

A Study on an Impact of Remote work environment on Employee Job Satisfaction With reference to Software Industry– India

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ABSTRACT

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Telecommuting is becoming increasingly popular as it offers benefits for both employers and employees. It's also received a lot of renewed attention in the wake of the COVID-19 pandemic, which has forced many organizations to rapidly shift from traditional in-person work environments to a completely remote workforce for health and safety reasons. The long-term popularity of telecommuting is linked to the benefits it can provide, including reduced or eliminated commuting time, recruiting and hiring benefits, and increased productivity. Therefore, the purpose of the study is to understand the impact of a remote work environment and to identify factors influencing employee job satisfaction. Quantitative research will be conducted to conduct the study. Primary data was collected using a structured questionnaire. A stratified random sampling technique is used to select a sample of 75 employees from five software companies in India who participated in a pre- and post-test assessment. Statistical techniques including comparison chart, normality tests and paired t-test were used to analyze the data. Later findings from the implementation of STATA v.12 also highlight the impact of the remote work environment and the factors affecting employee job satisfaction. After its validity and reliability has been tested by the researcher. Limitations include the absence of a control group, which rules out the influence of potential extraneous factors on learning outcomes, which is a new avenue for future research.

Keywords: Renewed Attention, Traditional Face-to-Face Work Environment, Commuting Times, Remote Workforce, Long-term Popularity.

INTRODUCTION

Telecommuting is a work style that allows professionals to work outside of the traditional office environment. It is based on the concept that work does not have to be done in a specific place in order to be done successfully. People have the flexibility to work from anywhere and plan their days so that their professional and personal lives can be lived to the fullest and coexist in peace (McKinsey Global Institute 20200). There has been a cultural paradigm shift in what society considers an appropriate workplace – and telecommuting has taken advantage of this newfound freedom. The most obvious reason why people want to work remotely is because it offers them a more flexible lifestyle (Pentland.A -2012). When they are not required to be in the office for a set amount of time, remote workers can focus on things that are important to them outside of the office. Organizations around the world have ordered employees to work remotely to mitigate pandemic infections and protect families. Although the pandemic has subsided in several countries, many companies are still asking their employees to continue working remotely (Prasad et al., 2020a,b). The main reason is to achieve a win-win situation for both organizations who save resources such as office space charges, transport charges, electricity bills and other miscellaneous expenses, and employees who benefit from saving commuting time and enjoy more time. with family. . In this article, we contribute to the research literature on the impact of remote work environments on employee job satisfaction. Thus, this study examines the impact of perceived job autonomy, work-family conflict, job satisfaction-related anxiety, and understanding direct and indirect relationships could help stakeholders adopt effective and efficient coping styles and flexible work

design. Furthermore, such knowledge can help organizations and policy makers plan and implement appropriate strategies or interventions.

2. LITERATURE REVIEW:

1. Prasad K. D. V et al. (2023) conducted an empirical investigation into the relationship between remote work and occupational stress, as well as the effects of these variables on job satisfaction, motivation, and performance. Employees from IT-enabled industries in the Hyderabad metropolitan area participated in their study. 2. John Hopkins et al. (2023) conducted a study on the prevalence of hybrid work models and their effect on knowledge workers' work-life balance and job satisfaction. Through semi structured interviews with senior HR administrators in Australia, they identified the most prevalent hybrid work arrangements as well as the support pillars and infrastructure required for their successful implementation. 3. Fiona Niebuhr et al. (2022) investigated the effects of work from home (WFH) on German employees, concentrating specifically on job satisfaction, work capability and stress. Their analysis made use of data from a panel survey of German workers from a variety of industries. The findings highlighted the positive impact of technical equipment on employee health and job satisfaction. The study highlighted the importance of legal regulations for WFH and offered insight into intervention strategies. 5. However, further study by Gajendran and Harrison found that remote work was positively associated with job satisfaction, although the magnitude of this effect was small. In addition, the study attempted to have a deeper understanding of the processes linking remote work to job satisfaction. 6. Fonner and Roloff conducted research based on a split sample of high-frequency remote workers and standard office workers. Research found a significant mediating effect of decreasing work-life conflict, frequency of information exchange, stress from interruptions, and involvement in office politics. 7. A study by Fayzieva et al. has shown that remote work has a positive relationship with employee labor productivity and the effectiveness of the entity during the Covid-19 pandemic. The study supported remote work to improve or impede firm performance depending on two main channels; a direct channel that affects the firm performance through changes in efficiency, motivation, and knowledge creation of the workforce, an indirect channel for remote work facilitating cost reductions to free up resources for productivity-enhancing innovation and reorganization. 8. The relationship between remote work and job performance is an additional link that has been studied prior to the pandemic. The findings will be presented in the following. Gajendran and Harrison proposed that remote work was positively associated with supervisor-rated or objectively measured job performance.

