

EMPLOYEE SATISFACTION IN VIRTUAL WORKPLACES: THE INFLUENCE OF REMOTE WORK CULTURE IN IT SECTOR

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Abstract

The COVID-19 pandemic accelerated the adoption of remote and hybrid work models, especially within the IT sector, prompting a reevaluation of organizational practices that influence employee satisfaction. This empirical study investigates the impact of remote work culture on employee satisfaction, focusing on the mediating roles of organizational culture, career development, and managerial communication. Adopting a quantitative research design, primary data was collected from 178 IT professionals using a structured questionnaire based on a 5-point Likert scale. Statistical analysis was conducted using SPSS version 21. The results indicate a significant and positive impact of all three mediating variables on employee satisfaction in remote work settings. Organizational culture emerged as the most influential factor, followed closely by managerial communication and career development opportunities. The reliability of the instrument was confirmed with a high Cronbach's alpha ($\alpha = 0.909$), ensuring consistency in responses. While the study offers valuable insights into the relationship between remote work and employee well-being in the IT sector, the findings may have limited generalizability beyond this industry. Nonetheless, the research contributes to the growing body of literature on virtual work environments and offers practical guidance for enhancing employee satisfaction in remote organizational contexts.

Keywords- *Managerial communication, Career development and Organization Culture, Employee satisfaction, Remote work culture*

1. Introduction

The foundation of any organization largely depends on its workforce. Organizational resources are broadly classified as human and physical; however, without human effort, physical resources remain underutilized. Human resources enable organizations to leverage all other resources effectively. Since human labor underpins all organizational activities, hiring satisfied and capable employees is essential. Satisfied employees offer significant benefits to employers (Schneider, 1975). Regardless of an organization's size, employee satisfaction is critical to organizational effectiveness. To enhance productivity and performance—which contribute to profitability, customer satisfaction, and loyalty—organizations implement strategies to strengthen workplace culture and morale. Simply put, satisfied employees foster a positive organizational culture and are therefore highly valued (Byars & Rue, 2004). Supervisors consider employee satisfaction when evaluating performance, ensuring employees are content with their roles and responsibilities. This is achieved through improved communication, effective task strategies, continuous development plans, and competitive compensation for top performers (Riyanto, Endri, & Herlisha, 2021). The pandemic significantly impacted organizational wellness policies and human resource management, with wide-ranging effects on employee well-being, satisfaction, and performance (Dube, Nhamo, & Chikodazi, 2021). Remote work now enables employees to manage their schedules independently, allowing them to align work with personal preferences. This flexibility supports a balance between professional and personal life, fostering career growth and overall fulfillment. Such strategies redefine the nature of work and position satisfied remote employees as valuable assets to the organization (Todd, 2023). Hybrid work models, where employees alternate between on-site and remote work, allow organizations to access talent regardless of location, reduce costs, and improve overall performance. Employees who experience strong communication within this model are nearly five times more likely to report increased productivity (Alexander, Smet, & Langstaff, 2021). However, remote work can lead to isolation, making encouragement from peers and supervisors essential. When remote employees feel supported and connected, their satisfaction and engagement increase. Workplace social support serves as an effective coping mechanism, helping employees adapt to the challenges of remote work (Tarafdar, Tu, & Ragu-Nathan, 2014). Studies also show that remote workers tend to have higher levels of organizational commitment and job satisfaction compared to their on-site counterparts (Felstead & Henseke, 2017). Employee

satisfaction can be influenced by how individuals perceive job demands, which often depends on the level of support they receive. Addressing challenges such as workload and deadline pressure in remote settings can enhance satisfaction. Research shows a positive correlation between perceived support—especially from leaders—and employee well-being, including satisfaction (Bentley, Teo, & McLeod, 2016). In remote environments, the more support employees perceive from leadership, the higher their satisfaction levels. Despite 79% of employees reporting increased efficiency and focus while working remotely, challenges persist. This may reflect a tendency to work faster to meet expectations. To ensure satisfaction and performance among remote employees, managers should prioritize productivity, set clear goals, and cultivate a supportive work environment (Gartner, 2020).

