

## THE POTENTIAL IMPACT OF REMOTE WORK CULTURE ON EMPLOYEE SATISFACTION: IN IT SECTOR ORGANIZATIONS

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### Abstract

Retaining employees in the 21st-century workforce became one of the most significant challenges for HR practitioners during the COVID-19 pandemic. Satisfying the evolving needs of employees in the IT sector proved to be a complex task for HR managers operating in a dynamic and uncertain environment. To manage employee turnover and enhance satisfaction, IT companies continuously developed practical and innovative strategies. This empirical study investigates the impact of remote work on employee satisfaction within the IT industry. Data were collected from 130 employees across various IT companies using a structured questionnaire, with all items measured on a 5-point Likert scale. The study employs primary data collection supported by a review of relevant articles, blogs, research papers, reports, and online news sources. Key variables examined include remote work, reward and recognition, and work-life balance. The findings reveal a significant degree of internal consistency and convergent validity in the measurement model. Furthermore, the literature review explores prior research on employee satisfaction in the IT sector, particularly in the context of remote work. The results indicate that employee satisfaction is positively influenced by remote work culture, rewards and recognition, and work-life balance.

**Keywords-** Employee Satisfaction, Rewards & Recognitions, Work-life Balance, Remote Work

### Introduction

Employee satisfaction remains a top priority for successful organizations, prompting management to invest in keeping productive employees motivated and engaged. Organizational competency plays a key role in aligning employee satisfaction with profitability, emphasizing the importance of expertise in achieving both (Nwachukwu, 2021). Job satisfaction, often defined as “individual happiness at work,” reflects how content employees are with various job aspects and is a vital element of overall workplace wellness (Seema, Choudhary, & Saini, 2021). During the COVID-19 pandemic, remote work became the default mode of operation for many, enhancing flexibility and improving employee productivity and satisfaction (O’Kane & Hathaway, 2020). Research supports that remote work benefits both employees and organizations by promoting better work-life balance, workplace wellbeing, and overall satisfaction (Felstead & Henseke, 2017). However, these benefits may be more relevant to employees who are able or willing to work remotely (Kaduk, Genadek, Kelly, & Moen, 2019). For instance, only 25% of Americans worked remotely before the pandemic, which increased to one-third during it (Coate, 2021). This shift led organizations to ask: “If we can work from home during a crisis, why not always?” Notably, 90% of employees reported feeling more comfortable and satisfied with remote work post-pandemic. This trend also holds true for IT professionals, though understanding the nuances of employee satisfaction in this sector requires examining industry-specific factors (Joseph, Ng, Koh, & Ang, 2007). Employee satisfaction positively influences employee behavior and performance at work. The nature of work has significantly evolved since the pandemic, and this transformation continues even as organizations transition back to office settings. In the IT sector, many employees prefer virtual or hybrid work models. As such, this study proposes strategies to help organizations support and retain productive employees in remote or hybrid environments (Janib, Rasdi, & Omar, 2021). Job satisfaction also has a direct impact on employee motivation and productivity (Tentama, Rahmawati, & Muhopilah, 2019). According to Gartner, although remote work poses challenges for supervisors, 79% of employees reported increased efficiency and better focus while working remotely, often achieving team-level outcomes individually. Supervisors are thus encouraged to focus on setting clear expectations, monitoring performance, and fostering open communication to enhance satisfaction and performance in remote teams (Gartner, 2020). In today’s dynamic and uncertain job market, employee satisfaction has gained greater importance, encompassing related constructs such as organizational commitment, engagement, motivation, and positive affect at work (Lyubomirsky & King, 2005). Creating a positive work environment fosters fulfilment, enhances creativity and quality, and contributes to employee well-being. To this end, employers must ensure safe and supportive working conditions that promote satisfaction and a high quality of life for their workforce (Muwanguzi, 2022).