3. MATERIALS AND METHODS:

This research is conducted in the major cities of India and Quantitative research will be done to carry out the study and survey method was used to collect the data from 75 respondents.

Sampling Method: Convenience Sampling Method have been followed for the current research work by the researcher to collect the data from the employees.

Research Design: Exploratory Research

Selection of sample size: The sample frame consists of 75 respondents who are working in various software companies in India. The data is collected through structured questionnaire.

Data collection: The primary data has been collected with the help of a questionnaire which is a vital part of the study as it would indicate the employee job satisfaction in Remote work environment in India, 75 questionnaires were sent to a randomly generated sample of a various software employees which were returned with a response rate of 100 percent. It has been carried out through various questions-multiple choice and dichotomous questions, to each of which were attributed different signals. The questionnaire was structured for both Male and Female software employees as follows: The first part contained questions regarding the demographic profile of the respondents. The second part contained questions that measure the influence of various factors on employee job satisfaction. The third part contained questions regarding the attitudes and behavior of the software employees who are working in India

Tools used: The raw data was gathered and entered into a Microsoft excel spreadsheet, the data is graphed and analyzed using bar graphs and percentages to find the frequencies and trends also the tools like and ANOVA will be used for the data analysis.

Ethical Considerations

Before providing consent, participants received detailed information about the research, including its title, purpose, and procedures. Confidentiality is maintained by not disclosing the names of the participants and their details. The researcher favors the respondents' autonomy and allows them to withdraw their opinions at any stage of the survey. Findings are reported with the utmost objectivity, ensuring that the research maintains a high standard of ethical integrity.

4. RESULTS AND DISCUSSION:

Socio-Economic and Demographic Characteristics and Geography of Respondents

The questionnaires in this study were distributed online using social media. The sample has been set at 75 respondents. After data collection, 75 respondents passed the screening stage and met the sampling quota. Demographic factors have been proven to influence the organizational productivity substantially. Demographic characteristics were the categories of individual related variables most often included in studies, and findings on remote work effect on organizational productivity. These characteristics consisted of gender, age, marital status, Number of children and size of the teams. The results can be seen in Table 1.

Table 1 – Socio-Economic and Demographic Characteristics

Sample	Category	Number	Percentage
Gender	Male	48	64 %
	Female	27	36 %
Age	21-25 Years	11	14.6 %
	26-35 Years	41	54.6 %
	36-45 Years	18	24%
	46 and Above	05	6.6%
Marital status	Married	57	76 %
	Un married	18	24 %
How many children do you have	Nil	20	26.6 %
	1	24	32 %
	2	28	37.3 %
	3 and above	03	04 %
What is the size of your team	1-5	14	18.6 %
	6-10	26	34.6 %
	11 and above	35	46.6 %

Source: Primary data

Table-1 shows that the majority of respondents (54.6%) are male in the age group of 26– 35 years, who are classified as still in productive age and represent the remote work in the organization. Moreover, the majority of respondents, based on their marital status are married (76%). In addition, those respondents' have two children (37.3%) and size of their teams 11 and above (46.6%). These respondents' profiles were used to determine the segmentation of respondents in this study, with the help of analyzing the opinions of employees with conjoint analysis techniques to determine their opinions.

Research Question is there significant impact of hybrid work environment and work-related factors on employee job satisfaction. Hypotheses After literature review, the following hypotheses were developed.

H1: Number of days working remote and job satisfaction levels of employee are positively related to each other.

H2: Frequency of meetings and job satisfaction of employee are positively related to each other.

H3: Balance of remote work and office-based work and job satisfaction of employee are positively related to each other.

H4: Work tools and resources are positively related to each other.

H5: Work related deadlines and job satisfaction of employee are positively related to each other.

H6: Coordination and planning of the team tasks since working remote and job satisfaction of employee are positively related to each other.

