



Tecnológico de Monterrey
Escuela de Negocios

Report

Well-being and satisfaction in professionals of information technologies

Thematic Area Research Group in
Organizational Design and Culture

February, 2025

Conocimiento
que *transforma*



Report

Well-being and satisfaction in professionals of information technologies

Thematic Area Research Group in Organizational Design and Culture of Business
School of Tecnológico de Monterrey.

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Introduction

This paper focusses on providing some insights into this question by exploring the relationships and complexity between work, happiness, and life satisfaction of people working in the informational technology sector.

The way we work has evolved dramatically throughout history. However, it is in recent decades, with the rise of information technologies, that this change has accelerated exponentially. Teleworking, flexible working, the collaborative economy, and other disruptive work arrangements have radically transformed the world of work. But what impact do these new ways of working have on the happiness and satisfaction of information technology professionals?

This report provides insight on four main questions:

1. What are the preferred workings methods of people in the information technology sector?
2. Is working at home the best alternative to achieve a work-life balance?
3. Does flexible work increase productivity, or does it generate more stress?
4. Are IT professionals happier working independently, or do they prefer a traditional office structure?

In this paper, the different working methods, and its impact on general employee happiness and life satisfaction, are described in detail.

Methodology

A quantitative online survey was deployed from April 2023 to December 2023 to participants living in Mexico and working (or studying) in the information technology sector. In total, 631 participants completed the survey. It is thus important to note that the results of this study cannot be generalized to the general population.

Demographic Data

The majority of the participants were female (71.6%), single (77%), under the age of 24 years (70.2%) and with a bachelor's degree (63.8%). 328 individuals (52%) were employed while 303 (48%) were students.

Gender

	Frequency	%
Male	173	27.4
Female	452	71.6
I prefer not to say	6	1
Total	631	100

Marital Status

	Frequency	%
Single	486	77
Married	100	15.8
I prefer not to say	45	7.2
Total	631	100

Age Range

	Frequency	%
Less than 24 years	443	70.2
Between 25 & 34 years	38	6
Between 35 & 44 years	62	9.8
Between 45 & 54 years	58	9.2
Between 55 & 64 years	27	4.3
No answers	3	0.5
Total	631	100

Academic Level

	Frequency	%
High school	143	22.7
Bachelor	403	63.8
Master/PhD	85	13.5
Total	631	100

Activity Carried Out

	Frequency	%
Work	328	52
Study	303	48
Total	631	100



Work Modalities

A diverse range of work modalities are available today that could be tailored to the specific needs of employees and organizations. four main working modalities can be distinguished:

1. Remote Work (Teleworking/Work at home): In this modality, employees work from home or another place outside of the company's facilities.

2. Hybrid Work: In this way of working, on-site work is combined with remote work, allowing an employee to alternate between the two in accordance with the set policies and agreements.

3. On-site work: In this way of working, employees work mainly at the physical location of the employer, such as offices, factories, stores, or retail establishments.

4. Self-employed or Freelance: In this way of working, individuals are not employed by the company, but rather work as an independent contractor or freelancer for the company on a fixed-term agreement.

Below more insights are provided on the preferred work modalities of the study's population.

Table 1. At this moment, how do you carry out your activities?

Answer	Frequency	%
100% online	172	27.3
Hybrid modality	261	41.4
100% in the workplace	197	31.2
No answers	1	0.2
Total	631	100

The majority (41.4%) of the participants indicated that they currently work in a hybrid mode. 31.2% indicated that they work completely onsite and 27.3% indicated that they work completely online. These results indicate that a considerable proportion of organizations have adopted remote and hybrid work which may be likely due to the nature of the work of information technology professionals. However, despite the trends toward remote and hybrid work, 31.2% of people still work entirely at the premises of the employer. This suggests that certain roles or industries may require constant physical presence or it may indicate some distrust of in the alternative ways of working in some companies.

In terms of working preference, it seems that most of the participants (46.1%) prefer a hybrid working setting. However, most participants indicated that they are comfortable to continue with their current working setting (62.9%).

