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Impact of Work from Home on Employee Satisfaction during COVID-19: An Empirical Study on Bangladesh

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Abstract

Working from home has become a young practice in recent times to restrict social warmth during the COVID-19 pandemic epoch. However, this study aims to assess the impact of working from home on employee satisfaction within the organisations of Bangladesh. Additionally, the purpose is to address the variable's effects (flexibility, perceived autonomy & work-family balance, etc.) on the relationship between work from home and job satisfaction. As a result, this study focuses light on current insight into employees' attitudes toward work from home along with its outcomes. A total of 68 employees participated in the study, which was based on an online survey, and findings are mainly attained through primary data. The study shows a positive connection between WFH and the satisfaction of employees. It will be beneficial for the HR department of the organisations, policymakers, and academicians to take the decision regarding a new type of work plan.

Key Words: Work from Home (WFH), Employee's satisfaction, Flexibility, Autonomy, Data security and Work-life balance.

Introduction

Work from home has become the mainstream of work practice and driving the digital transformation of the workforce by evaluating new work environments. While understanding the importance of digital transformation and giving concern to this new propensity, many organisations have taken initiatives to change the status quo, cause potential disruption, and adopt inevitable transformation (Das, Tang and Ringland; Savić). Though Internet access is an influencing mediator to accept or avoid WFH, one of every five jobs can be performed from home globally. Still, the ratio may appear the lower result of the resilience of developing countries, lagging regions, and poor workers (Sanchez, Parra and Ozden). However, many organisations are using virtual offices as a tool to gear the benefits of connectivity, effective information sharing among stakeholders to get the job done and to promote organisational performance for several decades (Zhang).

Concerning the COVID-19 phrase early in 2020, the way of living and working has changed worldwide. Also, organisations of several industries have begun to inflict a new way of working to accommodate these shifts effectively using a work-from-home policy (Irawanto, Novianti and Roz).

Although more than half of the workforce has little or no opportunity for remote work, Quarantines, lockdowns, and self-imposed isolation have pushed tens of millions around the world to work from home, accelerating a workplace trial that hardly had before COVID-19 lesion (Lund, Madgavkar and Manyika). An attempt was made to proliferate and exhibit the relationship between work from home and employee satisfaction in Bangladesh through this study. By identifying relationships, several thoughts have been explored by simple analysis and several linear analyses.

Literature Review

Works from Home

‘Work’ meets ‘home’ when an employee employs for the regular period with full salary and performs work from above. Still, this new form of job neither provides unlimited freedom nor an opportunity to reshape their task beyond the organisational control (Tietze and Musson). Also, Work from home or flexible work location has been versed as telecommuting. That is an alternative way of working in a flexible workplace outside the main office using electronic media. Also, it works as a psychological mediator of autonomy, work-life balance as well as improving relationship quality (Gajendra and Harrison). However, Homework is defined by (ILO), Home Work Convention (No. 177) and Recommendation (No. 184), as-

“work carried out by a person ... (i) in his or her home or other premises of his or her choice, other than the workplace of the employer; (ii) for remuneration; (iii) which results in a product or service as specified by the employer, irrespective of who provides the equipment, materials or other inputs used” (Convention No. 177, Art. 1). This definition does not extend to persons who have “the degree of autonomy and of economic independence necessary to be considered independent workers under national laws, regulations or court decisions”. Furthermore, those who only occasionally perform their work as employees at home, rather than at their usual workplaces, are not homeworkers within the meaning of the Convention” (Marcadent, p-08)

In addition, WFH provides a unique insight into work that recast the current structure of working

hours, possibly allowing for more flexibility. It can be a transitory element responding to the exceptional phenomenon, or whether it could be a permanent arrangement of any organisation (Vyas and Butakhieo).

