IJAAR PUBLISHING®

Open Access Journal of Management Sciences Research | Maiden Edition
Vol. 1, Issue 1 (June, 2023) | www.ijaar.org

Remote Work and Workers Satisfaction of Deposit Money Banks in Rivers State

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Abstract

This study inquired into the relationship between remote work and workers satisfaction of deposit money banks in Rivers State. The survey design was used and a population of 187 employees of deposit money banks in Rivers state were covered and a sample of 127 was drawn from the population. The simple random sampling technique was used and data were collected using copies of questionnaire. The data were analysed using the Spearman Rank Order Correlation so as to ascertain the link between the dimensions of remote work (work from home and work flexibility) with the measures of workers satisfaction (affective satisfaction and cognitive satisfaction). The outcome revealed that a significant relationship exists between the dimensions of remote work with the measures of workers satisfaction. It was concluded that remote work in this contemporary time, is a vital tool that can go a long way in enhancing the workers satisfaction and also boost the firms' fortune. It is recommended that organizations should sometimes allow their employees to work from home as such will give them a sense of autonomy which will thus enhance their satisfaction in the workplace.

Key Words: Remote Work, Workers Satisfaction, Work from Home, Work Flexibility, Affective Satisfaction, Cognitive Satisfaction.

Published *24/06/2023*
Nwokolo, L.U. and Onuoha, B.C (2023). Remote Work and Workers Satisfaction of Deposit Money Banks in Rivers State. *Open Access Journal of Management Sciences Research*, 1(1), 18-34.

1.0 Introduction

Employees are the key assert of all organization and no organization can operate maximally without the help of the employees. It is thus essential that organizations ensure that their employees get optimal motivation in order to enhance their level of satisfaction as such will help enhance their positive work behaviour. One important aspect in the organization that makes an employee to get more attached to the organization is job satisfaction, which reveals how pleased they are with their work (Smith *et al*., 2018). A good organization tries to keep its employees satisfied. Satisfied employees in organization are very loyal to their organization and obey its policies, do not work because of any coercion, but because they dream of bringing their organization to a better level. Employee satisfaction leads to a positive atmosphere in the workplace (Arifin et al., 2019). Research has shown that satisfaction of employees heavily influences labour productivity, and in turn, a company's performance and overall profits (Eberegbe & Giovanis, 2020).

Job satisfaction is closely influenced by many factors like; salary, motivation, leadership, communication, organisational commitment and working environment (Raziq & Maulabakhsh, 2015). The term "job satisfaction" has been loosely defined. It has been referred to as the level of contentment an individual is with their job (Smith *et al*., 2018). It has been defined as an affective relationship to one's job that is a function of situational factors (Smith et al., 2018).Individuals who exhibit high level of satisfaction towards their jobs contribute more towards improving productivity and they have more involvement and don't have the intention to quit from their job. Work performance is influenced by the job satisfaction of employees and most important determinants of this satisfaction include physical working conditions, social relationships, possibility of open and direct communication (Sellar & Peiris, 2021).

Eberegbe and Giovanis (2020) opined that employee satisfaction has been characterised as an element of the apparent connection between what someone needs in a particular firm and what he actually gets. It is worthy to note that the satisfaction of employees results in loyalty, productivity and customer satisfaction. Furthermore, increase in satisfaction of employee, creates a chain of positive behaviour which result in an enhanced performance and employees who are satisfied are likely to work harder and render better service to their firm. Considering the global business environment and also coupled with the outbreak of the corona virus disease pandemic, the issue of remote work is gaining more ground in the business world. This is so because of the need to maintain social distance and also to attain the goal of work-life balance among the employees in the organization. While remote work has been around for decades, the dramatic shift of optimizing for a fully remote workforce that has been accustomed to a traditional brick-and-mortar headquarters is uncharted territory for many.

