

EXPLORING THE INFLUENCE OF TELECOMMUTING ON THE JOB SATISFACTION OF IT PROFESSIONALS

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Abstract

The rise of telecommuting, or working from home, has significantly reshaped the global workforce and economic landscape. A growing number of employees now prefer remote work, and organizations are increasingly recognizing the strategic benefits of enabling productivity beyond traditional office boundaries. This shift is driven by advancements in internet connectivity, mobile technology, and user-friendly digital devices, which make remote work not only feasible but also effective. Although interest in telecommuting emerged in the late 20th century, widespread adoption has only gained momentum in recent years. Research indicates a gap between the number of employees who express interest in telecommuting and those who actually engage in it. This suggests an untapped potential that human resource managers can explore not only to enhance work life balance but also to attract and retain high quality talent. Telecommuting offers greater autonomy, reduces operational costs, and is often linked to increased employee efficiency and job satisfaction. While certain challenges remain beyond organizational control, the experiences of early adopters provide valuable insights for successful implementation. This paper aims to examine the evolution, benefits, and practical considerations of telecommuting, with a particular focus on IT professionals and knowledge-based industries.

Keywords: Telecommuting, Work from Home, Remote Work, Work Life Balance, Job Satisfaction, IT Professionals, Human Resource Management.

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INTRODUCTION

The global outbreak of COVID-19 served as a catalyst for a widespread transformation in workplace dynamics, prompting organizations across various sectors to transition rapidly from traditional in office operations to remote work environments. This shift was not merely a temporary adjustment but marked a significant redefinition of the modern workplace. As a result, telecommuting also referred to as telework, remote work, or work from home (WFH) emerged as a mainstream work arrangement, facilitated by rapid advancements in information and communication technologies (ICT).

Telecommuting enables employees to perform their duties from locations outside the conventional office space, utilizing digital platforms and communication tools to maintain connectivity and productivity. It may be adopted in full-time, part-time, formal, or informal modes. In this context, the role of technology becomes central: mobile phones, laptops, and other portable digital devices, along with secure internet access and cloud-based collaboration tools, have made remote work both practical and efficient. The increasing integration of multiple operating systems and mobile computing has further enhanced the feasibility of telecommuting, making it a viable alternative to traditional work models.

This study focuses on identifying and analysing the key factors influencing telecommuting, with a specific emphasis on the experiences of Information Technology (IT) professionals. Existing literature highlights several variables that affect remote work, including

job characteristics, organizational support, household dynamics, technical infrastructure, and individual preferences. These factors collectively shape the effectiveness and sustainability of telecommuting as a work arrangement.

Moreover, employee job satisfaction plays a critical role in determining the long-term success of telecommuting practices. Satisfied and motivated employees tend to exhibit higher levels of performance, commitment, and organizational loyalty. For IT professionals whose work is inherently compatible with digital platforms the degree of job satisfaction in a telecommuting context offers valuable insights into the broader implications of remote work. By examining the interplay between these factors and their impact on job satisfaction, this study aims to contribute to the ongoing discourse on flexible work arrangements. The findings will not only assist organizations in designing effective telecommuting strategies but also empower employees to better navigate and leverage the benefits of remote work.

REVIEW OF LITERATURE

Telecommuting, also referred to as remote work or flexible work arrangements, has been the subject of increasing academic interest over the past two decades. Researchers have explored its implications on employee productivity, job satisfaction, and work–life balance, particularly in the context of evolving workplace technologies and global disruptions such as the COVID-19 pandemic.

Johnson (2016) conducted an extensive study in the United States and identified that millions of individuals were engaged in telecommuting under various terminologies, including telework and flexible work practices. The study found that demographic variables such as age, gender, and the extent of telecommuting served as significant predictors of job satisfaction. This underscores the importance of considering individual-level characteristics when assessing the effectiveness of remote work arrangements.

In the Indian context, Zaidan Mohammed et al. (2022) examined the impact of lockdown-induced remote work on employee job satisfaction. Their research highlighted a positive correlation between perceived work autonomy and job satisfaction, emphasizing the role of employee freedom in scheduling and executing tasks. However, the study also found that work family conflict and COVID-19-related anxiety had a negative, though comparatively weaker, influence on job satisfaction. These findings suggest that while remote work offers greater flexibility, it may also introduce new stressors that affect employee well-being.

Earlier foundational work by Kurland and Bailey (2000) outlined the potential of telecommuting to enhance organizational productivity. Their research indicated that telecommuting can reduce absenteeism, promote flexible work schedules, and improve overall job satisfaction. They posited that the autonomy associated with remote work, coupled with fewer workplace distractions, contributes to enhanced employee performance and efficiency.

