The Impact of Working Remotely on Employee Job Satisfaction: An SEM- PLS study of people working at universities

Sherbaz Khan
Director ORIC, Jinnah University for Women,
0000-0002-8874-3292
analyzeus@gmail.com

Rizwana Rasheed
Assistant Professor, Department of Business Administration,
Iqra University, Main Campus, Karachi, Pakistan,
rizwana.rasheed@iqra.edu.pk

Mustafa Hyder
Department of public Administration, University of Karachi
mustafahyder@uok.edu.pk

Abstract

The rapidly evolving nature and expansion of the "COVID-19" pandemic have altered how business is conducted. Another obstacle arises in which it is noted that research regarding employee job satisfaction needs to be improved among individuals who were required to work from home due to the global crisis. The results of this study may provide information for organizations considering a permanent remote work model for their employees. It can investigate whether working remotely increases employees' job satisfaction of people working at universities. The primary research method for this study is a literature review and conceptual modeling. Constraint identification and classification through a structured approach are the first steps toward a "zero-constraint" environment. To further expand the research, quantitative research was conducted on the subject and performed online and through face-to-face surveys. A questionnaire was designed to know people's perceptions about the impact that COVID-19 created on the use of technology and ongoing remote work. Throughout the period, about 163 responses were obtained. Tested six hypotheses, and results support all the hypotheses following: (1) Monitoring affects remote work (2) Education system effect remote work (3) Job satisfaction effect remote work (4) Complexities of e-learning affect remote work. Our mediating hypothesis is remote work. Our support moderating is covid-19 lockdown. Examined the moderating effect of covid-19 lockdown on remote work on the uncertainty.

Keywords: *Covid19, Work from home, Flexibility, Effects on employees, Human behavior, Universities.*

Introduction

For almost two decades, people have looked to flexible work schedules to help them strike a better work-life balance by allowing them more say over their work hours and location. Many nations instituted lockdowns in March and February of 2020 because of the threat of COVID-19, forcing many individuals to work from home with little or no notice and no time to get ready (Grint, 2020). As a result of the lockdown, all institutions of higher education, including childcare centers, shuttered their doors and students were expected to or had to, complete their coursework at home. As of August 25, 2020, there were more than 23.3 million confirmed cases of COVID-19, and more than 800,000 individuals died from the disease worldwide (WHO, 2020c).

And over three billion people worldwide now have access to the Internet, and a growing number of them are employing digital tools to engage in "remote" employment. Some people benefit from this by being free to select their working hours and locations and pursue several employment opportunities (Jostell, 2018). Working from home, also known as telecommuting, teleworking, homework, home offices, mobile offices, outwork, and the flexible workplace is a work arrangement in which individuals are not required to report to a traditional office setting physically. The company should foster an environment where workers are valued and respected outside the office (Jamil, S., Khan, S., & Zafar, S., 2022).

As a result of these unprecedented measures, many white-collar workers have had to adjust to mandatory and full-time work from home while also adjusting to having all people in their household present at the house at all times (Laxmiprada, 2021). It was common for family members to share resources like computers, tablets, and printers, as well as internet access and study desk or table space. The "COVID-19" pandemic has radically altered the way business is done due to its rapid evolution and dissemination (Khan, FA., Khan, S., & Ahmad, N., 2016). Unexpectedly for businesses, governments in many impacted countries have ordered or recommended that all workers work remotely. Increases in the availability of high-speed internet at home and improvements in other forms of communication technology have contributed to the rise of the remote worker in the last few decades. This report assesses the effects of working from home to see if they are favorable, as this research suggests. The consequences of COVID-19 on humans must be studied and analyzed to prevent the virus's further spread. This report explores the workplace implications of the current pandemic to better inform future studies of human and organizational behavior (Jostell, 2018).

Despite technological advancements over the past decade, the trend of people working at home has only increased a little. Employee morale refers to a group's or an individual's passion, hunger, satisfaction, contentment, and general attitude toward their job. Satisfied workers are more productive; hence employee happiness is sometimes referred to as "the driver of productivity (Grint, 2020)." When morale is high, an organization can perform at its highest level in revenue and profit. However, when workers work remotely, the firm must make an effort to keep the workforce's morale high and help them adjust to working from home (Mishra and Jena, 2020). The company should foster an environment where workers are valued and respected outside the office. My research will comprehensively analyze how an organization might foster an atmosphere where employees can exercise autonomy without being treated poorly or subjected to undue stress (Akbar, M., A., Soomro, Y., A., & Khan, S., 2017).

Problem Statement

In early 2020, COVID-19 altered the working conditions for people worldwide. Only a little research has been done on how COVID-19 has affected the quality of life for telecommuters. There needs to be more data on employee job satisfaction, which is especially

problematic for the people who have been requested to work from home due to the global crisis. The findings of this study could be useful for businesses considering adopting a model of permanent remote work for their staff.

There is a need to research these issues to find solutions that would lessen each person's responsibility toward their job. First, many workers performing their duties from home are more distracted than before. They occupy themselves with video gaming, music listening, and web-based retail therapy. People who share their homes with friends or relatives have also observed that these visitors tend to drop by at the worst possible times, causing disruption. Second, while various tools are available to facilitate communication and collaboration among remote teams, some workers may need a more personal touch. Reading people's emotions, moods, and energies online can be challenging. Third, office workers rarely have to make their technological setups (computer, internet, software) at work.

In most cases, the company will take care of everything for you. This could be the opposite situation at home. In the worst circumstances, security breaches can cause significant disruptions. Fourth, those who work the traditional 9 to 5 schedule can unwind after a long day. The trip home provides a welcome distraction from their workday. Employees' daily rhythms are thrown off when given the option to work from home. Since work and personal life increasingly blend, it is easy for people to get stuck in a rut and always keep their gear the same. Overwork is a common problem, and it can lead to a gradual decline in output for many workers. More than that, it might damage their connections and social lives, leading to general distress. Fifth, it is possible for the pile to get heavier as a result of endless virtual meetings that lack the customary human connection. For workers in isolated locations, all this might take a toll on their mental health.

Research Questions
1. What is the relationship between Remote jobs and job Satisfaction from the literature?
2. What is the impact of the internet on the relationship of the Education system to Covid19 lockdown as a moderator?
3. What is the mediating role of Remote work with complexities of E-learning on Job performance about the variables identified from the literature?

Research Objectives
This quantitative study aims to determine how effective remote work is on university workers' job happiness (Laxmiprada, 2021). To what extent is the existing remote work situation involuntary, and how does that affect the perception of remote work by both employees and managers? Managers and workers alike can benefit from understanding the advantages and disadvantages of remote work and the steps to take in an emergency that necessitates a shift in procedures. This study will determine how workplace flexibility can boost productivity and expand businesses. It will pinpoint the best ways to take advantage of remote work in terms of health, inspiration, bravery in support of flexibility, and increased output.