Over the past decade, evidence has shown that remote work increases overall job satisfaction. This finding may compel more organizations and employees to embrace the approach even after the pandemic ends. Remote work can be defined as working at home or in another place outside of the employer's premises through new information and communication technologies (ILO, 2021). Oftentimes, remote work results in employees feeling more content with their organizational position, as well as increasing overall employee productivity (Devandra & Kulkarni, 2019). Working remotely allows for flexible work schedules, resulting in increased employee independence in planning their day to include both personal and professional tasks. Remote employees are able to save large amounts of time and money that would otherwise be spent commuting. Additionally, evidence suggests that employees suffering from identity issues also benefit from working remotely (Devandra et al., 2019;

Okasenen, 2015). Beyond these benefits, remote work promotes the possibility of a more personalized employee experience.

The link between office environment and job satisfaction has been studied over the years, with recent scholarship pointing to the differing needs of individual employees and their work environments. Allowing an employee to design and develop their own work space at home empowers them to create an environment where they will be most productive and happiest (Lazarova, 2020). Remote work was very rare in earlier days. Employers felt that remote employees would be distracted more at home. One major concern for employers was a loss of productivity. Remote work is the work that doesn't take place in a traditional manner (Sheela, 2020). It can be done where there is access to high speed internet. In the beginning, the main drivers for remote working were to decrease traffic and pollution, offer more flexibility and enable better role management to their employees (Narayanan et al., 2017). There were additional reasons why remote working would be of an interest for firms, mainly because they could reduce the cost of real estate (Gajendran & Harrison, 2007). Ultimately, it is seen as an equivalence for higher productivity at any level and an increase in job satisfaction for the employees as they have a better work-life balance. According to Bloom et al., (2015) employees highlighted a couple of benefits when working remotely, such as work-life balance, increased productivity and autonomy as well as experiencing less stress.

Researches in the past have examined the concept of remote work and employee satisfaction especially for high skilled workers – some were indecisive (Monteiro et al., 2019), some positive (Bloom et al., 2015; Guimaraes and Dallow 1999) and some negative (Cooper and Kurland, 2002). A positive correlation was found between job satisfaction in remote workers who scored high in openness, agreeableness, conscientiousness, and extraversion (Smith et al., 2018). Although there are known disadvantages to remote working, they are outweighed by the advantages when job satisfaction is concerned (Smith et al., 2018).From extant literature there is no clear evidence of how remote control relates with employee satisfaction within the Nigeria work environment. This study is thus aimed at bridging this lacuna by examining the relationship between remote work and workers satisfaction of deposit money banks in Rivers State.

Objectives of the Study

The specific objectives are to;

1. Examine the relationship between work from home and affective satisfaction of deposit money banks in Rivers State.
2. Investigate the relationship between work from home and cognitive satisfaction of deposit money banks in Rivers State.
3. Assess the relationship between flexible work and affective satisfaction of deposit money banks in Rivers State.
4. Determine the relationship between flexible work and cognitive satisfaction of deposit money banks in Rivers State.

Research Hypotheses

The null hypotheses are given thus;

HO1: There is no significant relationship between work from home and affective satisfaction of deposit money banks in Rivers State.

HO2: There is no significant relationship between work from home and cognitive satisfaction of deposit money banks in Rivers State.

HO3: There is no significant relationship between flexible work and affective satisfaction of deposit money banks in Rivers State.

HO4: There is no significant relationship between flexible work and cognitive satisfaction of deposit money banks in Rivers State.