Employee Satisfaction and Related Theory

The satisfaction of employees frequently depends on their supervision, co-workers and the nature of work where successful communication influences the commitment and participation of employees in the work process and the employees’ autonomy. Also, they are Indifferent concerning payment, rewards, benefits, working conditions and communication (Sila and Sirok). However, the two-factor theory (also known as Motivator Hygiene Theory) explains satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors - motivation and hygiene factors, respectively. An employee’s motivation to work is continually related to the job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organisational goals. ‘Motivating’ factors are those aspects of the job that make people want to perform and provide people with satisfaction, for example, pay and benefits, achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. On the other hand, in the absence of ‘Hygiene’ factors (such as pay, company policies, and structure, job security, supervisory practices, working conditions. interaction with colleagues, and quality of management), employees will be dissatisfied with their jobs (Herzberg, Mausner and Snyderman),. According to the Two-Factor Theory (Herzberg, Mausner and Snyderman), there are four possible combinations-

High Hygiene + High Motivation: The ideal situation where employees are highly motivated and have few complaints.

High Hygiene + Low Motivation: Employees have few complaints but are not highly motivated. The job is viewed as a paycheck.

Low Hygiene + High Motivation: Employees are motivated but have a lot of complaints. The job is exciting and challenging, but salaries and work conditions are not up to par.

Low Hygiene + Low Motivation: This is the worst situation where employees are not motivated and have many complaints.

Work from Home is one of the motivation factors attempts to bring employee satisfaction.

Work from Home Practice in Bangladesh

Working from home isn't a young practice globally, but the scenario is different in Bangladesh, where most offices require employees to be physically present during working hours (Rahman). On 11 March 2020, WHO declared the COVID-19 outbreak a pandemic for the world and guided to have a practical workplace policy that is supportive and protective for employees. Implementing social distancing measures would be the reform of the organisation's culture and the local context of the society due to the situation evolves (WONG, HO and WONG). Also, On March 8, 2020, the first COVID-19 cases were detected in Bangladesh. Since then, the government has taken various steps in isolation such as, of infected and suspected patients, local or regional lockdown, closure of all government and private offices, and enforce social distancing, etc. (Islam, Talukder and Siddiqui). However, the economic condition of Bangladesh has affected much during the COVID-19 pandemic and the government of Bangladesh has ascribed 'new normal' rules for organisations to reduce the impact of coronavirus (Hamid, Wahab and Hosna). In addition, the pandemic situation forced to have remote working and come to light the sense that WFH arrangement is a viable module for many corporate jobs and also can be veritable even after the pandemic is over. To pull in the city's traffic movements and reduce cost WFH can be a better option (Rahman). Hence, the telecommunication industry of Bangladesh has significantly altered the ways of working for many workers, particularly those who perform desk jobs. Following the global trend, organisations shifted towards the work from home (WFH) model and the ceaseless breeze towards remote work is expected to drive demand for networking infrastructure and connectivity in the recent time (Chakraborti).

Moreover, along with the mobile operators Robi, Grameenphone, and Banglalink, the employees of Unilever of Bangladesh are asked to stay at

home and work online, maintaining the preventive measure against coronavirus infection (Star Online Report). Moreover, it was the government decision to initiate work from the policy for govt. And private institutions (Islam, Talukder and Siddiqui).

Works from Home and Employee Satisfaction

Traditionally people are used to working at home only for their supplement work. The reason behind this is not only some transcendental desire on their part to be with their families but also to achieve work-related objectives that are not fully attainable within the formal work environment. Autonomy, flexibility, and increased productivity are the major upshot of WFH (Venkatesh and Vitali). Irrespective of the type and size of the organisations, employee satisfaction, is the key to organisational performance and it can be attained in several ways, such as allowing workers to manage their hours, allowing them a sense of power, and ensuring that there is autonomy within the organisation are all important. Also, to keep balance in their professional and personal life telecommunicating opportunities must be included (Sultana, Abdulla and Mok). In addition, Work from home can be significant both for employees and employers when its arrangement is commonly agreed upon, clear, transparent, having mutually agreed on boundary settings and reciprocal respect (Karanikas, Nektarios and Cauchi). Despite having stress at work during the COVID-19 situation, WFH can be best suited to employees working in knowledge-based industries where fewer face-to-face interactions are required and a high level of interdependence (Ravi and Anulakshmi). A study by (Colour, Dalimunthe and Febrilia) confirms that uncontrolled stress can be checked by communication with family, communication at work, scheduling, safety, obey government regulations; hence, WFH can be a weapon to control stress.

