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Investigation Of The Factors That Affect Employee Well-Being In The Indian IT Sector

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Abstract:
An important portion of India's population has access to employment opportunities thanks to the IT sector, which has long been a pillar of the country's economic growth. Employee well-being (EWB) is widely recognized as being important in all industries and employee categories and is receiving a lot of attention in recent research. In order to create a comprehensive EWB measurement scale specifically for IT employees, this paper offers an innovative method called exploratory and confirmatory factor analysis (EFA) and confirmatory factor analysis (CFA). A questionnaire with 45 EWB scale items was painstakingly created with the help of existing literature and expert consultations in order to achieve this goal. The responses of 121 participants were used to evaluate the applicability of each scale item. The 33 EWB scale items that were most relevant for further factor analysis were determined using a Content Validity Ratio (CVR) analysis. Data gathered from 384 respondents working in the Indian IT sector were used to carry out EFA. The 33 EWB scale items were divided into four groups as a result of this process: psychological well-being, social well-being, workplace well-being, and subjective well-being. These 33 EWB scale items within the four identified groups were then validated using various indices using CFA in the SPSS AMOS software. The paper also explores how this research's practical applications and implications relate to the health of IT workers in India.

Keywords: *Employee well-being, IT industries, EFA and CFA, Questionnaire survey.*

1. Introduction

The business climate of today is unlike any other in that it is interrelated, unpredictable, and complicated. Globalization has increasingly increased competition in the global market. India's economic development has been shaped in recent times by the service sector, which accounts for around 61% of the country's GDP. Information technology (IT) is India's primary service bus[1]iness, employing a sizable percentage of the labor force. Foreign direct investment (FDI) has increased its equity inflows into the IT sector in recent years. Due to its vast pool of young, educated potential, which is bolstered by the entry of more than 3.5 million fresh talent each year, India enjoys an advantage over other countries (Agarwal, 2014). It is important to remember that India's current account deficit, which is approximately 50%, is covered by the money earned from the export of services.

It has been said that the IT industries are knowledge- and service-oriented. IT professionals must possess flexible thinking, tenacity, and creativity (Malhotra & Mukherjee, 2004; Panda & Rath, 2017). These circumstances result in very demanding, adaptable, productive, multitasking, and stressful work. IT sector workers often experience job burnout as a result of emotional tiredness (Bakker et al., 2005). The main problem confronting the IT industry is that since technology has developed so swiftly, skills have become outdated even faster. (Currie, 2001). In order to handle these changes and remain

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competitive, employees must put in a lot of overtime (Grawitch et al., 2006). The results of a recent research indicate that employee well-being and organizational success are significantly correlated (Panda & Rath, 2017). Therefore, it is imperative that enterprises today comprehend and fully investigate the phenomena of EWB.

The prevalence of dual-earner households, according to Cox, Edwards, and Palmer (2005), has led in balancing work and family responsibilities. The separation of people owing to health-related reasons, excessively high levels of occupational stress, and mental diseases are only a few of the issues and difficulties these situations have led to at work (Bevan, 2010). In order to retain their best employees, the IT sectors are realizing the importance of monitoring how people respond to stress and change (Budhwar, 2000). In the IT industry, there is an increasing need to broaden their emphasis to include aspects like identity, significance, aim, self-expression, and creative output. The EWB needs to be improved in order to address each of these problems.

The relationship between an employee's EWB and their capacity to do their duties has received particular attention in recent organizational studies research. A 2007 research by Tehrani et al. claims that as more companies see the benefits of implementing employee wellness and health programs, the significance of employee wellness on corporate agendas has progressively increased. Legislators have addressed employee health issues with a number of policies, including excellent service standards, work-life balance strategies, employee assistance programs, restoration processes, and other training efforts (Department for Work and Pensions, 2006). In order to solve the challenges that its workers encounter, the IT sector must now place a high priority on employee welfare and create a balance between employer and employee expectations. Given this, the goals of the present research are to improve our comprehension of the structural elements of EWB and to provide an absolute scale for assessing the EWB of employees in Indian IT companies. The presentation is divided into the following three sections: The literature review is covered in the first portion, the significance of creating an EWB scale is covered in the second, and the creation process of the scale is clearly explained in the third section with regard to all empirical studies, scale setup, and scale verification. The research's conclusions, limitations, prospective uses in the future, and significance are examined in the paper's last part.

