

The Influence of Working from Home on Employees' Job Satisfaction

SF Chandrasekhar

Professor –HR
Siva Sivani Institute of Management
Chandra@ssim.ac.in

ABSTRACT

People in almost all areas of business, with the exception of IT and ITES, have never considered working from home for a long time. The global epidemic known as "Covid-19" is one example of a black swan occurrence that generated such a scenario. Despite the fact that millions of people have been infected, they have survived. Some people have died. With several hurdles relating to responsibilities, home layouts, and technology, the surviving members adapted to working from home. Those who are surviving and working from home are the focus of this study. The data from popular literature is mixed and inconclusive, thus this study was conducted to determine whether working from home was satisfying or not. A total of 104 people responded to an online survey, with the results indicating that Adequacy of Time spent and job satisfaction is unrelated. Similarly, work satisfaction and virtual communication are significantly related. Furthermore, job satisfaction and the appropriateness of technology used are unrelated. Working virtually had significant association with job satisfaction, and finally, travel-free work had no significant relationship with job satisfaction, demonstrating that working from home had not much influence on job satisfaction. The implications for future research and administrative arrangements are discussed.

Keywords: Covid-19, Pandemic, Work-From-Home, Job Satisfaction

INTRODUCTION

Organizations are increasingly offering employees the opportunity to Working From Home for a variety of reasons, including lower office rent expenses, better work-life balance, and reduced commuting time. With the quarantine time of pandemic Covid-19, working from home has become more popular, since many countries use a physical separation technique to escape the epidemic. As a result, for some employees, working from home has become their only option. Because

employee productivity is one of the most significant business considerations for companies, it's crucial to see if working from home has an impact on job satisfaction.

Using a virtual workforce has become commonplace among technologically savvy and globally competitive companies. (Korzynski, 2013; Maher and Bedew, 2015; Mulki and Jaramillo, 2011; Raghuram and Fang, 2014). Workers referred to as teleworkers, remote workers, or virtual workers make up a virtual workforce. (Linden, 2014). The term "virtual worker" is used in this study to designate workers who fulfil job obligations from a remote location. (Busch, Nash, and Bell, 2011; Greenhaus and Kossek, 2014). Virtual workers rely primarily on technology to share knowledge, conduct business, and fulfil job tasks, rather than going to a physical location. High-speed Internet and proper technology may turn any area into a virtual workplace that can be accessed at any time and from any location. Virtual workers, for example, may conduct business from their car, a home office, an airline lounge, a hotel lobby, or a neighbourhood coffee shop. (Bartel et al., 2012; Bentley et al., 2016; Davis and Cates, 2013; Lister, 2011; Mulki and Jaramillo, 2011; Raghuram and Fang, 2014).

In this study, job satisfaction is conceptualised as "the employee's total positive feeling about the job and job environment. The feeling could be measured either as cognitive (evaluative) or affective (emotional) or behavioural components. There are countless numbers of research done in this field, and the satisfaction measures vary in the extent to which they measure feelings or cognitions about the job" (Hulin, 2003). Work-from-home is defined as "the extent to which employees are obliged or given the option to Working From Home while spending more time on social media, adopting and using technology, and working electronically". As such, the current study investigates the association between work-from-home factors and employee job satisfaction.

REVIEW OF LITERATURE

Working from home is not a new phenomenon, but for many people who work in non-IT organisations, it is fresh, unthinkable, and unexpected, and they have been doing so for almost a year. As a result, absenteeism from work and workplace interactions has an impact on a wide spectrum of employee attitudes. As a result, the following sections have identified and reviewed a number of research studies. Crosbie and Moore (2004) found that working from home is a highly valuable effort for balancing their working lives and improving work-life balance

situations. Working From Home systems boost the employee's capacity to balance work and family life, according to observations and interviews.

Working From Home, according to Amabile and Kramer (2013), is very convenient and helps employees balance their lives while also distinguishing between job work and everyday work. According to this study, working from home improves employee productivity, frees up time for family, and ensures that work is completed on time.

According to Beauregard (2013), employee performance is influenced by their work-life balance. As a result, it was discovered that work-at-home employees lost out on emotional support and informal integration from their co-workers and subordinates.

Working From Home, according to Richardson and Writer (2017), is the result of advanced technology, which is the result of internet usage, online conferencing, and mailing, all of which serve to make work easier. This study discovered both positive and bad aspects of working from home. The greatest advantage of working from home is that employees can begin their work whenever it is convenient for them. The disadvantages of working from home include work delays and late work submissions.

