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Research Article

WORK FROM HOME FACILITY AND ITS IMPACT ON EMPLOYEE SATISFACTION AND EMPLOYEE PERFORMANCE IN THE IT SERVICE SECTOR: AN EMPIRICAL STUDY IN CUDDALORE TOWN

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Abstract

The concept of work from home (WFH) has emerged as one of the most transformative developments in the contemporary employment environment, particularly within the Information Technology (IT) services sector. The COVID-19 pandemic accelerated the widespread adoption of remote working arrangements and encouraged organizations to reconsider traditional workplace structures. While WFH initially served as a crisis management strategy, organizations increasingly recognized its long-term strategic value in improving flexibility, productivity, and employee well-being. However, the effectiveness of WFH largely depends on employee satisfaction, organizational support, communication systems, technological infrastructure, and employee performance outcomes. The present study examines the impact of work from home facilities on employee satisfaction and employee performance in the IT service sector in Cuddalore Town. The study adopted a descriptive research design and collected primary data from 100 respondents working in the IT service sector through a structured questionnaire. Convenience sampling technique was used for data collection. Percentage analysis, correlation analysis, regression analysis, and ANOVA were applied to analyse the data and interpret the relationship between work from home practices, employee satisfaction, organizational support, and employee performance. The findings indicate that work from home has a strong positive influence on employee satisfaction and performance. Correlation analysis revealed a significant positive relationship between work from home facilities and employee satisfaction ($r = .667$, $p < .05$). Regression analysis further confirmed that work from home significantly predicts employee satisfaction and employee performance. Organizational and managerial support also demonstrated a strong influence on employee satisfaction during remote work conditions. The study concludes that effective implementation of work from home practices can improve employee morale, flexibility, work–life balance, and organizational productivity. However, organizations must address challenges such as communication gaps, social isolation, work overload, and technological barriers. The paper contributes to the growing body of literature related to remote work management and provides practical implications for HR professionals, managers, and policymakers in designing sustainable remote work strategies in the IT service sector..

Keywords: Work From Home, Employee Satisfaction, Employee Performance, IT Service Sector, Remote Working, Organizational Support, Work–Life Balance, Employee Productivity, Cuddalore Town

Introduction

The evolution of information technology and digital communication systems has significantly transformed modern organizational structures and working patterns across industries. One of the most notable transformations witnessed in recent years is the rapid adoption of work from home practices. Work from home refers to an employment arrangement where employees perform their professional duties remotely from their residences using internet-based communication technologies, cloud computing systems, and digital collaboration tools instead of working from traditional office environments. The increasing popularity of remote work has reshaped organizational management, employee expectations, and workplace culture across the globe.

The IT service sector has emerged as one of the leading industries capable of successfully implementing remote work practices due to its technology-driven operations. Organizations in the IT sector largely depend on digital communication, software applications, virtual collaboration platforms, and online project management systems, making remote working arrangements highly feasible. During the COVID-19 pandemic, organizations worldwide shifted to remote work models to maintain business continuity and protect employee health. This transition accelerated the institutionalization of work from home as a long-term operational strategy rather than a temporary emergency measure.

Employee satisfaction plays a crucial role in determining organizational effectiveness and workforce stability. Satisfaction reflects employees' positive emotional response toward their work environment, responsibilities, compensation, organizational support, and career opportunities. Work from home can improve employee satisfaction by reducing commuting stress, increasing flexibility, enabling better work–life balance, and providing a more comfortable working environment. At the same time, remote working may also create challenges related to communication, social isolation, professional collaboration, and work pressure.

Employee performance is another important organizational outcome influenced by work from home practices. In the IT service sector, employee productivity, quality of work, deadline management, innovation, and efficiency are essential for organizational success. Effective remote work systems supported by technology, communication, and managerial assistance can improve employee performance. However, inadequate supervision, distractions at home, technological limitations, and communication barriers may negatively affect performance levels.

