EFFECT OF TELECOMMUTING ON JOB SATISFACTION: MEDIATING ROLE OF WORK-LIFE BALANCE IN NEPAL

A Research dissertation submitted to

Kathmandu University School of Management

in partial fulfillment of the requirement for the

Degree of Master of Philosophy (MPhil) in Management

Bijendra Rajbanshi

KU Registration Number: 004645-03

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DECLARATION

I, hereby, declare this dissertation entitled *Effect of Telecommuting on Job Satisfaction: Mediating Role of Work-Life Balance in Nepal* embodies the original research work that I carried out in partial fulfillment of the requirement for the degree of Master of Philosophy (MPhil) in General Management of Kathmandu University School of Management and that this dissertation has not been submitted for candidature for any other degree.

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Bijendra Rajbanshi

November, 2023

RECOMMENDATION

This is to certify that Bijendra Rajbanshi has completed his research work on *Effect of Telecommuting on Job Satisfaction: Mediating Role of Work-Life Balance in Nepal* under our supervision and that his dissertation embodies the result of his investigation conducted during the period he worked as an M.Phil. candidate of the School of Management. The dissertation is of the standard expected of a candidate for the degree of M.Phil. in Management and has been prepared in the prescribed format of the School of Management. The dissertation is forwarded for evaluation.

..... November, 2023

Prof. Dr. Rita Shrestha

Dissertation Supervisor

Kathmandu University
School of Management

APPROVAL

We have conducted the viva-voce examination of *Effect of Telecommuting on Job Satisfaction: Mediating Role of Work-Life Balance in Nepal* submitted by *Bijendra Rajbanshi* and found the dissertation to be original work of the candidate and written according to prescribed format of the School of Management. We approve the dissertation as the partial fulfillment of the requirements for the degree of Master of Philosophy (MPhil) in Management.

Evaluation Committee

1. Prof. Dr. Binod Krishna Shrestha	Member, ~~Chair~~, Research Committee
2. Prof. Dr. Mahendra Prasad Shrestha	Member, Research Committee
3. Prof. Dr. Arhan Sthapit	External Examiner

November, 2023

Pinchhe Tole, Sasatanchha, Balkumari, Lalitpur, Nepal | +977 01 5186029, 5186091 | Fax: +977 01 5186414
info@kusom.edu.np | info@ku.edu.np | **www.kusom.edu.np** | GPO Box 6250, Kathmandu

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ABSTRACT

The study delved into an examination of the direct relationship between Telecommuting and Job Satisfaction, with a focus on the mediating effect of Work-Life Balance within the context of the Nepali IT sector. The research design adopted for this investigation was correlational in nature. A stratified random sampling technique was employed to reach out to employees within the Nepali IT sector, with data collection involving responses from 320 participants through the utilization of online questionnaires. The analysis of the gathered data was conducted through the application of the Ordinary Least Squares (OLS) method.

The findings of this research unveiled a significant, albeit negative, influence of Telecommuting on Job Satisfaction. Furthermore, the outcomes of the study underscored the pivotal role played by Work-Life Balance, as it was revealed to act as a full mediator in the relationship between Telecommuting and Job Satisfaction amongst employees in the Nepali IT sector.

The implications of this research carry significant import for both scholars and practitioners. From a theoretical perspective, this study delves into the investigation of the mediating mechanisms involving Work-Life Balance in the dynamics of Telecommuting and Job Satisfaction. It draws upon established theoretical frameworks such as Boundary Theory (Ashforth, Kreiner, & Fugate, 2000) and Role Conflict Theory (Katz & Kahn, 1978). Traditionally, the prevalent belief was that Telecommuting would invariably result in heightened levels of job satisfaction among employees. However, this research discerns that Work-Life Balance serves as a critical mediating factor contributing to Job Satisfaction within the Nepali IT sector. Thus, this study presents a critical juncture in comprehending the dynamics of Job

Satisfaction, notably through the lens of the Work-Life Balance mechanism. It is noteworthy that this research occupies an important position in its exploration of the mediating mechanism of Work-Life Balance in the relationship between Telecommuting and Job Satisfaction.

In terms of practical implications, this study provides valuable insights for management practitioners who aspire to augment levels of Job Satisfaction within their organizations. The study recommends the formulation of telecommuting policies that are family-supportive, and emphasizes the necessity of reinforcing these policies with substantial organizational support. The rationale behind this recommendation lies in the propensity for Telecommuting to blur the boundary between an individual's work role and family role, thereby potentially leading to a decrease in Job Satisfaction due to an exacerbated Work-Life Balance. Furthermore, Human Resource departments within various IT companies might consider the development and implementation of training and development programs aimed at elevating the levels of Job Satisfaction among their employees.

Keywords: family-work conflict, job satisfaction, telecommuting, telework, work from home, work-family conflict, work-life balance

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ABBREVIATIONS

CI	Confidence Interval
COVID-19	COronaVIrus Disease of 2019
DF	Degrees of Freedom
HR	Human Resource
ILO	International Labor Organization
IT	Information Technology
JS	Job Satisfaction
NA	Not Applicable
OLS	Ordinary Least Squares
PLIW	Personal Life Interfering Work
TC	Telecommuting
VIF	Variance Inflation Factor
WIPL	Work Interfering Personal Life
WLB	Work-Life Balance
WPLE	Work Personal Life Enhancement

CHAPTER I

INTRODUCTION

Human resources constitute a fundamental asset for any organization, yet their effective management poses a formidable challenge. Organizations must exhibit creativity to harness the optimal potential from this resource (Jotaba, Fernandes, Gunkel, & Kraus, 2022; Skinner, 1981). The satisfaction of employees is paramount in eliciting honesty, conscientiousness, and commitment from them (Sila & Sirok, 2018). Enhanced job satisfaction correlates with reduced employee turnover (Aziz-Ur-Rehman & Siddiqui, 2019; Mobley, 1977) and heightened organizational productivity (Imran, Majeed, & Ayub, 2015), as content employees are inclined to invest their knowledge toward organizational goals (Yucel, 2012).

Various factors, aside from monetary considerations, contribute to employee satisfaction, with work flexibility being a significant component (Weisberg & Dent, 2016). Providing employees with work flexibility, such as telecommuting, fosters a sense of trust, happiness, encouragement, and motivation, thereby augmenting productivity (Aziz-Ur-Rehman & Siddiqui, 2019; Davidescu, Apostu, Paul, & Casuneanu, 2020).

Telecommuting, defined as the "work arrangement in which employees perform their regular work at a site other than the ordinary workplace, supported by technological connections" (Fitzer, 1997, p.65), represents one way organizations can offer work flexibility (Shirmohammadi, Au, & Beigi, 2022). This practice gained traction in the 1970s due to oil shortages, with individuals opting to work from home to conserve resources (Huws, 1984). Technological advancements subsequently

rendered remote work more feasible and cost-effective than traditional office setups (Athanasiadou & Theriou, 2021; Roderick & Jelley, 1991). Statistics indicate that a substantial portion of work in countries like the UK, France, Italy, Germany, Sweden, Spain, Argentina, Uruguay, and Portugal can be performed remotely, ranging from 20% to 34% (Abulibdeh, 2020). In the United States, telecommuting has become the predominant mode of operation for at least 50% of the population (Muhammed, 2018).

Job satisfaction emerges as a prominent outcome of telecommuting, supported by various studies (Bakac, Zyberaj & Barela, 2023; Charalampous, Grant, Tramontano, & Michailidis, 2019; Sousa-Uva, Sousa-Uva, Sampayo, & Serranheira, 2021). The positive relationship between telecommuting and job satisfaction has been emphasized by scholars such as Allen, Golden, and Shockley (2015), Brown (2010), and Kazekami (2020). Enabling employees to telecommute not only reduces conflicts between work and family life but also enhances job satisfaction (Golden & Veiga, 2005). Telecommuters, empowered to manage their schedules efficiently, express higher satisfaction with their jobs (Miller, 2016). Raghuram (2014) further contends that along with job satisfaction, telecommuting contributes to reduced traffic congestion, higher productivity, and improved work-life balance.

However, it is essential to note that the satisfaction derived from telecommuting may not occur directly (Aziz-Ur-Rehman & Siddiqui, 2019). Telecommuting is primarily considered a strategy for achieving a balance between work and non-work commitments (Ansong & Boateng, 2017; Golden & Veiga, 2005), with job satisfaction being a by-product of this equilibrium, commonly referred to as work-life balance (Kalliath & Brough, 2008). Researchers argue that telecommuting induces work-life balance, which, in turn, fosters satisfaction among

employees (Uresha, 2020). Consequently, there is a need to study work-life balance in conjunction with telecommuting and job satisfaction (Aziz-Ur-Rehman & Siddiqui, 2019; Hasan, Jawaad, & Butt, 2021).

Despite the positive associations observed in developed countries, caution is warranted in generalizing these findings to underdeveloped nations. Athanasiadou and Theriou's (2021) extensive literature review covering the period from 2010 to 2020 reveals a concentration of studies on telecommuting in developed Western countries. They argue that, over the past decade, 55% of studies on telecommuting were conducted in European countries, with 17.5% in the USA, indicating a knowledge gap skewed toward developed countries and their cultural contexts. Liu and Cheung (2015) emphasize significant contextual and cultural differences, cautioning against the broad application of findings from developed countries to underdeveloped ones. Baruch (2000), Namayandeh, Juhari, and Yaacob (2011), and Gragnano, Simbula, and Miglioretti (2020) stress the necessity of studying telecommuting and its determinants in culturally diverse populations to obtain a holistic understanding.

According to Abulibdeh (2020), the outbreak of the COVID-19 pandemic in 2020 prompted a global economic and social shock, compelling both developed and underdeveloped countries to adopt telecommuting as a necessary measure to sustain economic activities while ensuring worker safety. While developed countries transitioned relatively seamlessly to virtual work modes, underdeveloped nations, especially in the Eastern region, encountered challenges in shifting from office-based to home-based work setups (Chakravorti & Chaturbede, 2020). While infrastructure limitations may be a contributing factor, other significant reasons may underlie the difficulties faced by underdeveloped countries in adopting telecommuting practices.

Problem Statement

In 2014, when the concept of telecommuting was not introduced in Nepal, the researcher conducted an empirical study of attitudes towards telecommuting among IT employees in Nepal. The study revealed 75 percent of respondents were in favor of telecommuting, 22 percent were neutral and less than 3 percent were not in favor of telecommuting. This indicated that there was positive attitude towards telecommuting and employees had likelihood of participating in telecommuting. Furthermore, in a qualitative study conducted by the researcher in 2018, 100% favored the concept of telecommuting and believed that telecommuting will provide them with the flexibility to perform their work efficiently, increasing their productivity (Rajbanshi, 2022). This was when employees had not practiced telecommuting. In 2019, COVID-19 pandemic broke out, and many countries including Nepal, incorporated two prime policies: one, to mitigate the adverse effect of the disease, and second, to stop the infection from spreading (Abulibdeh, 2020). So, employees were provided with the option of telecommuting.

However, telecommuting could not be transitioned satisfactorily in Nepal. Global Remote Work Index ranked Nepal 89 out of 108 countries in suitable place for telecommuting (Nordlayer, 2023). The researcher's own experience with telecommuting was not satisfactory. Furthermore, consultation with friends regarding telecommuting revealed similar sentiment. Subsequently, the researcher conducted a study among 34 IT sector employees to compare the level of their job satisfaction before and after telecommuting. The result showed that there was significant decrement in the level of job satisfaction after telecommuting (t (33) = 3.61, $p <$ 0.001). Despite prior studies indicating positive attitude towards telecommuting and its potential to enhance job satisfaction (Allen et al., 2015; Bagley & Mokhtarian,

1997; Golden & Veiga, 2005; Miller, 2016; Raghuram, 2014; Johnson, 2016), the situation in case of Nepal appears to be different. This anomaly indicated that apart from cybersecurity, economic condition and infrastructure, there might also be additional variables that play an important role in how an employee experience telecommuting.

