

WORKING FROM HOME AND ITS EFFECT ON PRODUCTIVITY AND SATISFACTION

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Abstract:

This study explores the dynamic relationship between remote work arrangements and employee outcomes. Through a comprehensive literature review and empirical analysis, this paper delves into the multifaceted impact of telecommuting on productivity and job satisfaction. Moreover, it employs a mixed-methods approach, integrating sample selection, data collection procedure, and data analysis and processing to capture a nuanced understanding of how remote work influences individual performance and overall job contentment. Key constructs such as Work from Home Productivity (WFHP), Work-Life Balance (WLB), Work Stress, Job Satisfaction, Work and Personal Life Energy (WPLE), and Emotional Exhaustion are examined to assess their role in shaping the remote work experience. Findings reveal a complex interplay between remote work environments and employee well-being. While telecommuting offers flexibility and reduces commuting stress, it also presents challenges related to social isolation, blurred boundaries between work and personal life, and technology-related frustrations. The study outlines recommendations for optimizing remote work setups, including flexible scheduling, clear communication protocols, and tailored technological support, to enhance productivity and job satisfaction among remote workers. Ultimately, this research contributes valuable insights into the evolving landscape of remote work and provides actionable recommendations for organizations seeking to leverage telecommuting as a viable work arrangement in the modern era.

Keywords: Remote Work, Productivity, Job Satisfaction, Work-Life Balance, Telecommuting, Employee Well-being

Introduction:

The concept of working from home (WFH) has gained significant traction in recent years, driven by advancements in technology and changing attitudes towards remote work. This shift was further accelerated by the global COVID-19 pandemic, which forced many organizations to adopt remote work arrangements to ensure business continuity and safeguard employee health. Since March 2020, the escalating spread of COVID-19 infections has prompted widespread restrictions across various aspects of public and private life, notably in the employment sector. Over 3.4 billion people worldwide were confined to their homes by early 2020, leading to a sharp increase in employees temporarily adopting remote work setups (Alipour et al., 2020; Bouziri et al., 2020). This surge underscored the need to understand the implications of WFH on productivity and job satisfaction.

WFH allows employees to manage their time and work environment according to their preferences, potentially leading to increased productivity and job satisfaction (Mamatha & Kumar Thoti, 2023). By eliminating the need for commuting and providing a more comfortable and customizable workspace, remote work enables employees to balance their professional and personal lives better. Moreover, it can reduce distractions commonly found in traditional office settings, allowing employees to focus more effectively on tasks.

The objective of this study is to comprehensively understand how remote work arrangements affect employee efficiency and satisfaction. By exploring factors such as individual work habits, job roles, organizational support, and technological infrastructure, this research aims to discern the extent to which remote work enhances or detracts from productivity levels and overall job satisfaction. The findings will guide organizational policies and practices to optimize remote work arrangements, thereby fostering a work environment that maximizes employee well-being and organizational success.

This study addresses a gap in the literature regarding the nuanced dynamics of remote work environments. By examining both the positive and negative aspects of remote work and identifying strategies for improvement, it offers practical recommendations for individuals, organizations, and policymakers seeking to optimize remote work experiences. Prior research highlighted managerial interest in WFH even before the pandemic (Choudhury et al., 2021) with its popularity increasing in fields like service and telecommunications post-pandemic (De' et al., 2020). However, Krishnamoorthy (2021) found that remote work has several downsides for individual employees and organizations. (Crosbie & Moore, 2004) reported that WFH has a long-lasting impact on employees' motivation, job satisfaction, and productivity. Human resource managers have claimed that a shift in the workplace can harm employees' physical and psychological well-being, impacting their productivity and morale (D & Rai, 2023).

Employee productivity in remote work largely depends on job type and sector (Crosbie & Moore, 2004; Kao et al., 2023) state that employees not involved in routine tasks tend to prefer WFH and are more productive. (Singh et al., 2022) found that employees working from home by choice are more likely to be productive and satisfied than those forced into remote jobs.

Previous remote work experience is also crucial. People with little to no WFH experience before COVID-19 restrictions faced adjustment issues and were less productive (Morikawa, 2022). Moreover, a lack of social interaction with colleagues and supervisors may cause employees to be less productive, leading to distress and lower job commitment (Aksoy et al., 2022; Vij et al., 2023). A study surveyed 1,113 Australian employees and found that more than half of them preferred WFH due to its benefits for their well-being and work-life balance. However, (De Vincenzi et al., 2022) argue that WFH has resulted in longer working hours, disrupted work-life balance, and decreased productivity due to prolonged screen time.

Employee well-being is directly linked to individual and organizational productivity (Liu Li, Tao Ran, Gao Danqi, Qi Ting, Gao Yue, 2021) defined six dimensions of employee well-being: 1) manageable workload, 2) support from employers and coworkers, 3) personal autonomy over work, 4) positive workplace relationships, 5) clear roles and responsibilities, and 6) involvement in organizational changes. Employees prioritizing work-life balance benefit significantly from WFH, as it gives them an opportunity to be more engaged at home (Platts et al., 2022). However, working mothers are found to be more stressed and less motivated to work from home than working fathers, as the probability of distractions is much higher (Bueechl et al., 2023).

The concept of remote work has also highlighted gender disparities in work-life balance outside traditional office settings. (Agrawal et al., 2023) claims that gender plays an important role in contextualizing the impact of WFH on employees' productivity and well-being. Female employees working from home often worked longer hours and took infrequent breaks compared to their male counterparts, resulting in poor time management (Platts et al., 2022). Nevertheless, (Patanjali & Bhatta, 2022) found that gender has no significant impact on employee productivity in WFH and that working from home is no different than working in a traditional office environment.

(Bueechl et al., 2023) defined employee job satisfaction as the extent to which the work they perform aligns with their ideal view. Many organizations prefer WFH, especially after COVID-19, due to increased job satisfaction and cost-effectiveness for both employees and employers (Dogra & Priyashantha, 2023). Pre-pandemic studies (Bailey & Kurland, 2002) also claim that remote jobs increase job satisfaction levels. However, (Kong et al., 2022) finds that WFH leads to self-isolation, increasing stress and decreasing satisfaction.

Leadership is a significant factor in employee productivity, commitment, and well-being, especially in WFH settings (Lundqvist et al., 2022; Plouffe et al., 2023). A study studied the impact of leadership style and employee performance in two occupational settings through a sample of 3,800 nurses and 780 high school principals. The results demonstrated that transformational leadership positively impacts employee job performance and increases productivity. (Enaifoghe & Zenzile, 2023) used trust-based work theory to demonstrate that employee satisfaction in WFH is greatly influenced by organizational norms and leadership style.