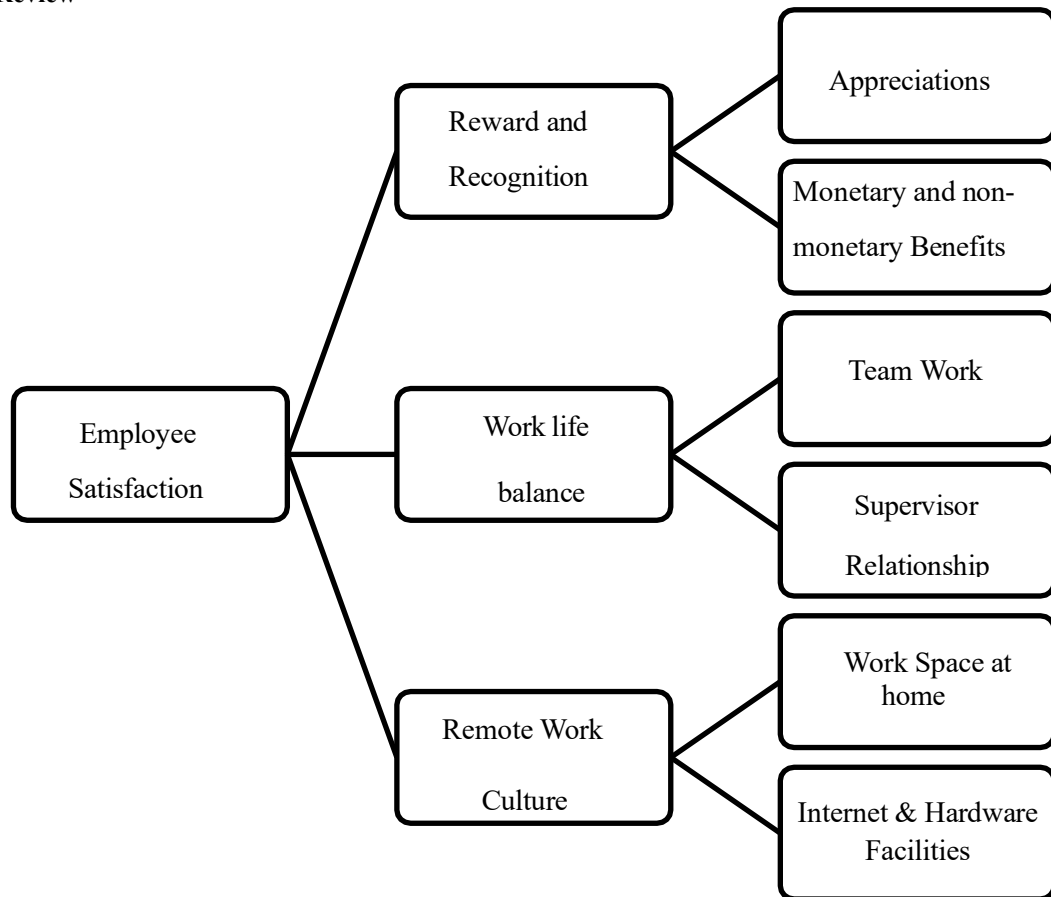
Work incentive programs can enhance employee performance both directly and indirectly by increasing job satisfaction (Sukmawat, Palisuri, & Ruslan, 2022). Job satisfaction is also shaped by perceptions of fairness and eligibility in compensation tied to employee contributions (Somarin, Salimi, & Moghaddam, 2022). In the post-pandemic context, financial incentives have become a stronger motivator than social rewards for many employees (Kocot, Maciaszczyk, Kocot, Kwasek, & Depta, 2021). However, research suggests that overall job satisfaction has

a greater impact on reducing employee attrition than compensation satisfaction alone (Dodoo, Long, & Bretches, 2020). Companies like Google exemplify the value of investing in employee happiness, as dissatisfaction can lead to reduced productivity and hinder organizational success (Cruz, Frare, & Accadroll, 2022). While financial incentives have traditionally been used to boost morale, recent studies highlight the effectiveness of low-cost, symbolic gestures in enhancing employee satisfaction without the drawbacks of monetary rewards. Simple expressions of appreciation can have a meaningful impact, especially in challenging times (O'Flaherty, Sanders, & Whillans, 2021). Satisfied employees tend to be more productive, which in turn supports professional growth and organizational performance. According to Rajest, Regin, and T (2022), work satisfaction is largely influenced by organizational culture, employee autonomy, and recognition—key factors that drive engagement and long-term commitment. Post-pandemic, employee satisfaction has emerged as a critical priority for human resource departments due to the challenges posed by lockdowns. To boost employee engagement and well-being, organizations have introduced initiatives such as virtual family programs, weekly alignment meetings, team-building exercises, online challenges, expert-led webinars, appreciation events, mental wellness sessions, meditation, and creative learning activities. Additional efforts include video call team lunches, online games, virtual counselling, live skill-training, communication workshops, e-learning modules, and recognition sessions. These activities not only boost morale but also promote skill development and employee satisfaction (Routray, 2020).