32.5% of the participants indicated that they currently work less than 30% remotely while 44.1% mentioned that some of their work is done remotely (between 30% and 95%).

The discrepancy between preferred work arrangements and actual working conditions may create some employee dissatisfaction. Hence, business leaders should become more attentive to the needs of employees and adopt new ways of working more effectively in their companies. Such adoption strategies could potentially enhance the employee value proposition of the company and increase employee effectiveness in the organization.

Table 2. If you could change your current way of working, would you?

Answer	Frequency	%
Yes	233	36.9
No	397	62.9
No answers	1	0.2
Total	631	100

It is therefore important for employers to (1) analyze the need for remote work, (2) distinguish which positions can work remotely, (3) explore and justify the benefits of remote work, and the (4) communicate it clearly to employees. Employers should furthermore evaluate market trends and analyze emerging working cultures and then amend the company's working policies accordingly.

Table 3. If you were given a choice now, what would be your decision?

Answer	Frequency	%
Work from home / 100% online	251	39.8
Hybrid modality	291	46.1
100% in the workplace	88	13.9
No answers	1	0.2
Total	631	100

Table 4. What percentage of your work is done remotely?

Answer	Frequency	%
Less than 30%	205	32.5
Between 30% and 50%	103	16.3
Between 50% and 70%	102	16.2
Between 70% and 95%	73	11.6
100% online	147	23.3
No answers	1	0.2
Total	631	100

The majority of the respondents (48.3%) indicated that they do not work in a formal office. 26.1% indicated that they work in open spaces and 25.4% mentioned that they work in closed offices. It is therefore essential for organizations to determine which type of work requires an

open office, closed office, or no office. Without adequate physical resources employees may experience work dissatisfaction. Adopting remote work options wherever possible could improve employee satisfaction and enhance overall organizational commitment.

Another potential challenge for employers is related to recruiting and retaining talent. Different generations may prefer different work environments. For example, older generations may prefer more traditional offices whereas younger generations may prefer more flexibility. Hence, offer flexibility in the choice of work setting may prove valuable in attracting the best talent among multiple generations.

Exploring work patterns, happiness, and satisfaction within the information technology sector reveals several points worth mentioning and reflecting on because of the potential controversies they raise because they have important implications for employers.

Table 5. How can you define the space where you do your work?

Answer	Frequency	%
Office with open spaces	165	26.1
Traditional offices or closed spaces	160	25.4
My work doesn't have an office	305	48.3
No answers	1	0.2
Total	631	100

Table 6. What is the ideal model for carrying out your work activities?

Answer	Frequency	%
100% online	154	24.4
70% online 30% in person	172	27.3
50% online & 50% in-person	153	24.2
30% online & 70% in-person	91	14.4
100% in-person	60	9.5
Not answers	1	0.2
Total	631	100

26.1% indicated that they work in open spaces and **25.4%** mentioned that they work in closed offices.

Happiness

Happiness is a broad concept that are differently defined in the literature. Four kinds of happiness can be distinguished, namely: (1) life satisfaction, (2) hedonic happiness, (3) eudaimonic happiness, and (4) contentment, according to Ruut Veenhoven. Life satisfaction refers to the general satisfaction in all areas of life such as relationships, career, social environment, etc. Hedonic happiness is an affective element of happiness which refers to a temporary and pleasurable emotion due to an external experience or stimulus. Eudaimonic happiness is the perception of meaningfulness and purpose in life. Contentment is the cognitive element of happiness in which an individual perceives that their aspirations are being met).

It is thus important to note that happiness is not equivalent to (or the same construct as) wellbeing, but rather a separate construct that may influence each other. For example, if someone experience physical or psychological wellbeing, it does not necessarily mean that the person will be happy. Physical and psychological wellbeing may contribute to overall happiness or happiness may contribute to physical and psychological wellbeing, as antecedents, but it is not the same construct. Hence, when interpreting the results on happiness, it is essential to do so in line with the initial definition applied in the measurement.