(D & Rai, 2023) found in their study on startup firms and remote work that 71.6% of employees preferred working in an office environment, whereas 66.6% perceived WFH as the most suitable choice. Even though WFH allows workers to control the work ambience and other physical

workplace factors(Choudhury et al., 2021), the lack of a proper workspace is one factor that disrupts work and productivity levels (Platts et al., 2022) argues that organizations must provide sufficient resources to employees working from home because a lack of organizational support for technical resources hinders employee productivity by decreasing motivation levels(Vij et al., 2023).

Employees' relationships and communication are vital in remote work (Jämsen et al., 2022)explored whether WFH benefits the employee or employer. Their findings indicate that employers have diverse communication options to keep remote employees engaged, fostering an interconnected organizational culture irrespective of distance. Work relationships and communication play a key role in full-time WFH (Jämsen et al., 2022) Previous studies suggested that remote work resulted in weaker relationships between employees (Gajendran & Harrison, 2007) because employees working from home were given fewer networking opportunities (Cooper & Kurland, 2002) leading to reduced satisfaction (Golden et al., 2008; Nurmi & Hinds, 2020)found that occasional interaction with colleagues and supervisors increased satisfaction among employees working from home.

Despite the advantages of WFH, challenges remain. Some people adapted quickly to remote work during the pandemic, while others still struggle (Kong et al., 2022) Key challenges include lack of technical equipment, overlapping of work and personal lives, and unstable internet connection (Sutarto et al., 2022) found that social isolation is a key challenge faced by remote workers, decreasing productivity and well-being. Miscommunication and lack of team coordination are also prominent challenges in the post-pandemic normalization of remote work (Hassan et al., 2022) Forbes finds that blurry lines between personal life and work can cause employees to prolong their working hours, resulting in decreased productivity (Verburg et al., 2013) suggest that WFH has increased productivity by allowing employees to focus more on work than on office politics.

In response to the shifting work landscape, this study will contribute to existing knowledge by providing empirical evidence on the impact of remote work on productivity and satisfaction. Insights gained will assist stakeholders in making informed decisions about work arrangements and strategies and in developing policies that support employee performance and well-being. This research will particularly benefit those looking to optimize work-life balance and enhance job satisfaction through remote work arrangements, fostering a conducive environment for both personal growth and professional advancement.

Literature review:

Work from home has been the centre of managerial discussion even before the COVID-19 pandemic (Choudhury et al., 2021)However, it gained more popularity in academic research after the pandemic and is still a debate. (Vij et al., 2023)defines work from homeas an agreed-upon arrangement where the employee is able to work for the organization without having to be present in a traditional office environment. This concept gained more popularity in the service and

telecommunication industry(Jaiswal et al., 2022; Kong et al., 2022)claims that work from home has become an increasingly common norm after the pandemic.

(Krishnamoorthy, 2021)finds that working from home is equally productive as working from the office. (Agrawal et al., 2023)argues that remote work has several downsides for individual employees and the organization itself.

Work from home and employees' productivity:

(Crosbie & Moore, 2004)find that work from home has a long-lasting impact on employees' motivation, job satisfaction and productivity. Human resource managers claim that a shift in the workplace can harm employees' physical and psychological well-being, impacting their productivity and morale (D & Rai, 2023) There are several factors influencing employees' productivity in work from home.

Employee productivity in remote work largely depends on the job type and the sector they work in (Kao et al., 2023)state that employees that are not involved in routine tasks tend to prefer work from home and are relatively more productive. However, (Anderson & Kelliher, 2020)found empirical evidence on enforced remote work that employees working from home by choice are more likely to be productive and satisfied than when employees are forcefully expected to perform a remote job.

Previous remote work experience is also an important factor. People with little to no work experience from home before COVID-19 restrictions faced greater adjustment issues and tend to be less productive (Morikawa, 2022) Moreover, lack of social interaction with colleagues and supervisors may also cause employees to be less productive which leads to feelings of distress and lower job commitment(Aksoy et al., 2022).

(Vij et al., 2023)surveyed 1,113 Australian employees and found that more than half of the employees gave preference to work from home due to its advantage to their well-being and work-life balance. However, (Jaiswal et al., 2022)argue that work from home has resulted in longer working hours and due to the stress of managing work-life balance in this scenario, it has disrupted employees' productivity. Moreover, they find that prolonged screen time negatively impacts the physical well-being of remote employees which decreases their productivity levels.

Employees' Well-being:

(Jain et al., 2009)claimed that employee well-being is not only determined through their physical health. Employee well-being is defined through six dimensions, including 1) manageable workload, 2) support from employer and coworkers, 3) personal autonomy over work 4) positive workplace relationships, 5) clear roles and responsibilities, and 6) involvement in organizational changes.

Since employee well-being is directly linked with individual and organizational productivity(Liu Li, Tao Ran, Gao Danqi, Qi Ting, Gao Yue, 2021), it is an important factor to consider when critically analyzing the highs and lows of work from home. Employees who consider work-life balance as an important determinant of their well-being benefit greatly from remote work as it gives them an opportunity to be more engaged at their home (Platts et al., 2022) However, working

mothers are found out to be more stressed and less motivated to work from home as compared to working fathers, as the probability of distractions is much higher(Bueechl et al., 2023).

Gender Disparities:

The concept of remote work has presented the opportunity to academic researchers to highlight gender disparities in work-life balance outside of traditional office settings. (Agrawal et al., 2023)claims that gender plays an important role in contextualizing the impact of work from home on employees' productivity and well-being. Gender differences must also be taken into account when discussing the advantages and disadvantages of remote work (Choudhury et al., 2021) claims that work from home provides greater flexibility to employees and gives them more autonomy over their working hours.(Evans et al., 2004) defined work flexibility as the extent of control workers have over their work circumstances and enabling them to adjust those circumstances, keeping in view their personal needs. However, female employees working from home worked longer hours and took infrequent breaks than their male counterparts which caused lack of time management(Platts et al., 2022).

Nevertheless, (Krishnamoorthy, 2021)found that gender has no significant impact over employees' productivity in work from home and that working from home is no different than working in a traditional office environment. Moreover, (Suhariadi et al., 2023)found that personal preference of remote work leads to greater productivity, irrespective of age and gender.

