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Impact of Work from Home on Employee's Satisfaction and Turnover Intentions in IT Sector of Delhi

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Abstract

Work from home has grown to become a mainstay of workplace practice, fueling the rise of the digital age of the workforce by introducing new work environments. Because of such digitization, skills scarcity, and quickly expanding technology, the retention of talent is a significant challenge in the information technology (IT) sector. Consequently, employee turnover incurs significant costs and has a detrimental impact on enterprises. Hence, the present study purposefully proposes to visualize the association between work from home, employees' satisfaction, and intentions to leave job. The given work is conducted for IT companies in Delhi listed at NASSCOM. In this survey, a total of 500 IT sector employees were approached to test their degree of agreement on various questions presented in the questionnaire, and out of the total of 500, 500 responses were received successfully. In this study, quantitative techniques were employed. The responses of the respondents to various factors in the questionnaire were collected on a five-level Linkert scale. Based on convenience sampling, it has been observed that only 88.8% of respondents can strike a balance between job and their own as well as family life, more than 77.6% of respondents satisfactorily can reach their personal and career goals, less than 38.8% of respondents often think about leaving this job, and only 12% of respondents would like to accept a different offer of employment at the same salary level if one is made.

1. Introduction

Telework was introduced for the first time in the late 1990s as a way to decrease burden of pollution and stress associated with commuting. Considering the ability to gain access to data from remote area and conferencing, information and communication technology (ICT) has enabled new model of organizing work [1]. The COVID-19 pandemic, which has resulted in constraints on public transport and social activities, has acted as a catalyst for the introduction of telecommuting in employees' homes, and it appears reasonable to anticipate that working from home will become an increasingly important aspect of working life for a significant count of individuals in the future [2]. However, employees and stakeholders may be more worried than they have ever been about how employees' personal lives affect their work-related needs, which may in turn affect the level of satisfaction they have with their jobs. The same can be observed from the conflict between the workplace and the family [3], work-family conflict [4], and job-family facilitation, which have been shown to be positively associated with a different kinds of job performance including satisfaction from job and performance [5] among various workgroups in previous studies.

Further, specifically for the information technology (IT) sector, the retention of talent is especially important since the global labour market offers more career prospects for IT experts who have a high tendency to leave their firms [6-7]. IT workers are considered critical knowledge workers [8], with specific knowledge and abilities that make them difficult to replace with another person [9]. Because of the growing need for competent IT workers, firms have begun to develop retention programmes aimed at retaining IT staff with crucial skills and experience [10]. IT staff retention is crucial to a company because they have good knowledge of the interaction between technologies and key business processes [9].Dissatisfaction among staff members has major costs and negative repercussions for any firm, including decreased organizational performance, service delivery, and administration [11]. As a result of this, there is a need for positive associations between work from home and the job status of employees so that minimum turnover intentions should be observed among IT employees. In lieu of this, the present study has been conducted to evaluate the impact of WFH on employees' satisfaction and turnover intentions in the IT sector of Delhi. The major contribution of the present research work is

1. An empirical study has been conducted based on quantitative techniques for investigating impact of WFH on employees' satisfaction and turnover intentions in the IT sector of Delhi.
2. The proposed study has been conducted and evaluated, which is beneficial to HR departments and policymakers in order to plan their decisions for future work.

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3. A pilot survey has been conducted for IT companies in Delhi listed at NASSCOM, in which 500 employees were approached to test their degree of agreement on various questions presented in the questionnaire.

2. Literature review

Satisfaction with work—or lack thereof—is dependent on a productive, goal-oriented interaction between employees and management; indeed, the long-term success of any businesses or organization is dependent on employees who like their employment and are rewarded for their efforts. Finally, when this critical success aspect is missing, those who work in the marketplace may suffer the most. In order to investigate the same, various studies have been proposed previously to determine the correct association between different variables to judge the job stratification level and turnover intention among employees. For example, **Silaban & Margaretha (2021)** targeted at evaluating the effectiveness of work-life balance on satisfaction level as well as the retention of worker. For this, a survey was initiated for 196 samples of modern-day employees in Bandung, Indonesia. The study's findings revealed a link between work-life balance and job satisfaction among younger employees. Changes in work-life balance practices may boost employee job satisfaction. According to the report, organizations can enhance employee engagement by creating a positive work environment.