Telecommuting is in-fact good and beneficial concept for employees where they can complete their work at their convenient time also managing their personal tasks. So, the concept of telecommuting itself should not be the cause of dissatisfaction. It seemed important, then to understand why this dissatisfaction was caused. The researcher conducted detailed literature review to dig out the factor due to which this dissatisfaction might have been caused. Many researchers claimed satisfaction of telecommuting was culture dependent (Jamal et al., 2021b). Telecommuting employees were expected to work long hours potentially disturbing their co-residents (Athanasiadou & Theriou, 2021). In collectivistic culture countries like Nepal, where there is high power distance, employees are reluctant to say NO to their bosses (Hofstede, 2011). This will result in over-work when they work from home (Jamal, Anwar, Khan, & Saleem, 2021a). This hampers employees' work-life balance. This disturbance in the work-life condition of employee might thus be a valid reason for this dissatisfaction among Nepali telecommuters. Since, work-life balance is one of the most prominent outcomes of telecommuting (Irawanto, Novianti, & Roz, 2021), disturbance in work-life balance might result in job dissatisfaction (Jamal et al., 2021b).

Current research on work-life balance largely focus on western and developed countries. There has not been enough empirical research in the field of work-life balance in eastern countries creating the need for culture, social and context specific

research to better understand the work-life balance experience of employees in this region (Le et al., 2020). Furthermore, researchers also claim that work-life balance is affected by social and cultural factors of the country (Xiao & Cooke, 2012). Therefore, Le et al. (2020) claim that Role Conflict Theory (Katz & Kahn, 1978) in conjunction with cultural differences might better explain the telecommuting and work-life balance experience of employees in Asian countries. Role Conflict Theory suggests that an employee has a work role and family role, and there is a boundary between these roles. When employees make a switch from their normal mode to work from home mode, they will have to blur this boundary which results in inter-role conflict causing job dissatisfaction in employees (Jamal et al., 2021b).

Telecommuting is not a fad. Many observers are of the view that it will prevail even after the COVID-19 pandemic (Pant, 2020). It will stay long so various aspects and concerns regarding this including the social, cultural, economic influences pivoted on employees' work-life balance should be studied without any delay in case of Nepal. Telecommuting is practiced basically to maintain work-life balance. Therefore, work-life balance can be called as consequent of telecommuting. Furthermore, job-satisfaction is the outcome of work-life balance. As such, work-life balance is antecedent of job satisfaction. Thus, work-life balance is the connection between telecommuting and job satisfaction. Therefore, there is the need for studying it as mediation between the relationship of telecommuting and job satisfaction (Aziz-Ur-Rehman & Siddiqui, 2019; Hasan, Jawaad, & Butt, 2021; Jamal, Alalyani, Thoudam, Anwar, & Bino, 2021b).

Research Objectives

This research targets mainly at identifying the impact of telecommuting on the level of job satisfaction among IT sector employees in Nepal. To achieve the main objective, this study has pursued the following specific objectives:

- To identify the direct relationship between telecommuting and job satisfaction in Nepali IT sector employees; and
- To examine the mediating effect of work-life balance on the relationship between telecommuting and job satisfaction in Nepali IT sector employees.

Research Questions

This research specifically tries to provide answer to the following research questions:

1. What effect does telecommuting have on job satisfaction in case of Nepal?
2. Does work-life balance mediate the relationship between telecommuting and job satisfaction in case of Nepal?

Significance of the Study

Numerous research have been carried out in the field of telecommuting. However, these studies are more confined towards applied research therefore there is no exhaustive study in the academic field (Athanasiadou & Theriou, 2021). Furthermore, these studies are more confined in western countries like US, UK, Australia, Canada, New Zealand etc., underrepresenting the culture specific attributes of eastern counties in the literature (Martínez-Sánchez, Pérez-Pérez, De-Luis-Carnicer, & Vela-Jiménez, 2007). This has resulted in the knowledge gap in telecommuting studies in the eastern society triggering the need for this study.

This research studies the relationship between telecommuting and job satisfaction and tries to fill the existing gap in literature by studying work-life balance as a mediating variable between the relationship of telecommuting and job

satisfaction in developing country. In doing so, it also contributes to the current literature by joining two different research streams, work-life balance and employee job satisfaction.

Moreover, Nepal is now ready to adopt the new mode of working from home. International Labour Organization ([ILO], 2020) claims that there has been a considerable paradigm shift in the nature of work. Integration of ICT in work has directed it towards virtuality. However, the researcher could not find any substantial scholarly article about telecommuting based in Nepal. Nepal will require new knowledge, new behaviors, new norms to sustain Post-COVID new-normal. This research tries to initiate the research on the telecommuting field in Nepal. This research tries to be the foundation, based on which other aspects regarding telecommuting can be explored in the future.

Furthermore, this research will help academicians and practitioners to better understand the telecommuting phenomenon in depth. Moreover, it will provide the prospect to corporate managers about the perception of Nepali employees towards telecommuting, which in due course of time will help them formulate a better working strategy to enhance their employees' productivity.

Organization of the Report

This chapter has been documented in five different chapters as outlined below: Chapter I includes the introduction part of the study that comprises the background, the problem statement, the research objectives, and the structure of the study. Chapter II reviews telecommuting, work-life balance and job satisfaction variables, and examines the relationships among the variables. Related studies have been reviewed before deducing the conceptual framework governing the present research.

Chapter III includes the research methodology employed while undertaking the study. It includes methodological approach and designs, sampling strategies, unit of analysis, data collection procedures, reliability and validity, and data analysis procedures applied in the present research. Chapter IV contains the demographic profile, descriptive statistics, measurement, and hypothesis testing. Finally, the chapter concludes the key findings of the study. Chapter V encompasses the summary of the findings, discussion, implications, and critique of the study.

CHAPTER II

LITERATURE REVIEW

The literature in the area of Telecommuting, Work-Life Balance and Job Satisfaction is reviewed in this chapter. This chapter comprises theories guiding the relationship between variables, the definition of individual constructs, the relationship among variables and ends with the proposed research model. The detailed elaboration of the literature review is provided below:

Common Theories to Explain Conceptual Framework

The researcher selected following ideas to analyze the connection between Telecommuting, Work-Life Balance and job satisfaction.

Boundary Theory

Boundary theory is a theoretical framework that examines how individuals manage and negotiate the boundaries between their work and non-work roles. It suggests that people create mental borders to differentiate between these two areas of their lives. The extent to which individuals allow their roles at work and home interfere with each other affects their work-life balance (Ashforth, Kreiner, & Fugate, 2000).

Research works have depicted that work and family are the two most important domains in life. Recent developments in boundary theory (Ashforth, Kreiner, & Fugate, 2000; Clark, 2000) states that borders between the two domains are permeable; work may be more interrupted by family influences and vice versa. The Boundary theory, therefore is a significant theoretical framework that serves as a foundation for exploring work-life boundaries. It involves the differentiation of distinct blocks of space and time, each covered by frames that represent different roles in an individual's life. The theory suggests that individuals create and maintain these boundaries to simplify and organize their environment (Ashforth, Kreiner, & Fugate, 2000; Nippert-Eng, 1996). Strong boundary between work and family domain results in better work-life balance (Athanasiadou & Theriou, 2021).

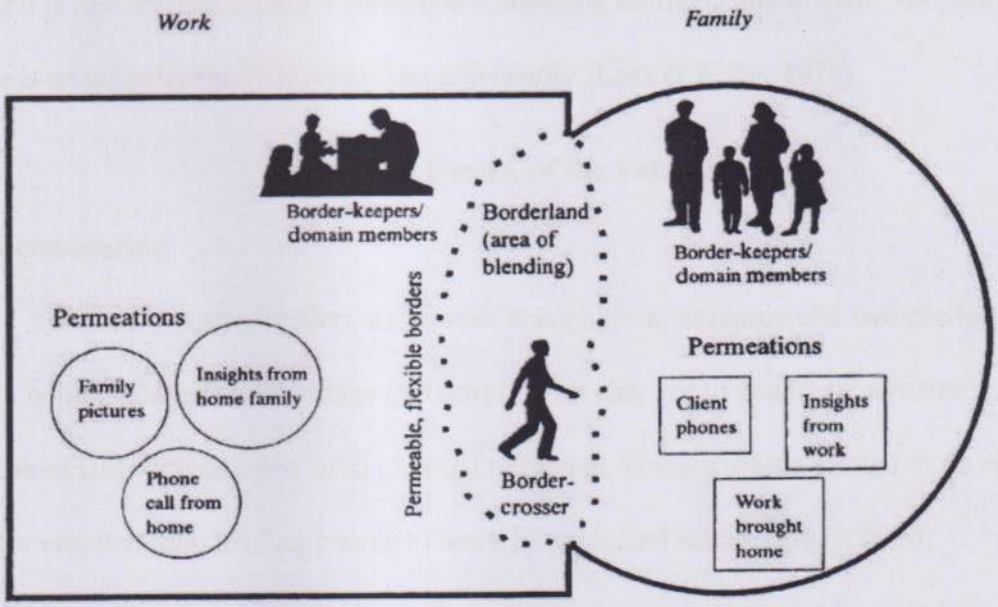

Figure. 1 Boundary Theory. Source: Clark (2000)

Role Conflict Theory

Role conflict theory refers to the various types of conflict that can occur when one individual is expected to fulfill multiple roles that carry differing expectations.

This can happen when roles intersect in a way that makes meeting the demands of each role difficult. The theory suggests that fulfilling the demands of one role can inhibit the fulfillment of the demands of another role (Katz & Kahn, 1978). Employees changing from non-telecommuting mode to telecommuting result in blurring of boundary between work and family domain. This permits responsibilities from work domain enter to the family domain and vice-versa distorting the work-life balance (Jamal et al., 2021b).

Role conflict arises when expectations from one role contradict those of another, particularly relevant in work and non-work relationships. Inter-role conflict, a type of role conflict, occurs when pressures from one domain (e.g., work) clash with pressures from another (e.g., family, leisure). The core assumption of the role conflict model is that work and family constitute conflicting domains due to their competing claims on an individual's limited time and energy (Katz & Kahn, 1978).

Conceptual Review of the Variables

Telecommuting

Before industrialization, most work was physical in nature and was carried out from home, referred to as cottage industries. With changes in economic structures, the nature of work transitioned from physical to mental. Homeworking shifted to service sector employment, leading people to work in organized settings (ILO, 2020). However, with technological advancements, these tasks also became feasible to perform from home, a practice later termed as telecommuting. The term "telecommuting" was first coined by Jack Nilles in 1972 and gained popularity in subsequent years (Dailey-Hebert, Mandemach, & Donnelli-Salle, 2020).

The increase in affordability of ICT infrastructure has paved the way for the development of telecommuting. Technology is a critical enabler of telecommuting,

analogous to an automobile depending on ICT for mobility ("The Workplace Revolution – a picture of flexible working", 2020). As digital technologies advance, the nature and mode of work undergo transformations. Telecommuting has facilitated the ability to "carry work home." Researchers argue that ICT advancement has not only made working from home possible but also a preferable mode of working compared to traditional methods (Chakravorti & Chaturvedi, 2020). Employees' working habits are shifting towards telecommuting, and technology plays a crucial role, especially among today's youth. The affordability of the internet, user-friendly gadgets, software, and hardware, which will continue advancing in the future (Moore's Law), is a primary reason for the popularity of telecommuting among the youth.

