Study the impact of Demographics on Life Domain and Global Life Satisfactions

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Abstract

The world is changing at a fast pace, and it will continue to change faster. This fast change is leading to Volatile, Uncertain, Complex, Ambiguous (VUCA) work environments. Uncontrollable uncertainty is one source of stress for leaders and individuals both in the personal and organizational contexts. Traditional work-life balance interventions are insufficient as they do not consider recent developments in working arrangements, and employment relationships. There is an urgent need for organizations to address this problem holistically. Last few decades, there is growing interest in Global Life Satisfaction (GLS), a component of Subjective well-being and positive psychology, to build the resilience required to tackle stress-related challenges. GLS is, in turn, related to satisfaction with Life Domains (LDS) like career, money & finances, health, friends & family, personal growth, fun & recreation, and the physical environment. The study's objectives are: knowing the impact of demographics like industry, level in the organization, gender, age, marital status, spouse working status, and support status on LDS & GLS; and giving suitable suggestions to improve LDS & GLS. Study results indicated that demographics like industry type, level in the organization, marital Status, and spouse earning status significantly impact LDS & GLS. Comparatively, satisfaction is better with Pharma(Manufacturing sector) executives than IT(Service sector) executives.

Keywords:

1. Introduction

The world is changing at a fast pace, and it will continue to change faster. This fast change is leading to Volatile, Uncertain, Complex, Ambiguous (VUCA) work environments. Uncontrollable uncertainty is one source of stress for leaders and individuals both in the personal and organizational contexts.

Stress can severely affect the employees, their families, organizations, and societies if not appropriately handled. Michie (2002) defined stress as "the psychological and physical state that results when the individual's resources are insufficient to cope with the situations' demands and pressures". Further, he listed the impact of stress: feelings, behavior, thinking, or physical symptoms. Grant and Ferris (2012) elaborated the reasons for the stress: job, financial, work-life balance, interpersonal, unpredictability or risk, and self-induced.

For several years, work-life balance interventions were in use to address employee stress. Naithani (2010) elaborated historical perspectives of the work-life balance initiatives addressing the stress-related problems: The 1980s focus was primarily on the welfare of women with children; The 1990s witnessed the shift to a broader focus on men & women, married & unmarried, and with or without children; Focus is on the 'work-life-balance' discourse. Kelliher, Richardson, and Boiarintseva (2019) argued that the study of work-life balance to date had

adopted a restricted conception of both "work" and "life," which does not take account of recent developments in working arrangements, and employment relationships.

Recent years have seen an increase in research on Subjective Well-Being (SWB). De Neve, Diener, Tay, and Xuereb (2013) opine that the "experience of well-being encourages individuals to pursue capacity-building goals to meet future challenges". Figure 1 depicts the study's theoretical framework model.

Figure 1: Life Satisfaction - Theoretical Framework Model
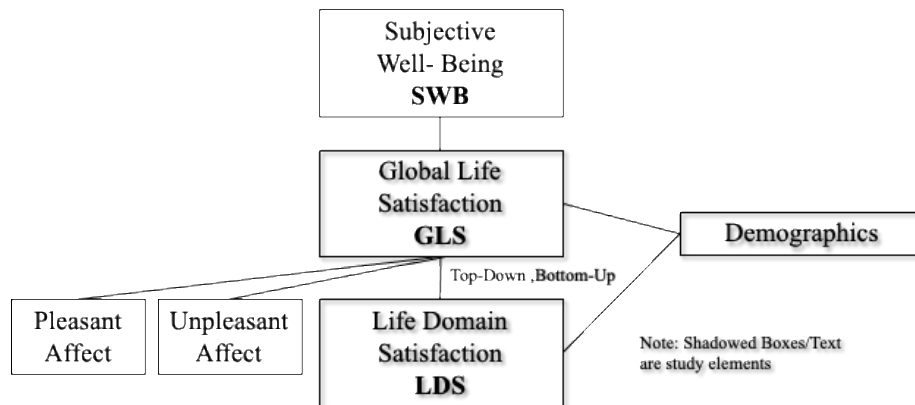
Diener, Suh, Lucas, and Smith (1999) lists critical components of SWB as "1. Pleasant affect, 2. Unpleasant affect, 3. Global Life Satisfaction(GLS)". The first two refer to the affective, emotional aspects, the latter, the cognitive-judgmental aspect. Shin and Johnson (1978) defined GLS as "a global assessment of a person's quality of life according to his chosen criteria".

