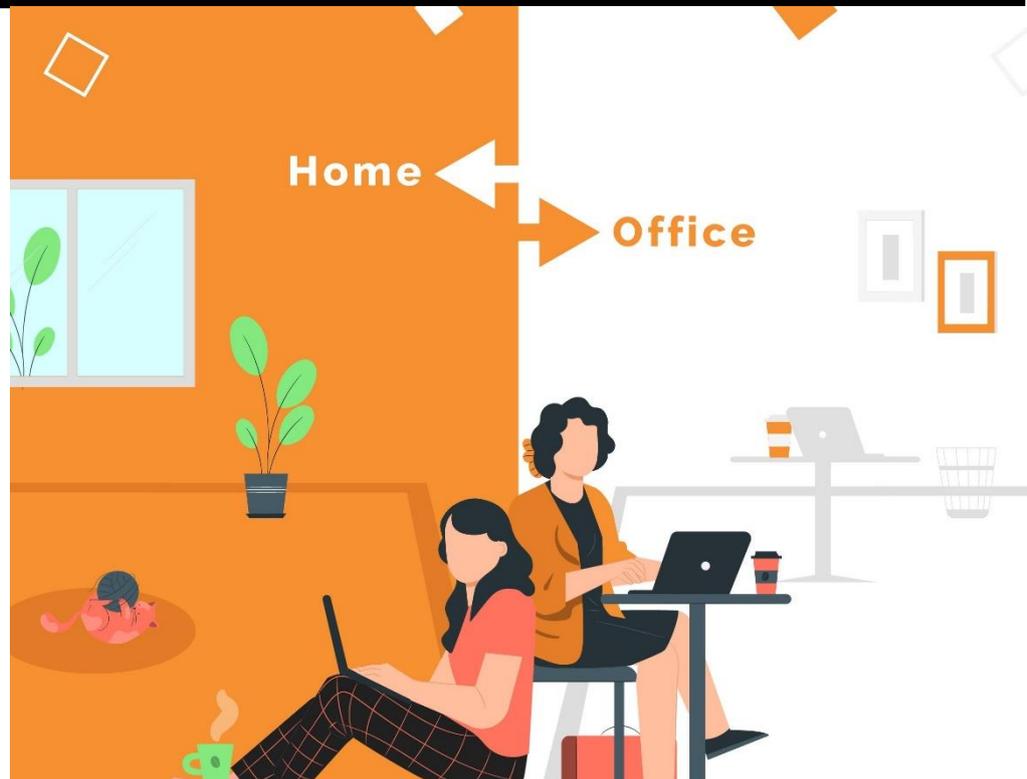


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Work from Home vs Work from Office: A qualitative study on job satisfaction in relation with the pandemic times



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PREFACE

This research study examines the job satisfaction level of knowledge worker employees on work from home mode and work from office mode. The purpose of this study is to find out which work mode provides more job satisfaction based on the qualitative information given by 12 knowledge worker employees. Seven factors have been considered to define the level of job satisfaction. The factors that have been considered in this paper for being important to determine job satisfaction are compensation, connection with co-worker, mental and physical satisfaction, and sense of achievement, job security, work environment and work life balance. The literature review has been concentrated on information that proves as to how these various factors have resulted in positive correlation with job satisfaction. Data were collected through semi-structured telephonic interviews and a purposive sampling method was used to select participants. Thematic analysis was used for data analysis which segregated the information into common themes. The result showed that participants preferred work from the office more than work from home where the preferable factors were compensation, work life balance, work environment, connection with co-workers and mental and physical satisfaction.

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Chapter 1: Introduction

The Covid 19 pandemic has affected people's way of work and disrupted the labour market globally. It has altered every aspect of our work life and personal life. In response to the national and local containment policies, companies and organisations have been suggested to encourage their employees to work remotely as a measure for social distancing. This initiative has always been there in the work culture but has recently come into focus due to the pandemic and has become the new normal. But there still are many sectors that had to work from their offices even when the first and second wave of the pandemic was inflicted upon the world. Employees like health workers had to work offline even during lockdowns. Even though they had always been working from the office, the experience was completely different during the pandemic. During all these hustles, maintaining job satisfaction among employees has been difficult. People have been mentally affected by the lockdown impositions and rising cases. And adjusting to the new working method has been tough. Even though there are a lot of changes in the work culture due to the pandemic, the study will focus on employees who had to pursue remote work due to the pandemic. The study attempts to identify the preferable and satisfactory work mode in jobs. It further elaborates on the factors essential for maintaining job satisfaction in employees.

1.1 Job Satisfaction

Job satisfaction is considered to be the enjoyable feeling that emerges from the positive outlook from the evaluation of one's job or job experience (E. Locke, 1976). Job satisfaction is often determined based on how much the employees are able to meet or exceed the organisation's goals and expectations. It is a general understanding that when an employee effectively and efficiently performs his/her job, they are assumed to be satisfied with their job and job responsibilities (A.B. Shmailan, 2016). These people are usually more committed, punctual, productive and more satisfied with their job as well as in their own life (S.H. Lease, 1998). According to Mosadeghard, job satisfaction is a multifaceted construct that has two elements; intrinsic and extrinsic elements. Intrinsic elements are based on the internally mediated rewards like job opportunities and the overall job experience, personal growth in the job etc. Whereas extrinsic elements are externally rewarded such as pay benefits and salary, company policies, appreciation in the job, supervision from seniors, job security, co workers etc.

Job satisfaction is a very well researched topic in the field of industrial psychology. This area of research is of great importance especially for managers and authorities of any organisation. Success and failure of an organisation depends upon the performance of the employees. It is a fact that the overall productivity and reputation depends on how each member of the organisation is performing. And those members' performance would be positively stable only when they are fulfilled and satisfied with their job. A company thrives on productive and efficient employees because everyone's livelihood depends on it. The main motive of an organisation is to maintain productivity and profitability. This is only possible when the employees are satisfied with their job and are motivated to carry out their work responsibilities. When an employee is content with their job they will be able to flourish his potential and abilities and work towards the betterment of the organisation. And this is why employee's satisfaction in a job is needed as an organisation wouldn't succeed without their effort and commitment (Mosadeghard, 2008).

Many studies have been conducted to find out the factors needed to satisfy an employee, but there is no clear evidence as to what exactly affects an employee's job satisfaction. Some factors have been considered as probable ones for job satisfaction such as working environment, co workers support, achievement and recognition in the workplace, physical and mental health, job security, work life balance. An employee's satisfaction towards a job consists of the mixture of these various factors into one. An employee cannot be satisfied with the job if the working environment of the job is luxurious and spacious but on the other hand they have long working hours. Job satisfaction can be achieved when all the factors are combined together and the employee can work without having any issues with the job. Even though these factors are said to be common for all employees, there are bound to be differences because of age, gender, social background etc. Flexible working hours might be a satisfaction factor for a woman who might not be able to come to office due to PMS, whereas a man might not have this issue so he won't consider it a job satisfaction factor.

1.2 Work from office

Offices have always been a common form of work culture since its emergence throughout the 18th century. Before this, people used to have a common workspace but never had large organisations termed as offices. This culture was influenced by other organisations when ventures such as East India Company saw its spread across the country. Organisations of this sort influenced the acceptance of office culture throughout the world. During the days of the

East India Company, there was a whole lot of paperwork involved due to the absence of digitalised forms of storage which necessitated the requirement of more office space. Offices had become the widely accepted form of work culture, even in the 21st century and saw multiple changes in the form of cubicles to open-space offices. The open space office culture drew its inspiration from the Japanese model that proved to be a huge success and companies across the globe saw its importance and incorporated this system to their own work setup. It creates a more interactive atmosphere and hence open space work culture is the more accepted form in the present day at ventures across the world. (Reynolds & Bibby, 2020)

The Covid-19 pandemic saw the need for a drastic change in the work culture and people began to switch to other forms of work. Despite the changes, office culture remained across various sectors because it can't be replaced, such as in the medical sector or in the banking sector. Health workers had to be present in their respective workplaces. With the lockdown regulations being eased by the government, people are going back to offices and some organisations offering hybrid forms of work: combining both work from office and work from home.

1.3 Work from home

The work from home initiative isn't new and has always been here in the work culture. In fact, it is as early as during the 14th century. Earlier when the technology wasn't available, combining work space and personal space was considered convenient. People would handle their job as well as do their domestic work. In this way people can make the most of their available resources and save up space and time that would have been used up in commute. During the mediaeval times, people who were vegetable sellers, dressmakers, flower sellers and similar jobs would use up space in their homes and transform it into a place for both living and working. Remote work was not based on gender factor but statistusehold works etc were considered "feminine" and hence were considered as work for women. They were the one who were most familiar with work from home as they had to manage both domestic works as well as their profession. But as industries kept rising and factories were seen increasing, people had to shift to office buildings. People had to come out of their homes and start working for companies cally it was more common among women.

Now as the world is going through a global crisis, everyone is trying to find ways in order to cope up with the changing times. Due to quarantines and lockdowns, organisations have been forced to social distance and hence find new methods to keep their business on the run. Among

the many initiatives, work from home has been the most common. Even though working from home has been on the rise due to the increase in technology and digital facilities, it has accelerated in the pandemic. According to research, 40% of the workers have switched up to work from home. After getting adjusted to this method, people are starting to see that working from home saves up so much commute time; provide flexible hours, increase job satisfaction and increase work life balance (Gibbs M. Et al, 2021). Even though little research has been done on the consequences of this initiative, most people seem to prefer work from home over work from office.

1.4 Definitions and Theories of Job Satisfaction

1.4.1 Definitions

“Job satisfaction is the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs.” - Hoppock & Spiegler (1938)

“Job satisfaction is positive feedback from the individuals towards their jobs which they are doing at present.” – Vroom, 1964

“Job satisfaction is a positive or pleasurable reaction resulting from the appraisal of one’s job, job achievement, or job experiences.” – Locke, 1969

"Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" – Locke, 1976

“Job satisfaction is essentially the psychological disposition of people toward their work.” – Schultz, 1982.