For many employees, especially during the pandemic, the shift to remote work was challenging. Recognizing those who adapted successfully, proposed innovative process improvements, or overcame remote work obstacles is essential (Fletcher, Performance Management, 2020). The pandemic forced IT professionals—many for the first time in the modern era—to work remotely due to government restrictions and technological hurdles. This transition affected even those previously unwilling or unaccustomed to remote work. Consequently, this study examines the unexpected challenges faced by IT teams during COVID-19 and the digital tools used to support employee satisfaction (Dipietro, Moero, & Cain, 2019). Globally, the “digital revolution” has enabled organizations to harness technology for greater efficiency—boosting productivity, customer experience, knowledge sharing, resource management, and employee engagement. Cloud-based collaboration tools have made remote work more viable (Savic, 2020). As technology underpins the knowledge economy, remote work has emerged as a powerful strategy for enhancing employee satisfaction in the IT sector. In today's fast-paced and constantly-evolving operation landscape, a well-functioning and unified organization is contingent upon possessing exceptional competence in management. One of the most crucial skills is excellent communication, which fosters productive connections among employees and increases an organization's overall success. Strong communication skills in management roles have on the growth of constructive relationships between employees by reading the research on the subject (Ferguson & Velzen, 2023). Strong communication skills among managers can foster a fair and encouraging work atmosphere, which raises employee satisfaction and lowers attrition rates, according to multiple studies. Besides, the real-world organization

experienced information asymmetry, as anticipated by the literature analysis, which showed itself as mistrust between managers and employees. Employees frequently thought that goals and activities were not conveyed in a straightforward and timely manner, despite managers citing openness and integrity as qualities for excellent managerial communication. On the other hand, whereas horizontal information asymmetry was discovered to be problematic, lateral information asymmetry appeared to be negligible (Crocco & Caballero, 2023). There are three distinct directions in which managerial communication might be described. These three directions—horizontally, among peers and colleagues, or upward, from upper management to bottom workforce—indicate the pattern of communication. To give a sense of significance and help management achieve organizational goals, information is communicated in a directed manner (Ahmed & F, 2010). Positive behaviour by employees may be positively impacted by higher levels of employee satisfaction. Since the epidemic started, career development has shifted, and these shifts are still present as organizations are reopening. Most IT employees want to work remotely or in a hybrid model. A recent survey conducted in the United States among remote employees found that a lack of access to better job opportunities and limited career advancement significantly affects both employee productivity and satisfaction, especially among those with high professional aspirations (Janib, Rasdi, & Omar, 2021). To address this, decision-makers have introduced rotational assignments, where high-potential employees serve in remote locations for a set duration. Based on performance and developmental evaluations, these individuals may later be transferred to urban offices to pursue leadership roles and further career growth. Career development is a structured process through which employees enhance their knowledge, skills, abilities, and professional behavior. Its primary aim is to improve individual job performance and align employee potential with organizational objectives (Ali, Narine, & Hill, 2023). Effective career development enables employees to contribute more meaningfully to business goals while also supporting personal advancement. It is closely tied to career planning, which is essential for shaping organizational structure and strengthening human resource management. Career planning involves both individual role development and the alignment of personal aspirations with long-term organizational goals (Liu, Sha, & Yu, 2022). Modern organizations now prioritize continuous learning as a central element of their vision, providing employees with diverse learning opportunities and resources. This ongoing focus on development not only supports career growth but also fosters employee satisfaction and retention by ensuring

alignment between individual growth trajectories and organizational success.

Employee satisfaction is a critical driver of organizational success and long-term sustainability. Employees are a unique competitive asset, and investing in their growth and performance is essential. A strong organizational culture enhances satisfaction by fostering a sense of belonging and aligning employees with shared values and goals (Belias & Koustelios, 2014). Quality-driven cultures—marked by professional development, support for learning, and autonomy—are associated with higher productivity, improved retention, and overall employee well-being (Abate, Schaefer, & Pavone, 2018). Additionally, motivation significantly influences satisfaction. Organizations that recognize individual contributions and offer fair compensation, performance feedback, ethical leadership, and comprehensive benefits such as healthcare and retirement plans create a more satisfied and engaged workforce (Paais & Pattiruhu, 2020). In today's evolving workplace, especially within the IT sector, remote and hybrid work models require organizations to adapt their cultural and motivational strategies. Despite growing interest, limited research has specifically examined how organizational culture, career development, and managerial communication affect satisfaction among remote IT employees. This study aims to address this gap and contribute to a deeper understanding of satisfaction in virtual work environments. Looking ahead, successful organizations will adapt their cultures to meet the evolving demands of the modern workplace. Key elements such as open communication with teams and managers, a flexible work environment, innovation, creativity, and robust career development will be essential to sustaining employee satisfaction and productivity. However, despite increasing relevance, limited research has explored how these organizational factors influence satisfaction among remote employees—particularly in the IT sector. To address this gap, the current study aims to identify and analyse the key elements that affect employee satisfaction in remote work settings within IT organizations.