As the COVID-19 pandemic is unlikely to be the last, our study provides an opportunity to train for and practice remote work in advance of future emergencies. Determine the benefits of remote IT work. This study aims to learn how employees feel about the possibility of working remotely. This study aims to assess the impact of allowing 13 staff members to work remotely on their job and personal satisfaction level. Considering how remote work affects staff retention. The benefits and drawbacks of working from home are also discussed in the paper.
1. This study offers reliable assessments of what remote work entails from the perspective of both employees and employers.

2. It will make people suddenly forget that there are distinctions between telecommuting and traditional office work.
3. Managing a person's dual roles as a person employed and a family member in the same location while maintaining mental health is the focus of this project.
4. This study guides businesses on increasing options for their employees to work flexibly and without unnecessary hassle.

The findings of this research will be useful for businesses, industries, SMEs, and the general public because of the interconnected nature of profit maximization and the role of organizations in fostering long-term growth.

Theoretical Background

Studies regarding its impacts on local social and community interaction are mixed along various dimensions of participation, but the embedding opportunities of teleworking fully fund a utopian vision of getting work done positively and effectively to reinvigorate ties to the community (Perkmann, M., 2009). Though research indicates that telecommuting increases local civic engagement, opportunities for and the quality of such attention remain largely determined by shared norms and practices. Different types of telecommuters were analyzed, and while they did use more local business services, they used fewer local recreational services, showing a high chance of time costs for telecommuters (Grint, 2020). Studies of home-based workers' lives reveal complex networks of support and opportunity. Traditional gender roles, in which women are expected to take on more of the household's caretaking duties as a result of their employment at home, may be reinforced, leading to a redistribution of free time (Khan, MI., Ghauri, S., Khan, S., Hasan, JU., & Shaikh, R., 2022). Science shows that working from home strengthens ties to the local economy, which is a perk of telecommuting. When comparing telecommuting days to commuting days, [Hall, P. (2003)], we find that, for telecommuters, the spaces of activities tend to congregate around the home location. Research papers on live/work societies have shown that these types of neighborhoods can improve social and economic ties in the area. Still, professional standing and access to community-based "work" areas appear to influence how often and how much people use them during the workday (Khan, S., Zaman, SI., & Rais, M., 2022).

Literature Review

Research Hypotheses Development

The new coronavirus condition (COVID-19) has presented unexpected challenges in most countries worldwide, forcing a rethinking of organizational structure and management. It calls for new forms of leadership and creative methods of dealing with soft issues within the company. To keep businesses running smoothly, some have suggested that employees can telecommute from home. To comply with the recommendation of social distancing approved by health departments at the global level, remote workers can do their jobs safely from the comfort of their homes (WHO, 2020).

The research is particularly interested in two areas covered in the literature on remote work. In other words, some studies highlight the beneficial effects of remote work on job satisfaction. The work-family nexus is a more compelling area to study. Although some studies have found that working from home can improve work-life balance, others have found that telecommuting can decrease job satisfaction (JS) and that work-family conflict can be exacerbated if work interruptions occur during free time (Jiang, Y., et al., 2018).

Less stress and higher job satisfaction

It is linked to happier employees who report less stress and higher job satisfaction and productivity. Studies have been conducted on various flexible work arrangements, and remote work (also known as home functioning and teleworking) is one of the most studied. However, most of this study's attention has been on remote work, where employees voluntarily perform some or all of their duties from home (or another location) for various reasons, including improved work-life balance (Ghauri, SP., et al., 2022). People who travel a long distance to get to work can cut down on their commute time by working remotely. It also makes it easier for workers to mix their work and personal lives by allowing them to take breaks during the day to do things like caring for children, cleaning the house, or playing video games (Lutz, 2021). Moreover, if workers do not have to deal with the stress of a difficult commute every day, that could positively impact their health. Some types of work may be better suited to remote work because of the potential benefits of working in a more conducive environment, such as the employee's own home, where there are fewer interruptions and potential distractions than in the typical office setting (Zafar, D., et al., 2022).

elecommuting, or working remotely from home, is becoming increasingly common. It is "the routine of not going into an office during regular business hours in favor of doing work at home." The effects of telecommuting on workers, both individually and collectively, are multifaceted (Laxmiprada, 2021). On the one hand, people often believe that having a job done from home will make it easier to blur the lines between their professional and personal lives. The term "working from home" encompasses working at home during business hours and bringing things home to complete in one's spare time. The effects of this sort of homeworking on employees' well-being are relatively under-researched (Rashid, A., et al., 2021).

Different groups of telecommuters discovered that their use of regional businesses grew when they moved their operations online. Home-based employment has improved ties to the local economy (Sarah T. Soroui, 2020). Telecommuting during business hours is one aspect of working from home; another is planning to bring work home to complete after hours. The effects of working at home on workers' happiness are rarely discussed in the literature because it typically involves working full time in the evenings or weekends. Management may be driving the growing acceptance of remote work because they anticipate lower labor costs and higher productivity and profits. This shift is associated with worries over deteriorating work-life balance (WLB) and the possibilities of RW to help resolve this. Still, there needs to be more comprehensive evidence or consensus to support this claim. Workplace attendance policies are still widely used by many companies. Once upon a time, unions were hesitant to back RW. They worry businesses will use RW extensions to cut costs, leaving workers in unsafe conditions (Miao, M., et al., 2021).

Complexities of e-learning and Remote work

Working at home (HW) and telecommuting are becoming increasingly popular, and this trend has significantly impacted the education sector. Technology in the classroom has advanced to the point where lessons can be delivered to students without compromising the quality of education. In addition, universities and colleges sometimes offer remote support services to faculty. Studying and analyzing COVID-19's effects on humans is crucial. This quantitative research aims to learn how telecommuting affects workers' job contentment. Teleworking and virtual organizations are two terms that are frequently used interchangeably but have developed distinct meanings in recent years. "Remote work" relates to tele-influenced structures where an employee's physical region is meaningless for the execution of activities, while "telecommuting" associates working from home with the idea of partially or

completely replacing a workday commute. Working from home or another off-site location (like a coffee shop or a third-party co-working space) is the focus of this research. This definition encompasses part-time and full-time workers who do their jobs remotely (Sarah T. Soroui, 2020).

This paper uses the theoretical framework of embeddedness to analyze the effects of remote work on the connections between businesses and their local communities in Karachi, drawing on discussions with local business owners and remote employees. The theoretical foundation upon which the scientific work is built is elaborated upon in this paper. Moreover, it puts forth the hypotheses that guided this paper's subsequent data analysis and interpretation. It also shows the research methodology and the participants in the study. The preliminary results have addressed the study's hypotheses and aims (Khan, S., et al., 2022).