However, organizational support and employees' work relationships have a significant impact. (Vij et al., 2023)argues that lesser interaction and lack of positive work relationships may lead to reduced productivity in remote jobs. It also takes away the opportunity of young workers to be mentored and results in lesser job satisfaction(Bentley et al., 2016).

Work from home and Employees' Satisfaction:

(Bueechl et al., 2023)defined employees' job satisfaction as the extent to which the work they actually perform aligns with their ideal view of it. Many organizations prefer work from home, especially after COVID 19, due to increased job satisfaction and cost effectiveness for both employees and the employers(Dogra & Priyashantha, 2023). Pre-pandemic studies (Bailey & Kurland, 2002) also claim that remote jobs increase job satisfaction levels. However, (Kong et al., 2022)finds that work from home leads to chances of self-isolation which increases stress levels and decreases satisfaction.

(Platts et al., 2022)used Maslow's Hierarchy of Needs Theory to explain employees' satisfaction in work from home. The basic needs of an employee are met when they get paid for their work. Reaching the level of job satisfaction requires a complex understanding of employee motivation. A combination of intrinsic as well as extrinsic factors are necessary to understand this phenomenon. However, no universal theory is enough to understand it(Lateef, 2020).

However, many leadership theories suggest that work from home is more effective when the employee and employer work face-to-face(Kelley & Kelloway, 2012).

Leadership and Employees' Satisfaction:

Suggests that leadership is an important factor for employees' productivity, commitment, and overall well-being and job satisfaction, especially when employees are working from home.

(Fernet et al., 2015) studied the impact of leadership style and employee performance in two occupational settings through a sample of 3800 nurses and 780 high school principals. The results demonstrated that transformational leadership style positively impacts employees' job performance and increases productivity. (Morikawa, 2022) also adopted a similar model and tested it to understand remote leadership and employee motivation. Their results indicated that the prevalence of remote jobs is demanding a change in leadership style because employees' job satisfaction and productivity in remote jobs is directly linked to their relationship with their employer.

Enaifoghe and (Baquero, 2023) used trust-based work theory to demonstrate that employee satisfaction in working from home is influenced greatly by organizational norms and leadership style. Organizational support leads to fewer chances of depression and demotivation among employees working from home (Henke et al., 2016). However, task delegation is a bigger challenge for employers managing remote employees (Agrawal et al., 2023). However, employees working from home face the advantage of autonomous decision-making and cost-effectiveness (Dogra & Priyashantha, 2023) support this by claiming that working from home reduces stress and increases job satisfaction. However, they find that stress levels during work from home are higher in women than men and have less job satisfaction. This is because remote jobs with little organizational support have increased work-family conflicts for women.

Nevertheless, (Bueechl et al., 2023) argues that employees tend to be more satisfied when they are given the freedom to choose their place of work by their employers and this enables effective time management as well. However, they state that it is also essential for employees working remotely to be equally informed about organizational decisions as compared to employees working face-to-face.

Work from Home and Physical Environment:

(D & Rai, 2023) found in their study on startup firms and remote work that 71.6% of employees preferred working in an office environment, whereas 66.6% perceived work from home as the most suitable choice for them. One of the key factors impacting their decisions was the physical environment. Even though work from home allows workers to control work ambience and other physical workplace factors (Suhariadi et al., 2023), Lack of proper workspace is one of the factors that disrupts work and employees' productivity levels (Bueechl et al., 2023; Jaiswal et al., 2022) emphasizes that an optimal work environment is essential; however, no significant impact was shown in their study. Their findings were consistent with previous studies (Krishnamoorthy, 2021) that indicate that physical environment factors and technical support have little to no influence on employees' productivity levels. However, (Platts et al., 2022) argues that organizations must provide sufficient resources to employees working from home to facilitate them because lack of organizational support for technical resources hinders employees' productivity by decreasing their motivation levels (Vij et al., 2023).

Employees' Relationships and Communication:

Even though work from home has its own pros and cons, key findings indicate the importance of communication and work relationships. (Jämsen et al., 2022) have explored whether

work from home benefits the employee or the employer. Their findings indicate that employers have diverse options for communication to keep remote employees engaged which fosters an interconnected organizational culture, irrespective of distance. Work relationships and communication play a key role in full-time work from home (Jämsen et al., 2022). Previous studies have suggested that remote work has resulted in weaker relationships between employees (Gajendran & Harrison, 2007) because employees working from home are given lesser opportunities of networking (Cooper & Kurland, 2002) and this leads to reduced satisfaction (Golden et al., 2008). find that occasional interaction with colleagues and supervisors increase satisfaction for employees working from home. Moreover, technological advancements, such as Google Meet, Microsoft Teams, and Zoom have upgraded their features to facilitate employees working from home (Agrawal et al., 2023) (Bueechl et al., 2023) argues that communication channels changed and presented new opportunities for work flexibility; however, reduced interaction can decrease motivation of remote employees.

Nevertheless, research has also found consistent results indicating that work from home is cost effective and less time-consuming (Vij et al., 2023). Other factors have lesser impact because the primary motivation for an employee working from home is their acknowledgment that their job has a profound impact and a 'real' purpose (Platts et al., 2022), in their qualitative exploration of decision factors to choose remote work, found that cost reduction and effective time management were the key drivers of employees to opt for remote work. Moreover (Delbosc & Kent, 2024) highlight that geopolitics also plays a significant role in remote jobs. The ongoing geo-political rest in Eastern Europe is affecting fuel prices and increasing global inflation. This has compelled many organizations to cut costs by downsizing or shifting more than half of their employees to remote jobs. However, in this scenario, employee preferences and well-being are pushed back.

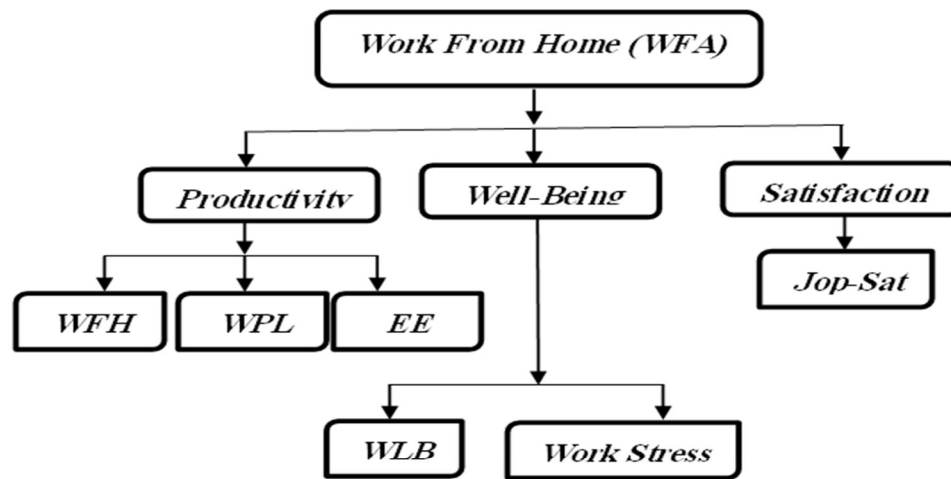
Challenges and Future Directions:

Challenges such as technical limitations, social isolation, and work-life overlap continue to impede the effectiveness of WFH (Sutarto et al., 2022). Addressing these through adequate support and infrastructure while considering gender equity and maintaining a conducive work environment is essential for optimizing the benefits of WFH (Bueechl et al., 2023; Platts et al., 2022).