The primary objective of workplace learning is to support professional growth and career advancement. Digital learning has thus become an integral part of organizational culture, irrespective of specific tools or methodologies used. In remote work settings, progressive organizations have embraced mindfulness practices to reduce anxiety, enhance decision-making, foster creativity, and improve employee satisfaction. Mindfulness cultivates thoughtfulness and self-motivation, which are essential for flexible, engaged, and satisfied employees (Dutta & Kamal, 2020). During organizational crises, job satisfaction and adaptive performance can be strengthened through self-leadership training—an effective developmental tool (Quinteiro, Vargas, Eifler, & Curral, 2019). Moreover, high job satisfaction is closely linked to the emotional competence of employers, which plays a pivotal role in achieving positive employee outcomes (Moslehpour, Chang, Pham, & Dadvari, 2022). A key challenge during the pandemic was sustaining employee motivation and safety. HR professionals addressed this through flexible, digital strategies that helped employees build soft skills for adaptability and stress management. Remote work also prompted leaders to rethink the workplace, paving the way for future digital or hybrid models (Nutsbidze & Schmidt, 2021).

### Conceptual Framework

#### Literature Review



#### Employee Satisfaction

Employee satisfaction remains a top priority for well-managed organizations, as management strives to keep productive employees motivated and engaged. However, many organizations still overlook employee satisfaction and retention at the operational level, despite its critical role in retaining top talent. Employee satisfaction reflects an individual's perception of their current job, influenced by four key psychological needs: self-esteem, belonging, safety, and expressive life (Upadhyay, Ansari, & Bijalwan, 2019). When these fundamental needs are met, employees are more motivated, which leads to lower absenteeism and turnover. According to Frederick Herzberg's Two-Factor Theory, job satisfaction is influenced by hygiene factors—such as salary, company policies, and interpersonal relationships—and motivators like recognition, achievement, career advancement, and meaningful work (Bajrami, Terzić, & Petrović, 2022). Therefore, organizations must focus on both reducing dissatisfaction and promoting motivating factors to enhance employee loyalty and satisfaction. Then, Employee satisfaction is directly linked to improved productivity, profitability, and customer satisfaction (Lee, Jung, Kang, Petrik, & Park, 2022). A productive organizational environment nurtures innovation, enthusiasm, and a sense of belonging, which strengthens employee commitment, enhances performance, and reduces turnover by creating a more supportive and engaging work environment (Bindu, 2017). As a result, many organizations are prioritizing strategies to lower attrition and enhance retention through compensation management, flexible work arrangements, employer branding, and social networking—all of which contribute to greater employee satisfaction and long-term organizational success (Joyce & Ahmad, 2019). Similarly, the link between employee satisfaction and organizational success has drawn significant attention, as employee satisfaction is a key indicator of performance (Ahmad & Raja, 2021). Satisfied employees are more committed and productive, contributing to higher profitability and customer satisfaction. Satisfaction stems from the fulfilment of fundamental psychological needs such as dignity, security, belonging, and self-expression—each essential to a sense of purpose, well-being, and meaningful engagement in work and life (Upadhyay, Ansari, & Bijalwan, 2019). Correspondingly, replicates employees' perception of their work environment. A positive workplace fosters innovation, retention, and long-term organizational growth (Lee, Jung, Kang, Petrik, & Park, 2022). Hoppock's early work emphasized that job satisfaction is influenced by psychological, physiological, and environmental factors, shaping how employees react to their roles (Lin & Christidis, 2019). Hence, flexibility in scheduling and remote work increases autonomy, morale, and well-being,

though challenges such as isolation and communication issues remain. Successful flexible work arrangements require clear policies, supportive leadership, and alignment with employee needs (Sypniewska, Baran, & Kłos, 2023).

