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**DARBA NO MĀJAS PRAKSES NOVĒRTĒJUMS UN  
TO IETEKME UZ APMIERINĀTĪBU UZ DARBU  
IZVĒRTĒTAJĀS INFORMĀCIJAS  
TEHNOLOĢIJAS ORGANIZĀCIJĀS RĪGĀ  
ASSESSMENT OF WORK FROM HOME  
PRACTICES AND THEIR EFFECT ON JOB  
SATISFACTION IN SELECTED INFORMATION  
TECHNOLOGY ORGANIZATIONS IN RIGA**

**BACHELOR'S THESIS**

Business Administration

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## **ABSTRACT**

The goal of the current study is to provide a summary of earlier research on the relationship between working from home and its impact on job satisfaction in contrast to what is known now about the difficulties of a rapid pandemic. The study shows that working remotely increases employee job satisfaction. In particular, job satisfaction increases along with the frequency of working remotely, showing no evidence of the previously projected decreasing trend. Employees may benefit from remote work since it may provide a more independent working environment while also reducing the stress related to juggling work and home duties. This has the advantage of making the employees more content, which helps the business. Providing remote working options to workers increases their general job satisfaction. For example, contrary to what was first anticipated, there is no evidence to support the idea that job satisfaction would decline as the frequency of remote work rose.

**Keywords:** *Work from home practices, job satisfaction, work life balance, pandemic*

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## INDRODUCTION

In the year 1960, the traditional private office gave way to the more collaborative communal office in workplaces throughout the United States. In tight quarters, employees have very little personal space to themselves. The introduction of telephone booths in 1964 made the situation much worse. Open-concept workplaces were first used in the United States in 1970, and by the following decade, they had expanded across Europe. At the turn of the millennium, a new trend began of bigger offices as a consequence of the rise of digitization, while the popularity of home offices continued to rise. Before the Coronavirus Pandemic, the number of people working from home offices was already on the rise. Because of the COVID-19, working from home is quickly becoming a more appealing option for many people. Virus outbreak, which is a worldwide danger to people's health as well as the survival of companies and employees, and which is analogous to the Spanish Influenza Pandemic that happened at the end of World War I in the early twentieth century.

Over the last several decades, there has been a significant amount of focus placed on analyzing the effects of distant employment as a result of the proliferation of commercialization and advances in technology. The advancement of technology has made it feasible to work from any location in the world while maintaining the highest level of connectivity to the World Wide Web. Therefore, according to Global Workplace Analytics (GWA), a research consulting organization, 80–90 percent of the workforce in the United States could want to work online on a part-time schedule. This is based on the findings of the study. As a consequence of this, workers' hopes for more workplace flexibility are growing, which may have implications for job satisfaction, overall employment performance, work-life conflict, and/or organizational commitment. The practice of working from home has received a lot of attention from the media in recent years. While some people believe that it enables workers to be more productive because there are fewer interruptions to projects, others are of the opinion that working from home is not at all the perfect location because it allows for more obstacles from the home environment.

Additionally, state-mandated regulations have been put into place to combat the virus, and digitization and home-based work have helped to keep the virus at bay. There are businesses and positions open for workers. The home office has rapidly expanded in importance and is now often expected in the business world. Understanding the many forms of remote work is

feasible. When a person's home serves as his place of business, the practice is known as telework or the home office. Remote employees who provide alternate technical support may do so by combining part-time employment from home with the home office integration to which they are entitled at the company's main location. There are others in the academic community who believe that the widespread study of remote work is founded on flawed assumptions about the benefits and drawbacks of this trend. Full-time remote work is done, long-term remote work is done, and the business benefits from having remote workers (i.e. cost reductions). Twenty years of study into the effects of telecommuting have yielded conflicting findings on the positive and negative effects on job satisfaction, employee commitment, and work-life conflict. Few academics have examined the possible moderators of work-from-home (WFH) until now; hence, given the existing state of knowledge on the problem, this research intends to add to the little literature on the subject by studying the relationship between remote work and job satisfaction. This study examines the impact of work overload, sense of freedom, and commuter burden on the connection between remote work and job satisfaction. Steiner claims that those who choose to work from home help the environment and the climate by decreasing the number of cars on the road. Cashiers and automated assembly mechanics are not allowed to work remotely, but other occupations such as those in the fields of innovation, persuasion, customer service, editorial board, workforce planning, assessment, and computer programming, accounting, and documentation are. Personality, trustworthiness, technical aptitude, home office equipment, voluntarism, and the capacity to work in a team are all qualities for a home office worker.

### **Aim of the research**

To assess the work from home practices and effect on the job satisfaction.

Numerous authors have reportedly investigated telecommuting in Latvia. The authors only looked at western markets, and cultural variations mean those consumers' perspectives, attitudes, and reactions to WFH practices could be different in other European countries. Therefore, it is important to look at the causes behind the rise of telecommuting in Latvia.

### **Tasks of the research**

The author of this bachelor's thesis has established the following objectives in order to complete them:

1. The purpose of this literature review is to determine which factors affect work-from-home adoption and employee satisfaction.
2. To identify the key factors of work from home practices
3. To identify the impact of work from home practices on the job satisfaction
4. To come with a relevant recommendations for work from home practices and impact on job satisfaction

### **Research question**

What are the factors of work from home practices impacting job satisfaction?

### **Research hypotheses**

H1- Work from home practices has considerable impact on job satisfaction

### **Research methodology**

Collecting data via surveys and existing literature reviews (primary data).

Data processing and analysis using descriptive statistics, a component analysis to isolate relevant variables, and a regression analysis to establish causality.

SPSS and Excel were used for the data analysis.

### **Limitations**

- The workers of information technology organizations were the primary focus of this investigation.
- This research study may provide crucial details on work-from-home habits and their connections to job satisfaction and work-life balance.
- The response rate is much lower than in earlier studies.
- Riga, Latvia, is the location of the primary research study.

# 1 LITERATURE REVIEW ON WORK FROM HOME CONCEPT

## 1.1 Concept of work from home

According to research by Gajendran, a decentralized workplace is one that allows for the interchange of employees and related activities across contexts that are not part of a centralized corporate location or overall organizational structure. Furthermore, the authors claim that working from home is a highly effective kind of decentralized work; yet, this type of employment is also referred to as work arrangements or alternative work<sup>1</sup>.

Vander initially created this work setup in the 1970s when stuck in traffic in Los Angeles, according to Kurland and Bailey. It must have been first described as operating from a position that was so far from a typical office or worksite. Even though the terms "freelancing" and "working from home" are commonly used interchangeably, some people think the two ideas have different connotations. Nilles also recognized Remote work is defined as working away from a typical workplace while communicating with people through telecommunications or browser technologies<sup>2</sup>.

Fonner clarified that the meaning of "work from home" is "a work schedule in which employees carry out their normal tasks from a place other than their regular office, with the assistance of technological linkages"<sup>3</sup>.

Ferguson recognized this, Mobile work, also known as the regularity of someone using a phone, tablet, or laptop with Internet connectivity to participate in work assignments while engaging in family activities, has recently emerged as a popular form of working remotely due to the obvious increased opportunity to connect with anyone via the world wide web on one's mobile app, both in and outside of business hours<sup>4</sup>.

Working remotely or from home are often preferred by businesses over the more traditional phrase "working from home," according to Parris. Since the notion of freelancing has been around for so long, new idioms have appeared to replace what is actually, in essence,

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<sup>1</sup> Gajendran, R. S. (2014). Are telecommuters remotely good citizens? Unpacking telecommuting's effects on performance via i-deals and job resources. *Personnel Psychology*, 68, 353-393.

<sup>2</sup> Vander, R. (2012). The hard truth about telecommuting. *Monthly labor review*, 38-45.

<sup>3</sup> Fonner, K. L. (2010). Why teleworkers are more satisfied with their jobs than are office-based workers: When less contact is beneficial. *Journal of Applied Communication Research*, 38, 336-361.

<sup>4</sup> Ferguson, M. (2016). Tethered to work: A family systems approach linking mobile device use to turnover intentions. *Journal of Applied Psychology*, 101, 520-534.

not an organizational concept. As a result, there is really no language homogeneity. It is best to avoid using the phrase altogether since its five components—remote working, freelancing, working from home, working remotely, and telecommuting—are all virtually interchangeable. As a consequence, the term "remote work" will be utilized in the research study, and this will be based on literature from the past that describes people who choose to work remotely, freelance, or from home, which is consistent with notion of remote work.

Due to the way that employment is structured, individuals may work from anywhere, and according to Darley's research, the percentage of Americans who work remotely at least part-time increased<sup>5</sup>.

According to Gajendran's analysis, many professionals gain from having a flexible work environment since they spend too much time commuting to work, spend too much money on transportation, and take too little time to decide how to dress for a certain workday. As a consequence, a business that allows its employees to work online may be highlighting the value of meeting their needs. Employees may see this as the company's effort to modify the work environment to meet their needs, resulting in a better fit between themselves and their roles. As a consequence, a lot of historical writing study has focused on one particular benefit of working remotely, namely job satisfaction<sup>1</sup>.

Wojcak claims that since the 2003 signing of the European Memorandum of Understanding on Remote Work, which asserts that offering flexibility is characterized as a type of activity or performance of work that uses information systems and can be updated frequently, working from home has become extremely popular in concepts of types of employment stability all over the world. According to some experts, remote work is the basis for remote work<sup>6</sup>.

According to Nakrosiene, working from home has come up for debate because of the negative relationship between work and non-work, the effects on people individually and socially, and the risks and benefits of flexible schedules when they aren't truly offered at a job. Working remotely or from home seems to have a number of advantages, including the development of organizational skills, the ability to connect to an institution's files directly from home, the appropriateness of having a workspace there, the ability to work from home in the

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<sup>5</sup> Darley, L. (2020). *The future of work: Flexible work arrangement*. Retrieved 11 6, 2021, from <https://www.forbes.com/>

<sup>6</sup> Wojack, L. (2017). National Culture and Application of Telework in Europe. *European Journal of Business Science and Technology* 3, 65-74.

event of illness, and the ability to take care of close family members. According to academic research, working from home has been related to improved job performance, job happiness, reduced attrition expectations, and lower stress levels.<sup>7</sup>

In order to do business effectively from home, Schieman looked at how many corporate sectors in Jakarta implement the ideas of remote work, telecommuting, and part-time employment. Working from home offers benefits and drawbacks<sup>8</sup>.

Cohen noted that one benefit of working from home is that people are happier. This is seen as an effort to increase the number of employees. There are several things to think about, including life balance, happiness, pressure impacts, and satisfaction<sup>9</sup>. Figure 1.1 depicts the transition from the usual corporate working style to working from home.

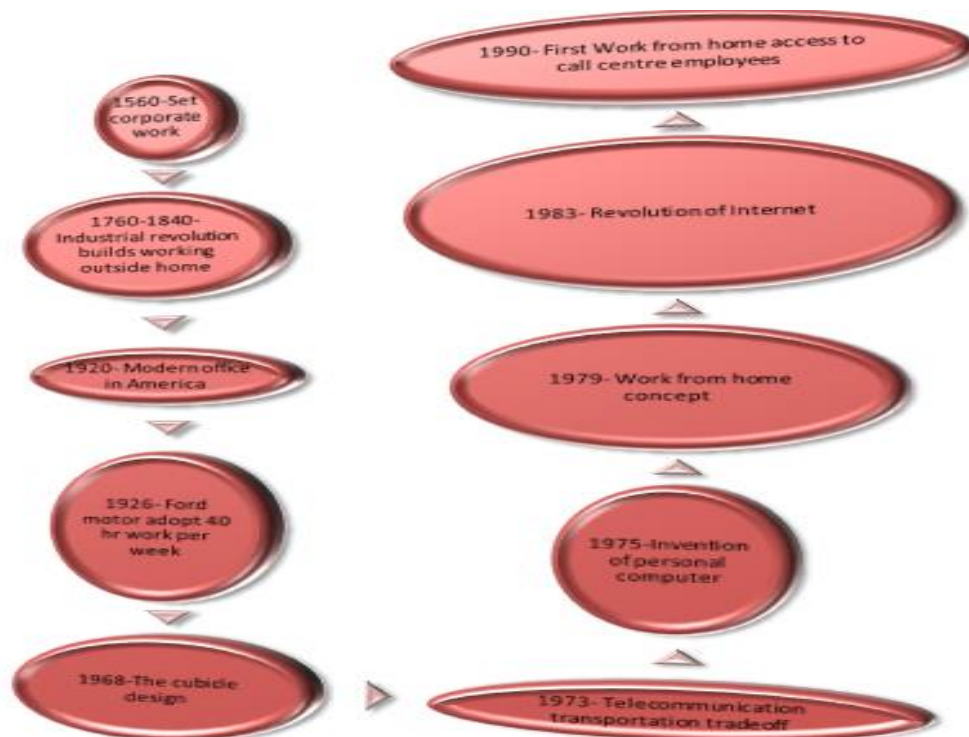


Figure 1.1 The transformation from traditional corporate working style to work from home (Authors collection from <sup>10</sup>)

<sup>7</sup> Nakrosiene, K. L. (2019). Working from Home: Characteristics and Outcomes of Telework. *International Journal of Manpower* 40, 87-101.

<sup>8</sup> Schieman, S. (2017). Ironic Flexibility: When Normative Role Blurring Undermines the Benefits of Schedule Control. *Sociological Quarterly* 58: 51, 57-71.

<sup>9</sup> Cohen, R. (2009). Work-Family Conflict among Female Employees in Israeli Hospitals. *Personnel Review*, 124-141.

<sup>10</sup> An empirical examination of work-from-home practices and their effect on job satisfaction during the COVID-2019 pandemic in India. Master thesis/ B Guruswamy, A.Rosa.Riga: RTU, FEEM, the Study programme “Entrepreneurship and Management”, 2022.

The transition from the usual corporate working style to work from home is shown in Figure 1.1. The corporate working style was created and because of the effects of the industrial revolution, corporations have developed employment outside the house. The contemporary office was originally created in America. For the first time in history. Ford Motor Company begins working 40 hours per week, or five days per week. It was the cubicle design era. Telecommunication transportation has been conducted. The personal computer was developed. The idea of working from home was created. The growth of the Internet began. The first-time contact center employees in America had ability to work from home was.

Working from home is, however, a far more appropriate word to describe conducting work from a distant place to cut down on travel time. The term "work-from-home" may also refer to a work schedule in which workers use technology to carry out their daily tasks away from their typical **workplace**.

Grant said that the basis for this research was established based on an extensive assessment of WFH, telecommuting, e-working, flexible workplaces, and remote work. In order to determine whether such a better work environment would remain a temporary feature responding to exceptional situations, or whether it would become permanently, the structure is thus designed to guide the investigation of WFH in India during the pandemic and its impact on job satisfaction. Starting out, WFH is connected to two organizational and personal factors in the conceptual approach<sup>11</sup>.

According to Baker, there are two important challenges that workers should consider while working from home. Organizational factors are crucial for WFH settings. In the beginning, "organizational factors" would have an impact on employees' work. Moreover. Examples include the employer satisfying employees' expectations when they work remotely, the cost of WFH-related facilities, education on technology usage, and corporate communication. Examples of supplementary support for the WFH installations include employee well-enough and technological help from the firm<sup>12</sup>.

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<sup>11</sup> Grant, C. (2019). Construction and Initial Validation of the e-Work Life Scale to Measure Remote e- working. *Employee Relations* 41 (1), 16-33.

<sup>12</sup> Baker, E. G. (2007). Satisfaction and Perceived Productivity When Professionals Work from Home. *Research & Practice in Human Resource Management* 15 (1), 37-62.

Additional organizational components, according to Baruch's research, include managerial trust and organizational commitment. According to earlier research, organizational support and manager trust are related to WFH success. Additionally, it was found that e-working and home-based employment demand a culture of trust among coworkers and management. In earlier research, these factors seemed to be closely related to WFH<sup>13</sup>.

Additional study by Baker revealed that WFH is impacted by "personal and family traits" in addition to organizational issues. Additionally, the research lists "self-discipline, self-motivation, capacity to work independently, tenacity, personality, consciousness, time-management, and computer technical proficiency" as some other factors that must be managed for remote work.

Sollis claims that the number of working days and the amount of time spent working from home have an impact on work-related issues. Family factors have a greater impact on WFH than personal factors. The size of the living room, the number of family members living together, and the number and age of children in the house are a few examples of family characteristics that have an impact on WFH. Additionally, the amount of workspace a person has access to at home as well as the population there might have an impact on WFH<sup>14</sup>.

According to Dutcher, there are six guidelines to follow in order to work from home, including the provision of adequate technology by the employer, the requirement for secure internet connections, the creation of clear objectives for each consecutive day, the use of communication programs, the development of trust between the employer and the employee, and the readiness of test effectiveness sheets<sup>15</sup>.

The repercussions of WFH may be categorized into two groups, according to Dutcher: "work sector" implications and "life sector" consequences. Studies have demonstrated that WFH has positive consequences on the workplace, including increased productivity, job satisfaction, flexibility, and job participation. In particular for specialized professions, flexibility, e-working, and remote work have all increased productivity. WFH is also believed to increase workplace happiness, and studies have connected job satisfaction with work-life

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<sup>13</sup> Baruch, Y. (2000). Teleworking: benefits and pitfalls as perceived by professionals and managers. *New Technology, Work and Employment*, 15(1), 34-49.

<sup>14</sup> Solis, M. S. (2016). Telework: conditions that have a positive and negative impact on the work-family conflict. 435-449.

<sup>15</sup> Dutcher, E. G. (2012). The Effects of Telecommuting on Productivity: An Experimental Examination. The Role of Dull and Creative Tasks. *Journal of Economic Behavior & Organization* 84 (1), 355-363.

balance. Since WFH allows users to work at their own speed and does not need them to stick to business hours, it has an effect on adaptability and workplace participation. WFH and teleworking both increase employee job satisfaction. On the other side, it has been hypothesized that WFH would have a negative effect on the workplace, which is negatively related to job engagement. For instance, WFH may happen because workers will lose motivation as a result of having to bear the cost of WFH<sup>15</sup>.

