

Determinants of Employees' Job Satisfaction when Working from Home; with particular reference to the telecommunication and software companies in Colombo district Sri Lanka

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Abstract: New development in information and communication technology has changed the way people approach their life and work. Employees can conduct their job from home rather than doing them in an office environment because of technological advancement. Sri Lankan private companies such as telecommunication and software development company employees started working from home during the COVID19 pandemic period, and they continue it. This study was conducted from an employee perspective to identify the determinants of employees' job satisfaction when working from home as it is new for Sri Lankans. In this research, the two-factor theory, which Frederick Herzberg introduced, has been used to determine the factors that cause job satisfaction when working from home. The required information was obtained through an online google form, and the sample size was 232. The sampling technique was multi-stage cluster sampling. The independent two-sample t-test, one-way ANOVA, and Structural Equation Modeling (SEM) were used to derive the required inferences. The results showed that gender has a significant impact on employees' job satisfaction when working from home. Also, results indicated that hygiene factors, working conditions, and company policy positively impact employees' job satisfaction when working from home, while supervisor relationship and co-worker relationship have a significant negative impact on employees' job satisfaction when working from home. Motivator factors, Achievement, and recognition have a significant positive effect on employees' job satisfaction when working from home. Furthermore, results showed that personal growth is not a determinant of employees' job satisfaction when working from home. The results can use to continue work from home efficiently and effectively in the future.

Keywords – Job satisfaction, work-from-home (WFH), hygiene factors, motivator factors

1. Introduction

1.1 Background of the Study

New development in information and communication technology (ICT) has changed the way of approaching people's life and their work. ICT has become a necessary part of the office environment, which means most of the office's works are done by laptops, computers, internet, etc. Employees can conduct their job from home rather than doing them in an office environment, because of technological advancement. It can be called telecommuting, telework, virtual workplace, or work from home (WFH). Telework or WFH is defined as employees perform their work from different locations such as the home (Nakrosiene et al., 2019). An employee can set up a virtual workplace at home or any other location using ICT.

Telecommuting is not a new scenario. Its origins and evolution stretch back to the distant past. The term "telework" is first coined in 1973 by Jack Nilles, a scientist at the National Aviation and Space Administration in the US. He was pointed that daily commutes can be eventually replaced by telework (Allen et al., 2015). After that, this concept was discussed on various occasions. With the advancement of technology, the number of countries started to follow telecommuting and the number of workplaces that follow telecommuting has been increased day by day (Allen et al., 2015). This scenario gives various advantages for companies as well as employees. Companies can increase productivity and efficiency, and also it is a cost-effective method. According to past research, employees can have more autonomy when they have WFH options and can increase the balance between work and family (Dubrin, 1991). There are many more benefits for both parties. Also, WFH has environmental benefits as well as social benefits.

An employee is an essential resource for an organization. The success of an organization depends on the employee. Therefore, it is essential to focus on employee satisfaction when considering WFH. Most researches in different countries show that employees are satisfied with the WFH option. Also, those researches indicate that supervisor relationship, a co-worker relationship, working conditions, recognition, personal growth and achievement have a significant relationship with employee satisfaction when working from home. Thus, the two-factor theory, which Frederick Herzberg introduced, can be used to determine the factors that cause job satisfaction when working from home.

In 1995 only 9 percent of us teleworkers worked from home. The number increases by 32 percent in 2006, and 2015 that number increased to 37 percent (Gallup,2015). More than 30 percent of employees WFH in Australia in 2016 (ABS,2016). In Denmark, employees who had worked at least once in the last four weeks in 2008 is 21 percent, and that number increased to 22.19 percent in 2019 (Statista,2019). WFH employee percentages make up less than 50 percent in almost every country before 2020. However, in 2020 create a new platform for the WFH scenario.

In 2020 more than 60 percent of employees work from home. In past decades WFH concept has not got much attention. Most companies are not allowed telecommuting, and they had no trust in it. However, in 2020, this was upside down because of the COVID19 pandemic situation. Telecommuting was the only option to conduct company day to day activities in the usual way. WFH concept gets much attention during this pandemic situation. All the things were restricted by the COVID19 pandemic situation around the world. Millions of people worldwide have lived through lockdowns, and people should avoid travelling with society as much as possible in this situation. Therefore, many companies and government and semi-government organizations have used working from home. Germany's Siemens has decided to let its employees work from anywhere permanently whenever they want for two or three days for a week, in the latest example of how the coronavirus makes major companies re-think how and where their staff work (sightinplus.com). The companies indicate that WFH is very profitable and productive. However, the problem is how will this affect the employee for an extended period.