In this study, happiness was measured from the definition of overall life satisfaction. It is essential to note that happiness was not measured in the context of work specifically, but rather as an overall life state. Although some questions did focus on work satisfaction, these questions were limited in number. Most questions focused on overall life satisfaction. The definition of Ruut Veenhoven might thus be a good

interpretation of how happiness was considered in this study: "Overall happiness is the degree to which an individual judges the overall quality of his/her own life-as-a-whole favorably" (p. 67).

It is also important to understand why happiness is important in the workplace. Overall happiness (or life satisfaction) may have a spill-over effect to work. For example, if someone experience problems in their personal relationships, this may influence their productivity at work. The opposite may also be true: if someone experience problems at work, that may have a spill-over effect to their personal life and influence their personal relationships or overall life satisfaction. Hence, it is essential for employers to culture overall life satisfaction as this may improve productivity and overall wellbeing of employees at work.

In this study, individuals' perceived levels of general happiness were measured. The majority of participants consider themselves happy (79.0%) and 42.2% have not yet achieved a complete state of happiness. Overall, this is a very positive result. However, happiness is a complex

construct with many antecedents. It could be some individuals experience a state of complete happiness because they are satisfied with most aspects in their life whereas other may not experience full happiness because of some dissatisfaction in some areas in their lives. Further exploration in the antecedents of happiness could provide valuable insight in this complexity.

The results of the various questions asked of the research participants are shown below.

Table 7. I am a happy person

	1	2	3	4	5	
Totally disagree	4	19	110	266	232	Totally agree
%	0.6	3	17.4	42.2	36.8	

Since the scope of the instrument would not allow this level of explanation, let us look for other possibilities by reviewing the answer to this question in light of the demographic aspects of those who responded.

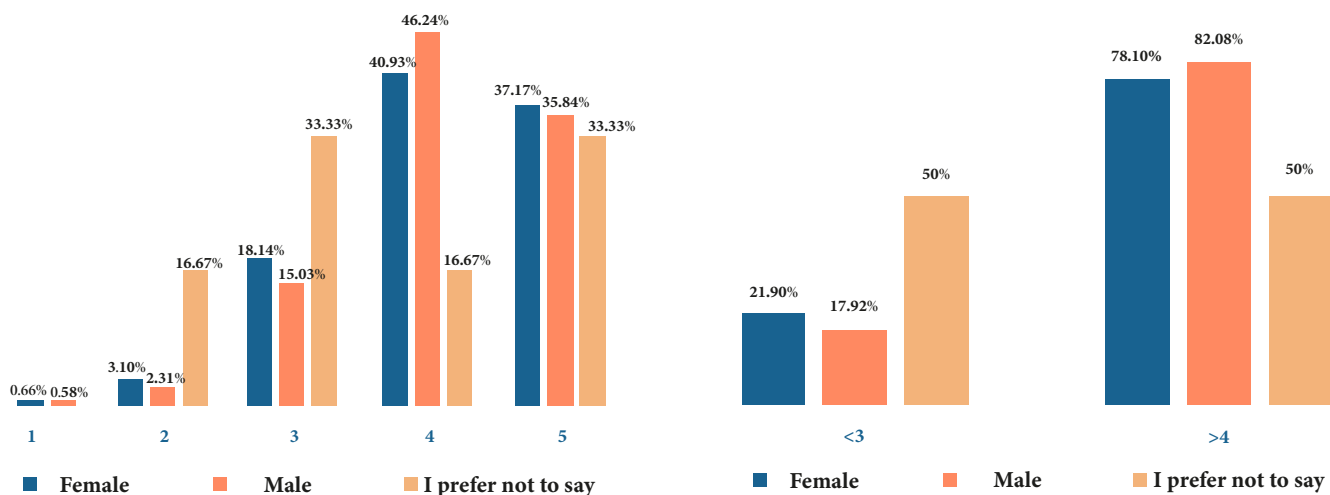
Considering the participants' gender, a similar distribution can be seen in the responses. By grouping the responses with

values of 3 and less (which could be interpreted as feeling unhappy, feeling somewhat unhappy, or feeling neither happy nor unhappy), and 4 and greater (which would indicate that they feel somewhat happy, or very happy), it can be seen that more women are aware of their unhappiness or may have higher standards of perceived happiness.