### **Employee Satisfaction with Remote Work**

While work-life balance did not show a strong direct correlation with remote work, it significantly influenced family relationships. Employees working extended hours remotely reported lower satisfaction compared to those who previously faced long commutes, as remote work allowed them to reclaim personal time and strengthen family bonds. In this context, leveraging technology to foster employee engagement is essential for organizational growth. Remote work flexibility can enhance productivity, job satisfaction, work-life balance, professional relationships, and reduce operational costs—factors that collectively support employee retention and motivation (Nyberg, Shaw, & Zhu, 2021). As a result, many organizations have implemented structured communication and engagement strategies to maintain morale and ensure connectivity among remote teams. This includes consistent communication via weekly video or conference calls and cybersecurity awareness initiatives. Encouraging employees to share their remote work experiences, challenges, and productivity tips is equally important in promoting a collaborative and innovative work culture (Brunswick, 2020). Moreover, Productivity remains central to organizational success. Remote work often increases employee efficiency and creativity, contributing to overall profitability. Moreover, it supports better mental health by providing a stress-reduced and comfortable environment (George, Atwater, & Manithai, 2021). In addition, the digital revolution has transformed organizational operations through the adoption of digital technologies. These tools enhance productivity and revenue, facilitate knowledge sharing, streamline resource management, and foster greater employee empowerment, collaboration, and innovation. With cloud-based collaboration tools at the core, remote work has become a defining reality of the modern digital workplace (Savic, 2020).

### **Employee Satisfaction with Work- life Balance**

Flexible work policies significantly enhance employee satisfaction and retention. Greater control over schedules reduces stress, boosts productivity, and lowers turnover (Bellmann & Hübler, 2021). Work-life balance is central to remote work satisfaction, shaped by organizational culture, leadership, and supportive policies. Promoting flexibility, mental well-being, and growth opportunities fosters engagement and reduces burnout (Thomas, 2022). In today's connected world, balancing work and personal life improves physical and mental well-being, driving higher motivation and satisfaction (S & S N, 2023). Besides, the COVID-19 pandemic significantly altered both professional and personal spheres, highlighting the importance of a healthy work-life balance. A balanced approach allows employees to manage their professional responsibilities without being overburdened while dedicating time to personal life. Remote work facilitates this by enabling individuals to spend more time with family, manage personal tasks, and pursue outdoor interests without compromising productivity (Wu, Song, Proctor, & Chen, 2022). Granting remote employees' autonomy to make decisions based on their personal needs supports this balance and enhances overall well-being (Todd, 2023). Furthermore, Flexibility in remote settings allows employees to engage with their children, manage household chores, and take breaks to prepare meals, contributing to higher satisfaction. In response, organizations have developed strategies such as virtual meetings, online feedback, virtual competitions, training for professional growth, and counselling sessions to maintain engagement and morale (Chanana & Sangeeta, 2020). These initiatives are essential for sustaining motivation and productivity in remote work environments. Besides, organizations must continuously refine their policies to retain and satisfy high-performing employees. Remote work not only supports individual well-being and performance but also contributes to broader societal benefits, such as reduced pollution, fewer road accidents, and a positive impact on the national economy (Gautam, Ankur, 2020).