2. Conceptual Framework

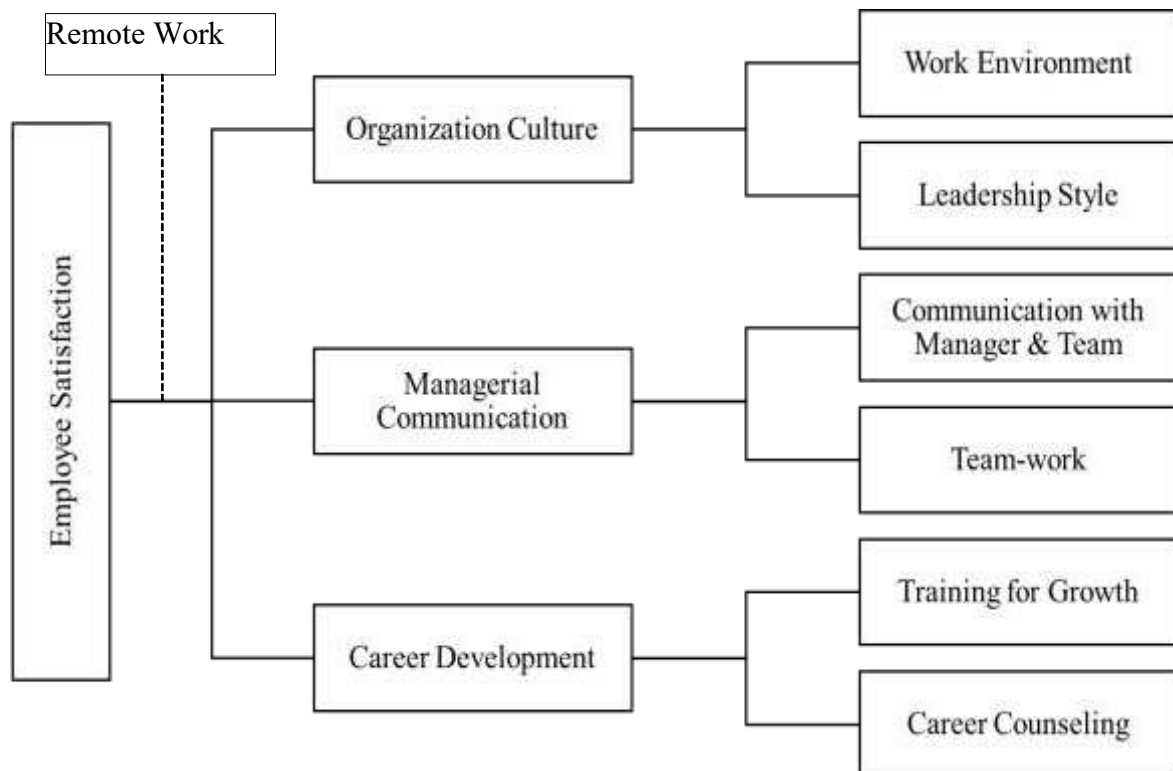


Figure 01: Employee satisfaction in a remote work environment is reliant on a few essentials, according to the research model. The three areas of managerial communication, career development, and organizational culture are directly associated with employee satisfaction.

3. Review of Literature

Employee satisfaction

Employee satisfaction is a foundational element in determining an organization's long-term success, regardless of its size or industry. Satisfied employees contribute to improved productivity, stronger customer relationships, and greater organizational loyalty. As a result, many organizations prioritize enhancing workplace conditions to foster morale and motivation (Byars & Rue, 2004). Beyond individual well-being, employee satisfaction shapes the broader organizational culture, influencing factors such as commitment, engagement, enthusiasm, and overall job involvement (Lyubomirsky & King, 2005). Interest in this area gained momentum when research began to show that employees' emotional and attitudinal

states could significantly impact performance outcomes. As such, employee satisfaction is not just a human resource concern—it is a strategic imperative for achieving organizational objectives. Studies frequently explore its key dimensions, including relationships with coworkers and managers, fair compensation, and supportive working conditions (Burman, 2018). In any profitable organization, employee satisfaction must be a central priority. This explains why management consistently strives to keep employees motivated, engaged, and fulfilled in their roles. Satisfaction with compensation often reflects the overall quality and credibility of the organization, making it critical for companies to understand how financial strategies influence employee morale (Nwachukwu, 2021). In pursuit of reducing attrition and boosting retention, organizations have increasingly turned to initiatives such as flexible work arrangements, employer branding, social media engagement, and strategic pay management—all of which contribute to improved employee satisfaction (Joyce & Ahmad, 2019).

