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# Work from Home and Job Satisfaction among IT Professionals in Chennai: An Empirical Analysis



**Dr. C. Sunita\***

Assistant Professor, PG & Research Department of Economics, Ethiraj College for Women, Chennai, TN, IND.

ARTICLE INFO	ABSTRACT
<p><b>Received:</b> 28-01-2023 <b>Received in revised form:</b> 04-03-2023 <b>Accepted:</b> 06-03-2023 <b>Available online:</b> 30-03-2023</p> <hr/> <p><b>Keywords:</b> COVID-19; IT Sector; Job Satisfaction; Multicollinearity; Multiple Regression; Work from Home.</p>	<p>The imposed lockdown, due to the COVID-19 crisis, led to a “new normal” of working from home concept. Businesses globally have responded to this crisis by adopting ‘work from home’ model with the intent to carry on their operations and customer service. Similarly, the Indian IT industry catered to their customer’s needs by gearing their operations for continued service – with the adoption of Work-From-Home (WFH) in a wide scale. The critical question is if this will sustain in the long term. Globally, IT and technology companies are assessing the WFH as a viable, long-term strategy. According to a recent report by NASSCOM, the Indian IT sector is a fast-growing sector of a young workforce. Currently, more than 5 million people are employed in the \$227-billion IT industry, making it the largest employment generator in the country. Thus, in order to achieve the optimum performance from employees, the companies should take proactive measures for them to adapt to the changed workspace and contribute effectively to the organisation. This study explores how the sudden shift in the working style impacted the job satisfaction of IT employees based on an empirical investigation. The research study identifies the important factors in ‘work from home’ model affecting employee’s job satisfaction working in IT sector in Chennai, India with the application of multiple regression model. The study also provides more insight into the sustainability of the WFH model and has enormous policy implications in the IT sector.</p>

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## 1.0 INTRODUCTION

The growth in information and communication technologies (ICTs) in recent times along with the on-going pandemic COVID-19 have augmented a new range of possibilities of Working from Home (WFH) in the labour market in India. The unanticipated pandemic COVID-19 compelled many organisations to opt for working from home as a viable option. A significant factor in the productivity and effectiveness of a workforce considered by companies as well as employees is job satisfaction.

\* Corresponding author's e-mail: [sunita@ethirajcollege.edu.in](mailto:sunita@ethirajcollege.edu.in) (Dr. C. Sunita)

Employee job satisfaction is a multi-faceted concept involving workers contentedness towards salary, working conditions, supervision, nature of work, development opportunities, relationship with co-workers, evaluation of performance and appraisal of the company etc. The Indian IT industry adopted work-from-home (WFH) as a potent option to satisfy their customer's needs by equipping their operations for continued service. Therefore, it is imperative for companies to assure that employees are satisfied with the new workspace in order to achieve the optimum performance.

### 1.1 Review of Literature

An individual's viewpoint on their job and organization determines their level of job satisfaction. Thus, [Javed and Hassan \(2014\)](#), asserts that job satisfaction is an emotional state that is positive and gratifying which can be integrated with job goals. It is associated with workplace productivity, motivation and better quality of life ([Chapagai, 2011](#)).

Various studies state that work from home is advantageous for both employees and employers in the form of increase in motivation, productivity, and turnover followed by less absenteeism by the workforce ([Maurya et al., 2015](#)). Working from home reduces stress leading to job satisfaction and less employee attrition ([Malhotra, 2016](#)). Moreover, it increases flexibility leading to work-life balance and job satisfaction and also reduces conflicts at workplace and commuting. On the other hand, social distance and isolation from colleagues can lower the level of employee satisfaction when forced to work for longer hours ([Prasada, Vaidya, and Mangipudi, 2020](#)). Hence, in order to increase job satisfaction and productivity the employees should get managerial support, peer support, and technological support ([Shareena, 2020](#)).

### 1.2 Research Gap

The study identifies the factors that affect the employee job satisfaction while working from home. Additionally, an empirical test is conducted to determine how work from home factors impact an employee's level of job satisfaction. The outcome of the study could help in formulating work from home policies in future. Thus, the companies need to have clear perspective to make the transition to a work from home centric economy a successful one.

### 1.3 Research Objectives

- 1) To assess how demographic factors affect the level of job satisfaction.
- 2) To examine the contributory factors related to employee's job satisfaction in work from home scenario.

## 2.0 RESEARCH METHODOLOGY

The study heavily relies on primary data collection to gather information related to job satisfaction. A sample respondent consisting of 160 IT employees in work from home setup in Chennai is collected through a well-structured questionnaire. The research objectives are achieved by utilizing Google Forms to measure the variables through a five-point Likert scale and conducting a multiple regression analysis. A convenient sampling technique is adopted to select the respondents in Chennai.