“Job satisfaction is an emotional response defining the degree to which people like their job.” – Siegal and Lance, 1987

“Job satisfaction is an individual’s positive affective reaction of the target environment as a result of the individual’s appraisal of the extent to which his or her needs are fulfilled by the environment.” – Lofquist and Davis, 1991

1.4.2 Theories

There are two kinds of areas where the various job satisfaction theories are classified, namely content theory and process theory. Content theory, also known as needs theory, focuses on the needs and drives that motivate an employee. Process theory explains the process in which human behaviour is motivated. There are several theories under these areas but only a few have been listed below with significance to our study.

1.4.2.1 Content Theory

1) Abraham Maslow's Need Hierarchy Theory:

Maslow suggested this theory in 1943 which is based on 5 basic needs in the form of a hierarchy system. He says that the lower level needs are to be fulfilled first before we fulfil our higher level needs. People first seek to fulfil the lower level needs before moving on to the higher ones and only get satisfied when all the levels of needs are fulfilled. This theory was developed to explain how motivation works in humans generally. It says that people have needs and drives which need to be fulfilled in order to achieve satisfaction; otherwise it can lead to dissatisfaction. His theory is essential for explaining the needs of employees that leads to job satisfaction. The needs are listed below according to their hierarchical order, i.e., basic to complex needs.

1. Physiological needs: This is the most basic needs which consist of compensation, stable employment and health care benefits.
2. Security needs: This is the second most basic need and involves good physical working environment, job security and fair work policies.
3. Belongingness: This need gets fulfilled when the employee feels socially accepted. In order to achieve this good relation with co workers as well as their supervisors are needed.
4. Esteem needs: This need is fulfilled by boosting up employees self esteem by feeling valued and appreciated from other members of the organisation. They seek recognition, positive-image, and respect in their workplace.

5. Self-actualisation needs: This is the final level of needs that needs to be fulfilled where the employee seeks workplace autonomy. They seek to grow and develop in order to become what they desire in their workplace.

Even though these are five separate needs, in order to achieve complete satisfaction all of the needs need to be fulfilled. Employees tend to find greater satisfaction in jobs that meet their maximum satisfaction of Maslow's needs. Therefore organisations need to work to improve job satisfaction by making sure employees are getting all the needs so as to maintain productivity.

2) Herzberg's Two Factor Theory:

Herzberg's two factor theory (1959), also known as motivation-hygiene theory, states that there are several factors in the workplace that cause job satisfaction and job dissatisfaction. According to him, the opposite of "Satisfaction" is "No Satisfaction" (Motivators) and the opposite of "Dissatisfaction" is "No Dissatisfaction" (Hygiene Factors). It means that simply removing dissatisfying factors doesn't lead to satisfaction. To attain satisfaction there has to be factors that are satisfying for the employee. Hygiene factors are those job factors at the workplace that don't lead to dissatisfaction and lead an employee to simply fulfil the basic needs. These are fulfilled by extrinsic job factors such as pay, job security etc. These don't guarantee long term satisfaction but when present adequate enough, they stop an employee from getting dissatisfied. Motivator factors are different from Hygiene factors. These are the factors that motivate an employee to generate productivity and promote positive satisfaction. These are intrinsic factors that are also called satisfiers such as recognition, sense of achievement etc.

3) David McClelland's Needs Theory:

McClelland gave this theory in the 1960s which suggests that there are three aspects of his motivation theory that makes an individual thrive for his goal. These aspects are Need for Achievement (N-Ach), Need for Power (N-Pow) and the need for affiliation (N-Aff).

1. Need for Achievement: As the name suggests, it is the desire to achieve what is wanted. It is the need that motivates a person to achieve its goal and fulfil their objective.

2. Need for Power: It is an internal urge to attain control over a situation or hold authority. This need gives rise to the desire for the fulfilment of self-esteem and reputation around people.

3. Need for Affiliation: This is the urge to build social connections and to be socially accepted by others. It makes people seek interpersonal relationships and create bonds with others in order to fulfil the need of belongingness.

These needs might vary from person to person according to their experience but every individual possesses at least one of the needs. These needs influence the behaviour of a person and are hence important in order to evaluate an employee in the job setting.

1.4.2.2 Process Theory

1) Vroom's Valence Expectancy Theory:

Vroom's theory (1964) focuses on maximising pleasure and minimising pain. This theory suggests that an employee is most likely to be motivated to work when he sees that his better performance will most likely provide him with good feedback or reward in return. Their motivation comes from the expectation for a positive outcome in the future. Vroom suggests that motivation consists of three aspects, i.e. valence, expectancy and instrumentality.

Motivation = Valence * Expectancy * Instrumentality

1. Valence: It is the value and the importance that an individual puts on their desired outcome. It is the intensity of how much they value their potential rewards associated with specific behaviour.

2. Expectancy: This is the belief that the higher their performance is the greater and better their results will be.

3. Instrumentality: It is the belief that better performance means there is some positive outcome in hold for the individual.

2) Adam's Equity Theory:

Adam's theory (1963) suggests that employees are motivated by the belief that their inputs will yield the same amount of output. They get demotivated when they realise their input is greater

than their output. For them to be motivated, their contribution towards the workplace needs to return a fair amount of reward and feedback. According to him, individuals are motivated by the sense that the 'give and take' process should be fair. When the employee feels that this process is violated, he will be less interested in putting in efforts in the organisation thus affecting the productivity of the organisation in general.

3) Goal Setting Theory of Edwin Locke:

In the 1960's, Edwin Locke gave the Goal Setting theory which states that motivation is linked with specific task performance. It states that in order to motivate employees to work efficiently, the task and goals provided to them should be specific and lead to a particular direction in order for the employees to achieve them faster. Employees tend to lose motivation when they realise that the tasks provided to them are unclear and not properly explained. The tasks that are provided to the employees should be realistic and measurable. When the employees attain the goals or complete the tasks provided to them, they get a sense of achievement and pride which motivates them further to continue improving their work performance. A little challenging goal is more motivating than easy and vague tasks. This concept is related with the concept of 'self-efficiency' which means employees are motivated around the belief that they are capable of performing difficult tasks.

1.5 Rationale

Job satisfaction is a very important subject matter for any organisation. It is very essential for managers to ensure that employees are satisfied with their job so as to maintain collective positivity around the workplace. Job satisfaction promotes organisation productivity, improves social life, reduces the symptoms of withdrawal behaviour in employees, and also helps with the personal growth of employees. As of current times, everyone around the world is going through a pandemic and organisations are forced to come up with new methods for working. Because of lockdowns and rising cases employees are being pushed to a corner where they have to be isolated. This is why work from home was taken as an initiative considering it as an emergency measure. But as people slowly started getting adjusted to this method, they have started to see its advantage over work from the office. Faster connections, more social platforms, and easy internet access has made working from home easier and more efficient. Work from home has proven to be more efficient because of digital technology. We can now connect with people faster and get any necessary information virtually. This is a reason why

work from home shows promising initiative for the future even though less research has been done on it. Digital technology is growing at a higher pace and statistics are also showing more productivity from people working from home and this is why it is obvious why people would want to further continue the work from home initiative. This study is being conducted in order to further research on how much people are satisfied by working from home and also find out if people prefer work from home more than work from office.

1.6 Significance

Job satisfaction has been considered as a factor that can cause employee turnover which ultimately hinders overall company productivity. Hence making sure how to promote new measures in order to increase job satisfaction among employees is very essential. This research will help us to get information on the main factors that promote job satisfaction. The new method of working from home has been quite popular ever since the pandemic has started, so it is essential to find out what kind of factors are involved with it that makes people satisfied with it. This research will compare the job satisfaction of people working from home and people working from office and conclude on which work mode is better and preferable for people. It would elaborately state benefits and limitations of both the methods of working. It would further bring out additional qualitative information on job satisfaction of people working from home.

1.7 Objectives

- To compare the difference between job satisfaction in work from home and work from office
- To investigate the benefits and limitations of work from home
- To investigate the benefits and limitations of work from office
- To find out the more preferred and suitable work initiative

1.8 Statement of the problem

To find a better form of work method, i.e., between work from home and work from office and find out which method provides more job satisfaction.

Chapter 2: Review of Literature

2.1 Job satisfaction

The purpose of the study conducted by Mosadeghard, Ferlie and Rosenberg (2008) was to understand the relationship between job satisfaction and organisational commitment of employees, and their impact on turnover intention at Isfahan Hospitals, Isfahan, Iran, in 2005. The paper was a descriptive research which consisted of correlational and cross sectional study. Their study concluded that the employees of the hospital were moderately satisfied with their job. They also concluded that organisational commitment and job satisfaction are predictors of turnover intentions and moderating factors such as individual and cultural characteristics play a significant role in both turnover intention and actual turnover. (Mosadeghard, Ferlie and Rosenberg, 2008)

Rizwan and his co-authors (2012) focused on finding the crucial and most obvious problems that an employee faces in an organisation so that he could understand how to work on those problems and make the employees more satisfied with their job. He also stated that workplace environment, reward and recognition, training and development and especially teamwork are some of the main factors that affect an employee's job satisfaction. His population was covered within the territory of Punjab in the border of Pakistan and nearly 200 employees were interviewed for this study. (Rizwan et al, 2012)

Farsi (2017) theorised that the driving force in any organisation is the work and efforts of its employees which will result in achieving any goals in an organisation which is possible when the employee is satisfied with their job. The study was conducted to measure the job satisfaction level regarding different factors associated with it. He included factors such as work environment, family issues in the work, salary benefits etc. Its population was 50 employees of Oriental Ready Mix Company, Sultanate of Oman. (Farsi, 2017)