The present study focuses on the impact of work from home facilities on employee satisfaction and employee performance in the IT service sector in Cuddalore Town. The study aims to identify the extent to which remote working arrangements influence employees' attitudes, motivation, efficiency, and overall work outcomes. The findings provide valuable insights for organizations seeking to develop sustainable and employee-friendly remote working policies.

The significance of this study lies in its contribution to understanding remote work experiences among employees in a semi-urban environment such as Cuddalore Town. Although several studies have focused on metropolitan regions and multinational organizations, relatively limited research has been conducted in smaller towns and regional IT service sectors. Therefore, the present study attempts to bridge this research gap and provide localized insights regarding the effectiveness of work from home facilities in the IT industry.

2. Review of Literature

Remote working and flexible employment arrangements have become important subjects of organizational and behavioural research in recent years. Several researchers have examined the influence of work from home practices on employee satisfaction, organizational commitment, productivity, psychological well-being, and work–life balance.

Vyas and Butakhieo (2021) observed that work from home practices during the COVID-19 pandemic significantly improved organizational flexibility and reduced operational costs. However, employees also experienced stress related to social isolation and communication barriers. Bloom et al. (2015) reported that remote working arrangements improved employee productivity, reduced absenteeism, and enhanced employee retention in technology-oriented organizations.

Allen, Golden, and Shockley (2015) emphasized that telecommuting positively influences employee satisfaction and work–life balance when organizations provide adequate technological and managerial support. According to Wang et al. (2021), work from home practices increase employee autonomy and flexibility but may also create emotional exhaustion if employees experience blurred boundaries between personal and professional life.

Raghuram et al. (2019) found that virtual communication systems and collaborative digital technologies are essential for maintaining employee engagement and performance in remote work environments. Similarly, Gajendran and Harrison (2007) concluded that telecommuting positively affects employee attitudes and reduces work-related stress when supported by effective supervision and communication practices.

Contreras, Baykal, and Abid (2020) stated that leadership support and organizational trust are critical factors influencing employee productivity during remote work conditions. Employees who receive emotional support and guidance from managers demonstrate higher motivation and stronger organizational commitment. Molino et al. (2020) identified that work from home arrangements improve flexibility but may increase psychological fatigue due to extended screen time and reduced interpersonal interactions.

Dockery and Bawa (2018) observed that flexible work arrangements improve employee morale and job satisfaction, particularly among employees seeking better family-work integration. Nakrošienė, Bučiūnienė, and Goštautaitė (2019) reported that remote work enhances productivity when employees possess self-discipline, technical competence, and effective time management skills.

Sardeshmukh, Sharma, and Golden (2012) found that telecommuting improves job satisfaction and performance by reducing workplace interruptions and commuting stress. However, prolonged remote working may increase professional isolation and reduce opportunities for informal learning and social interaction.

Toscano and Zappalà (2020) identified that inadequate home infrastructure, poor internet connectivity, and family distractions can negatively affect employee productivity during remote work. Messenger and Gschwind (2016) highlighted that organizational culture and managerial trust are fundamental for the successful implementation of flexible work systems.

Bailey and Kurland (2002) explained that remote working arrangements improve organizational efficiency and employee autonomy while also requiring strong coordination mechanisms. Bellmann and Hübler (2021) concluded that organizations adopting hybrid work systems achieve better employee engagement and operational continuity compared to organizations relying exclusively on traditional office models.

The literature clearly indicates that work from home practices influence employee satisfaction, productivity, communication, organizational commitment, and psychological well-being. Nevertheless, limited studies have focused specifically on IT employees in Cuddalore Town. Therefore, the present study attempts to address this research gap by examining the impact of work from home facilities on employee satisfaction and employee performance in the IT service sector.

Research Gap

Existing literature has extensively discussed the impact of work from home arrangements on employee productivity and satisfaction in multinational corporations and urban IT sectors. However, limited studies have focused on regional IT service sectors and employees working in semi-urban areas such as Cuddalore Town. Previous studies also concentrated primarily on general remote work experiences without comprehensively analysing the combined impact of work from home practices, organizational support, employee satisfaction, and employee performance. Therefore, the present study attempts to provide localized evidence regarding remote work practices and employee outcomes in the IT service sector in Cuddalore Town.