The link between organizational success and employee satisfaction has attracted significant scholarly interest. Many industries use employee satisfaction as a key metric for evaluating performance. When employees maintain a positive attitude toward their work, they are more likely to feel fulfilled and committed, which in turn enhances organizational performance (Ahmad & Raja, 2021). While these approaches help attract and retain top talent, some organizations still need to place greater emphasis on fostering long-term employee contentment and loyalty. Employee satisfaction is shaped by how individuals perceive their work in relation to core psychological needs—namely dignity, security, belonging, and the opportunity to lead a meaningful life (Upadhyay, Ansari, & Bijalwan, 2019). Therefore, organizations should focus on these foundational aspects to build a loyal and satisfied workforce. A content and engaged workforce not only enhance productivity and profitability but also fuels innovation, reduces turnover, and strengthens overall organizational capability. Ultimately, improvements in employee satisfaction, commitment, and retention are key drivers of sustained business success (Lee, Jung, Kang, Petrik, & Park, 2022).

Remote work with Employee satisfaction

The COVID-19 pandemic significantly reshaped the workplace, particularly by accelerating the shift to remote work and redefining employee satisfaction through emotional and perceptual changes. Remote work granted employees greater autonomy over their schedules, allowing better alignment with personal needs such as rest, family, and self-care. In response, many organizations rapidly adopted virtual models to sustain productivity and business

continuity (McNall & Masuda, 2010). Yet, the transition was challenging, especially for those unprepared for sudden digital adaptation. Acknowledging employees who demonstrated resilience, embraced remote tools, and contributed innovative solutions is essential in the evolving workplace. Hybrid work has now emerged as a dominant model—not just a blend of remote and office work, but a new paradigm of collaboration (Todd, 2023). Its success hinges on how effectively organizations manage digital tools and workflows. Research indicates that remote work can reduce stress and burnout, enhance work-life balance, and improve satisfaction—particularly when employees feel recognized and valued (Reyes & Carlier, 2021). Organizational frameworks also play a critical role: digital infrastructure, planning, and managerial support significantly influence how remote employees perceive their work (Pansini, Buonomo, & Vincenzi, 2023). Financial benefits further enhance remote work satisfaction by eliminating commuting, childcare, and meal costs. Some organizations supplement this by offering allowances for home office needs (Fletcher, 2020). To maintain morale, many have implemented targeted communication and retention strategies, including regular virtual meetings, peer sharing, and cybersecurity awareness initiatives (Brunswick, 2020). Leadership plays a crucial role. Task-focused leaders who offer structure and clear expectations, along with transformational leaders who inspire and support individual growth, greatly impact satisfaction. Authentic leadership—marked by integrity and balance—also fosters job satisfaction through trust and emotional connection (Braun & Peus, 2018). Moreover, employee satisfaction mediates work-life balance and social connection in remote settings. Support from managers and peers boosts employees' sense of value and control, enabling them to manage personal and professional demands effectively—leading to greater job fulfilment and well-being (Alarcon & Lyons, 2011).

Organization Culture with Employee Satisfaction

A goal-oriented organizational culture places a strong emphasis on outcomes over processes, operating under the principle that success is best measured through the achievement of clear, quantifiable results. Such cultures tend to enhance employee satisfaction, especially when individuals see their efforts directly linked to positive organizational outcomes (Wu & Huang, 2019). The concept of organizational culture itself, although widely used in management today, has its roots in anthropology—where researchers studied rituals, beliefs, language, and customs of various communities (Bodjrenou & Xu, 2018). In the context of the workplace, organizational culture significantly influences employee satisfaction and performance. A

supportive and positive culture fosters employee creativity, boosts productivity, and provides structures for meaningful rewards, fair compensation, work-life balance, guidance, and performance evaluations (Indiyati, Ghina, & Romadhona, 2021). Globally, the COVID-19 pandemic has provided a unique opportunity for organizations to revisit and revitalize their corporate cultures. Remote work has prompted organizations to reflect on outdated norms and adopt more deliberate and flexible cultural strategies. These adaptations have enabled many to transition into hybrid work models with stronger and more resilient cultures than before (Raghuram, 2021). In dynamic environments such as the post-pandemic world, the influence of organizational culture on employee motivation and performance may shift, requiring ongoing adjustment and learning. Furthermore, organizational culture plays a central role in promoting innovation, maintaining stakeholder communication, enhancing employee involvement, and supporting transparent information-sharing practices. These elements are critical for defining and sustaining a productive work environment, especially under remote or hybrid conditions. Tools such as the Organizational Culture Assessment Instrument (OCAI) are valuable for diagnosing current cultural traits and guiding organizational change. Developed by Cameron and Quinn (2011), the OCAI is user-friendly, accessible to management, and provides structured guidance—making it especially useful for researchers and employers aiming to assess culture within digitally connected or remote work settings (Al-Ansi, 2022).

