

A COMPARATIVE STUDY ON EMPLOYEES MOTIVATION AND PERCEPTION ON REMOTE AND ON-SITE WORK ENVIRONMENT

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Abstract:

The present study aims to understand whether employee's perception in remote, on-site work and hybrid differs according to the demographic factors and benefits received from the company. The second goal was to investigate the motivation level at the working sites. This study involves 100 Individuals working in the IT field in Coimbatore city. The responses are collected from full-time and contractual employees in an organization. This study doesn't include individuals who is seeking a job, individuals who have lost their job, and interns. The analysis shows that there is a difference in employee's motivation and perception across the work modes. Employees perception varies based on the support received from the organization. Organizational support plays an important role in employee's motivation across the work modes. The study findings are discovered only with a minimum candidate within Coimbatore, so the result may change if there are more candidates.

Keywords — Remote, On-Site, Hybrid, Employees perception, motivational level.

I. INTRODUCTION

The Information Technology (IT) company involves working with computers, software, networks, and cloud-based system to store and protect data. They focus on solving the problems of the individuals and organizations and improves efficiency. During the COVID-19 the IT sectors adopted to remote work to ensure both employee safety and uninterrupted workflow. After COVID many organizations has went to normal work mode (on-site). But some organizations follow different work policies it changes the perception of the employees. Because of the change in preferences, it's important for the

organization to understand their employee's preference without a clear understanding the organization face difficulty in deciding whether to continue remote work or return to on-site work or implement hybrid work model. The aim of the study is to understand employee's motivation levels across different work modes and the role of organizational support and demographic factors like age, gender, employment type, and work experience impact the employee's perception.

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II. STATEMENT OF PROBLEM

In recent days, companies are providing remote working facility. There are employees who are coming to office everyday while some prefer hybrid model of coming to office twice or thrice a week. These changes influences employee's motivation and work experience. These differences in perception have a direct impact on the performance of the employees. Although companies are adopting different work setups, not all of them understand what their employees prefer. This study aims to understand the employee's motivation and the role of organizational support in the work modes. It also helps to understand the factors influencing the employee's motivation in the organization.

III. REVIEW OF LITERATURE

Barry Seng Wang Lima, Sulai Ainin, Nadisah Zakiria and Siong Min Foo (2025)1 in their study "Assessing the Casual Relationship of Remote Work and Employee Productivity". The main objective of this study was to find the factors with the most influenced in Productivity of the remote workers, the researcher has collected data from 105 employees and used the statistical models Partial Least Squares and Structural Equation Modelling to find the relationship. This study proved that the physical and mental well-being of an employee and their access to the proper technology in their daily performance. The organizational support such as leadership, management practices played an important role, but the personal income and the background have some effects. They feel more productive when there are good internet connection and a comfortable space for working at home, The researcher concludes that the motivation and productivity in the remote workers are not motivated and productive in their work until they feel confident and supported by the organization.

Siti Sarah Omar, Ahmed Saif Al-Shameri, Mohmmmed Alzoraiki & Mahdi Mohammed Abdhulla Abkar (2024)2 in their study "Remote Work Policies as a Critical HR Practice in Asia-Pacific". The main aim of the organization within the Asian-Pacific region. The authors concluded that the employees should not be allowed to work from home

but providing them a structured system with the proper performance monitoring communication guidelines and trained managers is not sufficient. The results say that confusion, Lack of engagement and lack of accountability. They suggest that they need to implement the guidelines to finish the work assigned to them and win-win situation. The authors concluded that remote work requires more than internet access it requires a lot of professional system and Human Resource support to keep the employees motivated, organized and goal oriented remoted work.

Yosua Erich Ngitung and Regi Sanjaya (2024)3 in their study "Employee Motivation: A Comparison Between Work from home and Office-Based Employees". The theme of this research is to compare the motivation level of employees work from Home and Work from Office Employees ". This research was undertaken in Jakarta among the mid-level IT employees. The data was collected after performing several interviews in depth, which helped to get the clear understanding of the topic. The results highlighted that the employees working from office locations feel highly motivated as communication is made easily and fast feedback and direct interactions from the colleagues. While in the other hand, the employees working from different locations are satisfied with the flexibility that they get while working from home. They have more freedom, and they can manage their time, reduced stress of commuting to office, and the ability to concentrate on their work without any office interruptions. They Conclude that hybrid working model could give a balanced solution. Online meeting and occasional physical meetings should be conducted so that they improve the communication and teamwork.

IV. OBJECTIVES OF THE STUDY

- To examine how demographic factors affect motivation across remote and workers and on-site workers.

- To know the role of organizational support in maintaining the relationship between both work modes.

V. SCOPE OF THE STUDY

This study is about understanding how employees feel about remote work (working from home) compared to on-site work (working from office). It focuses on the differences in motivation of the employees and organizational support in different work modes. It also looks at how demographic factors affects these preferences. The study focuses only on employee's opinion, not the views of company management or HR professionals. By limiting the study within the Coimbatore city and on specific employment type it gives a clear view of local employee's preferences. This study can help companies in the city to create a better and more flexible work policies in the future.

VI. HYPOTHESIS OF THE STUDY

- H0: There is no significant relationship between gender and satisfaction level of employees.
- H1: There is a significant relationship between gender and satisfaction level of employees

VII. LIMITATIONS OF THE STUDY

- The area of the study is restricted within the Coimbatore city the result can't be used in other cities.
- There are only 100 respondents taken for the study, additionally the study relies on self-reported data, which may be subject to bias.

VIII. RESEARCH METHODOLOGY

Data Collection

Primary Data: The responses are collected through a questionnaire method in Coimbatore City.

