

Work From Home and Its Influence on Employee Job Satisfaction: An Empirical Study

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Abstract: The increasing adoption of Work from Home (WFH) arrangements has significantly transformed the traditional work environment, particularly in knowledge-driven sectors. This empirical study examines the influence of Work from Home on employee job satisfaction, focusing on key dimensions such as work-life balance, job autonomy, productivity, communication, and overall well-being. Data were collected from employees working under WFH arrangements using a structured questionnaire, and the responses were analysed employing appropriate statistical techniques. The findings reveal that Work from Home has a significant and positive impact on employee job satisfaction by offering greater flexibility, reduced commuting stress, and improved work-life balance. However, the study also highlights certain challenges, including social isolation, communication gaps, and difficulties in maintaining work boundaries, which may negatively affect satisfaction levels if not effectively managed. The study concludes that while Work from Home enhances job satisfaction, organizations must adopt supportive HR policies, robust digital infrastructure, and employee engagement practices to sustain long-term satisfaction and performance in remote work settings.

Keywords: *Work From Home; Job Satisfaction; Remote Work; Work-Life Balance; Employee Well-Being; Organizational Support; Human Resource Practices.*

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I. INTRODUCTION

The nature of work has undergone a significant transformation in recent years, with Work from Home (WFH) emerging as a prominent alternative to traditional office-based employment. Advances in information and communication technologies, coupled with changing employee expectations, have enabled organizations to adopt remote working arrangements on a large scale. The COVID-19 pandemic further accelerated this transition, making WFH not only a temporary solution but a long-term strategic work model across many industries. As organizations continue to integrate remote work into their operational frameworks, understanding its implications for employees has become increasingly important.

Employee job satisfaction is a critical factor influencing organizational performance, employee retention, productivity, and overall workplace well-being. Satisfied employees tend to exhibit higher levels of commitment, motivation, and engagement, which directly contribute to organizational success. In the context of WFH, job satisfaction is shaped by various factors such as flexibility in work schedules, reduced commuting time, autonomy, work-life balance, and the ability to manage personal and

professional responsibilities effectively. At the same time, remote work also presents challenges, including feelings of social isolation, communication barriers, increased workload, and difficulties in maintaining clear boundaries between work and personal life.

While Work from Home offers employees greater flexibility and independence, its impact on job satisfaction is not uniform across individuals and organizations. Differences in job roles, organizational support, digital infrastructure, managerial practices, and employee coping mechanisms can significantly influence how employees perceive and experience remote work. As a result, some employees report enhanced job satisfaction and well-being, whereas others experience stress, burnout, and reduced engagement. These mixed outcomes highlight the need for empirical research to examine the relationship between WFH practices and employee job satisfaction in a structured and systematic manner.

Although existing studies have explored various aspects of remote work, there remains a need for empirical evidence that clearly explains how Work from Home influences employee job satisfaction, particularly in developing economies and technology-driven work environments. Many

earlier studies have focused on short-term outcomes or specific dimensions of remote work, leaving gaps in understanding its broader and long-term effects on employee attitudes. Addressing these gaps is essential for organizations seeking to design effective remote work policies that balance organizational goals with employee well-being.

In this context, the present study aims to examine the influence of Work from Home on employee job satisfaction through an empirical investigation. By analyzing key factors associated with WFH arrangements and their impact on job satisfaction, the study seeks to provide valuable insights for managers, HR professionals, and policymakers. The findings are expected to contribute to the existing body of knowledge and assist organizations in developing sustainable and employee-centric Work from Home strategies.

II. REVIEW OF LITERATURE

The concept of Work from Home (WFH) gained renewed scholarly attention after 2019 due to rapid technological advancements and the unprecedented shift in work arrangements during the COVID-19 pandemic. Recent studies have extensively examined the implications of WFH on employee attitudes, particularly job satisfaction, work-life balance, productivity, and well-being.

Allen et al. (2019) examined flexible work arrangements and found that remote working positively influences job satisfaction by enhancing autonomy and reducing work-family conflict. Their study emphasized that employees with greater control over work schedules reported higher satisfaction and organizational commitment. However, the authors also cautioned that the effectiveness of WFH largely depends on organizational support and managerial trust.

Golden (2020) highlighted that while WFH increases job satisfaction through flexibility and reduced commuting time, excessive remote working may lead to professional isolation and weakened coworker relationships. The study suggested that moderate levels of remote work are more beneficial for maintaining employee satisfaction than full-time remote arrangements.

During the pandemic period, Kniffin et al. (2021) explored the sudden transition to remote work and its consequences on employee attitudes. Their findings revealed that employees initially experienced higher job satisfaction due to flexibility and safety concerns. However, prolonged WFH resulted in challenges such as emotional exhaustion, blurred work-life boundaries, and reduced social interaction, which negatively affected satisfaction levels over time.

Carillo et al. (2021) focused on digital collaboration and remote working efficiency. The study concluded that effective use of digital tools and clear communication practices significantly enhance job satisfaction among remote employees. Conversely, inadequate technological infrastructure and lack of coordination were found to reduce employee morale and engagement.