It should be noted that inter-organizational trust is a momentous factor strengthening the satisfaction towards the organisation and keeping mental health sound. In that place, the remote working formula in the field is to build and keep trust by maintaining social distance relationships (Bulin'ska-Stangreck and Bagien'ska).

Further, stock value defines the progress for a human-capital intensive firm and employee satisfaction is a key theme to pave the way. During harsh period employees' remote working ability become a major factor to keep employee's views positive (Shan and Tang). Also, during the pandemic situation, the Indonesian's private as well as govt. Regulated firms implemented either full WFH or alternate office-based and WFH methods and found positive job satisfaction (Dwidienawati, Tjahjana and Pradipto). A study by (Susilo) added that WFH brings greater enjoyment, satisfaction, and motivation, thus enhancing job performance. WFH and employee productivity depend on gender and the type of works is performed. Although the effectiveness of WFH is enhanced by family well-being, environmental and resource constraints impede it and female workers prefer to have WFH media rather than male workers. However, workers from high administration and the self-employed levels exhibited a lower preference for WFH than the front-line and middle-grade workers (Wong, Cheung and Chen). From the above discussion and observation, the basic hypothesis can be developed. So, the hypothesis is-

H₁: There is a positive relationship between work from home (WFH) & employee satisfaction.

Not only in business organisations but also in several service organisations, WFH is an effective measure, including educational institutions and others (Purwanto, Asbari and Fahlevi). To determine the effect of work-from-home on job performance, some mediators should do identified (Susilo). However, instead of having a special desk and chair as their workplace, WFH activities are more flexible in completing work with a conducive ambience (Purwanto, Asbari and Fahlevi). Further, being with family is very often precious for busy workers. WFH provides the opportunity to keep warm with family while working in a customised work environment adjustable to their taste and way of living (Susilo). Also, extreme work demands once and again force some people to lose the balance between work and personal life, but WFH policy allows dividing a person's role easily. Hence, people have more free time to gather with family at work (Purwanto, Asbari and Fahlevi). Therefore, WFH can have a positive impact on standard work-life

balance, maintaining a happy personal state if it is done properly and vice-versa (Putri and Amran). If employees have a balanced work-life and happiness, employee performance often increases and WFH has a significant effect on employee performance. Work rules, work communication, services, facilities, and assessments of tasks are the criteria to measure the effective and efficient use of WFH that are organisation's goal-oriented (Mardianah, Hidayat and Hamidah). Despite needing to safeguard employees' performance on teleworking days, enable employees to better fulfil their home roles while working from home. There is an impression that the work interruptions to address home demands during the day hinder them from performing optimally (Delanoetje, Verbruggen and Germeys). Under this discussion, some sub hypotheses can be developed. Hence, these are-

- h₁: There is a positive relationship between work from home & flexibility in time/schedule.
- h₂: There is a positive relationship between work from home & work-life balance.
- h₃: There is a positive relationship between work from home & lower stress.
- h₄: There is a positive relationship between work from home & autonomy in personal life and workplace.