Roderick and Jelley (1991) advocate for ICT, stating that its advancement has made telecommuting a better option than going to an organization to perform the same work. According to Apgar (1998), many renowned U.S. companies have a substantial number of telecommuters. Shockley (2014) noted that, according to the National Study of the Changing Workforce U.S., 63% of employers favored occasional telecommuting, and 33% supported regular telecommuting. Ansong and Boateng (2017) reported that, since the 1990s, organizations, under pressure to increase productivity and cut costs, have increasingly embraced telecommuting.

Traditionally, employees commuted to workplaces, but telecommuting represents an arrangement where work travels to employees. Telecommuting has been the standard mode of operation for at least 50% of the U.S. population (Muhammed, 2018). It has not only been adopted in developed nations but is gradually becoming widespread in some developing nations like Malaysia, the Philippines, and Thailand (Teh, Hooi, Loh, Ong, & Hong, 2013). This concept continues to spread and will

likely flourish as the nature of work shifts from a traditional centralized location to a more flexible arrangement (Gallardo, 2016).

Telecommuting capabilities vary across countries and sectors. In the knowledge-intensive sector, where the role of ICT is prominent, this working method is more prevalent (Abulibdeh, 2020). In sales, assembly, machine operations, etc., where physical presence is necessary, the possibility of telecommuting is minimal, ranging from 0-2% (Abulibdeh, 2020). Inequality in the adoption of telecommuting between countries is attributed to the digital divide and economic characteristics. Despite significant ICT sector development, some countries, particularly developing ones, lag behind in digital advancement, resulting in varying levels of development globally (Abulibdeh, 2020).

According to research by Golden and Geisler (2006), telecommuting has become a common organizational practice, representing a strategy for retaining diverse and talented employees and adapting to available labor pools. This practice addresses employees' desires to accommodate work with various personal life concerns, including child and elder care, personal growth, and physical fitness. However, this necessitates greater self-management and time management for workers engaging in telecommuting.

Telecommuting is a practice that human resource managers can explore, with benefits extending beyond simple work-life balance to attract and retain high-quality employees. Raghuram (2014) notes that the positive aspects of telecommuting include a reduction in traffic congestion, higher productivity, better work-life balance, and increased job satisfaction. According to Handy and Mokhtarian (1995), and Piskurich (1996), an employee who telecommutes reduces transportation costs associated with commuting to work, along with saving time and reducing stress.

Despite the advantages, telecommuting comes with significant drawbacks (Olson & Primps, 1984; Srivastava et al., 2015). Yahoo and Bank of America oppose telecommuting practices, asserting that virtual meetings cannot replace in-person collaboration (Olen, 2020). The Journal of Happiness Studies discovered that telecommuting employees experienced higher stress levels (Song & Gao, 2019). Since employees are responsible for self-supervision, distractions are unavoidable, leading to the evasion of work responsibilities, especially when not mentally prepared (Khanal, 2020). Raghuram (2014) highlights lack of infrastructure, societal resistance, and organizational culture of command and control as pitfalls of telecommuting. Roderick and Jelley (1991) identified lack of equipment, reference materials, isolation from co-workers, lack of managerial guidance, improper office setup, lack of structure, more interruptions during work, lower salaries, job downgrading, decrease in job security, and increased stress as cons of telecommuting.

Several studies (Teo, Lim, & Wai, 1998; Bagley & Mokhtarian, 1997) found that IT employees exhibit a positive attitude towards telecommuting. They also discovered that gender, personal, and occupational differences impact attitudes toward telecommuting. Bundhun (2009), in an Abu Dhabi National Paper, claimed that men and women perceive the life part of work-life balance differently. For women, life is associated with family, while for men, it is linked to spending time pursuing personal interests. However, Shareena and Mahammad (2020) found that willingness to telecommute does not depend on gender. Typically, those who can telecommute tend to be higher-paid professionals with higher positions in the organization (Guyot & Sawhill, 2020). Piskurich (1996) viewed telecommuting positively, stating that an employee who telecommutes will reduce transportation costs and save time and energy spent on commuting to the workstation. A study conducted by Shareena and

Mahammad (2020) during the COVID-19 pandemic showed that most respondents with children at home were not willing to telecommute, indicating reluctance due to potential disturbances in family life, requiring constant childcare or eldercare. In the same study, 17 out of 28 respondents who telecommuted did not like it, suggesting that the home environment may not be conducive to official work.

Telecommuting and Job Satisfaction

Telecommuting has been extensively studied in connection with job satisfaction (Allen et al., 2015). Job satisfaction stands as one of the most researched topics, although there is no unanimous definition of it in the literature. The definition evolves depending on the context (Zijlstra, 2018). In the current research context of telecommuting, job satisfaction is described from Locke's Value Theory (Locke, 1976), the most widely accepted theory in this regard. This theory characterizes job satisfaction by comparing one's desired outcomes with the real outcomes. High outcomes result in employee satisfaction, and vice versa. Job satisfaction hinges on how well employees' expectations align with their experiences. If expectations are met, positive attitudes and job satisfaction are likely. Conversely, unmet expectations lead to negative attitudes and job dissatisfaction (Earl, Minbashian, Sukijjakhamin, & Bright, 2011; Ziegler, Hagen, & Diehl, 2012).

Ansong and Boateng (2017) assert that telecommuting has been adopted as a strategy to increase job satisfaction levels among employees. Mas and Pallais (2017) claim that organizations providing telecommuting facilities are more attractive to employees, potentially acting as a key differentiator in job choices. Telecommuting is seen as a psychological pull to attract and retain top talent. Bakac, Zyberaj, and Barela (2023), Charalampous et al. (2019), and Miller (2016) contend that telecommuters tend to be more satisfied with their jobs and can efficiently manage their schedules.

Various studies (Bagley & Mokhtarian, 1997; Teo, Lim, & Wai, 1998) show that employees generally exhibit a positive attitude towards telecommuting. Johnson (2016) finds that regardless of demographic variables, telecommuters experience higher job satisfaction. Providing employees with telecommuting opportunities can reduce conflicts between work-life and family-life, resulting in increased job satisfaction (Golden & Veiga, 2005). A study of 427 Indonesian workers forced to work from home during COVID-19 revealed their satisfaction with this arrangement (Irawanto et al., 2021).

Asaari and Karia (2001) conducted exploratory research to measure Malaysian employers' perceptions of the acceptance of telecommuting in Malaysia. Respondents highly concerned about family and personal matters favored the telecommuting concept. Taskin and Bridoux (2010) concluded that telecommuting satisfaction depends on frequency, location, and perception. Golden and Eddleston (2019) investigated the impact of telecommuting on promotions and salary growth, finding that telecommuters and non-telecommuters did not significantly differ in promotions, but telecommuters experienced lower salary growth.

During the COVID-19 pandemic, Karácsony (2021) researched how telecommuting affected Slovakian employees' job satisfaction, finding a significant relationship between telecommuting and job satisfaction. The study emphasized the need for careful consideration of telecommuting at the organizational level. Mohite and Kulkarni (2019) conducted a literature review identifying factors influencing job satisfaction among telecommuters, noting that factors such as place, work, time, and stress influence job satisfaction during telecommuting. Demographic characteristics may also affect this relationship.

Ordóñez Parada (2018) investigated factors influencing job satisfaction among telecommuters in Mexico, finding that tasks assigned, training, supervisor relationship, and environmental conditions affected job satisfaction. In Indonesia, Roz and Novianti (2020) reported that telecommuting did not significantly affect job satisfaction but had a significant effect on employee workload. Workers in the public sector felt more stressed during telecommuting, leading to decreased job satisfaction.

Minetaki (2021) reported a positive impact of telecommuting on Work-Life Balance and Job Satisfaction in Japan, while in Korea, a recent study suggested that telecommuting distorts Work-Life Balance, causing depression and anxiety (Kim et al., 2023). In China, Cheng and Zhang (2022) found that telecommuting negatively impacts job satisfaction, but family interference mitigates this negative impact. In Sri Lanka, job satisfaction with telecommuting depends on various factors (Sooriyapperuma & Nawarathna, 2021).

In Bangladesh, telecommuting has a positive impact on work-life balance and job satisfaction, with work-life balance positively influencing job satisfaction (Debnath, 2023; Rahman, 2019). However, in Pakistan, Shujat, Cheema, and Bhutto (2011) reported that achieving work-life balance through telecommuting has no relationship with job satisfaction. In India, perceived autonomy from telecommuting results in increased job satisfaction, while work-family conflict decreases job satisfaction (Mohammed, Nandwani, Saboo, & Padakannaya, 2022). In Nepal, Devkota, Shakya, Parajuli, and Paudel (2022) reported a lower level of Work-Life Balance among working fathers in the Kathmandu Valley due to stress, unsupportive connections, unreasonable expectations, an unhelpful attitude, and a lack of control. A study among Himalayan Bank Ltd. employees revealed that organizational support,

career development support, and support in maintaining work-life balance at home are key factors for increasing job satisfaction (Bhandari, 2022).

Since the introduction of telecommuting, there has been an ongoing debate between conventional office work and telecommuting for accomplishing the same tasks (Olson & Primps, 1984). While the majority of research suggests an increase in job satisfaction through telecommuting, some researchers claim that telecommuting reduces job satisfaction (Dockery & Bawa, 2018; Duxbury et al., 1992; Kazekami, 2020; Mahmood et al., 2021; Windeler et al., 2017). Telecommuting eliminates face-to-face human interaction, which, for some employees, may be missed, potentially triggering job-related dissatisfaction (Ruth, 2011). Golden and Veiga (2005) argue that the lack of face-to-face communication, regular supervision, and constant interaction may lead telecommuters to feel isolated and frustrated, resulting in job dissatisfaction. Abiddin, Ibrahim, and Abdul (2022) claim that recent studies reveal a preference for working in an office setting due to the standard ambiance, colleagues, and 9 to 5 working hours. Telecommuting may create difficulties in focusing on work, especially for those with family responsibilities. Telecommuting employees may struggle to maintain a healthy balance between personal and professional lives, leading to family conflict, stress, and irritation.

Again, some researchers, such as Golden and Veiga (2005) and Guimaraes and Dallow (1999), have identified a curvilinear relationship between telecommuting and job satisfaction. They propose that employees experience satisfaction up to a specific limit of telecommuting, beyond which satisfaction decreases and turns towards dissatisfaction. Zöllner and Sulíková (2021), in their extensive literature review, signal that telecommuting above a certain threshold negatively influences productivity and job satisfaction of employees. They also state that this area is under-

researched, emphasizing the need for future studies. Furthermore, Raghuram, Garud, Wiesendeld, and Gupta (2001) found that telecommuting has both positive and negative impacts on job satisfaction. In contrast, Moretti, Menna, Aulicino, Paoletta, Liguori, and Iolascon (2020) reported that there is no difference in the level of job satisfaction between telecommuters and non-telecommuters.

Morganson, Major, Oborn, Verive, and Heelan (2010) claim that there is a contradiction in the current findings regarding the relationship between telecommuting and job satisfaction, and the current literature fails to address the cause of this discrepancy. Some studies suggest that telecommuting increases job satisfaction (Allen et al., 2015; Bagley & Mokhtarian, 1997; Golden & Veiga, 2005; Irawanto et al., 2021; Miller, 2016; Raghuram, 2014; Teo et al., 1998; Johnson, 2016). On the other hand, some propose that telecommuting will decrease job satisfaction (Duxbury et al., 1992; Olson & Primps, 1984; Ruth, 2011; Windeler et al., 2017). Furthermore, some argue that there is not a linear but a curvilinear relationship between telecommuting and job satisfaction (Golden & Veiga, 2005; Guimaraes & Dallow, 1999; Zollner & Sulikova, 2021). Therefore, Morganson et al. (2010) call for more studies on the relationship between telecommuting and job satisfaction.