DiMaria, Peroni, and Sarracino (2020) study indicated that higher life satisfaction countries are characterized by higher efficiency in production.

There were several studies on LDS & GLS and Demographics. Details are covered in the next section. In this study, Life domains covered are career, money & finances, health, life partner, family & friends, fun, personal growth, and physical environment. Demographics covered are industry, level, gender, age, marital status, spouse working, and support status.

2. Review of Literature

Life Satisfaction

Headey, Veenhoven, and Weari (2005) elaborated two types of theories: Bottom-up theories state that our experience in satisfaction of many life domains (LDS) in our lives combines to create our Global life satisfaction(GLS). On the other hand, top-down theories state that our GLS influences our LDS.

Feist, Bodner, Jacobs, Miles, and Tan (1995) opine that it is enough to know that GLS and LDS are closely related for most people.

Life Domains

Rojas (2006) and Loewe, Bagherzadeh, Araya-Castillo, Thieme, and BatistaFoguet (2014) comprehensively reviewed Life Domain literature.

Flanagan (1978) suggested: economic, work, health, relations with spouse, relatives & friends, having & raising children, community & social activities, political & recreational activities, and personal development.

Andrews and Inglehart (1979) considered: income, job, health, leisure, housing, neighbourhood, transportation, and relations with other people.

Day (1987) considered: working activity, family life, social activity, personal health, consumption, ownership of durable commodities and properties, self, spiritual life, recreation, and country's situation.

Alfonso, Allison, Rader, and Gorman (1996) considered school life, job satisfaction, social life, sex life, relationships, self, physical appearance, and family life,

Greenley, Greenberg, and Brown (1997) considered: finances, leisure, family, social life, health, living situation, and medical care access.

Gregg and Salisbury (2001) extended income, health, and safety domains to Alfonso et al. (1996) study.

Salvatore and Sastre (2001) considered: job, money, physical body, spouse, family, friend, leisure, and spiritual life.

Van Praag, Van Praag, and Ferrer-i Carbonell (2004) considered: job, health, marriage, housing, income, social contacts, environment, and politics.

Byrne (2005) considered career, money & finances, health, life partner, family & friends, fun, personal growth, and physical environment.

Cummins (2005) considered material & emotional well-being, health, productivity, intimacy, safety, and community.

Headey et al. (2005) considered work, leisure, marriage, sex life, living standards, friendships, and health.

Argyle (2013) considered money, health, work, social relationships, leisure, housing, and education.

For this study, the life domains chosen are career, money & finances, health, life partner, family & friends, fun, personal growth, and physical environment. These will cover all the domains listed in the above studies.

Demographics

This section details the literature survey for the study objective chronologically to know the impact of Demographics on LDS & GLS.

Andrews and Inglehart (1979) studied the structure of SWB in 9 western societies. His findings are that European countries tend to be more similar to one another than the USA.

Mallard, Lance, and Michalos (1997) studied 42 countries' student data on culture's impact. His findings are that culture does not moderate the LDS and GLS relationship.

Melin, Fugl-Meyer, and Fugl-Meyer (2003) concluded that age and gender are of relatively minor importance. In contrast, a first-generation immigrant and not in good health have more importance on Life Satisfaction.

Beutel, Glaesmer, Wiltink, Marian, and Br¨ahler (2010) study results indicate that increase in age declines satisfaction with health but satisfaction with income, family, living conditions improve.

Varghese and Chirayath (2016) studied the impact of job satisfaction and the organization's level with life satisfaction of Indian IT/ITES, BPO employees.

Dahiya and Rangnekar (2020) study indicated that male, elderly, educated, and higher-income employees perceive higher life satisfaction in the manufacturing sector.

To sum up the section, the studies covered the effect of demographics related to cultures, countries, gender, ages, and levels in the organization. The gap identified is that there is no empirical study done in India and other countries on industry type, marital status, spouse working on a high or low demanding job, and support status.