Overall, the existing literature establishes a strong link between telecommuting and various organizational outcomes, particularly job satisfaction and productivity. It also points to the complex interplay of personal, organizational, and external factors that mediate the effectiveness of telecommuting practices.

RESEARCH GAP AND STATEMENT OF THE PROBLEM

Although telecommuting has been widely studied, there remains a notable gap in understanding its comprehensive impact on job satisfaction, particularly within the Information Technology (IT) sector. While existing research often highlights the general benefits of remote work such as improved work–life balance and increased autonomy there is limited empirical evidence that examines the combined influence of job characteristics, organizational factors, household dynamics, technical infrastructure, and personal attributes on job satisfaction among IT professionals.

Most prior studies tend to focus on isolated variables or broader organizational outcomes, without a focused investigation into how these diverse factors interact to

shape employee experiences in a telecommuting environment. Furthermore, the specific implications of telecommuting for employee commitment and the strategic approaches organizations can adopt to optimize satisfaction within flexible work models remain underexplored.

This study seeks to address these gaps by exploring the multidimensional effects of telecommuting on job satisfaction among IT professionals. The research is guided by the following key questions:

1. How does telecommuting influence employee commitment in the IT sector?
2. What organizational strategies can be implemented to enhance job satisfaction in flexible work arrangements?
3. How do technical, personal, and household factors interact to impact job satisfaction among remote-working IT professionals?
4. What organizational characteristics contribute most significantly to employee satisfaction in telecommuting contexts?

By addressing these questions, the study aims to provide deeper insights into the dynamics of remote work and contribute to the development of effective telecommuting policies tailored to the needs of IT professionals.

OBJECTIVES OF THE STUDY

The primary aim of this study is to explore the various dimensions of telecommuting and its impact on job satisfaction among IT professionals. The specific objectives are as follows:

1. To identify and categorize the key factors that influence telecommuting practices.
2. To examine the effect of these factors on the telecommuting experiences of IT professionals.
3. To analyse the relationship between telecommuting and job satisfaction among IT professionals.

METHODOLOGY OF THE STUDY

Research methodology refers to the structured and systematic approach used to identify, analyse, and solve a research problem. It encompasses the planning, execution, and reporting phases of the research process. This includes the selection of appropriate methods, tools, and techniques to effectively gather and analyse data in pursuit of the research objectives. The present study aims to examine the job satisfaction of telecommuting IT professionals, with a particular focus on the various factors influencing their remote work experience. A convenient sampling technique was employed for data collection, targeting IT professionals currently engaged in telecommuting.

Both primary and secondary data sources were utilized for this research. Primary data were collected through a structured questionnaire, while secondary data were obtained from relevant academic journals, reports, and online resources to support the conceptual framework. A total of 90 respondents were selected using the convenience sampling method. The participants were telecommuting employees from the IT industry. The questionnaire comprised two sections:

1. Demographic Profile of the respondents
2. Five key factor categories influencing job satisfaction—namely job characteristics, organizational factors, household characteristics, technical factors, and personal factors.

To measure responses, a five-point Likert scale was employed, ranging from Strongly Disagree (1) to Strongly Agree (5). The collected data were systematically processed, tabulated, and analysed using various statistical tools and techniques. This included percentage analysis, mean, mode, and standard deviation for descriptive statistics. To test the hypotheses and examine relationships among variables, correlation and regression analyses were performed using SPSS (Statistical Package for the Social Sciences) software. This methodology ensures a comprehensive examination of the key factors influencing job satisfaction among telecommuting IT professionals and supports the study's analytical

and inferential goals.

RESULTS AND DISCUSSIONS

Demographic Profile

The sample comprised 71.1% male and 28.9% female respondents, with the majority aged between 31-35 years (34.4%). Professionals with 6-10 years of experience constituted 44.4% of the sample, reflecting a mature and experienced workforce.

Variable Analysis

Table 1 presents the mean and standard deviation of the variables:

Table 1: Measures of variables

Measures	Item Acronym	Mean	Standard Deviation
Job Characteristics	JC	3.75	1.054
Organizational Factors	OF	3.43	1.218
Household Characteristics	HC	3.14	1.331
Technical Support	TS	2.98	1.175
Individual Factors	IF	3.22	1.162
Job Satisfaction	JS	3.29	1.063

Source: Author's Calculation

Correlation and Regression Analysis

Correlation analysis revealed significant positive relationships among most variables, with individual factors exhibiting the highest correlation with job satisfaction. Regression analysis identified technical support as the most significant predictor of job satisfaction, followed by individual and job characteristics. Household factors demonstrated a limited negative influence.