Working From Home is a method to cope with work-life balance, including flexible working hours, more family time, proper childcare, and financial aid, according to Riyanto et al., (2019).

Song and Gao (2019) discovered that because of Covid-19, the government officially declared a lockdown, making it impossible to work in the office, forcing staff to Working From Home. Employees are now noting that it is taking a long time. Because the office and home environments are vastly different, employees are subjected to major environmental shifts. As a result, when comparing working in an office with working from home, working from home is more unpleasant, which is why most individuals dislike working from home?

Putro, Riyanto, (2020) stated that because of the pandemic, corporations have permitted their staff to Working From Home because no one knows how long the global pandemic would last. The goal of this study is to determine the impact of employees who Working From Home on their stress levels. This study discovered that working from home is more stressful than working in an office, using online conversation and interviews. Employees discussed the issues they face as a result of working from home, such as housework, children's studies, cooking, high workload, and work task overload, among other things.

According to Djalante et al., (2020), the majority of employees want to work at least once a week. Few employees expressed their opinion that if they had the option to Working From Home, they would have more flexibility, is able to avoid face-to-face contact with their superiors, have more time with their families, and be less stressed. Working From Home became quite prevalent after the Covid-19, and it became a part of every employee's life.

Scott (2020) stated that most people have a reasonable objective to conduct their work at home and balance their lives, but that certain employees have many troubles working from home and are experiencing high stress levels. When working from home, too many distractions, difficulties setting up a good schedule, and a lack of organisation and focus are all factors that contribute to stress.

Women, on average, evaluated the benefits of telecommuting higher than males, according to Mokhtarian et al. (1998). Women were more likely than men to have specific reasons for telecommuting (for example, family, personal benefits, and stress reduction), but they were also more likely to have teleworking limits (i.e., supervisor unwillingness, risk aversion, and concern about lack of visibility to management).

Increased employee satisfaction is a common argument made when claiming the benefits of teleworking. Teleworkers have been found to have higher levels of job satisfaction in studies (De Lay, 1995; Pratt, 1999). Telecommuters have higher job satisfaction, work autonomy, loyalty to the business, and emotions of support from the organisation, according to Covey duck (1997). Women were more likely than men to have specific reasons for telecommuting (for example, family, personal benefits, and stress reduction), but they were also more likely to have teleworking limits (i.e., supervisor unwillingness, risk aversion, and concern about lack of visibility to management).

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Telework offers the ability to save time, energy, and money by reducing travel time and costs while also increasing autonomy, independence, and job satisfaction (Gray et al., 1993; Nilles, 1998). Home-based telework has become

more popular as a result of these factors, as well as improvements in ICTs (Konradt et al., 2000).

Some telework literature argues that the improved freedom and choice are likely to raise an individual's job satisfaction since telework offers increased flexibility and greater control over work duties (Dubrin, 1991; Feldman and Gainey, 1997). According to the literature, an improvement in job satisfaction is likely related to an improved psychological state connected with feelings of autonomy in one's job, as well as an increase in job contentedness and satisfaction as a result (Hackman and Oldham, 1980).

There have been conflicting reports on whether telecommuting has a beneficial or negative impact on job satisfaction (Bailey and Kurland, 2002). Some studies have found evidence for a linear relationship between telecommuting and job satisfaction, implying that employees who work remotely more are either more satisfied with their jobs (Dubrin, 1991; Guimaraes and Dallow, 1999) or are less satisfied with their jobs (Dubrin, 1991; Guimaraes and Dallow, 1999). (Cooper and Kurland, 2002; Pinsonneault and Boisvert, 2001).

Around 321 professional-level employees were studied by Golden and Veiga (2005) to see if there was a link between remote work and job satisfaction. The amount of hours spent working remotely per week was collected and measured by the researchers (telecommuting intensity). Employees would experience higher levels of job satisfaction at lower levels of remote work and lower levels of job satisfaction at higher levels of remote work, according to the researchers, who proposed a curvilinear relationship (inverted u-shaped). The researchers discovered evidence for a curvilinear link based on their data. The researchers discovered that the link between working remotely and job satisfaction weakened, and that employees' job satisfaction scores fell as their remote work hours increased.