Secondary Data: For secondary data, the related journals, articles, websites, and past thesis were referred for this project.

SAMPLE SIZE AND SAMPLING TECHNIQUES: A Simple Random Sampling techniques is used to select a representative sample from employees in Coimbatore. 100 samples were collected from the respondents.

DATA ANALYSIS AND INTERPRETATION

ANOVA

H1: There is a significant relationship between gender and satisfaction level of employees is accepted.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
I am satisfied with my overall work-life balance.	Between Groups	.002	1	.002	.001	.973
	Within Groups	198.238	98	2.023		
	Total	198.240	99			
I am satisfied with the communication and feedback system	Between Groups	1.057	1	1.057	.554	.458
	Within Groups	186.983	98	1.908		
	Total	188.040	99			
I am satisfied with the recognition I receive for my work	Between Groups	7.164	1	7.164	4.323	.040*
	Within Groups	162.396	98	1.657		
	Total	169.560	99			
I am satisfied	Between Groups	.000	1	.000	.000	.987

with the opportunities for career growth.	Within Groups	167.790	98	1.712		
	Total	167.790	99			
I am satisfied with the level of teamwork and collaboration.	Between Groups	3.850	1	3.850	2.238	.138
	Within Groups	166.897	97	1.721		
	Total	170.747	98			
I am satisfied with the technological support provided for remote work.	Between Groups	3.071	1	3.071	1.662	.200
	Within Groups	179.253	97	1.848		
	Total	182.323	98			
I am satisfied with the compensation and benefits I receive.	Between Groups	9.343	1	9.343	5.991	.016*
	Within Groups	152.817	98	1.559		
	Total	162.160	99			
I am satisfied	Between Groups	.086	1	.086	.048	.826

with the flexibility of my working schedule.	Within Groups	170.159	96	1.772		
	Total	170.245	97			
I am satisfied with the motivation provided by my manager/supervisor.	Between Groups	16.087	1	16.087	10.06	.002*
	Within Groups	156.663	98	1.599		
	Total	172.750	99			
I am satisfied with my current mode of working (remote/on-site).	Between Groups	1.548	1	1.548	.895	.347
	Within Groups	169.612	98	1.731		
	Total	171.160	99			

Source: Primary Data

INFERENCE:

It depicts from the application of ANOVA that, there is a significance relationship between the gender of the respondent and satisfaction of the employees in the organisation. The result of the one-way ANOVA is significant at 0.05 percent level. Hence, the alternative hypothesis is accepted.

RANK ANALYSIS

Factor	Rank	1	2	3	4	5	Score	Mean	Rank
	value	5	4	3	2	1			
13(A) Emotional Wellbeing	Number	42	14	15	10	19	100	3.5	I
	Score	210	56	45	20	19	350		
13(B)Professional development	Number	10	33	24	26	7	100	3.13	III
	Score	50	13	72	52	7	313		
13(C)Communication and Teamwork	Number	10	16	50	14	10	100	3.02	IV
	Score	50	64	15	28	10	302		
13(D)Equal treatment Across the work modes	Number	15	31	22	23	9	100	3.20	II
	Score	75	12	66	46	9	320		
13(E)Technological or Equipment support	Number	24	12	22	16	26	100	2.9	V
	Score	120	48	66	32	26	292		

Source: Primary Data

INFERENCE:

From the above table, it is clear that out of the total respondents for the study, among the various factors, most of the respondents have given top priority to emotional wellbeing followed by factors like equal treatment Across the work modes, Professional development, Communication and Teamwork and Technological or Equipment support.

FINDINGS

From the One-Way ANOVA results, it is clear that there is a significant difference between gender and overall work-life satisfaction. In some cases, null hypothesis is accepted, in factors like satisfaction in

relation to recognition, compensation/benefits, and managerial motivation. From the Rank analysis it is noticeable that out of total respondents for the study among the IT employees, the highest rank is given for Emotional Wellbeing, the moderate rank is given for Professional Development and the least rank is given for technological and Equipment support.

SUGGESTIONS

- Based on the results, organizations should focus on improving areas that are both statistically significant and highly important to employees.
- Since gender differences are statistically significant in recognition, compensation and benefits, and managerial motivation, management should ensure that reward systems, pay structures, and supervisory practices are transparent, fair, and unbiased toward any gender.
- The rank analysis indicates that emotional well-being is the most valued form of organizational support; therefore, organizations should prioritize mental health initiatives such as stress management programs, counselling services, and policies that promote work-life balance.
- Equal treatment across work modes, ranked second in importance, highlights the need for uniform policies, equal opportunities, and consistent support for both remote and on-site employees.
- The moderate ranking of professional development and communication suggests that organizations should strengthen training programs, career growth opportunities, and effective internal communication systems.
- Although technological and equipment support is ranked lowest, it should not be neglected, as adequate tools and infrastructure are essential for sustaining employee satisfaction and enhancing overall productivity.

CONCLUSION

On the basis of the findings, the study concludes that employee's satisfaction with different work modes is influenced by organizational factors more than gender. The findings reveal that there is a significant difference between gender and overall work satisfaction, but in some variables like recognition, compensation and benefits, and management motivation, there is no significant difference in these factors, and managerial attention is required. The Study clearly shows that emotional well-being has the most important role in the organizational support, followed by equality in treatment in different work modes and professional development. Communication and team work, and technology support have less importance. Hence, the organizations should follow an integrated model by ensuring that there is equality in reward helps in motivation, and a proper emotional support and equality in development opportunities for both remote and on-site employees.

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