Employees working within a negative organizational culture often experience low morale, which diminishes their motivation and limits their ability to contribute meaningfully to organizational success. In contrast, organizations that prioritize employee well-being tend to foster greater satisfaction and improved overall performance. Numerous studies have confirmed a strong, direct correlation between organizational culture and employee performance. A healthy organizational culture, built on shared values and aligned with the company's mission, cultivates loyalty, enhances satisfaction, and boosts productivity (Jufrizen & Mukmin, 2021). Outcome-oriented employees thrive when they are empowered to set goals and take ownership of their responsibilities. This increased autonomy fuels engagement and commitment. Additionally, an outcome-driven culture creates opportunities for recognition and growth, as it enables managers to identify and reward high performers. This culture not only supports employee development but also strengthens satisfaction through meaningful goal achievement and personal advancement (Soomro & Shah, 2019).

The success of remote work, especially in the post-pandemic context, is largely contingent on an organization's ability to adapt its strategies and uphold a strong, cohesive culture. By fostering open communication, promoting trust, and encouraging a sense of community, organizations can maximize the benefits of remote work while minimizing potential drawbacks. As hybrid work models continue to gain popularity, they offer not only flexibility and autonomy but also a renewed focus on belonging and collaboration (Soetomo & Surabaya, 2017). Prior research has consistently demonstrated a positive link between organizational culture and employee satisfaction. A strong culture shapes employee behaviour and attitudes, ultimately influencing organizational health and effectiveness. Factors such as managerial behaviour, leadership style, authority structures, and cultural orientation—whether clan-based, market-driven, or hierarchical—play a crucial role in determining the overall satisfaction levels within an organization (Huynh, Bui, & Nguyen, 2023).

Managerial Communication with Employee Satisfaction

Effective communication between employees and management is a key driver of employee satisfaction and productivity. It helps employees understand their roles within the broader organizational context and align their efforts with the company's strategic goals. When communication flows smoothly, managerial performance improves, which directly enhances the overall performance of the organization (Ajayi & Mmutle, 2021). Furthermore, clear, and consistent communication is vital in employee relations. Employees who perceive their managers as effective communicators tend to report higher levels of satisfaction and loyalty (Indrasari, 2017). Two essential managerial competencies—decision-making and conflict resolution—also rely heavily on communication effectiveness. Managers with strong communication skills can tactfully address conflicts, preventing minor issues from escalating into major disputes. A harmonious work environment, cultivated through effective conflict resolution, plays a significant role in maintaining employee morale and reducing turnover. Additionally, open, and honest dialogue encourages the exchange of ideas, enabling managers to make informed decisions and foster innovation within teams (Curado & Henriques, 2022). Hostile or overly aggressive work environments undermine collaboration and creativity, while non-threatening, respectful cultures enhance team-oriented behaviour, communication, and innovation. Striking a balance between assertiveness and empathy is critical. Excessive aggression can create toxic work conditions, while insufficient assertiveness may lead to confusion and inefficiency. Organizations that manage this balance effectively can cultivate

environments that promote cooperation and high employee satisfaction (Rasool, Wang, & Tang, 2021).

Moreover, a manager's ability to actively listen, convey consistent information, and demonstrate empathy contributes to a positive organizational image. These communication behaviours strengthen interpersonal relationships and build trust, which are essential for fostering an inclusive, supportive, and engaging workplace culture (Monehin & Diers-Lawson, 2022). Employers and supervisors play a crucial role in ensuring that work is engaging, meaningful, and fulfilling for employees. This includes offering appropriate incentives such as bonuses or rewards, promoting flexible work arrangements to enhance work-life balance, acknowledging employee contributions, fostering open communication, and empowering employees with autonomy over their tasks and processes. These efforts not only boost job satisfaction but also significantly increase motivation. Motivated employees strive for higher achievement when their contributions are recognized and they feel respected and valued. Ultimately, the integration of motivational strategies with job satisfaction leads to considerable advantages across all sectors (Carvalho, Riana, & Augusto, 2020). In addition, effective communication is fundamental to the development and execution of any organizational strategy. Research has shown a strong positive correlation between workplace values and managerial communication. Internal communication also significantly impacts organizational climate, leadership and management styles, and employee relations (Joanne, Moez, & Krisee, 2020). The effectiveness of communication directly influences organizational identity, employee commitment, and job satisfaction. It fosters trust, clarifies expectations, and enhances both motivation and job performance (Ndlovu, Quaye, & Saini, 2021). Moreover, communication plays a vital role in promoting inclusivity, bridging cultural differences, and ensuring that all employees feel heard, valued, and respected. Strong communication practices contribute to a cohesive organizational culture that embraces diversity and enhances managerial effectiveness (Tandoh & Duffour, 2023). For organizations to align their mission, vision, and goals with employee needs and aspirations, managers must engage employees as active stakeholders in open and ongoing dialogue. Conversely, poor communication can lead to misunderstandings, disengagement, and reduced organizational effectiveness (Men, O'Neil, & Ewing, 2020).