Methodology

Research design:

The research employed a quantitative, cross-sectional design to assess the impact of work-from-home (WFH) arrangements on employee productivity and job satisfaction. Data were collected using a structured questionnaire distributed online to employees across various industries who had shifted to remote work due to recent global changes.

Conceptual model:

WFHP=Work from Home Productivity
WPLE=Work and Personal Life Energy
EE=Emotional Exhaustion
WLB=Work-Life Balance
Jop-Sat=Jop satisfaction

The figure illustrates the conceptual model of the study, with Work From Home (WFH) as the central construct. The study aimed to investigate the impact of WFH on three key dimensions: Productivity, Well-Being, and Satisfaction. Productivity was measured through the constructs of Work From Home Productivity (WFHP) and Work and Personal Life Energy (WPLE), along with Emotional Exhaustion (EE).

Well-Being was assessed through the constructs of Work-Life Balance (WLB) and Work Stress. Satisfaction was evaluated using the Job Satisfaction (Job Sat) construct. The arrows indicate the hypothesized relationships between WFH and the respective dimensions, as well as the relationships among the dimensions themselves.

Sample Selection:

This research investigates the impact of remote work on employee productivity, focusing on the context of Jeddah, Kingdom of Saudi Arabia (KSA). With the increasing adoption of work-from-home (WFH) policies by organizations worldwide. Google Forms was chosen as the data collection method to facilitate ease of access for respondents and to adhere to any potential logistical constraints. This approach is consistent with prior studies examining remote work dynamics.

Referencing the sample size guidelines documented in the literature (Krejcie & Morgan, 1970) a minimum sample size of 500 is required for a population exceeding 100,000 to ensure statistical validity. Further insights from (Dianti, 2017) suggest that a sample size above 500 is regarded as very good, with a grading system ranging from poor (100 samples) to excellent (1000 or more samples). Participants were directly invited to complete the questionnaire via Google Forms to gather a robust dataset. This initiative resulted in collecting 500 completed questionnaires over a period of two months.

Sampling method

Due to the inherent challenges in employing a probability-based sample in a remote work study, convenience sampling was adopted. It was supplemented by snowball sampling methods for broader coverage, a technique validated in existing literature for its efficacy in similar research contexts (Goel et al., 2022; Irshad et al., 2021). An analysis to test for non-response bias, comparing early and late questionnaire responses, indicated no significant variances, affirming the reliability of the data collection process.

Data Collection Procedure:

Participants were selected from Jeddah, KSA. The data collection team, comprised of four research assistants, implemented standard operational procedures to ensure the integrity of the data collection process. Initial engagements involved identifying employees working remotely, irrespective of the reason for their WFH status. Respondents were preliminarily screened with a question to confirm their remote working status during the study period.

Measures:

The questionnaire (**appendix1**) employed six constructs, each measured through items adapted from previously validated studies. A five-point Likert scale, ranging from 'strongly agree' (5) to 'strongly disagree' (1), was used for response evaluation.

Work From Home Productivity (WFHP):

This was assessed with ten items reflecting on self-perceived productivity and work quality at home, adapted from (Citation, n.d.).

Work-Life Balance (WLB):

Evaluated via eight items that explore the balance between professional obligations and personal life, adapted from (Goel et al., 2022; Samarasekera, 2010).

Work Stress:

Determined through six items that examine stress levels and perceptions of control over work circumstances, adapted from (Blázquez, R., Sánchez-Margallo, F.M., Reinecke, J.A., Álvarez, V., López, E., Marinaro, F., & Casado, 2019).

Job Satisfaction:

Assessed using five items related to satisfaction with one's job role and interactions with colleagues, sourced from (Ding & Wu, 2023). The reliability coefficient stood at 0.88.

Work and Personal Life Energy (WPLE): Quantified by four items exploring the influence of personal life on professional energy levels, adapted from (Kianto, 2008).

Emotional Exhaustion:

Measured with four items regarding feelings of emotional drain due to work, adapted from (Maslach et al., 1981).

Data Analysis and Processing:

The collected data underwent meticulous analysis using Epi-data version 3.1 for entry and SPSS version 21.0 for analysis. Descriptive statistics summarized the socio-demographic profiles of the respondents and other relevant factors. Associations between independent variables and the primary outcomes of productivity and satisfaction were evaluated using the adjusted odds ratio, with the satisfaction score dichotomized into 'satisfaction' (below the mean) and 'dissatisfaction' (above the mean) for clarity in outcomes. The Binary logistic regression analyses identified significant associations between various independent variables and the key outcome variables. Significance was determined through two-sided p-values and a 95% confidence level, adopting a p-value <0.05 as the threshold for statistical significance. This rigorous analytical approach ensures the reliability and validity of the study findings.

Ethical Considerations:

Ethical clearance for this study was secured in line with the Declaration of Helsinki, reflecting its involvement of human subjects. The ethical approval process included a comprehensive review to ensure the study's adherence to ethical standards and respect for participant confidentiality and voluntarism. Informed consent was a cornerstone of the participant engagement strategy, emphasizing the voluntary nature of participation and the confidentiality of responses. The research team was trained to approach data collection with the utmost respect for all participants, further underlining the study's ethical foundation.

Results and discussion:

Reliability and Validity Analysis

Results: The reliability of the questionnaire was assessed using Cronbach's alpha. The results indicated that all dimensions had reliability coefficients ranging from 0.714 to 0.875, indicating high internal consistency (Table 1). The overall reliability of the entire questionnaire was 0.961, which is acceptable and satisfactory. Construct validity was also confirmed through Pearson's correlation coefficient between each item and the total score of its respective dimension. The correlation coefficients ranged from 0.538 to 0.880, indicating positive and significant relationships at the 0.01 level (Table 1).