### **Employee Satisfaction with Rewards & Recognitions**

Employee job satisfaction in remote work environments plays a crucial role in maintaining order, fostering personal growth, creating an inclusive work culture, and implementing fair policies to retain employee loyalty. Offering competitive wages, providing the necessary tools for remote work, and supporting employees' personal lives can further enhance this commitment (Manoj, 2020). Additionally, rewarding talented remote employees with bonuses and other incentives for their contributions is essential. Actively involving remote employees in decision-making processes and seeking their opinions can also improve satisfaction and overall well-being (Ali, Narine, & Hill, 2023). To maintain high levels of job satisfaction, management has adopted various strategies, including prioritizing employee health. Employee satisfaction directly influences behaviour, which ultimately impacts organizational efficiency (Miethlich, Beliakova, Voropaeva, & Ustyuzhina, 2022). Recognition and incentives are vital for boosting morale, enhancing productivity, and reducing attrition. In remote settings, collaborative technologies can strengthen these efforts by ensuring employees feel valued and acknowledged (Fletcher, 2020). Also, motivation and employee

satisfaction are related but distinct—motivation drives the pursuit of needs, while satisfaction reflects emotional responses to work conditions. Managing values such as financial incentives, peer recognition, personal development, and self-fulfilment enhances satisfaction, while opportunities for growth improve motivation (Miloš & Jarmila, 2021). Employee satisfaction, shaped by factors like compensation, promotion, and workplace relationships, is linked to innovation and positive organizational perception (Alrawahi & Sellgren, 2020). Then, Recognition—through praise, promotions, or public acknowledgment—reinforces satisfaction and motivation (Coursera, 2024). Merit-based rewards are particularly impactful for male and highly educated employees, highlighting the role of demographic factors in reward effectiveness (Froese & Peltokorpi, 2018). Studies on Malaysian academic staff show that satisfaction is influenced by compensation, leadership, working conditions, and workload. High satisfaction levels improve job performance and help retain talent (Dziuba & Ingaldi, 2020).

### Materials and Methods

This study is based on the hypothesis that there is no significant correlation between remote work and employee satisfaction, work-life balance, and reward & recognition with employee satisfaction. These hypotheses were tested against four selected constructs. Primary data were collected through a structured questionnaire, using a 5-point Likert scale to measure responses. The target population consisted of employees working remotely or in a hybrid model in IT companies across India. An online questionnaire was distributed to 300 employees, and 131 responses were received, yielding a response rate of 44%. The reliability of the questionnaire was assessed using Cronbach's alpha, while normality was tested with the Kolmogorov-Smirnov test. The research results were analysed using Pearson correlation coefficients. The primary aim of this research is to assess the supportive relationship between employees and management in remote work settings, particularly focusing on employee satisfaction, an area with limited research. The paper contributes in two ways: first, by examining motivational factors (rewards & recognition and work-life balance) that influence employee satisfaction in remote work; second, by assessing employee satisfaction in the IT industry specifically within remote work environments.

The research aimed to assess overall employee satisfaction with remote work. Most employees (68.2%) strongly agree that remote work enables them to maintain a work-life balance. Additionally, 18.2% of highly satisfied employees moderately agree, while 9.1% remain neutral. Approximately 4.5% of satisfied employees, however, disagree with the possibility of achieving work-life balance in a remote work setting. The research found that workforce contribution, top management commitment, and continuous development are positively and significantly associated with employee satisfaction. Furthermore, the implementation of quality management practices fosters trust, which is a key factor in enhancing employee satisfaction in the workplace (Addis, Dvivedi, & Beshah, 2019). Also, remote work significantly impacts employee satisfaction in IT sector organizations. Through a systematic and scoping review, the study identifies key factors influencing job satisfaction, such as work-life balance, autonomy, flexibility, and recognition—elements amplified in remote settings. Survey results from global tech professionals validate these factors, showing that remote work enhances satisfaction by promoting autonomy, reducing commute stress, and improving work-life integration. These findings underscore the importance of tailoring job satisfaction strategies to the unique dynamics of remote work in the IT industry (Ehigbochie & Ekuobase, 2024).

### Research Hypotheses

Null Hypothesis (H01) There exists no correlation between remote working (RW) and employee satisfaction (ES)

Alternative Hypothesis (H11) There exists correlations between remote work (RW) and employee satisfaction (ES)

Null Hypothesis (H02) There exists no Correlation between work-life balance (WLB) and employee satisfaction (ES)

Alternative Hypothesis (H12) There exists correlation between work-life balance (WLB) and employee satisfaction (ES)

Null Hypothesis (H03) There exists no Correlation between reward & recognition (RR) and employee satisfaction (ES).