As mentioned earlier, it has been followed to some extent by WFH in some countries. However, in some countries, it is impossible to find employees who are engaged in WFH before. Therefore, most companies may not be aware of the problems faced by an employee who has never been involved in telecommuting. Sri Lanka also provides a WFH option for employees to carry out their day-to-day office activities. Past researches discovered that in Sri Lanka, consider this scenario various times, but not much attention has been paid to its practical application. Researchers conducted in different countries have shown that employees are more satisfied with WFH, but the problem is, how does that affect the Sri Lankan context.

Most of the Sri Lankan government, semi-government and private companies gave WFH option for employees in COVID19 pandemic period. However, the pandemic situation is slightly over the government, and semi-government employees went to their traditional working environment to conduct their jobs. Private companies such as telecommunication and software development company employees still WFH. Therefore, it is essential to determine those employees satisfy with WFH or not. This study conducts from an employee perspective to identify the determinants of employees' job satisfaction when WFH in telecommunication and software companies.

1.2 Research Problem

Most developed countries started the telecommuting/working from home concept long before, but it is new for Sri Lanka. Some government, semi-government organisations, and private companies started offering working from home options to continue their work in the current COVID-19 situation. The Sri Lankan government has decided to lift the curfew imposed to prevent the coronavirus from spreading. This island-wide curfew was first imposed on March 20, and it continued for three months. Therefore, employees had to do their job at home. Still, some organisations' employees do their work at home as there are not enough buildings to work under government social distance regulations.

This is a new and different scenario for our employees and organisations. They would never imagine that they must work at home. The lack of practice, training, testing, facilities will affect employees in this situation. Some employees might not have a good home environment to do their work. Some employees might also have every facility and excellent environment to do their job without any resistance at home. Thus, it is essential to identify whether employees are satisfied with working from home or not. Therefore, this study's problem statement is, "What are the determinants of employees' satisfaction when WFH?".

1.3 Significance of the Study

Employee satisfaction highly affects organisation productivity as it depends on employees' efficiency and throughput. Identifying the matrix of factors affecting employee satisfaction and their significance can be used to forecast employee attrition and apply possible solutions to increase each employee's throughput and efficiency, resulting in increasing overall productivity of the organisation.

Since most of the employees now have the practice and developed a suitable environment for WFH, organisations may need to keep the WFH option available further as it reduces maintaining and operating costs of offices and working environments. Identifying the sweet spot of how many days of WFH for a week will be significant for the organisations to calculate the optimum working strategy. As it is a new experience for Sri Lankan employees, it is essential to identify the factors that affect their job satisfaction when they work from home. After identifying those factors, it can be given suggestions and recommend methods and practices to follow by both employee and employer parties to make WFH efficient through this study. Also, it very important to decide between keeping the WFH option available for employees further after identifying and solving possible drawbacks.

The concept of working from home has not received much attention in past years. However, today it has become something that has attracted the attention of the whole world. Working from home begins in 1973. But very few researches were conducted focusing on WFH and employee satisfaction.

Past researches have shown the relationship between employee job satisfaction and WFH in different countries. However, there is no research conducted in Sri Lanka to determine the employees' job satisfaction when working from home. Therefore, it is essential to conduct this research to determine its effect on the Sri Lankan context.

1.4 Objectives of the Study

WFH scenario is a new experience for Sri Lankan employees. Therefore, the main objective of this study is to identify the determinants of employees' satisfaction with WFH. To achieve this primary objective, sub-objective as follows,

- To identify the demographic factors that affect employees job satisfaction when WFH
- To identify the impact of hygiene factors (working conditions, company policy, supervisor relationship, co-worker relationship) and motivator factors (Achievement, personal growth, recognition) on employees' job satisfaction about WFH.

2. Literature Review

2.1 Work from Home and Employees' Job Satisfaction around the World

Johnson (2016) has discovered that job satisfaction among telecommuters was high regardless of demographic factors. Also, he indicated that there is a correlation between age and job satisfaction as well as age and level of telecommuting. Bhattarani (2020) has indicated that if an individual had to work more than the office hours,

they tend to be less satisfied than some people who were commuting a long hour every day could save that time for their family no commute. Further, people were happy to save the gas expense or transit fees leaning to a more satisfying side than the pressure of virtual meetings for hours and more regularly every week.