### 3.0 ANALYSIS AND DISCUSSION

The descriptive and inferential tools using SPSS Statistics software are applied to analyse the 'work from home' factors affecting the employees' job satisfaction in IT sector.

#### 3.1 Demographic Characteristics of the Respondents

It has been found that demographic characteristics like age, gender, education and income etc influence the job satisfaction of employees significantly. Thus, the above demographic factors are taken into consideration for the study.

Table 1 – Gender Distribution of Respondents

Gender	Frequency	Percentage	t-Value	p-Value
Male	59	37	-0.706	0.461
Female	101	63		
<b>Total</b>	<b>160</b>	<b>100</b>		

Source: Primary Data

According to Table 1, the p-value of 0.461 is greater than 0.05, indicating that there is no significant difference in job satisfaction levels between males and females. It is assumed that the preference for work from home is more among women than men as it is easier to manage work and family. But, in recent times the gap is reducing with increased participation of men in shouldering family responsibilities.

The demographic characteristics like age, education level and income are represented in the Table 2.

Table 2 – Demographic Profile

	Categories	Frequency	Percentage	F-Value	p-Value
Age (in years)	20-25	49	31	2.226	0.085
	25-30	31	19		
	30-35	43	27		
	35 and above	37	23		
	<b>Total</b>	<b>160</b>	<b>100</b>		
Education	Graduate	35	22	1.104	0.343
	Postgraduate	67	42		
	Professional	58	36		
	<b>Total</b>	<b>160</b>	<b>100</b>		
Income (₹ per month)	₹20,000 - ₹30,000	74	46	3.038	0.030
	₹30,000 - ₹40,000	51	32		
	₹40,000 and above	35	22		
	<b>Total</b>	<b>160</b>	<b>100</b>		

Source: Primary Data

Table 2 reveals that the p-value ( $p > 0.05$ ) indicates no noteworthy variation in job satisfaction among employees with different educational backgrounds or age groups. Conversely, there is a significant difference in job satisfaction among employees belonging to different income levels, as shown by the p-value of 0.030, which is less than 0.05. The research found that an increase in salary has a positive impact on job satisfaction.

Table 3 – Pearson's Correlation Coefficient

	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>	X <sub>6</sub>	X <sub>7</sub>	X <sub>8</sub>	X <sub>9</sub>
X <sub>1</sub>	1.000								
X <sub>2</sub>	0.212**	1.000							
X <sub>3</sub>	0.213**	0.157*	1.000						
X <sub>4</sub>	0.198*	0.341**	0.515**	1.000					
X <sub>5</sub>	0.245**	0.101	0.067	0.186*	1.000				
X <sub>6</sub>	0.317**	0.268**	0.212**	0.332**	0.472*	1.000			
X <sub>7</sub>	0.320**	0.281**	0.065	0.261**	0.463**	0.336**	1.000		
X <sub>8</sub>	0.164*	0.124	0.138	0.367**	0.110	0.237**	0.110	1.000	
X <sub>9</sub>	0.489**	0.294**	0.254**	0.467**	0.453**	0.464**	0.561**	0.372**	1.000

\*\* and \* means the correlation coefficient is significant at 0.01 level (2-tailed test) and 0.05 level (2-tailed test) resp.,

Source: Primary Data

The variable representation is: X<sub>1</sub> = Working hours flexibility, X<sub>2</sub> = Work from home suitability, X<sub>3</sub> = Employer's trust and support, X<sub>4</sub> = Relationship with co-workers, X<sub>5</sub> = Changes in salary, X<sub>6</sub> = Availability to meet family needs, X<sub>7</sub> = Saving on travel expenses, X<sub>8</sub> = Preference for work from home in sickness, X<sub>9</sub> = Job satisfaction.

The correlation matrix using Pearson's coefficient is presented in the table above. The results reveal that eight variables are positively correlated with job satisfaction and are significant, The variable job satisfaction is significant with working hours flexibility, work from home suitability, employer's trust and support, relationship with co-workers, changes in salary, availability to meet family needs, saving on travel expenses, preference for work from home in sickness at 1% level of significance (Refer Table 3).

### 3.2 Multicollinearity

To identify multicollinearity, the researcher employed tolerance and variance inflation factor (VIF). The existence of multicollinearity between two or more independent variables can weaken the outcomes of multiple regression. (Hair Jr et al., 2010).

