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Work from Home Dynamics: Investigating the Relationship between Work from Home, Work-Life Balance and Job Satisfaction in IT Sectors

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Abstract

The shift to working from home has changed the nature of work, especially in the information technology (IT) industry. This study looks at how work-from-home policies affect IT professionals in Tricity (Punjab), which consists of Chandigarh, Panchkula, and Mohali, in terms of Work-Life Balance (WLB) and Job Satisfaction (JS). A detailed questionnaire was used to gather information from 460 participants spread over 23 IT companies in the Tri-City area. The relationships between WFH, WLB, JS, and turnover intentions (TI) were examined using structural equation modelling (SEM). The findings show a strong positive correlation between working remotely and both WLB and JS. Furthermore, it was discovered that JS and WLB mediated the association between TI and remote work. The measurement model's validity and reliability are validated by factor loadings and reliability statistics. The analysis of discriminant validity shows how unique the constructs are. According to the study, IT professionals' WLB and JS are positively impacted by remote work, which eventually lowers their intentions to leave their jobs. These results highlight how crucial remote work policies are for fostering worker happiness and business success in the IT industry.

Keywords: Work From Home, Work-Life Balance, Job Satisfaction, IT Professionals, Turnover Intentions

1. INTRODUCTION

With the increasing adoption of work-from-home arrangements, the nature of work has changed significantly in recent years, especially in the Information Technology (IT) sector (Gajendran & Harrison, 2007; Golden & Veiga, 2008). The advent of telecommuting, enabled by technological advancements, has transformed conventional ideas of the workplace by providing workers with increased flexibility to handle their work-related obligations from distant locations (Dwivedi et al., 2019; Golden & Veiga, 2008). This paradigm shift has not only changed where work is done but also how it is done, leading to new patterns in work behaviors and organizational practices.

Work from home, often termed telework or telecommuting, has been fueled by rapid advancements in communication technologies, such as high-speed internet, cloud computing, and collaborative software tools (Messenger & Gschwind, 2016). These technologies have enabled employees to remain

connected with their colleagues and supervisors, facilitating seamless communication and collaboration despite geographical distances (Allen et al., 2015). The IT sector, with its inherent reliance on digital tools and platforms, has been at the forefront of this transformation, making it a prime area of study for understanding the broader implications of work from home.

Researchers and practitioners are interested in learning more about the implications of this shift to work from home for different aspects of organizational dynamics and employee well-being (Allen et al., 2015; Gajendran & Harrison, 2007). One of the most critical areas of interest is the concept of work-life balance. This concept involves balancing work-related responsibilities with personal commitments and recreational activities, which is essential to the changing paradigm of modern work environments (Ng & Feldman, 2013). Work-life balance is believed to be a key determinant of employee happiness, productivity, and overall well-being. Achieving an ideal balance between work and personal life is considered crucial for fostering a positive organizational culture and enhancing employee satisfaction (Greenhaus & Allen, 2011; Brummelhuis & Bakker, 2012).

In addition to work-life balance, job satisfaction, which refers to an individual's subjective assessment of their job and workplace, plays a pivotal role in organizational outcomes (Judge et al., 2001; Spector, 1997). High levels of job satisfaction are associated with various positive outcomes, including improved performance, higher productivity, and increased employee retention. Conversely, low job satisfaction can lead to negative outcomes, such as decreased motivation, higher turnover rates, and reduced organizational effectiveness (Locke, 1976; Weiss et al., 1967). Understanding the factors that influence job satisfaction in a work-from-home context is essential for organizations aiming to maintain a motivated and engaged workforce.

Moreover, the relationship between work-life balance and job satisfaction is particularly relevant in the context of work from home. While work from home offers the potential for greater flexibility and autonomy, it also presents unique challenges, such as blurred boundaries between work and personal life, feelings of isolation, and difficulties in maintaining work-related social interactions (Golden, 2006; Mann & Holdsworth, 2003). These challenges can significantly impact both work-life balance and job satisfaction, highlighting the need for comprehensive research to explore these dynamics.