Research has shown that when the lines between work and home life become blurred, it can lead to tensions between employees and their employers. While there are papers arguing for and against remote work, most research suggests that it can negatively affect employees' personal lives, mental health, happiness, and productivity. This project is necessary because it will fill in the blanks left by previous studies; the result will have all the answers.

H1: Complexities of e-learning have a significant impact on Remote work.

Telecommuting and uncertainty

Organizations across the board are struggling with E-learning challenges due to the rise of remote work. This is because many workers need to be more used to doing their jobs away from the office and must be equipped to handle the transition. This group of people, then, has it rough. The difficulty stems from the sudden lockdown, leaving businesses with no time to educate their staff. Locked-down institutions are in a bind because, suddenly, everything has stopped. After a few days of being confined, some businesses resume operations remotely to keep operations running as smoothly as possible. Employees are greatly disturbed and experience difficulties in their work as a result of the frequent changes (Khan, S., et al., 2022).

Employees and companies are reaping the benefits of remote work thanks to the proliferation of modern technologies. As a result of the extraordinary circumstances we find ourselves in right now due to the pandemic, working from home has become the norm in many workplaces. After a pandemic, not even the workplace can return to normal. In this context, "morale" refers to the degree to which workers are happy, fulfilled, and enthusiastic about their jobs. It has been called the secret to success and is widely accepted as the reason for high productivity levels (Khan, S., et al., 2022).

The likelihood of excellent performance on the part of staff members is high. Staff morale determines how successful an organization is financially and operationally, however, in what context. Since employees will be working remotely, the company must make an effort to keep their spirits up and help them adjust to their new working conditions (Mishra and Jena, 2020).

H2: Remote work has a significant impact on uncertainty.

Effect of Covid on remote work and uncertainty

When talking about "remote work," the emphasis is on a paradigm shift where the bulk of work gets done away from the traditional office. It is a way of organizing work where employees do not need to report to an office daily. "Working outside the typical workplace and communicating by means of telecommunications or computer-based technology" describes remote work (Agha, A., et al., 2021). Employees who work from home can save

time and money by not having to report to an office Monday through Friday from 9 am to 5 pm. They may have some freedom in how they spend their time while still making a living. Employees cannot focus on their work because of long commute times, a lack of private offices, and an emphasis on open floor plans. In addition, workers value it as a practical method of achieving a better work-life balance to tend to their own families. Employees' morale is boosted, and they are inspired to do better work thanks to these perks. Experts in their fields, such as programmers, computer scientists, and Workers in fields like programming, academia, and the call center industry who rely on the use a laptop computer for work-related activities, including but not limited to:

Manuscripts – tend to be marginally happier, which in turn leads to improved efficiency and morale. Complex tasks that demand prolonged focus benefit from being done away from the office (Gajendran, 2019). Performed a survey of 273 telecommuting workers in sales, marketing, accounting, engineering, and other functions. According to the results, remote workers outperformed their in-office counterparts when their jobs were both highly complex and did not require extensive teamwork or social support. In order for the working remotely setting to be as productive as possible, it is crucial that the employee be highly motivated and actively involved in the work. Engaged workers are fully devoted to their jobs and take great pride in their work (Gallup, 2017).

Employee engagement, then, can be thought of as the "discretionary effort" that displays extreme enthusiasm and absorption in the job, pride and individuality in the organization, and enthusiasm and alertness on the job. This idea is consequential because it strongly indicates employee, team, and company performance (Bakker and Albrecht, 2018). Both top-down and bottom-up strategies were found to impact employees' engagement levels, as highlighted by the study's authors.

Human resource management practices, such as learning and development, performance management, and so on, impact employee engagement at the macro level of an organization. This method is known as "top-down." In a similar vein, job crafting allows workers to shape their levels of engagement. Employees engage in job crafting when they intentionally alter how they approach their work daily. Increased participation and productivity are the results of this bottom-up approach. Employees enthusiastic about their work and open to experience are more likely to develop novel ideas and exhibit entrepreneurial attitudes and behaviors. The organization needs to reimagine various methods and tactics to instill genuine enthusiasm and excitement within the workforce, which will help them overcome their apprehension of the future and maintain their concentration in the here and now, even when working remotely and during trying times.

H3: Covid19 impact on Remote work and Uncertainty.

The education system, Job satisfaction and remote work
The relationship between the remote location works is uncertain because of the uncertain situation during covid19. Because before covid, most businesses required their employees to come into an office to complete their tasks, and only a minority allowed or encouraged remote work. However, covid19 is starting a movement and providing an option for people who do not want to leave their homes for any reason to continue working.
Work-from-home policies are increasingly common at tech giants like Google, Apple, Facebook, and Amazon. According to Gartner, a technology research firm, many businesses plan to relocate 20% of their onshore workers to perpetual remote roles as a direct

consequence of COVID-19. As a result of the digital tools enabling live shows and online meetings, productivity has increased, and employees are saving time, money, and carbon miles on unnecessary travel. According to numerous recent studies, remote work has been shown to have various effects on workers, including productivity, creativity, and morale. Employees prefer remote work due to some significant tangible benefits, such as a decrease in work commute and workplace distractions, according to the Owl Labs State of Virtual Work (2017) study.

H4: Education system has a significant impact on remote work.
After the release of COVID-19, businesses of all stripes, including those in the educational sector, transitioned to remote staffing in droves; this gave rise to the idea of establishing fully-fledged online educational systems. All schools must close because of covid-19, which will devastate the education of its students. Because of this need, online education has emerged, allowing teachers and students to participate in the system from the comfort of their homes.

H5: Job satisfaction has a significant impact on remote work.

Monitoring, Remote work and covid-19 lockdown
As a result, people will have less stress and more freedom to do what they want with their time (Baruch, 2000). However, other research indicates the opposite, showing that working at home increases stress and JS. Individuals in individualistic societies, as opposed to those in collectivistic cultures, are likelier to report a positive relationship between high levels of WLB and job and life satisfaction. When people can work remotely, they can better balance their professional and personal lives. They do, however, demonstrate that working remotely lessens JS and, if work disruptions during free time are not avoided, increases work-family conflict by making the boundaries between the workplace and home more permeable. According to Song and Gao (2018), working from home is linked to more negative emotions than going to an office daily. Bringing weekday stress home with you is never a good idea. Counter that there is no evidence working at home helps reduce stress on the job or at home. According to this study, the telework level determines how technology and JC contribute to technostress.

H6: Monitoring has a significant impact on remote work.

Management can keep tabs on workers in an office setting by simply looking over their shoulders. Since it is difficult for managers to keep track of their remote workers' progress without being able to see their faces, many businesses have turned to online monitoring systems in order to stay in touch with their staff and ensure they are meeting deadlines. An application or software is at the heart of this system, and various companies employ varying methods for keeping tabs on their staff.

H7: Remote work impact covid-19 lockdown.