Furthermore, in individualistic Western culture countries, where most of the current studies regarding telecommuting and work-life balance are confined, more importance is given to employees' own achievements and individual pursuits. However, in collectivistic cultures, people place high importance on their family and are willing to make sacrifices for the family's benefit, not wanting to disrupt family life (Hofstede, 2011). Additionally, in a collectivistic culture country that favors a joint family structure, family members may cause numerous disturbances for

telecommuters working from home, further complicating the situation (Palumbo, 2020).

Given that Nepal is a collectivistic culture country, it is therefore expected that telecommuting might decrease employees' job satisfaction level. Hence, the following hypothesis has been proposed:

Hypothesis 1: Telecommuting decreases the level of Job Satisfaction among IT sector employees in Nepal.

Connection of Work-Life Balance with Telecommuting and Job Satisfaction

There is no unanimity in the definition of work-life balance, resulting in the ambiguity of the concept. However, it can be referred to as a concept that addresses the equilibrium between an individual's work commitments and personal life responsibilities (Liu et al., 2021). The concept of work-life balance has evolved over time, with historical roots in the 19th-century labor movement and stonemason protests for an 8-hour workday. This concept gained recognition due to changing demographics, technological innovations, and cultural shifts (Raja & Stein, 2014). Various individual factors, such as age, gender, marital status, family demand, family support, individual abilities, organizational factors, such as job autonomy, work-life policies, job demand, support system, and societal factors, including culture, social norms, societal demands, act as antecedents to the work-life balance of an individual. In contrast, job satisfaction, turnover, job performance, mental well-being, etc., are outcomes of work-life balance (Thilagavathy & Geetha, 2019).

Achieving work-life balance has become increasingly important in contemporary society, where long working hours and high job demands can potentially lead to adverse effects on individuals' mental, physical, and social well-being (Gragnano, Simbula, & Miglioretti, 2020). Liu et al. (2021) highlight the

importance of maintaining a harmonious equilibrium between work and personal life. The rise of technology and constant connectivity has brought both flexibility and challenges to work-life balance. While technology offers convenience, it can also blur boundaries between work and personal life, affecting recovery and overall well-being. To address this, organizations may need to implement policies and practices that encourage a healthier work-life balance, considering individual needs and preferences (Soomro, Breitenecker, & Shah, 2018).

It is important for the organizational culture to adopt work-life balance practices to keep employees in the company and prevent them from leaving for rival companies. Employees can experience a decrease in stress, an increase in performance, a rise in productivity, and more job satisfaction when their personal and professional lives are well-balanced (Sthapit & Paudel, 2021). The difficulties that remote workers encounter go beyond the lack of social interactions. Physical distance and a lack of social interaction that come with telecommuting can have a variety of negative psychological and social effects. The lack of social support is a common problem for telecommuters, making it harder for them to stay motivated and engaged (Blazhevski, Mileva, & Bojadjiev, 2022).

Work-life balance is the perception of equilibrium that an individual has between his/her work and non-work activities (Kalliath & Brough, 2008). Telecommuting is considered to provide work-life balance to employees (Irawanto, Novianti, & Roz, 2021; Sousa-Uva et al., 2021). If work-life balance is good, it tends to positively affect the job satisfaction level of an employee (Greenhaus, Collins, & Shawn, 2003). In most of the research, it has been found that telecommuters were much more satisfied with their jobs (Athanasiadou & Theriou, 2021; Charalampous et al., 2019). However, according to Soomro, Breitenecker, and Shah (2018), work-life

balance is distorted when the demand for work changes, especially in relation to technology, and that starts to affect employees and their life outside of the working environment. And that is what telecommuting exactly does. Boundary Theory (Ashforth, Kreiner, & Fugate, 2000) and Role Conflict theory (Katz & Kahn, 1978) suggest that telecommuting distorts work-life and family-life. Telecommuting reduces the ability of an individual to manage work-life interplay (Palumbo, 2020), causing poor work-life balance. Furthermore, Xiao, Becerik-Gerber, Lucas, and Roll (2021) showed that telecommuting decreases the mental and physical well-being in employees. This anomaly in the literature has not been addressed adequately. Therefore, there is a need to study telecommuting and job satisfaction, keeping work-life balance in the focal point.

Most of the previous studies were based on Western individualistic culture. Individualistic culture will have low power distance and does not tend to avoid uncertainty. This culture will have high masculinity and will score low on long-term orientation. In contrast, collectivistic culture has high power distance and low to moderate masculinity. This culture will tend to avoid uncertainty (Hofstede, 2011). Due to this, the work-life experience of an employee tends to differ in individualistic culture; Western society, and collectivistic culture; Eastern society. That is the reason work culture in Asia differs from work culture in American and European countries due to peculiar values, culture, and social. And not much has been explored regarding this in eastern society, creating a knowledge gap in the literature (Le et al., 2020). Therefore, telecommuting might have a different influence on work-life balance in Nepal compared to other Western countries.

The above findings suggest that job satisfaction is the outcome of work-life balance. As such, work-life balance is an antecedent of job satisfaction. Again, work-

life balance is one of the key outputs of telecommuting. Therefore, there is a need for studying work-life balance as a mediation between the relationship of telecommuting and job satisfaction. Various research suggests that work-life balance is an important indicator of telecommuting. Furthermore, they claim that work-life balance may be a bridge between telecommuting and job satisfaction (Aziz-Ur-Rehman & Siddiqui, 2019; Hasan, Jawaad, & Butt, 2021; Jamal, Alalyani, Thoudam, Anwar, & Bino, 2021b).

With this finding, the researcher proposes that the relationship between telecommuting and job satisfaction does not occur directly. Unlike the individualistic cultures where most telecommuting and job satisfaction studies are conducted, telecommuting might have a negative effect on the work-life balance of an employee in Nepal due to social and cultural reasons. This, in turn, might result in negative job satisfaction. The review of the above literature also suggests that the mediating effect of work-life balance is likely to hold true in the relationship between telecommuting and job satisfaction in the case of Nepal. Hence, the following hypothesis has been proposed:

Hypothesis 2: Work-life Balance mediates the relationship between Telecommuting and Job Satisfaction among IT sector employees in Nepal.

Based on the above review of literature, the following conceptual framework has been developed for the current study.

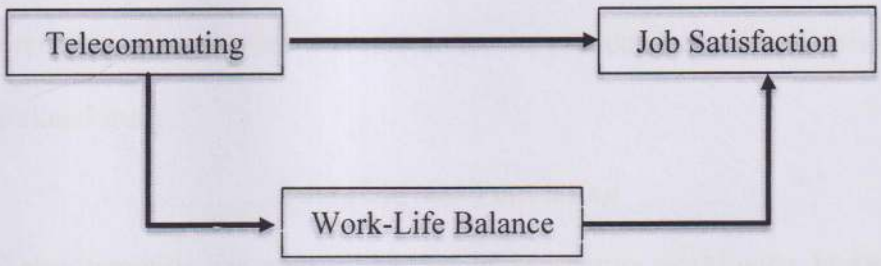

Figure. 2: Showing the Conceptual Framework of the Study

CHAPTER III

RESEARCH METHODOLOGY

This study applied a correlational research design to answer the research question. The population, sampling techniques, sample size, and sampling unit are discussed with the rationale for selecting the sampling design. Following the sampling design, the researcher describes the measurements and sources of measurement in the study. Finally, it describes data collection and data analysis procedures. The researcher then discusses how the data was collected and initially screened.

Research Design

The correlation research design was applied for undertaking this study. Since the phenomena of interest did not require to change or manipulate independent variables such as Telecommuting, Work-Life Balance and Job Satisfaction so the study was conducted in the non-contrived setting. This research studied the difference in the level of job satisfaction among the telecommuter and non-telecommuters and studied whether Work-Life Balance mediated the relationship between Telecommuting and Job Satisfaction. In doing so, adapted the quantitative approach hence adopting a positivist conception of social reality (Bryman, 2008). Since the hypotheses were formulated with the help of theory, this study has followed a deductive approach. The survey research method was used to test the relationship. Since perception of employees was studied for the particular timeframe, this was a cross-sectional study.

Sampling and Population

Telecommuting has been studied in various sectors world-wide, however the studies are more prominent in technology related sector (Abulibdeh, 2020). Therefore,

this study also strictly focused on the IT sector employees in Nepal. IT sector incorporates the companies which handle IT infrastructures, software, information and networking. Several researchers (Teo et al., 1998; Tung & Turban, 1996) suggest that to study telecommuting, IT-related organizations are best. The main reason for this is, employees there are expected to have the right level of telecommuting awareness because of job characteristics and available infrastructure. In contrast with regular jobs, tasks in the IT sector, require minimal communication and collaboration and the focus is to complete the work regardless of where the work must be completed. Because of these conditions, telecommuting seems more feasible in this sector.

Data was collected from Kathmandu valley, because most of the IT companies in Nepal were concentrated in Kathmandu valley. Therefore, the sampling frame for this study was IT related companies in Kathmandu valley. Specifically, the study focused on professionals engaged in software development, database, web page development, etc., who had the experience of telecommuting before this study and they did or did not telecommute at the time of the study.

To construct a comprehensive sampling frame, collaboration was established with major IT companies in Nepal. The Human Resources departments of these companies provided a list of eligible candidates for this study. Considering the dispersed nature of IT professionals and the prevalence of telecommuting in the industry, a stratified random sampling approach was deemed appropriate. Stratification was based on the company size (small, medium and large IT companies) and job role (junior developer, senior developer, junior manager, senior manager and others). This approach ensured representation from various organizational size and job roles within the IT sector.

Within each stratum, participants were randomly selected using a computer-generated random number process. This ensured that every eligible employee had an equal chance of being included in the study, enhancing the generalizability of the findings. Hair, Hult, Ringle, and Sarstedt (2018) recommended that the sample size should be fifteen to twenty times greater than the items used in the research. This is in line with the recommendation by Tabachnick and Fidell (1989), who proposed minimum of five samples per item is acceptable but higher ratios of 15:1, 20:1 is preferable for hierarchical or multiple regression analysis. To capture the responses of three variables, 20 items were used in this study. Based on of Hair et al. (2018), and Tabachnick and Fidell (1989) the recommended sample size for the current study ranged from 300 to 400.

Measures/Instruments

Main variables which are contemplated in this study is shown in Table 1. Telecommuting do not have special scale as it is not perceptual construct. Since Telecommuting is observable characteristics, it was measured as dichotomous variable indicating whether the respondent telecommuted or not. IT companies provided telecommuting option to their employees. Employees did or did not telecommute.

Work-life Balance was measured by the scale developed by Hayman (2005). It is one of the most widely used scale to measure the Work-Life Balance. Job Satisfaction was measured by an instrument developed by Weiss, Dawis, and England (1967). It is a widely used instrument to measure Job Satisfaction (Jamal et al., 2021a).

Table 1

The Independent, Dependent and Mediating Variables

Variable (ID)	Definition	Type of variable	No. of items	Scale/code
Independent variable				
Telecommuting (TC)	Working arrangements allowing employees to work from home	Dichotomous	1	0 = Do not work from home 1 = Work from home
Dependent variable				
Job Satisfaction (JS)	Employees' self-repored level of job satisfaction	Continuous	4	1 = Lowest leve of Job Satisfaction 5 = Highest level of Job Satisfaction
Mediating variable				
Work-Life Balance (WLB)	Employees' self-repored level of work interfering personal life, personal life interfering work and work personal life enhancement	Continuous	15	1 = Lowest leve of Work-Life Balance 5 = Highest level of Work-Life Balance

Note. Author's elaboration.