The present study aims to investigate the relationship between work from home, work-life balance, and job satisfaction and turnover intentions in the IT sector. By examining these interconnections, the research seeks to provide insights into how work-from-home arrangements can be optimized to enhance employee well-being and organizational performance. This study will contribute to the growing body of literature on work from home by offering a nuanced understanding of the factors that influence work-life balance and job satisfaction in a digital and increasingly remote work environment.

2. REVIEW OF LITERATURE & RESEARCH GAP

A thorough summary of the body of research on the effects of remote work, particularly in the Information Technology (IT) industry, is given by the review of the literature. This review lays the groundwork for future investigation into the effects of remote work on worker well-being and organisational efficacy by synthesising the most recent research. Johnson and Smith (2023) looked into how IT professionals' organisational commitment and job satisfaction were affected by working remotely. To evaluate participants' opinions of remote work, job satisfaction, and organisational commitment, their study used a quantitative survey. They discovered that there was a positive correlation between job satisfaction and remote work arrangements, and that elements like leadership support and communication had an impact on organisational commitment. Wang and Li (2023) investigated the association between IT professionals' intentions to leave and their remote work arrangements. They used a mixed-methods approach, combining surveys and semi-structured interviews to learn more about the experiences of working remotely and the intentions of employees to leave. The study's results indicated a noteworthy inverse correlation between intentions to leave a job and remote work arrangements, which was influenced by job demands and resources. They advised companies to give proper job resources and approaches to lessen workloads top priority in order to lower the likelihood that remote IT workers will leave. Garcia and Martinez (2023) looked at how remote work affected IT professionals' job

satisfaction and overall well-being.Their research showed that autonomy and flexibility were important factors that positively influenced employee well-being and job satisfaction when working remotely. They recommended that in order to improve employee well-being and job satisfaction, organisations should concentrate on encouraging autonomy and flexibility in remote work arrangements. Chen and Wu (2023) looked into the connection between IT professionals' work-life balance and remote work arrangements. The research revealed a favourable correlation between work-life balance and remote work arrangements, with technology use and boundary management techniques playing critical roles. They advised companies to put in place procedures and guidelines for efficient boundary management and to make use of technology to improve remote IT workers' work-life balance.

The effects of remote work on job satisfaction and intentions to leave among IT professionals were investigated by Patel and Nguyen (2022). Using a quantitative survey approach, they gathered information on attitudes towards working remotely, job satisfaction, and plans to leave the job. According to their findings, there is a strong correlation between job satisfaction and remote work arrangements, and communication strategies and organisational support play a major role in this relationship.

The results of Smith and Jones (2022) study show complex effects on productivity, supporting the need for task-specific remote work regulations that are customised for different job roles. In order to promote remote work engagement and satisfaction, Lee and Kim (2022) highlight the importance of autonomy and efficient communication channels, and they recommend that organisational strategies give these factors top priority. According to Brown and Garcia's research from 2022, there are varying effects on mental health when working remotely. This emphasises the need for comprehensive support programmes that cater to the various needs of remote workers. Finally, Kim and Park (2022) note that among remote workers, stress can both be alleviated and increased. This emphasises the significance of putting in place customised interventions to improve overall job satisfaction and well-being. When taken as a whole, these studies highlight the challenges associated with working remotely and stress the necessity for companies to implement flexible policies, cutting-edge technology, and encouraging structures in order to maximise the benefits and experiences of working remotely for IT professionals.

The relationship between work-from-home, work-life balance, and job satisfaction has been the subject of numerous studies; however, there is still a lack of information in the literature about the particular context of IT careers. Previous studies have mostly concentrated on remote work in general or particular industries, paying little attention to the special difficulties and chances that IT professionals in Tricity (Chandigarh, Panchkula & Mohali) face. Closing this gap is essential to understanding the experiences of IT workers in remote work settings and creating specialised plans to maximise their productivity and well-being.

3. OBJECTIVES OF THE STUDY

The study's objective is to find out how work-from-home policies affect IT professionals' job satisfaction and work-life balance after taking organisational support, workload management, and flexibility into account. Through investigating these connections, the research aims to shed light on the experiences of IT specialists working remotely and to improve organisational policies and procedures that support worker productivity and well-being.