2. Review of Literature

Employee well-being research in organizations is extensive. However, EWB comprehension, conceptualization, and definition remain unclear (Seligman 2011, Zheng, Zhu, Zhao, and Zhang, 2015). The New Oxford Advanced Learner's Dictionary defines "well-being" as "a state of comfort, health, and happiness". EWB means employee comfort, happiness, and physical, psychological, and emotional health. Well-being refers to employees' physical and mental health and performance (Warr, 1999). Ryan and Deci (2000) noted that self-indulgence, which emphasizes enjoyment, and chivalry, which emphasizes human potential, are the main well-being theories. The World Health Organization (2013) defines EWB as "the condition in which each employee is able to develop his or her own potential, manage the typical demands of life, work efficiently, and make a contribution to his or her community." This exhaustive EWB definition aims to capture the common thread in all previous definitions. There are many definitions of "employee well-being" that lead to different approaches, making literature research difficult. Sirgy et al. (2001) and Van Laar et al. (2007) call EWB job-related quality of life, while Page and Vella-Brodrick (2009) discuss employee mental health and workplace wellbeing. Wright and Cropenzano (2006) define psychological well-being (PWB) as employee well-being overall. Sirgy (2012) describes EWB as "quality of working life" and "work well-being," among other terms.

EWB components

Early studies show that a person's general well-being does not predict their employees'. It is complex, subjective, and dynamic (Juniper et al., 2011; Zheng, 2015). Warr (1999, 2002) conducted one of the most significant EWB factor studies. He defined EWB based on the

person's job and life experiences. Domain- or job-specific wellbeing and context-free wellbeing are different. The context-free well-being measures overall well-being (e.g., life satisfaction, happiness). Domain-specific well-being focuses on how people feel about a specific portion of their lives. Domain-specific well-being, a subclass of job-specific well-being, includes salary and coworker satisfaction. Warr (1999, 2002) also proposed three opposing dimensions: Anxiety and comfort, despair and joy, and happiness and pain. They say most well-being studies use these traits as dependent variables. Happiness/unhappiness is linked to positive and negative work-related emotions. Despite their moderate pleasure, comfort and anxiety require different amounts of mental stimulation. Anxiety requires high levels, while comfort requires moderate levels. The third dimension, excitement and despair, includes extreme happiness and misery.

Recently, researchers have used multiple measures to study employee well-being. After studying well-being, Ryff and Keyes (1995) developed a multidimensional model. Well-being includes PWB, SWB, and emotional well-being, according to their model. According to Zheng et al. (2015), EWB should be considered both work- and non-work-related psychological practices and a state of health. PWB, WWB, and SBB should be used to quantify EWB, according to Page and Vela-Brodrick (2009). Self-acceptance, purpose, environmental mastery, good relationships, autonomy, and personal development are essential to PWB. These two essential components of workplace wellness have been the subject of several research on job satisfaction and work-related affect. People often feel work-related emotions, whether directly or indirectly related to their jobs. Other academics have discussed EWB's pros and cons (Huhtla & Parjefall, 2007).

Mental health and positive well-being are important, but many studies have focused on employees' "un-well-being," like work stress. All of the above conceptualizations acknowledge EWB's complexity. Even though well-being is multifaceted, its two most important components are feeling good and performing well. Happy, satisfied, enjoyed, interested, and involved describe a pleasant life experience. Well-being includes having a sense of direction, satisfying relationships, and some control over one's life (Ryff & Keyes, 1995). Some studies have shown that EWB includes growth opportunities, managerial decisions, and workplace design (Juniper et al., 2011). Sirgi (2012) lists job satisfaction, workplace environment, and assigned work as EWB factors. Zheng et al. (2015) also stated that the EWB includes life well-being, WWB, and PWBs.