In a recent meta-analysis, Allen, Golden, and Shockley (2015) discovered that remote work was positively associated with job satisfaction, however the connection was minor ($r = .09$).

Following a review of the telecommuting literature, Bailey and Kurland (2002) concluded that the empirical data linking telecommuting to job satisfaction is ambiguous, and Cooper and Kurland (2002) advocated for future study to evaluate the impact of different levels of telecommuting. On the one hand, scholars have suggested that telecommuting improves job satisfaction (e.g., Belanger, 1999; Dubrin, 1991; Norman, Collins, Conner, Martin, and Rance,

1995), primarily because individuals have more flexibility in altering work responsibilities to meet their own requirements (Baltes, Briggs, Huff, Wright, and Neuman, 1999; Pierce and Newstrom, 1980, 1983).

Telecommuters perceive less stress and more control over interpersonal interactions due to the absence of unplanned interruptions from bosses and co-workers (Guimaraes and Dallow, 1999). (Dubrin, 1991). Telecommuters, according to research (Duxbury et al., 1992; Riley and Mc Closky, 1997), are better equipped to satisfy non-work, family-related tasks, reducing the risk of work-family conflict and increasing job satisfaction. As a result, we can deduce that the more people telecommute, the better they will be able to meet both personal and organisational needs, resulting in increased job satisfaction.

What can we take out from these studies? There have been conflicting reports on whether telecommuting has a beneficial or negative impact on job satisfaction. As a result, researching job satisfaction during pandemics has become a more relevant and novel topic for researchers and HR practitioners to pursue. The other side of the storey is that certain industries were already using virtual work strategies prior to the pandemic, thus job satisfaction between them and the new home-workers might be another deep-diving topic for any stakeholders involved in the firm now or in the future. One such attempts is made in the present study

OBJECTIVES AND HYPOTHESES

The following objectives and hypotheses were developed in light of these shortcomings. The study's major goal is to look at the link between variables related to "working from home" and job satisfaction. As a result, the following null hypotheses are proposed based on the literature review presented earlier for future investigation.

H01: - There is no relationship between Time spent and job satisfaction.

H02: There is no relationship between Virtual Communication with office and job satisfaction.

H03: - There is no relationship between Information Technology used and job satisfaction.

H04: - There is no relationship between Working virtually and job satisfaction.

H05: - There is no relationship between Travel free work life and job satisfaction.

METHOD

This study adopted descriptive and analytic research design since the purpose of this study is to describe the working from home phenomenon. Further analytic research design is adopted so that the influence of working from home on job satisfaction is analysed. The respondents were individuals who worked from home, and the data was collected using the primary method. Three parts are included in a structured Questionnaire. Part A is used to elicit information on personal characteristics. Part B consists of questions about working from home. They are: i) Time spent, ii) communication with office, iii) Technology used, iv) Working virtually, and v) Travel avoidance. An 18-item scale of Brayfield and Rothe (1951) was included in Part C to assess job satisfaction. The items were measured using 5-point liker type response pattern. A Google form was created and distributed to several WhatsApp groups and Facebook members. After three postings with a gap of one week each, around 104 people have responded to the question, and their responses have been analyzed and presented using cross tabulations, with chi-square tests used to test the hypotheses posed. The internal consistency of the scale to evaluate job satisfaction was 0.78, indicating that it is internally consistent.

RESULTS AND DISCUSSION

The study's findings are reported in this part in the order in which the hypotheses were formulated for testing. To accomplish so, cross-tabulations were created, followed by chi-square tests to determine the significance of the correlation between the variables in the study.

Time Spent and Job Satisfaction

The goal of this research was to see if there was a link between remote work which involves working more time than while working in the office and employee job satisfaction in the workplace. Many experts feel that distant work communication has an impact on employee satisfaction levels. Employee expectations for more flexible work arrangements are rising, which may have an impact on employee job satisfaction. Table 1 depicts the analysis of the data gathered for the hypotheses being investigated in this study.

H01: - There is no relationship between Time spent and job satisfaction. This null hypothesis is stated that there is no relationship between Working From Home involving more Time spent and job satisfaction. To test this relationship or

to determine the relationship between the variables chi square tests of independence was performed.