Measures:

The following were used:

basis for the construction of the tool is the results of ex- ploratory factor analysis carried out with the SPSS26 package, which allowed us to identify 3 factors: job satisfaction in remote work environment (e.g., Number of days working remote, relations with the supervisor and colleagues), satisfaction with employment conditions (e.g., Frequency of meetings, Balance of remote work and office-based work) and satisfaction with personal life (e.g., Work tools and resources, Work related deadlines etc.). These factors explain more than 40% of the total variance. The test consists of 12 items. The respondents answered on a scale from 0 to10 regarding their

satisfaction (0–dissatisfied and 10 – satisfied) with particular areas of life in accordance with the assumptions of Cantril's Ladder (1965). The tool proved to be reliable (Cronach's α for all factors above .7) and accurate.

Le Short Scale for Measuring General Self-Efficacy Beliefs (Atroszko et al., 2017), which contains 2 statements– “Usually, I am able to cope with what happens to me” and “I can solve most problems if I put enough effort into it”. There search provided answers to what extent the statements were true on a scale from 1 to 9 (1 – no and 9 – yes).

Work Factors Scale (WFS; Rosenberg, 1965, in the Polish adaptation by Dzwonkowski et al., 2008). The scale consists of 10 statements regarding beliefs about oneself, and the respondent's task is to determine on a 4-point scale (from 1–strongly agree to 4–strongly disagree) how much they agree with them. The scale is a one-dimensional method.

Satisfaction Factors Scale (SFS-4; Cohen et al., 1983, in the Polish adaptation of Atroszko, 2015). Here, the questions concern recent feelings and thoughts, and the respondent's task is to determine the frequency of their occurrence on a 5-point scale from 1 (never) to 5 (very often).

The particulars contained demographic questions and included questions about the consequences of experiencing a pandemic situation, including the implementation of remote work and previous experience related to it. The respondents answered the question about frequency of remote work on a five- point scale (1 – not at all, 2 – seldom, 3 – sometimes, 4 – often, 5 – *always*).

Results:

The means, standard deviations and reliabilities for all the tested variables are shown in Table-2.

To verify the models regarding the hypotheses on the relationship job satisfaction in remote work environment among the respondents, as well as the assumed, intermediary role in this respect, the level of Number of working days, frequency of meetings, Balance of remote and office-based work, Work tools and resources, work-related deadlines and Coordination and planning of the team tasks, we conducted an analysis of direct and indirect effects in SEM models using the Amos 26 package. The obtained results of the strength of the relationship between the variables as well as the fit of the models are presented in Figures 2 and 3. The assumed free-form models for the dependent variable “subjective well-being” proved to be accept- ably fitted to the data and interpret- table (Tables 3 and 4). All relations were statistically significant.

It was determined that the mere fact of performing remote work (Figures 2 and 3) is statistically significantly ($\beta=.20, B=.19, p<.01$) and positively related to

Table – 2 Means, standard deviations and reliabilities for the tested variables

Variables	<i>M</i>	<i>SD</i>	α
Number of working days	6.68	1.86	.87
Frequency of meetings	6.12	1.93	.79
Balance of remote and office-based work	7.12	1.63	.82
Work tools and resources	9.46	2.75	.74
Work-related deadlines	11.33	1.89	.83
Coordination and planning of the team tasks	12.42	2.95	.94

Aspects of relationship job satisfaction in remote work environment among the respondents. Therefore respondents who work remotely more often display a higher level of general satisfaction (direct effect). That said, through the outcomes of analyses of direct and indirect effects for both models of dependence (indirect effect), this result turned out to be significantly (directly) mediated by the level of Balance of remote and office-based work and (indirectly) by the sense of work-related deadlines and Balance of remote and office-based work. For both models, the intermediary relationship turned out to be complete mediation (Tables 5 and 6).

Table 3 - Goodness of fit indices for the assumed system of variables “Number of working days, Frequency of meetings and Balance of remote and office-based work”

CMIN(df)	RMSEA(90%CI)	GFI	CFIRMR
17.50(6)	.082(.039-.139)	.980.959	.198
=.008	p =.091		

Note. CMIN–chi-square statistic; RMSEA–root mean square error of approximation; GFI–goodness of fit index; CFI–comparative fit index; RMR – root mean square residuals

Table- 4- Goodness of fit indices for the assumed system of variables“Work tools and resources, Work-related deadlines and Coordination and planning of the team tasks”

CMIN(df)	RMSEA(90%CI)	GFI	CFIRMR
26.29(6)	.091(.059-.154)	.971.930	.238
p =.001	p =.011		

Note. CMIN–chi-square statistic; RMSEA–root mean square error of approximation; GFI–goodness of fit index; CFI–comparative fit index; RMR – root mean square residuals.