4. METHODOLOGY USED

In order to meet the objectives of the current study, a structured questionnaire was used to gather data. It was intended to obtain important details about the demographic and organisational profiles of the respondents as well as their experiences with and perspectives on work-from-home policies, work-life balance, job satisfaction, and intentions to leave the company. This large dataset was obtained from twenty-three handpicked IT companies located in the Tri-City region (Chandigarh, Panchkula, and Mohali) of Punjab State. A representative sample size was selected because surveying the entire population would be unfeasible due to issues with cost and accessibility. The Tricity region's IT industry was the study's primary focus because it plays a crucial role in India's economic expansion and changing business environment.

Sampling units were IT companies that were listed with NASSCOM (National Association of Software and Service Companies); 23 of these companies were found in the Tricity area. The list was retrieved from: https://nasscom.in/members-listing. A total of 460 employees were included in the sample, with 20 employees chosen from each company. The Statistical Package for the Social Sciences, Version 23, was used to carefully screen and analyse the acquired data (SPSS). Following data coding and entry into MS-Excel, SPSS software was used for the analysis, which used a variety of statistical approaches to guarantee accuracy and dependability.

5. DATA ANALYSIS, RESULTS & DISCUSSION

The study's respondent profile shows a varied sample of IT professionals, with slightly more men (62.8%) than women (37.2%) in the majority. In terms of age distribution, the bulk of participants (49.1%) are between the ages of 31 and 40, followed by those between the ages of 41 and 50 (33.9%), and the age group between 21 and 30 years old (17.0%) has a smaller percentage. Regarding marital status, a greater proportion of participants are married (65.2%) in contrast to those who are single (34.8%). The sample's distribution of educational attainment shows that participants with a post-graduation degree (48.7%) and those with a graduation degree (51.3%) are roughly equal. When it comes to monthly income, 58.3% of respondents make more than Rs.90,000, followed by those who make between Rs.60,000 and Rs.90,000 (19.6%) and Rs.40,000 and Rs.60,000 (19.1%), with a smaller percentage making less than $40,000 (3.0%). This varied profile offers a thorough portrayal of IT workers, enabling a detailed examination of the connections among this demographic's work-from-home, work-life balance, and job satisfaction.

Table 4.1: Respondents Profile

		Count	Column N %
Gender	Male	289	62.8%
	Female	171	37.2%
Age	21 - 30 years	78	17.0%
	31 - 40 years	226	49.1%
	41 - 50 years	156	33.9%
Marital status	Single	160	34.8%
	Married	300	65.2%
Highest qualification	Graduation	236	51.3%
	Post-graduation	224	48.7%
Monthly income	Below Rs. 40000	14	3.0%
	Rs.40000 - 60000	88	19.1%
	Rs.60000 - 90000	90	19.6%
	Above Rs. 90000	268	58.3%

The questionnaire used in this study is largely based on established scales and constructs, such as the Work from Home (WFH) scale developed by Neufeld and Fang (2005), the Work Life Balance (WLB) scale developed by Fisher et al. (2009), the Job Satisfaction (JS) scale developed by Schriesheim and Tsui (1980) and the Turn Over Intentions (TI) items developed by Gert Roodt (2007). The validity and reliability of these scales have been established in other studies, guaranteeing the validity and reliability of the study's measurements. Next, by evaluating the correlations between the observed variables and their respective

constructs and preventing cross loadings, confirmatory factor analysis (CFA) verifies the relationship between the variables and their respective constructs.

