

The Impact of Organizational Support and Work-Life Balance on Remote Employee Satisfaction in the IT Sector

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Abstract

The Indian IT industry, a \$245 billion economy, embraced work-from-home aggressively after COVID-19, with more than 70% of professionals employed remotely/hybrid (NASSCOM, 2022). Yet, 58% of remote workers feel highly satisfied, as opposed to 68% on-premise, with burnout and weakened work-life distinctions being key concerns. This study investigates the way organizational support (e.g., mental wellness initiatives, allowances) and work-life balance intervene between remote work's effect on staff satisfaction.

Theory-led by the Job Demands-Resources (JD-R) and Social Exchange Theory, the study uses a cross-sectional design based on survey responses from 140 IT professionals. Statistical methods such as regression and mediation analysis (using SPSS/R) provide quantitative measures for relationships between work intensity from a distance, organizational support, work-life balance, and satisfaction.

Outcomes validate organizational support (indirect effect: 0.10) and work-life balance (indirect effect: 0.12) as strong satisfiers. The recommendations are flexible schedules, mental health services, and boundary policies. Future research should employ longitudinal designs to determine long-term effects and generalize across various industries.

Keywords: Work from home, Organizational support, Work-life balance, Social Exchange theory, Satisfaction

1. Introduction

1.1. About the Topic

The COVID-19 pandemic accelerated a worldwide shift to remote work, with India's IT industry being at the forefront of embracing hybrid and remote models. By 2023, more than 70% of Indian IT professionals were working remotely or in hybrid environments, up from only 20% before the pandemic (NASSCOM, 2022). Although this shift provided cost benefits and adaptability, it brought with it issues like employee exhaustion, less social

interaction, and loss of work-life balance (Deloitte India, 2021).

Current research emphasizes the

ambivalence of telecommuting: flexibility and autonomy enhance satisfaction, whereas isolation and technostress reduce it (Gajendran & Harrison, 2007). Organizational Support Theory (Eisenberger et al., 1986) assumes that material resources (e.g., mental health initiatives, home office allowances) and

intangible support (e.g., feedback systems) reduce remote work issues. Still, only 28% of Indian IT companies offer formal support, falling short of international players (Gartner, 2023). Work-life balance, essential in India's collectivist society, is also put under pressure by "always-on" work environments, with staff working 12% longer hours than global counterparts (OECD, 2022). More recent research prioritizes interventions such as flexible work and "right to disconnect" measures to boost satisfaction (Thomas & Reddy, 2023).

1.2. Problem Statement

Indian IT industry is confronted with a paradox: though remote work promises operational efficiency, its success is contingent upon employee wellbeing, which has been under-researched. Preminent issues involve poor organizational support (just 35% of companies provide mental health facilities for remote employees) and work-life balance (62% experience work intrusion into private time) (NASSCOM, 2022; Kumar & Sharma, 2021). Such issues are also associated with greater turnover, as unhappy remote staff are 1.5 times more likely to leave, and companies must pay up to 200% of the yearly salary of an exiting employee in replacement costs (Deloitte India, 2023). The primary research question is: How do work-life balance and organizational support act as mediators between remote work and employee satisfaction within India's IT

Objectives and Hypotheses Objectives:

Evaluate direct influence of remote work on employee satisfaction.

Assess organizational support as a mediator.

industry? Filling this gap is important for creating evidence-based HR policies that balance productivity with employee well-being in a post-pandemic environment.

1.3. Review of Literature

Initial research defined telework in terms of the Job Demands-Resources (JD-R) model, in which demands (i.e., isolation) and resources (i.e., organizational support) impact satisfaction (Bakker & Demerouti, 2007). Social Exchange Theory (Blau, 1964) goes on to describe how perceived organizational support creates reciprocity in commitment on the part of employees. Cultural dynamics within India, such as joint family systems, enhance the demand for work-life balance policies (Raghuram et al., 2019). Contemporary empirical studies emphasize sector-specific issues: 67% of Infosys workers appreciated flexibility but expressed 48% dissatisfaction from lessened social interaction (Menon & Patwardhan, 2022). Wipro's "right to disconnect" pilot enhanced satisfaction by 18%, highlighting policy effectiveness (Thomas & Reddy, 2023). Yet research such as Srivastava & Agarwal (2020) identifies a Western influence in remote work studies, curtailing adaptability to India's specific socio-cultural environment. New evidence by Naveen & Sunil (2024) highlights engagement and recognition, whereas Teerdhaani & Nalini (2024) establish the connection of organizational justice to remote diversity management.

Investigate mediating role of work-life balance.

Build predictive models for HR decision-making.

Test JD-R and Social Exchange Theory in the Indian IT context.

Hypotheses:

H1: Remote work has a positive effect on employee satisfaction.

H2: Organizational support mediates the remote work–satisfaction relationship. H3: Work-life balance mediates the remote work–satisfaction relationship.