Work-Life Balance has fifteen items divided into three constructs. First, Work interfering Personal Life (WIPL) which has seven items e.g. "My personal life suffers because of work.", "My job makes personal life difficult." Second, Personal Life Interfering Work (PLIW) which has four items e.g. "My personal life drains me of energy for work.", "I am too tired to be effective at work". And third, Work Personal Life Enhancement (WPLE) which also has four items e.g. "My personal life gives me energy for my job.", "My job gives me energy to pursue personal activities". Job Satisfaction has four items e.g. "I am satisfied with the chance to work alone on the job.", "I am satisfied with the feeling of accomplishment I am getting from the job."

There are all together twenty items to measure Telecommuting, Work-life Balance and Job Satisfaction. Telecommuting was measured in "Yes" or "No" dichotomous variable. Work-life Balance and Job Satisfaction were measured using five-point Likert scale where 1 is Highly Disagree, 2 is Moderately Disagree, 3 is Neutral, 4 is Moderately Agree and 5 is Highly Agree.

Data Collection Procedures

The researcher used primary data for analysis through online questionnaire survey. Data was obtained through a survey questionnaire on a voluntary basis as questionnaire is one of the most used tools to collect data in social sciences. The primary purpose of the questionnaire is to obtain information most reliably and validly (Taherdoost, 2016). The questionnaire used for this study is shown in the Annex part. Questionnaire was developed in the google form and link was mailed to respondents.

Respondents were assured that the confidentiality of their responses will be maintained. They were not forced to take part in the research. It was voluntary participation. They could deny the participation or withdraw their participation whenever they wanted even after the submission of their response. A clear definition and explanation of the word "telecommuting" was introduced at the beginning of the questionnaire as this is not a trending word in Nepal, and respondents might not know the meaning of the word; even-though, the concept might be clear to them. Since the study audience of this research were employees relating to IT firms, doing an online survey was preferable as it was also easy to distribute the questionnaire through email. Furthermore, it was also cost effective.

One drawback of sending an email was that employees might overlook the email, considering it as spam or unwanted email. To overcome this, the researcher

Demographic Profile of the Respondents

There were 320 respondents that participated in the study.

Table 2

Demographic Profile

	Frequency	Percent	Valid Percent	Cumulative Percent
Telecommuters				
NO	121	37.8	37.8	37.8
YES	199	62.2	62.2	100.0
Gender				
FEMALE	80	25.0	25.0	25.0
MALE	240	75.0	75.0	100.0
Marital status				
MARRIED	101	31.6	31.6	31.6
UNMARRIED	219	68.4	68.4	100.0
Education level				
BACHELOR	231	72.2	72.2	72.2
MASTERS	89	27.8	27.8	100.0
Position in organization				
Junior Developer	154	48.1	48.1	48.1
Junior Manager	47	14.7	14.7	62.8
Other	39	12.2	12.2	75.0
Senior Developer	54	16.9	16.9	91.9
Senior Manager	26	8.1	8.1	100.0
Experience				
1 to 5 year	147	45.9	45.9	45.9
6 to 10 year	38	11.9	11.9	57.8
Less than 1 year	126	39.4	39.4	97.2
more than 10 years	9	2.8	2.8	100.0

Note. Calculations based on researcher's survey, 2022.

Among the respondents, majority of employees199 (62.2%) telecommuted and 121(37.8%) did not telecommute; 240 (75%) were male and 80 (25%) were female;

101 (31.6%) were married and 219 (68.4%) were unmarried; 231 (72.2%) held bachelor degree and 89 (27.8%) held master's degree; 154(48.1%) were junior developer, 47(14.7%) were senior developers, 54(16.9%) were junior managers, 26(8.1%) were senior managers and 39(12.2%) held other positions; 126(39.4%) had experience of less than 1 year, 147(45.9%) had experience of 1 to 5 years, 38(11.9%) had experience of 6 to 10 years, and 9(2.8%) had experience of more than 10 years. The average age of the respondents was 28.35 years (*SD* = 5.07). The profiles of the respondents are presented in detail under Table 2 and Table 3.

Table 3

Age Distribution of the Sample

N	Minimum	Maximum	Mean	Std. Deviation
320	19.0	39.0	28.353	5.0790

Note. Calculations based on researcher's survey, 2022.

Descriptive Analysis

Cross tabulation analysis was conducted to check who telecommuted and who did not base on the socio-demographic characteristics. Table 4 shows that 61.25% male telecommuted while 65% female telecommuted. Around 64% unmarried telecommuted while around 58% married respondents telecommuted. Around 65% who had bachelor's degree telecommuted while around 55% respondents who had master's degree telecommuted. 62% junior developers, 62% Junior managers, 67% senior developers, 62% senior managers and 56% in other professions telecommuted. 62% with less than 1 year of experience telecommuted, 61% with 1 to 5 years of experience telecommuted, 68% with 6 to 10 years of experience telecommuted while 56% with more than 10 years of experience telecommuted.

Table 4

Telecommuters According to Socio-demographic Characteristics

Gender

	FEMALE	MALE	Total
NO	28	93	121
YES	52	147	199
	80	240	320

Marital Status

	MARRIED	UNMARRIED	Total
NO	42	79	121
YES	59	140	199
	101	219	320

Educational Qualification

	BACHELOR	MASTERS	Total
NO	81	40	121
YES	150	49	199
	231	89	320

Present Position in your organization

	Junior Developer	Junior Manager	Other	Senior Developer	Senior Manager	Total
NO	58	18	17	18	10	121
YES	96	29	22	36	16	199
	154	47	39	54	26	320

How long have you been working in the organization?

	1 to 5 year	6 to 10 year	Less than 1 year	more than 10 years	Total
NO	58	12	47	4	121
YES	89	26	79	5	199
	147	38	126	9	320

Note. Calculations based on researcher's survey, 2022.

Table 5 shows descriptive statistics for Work-Life Balance which revealed an overall mean score of 2.50 (*SD* = .76). And Table 6 descriptive statistics for Job Satisfaction showed an overall mean score of 2.65 (*SD* = .79). This showed that in overall respondents did not have good Work-Life Balance and they did not reveal the greater level of Job Satisfaction.

Table 5

Descriptive Statistics for Work-Life Balance

Mean	Std. Deviation
2.356	.8983
2.544	1.0315
2.456	1.0069
2.575	1.0174
2.584	.9790
2.575	.9797
2.534	.9495
2.519	.9164
2.563	1.0059
2.481	.9856
2.513	.9632
2.494	.9567
2.484	.9793
2.500	1.0202
2.400	.9839

Note. Calculations based on researcher's survey, 2022.

Table 6

Descriptive Statistics for Job Satisfaction

Mean	Std. Deviation
2.638	.8527
2.656	.9733
2.656	.9603
2.678	.9231
2.6570	.79239

Note. Calculations based on researcher's survey, 2022.

Measurement Model

The consistency and accuracy of the instrument, used were confirmed by following methods.

Reliability Analysis

To check the reliability of the instrument, Cronbach's alpha was calculated since it is the most commonly used method to assess the internal consistency (Taherdoost, 2016). Job Satisfaction (α = 0.876) and Work-Life Balance (α = 0.955) both the variables showed an acceptable internal consistency (Table 7).

Table 7

Cronbach's Alpha

Variable (ID)	No. of items	Cronbach's α
Independent variable		
Telecommuting (TC)	1	NA
Dependent variable		
Job Satisfaction (JS)	4	0.876
Mediating variable		
Work-Life Balance (WLB)	15	0.955

Note. Calculations based on researcher's survey, 2022.

Validity Analysis

To check the validity of questionnaire, Pearson's Correlation Coefficient of the item's score was calculated in relation to the total score of the axis it measures (Al-Smadi & Bani-Abduh, 2017; Mukhallafi, 2020). Table 8 and Table 9 showed that every items of Job Satisfaction and Work-Life Balance were significant. Critical value of Pearson's Correlation Coefficient at 95% confidence level and df (318) was less than 0.11 (PDF4PRO, n.d.). Since every item of Job Satisfaction and Work-Life Balance were greater than this value, validity of questionnaire item was confirmed.

Table 8

Pearson's Correlation Coefficients for Measuring the Validity of the Questionnaire's Internal Consistency (Job Satisfaction)

Item No.	Correlation Coefficient
1	.845**
2	.883**
3	.859**
4	.828**

Note. Calculations based on researcher's survey, 2022. $^{**}p < .01$.

Table 9

Pearson's Correlation Coefficients for Measuring the Validity of the Questionnaire's Internal Consistency (Work-Life Balance)

Item No.	Correlation Coefficient	Item No.	Correlation Coefficient	Item No.	Correlation Coefficient	Item No.	Correlation Coefficient
1	.827**	5	.760**	9	.802**	13	.774**
2	.784**	6	.772**	10	.795**	14	.775**
3	.775**	7	.775**	11	.773**	15	.761**
4	.775**	8	.786**	12	.804**		

Note. Calculations based on researcher's survey, 2022. $^{**}p < .01$.

Hypotheses Testing

Control Variables

In the study of telecommuting, research (Golden and Veiga, 2005; Nakrosiene, Buciuniene, and Gostautaite, 2019; Raisin, Rapuano, Varkuleviciute, and Stachova, 2020) suggest treating the demographic variables like gender, marital status, educational level, position in organization, experience as controlling variables to

reduce any kind of variance caused by them in the research question. In this research also, to control their effect, following dummy variables were used;

Gender: 1 = Female, 2 = Male

Marital Status: 1 = Married, 2 = Unmarried

Educational Level (measured as individual's highest degree): 1 = Bachelor, 2 = Masters

Position in Organization: 1 = Junior Developer, 2 = Senior Developer, 3 = Junior Manager, 4 = Senior Manager, 5 = Other positions

Experience: 1 = Less than 1-year experience, 2 = 1 to 5 years' experience, 3 = 6 to 10 years' experience, 4 = more than 10 years' experience

For testing hypothesis 1, multiple regression was run. Job Satisfaction (JS) was regressed on control variables Gender, Marital Status, Educational Level, Position in Organization, Experience and independent variable Telecommuting (TC) and whether or not they were significant predictor of JS was tested. For this following Model (Table 10) was used

$$JS = \beta_0 + \beta_1 * Gender + \beta_2 * MaritalStatus + \beta_3 * EducationalLevel + \beta_4 * Position + \beta_5 * Experience + \beta_6 * TC + e_1$$

Where, β_0 is a constant, β_1 to β_6 are the regression coefficients and e_1 is the error term. Whether or not the β_1 to β_6 coefficients significant was analyzed. Regression coefficients β_1 to β_5 were insignificant indicating all the control variable had no significant impact. Change in R^2 value after the inclusion of independent variable TC was significant $\Delta R^2 = .062$, $p < .001$. The result of the regression of JS on TC, ignoring the effect of Work-Life Balance (WLB), was significant, $\beta_6 = -.41$, $t(319) = -4.63$, $p < .001$. This showed that TC was significant predictor of JS. The

negative sign in the value of β_6 indicated that TC and JS were negatively related indicating telecommuters have lower level of JS.

Table 10

Hierarchical Regression Results for Mediation Analysis (Step 1 and 2)

Variable	*Job Satisfaction*				
	B	SE B	β	t	Sig.
Step 1					
Gender	.140	.110	.076	1.268	.206
Marital Status	-.025	.118	-.015	-.212	.832
Education	.169	.110	.096	1.540	.125
Position	.039	.034	.069	1.138	.256
Service Period	-.039	.063	-.038	-.625	.532
R^2	.029				
Step 2					
Gender	.134	.107	.073	1.259	.209
Marital Status	-.015	.115	-.009	-.132	.895
Education	.129	.107	.073	1.210	.227
Position	.038	.033	.068	1.156	.248
Service Period	-.029	.061	-.028	-.478	.633
Telecommuting	-.409	.088	-.251	-4.627	.000
R^2	.091				
ΔR^2	.062				.000

Note. Calculations based on researcher's survey, 2022.