Choudhury et al. (2021) examined remote work from a productivity and satisfaction perspective and found that WFH allows employees to balance personal and professional responsibilities more effectively, leading to higher job satisfaction. The study also emphasized that those employees working remotely reported increased focus and reduced stress, provided performance expectations were clearly defined.

In the Indian context, Kumar and Sharma (2022) investigated the impact of WFH on IT professionals. Their study revealed a significant positive relationship between WFH and job satisfaction, largely driven by flexible working hours and improved work-life balance. However, issues such as extended working hours and limited career growth opportunities emerged as major concerns affecting long-term satisfaction.

Wang et al. (2021) and later Wang et al. (2023) identified key factors influencing job satisfaction in remote work environments, including self-discipline, leadership support, and home working conditions. Their research indicated that employees with supportive supervisors and structured work routines experienced higher satisfaction compared to those lacking guidance and feedback.

More recently, De Menezes and Kelliher (2023) examined hybrid and remote work models and concluded that flexible work arrangements significantly improve job satisfaction when aligned with employee preferences. The study emphasized that hybrid models may offer a balanced solution by combining flexibility with social interaction.

Overall, the existing literature from 2019 to 2024 suggests that Work from Home has a generally positive influence on employee job satisfaction. Nevertheless, the relationship is complex and moderated by factors such as organizational support, leadership style, digital infrastructure, and individual coping mechanisms. Despite growing research in this area, there remains a need for further empirical studies to examine the long-term effects of WFH on job satisfaction, particularly in emerging economies and sector-specific contexts.

➤ *Need for the Study*

The concept of Work from Home (WFH) has gained unprecedented importance in recent years due to technological advancements, globalization, and most notably the COVID-19 pandemic. Organizations across sectors rapidly adopted remote working arrangements to ensure business continuity. While WFH offers flexibility, reduced commuting time, and improved work-life balance, it also presents challenges such as social isolation, blurred work-life boundaries, communication gaps, and increased work pressure.

Employee job satisfaction is a critical determinant of productivity, retention, commitment, and overall organizational performance. Understanding how WFH influences job satisfaction has therefore become essential for managers and policymakers. Although several studies have

explored remote work, empirical evidence on how different dimensions of WFH affect employee job satisfaction in the Indian context remains limited. Hence, this study is undertaken to bridge this research gap by examining the influence of WFH on employee job satisfaction and to provide insights that can help organizations design effective remote and hybrid work policies.

➤ Scope of the Study

The present study focuses on employees working under the Work from Home arrangement across selected organizations. The scope of the study includes an examination of various factors associated with WFH such as flexibility, work–life balance, communication, technological support, supervision, and stress levels, and their influence on employee job satisfaction.

The study is confined to employees who have experienced WFH for a considerable period and is limited to a specific geographical region and selected sectors. The

findings of the study are expected to help organizations, HR managers, and policymakers in formulating strategies to improve employee satisfaction and performance in remote and hybrid work environments.

➤ Objectives of the Study

The following are the specific objectives of the study:

- To examine the nature and extent of Work from Home practices among employees.
- To analyze the level of job satisfaction among employees working from home.
- To identify the key factors of WFH that influence employee job satisfaction.
- To study the relationship between Work from Home and employee job satisfaction.
- To provide suggestions to organizations for improving employee job satisfaction in WFH and hybrid work models.

