

From Workplace Environment to Employee Experience: Examining Employee Engagement and Job Satisfaction in the Indian It Industry

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Significant changes in workplace conditions in the Indian IT industry are being brought about by digitalisation, acceleration of technology, changing expectations of employees and greater adoption of hybrid and flexible work arrangements. In this context, employee experience has grown in importance to understand how work conditions shape employees' attitudes and behaviours. The current study examined the effect of workplace environment on employee experience, employee engagement and job satisfaction and the mediating effect of employee experience on these relationships. The research design was quantitative, cross-sectional and explanatory-correlational. The primary data was collected from 450 employees working in Indian IT industry using structured questionnaire and five-point Likert scale. A purposive sampling approach supported by convenience access was adopted in which respondents were accessed via professional networks, organisational contacts, LinkedIn based groups and electronic survey distribution. IBM SPSS and AMOS were used to analyse data by regression and mediation analysis. The results show the positive relationships between workplace environment and employee experience, employee engagement and job satisfaction. Employee experience also has a positive effect on employee engagement and job satisfaction. In addition, employee experience is a key mediator in the relationship between workplace environment and employee engagement and job satisfaction. The results indicate that HR managers and organisational leaders are encouraged to adopt an integrated employee-centred approach with supportive leadership, autonomy, recognition, psychological safety, technological support and flexible working arrangements. The study further contributes by positioning employee experience as an important explanatory mechanism linking workplace environment to engagement and job satisfaction in Indian IT context.

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1. Introduction

Digitalisation, technological acceleration, changing employee expectations and widespread acceptance of flexible and hybrid work arrangements are fundamentally transforming the modern workplace. These changes have altered the organisational focus from designing workspaces primarily around productivity and operational efficiency to designing workspaces that support employee well-being, meaningful work, autonomy, inclusion, and sustained organisational attachment. Such transformation is crucial for the Indian Information Technology (IT) industry where knowledge-intensive work, rapid technological change, high-skill requirements, project-based employment, global client interactions and demanding performance expectations co-exist with increasingly flexible modes of working. Recent evidence in the Indian IT sector indicates that organisational culture, leadership, flexibility, learning opportunities, work-family demands, and career advancement are becoming increasingly important in determining employee outcomes and organisational effectiveness (George et al., 2021; Agrawal et al., 2025).

In this changing scenario, employee experience is now considered as a broader human-centric concept that organisations can use to understand how employees perceive and make sense of their interactions with work, technology, people, leadership, organisational systems, and workplace practices. This idea is an evolution of traditional approaches where job satisfaction was considered the main indicator of employee well-being. Employee experience is the sum of the perceptions that employees form through multiple touchpoints in the organization, thus linking workplace conditions to employee attitudes and behaviours. Tucker (2020) notes that organisations are increasingly embedding employee experience into their engagement programs, particularly since organisations with

better engagement results are more likely to develop managerial capabilities around employee experience. Malik et al. (2023) conceptualise employee experience as an important antecedent of employee engagement within a digitally enabled HR ecosystem, demonstrating how technology-supported HR systems can reshape employees' interactions with organisations.

The work environment is a crucial foundation for this experience. The workplace environment can be conceptualised as a multidimensional configuration that includes the physical work setting, organisational culture, leadership and supervisory support, interpersonal relationships, work-life balance, job autonomy, recognition and rewards, psychological safety, technological and work-system support, and flexible or hybrid working conditions, rather than being limited to physical facilities. Indian IT Organizations' evidence shows the relationship of organisational culture, leadership practices, and job design with job satisfaction and employee stress. Supportive work arrangements can lead to healthier employee outcomes (Rafi, 2024). Similarly, research on psychological safety in the Indian IT context highlights the need for supportive work relationships to enable employees to feel safe and valued within technologically aggressive and stressful organisations. As remote and hybrid arrangements change employees' experiences of autonomy, communication, coordination, work-life boundaries and organisational connection, so too has the meaning of workplace environment broadened further with flexible working. Studies on Indian IT employees have shown significant relationships between hybrid work settings, employee well-being and job satisfaction and have also highlighted challenges in coordination and communication due to flexibility (Babu & Suhasini, 2024; Kaur & Dharamveer, 2024).

Thus, the connection between workplace environment and employee outcomes should not be seen only as a direct relationship between

organisational conditions and satisfaction. A more complete perspective suggests a progression from workplace conditions → employee perceptions → employee experience → employee attitudes and behaviours. In this sequence, employee experience plays a significant role as employees do not react mechanically to organisational practices but instead interpret workplace encounters and make holistic judgements about their employment relationship. For example, Lee and Kim (2023) show that the physical, technological, and cultural dimensions of employee experience are relevant to job satisfaction and broader employee outcomes. Recent empirical research has also found a positive relationship between employee experience and employee engagement, further supporting the argument that experience can serve as an important mechanism in which organisational practices develop into employee attitudes and behaviours. Malik et al. (2023) provide particularly relevant evidence in the Indian IT context by positioning employee experience as a missing link between digitally enabled HR practices and employee engagement.

Employee engagement and job satisfaction are conceptually distinct but closely related employee outcomes. Engagement is the degree to which employees invest cognitive, emotional and behavioural energies in their work, while job satisfaction refers to employees' evaluative and affective reactions to their job and its characteristics. So an employee can be satisfied with pay, work conditions or company policies without necessarily exhibiting high levels of energy and involvement in work. In contrast, an employee may be highly engaged in challenging and meaningful work, but unhappy with some employment conditions. An analysis of the two constructs together thus enables a more complete evaluation of the employee experience. Studies on the Indian IT industry show that employee engagement is influenced by organisational climate, work culture, knowledge-sharing systems, organisational support, and changing work arrangements (Gautam & Kothari, 2021; George et al., 2021; Chidambaram et al., 2024). Job satisfaction is also of strategic importance

because it is associated with retention, organisational attachment, well-being and performance. Recent Indian IT research has shown that employer branding, work environment, work life balance, and hybrid work arrangements can play a significant role in satisfaction related outcomes (Sharma et al., 2025; Kaur & Dharamveer, 2024).

But as the evidence has accumulated, an important research problem remains. Existing Indian IT studies have studied workplace environment, flexible work, organisational culture, employee experience, engagement or job satisfaction generally as separate relationships. Recent research has begun to link employee experience to engagement and satisfaction. However, the processes that transform workplace conditions into employees' holistic experiences and, in turn, into engagement and job satisfaction have not yet been sufficiently integrated into a single empirical framework. This limitation is even more critical in the Indian IT industry where the industry is facing technological disruption, high-performance expectations, talent mobility, skill depreciation, project pressures, hybrid work arrangements and ongoing retention challenges all at the same time. Recent studies of Indian IT professionals confirm the vulnerability of the sector to rapid technological change and occupational volatility and thus strengthen the case for understanding how organisational conditions shape employee outcomes through experiential processes. The present study therefore aims to fill this void by positioning employee experience as a potential mediating mechanism between workplace environment and the two important employee outcomes of engagement and job satisfaction.

- **Research Objectives**

1. To examine the effect of workplace environment on employee experience among employees in the Indian IT industry.
2. To examine the effect of workplace environment on employee engagement.
3. To examine the effect of workplace environment on job satisfaction.

4. To examine the effect of employee experience on employee engagement.
5. To examine the effect of employee experience on job satisfaction.
6. To examine the mediating role of employee experience between workplace environment and employee engagement.
7. To examine the mediating role of employee experience between workplace environment and job satisfaction.

• Research Questions

- Q1** Does workplace environment significantly influence employee experience?
- Q2** Does workplace environment significantly influence employee engagement?
- Q3** Does workplace environment significantly influence job satisfaction?
- Q4** Does employee experience significantly influence employee engagement?
- Q5** Does employee experience significantly influence job satisfaction?
- Q6** Does employee experience mediate the relationship between workplace environment and employee engagement?
- Q7** Does employee experience mediate the relationship between workplace environment and job satisfaction?

Theoretically, the study contributes by incorporating workplace environment, employee experience, employee engagement and job satisfaction into a coherent explanatory framework and by treating employee experience as a possible mechanism rather than an outcome. Empirically it extends recent evidence on workplace conditions and employee outcomes by simultaneously examining direct and indirect relationships. Contextually, the study contributes to the evidence from the Indian IT industry, which is marked by technologically intensive work, flexible work structures, demanding skill requirements and considerable talent mobility. Managerially, the findings can help IT organisations to shift from stand-alone HR interventions toward an integrated employee-centred approach comprising supportive leadership, organisational culture, autonomy, recognition, psychological safety, technological enablement and flexible working conditions. This

is in line with recent evidence that employee experience, innovative talent practices, shared leadership, and digitally enabled HR systems can shape employee outcomes in technology-intensive organisations. To summarise, the goal of the work is to show that employee outcomes are not only a function of individual workplace practices but also are the outcome of how employees experience and interpret those practices collectively. The rest of the paper reviews the relevant literature and foundations of theory, develops the conceptual framework and hypotheses, describes the research methodology, reports the empirical findings, discusses the results in relation to prior research, and concludes with theoretical, managerial and research implications.