Although goal-focused telecommuting arrangements can be beneficial, excessive surveillance builds mistrust and increases stress on the telecommuter, and can be enormously counterproductive, encouraging control resistance. Also, it may hinder the job performance by negatively affecting the telecommuter, including mistrust, 'being taken for granted, and low career progression prospects, with such effects, possibly influencing co-workers and team members adversely as well (Karanikas, Nektarios and Cauchi). Also, Increasing the level of stress leads to the work burden, thus decrease work productivity and vice versa (Purwanto, Asbari and Fahlevi). A study based on Indonesia's organisation where full-time and part-time WFH was practised found that WFH faces connection problems as well as distraction and lack of interaction and responsiveness that (Dwidienawati, Tjahjana and Pradipto). Further, while working in an office, the institution bears the cost of electricity

as well as keeps concern about the security of using the internet, but the WFH mode very often can't give assurance of indemnity (Purwanto, Asbari and Fahlevi). Although highly educated, high-income and white individuals were much more likely to shift to remote work and to maintain employment during the outbreak of the COVID-19 pandemic, it is restricting social warmth and that is the cause of employment losses as well as leads to severe disruptions to work and commuting habits (Bick, Blandin and Mertens). Also, mandatory remote working and the constant use of technology for employees give birth to different implications related to technostress. In that case, proper communication can be a remedy as it leads to having self-efficacy by empowering the personal resources (Zito, Ingusci and Cortese). From the above circumstances, the hypotheses can be developed.

- h_5 : There is a relationship between work from home & difficulty in monitoring performance.
- h_6 : There is a relationship between information security risk & work from home.
- h_7 : There is a relationship between work from home & communication problems.

The pandemic COVID-19 has induced a wide-ranging impact on higher stress levels, increased workloads, new workstreams, and more caregiving responsibilities during the lockdown. The existing literature shows the impact of WFH in several country's perspectives and also using distinct variables related to performance. Therefore, this study, it has been tried to assess the satisfaction between work from home and employees in Bangladesh.

Conceptual Framework

As per the objectives, the following framework expresses the relationship between work from home (Independent variable) and employee satisfaction (dependent variable). Under the independent variables, some variables are flexibility, work-life balance, and lower stress, difficulty in monitoring performance, information security risk, communication problems, and autonomy.

communication problems, and autonomy.

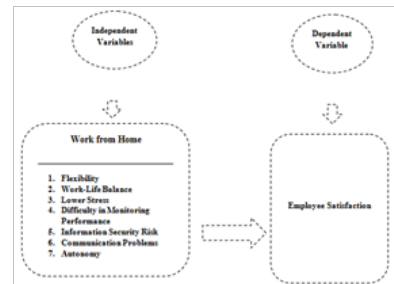


Figure 1: Conceptual framework of the study

Methodology

This causal type of research shows the relationship between work-from-home and employee's satisfaction. Also, a mixed approach has been used in this research. The study design can be named a cross-sectional study because the number of contacts with the respondents has occurred at one time. The data needed for conducting the report has been collected from primary sources and secondary sources. Primary Sources consist of surveying through a Questionnaire. Secondary Sources consist of Journal articles, Websites, Different books, papers, reports etc., related to the topic.

Questionnaire Design

To collect primary data, the survey instrument questionnaire was used—a structured questionnaire containing both open and close-ended questions. With the respondent profile in the first sections, the questionnaire will contain two other sections. The second section covers the impact of work from home (WFH) on employee satisfaction. And finally, the third section covers recommendations or suggestions regarding this issue. The Respondent will be required to respond with the five-point like scale (5= Highly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= highly Disagree) to provide their opinion. Also, a pledge to keep the respondent's profile concealed will be added to the edge.

Table 1: Dependent and Independent variables Variables Covered

Dependent Variable	Independent Variables	Variable Items	No. of items	References
Employee Satisfaction	Flexibility			(Wong, Cheung and Chen), (Vyas and Butakhieo), (Deole, Deter and Huang), (Choudhury, Foroughi and Larson), (Travis)
	Work-Life Balance	Managing Children	2	(Sultana, Abdulla and Mok), (Susilo), (Putri and Amran), (Irawanto, Novianti and Roz, Work from Home: Measuring Satisfaction between Work–Life Balance and Work Stress during the COVID-19 Pandemic in Indonesia), (Khotimah, Sumardi and Yusuf)
		Reducing Work-Family Conflict		
	Lower Stress			(Purwanto, Asbari and Fahlevi), (Zito, Ingusci and Cortese), (Gleason), (Wolor, Dalimunthe and Febrilia), (Song and Gao), (Putro and Riyanto)
	Difficulty in Monitoring Performance			(Lund, Madgavkar and Manyika), (Dey, Frazis and Loewenstein)
	Information Security Risk			(Purwanto, Asbari and Fahlevi), (Narayanamurthy and Tortorella), (Badhwar)
	Communication Problems			(Mardianah, Hidayat and Hamidah), (Dwidienawati, Tjahjana and Pradipto), (Bick, Blandin and Mertens), (Haridas, R and Subha)
	Autonomy	Autonomy in Personal life	2	(Venkatesh and Vitalari), (Delanoetje, Verbruggen and Germeys), (Porter and Hooff)
Control over the Work Environment				

