

Beyond the Physical Workplace: How Workplace Environment Shapes Job Satisfaction, Work-Life Balance and Organisational Commitment among IT Professionals in Kerala

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Abstract

The workplace environment in knowledge-intensive industries extends beyond physical facilities to include relational, cultural and organisational conditions that shape employees' experience of work. This study examines how selected workplace-environment factors are associated with three employee outcomes—job satisfaction, work-life balance and organisational commitment—among Information Technology (IT) professionals in Kerala, India. The paper uses primary survey data from 460 employees working in major IT hubs in Kerala. A structured questionnaire using a five-point Likert response format was administered, and stepwise multiple linear regression was used in the doctoral analysis. Three outcome-specific models are reported. For job satisfaction, the final nine-predictor model was significant, $F(9,450)=1496.919$, $p<.001$, with $R^2=.968$. Infrastructure facilities showed the largest standardized coefficient ($\beta=.676$). For work-life balance, the five-predictor model was significant, $F(5,454)=1013.782$, $p<.001$, with $R^2=.918$; teamwork showed the largest standardized coefficient ($\beta=.908$). For organisational commitment, the six-predictor model was significant, $F(6,453)=1814.980$, $p<.001$, with $R^2=.960$; superior-subordinate relationship showed the largest standardized coefficient ($\beta=.873$). The results suggest that employee outcomes are associated with different configurations of the workplace environment rather than with a single universal factor. The findings underline the practical importance of physical infrastructure, teamwork, fairness, recognition, communication, supportive supervision and work-life balance in IT workplaces. Given the cross-sectional, self-report design and unusually high explained variance, the results are interpreted as within-sample associations rather than causal effects.

Keywords: workplace environment; job satisfaction; work-life balance; organisational commitment; IT employees; Kerala; human resource management

1. Introduction

The meaning of the workplace has expanded considerably in knowledge-intensive employment. For IT professionals, the work environment is not limited to the office building or technological infrastructure.

It also includes the quality of teamwork, communication, recognition, supervisory relationships, organisational culture, fairness, respect, security, opportunities for training and the extent to which work can coexist with personal life. These conditions can shape how employees evaluate their jobs, manage competing role demands and develop attachment to their organisations.

The doctoral thesis on which this paper is based conceptualises workplace environment as the physical and emotional infrastructure within which employees perform their work. Its theoretical framework describes the Kerala IT sector as combining traditional and modern organisational cultures and identifies multiple dimensions of workplace environment that may influence employee attitudes and performance. This multidimensional perspective is important because an employee can work in a technically sophisticated office while simultaneously experiencing weak communication, limited recognition or poor supervisory support. Conversely, strong interpersonal and cultural conditions may partly compensate for constraints in other aspects of the work setting.

Job satisfaction, work-life balance and organisational commitment are three particularly important outcomes in this context. Job satisfaction captures employees' evaluative response to their work and working conditions. Work-life balance concerns the ability to manage work and non-work demands in a sustainable manner. Organisational commitment reflects employees' psychological attachment and sense of responsibility toward the organisation and its goals. Although these outcomes are conceptually distinct, contemporary IT work can connect them closely. Flexible and hybrid work, intensive project cycles, continuous technological change and interdependent teamwork can simultaneously affect satisfaction, balance and commitment.

Recent Indian research continues to highlight these relationships. Rafi (2024) reported significant associations between workplace-environment dimensions and job satisfaction among Indian IT employees, with organisational culture and leadership among the relevant conditions. Wilson, Arulandu and Sammanasu (2025) found work culture and work-life balance to be positively associated with workplace commitment among IT employees in South India. More recently, Ali and Siddiqui (2026), using 552 IT employees across major hubs in Uttar Pradesh, reported that work-life balance was associated with job satisfaction and organisational commitment and that job satisfaction partially mediated the work-life balance-commitment relationship. These studies reinforce the need to understand employee outcomes as embedded within a broader organisational context.