IT and the service sector should care about employee well-being, according to research. By changing health care and disease costs, absenteeism, turnover, and employee productivity, it affects how well firms function and survive.

Employee well-being may affect whether they leave their job. It also impacts job commitment, engagement, and satisfaction (Harter et al., 2002; Wright, 2006; Pradhan, 2017). Well-being (Folkman, 1997; Wright, 2006) and overall happiness in personal and professional life also affect stress management (Carver, Scheier, & Segerstrom, 2010). Business success depends on employee well-being, which is important for everyone. Strong employee welfare has been shown to give companies a sustainable competitive advantage (Wright, 2006). Since personal resources grow faster, EWB benefits individuals and companies (Wright, 2006). Participating in PWB makes employees happier. One becomes more imaginative, gregarious, charitable, and optimistic. Positive thinking also helps employees develop their physical, emotional, intellectual, and social resources. Happiness may boost job performance and participation. Employee attendance decreases due to less effort and greater company loyalty.

An organization's global success and growth depend on employee health (Spreitzer & Porath, 2012). Organizational behavior and related fields have made EWB a major study area. Despite many studies assessing employees' job satisfaction (Dimotakis et al., 2011), work attitude (Leavitt, 2011), negative affect (Vandenberghe, 2011), or flow (Ceja & Navarro, 2011), their overall well-being has never been stressed. Compared to IT industries, employee well-being research is scarce.

Since it affects employees' well-being, development, performance, and output, work has become the most important part of their lives. Since the workplace and daily life are very

different, EWB and general well-being must be distinguished. In reality, studies disagree on what the EWB is (Page & Vella-Brodrick, 2009). To demonstrate the general EWB, job satisfaction, PWB, and SWB are still used interchangeably. How well these represent IT workers' well-being is unknown.

According to the literature, Page and Vella-Brodrick (2009)'s EWB theoretical model includes mental health and well-being. The PWB and SWB were their main well-being criteria. The model gained organisational context with two additional components (Page & Vella-Brodrick, 2013). Job satisfaction and work-related positive and negative impacts were novel constructs., the affective well-being scale (Daniels, 2000), the WWB, and the PWB should all be included in order to adequately evaluate EWB. There is no other scale or instrument to evaluate the EWB, especially in Indian IT industries, according to literature (Zheng et al., 2015). Develop and test models that account for many factors' effects on WWB (Grawitch et al., 2006). Because EWB literature is lacking and there are no suitable instruments for measuring it, academics must quickly create a scale to assess EWB in Indian IT Industries.

3. Development of EWB Measuring Scale

This study aims to create a scale to measure Indian IT workers' EWB. EWB measurement steps are as follows:

Step-1) Identification of EWB Items: First, the literature review is used to create a 45-item EWB questionnaire for validation. These 45 items were divided into four groups: psychological (PWB), social (SWB), workplace (WBW), and subjective (SBB). Including IT professionals and academics, this questionnaire survey collected 121 responses. All respondents were asked to rate each item on a 3-point scale: 3-very relevant, 2-quite relevant, and 1-not relevant. Based on the responses, the content validity ratio (CVR) was calculated to verify that the items accurately measure Indian IT workers' EWB. The CVR can be calculated using the formula:

N represents the total number of respondents, and ne represents the number who found the item very relevant. Each of 45 EWB items' CVR was calculated using Eq. (1). CVR ranges from -1 to +1, or non-relevant to perfectly relevant. Items with CVR values below 0.5 were rejected in this study. Thus, 12 items were rejected and 33 were kept to measure Indian IT industry EWB.

$$\mathrm{CVR} = \frac{n_e - \frac{N}{2}}{\frac{N}{2}} \quad (1)$$

The core objective of the current study is to deliver a suitable scale to measure the EWB of employees of the Indian IT industries. The step-by-step procedure to measure the EWB is described as follows;

Step-2) Exploratory Factor Analysis: The shortlisted 33 EWB scale items are surveyed using a 5-point agreement scale (5-strongly agree, 4-agree, 3-neither agree nor disagree, 2-disagree, and 1-strongly disagree). The sample size (no) was calculated using Cocharn's formula in Eq. (2) with 0.5 degree of variability, 5% sample error, and 95% confidence interval:

$$n_o = \frac{z^2 pq}{e^2} \quad (2)$$

Google survey form responses were collected for this convenience sampling study. Tables 1, 2, and 3 show the demographic profile of respondents, reliability of EWB groups, descriptive statistics, and intercorrelation matrix.