Dubrin (1991) has outlined that the work-at-home group in his study experienced higher job satisfaction than in-house employees included working conditions, the scheduling of own working hours, and the opportunity to take care of family and personal responsibilities. Ward (2017) also indicated that telecommuters have a positive work-life balance, and therefore they have a higher level of motivation and job satisfaction. Schall (2019) has indicated that the increment of remote working in the workplace increases employees' job satisfaction levels. Because remote work influences employees to have less work-family conflict, higher perceived autonomy, and more telecommuting intensity, which influences their job satisfaction. Coveyduck (1997) showed that employees who work from home have high job satisfaction, high perceived organisational support, high work autonomy, high commitment to the organisation and low inter-role conflict. Employee job satisfaction is depended on the nature of the job. Higher-level employees' job satisfaction is high when working from home relative to lower-level employees (Golden & Veiga, 2005). Teleworkers have less interaction with others, and it may be beneficial when working. Also, they report significantly less work-life conflict than office-based employees. Also, they experience less stress, and they have a high level of autonomy. Therefore, teleworkers have high job satisfaction than office-based employees (Fonner & Roloff, 2010). Telecommuters experience a high level of job satisfaction. The organisation's training, the relationship with the supervisor, task assigned from the company, and working conditions have a statistically high relationship with job satisfaction among telecommuters. Also, job security, stability, possibilities of promotion, and growth have a statistically low relationship with job satisfaction among telecommuters in Mexico (Parada, 2018).

The study conducted among telecommuters in India revealed a relationship between telecommuting and employee job satisfaction. Also, it indicated that telecommuting increase employee work-life balance (Das et al., 2014). Remote working has a beneficial effect on employee job satisfaction as well as performance. Telecommuting positively affects work-family conflict but negatively affects relationships with co-workers (Gajendran & Harrison, 2007). Yaghi (2015) indicated that there is a strong relationship between workplace flexibility and job satisfaction. Also, the study showed that empowerment plays a vital role in mediating the relationship between workplace flexibility and job satisfaction. Another study was revealed that the extent of telecommuting is not a significant predictor of job satisfaction. However, supervisor support and organisational support significantly impact job satisfaction among telecommuters (Swisher, 2019).

When considering job satisfaction and telecommuting, microscopic researches were found. Moreover, most researches indicate that telecommuters have high job satisfaction. After considering all information, it is clear that various factors affect employee job satisfaction. However, it is essential to determine how these factors affect an employee who has not worked from home for a long time. Therefore, it is essential to note that hygiene factors and motivator factors balance significantly impact employee job satisfaction when working from home.

Hence, it seemed that Herzberg's two-factor theory was the most appropriate for this study.

2.2 Work from home during COVID19

It has been almost one year since the outbreak of the COVID19. As mentioned before, the working from home concept gets much attention during this pandemic situation. All the things were restricted by the COVID19 pandemic situation around the world. Most people around the world have lived through lockdowns. Therefore, many companies and government and semi-government organisations used the working from home (WFH) option to maintain office activities. As mentioned earlier, the critical thing about WFH is that it is combined with information and communication technology. WFH is useless without technology. Therefore, every employee cannot conduct their work using telecommuting. This is very relevant for the employees who can conduct their job using the laptop, desktop computer, smartphone, and internet.

Previous researches indicated many factors about telecommuting, and each of those surveys looked at WFH from different perspectives. Also, all of those researches conducted at different periods. It is becoming more important to pay attention to working from home from an employee perspective with the current world

situation. It is evident that before the pandemic, there were very few employees who worked from home. But, today, more than one millions people WFH. Hence, it is essential to pay attention to the employees' employee satisfaction who work in such a manner. BBC news emphasises that employees around the world are more satisfied with WFH. Very few researches were found related to working from home during this pandemic situation.

"Working from home, who is happy? A survey of Lithuania's employees during the covid-19 quarantine period" research was conducted by Raisiene, Rapuano, Varkuleviciute and Stachova (2020). The study findings indicated that employees more satisfied with telework are young and middle-aged employees. The older generation is dissatisfied with telework. Baby boomers have lacked direct contact and feedback from their supervisor. They faced more difficulties with maintaining trust-based relationships with co-workers. Hence, they have faced a lack of team spirit and motivation. Italian research was highlighted positive relationships between workload, techno-stressors, work-family conflict and behavioural stress during pandemic situation (Molino et al., 2020). Another research conducted during COVID 19 indicated that employees had to work more than in the office. Therefore, they tend to be less satisfied. Further, people were happy to save the gas expense or transit fees, leaning to a more satisfying side than the pressure of virtual meetings for hours and more regularly every week (Bhattarai, 2020).

Each of the above chapters focused only on working from home in other countries. However, with this pandemic situation, more attention was paid to the concept of telecommuting in Sri Lanka like in other countries. However, previous researches have indicated some information about telecommuting in Sri Lanka.

2.3 Work from home and Sri Lanka

Sri Lanka is a developing country. Compared to other countries, Sri Lanka takes time to change culturally and socially. Although working from home or telecommuting is the most discussed concept in Sri Lanka with the pandemic situation, previous research shows that this concept has been discussed in Sri Lanka. However, very few private companies, especially software companies, have adopted telecommuting.