Population and Sampling

Here, Population size is the number of official’s staff who performed their job at home during the COVID-19 Period. So, the number of populations is unknown here. The sample size for the unknown population has been derived by the following formula-

$$\text{Sample Size (n)} = \frac{z^2 \cdot p(1-p)}{e^2} = 41$$

Figure 2: Sample Size Determination Formula
Source: (Cochran)

Here, the margin of error (e) = 0.10, p = .50 & critical value of the normal distribution at the 90% confidence level, Z= 1.65 has been estimated.

According to the formula, the result is 41 (Sample size 41). This means 41 surveys are needed to have a confidence level of 90% that the real value is within +/- 10% of the measured/surveyed value. For sampling, a convenient random sampling method

has been used. However, a larger sample lead to more accurate estimates of statistical parameters (Armstrong). So, 75 questionnaires were distributed and 68 has been received; hence, the sample size is 68. The following table shows the sampling distribution.

Table 2 Sampling Distribution

Name of the industry	Number
Telecommunication	21
Group of Industries (Head Office)	18
Banking and financial Institution	17
Educational industry	9
Supply chain & Freight Forwarding	3
Total	68

Data Analysis Tool

For analysing data, descriptive statistics (Mean, Standard Deviation & Percentage), Reliability Analysis, Pearson Correlation, Simple & Multiple Linear Regression have been used. Simple Regression has been used for testing basic hypotheses and Multiple Linear Regression has been used for identifying the significance of sub hypothesis. For analysing the data, SPSS version 25 has been used. Multiple Linear Equation:

$$Y = A + B (X_1 + \dots + X_7)$$

Here,

- Y (Dependent Variable) = Employee Satisfaction
- A = Fixed Cost; B = Slope
- X₁ (Independent Variable) = Flexibility,
- X₂ (ID) = Work-Life Balance,
- X₃ (ID) = Lower Stress,
- X₄ (ID) = Difficulty in Monitoring Performance,
- X₅ (ID) = Information Security Risk,
- X₆ (ID) = Communication Problems,
- X₇ (ID) = Autonomy.

For qualitative analysis, the historical method has been used for creating a literature review. It describes past events to understand present patterns and anticipate future choices. In this study, Content analysis has also been used.

**Analysis of the Study
Sample Characteristics**

This section expresses the demographic characteristics of the participants.

Among the respondents, 72% is male and 28% is female and 44% are between the ages of 25-40. 35% is between the ages of 41-50 and 21% of the

respondents are between the ages of 51-60, shown in the above figure.

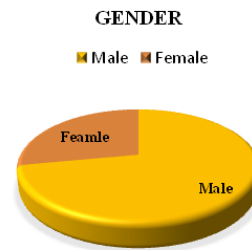


Figure 3: Shows the gender of the respondents

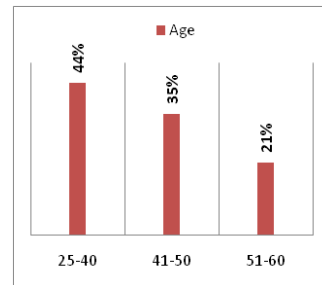


Figure 4: Shows the ages of respondents

Descriptive Statistics & Reliability Analysis

The score of mean, standard deviation and Cronbach’s Alpha is summarised in the following Table 5.1. The table also shows the number of items used for assuring each dimension (the mean, standard deviation, & Alpha score) that helps to analyse the perception of respondents about study variables.