Alternative Hypothesis (H13) There exists correlation between reward & recognition (RR) and employee satisfaction (ES)

### Data Analysis

Table 1: Pearson's Correlation Matrix for All Factors

		AVG_RW	AVG_RR	AVG_WLB	AVG_ES
	Pearson Correlation	1	0.255**	0.415**	0.295**
<b>AVG_RW</b>	Sig. (2-tailed)		0.003	0.000	0.001
	N	131	131	131	131
	Pearson Correlation	0.255**	1	0.384**	0.483**

<b>AVG_RR</b>	Sig. (2-tailed)	0.003		0.000	0.000
	N	131	131	131	131
	Pearson Correlation	0.415**	0.384**	1	0.254**
<b>AVG_WLB</b>	Sig. (2-tailed)	0.000	0.000		0.003
	N	131	131	131	131
	Pearson Correlation	0.295**	0.483**	0.254**	1
	Sig. (2-tailed)	0.001	0.000	0.003	
<b>AVG_ES</b>	N	131	131	131	131

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

Table 1 illustrates the correlations between remote work (RW), rewards and recognition (RR), work-life balance (WLB), and employee satisfaction (ES). The results indicate low to moderate positive correlations among these constructs. The study focuses on three key variables that directly influence employee satisfaction in IT organizations working remotely: remote work culture, work-life balance, and rewards & recognition. Based on these variables, three hypotheses have been developed.

**Null Hypothesis (H01) There exists no correlation between remote working (RW) and employee satisfaction (ES)**

**Alternative Hypothesis (H11) There exists correlations between remote work (RW) and employee satisfaction (ES)**

Table 2 Correlation between Remote work and employee Satisfaction (ANNOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.726	1	3.726	12.262	0.001 <sup>b</sup>
	Residual	39.200	129	0.304		
	Total	42.926	130			

Dependent Variable: AVG\_ES

Predictors (Constant): AVG\_RW

**P value/Sig Value:** A 95% confidence interval or 5% significance level is typically used in studies. For the results to be significant, the p-value should be less than 0.05. In Table 3, the p-value is 0.001, which is below the significance threshold, indicating that the result is significant.

**F ratio:** The F-ratio represents the improvement in the prediction of the dependent variable after accounting for the inaccuracy in the model. An F-ratio greater than 1 indicates an efficient model. In Table 2, the F-ratio is 12.262, which is considered a good value, demonstrating that the model is effective. These results suggest that since the p-value in the ANOVA table is below the acceptable significance level, there is a possibility of rejecting the null hypothesis in further analysis.

Table -3 Coefficients<sup>A</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.097	0.240	0.295	8.724	0.000
	AVG_RW	0.302	0.086		3.502	0.001

A Dependent Variable: AVG\_ES

If the Sig. value is greater than 0.05, the null hypothesis is not rejected. However, if the Sig. value is less than 0.05, the null hypothesis is rejected, indicating a significant impact. In Table 3, the Sig. value is less than 0.05, meaning the null hypothesis is rejected. This suggests that there is a **correlation between remote work (RW) and employee satisfaction (ES)**.

Employee satisfaction in remote work is strongly influenced by effective communication and reduced work-related costs. Organizations enhance morale and engagement by maintaining regular communication through weekly video or conference calls, fostering connection and collaboration. Encouraging employees to share tips, discuss challenges, and stay mindful of cybersecurity further supports satisfaction and productivity in remote settings (Brunswick, 2020). Besides, Remote work also boosts satisfaction by lowering personal expenses—such as commuting, childcare, work attire, and daily meals. Modern technology enables virtual meetings, saving time and

offering flexibility. These financial and lifestyle benefits contribute significantly to employees' overall satisfaction and work-life balance (Fletcher, Performance Management, 2020).