Table 1 Demographic profile of respondents

Demographic Details	Particulars	Frequency	Percent
1. Age	A. 20 to 30 years	236	61.5
	B. 30 to 40 years	127	33.1

	C. 40 to 50 years	14	3.6
	D. Greater than 50 years	7	1.8
2. Educational Qualification	A. Undergraduate	205	53.4
	B. Postgraduate	171	44.5
	C. Doctorate	8	2.1
3. Working Experience in Current Position	A. 0-5 years	270	70.3
	B. 5-10 years	71	18.5
	C. 10-15 years	21	5.5
	D. 15-20 years	7	1.8
	E. >20 years'	15	3.9
4. Total Working Experience	A. 0 to 5 years	213	55.5
	B. 5 to 10 years	93	24.2
	C. 10 to 15 years	49	12.8
	D. 15 to 20 years	7	1.8
	E. More than 20 years	22	5.7
5. Income Group	A. 30000-40000/- per month	92	24.0
	B. 40000-50000/- per month	28	7.3
	C. 50000-60000/- per month	21	5.5
	D. 60000-70000/- per month	7	1.8
	E. > 70000/- per month	236	61.5
6. Salary Satisfaction	A. Yes	193	50.3
	B. No	191	49.7

Table 1 shows that most respondents were 20-30 years old, undergraduate, had 0-5 years working experience in current company, 0-5 years total working experience, and earned 30000-40000/month. Only 50% of respondents were happy with their pay.

Table 2 Reliability of EWB groups and descriptive statistics

					Skewness		**Kurtosis**	
EWB Groups	**Total Number of Items**	**Mean**	**SD**	**Cronbach's' Alpha**	**Statistics**	**Standard Error**	**Statistics**	**Standard Error**
PWB	10	3.55	0.91	0.93	0.562	0.149	-0.123	0.221
SWB	10	3.89	0.82	0.91	-0.234	0.149	-0.135	0.221
WWB	9	3.82	0.94	0.85	-0.475	0.149	0.672	0.221
SBB	4	3.97	0.89	0.87	0.243	0.149	0.331	0.221

Table 2 shows that the estimated Cronbach's Alpha value is greater than 0.8, making the data reliable for analysis. Table 2 shows other important statistics parameters.

Table 3 Intercorrelation matrix among the EWB groups

EWB Groups	PWB	SWB	WWB	SBB
PWB	1			
SWB	0.123*	1		
WWB	0.315*	0.352*	1	
SBB	0.267*	0.269*	0.321*	1

*P-value is estimated as less than 0.05, which means that the correlation is significant.

Table 3 shows that four EWB groups have P-values below 0.05 and positive correlations. Thus, EWB groups are positively correlated.
SPSS 26 is used for EFA in this study, which facilitates principal component extraction and varimax rotation. Items with factor loadings over 0.50 were moved to additional analysis due to strong correlation.
EFA was conducted using principal component analysis (PCA)-based dimensional reduction to determine and investigate the rotated component matrix. Figure 1 shows PCA of EWB items for 4 factors with eigen values greater than 1. The Kaiser-Meyer-Olkin (KMO) value of 0.921 indicated sampling adequacy, allowing factor analysis of the data. Moved items had loadings over 0.50. Four factors were found while retaining 82.625 percent of the data set's variance. Based on the EFA, four EWB groups with 33 items were created. The Cronbach's alpha values for all four EWB groups were greater than 0.8, indicating that the data is reliable for statistical analysis. Table 4 shows EFA results, EWB groups, and factor loading of 33 items.