2. Literature Review and Hypothesis Development

2.1 Theoretical Foundation

This study is primarily based on the Job Demands-Resources (JD-R) model and also uses the Social Exchange Theory (SET) for explanation. The JD-R model is a particularly appropriate theoretical base as the modern work environment is made up of the combination of job demands and resources that shape employees' psychological states and work-related outcomes. Recent developments in JD-R theory have highlighted the role of job resources, such as autonomy, social support, leadership support, opportunities for development, feedback, and supportive working conditions, in triggering a motivational process that leads to work engagement and other positive organisational outcomes (Bakker et al., 2023).

The workplace environment in the Indian IT industry can be understood from a JD-R perspective largely in terms of resources which enable employees to perform their work while satisfying psychological and professional needs. Organisational support, leadership support, autonomy, recognition, career development, flexibility and supportive work relationships can reduce the psychological costs of demanding IT work and at the same time promote employees' motivation, learning and personal growth. For

example, Lee and Jo (2023) found a positive effect of autonomy as a job resource on employee engagement. More generally, JD-R research shows that supportive supervision, autonomy and development opportunities contribute to the motivational pathway underlying engagement.

In particular, the JD-R perspective is relevant for knowledge-intensive IT work, where employees are regularly confronted with tight deadlines, technological change, project pressures and blurred work/non-work boundaries. Indian IT research shows that stress, telecommuting, organisational support and work orientation affect employees' work engagement and well-being (Madhavaram et al., 2022; Prasad et al., 2023). Therefore, a positive work environment can be a pool of resources that affect the employees' perceptions, interpretations and experiences of their employment relationship.

SET extends the JD-R theory by uncovering the reciprocal mechanism of employees' reactions to positive workplace conditions. Thus, when employees feel that the organization cares about their well-being, has supportive leadership, recognises their contributions and provides them with development opportunities, they may perceive these practices as indications that the organization values them. The norm of reciprocity then motivates employees to reciprocate these positive exchanges with positive attitudes and behaviours. Recent studies utilising SET have shown that organisational support is positively associated with engagement, and supportive leadership can trigger positive reactions from employees (Kurtessis et al., 2020; Usman et al., 2021). Thus, JD-R explains the resource and motivational mechanism, whereas SET explains the relational and reciprocal mechanism through which workplace conditions can affect employee experience, engagement and satisfaction.

2.2 Workplace Environment and Employee Experience

The employee experience is increasingly a broader concept where employees evaluate their encounters with the organization across physical,

technological, social and cultural dimensions. Employee attitudes have often been viewed as responses to specific HR practices in isolation. Employee experience provides a holistic view of perceptions created by multiple organisational touchpoints. Lee and Kim (2023) conceptualised employee experience in terms of physical, technological and cultural experiences and found positive experiences, especially cultural and physical experiences, linking to positive job attitudes and organisational outcomes. Their findings also show employee experience is related to job satisfaction and psychological well-being.

Thus, workplace environment is an important antecedent of the employee experience. Physical working conditions, technological infrastructure, communication systems, organisational culture, leadership behaviour and interpersonal relationships together determine whether employees perceive their workplace as supportive and meaningful. In an interview study of IT professionals, Zutavern and Seifried (2021) found that interpersonal factors were particularly important in employees' everyday workplace experiences and identified a positive association between perceptions of the work environment and organisational commitment. This is particularly the case for IT organisations, where employees are continuously interacting with technological systems, virtual teams, managers, and organisational processes.

The move to remote and hybrid work has pushed the definition of workplace environment even further. Workplace experience is no longer restricted to the physical office. Technology, home working conditions, flexibility, communication and managerial support are increasingly part of employees' overall experience. Studies with Indian IT employees show that organisational and supervisory support was especially important in work-from-home situations (Pandey et al., 2023). Similarly, research on remote workers has revealed that support from leaders and colleagues is associated with work-life balance and job satisfaction (Buonomo et al., 2024). These results suggest that the workplace environment determines employee

experience via both traditional organisational characteristics and modern digitally mediated work arrangements . Thus:

H1: Workplace environment has a significant positive effect on employee experience.

2.3 Workplace Environment and Employee Engagement

Employee engagement is a positive work-related state, characterised by vigour, dedication and absorption. According to JD-R theory, job resources trigger a motivational process that increases employees' psychological investment in their work (Bakker et al., 2023). Therefore, workplace environments that are autonomous, supportive of leadership, social support, recognition and opportunities for growth can promote employees to devote more of their cognitive, emotional and behavioural energy to their work. There is empirical evidence for this proposition. Lee and Jo (2023) found perceived autonomy support to be a significant predictor of employee engagement. Che et al. (2022) demonstrated that employee-organization relationships influence work engagement and work well-being for knowledge-based employees. Similarly, research on social support has found that support from colleagues and supervisors predicts subsequent work engagement positively (Simbula et al., 2023).

The relationship is particularly visible in the IT sector. In a study among Indian IT employees, telecommuting was positively associated with work engagement while work-related stress was negatively associated with engagement (Prasad et al., 2023). Furthermore, the study of Indian IT and pharmaceutical R&D employees found that high-quality leader–member exchange results in higher psychological empowerment and subsequently, work engagement (Singh et al., 2020). Thus, when the work environment provides sufficient resources and supportive relationships employees are more likely to experience the psychological conditions which encourage ongoing engagement. Therefore:

H2: Workplace environment has a significant positive effect on employee engagement.

2.4 Workplace Environment and Job Satisfaction

Job satisfaction is the positive overall evaluation that employees give to their job and work experiences. It is determined by the extent to which organisational conditions meet employees' expectations in terms of meaningful work, leadership, autonomy, recognition, interpersonal relationships, working conditions and work-life balance. As Tavárez de Henríquez and Domínguez Valerio (2023) state, job satisfaction is a positive emotional state from the appraisal of the job and the experiences at work, and is affected by leadership, relationships, engagement and other employment conditions.

Hence the workplace environment is an important contextual basis of job satisfaction. Supportive leadership and participative work arrangements can improve employees' perceptions of fairness, control and recognition. For instance, job satisfaction has been linked to participation in the workplace and supportive leadership can foster positive attitudes among employees through reciprocal exchange processes. Furthermore, studies based on SET have found positive correlations between job satisfaction and work environment, indicating that positive organisational conditions can improve employees' attachment to their employment relationship (Xuecheng et al., 2022).

This relation can also be seen from the Indian IT settings. The study on remote worker of employees of IT enabled industry at Hyderabad found that remote worker characteristics, technology and teamwork were studied within the framework of job satisfaction. Occupational stress was found to be an important contextual factor. More recent evidence on Indian IT employees also finds job satisfaction to be an important mechanism linking work-related resources to psychological well-being. Hence:

H3: Workplace environment has a significant positive effect on job satisfaction.

2.5 Employee Experience and Employee Engagement

Employee experience is the aggregate interpretation employees make about their interactions with company systems, people, technologies and working conditions. A positive experience can create a feeling that work is supportive, meaningful, manageable and aligned with employees' needs. These perceptions provide a psychological foundation for employees to invest energy and attention in their roles. The relationship is in line with JD-R theory because the employee experience is a measure of employees' judgement of the resources available to them in their working environment. When employees feel that organisations provide supportive practices, autonomy, constructive relationships, and sufficient technological and physical conditions, these experiences might activate motivational processes that lead to engagement. Positive physical and cultural employee experiences are associated with job-related outcomes and are related to job satisfaction and psychological well-being (Lee and Kim, 2023). Similarly, interpersonal and organisational supportive conditions, such as social support and organisational identification, have been linked to work engagement (Simbula et al., 2023).

Thus, employee experience may serve as a proximal psychological mechanism translating work characteristics into engagement. In the Indian IT context, employees simultaneously engage with digital platforms, managers, teams, clients and organisational systems. The quality of these experiences can influence whether employees are merely executing prescribed duties or are cognitively and emotionally immersed in their work. Consequently:

H4: Employee experience has a significant positive effect on employee engagement.

2.6 Employee Experience and Job Satisfaction

Employee experience and job satisfaction are closely related, but they are different concepts. Job satisfaction is an overall assessment of one's job, whereas employee experience is the broader set of perceptions and interactions that inform

that assessment. Thus, positive experiences in physical, technological, cultural, social and organisational touchpoints should result in positive job evaluations.