2.0 Literature Review

Theoretical Framework

This study is based on the organizational adaptation theory. One theory tied to remote working is the organizational adaptation theory. The organizational adaptation theory opined that, businesses must change to keep up with changing market conditions or shifting environmental factors so as to remain successful and enhance the wellbeing of the employees. This theory is based on an organization's need to adapt to its environment in order to survive. Ideally, an organization can adapt or change before the perceived need for change becomes evident (Boin et al., 2015). This theory can be tied to remote working and the Millennial generation. According to the 2016 Millennial Survey by Deloitte, this generation is seeking a better work-life balance, which includes flexibility and the opportunity to work remotely (Jenkins, 2018). Organizations have had to adapt to this need in the workforce by allowing greater flexibility and remote work options for this influx of employees starting their careers. Organizational adaptation theory was also necessary as the COVID-19 pandemic began. Organizations were forced to adapt to the need to keep employees working while also following health and safety guidelines. An inability to do so resulted in organizational failure. This theory is relevant to this study because the ability of the organization to adapt to environmental requirement by encouraging remote work will help enhance the satisfaction of the employees.

Conceptual Framework

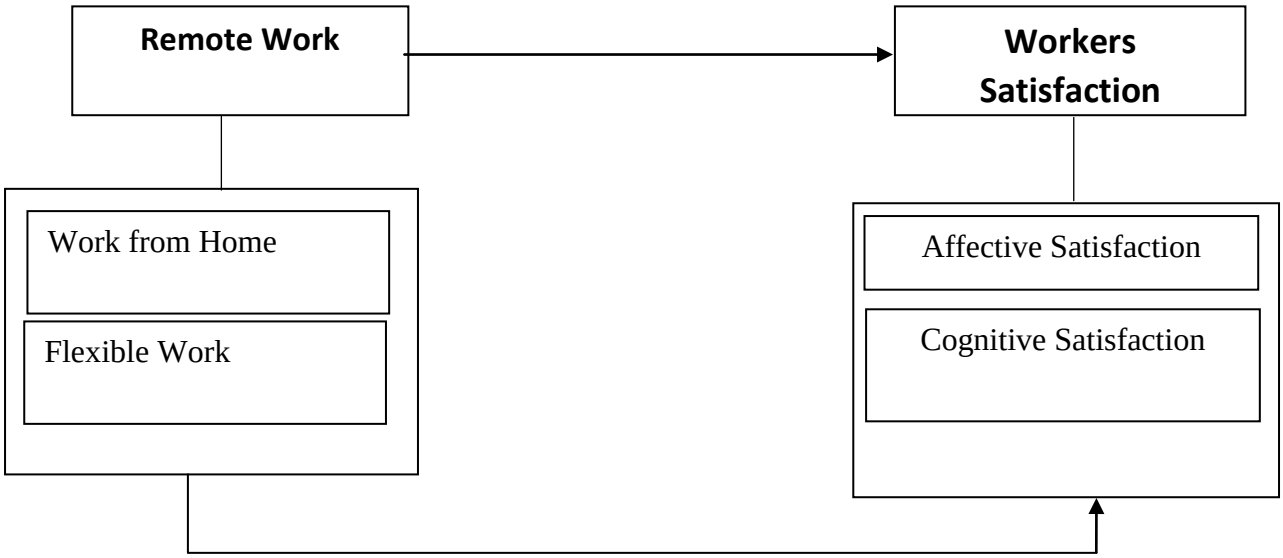


Figure 1: A conceptual framework showing the link between remote work and workers satisfaction.

Sources: The dimensions of remote work were adapted from Ingusci, Signore, Cortese, Molino, Pasca and Ciavolino (2022) while the measures of workers satisfaction were adapted from Zhang, et al., (2018)

Concept of Remote Work

Due to advancements in technology, openness towards remote work has increased significantly over the past few years. In 2019, 60% of organisations in Ireland were offering this option to their employees (CIPD, 2019). Under normal circumstances, remote work can have positive impacts on both employers, which are saving costs, and employees, who can improve their work-life balance (Wheatley, 2012). The concept of remote work has been analyzed through the lenses of both management and psychology over the past twenty years, providing rich insight for those studying management and the future of work. Remote work, also referred to as telecommuting, is a work methodology that permits employees to perform their organizational duties outside of a conventional brick and-mortar office (Devandra & Kulkarni, 2019). While remote work is not new, it has been considered siloed from the larger workforce.