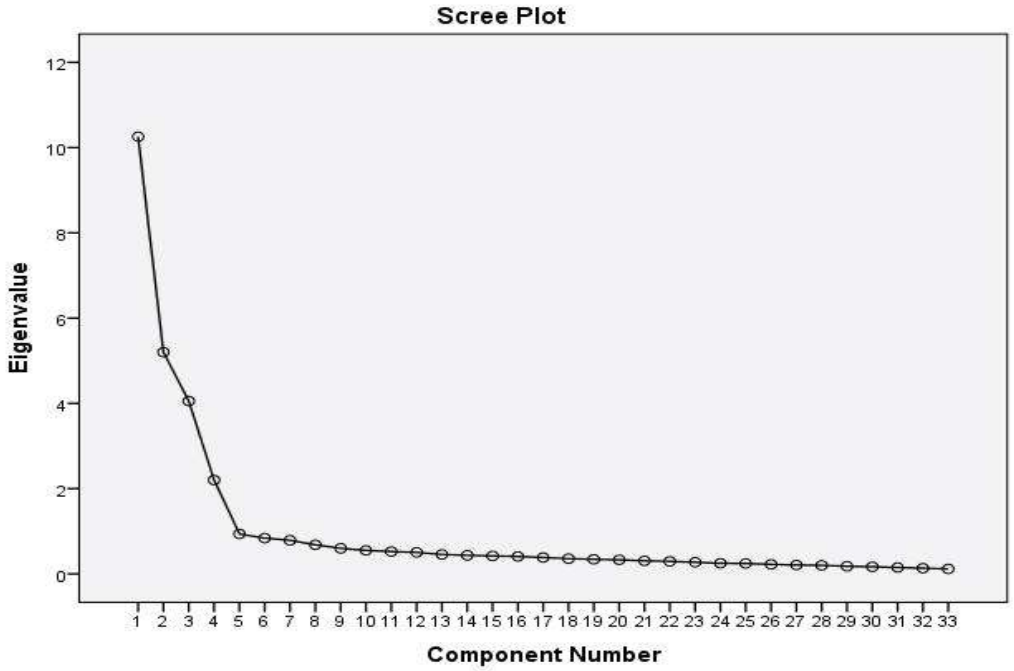


Figure 1 Screen plot of EWB items with Eigen values

Table 4 Rotated Component Matrix of EWB

EWB Groups and their items	**Factor Loading**			
1. Psychological Wellbeing	**PWB**	**SWB**	**WWB**	**SBB**
PWB 1: I can readily adjust to the daily changes in my life and effectively handle my responsibilities.	0.951			
PWB 2: I care about things that are important to me, not others.	0.892			
PWB 3: I feel that I am a sensible person.	0.822			
PWB 4: I am a flexible person.	0.812			
PWB 5: I am well aware of what is expected of me.	0.803			
PWB 6: I believe that I am able to make decisions.	0.787			
PWB 7: I feel depressed by the stress and demands of daily life.	0.771			

PWB 8: I believe that my life has a purpose and direction.	0.764			
PWB 9: I believe that learning is a continuous process in life.	0.723			
PWB 10: I am self-confident person.	0.719			
2. Social Wellbeing				
SWB 1: I play a significant role in my group/team and organization**.**		0.889		
SWB 2: In my team, people are trustworthy.		0.864		
SWB 3: I am very close to my team members.		0.827		
SWB 4: My team is a great source of social support.		0.815		
SWB 5: My opinions are well acknowledged by my team members.		0.806		
SWB 6: Members of my team help each other in difficult times.		0.786		
SWB 7: I actively participate in each decision-making activity ofmy team.		0.743		
SWB 8: I enjoy spending time with my team members.		0.725		
SWB 9: I am able to openly discuss my problems with my team members.		0.711		
SWB 10: My daily activities contribute towards the benefits ofmy team.		0.701		
3. Workplace Wellbeing				
WWB 1: I am highly satisfied with my job.			0.864	
WWB 2: I enjoy meaningful works			0.834	
WW3: I give paramount importance to my work.			0.821	
WWB 4: My professional successes serve as a constant source of inspiration.			0.804	
WWB 5: My workplace is very encouraging.			0.792	
WWB 6: My work has several opportunities for career advancement.			0.781	
WWB 7: I used to strike a balance between my work and personal life.			0.765	
WWB 8: My employer takes great care of his employees.			0.732	
WWB 9: My job presents opportunities for skill development.			0.712	
4. Subjective Wellbeing				
SBW 1: I am usually happy.				0.842
SBW 2: I am a very optimistic person.				0.804
SBW 3: I have positive feelings about myself.				0.782
SBW 4: Most of the time, my life is sorrowful.				0.765
Total variance retained	82.625 %			