Empirical research is directly supportive of this proposal. Lee and Kim (2023) found that employee experience affects job satisfaction and psychological well-being, and that the quality of physical and cultural experiences has a meaningful role in employees' subsequent attitudes. Research on remote employment also points to the importance of leaders' and colleagues' support for employees' job satisfaction and work-life balance (Buonomo et al., 2024). The findings suggest that employees do not evaluate their job separately from their daily experiences. Rather, the overall evaluation of job quality is built up from the repeated experience of support, fairness, autonomy, flexibility and effective working conditions.

This relationship is particularly relevant in the Indian IT sector, where employees are required to work with rapidly changing technologies, project-based work, hybrid arrangements, and high productivity expectations. Thus, a positive employee experience might enhance employees' perceptions of organisational fit and employment quality and, consequently, strengthen job satisfaction. Therefore:

H5: Employee experience has a significant positive effect on job satisfaction.

2.7 Mediating Role of Employee Experience

The main theoretical contribution of the present study is to propose employee experience as a mediator between workplace environment and employee outcomes. A great deal of the current work has emphasised the direct associations between workplace conditions and engagement or satisfaction, yet the route from workplace features to employee outcomes is not likely to be solely through direct motivational processes. First, employees perceive and interpret organisational conditions, and then these experiences can shape their work attitudes.

This rationale is supported by the JD-R model that suggests that resources at work activate motivational processes. Supportive leadership, autonomy, flexibility, social relationships, recognition and development opportunities are not just objective characteristics, but partly their importance is determined by how employees see and experience them. Thus, employee experience can be viewed as a proximal mechanism through which workplace resources can be translated into engagement and satisfaction. Bakker et al. (2023) highlight that JD-R theory is increasingly incorporating person–situation interactions and work–home processes, strengthening the claim that how employees interpret work conditions impacts future outcomes.

SET further buttresses the mediation argument. When employees receive supportive organisational treatment, they tend to interpret the treatment as a signal of the organization's investment and concern. This implies mutual obligations that may be reflected in higher engagement and positive job attitudes. Studies on perceived organisational support have shown that when an organization treats its employees well, it leads to employee engagement through social-exchange processes (Abdullah et al., 2020; related applications in recent studies).

The empirical importance of this mechanism is especially evident in IT work. Indian evidence suggests that workplace support, flexible work arrangements, telecommuting and leadership relationships influence engagement and well-being. International evidence suggests that employee experience influences job satisfaction and organisational outcomes. However, very little research has conceptualised the workplace environment as the antecedent, employee experience as the explanatory mechanism, and employee engagement and job satisfaction as the outcomes simultaneously especially in the Indian IT industry. Thus, the proposed mediation model contributes to the existing literature by explaining not only if the workplace environment influences employees but also how workplace conditions are experienced and translated into positive

employee outcomes. Accordingly, the following mediation hypotheses are posited:

H6: Employee experience significantly mediates the relationship between workplace environment and employee engagement.

H7: Employee experience significantly mediates the relationship between workplace environment and job satisfaction.

2.8 Research Gap

Although considerable scholarly attention has been paid to workplace environment, employee engagement and job satisfaction, important gaps remain in understanding how the contemporary workplace conditions translate into employees' overall work experiences especially in the Indian IT industry. Previous research has mostly concentrated on direct relationships between workplace features and employees' outcomes. Studies based on the Job Demands–Resources (JD-R) model have shown that job resources such as autonomy, social support, leadership and organisational support can increase engagement and well-being, and research on job satisfaction has highlighted the significance of leadership, working conditions, recognition and work–life balance. However, these studies tend to treat employee experience as an outcome or a descriptive concept, rather than a central explanatory mechanism linking workplace conditions to employee outcomes.

The second gap is the fragmented approach to employee experience. Most of the current literature is inclined to discuss one element, such as telework, organisational culture, leadership, technological infrastructure, or work-life balance, separately. Hence there is limited empirical understanding of employee experience as a holistic construct comprising employees' cumulative interactions with the physical, technological, social and organisational environment. This is more pronounced in the Indian IT industry where hybrid work, digital collaboration, high dependence on technology, project-based work and changing employee expectations have altered the nature of workplace experience.

Third, relatively limited research has simultaneously examined employee engagement and job satisfaction as distinct outcomes of workplace environment while considering employee experience as a mediator. However, it is unclear whether positive workplace conditions directly affect engagement and satisfaction, indirectly affect engagement and satisfaction via employee experience, or both. Furthermore, much of the existing evidence comes from Western or non-IT contexts, limiting its applicability to India's rapidly expanding IT sector. This study fills these gaps by developing and empirically testing an integrated model where the Workplace Environment influences Employee Experience, Employee Engagement and Job Satisfaction, while Employee Experience mediates the relationships between Workplace Environment and both employee outcomes. This framework provides a more comprehensive explanation of the transformation of workplace

conditions into meaningful employee outcomes in the contemporary Indian IT context.

2.9 Conceptual Framework

The proposed conceptual framework, drawing from the above theoretical arguments, conceptualises Workplace Environment (WE) as the exogenous construct, Employee Experience (EX) as the core mediating construct and Employee Engagement (EE) and Job Satisfaction (JS) as the endogenous outcome constructs. Direct and indirect relationships are included in the model. The direct paths from workplace environment to engagement and job satisfaction permit us to examine whether workplace conditions impact outcomes beyond employee experience. The indirect paths tell us whether employee experience is involved in these relationships. The framework can therefore be represented:

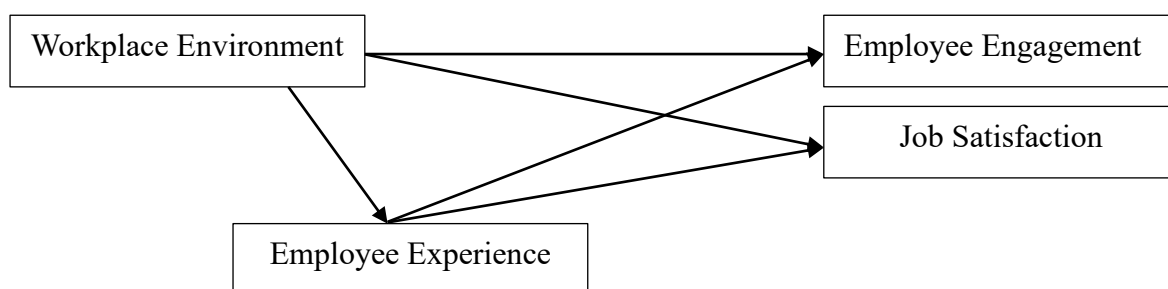


Figure 1: Conceptual Framework of the Study

3. Research Methodology

3.1 Research Philosophy and Approach

The study is carried out with a positivist research philosophy, where the relationship between work environment, employee engagement and job satisfaction of the employees working in Indian IT industry is objectively examined. Positivism is suitable where phenomena are operationalised as measurable constructs and relationships are empirically tested using statistical procedures. The study is of a deductive nature, i.e. it starts from relationships and hypotheses that are derived from theory and tested on primary empirical data. A quantitative methodology is

followed as the research requires a systematic measurement of employees' perceptions via structured scales and statistical evaluation of relationships between latent constructs. Recent empirical studies in the Indian IT sector have also used quantitative survey designs to study employee satisfaction, engagement and workplace related outcomes. For example, Rafi (2024) analysed the workplace environment and job satisfaction among IT employees in India using quantitative survey data and Urs et al. (2024) studied the association between job satisfaction and employee engagement in Indian IT/ITES organisations.

3.2 Research Design

The research design used is quantitative, cross-sectional and explanatory-correlational. Quantitative design permits numerical measurement and statistical comparison of employee perceptions of workplace conditions, engagement, and job satisfaction. As data are collected from respondents at a single point in time, rather than by means of repeated observations, a cross-sectional design is appropriate. The explanatory-correlational orientation is selected as the study aims not only to describe the experiences of employees but to establish the strength and direction of the relationships between the workplace environment and the key dimensions of employee experience. Large employee sample studies using structural equation modelling have been successfully applied in recent Indian IT research using cross-sectional survey designs. For example, Sreehitha (2024) employed a cross-sectional online survey of 495 Indian IT employees and investigated the relationships between person-job, person-organisation, person-technology fit and employee engagement using SEM.

3.3 Study Context and Population

The study is based on the Indian Information Technology industry which includes software development companies, IT-enabled services, business-process outsourcing organisations, technology consulting firms, digital service providers, multinational technology corporations and domestic IT enterprises. The target population is employees working in IT organisations across major technology centres in India including Bengaluru, Hyderabad, Chennai, Mumbai, Delhi-NCR, Gurugram and other emerging IT locations. Eligibility is provided to employees who are working in an IT organization, are at least 18 years of age and have enough experience of organisations to assess their working environment and employment experience. It is recommended that a period of at least six months of continuous work experience be required to ensure that respondents have enough exposure to organisational practices,

workplace conditions and management processes. Includes permanent and contractual/full-time employees. Excludes interns, temporary trainees and employees with less than six months' organisational experience. This population is important as per recent Indian research which shows the importance of employee satisfaction, engagement and work environment in the IT sector.