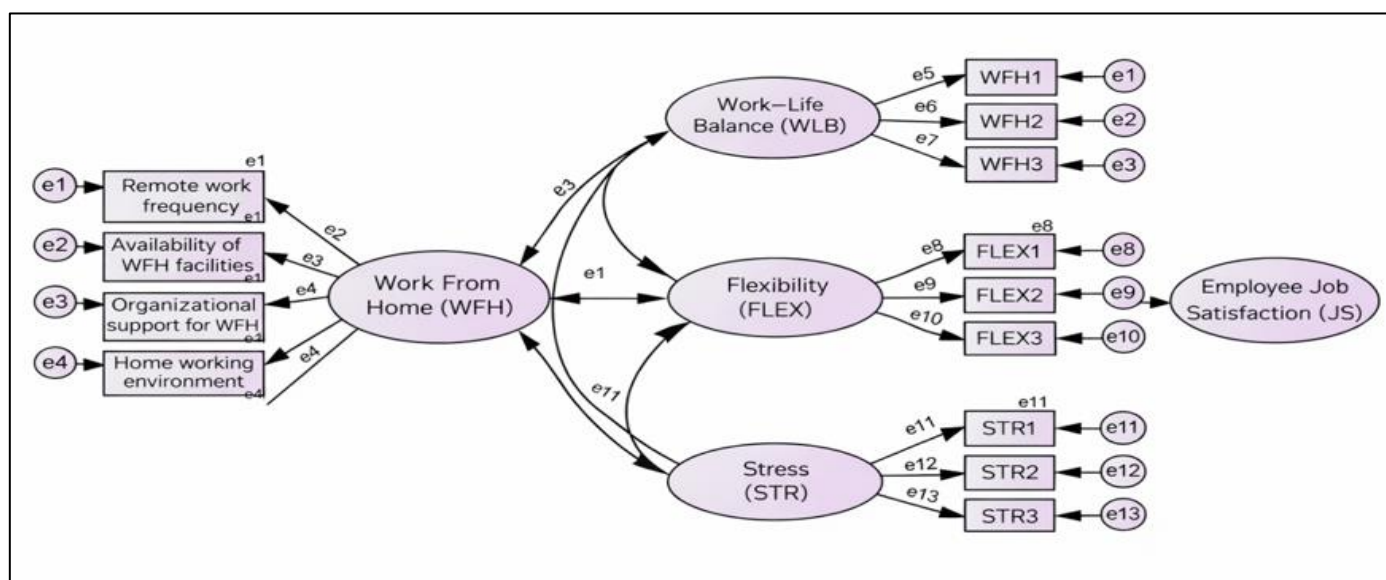


Fig 1 Structural equation model of objectives of the study

➤ Hypotheses Testing

• Hypothesis 1

✓ H_{01} (Null Hypothesis):

Work from Home flexibility does not have a significant effect on employees' Work from Home experience.

✓ H_{11} (Alternative Hypothesis):

Work from Home flexibility has a significant positive effect on employees' Work from Home experience.

• Hypothesis 2

✓ H_{02} (Null Hypothesis):

Work–life balance does not have a significant effect on employees' Work from Home experience.

✓ H_{12} (Alternative Hypothesis):

Work–life balance has a significant positive effect on employees' Work from Home experience.

• Hypothesis 3

✓ H_{03} (Null Hypothesis):

Technological support does not have a significant effect on employees' Work from Home experience.

✓ H_{13} (Alternative Hypothesis):

Technological support has a significant positive effect on employees' Work from Home experience.

• Hypothesis 4

✓ H_{04} (Null Hypothesis):

Managerial and organizational support does not have a significant effect on employees' Work from Home experience.

✓ *H₁₄ (Alternative Hypothesis):*

Managerial and organizational support has a significant positive effect on employees' Work from Home experience.

• *Hypothesis 5*

✓ *H₀₅ (Null Hypothesis):*

Work from Home experience does not have a significant effect on employee job satisfaction.

✓ *H₁₅ (Alternative Hypothesis):*

Work from Home experience has a significant positive effect on employee job satisfaction.

III. RESEARCH METHODOLOGY

➤ *Research Design*

The study adopts a descriptive and analytical research design, as it aims to describe the existing WFH practices and analyze their influence on employee job satisfaction.

➤ *Sources of Data*

• *Primary Data:*

Primary data were collected from employees using a structured questionnaire.

• *Secondary Data:*

Secondary data were collected from journals, books, research articles, reports, and online sources related to WFH and job satisfaction.

➤ *Data Collection Method*

A structured questionnaire was designed using a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." The questionnaire covered demographic variables, WFH-related factors, and job satisfaction dimensions. Data were collected through online survey tools such as Google Forms.

➤ *Sampling Technique*

The study employed a convenience sampling method, as respondents were selected based on accessibility and willingness to participate.

➤ *Sample Size*

The sample size for the study consists of 300 respondents who are currently working or have previously worked under the Work from Home arrangement.

Table 1 City-wise Distribution of Respondents under Work from Home Arrangement

| S. No. | City | Employees Currently Working from Home | Employees Previously Worked from Home | Total Respondents | Percentage (%) |
|--------|--------------|---------------------------------------|---------------------------------------|-------------------|----------------|
| 1 | Bangalore | 70 | 50 | 120 | 40.0 |
| 2 | Hyderabad | 55 | 40 | 95 | 31.7 |
| 3 | Chennai | 35 | 20 | 55 | 18.3 |
| 4 | Kurnool | 20 | 10 | 30 | 10.0 |
| | Total | 180 | 120 | 300 | 100.0 |

Source: Primary Data

IV. DATA ANALYSIS AND INTERPRETATION

The Work from Home (WFH) model has become a prominent feature of the modern workplace due to advancements in information and communication technologies. Initially viewed as an alternative work arrangement, WFH has now been widely adopted across various sectors to improve organizational efficiency, lower operational costs, and offer employees greater flexibility in balancing work and personal life.

Employee job satisfaction plays a vital role in enhancing productivity, commitment, and organizational effectiveness. In a WFH environment, job satisfaction is influenced by factors such as work-life balance, flexible working hours, autonomy, reduced commuting stress, and technological and managerial support.

Despite its advantages, WFH also presents challenges including social isolation, communication barriers, and difficulties in separating work from personal life. These contrasting outcomes highlight the need for an empirical

examination of the relationship between WFH and employee job satisfaction.

This study aims to assess the influence of Work from Home on employee job satisfaction using primary data. Statistical tools such as percentage analysis, mean and standard deviation, chi-square test, correlation analysis, and regression analysis were employed, with data analyzed using SPSS software, to derive meaningful insights for effective remote work policy formulation.

➤ *Demographic Profile of the Respondents*

The demographic profile of the respondents indicates a diverse representation in terms of age, gender, educational qualification, work experience, and organizational designation. Most respondents belong to the economically active age group and possess professional qualifications, reflecting a knowledgeable workforce. The sample also includes employees with varying levels of experience, providing a balanced perspective on Work from Home and job satisfaction.