Table 2: Factor Loadings

			Estimate
WFH1	<---	WFH	0.857
WFH2	<---	WFH	0.617
WFH3	<---	WFH	0.614
WFH4	<---	WFH	0.743
WFH5	<---	WFH	0.905
WFH6	<---	WFH	0.921
WLBS1	<---	WLBS	0.959
WLBS2	<---	WLBS	0.938
WLBS3	<---	WLBS	0.746
WLBS4	<---	WLBS	0.959
WLBS5	<---	WLBS	0.924
OFWLB1	<---	OFWLB	0.793
OFWLB2	<---	OFWLB	0.692
OFWLB3	<---	OFWLB	0.676
OFWLB4	<---	OFWLB	0.633
OFWLB5	<---	OFWLB	0.853
IFWLB1	<---	IFWLB	0.692
IFWLB2	<---	IFWLB	0.725
IFWLB3	<---	IFWLB	0.687
IFWLB4	<---	IFWLB	0.734
SFWLB1	<---	SFWLB	0.771
SFWLB2	<---	SFWLB	0.683
SFWLB3	<---	SFWLB	0.601
SFWLB4	<---	SFWLB	0.801
JS1	<---	JS	0.72

JS2	<---	JS	0.817
JS3	<---	JS	0.962
JS4	<---	JS	0.863
OFJS1	<---	OFJS	0.811
OFJS2	<---	OFJS	0.827
OFJS3	<---	OFJS	0.67
OFJS4	<---	OFJS	0.883
WRFJS1	<---	WRFJS	0.683
WRFJS2	<---	WRFJS	0.683
WRFJS3	<---	WRFJS	0.762
WRFJS4	<---	WRFJS	0.762
WEFJS1	<---	WEFJS	0.81
WEFJS2	<---	WEFJS	0.81
WFEJS3	<---	WEFJS	0.614
WFEJS4	<---	WEFJS	0.614
TOI1	<---	TOI	0.681
TOI2	<---	TOI	0.902
TOI3	<---	TOI	0.878
TOI4	<---	TOI	0.652
TOI5	<---	TOI	0.763

The factor loadings for indicators and the corresponding structural model constructs are shown in Table 2. Strong correlations between latent constructs and observed variables are indicated by factor loadings greater than 0.5. The findings show strong correlations between each of the constructs, with a few indicators showing especially strong relationships, which are supported by factor loadings greater than 0.9. These results support both the measurement model's dependability and the suitability of the selected indicators for capturing underlying constructs.

