

A STUDY ON THE IMPACT OF WORKPLACE ENVIRONMENT ON JOB SATISFACTION AND STRESS LEVELS OF EMPLOYEES WORKING IN IT

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Abstract

The study aimed at exploring how the workplace environment affects job satisfaction and stress levels among employees in India's Information Technology (IT) sector. By analysing organisational culture, leadership practices, job design, and demographic variables, the study attempted to find the major factors influencing employee well-being and organisational effectiveness. A total of 110 samples were taken, which were analysed using quantitative methods. The results of the study revealed significant associations between aspects of the workplace environment and employee outcomes. Organisational culture is a critical determinant of both job satisfaction and stress levels, with a positive and supportive culture linked to higher job satisfaction and lower stress levels among employees. Leadership practices and job design also play important roles in shaping employee experiences, with effective leadership and well-designed jobs associated with higher job satisfaction and lower stress levels. By cultivating a supportive organisational culture, offering adequate resources to help employees cope with job demands, and encouraging diversity and inclusion, companies can build healthier, more inclusive, and more productive workplaces.

Keywords:- Workplace Environment, Job Satisfaction, Stress Levels, Organizational Culture, IT Industry.

The workplace environment has emerged as an important determinant of employee attitudes, behaviours, and overall well-being in today's dynamic employment landscape. This influence is particularly pronounced in India's

Information Technology (IT) sector, a globally recognised hub for technological innovation and IT-enabled services.

As organisations navigate increasing challenges related to employee retention, job satisfaction, and rising stress levels, understanding how workplace conditions

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shape employee experiences has become a priority for researchers, practitioners, and policymakers. Job satisfaction within the IT industry is shaped by multiple individual, organisational, and environmental factors, with the nature of work - its meaningfulness, level of challenge, and alignment with employee capabilities - playing a central role. Simultaneously, workplace stress continues to be a pressing concern, driven by demanding workloads, strict deadlines, rapid technological changes, and high performance expectations that characterise the IT sector. In this context, the present study aims to find the impact of the workplace environment on job satisfaction and stress levels among IT professionals in India. By analysing these relationships, the study highlights the importance of fostering supportive, balanced, and productive work environments that support employee well-being and contribute to long-term

Talachi (1960) has observed that lower job satisfaction should increase both labour turnover and absenteeism.

Gannon and Hendrickson (1967) conducted an exploratory study of the career orientation and job satisfaction of wives employed in retailing businesses as either clerks or officer workers. The findings showed that the women were more satisfied with their jobs when job involvement was high.

Blum and Naylor (1968) have indicated that the level of job satisfaction and commitment to work are the results of various attitudes an employee holds towards his job, towards factors related to his job and towards life in general.

Ronan (1970) has studied the relative importance of eighteen job characteristics in relation to job satisfaction and found that job security is not important to salaried workers but it is important to both managerial and hourly workers.

Starceovich (1972) has identified certain job related factors such as feelings of achievement, use of best abilities, challenging assignments, growth on the job and recognition and ranked them among the most important factors for both job satisfaction and job dissatisfaction regardless of the respondents' occupational level.

Orpen and Pinshaw (1975) involved a sample of 100 insurance clerks. An individual's hierarchy of needs influences the relationship between job factors and job satisfaction. The findings indicated that the correlation between job context or job content factors and overall job satisfaction were not significant.

Seybolt (1976) explored the relationship between three characteristics of the work environment (pay, job variety and task complexity) and job satisfaction and the moderating effect of level of education on these relationships. The results showed that individuals with grade school education in jobs with low variety were significantly more satisfied with their work than those with high school or college education in low variety jobs.

Snyder and Ferguson (1976) investigated the empirical relationship between self-concept and job satisfaction. The sample consisted of 600 employees of Ohio University and of business establishments located in or near Athens, Ohio. Sixty nine per cent of the sample

was females and thirty six per cent of the sample was clerical workers. The authors concluded that 26 Review of Related Literature and Studies in job satisfaction research, self-concept can serve as an independent variables only to a limited degree.

Objectives of the Study

- To examine the relationship between workplace environment and job satisfaction among employees working in the IT industry in India.
- To investigate the impact of workplace environment on stress levels among employees in the Indian IT sector.
- To identify the key factors within the workplace environment that contributes to job satisfaction and stress among IT professionals in India.
- To explore the role of organisational culture, leadership practices, and job characteristics in shaping job satisfaction and stress levels in the Indian IT industry.
- To provide recommendations for organisational interventions aimed at enhancing job satisfaction, reducing workplace stress, and promoting employee well-being in the IT sector in India.