Girisha (2019) said that lack of job satisfaction can lead to withdrawal behaviours such as lateness, absenteeism, turnover intention and even turnover itself. His study aim was to study the job satisfaction of 100 employees working in AT&S PVT LTD. The employees consisted of both blue and white coloured staff. He theorised that there are two main factors that affect job satisfaction for employees and that is personal and environmental factors and his study also

supported his theory by concluding that there is significant relation between job satisfaction and the factors affecting job satisfaction in employees. (Girisha, 2019)

According to the study conducted by Inayat and Mohammad (2021), employees who are satisfied with their job are more motivated and productive with their work than employees who are dissatisfied. Their study was to focus on the effects of job satisfaction on employees of a private sector organisation in Pakistan. Their motive was to study the factors that affect job satisfaction so managers can target obvious factors of job satisfaction in order to maintain employee satisfaction resulting in more productivity. (Inayat & Mohammad, 2021)

2.2 Factors needed for Job Satisfaction

According to Tanjeen (2013) some probable factors of job satisfaction are working conditions, job security, autonomy or freedom, relationship with colleagues, relationship with superior, promotion and pay. This research was an exploratory research which tried to explore the importance of factors that affect job satisfaction. A sample of 82 employees of different telecommunication companies was taken. The results conclude that the most important factors for job satisfaction according to these employees were working conditions, relationship with co-workers and pay. (Tanjeen, 2013)

Koorella and Dr. R Perumal (2019) tried to state the factors that affect job satisfaction. According to their study, job satisfaction is affected by both personal (like, age and sex) and socio-economic (like incentives) factors. Their population was a pharmaceutical company in Hyderabad, India and they found out that all the factors related to their work are affected in how satisfied they are with their job. (Koorella & Dr. R Perumal, 2019)

2.2.1 Compensation

According to Litwin, remuneration is one of the key factors that motivate an employee to yield more productivity (Litwin et al. 2015). It is obvious that the effect of remuneration on job satisfaction would be based on an employee's subjective assessment of the amount of remuneration and after the data analysis it was also concluded so. The study was based on a survey among employees of 10 public administrative officers from the Pomerania region of Poland.

Mabaso (2017) concluded that authorities of an organisation need to come up with unique and new strategies for compensation and benefits so as to attract new employees and maintain their job satisfaction. His study focused on compensation and benefits and their effect on job satisfaction where he found a significant effect between compensation and job satisfaction. His data were collected through a survey method with a semi-structured questionnaire with the population of 279 academic staff in higher education institutions in South Africa. (Mabaso, 2017)

Rapai (2017) stated that there should be equity in compensation distribution among the employees which brings a level of transparency and commitment into the workplace. This will ultimately result in more job satisfaction among employees and lead to long term benefits of the organisation. His main objective of the study was to measure the effect of compensation and job satisfaction among 120 employees of Flamboyant Hotel in Zimbabwe where he found out that there is a positive relationship between compensation and job satisfaction. (Rapai, 2017)

2.2.2 Working Environment

Raziq (2015) concluded that businesses should put more focus on the importance of a good working environment as it can maximise the level of job satisfaction in employees. The study objective of this quantitative research paper was to analyse the impact of working conditions in relation with job satisfaction. He conducted his data collection with a survey method on 210 employees from Quetta, Pakistan. After data analysis and statistical analysis he found out that there was a positive relation of the working environment in relation to job satisfaction. (Raziq, 2015)

Bhavya sree (2017) concluded that suitable working conditions are needed to portray their capability and attain full potential in their workplace. Her aim of the study was to study job satisfaction in relation with the factors affecting job satisfaction, especially working conditions, to which she found out that there is a positive and direct impact of working conditions on job satisfaction. The population of the study was 80 respondents from different sectors in Hyderabad. (Bhavya Sree, 2017)

The study conducted by Agbozo (2017) was to find the important points of a good working environment for job satisfaction. He mentioned that to measure the overall working environmental condition of employees there are certain factors to keep in mind for study;

physical, social and psychological working environment. The study was conducted on 105 bank employees from Ghana from whom data were collected through stratified sampling method. Both close ended and open ended questions were used in the questionnaire which measured their relation with working environment and job satisfaction. After the data analysis it was found out that the working environment has a positive significant effect on job satisfaction. He further concluded by saying that all the factors of working environment is necessary to keep in consideration to keep employees satisfied, especially physical working environment. (Agbozo, 2017)

Bala (2020) tried to put light on the importance of the working environment on job satisfaction. According to him, having a good working environment will make employees more attached and loyal towards their workplace. Along with being professional, being emotionally connected with their co-workers and the whole organisation leads to having a friendlier environment thus creating less chaos and misunderstanding in the work. He also further added that these kinds of employees are more likely to stick around and help during times of crisis in the organisation, instead of leaving it hanging because they feel more responsible towards their job. The study was conducted on employees of Qess Corp Ltd, Bangalore to which he concluded that there is significant correlation between job satisfaction and working environment among those employees. (Bala, 2020)

2.2.3 Connection with Co-worker

Ducharme (2000) has theorised in his paper that there are two kinds of co-worker support that is needed in order to fully measure the impact of co-worker support on job satisfaction. These measures are namely affective support (non-directive support) and instrumental support (emotional support). His aim for the study was to measure correlation between unrewarding work, co-worker support and job satisfaction. He conducted this study on 2505 employees who were working full time jobs. At the end of the findings he concluded that there was a significant impact of two kinds of co-worker support on job satisfaction. (Ducharme, 2000)

Kalliath (2005) performed a longitudinal investigation on 23 New Zealand organisations over a period of 3 years. The motive of the study was to find out the direct and indirect support of co-workers and family on job satisfaction. After conducting several data collections and monitoring the behaviour of the organisation, he and his co-authors came to the conclusion that there was significant correlation between job satisfaction and support of co-worker and family.

He furthermore added that having support from family reduces the risk of having turnover intention and psychological strain. (Kalliath, 2005)

Gemma (2009) theorised that co-worker support in the workplace leads to less work stress and reduces the intention to quit. She also mentioned that having co-workers in the workplace reduces absenteeism and employees tend to be more productive and efficient in their daily work. Her main aim of the research was to study employee perceptions of co-worker support and its effect on job satisfaction, work stress and intention to quit. The study was conducted on two New Zealand's fashion companies where 98 employees were selected for the conduction of the test. A survey was conducted based on four variables in the study; co-worker, job satisfaction, work stress and intention to quit. The data interpretation concluded that there is a strong significant relation between co-worker and job satisfaction. (Gemma, 2009)

2.2.4 Mental and Physical Health

Faraghar (2003) has conducted a meta-analysis on 500 studies on almost 250000 employees from all over the world. This large scale combined correlation was considered as sufficiently strong and important. The aim of this study was to measure the relationship between job satisfaction and physical (like, headache, eye strain etc) and mental health (like depression, burnout etc). He mentioned that growing trends in working practises and technological development has put a lot of pressure and higher work expectations from employees. Constant deadlines, working beyond work hours, acquiring higher targets has left employees with less control over their job ultimately causing work overload. The conclusion of this paper has stated that there is significant and positive correlation between job satisfaction and physical and mental health as expected by the authors. (Faraghar, 2003)

Nadinloyi (2013) conducted this study to measure the relationship between job satisfaction and mental health. Along with studying this relationship, he also compared the difference in job satisfaction between male and female. The study was conducted on two industrial companies in Ardabil. After the conduction of the study it was found that there is a positive relationship between job dissatisfaction and global health index of mental health and depression. It was also found out that females tend to be more satisfied with their job than men. (Nadinloyi, 2013)

Aazami (2015) conducted a study which aimed to assess the relationship between the nine facets of job satisfaction and psychological health and somatic complaints (i.e., sleep disorders, headache, gastro-intestinal and respiratory problems). He theorised that having good mental health and physical health will generate higher organisational productivity, creativity and ultimate occupational outcomes. He collected data for his study on 567 women from Malaysia working in the public sector. His data interpretation found that there was a positive impact of mental and physical health on level of job satisfaction. (Aazami, 2015)

De Simone (2016) emphasised his works on occupational stress, job satisfaction and its impact on physical health. He mentioned that the level of physical stress and its consequences can be reduced and prevented by identifying the sources and also resulting in a positive effect on individual and organisational health. He conducted his study on 565 teachers of secondary schools from Italy. The results of his findings analysed that job satisfaction leads to decrease in physical stress and work overload, attitude change, work environment have direct effect on physical symptoms and job satisfaction. (De Simone, 2016)

2.2.5 Work-Life Balance

Shantha (2009) suggested that apart from employees having work responsibility, they also have family and personal responsibilities. Hence employees tend to report more job satisfaction when they are provided flexible working hours so they can have a satisfactory life outside work. The main objective of this study is to investigate the relationship between work life balance and job satisfaction so further suggestions can be given on how to improve the policies for job satisfaction among employees. The study was conducted based on a company called ABC Maritime Agency, Columbia in Sri Lanka. 360 full time working employees volunteered for the self administered questionnaire survey. The result came as work life balance and job satisfaction having significant positive relationships. (Shantha, 2009)

According to Kassim (2013) organisations should move towards a humanistic approach when dealing with employees and identifying their roles in the workers life and not only during the working hours. He also added that employees can bring out their true potential only when there is a balance between work life and personal life. The aim of this study was to find out the role of work life balance as an antecedent to job satisfaction. 205 management staff were surveyed at a healthcare centre. The hypothesis testing found a positive relationship between these factors and he also concluded that it is very important for organisations to critically analyse and

improvising their company policy so as to ensure the maintenance of balance between work life balance and job satisfaction. (Kassim, 2013)

Abdirahman (2018) concluded that for employees to be effective in their job the level of motivation needs to be improved and one essential way to do this is to improve work life balance among employees. He aims to study the relationship between work life balance, job satisfaction and organisational commitment on employee performance. He collected data from 271 administrative staff respondents in Northern region universities in Malaysia. Data were analysed using multiple regression analysis and it indicated that the independent variables (work life balance, job satisfaction and organisational commitment) are positively correlated with dependent variables (employee performance). (Abdirahman, 2018)

The purpose of the study conducted by Gaur (2018) was to study the impacts of work life imbalance on job satisfaction. The study was done on 12 non clinical employees in Tertiary Health Care Centre, Delhi. The correlation analysis was done with comparing simple percentages and the results came in as a positive impact of work life balance on job satisfaction. She further quoted by saying, "The ability to achieve satisfaction in all spheres of life increases the value of interpersonal relationships and as result organisation performance too." (Gaur, 2018)

2.2.6 Job Security

Woods (2013) explained that job security gives an employee much needed sense of assurance and guaranteed position that makes them more motivated towards their job. When employees have job insecurity they tend to take their work less seriously and avoid work responsibilities. It also causes an employee to have turnover intention. In a Harris Interactive Poll around 56% have reported that they are worried about their job. Employees tend to plan their future in the organisation and also keep maintaining contacts with colleagues and customers when they have job security.