Table 8. I am a happy person / Gender

	1	2	3	4	5	Total
Male	1	4	26	80	62	173
Female	3	14	82	185	168	452
I prefer not to say	0	1	2	1	2	6
Total	4	19	110	266	232	631

Figure 1. Happiness scale percentages by gender



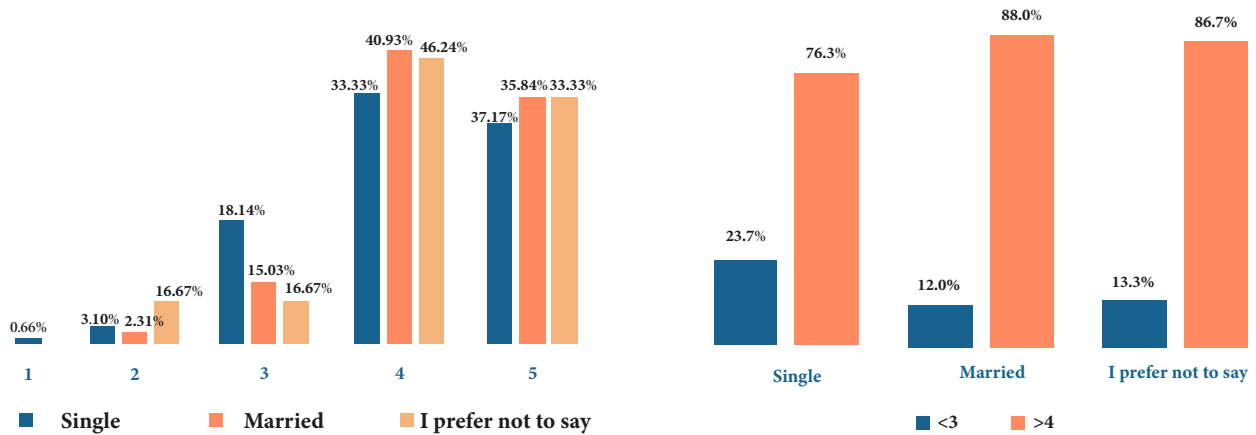
When considering the data from a marital status perspective, and considering the same conditions as per above, it seems that single people are less happy than married people. 77% of single people rated themselves happy on a rating of 4 or above while 88% of married people considered themselves

happy on the same rating. When integrating the 2 levels, it is confirmed that single people are less happy. There may be many reasons for this phenomenon that are beyond the scope of this paper.

Table 9. I am a happy person / Status marital

	1	2	3	4	5	Total
Single	4	14	97	197	174	486
Married	0	2	10	48	40	100
I prefer not to say	0	3	3	21	18	45
Total	4	19	110	266	232	631

Figure 2. Happiness scale percentages by marital status



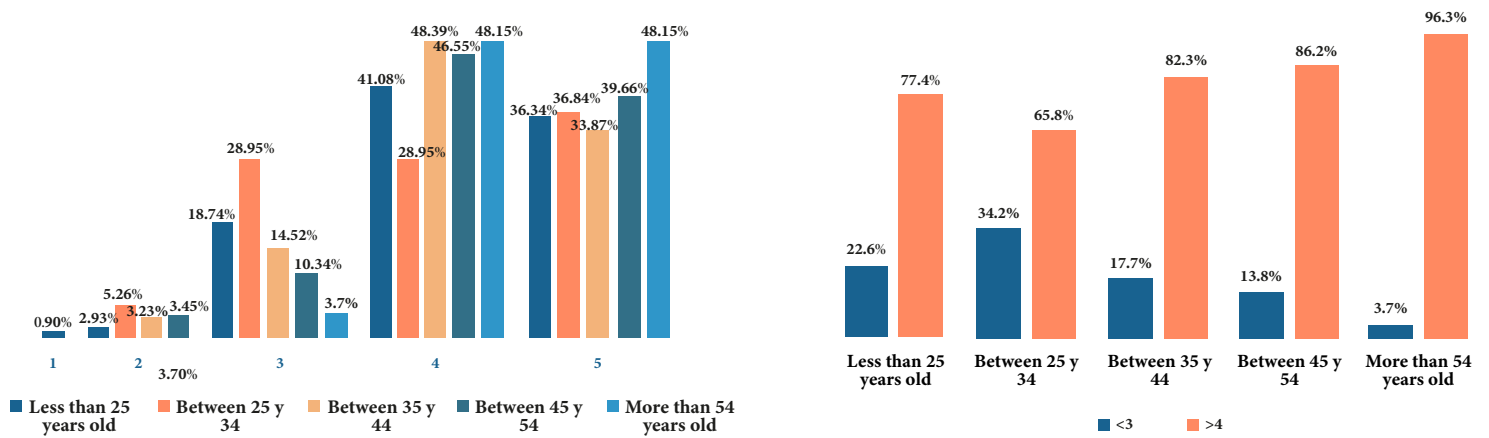
This last assertion is strengthened by reorganizing the responses by age groups. Most of the age groups achieved a moderate or higher level of happiness. The youngest group (aged less than 24 years) represented about 70% of the population. In this group, 2 out of 10 individuals indicated that they were unhappy. The aged group of 25 and 35 years seems to be the most unhappy, with 3 out of 10 individuals indicated that they are unhappy. A potential reason for this