A study was conducted on "Employee's perception of teleworking in Sri Lankan software industry" by Dr Perera in 2010. The study indicated that the teleworking is commonly used in many industries, such as telecommunication. IT is in construction and manufacturing. However, teleworking is still an emerging concept in Sri Lanka compared to most other countries. IT professionals have a positive attitude toward teleworking in Sri Lanka. There are many benefits for an organisation, employee, and society in several aspects: financial, personal, and social. Teleworking creates flexible working hours and reduces travel time from home to office, and it cause improved employee productivity. Also, the study indicated that teleworking could enhance the employability of females in Sri Lanka. Most female employees leave their job because of household activities. If they can work from home, they can carry out household activities while working. Most importantly, it should be carried out technical and financial feasibilities before the actual implementation of teleworking.

Women's labour force participation in Sri Lanka is meagre. There are many economically inactive well-educated women in Sri Lanka. Most female employees leave their job after marriage. Because of that, most of them fail to handle households and office activities together. Dissanayake (2017) has indicated that teleworking is a working model for women in Sri Lanka. The study has revealed the critical factors and the broader network with their prospective roles for making teleworking a possible working model for Sri Lankan women.

Previous researches have emphasised the importance of telecommuting, but it does not seem to have worked. However, various organisations adopted the work from home to continue their daily work with the pandemic situation. There were microscopic researches that came up about telecommuting during the pandemic in Sri Lanka.

"Work-From-Home (WFH) Benefits and Challenges" study evidenced using state higher education sector in Sri Lanka by Kaldeen and Nuskiya (2020). The study indicated that the majority of academic staff were satisfied with work from home. They believe that they can work more productively when working from home. Most importantly, WFH has positively and negatively impacted family life, work-life, physical health, and mental health. Internet and equipment, organisational support, conducive home environment, and motivation of

participants can exert immense influences on the extent of academic quality and work performance in the process of WFH.

According to the above information, it is clear that telecommuting existed in Sri Lanka but has not received much attention before the pandemic situation. Previous researches have focused on the importance of telecommuting, the relationship between telecommuting and work-life balance, employee happiness, and work from home. However, there is no research conducted on employee satisfaction about telecommuting in Sri Lanka. Before this pandemic situation, very few employees worked from home, but after this situation, many organisations adopted telecommuting, and a large number of employees have to conduct their work at home. Sri Lanka is not a country that changes so quickly culturally and socially, as mentioned earlier. Working from home is not easy for an employee who has been working from the office for an extended period. Lack of training and practices might affect employees who are conducted their work at home.

Telecommuters in other countries are delighted with work from home. However, the problem is how does this affect the employees in the Sri Lankan context. Providing employees with working from home is very profitable and cost-effective from an organisation's perspective. Therefore, some software companies and telecommunication companies have taken a step to maintain this program for an extended period. The employee is the most crucial resource of the organisation. That is why it is so important to consider employee satisfaction when working from home. If the employees are not satisfied with working from home, it will decrease employee performance and increase employee attrition.

Employees tend to work from home in a pandemic situation. It is not clear how long this pandemic will last. Also, even if the pandemic is over, if, at some point, a similar pandemic occurs, employees will have to work from home. Therefore, it is essential to pay attention to the employee's satisfaction and identify the factors that determine the employee's satisfaction with working from home. In Sri Lanka, at present, no attention is paid to the satisfaction of the employees' working from home. Therefore, this is the best time for such a study.

3. Methodology

Since this study is testing the existing theory, it can be considered deductive research. The study's target population is employees who work in telecommunication and software development companies in the Colombo district. The work from home option is not suitable for every employee. Thus, the sample population can be identified as middle-level employees who can conduct their job using a desktop computer, laptop, and internet access and do not require special tools and machinery, specific environmental conditions, and outside visit. Since the population is a known sample, 232 respondents are selected based on the Yamane formula. This study consists of multi-stage cluster sampling, which was used to select middle-level employees who work in the telecommunication and software companies in the Colombo district. Raw data were collected on an online google form with 7 point Likert scale questions as the survey instrument. The google form questions were developed based on the two-factor theory introduced by Frederick Herzberg has been used to determine the factors that cause job satisfaction when working from home. Collected data were analysed using an independent two-sample t-test, one-way ANOVA and, Structural Equation Modelling (SEM) with the aid of the computer software R studio and AMOS 21.

Based on the literature review, a conceptual framework is generated, and it is illustrated in

Figure 1. As for the figure, employees' job satisfaction is considered the study's dependent variable, while hygiene factors and motivator factors are considered the independent variables.