TABLE- 1 : Time Spent and Job Satisfaction

SN	Adequacy of Time Spent	Level of job satisfaction			Total
		Less satisfaction	Moderate satisfaction	More satisfaction	
1	Disagree	2	4	2	8
		25.00	50.00	25.00	100.00
2	Neutral	6	8	4	18
		33.33	44.44	22.22	100.00
3	Agree	18	38	22	78
		23.08	48.72	28.21	100.00
	Total	26	50	28	104

$$X^2 = 0.88 \quad D. F = 4 \quad P = 0.92$$

Table 1 demonstrates that half of the people who disagree with the statement they spend more time while working from home are moderately satisfied with their job (50 per cent). One-fourth of them (25 per cent) are less satisfied with the work-from-home component, while the rest (25 per cent) are satisfied with their job. Among those who took neutral stand on the statement, nearly half of the participants (44.44 per cent) are moderately satisfied with their job. Nearly a quarter of them (22 per cent) are more satisfied with their job, while the remaining one-third (33 per cent) are less satisfied with their job. Among those who agreed with the statement, nearly half of the participants (48.72) say that they are moderately satisfied with their job. A little more than a quarter of them (26.92 per cent) are more content, while the remaining quarter (25 per cent) are less satisfied with their job.

The estimated chi-square test result at 4 degrees of freedom and 0.92 level of significance demonstrates that there is no statistically significant relationship between Time spent and job satisfaction. As a result, the null hypothesis has been accepted. It can be deduced from this table that time has no substantial impact on job satisfaction, and the chi square test values support this conclusion. To summarise, there is no substantial relationship between time and job satisfaction . To put it another way, job satisfaction is not reliant on the passage of time while working from home.

Virtual Communication and job satisfaction

The goal of this research was to see if there was a link between remote work involving communicating more virtually and employee job satisfaction in the

workplace. Many experts feel that distant work communication has an impact on employee satisfaction levels. Employee expectations for more flexible work arrangements are rising, which may have an impact on employee job satisfaction. Table 2 depicts the analysis of the data gathered for the hypotheses being investigated in this study.

H02: There is no relationship between virtual Communication and job satisfaction. This Null Hypothesis stated that there is no relationship between Communications due to working from home is more and job satisfaction. To test this relationship or to determine the relationship between the variables chi square tests of independence was performed.

TABLE 2: Virtual Communication and Job Satisfaction

SN	Virtual Communication	Level of Job satisfaction			Total
		Less satisfaction	Moderate satisfaction	More satisfaction	
1.	Disagree	6	4	0	10
		60.00	40.00	0.00	100.00
2.	Neutral	8	6	6	20
		40.00	30.00	30.00	100.00
3.	Agree	12	40	22	74
		16.22	54.05	29.73	100.00
4.	Total	26	50	28	104
		25	48.08	26.92	100

$$X^2 = 14.00 \quad D. F = 4 \quad P = 0.00$$

Table 2 demonstrates that the majority of participants (60 per cent) feel less satisfied with their jobs when they disagree with the statement that they communicate more virtually due to remote work. Nearly half of them (40 per cent) are moderately satisfied with the communication aspect of working from home. Nearly half of the participants (40 per cent) are less satisfied with their job because they are neutral. Nearly a third of them (30 per cent) are more satisfied with their job, while the remaining one-third (30 per cent) are less satisfied. Nearly half of the participants (48.08) say that they are moderately satisfied with their job. A quarter of them (25 per cent) are more satisfied with their job, while the remaining quarter (26.92 per cent) is less satisfied with their job.

The estimated chi-square test result at 4 degrees of freedom and 0.00 level of significance demonstrates that there is statistically significant relationship between virtual Communication (WFH) and job satisfaction. As a result, the null hypothesis has been rejected.

It can be deduced from this table that communication has substantial impact on job satisfaction, and the chi square test values support this conclusion. Finally, it is possible to conclude that communication and job satisfaction are strongly linked. To put it another way, job satisfaction is affected by virtual communication.

Information Technology employed and job satisfaction

One of the objectives of this research was to see if there was a link between Information technology and employee job satisfaction in the workplace. Information technology is evolving to help organisations to work more efficiently and effectively. Many experts feel that distant work communication involving Information technology has an impact on employee satisfaction levels. Employee expectations for more flexible work arrangements are rising as a result, they are expected to use new IT tools, which may have an impact on employee job satisfaction. Table 3 depicts the analysis of the data gathered for the hypotheses being investigated in this study.