Problem Statement

From the Literature Review, it is clear that there were no comprehensive empirical comparative research studies done regarding the impact of demographics on LDS & GLS. In the absence of this knowledge, it is problematic for organizations to design the right interventions to improves LDS & GLS.

The study's objectives are:

1.   To know the impact of Demographics on LDS & GLS.

2.   To give suitable suggestions to improve LDS & GLS.

The study with the above objectives will help take up necessary interventions to build resilience to cope with VUCA challenges.

3. Research Methodology
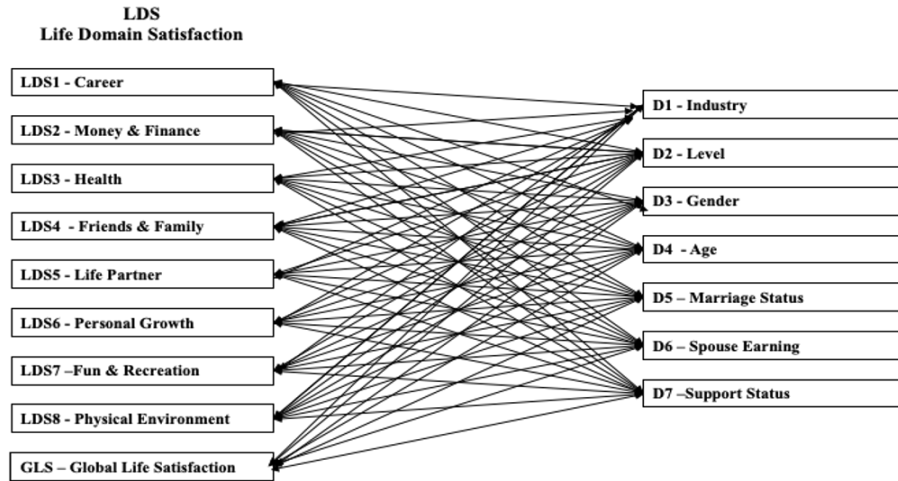
Variables, Model & Hypothesis

As the study's objective is to know the impact of Demographics on LDS & GLS, figure 2 depicts the variables and relationship model between variables.

Hypothesis:

Variables Dj are associated with LDSi & GLS. Where Dj : Demographic Variables j=1,7. LDSi ; Life Domain Satisfaction; i =1,8; GLS: Global Life Satisfaction.

Figure 2: Relationship Model

Participants profile

Sample data of 632 executives collected from four Information Technology(IT) and four Pharmaceutical(Pharma) companies in India through the survey (Sample Size required for the population, as indicated by Krejcie and Morgan (1970), is 384). Companies chosen are start-ups, product companies, multinationals to ensure the coverage. Table 1 summarizes the participants' demographic profile. As can be seen, the number of IT and Pharma participants are nearly the same, which helps in the analysis.

Table 1: Participants Demographic profile

	Nos	%		Nos	%
D1. Industry			**D5. Marital Status**		
IT	314	49.7	Single	196	31.0
Pharma	318	50.3	Married without Children	82	13.0
D2. Level			Married with Children	354	56.0
Junior	147	23.3	**D6. Spouse Earning Status**		
Middle	332	52.5	Not Applicable-Single	196	31.0
Senior	153	24.2	Spouse Not Working	253	40.0
D3. Gender			Spouse Working in Less Demand Job	82	13.0
Male	499	79.0	Spouse Working in high Demand Job	101	16.0
Female	133	21.0	**D7. Support Status**		
D4. Age			Living in Joint Family	211	33.4
20-25	73	11.6	No Support on Daily activities	285	45.1
25-30	179	28.3	External Support on Daily Activities	136	21.5
31-40	213	33.7			
41-50	136	21.5			
51-60	31	4.9			

Reliability tested with Cronbach's alpha is high at 0.9. Henson (2001) indicated, .80 is considered high for research purposes.

4. Results and Discussion

Descriptive Statistics

This section provides the Descriptive Statistics on a scale of 1-10 for all the LDS & GLS and a detailed breakup of Demographics wise details.

Overall

Table 2 provides the overall descriptive statistics. The mean of money & finance (LDS2-6.52) and health (LDS3-7.16) are low compared to other domains indicating a lower level of satisfaction. The highest satisfaction is with the life partner (LDS5-8.39). Standard deviation is also high with money & finance(LDS2-2.00), meaning a significant variance in the satisfaction levels.

