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# A Study on Employee Satisfaction Towards Work from Home with Reference to Employees of the Service Industry

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### ABSTRACT

The global workplace has undergone a paradigm shift in recent years, with the COVID-19 pandemic acting as a catalyst for the widespread adoption of remote work practices. Among the most significantly impacted sectors is the service industry, where digital tools and virtual platforms have made it possible for a large portion of the workforce to operate from home. This research paper aims to explore and evaluate the levels of employee satisfaction with the WFH model, specifically among employees in the service industry. The study investigates multiple dimensions that contribute to satisfaction levels, including work-life balance, productivity, technological support, communication effectiveness, and mental well-being. Primary data was collected through structured questionnaires distributed to employees across various service sectors such as IT, customer support, finance, education, and consulting. Secondary data was reviewed from academic journals, industry reports, and organizational white papers to provide context and support for the primary findings. The findings offer actionable recommendations for employers in the service industry to optimize remote work policies, enhance employee engagement, and support mental health, thus fostering a productive and satisfied workforce in the evolving hybrid work era.

**Key Words:** Work from Home, approximately, Satisfaction, Communication, Flexibility

### Introduction

The advent of remote work, particularly WFH arrangements, has transformed the current job scene. WFH was initially implemented as an emergency response to the COVID-19 epidemic,

but it has since evolved from a temporary solution to a permanent fixture in many organizational strategies. This transition has been particularly significant in the service industry, where the nature of work—which is heavily reliant on communication, coordination, and digital tools—makes remote working not just possible but, in many situations, preferred. Advances in digital infrastructure, cloud-based systems, and virtual communication platforms have allowed employees to work productively from anywhere. The service sector, in particular, provides a unique setting for studying WFH practices. Employees in this industry frequently work in client-facing roles, rely significantly on cooperation, and are evaluated using performance criteria related to customer satisfaction and service delivery. Remote work can boost productivity and attention for some people while causing communication and isolation issues for others. The psychological effects of distant work, such as feelings of alienation, poor team cohesion, or difficulty obtaining managerial support, can have an impact on overall morale and long-term commitment. By researching these dimensions, the study hopes to provide data-driven insights that HR professionals, policymakers, and organizational leaders can use to improve WFH regulations. Finally, the goal is to create a remote work environment that not only maintains productivity but also fosters a sense of belonging, motivation, and professional development for all employees.

### Background of Study

Work From Home (WFH) has long operated in various informal forms, with famous examples including freelancers, telecommuters, and remote consultants. However, it wasn't until the tremendous worldwide disruption produced by the COVID-19 pandemic that WFH became a mainstream, large-scale operating concept. The crisis drove businesses from all sectors to adjust fast, with the service industry leading the way. Companies quickly adopted remote working solutions to protect employee health and assure business continuity during times of uncertainty. While the first adoption of WFH was mostly reactive and motivated by necessity, it quickly became clear that remote work had significant strategic benefit. Organizations began to see benefits

such as lower overhead expenses (e.g., office space, utilities), greater scheduling flex., higher employee autonomy, and access to a larger talent pool unrestricted by geography.

Employee satis in such situations is more than just about individual morale; it is inextricably tied to critical organizational objectives including productivity, innovation, client satis., staff retention, and overall corporate performance. As a result, understanding how employees perceive and feel WFH is not only interesting, but also a strategic need for forward-thinking firms.

This study is based on the idea that remote work, rather than being a transitory fad, signifies a fundamental shift in the workplace. It seeks to explore WFH's multidimensional impact on employee satis in the service industry, taking into consideration demographic disparities, organizational support systems, job functions, and psychological well-being. The study aims to assist employers, HR experts, and policymakers with practical, evidence-based insights by identifying the enablers and barriers to satis. in a remote work environment.

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## Statement of the Problem

The major question that this study tries to answer is whether WFH improves or detracts from employee satis. in the service industry. Although some employees have claimed greater job flex. better time management, and increased autonomy, a large proportion continue to have pressing problems. These include social isolation, work-life balance issues, digital fatigue, and a feeling of professional stagnation. Such disparate experiences necessitate a more in-depth, evidence- based investigation into the underlying components that contribute to contentment or discontent in a remote work environment.