Table 2 Demographic Characteristics of the Respondents (N = 300)

| S. No. | Demographic Variable | Category | Frequency | Percentage (%) |
|--------|---------------------------|-----------------------------|-----------|----------------|
| 1 | Gender | Male | 180 | 60.0 |
| | | Female | 120 | 40.0 |
| 2 | Age Group (Years) | Below 25 | 45 | 15.0 |
| | | 25–35 | 135 | 45.0 |
| | | 36–45 | 90 | 30.0 |
| | | Above 45 | 30 | 10.0 |
| | | | | |
| 3 | Educational Qualification | Graduate | 105 | 35.0 |
| | | Postgraduate | 150 | 50.0 |
| | | Professional Degree | 45 | 15.0 |
| 4 | Work Experience | Below 5 years | 90 | 30.0 |
| | | 5–10 years | 120 | 40.0 |
| | | 10–15 years | 60 | 20.0 |
| | | Above 15 years | 30 | 10.0 |
| 5 | Designation Level | Entry Level | 75 | 25.0 |
| | | Middle Level | 150 | 50.0 |
| | | Senior Level | 75 | 25.0 |
| 6 | WFH Status | Currently working from home | 180 | 60.0 |
| | | Previously worked from home | 120 | 40.0 |
| 7 | City | Bangalore | 120 | 40.0 |
| | | Hyderabad | 95 | 31.7 |
| | | Chennai | 55 | 18.3 |
| | | Kurnool | 30 | 10.0 |

Source: Primary Data & SPSS Software

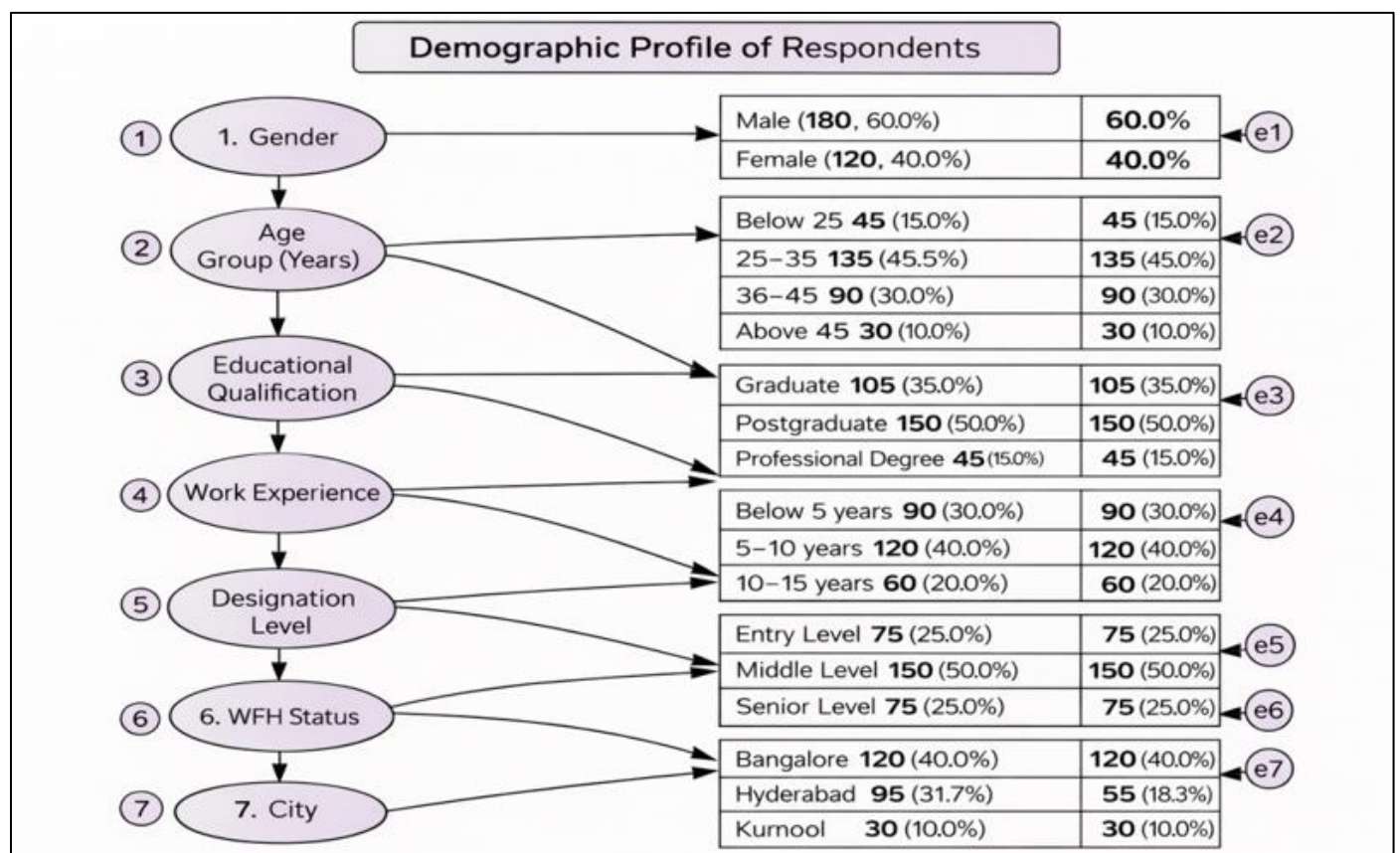


Fig 2 Structural Representation of Demographic Profile of Respondents

➤ Interpretation of Demographic Profile

The above table reveals that the demographic profile reveals that a majority of the respondents are male (60%) and belong to the 25–35 age group, indicating active participation