For testing hypothesis 2, hierarchical regression procedures reported by Baron and Kenny (1986) was used as it is one of the most widely used methods for testing mediation.

First: Multiple regression was carried out. Work-Life Balance was regressed on control variables Gender, Marital Status, Educational Level, Position in Organization, Experience and independent variable Telecommuting and whether or not they were significant predictor of Work-Life Balance was tested. For this following Model (Table 11) was used

$$WLB = \beta_{01} + \beta_{11}*Gender + \beta_{21}*MaritalStatus + \beta_{31}*EducationalLevel + \beta_{41}*Position + \beta_{51}*Experience + \beta_{61}*TC + e_{11}$$

Where, β_{01} is the constant, β_{11} to β_{61} are the regression coefficients and e_{11} is the error term. Whether or not the β_{11} to β_{61} coefficients significant was analyzed. Here also all the control variables were insignificant, indicating no impact. Change in R^2 value after the inclusion of independent variable TC was significant $\Delta R^2 = .53$, $p < .001$. The result of the regression of WLB on TC, was significant, $\beta_{61} = -1.15$, $t(319) = -19.02$, $p < .001$. This showed that TC was a significant predictor of WLB. The negative sign in the value of β_{61} indicated that TC and WLB were negatively related indicating telecommuters have poor Work-Life Balance. Interestingly, Marital Status variable became significant after the addition of TC, indicating telecommuting has differential effect on Work-Life Balance depending on the marital status.

Table 11

Hierarchical Regression Results for Mediation Analysis (Step 3 and 4)

Variable	*Work-Life Balance*				
	B	SE B	β	t	Sig.
Step 3					
Gender	-.061	.107	-.034	-.568	.570
Marital Status	-.203	.115	-.124	-1.770	.078
Education	.112	.107	.066	1.054	.293
Position	-.024	.033	-.045	-.729	.467
Service Period	-.063	.061	-.062	-1.029	.304
R^2	.018				
Step 4					
Gender	-.076	.073	-.043	-1.038	.300
Marital Status	-.175	.078	-.107	-2.237	.026
Education	.000	.073	.000	.002	.999
Position	-.026	.022	-.048	-1.143	.254
Service Period	-.034	.042	-.034	-.822	.412
Telecommuting	-1.149	.060	-.729	-19.020	.000
R^2	.544				
ΔR^2	.527				.000

Note. Calculations based on researcher's survey, 2022.

Second: Multiple regression was carried out. JS was regressed on control variables Gender, Marital Status, Educational Level, Position in Organization, Experience and both the interest variables TC and WLB. For this following Model (Table 12) was used

$$JS = \beta_{02} + \beta_{12}*Gender + \beta_{22}*MaritalStatus + \beta_{32}*EducationalLevel + \beta_{42}*Position + \beta_{52}*Experience + \beta_{62}*TC + \beta_{62}*WLB + e_{12}$$

Where, β_{02} is constant term, β_{12} to β_{62} are regression and e_{12} is the error term. Whether or not β_{12} to β_{62} were significant was tested. The result of regression of JS on control variables, TC and WLB showed that only WLB was significant $\beta_{62} = .50$, t (319) = 6.5, $p < .001$, and TC was not significant; indicating full mediation.

Table 12

Hierarchical Regression Results for Mediation Analysis (Step 5)

Variable	*Job Satisfaction*					
	B	SE B	β	t	Sig.	VIF
Step 5						
Gender	.172	.100	.094	1.718	.087	1.177
Marital Status	.073	.109	.043	.676	.499	1.587
Education	.129	.100	.073	1.287	.199	1.262
Position	.051	.031	.091	1.647	.101	1.198
Service Period	-.012	.057	-.011	-.207	.837	1.181
Telecommuting	.172	.122	.105	1.408	.160	2.178
Work-Life Balance	.505	.078	.488	6.501	.000	2.195
R^2	.199					
ΔR^2	.171				.000	

Note. Calculations based on researcher's survey, 2022.

The researcher found out that the direct effect of TC on JS was negative and statistically significant so hypothesis 1 was supported. The negative sign indicated

that telecommuters were not satisfied with their job comparing to their colleagues who did not telecommute.

Mediation analysis was conducted to examine how much the effect of TC goes through WLB as mediator. The effect of TC on JS was fully mediated by WLB. Full mediation occurred as the inclusion of WLB as the variable dropped the relationship between TC and JS. As Table 10 demonstrated, the regression coefficient between TC and JS was significant in Step 2, however when, WLB was introduced, TC became insignificant and only WLB was significant (Table 12).

Direct effect of TC was estimated as the association between TC and JS after adjusting for WLB. Since the direct effect of TC was much smaller than the total effect, it was concluded that WLB as a mediating variable was responsible for the total impact of TC on JS. Direct effect of 0.17 showed that TC is responsible for increment of average JS by 0.17 unit if the effect of WLB was excluded. Total effect of -0.41 showed that average JS is 0.41 unit lower for respondents who telecommuted compared with who did not telecommute. This indicated that WLB played a substantial role in explaining the relationship between TC and JS.

Indirect effects are those which occur by first TC affecting WLB which in-turn effect JS. Indirect effect of -0.58 showed that on an average, JS decreased by 0.58 unit when telecommuting was held constant and WLB was changed. The significance of the indirect effect was tested using Sobel Test (1982). Bootstrapping procedure was used as it is the most preferred method to test the significance of indirect effect (Tibbe & Montoya, 2022). Unstandardized indirect effects were computed for each of 5000 bootstrapped samples at 95% confidence interval (CI). The bootstrapped unstandardized indirect effect was -.58, and the 95% CI ranged from -.76 to -.38. Thus, the indirect effect was statistically significant. Since the 95%

CI for the indirect effect does not include zero, mediation effect was confirmed. Detail is shown in Table 11. Multicollinearity was tested using variance inflation factor (VIF). Since none of the variable has VIF is greater than 2.2 (Table 12), there is no issue of multicollinearity (Daoud, 2017).

Table 13

Sobel Test

Direct effect

					95% Confidence Interval	
	Effect	SE	t	p	Lower	Upper
Telecommuting → Job Satisfaction	0.17	0.12	1.41	0.16	-0.07	0.41

Indirect effect

					95% Confidence Interval	
	Effect	SE	t	p	Lower	Upper
Telecommuting → Work- Life Balance → Job Satisfaction	-0.58	0.09			-0.76	-0.38

Total effect

	Effect	SE	t	p
Telecommuting → Job Satisfaction	-0.41	0.088	-4.62	.0000

Note. Calculations based on researcher's survey, 2022.

CHAPTER V

SUMMARY, DISCUSSION, AND IMPLICATION

The objective of the study was to examine effect of Telecommuting on the Job Satisfaction and the mediating effect of Work-Life Balance in the relation between Telecommuting and Job Satisfaction among employees in Nepali IT sector. The chapter discusses empirical findings of previous studies, discussion about results with evidences and existing theories, implications, and critiques for future research.

Summary of Main Findings

It was found that Telecommuting has negative impact on job satisfaction level of employees. And the relationship was statistically significant. Furthermore, Work-

Life Balance fully mediated the relationship between Telecommuting and Job Satisfaction.

Discussion

The study revealed that telecommuting negatively impacts job satisfaction, a finding at odds with prior research suggesting a positive association (Bagley & Mokhtarian, 1997; Golden & Veiga, 2005; Irawanto et al., 2021; Miller, 2016; Teo, Lim, & Wai, 1998). However, it aligns with other studies indicating that telecommuting can lead to a decline in job satisfaction (Duxbury, Higgins, & Mills, 1992; Windeler, Chudoba, & Sundrup, 2017). The potential for isolation and reduced social interaction associated with telecommuting can impact job satisfaction negatively, particularly for individuals valuing interpersonal interaction and teamwork (Cooper & Kurland, 2002; Yap & Tng, 1990).

Telecommuting introduces challenges in maintaining work-life boundaries, making it difficult to establish a clear distinction between professional and personal life. This lack of separation can result in extended work hours, increased stress, and dissatisfaction with the job. The blurring of physical boundaries between the workplace and personal space, especially while working from home, further complicates the mental shift between roles. Juggling work responsibilities and domestic tasks simultaneously can contribute to stress and hinder job satisfaction (Elbaz, Richards, & Provost Savard, 2022). Moreover, telecommuting may limit exposure to networking, mentoring, and professional development opportunities available in a traditional office setting, potentially reducing career growth prospects and job satisfaction (Gajendran & Harrison, 2007).

Access to necessary resources and timely feedback may be more challenging in a telecommuting environment, leading to frustration, reduced efficiency, and

negative job satisfaction (Golden, Veiga, & Simsek, 2006; Collins et al., 2016). While telecommuting offers flexibility, it also opens the door to potential distractions from family, household chores, or other personal responsibilities, impacting productivity and overall job satisfaction (Gajendran & Harrison, 2007).

Cultural differences between Western and Eastern societies contribute to variations in the concept of job satisfaction. Western cultures, emphasizing individualism, may tie job satisfaction to personal achievements, autonomy, and self-fulfillment, potentially resulting in positive job satisfaction with telecommuting (Alkhadher, Beehr, & Meng, 2020). In contrast, Eastern cultures, prioritizing collectivism and group harmony, may experience negative job satisfaction due to the potential disruption of social relationships and cooperation associated with telecommuting (Baruch, 2000).

Organizational structures and communication styles further influence job satisfaction. Western cultures, with flatter organizational structures and egalitarian approaches, may link job satisfaction to growth opportunities, merit-based rewards, and open communication, potentially positively impacted by telecommuting. However, Eastern cultures, placing a higher value on respect for authority and adherence to hierarchical structures, may experience negative job satisfaction as telecommuting disrupts these dynamics (Hui, Yee, & Eastman, 1995). Moreover, the emphasis on maintaining a clear boundary between work and personal life is stronger in Western cultures, providing higher autonomy during telecommuting. In contrast, Eastern cultures may experience a more fluid boundary between work and personal life, influencing job satisfaction based on the integration of work with family and community roles (Zöllner & Sulíková, 2021).

In Western cultures, job satisfaction may be associated with opportunities for advancement and skill development, while in Eastern societies, job security and loyalty to the organization are highly valued. Telecommuting may signal detachment from the organization in Eastern societies, leading to negative job satisfaction (Fargher, Kesting, Lange, & Pachecosource, 2008).

The study revealed that the direct relationship between telecommuting and job satisfaction became insignificant when considering the mediating effects of work-life balance. Despite this insignificance, the positive coefficient suggests that the original relationship between telecommuting and job satisfaction was positive, but work-life balance played a crucial role in turning this positive relationship into a negative one.

Telecommuting, often perceived as a means to maintain work-life balance, can paradoxically distort this balance for employees. While some research suggests that telecommuting aids in work-life balance (Greenhaus, Collins, & Shawn, 2003; Sulivan, 2012), challenges arise in balancing work and family roles, potentially impacting work-life balance negatively (Palumbo, 2020). Crosbie and Moore (2004) point out that employees' difficulty in switching roles between organizational commitments and personal affairs can hinder work-life balance. This challenge is exacerbated when employees are responsible for caring for children or elderly relatives, as noted by Johnson et al. (2007). Palumbo (2020) emphasizes the need for maintaining boundaries, effective communication, supervisor support, and strategies to mitigate the negative effects of telecommuting.