Step-3) Analysis of Data Collected Through Questionnaire Survey: Responses collected during the questionnaire survey were unified and relative agreement index (RAI)

was calculated for each EWB scale item. The RAI can be calculated using following formula;

$$\mathbf{RAI} = \frac{\sum \mathbf{W}}{\mathbf{A} \times \mathbf{N}} \quad \textbf{(2)}$$

The RAI represents the level of agreement for a particular EWB scale item. Higher the value of RAI, higher the level of agreement for EWB scale item. Table 5 displays the potential RAI ranges and matching degree of agreement.

Table 5: RAI ranges and corresponding level of agreement

Range	Level of agreement
0	No Agreement
0-0.20	Strongly Disagree
0.20-0.40	Disagree
0.40-0.60	Neither Agree nor Disagree
0.60-0.80	Agree
0.80-1	Strongly Agree

The calculated RAI values along with corresponding level of agreement for EWB scale items are presented in Table 6.

Table 6: RAI value for each EWB item and corresponding level of agreement

EWB Groups and Respective Items	RAI	Level of Agreement
1. Psychological Wellbeing (PWB)		
PWB 1	0.697	Agree
PWB 2	0.649	Agree
PWB 3	0.743	Agree
PWB 4	0.786	Agree
PWB 5:	0.776	Agree
PWB 6	0.792	Agree
PWB 7	0.553	Neither Agree nor Disagree
PWB 8	0.735	Agree
PWB 9	0.857	Agree
PWB 10	0.807	Agree
2. Social Wellbeing (SWB)		
SWB 1	0.792	Agree
SWB 2.	0.723	Agree
SWB 3	0.684	Agree
SWB 4.	0.663	Agree
SWB 5	0.761	Agree
SWB 6	0.752	Agree
SWB 7	0.755	Agree
SWB 8	0.706	Agree
SWB 9	0.626	Agree
SWB 10	0.752	Agree
3. Workplace Wellbeing (WWB)		
WWB 1	0.673	Agree
WWB 2	0.760	Agree
WWB 3	0.765	Agree
WWB 4	0.777	Agree
WWB 5	0.704	Agree