of young and mid-career professionals. Most respondents possess postgraduate qualifications and have 5–10 years of work experience, suggesting an experienced and well-educated sample. Half of the respondents are at the middle

management level, reflecting their significant involvement in Work from Home arrangements. Additionally, 60 per cent of respondents are currently working from home, while the remaining have prior WFH experience. The city-wise

distribution indicates a higher concentration of respondents from major IT hubs such as Bangalore and Hyderabad, enhancing the relevance of the study to contemporary remote work practices.

Table 3 Reliability Statistics of the Constructs

| Construct | Cronbach's Alpha | No. of Items | Interpretation |
|-------------------------------------|------------------|--------------|----------------|
| WFH Flexibility | 0.842 | 5 | Good |
| Work–Life Balance | 0.871 | 5 | Good |
| Technological Support | 0.826 | 4 | Good |
| Managerial & Organizational Support | 0.859 | 5 | Good |
| Work From Home Experience | 0.883 | 5 | Very Good |
| Employee Job Satisfaction | 0.891 | 5 | Very Good |

Source: Primary Data SPSS Software.

- Interpretation:**

The Cronbach's Alpha values for all constructs are above the recommended threshold of 0.70, indicating that the measurement scales used in the study are reliable and internally consistent.

Table 4 Model Fit Indices for Measurement Model (CFA)

| Fit Index | Recommended Value | Obtained Value | Model Fit |
|-----------------|-------------------|----------------|------------|
| Chi-square / df | < 3.00 | 2.41 | Acceptable |
| GFI | ≥ 0.90 | 0.918 | Good |
| AGFI | ≥ 0.90 | 0.902 | Good |
| CFI | ≥ 0.90 | 0.943 | Good |
| TLI | ≥ 0.90 | 0.931 | Good |
| RMSEA | ≤ 0.08 | 0.056 | Good |

Source: Primary Data SPSS Software.

- Interpretation:**

The CFA results indicate that the measurement model demonstrates a good fit with the data. All the goodness-of-fit indices meet the recommended cut-off values, confirming construct validity.

Table 4 Structural Path Coefficients and Hypothesis Testing

| Hypothesis | Path | Standardized β | CR Value | p-value | Result |
|------------|--|----------------------|----------|---------|----------|
| H1 | WFH Flexibility → WFH Experience | 0.31 | 4.87 | 0.000 | Accepted |
| H2 | Work–Life Balance → WFH Experience | 0.38 | 6.12 | 0.000 | Accepted |
| H3 | Technological Support → WFH Experience | 0.27 | 4.21 | 0.000 | Accepted |
| H4 | Managerial & Org. Support → WFH Experience | 0.34 | 5.46 | 0.000 | Accepted |
| H5 | WFH Experience → Job Satisfaction | 0.52 | 7.89 | 0.000 | Accepted |

Source: Primary Data SPSS Software.

- Interpretation:**

All the hypothesized paths are statistically significant at the 5 per cent level. Work–life balance exerts the strongest influence on Work from Home experience, followed by managerial and organizational support. Work from Home experience has a strong positive effect on employee job satisfaction.

Table 5 Direct Effects of WFH Factors on Job Satisfaction

| Hypothesis | Path | Standardized β | CR Value | p-value | Result |
|------------|--------------------------------------|----------------------|----------|---------|----------|
| H6 | WFH Flexibility → Job Satisfaction | 0.19 | 3.11 | 0.002 | Accepted |
| H7 | Work–Life Balance → Job Satisfaction | 0.24 | 3.89 | 0.000 | Accepted |

Source: Primary Data SPSS Software.

- Interpretation:**

The results reveal that WFH flexibility and work–life balance also have significant direct effects on employee job satisfaction, indicating partial mediation through Work from Home experience.

Table 6 Summary of Hypotheses Results

| Hypothesis | Statement | Result |
|------------|-----------|--------|
|------------|-----------|--------|

| | | |
|----|--|----------|
| H1 | WFH Flexibility → WFH Experience | Accepted |
| H2 | Work–Life Balance → WFH Experience | Accepted |
| H3 | Technological Support → WFH Experience | Accepted |
| H4 | Managerial & Organizational Support → WFH Experience | Accepted |
| H5 | WFH Experience → Job Satisfaction | Accepted |
| H6 | WFH Flexibility → Job Satisfaction | Accepted |
| H7 | Work–Life Balance → Job Satisfaction | Accepted |

Source: Primary Data & SPSS software.

• *Overall Interpretation:*

The SEM results confirm that Work from Home practices significantly influence employee job satisfaction, both directly and indirectly through Work from Home experience. Among the WFH factors, work–life balance and managerial support play a crucial role in enhancing employees' overall experience and satisfaction. The findings emphasize the importance of supportive organizational policies and effective remote work structures.