Results of descriptive analysis (Table 5.1) instituted moderate to high mean scores for all variables used in this study, varying between 3.33 and 4.31.

Table 3: Shows the summary of Descriptive & Reliability Statistics

Variables	Mean	Standard Deviation (SD)	Alpha	No. of items
Work from home	4.3109	.526	0.872	9
Flexibility	4.1364	.765		
Work life balance	4.0000	.570	0.765	2
Lower Stress	3.7955	.764		
Difficulty in Monitoring Performance	4.0909	.190		
Information Security Risk	3.8409	.745		
Communication Problems	3.3318	.661		
Autonomy	4.1564	.521	0.814	2
Employee satisfaction	4.0182	.195	0.921	10

Among 68 respondents, almost 78% indicate a positive relationship between work from home & flexibility in time/schedule. The mean is 4.13 & SD is .765 (table 5.1). Mean is the average of all the data points. According to the Likert scale interval range, it means that the majority of respondents agree. For identifying the relationship between work from home & work-life balance, respondents have been asked about the two items. Those are managing children (M=4.05) & reducing work-family conflict (M=4.34). And 73% say positive relationship among work from home, managing children & reducing work-family conflict. These two items are moderately reliable (Alpha=.765) that is identified by the Alpha scores. The mean work-life balance is 4.00 & the standard deviation is .57060 (table 5.1). It indicates work from home helps to managing children & reducing work-family conflict that create employee's work-life balance. The impact of work from home for creating lower stress is moderate (Table 5.1: M=3.79 & SD=.764). There is a difficulty in monitoring performance at work

from home (M=4.09 & SD=0.19). The relationship between work from home, information security risk & communication problems is moderate because the mean scores are 3.84 & 3.33. In the context of autonomy, respondents are asked about autonomy in personal life & the workplace. And these two items produce the greatest alpha coefficient is 0.814. All these variables are the items of work from home & the mean (4.31) indicates that these variables positively affect WFH. And the greatest value of alpha =0.87 (Table 5.1). For identifying the satisfaction level, ten items are used, which produce the greatest alpha coefficient (0.921). That indicates there is a significant consistency & reliability among those items. The respondents' ratings of their overall satisfaction were moderately high (M = 4.018, SD = .19).

Pearson Correlation

Pearson correlation is experimented with to explore the standard relationship among the study variables.

Table 4: Shows the correlation among variables

Items	WFH	F	WLB	LS	DM	ISR	CP	A	ES
Work from Home	1								
Flexibility (F)	.292	1							
Work life balance (WLB)	.279	.650	1						
Lower Stress (LS)	.242	.190	.053	1					
Difficulty in Monitoring Performance (DM)	.875**	.185	-.166	.027	1				
Information Security Risk (ISR)	.334*	-.002	-.055	-.146	.036	1			
Communication Problems (CP)	-.150	-.027	.092	-.074	-.416**	.072	1		
Autonomy (A)	.341*	-.048	.020	.188	.055	.476**	.163	1	
Employee Satisfaction	.086	.172	.344*	.083	-.087	-.100	-.044	.310	1

*Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

As exhibited in Table 5.2, the result of correlation reveals that there is both positive & negative relationship among variables. The relationship among work from home, flexibility & work-life balance had a moderately positive, significant relationship ($r = (0.292, 0.279, 0.242)$) such that WFH gives enough flexibility in time, helps create work-life balance & lower stress. Flexibility is considerably correlated with work-life balance (0.650, $p < 0.01$), lower

stress (0.190), difficulty in monitoring performance (0.185, $p < 0.01$) & negatively correlated with information security risk (-.002), communication problems (-.027) & autonomy (-.048). WLB is significantly correlated with employee satisfaction ($r = 0.344$, $p < 0.05$). Lower stress has a moderately positive correlation with employee satisfaction (0.083). Difficulty in monitoring performance and communication problems has a negative relationship