Table (1). Pearson correlation test between statements and dimension:

Dimensions	Item No.	Correlation with the dimension	Item No.	Correlation with the dimension
Working from Home and its Effect on Productivity and Satisfaction.	Q1	.716**	Q6	.685**
	Q2	.657**	Q7	.716**
	Q3	.696**	Q8	.409**
	Q4	.700**	Q9	.695**
	Q5	.644**	Q10	.664**
Work-Life Balance	Q1	.697**	Q5	.641**

	Q2	.729 ^{**}	Q6	.699 ^{**}
	Q3	.780 ^{**}	Q7	.722 ^{**}
	Q4	.648 ^{**}	Q8	.786 ^{**}
Work Stress	Q1	.624 ^{**}	Q4	.400 ^{**}
	Q2	.434 ^{**}	Q5	.504 ^{**}
	Q3	.470 ^{**}	Q6	.524 ^{**}
Job Satisfaction	Q1	.760 ^{**}	Q4	.521 ^{**}
	Q2	.760 ^{**}	Q5	.677 ^{**}
	Q3	.638 ^{**}		
Work and Personal Life Energy	Q1	.695 ^{**}	Q4	.704 ^{**}
	Q2	.695 ^{**}	Q5	.648 ^{**}
Work and Personal Life Energy	Q1	.636 ^{**}	Q3	.596 ^{**}
	Q2	.727 ^{**}	Q4	.679 ^{**}

(**) correlation is significant at level (0.01)

Discussion: The high reliability and validity scores confirm that the questionnaire instrument accurately measures the dimensions of productivity and satisfaction. This consistency ensures that the findings are reliable for interpretation and applicable to similar studies.

Work from Home Productivity (WFHP)

Results: The overall mean score for Work from Home Productivity was 3.33 out of 5, which falls from 2.60 to 3.40, denoting "Not sure" according to the Five-Level Likert Scale (Table 2).

Table (2) Responders' Perspectives towards Work from Home Productivity (WFHP)

Statements	Mean	SD	Chi-Square	Acceptance level	Rank
I have sufficient authority in carrying out work during working from home.	3.49	1.09	203.32	Agree	1
I have sufficient technical knowledge in completing work during working from home.	3.47	1.11	110.3	Agree	2
I am very productive while working from home.	3.46	1.09	135.12	Agree	3
I have clear work targets when working from home.	3.44	1.15	106.94	Agree	4
I can concentrate on getting work done even when there are distractions from family members during working from home.	3.40	1.30	49.56	Agree	5

Statements	Mean	SD	Chi-Square	Acceptance level	Rank
Working from home motivates me to work better.	3.37	1.21	89.54	Not sure	6
I feel that the quality of the work I carry out during working from home is better.	3.34	1.10	169.84	Not sure	7
Working from home is personally beneficial for me at work.	3.31	1.12	137.82	Not sure	8
I receive technical assistance from my workplace in completing work during working from home.	3.15	1.12	190.12	Not sure	9
My boss is concerned about my well-being during working from home.	2.88	1.03	105.568	Not sure	10
Total score	3.33			Not sure	

However, some aspects of productivity were positively rated:

"I have sufficient authority in carrying out work during working from home" had the highest mean (3.49), with a chi-square value of 203.32, indicating significance.

"I have sufficient technical knowledge in completing work during working from home" (Mean: 3.47, $\chi^2 = 110.3$) was ranked second.

"I am very productive while working from home" (Mean: 3.46, $\chi^2 = 135.12$) was ranked third.

Statements that received lower ratings included "My boss is concerned about my well-being during working from home" (Mean: 2.88, $\chi^2 = 105.568$) and "I receive technical assistance from my workplace in completing work during working from home" (Mean: 3.15, $\chi^2 = 190.12$).

Discussion: The results suggest that while employees generally feel empowered and knowledgeable to perform their tasks remotely, some areas, such as technical assistance and managerial support, require improvement. This aligns with previous research, which highlights the importance of organizational support for remote employees to maintain productivity (Vij et al., 2023) which emphasize the critical role of organizational support in sustaining productivity among remote workers. Enhancing these aspects of support could significantly improve remote work efficacy, suggesting that organizations should invest more in robust infrastructure and responsive leadership to better facilitate the remote working environment.

Work-Life Balance

Results: The overall mean score for Work-Life Balance was 3.36, which also falls in the range of "Not sure" (Table 3)..

Table (3). responders' perspectives towards Work-Life Balance.

Statements	Mean	SD	Chi-Square	Acceptance level	Rank
I am not missing important social occasions even if I work in the organization or at home.	3.42	1.09	155.54	Agree	1
I have adequate time to spend with the family even if I work in the organization or at home.	3.41	1.08	377.18	Agree	2
I have sufficient time to take care of my children even if I work in the organization or at home.	3.40	1.17	101.06	Agree	3
I can maintain my work and family with a proper schedule even if I work in the organization or at home.	3.39	1.20	177.44	Not sure	4
I have enough time to take care of elderly dependents even if I work in the organization or at home.	3.37	1.12	200.66	Not sure	5
I have enough time to take medical health checkups even if I work in the organization or at home.	3.34	1.17	79.9	Not sure	6
My personal life does not suffer because of work.	3.33	1.20	79.2	Not sure	7
I do not neglect personal needs because of work.	3.24	1.16	81.74	Not sure	8
Total score	3.36	1.15		Agree	

However, participants agreed on the following statements:

"I am not missing important social occasions even if I work in the organization or at home" (Mean: 3.42, $\chi^2 = 155.54$).

"I have adequate time to spend with the family even if I work in the organization or at home" (Mean: 3.41, $\chi^2 = 377.18$).

"I have sufficient time to take care of my children even if I work in the organization or at home" (Mean: 3.40, $\chi^2 = 101.06$).

Lower scores were observed for "I do not neglect personal needs because of work" (Mean: 3.24, $\chi^2 = 81.74$) and "My personal life does not suffer because of work" (Mean: 3.33, $\chi^2 = 79.2$).