Spreitzer, et al (2017) defined remote work as an alternative work arrangement that involves individual workers performing tasks away from their primary offices, using information and communication technologies (ICTs) to interact with others inside and outside their organization. According to Beart et al. (2020), many good results like higher efficiency and better work –life balance were seen from remote working during the Coronavirus Pandemic. Remote work can follow a full-time arrangement (i.e., employees work outside the office for five or more days a week) or a part-time arrangement (i.e., workers alternate days working at home with days at a central office location) (Melika, et al., 2022).

When not in traditional office, it becomes necessary to decide whether to "Work from home" or to work outside the home "Working remotely". There is a big difference between these two remote options. Remote employees can work from any place. They may work from home, co-working space, library or coffee shop or any place they like to work (Sheela, 2020). Remote working requires creating your own work environment. For those people who work from home will have the flexibility to work as they need not go to office physically. They will be able to take care of their family especially children and parents who are aged (Sheela, 2020).

Before the Coronavirus Pandemic, the scope of home office use was increasing steadily. Today, the affinity to home office is rapidly increasing because of the COVID-19 (Zöllner & Sulíková, 2021). Home office could be a great opportunity to revive the rural areas (Zöllner & Sulíková, 2021). However, not all line of work is suitable for remote work. Remote work changes the patterns of workgroups and affects the entire organization on many levels, ranging from a workplace's structured communications to those that are more informal. In turn, this changes the behavior of employees and their perceptions of colleagues (Statista, 2020; Ansong & Boateng, 2017). People who decide to work from home have to consider these downsides and review their options in the beginning. They have to contemplate whether this setup is suitable for them or not. Most of the employees, who are interested in remote work, have a positive image of work connected to a higher job commitment and they are mentally ready for such a change (Palumbo, 2020). They are also more likely to increase their efficiency and engagement as well as decrease their work-fatigue (Eckhardt et al., 2019). Based on the findings of the OECD report (OECD, 2020), remote working can improve firm performance by increasing workers' satisfaction and thus, their efficiency. Better work-life balance, less commuting or fewer distractions lead to more focused work and less absenteeism.

Work from Home

Working at home is a term whereby employees may work in the comfort of their own homes. People that work from home possess better freedom in daily working time. Besides, working remotely from home offers employees to achieve a work-life balance while at the same time, supporting organizations in accomplishing tasks while reducing the danger of COVID-19 outbreak (Ambikapathy & Ali, 2020). Work from home is one of the changes in working methods implemented in responding to the coronavirus pandemic (Vindegaard & Benros, (2020). It leads to giving tasks and responsibilities to its employees by prohibiting them from working in the office and gathering in a room. This change aims to prevent the spread of COVID-19 (Abiddin, et al., 2022).

Working from home offers workers more time planning flexibility, ensuring them a long-term good work-life balance. On the other side, it provides benefits for the company. Work from home is used to monitor employees' performance so that they remain productive in completing work, in addition to giving flexible time for employees. Working at home also has advantages for businesses in terms of cost reduction such as office rent, employee litter, and other workplace support facilities that must be prepared by the company. According to Mokhtar (2020), there are six major benefits of working from home, which are; save more money and energy, more family time, less stress, relaxed environment, more productive and better internet.

Flexible Work

Employees are the most valuable assets that organizations have in hand, these workers are however regularly burdened with the dilemma of how to distribute their time among several competing needs such as attending to family issues, socio-political events and many other activities that sometimes conflict with organizational goals (Austin-Egole, 2020). This situation often creates work-life conflict for some workers whose private life is threatened by the disparity in the time they invest in their office work as against time spent at home. The resultant effect affects both the organization and individual employees as well as the society as a whole (Fapohunda, 2021). Flexible working arrangements (FWAs) are those programmes, according to Klindzic and Marić (2019), designed by employers to allow employees have more scheduling freedom to enable them perform the obligations required of their positions, with the aim of achieving increased flexibility for organizations, better work-life balance and improved organizational performance. Chandola et al., (2019) found that reduced hours flexible work arrangements could empower women who have combination of personal and professional life roles to reduce their levels of chronic stress.