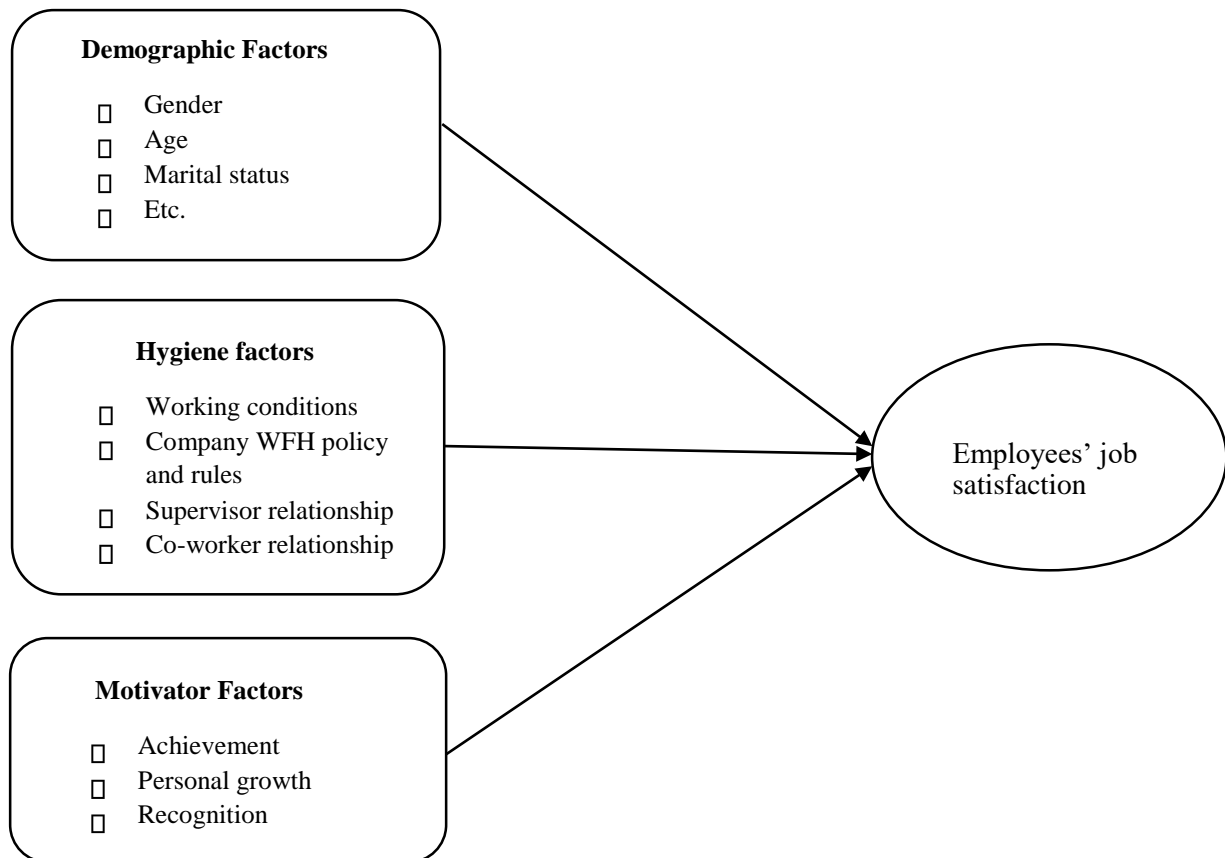


Figure 1: Conceptual Framework

4. Results & Discussion

4.1 Demographic Analysis

In this study, there were no missing values. There were some outliers after creating an index using principal component analysis for the employees' job satisfaction. Those were replaced with the median of job satisfaction. Also, job satisfaction is usually distributed. Therefore, all the assumptions are satisfied to carry out the independent two-sample t-test and one-way ANOVA test. Thus, it was used to analyse the impact of demographic factors on employees' job satisfaction when WFH. Results showed that gender has a significant impact on employees' job satisfaction when WFH while other demographic factors, age, residential district, educational level, and marital status, have no significant impact on employees' job satisfaction when WFH.

4.2 Measurement Model

The measurement model specifies each construct's indicators and enables an assessment of construct validity (Hair, 2014), (Sanayei & Saneian, 2013). Figure 2 shows a visual diagram showing the initial measurement model. There are 31 observed variables, and there are eight latent variables. For the sake of model identification, the number one (1) is assigned to selected arrows by AMOS 21 program.