Xingshan (2014) conducted a study to measure relationship between job security and job satisfactions by examining optimism and employees psychological characteristics similarity (like, attitude, personality etc) with supervisors. Empirical study was conducted on 368 employees from state-run electric power companies and 16 chemical companies in China. After data analysis it was found out that there was a positive significant relationship between job security and job satisfaction. Furthermore, certain demographic factors such as age, gender etc

also have influence on positive traits on optimism and P-S deep level similarity with supervisors. The paper also has limitations; it is unsure as to exactly the mechanism of how job security leads to job satisfaction.

Artz (2015) explained the importance of job security by measuring its impact on job satisfaction in economic contractions and versus expansions. He mentioned that people aren't afraid of job loss as much as they are afraid of finding another job right after losing their current ones. The measures taken for data analysis were from difference-in-difference analysis of the 1997 and 2008 waves from the National study of the Changing Workforce. It has been found that as job security rises in times of economic expansions and hence gives rise to job satisfaction, therefore it can be said that it is in the interest of the employees to be aware of the relationship between job security and job satisfaction.

2.2.7 Sense of Achievement and Recognition

This study by Danish (2010) seeks to measure the different factors that motivate an employee and the relation among reward, recognition and motivation while working in an organisation. 220 samples were selected from different sectors in Pakistan. It was concluded that reward and recognition are very much correlated with motivation in employees of the organisations. There was positive correlation among all the factors except for recognition where it showed that there was less recognition along with work itself. He explained that Pakistani employees expect less recognition from their superiors as it isn't practised in those organisations. These deficiencies can work out if superiors involve their employees more in decision making processes and appreciate and motivate them for their work. He further quoted, "Motivated employees can help make an organisation competitively more value added and profitable."

Benrazavi (2013) recognised that if employees have to work in teams there has to be recognition and willingness to work among each individual. In order to work in big companies, teamwork is absolutely necessary and hence the author has proposed this study in order to motivate employees into working in teams. The study measures the willingness to work in employees with influences of employee's satisfaction through achievement, recognition and nature of work. The population of the study was 357 employees from 4 organisations in Malaysia where a random sampling method was used for collecting samples. After data analysis through multiple regressions, it was concluded that there is a positive relationship

between independent variables (achievement, recognition, nature of work) and dependent variables (willingness to work).

Abdullah (2016) aimed this paper to investigate the psychological role of recognition and appreciation in motivating employees to work. The study was conducted on employees of Telekom Malaysia in Melaka. She quoted, "Intrinsic motivation is experienced when a person is moved to act for the 'fun' or challenge entailed rather than because of external pressures or rewards." Employees who have intrinsic motivation through recognition and appreciation tend to be very responsible of their work and need less supervision. The study was formulated in order to provide guidelines and suggestions on developing appropriate reward and recognition systems.

Chinn emphasised his work on theories given by David McClelland on the need for achievement as a psychological motivator. He said that employees who thrive on achievement as a motivator are less of risk takers because taking risk lessens their chance of achieving their goal or finishing up a project. Employees want to be acknowledged as a potential worker in their organisation and hence want to participate in decision making and want to handle their work themselves. Having a very high need for achievement can be problematic in certain contexts; these kinds of employees achieve high results but often fail to work effectively when put up in a team.

2.3 Work from Home

Schall (2019) conducted a study on remote work and job satisfaction with having variables as perceived autonomy, work-family conflict and telecommuting intensity. The study was conducted on 185 employees working from home and the result came as a positive relationship between remote work and job satisfaction. She explained that with less commute, increased perceived autonomy and more quality time with family, they are more content with their work and thus they spend more time on their work.

Dr. R. Rangarajan (2020) mentioned that employee's job satisfaction by working from home depends on if there is good connectivity, children at home, balance between family and work and good working space. This was a paper on the study on job satisfaction during work from home with special reference to IT employees. Data was collected using a sampling method on 100 IT employees working from home. Based on the findings, he concluded that their IT employees were highly satisfied by working from home. Work flexibility, organisational

support, job satisfaction, recognition, communication and balancing between family and work are some of the main points which should be kept in mind when measuring employee satisfaction with working from home.

Jain (2021) conducted a comparison study on employee satisfaction between India and US. He aimed to measure the difference in between them and also consider the other demographic factors that act as an indirect influence. He conducted the study on 125 contract based employees from India and US through an online survey method. After the conduction of data analysis it was found out that US employees had more job satisfaction compared to Indian employees. Suitability of working at home turned out to be the most influential factor that makes US employees more satisfied with their job. In conclusion, the author suggested that work from home arrangements should be improved in order to motivate the workforce so as to generate more employee satisfaction.

2.4 Work from Office

Wolfeld (2010) described the importance of face-to-face interactions in workspace as a crucial factor of job satisfaction. His study examines such factors of office layouts and face to face interactions on job satisfaction, organisational commitment and productivity. Data was collected through a self-report based questionnaire. After the data analysis, results showed positive correlations between face to face interactions and job satisfaction, organisational commitment and productivity. However, there was a negative correlation between time spent alone at work and job satisfaction. This concludes that employees tend to be more fulfilled with their work and environment when there is impromptu connection among co-workers.

Misoska (2014) conducted this study to measure the potential factors of working in a physical workspace that lead to employee satisfaction. Importance was given to the employees of the banking and ICT sector in the Republic of Macedonia and around 250 employees participated in this quantitative study. As employees spend time working around in their workspace, the working environment will have an impact on their work performance. The study found significant correlation between working space and job satisfaction in employees. The study also found that the various aspects of physical workspace that leads to job satisfaction are privacy space for employees, less distracting environment, storage space etc.

Lusa (2019) aimed her study to find the relationship between working space and individual and social well-being. 91 employees were interviewed from a multi working-space Company in

Finland. It was found out that employees are satisfied with working in a multi working-space company. They are more satisfied with the work environment and physical structure of their company. Satisfaction with acoustics was also associated with good self-perceived future work ability, recovery, and good social capital. They also mentioned that having good connections with their colleagues also levels up their job well-being.

2.5 Work from Home vs. Work from Office

The paper written by Ruff (2020) analyses how working from home has impacted productivity, work-life balance and overall well being. The data were collected from Bay Area construction office employees who were previously working from office but had to change course due to Covid 19 pandemic. The author tried to measure the job satisfaction level, productivity, well being and work life balance between two work modes; Work from home vs. Work from office. Even though the productivity level on both these modes were similar, employees reported higher rates of well being and work life balance by working from the office.

A study was conducted by Birkinshaw in 2013 and again in 2020 comparing the productivity and satisfaction level of knowledge workers. People were working from Office in 2013 and had to work from home in 2020 and the difference in workers' responses was very vast. While working from the office, employees used to feel exhausted from constant meetings and an uncomfortable environment but that isn't the case in working from home. By working from home employees felt less tired and more in control and hence felt like their work was important making them more productive and effective. He quoted by saying, "In 2020, respondents say their work is more important, less tiresome, less easily offloaded and contributes to the company's objectives." Remote work has also helped employees in prioritising their day to day work schedule and taking responsibilities for their own work in the organisation.

Fleming (2021) states that working remotely limits valuable relationships at work. The study is based on data that were collected from 9000 employees in the US. The study says employees preferred to work from the office rather than work from home. Work from the office provides spontaneous conversations and more improved career opportunities that work from home can't offer. He further suggested that a hybrid work mode can be more beneficial as it has the benefits of both work from home and work from office and offers a more flexible work schedule.

Christy (2021) proposed this study to study the drawbacks and advantages of work from home and work from office and using statistical methods to find out which one is more preferable. She formed her own questionnaire using Cronbach Alpha for reliability to conduct a survey on women employees in an IT company in Bangalore. The results showed that women prefer working from home more than working from the office. Apparently, according to the study, working from home has more advantages that motivate an employee to generate more productivity. It was also concluded that women tend to face fewer challenges by working from home than working from the office if they have a good environment for the workplace and more flexible working hours.

2.6 Work from home during Pandemic

Wang (2020) conducted a mixed method study where he aimed to measure the challenges faced by employees working from home as well as what virtual work had effect on these challenges. The study was done on 522 employees working from home. The result implied that virtual work setting had an impact on worker's productivity and well being, job autonomy negatively related to loneliness and workload additionally linked to lower procrastination.

Due to the pandemic, many workers were forced to work from home to adapt to the shifts to work effectively. Surprisingly, positive effects were seen on people working from home. Irawanto (2021) wrote this paper to highlight the effects of working from home and how it has uplifted work life balance and reduced work stress. A total of 472 workers were surveyed who started working from home in Indonesia. Positive correlation was observed between job satisfaction and work life balance. This paper suggested that as higher results of productivity and job satisfaction is being observed in employees, organisations should start considering work from home as a new way of working.

Kaufman (2021) started working on this paper when he noticed that many organisations were taking up work from home mode after the pandemic struck. To measure its effectiveness, he proposed this paper which focuses on finding how working from home has had an effect on their experiences. Data from the October 2020 Pew Research Centre American Trends Panel have been used where 4508 respondents were surveyed. The authors found that working from home has increased schedule flexibility, work life balance and productivity. It also reported that there was reduced connectedness to co workers but the findings showed that the impact was minimal compared to other factors of job satisfaction.