(-.416, $p < 0.01$). Both are negatively correlated with employee satisfaction (-.087, -.044). Work from home is highly correlated (0.875, $p < 0.01$) with difficulty in monitoring performance. And difficulty in monitoring performance negatively correlated with satisfaction ($r = -.087$). Such that work from home creates difficulty in monitoring performance. Communication problems and work from home are negatively correlated ($r = -.150$). That indicates WFH does not create communication problems. WFH and information security risk significantly correlated with each other (0.334, $p < 0.05$). Information security risk highly correlated with autonomy (0.476, $p < 0.01$) & negatively correlated with employee satisfaction (-.100). Such that works from home create an information security risks. Work from home positively correlated with autonomy (0.341, $p < 0.05$), and autonomy also significantly correlated with employee satisfaction (0.310, $p < 0.01$). From the above Table 5.2, work from home and employee satisfaction had a moderately positive, significant

relationship, $r = 0.086$. That indicates WFH creates employee satisfaction.

Test of Hypotheses

Although correlations statement (Table 5.2) evidenced a significant relationship between work from home (WFH) and employee satisfaction, simple and multiple regressions were also tested to better understand the significance of this relationship determining work from home (WFH) as independent and employee satisfaction as a dependent variable. Outcomes of simple and multiple regressions have been presented in Table 5.3 and table 5.4 respectively. As shown in Table 5.3, the result of simple regression expresses that work from home is significantly related to the employees' satisfaction ($\beta = 0.386$, $\text{sig} = 0.000$, $p < 0.01$). So, the basic hypothesis (H1) is accepted that denotes there is a positive relationship between work from home and employee satisfaction. The impact of this relationship is moderately high as the value of $R^2 = .043$, which indicates 43% of the variance employee's satisfaction.

Table 5: Result of Simple Regression Analysis

Hypothesis	Independent Variable	Dependent Variable	R2	Beta (β)	Sig.	Result
H ₁	Work from home	Employee satisfaction	0.43	0.386	0.000	Accepted

Table 6: Result of Multiple Regression Analysis

Hypothesis	Independent Variable	Dependent Variable	R2	Beta (β)	Sig.	Results
H ₁	Flexibility in time/schedule	Employee satisfaction	0.50	0.367	0.027	Significant
H ₂	Work-life balance			0.452	0.041	Significant
H ₃	Lower stress			0.372	0.040	Significant
H ₄	Autonomy			0.467	0.000	Significant
H ₅	Monitoring performance			0.572	0.007	Significant
H ₆	Information security risk			0.123	0.025	Significant
H ₇	Communication problem			0.582	0.635	Not accepted

Through the analysis of multiple regressions, Table 5.4 illustrates the impact of seven constructs of work from home (WFH) on employee satisfaction. Results indicate that factors of WFH namely flexibility in time/schedule ($\beta = 0.367$, $\text{Sig} = 0.027$), work-life balance ($\beta = 0.452$, $\text{Sig} = 0.041$, $p < 0.05$), lower stress ($\beta = 0.372$, $\text{Sig} = 0.040$), autonomy ($\beta = 0.467$, $\text{Sig} = 0.000$, $p < 0.01$), monitoring performance ($\beta = 0.572$, $\text{Sig} = 0.007$, $p < 0.01$), information security risk ($\beta = 0.123$, $\text{Sig} = 0.025$, $p < 0.05$) have significant

impact on employee satisfaction. So, WFH increases flexibility, work-life balance, lower stress & autonomy that indicate employee satisfaction. And there is a difficulty in monitoring performance & increases information security risk at the time of work from home. On the other hand, communication problem ($\beta = 0.582$, $\text{Sig} = 0.635$, $p < 0.01$) has no significant impact on employee satisfaction.