Sandoval-Reyes et al. (2021) was investigated the association between distant work, job stress, and work-life balance (WLB) established throughout a pandemic. The study was conducted in Latin America. A PLS-SEM model was employed to analyze the data received from 1285 respondents. The study's findings suggested that being able to work remotely during pandemics lowered perceived stress, enhanced work-life balance and satisfaction. As per findings, organizations must strike a balance between the benefits of remote work and its potential future influence on their employees' health and psychological well-being.

Panda & Sahoo (2021) focused on researching the association among WLB and job retention by evaluating the function of psychological empowerment among employees as a mediator. Structural equation modeling (SEM) was employed to analyze the data received from 283 respondents. The results of this study suggest that psychological empowerment marginally supports the link between work-life balance and professional retention. This suggests that a high level of psychological empowerment promotes the link between a healthy WLB and employee retention. According to the report, managers in IT-ITES businesses should develop and implement methods to improve and enhance perceived work-life balance as well as employee retention.

Omar (2020) targeted at exploring the impact of work-stress, work-load and work-life balance on the intention to leave the job. The information was gathered from 99 employees of a Malaysian insurance company. The study's findings revealed a favorable relationship between work-load and turnover intention. Work-stress and work-life balance, on the other hand, were not significantly connected with employees' intention to leave. According to the report, senior management should reconsider their tactics and not disregard the impact of work stress, load, and WLB on their staff.

Bellmann & Hubler (2020) targeted at exploring the effect of WFH on the job engagement and work-life balance. In relation to the context of a survey research technique, the study used a quantitative approach. The study's findings show that while there are no apparent effects of working at home on job satisfaction, the influence on WLB is generally negative. According to the survey, organizations should not expand remote work beyond working hours. Companies should decrease job-related issues that contribute to work-life imbalances.

Gautam & Jain (2019) study's primary goal was to examine employee WLB and achievement. In relation to the context of a survey research technique, the study used a quantitative approach. According to the survey, the problem of work-life balance persists due to a variety of variables such as work culture, HR regulations, a lack of job stability, remuneration packages, and so on. According to the survey, employee-oriented work-life balance objectives would help firms come up with and implement work-life balance policies.

Sumanarathna & Samarakkon (2019) focuses on determining the impact of WLB policies on the retention of female executives in Sri Lankan IT firms. Multiple regressions were used to analyze the data collected from 500 respondents. According to the study, WLB rules have a beneficial impact on the retention of female CEOs. Employees benefit from training and career development possibilities, as well as workload management. According to the report, company representatives and top management should promote WLB in order to boost employee retention.

Kabir & Tirno (2018) targeted at discovering the impact of WLB on the potential for turnover of staff members working in MNCs in Bangladesh. ANOVA, Correlation, and Linear Regression analysis were used to evaluate the data acquired from 232 people operating in the telecom, cigarette, fashion, and consumer goods industries. The study's findings indicated that poor WLB leads to increased employee turnover intentions, while adequate WLB has a beneficial impact on organizational success. According to the survey, firms should give flexible work hours to employees based on the nature of the job in order to boost productivity and reduce turnover intentions.

Deivasigamani & Shanka (2017) demonstrated different aspects of WLB in the software sector. The information was gathered from 110 employees of a software company in Chennai. The investigation was descriptive in nature. According to the report, nearly 50% of employees worked 8-9 hours every day. Work-related concerns were expressed by 36.4% of employees. 51.8% of employees said that flexible hours would help them combine their professional and personal lives. According to the report, implementing adequate work-life balance policies in the organization would aid in increasing organizational commitments, improving productivity and efficiency, retaining top talent, and motivating IT employees to give their all.

Prasetio (2017) purpose of this study was to look into the direct and indirect effects of the work-life interface on organizational citizenship behavior (OCB). The information was gathered from 158 staff working in three-star hotels in Bandung. The investigation was descriptive in nature. The study discovered that WLB was still an important determinant in employee work satisfaction. According to the report, businesses must create a positive work atmosphere to avoid the incidence of work-life imbalance. According to the survey, organizations should support their employees so that they can attend to personal concerns while also actively focused on their job performance.

3. Research Methodology

3.1 Study design, Sampling procedure and Respondents

The sample of the work consists of personnel from NASSCOM-listed IT organizations in Delhi, India. The convenience sampling was approached to gather data from respondents. There were 500 questionnaires distributed in total, and 500 of them were returned.