Table 2: Overall Statistics

Overall		LDS1	LDS2	LDS3	LDS4	LDS5	LDS6	LDS7	LDS8	GLS
	Mean	7.63	6.52	7.16	7.93	8.39	7.78	7.51	7.71	7.52
	Std.	1.56	2.00	1.69	1.54	1.43	1.41	1.72	1.52	1.56

Industry

Table 3 provides Industry-wise descriptive statistics. The means of LDS & GLS of IT executives are lower compared to Pharma Executives. A relatively significant difference is observed with money & finance(LDS2–5.82,7.20), health(LDS3-6.69,7.61) domains, and GLS(7.07,7.97). Also, all standard deviations are higher with IT executives.

Table 3: Industry-wise Statistics

Industry		LDS1	LDS2	LDS3	LDS4	LDS5	LDS6	LDS7	LDS8	GLS
Pharma	Mean	7.87	7.20	7.61	8.03	8.43	7.96	7.60	7.93	7.97
	Std.	1.34	1.65	1.38	1.38	1.33	1.23	1.56	1.29	1.21
IT	Mean	7.39	5.82	6.69	7.83	8.32	7.61	7.43	7.48	7.07
	Std.	1.73	2.09	1.84	1.69	1.57	1.55	1.88	1.69	1.73

Level

Table 4 provides the Level wise descriptive statistics. The means of LDS & GLS of middle-Level executives are lower compared to junior & senior-level executives. Among others, junior-level executives have relatively high satisfaction with health(LDS3-7.37), friends & family(LDS4-8.39), fun & recreation(LDS5-8.00) satisfaction, whereas senior-level executives have high career (LDS1-7.93) satisfaction.

Table 4: Level wise Statistics

Level		LDS1	LDS2	LDS3	LDS4	LDS5	LDS6	LDS7	LDS8	GLS
Junior Level	Mean	7.74	6.69	7.37	8.39	8.29	7.95	8.00	7.97	7.67
	Std.	1.34	2.01	1.57	1.24	1.17	1.18	1.60	1.34	1.28
Middle Level	Mean	7.45	6.40	7.05	7.77	8.34	7.70	7.34	7.54	7.40
	Std.	1.71	1.99	1.68	1.58	1.53	1.42	1.69	1.57	1.65
Senior Level	Mean	7.93	6.59	7.16	7.85	8.50	7.81	7.42	7.81	7.64
	Std.	1.38	2.01	1.80	1.65	1.32	1.57	1.83	1.53	1.57

Gender

Table 5 provides the gender-wise descriptive statistics. It is observed that the means of LDS and GLS of female and male executives do not differ much except for the female executives, high friends & family(LDS4-8.23) satisfaction.

Table 5: Gender wise Statistics

Gender		LDS1	LDS2	LDS3	LDS4	LDS5	LDS6	LDS7	LDS8	GLS
Female	Mean	7.51	6.66	7.05	8.23	8.32	7.95	7.76	7.89	7.58
	Std.	1.57	1.97	1.76	1.42	1.46	1.22	1.67	1.48	1.43
Male	Mean	7.67	6.48	7.18	7.86	8.40	7.74	7.45	7.66	7.51
	Std.	1.56	2.01	1.67	1.57	1.42	1.45	1.73	1.53	1.59

Age

Table 6 provides the age-wise descriptive statistics. It is observed that the mean of money & finance (LDS2) domain satisfaction increases with the executive's age. Also, young executives (between age 20-25) have high

family & friends(LDS4-8.60), spouse relationships(LDS5-8.80), and fun & recreation(LDS7-8.30) domain satisfaction, whereas senior executives (age > 50) have high career(LDS1-8.00) satisfaction and GLS.