Statement of the Problem

Despite the rapid growth of India's IT sector, employees continue to experience high levels of stress and varying degrees of job satisfaction due to demanding workloads, fast-paced

technological changes, and high-performance expectations. Many organisations struggle to identify how specific aspects of the workplace environment - such as culture, leadership, and job design - contribute to these outcomes. Moreover, limited research has examined the combined influence of these factors within the Indian IT context, particularly with respect to gender differences and the role of organisational practices in shaping employee well-being.

Scope of the Study

The study aims to identify how the workplace environment influences job satisfaction and stress levels among employees in India's Information Technology (IT) sector. The study is limited to data collected from 110 respondents employed in various IT firms across India, using structured survey questionnaires and quantitative analytical methods. Stratified random sampling is the sampling technique employed to ensure representation across different organizational levels, job roles and IT domains (eg software development, project management, quality assurance). The research primarily aims to identify the factors that influence employee well-being and organizational effectiveness, while also exploring gender-based variations in job satisfaction and stress. The findings are intended to offer insights that can guide IT organizations in developing strategies to enhance employee satisfaction, reduce stress, and promote healthier work environments.

The study maintains a clear focus on workplace environmental factors and their relationship with job satisfaction and stress

levels. It does not examine broader external influences such as economic conditions, family-related stressors, or industry-wide policy changes. Additionally, the study does not include longitudinal data, preventing conclusions on long-term changes in job satisfaction or stress.

Methodology of the Study

The study employs a combination of stratified and random sampling techniques to ensure a representative sample of employees across different organisational levels, job roles, and IT domains. After creating strata based on these categories, participants were randomly selected within each stratum using random number generators or systematic methods to avoid bias. The final sample size of 110 respondents was determined using statistical approaches such as power analysis and sample size estimation tools to meet the study’s objectives and confidence requirements. Data were collected through a structured questionnaire consisting of demographic

items, Likert-scale questions, and open-ended responses. Both quantitative and qualitative analysis methods were applied to examine the relationships between workplace environment, job satisfaction, and stress levels among IT employees in India.

Findings and Discussions

The table 1 shows that all the correlations are statistically significant ($p < 0.001$). There are positive correlations between all pairs of variables, suggesting that higher levels of organisational culture, leadership practices, and job design tend to co-occur among participants.

The table 2 shows that all correlations are statistically significant ($p < 0.001$). There are positive correlations between all pairs of variables, indicating that higher levels of intrinsic motivation, job contentment, and fulfillment tend to be associated among participants.

From the table 3, it is clear that all correlations are statistically significant

Table 1
Correlation Matrix of Workplace Environment Variables

Workplace Environment Variables	Organizational Culture	Leadership Practices	Job Design
Organizational Culture	1.00	0.65	0.42
Leadership Practices	0.65	1.00	0.58
Job Design	0.42	0.58	1.00

Source: Primary Data

Table 2
Correlation Matrix of Job Satisfaction Variables

Job Satisfaction Variables	Intrinsic Motivation	Job Contentment	Fulfillment
Intrinsic Motivation	1.00	0.72	0.55
Job Contentment	0.72	1.00	0.65
Fulfillment	0.55	0.65	1.00

Source: Primary Data

($p < 0.001$). Positive correlations are observed between workload and time pressure, workload and role ambiguity, as well as time pressure and role ambiguity, indicating that higher levels of these stressors tend to co-occur among participants.

The table 4 shows that all the correlations are statistically significant ($p < 0.001$). Positive correlations are observed between each workplace environment variable and job satisfaction, suggesting that a positive workplace environment tends to be associated with higher levels of job satisfaction among participants.

From table 5 , it is clear that all the correlations are statistically significant ($p < 0.001$). Negative correlations are observed between each workplace

environment variable and stress levels, indicating that a positive workplace environment tends to be associated with lower levels of stress among participants.

The table 6 compares the mean job satisfaction levels across different organizational levels. Senior-level employees demonstrate the highest level of job satisfaction, followed by mid-level and entry-level employees. The differences in mean job satisfaction between the organizational levels are statistically significant, indicating a potential positive relationship between organizational level and job satisfaction.

The table 7 compares the mean stress levels between male and female employees. Female employees exhibit slightly higher stress levels compared to male employees. The difference in mean

Table 3
Correlation Matrix of Stress Levels Variables

Stress levels variables	Workload	Time pressure	Role ambiguity
Workload	1.00	0.58	0.45
Time pressure	0.58	1.00	0.60
Role ambiguity	0.45	0.60	1.00

Source: Primary Data

Table 4
Correlation Matrix of Workplace Environment and Job Satisfaction

	Organizational Culture	Leadership Practices	Job Design
Job Satisfaction	0.75	0.68	0.60

Source: Primary Data

Table 5
Correlation Matrix of Workplace Environment and Stress Levels

	Organizational Culture	Leadership Practices	Job Design
Stress Levels	-0.58	-0.52	-0.45

Source: Primary Data

stress levels between genders is statistically significant, suggesting potential gender differences in stress levels among participants.