Theoretical Contribution
Telecommuting and other remote work are illustrative of the larger technologically-induced transformation that has altered our relationships to time, space, and place and is thus contextualized within theories of modernity and post-industrial society. Disembodying (the removal of something from its original context and replacement with something else) and embedding (the reintroduction of something that has been disembodied into its original

context) are two sides of the same modernity coin. There is an ongoing discussion about how workplace mobility may disrupt the typical symbiosis between workplace organizations and urban morphologies, and telecommuting provides an instantiation of this debate. Evidence of the lasting benefits that companies derive from spatial aggregation and face-to-face interactions has been presented to counter the view that workforce decentralization heralds a decrease in urban living and a digital redux of the rural sector (Toffler, A. 1980). Scholars like Mitchell argue that digital technologies enable new patterns of settlement, changes in the design and function of space, and, consequently, new forms of inter-local competition that go beyond the dispersion-concentration framework. Workplace mobility offers chances to rethink locally available resources and the spatial distribution of housing facilities in ways that benefit growth and community life by reshaping organizational production and consumption patterns.

By extrapolating these ideas and findings to the context of remote work in organizations, I argue that the dispersion of labor forces across a range of ambiguity the linkage of work with a solitary and structurally unified creation of place, thus altering the traditional social and economic type of correspondence with the circumstances of co-located workplace organization. In contrast, "time-space distanciation" Giddens, A. (1990) describes the emergence of new economic and social behaviors in local environments that are motivated, at least in part, to revive or reimagine aspects of organizational life that were previously available via the standard organizing logic of the workplace.

Methodology

Data collection and procedure

There were 165 participants in the study. Given their familiarity with working remotely during a lockdown, we have focused on recruiting the top performers in the Covid-19 IT department. The authors gathered their information from workers in Karachi by drafting them. The enumerators' response rate is satisfactory, as 163 out of 200 questionnaires were returned after being sent via Whatsapp. Literature review and abstract modeling are the primary research methods for this investigation. The first step toward a "constraint-free" setting is systematically identifying and classifying all relevant constraints. To delve even deeper, we also conducted online surveys as part of a quantitative study. A survey was developed to gauge how COVID-19 affected people's attitudes toward technology and remote work. Approximately 163 responses were collected throughout the study period. The survey participants primarily had wide area networks during the initial pandemic outbreak and subsequent lockdown. This and the unexpected telecommuting growth were problematic for the office environment. Because of this, staff was asked to complete their work from home during the lockdown, even though this could negatively affect efficiency and occupational health.

For this study, the internet Questionnaire Well-Being Modules are an ideal data source because they inquired as to the frequency and timing of activities like childcare, cooking, and working, as well as the collection of respondents' feelings and emotions while engaging in these activities. It also contains a wealth of data on personal characteristics and actions. Selecting samples involves some intentionality and snowball effect (Reference to Reference). In the section devoted to goals, you will find Polish questionnaires designed for workers in the private and public sectors and K-12 institutions—general rating on a 5-point scale. Of everyone who strongly disagrees, there are five who wholeheartedly concur. Here are some of the sources cited in the questionnaire.

Framework
Independent Variables Mediator
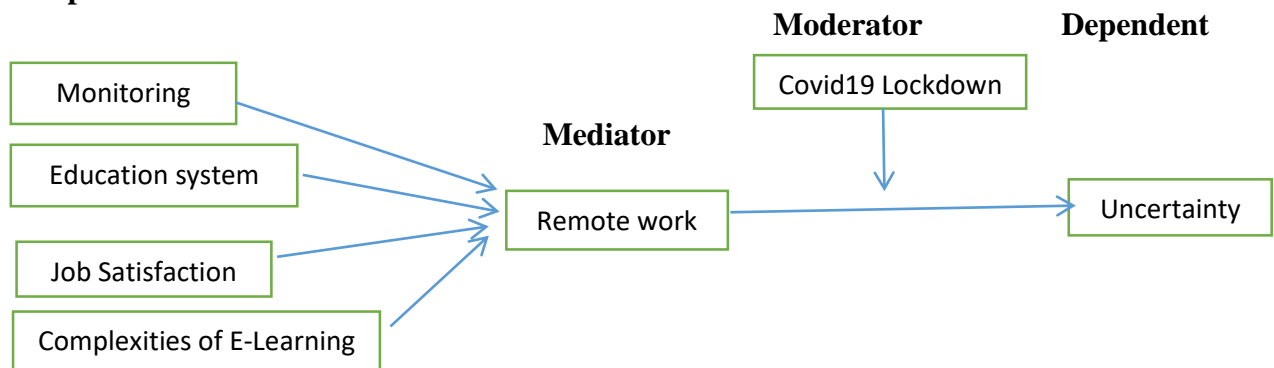
Data Analysis

Table 1
Descriptive Analysis

Variables	Items	Outer Loadings	Cronbach's alpha	Composite reliability	Mean	Average
Complexities of E-learning	CE 1	**0.674**	**0.544**	**0.763**	0.548	**0.519**
	CE 2	**0.742**			0.585	
	CE 3	**0.743**			0.862	
Covid19 lockdown	C 1	**0.563**	**0.530**	**0.724**	0.672	**0.476**
	C 2	**0.605**			0.735	
	C 3	**0.863**			0.727	
Cvid19 mods the relationship between RW and Unc	Remote Work * Covid19 Lockdown	**1.219**	**1.000**	**1.000**	0.770	**1.000**
Education system	ES 1	**0.783**	0.694	0.825	0.705	**0.612**
	ES 2	**0.725**			0.830	
	ES 3	**0.835**			0.728	
Job satisfaction	JS 1	**0.744**	0.500	0.750	0.592	**0.503**
	JS 2	**0.601**			0.758	
	JS 3	**0.772**			0.791	
Monitoring	M 1	**0.815**	0.350	0.672	0.734	0.434
	M 2	**0.733**			0.306	
	M 3	**0.318**			0.694	
Remote work	RW 1	**0.690**	0.568	0.777	0.696	**0.538**
	RW 2	**0.705**			0.793	
	RW 3	**0.801**			1.229	
Uncertainty	U 1	**0.875**	0.617	0.796	0.874	**0.571**
	U 2	**0.778**			0.769	
	U 3	**0.584**			0.582	

Table 1 represents the measurement model results in which Cronbach's alpha value of all the variables is greater than 0.3. For measurement, the Convergent validity present study used AVE (average variance extracted) proposed by (Fornell & Larcker, 1981), which asserts that each variable value of AVE should be greater than 0.5. Table 1 shows that all construct values of AVE are higher than 0.4, which means the convergent validity of the measurement model is not approved.

Ethical Consideration

Researchers established their credibility and earned the participants' trust before beginning data collection. Second, we respect the privacy requirements of those in vulnerable populations because we care about their unique circumstances. In addition, all participants, roles, and incidents within the projects and research are kept confidential. Finally, the research has included a list of references for further reading.