H03: - There is no relationship between Information Technology and job satisfaction. This null hypothesis is stated that there is no relationship between Working From Home (Information Technology) and job satisfaction. To test this relationship or to determine the relationship between the variables chi square tests of independence was performed.

TABLE 3: Information technology Employed and Job Satisfaction

S. No	Technology	Levels of Job satisfaction			Total
		Less satisfaction	Moderate satisfaction	More satisfaction	
1.	Disagree	0	2	0	2
		0.00	100.00	0.00	100.00
2.	Neutral	4	6	0	10
		40.00	60.00	0.00	100.00
3.	Agree	22	42	28	92
		23.91	45.65	30.43	100.00
4.	Total	26	50	28	104
		25	48.08	26.92	100

$$X^2 = 6.62 \quad D. F = 4 \quad P = 0.157$$

Table 3 reveals that all of the people who disagree with using new information technology tools are moderately satisfied with the (100 per cent). Among those who are neutral on the statement, a majority of participants (60 per cent) are moderately satisfied with their job. Nearly half of them (40 per cent) are less satisfied with their jobs. Nearly half of those who agree with the statement, nearly half of them (45.65 per cent) are moderately satisfied with their job.

Following that, nearly a third of them (30.34 per cent) are less satisfied with their job and a little over a quarter of them (23.9 per cent) are more satisfied with their job.

The estimated chi-square test result at 4 degrees of freedom and a significance threshold of 0.157 shows that there is no statistically significant link between technology used while working from home and job satisfaction. As a result, the null hypothesis has been accepted.

It can be deduced from this table that technology has no substantial impact on job satisfaction, and the chi square test values support this conclusion.

In conclusion, it is possible to conclude that Information technology and job satisfaction are unrelated. In other words, job satisfaction is unaffected by technological advancements.

Working virtually and job satisfaction

One of the objectives of this research was to see if there was a link between virtually working and employee job satisfaction. Many experts feel that distant work communication has an impact on employee satisfaction levels. Employee expectations for more flexible work arrangements are rising, which may have an impact on employee job satisfaction. Table 4 depicts the analysis of the data gathered for the hypotheses being investigated in this study.

H04: - There is no relationship between Working virtually and job satisfaction. This null hypothesis is stated that there is no relationship between Working From Home (Working virtually) and job satisfaction. To test this relationship or to determine the relationship between the variables chi square tests of independence was performed.

Table 4: Working Virtually and Job Satisfaction

SN	Working virtually	Levels of Job satisfaction			Total
		Less satisfaction	Moderate satisfaction	More satisfaction	
1	Disagree	2	10	0	12
		16.67	83.33	0.00	100.00
2	Neutral	8	8	4	20
		40.00	40.00	20.00	100.00
3	Agree	16	32	24	72
		22.22	44.44	33.33	100.00
	Total	26	50	28	104
		25	48.08	26.92	100

$$X^2 = 10.61 \quad D. F = 4 \quad P = 0.031$$

Table 4 demonstrates that the vast majority of those who disagree with the benefit of working virtually (83.33 per cent) are fairly satisfied with the Working From Home feature when it comes to working online. A lesser percentage of respondents (16.67 per cent) are less satisfied with their job. Nearly half of those who are neutral (40 per cent) are moderately satisfied with their job. Nearly a quarter of them (20%) are more satisfied with their job, whereas the remaining nearly all of them (40%) are less satisfied with their job. Nearly half of the participants (44.44 per cent) agree that they are moderately satisfied with their job. Following that, nearly a quarter of them (22.22 per cent) are less satisfied with their job, while nearly a third of them (33.33 per cent) are satisfied with their job.

Working Virtually (WFH) and job satisfaction are statistically significant, according to the estimated chi-square test result at 4 degrees of freedom and 0.03 level of significance. As a result, the null hypothesis has been rejected. Working virtually has significant impact on job satisfaction, according to this table, and the chi square test values confirm this conclusion. Finally, it is possible to conclude that working remotely and job satisfaction are unrelated. To put it another way, job satisfaction is affected by working virtually.

Free from Travel and job satisfaction

The purpose of the current study was to examine the relationship between remote work and job satisfaction levels of employees in the workplace. Remote work eliminates travelling to and fro for the employees. Many researchers believe that the communication of remote work makes a difference on employees' satisfaction levels the expectations of more flexible work arrangements are increasing, which may potentially impact employees' level of job satisfaction. Table 5 demonstrates the analysis of the collected information of the hypotheses that are examined in the current study.