Gregory discovered that there are both negative and positive impacts of WFH on the life sector. Examples of life domains include Work life balance, life satisfaction, and marital contentment. Work-life balance (WLB), work-life conflict, marriage contentment, and life satisfaction are all instances of WLB. In certain studies, it was shown that WFH had negative consequences on the realm of life. Additionally, it was shown that e-workers struggle to control the boundaries between professional and personal time, which increases their propensity for work overload. Others found that there was a blurring of the borders between work and personal life, which might lead to job overload and, as a consequence, a decrease in WLB. However, several studies have shown a connection between WFH and a happy family life. It has been discovered that WFH increases the life happiness of male employees without children. WLB has also been linked positively to family and personal happiness, according to research<sup>16</sup>.

The SWOT analysis performed by multinational corporations in the Salem area of Tamil Nadu with an emphasis on top management has been examined by Balasubramanian. Salem has the potential to make WFH substantially more common given the existing technology and past indicators of WFH acceptance by employees from diverse sectors. The city is recognized as one of the most technologically advanced places in the world, with approximately 75% of its inhabitants utilizing the internet. The majority of Tamil Nadu residents probably already have the necessary tools, including a reliable internet connection, to access WFH. However, it seems that the majority of people are having trouble setting apart a specific workplace in their small homes. Given that WFH is still a new idea in Salem, it is crucial to analyze the WFH situation in Tamil Nadu using a SWOT analysis to determine its advantages and disadvantages. Below is a breakdown of how the WFH's advantages, disadvantages, opportunities, and risks

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<sup>16</sup> Gregory, A. (2009). Editorial: Work-Life Balance: A Matter of Choice? *Gender, Work & Organization* 16 (1)q, 1-13.

were studied with a focus on Hong Kong. The main outcomes of the SWOT analysis are shown below<sup>17</sup>.

The benefits of working from home include networking opportunities or face-to-face engagement. prospects for cooperation with colleagues. Make sure there are no communication problems and that there is sufficient monitoring in place. Home and work life are kept apart. Community spirit is strengthened. Improved new hire orientation is needed. a dense environment. more accessibility to technology Leakage of information is not a concern. Flexible scheduling, no interruptions at work, independence or freedom, a comfortable or familiar environment, time savings and transportation costs avoided, financial savings, work-life balance, and fewer absenteeism are all benefits of working from home<sup>18</sup>.

Lack of mobility, lethargy, workplace conflicts, loud offices, time wasted in needless meetings, trivial talks, transportation expenditures, and higher operational costs are all disadvantages of working from home. The disadvantages of working from home include interruptions, a bad working environment, inadequate supervision, communication difficulties, social isolation, a lack of hardware resources, a blending of work and personal life, an unhealthy lifestyle, and injustice. Maintaining a professional image and fostering positive relationships with coworkers and customers are advantages of working from home. Opportunities to work from home include hybrid models and the chance to collaborate with fresh talent from across the globe. Less diversity in the workforce and traffic issues, which affect married women, older people, and women, are the biggest risks to working from home. When compared to working from an office, working from home presents greater risks, including those related to cyber security, privacy, the lack of laws and regulations for working from home, additional costs associated with working from home, and intense competition<sup>19</sup>. Work from home creates some instability in social life.

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<sup>17</sup> Balasubramaniam, R. (2020). How Many Jobs Can Be Done at Home? *Journal of Public Economics* 189: 104235., 1-3.

<sup>18</sup> Bellman, J. (2020). Working from home, job satisfaction and work–life balance—robust or heterogeneous links? *International Journal of Manpower.*, 1-8.

<sup>19</sup> Bloom, N. (2015). Does working from home work? Evidence from a Chinese experiment. *Quarterly Journal of Economics* 130, 165-218.

## 1.2 Work from home and job satisfaction

According to research by Locke, job satisfaction is defined as a happy or good psychological reaction brought on by a successful conclusion of one's work or professional experiences. The idea that working remotely allows workers more flexibility and freedom in how they finish their work and enables them to combine the demands of their jobs with their personal (life and family) duties forms the basis of the relationship between working from home and job satisfaction<sup>20</sup>.

If working from home has a positive or negative effect on job satisfaction, there have previously been contradicting results. For instance, several studies have shown proof of a direct relationship between working from home and job happiness, suggesting that individuals who regularly work remotely are either happier with their jobs or are less fulfilled and driven.

According to Gajendran's analysis, working from home has an impact on a variety of factors, including job satisfaction, productivity, organizational commitment, occupational stress, and anticipated career opportunities. These effects are tempered by independent motivation, workplace stress, and the effectiveness of supervisory and coworker relationships. After reviewing 47 studies involving 12,000 employees in a natural setting, the researchers concluded that working from home had modest but beneficial effects on the company's proximal goals, including greater freedom, decreased work-family conflict, and improved relationship satisfaction with managers. Several performances, work satisfaction, real turnover, and occupational stress variables were affected by the appearance of freedom<sup>1</sup>.

According to Grant's research, rather than finding evidence for a linear relationship between working from home and job satisfaction, researchers found evidence for a reversed u-shaped (spiral) relationship between the amount of work done from home (or the amount of time spent working from home on average) and job satisfaction. According to the study, job happiness increases as remote work becomes more prevalent; however, this is only true up to a certain point, and further increases in remote work lead to a decline in job satisfaction. Additionally, this research recommends that managers and remote workers should exercise caution when employees work substantially remotely since it may lower the level of employee involvement, which would negatively effect job satisfaction. According to the experts, in order

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<sup>20</sup> Locke, E. A. (2009). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*, 129-137.

to satisfy both needs, management should restrict remote work to a few days each week (a flexibility scheduling and socialization with coworkers). In conclusion, working from home will probably make you happier in your job, but only to a certain point. Furthermore, according to the correlation between working from home and job satisfaction, the Job Characteristics Model (JCM) produced by academics revealed that freedom is a crucial job quality that leads to job happiness. According to the Job characteristics model, in this case, remote employees' high degree of freedom (resulting from the nature of the job) may have a positive effect on their job satisfaction<sup>21</sup>. The degree to which an employee feels that his or her actions are the result of personal free choice in a particular situation, with actually no outside influence, is known as seeming freedom. Workers will therefore become really motivated if they feel in control of the decisions they make or the actions they do<sup>22</sup>.

According to further research by Golden, 322 workers in upper management were polled regarding the relationship between working from home and job satisfaction. The investigators gathered and assessed how much time was spent each week working from home (work from home intensity). According to the experts, who indicated a weak association, workers would feel better job satisfaction at lower levels of working remotely and lower levels of job satisfaction at higher tiers of working remotely (reversed u-shaped). Based on their data, the researchers found evidence for a tenuous connection between. Additionally, the researchers discovered that when teleworking hours grew, the relationship between working from home and job happiness deteriorated and that employees' job satisfaction ratings decreased. In other words, when workers telecommute only a few days a week, they may still preserve the flexibility to take care of their personal needs while simultaneously socializing with their coworkers and managers in person. On the other side, employees who spend the most of their workweek working remotely feel more alone since they interact with their colleagues less, which lowers their job satisfaction<sup>37</sup>.

Employee performance is equally crucial to work happiness. Explore the relationship between working from home and performance results, mostly using academic publications and survey data from certain sectors, claims the researcher. Based on data from four examples,

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<sup>21</sup> Grant, C. (2019). Construction and Initial Validation of the e-Work Life Scale to Measure Remote e- working. *Employee Relations* 41 (1), 16-33.

<sup>22</sup> Golden, T. D. (2005). The impact of extent of telecommuting on job The impact of extent of telecommuting on job. *Journal of Management*, 31, 76-88.

offers early thoughts on working from home and its consequences on workers. Working from home, according to every employee surveyed, improves performance. An increase in independence and, thus, dedication, may be attributed to this performance improvement. The choice of the comparison group in a recent study by German researcher Bellman revealed that the effect of WFH on work satisfaction depended on it. When comparing WFH participants to all other non-WFH participants or those who could work from home but chose not to, the findings were not statistically significant. When comparing WFH users to those who want to work from home but were unable to, a significant association emerged: WFH increased employee happiness in this circumstance. When comparing job happiness between those who wish to work from home but don't and those who are, second research (using the same data) found similar results: Those who desire to work from home reported lower job satisfaction<sup>23</sup>.

Reuschke discovered that in addition to WFH frequency, job type, WFH legal limitations, and recognition of home working time all had an impact on job satisfaction. Additionally, WFH raises work satisfaction among employees but not among independent contractors. Results from applying the law vary. German research showed that WFH based on formal agreements increased work satisfaction as compared to those with non-contracted WFH<sup>24</sup>.

The author has gained insight into the work-from-home schedule via the analysis of the theoretical underpinnings of the study. From this analysis it is understood that, mainly four factors affect the satisfaction from work from home practices and those are work life balance, development opportunities, flexible working time and self-autonomous. Working from home may lessen work conflicts and commuting time while increasing productivity, flexibility, job performance, and life balance. Work from home practices either makes satisfaction for employees and some have discouragement while they said they have less productivity than the working from office. Working from home either makes people happier or more motivated at work, or it makes them unhappy and unmotivated.

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<sup>23</sup> Bellman, J. (2020). Working from home, job satisfaction and work–life balance—robust or heterogeneous links? *International Journal of Manpower.*, 1-8.

<sup>24</sup> Reuschke, K. L. (2019). The subjective well-being of homeworkers across life domains. *EPA: Economy Space*, 132-140.

## 2 WORK FROM HOME DURING THE PANDEMIC 2019-2021 IN SERVICE SECTOR

### 2.1 Work style during crisis

According to Ahrendt, the pandemic has caused millions of employees in Europe and other parts of the globe to switch to working from home (WFH). Due to the outbreak, many employees and businesses were forced to transition to remote work for the first time with little to no preparation. Additionally, throughout the crises, roughly 52% of Europeans worked from home (at least partially), compared to just 14% before the crisis. These numbers are presently comparable, and even after the epidemic, many people and companies are still inclined to select WFH<sup>25</sup>.

According to Konradt's research, WFH offers advantages and disadvantages similar to other organizational advances. The adoption of this flexible working arrangement is sometimes portrayed as a conscious choice that calls for a period of preparation, preparedness, and adaptation on the part of employers in order to appropriately support workers' performance and provide them a better work-life balance. Nevertheless, the COVID-19 epidemic has forced most businesses to adopt this style of working, usually despite supporting employees who have the necessary abilities for working remotely. Additionally, as previously said, research have shown both the advantages and disadvantages of working remotely. Its effects have thus been carefully examined. On the other hand, it is crucial to look at how WFH has affected the health and productivity of employees who have never worked remotely before and to provide instances of workplace situations that have a negative influence on remote work, such as the COVID-19 dilemma<sup>26</sup>.

Following their investigation, Schaufeli and Bakker created the JD-R model, which serves as their theoretical foundation. The JD-R model, a well-known conceptual viewpoint in organizational psychology, contends that job characteristics, which make up employment conditions, have an impact on employees' productivity and well-being. The demands of the job are the aspects of the work that drain people's energy, cause them to experience high levels of

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<sup>25</sup> Ahrendt, G. R. (2019). Working from Home: Heterogeneous Effects on Hours Worked and Wages. *Centre for European Economic Research Discussion Paper No. Mannheim, Germany, 19-015*, 29-35.

<sup>26</sup> Konradt, S. H. (2008). Work-Life Balance: A Review of the Meaning of the Balance Construct. *Journal of Management & Organization* 14 (3), 323-327.

stress, weariness, or social and economic problems. The physical, psychological, interpersonal, or organizational aspects of a workplace that lessen job demands while promoting work engagement, self-improvement, and advancement are referred to as work engagement, on the other hand. Additionally, according to the JD-R model, each profession and line of work has a unique collection of job resources. As a consequence, the present research examined a few job criteria, one employment resource, and one person resource to see how they affected employees' participation in their jobs, their level of stress at work, and their ability to do their jobs<sup>27</sup>.

According to Schieman, some characteristics of working remotely were taken into account as job requirements in the model researchers created for this research, including the difficulty of adequately resolving personal and work obligations, the decrease or loss of social sense that employees typically encounter at work, which is connected to the perception of feeling more alone and isolated, and the difficulty of setting up a suitable work area at home. One of the most noteworthy job commitments while working with WFH is autonomy. Researchers also considered self-leadership as a personal tool that might support efficient working remotely. Self-leadership is defined as a process of influencing one's own behavior and performance by setting and assessing one's own goals<sup>28</sup>.

The current analysis, according to Wang, combines data on working remotely during the COVID-19 pandemic, emphasizing particular job requirements and supplies that may affect both the positive (job involvement and efficiency) and the negative (workplace stress) effects of employees' remote employment. Additionally, this study may be crucial in identifying the consequences of working remotely both during and after the pandemic since it is predicted that this tendency will continue for a long time<sup>29</sup>.

The difficulty of juggling personal and professional obligations is often referred to as family problems, which is a situation in which workers' involvement in work duties is complicated by engagement in family-related events, according to Weer's research. This finding is supported by a closer look at the aforementioned variables<sup>30</sup>.

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<sup>27</sup> Schaufeli, H. R. (1980). Development and Validation of a Short Satisfaction Instrument for Use in Survey Feedback Interventions. *Western Academy of Management Meeting*, 115-117.

<sup>28</sup> Schieman, S. (2017). Ironic Flexibility: When Normative Role Blurring Undermines the Benefits of Schedule Control. *Sociological Quarterly* 58: 51, 57-71.

<sup>29</sup> Wang, H. K. (2020). *Survey Findings on Working from Home Under COVID-19*. Retrieved 11 8, 2021, from Lingnan University:

[https://www.ln.edu.hk/f/upload/48,728/Survey%20findings%20on%20Work%20From%20Home\\_Eng.pdf](https://www.ln.edu.hk/f/upload/48,728/Survey%20findings%20on%20Work%20From%20Home_Eng.pdf)

<sup>30</sup> Weer, M. G. (2000). Performance pay and productivity. *American Economic Review* 90(5), 134-138.

According to Atkinson, family-work conflict is often believed to be intimate relations phenomena since, in most countries, women are in charge of the bulk of care and household duties and are penalized more severely than men in emergency situations. Contrarily, COVID-19 has forced millions of people to stay at home, obfuscating the distinction between personal and professional life, regardless of gender. As a consequence, we assert that when it comes to WFH, family-work conflict may be an issue that both men and women experience. Additionally, prior studies claimed that working remotely might both alleviate and increase family-work conflict, undermining the benefits of WFH. The detainment mandated during the pandemics early stages may have exacerbated this conflict as well, since obligations to one's family took precedence over obligations to one's employer. Additionally, the researcher has described the difficulties working from home, particularly during COVID-19. Lack of teamwork and communication, loneliness, the inability to switch from work mode to normal life mode, distractions at home, the different time zones among teammates, the inability to stay motivated, the inability to take vacation time, and the inability to locate trustworthy WIFI are the main challenges<sup>31</sup>. The Figure 2.1 shown below explains the challenges faced when working from home.



Figure 2.1 The main struggles facing by WFH due to pandemic (Created by author from<sup>26</sup>)

<sup>31</sup> Atkinson, R. (2004). Experiences of Skilled White Collar Workers. *Sociological Spectrum* 24, 191-230.

Further research by Xiao revealed that occupational separation is still another key element of WFH during the pandemic. Although social isolation has been noted in earlier study as one of the main drawbacks of distant employment, its prevalence has surely increased over time. Due to the pandemic, people have become more socially isolated, which has raised levels of loneliness. Loneliness has been related to poor work satisfaction and performance as well as increased stress levels<sup>32</sup>.

Prior to COVID-19, studies had shown a connection between telecommuting time and subpar individual and group performance, according to Vander's study. Additionally, it was shown that the number of face-to-face interactions and the number of hours spent working remotely both negatively and positively affected the relationship between occupational separation and job performance. When compared to the social contacts that people often have at work and in their everyday life, such going to the gym or seeing friends, using digital technology to socialize may only significantly reduce worker isolation. Therefore, given that the social isolation seen in this research was maintained for many weeks without any in-person connection with coworkers, we draw the conclusion that social separation is a significant occupational necessity associated to WFH in times of COVID-19. Based on this assumption, we declare that social isolation is significantly and negatively linked with WFH job-improving employee engagement and positively associated with WFH stress-related levels<sup>33</sup>.

Another distinctive aspect of WFH during the pandemic, according to Toscano's analysis, is that workers are compelled to share their workspace with family members, such as their spouse and/or school-aged children who are mostly engaged in distance learning. Since social isolation was enforced for many weeks during the pandemic, it is crucial to note that WFH produced several issues in the German population as well as in other European countries. The homes usually lacked space for extra people pursuing education and employment, creating a distracting atmosphere. Additionally, previous study on remote workers shown that although being distracted at work negatively affects the office environment, having control over the environment is highly related with employee satisfaction. Studies show a positive full-time WFH experience is related to the quality of the workstation, which involves managing light and

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<sup>32</sup> Xiao, D. (2020). *Coronavirus: Working from Home a New, Occasionally Frustrating Experience for Hongkongers Used to Rhythms of Office Life*. Retrieved 11 2021, from scmp: <https://www.scmp.com/news/hong-kong/hong-kong-economy/article/30,48,557/coronavirus-working-home-novel-occasionally>

<sup>33</sup> Vander, R. (2012). The hard truth about telecommuting. *Monthly labor review*, 38-45.

noise as well as a workspace that is adequately segregated from the living environment. If this separation is not possible, working in an environment with ambient noise may be an additional and significant job need. Researchers predicted that external distractions would have a negative impact on productivity and performance in remote jobs, but would have a positive impact on stress<sup>34</sup>.

## **2.2 Impact on work style due to pandemic**

Working from home (WFH) has developed as the new form of working for millions of workers across Europe and the rest of the world as a result of the pandemic outbreak. As a result of the epidemic, many people and organizations were forced to move to remote work for the first time, despite having little to no preparedness. Furthermore, before the financial crisis, just very few of Europeans worked remotely, but after the crisis, that figure climbed to almost more than half of the population. These rates are currently similar, and many individuals and businesses are likely to choose WFH even after the pandemic has gone.