Chapter 3: Methodology

The purpose of this study is to collect in-depth information on the various factors affecting the job satisfaction of employees working from home and working from office. The data collected in this study provided information on the benefits and limitations of both the work methods and presented comparisons between the two. It provided insights on the comparatively favourable work method for the participants involved.

Qualitative questions were formed specifically for the conduction of this interview. The questions were formed with the help of secondary data mentioned in the literature review and the probable factors considered for job satisfaction. The interview questions were divided in two sections and consisted of the factors affecting job satisfaction in both work methods. The interview included both open ended and close ended questions which provided detailed insight on the study. Similar factors which were considered to be probable reasons for job satisfaction were identified. Other factors depending on the work mode were also included in the questionnaire.

Similar factors that were considered for evaluating job satisfaction in work from home method and work from office method are:

1. Compensation: This factor was considered to measure if salary and extra benefits were an important contributor for job satisfaction. Questions were asked based on how satisfied they are with their salary and if they think it was a motivating factor for them to still be content with their job.
2. Connection with co-worker: This factor was considered to measure if the involvement in close friendships with co workers and support from co workers has any influence on job satisfaction. Questions were asked about their connection with co workers and how effective they are in determining job satisfaction.
3. Mental and Physical satisfaction: This factor was considered to measure if good mental and physical health is important for having job satisfaction. The signs and symptoms of mental and physical problems were asked and if they were a factor to be considered for determining job satisfaction.

4. Work life balance: This factor was considered to measure if having balance between work life and personal and social life is a reason to have job satisfaction. Questions were asked focusing on their personal and social life and their relation with work life.

5. Sense of achievement: This factor was considered to measure how their personal achievements at work motivates and influences them in achieving job satisfaction. Questions were asked based on what they feel about the relation between sense of achievement in the workplace and job satisfaction. Probing questions were asked about if they experienced any similar situation and what effect that had on them.

6. Work Environment: This factor was considered to measure if a good physical environment is necessary for job satisfaction. Questions were asked to explain their physical environment in the office and if they had any effect on job satisfaction. In case of remote work, questions were asked about their work space in their home.

7. Job security: This factor was considered to measure if having job security for their job relates to job satisfaction. Questions were asked based on what the relation between feeling safe with their job and job satisfaction is.

The following questions were chosen to ask the participants to understand about the experiences of the participants. The interview questions were broken down into two sections consisting of both open ended and close ended questions to fulfil the objectives of the study. The following section presents a rough overview of the questions asked during the interviews.

Section 1 (Work from Office):

1. To measure the relation between Compensation and Job Satisfaction:

- a. What is your opinion about salary and extra benefits being important for having job satisfaction when working from the office? Are you satisfied with your pay in relation to how much you have to work?

2. To measure the relation between Connection with co-worker and Job Satisfaction:

- a. What is your opinion about having connection with your co-worker being important for having job satisfaction when working from the office? Are your co-workers friendly and are they supportive?

3. To measure the relation between Mental and Physical Satisfaction and Job Satisfaction:
 - a. What is our opinion about mental and physical satisfaction being important for having job satisfaction when working from the office?
 - b. Did you ever feel mentally or physically drained when working from the office? Did it have any effect on your work?
4. To measure the relation between Work Life Balance and Job Satisfaction:
 - a. What is your opinion about work life balance being important for job satisfaction when working from the office? Are you able to maintain your personal and social life?
5. To measure the relation between Sense of Achievement and Job Satisfaction:
 - a. What is your opinion about the sense of achievement being important for having job satisfaction when working from the office? Do you feel rewarded when you achieve something while you are working from the office?
6. To measure the relation between Work Environment and Job Satisfaction:
 - a. What is your opinion about the physical environment being important for having job satisfaction when working from the office? How is your physical workspace in the office? Does it have any effect on your work?
7. To measure the relation between Job Security and Job Satisfaction:
 - a. What is your opinion about job security being important for having job satisfaction when working from home? Did you ever fear losing your job and did it have any effect on your work?

Section 2 (Work from Home):

1. To measure the relation between Compensation and Job Satisfaction:

- a. What is your opinion about salary and extra benefits being important for having job satisfaction when working from the office? Are you satisfied with your pay in relation to how much you have to work?

2. To measure the relation between Connection with co-worker and Job Satisfaction:

- a. What is your opinion about having connection with your co-worker being important for having job satisfaction when working from home? Did you feel the need to connect with your co-workers physically and did that have any effect on your work?

3. To measure the relation between Mental and Physical Satisfaction and Job Satisfaction:

- a. What is your opinion about mental and physical satisfaction being important for having job satisfaction when working from home? Did you ever feel mentally and physically drained when working from home and did it have any effect on your work?

4. To measure the relation between Work Life Balance and Job Satisfaction:

- a. What is your opinion about work life balance being important for job satisfaction when working from home? Do you get enough time to maintain your personal life and social life?

5. To measure the relation between Sense of Achievement and Job Satisfaction:

- a. What is your opinion about the sense of achievement being important for having job satisfaction when working from home? Do you feel rewarded when you achieve something while you are working from home?

6. To measure the relation between Work Environment and Job Satisfaction:

- a. What is your opinion about the physical environment being important for having job satisfaction when working from home? How did you find your workspace when working from home?

7. To measure the relation between Job Security and Job Satisfaction:

- a. What is your opinion about job security being important for having job satisfaction when working from home? Was your work ever affected due to the fear of losing your job?

Section 3 (Additional open ended questions)

1. To measure the effect of pandemic on work
 - a. How did the pandemic affect your work? Did you undergo any changes because of that?
2. To find a preferable work mode
 - a. Which work mode do you prefer? Can you state the reason?

By using a purposive sampling method, 12 participants were selected who were active working employees. The data were collected through semi-structured interviews that were constructed based on the requirements of the study. As the research is interpretive in nature, the experiences and opinions of the participants were gathered. The selected participants were sent a questionnaire that recorded their demographic information and stated if they met the inclusion criteria or not. The questionnaire also provided a consent form which was required for them to fill up stating that they agree to give consent for the conduction of the study.

The data collection was done between the periods from 17th December, 2021 to 13th January, 2022. The inclusion criteria included 1) Employees between the ages 24-32, 2) Minimum duration for work was 1 year, 3) Either worked from home or office or both. 4) Use desktop/laptop and internet connectivity if working from home. The number of required respondents was determined by interviewing employers through telephone who met the inclusion criteria until the data was saturated and no new topics were generated.

A table has been created to show the breakdown of each participant's demographic information that will give us an overview of the participant's background.. It includes their gender, age, their residence, their occupation and their duration of work from home and office.

Table 1. Breakdown of Sample Participants Demographic

<i>Participants</i>	<i>Gender</i>	<i>Age</i>	<i>Place</i>	<i>Residence</i>	<i>Occupation</i>	<i>Duration of Work from Home</i>	<i>Duration of Work from Office</i>
<i>Participant 1</i>	Male	24	Patna	Semi Urban	Software Developer	3 months	9 months
<i>Participant 2</i>	Male	24	Dibrugarh	Semi Urban	Software Developer	5 months	6 months
<i>Participant 3</i>	Male	24	Bokaro	Urban	Web Developer	6 months	6 months
<i>Participant4</i>	Male	24	Chennai	Urban	Management Trainee	6 months	6 months
<i>Participant5</i>	Female	24	Siliguri	Semi Urban	Business executive	1 year	2 years
<i>Participant6</i>	Male	26	Guwahati	Urban	Architect	11 months	1 year 1 month
<i>Participant7</i>	Male	27	Dibrugarh	Urban	Software Developer	1 year	2 years
<i>Participant8</i>	Male	28	Dibrugarh	Urban	Banker	1 year	2 year
<i>Participant9</i>	Female	25	Guwahati	Urban	Banker	2 months	1 year 10 months
<i>Participant 10</i>	Male	27	Dibrugarh	Urban	Analyst at TCS	1 year	4 year
<i>Participant 11</i>	Female	24	Pune	Urban	Software Developer	6 months	7 months
<i>Participant 12</i>	Male	29	Pune	Urban	Business Executive	1 year	8 year

Data was gathered by conducting telephonic interviews of about 40 minutes with 12 participants consisting of semi structured questions which were open ended, close ended and of probing nature. All participants were asked for consent to share their experience and it's inclusion in this research study. A suitable time was arranged as per the participants to conduct the interviews. The participants were requested to be comfortable in a quiet environment to allow privacy and in-depth conversation. The participants were briefed about the research study to help them understand the nature of the interview. The interview commenced with demographic and simple opening questions to make the participants feel relaxed. After the key interview questions were completed and the participant eases into the conversation, detailed and probing questions were asked to gather additional information which can contribute to the study. The interviews were then ended with a close ended question that provided information regarding which work mode they prefer and the reasons behind it. All participants were thanked for the effort and time and the interview was brought to a close.

Chapter 4: Findings

4.1 Data Analysis

Data was analysed using thematic analysis which was carried out by quoting and highlighting phrases from the interviews and then sorting those into themes. Both the sections (Work from home and Work from office) have been clubbed under one common parameter under some of the themes that will help to compare the differences between both the modes. Descriptive analysis has been conducted to analyse the qualitative data to summarise all the responses and extract meanings of our primary data.

4.1.1 To measure the relation between Compensation and Job Satisfaction

1. Work from Office

When the participants were asked about their opinion on Compensation, all of them agreed on it being an important factor for job satisfaction. Participant 2 stated *“Good salary is what drives us first to try for a job and that is what keeps us in a job.* Similarly another participant stated, *“I think a good salary is the most important factor of them all”*.

All the participants equally agreed for bonus and incentives to be an essential job satisfaction factor. Participant 9 stated, *“I am not satisfied with my pay but my work keeps providing me with bonuses and conducting incentive programs that make our job interesting.”* Getting extra bonuses and incentives motivates them to generate more productivity.