Table 2

Discriminant validity (Fornell-Larcker Criterion)

Variables	CE	C	Remote Work * Covid19 Lockdown	ES	JS	M	RW	U
Complexities of E-learning	0.720							
Covid19 lockdown	0.459	0.690						
Cvid19 mods the relationship between RW and Unc	-0.128	-0.421	1.000	0.782				
Education system	0.508	0.295	-0.165	0.353				
Job satisfaction	0.578	0.449	-0.173	0.417	0.710			
Monitoring	0.468	0.435	-0.253	0.330	0.381	0.659		
Remote work	0.373	0.441	-0.490	0.474	0.386	0.513	0.734	
Uncertainty	0.484	0.632	-0.294	0.782	0.485	0.494	0.534	0.756

Table 2 shows discriminating validity through cross-loadings and AVE (average variance extracted). According to (Fornell & Larcker, 1981), the values of AVE should be greater than the correlation of construct. According to the results of FLC, the diagonal values fulfill the criteria of (Fornell & Larcker, 1981). All these analyses confirm that this study is reliable as well as valid.

Structural Model

The standardized path examines the structure model. Further, each way resembles the hypothesis which is tested. The results of the path analysis are given in table 3.
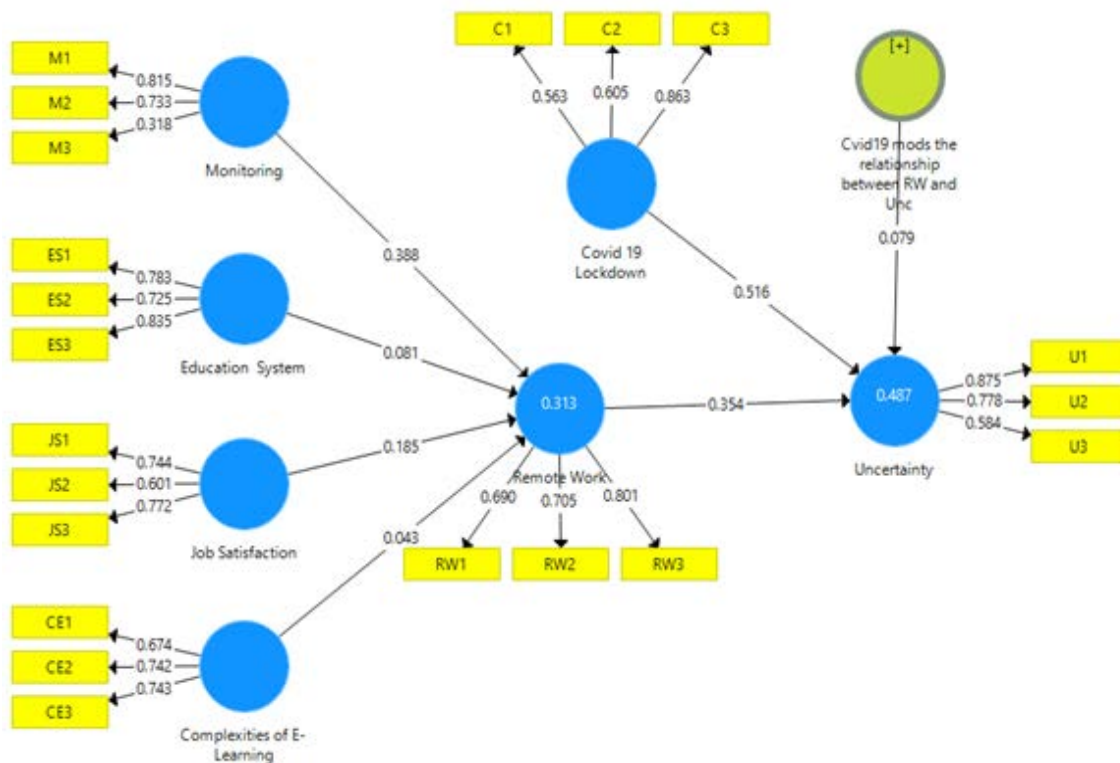

Table 3
A path analysis

Regression path	P value	T statistics	R square	Decision
Complexities of E-Learning -> Remote Work	0.690	0.399		Rejected
Covid19 Lockdown -> Uncertainty	0.000	6.813		Rejected
Covid-19 mods the relationship between RW and Unc -> Uncertainty	0.210	1.255		Accepted
Education System -> Remote Work	0.371	0.895		Rejected
Job Satisfaction -> Remote Work	0.064	1.859		Accepted
Monitoring -> Remote Work	0.000	3.792	0.313	Rejected
Remote work -> Uncertainty	0.000	3.713	0.487	Rejected
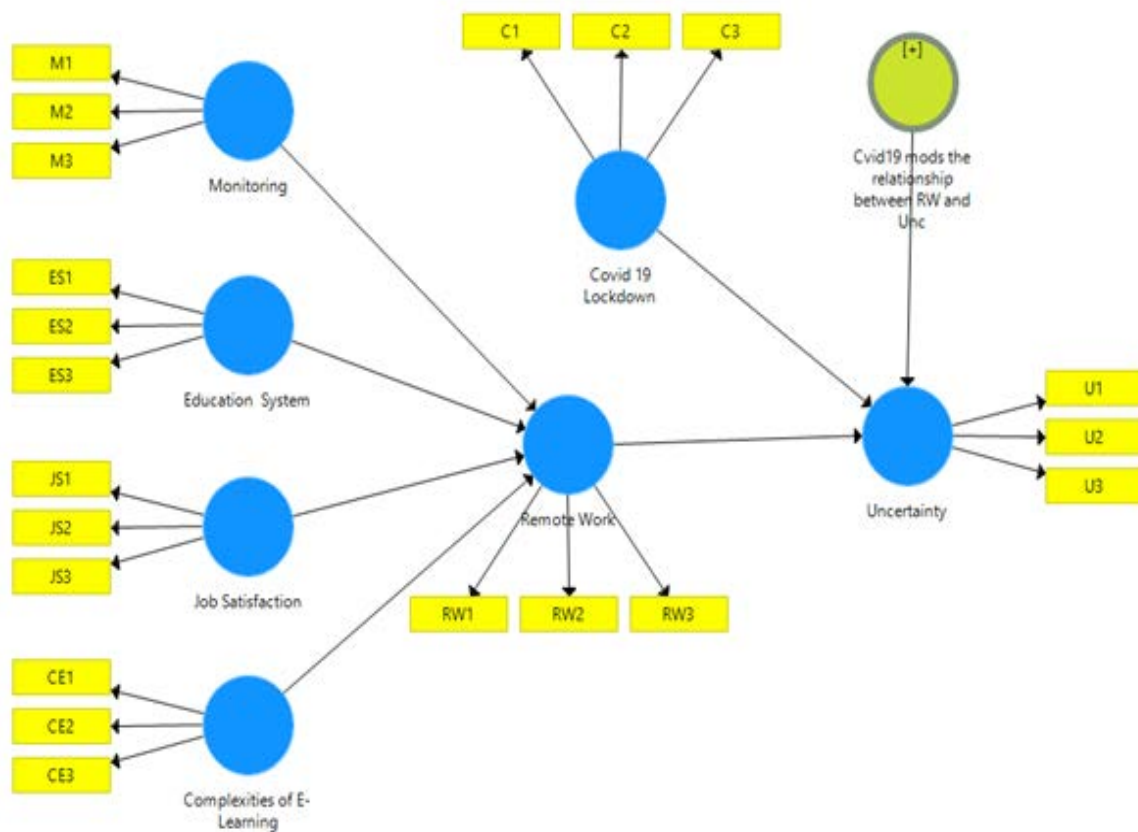
Discussion