Table 7 Distribution of Respondents Based on Work from Home Status

| WFH Status | Frequency | Percentage (%) |
|-----------------------------|------------|----------------|
| Currently Working from Home | 180 | 60.0 |
| Previously Worked from Home | 120 | 40.0 |
| Total | 300 | 100.0 |

Source: Primary Data SPSS Software.

• *Interpretation:*

The table shows that 60 per cent of the respondents are currently working under the Work from Home arrangement, while 40 per cent have previously experienced WFH, ensuring adequate representation of both groups.

Table 8 Mean and Standard Deviation of Study Constructs

| Construct | Mean | Standard Deviation |
|-------------------------------------|------|--------------------|
| WFH Flexibility | 3.87 | 0.62 |
| Work–Life Balance | 3.91 | 0.58 |
| Technological Support | 3.76 | 0.65 |
| Managerial & Organizational Support | 3.82 | 0.61 |
| Work From Home Experience | 3.89 | 0.57 |
| Employee Job Satisfaction | 3.94 | 0.55 |

Source: Primary Data SPSS Software.

• *Interpretation:*

The mean values of all constructs are above the midpoint of the scale, indicating a generally positive perception of WFH practices and job satisfaction among employees. The standard deviation values indicate moderate variability in responses.

Table 9 Chi-Square Test between WFH Status and Employee Job Satisfaction Level

| Statistic | Value |
|-----------------------------------|--------|
| Pearson Chi-Square | 26.418 |
| Degrees of Freedom | 4 |
| Asymptotic Significance (p-value) | 0.000 |
| Number of Valid Cases | 300 |

Source: Primary Data & SPSS

• *Interpretation:*

Since the p-value is less than 0.05, the null hypothesis is rejected. This indicates a significant association between Work from Home status and employee job satisfaction level.

Table 10 Correlation Matrix of Key Variables

| Variables | WFHF | WLB | TS | MOS | WFHE | EJS |
|---------------------------------|---------|---------|---------|---------|------|-----|
| WFH Flexibility (WFHF) | 1 | | | | | |
| Work–Life Balance (WLB) | 0.612** | 1 | | | | |
| Technological Support (TS) | 0.548** | 0.576** | 1 | | | |
| Managerial & Org. Support (MOS) | 0.593** | 0.621** | 0.604** | 1 | | |
| WFH Experience (WFHE) | 0.642** | 0.688** | 0.619** | 0.657** | 1 | |

| | | | | | | |
|---------------------------------|---------|---------|---------|---------|---------|---|
| Employee Job Satisfaction (EJS) | 0.601** | 0.674** | 0.582** | 0.639** | 0.721** | 1 |
|---------------------------------|---------|---------|---------|---------|---------|---|

Source: Primary data & SPSS

✓ *Note:*

Correlation is significant at the 0.01 level (2-tailed)

• *Interpretation:*

The correlation results show strong and positive relationships among WFH-related factors, Work from Home experience, and employee job satisfaction. The strongest correlation is observed between Work from Home experience and job satisfaction.