The present paper contributes evidence from Kerala by examining three regression models derived from a common sample of 460 IT employees. Rather than treating workplace environment as a single score, the analysis identifies the particular environmental dimensions retained in the final models for job satisfaction, work-life balance and commitment. This permits a more useful managerial question: which aspects of the workplace environment are most strongly associated with each employee outcome when the relevant predictors are considered together?

2. Literature Review and Conceptual Background

2.1 Workplace environment as a multidimensional construct

Workplace environment can be understood as the collection of physical, social, organisational and psychological conditions surrounding the performance of work. The thesis operationalises the concept through dimensions including infrastructure facilities, teamwork, recognition, superior-subordinate relationship, communication, security, respect, training, equality and organisational culture. This framing deliberately moves beyond a purely physical understanding of the workplace.

Such a multidimensional view is especially relevant to IT employment. Technical infrastructure affects employees' ability to execute tasks, but knowledge work is also dependent on information flows, collaboration, access to expertise and managerial coordination. Recognition can signal that contributions are valued; equality and respect can shape perceptions of fairness and belonging; organisational culture can establish behavioural norms; and supervisory relationships can influence support, trust and access to resources. Consequently, different environmental dimensions may become salient for different employee outcomes.

Rafi's (2024) study of Indian IT employees similarly treated workplace environment through organisational culture, leadership practices and job design and reported meaningful links with job satisfaction and stress. This supports the premise that workplace environment should be analysed as a bundle of conditions rather than reduced to office facilities alone.

2.2 Workplace environment and job satisfaction

Job satisfaction is one of the most established employee-attitude outcomes in organisational research. In the thesis, workplace-environment factors expected to contribute to satisfaction include infrastructure facilities, teamwork, recognition, superior-subordinate relationship, communication, security, respect, training and organisational culture. These variables represent both tangible and intangible aspects of employment.

Physical and technological infrastructure can reduce friction in task completion and provide employees with the resources required to perform effectively. Relational variables such as teamwork and superior-subordinate relationships can provide social support and coordination. Recognition can communicate appreciation, while communication can reduce uncertainty and improve access to information. Security, respect, training and culture may further influence employees' overall evaluation of their employment experience.

Evidence from Indian IT settings is consistent with this general logic. Rafi (2024) reported that positive workplace conditions were associated with higher job satisfaction. Research on work-life practices in the Indian IT sector also increasingly links organisational support and flexibility with satisfaction, morale and retention-related outcomes. Accordingly, the first model examines the workplace-environment dimensions retained as predictors of job satisfaction.

H1: Workplace-environment factors are significantly associated with job satisfaction among IT employees.

2.3 Workplace environment and work-life balance

Work-life balance concerns employees' ability to manage the demands of work alongside personal and family responsibilities. In IT employment, demanding project schedules, client time zones, extended connectivity and technology-enabled work can blur the boundary between professional and personal life. The organisational environment can either intensify or reduce these pressures.

The thesis tests teamwork, organisational culture, equality, respect and recognition as predictors of work-life balance. Teamwork can distribute demands and facilitate mutual support; organisational culture can legitimise or discourage boundary management; equality and respect can influence whether flexibility is experienced fairly; and recognition may affect whether employees perceive effort and sacrifice as acknowledged.

Earlier Kerala research found significant relationships among work-life balance, turnover intention and organisational support for work-life balance among IT professionals (Jnaneswar, 2016). More recent Indian evidence continues to position work-life balance as a major HR concern in technology

employment. Ali and Siddiqui (2026) further demonstrate that work-life balance can be closely connected to both job satisfaction and commitment among Indian IT employees.

H2: Workplace-environment factors are significantly associated with work-life balance among IT employees.

2.4 Workplace environment and organisational commitment

Organisational commitment reflects the bond between employees and their organisation. The thesis describes commitment as a sense of responsibility toward organisational mission and goals and examines superior-subordinate relationship, work-life balance, teamwork, job satisfaction, respect and equality as predictors.

This model recognises that commitment may emerge not only from formal organisational systems but also from employees' accumulated experience of relationships and treatment. Supportive supervisors can represent the organisation in employees' day-to-day experience. Teamwork can create social embeddedness, while respect and equality can reinforce perceptions of fair membership. Work-life balance and job satisfaction can further shape whether employees view continued organisational association positively.