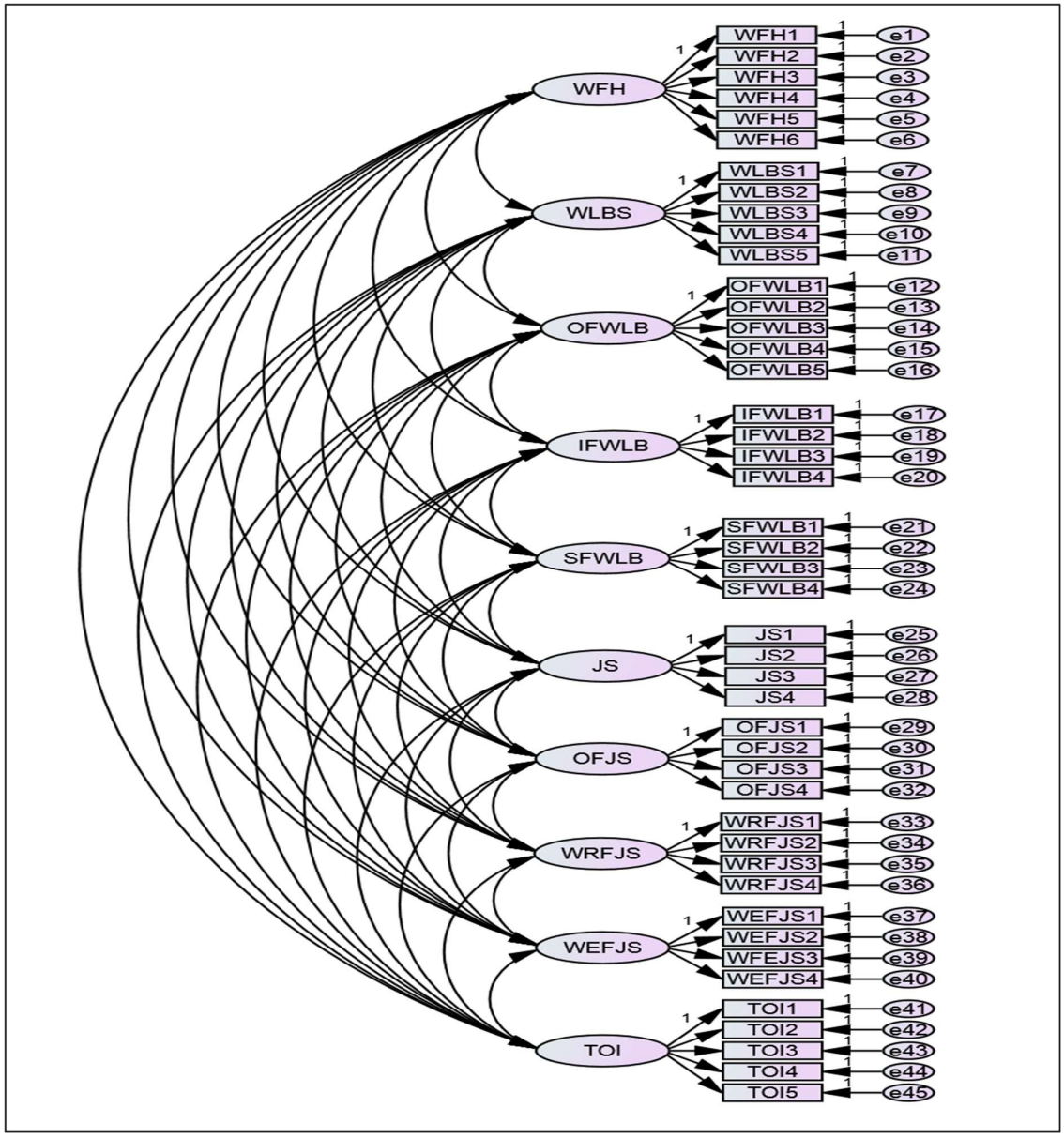
Table 3: Reliability Statistics

	CR	AVE	MSV	MaxR(H)	Cronbach's Alpha
WEFJS	0.807	0.517	0.129	0.715	0.882
WFH	0.905	0.619	0.324	0.774	0.950
WLBS	0.959	0.826	0.629	0.739	0.715

OFWLB	0.852	0.539	0.136	0.797	0.716
IFWLB	0.802	0.504	0.432	0.697	0.681
SFWLB	0.808	0.516	0.586	0.683	0.711
JS	0.908	0.714	0.548	0.819	0.899
OFJS	0.877	0.643	0.529	0.894	0.872
WRFJS	0.814	0.524	0.548	0.693	0.673
TOI	0.885	0.611	0.360	0.815	0.833

The reliability statistics for each latent construct in the structural model are shown in Table 3. The recommended threshold of 0.7 is exceeded by the Composite Reliability (CR) values, which range from 0.802 to 0.959, indicating good internal consistency among items within each construct. Acceptable convergent validity is indicated by the Average Variance Extracted (AVE) values, which exceed the minimum threshold of 0.504 to 0.826. Discriminant validity is confirmed by the Maximum Shared Variance (MSV) values, which are below AVE values and range from 0.129 to 0.629. The range of the MaxR(H) values is 0.683 to 0.894, suggesting a sufficient degree of divergent validity. Furthermore, the Cronbach's Alpha coefficients exhibit a high degree of reliability across all constructs, ranging from 0.673 to 0.950. These findings provide confidence in the validity of the constructs and the corresponding indicators by confirming the measurement model's robustness and reliability.