Our research confirmed the hypothesis that (H1) job satisfaction is critical to an employee's long-term success in the face of the challenges posed by remote work for e-learning. Uncertainty during the covid-19 lockdown was discovered, and a link was established between telecommuting and job performance (H2 and H3). Consistent with prior research on the impact of "unforeseen conditions in covid-19, impact on the education system, and Work satisfaction in remote working," our findings suggest that these three factors play a significant role in determining how people feel about their jobs from a distance (H4 and H5). Initially, the situation with covid-19 was difficult because of the unknowns. Independent variable analysis using job satisfaction (H5) and the Covid-19 suppression technique produced the following results: (H6 and H7).

Path analysis shows seven hypotheses, of which two are accepted and five are rejected.

Intricacies of E-learning perceived notion and Remote work show a significant association (T=0.399, P 0.690), supporting the null hypothesis (H1). Ethical consumption is strongly (P 0.0001) associated with the rejection of H2 (C -> U). As a result, H3 (Cvid19 modifies the connection among RW and Unc -> Uncertainty) (P 0.210) holds. Education and remote work are significantly related (P 0.371), supporting hypothesis 4. According to the mediation analysis results, affective commitment moderates the relationship between job satisfaction and remote work (H5; P = 0.064). This research demonstrates that employees' levels of job happiness change as a result of working remotely and that this shift in attitude links to job satisfaction and telecommuting. There is, however, a statistically significant result for H6 (M -> RW; P 0.0001). It demonstrates a connection between employee monitoring and remote work; as a result, more stringent monitoring systems have implemented the demand for remote work. The research shows that people's actions change

when they work from a distance. How companies keep tabs on their remote workers can make or break their interest in working from home. Evidence supports the null hypothesis that H7 (RW-> U) (P 0.0001) indicates a correlation between remote work and uncertainty.

Conclusion

The salary was a crucial factor in determining employee performance, as evidenced by a review of the relevant literature. In light of this, this study intends to add to the existing body of knowledge by investigating a range of elements associated with working from home. Incorporating the cost, the unique characteristics, preferences, tendencies, motivations, and perceptions of a generation into an organization's analysis of its employees' behavior and decision-making in the context of high technology, low costs, and environmental and social consciousness, this study examined whether or not such activities do promote organizational relationship behavior among their employees. However, there needs to be more agreement on the behavior of this generation. There is yet to be consensus on the years, as was stated earlier. Researchers found that the availability of high-speed Internet played a larger role in shifting to remote work and resulted in lower costs. This paper presents a conceptual analysis of the employees' relationship based on the literature review. A conceptual framework is proposed, and several potential models have been stated so their relationship can be more clearly understood in future research, as more and more digital work can be learned and applied outside of a single company. It is in the best interest of businesses to increase the scope of working remotely and provide legally binding contracts that specify the conditions under which it is permitted. They should minimize the use of remote work outside regular business hours. Raised levels of job satisfaction boost motivation and productivity.
More in-depth data about remote work is needed for future study. To see how the effects of working from home evolve and grow over time, you need a longer time series. By 2020, 73% of all top management will use remote workers, allowing them to increase output while decreasing overhead expenses. While acknowledging and applauding the trend toward remote work, the report's authors also note the following. Therefore, businesses must implement mindfulness techniques to help employees remain attentive, optimistic, energized, and pro-active despite their challenges.

Implication

This study's findings can be applied to the complexities of e-learning at universities; a good learner should store the advantages of every uncertain situation for later use. Several psychological factors, including job stress influence human behavior. Recognizing this, many businesses have begun experimenting with remote work to keep their staff intact without resorting to layoffs. There are some companies with strong social consciences that recognize the unique challenges that come with remote work and compensate their employees accordingly. Companies that place a greater emphasis on educational system activities are highly recommended by their employees, as are the companies themselves. The policies instituted during lockdown are a true reflection of employee behavior in the workplace. This is because most people need more knowledge to run an office out of their homes and to budget their costs accordingly.

Limitation And Recommendation

It is important to note that there are some caveats to this study; for example, COVID-19 is an entirely new virus in the 21st century. A survey conducted afterward in the pandemic may have produced different results. Insufficient time was allotted for the research, so only a certain time could be covered. In light of this, I urge you to extend your studies into the future if you want more solid findings. This study used a quantitative approach, but future research

could benefit from combining quantitative and qualitative methods for even greater reliability. Although this study focused on the situation in Pakistan, it paves the way for similar studies in other countries and cross-country comparisons of findings in the future. To facilitate the use of SEM in future research, this study employed PLS to assess the robustness and validity of the model (structure equation model).

The study's findings suggest that employers and employees would benefit from a deeper understanding of human behavior, specifically the highly successful path of employees' intentions to know when and where to do their work during the covid19 lockdown. This is why businesses pay fair wages to all workers; their efforts directly affect the company's overall success. However, it is advised to divide customers into distinct groups based on shared demographic traits to better serve their specific wants and needs. Finally, future research could choose studies with a similar focus but a different perspective on the pandemic and compare the results obtained from this work to those of later studies.

References

Agha, A., Rashid, A., Rasheed, R., Khan, S., & Khan, U., (2021), Antecedents of customer loyalty at telecomm sector, *Turkish Online Journal of Qualitative Inquiry 12 (9), 1352-1374, 2021*

Akbar, M., A., Soomro, Y., A., & Khan, S., (2017), Analytical study of reducing brand switching (number portability) in GSM sector, *Journal of Independent Studies & Research: Management & Social Sciences & Economics, Vol 15, No. 2, PP. 31-46*

Alizadeh, T. (2012). Teleworkers characteristics in live/work communities: Lessons from the United States and Australia. *Journal of Urban Technology, 19(3), 63-84. doi:10.1080/10630732.2011.642569*

Bakker, A.B. and Albrecht, S. (2018), "Work engagement: current trends", *Career Development International, Vol. 23 No. 1, pp. 4-11. https://doi.org/10.1108/CDI-11-2017-0207*

Beck, U., & Beck-Gernsheim, E. (2012). Individualization: Institutionalized individualism and its social and political consequences. *Los Angeles, CA: Sage*.