This study is designed to provide clarity and direction on this issue by addressing the following core research questions:

- What are the key factors that influence employee satis. in a WFH environment within the service industry?
- How do demographic and job-related variables affect satis. levels?
- What improvements or organizational interventions can be implemented to enhance the remote work experience for employees in the service sector?

By addressing these issues, the study hopes to provide HR specialists and organizational leaders with useful information and tactics that promote fair, long-lasting, and satisfaction-based remote work models.

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## Objectives of the Study

- To assess how satisfied workers are generally with work-from-home options across a range of service industry disciplines.
- To evaluate employees' capacity to balance work and personal commitments in order to examine the effects of working from home on work-life balance.

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## Review of Literature

**Toscano and Zappalà (2020)** examined the effects of WFH during COVID-19 and found that employee satis. was closely linked to autonomy, job security, and the effectiveness of digital comm. platforms. Employees with children or caregiving responsibilities reported lower satis., highlighting how personal circumstances mediate the WFH experience.

**Choudhury, Foroughi, and Larson (2021)** explored the concept of "Work From Anywhere" and suggested that geographic flex. increases job satis., but success depends on organizational support and task design. The study found higher satis. levels among knowledge workers with clear deliverables and digital access.

**Kaushik and Guleria (2020)**, in their study on the Indian IT sector, observed that while many employees appreciated the flex. of remote work, they struggled with workload management, virtual fatigue, and the pressure of being constantly available. Within the service industry, especially in IT, customer service, finance, and education, WFH has had a mixed impact.

**Agrawal and Kaur (2021)** on the banking and financial services sector found that while digital adoption accelerated during remote work, many employees felt disconnected from organizational culture, impacting their long-term satis. and sense of purpose.

**Wang et al. (2021)**, flex. in scheduling and the elimination of commute times are two of the most positively perceived aspects of WFH, contributing to higher job satis. among service employees. The study emphasized that autonomy and better work-life balance were key determinants of satis.

**Oakman et al. (2022)** conducted a mixed-methods study across various service sectors in Australia and reported that while WFH improved satis. for some, others experienced isolation, lack of managerial support, and challenges in comm., all of which negatively affected morale and productivity.

**Ipsen et al. (2021)**, who found that remote employees often felt disconnected from their teams, particularly in collaborative service environments such as customer support and consultancy. **Vyas and Butakhieo (2021)** in the South Asian service sector revealed that younger employees and those with

limited home infrastructure expressed lower levels of satis. In contrast, experienced professionals appreciated the flex. and reported higher productivity. Moreover, gender-based differences were observed in WFH experiences.

**Shockley et al. (2021)** pointed out that women, especially working mothers, faced greater stress balancing domestic responsibilities, which reduced their overall satis. with remote work.

**Singh and Agarwal (2023)** highlighted that employee in IT-enabled service industries with robust digital infrastructure and supportive leadership reported significantly higher job satis. Technological support and organizational culture are also crucial mediators of WFH satis.

**Choudhury et al. (2022)** argued that hybrid work models that offer both remote and in-office flex. tend to enhance employee morale, particularly when employees can choose their mode of work.

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## Research Methodology

### Research Design

This study adopts a descriptive research design, appropriate for capturing the current attitudes and experiences of service sector employees regarding WFH arrangements. The focus is on what is happening rather than why it is happening, making it suitable for observational insights rather than hypothesis testing. These were measured using a 5-point Likert scale, which facilitated the identification of patterns in satis. levels across respondents.

### Population and Sample

The target population consisted of employees working in IT, customer support, finance, education, and consulting sectors—industries with widespread adoption of WFH post-pandemic. Out of the outreach conducted, 50 completed survey responses were collected and analyzed. The respondents represented a diverse cross-section of professionals in terms of age (ranging from 22 to 45+), gender (both male and female participants), job levels (executives, associates, managers), and sectors.

### Sampling Technique

A non-probability convenience sampling technique was employed. The survey was distributed digitally via Google Forms, reaching participants through email, LinkedIn, and professional messaging groups. This approach was both practical and efficient, especially under time and resource constraints common in academic research.