H05: - There is no relationship between attitude towards Travel and job satisfaction. This null hypothesis is stated that there is no relationship between Working From Home (Travel) and job satisfaction. To test this relationship or to determine the relationship between the variables chi square tests of independence was performed.

TABLE-5 : Free From Travel and Job Satisfaction

SN	Travel	Level of Job satisfaction			Total
		Less satisfaction	Moderate satisfaction	More satisfaction	
1.	Disagree	4	0	2	6
		66.67	0.00	33.33	100.00
2.	Neutral	2	6	4	12
		16.67	50.00	33.33	100.00
3.	Agree	20	44	22	86
		23.26	51.16	25.58	100.00
4.	Total	26	50	28	104
		25	48.08	26.92	100

$$X^2 = 8.00 \quad D. F = 4 \quad P = 0.09$$

Table 5 demonstrates that the majority of those who disagree are less satisfied with the Working From Home aspect travel (66.67 per cent). One-third of them (33.33 per cent) say they are more satisfied with their job. Half of the participants who are neutral are fairly satisfied with their job (50 per cent). A little more than a third of them (33.33 per cent) are more satisfied with their job, while nearly a quarter of them (16.67 per cent) are less satisfied with their job. A majority of those who agree (51.16 per cent) are moderately satisfied with their job. A little more than a quarter of them (25.58 per cent) are satisfied with their job, while almost a quarter of them (23.26 per cent) are less satisfied with their job.

The estimated chi-square test result at 4 degrees of freedom and a significance level of 0.09 shows that there is no statistically significant relationship between Travel (WFH) and job satisfaction. As a result, the null hypothesis has been accepted. It can be deduced from this table that travel has no substantial impact on job satisfaction, and the chi square test values support this conclusion. In conclusion, it is possible to conclude that travel and job satisfaction are unrelated. To put it another way, job satisfaction is unaffected by travel.

IMPLICATIONS

In view of the results presented, the following implications are drawn, followed by the conclusion to the study.

Employees may be concerned about having fewer interactions with their co-workers and in some cases can feel socially isolated. We should aspire to address these concerns while creating a supportive and encouraging work environment.

Some managers' instinct is to create specific boundaries and rules to maintain a normal workflow. However, as employees adjust to this new normal, they may have different pain points or concerns. Some employees may be working

remotely for the first time, looking after sick relatives, or balancing a job while teaching their children. As different needs arise between departments, countries and cultures, work to maintain an open line of communication. I recommend adopting a nuanced approach and avoiding the one-size-fits-all mentality.

When society begins to reopen, a hybrid work environment can enable employees to enjoy the benefits of working from home and in the office. Teams can embrace flexible work hours, spend less time commuting and choose the least distracting work environment for their situation.

As we look ahead and plan for our future work environment, it is critical that organizations actively listen and engage with their employees. Every decision and change has a ripple effect. While many parts of the world continue to work remotely, it is important to monitor employee satisfaction and create a supportive work environment.

CONCLUSION

Working from home is not a new phenomenon. Covid-19 pandemic created the necessity to Working From Home for almost all sectors of business with exception of healthcare, the law and order sectors and the like. Many started working from home had mixed experiences and therefore their attitudes towards working from home are formed as a result. One of such attitudes is job satisfaction as a result of experiences working from home.

In this study, working from home is the important aspect and its influence on job satisfaction is considered as important relationship to be examined. Firstly, it Talks about various aspects like background of the study, significance of the study, objective of the study, statement of the problem. Secondly, various aspects like Review of literature, synthesis of the literature were elaborated to identify gaps existing in previous research. Third, aspects like research methodology, research idea, research questions, hypothesis, and limitation of the study. Fourthly, the Results of the study were analysed and presented while testing the hypotheses. It was surprising to note from the results that out of five of the variables relating to working from home, only two of them yielded significant association with job satisfaction indicating that job satisfaction has something to do with working from job. One explanation is that job satisfaction is an attitude which is formed while working in organisations in a formal setting as opposed to working from home which is still a home though it was a make shift arrangement to carry out work due to pandemic. And therefore, job satisfaction is not

associated with three of the variables related to working from home. They are “working virtually” and virtual communication”. Lastly, the implications for HR practices are presented to make working from home more meaningful and help employees explore better ways of increasing satisfaction while working from home.

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