Castells, M. (2010). The rise of the network society (Second ed.). Malden, *MA: Blackwell.*

Chesbrough, H. (2020), "To recover faster from Covid-19, open up: managerial implications from an open innovation perspective", *Industrial Marketing Management, Vol. 88 No. 1, pp. 410-413.*

Choudhury, P., Koo, W.W. and Li, X. (2020), Working (From Home) during a Crisis: Online Social Contributions by Workers during the Coronavirus Shock, *Harvard Business School - Technology and Operations Management Unit, Boston, MA, Working Paper No. 20-096.*

Cortright, J. (2006, March). Making sense of regional clusters: Regional competitiveness and economic development (Rep.). *Retrieved March 3, 2016, from The Brookings Institution Metropolitan Policy Program website: https://www.brookings.edu/research/making-sense-of-clusters-regional-competitiveness-and-economic-development/*

Crosbie, T. and Moore, J. (2004), "Work–life balance and working from home," *Social Policy and Society, Vol. 3 No. 3, pp. 223-233.*

Deirdre Anderson, C. K. (2020). Enforced remote working and the work-life interface during the lockdown. *Gender in Management, Vol. 35 No. 7/8, 7. doi:https://doi.org/10.1108/GM-07-2020-0224*

Ettema, D. (2010). The impact of telecommuting on residential relocation and residential preferences: A latent class modeling approach. J*ournal of Transport and Land Use, 3(1), 7–24. DOI: http://dx.doi.org/10.5198/jtlu.v3i1.61*

Felstead, A., Jewson, N., & Walters, S. (2005). Changing places of work. Houndmills, *New York: Palgrave Macmillan.*

Gajendran, R.S. and Harrison, D.A. (2007), "The good, the bad, and the unknown about telecommuting: a meta-analysis of psychological mediators and individual consequences," *Journal of Applied Psychology, Vol. 92 No. 6, pp. 1524-1541.*

Gallup, I., 2017. State of the Global Workplace. [online] Gallup.com. Available at: <http://www.gallup.com/services/178517/state-global-workplace.aspx?ays=n#aspnetForm> [Accessed 30 November 2022].

Gao, Y. S. (2019). Does Telework Stress Employees Out? A Study on Working at Home and Subjective Well-Being for Wage/Salary Workers. *Journal of Happiness Studies, 21, 2649–2668. doi:https://doi.org/10.1007/s10902-019-00196-6*

Ghauri, S., Khan, MI., Khan, S., & Afandi, KR., (2022), The nexus between economic growth, corruption and external debt in Pakistan, *InternationalJournal of Social Sciences and Entrepreneurship (IJSSE), 2 (2), ISSN (Online):2790-7716, ISSN (Print): 2790-7724*

Ghauri, SP., Hamid, H., & Zaman, SI., (2022), The Analyzing Various Channels of Monetary Policy Transmission Mechanism: The Case of Pakistan, *Market Forces, 17(1). 103 – 120*

Giddens, A. (1990). The consequences of modernity. *Cambridge: Polity Press.*

Graham, S. (2004). Beyond the 'dazzling light': From dreams of transcendence to the 'remediation' of urban life. *New Media & Society, 6(1), 16-25. doi:10.1177/1461444804039905*

Graham, S., & Marvin, S. (2004). Telecommunications and the city: Electronic spaces, urban places. London: *Routledge.*

Grint, K. (2020), "Leadership, management and command in the time of the coronavirus," *Leadership, Vol. 16 No. 3, pp. 314-319.*

Gurstein, P. (1996). Planning for Telework and Home-based Employment: Reconsidering the Home/Work Separation. *Journal of Planning Education and Research, 15(3), 212-224. doi:10.1177/0739456x9601500305*

Hall, P. (2003). The end of the city? "The report of my death was an exaggeration" 1. *City, 7(2), 141-152. doi:10.1080/1360481032000136769*

Hilbrecht, M., Shaw, S. M., Johnson, L. C., & Andrey, J. (2008). 'I'm home for the kids': Contradictory implications for the work-life balance of teleworking mothers. *Gender, Work & Organization, 15(5), 454-476. doi:10.1111/j.1468-0432.2008.00413.x*

Hill, E.J., Grzywacz, J.G., Allen, S., Blanchard, V.L., Matz-Costa, C., Shulkin, S. and Pitt-Catsouphes, M. (2008), "*Defining and conceptualizing workplace flexibility," Community, Work and Family, Vol. 11 No. 2, pp. 149-163. Vol*

Jamil, S., Khan, S., & Zafar, S., (2022), Resilient employees in resilient organizations: the influence on competency of an organization through sustainable human resource management, *Global Journal for Management and Administrative Sciences 3 (2), 91-107*

Janusz Rymaniak, K. L.-P.-S. (2021). From Stationary to Remote: Employee Risks at Pandemic Migration of Workplaces. *Sustainability, 13, 7180. DOI: https://doi.org/10.3390/*

Jiang, Y., Xiao, L., Jalees, T., Naqvi, M. H., & Zaman, S. I. (2018). Moral and ethical antecedents of attitude toward counterfeit luxury products: *Evidence from Pakistan. Emerging Markets Finance and Trade, 54(15), 3519-3538.*

Johns, R. D. (2020). Recontextualising remote working and its HRM in the digital economy: An integrated framework for theory and practice. *The International Journal of Human Resource, Volume 32, 2021(1), 84-105. doi:https://doi.org/10.1080/09585192.2020.1737834*

Jostell, D. and Hamlin, S. (2018), "After-hours teleworking and boundary management: effects on work-life conflict," *Work, Vol. 60 No. 3, pp. 475-483.*

Kamerade, D., & Burchell, B. (2004). Teleworking and participatory capital: Is teleworking an isolating or a community-friendly form of work? *European Sociological Review, 20(4), 345-361. doi:10.1093/esr/jch030*

Kelliher, C. and Anderson, D. (2010), "Doing more with less? Flexible working practices and the intensification of work", *Human Relations, Vol. 63 No. 1, pp. 83-106.*

Khan, FA., Khan, S., & Ahmad, N., (2016), Effects of External Cues on Impulse Buying in Pret Market, *Journal of Independent Studies & Research: Management & Social Sciences & Economics 14(2)*

Khan, MI., Ghauri, S., Khan, S., Hasan, JU., & Shaikh, R., (2022), A Phenomenological Study to Analyze People Trust over Zakat Mustahiq Institutions, *Periodicals of Social Sciences, 2(2)*

Khan, S., & Sajjad, S., (2013), Factors for Better Selection of Business Universities in Karachi: Perspective of Students, *Journal of Business Strategies 7 (1), 55*