Table 6: Age-wise Statistics

Age		LDS1	LDS2	LDS3	LDS4	LDS5	LDS6	LDS7	LDS8	GLS
Between 20-25	Mean	7.68	6.25	7.38	8.60	8.80	8.01	8.30	7.81	7.52
	Std.	1.89	1.98	1.62	1.16	0.84	1.27	1.40	1.47	1.39
Between 25-30	Mean	7.49	6.17	7.02	7.92	8.26	7.75	7.42	7.58	7.29
	Std.	1.45	2.22	1.81	1.58	1.26	1.48	1.84	1.62	1.62
Between 31-40	Mean	7.52	6.57	7.00	7.77	8.31	7.71	7.36	7.62	7.45
	Std.	1.69	2.02	1.66	1.51	1.52	1.44	1.72	1.50	1.56
Between 41-50	Mean	7.89	6.82	7.28	7.78	8.46	7.77	7.45	7.83	7.76
	Std.	1.29	1.63	1.63	1.71	1.45	1.34	1.69	1.51	1.54
> 50	Mean	8.00	7.43	7.97	8.27	8.80	8.00	7.47	8.20	8.30
	Std.	1.46	1.65	1.25	1.17	1.19	1.34	1.50	1.06	1.26

Marital Status

Table 7 provides the marital status wise descriptive statistics. It is observed that satisfaction is relatively low for unmarried executives with career(LDS1-7.37), money & finance(LDS2-6.09), health(LDS3-6.95) domains, and GLS(7.27), high satisfaction with fun & recreation(LDS7-7.36 & 7.50). Married executives with or without children observed a meager difference between LDS & GDS.

Table 7: Marital Status wise Statistics

Marital Status		LDS1	LDS2	LDS3	LDS4	LDS5	LDS6	LDS7	LDS8	GLS
Married with Children	Mean	7.76	6.73	7.27	7.81	8.39	7.76	7.36	7.75	7.65
	Std.	1.44	1.89	1.58	1.52	1.44	1.42	1.74	1.49	1.53
Married without Children	Mean	7.72	6.59	7.13	8.12	8.37	7.79	7.50	7.87	7.57
	Std.	1.49	2.04	1.63	1.54	1.39	1.30	1.57	1.41	1.37
Single	Mean	7.37	6.09	6.95	8.07		7.83	7.80	7.57	7.27
	Std.	1.77	2.11	1.87	1.58		1.43	1.72	1.61	1.66

Spouse Earning

Table 8 provides the spouse earning status wise descriptive statistics. Regarding unmarried, they are already covered in the above paragraph. Regarding others, it is observed that executives whose spouses are not working – career(LDS1-7.86), health(LDS3-7.35), and spouse relationship(LDS5-8.48) domain relative satisfactions are high.

Table 8: Spouse Earning wise Statistics

Spouse Earning		LDS1	LDS2	LDS3	LDS4	LDS5	LDS6	LDS7	LDS8	GLS
Single	Mean	7.37	6.09	6.95	8.07		7.83	7.80	7.57	7.27
	Std.	1.77	2.11	1.87	1.58		1.43	1.72	1.61	1.66
Spouse Not Working	Mean	7.86	6.68	7.35	7.91	8.48	7.73	7.41	7.75	7.60
	Std.	1.46	1.91	1.58	1.56	1.40	1.47	1.74	1.53	1.60
Spouse Working in Less Demanding Job	Mean	7.56	6.83	7.16	7.65	7.78	7.68	7.32	7.56	7.59
	Std.	1.45	1.84	1.44	1.43	1.66	1.27	1.63	1.56	1.31
Spouse working in High Demaning Job	Mean	7.63	6.66	7.06	7.95	8.64	7.91	7.37	7.98	7.77
	Std.	1.41	2.03	1.71	1.51	1.14	1.29	1.72	1.24	1.38

Support Status

Table 9 provides the support status-wise descriptive statistics. It is observed that for the executives living in a joint family, LDS & GLS are high. In other cases, executives with no support in daily activities have better LDS & GDS.

Table 9: Support status wise Statistics

Support Status		LDS1	LDS2	LDS3	LDS4	LDS5	LDS6	LDS7	LDS8	GLS
External support on Daily activities	Mean	7.41	6.10	6.71	7.83	8.20	7.65	7.53	7.57	7.29
	Std.	1.54	2.04	1.79	1.52	1.27	1.41	1.76	1.50	1.54
Living in Joint Family	Mean	7.78	6.76	7.41	8.10	8.53	7.84	7.58	7.76	7.74
	Std.	1.37	1.84	1.52	1.53	1.49	1.43	1.67	1.52	1.47
No support on Daily activities	Mean	7.63	6.54	7.18	7.86	8.35	7.81	7.46	7.73	7.47
	Std.	1.70	2.07	1.71	1.56	1.43	1.38	1.75	1.52	1.61

Relationship among LDS & GLS

Table 10 summarizes the correlation of the variables. The relationship between GLS with all dimensions of life is positive and significant. The GLS had a higher positive correlation with the physical environment(LDS8-.682), personal growth(LDS6-.646), and health(LDS3-.602) domains.