Recent evidence from South Indian IT employees reports positive relationships between work culture, work-life balance and workplace commitment (Wilson et al., 2025). Ali and Siddiqui (2026) also report an interconnected pattern among work-life balance, job satisfaction and organisational commitment in the Indian IT sector. The commitment model in the present study therefore complements a growing literature that treats commitment as an outcome of both relational and work-life conditions.

H3: Workplace-environment and employee-experience factors are significantly associated with organisational commitment among IT employees.

2.5 Research gap

Much workplace research examines a single outcome or a narrow environmental dimension. This can obscure the possibility that different employee outcomes are associated with different combinations of workplace conditions. The present study addresses this issue by using a common sample and reporting separate models for job satisfaction, work-life balance and organisational commitment.

The study also provides evidence from Kerala, a major Indian technology location with established IT hubs but a more limited representation in the international workplace-environment literature than larger metropolitan technology centres. The central contribution is therefore not a claim that one workplace factor universally dominates all others. Instead, the paper compares outcome-specific configurations and shows how the strongest standardized associations differ across satisfaction, balance and commitment.

3. Objectives

1. To examine the association between workplace-environment factors and job satisfaction among IT employees in Kerala.
2. To examine the association between workplace-environment factors and work-life balance among IT employees in Kerala.
3. To examine the association between workplace-environment and employee-experience factors and organisational commitment among IT employees in Kerala.
4. To compare the standardized regression coefficients within each outcome model to identify the dimensions showing the strongest unique statistical associations.

4. Methodology

4.1 Research design and population

The study is descriptive and analytical and uses a quantitative survey design. The target population comprised employees working in IT companies registered under the Companies Act and operating in IT parks in Kerala. The thesis identified 1,053 registered IT companies and a total employee population of 135,364 within the sampling frame. The calculated final sample size was 460 respondents.

4.2 Sampling and respondents

The thesis reports the use of simple random sampling. The final sample included 238 employees from Technopark, 210 from Infopark and 12 from the third sampled IT hub. The source chapters are inconsistent in naming the third hub, referring to Cyberpark in one section and Kinfrapark in another. This paper therefore preserves the verified numerical distribution without silently reconciling that naming inconsistency.

4.3 Instrument and data collection

Primary data were collected through a structured questionnaire developed around the objectives of the doctoral study after consultation with academicians, IT experts and HR managers. A five-point Likert response format ranging from Strongly Agree to Strongly Disagree was used. The questionnaire was pre-tested among 150 IT employees. The thesis reports the use of Cronbach's alpha during instrument refinement and the removal of statements with reliability values below .70. The pilot study was conducted from June to September 2021, while the final survey was administered to 460 IT employees from February to August 2022.

4.4 Statistical analysis

The doctoral analysis used stepwise multiple linear regression to examine the three employee outcomes. The present paper reports the final retained model for each outcome and interprets relative predictor strength using standardized beta coefficients (β), not unstandardized B coefficients. This distinction is important because predictors may be measured on scales with different variances. Model significance is assessed using the ANOVA F statistic and p value, while R^2 and adjusted R^2 describe explained variance within the analysed sample.

5. Results

5.1 Workplace environment and job satisfaction

The final job-satisfaction model included nine predictors and was statistically significant, $F(9,450)=1496.919$, $p<.001$. The model produced $R=.984$, $R^2=.968$ and adjusted $R^2=.967$, with a standard error of the estimate of 2.85830. Thus, the final model accounted for 96.8% of the observed variance in job satisfaction within the sample.

Model	R	R^2	Adjusted R^2	Std. Error
Job satisfaction	.984	.968	.967	2.85830

Table 1. Model summary for job satisfaction. Source: doctoral thesis primary-data analysis.