Discussion

During the pandemic phase, WFH is considered

the most effective work order due to minimize the risk of Coronavirus transmission as well as can also be a tool to run the business operation in normal time. (Purwanto, Asbari and Fahlevi). However, the purpose of the current study was to find a relationship between work from home and employee satisfaction among professionals. Specifically, the aim was to address the changing outcomes (flexibility, perceived independence & balance of family work, etc.) in the relationship between work from home and work satisfaction. As a result, this study focuses on the current enlightenment of homeworkers' work conditions and their consequences. The study presented a variety of findings based on current home-based employees.

In line with previous research, the results of the analysis provide support for a positive, direct relationship between home-based work and employee satisfaction. It is evident from this study that in general, satisfaction levels are very high for domestic workers as they feel they are able to empower themselves with their responsibility to complete the tasks and get the job done. Many respondents commented on how homework allows them to be more motivated to complete work tasks so that they can spend more time with their families, which they would not be able to do if they worked full-time in line with (Sultana, Abdulla and Mok; Venkatesh and Vitalari) findings. This study helped define levels of employee satisfaction that home-based workers are more motivated to complete their day-to-day activities so that they have the flexibility and freedom they need to do non-work-related activities. By staying active and focused domestic workers were able to find a good working life balance as they were able to design their working day around their family obligations and commitments in line with the findings of (Ravi and Anulakshmi; Susilo). These results support the sub hypothesis from h1 to h3. Hypothesis 4 stated that an employee's view of self-employment will enhance the relationship between work from home and work satisfaction, just as work from home will lead to higher self-esteem, which will be associated with higher job satisfaction. In line with previous research, the results of this study showed that visual independence completely affects the relationship between homework and work

satisfaction (Bulin'ska-Stangreck and Bagien'ska).

However, one of the findings of the study is that there are certain limitations of working at home, which makes it difficult to recognize work risk and information security. Performance monitoring has been described as an important factor that can have a negative impact on satisfaction. In addition, sometimes the response is not guaranteed by the difficulty of monitoring performance that supports the h5 & h6 statements. Communication problem ($\beta = 0.582$, Sig = 0.635, $p < 0.01$) has no significant effect on employee satisfaction. Overall, it is clear from this study that there is a high level of self-esteem surrounding the home-wide practice, which was reflected in previous and more articles on the results of this study.

Conclusion, Recommendation

Conclusion

Working from home is a growing trend in the current workplace. In this scourge (Covid-19) domestic work is a new concept in Bangladesh. Many organizations (private and public) incorporate this into their work. Many have reported increased activity and satisfaction. Employees enjoy savings from expensive travel, no spending on lunch, and no need to dress for work. People love the freedom available to take care of household chores during the day while they work, as well as the freedom to be close to family and children instead of a workplace. The main purpose of this study was to investigate how homework (WFH) affects employee satisfaction levels. The findings suggest that participation in work from home increases levels of job satisfaction for employees. Specifically, as WFH intensity increases, job satisfaction also increases. The results suggest that homework workers have greater sense of flexibility and independence, leading to greater satisfaction with their jobs. Also, the results mean that home-based workers have fewer distractions from work and family time, leading to more satisfaction with their jobs. Domestic workers have a lot of control over their workplaces and personal health. WFH reduces the frequent conflicts that occur between work and family life, and also helps manage children that build a work-life balance. Finally, the results suggest that employees, working

from homework, do so more often, leading to greater satisfaction in their jobs.

Recommendation

This section aims to highlight the various recommendations made by participants (that they are currently working from home). As a suggestion, the organization can review these facilities to ensure that employees have the right facilities to help them work from home with a strong ITS infrastructure. Organizations should look to introduce a mentoring program where current home-based employees can share their knowledge of how to manage their time and responsibilities effectively. In addition, online collaboration should be introduced to reduce feelings of isolation. Employees also demanded that they build consistency in working hours. In the case of security, the organization must formulate a policy to ensure the legal security and confidentiality of customers. Ultimately, it will be useful for the HR department of organizations, policy makers, and academics to decide on a new type of work.

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