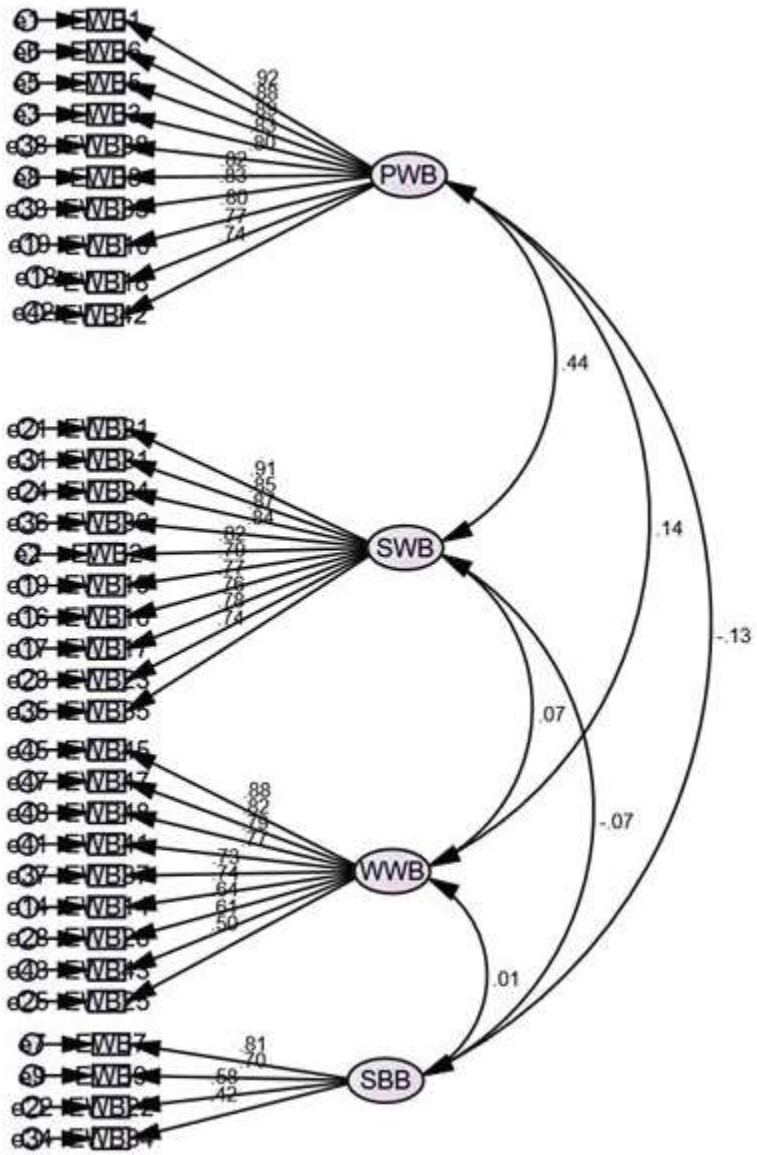
WWB 6	0.699	Agree
WWB 7	0.718	Agree
WWB 8	0.673	Agree
WWB 9	0.717	Agree
4. Subjective Wellbeing (SBB)		
SBW 1	0.715	Agree
SBW 2	0.769	Agree
SBW 3	0.782	Agree
SBW 4	0.670	Agree

Table 6 shows that, except for PWB 7, all EWB scale item RAI values are between 0.60 and 0.80, indicating "agree" agreement. Thus, most respondents may have selected "agree" for each EWB scale item.

Step-4) Confirmatory Factor Analysis (CFA): CFA analysis was done in SPSS AMOS using EFA results. CFA is a multivariate statistical method for evaluating structural models' complex interrelated relationships. CFA estimates the model based on model parameter estimates' goodness of fit and statistical significance. The absolute goodness of fit of a model can be estimated using indices like A number of statistical measures, including the goodness-of-fit statistics, the root mean square error of approximation (RMSEA), the comparative fit index (CFI), the goodness-of-fit index (GFI), the Tucker-Lewis index (TLI), the modified GFI, and the normed-fit index, are used.
CFA uses RMESA, CFI, GFI, and TLI to measure model fitness, despite chi-square's ability. According to literature (Kline, 2011), the model is good when the RMSEA is close to 0 and GFI, AGFI, NFI, CFI, and TLI are greater than 0.80.
Four main EWB groups are PWB, SWB, WWB, and SBB. Figure 2 shows the 33-EWB CFA. The goodness-of-fit results are in Table 7. The well-fitting model shows satisfactory results with calculated indices ($\chi 2 = 721.12$, $\chi 2/df = 1.49$, GFI = 0.902, AGFI = 0.913, TLI = 0.962, CFI = 0.926, NFI = 0.916, and RMSEA = 0.02). The CFA confirms 33 EWB items in four major groups. These findings were supported by reliability and validity testing.

Table 7 Results of goodness-of-fit

Model	**Goodness-of-Fit Results**								
EWB	**χ^2**	**χ^2/df**	**df**	**GFI**	**AGFI**	**NFI**	**CFI**	**TLI**	**RMSEA**
CFA	770.02	1.533	502	0.902	0.913	0.962	0.926	0.916	0.02



Reliability and Validity Testing

Test-retest reliability testing: This reliability test determines if previous responses differ significantly from second-time responses. For this, 33 EWB items were collected twice with the same respondents (T1 and T2) at 40-day intervals. T1 and T2 Cronbach's alphas of 0.93 and 0.94 indicated good data internal consistency. The mean data values for T1 and T2 were 4.21 and 4.18. Data standard deviations for T1 and T2 were 0.92 and 0.88, respectively. The data collected at T1 and T2 times showed a significant positive correlation ($r = 0.778$, $p < 0.02$). The study's results explain test-retest reliability well, which will aid future research.