Career Development with Employee Satisfaction

Organizations actively strive to create a supportive environment that encourages both employee career development and organizational innovation. Rewarding employees for their achievements not only expresses appreciation but also enhances job satisfaction. A positive organizational culture further amplifies this effect by fostering a productive and satisfying workplace that benefits all stakeholders involved (Hitka, Schmidtová, & Lorincová, 2021). Career development—focused on professional growth and advancement opportunities—has a significant impact on both employee satisfaction and productivity, particularly in remote work settings. Implementing a remote work culture alongside flexible working hours has been shown to improve employee well-being and satisfaction. Research has established a strong, positive correlation between job satisfaction and full employee participation, managerial commitment, and continuous learning. In this context, trust—especially when reinforced through quality management practices—plays a critical role in sustaining employee satisfaction (Belaid, Dagenais, & Moha, 2017). Additionally, clear, and structured career development opportunities are crucial for enhancing job satisfaction. Employees who perceive growth opportunities within their organizations are more likely to be productive, motivated, and committed. Management efforts to retain existing talent and attract new employees are often rooted in the provision of robust development pathways. Evidence suggests that employee satisfaction tends to rise proportionally with the availability and accessibility of career development programs (Umar, 2015). Everyone may approach professional development differently, but it remains a central strategy for enhancing competencies—not only of employees but also of the broader organization. Formalized evaluation processes help determine whether an employee's performance aligns with organizational expectations and capabilities. Modern career development initiatives are typically delivered through diverse training programs aimed at developing both technical and interpersonal skills. This comprehensive approach ensures that learning is not limited to a single domain but rather supports holistic professional growth.

Furthermore, career development strategies are increasingly being designed as long-term regeneration plans to help employees define, develop, and achieve sustainable career goals (Susanto, Sawitri, & Suroso, 2023). With the rise of hybrid and remote work environments, professional development pathways are continually evolving. Organizations now promote a culture of continuous learning by offering online education, utilizing advanced technologies,

and enabling employees to reskill and upskill in line with emerging demands. These efforts significantly enhance employee satisfaction, commitment, and the overall workplace experience (Clark, 2022). When employees achieve self-fulfilment through full engagement and learning, they are more likely to make positive, meaningful contributions to organizational success. This state of fulfilment—often referred to as employee motivation or employee satisfaction—fosters cooperation, loyalty, and increased commitment among team members. It also opens doors to recognition, career advancement, active participation in decision-making, and freedom to express opinions, all of which contribute to professional growth and workplace innovation (Lin & Joe, 2012). Research confirms that career development factors positively and significantly influence employee satisfaction. Employees feel valued and more content when their career paths are clearly managed and supported by the organization (Katharina & Dewi, 2022). Career development programs are typically delivered through multifaceted training approaches, aiming to strengthen both technical (hard) and interpersonal (soft) skills. This reflects a comprehensive strategy, where development initiatives are not limited to a single area of expertise. Instead, they are designed to align with employees' individual skillsets, interests, and long-term goals (Suyanto, Sapta, & Sudja, 2018).

Such career development strategies act as revitalization tools, empowering employees to take control of their professional growth. When employees feel that their progress is acknowledged, they exhibit greater discipline, accountability, and pride in their work. These employees are more likely to respect leadership, act responsibly, and align their efforts with organizational objectives (Katharina & Dewi, 2020). In turn, this satisfaction boosts self-esteem and leads to the delivery of high-quality work that supports organizational performance. Furthermore, the ability to meet role expectations is directly influenced by career advancement opportunities. Career growth motivates employees to work harder, fostering a greater commitment to achieving both personal and organizational goals (Khan, Abbasi, & Waseem, 2016).

4. Research Methodology

This research aims to assess employee satisfaction with flexible work arrangements and examine the relationship between these factors and remote work environments. The study focuses on IT professionals in India working under remote or hybrid models. Primary data

was collected using a structured online questionnaire based on a Likert scale. Out of 300 employees surveyed, 178 responded, yielding a response rate of 51%. Data analysis was conducted using SPSS 21 software, with reliability tests and a One-Sample T-test applied to test the research hypotheses. The central objective of this study is to evaluate the supportive relationship between employees and management in remote work settings, specifically in the context of employee satisfaction—an area with limited exploration in existing literature. The contribution of this research is two-fold:

1. identify and assess the key motivational factors—organizational culture, career development, and managerial communication—that influence employee satisfaction in remote work settings.
2. evaluate how supportive managerial relationships impact long-term employee satisfaction in remote or hybrid environments.