Moreover, the concept of work-life balance varies between Western and Eastern societies. Individualism versus collectivism, a recognized influence on work-life perceptions, signifies the level of interconnectedness among individuals. In collectivist Eastern cultures, individuals prioritize family and social group well-being,

making sacrifices for the collective good (Fatehi, Priestley, & Taasoobshirazi, 2020). Le, Newman, Menzies, Zheng, & Fermelis (2020) highlight cross-cultural differences, with Western cultures focusing on individual needs and personal development, while Eastern cultures expect individuals to fulfill social and family responsibilities.

In Eastern cultures, sacrificing family time for long-term family benefit leads to blurred boundaries between work and non-work domains, potentially resulting in poor work-life balance and negative job satisfaction due to conflicting demands between work and family roles.

Additionally, leisure pursuits driving work-life balance differ between Western and Eastern cultures. Western cultures emphasize individual activities and hobbies, while Eastern cultures place greater emphasis on collective leisure activities and social gatherings outside of work, contributing to work-life balance (Brown et al., 2011). In collectivist Eastern societies, characterized by high power distance, employees tend to comply with authority and may accept demanding work conditions, potentially leading to poor work-life balance and negative job satisfaction (Ghosh, 2011). Therefore, telecommuting in such cultures might exacerbate these challenges and result in negative job satisfaction.

Implications of the Study

This study provides theoretical and practical contribution.

Theoretical Implications

The existing literature extensively discusses the positive impacts of telecommuting on job satisfaction, yet there is a dearth of knowledge regarding the mediating role of work-life balance in the relationship between telecommuting and job satisfaction. Moreover, while numerous studies have explored the connections between telecommuting, work-life balance, and job satisfaction in Western societies,

limited research has been conducted from the perspective of Eastern societies, with none in the context of Nepal. This study presents a model designed to elucidate the intricate relationship between telecommuting, work-life balance, and job satisfaction, specifically considering the Eastern societal perspective.

To provide deeper insights into this subject, the author investigated the link between telecommuting and job satisfaction levels mediated by work-life balance among IT sector employees in Nepal. The findings indicate that telecommuting does not consistently enhance employees' satisfaction levels; instead, it may contribute to dissatisfaction. The root cause of this dissatisfaction appears to be employees' challenges in striking a balance between their work and family responsibilities. Working from home blurs the boundaries between the roles of work and family, leading to overwork for highly engaged employees, resulting in work-to-life conflicts. Conversely, some employees may experience underwork, leading to life-to-work conflicts.

Managerial Implications

Telecommuting is often regarded as a valuable organizational perk, showcasing trust and commitment between employers and employees. However, this study reveals that telecommuting can be a double-edged sword, potentially acting counterproductively. Instead of being a facilitator of good work-life balance, it may contribute to poor work-life balance, resulting in employee dissatisfaction. Organizations need to be cognizant of these potential drawbacks and implement measures to address them, ensuring that telecommuters maintain high levels of job satisfaction and overall well-being. It is evident that telecommuting alone cannot guarantee work-life balance; it must be accompanied by robust support from management (Sthapit & Paudel, 2021).

Forward-thinking organizations should adopt diverse strategies to promote work-life balance among their employees. Merely supporting employees in their work roles is insufficient for optimal output. Organizations should extend their support to employees' family roles as well (Jamal et al., 2021b). When employees perceive that their organization supports and trusts them, it enhances their emotional and physical well-being, ultimately increasing productivity and motivation levels (Allen, 2001; Weisberg & Dent, 2016).

Prior to implementing telecommuting, organizations should establish a committee comprising members from management, HR, IT, and the legal department to formulate family-supportive policies, provide training, and evaluate the program's effectiveness. The committee must ensure that telecommuters maintain clear boundaries between work and personal life, fostering effective communication and support from supervisors, and implementing strategies to minimize stress and maximize mental well-being. Tracking telecommuters' working hours, potentially through the appointment of a telecommuting coordinator, can prevent overwork or underwork.

Training programs on time management and work-life balance can significantly contribute to enhancing job satisfaction among employees. Given that extensive telecommuting may be counterproductive (Golden & Veiga, 2005), managers should periodically bring telecommuters to the office for face-to-face meetings, keeping them updated and connected to the organization, thereby reducing telecommuting monotony.

It is crucial to recognize that the telecommuting experience varies from person to person. While some individuals thrive in a telecommuting environment and appreciate the flexibility and autonomy it offers, others may face challenges such as a

lack of social interaction, potentially leading to decreased job satisfaction. Managers should consider these individual differences before granting telecommuting permissions to their employees.

Critique of the Study

As a cross-sectional study, this research provides a snapshot of employees' perceptions within a specific timeframe. To gain deeper insights and a more comprehensive understanding, the researcher recommends conducting an empirical longitudinal study. Such a longitudinal approach would allow for the examination of the telecommuting phenomenon over an extended period, facilitating the exploration of both direct and indirect effects on employees' job satisfaction levels.

The measurement of telecommuting in this study is binary (yes or no). Future research could enhance the model's robustness by categorizing telecommuting based on frequency. Examining different categories of telecommuting frequency may provide nuanced insights into its impact on work-life balance and job satisfaction.

Telecommuting can be driven by various reasons, and the researcher suggests exploring the connection between the reasons for telecommuting and the resulting level of job satisfaction. Additionally, distinguishing between self-initiated and circumstances-initiated telecommuting and studying their respective effects on work-life balance and job satisfaction could be a valuable avenue for future research.

Given that telecommuting in Nepal, particularly in the IT sector, surged due to the COVID-19 pandemic, future studies could investigate the differential impact of compulsory (circumstances-initiated) versus voluntary (choice-initiated) telecommuting. Qualitative research could also delve into the lived experiences of individuals during the pandemic, providing rich insights into the challenges and benefits of telecommuting.

Adopting survey questionnaires from Western studies without contextual adjustments may raise concerns about the validity and reliability of responses in the Nepali context. To enhance the relevance and accuracy of the data collected, it is crucial to tailor the survey instruments to the cultural and contextual nuances of the target population. The researcher should consider modifying the questionnaire to ensure that the questions are culturally sensitive and that respondents can relate to them in the specific context of Nepal.

While this study focuses on the IT sector in Kathmandu, Nepal, the COVID-19 pandemic led to telecommuting adoption across various sectors nationwide. Future research could explore the impact of telecommuting on job satisfaction in different sectors. Additionally, conducting research on a broader scale, covering various regions of Nepal with a larger sample size, would contribute to the generalizability of the findings. It's important to note that the study's findings are specific to Nepal, and generalization to other countries should be approached with caution.

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ANNEX

Questionnaire

Hello:

This questionnaire is designed to study the experience of telecommuting by employees in the IT sector in Nepal. *Telecommuting* is the arrangement that will enable employees to work from home or any other places far from home, mainly supported by technological connections. In simple language, it is also called Work From Home (WFH). Since this survey will try to study your real-life experience of telecommuting, the researcher would like to request you to respond to the questions frankly and honestly.

Your response will be kept strictly confidential. The researcher will use the information provided for research purposes only and will not make it available to others for any other purposes. After completing this research, the researcher will mail you the summary of the result for your reference if you desire. If you have any queries at any time about the survey or the procedures, you may reach the researcher at 9851-156240 or by email at 18613_bijendra@kusom.edu.np.

Your participation in this survey is voluntary, and you may withdraw at any time. Your response to this questionnaire will be taken as your consent in taking part in this survey. The researcher greatly appreciates your help in furthering this research endeavor.

Cordially,

Bijendra Rajbanshi

Mphil scholar,

Kathmandu University School of Management

1. Age.....
2. Gender.....
3. Marital Status.....
4. Educational Qualification.....
5. Present position in the organization.....
6. How long have you been working in the organization? .....
7. Do you have experience of telecommuting?

   ○YES ○NO

8. Please rate the following statements to reflect your telecommuting experience on the scale of 1 to 5 based on following criteria

   1 = Highly Disagree, **2** = Moderately Disagree, **3** = Neutral,

   4 = Moderately Agree, **5** = Highly Agree

   Please circle your ratings

a	I engage in telecommuting/work from home.	1	2	3	4	5
b	My organization allows to telecommute.	1	2	3	4	5
c	Organizational management and my supervisor are always available to help me when a problem incurred while I telecommute.	1	2	3	4	5
d	I could complete all my work duties while staying at home.	1	2	3	4	5
e	I have required devices and adequate internet connection to telecommute effectively.	1	2	3	4	5

f	Telecommuting gives me the opportunity to participate in household responsibilities and activities.	1	2	3	4	5
g	Telecommuting reduces my travel costs and lowers my living costs.	1	2	3	4	5
h	Telecommuting strengthen my family relationships.	1	2	3	4	5
i	I am experiencing a better work-life balance and less work-related stress when I'm working from home.	1	2	3	4	5
j	I experience more distractions when working from home that will make working at home difficult for me.	1	2	3	4	5
k	I can do my job more efficiently when I work from home than when I work at office.	1	2	3	4	5
l	I am satisfied with the amount of work I am doing.	1	2	3	4	5
m	I am satisfied that my job provides for steady employment.	1	2	3	4	5
n	I am satisfied with the chance to work alone on the job.	1	2	3	4	5
o	I am satisfied with the feeling of accomplishment I am getting from the job.	1	2	3	4	5

The survey is complete now. Please check to make sure that you have not skipped any questions inadvertently.

Please provide your email address if you want the summary of the survey (it is optional). The researcher will use your email address to mail you the summary only and not use it for any other purposes.

email address……..

Thank you once again for your time and participation.

Reliability and validity test

Reliability Test

Job Satisfaction

Reliability Statistics	
Cronbach's Alpha	N of Items
.876	4

Work-Life Balance

Reliability Statistics	
Cronbach's Alpha	N of Items
.955	15

Validity Test

Pearson's Correlation Coefficients for Measuring the Validity of the Questionnaire's Internal Consistency (Job Satisfaction)

Correlations

		1	2	3	4	Total
1	Pearson Correlation	1	.692**	.617**	.608**	.845**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	320	320	320	320	320
2	Pearson Correlation	.692**	1	.695**	.616**	.883**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	320	320	320	320	320
3	Pearson Correlation	.617**	.695**	1	.607**	.859**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	320	320	320	320	320
4	Pearson Correlation	.608**	.616**	.607**	1	.828**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	320	320	320	320	320
Total	Pearson Correlation	.845**	.883**	.859**	.828**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	320	320	320	320	320

**. Correlation is significant at the 0.01 level (2-tailed).

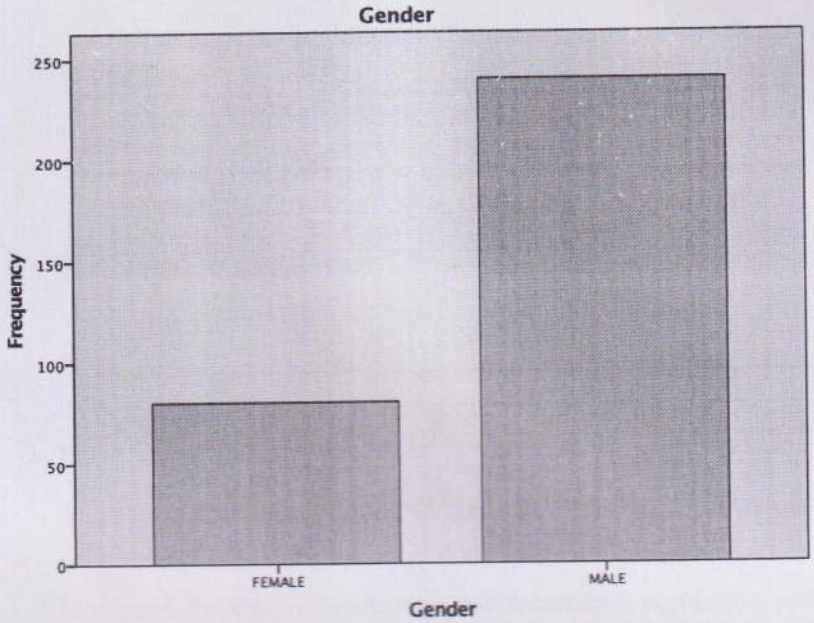
Pearson's Correlation Coefficients for Measuring the Validity of the Questionnaire's Internal Consistency (Work-Life Balance)