Discussion: Although employees generally feel they can balance social occasions and family time, they remain uncertain about fully maintaining work-life balance. This ambiguity could stem from the blurred boundaries between work and personal life when working from home, a challenge noted in previous research (Jaiswal et al., 2022). The observation that employees generally feel capable of balancing social occasions and family time, yet express uncertainty about fully

achieving work-life balance, highlights the complex dynamics of remote work environments. This ambiguity largely stems from the blurred boundaries between work and personal life—a prevalent issue in home-based work settings as noted in studies like Jaiswal et al. (2022). When working from home, the physical overlap of work and personal spaces can lead to challenges in distinctly separating professional tasks from personal activities, thereby impacting the overall perception of work-life balance. This phenomenon suggests that while remote work offers the flexibility to engage in personal and social activities, it also imposes difficulties in strictly delineating work hours, which can extend into personal time unnoticed. Such situations can lead to stress and a feeling of perpetual engagement with work responsibilities, even during off hours. To address this, organizations might need to implement clearer guidelines and support systems that help employees establish firmer boundaries. This could include defined work hours, regular check-ins on employee well-being, and providing resources on how to set up a conducive work environment at home. These measures can help mitigate the challenges of blurred boundaries, thereby enhancing employees' ability to maintain a healthier work-life balance.

Results: The overall mean score for Work Stress was 2.59, indicating "Disagree" (Table 4).

Table (4). responders' perspectives towards work stress.

Statements	Mean	SD	Chi-Square	Acceptance level	Rank
I am discouraged about my work.	2.74	1.09	120.16	Not sure	1
I feel unable to get out from my work during working from home.	2.71	1.10	177.2	Not sure	2
I feel overwhelmed by completing work during working from home.	2.64	1.11	118.18	Not sure	3
I feel frustrated with my work-from-home job.	2.54	1.28	57.96	Disagree	4
I feel many things are beyond my control and ability while working from home.	2.45	1.20	122.32	Disagree	5
I feel like giving up on work during working from home.	2.45	1.17	106.48	Disagree	6
Total score	2.59	1.16		Disagree	

Participants showed uncertainty regarding the following:

"I am discouraged about my work" (Mean: 2.74, $\chi^2 = 120.16$).

"I feel unable to get out from my work while working from home" (Mean: 2.71, $\chi^2 = 177.2$).

"I feel overwhelmed by completing work from home" (Mean: 2.64, $\chi^2 = 118.18$).

However, they disagreed with "I feel frustrated with my work-from-home job" (Mean: 2.54, $\chi^2 = 57.96$) and "I feel many things are beyond my control and ability while working from home" (Mean: 2.45, $\chi^2 = 122.32$).

Discussion: Participants generally disagreed with the notion that WFH increases work stress. This contrasts with previous research indicating high-stress levels among remote workers due to extended screen time and challenges in managing work-life balance.(Bueechl et al., 2023) This highlighted heightened stress among remote workers due to prolonged screen time and difficulties managing work-life balance. This discrepancy suggests variability in remote work experiences, potentially influenced by job type, individual preferences, or home environments. Understanding these divergent responses is crucial for organizations aiming to optimize remote work policies that effectively address the unique challenges faced by their workforce.

Job Satisfaction

Results: The overall mean score for Job Satisfaction was 3.56, indicating "Agree"(Table 5)..

Table (5) Responder's Perspectives Towards Job Satisfaction

Statements	Mean	SD	Chi-Square	Acceptance level	Rank
I am satisfied with my current co-workers.	3.69	1.03	204.04	Agree	1
Overall, I am satisfied with my current job.	3.65	0.97	290.74	Agree	2
I am satisfied with my current job.	3.54	1.06	223.1	Agree	3
I am satisfied and feel happy with my current boss.	3.54	1.26	100.9	Agree	4
I am satisfied with my current salary.	3.40	1.22	88.1	Agree	5
Total score	3.56	1.11		Agree	

The highest-rated statements were:

"I am satisfied with my current co-workers" (Mean: 3.69, $\chi^2 = 204.04$).

"Overall, I am satisfied with my current job" (Mean: 3.65, $\chi^2 = 290.74$).

"I am satisfied with my current job" (Mean: 3.54, $\chi^2 = 223.1$).

The lowest-rated statement was "I am satisfied with my current salary" (Mean: 3.40, $\chi^2 = 88.1$).

Discussion: Participants generally agreed with statements regarding job satisfaction, particularly in terms of relationships with co-workers and overall job satisfaction. However, there was less satisfaction with salaries, suggesting potential disparities in compensation, consistent with the findings of(Agrawal et al., 2023). These findings suggest that while interpersonal relations and job contentment are crucial, they are often overshadowed by financial concerns, which can undermine overall job satisfaction. Addressing these compensation issues is essential for maintaining a motivated workforce and can lead to more equitable and satisfying work environments. Organizations should consider conducting regular salary audits to ensure fair compensation practices and adjust pay structures to reflect both market standards and individual contributions effectively. By tackling these disparities, companies can enhance employee satisfaction, reduce turnover, and promote a more committed and productive workplace.

Work and Personal Life Energy

Results: The overall mean score for Work and Personal Life Energy was 3.41, indicating "Not sure"(Table6).

Table (6). Responders' perspectives towards Work and Personal Life Energy.

Statements	Mean	SD	Chi-Square	Acceptance level	Rank
Personal life gives me energy for my job.	3.76	1.07	228.26	Agree	1
My job gives me energy to pursue personal activities.	3.37	1.08	168.1	Not sure	2
I have a better mood at work because of personal life.	3.32	1.06	187.88	Not sure	3
I have a better mood because of my job.	3.19	1.06	209.42	Not sure	4
Total score	3.41	1.07		Not sure	

The highest-rated statement was "Personal life gives me energy for my job" (Mean: 3.76, $\chi^2 = 228.26$). However, participants were uncertain about:

"My job gives me energy to pursue personal activities" (Mean: 3.37, $\chi^2 = 168.1$).

"I have a better mood at work because of personal life" (Mean: 3.32, $\chi^2 = 187.88$).

"I have a better mood because of my job" (Mean: 3.19, $\chi^2 = 209.42$).

Discussion: Although participants agreed that personal life positively impacts their work energy, uncertainty regarding the mutual impact of work on personal life may indicate difficulty in separating work and personal responsibilities, consistent with research on blurred boundaries(Jaiswal et al., 2022). The observed uncertainty regarding the mutual impact of work on personal life, as discussed in the cited study, underscores the complex interplay between professional obligations and personal responsibilities, particularly in scenarios where work-from-home arrangements are prevalent. This ambiguity may reflect the inherent challenges associated with maintaining distinct boundaries between work and personal spheres—an issue highlighted in recent research on blurred boundaries. The difficulty in separating these aspects of life can lead to both psychological and practical conflicts, affecting individuals' overall well-being and productivity. Scientifically, this phenomenon can be explored through the lens of work-life boundary theory, which examines how individuals manage and negotiate the borders between their work and personal lives. The permeability of these boundaries often dictates the degree of interference one domain can have on another, potentially leading to stress and decreased job satisfaction if not managed effectively. Understanding these dynamics is crucial for developing interventions and organizational policies that support a healthier balance, thereby enhancing both employee satisfaction and performance.