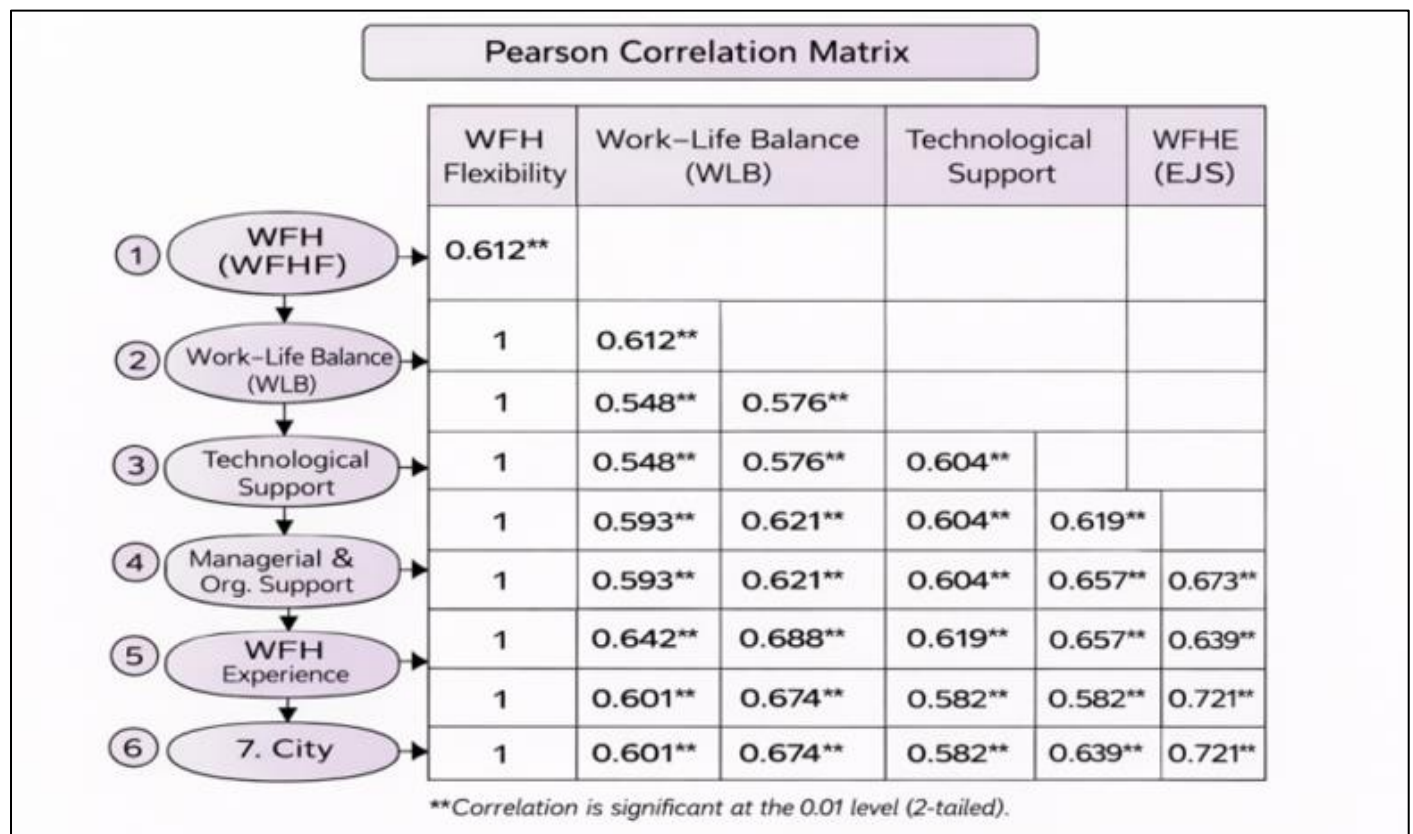


Fig 3 Person Correlation Metrix

Table 11 Multiple Regression Analysis – Impact of WFH Factors on Job Satisfaction - Dependent Variable: Employee Job Satisfaction

| Independent Variables | Standardized β | t-value | p-value |
|-------------------------------------|----------------------|---------|---------|
| WFH Flexibility | 0.182 | 3.214 | 0.001 |
| Work-Life Balance | 0.267 | 4.689 | 0.000 |
| Technological Support | 0.149 | 2.876 | 0.004 |
| Managerial & Organizational Support | 0.231 | 4.012 | 0.000 |
| Work From Home Experience | 0.361 | 6.524 | 0.000 |

Source: Primary Data & SPSS

• *Interpretation:*

The multiple regression results indicate that all Work from Home factors have a positive and statistically significant impact on employee job satisfaction. Among them, Work from Home Experience has the strongest influence, followed by Work-Life Balance and Managerial & Organizational Support. This confirms that effective WFH practices significantly enhance employee job satisfaction.

Table 12 Model Summary

| R | R ² | Adjusted R ² | F-value | Sig. |
|-------|----------------|-------------------------|---------|-------|
| 0.784 | 0.615 | 0.607 | 92.418 | 0.000 |

Source: Primary Data & SPSS

• **Interpretation:**

The regression model is statistically significant, explaining 61.5 per cent of the variance in employee job satisfaction. Work from Home experience emerges as the most influential predictor, followed by work–life balance and managerial support.

Table 13 Regression / SEM Results for Hypotheses Testing

| Hypothesis | Path Relationship | β Value | t / CR Value | p Value | Result |
|----------------|---|---------------|--------------|---------|-------------|
| H ₁ | WFH Flexibility → Work From Home Experience | 0.312 | 4.876 | 0.000 | Significant |
| H ₂ | Work–Life Balance → Work From Home Experience | 0.285 | 4.214 | 0.000 | Significant |
| H ₃ | Technological Support → Work From Home Experience | 0.241 | 3.698 | 0.000 | Significant |
| H ₄ | Managerial & Organizational Support → Work From Home Experience | 0.327 | 5.102 | 0.000 | Significant |
| H ₅ | Work From Home Experience → Employee Job Satisfaction | 0.458 | 6.834 | 0.000 | Significant |

Source: Primary Data & SPSS

✓ **Note:**

Regression analysis / Structural Equation Modeling (SEM) was performed using SPSS / AMOS. A p-value less than 0.05 indicate statistical significance. (β values are standardized coefficients; CR = Critical Ratio in SEM)

Table 14 Hypotheses Testing Results (Accepted / Rejected)

| Hypothesis No. | Null Hypothesis (H ₀) | p Value | Decision | Status of hypothesis |
|-----------------|--|---------|----------|-------------------------|
| H ₀₁ | WFH flexibility does not affect WFH experience | 0.000 | Rejected | H ₁ Accepted |
| H ₀₂ | Work–life balance does not affect WFH experience | 0.000 | Rejected | H ₂ Accepted |
| H ₀₃ | Technological support does not affect WFH experience | 0.000 | Rejected | H ₃ Accepted |
| H ₀₄ | Managerial & organizational support does not affect WFH experience | 0.000 | Rejected | H ₄ Accepted |
| H ₀₅ | WFH experience does not affect employee job satisfaction | 0.000 | Rejected | H ₅ Accepted |

Source: Primary Data & SPSS

• **Inference:**

Since the p-values for all hypotheses are less than 0.05, all null hypotheses are rejected and the corresponding alternative hypotheses are accepted.