**Null Hypothesis (H02) There exists no Correlation between work-life balance (WLB) and employee satisfaction (ES)**

**Alternative Hypothesis (H12) There exists correlation between work-life balance (WLB) and employee satisfaction (ES)**

Table-4 Correlation between work life balance and Employee Satisfaction (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.773	1	2.773	8.909	0.003 <sup>b</sup>
	Residual	40.153	129	0.311		
	Total	42.926	130			

Dependent Variable: AVG\_ES

Predictors (Constant): AVG\_RW

The P-value or Sig. value typically indicates whether the results are statistically significant. In this study, a 95% confidence interval or 5% significance level is used, meaning the p-value must be less than 0.05 to indicate significance. Table 4 shows that the p-value is 0.003, which is below 0.05, indicating that the result is statistically significant.

The F-ratio assesses how much the model improves the prediction of the dependent variable, accounting for inaccuracies in the model. A value greater than 1 for the F-ratio indicates a more efficient model. In Table 4, the F-ratio is 8.909, which is considered a good value, suggesting that the model is performing efficiently.

Given that the p-value in the ANOVA table is below the acceptable significance level of 0.05, there is a possibility of rejecting the null hypothesis in further analysis.

Regarding the findings, remote work has enhanced employee satisfaction by improving work-life balance, though individual experiences vary based on factors such as age, education, and personal circumstances. While some employees—particularly those with higher education levels—struggle to maintain family relationships (Ismael & Yesiltas, 2020), remote work generally offers greater flexibility, reduced commuting, and increased accessibility, especially for employees with disabilities (Munda & Gache, 2024). To support diverse needs, organizations must implement inclusive policies, provide continuous training, and actively listen to employee concerns. Establishing boundaries around work-related communication—such as limiting after-hours emails—helps reduce stress, improve well-being, and strengthen the balance between personal and professional life, ultimately enhancing satisfaction and long-term commitment (Boakye & Asravor, 2023; Parkes & Langford, 2015).

Table-5 (Coefficients<sup>A</sup>)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.170	0.257	0.254	8.460	0.000
	AVG_WLB	0.292	0.098		2.985	0.003

If the Sig. value (or p-value) is greater than 0.05, the null hypothesis is not rejected, indicating that there is no significant impact. However, if the Sig. value is less than 0.05, the null hypothesis is rejected, meaning that there is a significant correlation between the variables being tested.

In Table 5, the Sig. value is less than 0.05, suggesting that the null hypothesis is rejected. Therefore, based on the results, it can be concluded that there is a significant correlation between **work-life balance (WLB)** and **employee satisfaction (ES)**. This implies that work-life balance positively impacts employee satisfaction in the context of remote or hybrid work settings.

**Null Hypothesis (H03) There exists no Correlation between reward & recognition (RR) and employee satisfaction (ES).**

**Alternative Hypothesis (H13) There exists correlation between reward & recognition (RR) and employee satisfaction (ES)**

Table 2 presents the correlation coefficients among the key constructs: Remote Work (RW), Rewards & Recognition (RR), Work-Life Balance (WLB), and Employee Satisfaction (ES). The correlation coefficient ranges from -1 to +1, where +1 indicates a perfect positive correlation, -1 signifies a perfect negative correlation, and 0 represents no correlation. Based on the values in the table, it is evident that there exists a low to moderate positive correlation between the variables. This suggests that improvements in remote work conditions, reward and recognition

practices, and work-life balance are positively associated with increased levels of employee satisfaction.

Table-6 Correlations between rewards & recognitions and Employee Satisfaction (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.996	1	9.996	39.158	0.000 <sup>b</sup>
	Residual	32.930	129	0.255		
	Total	42.926	130			

Dependent Variable: AVG\_ES

Predictors (Constant): AVG\_R&R

P-value/Significance Value: A 95% confidence level (or 5% significance level) is typically used in this study. Therefore, a p-value below 0.05 indicates statistical significance. In Table 7, the p-value is 0.000, confirming that the result is statistically significant.

F-ratio: The F-ratio indicates the extent to which the model improves the prediction of the dependent variable compared to the inaccuracy of the model. An F-ratio greater than 1 suggests an effective model. In Table 6, the F-ratio is 39.158, which reflects a strong model fit. Since the p-value in the ANOVA table is below the accepted significance threshold, the null hypothesis can be rejected, supporting the presence of a statistically significant effect.