### Data Collection Methods

Primary data was gathered through a structured Google Form divided into four parts:

1. **Demographic Information** – Capturing age, gender, designation, and sector. This helped group data and enabled meaningful cross-tabulations during analysis.
2. **WFH Experience** – Respondents indicated the duration and mode of their WFH engagement.
3. **Satisfaction Metrics** – Respondents rated statements on a 5-point Likert scale. Example: *“I feel more productive while working from home”* – with responses ranging from Strongly Disagree (1) to Strongly Agree (5).
4. **Challenges and Suggestions** – Open-ended responses provided depth. Common challenges mentioned included time-zone management, comm. delays, and feelings of isolation. Suggestions often involved regular virtual check-ins, mental health support, and hybrid work policies.

### Tools for Data Analysis

Key techniques included:

- **Descriptive Statistics:** To summarize central tendencies of satis. scores (mean satis. rating across domains was approx. 3.8).
- **Cross-tabulation:** Used to understand relationships—for example, female employees in managerial roles reported higher stress due to multitasking, reflected in lower work-life balance scores.
- **Correlation Analysis:** A moderate positive correlation was observed between managerial support and productivity ratings, suggesting that the quality of support significantly affects remote performance.
- **Data Visualization:** Pie charts showed sector-wise respondent distribution, while bar graphs illustrated domain-specific satis. levels.

These tools not only streamlined interpretation but also substantiated the study’s findings in a visual and analytical format.

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## Limitations of the Study

Despite insightful findings, the study acknowledges several limitations:

1. **Sample Size** – Although 100 responses offered adequate data for preliminary analysis, it limits the generalizability of conclusions across the entire service sector workforce.
2. **Sampling Bias** – Most respondents were from urban regions with digital accessibility, excluding voices from semi-urban or rural service sector employees.
3. **Subjectivity** – Responses reflect personal opinions, which may be influenced by mood, recent experiences, or social desirability bias.
4. **Time Constraints** – The study was conducted within an academic timeframe, preventing deeper longitudinal insights or additional qualitative interviews.
5. **Sectoral Skew** – Higher response concentration from IT and finance sectors may underrepresent others like healthcare or education.

Despite these constraints, the consistency and depth of responses offer valuable insights into WFH satisfaction and inform future organizational strategies.

## Data Analysis

The data collected through the survey responses provides valuable insights into employee satis. with WFH arrangements in the service industry. The responses highlight key areas of strength, as well as challenges, that are shaping the WFH experience for employees. The analysis of these findings focuses on understanding the impact of flex., productivity, work-life balance, managerial support, technological infrastructure, sectoral differences, and gender-based insights on overall employee satis.. Below is a detailed analysis of the key themes and patterns derived from the survey responses.

The survey reveals that a majority of respondents (83%) reported high levels of overall satis. with their WFH experience, with 47% rating their satis. as 4 out of 5 and 36% rating it a full 5 out of 5. Flex. was overwhelmingly identified as a key driver of WFH satis., with 78% of respondents expressing that they appreciated the control over their work schedules.

When it comes to productivity, the survey revealed mixed but predominantly positive outcomes. About 59% of respondents reported that their productivity had increased during the WFH period, 18% of respondents struggled to maintain consistent productivity, citing challenges such as household responsibilities, lack of supervision, and digital fatigue.

54% of respondents reported an improvement in their work-life balance since transitioning to remote work. However, 23% felt their work-life balance had worsened, citing challenges like overlapping work and personal life and extended working hours.

21% of participants expressed dissatisfaction with remote comm. protocols, which they found to be inconsistent or ineffective. Many employees suggested that the lack of direct interaction with their supervisors led to a feeling of disconnect, reducing their engagement with the work and the company. This highlights the critical need for clear comm. strategies, regular team meetings, and structured virtual check-ins to support employees working remotely.

72% of respondents had access to essential tools such as high-speed internet, laptops, and collaborative platforms like Zoom and MS Teams, which facilitated remote work. However, 14% of respondents, particularly those in tier-2 cities, reported challenges such as unstable internet connections and insufficient home office setups.

IT and finance professionals reported higher satis. scores, with an average rating of 4.3, compared to employees in education and customer support, who reported an average satis. rating of 3.5.

The analysis of gender and designation revealed important patterns in WFH satis.. Female respondents, particularly those in mid-management roles, reported higher stress levels and slightly lower satis. due to the dual responsibility of managing work and household tasks. On the other hand, male employees, especially those in senior roles, reported a smoother WFH experience, with fewer household-related interruptions and better infrastructure. Additionally, entry-level employees from both genders expressed dissatisfaction with the lack of mentorship and training available remotely. This group faced difficulties adapting to remote work dynamics due to the lack of face-to-face interactions that facilitated learning and engagement.