3.4 Sampling Technique and Sample Size

A purposive sampling technique with the help of convenience access is proposed as it is difficult to get a comprehensive sampling frame of all the employees in IT across India. Respondents are contacted through professional networks, organisational contacts, professional groups on LinkedIn and electronic distribution of the survey. The target sample is 450 employees with a minimum required sample of about 384 respondents based on 95% confidence level and 5% margin of error for a large population. After screening and eliminating incomplete or invalid questionnaires, 400 usable responses are recommended for the final analysis which corresponds to an effective response rate of 88.89% of the 450 questionnaires distributed. The sample size is sufficient for covariance-based SEM and allows reliable estimation of measurement and structural models. Some recent Indian IT-sector studies have used similar samples ranging from 220 to almost 500 respondents for employee related SEM and survey studies, thus suggesting the viability of the proposed sample.

3.5 Measurement Instrument

Data are collected via a structured questionnaire based on validated measurement scales adapted from previous empirical literature. The workplace environment is operationalised by indicators of the physical and psychosocial work setting, organisational support, work conditions, interpersonal relationships and managerial practices. Employee engagement is measured by indicators that reflect employees' vigour, dedication and absorption in their work, while

job satisfaction measures employees' overall satisfaction with their job, work conditions, autonomy and organisational environment. The items were adapted from existing scales and modified to suit the Indian IT-sector context without changing the underlying conceptual meaning. Recent research supports the appropriateness of structured multi-item instruments for investigating employee engagement and job satisfaction in IT/ITES context. For instance, Urs et al. (2024) reported high internal consistency for measures of job satisfaction and employee engagement in an Indian IT/ITES sample.

3.6 Questionnaire Design

The questionnaire is divided into two major sections. Section 1 gathers information on demographics and employment, including age, gender, educational qualification, organisational position, type of employment, work experience, type of organization and work arrangement. The second part comprises statements measuring the main research constructs. The perceptions of respondents are recorded with a five-point Likert scale consistently: 1= strongly disagree; 5 = strongly agree. The questionnaire is mainly administered in English as the dominant professional language in the IT industry of India.

3.7 Data Collection Procedure

The structured questionnaire is disseminated online and offline where possible to collect the primary data. Before accessing the questionnaire, each potential respondent is presented with a brief description of the study purpose and an informed-consent statement. Participation is voluntary and respondents are informed that their responses will be used solely for academic research. We protect anonymity by not asking for personally identifying information. Screening questions are used to ensure that respondents are currently employed in an Indian IT organization and have a minimum of six months of work experience. Collected responses are screened for missing values, excessive straight-lining, duplicate submissions and inconsistent response patterns.

Incomplete and unusable questionnaires were excluded from the statistical analysis.

3.8 Common Method Bias

The study addresses potential common method bias (CMB) through procedural and statistical remedies since workplace environment, employee engagement and job satisfaction are measured through one single self-administered questionnaire. Respondents are assured anonymously that there are no right or wrong answers, construct sections are clearly defined, and neutral language is used to decrease evaluation apprehension and response consistency. Harman's single-factor test is done by entering all the measurement items into an exploratory factor analysis without rotation. CMB is seen as problematic if a single factor arises or if one factor explains more than 50% of the total variance. Current empirical research still uses Harman's test as a first diagnostic of common methods bias in cross-sectional questionnaire studies.

3.9 Data Analysis

The data collected are analysed using IBM SPSS and AMOS. Descriptive statistics are used at the beginning to summarise respondent characteristics and construct-level responses. The measurement model is tested using confirmatory factor analysis (CFA). Standardised loadings of indicators, Cronbach's alpha, composite reliability (CR), average variance extracted (AVE), convergent validity and discriminant validity are examined. Indicator loadings of around 0.70 and above, Cronbach's alpha and CR values of 0.70 and above, and AVE values of 0.50 and above are considered as adequate measures of measurement quality. Discriminant validity is assessed with the Fornell-Larcker criterion and HTMT where appropriate. Recent SEM applications show how CR, AVE, CFA and discriminant-validity procedures are used to establish measurement-model adequacy.

The structural model is then tested in AMOS to verify the hypothesised relationships. The fit of the model statistics were examined alongside the path coefficients (β), standard errors, critical

ratios/t-values and p-values. Bootstrapping provides robust estimates and confidence intervals of the hypothesised direct effects. The effect sizes and confidence intervals (CI) are also reported and interpreted in terms of the practical magnitude of the relationships and the precision with which they are estimated, not only the p-value, in addition to reporting statistical significance. Recent SEM research illustrates the application of bootstrap procedures to structure path estimation and hypothesis testing.

3.10 Ethical Considerations

Ethical principles are followed in all aspects of the research process. Participants are provided with informed consent prior to commencement and are fully informed of the academic purpose

of the study, the voluntary nature of their participation and the expected completion time. Participation does not entail any financial or employment obligation and the respondents can leave at any time before submitting their responses. We do not collect unnecessary personal identifiers and report findings in aggregate form only to ensure confidentiality and anonymity. Data is stored securely and used only for academic purposes. Where required, before the initiation of data collection, the research protocol is submitted to the affiliated institution for institutional ethical approval. Such practices align with recent Indian IT-sector research that explicitly states informed consent and institutional ethical approval for employee surveys.

4. Results and Analysis

4.1 Respondent Profile

Table 1: Respondents Demographic Profile

S No.	Demographic Characteristics	Category	N	%
1	Age	18-25 years	105	23.3
		26-35 years	167	37.1
		36-45 years	113	25.1
		46-55 years	48	10.7
		Above 55 years	17	3.8
2	Gender	Female	177	39.3
		Male	271	60.2
		Other	2	0.4
3	Education	Undergraduate degree	215	47.8
		Diploma	30	6.7
		M.Phil./Ph.D.	14	3.1
		Postgraduate degree	174	38.7
		Other	17	3.8
4	Designation	Entry-level/Junior employee	103	22.9
		Executive/Associate	133	29.6

		Middle-level manager	115	25.6
		Senior leadership/Executive level	89	19.8
		Other	10	2.2
5	Work Experience	Less than 1 year	44	9.8
		1-3 years	120	26.7
		4-6 years	116	25.8
		7-10 years	104	23.1
		More than 10 years	66	14.7
6	Tenure in Organisation	6 months-1 year	71	15.8
		1-3 years	151	33.6
		3-5 years	122	27.1
		5-10 years	76	16.9
		More than 10 years	30	6.7
7	Type of IT Organisation	Digital services organisation	48	10.7
		Domestic IT company	59	13.1
		IT-enabled services/BPO	74	16.4
		IT/software development company	128	28.4
		Multinational technology company	85	18.9
		Technology consulting firm	48	10.7
		Other	8	1.8
8	Work Arrangement	Flexible/variable arrangement	45	10.0
		Fully office-based	132	29.3
		Fully remote	57	12.7
		Hybrid	216	48.0
9	Monthly Income	Below ₹30,000	39	8.7
		₹30,001–₹50,000	85	18.9
		₹50,001–₹75,000	117	26.0
		₹75,001–₹1,00,000	87	19.3
		Above ₹1,00,000	101	22.4
		Prefer not to say	21	4.7
10	Work Location	Bengaluru	114	25.3
		Chennai	43	9.6
		Delhi-NCR/Gurugram	69	15.3

		Hyderabad	67	14.9
		Mumbai	80	17.8
		Pune	44	9.8
		Others	33	7.3

The demographic profile of the 450 respondents included in the study is presented in Table 1. The most common age group was 26-35 years old (37.1%) followed by 36-45 years old (25.1%) and 18-25 years old (23.3%) – the workforce was mostly young and mid-career. Respondents were 60.2% male and 39.3% female. In terms of education, 47.8% had undergraduate degrees and 38.7% had postgraduate qualifications, which indicates a highly educated sample. The largest group for designation was Executive/Associate employees (29.6%) followed by middle level managers (25.6%). Work experience was widely

spread, with 26.7% having 1-3 years of experience and 25.8% having 4-6 years of experience. Hybrid working was the most common working type (48.0%), followed by working in a fully office-based environment (29.3%). IT/software development companies were the biggest organisational category (28.4%). The majority of the respondents were from Bengaluru (25.3%). The income levels were quite varied, with 26.0% earning ₹50,001–₹75,000 per month

Reliability Analysis of Questionnaire

Table 2: Reliability Analysis of Questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.963	39

Table 2 shows that the 39-item questionnaire has a Cronbach's alpha of 0.963, which indicates that the measurement items have very high internal consistency. For research instruments, alpha values above 0.70 are generally acceptable (De et al., 2021). Very high alpha values indicate high inter-item consistency. Thus, the obtained coefficient confirms that the questionnaire is a

highly consistent measure of the constructs related to the workplace environment, employee engagement and job satisfaction. However, as warned by Sijtsma and Pfadt (2021), an alpha that is too high can sometimes be an indication of redundant items. In general, the instrument shows acceptable reliability for further empirical analysis.