Out of 12 participants, 9 participants claimed to be satisfied with their salary and incentives in their respective jobs. Rest of them showed dissatisfaction with their salary in relation to how much they had to work. Participant 6 stated, *“Low salary was the reason that made me quit my last job.”* Salary seems to be a motivating factor for job satisfaction where we can see a participant quit his job because of low salary.

2. Work from Home

The participants gave the same answers when they were asked about how important Compensation is for Job Satisfaction. All of them agreed it was equally important as when working from the office.

When the participants were asked if their salary was reduced when they started working from home, all of them disagreed that it didn't reduce. However, most of them didn't receive incentives when working from home. Participant 6 stated, *"Even if the pay is the same as work from office, I don't think it compares to how much work overload we get"*. Participant 9 said, *"I look forward to getting a bonus when there is any festival. We didn't get it while WFH"*.

4.1.2 To measure the relation between Connection with Co worker and Job Satisfaction

1. Work from Office

9 out of 12 participants considered connection with co-workers an important aspect for job satisfaction. The rest of them considered it to be a bonus factor but not a motivating factor. Participant 8 stated, *"I need to have people who are like me in my office. That would make me want to go to work."* On the contrary, Participant 3 stated, *"It's good to have people to talk to but I don't see it as a main point."*

When asked if their co workers are supportive and helpful, 10 out of 12 agreed to it. Rest of them claimed that they didn't find enough support from their co-workers. Participant 3 said, *"I always prefer working alone because I can handle everything on my own."*

They were asked if they have co-workers they are close to and look forward to in their workplace; 9 out of 12 agreed to it. Participant 9 said, *"My co-workers are friendly but I don't look forward to meeting them every morning."*

2. Work from Home

11 out of 12 participants considered connection with co-workers an important factor for job satisfaction when working from home. Participant 7 stated, *"I think it is important when you are working from home and you are isolated, you will need someone to talk to."* Similarly Participant 2 said, *"Engaging with your co-worker when at work makes you stay connected to your work."*

They were asked if they felt like connecting with their co workers, 11 out of 12 participants agreed. Participant 4 said, *"I didn't like being isolated. I missed the face to face interactions."* Participant 6 said, *"It used to get so lonely working alone. I didn't feel like I was at work."* Participant 8 added, *"It was the same routine everyday alone and it was boring."*

When asked if they faced any difficulties when contacting their co workers, 10 out 12 people agreed that they couldn't properly communicate with their teammates and co workers. Participant 4 said, *"Because at home we have our own personal schedule which doesn't time up with our co-workers. Most of the time I wasn't able to reach them because of that."* Participant 7 added, *"When in meetings we are getting assigned tasks, sometimes I wasn't able to comprehend and then you don't feel like asking them back."*

Additionally to having communication problems with co workers, participants also faced connectivity issues. 10 of them agreed to have connectivity issues. Participant 9 stated, *"I wouldn't be able to listen clearly to what is being said or send important files urgently because of the low network."* Participant 5 added another issue to this, *"Most of my coworkers are above 40 and they are not accustomed to digital technology. Teaching them how to use while being online was a huge challenge. Our work got slow."*

4.1.3 To measure the relation between Mental and Physical Satisfaction and Job Satisfaction

1. Work from Office

All the participants agreed that mental and physical satisfaction are important for job satisfaction. Participant 12 said, *"This is very essential as it keeps your sanity intact when things get tough in the workplace."* Participant 8 said, *"If my mind is somewhere else and physically I am at work, that won't get my work done."*

They were asked if they faced any kind of physical issues to which 6 out of 12 agreed to have faced physical issues. One common physical symptom that has been found among these participants 'tired'. Participant 8 said, *"I feel very tired after the second half of my work hour."*

8 out of 12 agreed to have faced mental issues in their workplace which hampered their work efficiency. Common mental issues these participants mentioned are 'mental blockage', 'frustration' and 'cranky'. Participant 7 said, *"I feel mentally exhausted in my work."*

2. Work from Home

All the participants agreed that mental and physical satisfaction is important to achieve job satisfaction. Participant 9 said, *"People are already having anxiety issues because of the pandemic, maintaining good health is important."* Participant 5 said, *"Yes it is essential because times are already tough for us and people are just getting accustomed to this mode."*

People were asked if they faced any kind of physical issues and 10 of them agreed to it. Participant 9 said, *“Constantly glaring at the screen affects my eyes and I get headaches.”* Participant 8 said, *“I don’t feel like working because I have to keep staring at the screen for long hours.”*

Majority of the people mentioned having anxiety issues when they were working from home. Participant 8 said, *“I already used to have anxiety problems and working from home worsened it.”* Participant 1 said, *“Work constantly keeps running in my head and doesn’t let me enjoy anything else in peace.”*

4.1.4 To measure the relation between Work Life Balance and Job Satisfaction

1. Work from Office

All of them agreed that work life balance is essential for job satisfaction. Participant 9 said, *“I want to have time for myself apart from just working all day.”* Participant 8 said, *“I am an extrovert so obviously I would want to spend time with my friends.”*

6 people out of 12 agreed to have work life balance. Participant 7 said, *“I get time for myself. I can work on my hobbies.”* Another participant said, *“Yes, I think I have work life balance and I get time for my family.”* On the contrary, Participant 6 said, *“I don’t get time even after my work hours. My client keeps calling me till the work is done.”* Similarly Participant 8 said, *“By the time I get off work, I am very tired and I get off only on the weekends where I get to give time to myself. I don’t get to see my friends.”* Participant 4 had a complicated opinion on this, *“I don’t think my work hours are long but I keep thinking about work even when it’s over. I can’t blame my work for this.”*

2. Work from Home

When asked if work life balance is important for job satisfaction, all the participants agreed. One of the participants said, *“Regardless of the work setting, it is very important to have work-life balance.”*

People didn’t have straight answers for this area because as they had to work from home they got to spend time with their family but didn’t get to meet their friends because of the pandemic. 8 people out of 12 agreed that they got time for themselves when working from home. Participant 12 said, *“You are in your home, with your family. I think we got so much time with*

our family which usually isn't possible when we are in office.” On the contrary, Participant 6 said, *“The line between your work and personal life is so thin when you are working from home; you get confused between these two.”*

4.1.5 To measure the relation between Sense of Achievement and Job Satisfaction

1. Work from office

Majority of the participants were reluctant to consider a sense of achievement to be a factor for job satisfaction with only 2 out of 12 participants terming it to be important. Participant 9 said, *“I don't think most of the people willingly go to work achieve something”*. Participant 3 stated, *“Sure, it feels good to achieve something but it doesn't affect much if I don't”*.

The participants were asked to recall any achievement and the respective reward in their job life. Only 1 participant seemed to recall any such event in their work life. One of them mentioned, *“I completed a task given to me and I got praised by everyone and got a bonus too. I think it felt good to have earned extra money”*. In contrast, participant 7 said, *“I don't care if I achieve something. I just want to get on with my work.”*

2. Work from Home

None of the participants agreed to “Sense of Achievement” being an important factor for job satisfaction while working from home. One participant said, *“I want to get my work done. I don't think your achievements get noticed at all”*. Another participant stated, *“I don't feel it is as important as the other factors”*.

When asked if they recall any events or times where they felt they achieved something while working from home, none seemed to recall. Participant 11 said, *“Even if we achieve something while working from home I feel it goes unnoticed. So it won't be such a motivating factor even if we do achieve something.”*

4.1.6 To measure the relation between Work Environment and Job Satisfaction

1. Work from Office

All the participants agreed when asked about their opinion on the relation between Work environment and job satisfaction. Participant 8 said, *“I love it when I see cafeterias or beautiful lounge areas in the office. It makes me want to work in such offices.”* Participant 9 said,

“Personally, I would want a clean environment. It matters to me a lot. Prefer a clean washroom.”

7 people agreed when asked if they have a good working environment. Participant 6 said, *“I think all the shops required and cafeterias are near my office and my home is nearby too. I like the location.”* Participant 5 said, *“We have a very good social environment and that makes the whole workplace so lively.”* On the contrary Participant 8 added, *“I got transferred and my office is situated in a not so urban area. We don’t have canteens; we have to travel so far to reach our office.”* Participant 8 added further insight, *“When it comes to the environment, I think the social environment should be considered too. I got office politics in my work place and that is demotivating.”*

2. Work from Home

All the participants agreed that the work environment is important when working from home. Participant 9 said, *“I need peace and quiet when I am working from home. I want my own space.”* Participant 2 added, *“Good workspace doesn't only mean your physical stuff, you need to have a proper workspace where it feels like working.”*

Participants were asked if they had a proper working environment in their home and 10 people agreed they had. Participant 6 said, *“I have my own personal room so there is no issue and my parents are very understanding so they don’t disturb me.”* Participant 5 said, *“I have my workspace and I usually work in my bed which is comfy.”* Participant 12 said, *“That is an advantage and also a disadvantage; you are comfortable in your home.”* Similar to this participant 4 said, *“You don’t have to travel and waste time in that but you have your family members to disturb you. That boundary between work and family has vanished.”*

4.1.7 To measure the relation between job security and job satisfaction

1. Work from Office

The participants were asked about their opinion on job security and its influence on job satisfaction. Most of them didn’t consider it to be an important factor with only 3 people agreeing it to be a factor but not to be of much significance in the context of job satisfaction. Participant 9 said, *“You have a contract and you are only sure about your work till the time mentioned”*. Participant 12 said, *“I don’t think it is an important factor for job satisfaction”*.

Participants were asked whether they feel secure in their job. 8 out of 12 participants agreed they had job security. Participant 12 said, *“You do your work properly and you know you will always have your job”*. Participant 2, one of the participants who disagreed with feeling secure at their job said, *“I don’t think I will be retained in the company for too long. I am searching for jobs that suit my skills in my free time.”*

2. Work from Home

8 participants agreed job security to be an important factor for job satisfaction while working from home. Participant 8 said, *“It is very important to know you’ll still be working the next day, especially in such uncertain times.”* Participant 7 said, *“People are losing jobs and losing their mind over it. I think you need to feel safe with your job.”*

10 people agreed they feel safe with their job when working from home. Participant 11 said, *“My work requires sitting in-front of a computer, it doesn’t matter whether I’m at home or office.”* Participant 1 said, *“I feel safe. I do my job sincerely even when I am at home.”* On the contrary, Participant 2 said, *“I didn’t feel safe, especially when I was working from home”*.