The analysis of the survey data reveals that WFH arrangements, while generally well-received, come with both advantages and challenges. Overall, employees expressed high satis. with the flex. and autonomy that remote work offers, contributing to increased productivity and improved work-life balance for many. However, disparities in satis. levels were observed across various sectors, genders, and designations, highlighting that WFH experiences are not uniform.

Key factors such as managerial support, comm. effectiveness, and access to technology were identified as critical drivers of satis.. The findings underscore the need for tailored approaches to address sector-specific challenges, ensure equitable access to resources, and foster strong managerial support to enhance the remote work experience. Additionally, the survey emphasizes the importance of maintaining clear boundaries between work and personal life to prevent burnout, especially for individuals with caregiving responsibilities. By addressing these areas, organizations can create a more inclusive and productive WFH environment that supports employee well-being and performance.

Sample Mean ( $\bar{X}$ )	Standard Deviation ( $\sigma$ )	Z-Calculated Value	Z-Table Value (at 5% significance level)	Null Hypothesis Accepted/Rejected
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Q1	3.86	1.10	0.818	1.96	Accepted
Q2	4.02	1.13	1.769	1.96	Accepted
Q3	3.84	1.24	0.653	1.96	Accepted
Q4	3.90	1.23	0.815	1.96	Accepted
Q5	3.84	1.20	0.800	1.96	Accepted
Q6	3.82	1.17	0.756	1.96	Accepted
Q7	4.34	0.79	6.593	1.96	Rejected
Q8	3.64	1.28	-1.250	1.96	Accepted
Q9	3.66	1.31	-1.078	1.96	Accepted

**Z-TEST**

Formula to find the value of Z (z-test) is:

$$Z = \frac{\bar{x} - \mu_0}{\sigma / \sqrt{n}}$$

$\bar{x}$  = mean of sample  
 $\mu_0$  = mean of population  
 $\sigma$  = standard deviation of population  
 $n$  = no. of observations

Q10      4.00      1.04      4.807      1.96      Rejected

**Note:**

- The **Z-calculated value** is computed using the formula:
- **Sample size (n)** = 100
- **Population mean ( $\mu_0$ )** = 3
- **Significance level ( $\alpha$ )** = 0.05

where  $\bar{X}$  is the sample mean,  $\mu$  is the population mean (3),  $\sigma$  is the standard deviation, and  $n=100$ .

- **Z-table value:** For a 5% significance level in a two-tailed test, the Z critical value is 1.96.
- The null hypothesis is **rejected** if the absolute value of the Z-calculated value exceeds 1.96, and **accepted** if it's less than or equal to 1.96.

Let's break down the Z-calculation for the first sample (Q1) step by step.

**Given data for Q1: I find that I have a better work-life balance while working from home.**

Given data for Q1:

Sample mean ( $\bar{X}$ ) = 3.86 Standard deviation ( $\sigma$ ) = 1.10

Population mean ( $\mu$ ) = 3 (as given in the problem) Sample size ( $n$ ) = 100

**Step-by-Step Calculation:**

We will use the Z-formula:

$$Z = \frac{\bar{X} - \mu}{\sigma / \sqrt{n}}$$

**Step 1:** Calculate the standard error of the mean

$$\text{Standard Error} = \frac{\sigma}{\sqrt{n}} = \frac{1.10}{\sqrt{100}} = \frac{1.10}{10} = 0.11$$

**Step 2:** Calculate the difference between the sample mean and population mean.

$$\bar{X} - \mu = 3.86 - 3 = 0.86$$

**Step 3:** Calculate the Z value.

- **Z-calculated value:**  $\frac{7.818 - 0}{0.11} = 7.818$

= 7.818 **Z-table value** (at 5% significance level):  $\pm 1.96$

Since the calculated Z value (7.818) is **greater** than 1.96, we **reject the null hypothesis**.

**Summary for Q1:**

- The Z-calculated value is **7.818**.
- The Z-table value at the 5% significance level is  $\pm 1.96$ .
- Since **7.818 > 1.96**, we **reject the null hypothesis**.