phenomenon could be that these individuals are about to finish their studies and may face additional life challenges ahead, which may influence their levels of life satisfaction. In the third group (individuals aged between 35 and 44 years), may face additional challenges of adulthood which may influence their levels of happiness.

Table 10. I am a happy person / Age range

	Totally disagree	1	2	3	4	5	Totally agree
							Total
Less than 24 years	4	13	83	182	161		443
Between 25 & 34 years	0	2	11	11	14		38
Between 35 & 44 years	0	2	9	30	21		62
Between 45 & 54 years	0	2	6	27	23		58
Between 55 & 64 years	0	0	1	13	13		27
Total	4	19	110	263	232		628

Figure 3. Happiness scale percentages by age group



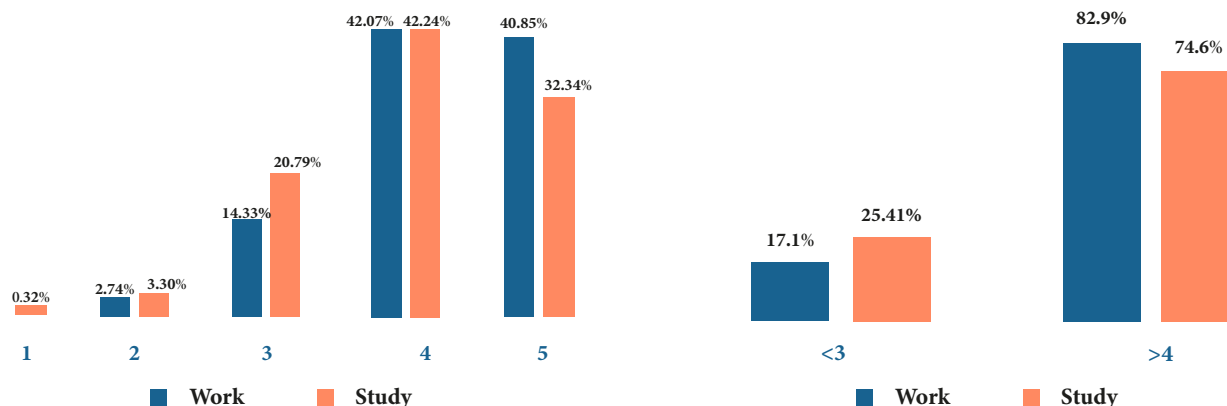
When separating the data according to working status (working or studying), those who are studying reported less happiness than individuals who are working. This may indicate that working individuals may experience more happiness

because they have more flexibility, independence, and potentially find more meaningfulness in life via working activities.