Concept of Workers Satisfaction

Worker's satisfaction refers to the level of contentment an individual is with their job (Smith et al., 2018). It has been defined as an affective relationship to one's job that is a function of situational factors (Smith et al., 2018). Courtney and Younkyoung (2017), states that employee satisfaction is a pleasurable and positive emotional state which can be emerged from an achievement of job values. Job satisfaction is correlated with job performance, productivity, work motivation and life satisfaction (Sellar & Peiris, 2021). Workers satisfaction is the degree to which people like their jobs. In other words, it refers to a subjective evaluation that the worker makes of his/her own job, either in its entirety or with respect to its different attributes.

Worker's satisfaction is essentially a positive feeling on the job due to an evaluation of the characteristics or in other words the feeling of pleasing someone after someone has assessed the work or related work Zainal, et al., (2019). Satisfied employees tend to adjust more and

handle pressure easily than those who are frustrated. Employees who are happy with their work are willing to participate in training programs and are eager to learn new technologies, software that will ultimately help them in their professional careers Zainal, et al., (2019). For Sowmiyal and Panchanatham (2017), employees' satisfaction concentrates on the employee's attachment in his job. Individuals who exhibit high satisfaction in their jobs contribute to more productivity and they have more involvement and don't have a thinking to resign from their job. Yerkes et al. (2020) state that some positions are less suitable, for example, managers should not be working from home more than a few days a week as they need to interact with their team more often. It is observed that job satisfaction is an effective tool in controlling the ill-effects of role conflicts, job induced tension and it minimizes the labour turnover.

Affective Satisfaction

Affective satisfaction is satisfaction that is based on overall positive emotional appraisal of the job. This satisfaction focuses on whether the job evokes a good mood and positive feelings and affectively-oriented measures of job satisfaction would include questions about a respondent's feelings on the job or their mood when working. Positive feelings or a positive mood would then indicate high job satisfaction. Moorman (1993) stated that from an affective perspective, the job satisfaction is an overall positive affective evaluation. As per Thompson, Edmund, Phua and Florence (2012), affective job satisfaction constitutes a general or global subjective feeling about a job. Affective job satisfaction is measured with items addressing the extent to which individuals subjectively and emotively like their job overall and not a composite of how individuals cognitively assess two or more specific aspects of their job. The affective component of attitudes accounts for the feelings or emotions people associate with their job or attitude object as well as the valence of those feelings (Zhang, et al., 2018). Positive affect (PA) reflects the extent to which a person feels enthusiastic, active, and alert." It is sometimes described as enjoying life and feeling fully engaged (Oakman, et al., 2020). Conversely, individuals high in negative affect (NA) are generally uncomfortable or otherwise orient towards life's negative aspects (Molino, et al., 2020).

Cognitive Satisfaction

Cognitive satisfaction is satisfaction that is based on a more logical and rational evaluation of the job conditions. Satisfaction is an appraisal based on comparisons which do not rely on emotional judgments, but instead are evaluations of conditions, opportunities, or outcomes. Job satisfaction scales which reflect job cognitions include questions about the nature of the job, the working conditions, and the opportunities to satisfy important needs. From the cognitive perspective, the job satisfaction is a more logical and rational evaluation of working conditions, opportunities, and output. Harrison, Newman and Roth (2006) referred to cognitive job satisfaction as an objective cognitive assessment of specific job facets, such as pay, conditions, opportunities and other aspects of a particular job. Cognitive satisfaction are often characterized as the content of thoughts or beliefs about an attitude object or statement of fact in question, usually in comparison to a standard or expectation (Zhang, et al., 2020). For example, if an employee expects a certain level of autonomy in the way he works and is being micromanaged, the discrepancy between expected and perceived autonomy may lead to thoughts of dissatisfaction. They may be thought of as the rational, calculating part of attitudes that rely on unemotional comparisons (Liu, et al., 2017)