Construct Validity Analysis: This analysis determines if EWB items measure the theoretical latent construct. This study measures EWB construct validity using convergent and discriminant validity. Average variance explained (AVE) and composite reliability (CR) of each EWB group confirm convergent validity. Noteworthy, AVE and CR values should exceed 0.5 and.70 for best results. As shown in Table 8, each EWB group has an AVE value greater than.50 (PWB = 0.621, SWB = 0.732, WWB = 0.682, and SBB = 0.782) and a CR value greater than.70. This justifies the EWB scale's 4 major groups and 33 items.

This study measures discriminant validity by how well the test measures the intended EWB items. Scale discriminant validity can be established in two ways. First, EWB groups' average shared variance extracted (ASVE) should exceed their square of correlation (r^2) (Hair et al., 2010). Second, MSV and ASV should be less than AVE. Table 8 clearly shows that both discriminant validity conditions are met.

Table 8 Convergent and Discriminant validity Results

EWB Groups	**AVE**	**CR**	**MSV**	**ASV**	**r^2**				**ASVE**			
					SWB	**PWB**	**WWB**	**SBB**	**SWB**	**PWB**	**WWB**	**SBB**
SWB	0.621	0.881	0.123	0.526	1				1			
PWB	0.732	0.832	0.132	0.492	0.112	1			0.471	1		
WWB	0.682	0.791	0.129	0.354	0.082	0.092	1		0.543	0.453	1	
SBB	0.782	0.785	0.135	0.432	0.092	0.078	0.094	1	0.634	0.567	0.564	1

Discussion

In practice, studies yield different results. First, IT workers can use the EWB scale to analyze their well-being, achieve it, and improve job performance. While important to an IT company, improving work performance leads to individual and collective growth. Even though some studies have linked EWB to performance (Meyer, Stanley, Herskovich, & Topolnitsky, 2002), more studies are expected to show the predictive power of current tools. The recently developed EWB scale may help employees develop a philosophically intuitive awareness of their personal wellbeing and make the necessary changes. Additionally, employees may be able to increase output, such as performance, dedication, intention to stay, etc.

This research provides a new perspective and a precise assessment tool for IT industries to use in EWB and wellness workshops. The paper found that the EWB includes job satisfaction, subjective well-being, workplace well-being, social well-being, and psychological well-being. Managers must change their methods to address employees' mental health, work-life balance, family satisfaction, emotional fitness, and personal development.

4. Conclusion

Literature shows that EWB is important to researchers and IT and service industries. Many methods exist in literature to explore EWB, but no statistically systematic measurement method is universally accepted. Statistical methods (EFA and CFA) are used to study Indian IT industry EWB to fill this gap. EFA and CFA create and validate a 33-item scale in four groups, which helps future researchers.

EWB studies in India have gained new perspectives from this research. Creating the EWB measurement tool as part of the study improves Indian society's understanding of IT industry organizational behavior. Many studies have examined EWB's causes and effects, using different scales. Unfortunately, no agreement has been reached on the EWB's definition, components, and entities. This study examined the structural aspects of EWB using qualitative and quantitative methods, following Page and Vella-Brodrick (2009)'s theoretical model. The study found four EWB components: PWB, SWB, WWB, and SBB. Second, this research helped create a valid and reliable scientific measurement scale that can be used in future studies on indigenous Indian organisational behaviour.

Third, the calculated RAI values showed that most respondents selected "agree" for each EWB scale item. The correlation coefficient and P-values show a positive correlation between EWB groups.

Finally, this research has helped Western EWB knowledge be expanded to include Eastern results. Page and Vella-Brodrick (2009) proposed a three-dimensional EWB structure, but no empirical or experimental evidence has been found. This study investigates, expands, and improves EWB ideas and studies from the past.

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