Objectives of the Study

1. To study the implementation of work from home facilities in the IT service sector.

2. To analyse the impact of work from home on employee satisfaction.

3. To examine the impact of work from home on employee performance.

4. To evaluate the influence of organizational and managerial support on employee satisfaction.

5. To identify the major challenges faced by employees during remote work.

6. To provide suggestions for improving work from home practices in IT organizations.

Hypotheses of the Study

$H0_1$: There is no significant relationship between work from home facilities and employee satisfaction.

$H0_2$: Work from home facilities do not significantly influence employee performance.

$H0_3$: Organizational and managerial support do not significantly influence employee satisfaction during remote work.

$H0_4$: Challenges faced during work from home do not significantly affect employee performance.

Research Methodology

The study adopted a descriptive research design to analyse employee perceptions regarding work from home practices in the IT service sector. Both primary and secondary data were used for research. Primary data were collected through a structured questionnaire distributed among employees working in IT service organizations in Cuddalore Town. Secondary data were collected from journals, books, reports, research articles, and online academic sources related to remote work management and employee behavior.

The study used convenience sampling techniques for selecting respondents. A total of 100 employees participated in the survey. The questionnaire consisted of demographic questions and statements related to work from home practices, employee satisfaction, organizational support, communication, work–life balance, and employee performance.

The data collected were analyzed using percentage analysis, correlation analysis, regression analysis, and ANOVA. Percentage analysis was used to interpret demographic characteristics and response distribution. Correlation analysis was used to identify relationships between variables. Regression analysis and ANOVA were used to determine the significance of the influence of work from home on employee satisfaction and employee performance. The study was conducted between January 2026 and March 2026 in selected IT service organizations in Cuddalore Town.

Data Analysis and Interpretation

The study analysed demographic characteristics and employee perceptions related to work from home practices. Among the respondents, 42 percent were male and 58 percent were female. The majority of respondents belonged to the below 25 years age category. Most respondents possessed undergraduate and postgraduate educational qualifications and worked at entry-level or mid-level positions within the IT service sector.

The analysis revealed that a considerable proportion of respondents preferred hybrid or full work from home arrangements due to flexibility, reduced commuting time, and improved work–life balance. Employees reported that remote working reduced stress associated with travel and increased convenience in managing personal responsibilities.

The majority of respondents agreed that work from home positively influenced their job satisfaction. Employees expressed satisfaction regarding flexibility in work scheduling, improved concentration, reduced office distractions, and better work–life integration. However, some respondents also reported difficulties related to communication gaps, isolation, and limited interpersonal interaction.

Employee performance analysis indicated that many respondents were able to meet deadlines efficiently and maintain work quality during remote work conditions. Employees also reported improved productivity due to reduced commuting fatigue and greater control over work schedules. Nevertheless, certain employees experienced challenges associated with internet connectivity, home distractions, and work overload.

Organizational and managerial support emerged as an important determinant of employee satisfaction. Respondents who received effective communication, technical support, emotional encouragement, and regular feedback from supervisors reported higher levels of satisfaction and motivation. Communication quality and managerial trust significantly influenced employee confidence and engagement during remote work.

The findings further indicated that work from home practices generated mixed psychological experiences among employees. While some employees appreciated flexibility and autonomy, others experienced social isolation and difficulties in separating personal and professional responsibilities. Therefore, organizations must establish balanced remote work systems supported by employee wellness initiatives and effective communication frameworks.

Important Statistical Findings

The correlation analysis revealed a strong positive relationship between work from home facilities and employee satisfaction ($r = .667$, $p < .05$). The results indicate that improved remote working arrangements significantly enhance employee satisfaction levels.

Regression analysis demonstrated that work from home facilities significantly predicts employee satisfaction. The regression model produced an F-value of 82.363 with significance level $p = .000$, indicating strong statistical significance.The standardized beta coefficient (.676) further confirms that work from home positively influences employee satisfaction.