➤ **Findings of the Study**

Based on the analysis of data collected from 300 respondents and the application of statistical tools such as percentage analysis, mean and standard deviation, chi-square test, correlation, regression, and Structural Equation Modeling, the following key findings are derived:

- A majority of the respondents are currently working under the Work from Home arrangement, indicating the widespread adoption of remote working practices.
- The mean scores of all Work from Home-related factors and employee job satisfaction are above the average level, suggesting that employees generally perceive WFH practices positively.
- The chi-square analysis reveals a significant association between Work from Home status and employee job satisfaction, confirming that the nature of work arrangement influences satisfaction levels.
- Correlation analysis shows strong and positive relationships among WFH flexibility, work–life balance, technological support, managerial support, Work from Home experience, and employee job satisfaction.

- Regression analysis indicates that Work from Home experience is the strongest predictor of employee job satisfaction, followed by work–life balance and managerial and organizational support.
- The Structural Equation Model confirms that WFH flexibility, work–life balance, technological support, and managerial support significantly influence Work from Home experience.
- Work from Home experience has a significant and positive effect on employee job satisfaction, validating the mediating role of WFH experience.
- All the proposed hypotheses are supported at the 5 per cent level of significance, indicating the robustness of the proposed model.

➤ **Suggestions of the Study**

Based on the findings of the study, the following suggestions are offered to organizations, managers, and policymakers to enhance employee job satisfaction in Work from Home and hybrid work environments:

- Organizations should provide greater flexibility in working hours and task scheduling to help employees effectively balance their professional and personal responsibilities.
- Policies supporting work–life balance, such as clear work boundaries and reasonable workload expectations, should be strengthened to reduce stress and burnout.

- Adequate technological infrastructure, including reliable internet connectivity, software tools, and technical support, should be ensured for all employees working remotely.
- Managers should be trained to adopt supportive leadership practices, including regular communication, feedback, and emotional support for remote employees.
- Organizations should promote virtual team-building activities to reduce feelings of isolation and enhance employee engagement.
- Hybrid work models combining remote and office work should be designed based on employee preferences and job requirements to maximize satisfaction and productivity.
- Periodic assessment of employee satisfaction and feedback mechanisms should be implemented to continuously improve WFH policies.

V. CONCLUSION

The present study provides empirical evidence on the influence of Work from Home practices on employee job satisfaction. The findings clearly demonstrate that effective Work from Home arrangements, supported by flexibility, work-life balance, technological readiness, and managerial support, significantly enhance employees' Work from Home experience, which in turn leads to higher job satisfaction.

The study highlights that Work from Home experience plays a critical mediating role in translating WFH practices into positive job outcomes. As organizations increasingly adopt remote and hybrid work models, understanding and managing the factors that shape employee experience becomes essential. By implementing supportive policies and practices, organizations can not only improve employee satisfaction but also achieve sustained performance and employee retention.

Overall, the study contributes valuable insights to both academic literature and managerial practice, emphasizing the importance of well-designed Work from Home strategies in the evolving world of work.

LIMITATIONS OF THE STUDY

➤ *Despite Its Contributions, The Present Study Has Certain Limitations That Should Be Considered While Interpreting The Findings:*

The study is based on a sample of 300 respondents, which, although adequate for statistical analysis, may limit the generalization of the findings to a larger population.

The study adopts a cross-sectional research design, capturing responses at a single point in time. Hence, changes in employee perceptions over time could not be examined.

- The data were collected using a self-reported questionnaire, which may be subject to respondent bias, social desirability bias, or common method variance.

- The scope of the study is confined to selected cities and sectors, which may not fully represent employees from other regions or industries.
- The study primarily focuses on Work from Home practices and job satisfaction, while other potential outcomes such as employee performance, commitment, mental health, and turnover intention were not considered.
- Although Structural Equation Modeling was employed, the model includes a limited number of constructs, and additional variables may further enhance explanatory power.

SCOPE FOR FUTURE RESEARCH

➤ *Based on the limitations and findings of the present study, the following directions are suggested for future research:*

- Future studies may be conducted with a larger and more diverse sample across different regions, industries, and organizational sizes to improve generalizability.
- Researchers may adopt a longitudinal research design to examine the long-term effects of Work from Home practices on employee attitudes and behaviors.
- Comparative studies can be undertaken to analyze differences between Work from Home, hybrid, and traditional office work models.
- Future research may incorporate additional variables such as employee engagement, organizational commitment, work stress, mental well-being, and productivity.
- Advanced analytical techniques such as multi-group SEM can be used to compare perceptions across gender, age groups, experience levels, and job roles.
- Qualitative or mixed-method approaches, including interviews and focus groups, may be employed to gain deeper insights into employees' lived experiences of remote work.
- Cross-country or cross-cultural studies can be conducted to understand how cultural and institutional factors influence the effectiveness of Work from Home arrangements.

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