All client responses to the questionnaire questions were graded on a 5-point Likert scale. The sample size was calculated using the "sample size technique based on proportion" by the researcher. As a result, the given formula in equation 1 is used to calculate the sample size for the study:

$$n = \frac{NZ^2 p(1-p)}{Nd^2 + Z^2 p(1-p)} \quad (1)$$

.Here, n is the amount of samples, N is the population size, and Z is the value of the typical normal variation at a given level of confidence. The study makes the assumption that the data will be distributed regularly and utilizes a 95% confidence level. As a result, the value in the table below the normal curve is 1.96. The acceptable margin of error is marked by the letter "d," and the current study's margin of error is 0.04 percent. The letter 'p' represents the sample's 12 members' assumed proportionate distribution. The proportionate sample distribution for the

investigation is set at 0.35. As a result, assuming the population is about 50K, the required sample size for the study is 539.

3.2 Research Instrument

A systematic questionnaire was developed to achieve the study's goal. The questionnaire was divided into two pieces. Section 1 contains demographic information regarding the respondents. Section 2 of the survey asks respondents about their awareness of the questionnaire's criteria. The general questionnaire is composed of various questions divided into two sections and is intended to measure various aspects of financial inclusion. The allegations were scored on a 5-point Likert scale, with 1 representing "strongly disagree" and 5 representing "strongly agree." In addition to these questions, there are seven demographic questions, which include the respondent's gender, age group, family, marital status, and degree of education, monthly income, and employment.

3.3 Proposed Model

To describe the current situation and investigate, 500 employees were approached to test their degree of agreement on various questions presented in the questionnaire, qualitative approach is utilized. The proposed model for the same has been shown in figure 1.
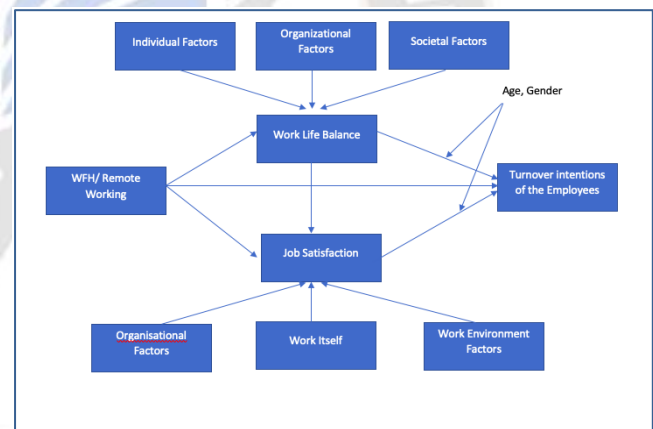

Figure 1: Proposed model of qualitative research

3.4 Measures

The current study's questionnaire aims to achieve two critical goals: The first step is to test the association between various variables and employee satisfaction with their work. Second, acquire details about the respondents' various qualities which can be employed to understand the deviations among the classes. Section 2 of the survey questionnaire includes the latent variables that are relevant to the present work. Employee empowerment, workplace atmosphere, and turnover intention all contribute to job happiness. This section of the work is based on past research and previously used questionnaires (Table 1).

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Table 1: The research scales

Sl No.	Variable	Component
1	Work environment	15(a) I feel that the quality of the work I do during working from home is better.
		15(b) I have sufficient technical knowledge in completing work during working from home.
		15(c) I have sufficient authority in carrying out work during working from home.
		15(d) I have clear work targets when working from home.
		15 (e) I can concentrate on getting work done even when there are distractions from family members during working from home.
		15(f) I am very productive while working from home.
2.	Work life balance	16(a) I am able to maintain a balance between work life and family life
		16(b) I feel motivated in my efforts to maintain a balance between work life and family life
		16(c) I have the time to reach my personal and career goals satisfactorily
		17(d) My balanced life gives me ability to function effectively both at work and home
		17(e) My balanced life gives me a feeling of accomplishment and self-satisfaction
3	Job Satisfaction	17(a) I am satisfied with my salary and fringe benefits
		17(b) I feel that present performance appraisal system is satisfactory and takes into account all aspects of my job profile
		17(c) Training sessions are organized taking into consideration the changing technological advancements
		17(d) I feel that there is an opportunity for me to move to a better position within this organisation
4	Turnover intention	18(a) I feel frustrated when not given an opportunity at work to achieve my personal work-related jobs
		18(b) I often think about leaving this job
		18(c) I will be actively searching for a new job over the next 6 months
		18(d) I will look for a job that will better suit my personal needs
		18(e) I would like to accept another job offer at the same compensation level if offered

4. Result analysis

4.1 Demographical analysis

This section examines demographic or personal characteristics such as gender, age, income, education, and profession to better understand the history and profile of respondents. Table 2 shows a gender breakdown of the respondents.