Descriptive Statistics

Table 3: Descriptive Statistics and Data Normality

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
WE1	450	3.4778	.92271	-.285	.115	-.189	.230
WE2	450	3.4733	.96044	-.189	.115	-.396	.230

WE3	450	3.4867	.88595	-.288	.115	-.034	.230
WE4	450	3.4867	.97453	-.158	.115	-.515	.230
WE5	450	3.5044	.98144	-.140	.115	-.653	.230
WE6	450	3.5178	.91554	-.070	.115	-.575	.230
WE7	450	3.5244	.92266	-.217	.115	-.438	.230
WE8	450	3.5356	.90030	-.088	.115	-.507	.230
WE9	450	3.4956	.88604	-.122	.115	-.634	.230
WE10	450	3.4778	.93946	-.114	.115	-.478	.230
EX1	450	3.5133	.87073	-.183	.115	-.190	.230
EX2	450	3.4667	.89542	-.199	.115	-.193	.230
EX3	450	3.5133	.88343	-.050	.115	-.443	.230
EX4	450	3.5400	.88514	-.373	.115	-.037	.230
EX5	450	3.5044	.97232	-.261	.115	-.369	.230
EX6	450	3.5022	.87847	-.175	.115	-.058	.230
EX7	450	3.4844	.97906	-.207	.115	-.541	.230
EX8	450	3.5333	.94622	-.247	.115	-.331	.230
EX9	450	3.5200	.93713	-.148	.115	-.513	.230
EX10	450	3.5111	.95610	-.208	.115	-.404	.230
EE1	450	3.6044	.89988	-.205	.115	-.459	.230
EE2	450	3.5711	.91538	-.185	.115	-.308	.230
EE3	450	3.5533	.92385	-.106	.115	-.598	.230
EE4	450	3.5800	.92914	-.260	.115	-.421	.230
EE5	450	3.6067	.91678	-.274	.115	-.267	.230
EE6	450	3.5867	.90423	-.324	.115	-.111	.230
EE7	450	3.6244	.90228	-.248	.115	-.280	.230
EE8	450	3.5689	.89089	-.237	.115	-.334	.230
EE9	450	3.5800	.88996	-.272	.115	-.225	.230
JS1	450	3.4333	.93258	-.103	.115	-.550	.230
JS2	450	3.4889	.91321	-.205	.115	-.269	.230
JS3	450	3.4800	.92035	-.216	.115	-.393	.230
JS4	450	3.4578	.95056	-.199	.115	-.427	.230
JS5	450	3.4556	.97589	-.236	.115	-.443	.230
JS6	450	3.4711	.90793	-.174	.115	-.255	.230
JS7	450	3.4600	.97151	-.297	.115	-.363	.230
JS8	450	3.3933	.92885	-.373	.115	-.119	.230
JS9	450	3.3422	.91181	.014	.115	-.333	.230

JS10	450	3.4556	.94104	-.282	.115	-.120	.230
Valid N (listwise)	450						

Table 3 reveals that all 450 observations were valid. The means ranged from 3.3422 to 3.6244, indicating moderately positive perceptions of workplace environment (WE), employee experience (EX), employee engagement (EE) and job satisfaction (JS). Standard deviations ranged from 0.87073 and 0.98144 indicating reasonable response variability. Skewness values ranged from -0.373 to 0.014 and kurtosis values ranged from -0.653 to -0.034 , which are within commonly accepted limits for approximate normality (Kline, 2020). Thus, the distributions

Common Method Bias (CMB)

do not show a significant departure from normality and are suitable for further multivariate analysis. The relatively higher engagement scores indicate comparatively favourable employee involvement, consistent with evidence that supportive workplace conditions foster positive employee outcomes in Indian IT organisations (Rafi, 2024; Sharma et al., 2025).

Table 4: Common Method Bias (CMB)

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.204	41.549	41.549	16.204	41.549	41.549
2	3.099	7.947	49.496			
3	2.440	6.256	55.753			
4	2.285	5.859	61.611			
5	.679	1.742	63.353			
6	.645	1.654	65.007			
7	.622	1.595	66.602			
8	.594	1.524	68.126			
9	.588	1.509	69.635			
10	.574	1.472	71.107			
11	.554	1.420	72.526			
12	.520	1.334	73.860			
13	.508	1.301	75.161			
14	.501	1.285	76.446			
15	.494	1.266	77.712			
16	.480	1.230	78.942			
17	.473	1.212	80.154			

18	.461	1.182	81.336			
19	.444	1.138	82.474			
20	.430	1.104	83.578			
21	.427	1.096	84.674			
22	.415	1.064	85.737			
23	.405	1.039	86.776			
24	.398	1.019	87.796			
25	.388	.994	88.790			
26	.382	.981	89.771			
27	.369	.946	90.716			
28	.358	.917	91.634			
29	.354	.907	92.540			
30	.338	.867	93.407			
31	.329	.844	94.251			
32	.321	.824	95.075			
33	.312	.799	95.874			
34	.301	.772	96.646			
35	.285	.731	97.376			
36	.275	.706	98.082			
37	.264	.677	98.759			
38	.248	.636	99.395			
39	.236	.605	100.000			
Extraction Method: Principal Component Analysis.						

To assess potential common method bias (CMB), Harman's single factor test with Principal Component Analysis was used (see Table 4). The findings show that the eigenvalue of the first component is 16.204 and it accounts for 41.549 % of the total variance which is below the usual 50 % cut-off. Thus, no single factor accounts for the majority of the variance, indicating that common method bias is unlikely to pose a serious

threat to the findings of the present study. This result is consistent with recent methodological literature which suggests that a dominant single factor explaining >50% of variance may be indicative of substantial CMB (Fuller et al., 2021). However, Harman's test is known to have limitations and should not be considered as conclusive evidence that CMB is absent (Baumgartner et al., 2021; Podsakoff et al., 2024).

Measurement Model Assessment

Table 5: Construct Reliability and Validity

Construct	Items	Standardized loadings	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Workplace Environment (WE)	WE1	0.751	0.929	0.929	0.753
	WE2	0.757			
	WE3	0.757			
	WE4	0.767			
	WE5	0.776			
	WE6	0.700			
	WE7	0.708			
	WE8	0.751			
	WE9	0.777			
	WE10	0.790			
Employee Experience (EX)	EX1	0.742	0.927	0.927	0.748
	EX2	0.757			
	EX3	0.747			
	EX4	0.706			
	EX5	0.775			
	EX6	0.720			
	EX7	0.773			
	EX8	0.766			
	EX9	0.716			
	EX10	0.780			
Employee Engagement (EE)	EE1	0.777	0.924	0.924	0.759
	EE2	0.758			
	EE3	0.740			
	EE4	0.775			
	EE5	0.748			
	EE6	0.795			
	EE7	0.747			

Job Satisfaction (JS)	EE8	0.734	0.930	0.930	0.755
	EE9	0.755			
	JS1	0.762			
	JS2	0.744			
	JS3	0.755			
	JS4	0.754			
	JS5	0.784			
	JS6	0.730			
	JS7	0.787			
	JS8	0.754			
	JS9	0.750			
	JS10	0.732			

Table 5 shows the evaluation of reliability and convergent validity of the measurement model for Workplace Environment (WE), Employee Experience (EX), Employee Engagement (EE) and Job Satisfaction (JS). The standardised factor loadings are between 0.700 and 0.795, indicating that all the measurement items are equal to or above the commonly recommended threshold of 0.708, and the few items of 0.700–0.707 are marginally acceptable with the overall evidence at the construct level. Recent PLS-SEM guidelines have highlighted that indicator loadings of approximately 0.708 indicate that an indicator explains about 50% of its variance through the latent construct (Hair & Alamer, 2022; Hair et al., 2023).

The results also indicate a good reliability of internal consistency. Cronbach's alpha is 0.924, 0.927, 0.929 and 0.930 for EE, EX, WE and JS respectively and the corresponding CR values are the same. These values are much higher than the

suggested criterion of 0.70, confirming that the items consistently measure their respective constructs. Current methodological research recommends examining both Cronbach's alpha and composite reliability when evaluating reflective PLS-SEM measures (Sarstedt et al., 2022). Moreover, the reliability coefficients are below 0.95, meaning that the indicators do not present problematic redundancy.