WFH, like many organizational innovations, has both good and bad features. The choice to apply this flexible working technique is generally presented as purposeful, requiring a time of preparation, preparedness, and adaptation in order for businesses to appropriately aid their workers' performance and offer them with a better work-life balance. This is required so that companies may appropriately assist their workers' performance and give them with a better work-life balance. However, as a result of the pandemic, the great majority of enterprises have been compelled to adopt this mode of operation, often despite the fact that they offer employees with the essential skills for working remotely. Furthermore, as previously stated, research has shown that working remotely may have both beneficial and bad consequences on individuals. As a result, the consequences have been the focus of much investigation. However, it is critical to explore how WFH has influenced the well-being and performance of employees who has never worked remotely before, as well as to present instances of work situations that have an effect on remote work, such as during the pandemic issue.

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<sup>34</sup> Toscano, T. (2012). Impact of Telework on Exhaustion and Job Engagement: A Job Demands and Job Resources Model. *New Technology, Work and Employment* 27 (3), 193-197.

The current research collects data on working remotely during the pandemic, with a focus on specific job needs and supplies that have the ability to affect both the negative (workplace stress) and positive (job participation and efficiency) aspects of workers' remote employment. Because it is expected that the trend toward remote work would continue for a long time after the epidemic, this research may be critical in detecting the personal and professional ramifications of working remotely during and after the pandemic.

It is often assumed that the family-work conflict is a problem that is gender dependent. This is because, in most communities, women are responsible for the bulk of care and household chores, and they are penalized severely in times of emergency. Pandemic, on the other hand, has caused millions of individuals to remain at home, blurring the lines between their personal and professional life regardless of gender. As a result, we feel that the conflict between work and family is a problem that both men and women face in the context of WFH. Furthermore, past research has revealed that working remotely may either reduce or increase family-work conflict, therefore negating the advantages of working from home. Furthermore, the imposition of quarantine during the early stages of the pandemic may have contributed to the aggravation of this dispute, since it led commitments to one's family to take priority over those to one's workplace. Furthermore, scholars have provided insight on the limitations of working remotely, notably during pandemic. The main challenges are a lack of teamwork and communication, isolation, the possibility that transitioning from work mode to normal life mode will be impossible, distractions at home, time zone differences among teammates, an inability to maintain motivation, an inability to take vacation time, and an inability to locate reliable WIFI.

Prior to pandemic, research established a link between the amount of time spent telecommuting and poor performance, both individually and collectively. Furthermore, the number of hours spent working remotely and the amount of face-to-face connection were shown to improve the association between occupational separation and job performance in both an unfavorable and a positive way. Previous study suggests that using digital technology to interact may only considerably reduce worker isolation when compared to the social connections that people often have at work and in their regular lives, such as going to the gym or visiting friends. As a result, we have concluded that social isolation is an important occupational need associated with WFH during the pandemic. This study's social isolation lasted several weeks, and participants had no face-to-face encounters with their colleagues throughout that period. Based on this premise, we assert that social isolation has a substantial and inverse relationship with WFH occupations that

promote employee engagement and a significant and positive relationship with WFH jobs that lower stress-related levels.

This disruptive event is expected to have enduring effects on work arrangements as the pandemic epidemic forces a record number of individuals to work from home. Work-from-home options might help women close the pay gap with males, since previous studies have shown that telecommuting increases productivity and income. However, the likely resurgence of conventional gender roles due to the necessity to care for children during the pandemic lockdown may undermine these advancements. Considering recent empirical results and unique data on the varied nature of employment arrangements among couples, we analyze the expected impacts of the epidemic on gender inequalities in the labor market and at home. Using a unique telework ability measure that distinguishes between completely telework able, partially telework able, and on-site occupations, we show that the pandemic shock is expected to elicit changes in the intra-household allocation of duties from mothers to dads in around one-third of families.

Many people's routines have been thrown off by the pandemic outbreak. The number of individuals who are able to work from home has expanded dramatically, which has come as a surprise to many. In 2018, the percentage of workers who sometimes or routinely performed their duties from home ranged from approximately less in Greece, Italy, Bulgaria, and Romania to over high level in the Netherlands, Finland, Iceland, Luxembourg, and Denmark. During the pandemic quarantine, these numbers have skyrocketed, however they have risen in various ways across various demographics. In fact, several businesses have allowed their staff to work remotely since the beginning of the social distancing measures in an effort to reduce the spread of the coronavirus. Remote work, particularly WFH for parents, has long been seen as a way to better combine work and family responsibilities. On the other hand, many parents during the lockdown will have to juggle paid employment with full-time daycare, which will certainly lower their productivity and diminish the WFH's advantages. Nonetheless, in the post-pandemic age, advancements in technology and corporate culture may make WFH arrangements more accessible, which may be beneficial to parents, and women in particular.

New data show that the pandemic has affected men and women differently. To begin, we use data on typical jobs and working circumstances in Germany to create a unique index that measures the feasibility of working remotely at a granular occupational level. By analyzing data

on I the percentage of workers in a certain field who say working from home is impossible and ii) the nature of the work being done, we are able to draw conclusions about the feasibility of WFH in various fields. The first of its kind, the new telework ability index categorizes occupations as either completely telework able, somewhat telework able, or on-site. Our research shows that in Germany, roughly of occupations could be done totally from home and another percent of population might have a significant portion of their work done there. Female workers, those with families, and those with college degrees are disproportionately represented in jobs that allow for remote work. There was evidence that less of German employees were doing so exclusively, while others were doing so in conjunction with traditional on-site hours, numbers that are only slightly lower than the WFH potential suggested by our index. By comparison, just approximately of all workers conducted any kind of remote work at all, and only around did it regularly. The proportion of women and parents who favor WFH is also greater. In 2018, 25% of moms with children younger than 13 said they would want to work remotely but were unable to do so for various reasons. The average was 20%, but for women without young children, that number jumped to 21%. We propose that the increase in remote work will persist even after the pandemic distancing limits are abolished, on the basis of the discrepancy between desired and actual WFH take-up.

The long-term effects of an increase in WFH arrangements on gender disparities in the home and the workplace. For parents, remote work might be difficult in the near term if the increase in WFH coincides with the closing of schools and day care centers. We estimate that in Germany, 30% of young-family couples benefit more from the father's increased work flexibility than the mother. In these families, redistributing childcare and housekeeping responsibilities might increase women' post-pandemic career investment. However, in most homes, caregiving and housework responsibilities are still split along gender lines. Women work fewer hours than males on average and have greater freedom to create their own work schedules in around 28 percent of homes, which may perpetuate traditional gender norms. However, the greater future practicality of WFH, via current technology adoption and changes in mindset, may be beneficial to women with children since WFH adoption enables them to increase contractual working hours and monthly wages.

### 2.3 Statistics of working from home during post pandemic in Latvia

A significant number of people living in Latvia began working remotely or in a hybrid capacity while the epidemic was ongoing. According to a poll that was carried out by Kantar, just 68% of employees are now working in their place of employment, while 24% are hybrid workers and 8% work from home. Before the pandemic, 78% of workers were present at their place of employment; after then, that percentage has decreased by 10%. On the other hand, the number of workers who work from home or remotely climbed from 4% to 8%, and the percentage of employees who work in hybrid mode increased from 18% to 24% of the total. The hybridization of labor is becoming more and more commonplace all around the globe, including in Latvia. A third of workers already operate in a semi-remote capacity, either entirely from home or by commuting back and forth between their place of employment and their residence throughout the course of the workday. And it is possible that it will grow even more popular, but of course, it is limited by a number of things, maybe due to the sector-specific characteristics of the market. One of the most important considerations is whether or not a person is able to balance their personal and professional lives in a way that allows for increased effectiveness, adaptability, and productivity while minimizing the disruptions that are so prevalent in most places of employment. Although one might argue that hybrid working arrangements most definitely do their part to contribute to employee satisfaction<sup>35</sup>.

The following Figure 2.1 explains the working from home in 2019 and potential of working from home.

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<sup>35</sup> Working from home around euro regions. Retrieved 02 11, 2022,; <https://ec.europa.eu/eurostat/web/products-eurostat-news/-/ddn-20210923-1>



Figure 2.2 working from home in 2019 versus working from home potential-geographical scope in Europe (collected by author from <sup>30</sup>)

The Figure 2.2 explains the working from home in 2019 versus working from home potential and it clearly indicates that in Latvia there was actually potential of 36.2 % for working from home but just 4.8% was actually working from home. Latvia has majorly information technology companies and that’s the main reason for high level of potential to working from home.

The advent of modern technology has made it possible for us to arrange firm operations outside of conventional offices and across national boundaries. Prior to the Covid-19 issue, however, working remotely was still very unusual. Because working from home was the only way for businesses to keep operating during the pandemic, many businesses were forced to quickly implement new organizational structures as a result of the epidemic. At the same time, workers were given the option to improve their working circumstances and prevent the spread of the Covid-19 virus in their respective workplaces<sup>36</sup>.

<sup>36</sup> One in three latvians working remotely. Retrieved 02 11, 2022,,: <https://eng.lsm.lv/article/economy/employment/one-in-three-latvians-works-remotely.a471266/>

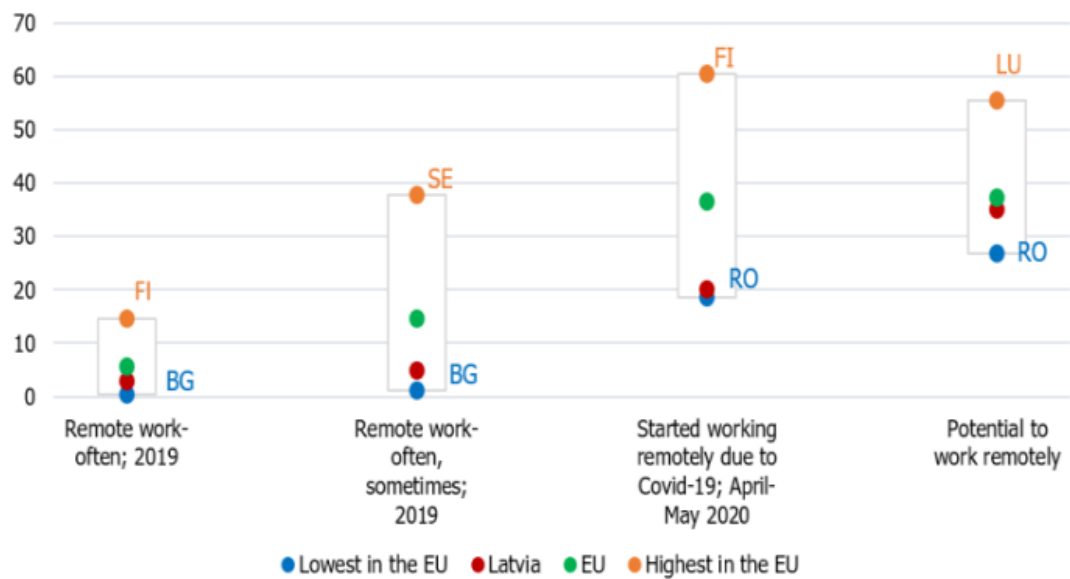


Figure 2.3 Difference in working from home during 2019 and 2020 in Europe (Collected by author from <sup>31</sup>)

According to what was learned from Figure 2.3, the percentage of employees who frequently worked from home was as follows: just about 5% of the employed in the European Union (EU), less in Latvia – 3%, while Finland topped the list with 15%. This information was obtained by analyzing the data presented. The start of the pandemic was characterized by a dramatic growth in the number of people working from home. For instance, 61% of workers worked from home in Finland, whilst across the EU, on average, 37% of the working population did so. Therefore, during the early stages of the epidemic, almost all of the workers whose employment, according to their job descriptions, were evaluated as being technically telework able jobs began working from home.

It was also investigated before the pandemic how the epidemic would affect productivity, and the results showed that working remotely generally helps enhance productivity under normal conditions. It is directly linked to a higher level of satisfaction among the workforce as a result of a better ability to reconcile work and private life, savings in both time and money, and, for many people, also more control over the arrangement of their job. Indirectly, productivity rises as a result of decreased corporate expenditures for office premises and equipment. This frees up company resources to be invested in activities that are more productive. This also provides prospects for employing personnel with better skills, who would otherwise be limited in their employment options due to the relationship to their place of

residence. At the same time, the gains brought about by an increase in production contribute to an overall improvement in the well-being of the people. In addition to these advantages, there will be less traffic congestion and less pollution, as well as decreased demand for paper and plastic products and the opportunity to revitalize rural regions. The dangers of working remotely, which were exacerbated during the financial crisis, may continue to exist in the post-crisis era as well. These dangers include longer working hours, fewer opportunities for breaks, and increased social isolation, along with decreased communication and information flow. However, these dangers may be avoided if employers provide workers the option of working from home on their own time or splitting their time between the office and their own residence in a schedule that includes some time spent working each day. Because working from home is sometimes the only option available during the epidemic, the hazards described above have become more severe. In addition, because of the detrimental effects that the pandemic is having in other regions, there is a decline in production. For instance, when kindergartens are closed, parents are forced to give more attention to the task of caring after their children, while distant school courses encourage parents to concentrate on educating their own children<sup>37</sup>. Fewer opportunities to enjoy entertainment outside of the house contribute to increased social isolation. Because of the urgent need to move to working from home immediately, the working circumstances and information technology solutions have become unsuitable. Due to the fact that working remotely was not a common practice in the past, many people lack experience in the field of remote work. Living circumstances are also vital for productive teleworking, particularly during the pandemic when whole families are typically confined to their homes due to the illness. This poses a long-term threat to Latvia given that estimates suggest that 42% of the population lives in houses that are already at or near capacity, making it difficult to locate a private place in which to work effectively<sup>38</sup>.

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<sup>37</sup> M. Sosterio, S. Milasi, J. Hurley, E. Fernández-Macías and M. Bisello, "Teleworkability and the COVID-19 crisis: a new digital divide?" JRC Working Papers Series on Labour, Education and Technology, 2020/05.

<sup>38</sup> Remote work – a forced experiment during the Covid-19 era or a lasting value? Retrieved 02 11, 2022, : <https://www.macroeconomics.lv/remote-work-forced-experiment-during-covid-19-era-or-lasting-value/>

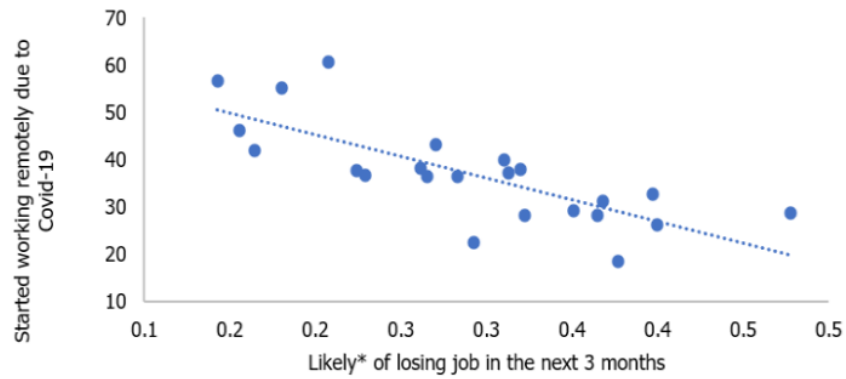


Figure 2.4 Working from home and job loss comparison in Latvia in 2019-2021  
 (Collected by author from <sup>33</sup>)

From Figure 2.4, under typical conditions, working from home improves an employee's social satisfaction with the harmony between their personal life and professional responsibilities. Despite the fact that remote work can result in a decrease in productivity during the pandemic, teleworking highlights a social security aspect that involves the evaluation of employment retention. This is in addition to teleworking's most important positive aspect, which is a safer environment for human health. Teleworking highlights this aspect in addition to a number of other positive aspects. The evaluation of telework ability and the adjustment of work organizations to accommodate remote workers during the epidemic differs greatly from country to country. Differences in the proportion of people working in different industries and professions are one of the factors contributing to this phenomenon.

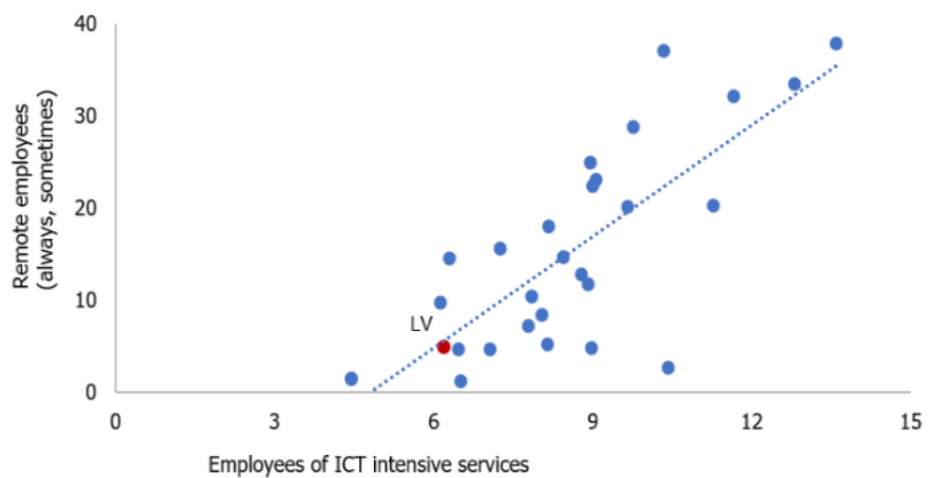


Figure 2.5 Working from home and comparison among information and communication technology industries in Latvia during 2019-2021 (Collected by author from <sup>33</sup>)

From Figure 2.5, If an economy is characterized by advanced information and communication technologies (ICT) intensive industries, then remote work is more prevalent not only in these industries but also in other areas due to the extensive availability of technological solutions. This is a more in-depth examination of the topic. The size of firms is another factor that influences the availability of remote work possibilities across nations. Larger companies are more able to accommodate teleworking than their smaller counterparts. Additionally, those who are self-employed are often more used to working in a domestic setting. Therefore, 37% of people who are working in the EU have the option to work from home; nevertheless, only 13% of workers do not need any kind of social connection. For example, even in professions like management or teaching, where one may technically carry out one's responsibilities from a distance, it is vital to maintain social engagement. As a matter of course, people of these professions work from home during outbreaks of the pandemic. This is proven by the statistics indicating that, on average, practically all teleworkable workers in the EU have begun working from home<sup>39</sup>.