4.1.8. To measure the effect of pandemic on work

The pandemic affected the jobs of many people around the globe, including all the participants who took part in this study. The work mode was changed to WFH for all of them. It was a major change in all of their lives, as was the case for most of the workforce. Participant 2 said, *“The pandemic hampered our social lives. There were no outings with friends or colleagues, no tea breaks or just hanging out”*. Being socially stranded and the fear of the pandemic affected the work of many people. Participant 7 stated, *“The daily news about rising cases used to cause anxiety which affected my work performance a lot”*. Participant 4 said, *“It felt really lonely because I wasn’t able to meet my friends. Sharing time with them helped a lot, especially during times with high pressure and stress.”*

Many participants showed concern about blurring boundaries between job life and personal life with many having to attend work calls late at night or in the early morning. Participant 3 said, *“We used to get constant calls from our boss for updates and to make sure we are working”*. Participant 8 mentioned, *“I think the workload was comparatively high while working from home. The supervisor thought we didn’t work enough and had unrealistic demands.”*

4.1.9 To find a more preferable work mode.

After interviewing all the participants, it has been found that 11 people out of 12 have chosen work from office mode as their preference. According to the participants, work from home has more cons than pros, with communication gap to be considered as the most common drawback. Participant 12 said, *“It hampers my active lifestyle, I become lazy because of it.”* Participant 1 said, *“It doesn't feel like you have a work life. You can't take it seriously because of that.”* Participant 7 said, *“Work from Home was exciting at first. It was very comforting. But it gradually started to get to my head, it became mentally exhausting.”*

Participants were asked for their opinions on the benefits and limitations of work from office.

All the participants had their individual views with some opinions being common among most of them. As per the participants, work from the office promotes an active lifestyle which benefits their mental and physical health. Working from the office has helped them in better communication with their teammates and colleagues resulting in reduced miscommunication and effective teamwork. It provided a creative environment that helped advance individualistic growth and encouraged the participants to generate more productivity. The participants have also mentioned the limitations of working from office, with the major reason being commuting. 7 participants have mentioned that getting ready for work and commuting is an issue. Participant 8 said, *“I liked working from home because of this fact that I didn't have to get ready and travel so far every day.”*

Participants were asked for their opinion on the benefits and limitations of work from home. Many have stated the comfort of staying in while working from home. Not having to commute to the office saves both time and money for the participants. Participants mentioned a better work-life balance with them getting more personal time to spend with family. Although working from home benefitted them, participants reported a lack of social life which resulted in loneliness. Meeting colleagues and co-workers in the office was a significant part of the social life of most of the participants, which was impacted due to the lockdown across the country. Like many others who were affected by the lockdown, the participants resorted to social media and online meetings which helped to an extent but it was incomparable to the impact of in-person communications in the office or when out with their respective social group. Poor connectivity in work was another issue that was brought up by several participants. Miscommunication or partial communication occurred often due to several reasons. One of the most common reasons was having different daily-schedules of colleagues and teammates which in turn affected team performance. Participants also noted that the home environment didn't

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help during work due to the comfort it provides, causing laziness. Procrastination was often and productivity dropped significantly. In addition to the deterioration in mental health due to the above mentioned reasons, being confined inside home and low physical activity further affected the participants. From the interviews, we observe several advantages of working from home, but the negative effects of this work mode supersede its benefits. Despite its limitations, working from the office proved to be more beneficial in the long run for the participants.

Chapter 5: Discussion

The aim of this study is to identify and gain in-depth information about the key factors that influence employees to have job satisfaction. It also tries to identify the most preferred work mode in accordance to job satisfaction. The participants were knowledge workers aged between 23 to 30 years old who had experience working both from office and working remotely, due to the Covid pandemic. This allowed the comparison of factors affecting job satisfaction and helped recognise issues that emerged in the pandemic and the ones that pre-existed. It was important for the study to be qualitative in nature as organisations have been affected differently due to the lockdown and curfews imposed throughout the nation and different people adjusted to it in different ways. The unprecedented nature of the pandemic renders previous standardised methods of measuring job satisfaction of remote workers to be ineffective and therefore, requires further in-depth exploration of the subject in this context.

In this study, compensation was found to be an essential factor for job satisfaction. Even though not all participants were satisfied with their salary, most claimed to have a reasonable salary. When both work modes were compared, it showed that compensation benefits didn't change. The participants however mentioned that working from home affected their extra bonuses and incentives severely, which they used to receive while working from office. While working from office, several events were organised which helped employees to socialise and bond within the organisation. Festivals and occasions were potential opportunities to provide incentives to employees and boost their morale. Online work mode misses out on such activities as events are difficult to conduct online. Consequently, it lowered employees' morale and hampered their productivity.

From the data gathered in this study, it was observed that people tend to realise the importance of social connections when they are working from home. The lockdown caused people to be quarantined inside their respective homes, which restricted their social gatherings. People reported to be lonelier and bored when working from home. Majority of the participants considered staying connected with their co-workers to be important, be it when working from home or from the office. The office provides a social environment where employees indulge in small talks to meet up with their colleagues whenever they feel like, which wasn't possible during remote work. As per the participants, employees are more motivated to work when they receive the social work environment around them. Apart from missing out on social interactions, people also reported on having difficulties being connected with their colleagues.

Being at home, everyone tends to have their own schedule which can differ from others, causing a friction in staying connected. Working from home brought a major disadvantage of the lack of face-to-face interactions which cannot be replaced by online interactions.

Mental and physical satisfaction has been considered to be a significant factor to be satisfied in one's job and all the participants agreed to it. While working from the office, few participants reported often being physically tired with sometimes being mentally exhausted too, especially in the times of high workload. Despite the negative effects of working from the office, participants agreed to it helping uplift their lifestyle with them having an active lifestyle which promoted both their mental and physical health. It appeared to be an important factor which was missing while working from home, with employees often procrastinating due to the comfort of their homes. It appeared to be easier to lose focus and get distracted because of the missing work environment. The reduction in attention span often resulted in lowered productivity and work efficiency. With knowledge workers being limited to their homes, their leisure time and work time revolved around looking at computer or mobile screens, which caused eye strain and other health related issues in them. Participants reported often being "cranky", "having mental blockage" and "being frustrated" when working from home. With them being restricted to their homes, and the pandemic causing damage around the globe, participants admitted to being anxious and being mentally affected.

In accordance with the above mentioned factors, all of the participants agreed that having a balance between work life and personal life being an essential factor required for job satisfaction. Half of the participants agreed on maintaining a work-life balance when working from the office. The other half reported otherwise, with some being involved with superiors or clients even after working hours while others being extremely exhausted after work. While working from home, participants had the comfort of managing their time as per their need making it a lucrative option to maintain work-life balance. Although some agreed to it, many complained that the boundaries between personal-time and work-time blurred with them having to work at odd hours. People had difficulty maintaining a balance between both and they reported being frustrated due to it.

Physical work environment was the fifth factor to be accepted as an important factor for job satisfaction, with all participants being in favour of it. It includes infrastructure, social features and physical conditions which helps an employee to perform their job comfortably. A good hygienic and spacious workspace leads to good health of the workers and helps maintain

decorum in the workspace. When asked about their environment facilities in their offices, 7 participants agreed to it being as per their satisfaction. Participants reported having hygienic bathrooms, spacious workspace, proper canteens, conference rooms, and other infrastructure in the office. Participants termed their workspace as 'lively', which suggests proper workspace along with good social work culture. Daily commutes of the participants were also considered to be an essential factor, with many reporting it to be an issue as extra energy and time is wasted on it. Busy traffic and travelling long distances to get to work were inhibitors which affected employee's mood even before their work began. This issue undeniably didn't arise when working from home, making it a huge advantage over working from office. Participants admitted it being a huge time and money saver when working from home with the added comfort of working from home. Few participants mentioned the home environment to be unsuitable for work, sometimes getting disturbed due to family. A participant mentioned that the very advantage of working from home poses an equally harmful disadvantage. The very comfort of home becomes a hindrance to work, reducing the motivation to achieve goals, and lowering productivity and efficiency.

Job security was considered to be another factor for job satisfaction in this study. In work from office mode, the responses weren't as strong as for other factors with only a few participants agreeing to be important. Even though many participants agreed to have job security, they mentioned that it didn't affect their job performance. Some of them mentioned searching for other jobs as they didn't feel secure in their current job. According to the participants, this dissatisfaction depended upon the job, instead of the work mode. There was a change in responses when participants were working from home, with many saying it to be important. As the pandemic robbed many of their jobs, people wanted assurance of their job security. Many participants agreed to have job security when working from home. Some participants reported that job security doesn't matter whether an employee works from home or from office, but rather on the work. As observed, the majority of the participants believed job satisfaction to be impacted by work instead of work mode. Hence, this factor was considered not to be an essential factor for job satisfaction.

Sense of achievement was the least considered factor for job satisfaction among all the participants in both work from office and work from home mode. Few participants agreed it to be an added incentive but they didn't consider it to be important. Participants were asked to recall events in their work life where they achieved something and how it made them feel. One of the participants recalled such an event and described it to have felt good but didn't affect her

views of her work. The main inference from the participants' responses was that they were more focused on self-development and weren't quite affected by the achievements in the workplace. Sense of achievement wasn't considered to be a motivating factor for the participants. Participants disagreed to sense of achievement being an important factor for job satisfaction when working remotely. They couldn't recall incidents where they felt a sense of achievement in work life. They reported being indifferent to it. Employees seem to be disassociating any kind of achievements or rewards being a motivating factor and don't seek the approval of superiors about their progress and growth in the workplace.