Another regression model analysing employee performance produced an F-value of 140.162 with significance level $p = .000$, indicating that employee satisfaction significantly contributes to employee performance during remote work conditions. The standardized beta

coefficient (.767) suggests a strong positive relationship between satisfaction and performance.

The analysis also revealed that challenges faced during remote work significantly affect employee outcomes. Employees who experienced communication barriers, isolation, and inadequate technical infrastructure reported comparatively lower satisfaction and performance levels.

Overall, the statistical analysis confirms that work from home practices have a significant influence on employee satisfaction and employee performance in the IT service sector in Cuddalore Town.

Discussion

The findings of the present study support earlier research highlighting the positive relationship between work from home practices and employee satisfaction. Employees in the IT service sector appreciated flexibility, autonomy, and reduced commuting stress associated with remote work arrangements. The results align with the findings of Bloom et al. (2015), who identified increased productivity and employee satisfaction among remote workers.

The study also confirms that organizational support plays a crucial role in determining employee experiences during remote work. Employees who received consistent managerial guidance and communication reported stronger motivation and engagement levels. This observation supports the conclusions of Contreras et al. (2020) regarding the importance of leadership support in virtual work environments.

Work–life balance emerged as one of the most important benefits of remote work. Employees reported greater ability to manage family responsibilities alongside professional duties. However, the study also identified challenges related to professional isolation, blurred work boundaries, and communication gaps. These findings are consistent with Wang et al. (2021), who emphasized the psychological complexities associated with prolonged remote working arrangements.

The study further indicates that hybrid work systems may provide a balanced solution by combining flexibility with opportunities for interpersonal collaboration and organizational interaction. Organizations that invest in digital communication tools, employee wellness programmes, and performance management systems are more likely to achieve sustainable remote work success.

The findings have important managerial implications for HR professionals and organizational leaders. Companies must design remote work policies that balance flexibility with accountability while also addressing employee mental well-being, communication effectiveness, and organizational culture.

Findings of the Study

• Female employees constituted the majority of respondents in the study.

• Most employees preferred hybrid or full work from home arrangements.

• Work from home significantly improved employee satisfaction and work–life balance.

• Employees experienced reduced commuting stress and improved flexibility.

• Employee satisfaction positively influenced employee performance.

• Organizational and managerial support significantly enhanced employee motivation.

• Communication quality played an important role in employee engagement.

• Some employees experienced social isolation and communication difficulties.

• Technological support and internet connectivity influenced remote work effectiveness.

• Work from home positively influenced employee productivity in the IT service sector.

Suggestions

• Organizations should implement flexible hybrid work models to balance collaboration and flexibility.

• IT companies should provide employees with adequate technological infrastructure and internet support.

• Managers should maintain regular communication and provide emotional support to remote employees.

• Employee wellness programmes should be introduced to reduce stress and isolation.

• Organizations should establish clear performance evaluation systems for remote work.

• Training programmes should be conducted to improve digital communication and time management skills.

• Companies should encourage virtual team-building activities to improve employee interaction.

• Remote work policies should include measures for maintaining work–life balance and preventing burnout.

Conclusion

Work from home has emerged as an important organizational strategy in the IT service sector and has significantly transformed modern workplace practices. The findings of the present study indicate that remote work positively influences employee satisfaction, work–life balance, flexibility, and employee performance when supported by effective organizational systems and managerial assistance.

The study confirms that work from home facilities contributes to improved employee morale, reduced commuting stress, enhanced autonomy, and better productivity outcomes. Organizational support, communication effectiveness, and technological infrastructure were identified as critical determinants of successful remote work experiences. At the same time, challenges such as communication barriers, social isolation, and work overload require careful management to ensure sustainable employee well-being.

The research contributes to the growing body of literature related to remote work management by providing localized evidence from the IT service sector in Cuddalore Town. The findings provide practical implications for organizations seeking to design employee-friendly and

productivity-oriented remote work policies. Future studies may further explore long-term psychological and organizational implications of hybrid work systems across different industries and demographic groups.

In conclusion, work from home is no longer a temporary employment arrangement but a strategic organizational practice that can enhance employee satisfaction and performance when effectively implemented and managed.

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