  - 0 (never)-1-2-3-4-5-6-7-8-9-10 (always)
6. How often do you feel you are making progress towards accomplishing work related goals?
  - 0 ( never )-1-2-3-4-5-6-7-8-9-10 (always)
7. How often do you feel you are making progress towards accomplishing work related goals?

- 0 (Terrible)-1-2-3-4-5-6-7-8-9-10 (Excellent)
8. At work, how often do you become absorbed in what you are doing?
    - 0 (Never)-1-2-3-4-5-6-7-8-9-10 (Always)
  9. In general, how would you say your health is?
    - 0 (Terrible)-1-2-3-4-5-6-7-8-9-10 (Excellent)
  10. At work, how often do you feel joyful?
    - 0 (Never)-1-2-3-4-5-6-7-8-9-10 (Always)
  11. To what extent do you receive help and support from co-workers when you need it?
    - 0 (Not at all)-1-2-3-4-5-6-7-8-9-10 (Completely)
  12. At work, how often do you feel anxious?
    - 0 (Never)-1-2-3-4-5-6-7-8-9-10 (Always)
  13. How often do you achieve the important work goals you have set for yourself?
    - 0 (Never)-1-2-3-4-5-6-7-8-9-10 (Always)
  14. In general, to what extent do you feel that what you do at work is valuable, and worthwhile?
    - 0 (Not at all)-1-2-3-4-5-6-7-8-9-10 (Completely)
  15. To what extent do you feel excited and interested in your work?
    - 0 (Not at all)-1-2-3-4-5-6-7-8-9-10 (Completely)
  16. At work, how often do you feel positive?
    - 0 (Never)-1-2-3-4-5-6-7-8-9-10 (Always)
  17. How lonely do you feel at work?
    - 0 (Not at all)-1-2-3-4-5-6-7-8-9-10 (Completely)
  18. How satisfied are you with your current physical health?
    - 0 (Not at all)-1-2-3-4-5-6-7-8-9-10 (Completely)
  19. At work, how often do you feel angry?
    - 0 (Never)-1-2-3-4-5-6-7-8-9-10 (Always)
  20. To what extent do you feel appreciated by your co-workers?
    - 0 (Not at all)-1-2-3-4-5-6-7-8-9-10 (Completely)
  21. To what extent do you generally feel that you have sense of direction in your work?
    - 0 (Not at all)-1-2-3-4-5-6-7-8-9-10 (Completely)

22. How often are you able to handle you work related responsibilities?  
- 0 (Never)-1-2-3-4-5-6-7-8-9-10 (Always)
23. Compared to others of your same age and sex, how is your health?  
- 0 (Terrible)-1-2-3-4-5-6-7-8-9-10 (Excellent)
24. How satisfied are you with your professional relationships?  
- 0 (Not at all)-1-2-3-4-5-6-7-8-9-10 (Completely)
25. At work, how often do you feel sad?  
- 0 (Never)-1-2-3-4-5-6-7-8-9-10 (Always)
26. At work, how often do you lose track of time while doing something you enjoy?  
- 0 (Never)-1-2-3-4-5-6-7-8-9-10 (Always)
27. At work, to what extent do you feel contended?  
- 0 (Not at all)-1-2-3-4-5-6-7-8-9-10 (Completely)
28. Taking all things together, how happy would you say you are with your work?  
- 0 (Not at all)-1-2-3-4-5-6-7-8-9-10 (Completely)

## RESÜMEE

### INFOTEHNOLOOGIA TÖÖTAJATE HEAOLU UURING PÕHJA INDIA PIIRKONNAS

Mehak Batta

India on väga suur IT sektor, mis annab tööd miljonitele ja mängib olulist rolli globaalses tehnoloogiatööstuses. IT töötus Indias palkab kõige rohkem töötajaid ja nõuab pikki töötunde, mis kahjustavad töötajate tervist ja heaolu, põhjustades halba töösooritust ja madalat tervist. Magistritöö analüüsis Põhja-Indias töötavate IT-töötajate heaolu. Uurimus keskendus kahele põhiküsimusele:

- Mis on töötajate heaolu tähtsus ja millised on peamised tegurid, mis seda mõjutavad?
- Millised sisemised ja välised tegurid aitavad kaasa IT-töötajate heaolu väljakutsetele?

Need küsimused suunasid IT-spetsialiste mõjutavate võtmeküsimuste uurimist. Kvantitatiivse uuringu abil koguti ja analüüsiti andmeid paljude India IT-töötajate kohta. Andmete kogumiseks jagati küsimustikku erinevate veebikanalite kaudu, sealhulgas LinkedIn, Facebook ja isiklikud e-kirjad. Osalemiskriteeriumid olid, et vastajad pidid olema üle 18-aastased, töötama praegu IT-sektoris Delhi NCR piirkonnas ja olema valmis täitma küsimustiku ning lubama oma andmeid teadustöö eesmärgil kasutada.

Umbes 150 töötajat osales uuringus, mis oli avatud ühe kuu jooksul. Vastajate sooline jaotus oli 37,7% naisi ja 62,3% mehi, mis andis mitmekesise andmestiku. Küsimustik põhines Martin Seligmani PERMA mudelil, mida kasutatakse heaolu hindamiseks viies valdkonnas: positiivne emotsioon, kaasatus, suhted, tähendus ja saavutus.

Iga küsimuse puhul arvutati baastasemed ja Cronbachi alfa usaldusväarsuse ja sisemise järjepidevuse kontrollimiseks. Erinevaid statistilisi tööriistu kasutati andmete analüüsimiseks ja tõlgendamiseks. See hoolikas lähenemine tagas tulemuste tugevuse ja usaldusväarsuse.

Mõned peamised leiud hõlmasid töösuhete olulist rolli töötajate tervises ja pikaajalise väsimuse mõju nii töötajatele kui ka ettevõtetele. Uuring tõi esile, et tugevad töösuhted on töötajate heaolu jaoks üliolulised, pakkudes tuge ja soodustades positiivset töökeskkonda. Vastupidiselt leiti, et pikad väsimusperioodid avaldavad tõsiseid negatiivseid mõjusid, sealhulgas tootlikkuse vähenemine ja terviseprobleemide suurenemine. See näitab vajadust ettevõtete jaoks hallata töökoormust ja tagada töötajate jaoks tervislik töö- ja eraelu tasakaal.

Uurimus jõudis järeldusele, et nii sisemiste tegurite, nagu inimestevahelised suhted ja töörahulolu, kui ka väliste tegurite, nagu töökeskkond ja organisatsioonilised poliitikad, käsitlemine on oluline IT-töötajate heaolu suurendamiseks. Need teadmised aitavad organisatsioonidel arendada paremaid strateegiaid oma tööjõu toetamiseks ning üldise tootlikkuse ja töötajate rahulolu parandamiseks.

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