The AVE values of 0.748–0.759 are well above the recommended minimum value of 0.50, indicating adequate convergent validity. Therefore, each construct explains more than half of the variance in its indicators, which supports the adequacy of the measurement model (Hair & Alamer, 2022; Sarstedt et al., 2022). In general, the results suggest that the four constructs have sufficient reliability and convergent validity and therefore can be retained for future structural-model and hypothesis testing.

Table 6: Discriminant Validity of Construct

	WE	EX	EE	JS
WE	0.868			
EX	0.551	0.865		
EE	0.580	0.669	0.871	

JS	0.608	0.625	0.647	0.869
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The results in Table 6 show that there is good discriminant validity between Workplace Environment (WE), Employee Experience (EX), Employee Engagement (EE) and Job Satisfaction (JS). The diagonal values (square root of AVE) range from 0.865 to 0.871 and the inter-construct correlations range from 0.551 to 0.669. The Fornell–Larcker criterion is achieved when the diagonal values of each construct are higher than

their correlations with other constructs. The strongest association is between EX and EE (0.669), followed by EE and JS (0.647), suggesting meaningful but empirically distinguishable relationships. The results support the distinctiveness of the constructs and confirm the adequacy of the measurement model (Hair et al., 2022; Sarstedt et al., 2022).

Table 8: Goodness Model Fit

The goodness of model Fitness Index	CMIN/Df	GFI	AGFI	RMSEA
Calculated Value	0.984	0.929	0.921	0.000
Required Value	<i>Less than 5</i>	<i>More than 0.9</i>	<i>More than 0.90</i>	<i>Less than 0.08</i>

As shown in Table 8, the proposed structural model provides an excellent overall fit to the observed data. The CMIN/DF value of 0.984 is well below the recommended threshold of 5, indicating very little difference between the hypothesised and observed covariance matrices. Similarly, the GFI (0.929) and AGFI (0.921) are greater than the threshold value of 0.90 indicating a good absolute fit of the model. Importantly, the

RMSEA of 0.000 indicates almost no approximation error and an extremely good fit of the model. Taken together, these results support that the proposed model is a good representation of the empirical data and can be used for future hypothesis testing. Current SEM guidance suggests evaluating multiple complementary fit indices, rather than relying on a single statistic (Kline, 2023; Stone, 2021; Zyphur et al., 2023).

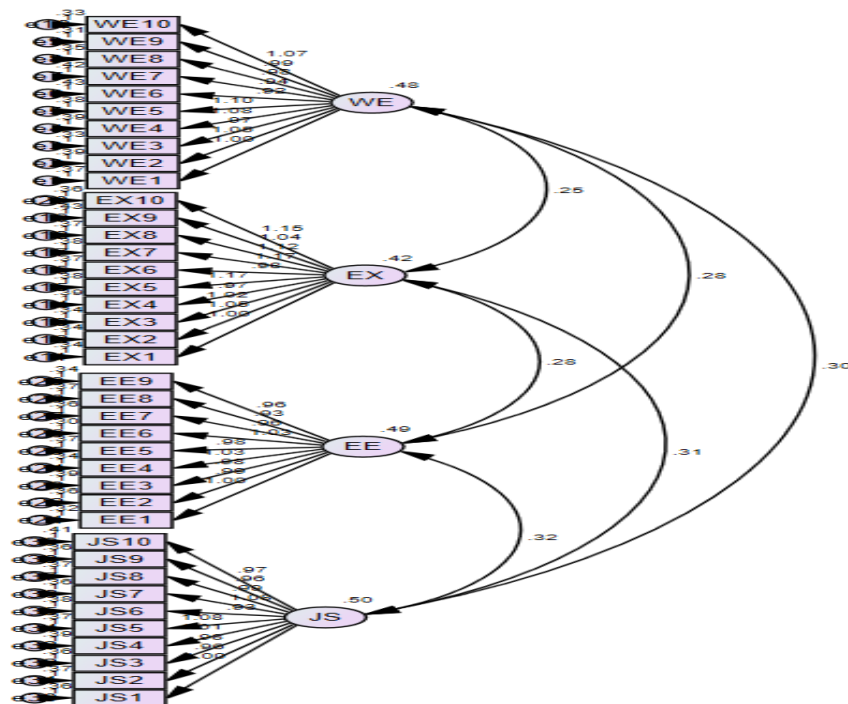


Figure 2: Measurement Model

4.2 Regression Analysis

The results of the regression analysis to test the hypothesised relationships between Workplace Environment (WE), Employee Experience (EX), Employee Engagement (EE) and Job Satisfaction (JS) in the Indian IT industry are presented in Table 9. The results show that all five proposed hypotheses are statistically significant with the support of data. The standardised estimates are positive for all relationships indicating that improvements in the environment of the workplace and employee experience are associated with corresponding improvements in employee experience, engagement and job satisfaction. All the relationships have t-values that are significantly higher than the traditional cut-off point of 1.96 and p-values are given as .000, which is statistically significant at the level of 1%.

Hypothesis H1 indicated that the Workplace Environment (WE) has a significant effect on the Employee Experience (EX). The results show a standardised estimate of 0.513 with a t-value of 10.110 and a p-value of .000. That the coefficient is relatively large and positive means that workplace environment is a strong predictor of employee experience. Therefore, employees who

experience a positive work environment such as a supportive, comfortable, well-equipped, collaborative and conducive environment for effective work are more likely to report a positive employee experience. The high t-value further supports the robustness of this relation, resulting in the acceptance of H1. This indicates that the employee experience is not only a matter of individual perception, but is strongly shaped by the wider organisational and workplace context.

H2 studied the direct relationship between Workplace Environment (WE) and Employee Engagement (EE). The standardised estimate of 0.342, t-value of 6.625 and p-value of .000 indicate a significant positive relationship. The coefficient is relatively lower than that for WE → EX, but the result confirms that a favourable workplace environment contributes meaningfully to employees' emotional and cognitive involvement in their work. Employees who are working in an environment with adequate resources, good relations with others, managerial support and good working conditions are more likely to be enthusiastic, committed and involved. Thus, H2 is supported.

H3 argued that Workplace Environment (WE) has a significant impact on Job Satisfaction (JS).

The results indicate a standardised estimate of 0.356, a t-value of 7.026 and a p-value of .000. The positive sign indicates that the better the conditions of the workplace, the higher the job satisfaction of the employees. The results indicate that organisational initiatives to develop supportive, comfortable and employee-oriented work environments can enhance employees' satisfaction with their jobs and working conditions. Therefore, H3 is supported, which confirms that workplace environment is an important determinant of job satisfaction in the Indian IT context.

H4 examined the association between Employee Experience (EX) and Employee Engagement (EE). The standardised estimate (0.485), t-value (8.306) and p-value (.000) indicate a strong and statistically significant positive relationship. The size of the coefficient shows that employee experience is an important factor in determining engagement. Employees are more likely to be psychologically and behaviourally invested in their work when there are positive touchpoints in their interactions with the organization (e.g. supportive management, meaningful work, effective communication, appropriate resources, positive workplace interaction). So, H4 is confirmed.

H4 examined the association between Employee Experience (EX) and Employee Engagement

(EE). The standardised estimate (0.485), t-value (8.306) and p-value (.000) indicate a strong and statistically significant positive relationship. The size of the coefficient shows that employee experience is an important factor in determining engagement. Employees are more likely to be psychologically and behaviourally invested in their work when there are positive touchpoints in their interactions with the organization (e.g. supportive management, meaningful work, effective communication, appropriate resources, positive workplace interaction). So, H4 is confirmed.

Summing up, the regression results provide robust empirical support for the proposed model. The strongest relationship among the examined relationships is $EX \rightarrow JS$ ($\beta = 0.535$) followed by $WE \rightarrow EX$ ($\beta = 0.513$) and $EX \rightarrow EE$ ($\beta = 0.485$). The results demonstrate that employee experience is a key mechanism in the workplace–employee relationship that connects positive workplace conditions to positive employee outcomes. The results indicate the need for Indian IT organisations to move beyond traditional workplace management to a holistic employee-experience approach that can strengthen engagement and job satisfaction at the same time.