Predictor	B	SE	β	t	p
Infrastructure facilities	.783	.032	.676	24.093	<.001
Teamwork	.374	.046	.373	8.164	<.001

Recognition	.382	.032	.379	11.985	<.001
Superior-subordinate relationship	.751	.079	.159	9.516	<.001
Communication	.649	.088	.280	7.350	<.001
Security	.218	.077	.078	2.825	.005
Respect	.551	.089	.212	6.159	<.001
Training	.224	.051	.178	4.426	<.001
Organisational culture	.076	.033	.060	2.329	.020

Table 2. Final regression coefficients predicting job satisfaction. Source: doctoral thesis primary-data analysis.

All nine retained predictors were statistically significant at the 5% level. Infrastructure facilities showed the largest standardized coefficient ($\beta=.676$), followed by recognition ($\beta=.379$), teamwork ($\beta=.373$), communication ($\beta=.280$), respect ($\beta=.212$), training ($\beta=.178$), superior-subordinate relationship ($\beta=.159$), security ($\beta=.078$) and organisational culture ($\beta=.060$). H1 is therefore supported for the final model.

5.2 Workplace environment and work-life balance

The final work-life-balance model included teamwork, organisational culture, equality, respect and recognition. The model was statistically significant, $F(5,454)=1013.782$, $p<.001$, with $R=.958$, $R^2=.918$ and adjusted $R^2=.917$. The standard error of the estimate was 4.46841.

Model	R	R ²	Adjusted R ²	Std. Error
Work-life balance	.958	.918	.917	4.46841

Table 3. Model summary for work-life balance. Source: doctoral thesis primary-data analysis.

Predictor	B	SE	β	t	p
Teamwork	.896	.063	.908	14.294	<.001
Organisational culture	.560	.035	.447	16.031	<.001
Equality	.714	.068	.473	10.562	<.001
Respect	1.208	.143	.473	8.450	<.001
Recognition	.372	.047	.375	7.841	<.001

Table 4. Final regression coefficients predicting work-life balance. Source: doctoral thesis primary-data analysis.

All five predictors were positive and significant. Teamwork displayed the largest standardized coefficient ($\beta=.908$). Equality and respect each had $\beta=.473$, followed by organisational culture ($\beta=.447$) and recognition ($\beta=.375$). This differs from an interpretation based on unstandardized B values, under

which respect appears numerically largest. Standardized coefficients are used here for within-model comparison because they place predictors on a common standardized metric. H2 is supported.

5.3 Workplace environment and organisational commitment

The final commitment model included superior-subordinate relationship, work-life balance, teamwork, job satisfaction, respect and equality. It was statistically significant, $F(6,453)=1814.980$, $p<.001$. The model produced $R=.980$, $R^2=.960$ and adjusted $R^2=.960$, with a standard error of 1.29172.

Model	R	R ²	Adjusted R ²	Std. Error
Organisational commitment	.980	.960	.960	1.29172

Table 5. Model summary for organisational commitment. Source: doctoral thesis primary-data analysis.

Predictor	B	SE	β	t	p
Superior-subordinate relationship	1.686	.042	.873	40.092	<.001
Work-life balance	.183	.012	.441	14.715	<.001
Teamwork	.204	.013	.500	15.739	<.001
Job satisfaction	.022	.010	.053	2.073	.039
Respect	.342	.048	.323	7.186	<.001
Equality	.137	.023	.218	5.925	<.001

Table 6. Final regression coefficients predicting organisational commitment. Source: doctoral thesis primary-data analysis.

All six predictors were statistically significant at the 5% level. Superior-subordinate relationship had the largest standardized coefficient ($\beta=.873$), followed by teamwork ($\beta=.500$), work-life balance ($\beta=.441$), respect ($\beta=.323$), equality ($\beta=.218$) and job satisfaction ($\beta=.053$). H3 is supported.

5.4 Comparative interpretation of the three models

The three models show a notable outcome-specific pattern. Infrastructure facilities are most prominent in the job-satisfaction model, teamwork is most prominent in the work-life-balance model, and superior-subordinate relationship is most prominent in the commitment model. The results therefore do not support reducing workplace quality to a single dominant factor. Instead, different aspects of the work environment appear to align with different employee outcomes.