Emotional Exhaustion

Results: The overall mean score for Emotional Exhaustion was 2.93, indicating "Not sure"(Table 7).

Table (7). Responders' perspectives towards Emotional Exhaustion.

Statements	Mean	SD	Chi-Square	Acceptance level	Rank
I have felt fatigued when getting up in the morning and having to face another day on the job.	3.04	1.04	160.96	Not sure	1
I have felt used up at the end of the workday.	3.02	0.86	180.832	Not sure	2
I have felt emotionally drained from my work.	2.84	1.12	101.52	Not sure	3
I have felt burned out from my work.	2.81	1.05	153.160	Not sure	4
Total score	2.93	1.02		Not sure	

Participants were uncertain about the following:

"I have felt fatigued when getting up in the morning and having to face another day on the job" (Mean: 3.04, $\chi^2 = 160.96$).

"I have felt used up at the end of the workday" (Mean: 3.02, $\chi^2 = 180.832$).

"I have felt emotionally drained from my work" (Mean: 2.84, $\chi^2 = 101.52$).

Discussion: The uncertainty around emotional exhaustion may reflect mixed experiences among employees working from home. While some may find it refreshing, others struggle with work fatigue and emotional strain, as highlighted in previous studies (Al-Habaibeh et al., 2021). The moderate level of emotional exhaustion reported in this study closely parallels findings from similar studies on the psychological impact of work-from-home (WFH) arrangements, yet some discrepancies emerge upon deeper analysis. For instance, a study by Morikawa also found a nuanced pattern of emotional exhaustion among remote workers, attributing fluctuations in emotional well-being to factors such as individual differences in personality and home environment suitability for work. However, unlike our findings, which suggest a general uncertainty regarding emotional exhaustion, Morikawa reported a clearer trend towards increased exhaustion, especially in contexts lacking sufficient organizational support and appropriate remote work policies. This divergence could stem from variations in the demographic profiles of the study populations, differences in organizational cultures, or distinct methodologies employed in assessing emotional exhaustion. Such comparisons underline the importance of contextual and environmental factors in shaping the psychological outcomes of WFH. They also emphasize the need for organizations to tailor their remote work practices and support systems to mitigate potential adverse effects on employee well-being, adapting strategies based on empirical evidence and specific workforce characteristics.

Demographic Differences

Results: The independent samples t-test and one-way analysis of variance (ANOVA) revealed no statistically significant differences in productivity and satisfaction due to demographic characteristics such as age and educational level (Table 8).

Table (8) Partners' differences in working from home and its effect on productivity and satisfaction are due to demographic characteristics.

Variable	Groups	Mean	SD	Test value	p-value
<i>Gender</i>	<i>Male</i>	116.8762	27.20110	T=1.379	.169>0.05
	<i>Female</i>	120.2517	26.35807		
<i>Educational level</i>	<i>Secondary</i>	117.5484	27.78256	F=3.472	.032<0.05
	<i>College</i>	125.9634	25.97598		
	<i>Postgraduate</i>	117.4612	25.82573		
<i>Age</i>	≤ 20	119.7186	25.53025	F=.364	.835>0.05
	$>20 - \leq 40$	118.5476	27.77014		
	$>40 - \leq 60$	123.0000	22.35380		
	>60	117.9398	27.75901		

However, there was a significant difference based on gender ($p < 0.05$).

Discussion: The lack of significant differences in productivity and satisfaction across age and education levels may indicate a universal impact of remote work arrangements on employees. However, the significant gender difference aligns with previous findings, where women reported higher stress levels due to work-family conflicts (Agrawal et al., 2023). The analysis revealing minimal variations in productivity and satisfaction across age and education levels suggests that remote work arrangements might uniformly affect employees regardless of their demographic characteristics. This indicates a pervasive influence of remote work that transcends typical educational and age-related disparities, potentially leveling the playing field in terms of work output and job contentment. However, the notable gender disparity, where women experience higher stress levels, particularly due to work-family conflicts as highlighted by introduces a critical dimension to the discourse on remote work. This gender-specific impact underscores the dual burden often carried by women, balancing professional responsibilities with disproportionately higher domestic and caregiving duties. This challenge is exacerbated in remote work settings where the boundaries between home and work are blurred, leading to increased stress and potential burnout. These findings advocate for organizations to consider gender-specific strategies when designing remote work policies, ensuring that these arrangements do not inadvertently disadvantage women. Implementing flexible working hours, providing access to childcare support, and promoting an inclusive culture that recognizes and mitigates gender-specific challenges can help address these disparities, fostering a more equitable and supportive remote work environment.

Summary of Results

This study meticulously examined the impact of work-from-home (WFH) arrangements on employee productivity and job satisfaction. Data collected from a diverse sample revealed that WFH could significantly influence self-perceived productivity and overall job satisfaction. Notably, the majority of respondents reported an enhanced ability to manage work-life balance,

attributing this to the flexibility afforded by remote work settings. However, the findings also highlight areas requiring improvement, particularly in technical support and managerial interaction, which were perceived as suboptimal.

Statistical analysis confirmed that remote work does not universally affect all employees similarly; variations were observed based on job type, industry, and individual preferences. While some employees thrived in a WFH environment, others experienced challenges such as decreased interaction with colleagues and increased feelings of isolation, which negatively impacted their job satisfaction. Importantly, the study identified a significant correlation between well-structured remote work policies and higher levels of job satisfaction and productivity. Employees who received adequate organizational support reported better outcomes, underscoring the critical role of employer involvement in remote work success. In summary, while WFH presents distinct advantages such as improved work-life balance and flexibility, it also requires targeted support from organizations to mitigate challenges related to social isolation and technical resources. Future strategies should focus on enhancing communication, providing robust technical support, and fostering an inclusive and engaging remote work environment to maximize the benefits of WFH arrangements.