Table 2: Correlation between dependent variable and independent variable

Variable	JC	OF	HC	TS	IF	JS
JC	1					
OF	0.102	1				
HC	-0.053	0.038	1			
TS	0.205	-0.012	-0.010	1		
IF	.365**	0.004	-0.049	0.201	1	
JS	.312**	.237*	-0.077	0.181	.432**	1

Source: Compiled by the researcher

**Correlation is significant at 0.01 levels (2-tailed)

Table indicates the correlations coefficients between the independent variables like job characteristics, organizational factors, household characteristics, technical support, individual factors and dependent variable job satisfaction. The correlation coefficient should always be in the range -1 to 1. A correlation is statistically significant it is P value < 0.05 and P value < 0.01. From the above table we can understand that there exists a high positive correlation between all variables except the variable household characteristics. The variable problem has negative correlation with the other entire

variables.

**Correlation is significant at the 0.01 level

*Correlation is significant at the 0.05 level

Table 4: Coefficient of regression analysis

Factors	Item Acronym	Standardized Beta Coefficient	Sig. (P value)
Job Characteristics	JC	0.137	0.018*
Organizational factors	OF	0.225	0.019*
Household Characteristics	HC	-0.060	0.522
Technical Support	TS	0.083	0.039*
Individual Factors	IF	0.361	0.001**

Source: Compiled by the Researcher

* Significant at 5 percent level.

** Significant at 1 percent level.

Table presents the Standardized Beta coefficient values and the significant values of independent variables Job Characteristics (JC), Organizational factors (OF), Household Characteristics (HC), Technical Support (TS) and Individual Factors. The Independent Variable Job Characteristics (JC), Organizational factors (OF), Technical Support (TS) and Individual Factors (IF) has impact on the dependent variable Job satisfaction (JS). The independent variable Household characteristics (HC) have no effect on the dependent variable Job satisfaction (JS). Among the independent variables, technical support (TS) has greatest impact on dependent variable Job satisfaction (JS) followed by Organizational factors (OF), Job Characteristics (JC) and Individual Factors (IF).

DISCUSSIONS

The analysis was carried out in three stages: assessment of respondent demographics, measurement of reliability, and hypothesis testing. The reliability of the instrument was found to be satisfactory, confirming the consistency of the data. The results revealed that Job Characteristics, Organizational Factors, Technical Support, and Individual Factors positively influence job satisfaction among telecommuting IT professionals. Notably, Individual Factors such as motivation, discipline, and adaptability had the strongest impact. In contrast, Household Characteristics did not show a significant relationship with job satisfaction, indicating that personal domestic environments may not substantially hinder remote work performance for IT professionals. Overall, the study confirms a positive association between telecommuting and job satisfaction. Remote work appears to enhance employee autonomy and reduce work family conflicts, leading to higher satisfaction, improved performance, and increased productivity. These findings highlight the importance for organizations to support telecommuting through flexible policies, technical resources, and a culture that promotes employee autonomy.

IMPLICATIONS

This study provides practical insights for organizations and HR professionals aiming to improve telecommuting practices in the IT sector:

1. Focus on Individual Needs

Recognizing individual preferences and allowing autonomy in work schedules can significantly boost job satisfaction among remote employees.

2. Strengthen Technical Support

Reliable infrastructure, seamless connectivity, and prompt IT assistance are essential to ensure smooth and productive remote work.

3. Enhance Organizational Support

Clear policies, regular communication, and effective remote management are vital to keep employees engaged and aligned with organizational goals.

4. Promote Work–Life Balance

Even though household factors showed limited influence, flexible hours and support programs can help employees better manage work and personal life.

5. Provide Targeted Training

Skill development for both employees and managers in remote work tools and communication can improve performance and team coordination.

6. Inform Policy and Planning

The findings can help organizations design effective telecommuting policies that enhance satisfaction, reduce turnover, and support long-term productivity.

CONCLUSION

Telecommuting is an increasingly valuable practice for organizations seeking to enhance employee satisfaction, work–life balance, and overall performance. As noted by Robbins et al. (2010), telecommuting offers substantial benefits beyond work–life balance, including attracting and retaining top talent, boosting internal motivation, improving work performance, and reducing absenteeism and turnover. Additionally, Vroom's Expectancy Theory underscores the importance of aligning rewards with personal goals, with flexible work arrangements seen as a desirable reward that supports both professional and personal commitments.

In today's fast-paced world, where employees face growing pressures from conflicting work and personal responsibilities, the flexibility offered by telecommuting is viewed as a significant motivator. By easing these conflicts, remote work fosters a more productive and satisfying work environment. This study's findings highlight the potential of telecommuting to create a win-win scenario for both organizations and employees. The results provide valuable insights for companies considering the implementation of telecommuting programs, guiding them in making informed decisions to enhance employee well-being, retention, and productivity.

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