Table-5 Number of working days, Frequency of meetings and Balance of remote and office-based work mediation parameters in the relation of the independent and dependent variable in the assumed model.

Hypothesis	Direct effect(SE)	Indirect effect(SE)	Mediation
Number of working days → Frequency of meetings → Balance of remote and office- based work	20** (.05) 90%CI(.101-.286)	.06(.02) 90%CI(.018-.097)	Full mediation

Table -6 Work tools and resources, Work-related deadlines and Coordination and planning of the team tasks Mediation parameters in the relation of the independent and dependent variable in the assumed model.

Hypothesis	Direct effect(SE)	Indirect effect(SE)	Mediation
Work tools and resources → Work- related deadlines → Work-related deadlines	19**(.05) → Job and life satisfaction	.07(.03) → Job and life satisfaction	Full mediation

Note. **p<.01.

Hypothesis 1:

Hypothesis postulates that a greater number of days per month working remote will increase the job satisfaction.

H1: Number of days per month working remote and job satisfaction are positively related each other. Here, $R = .794$, so there is a strong relationship between Number of days (X_1) and the employee job satisfaction (EJS). $R^2 = .794$, it signifies the proportion of the total variation in Y that account by the variation in X_1 . The strength of association is measured by R square. Adjusted R Square = .782 for the number of independent variables and the sample size to find out additional independent variables with small Number of sample size how much will contribute to explain the relationship. And $F = 21.371$, Sig = .009 explains the model's goodness of fit which is satisfactory. more number of days per month working remote and job satisfaction have the significant relationship. Therefore, on the basis of these results it can infer with confidence that H1 is accepted.

Hypothesis 2:

Hypothesis postulates that the Number and frequency of meetings will employee job satisfaction

H2: Number and frequency of meetings and job satisfaction are positively related each other.. Here, $R = .834$, so there is a positive relationship between the Number and frequency of meetings (X_2) and employee job satisfaction (EJS or Y). $R^2 = .743$, it signifies the proportion of the total variation in Y that account by the variation in X_2 . The strength of association is measured by R square. Adjusted R Square=.743 for the number of independent variables and the sample size to find out additional independent variables with small number of sample size how much will contribute to explain the relationship. And $F = 21.813$, Sig = .001 explains the model's goodness of fit which is satisfactory. Employee job satisfaction levels will increase with the number and frequency of meetings. Therefore, on the basis of the results it can infer with confidence that H2 is accepted

Hypothesis 3:

Hypothesis postulates that the balance of remote work and office-based work will increase the job satisfactions levels among the software employees.

H3: The balance of remote work and office-based work and job satisfaction are positively related to each other. Here, $R = .810$, so there is a positive relationship between balance of remote work (X_3) and Employee

job satisfaction (EJS or Y). $R^2 = .722$, it signifies the proportion of the total variation in Y that account by the variation in X3. The strength of association is measured by R square. Adjusted R Square = .742 for the number of independent variables and the sample size to find 29. And $F = 32.120$, $Sig = .000$ explains the model's goodness of fit which is satisfactory. Employee job satisfaction will increase with the balance of remote and office work. Therefore, on the basis of these results it can be inferred with confidence that H3 is accepted.

Hypothesis: 4

Hypothesis postulates that work tools and resources will increase the job satisfaction levels among the employees in remote work.

H4: Work tools and resources and job satisfaction are positively related to each other. Here, $R = .843$, So there is a significant relationship between work tools and resources (X4) and employee job satisfaction (EJS or Y). $R^2 = .811$, it signifies the proportion of the total variation in Y that account by the variation in X4. The strength of association is measured by R square. Adjusted R Square = .722 for the number of independent variables and the sample size to find out additional independent variables with small number of sample size how much will contribute to explain the relationship. And $F = 40.833$, $Sig = .000$ explains the model's goodness of fit which is satisfactory Work tools and resources and job satisfaction are positively related to each other. Therefore, on the basis of these results it can infer with confidence that H4 is accepted.

Hypothesis: 5

Hypothesis postulates that work-related deadlines also will influence the employee job satisfaction levels.