Table-7 Coefficient <sup>A</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.101	0.294	0.483	3.743	0.000
	AVG_RR	0.507	0.081		6.258	0.000

A. Dependent Variable: AVG\_ES

If the significance value (Sig.) is greater than 0.05, the null hypothesis is not rejected. Conversely, if the Sig. value is less than 0.05, the null hypothesis is rejected, indicating a statistically significant effect. As shown in Table 6, the Sig. value is below 0.05; therefore, the null hypothesis is rejected. Based on this result, it can be concluded that there is a significant correlation between work-life balance (WLB) and employee satisfaction (ES).

Employee satisfaction and motivation are key drivers of organizational success. When employees are fully engaged and experience self-fulfilment—often through recognition, promotion, and job enrichment—they contribute more actively and positively to organizational goals. Recognition, monetary rewards, and empowerment significantly enhance task performance and motivation, making investments in these areas essential (Conny H & Xavier, 2017). Remote work further supports satisfaction by offering flexibility, maintaining structure, and enabling employees to better manage personal responsibilities. Supporting professional development, ensuring fair workplace policies, and providing necessary tools for remote work all strengthen employee commitment. Additionally, acknowledging employees' lives outside work and offering competitive compensation promote loyalty and long-term organizational attachment (Bhattarai, 2020).

**ANOVA Table:** The results indicate that the p-value in the ANOVA table is below the acceptable significance threshold (0.05), suggesting that the null hypothesis can be rejected in subsequent analysis.

**Coefficient Table:** If the significance value (Sig.) is less than 0.05, the null hypothesis is rejected, indicating a statistically significant effect. If Sig. is greater than 0.05, the null hypothesis is not rejected, implying no significant effect. In Tables 4,6 and 7, the Sig. values are all less than 0.05; therefore, the null hypothesis is rejected. Based on these findings, it can be concluded that the independent variables have a statistically significant impact on the dependent variable.

- There exists a correlation between remote work (RW) and employee satisfaction (ES)
- There exists a correlation between work-life balance (WLB) and employee satisfaction (ES)
- There exists a correlation between reward & recognition (RR) and employee satisfaction (ES).

### Conclusion

This study highlights the growing significance of employee satisfaction in remote and hybrid work environments, especially within the IT sector during and after the COVID-19 pandemic. The findings underscore that remote work, when effectively supported by organizational strategies, positively influences employee satisfaction, particularly through enhanced work-life balance and recognition practices. The empirical data collected from IT professionals indicate that remote work not only allows greater flexibility but also promotes personal well-being, thereby improving motivation, productivity, and retention (Nyberg, Shaw, & Zhu, 2021; Wu et al., 2022). Furthermore,



rewards and recognition emerged as key drivers of satisfaction, with collaborative digital tools helping to maintain visibility and appreciation in virtual settings (Fletcher, 2020). The study also reinforces the importance of psychological needs—such as dignity, belonging, and self-expression—as core to workplace satisfaction (Upadhyay, Ansari, & Bijalwan, 2019). Additionally, flexible work arrangements significantly contribute to employee autonomy and morale, thereby reducing stress and enhancing job performance (Bellmann & Hübler, 2021; Dziuba & Ingaldi, 2020).

Overall, the research concludes that employee satisfaction is multifaceted and influenced by organizational commitment, leadership, recognition practices, and a supportive remote work culture. As digital workspaces continue to evolve, organizations must prioritize inclusive, engaging, and responsive policies to sustain workforce satisfaction and performance (Moslehpour et al., 2022; George, Atwater, & Manithai, 2021). This study contributes to the growing body of knowledge on remote work and offers practical insights for HR practitioners seeking to retain and motivate talent in a dynamic work environment.

### Limitations of the Study

- **Virtual Data Collection:** The data was collected through virtual interviews, which limited face-to-face human interaction. This may have affected the depth and spontaneity of responses.
- **Industry-Specific Sample:** The study focused solely on employees working in the IT sector. As a result, the findings may not be fully generalizable to employees in other business sectors or industries.
- **Limited Statistical Tools:** A limited number of statistical tools were employed for data analysis, despite the availability of more advanced or diverse analytical methods. This may have constrained the scope and depth of the results.

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