Table 9: Hypothesis Testing (Regression Analysis)

S No.	Hypothesis testing	Standardized Estimates	t-value	p-value	Results
H1	$WE \rightarrow EX$	0.513	10.110	.000	Supported
H2	$WE \rightarrow EE$	0.342	6.625	.000	Supported
H3	$WE \rightarrow JS$	0.356	7.026	.000	Supported
H4	$EX \rightarrow EE$	0.485	8.306	.000	Supported
H5	$EX \rightarrow JS$	0.535	9.119	.000	Supported

4.3 Mediation Analysis

Table 8: Mediation analysis: Employee Experience (EX) mediates the relationship

between Workplace Environment (WE) and Employee Engagement (EE) and the relationship between Workplace Environment (WE) and Job Satisfaction (JS) Results provide evidence that Employee Experience is an important mediating

mechanism in both relationships. For H6, the indirect path from Workplace Environment to Employee Engagement through Employee Experience (WE $\rightarrow$ EX $\rightarrow$ EE) has a standardised estimate of 0.172, with a t-value of 3.147 and p-value of 0.002. Since the p-value is less than the significance level of 0.05, the mediation effect is significant. Thus H6 is supported, which indicates that good workplace environment is partly responsible for increasing employee engagement by improving the overall experience of employees at work.

Similarly, H7 investigated the mediating role of Employee Experience in the relationship between Workplace Environment and Job Satisfaction (WE $\rightarrow$ EX $\rightarrow$ JS). Standardised estimate 0.171, t-value 2.725, p-value 0.006

indicated a statistically significant indirect effect. H7 is supported since the p-value is less than 0.05. This finding indicates that the quality of the employee experience serves as a mediator in the impact of the work environment on the employee's job satisfaction. The similar mediation coefficients for H6 and H7 suggest that Employee Experience has a significant and slightly similar mediating effect on the two employee outcomes. The overall findings endorse the importance of the workplace environment as a direct organisational factor, and as an antecedent that influences employee experience, which in turns increases employee engagement and job satisfaction. Thus the results provide empirical evidence for the hypothesised employee-experience pathway in the Indian IT industry.

Table 8: Hypothesis Testing (Mediation Analysis)

S No.	Hypothesis testing	Standardized Estimates	t-value	p-value	Results
H6	WE $\rightarrow$ EX $\rightarrow$ EE	0.172	3.147	.002	Supported
H7	WE $\rightarrow$ EX $\rightarrow$ JS	0.171	2.725	.006	Supported

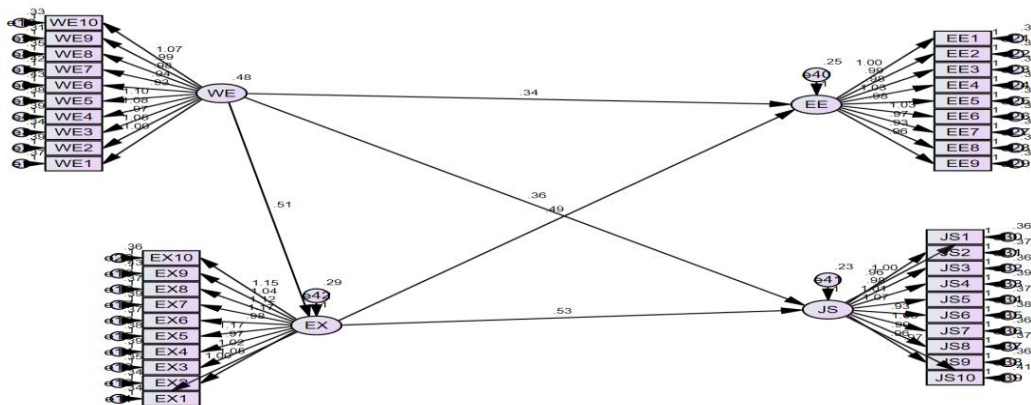


Figure 3: Structural Model

5. Discussion

The findings provide consistent support for the proposed integrated model linking the workplace environment, employee experience, employee engagement and job satisfaction in Indian IT industry. Workplace environment plays a vital role in shaping employee experience as the conditions in which work is done greatly

influence the overall organisational experiences of employees. The work environment also has important positive effects on engagement and job satisfaction, indicating that supportive organisational conditions can influence both the psychological commitment of employees to work and their evaluations of their jobs. In addition, employee experience has a significant effect on

engagement and satisfaction. The mediation findings also provide further support for the role of employee experience as an explanatory mechanism through which workplace environment contributes to engagement and job satisfaction. Direct relationships still matter in addition to the indirect effects, suggesting that the role of employee experience is additive rather than substitutive to that of workplace conditions. This integrative pattern resonates with the emerging view that employee experience is an important bridge between organisational practices and employee outcomes rather than just another organisational outcome (Malik et al., 2023; Grover & Chawla, 2025).

5.1 Workplace Environment → Employee Experience

The positive relationship between workplace environment and employee experience suggests that employees are the authors of their overall organisational experience, at least in part, from the quality of their day-to-day encounters with workplace conditions, managers, colleagues, technologies and organisational systems. The relatively strong association found in the present study suggests that employee experience cannot be separated from the larger context in which employees do their work. This interpretation is in line with the work of Malik et al. (2023), who conceptualised employee experience as an important antecedent of engagement in a digitally enabled HR ecosystem. Their evidence from an IT consulting multinational operating in India shows that employee experience is formed through various organisational and technological touchpoints rather than through discrete HR practices.

The finding also is supported by Lee and Kim (2023) who showed that physical, technological and cultural dimensions of employee experience have meaningful implications for employees' organisational attitudes. This relationship is particularly relevant in the Indian IT context where work is increasingly mediated by digital infrastructure, virtual communication, hybrid arrangements, project teams, and technology-enabled HR systems. It is possible for an

organization to provide technically adequate jobs but generate a negative experience through poor communication, lack of managerial support, limited autonomy or perceptions of unsupportive interactions at work. Similarly, recent Indian studies have indicated that organisational culture, leadership, job design and workplace conditions are important determinants of employee outcomes.

5.2 Workplace Environment → Employee Engagement

The relationship between the workplace environment and employee engagement is particularly well explained by the Job Demands–Resources (JD-R) perspective. According to the contemporary JD-R theory, job resources such as autonomy, social support, leadership support, feedback, and opportunities for development trigger a motivational process, which boosts work engagement (Bakker et al., 2023). In the current context, a supportive work environment can provide employees with the psychological and instrumental resources they require to manage demanding IT work. Employees with the right technology, positive supervisors, strong relationships, flexibility and learning opportunities spend less psychological energy just to get past work obstacles and can instead use that energy to do the work itself.

This analysis is consistent with Lee and Jo (2023) whose open-access study shows the relevance of job resources and autonomy for employee engagement. Likewise, Simbula et al. (2023) showed that supervisor and colleague support are positively related to future work engagement, which supports the argument that engagement is partially shaped by the social experiences of the employees in the workplace. Indian evidence also reveals that psychological climate is related to employee engagement among IT employees, thus highlighting the significance of workplace perceptions rather than only formal organisational policies (Kavyashree & Kulenur, 2023).

5.3 Workplace Environment → Job Satisfaction

The significant relationship between the workplace environment and job satisfaction indicates that employees assess their jobs in the larger organisational setting. Job satisfaction is thus not dependent only on pay or the inherent attributes of a particular job; it is also influenced by leadership, organisational culture, interpersonal relationships, autonomy, flexibility, technology and working conditions. Supportive elements lead employees to have a positive perception of their employment relationship.

This finding is very close to recent Indian IT evidence. Rafi (2024) found significant relationships between workplace environment and job satisfaction of Indian IT employees and stressed the significance of organisational culture, leadership and job design as determinants of employee outcomes. Likewise, Babu and Suhasini (2024) found significant relationships between hybrid-work characteristics, employee well-being, and job satisfaction among IT employees, emphasising the value of flexibility, communication, technology, and working arrangements. Likewise, Kaur and Chowdhry (2024) found that hybrid work can contribute to workplace happiness and job satisfaction through flexibility, autonomy and work-life balance. The present finding thus suggests that supportive workplace conditions continue to be important even as the physical boundaries of the workplace become increasingly flexible.

5.4 Employee Experience → Employee Engagement

The positive impact of employee experience on engagement demonstrates that engagement is influenced not only by individual job characteristics, but also by employees' collective interpretation of their organisational experiences. Positive employee experience can create perceptions of support, meaningfulness, belongingness, competence, and responsiveness of the organization. These perceptions may drive employees to put more cognitive, emotional and behavioural energy into their work.

This finding is particularly in line with Malik et al. (2023) who have specifically positioned employee

experience as a missing link for employee engagement in an AI-enabled HR ecosystem. More recent open-access evidence also directly supports the relationship of employee experience to employee engagement, demonstrating that the quality of employees' organisational journey has implications for their engagement. Such a mechanism is particularly relevant in the Indian IT sector where the employee interacts with managers, colleagues, clients, digital systems, HR platforms and technologies at the same time. Positive experiences at these touchpoints make employees more likely to participate, contribute ideas, collaborate and invest in their roles psychologically.