Table 11. I am a happy person / Activity carried out

	Totally disagree	1	2	3	4	5	Totally agree
Work		0	9	47	138	134	328
Study		4	10	63	128	98	303
Total		4	19	110	266	232	631

Figure 4. Happiness scale percentages by occupation



Satisfaction

In a world where technology advances by leaps and bounds and IT professionals are considered the creators or architects of the future, one would expect that job satisfaction would be the main norm that dominates in this sector. However, some questions arise that are mentioned below: What factors influence the job satisfaction of these professionals? What role does the work environment have in people's satisfaction and motivation? Below are some results that show the key elements that contribute to the satisfaction, well-being, and productivity of technology workers.

The first external factor that can influence overall satisfaction with life is the experience or perception of the meaning of life. This was measured with the following question: "I feel that I have a purpose or mission in life."

The results indicated that the majority (44.7%) experienced a sense of meaning in life and felt that their lives had meaning. In total, 482 respondents (76.4%) answered this question with a 4 or 5 on the Linkert scale, indicating that the majority experience meaning in life.

Table 12. I feel like I have a purpose or mission in life.

	Totally disagree	1	2	3	4	5	Totally agree
		13	44	92	200	282	
Total		2.1%	7%	14.6%	31.7%	44.7%	

The second factor that can influence individual satisfaction with life is the perception of the achievement and achievement of goals. The perception of goal achievement was measured using the following item: "I consider that I meet my objectives and goals." In this sample, the majority of participants (73.2%)

indicated that they feel they have met their personal goals and objectives with a response of 4 or more on the Likert scale. The frequency and percentage results of this item are presented below.

Table 13. I consider that I meet my objectives and goals

Totally disagree	1	2	3	4	5	Totally agree
	7	36	126	252	210	
Total	1.1%	5.7%	20%	39.9%	33.3%	

What makes IT professionals happy and satisfied? Beyond competitive salaries and growth opportunities, what other factors influence your well-being and job satisfaction?

Other factors that can influence an individual's perception of life satisfaction are family relationships, friendships, physical condition, health, physical appearance, spirituality, sexual life, free time, occupation and employment, financial situation,

home environment, social life, and education or learning.

The results obtained in the work carried out are shown below, the scale used is from 1 to 5: 1 is Totally Disagree and 5 is Totally Agree.

Table 14. Are you satisfied with...

Answer	Average (AV)	Standard Deviation (SD)
Our Family Relationships	4.3	.829
Your Friendships	4.26	.865
Your Physical Condition	3.54	1.066
Your Spirituality	3.83	1.081
Your sex life	3.63	1.215
Your Free Time	3.75	1.107
Your Health	4.05	.932
Your Occupation or Job	3.69	1.187
Your Economic Situation	3.79	1.117
Your Home	3.85	1.033
Your Social Life	4.28	.903
Your Education or Instruction	4.4	.833
Your Physical Appearance	3.80	1.086

Overall, participants indicated moderate levels of satisfaction with most areas of their lives. The areas with the highest levels of satisfaction seem to be Education (AV = 4.40, SD = 0.83), Social Life (AV = 4.28, SD = 0.90), and Family Relationships (AV = 4.30, SD = 0.83). The areas with the lowest satisfaction rates are Physical condition (AV = 3.54, SD = 1.07), Sexual life (AV = 3.63, SD = 1.21), and Occupation or employment (AV = 3.69, SD = 1.18). For the latter variables, slightly higher standard deviation scores may suggest greater variation in respondents' satisfaction levels with respect to these variables.

Regarding the feelings of professionals who work in information technologies about their work, a measurement scale was used in which 1 is very dissatisfied and 5 is very satisfied. It can be seen that in general, the various reagents used are above the midpoint. , this implies that the majority tend to be satisfied.

The aspects in which there is the highest level of satisfaction are the working conditions, followed by the level of appreciation of the employee's opinions about the job and the way in which colleagues relate; in contrast, the lowest level of satisfaction is in payment for the level of work you do and opportunities for growth. This indicates that it is important to consolidate a positive dialogue with collaborators about the favorable conditions under which the work is carried out, ask for their opinions on the work, and promote a good work environment of teamwork.

At the same time, it is important to review working conditions, workload, and the generation of attractive development opportunities for employees, for example, courses to improve skills, workshops with various purposes, and coaching and mentoring strategies, among others.