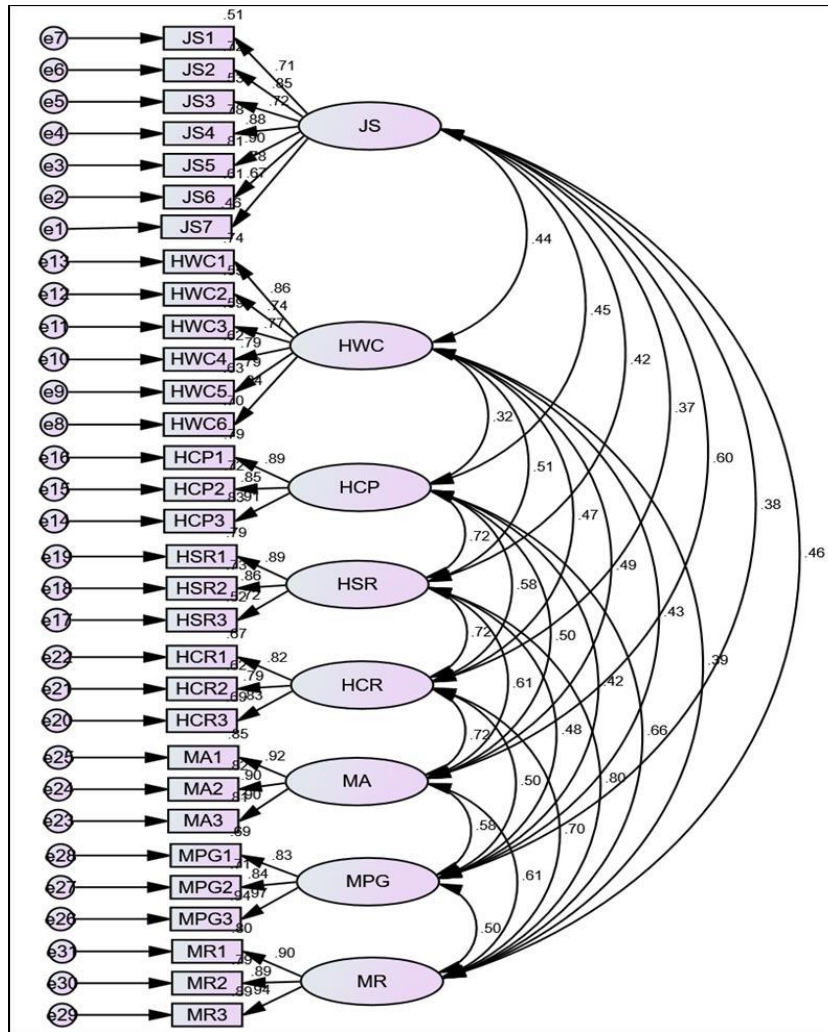


Figure 2: Measurement Model

Table 1: Results of the Goodness of Fit of the Measurement Model

| Goodness of fit Index | | Observed value | Acceptable value |
|-------------------------|---------|----------------|------------------|
| Absolute fit indices | CMIN/DF | 2.683 | <5 |
| | GFI | 0.786 | 0-1 |
| | AGFI | 0.738 | 0-1 |
| | RMSEA | 0.085 | 0-1 |
| Incremental fit indices | TLI | 0.875 | 0-1 |
| | CFI | 0.891 | 0-1 |
| | RFI | 0.815 | 0-1 |
| | NFI | 0.838 | 0-1 |
| Parsimony fit indices | PGFI | 0.643 | 0-1 |
| | PRATIO | 0.873 | 0-1 |
| | PNFI | 0.732 | 0-1 |
| | PCFI | 0.778 | 0-1 |

Table 1 shows the results of the goodness of the fit indices of the measurement model. According to Table 1, the CMIN/DF value is less than 5(2.68), RMESA value is less than 0.1 and other goodness of fit indices are close to 1 in the above table fit in the measurement model can be verified.

4.3 Validation of the Measurement Model

Convergent validity and discriminant validity were carried out to test the validity of the measurement model. Convergent validity was evaluated using three criteria: individual standardised factor loadings, Average Variance Extracted (AVE), and composite reliabilities.

Table 2: Results of the Convergent Validity Test

| Construct | No. of items | Standardized factor loadings | | Average Variance Exacted | Composite Reliability |
|-------------------------|--------------|------------------------------|-------|--------------------------|-----------------------|
| | | Min | Max | | |
| Job Satisfaction | 7 | 0.675 | 0.899 | 0.629 | 0.883 |
| Working Conditions | 6 | 0.740 | 0.859 | 0.638 | 0.806 |
| Company Policy | 3 | 0.850 | 0.913 | 0.782 | 0.900 |
| Supervisor Relationship | 3 | 0.720 | 0.889 | 0.681 | 0.899 |
| Co-Worker Relationship | 3 | 0.786 | 0.832 | 0.659 | 0.757 |
| Achievement | 3 | 0.899 | 0.920 | 0.824 | 0.897 |
| Personal Growth | 3 | 0.831 | 0.970 | 0.781 | 0.836 |
| Recognition | 3 | 0.889 | 0.945 | 0.829 | 0.900 |

Table 2 shows the results of testing the convergent validity of the measurement model. Joseph (2010) indicated that the ideal level of standardised factor loadings for reflective indicators is equal to 0.5 or exceeds 0.70. Table 2 indicates that all the standardised factor loadings are greater than 0.6 and are significant at 5%. Furthermore, all the AVE values are more significant than 0.6, and all the composite reliability measures are more significant than 0.7. Therefore, it can be concluded that there is no problem with convergent validity requirements.