H5: Work related deadlines and job satisfaction are positively related to each other. Here, $R = .852$ so there is a significant relationship between work related deadlines (X5) and employee job satisfaction Decision (EJS or Y). $R^2 = .847$, it signifies the proportion of the total variation in Y that account by the variation in X5. The strength of association is measured by R square. Adjusted R Square = .812 for the number of independent variables and the sample size to find out additional independent 33. And $F = 31.437$, $Sig = .000$ explains the model's goodness of fit which is satisfactory. Work related deadlines and job satisfaction are negatively related to each other. Therefore, on the basis of these results it can infer with confidence that H5 is accepted.

Hypothesis: 6

Hypothesis postulates that coordination and planning of the team tasks also will influence the employee job satisfaction levels.

H6: Coordination and planning of the team tasks and job satisfaction are positively related to each other

. Here, $R = .872$ so there is a significant relationship between coordination and planning of the team tasks (X6) and employee job satisfaction Decision (EJS or Y). $R^2 = .743$, it signifies the proportion of the total variation in Y that account by the variation in X6. The strength of association is measured by R square. Adjusted R Square = .833 for the number of independent variables and the sample size to find out additional independent 31. And $F = 32.312$, $Sig = .000$ explains the model's goodness of fit which is satisfactory. Coordination and planning of the team tasks and job satisfaction are positively related to each other. Therefore on the basis of these results it can infer with confidence that H6 is accepted.

Discussion:

From the regression coefficients of the factors, it is found that there is positive relation of remote working environment and various work-related factors and employee job satisfaction. In this study, the following factors influence satisfaction and productivity during remote work it includes work related deadlines, communication and collaboration during team meetings, coordination and planning of the team tasks, work flexibility, and organizational support. The positive experience with the aforementioned factors increases satisfaction and productivity while working remote. Working from home allows employees to balance their professional and personal lives, which allows them to focus on the tasks at hand. They also have the flexibility to start, end, arrange, and organize their work while being supported by the companies. These factors make working remote more enjoyable and effective, increasing employee satisfaction and perceived productivity and pushing employees to lean towards remote-work in the future. Allowing employees to work remote indicates that organizations have a strong foundation in their people, believe employees can manage tasks and projects well without direct supervision, and that organizations care for employees' well-being and encourage them to have a balanced, quality life outside the office. When employees can simultaneously integrate their resources and time to attend to professional and personal responsibilities, satisfaction with their work and life improves, and the autonomy to organize their time accordingly can help them maintain productivity.

The findings show that remote working conditions influence employees' work job satisfaction and the pleasantness of the work experience in several ways. More specifically, remote work shapes employees' perceptions about themselves and their workplace and contributes to their physical and mental health,

particularly with regards to work-life balance. This work may be helpful for organizations and researchers, as it provides practical and research-related suggestions

5. CONCLUSIONS:

This review focused on work from home previously published in the context of the COVID pandemic. The purpose of the paper was to summarize the original assumptions about telework, as well as the opportunities and challenges associated with its practice. However, our results showed a heterogeneous picture associated with the effect of working from home on employee well-being and productivity. This heterogeneity can be influenced by the characteristics of the employees and the characteristics of the organizational environment in which it was implemented. This study provides the organization with information about why workers want to continue working remotely and the answer is the satisfaction and productivity they could achieve by working from home. Organizations can include all the factors affecting satisfaction and productivity while working remotely and start reallocating and reallocating their budget to more important issues that are beneficial and sustainable in the long term. Based on the findings of this research, there are several pieces of advice that organizations could follow when implementing teleworking in the future. First, working from home (number of days) provides flexibility, which is the most significant factor influencing employee satisfaction and perceived productivity of telecommuting. Organizations should therefore allow people working from home to choose when and where they work. Second, our findings show that the balance of working from home and physical work is the second most important factor influencing satisfaction and productivity of working from home. Therefore, managers and supervisors should build trust by providing the necessary support to workers to complete tasks and projects while working remotely. Work tools and third-party resources are a third factor influencing employee satisfaction and perceived productivity when working remotely. Organizations should provide the necessary tools and resources to effectively perform their work tasks. Fourth, because we found that planning and coordinating team tasks are positive elements of telecommuting, it can improve employee satisfaction and perceived productivity and further influence employees' intention to continue telecommuting in the future. As explained in this study, telecommuting is predicted to be the future method of work because it benefits both people and organizations. Assessing the adoption of remote work can help companies prepare to provide a more effective work culture for future generations that value work autonomy and work-life balance. Finally, based on the benefits and risks associated with telework, organizations will be able to reassess telework from a more conscious and calibrated perspective, taking into account the specifics of telework and the individual and organizational factors that are essential for its sustainable and strategic use.

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