The legislative structure that governs remote employment in Latvia (amendments to the Labour Protection Law) had previously been considered and established before the epidemic, but it didn't take into effect until July 1, 2020. It has the ability to act as a driving force for teleworking. During the epidemic, the governments of certain nations actively pushed an increase in the number of jobs that could be performed remotely (e.g. in Italy via informative support, in Japan through financial support). Except for tax deductions for workers' expenditures associated to teleworking provided the employer pays such charges, the Latvian government does not plan to provide any kind of assistance that is explicitly aimed at boosting remote work<sup>40</sup>. The global pandemic has severely affected the Latvia as well in terms of attendance of employees was less compared to earlier years. This points out that the inception of work from home practices in Latvian population.

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<sup>39</sup> Remote work – a forced experiment during the Covid-19 era or a lasting value? Retrieved 02 11, 2022,,: <https://www.macroeconomics.lv/remote-work-forced-experiment-during-covid-19-era-or-lasting-value/>

<sup>40</sup> S. Milasi, J. Hurley, M. Bisello, I. González-Vázquez and E. Fernández-Macías, "Who can telework today? The teleworkability of occupations in the EU", European Commission, 2020.

## 3 EMPIRICAL RESEARCH

### 3.1 Research design

This section explains the rationale for the study, details the procedures that will be followed, and provides an overview of the schedule. In order to collect all relevant information for this study, we have settled on a combination of statistical analysis, textual analysis, and comparative surveying. Interviews serve as the main source of data, followed by a questionnaire survey of the region's consumers to gather information with qualitative meaning in quantitative form. However, other types of research, such as business profiles, campaigns, and marketing histories, are also taken into account as part of the decision-making process.

The following is a flowchart that will substantially aid in comprehending the study's methodology. Generally speaking, a well-thought-out study design is essential for gathering and analyzing data in a way that advances the research question. Simple thinking is aided by these reminders of the relevant diagram or method. Figure 3.1 depicts the flowchart.



*Figure 3.1* Structure of research design (created by author)

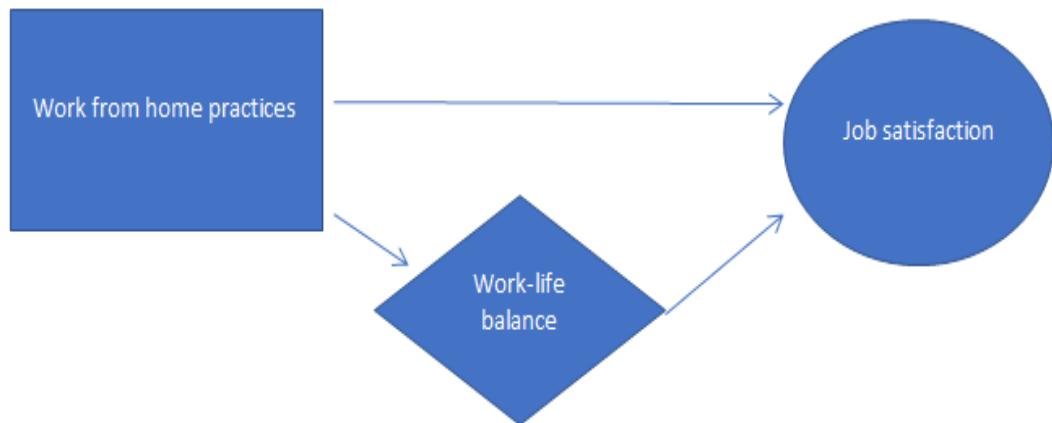
Figure 3.1 provides a process diagram of the typical research procedure. Descriptive statistical analysis, reliability analysis, factor analysis, and regression analysis are described, along with the initial stage of developing a hypothesis in accordance with the study motivation. The last stage is an evaluation of the findings in light of the study's objectives.

### **Development of research hypotheses**

From previous research studies and literature analysis the author of this research study has developed research hypotheses and it has shown below.

H1- Work from home practices has considerable impact on job satisfaction

The author of this bachelor thesis has developed the framework for hypothesis development and it has shown in Figure 3.2.



*Figure 3.2 Research framework (Created by author)*

The research framework is shown in Figure 2.6. Previous research has shown that the most often reported advantage of working from home is higher job satisfaction. Working from home is also associated with having a healthy work-life balance. Working from home may boost productivity, flexibility, job performance, and life balance while reducing workplace disputes and commuting time. In contrast, the pandemic era has forced millions of individuals to stay at home, blurring the barriers between personal and professional life, regardless of gender. Working from home either makes people happier or more driven at work, or it makes them miserable and uninspired. As seen in the picture, there is an additional box that denotes organizational performance, implying that the author believes that good job satisfaction and,

more importantly, work-life balance have a large and favorable influence on organizational performance.

### **3.2 Data collection techniques for research**

It is the process of gathering, examining, and evaluating precise insights for analysis via the use of tried methodologies. Based on the facts acquired, a researcher might put their study hypothesis to the test. Regardless of the study's substance, acquiring data is often the most critical phase in the research process. Depending on the knowledge sought, several data gathering techniques are utilized in various study areas. In this research investigation, primarily two data gathering strategies were used. They are literature analysis and survey analysis, respectively.

Moreover, it depicts the full research effort in great detail. The researcher began by collecting vital material in the form of scholarly articles. More were motivated by general published articles and news stories, and yet others were motivated by participant scientific publications. Specifications for the years 2000-2020 were provided. The author of this master thesis chose prior articles from this area that identified, articulated explicitly, or distinguished growth factors impacting job satisfaction from work from home activities, whether direct or indirect.

The researcher aggregated the number of occurrences contributed to each factor impacting work-from-home practices and generated a frequency analysis description, as stated in the Result component of the factor affecting work-from-home practices.

#### **Literature analysis**

The author of the Bachelor's thesis started by gathering data in the form of highly respected published publications. Others were inspired by general publications and news items, and yet others by peer-reviewed scientific research. The years 2000 through 2021 have been broken down into their component parts. Many studies from this area were chosen by the researcher because they discovered, clarified, or differentiated growing features of work from home activities that effect job satisfaction, either directly or indirectly.

The author of the bachelor's thesis compiled a list of all of the key motivators discovered in this research as a result of the adoption of work from home in information technology, noting

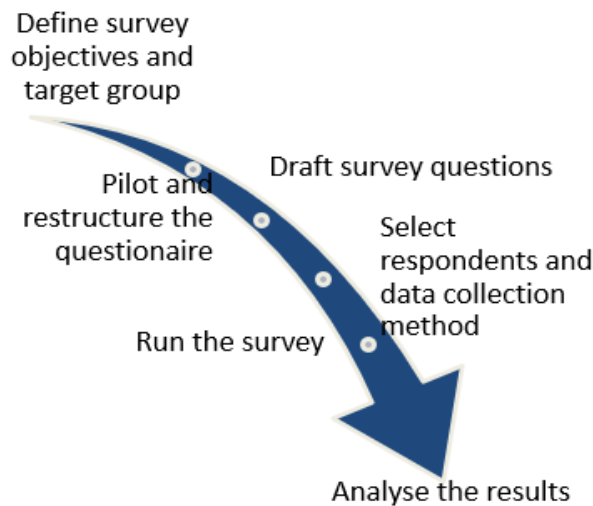
that some of these reasons were mentioned more than once. These elements were deemed crucial for the expansion of IT sector in industrialized countries.

The bachelor's thesis researcher gathered the number of data points linked with each growth aspect and created a description that included percentages and frequencies. This description is evaluated using secondary data, as shown in the Result component of the Growth Factors of Work from Home Implementation in the Latvian Information Technology Business. The researchers were able to match personal participant opinions to the parameters indicated in the published articles and investigate the relationship between the various data sets after collecting over one hundred surveys from a diverse range of respondents in Latvia as primary sources. This was done to support the findings of the secondary source factor analysis, which were published materials.

### **Survey analysis**

Survey design is an important aspect of business research. "Good preparation approaches significantly improve performance consistency while also assisting in the evasion of risks." It characterizes how to ascertain survey targets and target groups, write survey questions, schematic and perfect a questionnaire, select participants and data collection techniques, manage the survey, and assess the findings.

The survey design is shown in figure 3.3 below. These are the actions that must be taken. Efficient processing techniques promote performance consistency while also assisting in the avoidance of problems. This section demonstrates guiding concepts by providing step-by-step instructions for building a perspective survey.



*Figure 3.3 Steps to follow for conduct survey (created by author)*

Define survey objectives- When creating a survey, it is necessary to have certain goals in mind, such as what opinions should be gathered and what should be acquired. In addition, administrators must determine whether to monitor survey data over time. The survey should be repeated throughout time in this scenario, and the questions should be carefully crafted to account for temporal connections.

Draft survey questions- It is a good time to think about whether or not a business endeavor is the best tool for the job, as well as the benefits and drawbacks it offers in terms of accomplishing the goal. For instance, relying solely on perception surveys to evaluate the effectiveness of initiatives aimed at reducing administrative burden is misleading. This is due to the fact that people's expectations, and as a result, the findings of perception surveys, are influenced by a wide variety of factors, one of which is the actual quality of laws.

The format of the survey questions is outlined in the following paragraphs. The researcher indicates that it would be simpler for responders to comprehend the questionnaire if it were organized into parts according to the subjects being asked about. The results of the questionnaire are given below in Table 3.1 and 3.2.

Table 3.1

**Measurement scale of demographic profile**

SI No	Demographic profile	Measurement scale
1	Gender	Nominal
2	Age	Ordinal
3	Job position	Nominal
4	Income	Ordinal
5	Experience	Ordinal
6	Do you engage in Remote work?	Ordinal

(Created by author)

The demographic information and measurement scale that were used for each variable are outlined in the information that can be found above in Table 2.1. The typical format for the generation of survey questions is shown in table 3.1. In the first series of questions, items 1 through 6 are used to gather information on the ages, genders, and job titles of respondents, in addition to their income, work experiences, and engagement in remote work.

In addition, the information pertinent to working from home practices that impose limitations as well as job satisfaction factors is shown in Table 3.2.

Table 3.2

**Structure of main part of Questionnaire**

General questions		
Block 1	Work family conflict	3 statements 7-9
Block 2	Freedom to take decisions	3 statements 10-12
Block 3	Support from the company	3 statements 13-15
Block 4	Future wishes	3 statements 16-18
Block 5	Job satisfaction	3 statements 19-21

(Created by author)

The second part of the study focuses on work-family conflict 7-9. The LIKERT scale is used to scale the questions. Statements are among them. I am competent of managing work and life, I have a dedicated workstation at home that is suitable for work, and I can arrange my professional schedule during WFH.

The second portion explored the restrictions on decision-making flexibility. These include phrases such as, My daily employment objectives are pretty defined, I have a lot of freedom at work, and I am acquainted with the regulations of working from home.

The third section focused on the assistance provided by business constraints. These include words such, "I am pleased with all of the equipment and remote tools that the business provided for WFH," "While working from home, the leadership provides me support," and "I am pleased with how often leadership contacts with me."

The fourth portion addressed workers' future goals. These include phrases such, "Lack of a professional lifestyle troubles me," "I am eager to return to work," and "During WFH, I notice a reduction in social interaction."

The last portion covers occupational satisfaction. Among the remarks are, "At home, I feel more productive than at work," "At WFH, I feel more safe and at ease," and "I'm satisfied with WFH."

Pilot and structure of questions- To identify survey design issues; run the survey on a reduced target sample. Encourage participants to ponder aloud while answering questions, and then assess what prompted their responses. If required, modify the questions.

Select respondents- The whole survey population (also known as the target group) must be determined, including sub-groups. If the target audience is businesses, comparing the responses of IT firms to those of larger enterprises, for example, may be enlightening. As a consequence, the bulk of respondents in this survey are IT professionals, and the author thinks that they have a larger intensity of work-from-home opportunities. This decision will have an impact on subsequent stages of the process, such as determining the number of respondents and how they will be chosen. The author selected responders at random from a sample of persons who regularly work from home. Companies such as ITN, ITS, Accenture, and Cognizant have been studied in Riga. The analyzed companies are explained in Table 3.3.

Table 3.3

**IT companies selected for this research study**

<b>Sl. No:</b>	<b>IT companies</b>	<b>Location</b>
1	ITN	Riga
2	ITS	Riga
3	Accenture	Riga
4	Cognizant	Riga

*(Created by author)*

Table 3.3 explains the IT companies selected for research study

Sample selection- This survey included a total of 153 respondents, and 153 respondents were selected to guarantee that the study was completed as intended, which implies 50 respondents from leading information technology businesses in Riga. Enterprise entrepreneurs were picked because they are acquainted with the organization's goal, vision, and neutrality, and they predict the organization's future. They were also able to give information on the organization's everyday functioning.

Scale validation- The value of scale validation in research cannot be emphasized. All responses were graded on a five-point Likert scale, with 1 indicating "Strongly Agree" and 5 indicating "Strongly Disagree." Although questions are answered in English, Latvian is the official language. This version of the translation was compared to the original to ensure that the meaning was intact and that no major mistakes had occurred. Under real-time operational conditions, users of work-from-home access scale "1" scales from a random sample of enterprises took the exam. According to the findings of a real-time performance evaluation, there is a high degree of iron quality. The immediate output examination supported the measuring devices' validity in terms of dependability and data gathering methods in SPSS software. The final measuring scale was discovered after a few small changes and terms from the real-time test and real-time data collected from October 2021 to November 2021.

Running the survey- The survey is just one of many steps in the process. Timed surveys that measure or calculate regulatory change awareness should take into consideration the time lag between enactment and dissemination. Non-respondents should get at least three follow-up emails, if not more, to improve response rates in e-mail surveys. Non-respondents should be

informed of the significance of their participation. Interviewers should be trained so that they do not unintentionally influence telephone poll respondents' responses.

Analyzing the results- Following a successful survey, it is necessary to quantitatively evaluate the findings using established methodologies. The outcomes of this research study were analyzed using four approaches by the researcher. These include demographic frequency analysis, descriptive statistical analysis, factor analysis to identify components, and regression analysis to show that work-from-home variables are independent variables and job satisfaction variables are dependent variables. The author utilized SPSS software version 25 for all sorts of analysis.

### **3.3 Data processing techniques**

A predetermined order of activities or phases that are carried out in order to validate, initiate the organization of, convert, integrate, and retrieve information into a format that can be utilized. For the purpose of ensuring the importance and consistency of the data, the handling operations must be well recorded. The creation of hypotheses, the detection of patterns, the development of theories, and the testing of hypotheses are all assisted by these tactics, which comprise data-driven activities and processes.

In this procedure, researcher ensures the quality of the data, do mathematical analysis on the data, model the data, and interpret the results. When analyzing the data, the scientist used all three of these distinct methods. In order to conduct an analysis of the information obtained from the surveys, interviews, and literature, a number of different statistical research methods were used. Newspapers, international journals, yearly reports, different bulletins, books, magazines, handbooks, census reports, and other types of publications may all be considered secondary sources. Other types of secondary sources include: The data are open to a wide range of interpretations, depending on the kind of data analysis that is used. The method of processing the data that was used in the interpretation of the data obtained is shown below in Figure 3.4.

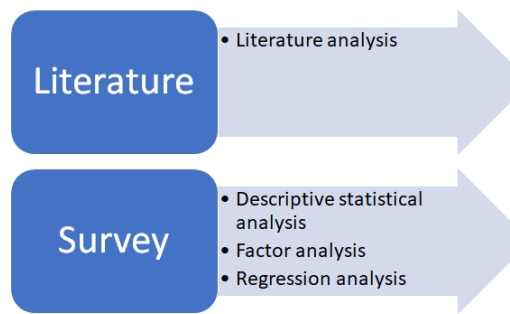


Figure 3.4 Data processing techniques (created by author)

**Descriptive statistical analysis-** The study of data pertaining to a data collection created from a sample or the complete population is the focus of descriptive statistics. This area of research also includes the definition and discussion of data. Frequency distribution, measures of central tendency, and measures of variability are the three primary categories that fall within the umbrella of descriptive statistics. Comparatively speaking, descriptive statistics are not the same as inferential statistics. Measures of Variability. The formulas are shown below.

Consider  $x_1, x_2, x_3, x_4, \dots, x_n$  are the  $N$  variables in a data set, equation to find the mean value is shown in formula 3.1.

$$mean = \frac{x_1 + x_2 + x_3 \dots \dots + x_n}{N} \quad (3.1)$$

Equation to find the standard deviation is shown in formula 3.2. where  $x_i$  is each variable in data set.

$$Standard\ deviation = \sqrt{\frac{\sum(x_i - mean)^2}{N}} \quad (3.2)$$

Equation to find the variance has shown in formula 2.3.

$$Variance = \frac{\sum(x_i - mean)^2}{N - 1} \quad (3.3)$$

**Factor analysis-** The process of reducing a large number of variables down to a smaller, more manageable set involves factor analysis. A single score is derived from the method by taking the variable with the largest common variance among all of the others and converting it. It is possible that in the future, this score will be used as an index of all the factors. There is no

multicollinearity, essential variables are included in the study, the relationship is linear, and the variables and factors have a true relationship. Factor analysis is a variant of the general linear model (GLM) that is based on the following assumptions: the relationship is linear, there is no multicollinearity, and essential variables are included.

**Regression analysis-** The mathematical technique known as regression analysis may be used to identify which of these variables really has an impact. Within the context of regression analysis, these aspects are referred to as variables.

$$Y = a + bX \quad ((3.4))$$

The dependent variable is denoted by Y, whereas the independent variable is denoted by X. The slope of the line is denoted by b, while the intercept on the y axis is denoted by a.