Khan, S., Rasheed, R., Rashid, A., Abbas, Q., & Mahboob, F. (2022). The Effect of Demographic Characteristics on Job Performance: An Empirical Study from Pakistan. *The Journal of Asian Finance, Economics and Business, 9 (2), 283 – 294. https://doi.org/10.13106/JAFEB.2022. VOL9.NO2.0283*

Khan, S., Rashid, A., Rasheed, R. and Amirah, N.A. (2022), "Designing a knowledge-based system (KBS) to study consumer purchase intention: the impact of digital influencers in Pakistan", *Kybernetes, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/K-06-2021-0497*

Khan, S., Zaman, I., Khan, M., I., & Musleha, Z., (2022), Role of Influencers in Digital Marketing: The moderating impact of follower's interaction, *The Global Management Journal for Academic & Corporate Studies (GMJACS), Vol 12, No. 1, PP. 37-66*

Khan, S., Zaman, SI., & Rais, M., (2022), Measuring Student Satisfaction through Overall Quality at Business Schools: *A Structural Equation Modeling, South Asian Journal, 1(2), 34 - 55*

Laign, A. (2013). Work and workplaces in the digital city (Rep.). *Retrieved April 3, 2016, from The Center for Urban Real Estate at Columbia University website: http://docplayer.net/5364872-Work-and-workplaces-in-the-digitalcity.html*

Laxmiprada Pattnaik, L. K. (2021). Mindfulness, remote engagement and employee morale: conceptual analysis to address the "new normal." *International Journal of Organizational Analysis, 29(4), 873-890. doi:https://doi.org/10.1108/IJOA-06-2020-2267*

Lutz Bellmann, O. H. (2021). Working from home, job satisfaction and work-life balance – robust or heterogeneous links? *International Journal of Manpower, 42(3), 424-441. doi:https://doi.org/10.1108/IJM-10-2019-0458*

Mann, S., Varey, R. and Button, W. (2000), "An exploration of the emotional impact of teleworking via computer-mediated communication," *Journal of Managerial Psychology, Vol. 15 No. 7, pp. 668-690.*

Miao, M., Jalees, T., Qabool, S., & Zaman, S. I. (2019). The effects of personality, culture and store stimuli on impulsive buying behavior: Evidence from emerging market of Pakistan. *Asia Pacific Journal of Marketing and Logistics.*

Miao, M., Jalees, T., Zaman, S.I., Khan, S., Hanif, N.-u. and Javed, M.K. (2021), "The influence of e-customer satisfaction, e-trust and perceived value on consumer's repurchase intention in B2C e-commerce segment", *Asia Pacific Journal of Marketing and Logistics, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/APJML-03-2021-0221*

Mishra, T. and Jena, L. (2020), "Virtual workplaces and lean leadership: integrative conceptualization and organizational implications," *Strategic HR Review, Vol. 19 No. 4, pp. 21-24.*

Mitchell, W.J. (1996). City of Bits: Space, place, and the infobahn. *Cambridge, MA: Massachusetts Institute of Technology*

Ory, D. T., & Mokhtarian, P. L. (2006). Which Came First, the Telecommuting or the Residential Relocation? An Empirical Analysis of Causality. *Urban Geography, 27(7), 590-609. doi:10.2747/0272-3638.27.7.590*

Percival, J., Vogel, E. and Muirhead, B. (2011), "Telecommuting in higher education: faculty perceptions of strategic implications for traditional postsecondary institutions," *International Journal of Management in Education, Vol. 5 Nos 2/3, pp. 271-284*

Perkmann, M. (2009). Extra regional Linkages and the Territorial Embeddedness of Multinational Branch Plants: Evidence from the South Tyrol Region in Northeast Italy. *Economic Geography, 82(4), 421-441. doi:10.1111/j.1944- 8287.2006.tb00324.x*

Prithwiraj (Raj) Choudhury, C. F. (2020). Work-From-Anywhere: The Productivity Effects of Geographic Flexibility. *Strategic Management Journal, 42(4), 50. doi: https://doi.org/10.1002/smj.3251*

Rashid, A., Rasheed, R., Amirah, N.A., Yusof, Y., Khan, S., & Agha, A. A., (2021), A Quantitative Perspective of Systematic Research: Easy and Step-by-Step Initial Guidelines, *Turkish Online Journal of Qualitative Inquiry 12 (9), 2874-2883, 2021*

Rocco Palumbo, R. M. (2020). Beware of side effects on quality! Investigating the implications of home working on work-life balance in educational services. *The TQM Journal, 1754-2731. doi:DOI 10.1108/TQM-05-2020-0120*

Sarah T.Soroui, (2021), Understanding the drivers and implications of remote work from the local perspective: An exploratory study into the dis/reembedding dynamics, *Technology in Society, Volume 64, https://doi.org/10.1016/j.techsoc.2020.101328*

Sergio Madero Gómez, O. E.-L. (2020). Stress and myths related to the COVID-19 pandemic's effects on remote work. *Management Research, 18(4), 401-420. doi:https://doi.org/10.1108/MRJIAM-06-2020-106*

Shaikh, R., Khan, S., & Bibi, C., (2013), Job satisfaction among faculty members of greenwich university, *Journal of Business Strategies 7 (2), 87*

Stanek, D.M. and Mokhtarian, P.L. (1998), "Developing models of preference for home-based and center-based telecommuting: findings and forecasts," *Technological Forecasting and Social Change, Vol. 57 Nos 1/2, pp. 53-74.*

Sullivan, C. and Lewis, S. (2001), "Home-based telework, gender, and the synchronization of work and family: perspectives of teleworkers," *Gender and their Co-residents, Work and Organization, Vol. 8 No. 2, pp. 123-145.*

T.Soroui, S. (2021). Understanding the drivers and implications of remote work from the local perspective: An exploratory study into the dis/embedding dynamics. *Technology in Society, 64, 27- 28. doi:https://doi.org/10.1016/j.techsoc.2020.101328*

Toffler, A. (1980). The third wave. New York: William Morrow & Company.

WHO (2020), Public Health Criteria to Adjust Public Health and Social Measures in the Context of COVID-19, *WHO Publication Office, Geneve.*

WHO (2020c), "WHO Coronavirus Disease (COVID-19) Dashboard", available at: *https://covid19.who. Int/ (accessed 28 May 2020).*

Zafar, D., Khan, S., Khan, MI., Parachi, S., & Saleem, A., (2022), Factors influencing entrepreneurship capabilities in Pakistan, *International Journal of Social Sciences and Entrepreneurship (IJSSE), 2 (2), ISSN (Online):2790-7716, ISSN (Print): 2790-7724*

Zhu, P. (2013). Telecommuting, household commute and location choice. *Urban Studies, 50(12), 2441-2459. doi:10.1177/0042098012474520*