Empirical Review

Martina (2021) investigated which aspects of the working environment have an effect on job satisfaction of workers forced to work remotely. This study proposes multiple factors which

could influence employees' job satisfaction. A quantitative approach in the form of an online, 42 item questionnaire has been chosen to achieve the objectives of this study. 630 respondents across 25 countries participated in the survey. Respondents had to have been forced to work from home during the Covid-19 pandemic and have a minimum age of 18. They were asked basic questions about their living arrangements, home office setup and time and cost management. Overall, employees are less satisfied with their jobs after undertaking remote work during the pandemic, with families being less affected than single households. Furthermore, setting up a barrier in the workspace to promote a healthy work-life balance is necessary and has a positive effect on job satisfaction. Similar to regular remote working, saving time and reducing costs is advantageous for their situation. The findings also show that there is a strong correlation between job and life satisfaction. Since the pandemic not only altered their job situation but also dramatically changed their life, it is important to note that personal aspects have to be taken into consideration for future research when trying to measure the job satisfaction levels of employees.

The study Başoland Çömlekçi (2022) aims to focus on the mediating role of job satisfaction regarding the relation between remote working and life satisfaction. The sample of the study consists of 415 white-collar workers living in different regions of Turkey, with at least an undergraduate degree, and has remote-working experience during the Covid-19 pandemic. SmartPLS 3 package program was used in the analysis of the data. As a result, we found that only skill development and organizational support dimensions of the remote working attitude affect job and life satisfaction. Also, we found that job satisfaction has a partial mediating role between skill development and life satisfaction. However, in the case of the relationship between organizational support and life satisfaction, job satisfaction emerged as a full mediator.

The purpose of Schall (2019) study was to examine the relationship between remote work and job satisfaction levels of employees in the workplace. Additionally, the variables perceived autonomy, work-family conflict, and telecommuting intensity were investigated as mediators. A total of 185 employees participated in the study, which utilized an online survey. Results showed that remote work had a positive relationship with job satisfaction. Perceived autonomy, work-family conflict, and telecommuting intensity each mediated the relationship between remote work and job satisfaction. An inverted u-shaped curvilinear relationship between the extent of working remotely (telecommuting intensity) and job satisfaction was not found and instead support for a positive, linear relationship was found. The major implication of the findings is that increasing remote work in the workplace may be an efficient way to increase employees' job satisfaction levels. This is because remote work influences employees to have higher perceived autonomy, less work-family conflict, and more telecommuting intensity, which in turn influences their job satisfaction.

The research of Sellar and Peiris (2021) was conducted with two objectives to determine the level of WFH and job satisfaction and explore the impact of WFH factors on the job satisfaction of women employees who WFH in Sri Lanka. Primary data were collected from 120 women employees working from home for the companies located in the Colombo area, Sri Lanka using structured questionnaires. The data were analyzed using descriptive statistics and multiple regression analysis. Based on the findings of this study, the level of the WFH factors and job satisfaction was high. Multiple regression analysis revealed that among all WFH factors, seven of them including time planning skills, reduce the time for communication with co-workers, possibility to WFH in case of sickness, supervisor's trust and support, possibility to save expenses, possibility to take care of family members and suitability of working place at home has a significant impact on the job satisfaction of women employees and the possibility to access the organization documents at home has no

significant impact on the job satisfaction of women employees. The findings of this study identify a significant positive effect of WFH on the job satisfaction of women employees.