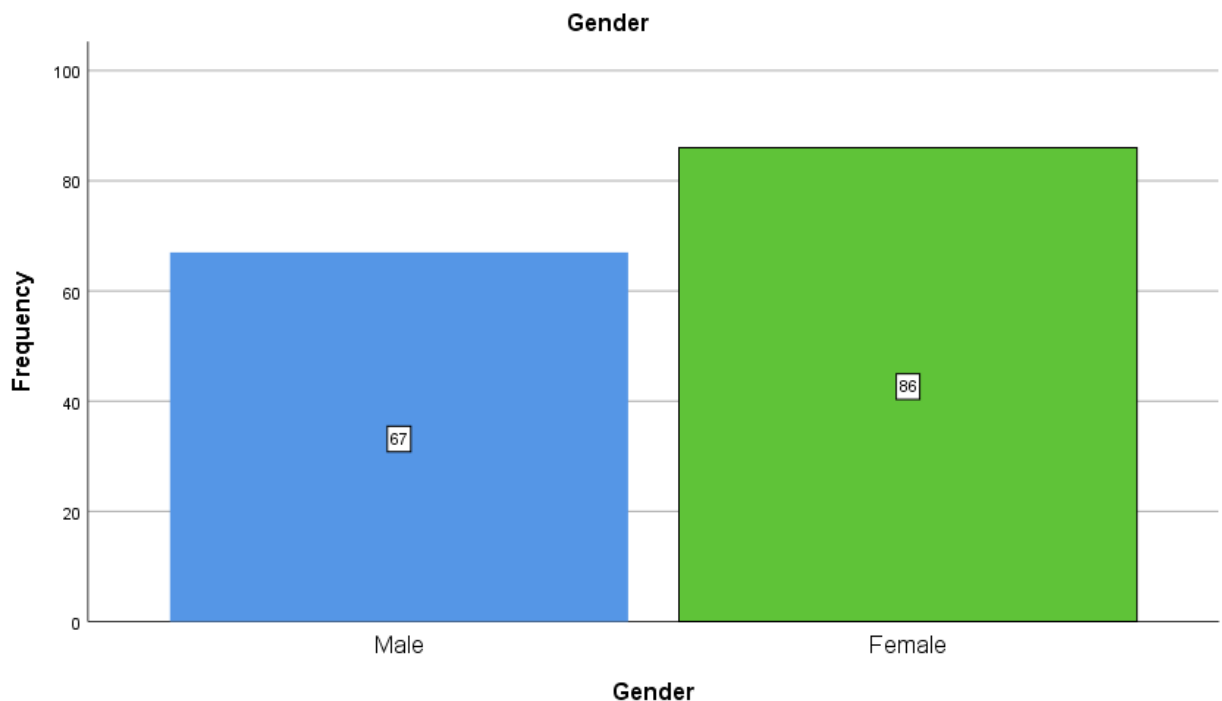
**Ethical consideration-** The researcher ensured that he was doing his job in accordance with the ethical standards of the Latvian University. The researcher conducted an ethical check before reaching out to the interviewees to make certain that the replies were honest and unbiased before initiating contact with them. On the other hand, the names of the people who were interviewed were concealed by implementing additional safety measures to guard against identity theft. Both of the people who were interviewed were thanked, and they were offered the opportunity to receive either a summary of the results of the study or a transcript of the conversation.

This chapter, according to the author of this bachelor thesis, provides a thorough explanation concerning the techniques of data collecting, data processing, and data analysis that the author has used for this research project. The relevance of the connection between working from home and being happy in one's career was the primary topic of discussion in this section.

## RESULTS

### 3.4 Demographics analysis

The demographics of survey participants were examined based on their gender, age, income, and employment position. Figures (3.5-3.9) provide a demographic analysis of survey respondents based on gender, age, employment position, experience, and income.



*Figure 3.5 Gender of survey participants (Author's result analysis)*

Figure 3.5 explains there are total of 56.21% were female out of 152 respondents and 43.79% were male. It clearly shows that female employees are more in the Information technology sector in Riga.

From the Figure 3.6 it has been understood that the most number of respondents fall in age group of 25-34 and which is 47.06%. Further, followed by age group 35-44 and which is 28.76% and further it is followed by age group 18-24 and above 45.

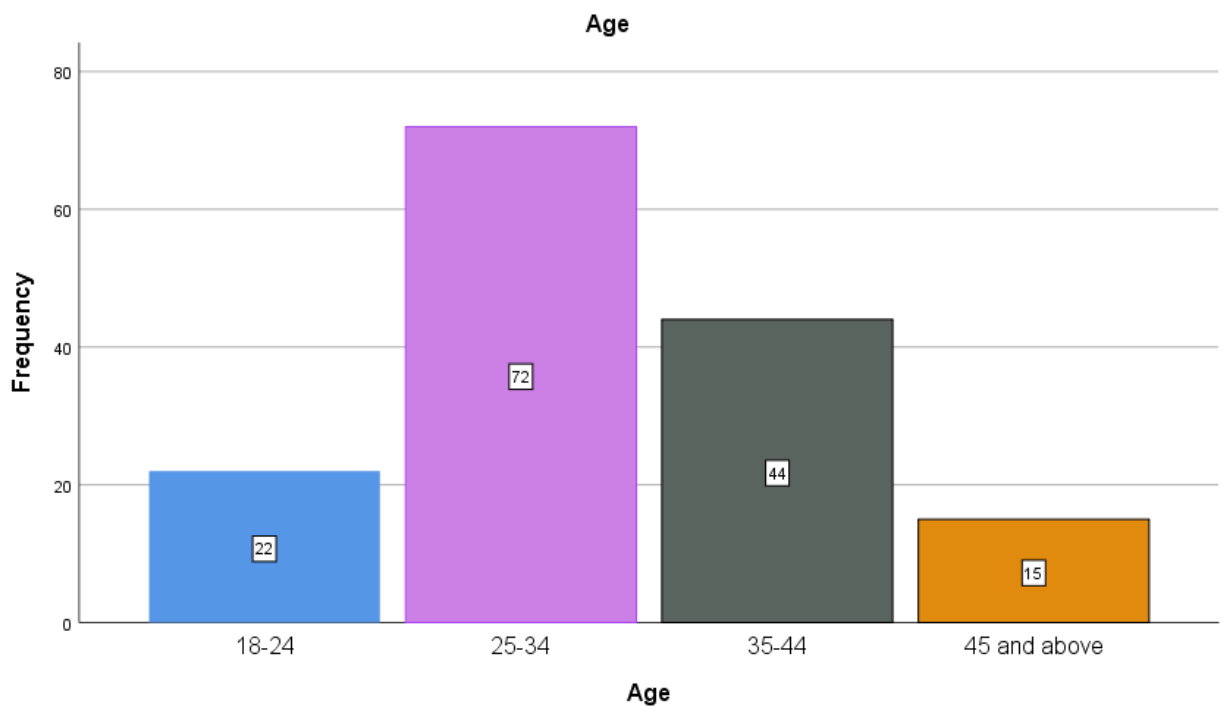


Figure 3.6 Age of survey respondents (Author's result analysis)

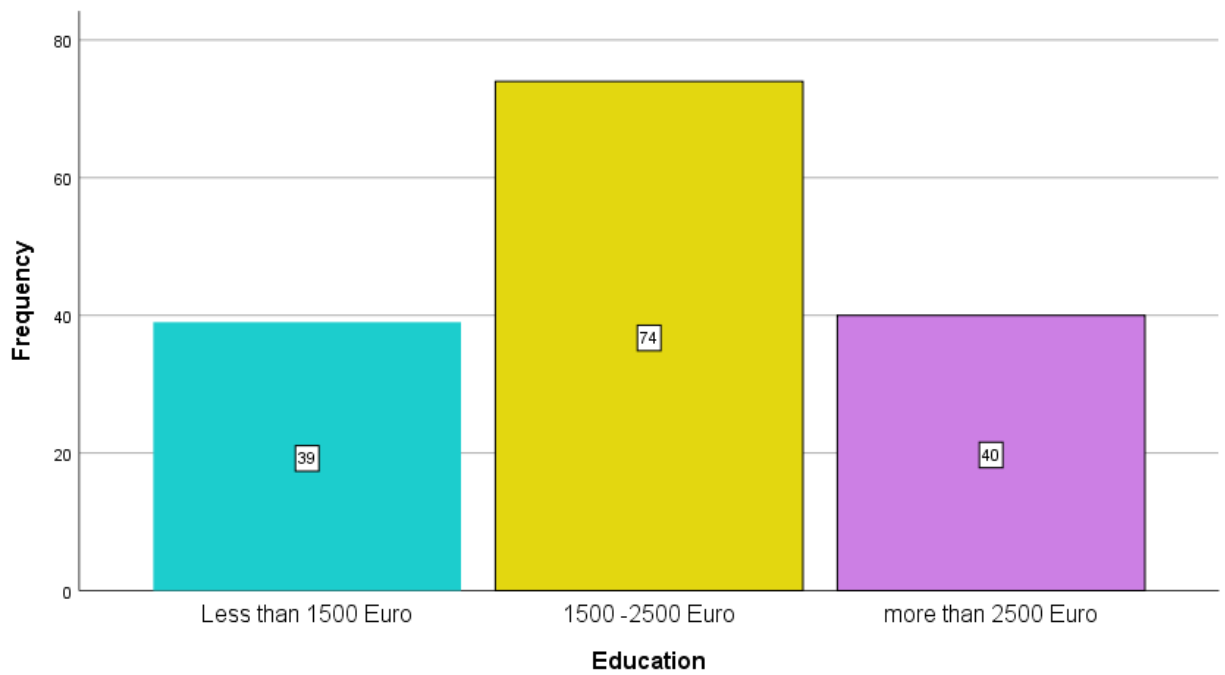


Figure 3.7 Income level of survey respondents (Author's result analysis)

Figure 3.7 depicts there are total of 48.37% were getting income range between 1500-2500 out of 152 respondents. Further, More than 2500 and less than 1500 Euro were getting for 26.14% and 25.49% of respondents respectively.

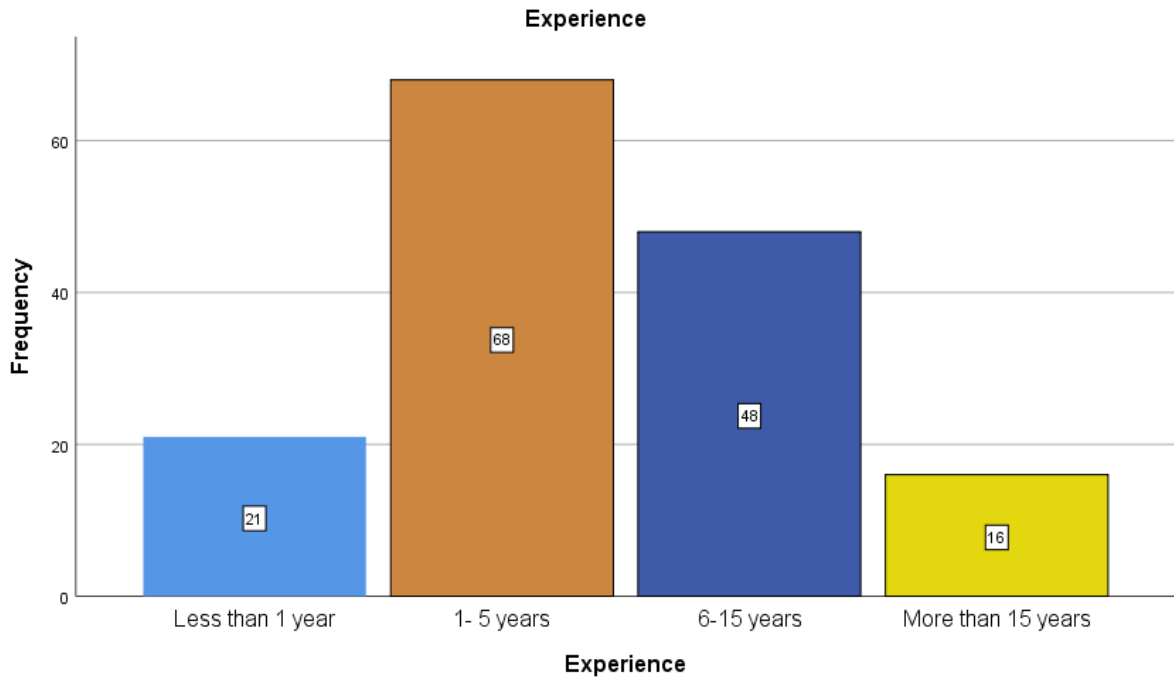


Figure 3.8 Experience levels of survey respondents (Author's result analysis)

Figure 3.8 explains the experience levels of survey respondents. It has shown that 44.44% of respondents have experience 1-5 years. Whereas, there were 10.46% of respondents have experience more than 15 years and 31.37% of respondents have experience 6-15 years and 13.73% of respondents have experience less than 1 year.

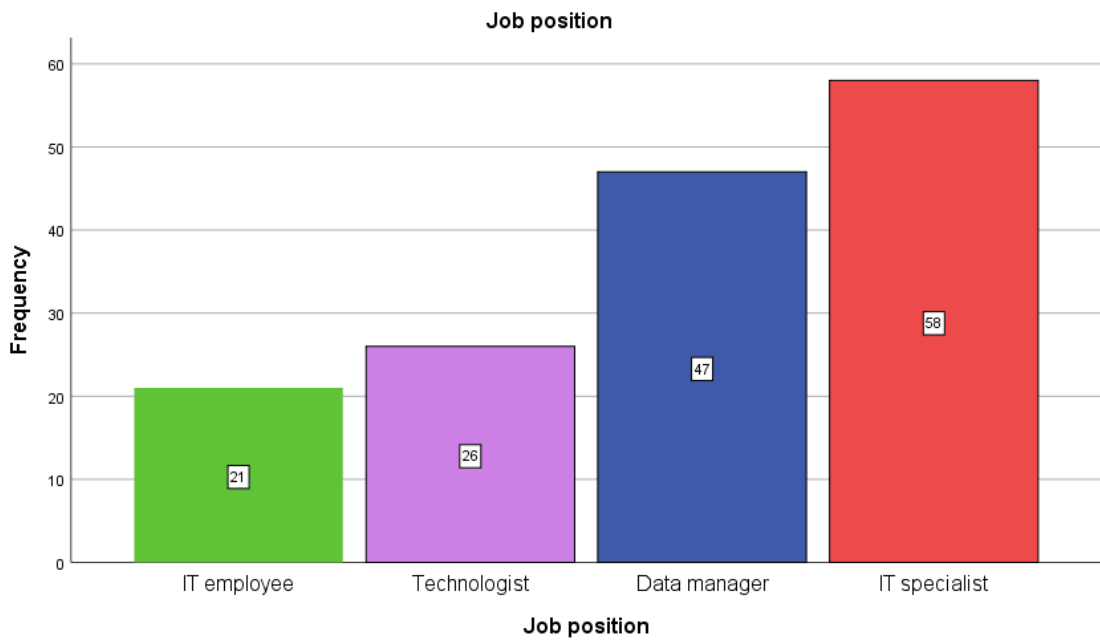


Figure 3.9 Job positions of survey respondents (Author's result analysis)

From the Figure 3.9 it has been understood that 38.16% of respondents were IT specialist and furthermore, 30.92% were data manager. Followed by 17.31% were technologists and 13.82% were IT employees.

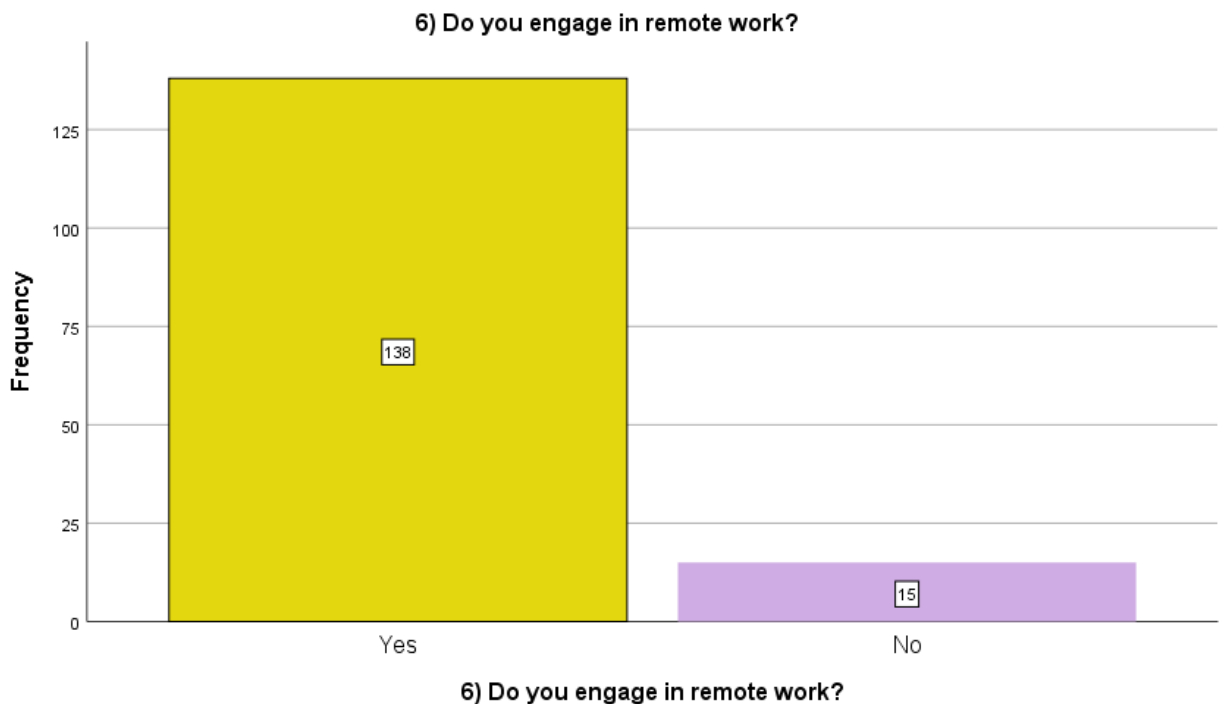


Figure 3.10 Engagement in Remote works by survey respondents (Author's result analysis)

Survey respondents were asked a question, whether they engage in Remote works. Figure 3.10 depicts the answer for that, 90.20% of survey respondents said yes and other 9.80% were not engaged in remote works actively.