Finally, the study investigates, through experimental data, the mechanism of the interplay between employee satisfaction and remote work culture, offering insights into how these dynamics evolve over time.

Research Hypotheses:

Null Hypothesis (H01): There is no significant impact of organisation culture on employees' satisfaction in remote work.

Alternative Hypothesis (H11): There is a significant impact of organisation culture on employees' satisfaction in remote work.

Null Hypothesis (H02): Managerial Communication has no significant impact on employees' satisfaction in remote work.

Alternative Hypothesis (H12): There is a significant impact of Managerial Communication on employees' satisfaction in remote work.

Null Hypothesis (H03): There is no significant impact of Career Development activities on employees' satisfaction in remote work.

Alternative Hypothesis (H13): There is a significant impact of Career Development activities on employees' satisfaction in remote work.

Data Analysis:

In the first part of the questionnaire devised four questions related to the demographic details of the employee.

Table:1 Demographic details of the respondents

Category	Sub-category	Percentage (%)
Gender	Male	64.6
	Female	35.4
Age (in years)	Up to 30 years	25.3
	31 to 40 years	42.7
	41 to 50 years	25.3
	Above 51 years	6.7
Education Level	Undergraduate	8.4
	Graduate	23.0
	Postgraduate	44.9
	Professional Qualification	23.6
Tenure in Organization	0–3 years	41.0
	3–7 years	22.5
	7–10 years	12.9
	More than 10 years	23.6

The demographic profile of the respondents revealed that 65% were male and 35% were female. A significant portion of the participants (42.7%) fell within the age group of 31 to 40

years, and 41% of the respondents had been employed in their current organization for 0 to 3 years. In the second section of the questionnaire, the researcher designed 27 closed-ended items based on a 5-point Likert scale to assess the influence of three key factor variables—Organizational Culture, Managerial Communication, and Career Development—on employee satisfaction in remote work settings. The reliability of the scale was tested using Cronbach's alpha (α), which yielded a value of .909, indicating a high level of internal consistency among the items used in the study instrument.

Table:2 Reliability Test

Measure	Value
<i>Cronbach's Alpha</i>	0.909
<i>Cronbach's Alpha (Standardized Items)</i>	0.916
<i>Number of Items</i>	27

Hypothesis testing:

All three hypotheses were tested using a one-sample t-test. Upon analysis, the results indicated that all three null hypotheses were rejected at the 5% level of significance. Consequently, the corresponding alternative hypotheses were accepted, confirming that there is a statistically significant impact of Organizational Culture, Managerial Communication, and Career Development on employee satisfaction in remote work environments.

Table:3 The SPSS output of the tests

Variable	N	Mean	Std. Deviation	Std. Error Mean
Organization Culture	178	3.8151	0.50873	0.03813
Career Development	178	3.7275	0.57562	0.04314
Managerial Communication	178	3.7459	0.49763	0.03730

The SPSS output reveals that all three variables—Organizational Culture, Career Development, and Managerial Communication—recorded mean scores above the neutral value of 3 on the 5-point Likert scale, indicating a generally positive perception among employees. Organizational Culture had the highest mean ($M = 3.8151$), suggesting it is the most influential factor contributing to satisfaction in remote work. Career Development and Managerial Communication also showed favorable mean values of 3.7275 and 3.7459 respectively, reflecting overall employee agreement with positive experiences in these areas. The standard deviations indicate moderate variability in responses, with Career Development showing slightly more variation. The standard errors of the mean are low across all three variables, confirming that the sample means are reliable estimates of the population. Overall, the results suggest that employees working remotely in the IT sector generally experience supportive organizational culture, effective communication, and opportunities for career growth—all contributing to their satisfaction.

(Test Value = 3)

Table:4 One-Sample T-Test Results

<i>Variable</i>	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
					Lower
<i>Organization Culture</i>	21.376	177	.000	0.81507	0.7398
<i>Career Development</i>	16.863	177	.000	0.72753	0.6424
<i>Managerial Communication</i>	19.999	177	.000	0.74594	0.6723

To determine whether there is a significant impact of the factor variables—Organizational Culture, Career Development, and Managerial Communication—on employee satisfaction in remote work, a one-sample t-test was conducted. The results revealed the following:

- For Organizational Culture, the t-value was 21.376 with 177 degrees of freedom and a p-value of .000, which is significant at the 0.05 level. This indicates that organizational culture has a statistically significant impact on employee satisfaction in remote work settings.