Table 4 – Tolerance Value and Variation Inflation Factor (VIF)

Model	Collinearity Statistics	
	Tolerance	VIF
Working hours flexibility	0.811	1.235
Work from home suitability	0.813	1.231
Employer's trust and support	0.712	1.401

Relationship with co-workers	0.562	1.745
Changes in salary	0.674	1.508
Availability to meet family needs	0.658	1.518
Saving on travel expenses	0.678	1.473
Preference for work from home in sickness	0.854	1.198

Source: Primary Data

To avoid multicollinearity, the tolerance values should be above 0.1 and the VIF should be below 4.0, as per [Hair Jr et al., \(2010\)](#). Based on Table 4, it is apparent that the tolerance of all eight independent variables is significantly higher than 0.1 (ranging from 0.562 to 0.854), and the VIFs are below 4 (ranging from 1.198 to 1.745). Therefore, it can be concluded that the dataset is appropriate for regression analysis because there is no multicollinearity among the independent variables.

### 3.3 Multiple Linear Regression

The multiple linear regression is applied with job satisfaction as the dependent variable and working hours flexibility, work from home suitability, employer's trust and support, relationship with co-workers, changes in salary, availability to meet family needs, saving on travel expenses, preference for work from home in sickness taken as the independent variables (predictors).

Table 5 – Coefficient of Determination (R-Square)

Model	R	R-square	Adjusted R Square	Std. Error
1	0.761	0.577	0.565	0.272

Source: Primary Data

Table 5 indicates that the independent variables, including working hours flexibility, work from home suitability, employer trust and support, relationship with co-workers, changes in salary, availability to meet family needs, savings on travel expenses, and preference for work from home in sickness, can explain 56.5% of the total variation in job satisfaction, the dependent variable of employees in this study (adjusted R square value of 0.565). Since the adjusted R square value is higher than the benchmark of 0.5, it is considered appropriate to interpret the regression model. ([Hair Jr et al., 2010](#)).

Table 6 – Analysis of Variance (ANOVA)

	Sum of Square	d.f.	Mean Sum of Square	F	Sig.
Regression	16.456	7	2.067	25.987	0.000
Residual	12.023	152	0.068		
Total	28.479	159			

Source: Primary Data

To determine the statistical importance of the outcome, the study used Analysis of variance (ANOVA). According to Table 6, the variables that impact employee job satisfaction are significantly different (because the p-value is less than 0.05, specifically 0.00).

The ANOVA is employed to assess the general fitness of the model with regards to the F statistic, as per [Hair Jr et al., \(2010\)](#). The F statistic value of 25.987 is highly significant and indicates a linear correlation between the dependent variable, job satisfaction, and independent variables, such as work from home suitability, working hours flexibility, relationship with co-workers, availability to meet family needs, preference for work from home in sickness, changes in salary, saving on travel expenses, and employer's trust and support. Consequently, modifications in any of the independent variables may cause changes in the dependent variable, job satisfaction. Therefore, it can be deduced that all independent variables have a significant influence on the dependent variable.

Table 7 – Multivariate Regression Coefficients

	Unstandardized Coefficients		t	p-value	95% Confidence Interval for $\beta$	
	$\beta$	Std. Error			Lower Bound	Upper Bound
Constant	0.416	0.266	1.517	0.123	-0.118	0.953
Working hours flexibility	0.162	0.048	4.366	0.000	0.077	0.245
Work from home suitability	0.018	0.031	0.384	0.683	-0.055	0.088
Employer's trust and support	0.029	0.063	0.591	0.574	-0.083	0.143
Relationship with co- workers	0.169	0.048	2.688	0.007	0.031	0.263
Changes in salary	0.058	0.041	2.295	0.023	0.008	0.118
Availability to meet family needs	0.063	0.023	1.519	0.129	-0.027	0.121
Saving on travel expenses	0.174	0.051	4.674	0.000	0.106	0.253
Preference for work from home in sickness	0.179	0.044	3.054	0.004	0.059	0.288

Source: Primary Data

According to Table 6, the  $R^2$  value is statistically significant, with  $F = 25.987$  and a p-value of 0.00, which is less than 0.05. Table 7 presents the coefficients ( $\beta$ ) values derived from the regression coefficients. The multiple linear regression equation is estimated as follows:

$$\hat{Y} = 0.416 + 0.162X_1 + 0.018X_2 + 0.029X_3 + 0.169X_4 + 0.058X_5 + 0.063X_6 + 0.174X_7 + 0.179X_8 \dots (i)$$