Outcome	R ²	Largest standardized coefficient	β
Job satisfaction	.968	Infrastructure	.676

		facilities	
Work-life balance	.918	Teamwork	.908
Organisational commitment	.960	Superior-subordinate relationship	.873

Table 7. Comparison of the strongest standardized coefficient in each final model.

6. Discussion

The findings indicate that workplace environment is associated with job satisfaction, work-life balance and organisational commitment, but the configuration of relevant factors differs across the three outcomes. This is an important distinction. A workplace intervention designed to improve satisfaction may not operate through exactly the same mechanisms as an intervention designed to strengthen commitment or improve work-life balance.

For job satisfaction, infrastructure facilities have the largest standardized coefficient. This suggests that, within the final model, the material and functional conditions enabling employees to do their work are strongly associated with how positively they evaluate their jobs. In IT employment, infrastructure is not merely aesthetic. Reliable systems, appropriate workspaces and adequate resources can directly affect task friction, efficiency and daily work experience. The significance of recognition, teamwork and communication alongside infrastructure nevertheless shows that satisfaction is not exclusively physical.

The work-life-balance model presents a different pattern. Teamwork has a very large standardized coefficient and is followed by equality, respect, organisational culture and recognition. One plausible interpretation is that balance is partly a collective organisational experience. When teams coordinate effectively, employees may be better able to distribute work, obtain support and manage periods of high demand. Equality and respect may also matter because access to flexibility and consideration of personal responsibilities can be experienced as unfair when organisational practices are inconsistently applied.

The prominence of teamwork in the WLB model is compatible with the broader literature showing that work-life balance in IT settings depends on organisational support rather than solely on individual time-management behaviour. Jnaneswar (2016), studying IT employees in Kerala, reported significant relationships involving work-life balance and organisational support for work-life balance. Contemporary Indian research continues to emphasise flexibility, organisational support and work-life practices as important features of the IT employment experience.

The commitment model again changes the picture. Superior-subordinate relationship has the largest standardized coefficient, followed by teamwork and work-life balance. This highlights the relational character of organisational commitment. Employees encounter the organisation partly through supervisors, and the quality of that relationship can shape trust, support and identification. The result is also practically important because organisations sometimes attempt to build commitment through corporate-level initiatives while underestimating the daily influence of line managers.

The positive association between work-life balance and commitment is consistent with recent research. Wilson et al. (2025) reported positive relationships between work-life balance, work culture and commitment among IT employees in South India. Ali and Siddiqui (2026) likewise found that work-life balance was significantly connected to job satisfaction and organisational commitment among IT employees in Uttar Pradesh. Although their mediation model differs from the present regression design, the studies collectively point to work-life conditions as relevant to employees' organisational attachment.

The three models also illustrate why standardized and unstandardized coefficients must not be conflated. In the work-life-balance model, respect has the largest unstandardized B (1.208), but teamwork has the largest standardized β (.908). Because the present paper compares relative predictor strength within each regression model, standardized beta coefficients provide the more appropriate basis for that comparison. Finally, the very high R^2 values—.968 for job satisfaction, .918 for work-life balance and .960 for commitment—require careful interpretation. They are reported exactly as they appear in the doctoral analysis. Such levels of explained variance are uncommon in behavioural research and could reflect genuinely strong overlap among workplace constructs, characteristics of the measurement model, common-method variance, multicollinearity or other features of the dataset. The present paper does not alter these values, but it avoids treating them as proof of causal or near-deterministic relationships.

7. Theoretical Implications

The study contributes to workplace-environment research by demonstrating the usefulness of an outcome-specific rather than one-dimensional view. The factors most strongly associated with satisfaction, balance and commitment are not identical. This supports conceptualising workplace environment as a system of physical, relational, cultural and fairness-related conditions.

The results also suggest that relational factors become especially prominent when the outcome concerns employees' connection to work and organisation. Teamwork is strongest in the work-life-balance model, while superior-subordinate relationship is strongest in the commitment model. In contrast, infrastructure is strongest for job satisfaction. This pattern provides a basis for future research that explicitly separates resource, relational, cultural and justice dimensions of workplace environment.