Golden and Shockley (2015) examined the relationship between remote work and job satisfaction among 321 professional-level employees. The researchers collected and measured remote work in the number of hours they spent working remotely per week (telecommuting intensity). The researchers were the first to posit a curvilinear relationship (inverted u-shaped), such that 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. Based on their findings, the researchers found support for a curvilinear relationship. The researchers found that the relationship between working remotely and job satisfaction subsided, and the employees' job satisfaction levels decreased at higher levels of remote work.

Kondratowicz, et al., (2021) assessed the relationship between performing remote work during the COVID-19 pandemic and the level of job and life satisfaction, as well as the assumed, intermediary role of the level of perceived stress and such resources as self-efficacy and self-esteem. The study, implemented with the use of an internet application, included 283 employees. Data were gathered using a job and life satisfaction scale, the Short Scale for Measuring General Self-Efficacy Beliefs, the Rosenberg Self-Esteem Scale, Perceived Stress Scale PSS-4 and a demographic information form. The results showed the existence of a relationship between performing remote work during the COVID-19 pandemic and job and life satisfaction, and that the level of perceived stress, self-efficiency and self-esteem plays an intermediary role in this relationship. Remote working is associated with life and job satisfaction, and this relationship is mediated by levels of experienced stress, self-efficacy and self-esteem.

3.0 Methodology

The survey design was utilized in this work and a population of 187 employees of deposit money banks in Rivers state were covered. A sample of 127 was derived using the Krejcie and Morgan (1970) table. The simple random sampling technique was used and data were collected using copies of questionnaire. Remote work was operationalized using Work from Home and flexible work as given in Ingusci, Signore, Cortese, Molino, Pasca and Ciavolino (2022). Each of the dimensions was measured using 5-items. Workers satisfaction was measured using affective satisfaction and cognitive satisfaction as given in Zhang, et al. (2018). 5 items were used in measuring affective satisfaction and another set of 5 items were used in measuring cognitive satisfaction. The data were analysed using Spearman Rank Order Correlation.

4.0 Result

A total of 127 copies of questionnaire were administered, but 107 were correctly filed and used for the analysis at a 95% level of confidence.

Hypotheses 1 and 2

Table 1: Remote Work and Measures of Workers Satisfaction

			Work from Home	Affective Satisfaction	Cognitive Satisfaction
Spearman's rho	Work from Home	Correlation Coefficient	1.000	**.659***	**.754****
		Sig. (2-tailed)	.	**.000**	**.000**
		N	107	107	107
	Affective Satisfaction	Correlation Coefficient	**.659***	1.000	.109
		Sig. (2-tailed)	**.000**	.	.092
		N	107	107	107
	Cognitive Satisfaction	Correlation Coefficient	**.754****	.159*	1.000
		Sig. (2-tailed)	**.000**	.014	.
		N	107	107	107

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

			Flexible Work	Affective Satisfaction	Cognitive Satisfaction
Spearman's rho	Flexible Work	Correlation Coefficient	1.000	**.774****	**.643***
		Sig. (2-tailed)	.	**.000**	**.001**
		N	107	107	107
	Affective Satisfaction	Correlation Coefficient	**.774****	1.000	.159*
		Sig. (2-tailed)	**.000**	.	.014
		N	107	107	107
	Cognitive Satisfaction	Correlation Coefficient	**.643***	.159*	1.000
		Sig. (2-tailed)	**.001**	.014	.
		N	107	107	107

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

From the analysis regarding first hypothesis in Table 1, there is a substantial correlation between work from home and affective satisfaction at the level of 0.05 (0.0<0.05) and rho = 0.659.

This proves that there is a strong link between work from home and affective satisfaction. We reiterate that a strong correlation exists between work from home and affective satisfaction. The outcome of the hypothesis two revealed that a significant relationship exist between work from home and cognitive satisfaction with P-value of 0.000 and rho value of 0.754.

This depicts a strong positive link amongst the variable and then null hypothesis was thus rejected and the alternate accepted.