### 3.5 Cross tabulation analysis

The author analyzed the cross tabulation with age group, job position and gender and engagement in remote work. The author has made three tables and those are shown below.

Table 3.4

#### Gender: Do you engage in remote works?

Count				
		6) Do you engage in remote work?		Total
		Yes	No	
Gender	Male	59	8	67
	Female	79	7	86
Total		138	15	153

(Result analysis by the author)

From the Table 3.4 it has been shown that 59 male out of 67 engage in remote works and whereas 79 out of 86 female engage in remote work.

Table 3.5

#### Age: Do you engage in remote works? (Cross tabulation)

Count				
		6) Do you engage in remote work?		Total
		Yes	No	
Age	18-24	21	1	22
	25-34	65	7	72
	35-44	39	5	44
	45 and above	13	2	15
Total		138	15	153

(Result analysis by the author)

From the Table 3.5 it has been shown that, 21 respondents in the age group 18-24 engage in remote works. Whereas, 65 respondents from 25-34 age group engage in remote works and seven are not. Moreover, 35-44 age groups have 39 respondents work remotely and five are not. Furthermore, 45 and above age group have 13 respondents work remotely and two are not.

Table 3.6

**Job position: Do you engage in remote works? (Cross tabulation)**

Count		6) Do you engage in remote work?		Total
		Yes	No	
Job position	IT employee	21	0	21
	Technologist	24	2	26
	Data manager	41	6	47
	IT specialist	51	7	58
Total		137	15	152

*(Result analysis by the author)*

According to Table 3.6, 21 respondents in the employment position group IT employee participate in remote work. In contrast, 24 individuals from the Technologist job position category work remotely, while two do not. Furthermore, 41 individuals in the Data manager job position category work remotely, while six do not. Furthermore, 51 individuals in the IT expert job position category work remotely, while seven do not.

### 3.6 Descriptive statistical analysis

The descriptive statistics based on the survey blocks were examined by the author. There were primarily five blocks based on the character of the questions, which were work-family conflict due to work-from-home practices, freedom to make decisions due to work-from-home practices, company support for work-from-home practices, future wishes regarding work-from-home practices, and last job satisfaction due to work-from-home practices.

#### **Work-family conflict due to work from home practices**

The Table 3.7 shown below explained descriptive statistical analysis of survey variables of work-family conflict due to work from home practices.

Table 3.7

**Descriptive statistical: Work-family conflict due to work from home practices**

	N	Minimum	Maximum	Mean	Std. Deviation
7) I am capable of balancing work and life	153	1.00	5.00	2.9477	1.09299
8) I have dedicated workspace at home that is appropriate for work	153	1.00	5.00	3.0980	1.03087
9) During WFH, I can organize my job schedule	153	1.00	5.00	3.0327	1.18886
Valid N (listwise)	153				

(Result analysis by the author)

Table 3.7 describes descriptive statistical analysis of survey variables. It defines that the first variable which is capability of balance work and life has neutral response with mean value 2.9477 and standard deviation 1.09. Moreover, the other variables such as dedicated workspace at home that is appropriate for work and during work from home could possible to organize job schedule have neutral response with mean values 3.09 and 3.03 respectively.

**Freedom to make decisions due to work from home practices**

The Table 3.8 shown below explained descriptive statistical analysis of survey variables of Freedom to make decisions due to work from home practices,

Table 3.8

**Descriptive statistical: Freedom to make decisions due to work from home practices**

	N	Minimum	Maximum	Mean	Std. Deviation
10) My daily job goals are quite specific	153	1.00	5.00	2.9346	1.03029
11) I get to make a lot of choices on my own at work	153	1.00	5.00	2.8693	1.13377
12) I am familiar with the rules of working from home.	153	1.00	5.00	3.0850	1.09993
Valid N (listwise)	153				

(Result analysis by the author)

Table 3.8 presents a descriptive statistical analysis of survey factors, Freedom to make choices as a result of working from home practices. The first variable, specified daily

objectives, had a neutral response with a mean value of 2.934 and a standard deviation of 1.03. Furthermore, additional factors such as I have a lot of freedom at work and I am acquainted with the laws of working from home had neutral responses with mean values of 2.86 and 3.08, respectively.

### **Company support for work-from-home practices**

The Table 3.9 shown below explained descriptive statistical analysis of survey variables of Company support for work-from-home practices.

*Table 3.9*

**Descriptive statistical: Company support for work from home practices**

	N	Minimum	Maximum	Mean	Std. Deviation
13) I am happy with all of the equipment and remote tools that the firm offered for WFH.	153	1.00	5.00	2.9281	1.10682
14) While working from home. the leadership offers me assistance	153	1.00	5.00	3.2092	1.14509
15) I am satisfied with how often leadership communicates with me .	153	1.00	5.00	2.9935	1.17818
Valid N (listwise)	153				

*(Result analysis by the author)*

A descriptive statistical analysis of survey components, Company support for work from home practices, is shown in Table 3.9. The first variable, I am satisfied with all of the equipment and remote tools provided by the company for WFH, had a neutral response with a mean value of 2.928 and a standard deviation of 1.03. Furthermore, other aspects such as working from home. The leadership provides support and I am satisfied with how often the leadership interacts with individuals had neutral answers with mean values of 3.21 and 2.99, respectively.

### **Future wishes regarding work-from-home practices**

The Table 3.10 shown below explained descriptive statistical analysis of survey variables of Future wishes regarding work-from-home practices.

Table 3.10

**Descriptive statistical analysis: Future wishes regarding work-from-home practices**

	N	Minimum	Maximum	Mean	Std. Deviation
16) Lack of a professional lifestyle concerns me.	153	1.00	5.00	2.9085	1.07825
17) I am eager to go back to the workplace.	153	1.00	5.00	2.8105	1.12829
18) During WFH ,I sense a drop in social connection.	153	1.00	5.00	2.9673	1.12049
Valid N (listwise)	153				

(Result analysis by the author)

Table 3.10 displays the results of a descriptive statistical analysis of the survey components under "Future desires about work-from-home practices." The first variable, which asked respondents how concerned they were about their lack of a professional lifestyle, received a response that was indifferent, with a mean value of 2.908 and a standard deviation of 1.07. In addition, there are other factors, such as working from home. Both statements, "During WFH, I notice a loss in social connection" and "I am ready to get back to the office," had indifferent responses with mean values of 2.81 and 2.96, respectively.

**Job satisfaction due to work-from-home practices**

The Table 3.11 shown below explained descriptive statistical analysis of survey variables of Job satisfaction due to work-from-home practices.

Table 3.11

**Descriptive statistics: Job satisfaction due to work-from-home practices**

	N	Minimum	Maximum	Mean	Std. Deviation
19) At home, I feel more productive than at work	153	1.00	5.00	2.9739	1.09393
20) At WFH, I feel more secure and at ease.	153	1.00	5.00	2.9804	1.15548
21) With WFH, I'm satisfied.	153	1.00	5.00	3.0065	1.26437
Valid N (listwise)	153				

(Result analysis by the author)

The findings of a descriptive statistical analysis of the survey components pertaining to "Job Satisfaction Due to Work-From-Home Practices" are shown in Table 3.11. The first

variable, which inquired what respondents were looking for, receiving a response that was neutral, with a mean value of 2.9739 and a standard deviation of 1.09, the statement "At home, I feel more productive than at work" earned a mean value of 2.9739. Additionally, there are other considerations to take into account, such as working from home. Indifferent replies were given for both of the following claims: "At WFH, I feel more comfortable and at ease." and "With WFH, I'm pleased." The mean values for these statements were 2.98 and 3.01, respectively.

### 3.7 Reliability analysis

The author has performed a cronbach alpha analysis in the SPSS program in order to evaluate the reliability of the survey data in preparation for future research and which is shown in Table 3.12.

Table 3.12

Reliability analysis	
Cronbach's Alpha	N of Items
.896	15

*(Result analysis by the author)*

The examination of reliability may be shown in Table 3.12. In order to demonstrate reliability, a value of 0.700 for the Cronbach alpha statistic is necessary; the number in this instance is 0.896, which indicates that this survey is very reliable and may be used for further study. The significance of each variable in demonstrating the reliability is laid out in Table 3.13, which can be found below.

Table 3.13

Reliability analysis if one item is deleted				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
7) I am capable of balancing work and life	41.7974	102.742	.531	.891
8) I have dedicated workspace at home that is appropriate for work	41.6471	101.375	.639	.887

9) During WFH, I can organize my job schedule	41.7124	99.561	.621	.887
10) My daily job goals are quite specific	41.8105	100.891	.664	.886
11) I get to make a lot of choices on my own at work	41.8758	100.346	.620	.887
12) I am familiar with the rules of working from home.	41.6601	99.213	.697	.884
13) I am happy with all of the equipment and remote tools that the firm offered for WFH.	41.8170	99.664	.670	.885
14) While working from home. the leadership offers me assistance	41.5359	99.632	.646	.886
15) I am satisfied with how often leadership communicates with me .	41.7516	100.043	.606	.888
16) Lack of a professional lifestyle concerns me.	41.8366	104.111	.474	.893
17) I am eager to go back to the workplace.	41.9346	106.759	.329	.898
18) During WFH ,I sense a drop in social connection.	41.7778	102.832	.511	.891
19) At home, I feel more productive than at work	41.7712	102.283	.552	.890
20) At WFH, I feel more secure and at ease.	41.7647	103.010	.484	.893
21) With WFH, I'm satisfied.	41.7386	100.668	.530	.891

*(Result analysis by the author)*

Table 3.13 shows that reliability analysis if one item is deleted. When a variable is removed, the Cronbach alpha value for all variables exceeds 0.700. In this scenario, the item-total correlation is critical. In this survey, each variable is equally relevant in comparison to the others. The results for work-from-home behaviors and job satisfaction range between 0.4 to 0.70, indicating excellent discrimination. Table 3.10 shows the reliability analysis if one item is removed. However, all of the factors in this study demonstrate a moderate degree of discrimination and a moderate amount of benefit. Because the value is 0.8, the job satisfaction

variable for work-from-home activities demonstrates excellent discrimination. Most individuals feel that working from home is straightforward and will become a part of their everyday life. When compared to work-from-office practices, the significance of job satisfaction via work-from-home is much increased.

ANOVA table has shown below.

Table 3.14

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig
Between People		1172.471	152	7.714		
Within People	Between Items	20.363	14	1.455	1.808	.032
	Residual	1711.503	2128	.804		
	Total	1731.867	2142	.809		
Total		2904.337	2294	1.266		
Grand Mean = 2.9830						

(Result analysis by the author)

From Table 3.14 it has been understood that, the significance value is.032, which is less than the approved standard of 0.05. As a result, this poll is very important in determining the increasing link between work-from-home practices and job satisfaction.

**3.8 Factor analysis**

In order to do factor analysis, the KMO analysis has to be done. The KMO analysis shown in Following Table 3.15.

Table 3.15

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.911
Bartlett's Test of Sphericity	Approx. Chi-Square	872.513
	df	105
	Sig.	.000

(Result analysis by the author)

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates how much variance in variables may be attributed to underlying sources. High values (around 1.0) indicate that a factor analysis might be relevant for this data, while values more than 0.500 indicate that factor analysis is adequate. The number here is 0.911, which is rather high. The following below shown Communalities.

Table 3.16

<b>Communalities</b>		
	Initial	Extraction
7) I am capable of balancing work and life	1.000	.403
8) I have dedicated workspace at home that is appropriate for work	1.000	.515
9) During WFH, I can organize my job schedule	1.000	.491
10) My daily job goals are quite specific	1.000	.540
11) I get to make a lot of choices on my own at work	1.000	.505
12) I am familiar with the rules of working from home.	1.000	.605
13) I am happy with all of the equipment and remote tools that the firm offered for WFH.	1.000	.544
14) While working from home. the leadership offers me assistance	1.000	.514
15) I am satisfied with how often leadership communicates with me .	1.000	.489
16) Lack of a professional lifestyle concerns me.	1.000	.635
17) I am eager to go back to the workplace.	1.000	.722
18) During WFH ,I sense a drop in social connection.	1.000	.426
Extraction Method: Principal Component Analysis.		

*(Result analysis by the author)*

Table 3.16 displays the table of communities. Communalities may be defined using the sum of squared factor loadings for the variables. To be deemed optimum, the extraction values of all variables must be more than 0.5. Job happiness and organizational collaboration are the most ideal factors. The next most desirable factors are decision-making flexibility, work-family conflict, and future desires for work-from-home practices. There are two variables that have demonstrated to be the least optimum. Which include, I am capable of managing work and life,

I notice a decrease in social interaction during WFH, and I can plan my employment schedule during WFH.

The following Table 3.17 explains the total variance.

Table 3.17

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.255	41.701	41.701	6.255	41.701	41.701
2	1.194	7.962	49.663	1.194	7.962	49.663
3	.990	6.601	56.264			
4	.925	6.166	62.430			
5	.742	4.945	67.375			
6	.725	4.836	72.211			
7	.650	4.335	76.546			
8	.625	4.168	80.713			
9	.561	3.739	84.452			
10	.529	3.528	87.980			
11	.423	2.822	90.802			
12	.399	2.657	93.459			
13	.380	2.531	95.991			
14	.325	2.164	98.155			
15	.277	1.845	100.000			

Extraction Method: Principal Component Analysis.

(Result analysis by the author)

The Total column contains the eigenvalue, or the total of variation in the original variables that each component accounts for. The percent of Variation column shows the proportion of variance accounted for by each component in relation to the total variance in all variables.

The number of variables used in component assessment determines the number of factors used in factor evaluation. However, not all fifteen variables are currently reserved. The major two variables are preserved in this example since they are the most effective. The variance of a variable is known as its initial eigenvalue. Because the author utilized a correlation matrix for component assessment, the variables were standardized, which means that the variance of each variable is one, and the total variance is equal to the number of variables used in the evaluation, which in this instance is fifteen. This column contains the characteristic value.

The first component will always account for the greatest amount of variation (thus the highest eigenvalue), followed by the second factor accounting for as much of the remaining variance as feasible, and so on. As a result, each following component will take into account the amount of variation that has been minimized.

% variance-The proportion of total variation for each component is shown in this column. This column displays the proportion of total variance that can be attributed to the current variable and all prior variables. The total of squared loads is calculated—eigenvalues are included in this column. The first component will always account for the most variation (and hence the greatest eigenvalue), followed by the following factor, which will account for as much of the remaining variance as feasible, and so on. As a result, each following component will take into account the amount of variation that has been minimized.

% variance from extraction sum of squared loadings -This column displays the percentage of total variation for each factor. The proportion of total variance induced by the current variable and all prior variables is shown in this column. The sum of squared loads after the maximum variance rotation—the value in this table field represents the variance distribution after the maximum variance rotation. To maximize the variance of each element, use the maximum variance rotation to disperse the total of the examined variances into the two extracted factors.

As a result of Table 3.17, it is clear that the variance of the initial solution has the same number of components as variables, and in a correlation analysis, the sum of the eigenvalues equals the number of components. In accordance with the request, eigenvalues bigger than one be removed such that the extracted solution consists of the first two major components. It explains over 49% of the range with within the original twenty variables, thus it might significantly decrease the complexity of the data set via the usage of those variables, with a 51% lack of in sequence.

The scree plot is shown below in Figure 3.11.

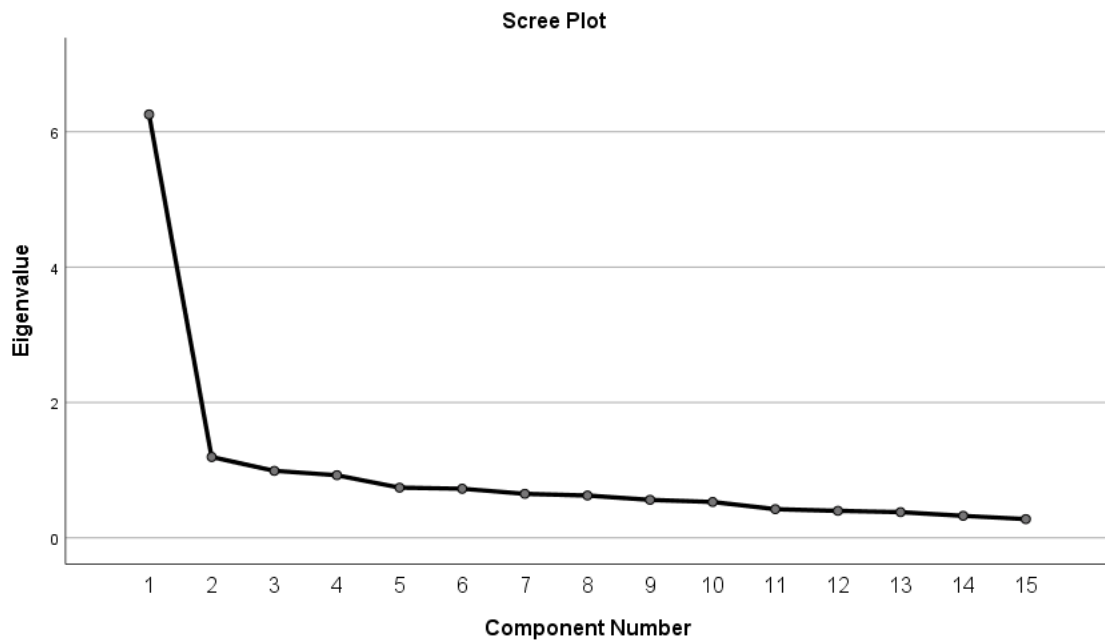


Figure 3.11 Scree plot (Result analysis)

The scree plot helps in determining the optimal component count. In the scree plot, the eigenvalue is graphed against the factor or component number. As the number of components rises, the eigenvalue decreases. That is, each subsequent element accounts for a diminishing and lower part of the eigenvalue of the entire variance. In the first solution, the eigenvalues of each component are presented. It aims to extract components from steep slopes in general. The components on the shallow slope have just a minimal influence on the result. Because the last significant decline occurs between the second and third components, sticking with the first two is a solid decision.