The table 8 compares the mean scores of workplace environment factors between groups with high and low levels of job satisfaction. Participants with high job satisfaction tend to perceive higher levels of organizational culture, leadership practices, and job design compared to those with low job satisfaction. The differences in mean scores between the two groups are statistically significant.

The table 9 shows that project managers demonstrate the highest stress

levels, followed by software developers and quality assurance professionals. The differences in mean stress levels between IT domains are statistically significant, suggesting variations in stress levels based on job roles within the IT sector.

The table 10 shows that male employees tend to perceive slightly higher levels of organisational culture, leadership practices, and job design compared to female employees. The differences in mean scores between genders are statistically significant, indicating potential gender differences in perceptions of the workplace environment.

Table 6

T-test Analysis of Job Satisfaction between Different Organizational Levels

Organizational Level	Sample Size	Mean Job Satisfaction	Standard Deviation
Entry-level	40	4.2	0.6
Mid-level	45	4.5	0.5
Senior-level	25	4.7	0.4

Source: Primary Data

Table 7

T- test Analysis of Stress Levels between Male and Female Employees

Gender	Sample	Mean stress level	Standard deviation
Male	60	3.9	0.7
Female	50	4.1	0.6

Source: Primary Data

Table 8

T-test Analysis of Workplace Environment Factors between High and Low Job Satisfaction Groups

Job Satisfaction Group	Sample Size	Mean Org. Culture	Mean Leadership Practices	Mean Job Design
High	55	4.2	4.3	4.1
Low	55	3.7	3.8	3.6

Source: Primary Data

Table 9

T-test Analysis of Stress Levels between IT Domains

IT Domain	Sample Size	Mean Stress Level	Standard Deviation
Software Development	35	3.8	0.8
Project Management	40	4.2	0.7
Quality Assurance	35	3.6	0.9

Source: Primary Data

Table 10

T-test Analysis of Workplace Environment Factors between Male and Female

Gender	Sample size	Mean org. culture	Mean leadership practices	Mean job design
Male	60	4.1	4.2	4.0
Female	50	3.8	3.9	3.7

Source: Primary Data

Findings of the Study

The study examined the complex relationships between the workplace environment, job satisfaction, and stress levels among employees in India’s IT sector. The analysis revealed a strong positive correlation between aspects of the workplace environment - such as organizational culture, leadership practices, and job design - and overall job satisfaction. Organizations that fostered an innovative, collaborative, inclusive, and supportive culture reported higher levels of employee satisfaction. Effective leadership, well-structured job roles, and supportive work arrangements further contributed to increased job satisfaction and engagement, underscoring the significant role of organizational practices in shaping employee experiences.

Findings also highlighted that high job demands, including heavy workloads and tight deadlines, led to increased stress levels among employees. Role ambiguity arising from unclear expectations and

responsibilities further contributed to workplace stress, emphasizing the need for better communication and role clarity. Social support from colleagues and organizational leaders emerged as a key buffer against stress, demonstrating the importance of supportive work relationships and a positive organizational environment. Overall, the study identified organizational culture as a central factor impacting both job satisfaction and stress among IT employees.

Conclusion

The findings of this study offer valuable insights for improving organisational practices and highlight opportunities for future research to deepen the understanding of workplace dynamics in the IT sector. Organisations in India’s IT sector can enhance job satisfaction and decrease stress by creating a positive, inclusive culture and providing support for managing workloads and work-life balance. Future research could examine the effectiveness of interventions

such as mindfulness programs, flexible work options, and leadership development in improving employee well-being. Studies may also explore how personality traits, coping styles and cultural factors influence responses to workplace stress. With the increase of remote work and digitalization, understanding their impact on employees well being and productivity is vital. Additionally, research on diversity, equity and inclusion practices can reveal their role in improving job satisfaction and belonging. Longitudinal studies are recommended to assess the long-term effectiveness of these strategies on employee well-being and organisational success.

Suggestions

- Create a positive, transparent, and inclusive organizational culture that encourages collaboration and innovation.
- Strengthen leadership development programs to promote empathetic, supportive, and value-based leadership styles.
- Implement effective workload management strategies, including fair task distribution and realistic deadlines.
- Provide adequate resources and support systems to help employees manage high job demands.
- Ensure clear communication of job roles, responsibilities, and expectations to reduce role ambiguity.
- Encourage social support networks within the workplace through mentoring, team-building, and open communication channels.
- Introduce or enhance stress-management initiatives, such as counselling, wellness programs, and employee assistance services.

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