

## **A Survey of the Job Satisfaction of Employees Who Work from Home**

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### **Abstract**

In modern times, companies use the advantages of technology to improve their competitiveness and increase their efficiency, create completely new business models, and make radical changes and innovations. This digital evolution is bringing about changes in all industries, including the media, banking, telecommunications and commerce industries. Due to this, there is a need to study the satisfaction of employees who are affected by the digital transition. Researching the job satisfaction of employees who work from home is of great importance nowadays, when business organizations are starting to take measures such as working remotely or working from home, or working shorter hours.

*Keywords:* Herzberg's 2 factors, working from home, job satisfaction

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## Introduction

Getting to know and understand your employees better is key to successfully managing an organization (Herzberg, 1993). The employee's attitude towards work and satisfaction are directly related to work productivity, and the level of employee's job satisfaction has a significant impact on the organization's goals. By studying and knowing how Herzberg's two factors affect employee satisfaction when working from home, organizations can gain valuable information and take appropriate employee action. Therefore, it is necessary to determine how Herzberg's two factors affect employees, who are the main values of the organization, to work from home satisfactorily, and to develop solutions and recommendations to increase the level of satisfaction.

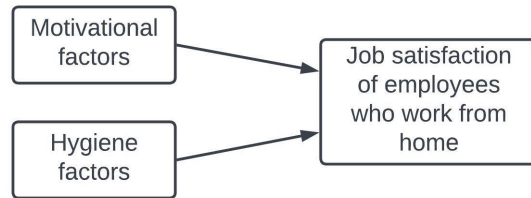
## Methodology

Job satisfaction is defined as how employees feel when they work their work at their workplace. It examines attitudes towards work and how it is influenced by colleagues, pay and working conditions (Lu, 2005).

Many scientists and researchers have tried to define job satisfaction in many ways (Spector, 1997). Locke (1976) defined that job satisfaction: Emotional state that affects job growth depending on job evaluation. It is also determined as "the state of being pleasant (satisfied) and unpleasant (dissatisfied) by employees" (Locke, 1976).

In this study, we aimed to determine how Herzberg's 2-factor theory, which is the main theory that determines job satisfaction, affects the satisfaction of employees working from home. The survey was conducted by 82 employees of technological company, which has more than 100 employees and has arrangements to work from home.

Figure 1. Research model



H1: Hygiene factors have a positive effect on the job satisfaction of employees who work from home.

H2: Motivational factors have a positive effect on the job satisfaction of employees who work from home.

## Results

### Reliability analysis of variables

The reliability analysis was conducted to assess the internal consistency of the measured variables. Table 1 presents the results of this analysis, including Cronbach's Alpha coefficients and the number of questions for each variable.

Table 1. Results of factor reliability analysis

Variables	Cronbach's Alpha	Number of questions
MF - Motivational factors	0.845	14
HF - Hygiene factors	0.744	12
JS - Job satisfaction	0.863	8

### Correlation analysis

Table 2. Results of correlation analysis

Variables		MF	HF
HF	Pearson Correlation	0.406	
	Sig. (2-tailed)	0.000	
JS	Pearson Correlation	0.489	0.414
	Sig. (2-tailed)	0.000	0.000

Correlation analysis was performed to examine the relationships between the variables. Table 2 summarizes the correlation coefficients between motivational factors (MF), hygiene factors (HF), and job satisfaction (JS).

According to this result, employees' job satisfaction (JS) working from home has a positive and stronger correlation with motivational factor ( $r=0.489$ ,  $p<0.01$ ) and hygiene factor ( $r=0.414$ ,  $p<0.01$ ). On the other hand, the motivational factor has a slightly stronger relationship with the hygiene factor in the job satisfaction of the employees who work from home.

**Regression Analysis**

This analysis examines the influence of motivational factors (MF) and hygiene factors (HF) on job satisfaction. Table 3 presents the results of the ANOVA, including unstandardized coefficients, standard errors, standardized coefficients, t statistics, and significance levels.

For this analysis, the coefficient of determination is 0.294, which means that the obtained factors explain 29.4% and the remaining 70.6% are explained by other factors. The F statistic is 16.484 ( $p<0.01$ ) and it is statistically significant.

It can be seen that when the motivational factor changes by 1 unit, job satisfaction increases by 38 units. Motivational factors include variables such as job success, evaluation of results, opportunities for promotion and development. The hygiene factor changes by 1 unit, the job satisfaction will increase by 26 units. The hygiene factors include variables such as company policies,

wages, job security, work environment, and relationships.

Figure 2. Research results



It can be seen that when the motivational factor changes by 1 unit, job satisfaction increases by 38 units. Motivational factors include variables such as job success, evaluation of results, opportunities for promotion and development. The hygiene factor changes by 1 unit, the job satisfaction will increase by 25 units. The hygiene factors include variables such as company policies, wages, job security, work environment, and relationships.

**Conclusion**

As part of the research, it was hypothesized that Herzberg's two factors have a positive effect on the job satisfaction of employees working from home, and the hypotheses were confirmed by conducting the research (H1, H2 were confirmed).

For the organization, it shows that if organization management team pays attention to the variables that make up the motivational factors, the job satisfaction of employees working from home will increase more.

Table 3. Results of ANOVA

	Unstandardized Coef.	Std. Error	Standardized Coefficients	t stat.	Sig.
MF	0.404	0.109	0.384	3.712	0.000
HF	0.327	0.131	0.258	2.496	0.015
Constant	1.182	0.499		2.570	0.020
R2	0.294				
Adj.R2	0.277				
F stat. (p-value)	16.484 (0.000)				

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