5.5 Employee Experience → Job Satisfaction

The most significant direct relationship in the model is between employee experience and job satisfaction, which means that employees' holistic interpretation of organisational life is especially important in determining their evaluations of their jobs. Findings This result supports the conceptual differentiation between employee experience and job satisfaction. Experience is broader and includes the cumulative interactions through which satisfaction is formed.

This is consistent with recent Indian evidence. Grover and Chawla (2025) found significant positive relationships between employee experience and job satisfaction among employees in the Indian IT industry. The study also demonstrated the relevance of perceived HR practices and person–organization fit. Their findings add to the present study by showing that satisfaction is affected by the way employees experience organisational practices rather than the mere existence of those practices. This study extends this logic by placing employee experience between workplace environment and satisfaction. Thus, satisfaction can be construed as a downstream evaluative response to the recurrent workplace experiences of support, fairness, autonomy, communication, recognition, technological enablement, and work-life integration.

5.6 Mediating Effect of Workplace Environment → Employee Experience → Employee Engagement

The study's major contribution is the mediation of employee experience in the relationship between workplace environment and employee engagement. The finding indicates that positive workplace conditions affect engagement not only through a direct motivational pathway. Instead, conditions are first understood and accumulated as experiences by the employees, and these experiences, in turn, determine the extent to which they psychologically invest themselves in their work. This mechanism enhances the explanatory power of JD-R theory. Workplace resources such as autonomy, support, technology, flexibility and constructive leadership may be objectively present, but their motivational consequences depend in part on how employees perceive and experience them. More recently, JD-R scholarship has moved toward the study of the interaction between people and their work situations rather than assuming that job resources are universally experienced in the same way (Bakker et al., 2023). The current mediation finding suggests, therefore, a pathway of workplace resources → employee interpretation and experience → engagement.

This finding is also consistent with social-exchange reasoning. When employees are consistently treated supportively, they may interpret this as evidence that the organization values their contributions and their overall well-being. Such perceptions may foster reciprocal responses including greater engagement and willingness to contribute. Research on perceived organisational support also links organisational support to engagement and positive work attitudes. Importantly, the significant direct relationship between workplace environment and engagement and the significant indirect pathway suggests that employee experience increases the explanatory power without reducing the importance of workplace environment.

5.7 Mediating Effect of Workplace Environment → Employee Experience → Job Satisfaction

The second mediation finding suggests that employee experience is another mechanism that translates workplace conditions into job satisfaction. Employees, simply put, do not evaluate workplace conditions in isolation but integrate repeated interactions with the organization into a larger evaluation of their employment. Recent Indian IT research is highly supportive of this interpretation. Grover and Chawla (2025) find that employee experience is positively associated with job satisfaction and is part of a larger process that includes HR practices and person–organization fit. Similarly, data from hybrid IT work suggests that when flexibility, autonomy, communication, and technology create a positive employment experience, they can also increase well-being and satisfaction (Babu & Suhasini, 2024). Thus, the present mediation finding adds a process explanation: partly because they influence how employees experience their employment relationship, organisational conditions become consequential for satisfaction.

5.8 Comparison with Indian IT Industry Literature

The integrated model contributes significantly to contemporary Indian IT literature as previous studies have typically focused on single components of the employee–organization relationship. Rafi (2024) examined working environment, job satisfaction, stress, organisational culture, leadership, and job design, whereas Babu and Suhasini (2024) investigated hybrid work, well-being, and satisfaction. In Bangalore-based IT firms, Sethi et al. (2024) linked digital transformation with employee engagement whereas Kavyashree and Kulenur (2023) studied the psychological climate and engagement of IT employees. Grover and Chawla (2025) added to the literature by empirically relating employee experience, HR practices, person-organization fit and job satisfaction in the Indian IT industry.

This research extends this evidence by combining these strands into a single explanatory framework. The findings indicate that the workplace environment can affect engagement and satisfaction both directly and through

employee experience, rather than treating the workplace environment, experience, engagement and satisfaction as isolated relationships. Thus, the contribution is not that the findings serve to confirm the earlier Indian IT studies, but that the study clarifies the mechanism by which organisational conditions are translated into employee outcomes. This is even more relevant when considering modern Indian IT organisations where hybrid work, digital transformation, fast paced technology changes, talent mobility and changing employee expectations have made the quality of employee experience all the more critical. Evidence from Indian IT organisations further suggests that supportive cultures, psychological safety, flexibility and technology enabled working arrangements can influence employee outcomes. The study overall suggests that organisations should not treat workplace design and employee experience as two separate HR agendas if they want higher engagement and satisfaction. Rather, employee experience can be viewed as the psychological and experiential pathway by which workplace conditions attain meaning for employees.

6. Theoretical and Practical Implications

6.1 Theoretical Implications

The study contributes to the Job Demands–Resources (JD-R) model by showing that workplace resources impact employee outcomes not only via direct motivational processes but also via employees’ overall workplace experiences. Modern JD-R research emphasises the importance of job resources such as autonomy, social support, leadership, and development opportunities in producing positive employee outcomes (Bakker et al., 2023). The current study extends this logic by suggesting that employee experience serves as an experiential mechanism that translates workplace conditions into engagement and job satisfaction. This is in line with the integrated model proposed in the study where the work environment is an antecedent, employee experience is a mediator

and engagement and satisfaction are separate outcomes.

Second, the study contributes to the employee-experience literature by framing employee experience as situated between workplace conditions and employee outcomes, rather than simply treating it as a product of HR practices. This is in line with the findings of Malik et al. (2023) who consider employee experience as an important link between digital-enabled HR practices and employee engagement. Third, we theoretically connect employee engagement and job satisfaction by showing that both are affected by the quality of employees’ cumulative organisational experiences but are conceptually different outcomes. This allows for a more holistic view of employee outcomes than relying on a single attitudinal indicator. Finally, the study provides evidence from an Indian technology intensive workforce where digital work, hybrid arrangements, technological change and occupational pressures make workplace resources especially consequential. Recent Indian IT research (Prasad et al., 2023) also considers working arrangements, technology, teamwork and occupational stress as relevant for employee outcomes.

6.2 Managerial Implications

The statistically significant relationships suggest that managers should consider employee experience as a strategic journey, not as isolated HR initiatives. Thus, HR managers should strengthen managerial support, recognition, career-development opportunities and engagement-oriented HR practices due to the association between workplace environment and employee experience and, subsequently, between employee experience and engagement and satisfaction. When considering contemporary Indian IT work, which blends technological demands with evolving work arrangements, leadership in IT-companies should focus on enhancing organisational communication, psychological support, and flexible/hybrid-work policies. The remote-work conditions and occupational stress of Indian IT employees are

relevant to employee outcomes (Prasad et al., 2023).

Line managers need to be concentrating on regular communication, supportive supervision, meaningful feedback and early detection of workplace stressors. Employee-experience teams should be rolling out systematic feedback systems to monitor how employees experience technology, leadership, collaboration, flexibility and organisational processes. The mediation findings also suggest that interventions should aim to improve the quality of employees' actual workplace experience, rather than only focusing on direct engagement or satisfaction programs. Thus, organisations may leverage regular employee-experience surveys, manager check-ins and targeted corrective actions to proactively identify and address workplace issues. Such implications are particularly applicable to Indian IT organisations given the research emphasis on the role of the workplace environment, organisational culture and leadership as employee-outcome factors (Rafi, 2024).

7. Conclusion

The study concludes that the workplace environment is a significant factor affecting the employee experience, employee engagement and job satisfaction of the employees in the Indian IT industry. The results suggest that a positive working environment leads to a more positive overall employee experience, and that both the working environment and employee experience increase employee engagement and satisfaction. Moreover, employee experience significantly mediates the relationship between workplace environment and employee engagement and workplace environment and job satisfaction.

Therefore, all the research questions are supported. It shows that employees' reactions to working conditions do not depend only on the conditions, but also on the way they experience and interpret their organisational interactions.

The main contribution of the study is the synthesis of workplace environment, employee experience, employee engagement and job satisfaction into one framework. Results confirm that the work environment is an important organisational antecedent, but that the quality of the overall employee experience in the organization mediates the impact of work environment on employee outcomes. This makes employee experience an important explanatory mechanism rather than an organisational outcome only.

Therefore, employee experience needs to be looked at as a strategic HR issue and not just as an employee-welfare issue for the Indian IT industry. Organisations can improve outcomes through a focus on supportive leadership, communication, autonomy, recognition, psychological safety, technological enablement, career development and flexible working arrangements. However, the study has limitations due to its cross-sectional design, self-reported data, purposive and convenience sampling, geographical coverage, industry-specific context, and potential common method bias. Future research should use longitudinal design, cross-country and multi-industry comparisons, qualitative or mixed method approaches, and multigroup analysis by age, gender, experience, and work arrangement. Also, future research may investigate organisational commitment, turnover intention, well-being, productivity and the moderating role of remote or hybrid work.

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