Future Prospectives in Research on Work-From-Home Arrangements

As work-from-home (WFH) arrangements become increasingly prevalent, future research in this domain holds significant potential for enhancing our understanding and effectiveness of remote work models. Future studies should incorporate longitudinal designs to observe changes over time in attitudes, productivity, and the impacts on employee well-being and organizational performance. There is also a need to expand research to include diverse geographic and cultural contexts to enhance the generalizability of findings. Investigating the role of emerging technologies, such as artificial intelligence and virtual reality, will be crucial as these advancements continue to shape remote work dynamics. Moreover, sector-specific studies could provide tailored insights that are vital for policy and organizational strategies, particularly as industries vary widely in their adaptability to remote work. Additionally, a deeper focus on the mental health impacts and the development of robust policy frameworks to support flexible work arrangements will be essential. Research into hybrid models will also be critical, providing insights into how organizations can balance flexibility with the benefits of in-person interactions, optimizing productivity and employee satisfaction. Addressing these areas will equip organizations, policymakers, and employees to better navigate the complexities of remote work, leading to more sustainable and effective work environments.

Conclusion:

Working from home (WFH) has transformed the traditional work landscape, offering employees flexibility, autonomy, and convenience while presenting novel challenges and opportunities for organizations. This study explored the effects of WFH on productivity and job satisfaction, shedding light on the multifaceted nature of this evolving work arrangement. Firstly, the research underscored the positive impact of WFH on productivity, as evidenced by studies showing increased output, reduced commuting stress, and enhanced focus and concentration among remote workers. This aligns with the notion that flexible work arrangements can empower employees to manage their time effectively, leading to higher task completion and efficiency. Secondly, the analysis delved into the intricate relationship between WFH and job satisfaction. While remote work offers benefits such as improved work-life balance, decreased office distractions, and greater job autonomy, it also presents challenges related to social isolation, blurred work-life boundaries, and feelings of disconnection from colleagues and organizational culture. Balancing these factors is crucial in fostering a positive work environment that promotes individual well-being and organizational success. Moreover, the paper highlighted the importance of organizational support in facilitating successful WFH experiences. Robust communication tools, virtual collaboration platforms, and clear performance expectations are essential in bridging the physical distance between remote workers and their teams, promoting effective teamwork, and maintaining organizational cohesion. Looking ahead, as the hybrid work model gains prominence, organizations must adapt their policies and practices to optimize the benefits of WFH while addressing its inherent challenges. This necessitates ongoing dialogue, experimentation, and a proactive approach to managing remote teams, ensuring employees remain engaged, motivated, and connected regardless of physical location. In conclusion, the shift towards remote work represents a paradigm shift in the modern workplace, offering new possibilities for productivity enhancement and employee satisfaction. By embracing flexibility, leveraging technology, and fostering a supportive work culture, organizations can harness the full potential of WFH to create a dynamic and resilient workforce capable of thriving in today's ever-evolving business landscape.

Limitation:

While this study provides valuable insights into the impact of work-from-home arrangements on employee productivity and satisfaction, it is important to acknowledge certain limitations. Firstly, the data were collected solely from employees based in Jeddah, Saudi Arabia, which may limit the generalizability of the findings to other geographical regions with different cultural and organizational contexts. Secondly, the study's cross-sectional nature does not allow for the examination of long-term effects or changes in employee perceptions over time. Longitudinal studies would be beneficial in capturing the dynamic nature of remote work experiences. Additionally, the convenience sampling approach, although supplemented by snowball sampling, may introduce potential selection bias, limiting the sample's representativeness. Furthermore, the self-reported nature of the questionnaire responses could be subject to biases such as social

desirability and recall bias. Finally, the study did not account for potential confounding variables, such as job characteristics, organizational policies, or individual differences, which may influence the relationship between work-from-home and employee outcomes.

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Appendix 1

Your insights are invaluable to us. Please dedicate a few moments to completing this questionnaire, which seeks to understand your experience with the remote work environment in Jeddah, KSA, focusing on its impact on employee productivity and satisfaction. Your feedback is crucial in helping us comprehensively view the remote work landscape and its implications. We assure you that your responses will contribute significantly to our ongoing efforts to enhance workplace strategies and employee well-being. Thank you for your valuable contribution.

Domain 1. Sociodemographic characteristics and clinical data of the participant					
Age					
≤20					
>20 - ≤40					

>40 - ≤60					
>60					
Gender					
Female					
Male					
Educational level					
Secondary					
College					
Postgraduate					
<i>Please rate the following information on a scale of 1 to 5, with 5 being “strongly agree” and 1 being “strongly disagree”.</i>					
Domain 2. Work From Home Productivity (WFHP)	1	2	3	4	5
I am very productive while working from home.					
I feel that the quality of the work I carry out during working from home is better.					
Working from home is personally beneficial for me at work.					
Working from home motivates me to work better.					
I have sufficient technical knowledge in completing work during working from home.					
I have sufficient authority in carrying out work during working from home.					
I have clear work targets when working from home.					
My boss is concerned about my well-being during working from home.					
I receive technical assistance from my workplace in completing work during working from home.					
I can concentrate on getting work done even when there are distractions from family members during working from home.					
Domain 3. Work-Life Balance (WLB)	1	2	3	4	5
I have adequate time to spend with the family even if I work in the organization or at home.					

I have sufficient time to take care of my children even if I work in the organization or at home.					
I have enough time to take care of elderly dependents even if I work in the organization or at home.					
I am not missing important social occasions even if I work in the organization or at home.					
I can maintain my work and family with a proper schedule even if I work in the organization or at home.					
I have enough time to take medical health checkups even if I work in the organization or at home.					
My personal life does not suffer because of work.					
I do not neglect personal needs because of work.					
Domain 4. Work Stress	1	2	3	4	5
I am discouraged about my work.					
I feel many things are beyond my control and ability while working from home.					
I feel overwhelmed by completing work during working from home.					
I feel like giving up on work during working from home.					
I feel unable to get out from my work during working from home.					
I feel frustrated with my work-from-home job.					
Domain 5. Job Satisfaction	1	2	3	4	5
I am satisfied with my current job.					
I am satisfied with my current co-workers.					
I am satisfied and feel happy with my current boss.					
I am satisfied with my current salary.					
Overall, I am satisfied with my current job.					
Domain 6. Work and Personal Life Energy (WPLE)	1	2	3	4	5
Personal life gives me energy for my job.					
My job gives me energy to pursue personal activities.					
I have a better mood at work because of personal life.					

I have a better mood because of my job.					
Domain 7. Emotional Exhaustion	1	2	3	4	5
I have felt emotionally drained from my work.					
I have felt used up at the end of the workday.					
I have felt fatigued when getting up in the morning and having to face another day on the job.					
I have felt burned out from my work.					