The pandemic had a huge toll on people's personal lives and work lives. With lockdowns getting imposed throughout the globe, many switched to remote work. Participants were asked to describe the effect pandemic had on their lives. Most participants agreed that the beginning of the lockdown when they were starting out with remote work was comfortable and convenient. But with the lockdowns continuing for extended periods, physical and social isolation led to various health issues. Employees also faced several issues including but not limited to internet connectivity issues, lack of expertise in the new technologies used for work, mismatched work-life schedules, lowered attention span, increased distractions being at home, etc. Being limited to their homes and a severed social life further worsened the case for many participants with anxiety, burn out, stress and loneliness being common among them. Participants said it became hectic to handle work pressure along with the social and physical isolation, affecting their work performance.

Through analysis and discussion, we observe that participants preferred working from the office over work from home and will continue to prefer it even after the pandemic is over. Even though working from the office has its own set of inconveniences such as commuting, participants preferred it because of the several benefits it provides over the alternative, which helped in their personal growth. The pandemic forced many employees to switch to remote work. Despite its benefits, they had trouble adjusting to the online work mode. The negative effects it causes to many employee's physical and psychological health is a major cause of concern. One of the reasons work from home was promoted was the comfort of home, which was presumed to increase the productivity of the employees. On the contrary, it made people procrastinate resulting in a drop in performance. Reduced physical activity gave way to several health issues, both psychological and physiological. Even though social media helped people stay connected, it couldn't replicate the profound effect physical presence of other people has on our lives. Reduced interactivity with coworkers was a significant factor which encouraged

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participants to opt for work from office mode. It was observed that along with the social work environment, the physical work environment played a vital role in motivating people to work productively.

Chapter 6: Conclusion

This research provided an in-depth insight on the factors affecting job satisfaction on knowledge workers and a comparison of work modes based on benefits and limitations. The findings of this qualitative study among knowledge workers indicate that their job satisfaction level varies as per individual. Compensation, connectivity with co-workers, work environment, work-life balance, and mental and physical satisfaction has been concluded as the main indicators of job satisfaction when it comes to knowledge workers. The other two factors, job security and sense of achievement, haven't been considered as important as the rest of the factors. The findings also highlight that the majority of the knowledge workers prefers working from office compared to working from home. This suggests that work from office mode will most likely be the preferred mode in the post-pandemic era, once normalcy returns.

6.1 Limitations

Limitations are an inevitable part of any research with this study being no exception.

The first limitation of this study is the research sample as it may suggest a gender imbalance, comprising nine male and three females. This imbalance wasn't sought during the data collection process. The difficulty was in finding female employees suited for the data collection criteria and identifying more females to engage in this study.

As remote work is recently accepted widely in the workplace, this study was limited to participants having worked remotely for a comparatively shorter period of time. One of the participants had switched jobs in between which might have influenced his opinion about his work experience. Had the study been based solely on full time remote workers and office workers, it may have shown different results.

Due to the research being qualitative, the sample size was limited to a small number. The results of this research cannot be verified statistically as 12 participants are insufficient to present a reliable picture of which work method best suits knowledge workers. As the data collection process mostly comprises open ended questions and is based solely on participant's individual experiences, it might have introduced researcher's bias in the data analysis process. There might be a difference in what the participants actually meant and how the researcher may have interpreted it.

6.2 Implications:

The interview responses in this research provided in-depth information about the factors which are essential for job satisfaction. This information cannot be extracted through quantitative research, hence this study being qualitative. One of the variables in this study, remote work, is relatively a new field requiring the study to be done qualitatively. The study provided detailed information about remote work and further studies can make use of quantitative measures on the data gathered. This study provides a foundation for future research on this subject, more specifically on job satisfaction from remote work.

6.3 Future recommendations:

This study was severely limited by small sample size and limited age group. Future research can include diverse age groups with a variety in employee types. Further qualitative studies are needed to determine whether these findings apply to employees other than knowledge workers who had to work offline even during the pandemic. The pandemic has forced many employees to work from home, with this work being a comparatively less researched area. Further research can make use of the factors identified as key indicators of job satisfaction. Quantitative studies are required to test the validity and generalisation of the findings of this study. It will provide reliability and validity on the questionnaire designed for this study. Studies are also needed to develop and test the validity of a survey instrument that would initiate job satisfaction around individuals with both extrinsic and intrinsic values. Studies are also needed to develop and test the validity of a survey instrument to measure job satisfaction taking into account both the intrinsic and extrinsic values of individuals.

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Appendix A

Google Form:

Greetings!

This is Deboleena Dutta and Greetings!

I'm a student of MA Industrial Psychology in Modern College of Arts, Science and Commerce, Pune. As a part of my postgraduate curriculum, I am required to conduct a dissertation on the topic 'Work from Home vs Work from Office: A comparison study on job satisfaction in relation with the pandemic times'.

If you are an employee between the age of 22-30 and you have experience of working both from home and office, please kindly fill up the form if you want to participate in my qualitative study. I will be contacting you later on your provided contact to conduct the interview where you will have to answer a few questions regarding my study.

The responses provided by you would be used strictly for research purposes. All the information provided will be kept confidential and won't be used for any other purpose.

Your time and efforts for the study is highly valued!

Thank You!

1. What is your name?
2. What is your age?
3. What is your gender?
4. What is your contact number?
5. What is your place of residence?
6. What type of residence area do you belong to?
7. What is your occupation?
8. How long have you been working?
9. Have you worked from home?
10. Have you worked from the office?
11. Does your job require you to work with a desktop/ laptop?

Appendix B

Telephonic interview questions

Section 1 (Work from Office):

1. To measure the relation between Compensation and Job Satisfaction:
 - a. What is your opinion about pay being important for having job satisfaction when working from the office?
 - b. Are you satisfied with your pay in relation to how much you have to work?
 - c. Do you get extra benefits when working from the office? Does that motivate you to work?
2. To measure the relation between Connection with co-worker and Job Satisfaction:
 - a. What is your opinion about having connection with your co-worker being important for having job satisfaction when working from the office?
 - b. Are your co-workers friendly and are they supportive?
3. To measure the relation between Mental and Physical Satisfaction and Job Satisfaction:
 - a. What is our opinion about mental and physical satisfaction being important for having job satisfaction when working from the office?
 - b. Did you ever feel mentally drained when working from the office? Did it have any affect on your work?
 - c. Did you ever feel physically drained when working from the office? Did it have any affect on your work?
4. To measure the relation between Work Life Balance and Job Satisfaction:
 - a. What is your opinion about work life balance being important for job satisfaction when working from the office?

- b. Do you have flexible working hours?
 - c. Do you get enough time to maintain your personal life?
 - d. Do you have enough time to maintain your social life? Did you ever miss any occasion or event because of work? How did it affect your satisfaction level?
5. To measure the relation between Sense of Achievement and Job Satisfaction:
 - a. What is your opinion about the sense of achievement being important for having job satisfaction when working from the office?
 - b. Do you feel rewarded when you achieve something while you are working from the office?
6. To measure the relation between Work Environment and Job Satisfaction:
 - a. What is your opinion about the physical environment being important for having job satisfaction when working from the office?
 - b. How is your physical workspace in the office? Does it have any affect on your work?
 - c. Did commuting to work have any affect on your work?
7. To measure the relation between Job Security and Job Satisfaction:
 - a. What is your opinion about job security being important for having job satisfaction when working from home?
 - b. Did you ever fear losing your job? Did that have any effect on your work?
8. To measure the effect of the pandemic in Job Satisfaction:
 - a. How did the pandemic affect your work?
 - b. What changes did you go through?

9. Additional questions that were considered for gaining better insight on Job Satisfaction in Work from Office mode:

- a. Tell me about your work from the office.
- b. What benefits and limitations did you experience when working from the office?

Section 2 (Work from Home):

1. To measure the relation between Compensation and Job Satisfaction:

- a. What is your opinion about pay salary being important for having job satisfaction when working from home?
- b. Are you satisfied with your pay in relation to how much you have to work?
- c. Do you get extra benefits when working from home? Does that motivate you to work?

2. To measure the relation between Connection with co-worker and Job Satisfaction:

- a. What is your opinion about having connection with your co-worker being important for having job satisfaction when working from home?
- b. Did you feel the need to connect with your co-workers physically? Did that have any affect on your work?
- c. Did you find difficulty in collaborating or contacting your co-worker?
- d. Did you face any internet connectivity issues?

3. To measure the relation between Mental and Physical Satisfaction and Job Satisfaction:

- a. What is our opinion about mental and physical satisfaction being important for having job satisfaction when working from home?
- b. Did you ever feel mentally drained when working from home? Did it have any affect on your work?

- c. Did you ever feel physically drained when working from the office? Did it have any affect on your work?
4. To measure the relation between Work Life Balance and Job Satisfaction:
 - a. What is your opinion about work life balance being important for job satisfaction when working from home?
 - b. Do you have flexible working hours?
 - c. Do you get enough time to maintain your personal life and social life?
5. To measure the relation between Sense of Achievement and Job Satisfaction:
 - a. What is your opinion about the sense of achievement being important for having job satisfaction when working from home?
 - b. Do you feel rewarded when you achieve something while you are working from home?
6. To measure the relation between Work Environment and Job Satisfaction:
 - a. What is your opinion about the physical environment being important for having job satisfaction when working from home?
 - b. How was your work space in your home? Did you face any distractions?
7. To measure the relation between Job Security and Job Satisfaction:
 - a. What is your opinion about job security being important for having job satisfaction when working from home?
 - b. Did you ever fear losing your job? Did that have any effect on your work?
8. Additional questions that were considered for gaining better insight on Job Satisfaction in Work from Home mode:
 - a. Tell me about your work from home.
 - b. What benefits and limitations did you experience when working from home?

Additional questions:

1. How did the pandemic affect your work? Did you undergo any changes because of that?
2. Which work mode do you prefer? Work from Office or Work from home?