The paper further contributes contextual evidence from Kerala's IT sector. Rather than assuming that findings from larger national or international technology centres transfer unchanged, the study documents associations observed among employees working within Kerala's IT ecosystem during the 2022 data-collection period.

8. Managerial Implications

For job satisfaction, managers should not dismiss infrastructure as a basic hygiene issue once an office is operational. Employees' ability to perform knowledge work depends on reliable technological and physical resources. Infrastructure investment should therefore be evaluated from the employee's task experience, not only from facility standards.

For work-life balance, the findings point strongly toward team-level management. Organisations can establish flexible-work policies centrally, but employees experience workload and flexibility through teams. Work allocation, backup arrangements, communication norms, meeting practices and mutual support can determine whether formal flexibility actually produces balance.

For organisational commitment, the superior-subordinate relationship deserves particular attention. Organisations should develop managers not only as technical or delivery leaders but also as people managers. Managerial accessibility, respectful communication, consistent treatment, developmental feedback and support during high-demand periods can become important parts of the employee-organisation relationship.

Across the three outcomes, recognition, respect and equality repeatedly appear in the models. These should not be treated as symbolic HR language. Recognition systems should be credible and timely;

respect should be embedded in everyday interactions; and equality should be reflected in access to opportunities, flexibility and managerial attention.

The overall implication is that workplace quality cannot be improved through a single programme. Physical resources, team processes, supervisory behaviour, communication, culture and fairness should be managed as an integrated employee-experience system while recognising that particular interventions may be more directly relevant to particular outcomes.

9. Limitations and Future Research

The study is cross-sectional, and the regression coefficients therefore indicate associations within the sample rather than causal effects. Longitudinal research could examine whether changes in workplace conditions precede changes in satisfaction, work-life balance or commitment.

The measures were collected through a common structured questionnaire. This creates the possibility of common-method effects. Future studies should combine employee perceptions with supervisor ratings, HR records, objective work indicators or temporally separated measurements.

The very high R^2 values warrant replication and diagnostic examination. Future analysis using respondent-level data should assess inter-construct correlations, variance inflation factors and tolerance, scale construction, discriminant validity, common-method variance and regression residuals. These checks would strengthen confidence in the distinctiveness of the constructs.

The use of stepwise regression is another limitation. Although it reflects the original doctoral analysis and is retained transparently here, stepwise procedures can be sample-dependent. Future studies should specify predictor sets from theory in advance and use hierarchical regression, confirmatory factor analysis or structural equation modelling where appropriate.

The data were collected in 2022. IT work has continued to evolve through hybrid work, artificial intelligence adoption and changing labour-market conditions. Replication using current samples would help establish which relationships remain stable and which have changed.

Finally, the source chapters contain inconsistent naming of the third IT hub in the sampling frame. The numerical sample distribution is clear, but future submission materials should verify the correct hub name against the original questionnaire administration records before publication.

10. Conclusion

This study examined workplace-environment factors associated with job satisfaction, work-life balance and organisational commitment among 460 IT employees in Kerala. The three final regression models were statistically significant, but they revealed different patterns of predictor strength.

Infrastructure facilities showed the largest standardized association with job satisfaction. Teamwork showed the largest standardized association with work-life balance. Superior-subordinate relationship showed the largest standardized association with organisational commitment. The findings therefore reinforce a multidimensional understanding of workplace environment: what matters most can depend on the employee outcome under consideration.

For IT organisations, the practical message is not simply to create a 'good workplace' in the abstract. Organisations need reliable infrastructure for effective work, teams that support coordination and balance, supervisors who build constructive relationships, and systems that reinforce recognition, respect, equality and communication. These dimensions together shape employees' experience of the workplace.

The results are reported from the original doctoral analysis without altering the sample size or statistical output. Because the research is cross-sectional and the reported explained variance is unusually high, the findings should be interpreted cautiously and tested through future multi-source and longitudinal research.

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