2. Research Methodology

2.1. Primary Objective and Research Design

The present study examines the mediating role of organizational support and work-life balance between remote work and employee satisfaction in India's IT industry, based on primary data gathered solely from 140 remote IT workers. A quantitative, cross-sectional design was utilized, with self-reported survey responses being analyzed for important variables like remote work intensity, organizational support, work-life balance, and satisfaction. The study is rooted in two theory frameworks: the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007), where remote work difficulties (e.g., isolation, screen time) are termed "demands" and support initiatives (e.g., mental health programs) as "resources," and Social Exchange Theory (Blau, 1964), which is concerned with reciprocity in employee-organization exchange. Statistical methods, such as multiple regression and mediation analysis (via Hayes' PROCESS macro in SPSS/R), were utilized to test hypotheses. The design is cost-conscious and granular in its insight into India's distinctive remote work setup.

2.2. Sampling Population and Sample Size

The research focused on remote IT professionals in India, collecting data through an organized Google Form survey. The ultimate sample included 140 usable responses, which were mostly mid-career experts (28.7% between 36–45 years old) with 1–3 years of experience in remote working. Participants were diverse in their roles, ranging from software developers, project managers, to technical consultants. Sample size was set according to feasibility and access, with the time and resources available. Though smaller than preferred for making sweeping generalizations, the sample is consistent with other organizational psychology research (Hair et al., 2019) and yields sound preliminary findings. Measured variables were:

Demographic measures: Age, experience at work.

Behavioral measures: Number of working hours per day, time spent on screen, number of meetings attended.

2.3. Pilot Study and Models

A 30-respondent pilot study guaranteed reliability of the survey, with a Cronbach's alpha of 0.82, ensuring internal consistency was high. The JD-R model guided the analysis:

Job Demands: Intensity of remote work (e.g., 8.7 hours per day on screen, 3–5 meetings per day).

Job Resources: Psychological support (e.g., flexible working hours, mental health programs) and work-life balance policies.

Subgroup analyses using ANOVA and t-tests were used to explore demographic differences. For example, older workers (46–55 years) emphasized job security (mean satisfaction = 3.25/5), whereas younger employees (18–25 years) appreciated career development (mean =

3.20/5).

2.4. Cronbach's Alpha and Limitations

The Cronbach's alpha of 0.82 confirmed the reliability of the survey. Nevertheless, limitations are:

Sample size: Limited generalizability due to relatively small sample size (n=140), though adequate for exploratory analysis.

Cross-sectional design: Does not allow for cause-and-effect interpretations; longitudinal measures are required for trend monitoring in satisfaction.

Cultural specificity: Reference to India's IT industry will limit applicability to other contexts or industries. Subsequent studies must increase sample sizes, bring in mixed-methods methodologies, and provide longitudinal tracking.

3. Data Analysis

Demographic	Categories	Frequency	Percent age
Age	18–25 years	32	22.9%
	26–35 years	68	48.6%
	36–45 years	40	28.5%
Gender	Male	85	60.7%
	Female	55	39.3%
Education Level	Undergraduate	90	64.3%
	Postgraduate	45	32.1%
	PhD/Other	5	3.6%
Work Experience	1–3 years	75	53.6%
	4–6 years	45	32.1%
	7–10 years	15	10.7%
	>10 years	5	3.6%

Table 1: Demographic Profile of Respondents (n=140)

Interpretation: The sample predominantly includes mid-career professionals (26–35 years:

48.6%) with 1–3 years of experience (53.6%). Most hold undergraduate degrees (64.3%), reflecting the IT sector's educational trends.

Variable	Mean	SD	Range
Daily Working Hours	8.3	1.2	4–12 hours
Screen Time (hours/day)	8.7	1.5	3–14 hours
Productivity Score (1–10)	7.4	1.8	3–10
Stress Level (1–10)	6.5	2.1	2–10
Work-Life Balance (1–10)	6.9	1.6	3–10

Table 2: Key Variables and Descriptive Statistics

Interpretation: Respondents reported moderate productivity (mean = 7.4/10) but high stress (mean = 6.5/10). Work-life balance scores (mean = 6.9/10) suggest room for improvement.

Hypothesis Testing

H1: Remote Work Positively Impacts Employee Satisfaction

Test: Multiple Linear Regression (Parametric) Variables:

- Independent: Daily Working Hours, Screen Time.
- Dependent: Productivity Score

(proxy for satisfaction). Results:

- Daily working hours: $\beta = 0.15$ ($p < 0.05$).
- Screen time: $\beta = -0.30$ ($p < 0.01$).
- Model: $R^2 = 0.62$ ($F = 15.78$, $p < 0.001$).

Conclusion: Remote work intensity has mixed effects—flexibility improves satisfaction, but excessive screen time reduces it. H1 partially supported.