Rotated component matrix has shown in Table 3.18.

Table 3.18

**Rotated component matrix**

	Component	
	1	2
12) I am familiar with the rules of working from home.	.761	
11) I get to make a lot of choices on my own at work	.695	
10) My daily job goals are quite specific	.693	
15) I am satisfied with how often leadership communicates with me .	.690	
8) I have dedicated workspace at home that is appropriate for work	.689	
13) I am happy with all of the equipment and remote tools that the firm offered for WFH.	.682	
9) During WFH, I can organize my job schedule	.677	
14) While working from home. the leadership offers me assistance	.670	
7) I am capable of balancing work and life	.631	
19) At home, I feel more productive than at work	.616	
21) With WFH, I'm satisfied.	.569	
20) At WFH, I feel more secure and at ease.	.517	
17) I am eager to go back to the workplace.		.849
16) Lack of a professional lifestyle concerns me.		.758
18) During WFH ,I sense a drop in social connection.		.526

*(Result analysis by the author)*

Two components were retrieved using principal component analysis and three rounds of rotation that converged using the rotation technique varimax with Kaiser Normalization. Table 3.18 displays the rotated factor loadings, which indicate both how the elements are weighted for each factor and the connection between the variables and the factor. This table displays the rotational factor loadings, or connections between the variable and the factor. Since they are correlations, the potential values vary from -1 to +1. It used the /format cause real option blank (.40), which instructs SPSS not to publish any correlations with a value

of.40 or below. This improves the readability of the findings by removing the clutter of low correlations that are most likely insignificant.

The extracted rotated factors are listed in the columns under this topic. Two factors were retrieved, as indicated in the SPSS cross-reference (a.) (The Two factors that the author requested). The author is primarily interested in, and tries to identify, these variables.

The first component has eight variables, which are as follows: I am acquainted with the rules of working from home, and I have a lot of autonomy at work. My daily job goals are quite specific, I am pleased with how frequently leadership communicates with me, I have a committed workspace at home that is appropriate for work, I am pleased with all of the equipment and remote tools that the firm provided for WFH, and I can organize my job schedule while working from home during WFH. The leadership assists me; I am competent at managing work and life; I feel more productive at home than at work. I'm pleased with WFH. I feel more confident and at ease at WFH. The second element is laden with I am excited to return to work, I am concerned about the lack of a professional lifestyle. During WFH, I see a decrease in social connection.

The author has given name for the classified factors and it has shown below in Table 3.19.

*Table 3.19*

<b>Classified factors</b>	
Factor	Name given
Factor 1	Work-family conflict and freedom to take decisions
Factor 2	Future wishes with regards to work from home

*(Result analysis by the author)*

The author has found four criteria, all of which are closely related to the variables included in the survey. As a result, these factors indicate the properties of factors. These elements determine the specialization of work-from-home activities; they distinguish them from other work practices within a company.

Table 3.20

<b>Component transformation matrix</b>		
Component	1	2
1	.917	.400
2	-.400	.917
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		

*(Result analysis by the author)*

The Loadings for Each Item on Each Rotated Component Matrix is a simplified illustration of the loadings for each item on each rotated component, therefore highlighting the items that constitute each component. Yet again, the Component Transformation Matrix illustrates the similarities that exist between the components in their original and rotated states. In this component matrix, it is possible to examine the Pearson correlation that exists between the items and the components. In this case, every component shares a robust connection with one or two of the other components. The second component has a negative association with the first factor, which indicates that there is an inverse link between work from home practices and future desires.

### **3.9 Regression analysis**

The author has created two models in order for regression analysis and it has explained below.

Model 1- Secure and ease while working at home as dependent variable and work from home practices as independent variables.

Model 2- Job satisfaction variable while working at home as dependent variable and work from home practices as independent variable.

The analysis explained below.

**Model 1**

Dependent variable- Secure and ease while working at home

*Table 3.21*

**Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.467 <sup>a</sup>	.218	.158	1.06059

a. Predictors: (Constant), 17) I am eager to go back to the workplace., 11) I get to make a lot of choices on my own at work, 14) While working from home. the leadership offers me assistance, 7) I am capable of balancing work and life, 9) During WFH, I can organize my job schedule , 16) Lack of a professional lifestyle concerns me., 15) I am satisfied with how often leadership communicates with me ., 8) I have dedicated workspace at home that is appropriate for work , 10) My daily job goals are quite specific, 12) I am familiar with the rules of working from home., 13) I am happy with all of the equipment and remote tools that the firm offered for WFH.

*(Result analysis by the author)*

Table 3.21 presents the results of the model summary. This reliability has a R value of 0.467, which explains the connection between the value that was seen and the value that was anticipated. The value of R square is 0.218, and this helps to clarify what fraction of the variation there is.

*Table 3.22*

**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.338	11	4.031	3.583	.000 <sup>b</sup>
	Residual	158.604	141	1.125		
	Total	202.941	152			

*(Result analysis by the author)*

The results of the ANOVA are shown in Table 3.22. Based on the results of the ANOVA table, it has been shown that the sum of squares represents the aggregate of all three sources of variation. The term "degree of freedom" both expresses and is linked with "variance." The model's degree of freedom may be calculated as the number of predictors multiplied by one. The mean square is calculated by taking the total of all squares and dividing that number by the

corresponding degrees of freedom. The F value is 3.583, and the significance value is.000; both of these numbers are lower and less than 0.05, which indicates that independent factors such as work-from-home practices have a substantial influence on the variable measuring ease and security when working from home.

**Model 2**

Dependent variable- Job satisfaction variable while working at home

*Table 3.23*

**Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 <sup>a</sup>	.313	.259	1.08838
a. Predictors: (Constant), 17) I am eager to go back to the workplace., 11) I get to make a lot of choices on my own at work, 14) While working from home. the leadership offers me assistance, 7) I am capable of balancing work and life, 9) During WFH, I can organize my job schedule , 16) Lack of a professional lifestyle concerns me., 15) I am satisfied with how often leadership communicates with me ., 8) I have dedicated workspace at home that is appropriate for work , 10) My daily job goals are quite specific, 12) I am familiar with the rules of working from home., 13) I am happy with all of the equipment and remote tools that the firm offered for WFH.				

*(Result analysis by the author)*

The findings of the model summary are shown in Table 3.23. The R value for this dependability is 0.559, which describes the relationship between the value that was seen and the value that was predicted. This helps to illustrate what percentage of the variance there is, and the value of R square is 0.259.

*Table 3.24*

**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.968	11	6.906	5.830	.000 <sup>b</sup>
	Residual	167.026	141	1.185		
	Total	242.993	152			

*(Result analysis by the author)*

Table 3.24 displays the findings obtained from doing the ANOVA on the data. It has been shown, using the findings from the ANOVA table, that the sum of squares is a representation of the aggregate of all three different causes of variance in the data. The concept of "variance" is both expressed by and connected to the word "degree of freedom." Calculating the degree of freedom offered by the model is as simple as multiplying the total number of predictors by one. To get the mean square, start by tallying up all of the individual squares and then divide that sum by the number of degrees of freedom associated with each square. These two numbers are lower and less than 0.05, which indicates that independent factors such as work-from-home practices have a considerable influence on the variable measuring job satisfaction when working from home. The F value is 5.830, and the significance value is .000; both of these numbers are lower and less than 0.05.

From the Regression analysis of model 1 and model 2, it has been understood that there is significant relation exist between job satisfaction and work from home practices. Therefore research hypothesis has been accepted.

In terms of practical implication of this research study, in accordance with the result from this study it has been analyzed that work from home practices have significant effect on the job satisfaction. Moreover, this study has been analyzed some major IT companies in Latvia and it has been clearly noted that, In the selected IT organizations for this research study has considerable increase in the performance in terms of profitability and the author assumed that during the Pandemic period the amount of Work from home practices have been increased and this significantly impact the job satisfaction and therefore on the performance of the organizations.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

- According to previous research studies on the concept of working from home, respondents who are currently working from home will be interested in continuing working in this manner in order to be protected from the virus. Furthermore, their general tendency to work from home will increase if they are experiencing a good and supportive environment in which to work from home.
- Opportunities to work from home have just started to become more important in society, and this trend is likely to continue in the foreseeable future. Not just as a result of the epidemic caused by the COVID-19, but also as a result of advances in technology.
- It is impossible to place enough emphasis on the fundamentals of virus prevention methods that are successful. The confirmation against disengagement serves as protection against the danger of becoming infected with COVID-19 and the effects that this may have in the long run.
- The method of factor analysis was used to investigate two different components, both of which have a connection to work-from-home practices. These considerations include the potential for conflict between work and family responsibilities, the flexibility to make choices, and future aspirations for the possibility of working from home.
- According to the findings of this research, working from home habits have a considerable influence on the degree of comfort and security associated with work from home.
- According to the findings of this research, there is a considerable influence that working from home practices have on job satisfaction.
- The purpose of this study is to provide an overview of previous research pertaining to the connection between working from home and its effect on levels of job satisfaction, and to compare and contrast that research with recent research pertaining to the difficulty of dealing with an unexpected pandemic.
- In conclusion, participating in remote work may be beneficial for employees since it may provide a more autonomous working setting while also lowering the tensions associated with balancing work and home responsibilities. As a consequence of this, the employer can reap the benefits of a more contented workforce population.
- The data suggest that allowing employees to work from home boosts their overall job satisfaction. In instance, there is no evidence to support the hypothesis that job

satisfaction would decrease as the frequency of remote work increased, contrary to what was originally assumed.

### **Recommendations**

- IT Companies should provide additional resources to employees who work from home, such as remote work-specific software, laptops, monitors, keyboards, and other necessary peripherals to work from home.
- Companies can introduce a new working schedule for work from home schemes.
- Companies can develop a remote work policy and make sure it is communicated to all employees. This should include expectations, guidelines, and rules that need to be followed while working remotely.
- Companies can provide regular feedback to employees to keep them motivated and engaged.

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## **ANNEXES**

## Survey questions

## Part 1 (Demography)

- 1) **Gender** a) Male {} b) Female {}
- 2) **Age** a) 18-24 {} b) 25-34 {} c) 35-44 {} d) 45 and Above {}
- 3) **Job position** a) IT employee {} b) IT specialist {} c) Data manager {} d) Technologist
- 4) **Income** a) Less than 1500 Euro {} b) 1500-2500 Euro {} c) More than 2500 Euro
- 5) **Experience** a) less than 1 year {} b) 1-5 years {} c) 6-15 years {} d) more than 15 years
- 6) Do you engage in Remote work? (a) Yes, (b) No

Please put rating according to following statement (1= strongly disagree-5=strongly agree)

Sl No:	Statements	1	2	3	4	5
<b>Work-family conflict</b>						
7)	I am capable of balancing work and life.					
8)	I have a dedicated workspace at home that is appropriate for work.					
9)	During WFH, I can organize my job schedule.					
<b>Freedom to take decision</b>						
10)	My daily job goals are quite specific.					
11)	I get to make a lot of choices on my own at work.					
12)	I am familiar with the rules of working from home.					

<b>Support from the Company</b>					
13)	I am happy with all of the equipment and remote tools that the firm offered for WFH.				
14)	While working from home, the leadership offers me assistance.				
15)	I am satisfied with how often leadership communicates with me.				
<b>Future wishes</b>					
16)	Lack of a professional lifestyle concerns me.				
17)	I am eager to go back to the workplace.				
18)	During WFH, I sense a drop in social connection.				
<b>Job satisfaction</b>					
19)	At home, I feel more productive than at work.				
20)	At WFH, I feel more secure and at ease.				
21)	With WFH, I'm satisfied.				

Annex 2

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1	Male	18-24	IT employee	Less than 1500 Euro	1- 5 years	Yes	3	3	3	5	2	3	5	5	4	5	5	4	1	3	3
2	Male	25-34	IT employee	Less than 1500 Euro	More than 15 year	Yes	4	2	2	1	3	4	2	3	4	3	4	3	3	1	3
3	Female	18-24	Technologist	Less than 1500 Euro	1- 5 years	Yes	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	Male	18-24	Technologist	Less than 1500 Euro	1- 5 years	Yes	5	4	4	4	4	3	5	5	5	5	5	3	4	4	4
5	Female	45>	IT employee	1500 -2500 Euro	6-15 years	Yes	5	5	4	4	4	4	4	4	5	4	4	4	4	4	4
6	Male	18-24	IT employee	Less than 1500 Euro	Less than 1 year	Yes	1	3	3	3	4	3	2	3	4	5	3	3	2	2	2
7	Male	18-24	IT employee	Less than 1500 Euro	Less than 1 year	Yes	1	3	3	3	4	3	2	3	4	5	3	3	2	2	2
8	Female	25-34	Data manager	1500 -2500 Euro	6-15 years	Yes	4	4	5	4	4	5	5	4	5	4	2	3	5	4	4
9	Male	25-34	IT specialist	1500 -2500 Euro	More than 15 year	Yes	2	4	1	2	2	2	2	2	1	2	4	5	1	2	5
10	Male	18-24	IT specialist	Less than 1500 Euro	Less than 1 year	Yes	3	2	3	3	3	3	2	3	3	3	3	3	3	3	3
11	Male	25-34	Data manager	more than 2500 Euro	6-15 years	Yes	1	3	3	3	3	3	2	3	3	3	1	2	2	3	3
12	Female	35-44	Data manager	more than 2500 Euro	6-15 years	Yes	3	3	2	3	4	2	2	3	3	3	2	4	2	2	4
13	Female	35-44	IT specialist	more than 2500 Euro	1- 5 years	Yes	3	3	4	4	4	2	3	2	2	5	4	4	4	1	4
14	Female	25-34	Data manager	1500 -2500 Euro	1- 5 years	Yes	4	4	5	4	4	5	5	5	5	1	1	2	5	2	5
15	Male	25-34	Data manager	1500 -2500 Euro	1- 5 years	Yes	4	4	4	4	2	4	2	4	5	5	5	5	2	3	4
16	Female	35-44	IT employee	1500 -2500 Euro	More than 15 year	Yes	2	2	4	3	2	3	3	3	5	2	1	4	2	3	5
17	Female	25-34	Data manager	more than 2500 Euro	6-15 years	Yes	2	2	2	4	4	3	2	2	2	2	2	3	2	2	2
18	Male	45>	Technologist	more than 2500 Euro	Less than 1 year	Yes	2	3	5	3	4	3	3	2	1	5	5	1	1	3	5
19	Female	25-34	IT specialist	1500 -2500 Euro	1- 5 years	Yes	2	2	2	2	2	4	3	5	2	2	2	1	4	2	4
20	Male	35-44	IT specialist	Less than 1500 Euro	More than 15 year	Yes	4	5	4	3	3	3	3	4	2	5	5	4	3	5	4
21	Female	25-34	Technologist	Less than 1500 Euro	1- 5 years	Yes	4	5	5	4	4	4	4	4	4	4	4	4	2	2	3
22	Male	35-44	Data manager	1500 -2500 Euro	1- 5 years	Yes	2	5	4	1	4	3	3	3	2	3	3	3	3	2	5
23	Female	25-34	Data manager	1500 -2500 Euro	1- 5 years	Yes	5	5	5	4	5	5	5	5	5	2	3	3	4	2	5
24	Female	35-44	IT specialist	more than 2500 Euro	1- 5 years	Yes	3	4	5	3	2	4	2	3	4	3	2	5	2	5	1
25	Female	35-44	Data manager	1500 -2500 Euro	1- 5 years	Yes	3	5	3	3	2	4	3	5	4	3	2	5	2	5	1
26	Female	45>	Technologist	more than 2500 Euro	6-15 years	Yes	2	4	1	3	3	4	4	3	4	3	5	4	4	4	4
27	Male	25-34	IT specialist	more than 2500 Euro	1- 5 years	Yes	3	3	3	3	1	5	4	5	1	3	2	3	3	2	4
28	Male	35-44	IT specialist	more than 2500 Euro	6-15 years	Yes	3	2	3	3	2	4	3	5	4	2	3	5	4	5	4
29	Female	25-34	Technologist	more than 2500 Euro	6-15 years	Yes	3	3	2	4	4	4	2	5	4	3	2	3	3	4	1
30	Male	25-34	IT employee	1500 -2500 Euro	1- 5 years	Yes	3	3	3	2	2	2	3	3	3	3	3	3	3	3	3
31	Male	25-34	Data manager	1500 -2500 Euro	More than 15 year	Yes	4	3	2	4	2	2	1	3	2	3	2	2	3	4	3
32	Female	18-24	IT specialist	more than 2500 Euro	1- 5 years	Yes	2	3	3	2	4	4	3	3	1	2	2	3	3	3	3
33	Male	25-34	IT specialist	more than 2500 Euro	Less than 1 year	Yes	3	3	3	2	4	4	2	4	5	2	3	2	3	2	5
34	Male	45>	IT employee	Less than 1500 Euro	Less than 1 year	Yes	3	4	1	2	3	5	1	5	2	3	2	3	4	3	5
35	Male	18-24		Less than 1500 Euro	Less than 1 year	Yes	2	2	2	2	2	1	2	2	2	2	2	1	2	2	2
36	Female	45>	Data manager	more than 2500 Euro	6-15 years	Yes	3	3	2	3	3	4	2	4	4	3	2	3	3	4	4
37	Male	25-34	IT employee	1500 -2500 Euro	1- 5 years	Yes	1	1	1	1	1	1	1	1	1	1	3	1	1	2	2
38	Female	35-44	Data manager	1500 -2500 Euro	6-15 years	Yes	3	3	2	4	2	2	2	3	3	3	3	2	2	3	2
39	Male	18-24	IT employee	Less than 1500 Euro	Less than 1 year	Yes	3	2	1	1	2	4	1	1	5	1	3	4	1	2	4
40	Male	35-44	IT specialist	more than 2500 Euro	Less than 1 year	Yes	2	4	3	2	2	4	4	5	3	4	5	2	4	1	1
41	Female	35-44	IT specialist	1500 -2500 Euro	1- 5 years	Yes	3	3	4	3	2	3	3	5	3	2	4	4	2	3	5
42	Female	18-24	Data manager	more than 2500 Euro	More than 15 year	Yes	5	3	5	2	3	5	3	5	5	3	4	5	3	3	2
43	Female	45>	Technologist	1500 -2500 Euro	More than 15 year	Yes	1	1	1	1	1	1	1	1	1	1	2	2	3	3	3
44	Female	18-24	IT specialist	more than 2500 Euro	6-15 years	Yes	2	4	3	1	3	3	3	3	4	4	3	4	5	5	1
45	Female	35-44	IT specialist	Less than 1500 Euro	1- 5 years	Yes	2	3	3	3	3	3	2	2	2	2	3	3	3	3	4
46	Male	35-44	IT specialist	1500 -2500 Euro	1- 5 years	Yes	2	2	2	2	2	3	3	2	2	1	2	2	2	3	3
47	Male	35-44	IT specialist	more than 2500 Euro	More than 15 year	Yes	2	4	2	2	2	3	2	4	3	5	2	3	2	3	3
48	Male	35-44	IT specialist	Less than 1500 Euro	6-15 years	Yes	1	1	1	1	1	1	1	3	2	3	3	2	1	5	3
49	Female	18-24	IT specialist	Less than 1500 Euro	6-15 years	Yes	2	3	2	4	1	5	5	5	1	4	4	1	4	1	5
50	Male	25-34	IT employee	Less than 1500 Euro	Less than 1 year	Yes	2	2	3	3	3	3	2	2	2	2	2	4	4	4	3
51	Female	45>	Data manager	more than 2500 Euro	6-15 years	Yes	4	4	3	3	4	2	3	5	2	2	3	4	3	4	4
52	Male	25-34	IT specialist	Less than 1500 Euro	1- 5 years	Yes	4	4	4	4	3	3	4	2	2	1	1	1	4	4	2
53	Female	35-44	Technologist	1500 -2500 Euro	Less than 1 year	Yes	2	2	5	3	2	3	2	2	4	3	4	4	3	5	3
54	Female	45>	Data manager	more than 2500 Euro	More than 15 year	Yes	1	1	1	1	1	1	2	3	2	1	1	1	2	3	2
55	Male	25-34	IT specialist	Less than 1500 Euro	Less than 1 year	Yes	3	2	2	1	2	2	1	1	2	2	1	1	1	1	1
56	Female	35-44	IT specialist	1500 -2500 Euro	6-15 years	Yes	2	3	1	3	2	5	5	5	3	4	4	1	3	3	4
57	Male	18-24	Technologist	more than 2500 Euro	More than 15 year	Yes	5	5	5	5	5	5	4	4	4	2	2	3	4	2	2
58	Male	25-34	IT employee	Less than 1500 Euro	6-15 years	Yes	2	3	3	3	4	2	3	3	3	3	1	1	2	1	2
59	Female	25-34	Data manager	more than 2500 Euro	6-15 years	Yes	3	2	2	2	2	2	1	2	3	2	2	2	2	2	1
60	Male	35-44	IT employee	1500 -2500 Euro	More than 15 year	Yes	3	4	2	3	4	4	3	2	3	2	3	2	2	5	3