The squared inter-construct correlation estimates between each construct were compared with the AVE of each construct to assess discriminant validity. The AVE of all constructs should be higher than the squared inter-construct correlations estimates between that construct and all other constructs.

Table 3: Comparison of Squared Inter-Construct Correlations with AVE

| | JS | HWC | HCP | HSR | HCR | MA | MPG | MR |
|-----|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| JS | 0.629 | | | | | | | |
| HWC | 0.190 | 0.638 | | | | | | |
| HCP | 0.201 | 0.104 | 0.782 | | | | | |
| HSR | 0.173 | 0.258 | 0.524 | 0.681 | | | | |
| HCR | 0.138 | 0.222 | 0.332 | 0.517 | 0.659 | | | |
| MA | 0.356 | 0.239 | 0.249 | 0.377 | 0.514 | 0.824 | | |
| MPG | 0.142 | 0.184 | 0.175 | 0.231 | 0.247 | 0.340 | 0.781 | |
| MR | 0.213 | 0.153 | 0.432 | 0.642 | 0.497 | 0.367 | 0.247 | 0.829 |

Table 3 compares the squared inter-construct correlations estimates with the AVE for all constructs. Diagonal entries are the AVE for all constructs, and sub-diagonal entries are the squared inter-construct correlations estimates among constructs. Table 3 indicates that the AVE for each construct was higher than the squared

correlations between that construct and other constructs. Thus, it can be concluded that there are no problems with discriminant validity.

4.4 Hypothesis Testing

The structural model shows the casual and correlational relationship between latent variables in a theoretical model. A structural model was developed to identify the impact of hygiene factors and motivator factors on employees' job satisfaction when working from home. Working conditions, company policy and rules, supervisor relationship and, co-worker relationship, are coming under the hygiene factors. Achievement, personal growth and, recognition are coming under the motivator factors.

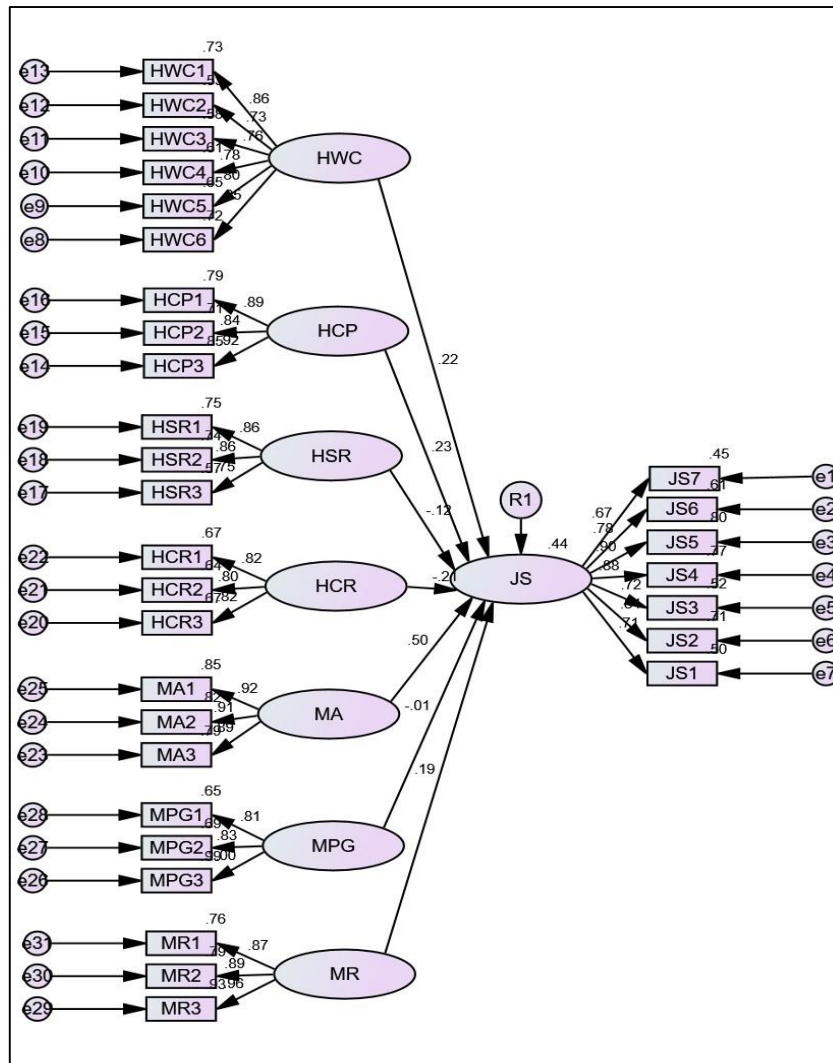


Figure 3: Structural Model for the Relationships in Employees' Job Satisfaction when WFH

The results of the goodness of fit for the structural model of employees' job satisfaction when work from home indicates that CMIN/DF value is 4.371, which is less than five and RMSEA value (0.121) is less than one and other goodness of fit indices which is incremental fit indices, and parsimony fit indices are close to one. Therefore, it can be considered that the structural model of employees' job satisfaction when work from home is valid for further analysis.