Table 2: Gender wise analysis of the respondent

Respondent	Frequency	Percentage
Male	322	64.4%
Female	178	35.6%
Other	0	0%

The proposed research has been investigated to study the impact of WFH on job stratification among IT employees. Hence, the participants for obtaining the primary data for the empirical investigation in the present research male and female both. The table 2 shows that there are 322 male and 178 female participants.

The demographical analysis of the ladies respondent of the study has been shown in table 3 to table 6.

Table 3: Age analysis of respondent

Group of Age	Frequency	Percent	Valid Percent
18-30	233	46.6	46.6
31-40	113	22.60	22.60
41-50	153	30.6	30.6
51 and above	0	0	0
Total	500	100	100

In terms of age, it can be seen that the maximum respondents lies in ages of 18 and 30 (46.6%), followed by those between the ages of 41 and 50 (30.6%), with the remaining respondent falling between the ages of below 31-40 (22.60%). Therefore, the data clearly shows that the bulk of respondent are middle-aged and that very no respondent of age more than 51.

In table 4, the education history of the respondent has been documented. The entire development of the family is greatly influenced by education. Thus, the level of education of the respondent is classified as 1 for twelfth, 2 for Graduation, 3 for post graduation,4 for other. The educational background of the respondent is detailed in Table 4

Table 4: Education analysis of respondent

Education	Frequency	Percent	Valid Percent
Twelfth	0	0	0
Graduation	0	0	0
Post graduation	219	43.8	43.8
Other	281	53.2	56.2
Total	500	100	100

According to Table 4, 56.2 percent of respondents are educated beyond the pots graduation grade, while 43.8 percent are educated up to the graduation level.

Further income level of the respondents has been shown in Table 5, 56.2 percent of respondents earnings are in the range of Rs. More than 90000, while 20 percent of respondents have earnings that are higher than Rs. 60000. This suggests that the bulk of respondents are earning good incomes. Only 4.4% of women earn less than Rs.30, 000.

Table 5: Income analysis of respondent

Monthly Income (Rs.)	Frequency	Percent	Valid Percent
30000	22	4.4	4.4
30,000-60,000	97	19.4	19.4
60,001-90,000	100	20.0	20.0
Above 90,000	281	56.2	56.2
Total	500	100	100

4.2 Responses analysis to work environment

In this section, the respondent's response to the work environment has been presented. Typical questions that fall in this category are 15(a)15(b)15(c)15(d)15(e)15(f). Table 6 given below give the their experience with the same. The questions have been presented on a 5-point Likert scale. The likert scale has been formatted as follow (100% for SA- Strongly agree,

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80% A - Agree   , 50% for N –Neutral   , 40% DA -Disagree   , 20% SDA – Strongly disagree).

Table 6: Response to the work environment on Likert Scale

Question	Response					Response
	100%	80%	50%	40%	>20%	
15(a)	209	122	45	86	38	500
15(b)	290	150	0	60	0	500
15(c)	313	187	0	0	0	500
15(d)	249	201	50	0	0	500
15 (e)	207	135	68	90	0	500
15 (f)	223	153	64	60	0	500

From the analysis of Table 6, it can be observed that most of the employees are happy with the work-from-home environment. It can be observed from the 15(a) question. 86.2% of employees strongly agree that the quality of the work they do while working from home is better. More than 62.6% of employees have shown authority in carrying out work while working from home. 41.4% and 44.6% of employees show that they can positively concentrate on their work and have productivity, as per the responses received for questions 15(e) and 15(f), respectively.

4.3 Responses analysis to Work life balance

The analysis of work life balance can be observed from table 7. The questions from 16 (a) to 16(f) are asked for the same.

Table 7: Response to the work life balance on Likert Scale

Question	Response					Response
	100%	80%	50%	40%	>20%	
16(a)	276	168	34	22	0	500
16(b)	239	200	0	56	0	500
16(c)	206	166	65	21	22	500
16(d)	264	162	32	22	0	500
16(e)	260	178	0	56	0	500

From table 7, it has been observed that around 88.8% of employees are able to maintain work life balance which is good percentage in favor of work from home culture. In total 87.6% employees are ensured they have achieved their accomplishment and self-satisfactory.