61	Female	25-34	IT employee	Less than 1500 Euro	1- 5 years	Yes	2	3	3	3	2	2	4	4	2	2	2	3	1	3	
62	Male	35-44	IT employee	Less than 1500 Euro	Less than 1 year	Yes	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3
63	Male	25-34	Data manager	Less than 1500 Euro	1- 5 years	Yes	3	3	5	3	2	2	4	4	5	2	3	3	4	2	
64	Female	25-34	IT specialist	Less than 1500 Euro	Less than 1 year	Yes	4	3	3	4	4	4	4	4	3	4	4	3	4	3	
65	Male	18-24	IT specialist	Less than 1500 Euro	1- 5 years	Yes	3	3	3	3	2	4	1	3	5	3	3	2	3	3	
66	Male	25-34	IT employee	Less than 1500 Euro	1- 5 years	Yes	3	2	2	4	4	3	2	1	2	4	3	1	2	1	
67	Male	25-34	IT employee	1500 -2500 Euro	1- 5 years	Yes	3	3	3	3	3	3	3	3	2	3	2	5	4	2	
68	Male	25-34	Technologist	Less than 1500 Euro	Less than 1 year	Yes	3	2	5	2	3	4	4	4	2	4	3	4	3	5	
69	Male	25-34	IT specialist	more than 2500 Euro	1- 5 years	Yes	3	3	3	3	4	4	4	3	3	3	3	3	3	3	
70	Female	35-44	Technologist	1500 -2500 Euro	Less than 1 year	Yes	3	3	2	1	2	2	3	5	3	2	1	1	2	3	
71	Male	35-44	Data manager	Less than 1500 Euro	6-15 years	Yes	4	3	3	3	1	4	2	3	4	2	2	3	2	2	
72	Female	45>	Data manager	1500 -2500 Euro	More than 15 year	No	3	3	3	3	3	2	3	3	4	4	5	3	4	5	
73	Male	25-34	IT specialist	Less than 1500 Euro	More than 15 year	Yes	4	3	2	3	2	3	3	3	3	2	2	2	3	3	
74	Male	18-24	IT employee	Less than 1500 Euro	1- 5 years	Yes	3	4	3	4	4	4	4	4	4	3	4	3	4	3	
75	Female	25-34	Technologist	1500 -2500 Euro	1- 5 years	Yes	3	2	4	3	2	3	3	3	3	5	2	2	2	4	
76	Male	35-44	IT specialist	more than 2500 Euro	Less than 1 year	Yes	3	4	3	3	3	3	3	3	3	4	4	4	5	1	
77	Female	45>	Technologist	more than 2500 Euro	6-15 years	Yes	2	3	3	4	2	3	4	4	4	2	4	2	4	4	
78	Female	45>	IT employee	Less than 1500 Euro	6-15 years	Yes	3	2	5	4	4	4	5	3	2	4	5	4	4	4	
79	Female	25-34	Data manager	more than 2500 Euro	6-15 years	Yes	2	3	5	5	5	4	4	5	3	2	5	3	3	3	
80	Female	45>	Data manager	1500 -2500 Euro	1- 5 years	Yes	1	4	4	3	2	3	2	3	3	3	2	3	3	2	
81	Female	25-34	IT specialist	more than 2500 Euro	6-15 years	Yes	3	4	2	2	5	4	4	4	1	5	4	4	3	3	
82	Male	25-34	IT specialist	1500 -2500 Euro	1- 5 years	Yes	2	3	2	3	2	2	3	2	3	4	3	3	2	2	
83	Female	25-34	IT specialist	more than 2500 Euro	More than 15 year	Yes	3	2	3	2	2	2	3	2	2	2	2	2	4	2	
84	Female	25-34	Data manager	1500 -2500 Euro	1- 5 years	Yes	2	3	2	2	2	2	2	3	2	2	3	4	2	2	
85	Female	25-34	IT specialist	1500 -2500 Euro	1- 5 years	Yes	3	3	2	2	2	2	2	2	2	2	2	2	2	2	
86	Female	25-34	IT specialist	1500 -2500 Euro	1- 5 years	Yes	2	2	2	3	3	3	2	3	4	2	2	2	2	2	
87	Female	25-34	Data manager	Less than 1500 Euro	1- 5 years	Yes	3	3	2	3	3	2	2	2	2	2	3	2	3	3	
88	Female	25-34	IT specialist	1500 -2500 Euro	1- 5 years	Yes	2	2	2	5	3	3	2	3	2	3	2	3	2	2	
89	Female	25-34	IT specialist	1500 -2500 Euro	1- 5 years	Yes	2	2	5	2	2	2	2	2	2	1	3	4	4	5	
90	Female	18-24	Data manager	Less than 1500 Euro	1- 5 years	Yes	4	3	2	3	5	5	2	3	3	2	1	2	4	4	
91	Female	35-44	IT specialist	1500 -2500 Euro	1- 5 years	Yes	2	2	2	2	2	2	2	2	2	2	3	2	2	3	
92	Female	25-34	Data manager	1500 -2500 Euro	1- 5 years	Yes	2	2	2	2	2	2	2	2	2	2	2	2	2	3	
93	Male	45>	Data manager	more than 2500 Euro	6-15 years	Yes	2	2	3	3	1	3	3	2	3	3	4	3	4	3	
94	Female	18-24	Data manager	Less than 1500 Euro	1- 5 years	Yes	5	5	3	4	2	2	2	3	2	4	4	4	3	2	
95	Male	25-34	IT specialist	Less than 1500 Euro	1- 5 years	Yes	5	2	2	2	3	3	3	2	2	3	5	3	4	3	
96	Female	25-34	Data manager	1500 -2500 Euro	6-15 years	Yes	4	3	2	2	2	2	4	3	2	2	3	2	2	2	
97	Female	25-34	IT specialist	1500 -2500 Euro	1- 5 years	Yes	3	3	2	3	3	2	3	3	2	2	2	2	4	3	
98	Male	25-34	Data manager	1500 -2500 Euro	1- 5 years	Yes	2	5	5	3	2	2	3	2	2	2	2	3	2	2	
99	Male	35-44	IT employee	Less than 1500 Euro	More than 15 year	Yes	2	5	3	4	4	3	3	3	4	3	3	3	3	5	
100	Female	25-34	Data manager	1500 -2500 Euro	1- 5 years	Yes	3	3	2	2	2	3	3	2	2	3	5	4	3	2	
101	Female	35-44	Technologist	1500 -2500 Euro	More than 15 year	No	2	3	1	2	2	3	4	3	3	2	2	2	4	3	
102	Female	25-34	Data manager	more than 2500 Euro	1- 5 years	Yes	3	3	5	3	3	3	3	3	2	1	2	4	3	2	
103	Male	35-44	Data manager	1500 -2500 Euro	1- 5 years	Yes	2	2	3	2	2	2	2	2	2	2	2	2	2	2	
104	Female	18-24	Technologist	1500 -2500 Euro	1- 5 years	Yes	2	2	3	2	2	3	3	2	3	3	2	2	3	3	
105	Female	25-34	Data manager	1500 -2500 Euro	6-15 years	Yes	2	3	2	3	1	2	2	3	2	4	2	2	4	4	
106	Male	25-34	Data manager	Less than 1500 Euro	6-15 years	Yes	2	2	3	2	4	2	3	3	2	3	2	2	2	2	
107	Male	18-24	Technologist	more than 2500 Euro	Less than 1 year	Yes	5	4	3	4	4	3	2	3	3	3	3	3	3	3	
108	Male	25-34	Data manager	Less than 1500 Euro	1- 5 years	Yes	3	2	3	3	4	3	3	4	3	4	3	2	4	3	
109	Male	35-44	Data manager	more than 2500 Euro	6-15 years	Yes	4	4	5	4	4	4	4	4	4	4	4	4	4	4	
110	Male	25-34	Technologist	more than 2500 Euro	6-15 years	Yes	4	4	4	4	4	4	5	4	4	4	5	5	5	4	
111	Female	18-24	IT specialist	Less than 1500 Euro	Less than 1 year	Yes	1	5	5	5	5	5	5	5	4	5	2	5	5	5	
112	Male	45>	Technologist	1500 -2500 Euro	Less than 1 year	Yes	3	3	3	3	2	5	5	2	4	3	2	3	3	3	
113	Female	25-34	IT specialist	more than 2500 Euro	1- 5 years	Yes	4	5	3	4	3	2	4	1	3	2	2	3	1	3	
114	Female	25-34	IT specialist	more than 2500 Euro	6-15 years	Yes	3	3	2	2	2	2	2	4	1	3	2	2	2	2	
115	Male	45>	Technologist	1500 -2500 Euro	6-15 years	Yes	5	4	4	2	2	2	3	4	3	3	2	2	3	3	
116	Female	35-44	Data manager	1500 -2500 Euro	6-15 years	Yes	5	3	5	3	4	2	3	2	2	2	3	3	3	2	
117	Male	35-44	Technologist	more than 2500 Euro	6-15 years	Yes	2	2	3	2	2	2	2	3	3	2	4	4	2	2	
118	Male	35-44	IT specialist	1500 -2500 Euro	1- 5 years	Yes	2	2	2	3	3	2	2	2	2	2	3	2	4	2	
119	Female	25-34	Technologist	more than 2500 Euro	1- 5 years	Yes	2	4	1	2	3	2	3	2	3	3	3	4	3	2	
120	Female	35-44	IT specialist	1500 -2500 Euro	1- 5 years	Yes	3	2	3	3	3	3	2	2	2	2	3	3	2	3	
121	Female	35-44	Technologist	1500 -2500 Euro	6-15 years	Yes	4	4	5	4	5	5	4	5	5	4	2	5	4	5	
122	Female	35-44	Data manager	more than 2500 Euro	6-15 years	Yes	5	5	4	4	5	5	5	4	5	4	2	5	5	5	
123	Male	18-24	Data manager	1500 -2500 Euro	Less than 1 year	Yes	1	3	2	2	1	4	2	3	4	3	1	3	4	1	
124	Male	35-44	IT specialist	1500 -2500 Euro	1- 5 years	Yes	4	3	3	4	5	4	4	5	4	4	2	5	4	4	
125	Male	35-44	Data manager	1500 -2500 Euro	6-15 years	Yes	4	5	4	5	5	5	4	5	4	4	4	5	4	4	
126	Female	35-44	Data manager	1500 -2500 Euro	6-15 years	Yes	4	4	5	5	4	4	4	5	5	4	5	4	5	5	
127	Female	35-44	Data manager	1500 -2500 Euro	6-15 years	Yes	4	4	5	4	5	4	4	4	4	4	1	4	5	5	
128	Male	35-44	IT specialist	1500 -2500 Euro	1- 5 years	Yes	5	4	4	4	5	5	4	4	4	1	4	4	5	5	
129	Female	25-34	Technologist	1500 -2500 Euro	1- 5 years	Yes	4	4	4	4	4	4	5	5	4	4	4	4	4	5	
130	Female	35-44	Data manager	1500 -2500 Euro	6-15 years	Yes	4	5	5	5	4	4	4	5	4	1	4	4	5	5	
131	Male	25-34	Technologist	1500 -2500 Euro	6-15 years	Yes	5	3	4	5	3	5	5	4	4	4	5	4	4	5	
132	Female	25-34	Data manager	1500 -2500 Euro	1- 5 years	Yes	4	2	2	2	2	2	2	2	2	2	2	2	2	2	
133	Female	35-44	Data manager	1500 -2500 Euro	6-15 years	Yes	5	5	5	4	4	5	4	5	5	3	5	2	4	5	

134	Female	25-34	IT specialist	1500 -2500 Euro	1- 5 years	Yes	2	3	3	4	3	2	2	2	2	2	2	2	2	4	2	
135	Female	25-34	Data manager	1500 -2500 Euro	1- 5 years	Yes	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2
136	Male	25-34	IT employee	Less than 1500 Euro	1- 5 years	Yes	5	5	5	4	3	5	5	4	5	1	2	2	4	5		
137	Female	25-34	IT specialist	1500 -2500 Euro	1- 5 years	Yes	4	4	4	2	2	2	2	2	3	2	3	2	2	3		
138	Female	18-24	Technologist	1500 -2500 Euro	1- 5 years	Yes	4	4	4	4	4	4	5	5	5	2	4	3	4	4		
139	Male	25-34	Technologist	1500 -2500 Euro	6-15 years	Yes	3	3	3	3	2	4	2	4	3	2	2	2	2	2		
140	Male	25-34	IT specialist	1500 -2500 Euro	6-15 years	Yes	3	2	2	2	3	2	2	3	4	3	2	2	3	2		
141	Female	35-44	IT specialist	1500 -2500 Euro	6-15 years	Yes	3	3	2	2	2	2	5	3	2	3	2	2	2	2		
142	Female	25-34	IT specialist	more than 2500 Euro	1- 5 years	Yes	2	2	3	2	2	2	2	2	2	4	2	2	4	3		
143	Female	25-34	IT specialist	1500 -2500 Euro	6-15 years	Yes	4	2	3	2	3	2	2	2	2	2	3	3	2	2		
144	Male	25-34	IT specialist	1500 -2500 Euro	1- 5 years	Yes	2	3	2	2	2	2	2	3	2	2	2	3	2	3		
145	Female	35-44	IT specialist	1500 -2500 Euro	6-15 years	Yes	2	2	3	4	3	1	3	2	3	3	2	2	2	3		
146	Male	35-44	IT specialist	1500 -2500 Euro	1- 5 years	Yes	3	3	3	2	2	2	2	2	3	2	2	2	2	2		
147	Female	25-34	IT specialist	1500 -2500 Euro	6-15 years	Yes	2	2	2	2	2	2	2	2	2	2	2	2	2	2		
148	Female	25-34	IT specialist	more than 2500 Euro	6-15 years	Yes	2	2	2	2	2	3	2	2	2	2	2	3	2	2		
149	Female	25-34	IT specialist	1500 -2500 Euro	1- 5 years	No	2	2	2	2	2	2	2	2	2	3	2	3	2	2		
150	Female	35-44	IT specialist	1500 -2500 Euro	1- 5 years	Yes	3	2	2	2	2	3	2	2	2	2	2	3	5	2		
151	Female	25-34	IT specialist	more than 2500 Euro	1- 5 years	Yes	2	2	3	2	2	3	3	3	4	3	3	3	2	2		
152	Female	25-34	IT specialist	1500 -2500 Euro	6-15 years	Yes	3	2	2	2	2	3	2	2	2	3	3	3	2	2		
153	Female	25-34	Data manager	1500 -2500 Euro	1- 5 years	Yes	2	2	3	2	1	2	2	2	2	3	3	5	5	4		