Table 15. At my current job, this is how I feel about ...

Answer	Average (AV)	Standard Dev. (SD)
Working conditions	3.58	1.18
Level of valuing opinions and comments	3.56	1.21
The way co-workers relate	3.54	1.16
The way leaders supervise work	3.5	1.2
The feeling of achievement you have	3.49	1.19
Growth opportunities	3.49	1.24
The pay and amount of work you do	3.32	1.19

On the other hand, regarding the questions about the aspects that the employee could change in their daily life, it is observed

that 81.9% of those surveyed indicate that they will not change partners, which projects emotional stability with the partner.

Table 16. Change partner

Answer	Frecuency	%
Yes	114	18.1
No	517	81.9
Total	631	100

In relation to the time dedicated to family, 71.8% of the respondents indicated that they would appreciate more time with their families and loved ones. Hence, work-life balance is essential for information technology professionals to experience life satisfaction. In addition, 67.2% of the participants indicated that they would appreciate more free time to dedicate to personal aspects. Regarding the spirituality, most participants are satisfied with their spiritual relationship, since 68% do not want to change their spirituality status.

Table 17. Spend more time with family, friends, and loved ones

Answer	Frequency	%
Yes	453	71.8
No	178	28.2
Total	631	100

Table 18. Have more free time for myself

Answer	Frequency	%
Yes	424	67.2
No	207	32.8
Total	631	100

Table 19. My relationship with the divine, God, or supreme being

Answer	Frequency	%
Yes	202	32
No	429	68
Total	631	100

Regarding workload, 65.8% feel that their workload is manageable. This finding seem to contradict the previous work-life balance result where participants desires a greater work-life balance. One explanation for this anomaly may be that participants prefer a better distribution of work. For example, more effective use of time may be a need of the participants.

Table 20. I would work less

Answer	Frequency	%
Yes	216	34.2
No	415	65.8
Total	631	100

Regarding character transparency, it seems that some individuals (50.1%) would project their true authentic self, whereas others (49.9%) may adjust their character to gain the approval of others. Regarding the freedom to do what the respondents like most, 61.2% indicated that they will be happy to do what they like. This may imply that supervised empowerment could be seen as something very positive by these participants.

Table 21. I would be how I want to be, not how others want me to be

Answer	Frequency	%
Yes	315	49.9
No	316	50.1
Total	631	100

Table 22. I would be happier with the things I like to do

Answer	Frequency	%
Yes	386	61.2
No	245	38.8
Total	631	100

Finally, 71.9% of these participants value what they have experienced in the past, i.e. appreciating past experiences and recognizing the learning it had throughout their lives. This element could be used to motivate employees since they will be building their own history and learning with what they do every day in the company.

Table 23. I would change my past

Answer	Frequency	%
Yes	177	28.1
No	454	71.9
Total	631	100



Conclusions

In conclusion, four main findings emerged from the research study

Remote or hybrid work is a work modality that people prefer to carry out their work activities and may be associated with higher levels of happiness and job satisfaction due to the flexibility they offer. It can also offer reduced traveling times and greater autonomy that contribute to a greater work-life balance that may in turn improve general well-being.

Regarding face-to-face work, it may be perceived as less flexible, but for certain positions, social interaction, teamwork and a sense of belonging can be encouraged, which also positively influences satisfaction.

In the IT sector, where continuous learning is crucial, access to training opportunities, certifications, and challenging projects can be a key factor in happiness and job satisfaction. Regarding the work environment and organizational culture,

the collaborative work environment, with effective leadership and values aligned with employees, positively impacts happiness levels. On the other hand, perception of job security (psychological safety) and a competitive salary level in relation to technical skills also significantly influence well-being.

Some final recommendations are made to improve the overall life satisfaction of IT personnel:

- 1) Promote work flexibility through hybrid or remote modalities.
- 2) Promote training and continuous professional development.
- 3) Implement policies to prevent burnout, such as clear limits on working hours.
- 4) Improve the work environment through strategies that reinforce organizational culture, a sense of belonging, and clear communication.



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