- For Career Development, the t-value was 16.863 with 177 degrees of freedom and a p-value of .000, also significant at the 0.05 level. This result supports the conclusion that career development significantly influences employee satisfaction.
- For Managerial Communication, the t-value was 19.999 with 177 degrees of freedom and a p-value of .000, again significant at the 0.05 level, confirming its strong impact on employee satisfaction in remote work contexts.

These findings suggest that prioritizing the development of a positive and supportive work environment—grounded in strong communication, professional growth opportunities, and a healthy organizational culture—can lead to increased employee satisfaction, higher retention, and lower turnover rates. Maintaining such a culture requires ongoing effort and engagement from both leadership and employees. As Singh (2020) notes, fostering a positive organizational culture not only boosts employee morale and productivity but also contributes to the long-term financial success of the organization by creating an environment that supports well-being and sustained performance.

5. RESULT AND DISCUSSION

Hypothesis 1 (H_{01}): *There is no significant impact of organizational culture on employees' satisfaction in remote work.*

To test this hypothesis, a One-Sample T-Test was conducted. The test produced a t-value of 21.376 with 177 degrees of freedom and a p-value of 0.000, which is less than the significance threshold of 0.05. This leads to the rejection of the null hypothesis (H_{01}). The result confirms that organizational culture has a statistically significant impact on employee satisfaction in a remote work environment. This implies that when an organization maintains a strong, supportive culture, remote employees are more likely to feel engaged and satisfied with their work.

Hypothesis 2 (H_{02}): *Managerial communication has no significant impact on employees' satisfaction in remote work.*

The results of the One-Sample T-Test showed a t-value of 19.999 and a p-value of 0.000. Since the p-value is well below 0.05, the null hypothesis (H_{02}) is rejected. This indicates that managerial communication plays a significant role in shaping employee satisfaction in remote

work settings. Effective communication helps remote employees feel informed, supported, and connected to their teams and supervisors, thereby enhancing job satisfaction.

Hypothesis 3 (H₀₃): *There is no significant impact of career development on employees' satisfaction in remote work.*

The One-Sample T-Test revealed a t-value of 16.863 with a p-value of 0.000, which is again less than 0.05. Therefore, the null hypothesis (H₀₃) is rejected, indicating that career development significantly affects employee satisfaction in remote work scenarios. Employees who perceive growth opportunities, skill-building programs, and promotion potential tend to be more satisfied and committed, even in remote or hybrid work settings.

6. CONCLUSIONS

This study provided an opportunity to explore the interpersonal and organizational factors influencing employee job satisfaction among remote IT employees. Building on prior research, which has demonstrated the positive impact of employee satisfaction on organizational human resource outcomes, the findings of this study suggest that remote work—when strategically managed—can significantly enhance employee satisfaction in the IT sector. Specifically, this research underscores the critical role of organizational culture, career development, and managerial communication in shaping satisfaction among remote employees. Effective managerial communication emerged as a key factor in sustaining satisfaction. In remote work environments, the absence of regular and meaningful communication may lead to feelings of isolation and disconnection. To mitigate such challenges, it is essential for remote teams to prioritize communication and facilitate social interaction, which helps foster a sense of belonging. Practices such as recognizing personal milestones, celebrating achievements, and rewarding contributions contribute to building a strong sense of community and cultivating a positive organizational culture.

Furthermore, the findings reinforce that organizational culture significantly influences employee motivation and satisfaction in virtual workspaces. Career development opportunities signal managerial commitment to employees' growth, which in turn makes employees feel valued and supported. These elements are crucial as both individuals and organizations navigate an evolving organizational landscape shaped by remote and hybrid models. Remote work also presents several strategic benefits for organizations, including

enhanced employee satisfaction, improved communication, broader access to talent, and cost savings. By embracing remote work and aligning workplace policies accordingly, organizations can not only retain talent but also foster a culture of innovation, adaptability, and long-term employee engagement.

FUTURE DIRECTION

Research indicates that in the upcoming years, successful organizations will be those that alter their organizational culture to fit the modern workplace, where flexible organizational culture, innovation, management communication, career path, and creation are critical to employee satisfaction and productivity. Many studies on remote work make it evident that minimal research has been performed to investigate the extent to which these factors influence employees' satisfaction when employed virtually in information technology organizations. Consequently, the objective of this research is to bridge the knowledge gaps and determine the various factors influencing employee satisfaction.

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