Table 10: Relationship between LDS and GLS - Correlation Analysis

Life Domain	LDS1	LDS2	LDS3	LDS4	LDS5	LDS6	LDS7	LDS8	GLS
LDS1.Career	1	.414**	.431**	.338**	.257**	.519**	.391**	.396**	.507**
LDS2.Money & Finance	.414**	1	.474**	.333**	.189**	.389**	.346**	.414**	.563**
LDS3.Health	.431**	.474**	1	.557**	.345**	.502**	.536**	.520**	.602**
LDS4.Friends & Family	.338**	.333**	.557**	1	.536**	.499**	.569**	.602**	.577**
LDS5.Life Partner	.257**	.189**	.345**	.536**	1	.441**	.359**	.506**	.472**
LDS6.Personal Growth	.519**	.389**	.502**	.499**	.441**	1	.612**	.621**	.646**
LDS7.Fun & Recr.	.391**	.346**	.536**	.569**	.359**	.612**	1	.620**	.587**
LDS8.Physical Env.	.396**	.414**	.520**	.602**	.506**	.621**	.620**	1	.682**
GLS.Life Satisfaction	.507**	.563**	.602**	.577**	.472**	.646**	.587**	.682**	1

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Association between Demographics and LDS & GLS

Table 11 presents the results of hypothesis testing related to the association between demographics and LDS & GLS. We used the chi-square analysis to test the hypothesis regarding the association of demographics with LDS & GLS.

Table 11: Chi-Square - Association of Demographics on Life Domains

Study the impact of Demographics on Life Domain and Global Life Satisfactions

Life Domain	D1 Industry	D2 Level	D3 Gender	D4 Age	D5 Marital	D6 Earning	D7 Support
LDS1.Career	0.003**	0.035**	0.142	0.862	0.046**	0.164	0.122
LDS2.Money & Finance	0.000**	0.772	0.735	0.209	0.118	0.332	0.164
LDS3.Health	0.000**	0.496	0.381	0.520	0.764	0.624	0.204
LDS4.Friends & Family	0.010**	0.021*	0.041**	0.396	0.216	0.269	0.173
LDS5.Life Partner	0.174	0.586	0.688	0.971	0.684	0.025**	0.293
LDS6.Personal Growth	0.005**	0.014**	0.229	0.997	0.722	0.609	0.157
LDS7.Fun & Recr.	0.001**	0.000**	0.456	0.227	0.047**	0.202	0.093*
LDS8.Physical Env.	0.000**	0.208	0.145	0.975	0.380	0.040**	0.558
GLS.Life Satisfaction	0.000**	0.097*	0.900	0.217	0.552	0.563	0.172

Note: ** Association is significant at the 0.05 level (2-tailed).* significant at the 0.1 level (2-tailed).

Industry has a significant association with career(LDS1), money & finance(LDS2), health(LDS3), friends & family(LDS4), personal growth(LDS6), fun & recreation(LDS7), physical environment(LDS8) domains, and GLS. The only exception is the life partner(LDS5) domain.

Level has a significant association with career(LDS1), friends & family(LDS4), personal growth(LDS6), fun & recreation(LDS7) domains, and GLS. It does not have a significant association with money & finance(LDS2), health(LDS3), life partner(LDS5), physical environment(LDS8) domains, and GLS.

Gender has a significant association with only friends & family(LDS4). It does not have a significant association with career(LDS1), money & finance(LDS2), health(LDS3), life partner(LDS5), personal growth(LDS6), fun & recreation(LDS7), physical environment(LDS8) domains.

Age does not have a significant association with any domain and GLS. It does not have a significant association with career(LDS1), money & finance(LDS2), health(LDS3), friends & family(LDS4), life partner(LDS5), personal growth(LDS6), fun & recreation(LDS7), physical environment(LDS8) domains, and GLS.