From the Z-Test results above, we observe that in **8 out of 10 samples**, the null hypothesis is **accepted**, meaning their sample means do not differ significantly from the population mean of 3 at the 5% significance level. However, in **2 samples (Q7 and Q10)**, the null hypothesis is **rejected**, indicating that the sample means are significantly different from the population mean. These two cases show strong deviations and may warrant further investigation.

## Conclusion

Based on the core data gathered from the structured survey replies, this chapter summarizes and explains the study's main conclusions. The results provide a thorough understanding of how workers in the service sector view different aspects of WFH, pointing out both advantages and disadvantages. The ideas are arranged thematically and backed up with cross-tabulated findings and statistical proof from the data analysis.

- **Overall Satisfaction with WFH**

Employees in the service sector have responded well to remote work, as seen by the large percentage of respondents who expressed high levels of overall satisfaction with their WFH experience.

- **Flexibility and Autonomy**

The survey results suggest that flexibility not only provided employees with the ability to start and end their workdays at times that suited their personal routines, but also enabled them to better manage household responsibilities, caregiving duties, and personal downtime.

- **Productivity Levels**

Findings related to employee productivity in a WFH setting revealed a nuanced picture, with overall sentiments skewing toward the positive.

- **Work-Life Balance**

Respondents who reported a positive shift in work-life balance attributed this to the flexibility in managing daily schedules, the absence of commuting stress, and the ability to spend more time with family.

- **Managerial Support and Communication**

Many shared in open-ended responses that weekly virtual check-ins, recognition of their contributions, and clear goal-setting played a key role in keeping them motivated and aligned with their responsibilities.

- **Technological Infrastructure**

Technological readiness emerged as a foundational pillar for a successful and sustainable WFH experience. The survey findings revealed that majority of respondents felt they had adequate access to essential tools and digital infrastructure, such as high-speed internet, work-issued laptops, and cloud-based collaborative platforms like Zoom, Microsoft Teams, Slack, and

Google Workspace.

- **Sectoral Differences**

The analysis revealed distinct patterns of satis. across various sectors within the service industry, underscoring how the nature of work and digital adaptability significantly shape the WFH experience. Among the surveyed participants, professionals from the IT and finance sectors reported the highest levels of satis. with remote work, averaging a satis. rating of 4.3 out of 5.

#### • Gender and Designation-Based Insights

These findings highlight that gender roles and job levels significantly influence remote work experiences, and suggest the need for targeted organizational support mechanisms—such as flexible schedules, virtual mentoring, and structured onboarding programs—to better serve the needs of a diverse workforce.

#### Common Challenges Reported

The major challenges faced by employees during WFH included:

- Digital fatigue and screen overuse (reported by 39%)
- Lack of in-person interaction and team bonding (32%)
- Difficulty in time management and overworking (29%)
- Inconsistent comm. with peers and managers (25%) These challenges provide insight into areas that organizations must address to optimize remote working policies.

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#### Recommendations

- **Enhance Communication and Collaboration Tools** - Employers should invest in robust digital comm. and collaboration platforms to reduce the feeling of isolation and ensure smooth workflow among remote employees.
- **Establish Clear Work-from-Home Policies** - Clear guidelines on work hours, expectations, and deliverables can help employees manage their tasks effectively and maintain a healthy work- life balance.
- **Promote Work-Life Balance** - Encourage employees to set boundaries between work and personal life by promoting flexible schedules and discouraging after-hours comm.
- **Provide Technical Support and Resources** - Equip employees with the necessary technology (e.g., laptops, internet subsidies, tech support) to ensure they can work efficiently and without technical disruptions.
- **Regular Feedback and Performance Monitoring** - Managers should maintain regular check-ins and feedback mechanisms to assess performance and provide support, ensuring that employees remain engaged and productive.
- **Foster a Culture of Trust and Autonomy** - Allow employees the autonomy to manage their work schedules, which can lead to higher job satis. and performance if accompanied by accountability.
- **Support Mental Health and Well-being** - Implement wellness programs and provide access to counseling services to help employees cope with stress and maintain psychological well-being while working remotely.
- **Training and Development Opportunities** - Offer online training programs to help employees upgrade their skills, stay engaged, and feel valued by the organization.
- **Hybrid Work Model Consideration** - Since complete remote work may not suit all employees, organizations should consider adopting a hybrid work model to provide flex. while maintaining team cohesion.

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