Table 4: Results of the Regression Weights of Employees' Job Satisfaction when WFH

| Variable | Path Coefficients | Standardized Path Coefficients | P-value |
|-------------------------|-------------------|--------------------------------|---------|
| Working Conditions | 0.210 | 0.220 | 0.000 |
| Company Policy | 0.209 | 0.226 | 0.000 |
| Supervisor Relationship | -0.118 | -0.115 | 0.046 |
| Co-worker Relationship | -0.217 | -0.214 | 0.000 |
| Achievement | 0.509 | 0.496 | 0.000 |
| Personal Growth | -0.012 | -0.012 | 0.826 |
| Recognition | 0.198 | 0.185 | 0.000 |

Table 4 indicates that the working conditions have a significant positive relationship with employees' job satisfaction when working from home ($\beta = 0.220$, $P = 0.000$). It implies that working conditions positively affects employees' job satisfaction when they work from home. Also, the above table indicates that company policy has a significant positive relationship with employees' job satisfaction when working from home ($\beta = 0.226$, $P = 0.000$). Therefore, it can be concluded that company policy positively affects employees' job satisfaction when they work from home. Supervisor relationship has a significant negative relationship with employees' job satisfaction when work from home ($\beta = -0.115$, $P = 0.046$). It indicates that the supervisor relationship negatively affects employees' job satisfaction when working from home. Co-worker relationship has a significant negative relationship with employees' job satisfaction when work from home ($\beta = -0.214$, $P = 0.000$). It emphasizes that a co-worker relationship negatively affects employees' job satisfaction when working from home. It further implies that Achievement has a significant positive relationship with employees' job satisfaction when work from home ($\beta = 0.496$, $P = 0.000$). Moreover, it indicates that the effect of recognition on employees' job satisfaction when work from home is also significant ($\beta = 0.185$, $P = 0.000$). Personal growth has no significant impact on employees' job satisfaction when they work from home. Therefore, it can be concluded with 95% confidence that there is an impact of working conditions, company policy, supervisor relationship, co-worker relationship, Achievement, recognition on employees' job satisfaction when working from home.

5. Conclusions

Gender has a significant impact on employees' job satisfaction when WFH while other demographic factors, age, residential district, educational level, and marital status, have no significant impact on employees' job satisfaction when WFH. Thus, gender is a determinant of employees' job satisfaction when working from home.

According to Structural Equation Modeling, hygiene factors; working conditions, company policy, and rules positively impact employees' job satisfaction when WFH while supervisor relationship and co-worker relationship negatively affect employees' job satisfaction when WFH. Motivator factors; Achievement and recognition positively impact employees' job satisfaction when WFH. Personal growth has no significant impact on employees' job satisfaction when they work from home. Thus, working conditions, company policy and rules, supervisor relationship and co-worker relationship, Achievement and recognition are determinants of employees' job satisfaction when working from home.

Since WFH is a new scenario for Sri Lankans, there is a role for employees, companies, government, and responsible service providers to maintain it effectively and efficiently. The employees have to complete at least the office's working hours while working from home to provide a responsible and efficient service to their company. The company has to play a significant role to continue WFH. The company should be created transparent and fair company rules and policies for their employees when they WFH. Also, if there is any shortcoming of the physical working environment while employees WFH, they should pay a little attention to provide those facilities. When employees WFH for a long time, it will be bored for them. It will reduce their productivity and efficiency. Also, less human interaction might affect their mental health. Thus, the company

should allow them to come to the office and work at least four or five days per month as well as it can be organised some friendly meeting virtually and physically to maintain the employees' interaction. Power failures might affect employees when WFH. In those type of situations, the company should allow employees to work in the office. Creating an office environment at home is not an easy task. But the employee and the company should work together to create an office environment at home as much as possible. Most importantly, the responsible service provider should give their service effectively. Especially internet service providers. When employees WFH, the internet is essential for their work. Network connectivity, speed affect employees when WFH. Therefore, responsible service providers should fulfil their duty correctly to continue WFH. Colombo is a very congested city in Sri Lanka. So it gets polluted with vehicle smokes every day and we can see big traffic jams during office hours. It will be very beneficial to the country and humans if the government can take a step to continue work from home officially for suitable organisations and employees in the future.

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