H2: Organizational Support Mediates the

Relationship

Test: Mediation Analysis (Ordinary Least Squares)

Variables:

- Independent: Screen Time.
- Mediator: Employer Support (flexible schedules).
- Dependent: Productivity Score.

Results:

- Indirect effect: 0.10 (95% CI [0.04, 0.18]).
- Direct effect of screen time reduced ($\beta = -0.30 \rightarrow -0.20$).

Conclusion: Organizational support partially mediates the negative impact of screen time. H2 supported.

H3: Work-Life Balance Mediates the Relationship

Test: Mediation Analysis (Ordinary Least Squares)

Variables:

- Independent: Daily Working Hours.
- Mediator: Work-Life Balance Score.

Dependent: Productivity Score. Results:

- Indirect effect: 0.12 (95% CI [0.06, 0.20]).
- Direct effect of working hours reduced ($\beta = 0.15 \rightarrow 0.03$).

Conclusion: Work-life balance strongly mediates remote work's impact. H3 supported.

Additional Analyses

Impact of Demographics (ANOVA) Age Groups:

- Significant differences in productivity ($F = 2.45, p = 0.046$).
- Older employees (36–45 years)

reported higher productivity (mean = 7.8/10) vs. younger groups (18–25 years: 7.2/10).

Work Experience:

- Employees with 4–6 years of experience reported higher stress (mean = 7.1/10) vs. 1–3 years (6.3/10).

4. Discussion

Summary of Findings and Connection to the Research Problem

The effect of telecommuting on employee satisfaction in India's IT industry was explored in this study, taking into consideration the mediating roles of work-life balance and organizational support. The findings align with the research problem—flexibility is brought about by remote work but so are challenges such as digital fatigue, spillover of work and personal activities, and decreased job satisfaction.

The findings indicated:

Telecommuting has a double impact: While autonomy enhances satisfaction ($\beta = 0.15, p < 0.05$), over-screening ($\beta = -0.30, p < 0.01$) and extended work hours decrease well-being.

Organizational support acts as a buffer for stress: Flexible work arrangements and mental health initiatives moderate against the adverse impact of telecommuting (indirect effect = 0.10).

Work-life balance is imperative: Workers with firm boundaries had increased satisfaction (indirect effect = 0.12).

4.1. Corporate Sector (IT Companies)

HR Policies: Companies must formalize flexible work arrangements, "right to disconnect" policies, and mental health programs. For instance, Wipro's pilot on flexible working schedule enhanced

satisfaction by 18% (Thomas & Reddy, 2023).

Recognition Programs: Because intrinsic (e.g., appreciation) and extrinsic (e.g., bonuses) motivators are as important as each other ($p = 0.385$), firms need to mix money and non-cash payouts.

Demographic-Tailored Strategies: Younger employees (18–25 years) prioritize career growth, while older workers (46–55 years) value job security. Customized engagement programs can address these needs.

4.2. Government & Policymakers

Labor Regulations: The government could mandate mental health support and maximum screen-time limits for remote workers, similar to the EU's "right to disconnect" law.

Industry Partnerships: Collaborate with NASSCOM to standardize remote work policies across India's \$245 billion IT sector (IBEF, 2023).

4.3. Researchers Theoretical Contributions: The research confirms the JD-R Model and Social Exchange Theory for remote work, emphasizing cultural differences (e.g., India's collectivistic family-work orientations).

4.4. General Public (Employees)

Self-Advocacy: Workers can draw on these findings to bargain for improved working conditions (e.g., flexible time, ergonomic compensation).

Wellness Practices: The inverse relationship between screen time and stress ($r = -0.35$) highlights the importance of breaks and physical exercise.

Conclusion

This research examined the influence of teleworking on worker satisfaction in

India's IT industry with a focus on the mediating effects of work-life balance and organizational support. The major results indicate that even though teleworking provides flexibility, too much screen time and disrupted work-life interface decrease satisfaction. Organizational support (such as mental health interventions, flexible initiatives) and work-life balance enormously counteract such issues with mediation effects of 0.10 and 0.12, respectively.

The research meets the central issue—remote IT workers' (58%) vs. on-site employees' (68%) lower satisfaction—through actionable recommendations for HR policies. Firms can increase satisfaction by adopting systematic support systems, enhancing work-life balance, and using strategies based on employee demographics. The research closes the gap between theory and practice, providing a blueprint for scalable remote work paradigms for India's IT industry.

Scope for Further Research

Future research should:

- Employ longitudinal designs to determine causality.
- Increase samples to cover a variety of industries and international settings.
- Combine objective measures (e.g., wearable technology for tracking stress).
- Investigate AI-based solutions to minimize remote work issues.
- Hybrid vs. fully remote models post-pandemic comparison.
- These actions will overcome existing limitations and further knowledge of remote work dynamics.

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