$\hat{Y}$  represents job satisfaction in the model, while  $X_1$  represents working hours flexibility,  $X_2$  represents work from home suitability,  $X_3$  represents employer's trust and support,  $X_4$  represents the relationship with co-workers,  $X_5$  represents changes in salary,  $X_6$  represents availability to meet family needs,  $X_7$  represents saving on travel expenses, and  $X_8$  represents preference for work from home in sickness. In Table 7, the constant (intercept)  $\beta_0$  value is 0.416, which indicates that the value of job satisfaction is 0.416 when the independent variables have a value of zero. The independent variable, working hours flexibility ( $\beta_1 = 0.162$ ), shows that job satisfaction increases by 0.162 units with a one-unit increase in working hours flexibility, with a significant p-value of 0.00, which is less than 0.05. Hence, there is a positive correlation between working hours flexibility and job satisfaction. The variable, work from home ( $\beta_2 = 0.018$ ), suggests that there is an increase of 0.018 units in job satisfaction with a one-unit increase in the independent variable of work from home suitability. However, there is no significant relationship between work from home suitability and job satisfaction, as the p-value is 0.683, which is greater than 0.05. The coefficient  $\beta_3 = 0.029$  indicates that job satisfaction increases by 0.029 units with a one-unit increase in employer's trust and support. Nevertheless, the correlation between employer's trust and support and job satisfaction is not significant, as the p-value is 0.574, which is greater than 0.05.

The model indicates that an increase of one unit in the variable measuring the relationship with co-workers (with a coefficient of  $\beta_4 = 0.169$ ) corresponds to an increase of 0.169 units in job satisfaction. The statistical analysis reveals a significant positive relationship between the two variables, as the p-value is 0.007, which is lower than the 0.05 threshold. Additionally, the coefficient for changes in salary ( $\beta_5 = 0.058$ ) demonstrates that a one-unit increase in salary leads to a 0.058 unit increase in job satisfaction. Similarly, there is a statistically significant positive correlation between salary changes and job satisfaction, as indicated by a p-value of 0.023, which is below 0.05.

In terms of availability to meet family needs, there is a 0.063 unit increase in job satisfaction with a one-unit increase in availability to meet family needs ( $\beta_6 = 0.063$ ). However, the relationship between availability to meet family needs and job satisfaction is not significant, as the p-value is greater than 0.05 (p-value = 0.129).

The saving on travel expenses regression reveals the job satisfaction increases by 0.174 units with one unit increase in savings on travel expenses ( $\beta_7 = 0.174$ ) and the relationship between savings on travel expenses and job satisfaction is significantly positive with p-value= 0.000 which is less than 0.05.

Finally, the model shows that the job satisfaction increases by 0.179 units with one unit increase in preference for work from home in sickness ( $\beta_8 = 0.179$ ) and the relationship between preference for work from home in sickness and job satisfaction is positively significant with p-value = 0.004 which is less than 0.05.

The multiple linear regression equation (i) is estimated for the dependent variable job satisfaction, which includes only the independent variables that are significant, including working hours flexibility, relationship with co-workers, changes in salary, savings on travel expenses, and preference for work from home in sickness.

$$\hat{Y} = 0.416 + 0.162X_1 + 0.169X_4 + 0.058X_5 + 0.174X_7 + 0.179X_8$$

Based on the analysis, it can be inferred that working hours flexibility, relationship with co-workers, changes in salary, savings on travel expenses, and the option to work from home when sick are variables that significantly affect the level of job satisfaction among employees.

#### 4.0 LIMITATIONS

The research was carried out in a developing nation and can only be applied to other developing economies. It may not be relevant to advanced countries due to variations in work culture and technological advancements.

#### 5.0 SCOPE FOR FURTHER RESEARCH

A comparative cross-country study of developed versus developing countries will help identify the role of the cultural disparities in influencing the relationships between the variables included in this study. There is also scope for researchers to conduct longitudinal research to understand the dynamics of the variables over a certain period of time.

#### 6.0 CONCLUSION

It is essential to scrutinize the effects of a remote work arrangement on job satisfaction, as it has been found to enhance productivity and generate better outcomes. The research findings suggest that particular elements, such as flexibility in working hours, interactions with co-workers, salary modifications, reduced commuting expenses, and the option to work from home when unwell,

significantly impact the job satisfaction of employees. Flexibility in working hours can promote increased independence and morale, ultimately resulting in improved productivity. The connection with co-workers is critical for job satisfaction, especially in a remote work setup, where workers may feel isolated. A positive relationship between changes in salary and job satisfaction was found, indicating that a hike in salary can lead to higher job satisfaction. Other important factors include savings on travel expenses and preference for work from home in sickness. Work from home can save effort and money by avoiding the need for travel, and a preference for work from home in sickness can have a positive impact on job satisfaction.

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