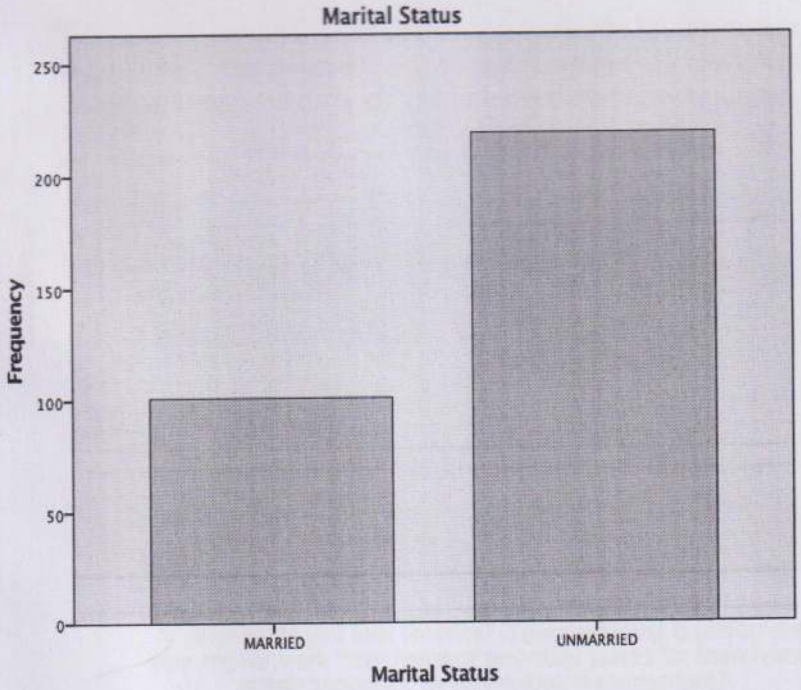
Correlations

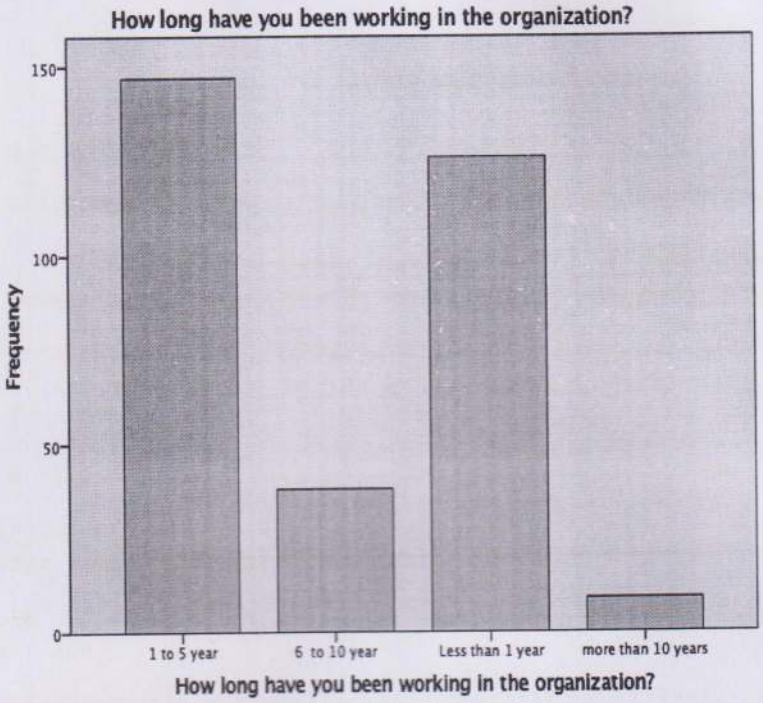
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Total
1	Pearson Correlation	1	.636**	.641**	.646**	.579**	.554**	.618**	.639**	.648**	.666**	.614**	.608**	.644**	.629**	.612**	.827**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
2	Pearson Correlation	.636**	1	.578**	.666**	.585**	.577**	.605**	.589**	.602**	.556**	.555**	.575**	.570**	.554**	.533**	.784**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
3	Pearson Correlation	.641**	.578**	1	.563**	.594**	.607**	.561**	.565**	.625**	.590**	.582**	.602**	.532**	.531**	.521**	.775**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
4	Pearson Correlation	.646**	.666**	.563**	1	.515**	.680**	.590**	.647**	.544**	.608**	.556**	.558**	.575**	.471**	.471**	.775**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
5	Pearson Correlation	.579**	.585**	.594**	.515**	1	.524**	.594**	.580**	.541**	.569**	.602**	.598**	.508**	.570**	.564**	.760**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
6	Pearson Correlation	.554**	.577**	.607**	.680**	.524**	1	.585**	.627**	.555**	.573**	.560**	.653**	.522**	.514**	.528**	.772**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
7	Pearson Correlation	.618**	.605**	.561**	.590**	.594**	.585**	1	.559**	.616**	.612**	.533**	.602**	.547**	.561**	.529**	.775**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
8	Pearson Correlation	.639**	.589**	.565**	.647**	.580**	.627**	.559**	1	.604**	.656**	.515**	.637**	.544**	.580**	.513**	.786**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
9	Pearson Correlation	.648**	.602**	.625**	.544**	.541**	.555**	.616**	.604**	1	.602**	.637**	.642**	.595**	.593**	.602**	.802**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
10	Pearson Correlation	.666**	.556**	.590**	.608**	.569**	.573**	.612**	.656**	.602**	1	.558**	.618**	.589**	.577**	.561**	.795**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
11	Pearson Correlation	.614**	.555**	.582**	.556**	.602**	.560**	.533**	.515**	.637**	.558**	1	.578**	.607**	.574**	.607**	.773**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
12	Pearson Correlation	.608**	.575**	.602**	.558**	.598**	.653**	.602**	.637**	.642**	.618**	.578**	1	.604**	.623**	.549**	.804**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
13	Pearson Correlation	.644**	.570**	.532**	.575**	.508**	.522**	.547**	.544**	.595**	.589**	.607**	.604**	1	.610**	.641**	.774**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
14	Pearson Correlation	.629**	.554**	.531**	.471**	.570**	.514**	.561**	.580**	.593**	.577**	.574**	.623**	.610**	1	.696**	.775**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
15	Pearson Correlation	.612**	.533**	.521**	.471**	.564**	.528**	.529**	.513**	.602**	.561**	.607**	.549**	.641**	.696**	1	.761**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320
Total	Pearson Correlation	.827**	.784**	.775**	.775**	.760**	.772**	.775**	.786**	.802**	.795**	.773**	.804**	.774**	.775**	.761**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320	320

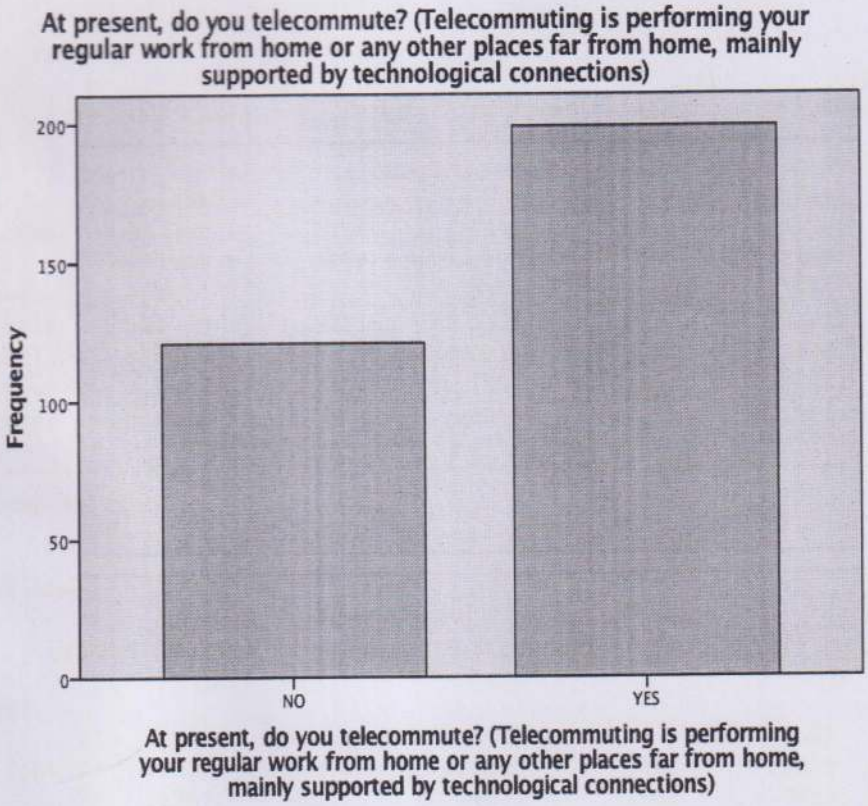
**. Correlation is significant at the 0.01 level (2-tailed).

Descriptive statistics









Direct and Indirect Effect

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.2 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : JS
    X  : TC
    M  : WLB

Covariates:
 Gender   MaritalS Educatio Position ServiceP

Sample
Size:  320

**************************************************************************
OUTCOME VARIABLE:
 WLB

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .7378      .5444      .2720    62.3244     6.0000   313.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     3.7649      .2756    13.6598      .0000     3.2226     4.3072
TC          -1.1493      .0604   -19.0195      .0000    -1.2682    -1.0304
Gender       -.0757      .0729    -1.0377      .3002     -.2191      .0678
MaritalS     -.1754      .0784    -2.2375      .0260     -.3297     -.0212
Educatio      .0001      .0731      .0018      .9986     -.1436      .1439
Position     -.0257      .0224    -1.1428      .2540     -.0698      .0185
ServiceP     -.0342      .0416     -.8219      .4118     -.1162      .0477

**************************************************************************
OUTCOME VARIABLE:
 JS

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4466      .1994      .5139    11.1044     7.0000   312.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .6034      .4787     1.2605      .2084     -.3385     1.5453
TC            .1717      .1220     1.4078      .1602     -.0683      .4117
WLB           .5052      .0777     6.5012      .0000      .3523      .6580
Gender        .1725      .1004     1.7175      .0869     -.0251      .3700
MaritalS      .0735      .1086      .6762      .4994     -.1403      .2872
Educatio      .1292      .1005     1.2866      .1992     -.0684      .3269
Position      .0509      .0309     1.6466      .1007     -.0099      .1118
ServiceP     -.0118      .0573     -.2065      .8365     -.1246      .1009
```

```
****************** DIRECT AND INDIRECT EFFECTS OF X ON Y *****************

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI
      .1717      .1220     1.4078      .1602     -.0683      .4117

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
WLB     -.5806      .0941     -.7614     -.3848

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

WARNING: Variables names longer than eight characters can produce incorrect output
when some variables in the data file have the same first eight characters. Shorter
variable names are recommended. By using this output, you are accepting all risk
and consequences of interpreting or reporting results that may be incorrect.

------ END MATRIX -----
```

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Bijendra Rajbanshi <18613_bijendra@kusom.edu.np>

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