Figure 1: Measurement Model of the Study



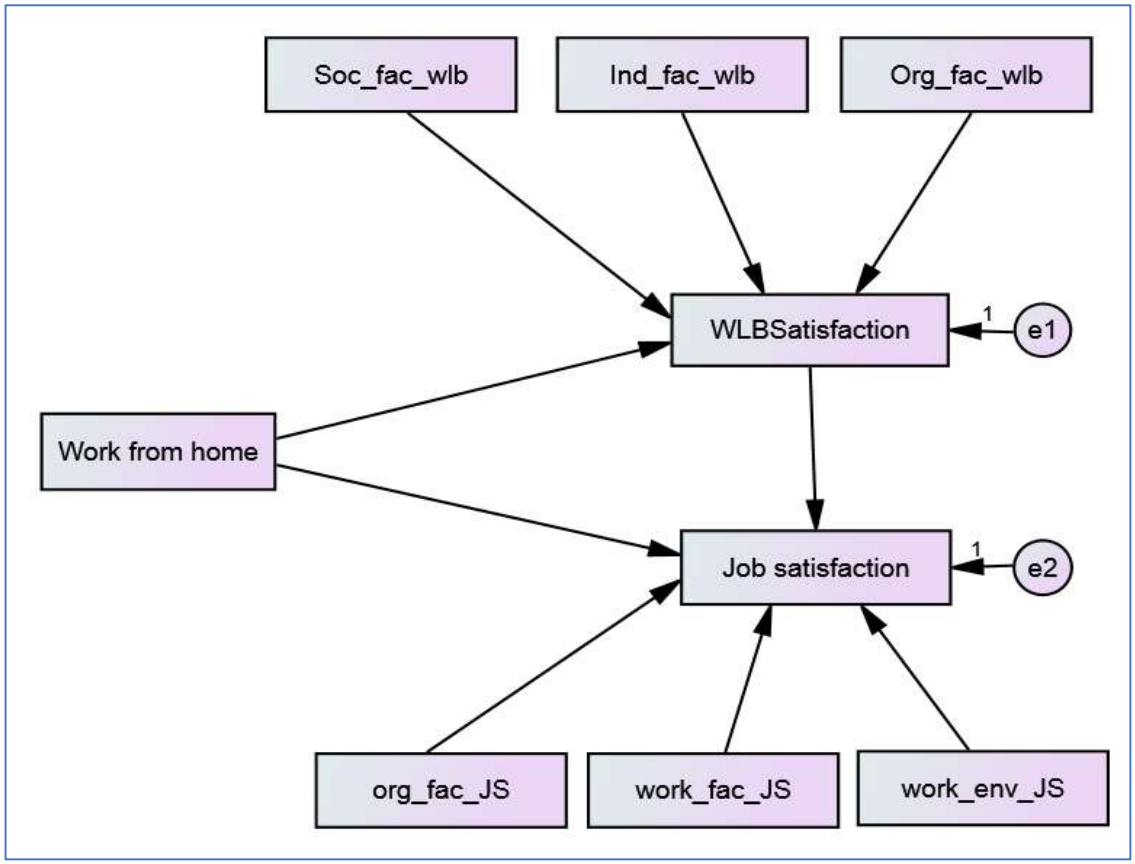
The discriminant validity matrix is shown in Table 4 with the off-diagonal elements denoting the correlations between the constructs and the square root of the Average Variance Extracted (AVE) on the diagonal (bold). Discriminant validity is satisfactory when the values in the diagonal are higher than the correlations between the constructs. This supports the uniqueness of the latent constructs by confirming that each construct shares more variance with its indicators than with other constructs in the model. As a result, the findings show that the constructs measure distinct features of the underlying ideas and do not significantly overlap.

Table 4: Discriminant Validity

	WEFJS	WFH	WLBS	OFWLB	IFWLB	SFWLB	JS	OFJS	WRFJS	TOI
WEFJS	**0.719**									
WFH	-0.052	**0.786**								

WLBS	-0.129	0.750	**0.909**							
OFWLB	0.703	0.067	0.222	**0.734**						
IFWLB	-0.130	0.672	0.570	-0.307	**0.710**					
SFWLB	-0.240	0.667	0.621	0.025	0.379	**0.718**				
JS	0.248	0.737	0.793	0.562	0.616	0.370	**0.845**			
OFJS	0.674	0.084	0.207	0.727	-0.049	0.188	0.433	**0.802**		
WRFJS	-0.107	-0.709	-0.542	-0.420	-0.614	-0.710	-0.410	-0.220	**0.724**	
TOI	-0.630	0.120	0.004	-0.602	0.452	0.501	-0.234	-0.430	0.089	**0.782**