Hypotheses 3 and 4

Table 2: Flexible Work and Measures of Workers Satisfaction

According to the analysis' findings in Table 2, there is a substantial correlation between flexible work and affective satisfaction at the level of 0.05 (0.000<0.05) and rho = 0.774. This proves that there is a strong link between flexible work and affective satisfaction. The null hypothesis was rejected and the alternate hypothesis was accepted. The outcome of the fourth hypothesis depict that the P-value was 0.001 and a rho value of 0.643 was observed. This demonstrates that a high substantial link exists amongst flexible work and cognitive satisfaction. The null hypothesis was rejected and the alternate hypothesis was accepted.

5.0 Discussion of Findings

Job satisfaction of employees in any organization is of paramount importance to achieve the targeted goals on a sustainable basis. When implemented correctly, remote work can increase employee satisfaction. From the outcome of the first hypothesis, it was observed that work from home is positively correlated with affective satisfaction owing to the fact that the P-value was less than 0.05 and a rho value of 0.659. Hence, the coefficient of determination was 0.43 which implies that a unit change in work from home will result in 43% variation in affective satisfaction. Furthermore, work from home is relevant in enhancing the cognitive satisfaction of employees in the workplace and the level of employee satisfaction is drastically enhanced when employees are allowed to work from home. The correlation of work from home and cognitive satisfaction was 0.754 and the coefficient of determination was 0.568.

Thus, a unit change in work from home will account for up to 56.8% variation in cognitive satisfaction. Work flexibility enables employees to operate from different workplace outside the physical work environment of the organization. Hence, the work flexibility of the employees is vital in enhancing their affective and cognitive satisfaction. Remote work is thus a vital factor for organizations that wishes to enhance the satisfaction of their workers. This finding agrees with that of Schall (2019) which stated that remote work does enhance job satisfaction levels of employees in the workplace. Golden and Shockley (2015) further posited in their study that working remotely help in boosting the employees' job satisfaction levels.

6.0 Conclusion and Recommendations

Remote work in terms of working from home helps to ensure that employees are comfortable and they have a conducive environment which thus enhances the satisfaction level. Workers in the organization are rational being who seek for freedom and wish to work with little or no supervision. When employees are allowed to work from home, such gives them a sense of autonomy and sense of control which goes a long way in enhancing their satisfaction and zeal in carrying out their given task. Hence, the higher the work from home, the more likely the employees will get more satisfied with their work in the organization. Working from home offers workers more time planning flexibility, ensuring them a long-term good work-life balance. When workers enjoy the benefit of working from home they get more satisfied with the work and put in more effort in enhancing the firms wellbeing.

Furthermore, work flexibility which is been made possible as a result of remote work is a key factor in enhancing the satisfaction of workers in the workplace. Employees are constantly

saddled with many responsibilities and when the work arrangement is very rigid, such may cause a certain aspect of the employee's life to suffer which will result in higher level of dissatisfaction. On the contrary, maintaining work flexibility helps the employees to tackle other responsibilities while also fulfilling his/her organizational roles and this will ultimately enhance the workers satisfaction. Findings indicate that remote working is associated with higher levels of work satisfaction. Both the employees and the company get benefited when the employees work from home or working remotely. It is paramount that if organizations want to remain profitable and stay competitive in a growing technological society, better understanding of the consequences of remote work is vital for the future of the workplace. In conclusion, remote work in this contemporary time, is a vital tool that can go a long way in enhancing the workers satisfaction and also boosting the firms fortune. It is recommended that;

i. Organizations should sometimes allow their employees to work from home as such will give them a sense of autonomy which will thus enhance their satisfaction in the workplace.
ii. Organizations should also create a flexible working atmosphere as such will go a long way in boosting the affective satisfaction of the workers.
iii. The job of the workers in the organization should be designed in such a way that employees are not confirmed to a particular place before they can carry out their task.
iv. Organizations should strive towards ensuring remote friendly workplace as such will improve their total satisfaction in the workplace.

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