4.4 Responses analysis to job satisfaction

The question about job satisfaction has been asked in Section 17 of the questionnaire. Question numbers 17 (a) to 17 (e) have been asked on the same The response to the same is collected on a 5-point Likert scale, and the collected results are shown in Table 8.

Table 8: Response to the job satisfaction on Likert Scale

Question	Response					Response
	100%	80%	50%	40%	>20%	
17(a)	92	109	194	45	60	500
17(b)	95	21	227	97	60	500
17(c)	95	220	116	69	0	500
17(d)	215	146	168	0	83	500

It has been observed from table 8 that only 40.2% of employees are satisfied with their salary. On the other hand near about 21 percentages of employees are unsatisfied. Further only 23.2 percentages of employees are satisfied with appraisal policies of company. However, 72% of employee feel better position within same organization.

4.5 Responses analysis to turnover attention

Turnover attention has negative impact on overall business growth. Here in table 9 response to turnover attention of employees has been collected on 5-point Likert scale. The likert scale has been formatted as follow (100% for SA- Strongly agree, 80% A - Agree   , 50% for N –Neutral   , 40% DA -Disagree   , 20% SDA – Strongly disagree).

Table 9: Responses analysis to turnover attention on Likert Scale

Question	Response					Response
	100%	80%	50%	40%	>20%	
18(a)	172	170	108	16	14	500
18(b)	144	49	181	88	33	500
18(c)	160	66	142	87	33	500
18(d)	157	120	155	34	14	500
18(e)	0	60	94	150	196	500

As per the response received for the question in Section 18, which is about the turnover intention of the respondents, it got a 68% response on the high end of the Likert scale and only a 6% response at the slightly appropriate level, where employees can get frustrated when not given an opportunity at work. However, only 38.6% of them are thinking of leaving their current job. On the other hand, around 69% of employees are not ready to leave their current job even after getting the same compensation from another company.

4.6 Correlation analysis of the different parameters

After receiving a successful response from IT employees, the correlation between various factors, such as individual factors, socioeconomic factors, and organizational factors, has been

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correlated with respondent parameters, including job satisfaction, turnover, and work-life balance, as presented in Table 10 below. In this study, three factors— individual factors, societal Factors, and organizational factors —are investigated in order to calculate the most important element that significantly affects job satisfaction

Table 10: Correlation matrix

Dependent Variables / Independent Variables	Parameters		
		Work life balance	Job Satisfaction,	Turnover intention
Individual factors	Pearson Correlation	0.569	0.426	0.896
Societal Factors	Pearson Correlation	0.256	0.577	0.965
Organizational factors	Pearson Correlation	0.766	0.978	0.896

As Table 8 demonstrates, there is a strong association among both independent variables and organizational factors have a positive correlation with work-life balance, job satisfaction, and turnover intention, indicating that organizational factors and policies such as flexible work hours, supportive environments, technical assistance, and leave can increase job satisfaction (r =.766**).and work-life balance(r =.978**) and decrease employee turnover (r =.896**). Further individual factors show the least association with all three dependent variables, especially turnover intention (r =.896**).

5. Conclusion

This investigation was carried out on IT companies listed at NASSCOM in the city of Delhi. The primary goal of this research is to identify the characteristics that influence job satisfaction in any organization. The author examines several previous studies and selects variables from those studies to determine their impact on IT organizations in Delhi. This study also determines whether there is a link between job happiness and employee turnover intentions, job performance, workplace atmosphere, etc.

Author conducted this study with a sample of 500 employees drawn from the target group. Our questionnaire was completed by all 500 employees. Our study is divided into two sections. In the first, author collected personal or demographical information from employees of various organizations. In the other section, author used workplace environment as independent variables and job happiness as a dependent variable, and then author used turnover intention, job performance as dependent variables. The collected samples was analyzed.

It has been observed that 86.2 percent of employees are satisfied with working from home. 88.8% of employees are able to maintain work-life balance, which is a good percentage in favor of the work-from-home culture, and a total of 87.6% of employees are satisfied that they have achieved their accomplishments and are self-satisfactory. Further, 40.2% of employees are satisfied with their salary, and 69% of employees are not ready to leave their current job even after getting the same compensation from another company.

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