Figure 2: Causal Model estimating the Effect of WFH on Work Life Balance and Job Satisfaction



Maintaining a healthy work-life balance and high job satisfaction for IT professionals working from home involves a multifaceted approach that includes individual, organizational, societal, work-related, and work environment factors. Key individual factors include effective time management and family support. Organizational factors such as flexible work hours, technical support, and autonomy in organizing work are crucial. Societal support from friends and relatives, along with a cooperative work culture, also plays a significant role. Managing workload, ensuring control over work situations, and providing clear communication and recognition from supervisors, along with adequate leave policies, are essential for creating a supportive work environment. Together, these elements contribute to the overall well-being and job satisfaction of remote IT professionals.

The findings of the causal model examining the effects of work from home (WFH) on job satisfaction (JS) and work-life balance (WLB) among IT professionals are shown in Table 5. The estimates show a strong correlation between job satisfaction, WLB satisfaction, and WFH. In particular, WFH has a positive impact on WLB Satisfaction ($\beta = 0.559$, $p < 0.001$) and Job Satisfaction ($\beta = 0.463$, $p < 0.001$), suggesting that remote work arrangements help employees feel more satisfied with their jobs and have a better work-life balance. Furthermore, WLB Satisfaction is positively influenced by both organisational ($\beta = 0.149$, $p = 0.002$) and individual ($\beta = 0.215$, $p < 0.001$) factors, indicating the significance of both types of support systems in promoting work-life balance.

Similarly, job satisfaction is significantly influenced by work factors ($\beta = -0.387$, $p < 0.001$) and work environment factors ($\beta = 0.228$, $p = 0.002$), highlighting the importance of job-related factors and work environment conditions in determining employees' job satisfaction levels. These results highlight the complex interplay between work-life balance, job satisfaction, and WFH and emphasise the necessity for companies to take a variety of factors into account when developing policies around remote work and employee well-being.

Table 5: Results of Causal Model Measuring the Effect of WFH on Work Life Balance And Job Satisfaction

			Estimate	S.E.	C.R.	P
WLB Satisfaction	**<---**	**WFH**	**.559**	**.032**	**17.547**	**0.001**
WLB Satisfaction	<---	Societal factors of WLB	-.068	.053	-1.267	.205
WLB Satisfaction	<---	Individual factors of WLB	.215	.035	6.156	0.000
WLB Satisfaction	<---	Organisational factors of WLB	.149	.038	3.932	0.002
Job Satisfaction	**<---**	**WFH**	.463	.022	21.017	0.002
Job Satisfaction	**<---**	**WLB Satisfaction**	**.190**	**.024**	**7.894**	0.001
Job Satisfaction	<---	Organisational factors of JS	.059	.012	4.850	0.010
Job Satisfaction	<---	Work factors of JS	-.387	.019	-19.948	0.000
Job Satisfaction	<---	Work environment factors of JS	.228	.029	7.882	0.002

6. IMPLICATIONS & CONCLUSION

The study's conclusions highlight how crucial remote work arrangements are in determining IT professionals' work-life balance and job satisfaction. Organisations can use remote work policies to improve employee well-being and organisational outcomes by recognising the substantial positive impact that WFH has on WLB and JS. Hiring flexible work schedules, offering sufficient resources and assistance to remote workers, and cultivating a work-life balance-oriented culture can all lead to increased job satisfaction, productivity, and staff retention. The results also show that in order to fully reap the rewards of remote work, customised interventions that take into account both organisational policies and individual needs are required.

Organisations can foster a motivated and engaged workforce that is well-positioned for success in the changing nature of work by giving priority to the integration of remote work practices and establishing a supportive work environment. Subsequent investigations may go further in examining the long-term consequences of remote work on worker satisfaction and company performance, taking into account elements like the viability of

remote work models, the changing role of technology in enabling remote collaboration, and the influence of hybrid work arrangements. Furthermore, evaluating the efficacy of programmes designed to lessen the negative effects of working remotely, like social isolation, communication difficulties, and a blurring of work and personal life, may provide insightful information for companies attempting to manage the difficulties of implementing remote work.

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