Marital status has a significant association with career(LDS1), and fun & recreation(LDS7). It does not have a significant association with money & finance(LDS2), health(LDS3), friends & family(LDS4), life partner(LDS5), personal growth(LDS6), and physical environment(LDS8) domains.

Spouse Earning Status has a significant association with life partner(LDS5) and physical environment(LDS8). It does not have a significant association with career(LDS1), money & finance(LDS2), health(LDS3), friends & family(LDS4), personal growth(LDS6), and fun & recreation(LDS7) domains.

Support Status has a significant association with only fun & recreation(LDS7) domain. It does not have a significant association with career(LDS1), money & finance(LDS2), health(LDS3), friends & family(LDS4), life partner(LDS5), personal growth(LDS6), and physical environment(LDS8) domains.

Chi-square analysis and the descriptive statistics in tables 4 to 10 provide evidence of the impact of demographics on LDG & GLS.

5. Conclusions

This study is about: knowing the impact of demographics like industry type, level in the organization, gender, age, marital status, spouse working status, and support status on LDS & GLS; and giving suitable suggestions to improve LDS & GLS.

The study used sample data of 632 executives collected from IT and Pharma companies in India. Companies chosen are start-ups, product companies, and multinationals. Identification of the right Life Domains is made through extensive literature study and discussion with experts. Reliability & Validity tests are done to ensure consistency and accuracy of the measurement.

Regarding the impact of demographics on LDS & GLS, descriptive Statistics indicate:

- Overall money & finance and health have the least average Life Satisfaction compared to other domains;
- IT executives have lower average satisfaction on LDS & GLS compared to Pharma participants;
- The standard deviation is high, with IT participants indicating considerable variation;
- Middle-level executives have lower average satisfaction on LDS & GLS than lower level and senior levels.;

- Male & female executives have similar average satisfaction of money & finance domain satisfaction increases with executives' age; on LDS & GLS, except female executives have high satisfaction with friends & family;
- Satisfaction of money & finance domain increases with executives' age;
- For unmarried executives, satisfaction is relatively low with career, money & finance, health domains, and GLS, whereas high with fun & recreation.;
- There is a shallow difference in LDS & GDS of married executives with or without children.;
- For executives whose spouses are not working, career, health, and spouse relationship domain satisfactions are high.;
- For the executives living in a joint family, LDS & GLS are high.

ChiSquare analysis indicated a significant association of demographics with many LDS: Industry type has a maximum of significant associations with career, money & finance, health, friends & family, personal growth, fun & recreation, physical environment domains; Next, level in the organization has significant associations with career, friends & family, personal growth, and fun & recreation; Others, marital status & spouse earning have two, gender & support status domains have only one; and age does not have any significant association. Also, the analysis indicated a significant association of industry type and level in the organization with GLS.

Literature has similar studies on the demographic impact. Dahiya and Rangnekar (2020) studied the effect of age, gender, income on GLS of manufacturing employees in India, age impact by Beutel et al. (2010). This study's results align with these studies where relevant and covers additional demographics related to industry, marital status, spouse working on a high or low demanding job, and support status.

The knowledge gained on the impact of demographics on LDS & GLS will help design the right learning interventions for the right demographic groups. For example, as money & finance satisfaction increases with age, learning interventions can target the younger population to improve their LDS on money & finance. Improved LDS will improve GLS as per the bottom-up theory. Improved GLS means better SWB and resilience to overcome stress-related challenges and face the VUCA environment.

6. Further scope of the study

Further research can cover more industry/organization types (Health Care, Educational Institutions) & other demographic variables like executives' education and migration status. Further research can also cover longitudinal studies to evaluate the impact of interventions on LDS & GLS, and performance.

7. Implication of the study

This study is useful for organizations looking for more impact-full interventions than traditional work-life balance initiatives. Benefits of higher Subjective Well-Being or Global Life Satisfaction are many: reducing stress, improve happiness, improve quality of life, improve productivity, and improve resilience. This study is more relevant to organizations where executives are exposed to uncontrollable uncertainty. Organizations can use this survey to assess LDS & GLS and gain insights among different demographic profiles. The insights can help to initiate the right learning interventions to the right groups.

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