

The Impact of Remote Working on Employee Productivity During COVID-19 in the UAE: The Moderating Role of Job Level

Menka Kumari
MBA Student – HR and Finance
NIMS University

Abstract

Purpose– The purpose of this study is to explore the different factors that affect the productivity (PR) of employees who worked remotely in the United Arab Emirates (UAE) during the COVID-19 pandemic.

Design/methodology/approach– This study takes a quantitative approach to analyse data collected online from 110 respondents using the snowball sampling technique during the pandemic. The structural equation modelling (SEM) technique of Smart PLS(Partial least squares) is used for analysing the data to assess the direct and moderating variables.

Findings–The results indicate that direct variables such as workload, job satisfaction, work–life balance and social support have a significant positive impact on employee PR in the UAE. However, the analysis of the moderating variable indicates that job level is not a significant moderator of the above relationships. The findings, in general, support social exchange theory.

Practical implications– The findings of this study will help businesses of various domains in a variety of industries in understanding the core factors that should be considered to enhance the overall PR of their employees while working from home. Businesses can achieve their organizational goals by ensuring steady growth even during uncertain times.

Originality/value–This paper answers the question of whether remote working affects employee PR during the pandemic in an emerging market, namely the UAE. The current study contributes to the existing literature by combining the variables investigated in previous studies into a single study and by considering job level as a moderator variable.

Keywords- Remote working, Productivity, COVID-19 pandemic, UAE

Introduction

The breakout of COVID-19 has several governments all over the world implementing lockdown measures in an endeavour to inhibit the spread of Coronavirus. One of the measures taken during the lockdown was working remotely. It was implemented by all companies in developing and developed nations in a variety of industries to safeguard their employees but continue business operations to reduce potential losses as much as possible. Except for a few companies that operated based on remote work prior to the pandemic, almost everyone did not know what this was. There are a few pieces of literature addressing this issue, and little study has addressed the effects of remote work on the PR of general employees working in both private and public sectors, especially within the United Arab Emirates.

It is acknowledged that various types of businesses faced serious issues lately due to the COVID-19 pandemic. The pandemic affected households, organizations, and societies at all levels (Carroll and Conboy, 2020). Thus, to maintain businesses' PR, an adequate framework has been created by employers to continue operations remotely. Consequently, the fast adoption of working remotely has impacted employees' daily lives as well as their relationships with their families and colleagues. This has resulted in numerous types of depression, and studies have shown that depression is closely related to employee PR (Matli, 2020). Besides this, studies conducted during the pandemic have identified a wide range of other problems that have impacted employees' PR. Such issues include excessive workload (WKL), low job satisfaction (JS) and poor work–life balance (WLB). This research focuses on investigating the influence of telecommuting on worker PR by potential variables, namely (WKL), JS, WLB, and social support (SS) with job level as the moderator variable for direct relations among the above variables and employee PR. This research is significant because, very rarely, JL was utilized as a moderator variable in previous studies. Additionally, the analysis of the participants' responses about their remote working experiences is going to enhance the existing studies on the effectiveness of remote working.

More specifically, this study aims to provide insights into the impact of working remotely on employee PR by studying the relationship between WKL, JS, WLB and SS during COVID-19 within the UAE context. This is because working remotely during COVID-19 affected the personal and professional lives of employees across the globe (Donnelly and Johns, 2021).

The purpose of this study is to answer the central research question of whether remote working affects employee productivity during the pandemic in the United Arab Emirates. Although previous studies investigated the impact of the variables included in this study (WKL, JS, WLB and SS) individually, no study combined all these variables in a single study and tested the moderating role of JL. For example, Dick et al. (2020), Matli (2020) and Wang et al. (2021) researched the WKL's influence on working remotely, while other authors such as Bailey and Kurland (2003) and Bartel et al. (2007) have analysed the relation between JS and remote work. On the other hand, Lowry et al. (2006) studied the communication aspect while working remotely, and Dubrin (1991) also associated JS with teleworker PR against in-house employees. Feldman and Gainey (1997) discussed WLB, whereas Koehne et al., 2012 and Raišienė et al., 2020 referred to SS. Finally, Baudot et al., 2020 and Toscano and Zappalà (2020) explored how work-from-home influences social isolation and stress in the era of COVID-19.

Extensive review of relevant studies, undertaken in different parts of the world, indicated that several studies were conducted examining various factors influencing employee PR while working remotely. However, none of the potential factors such as WKL, JS, WLB and SS was tested together in a single study. Moreover, such a major gap exists in previous literature wherein employee PR is not checked with "job level" as a modulating variable (MV). Thus, this study attempted to close the gap through literature inclusion of JL to check significance for the said relationship among WKL, JS, WLB and SS and employee PR. This will enhance the value of this research as it will aid firms to understand PR employees working at various levels within an organization, such as operational, tactical, and strategic among others.

Literature review and hypothesis development

Remote work is referred to as the working procedure away from the office through remote places either from home or elsewhere. Employees, in a survey conducted by Elshaiekh et al. (2018), work from home and prefer this because they are disciplined to themselves and motivated in achieving their objectives. Therefore, either due to staying with their families or due to being worried about the issues pertaining to social distancing. However, challenges frequently encountered while working remotely include poor time management, social isolation from colleagues and change in daily routine. Moreover, it is difficult to control the working hours at home, which could have a detrimental impact on family relationships (Elshaiekh et al., 2018). The idea of work from remote is not very new and has been

implemented for ages, based on studies even before the corona virus pandemic erupted in 2019. It was for the first time when, in the case of an oil crisis that surfaced in 1970, Jack Nilles and his group published a report that counted savings in reduced locomotion; (Golden et al., 2008). Because remote workers work away from their managers and leaders, they are monitored and evaluated differently than other employees who work face-to-face with their managers. According to previous studies, remote workers experience fewer institutional controls compared to face-to-face workers (Elshaiekh et al., 2018). Recently, Patanjali and Bhatta, 2022, with a sample of 526 respondents from the information technology (IT) industry in India found that nearly two-thirds of IT employees report greater PR while working from home. The authors attributed this result to various factors, such as the Hawthorne effect, increased working hours and a better working environment (because of lesser meetings, more flexible working hours and a better WLB). The subsequent sub-sections present the different variables used in this research and formulate the research hypotheses.

Workload (WKL)

Like Dick et al. (2020), Matli (2020) and Wang et al. (2021), this research looks at the role WKL plays in employees' PR. WKL was among the variables used in these studies to test the role of remote working. Wu and Chen (2020) analysed the effect of home working on WKL and PR. The authors stated the outcome of a comprehensive national survey to measure WKL and PR of work-from-home employees. The finding is that an increase in about three hours of working weekly leads to a decrease in employee PR due to tension and stress. But Felstead and Henseke (2017) also discovered that telecommuters tend to work more and longer and "are more committed to the organization, are more enthusiastic about the job, and exhibit higher levels of job satisfaction, and therefore expend more effort (as suggested by social exchange theory)" (p. 200). More recently, Wang et al. (2021, p. 33) said that "employees with higher workload and those who are under more intensive monitoring will experience less procrastination during the period of working from home and, therefore, will have higher levels of performance".

Two statements were used to measure WKL: (1) The WKL increased during remote working and (2) I am working longer hours to keep up with the WKL. The two items are used to investigate the relationship between teleworking and WKL when employees were compelled to work from home rather than choosing to do so during COVID-19. With the above discussion and in accordance with the time allocation and social exchange theories, we put forward the following hypothesis.

Workload has a significant impact on employee productivity while working remotely.

Job satisfaction (JS)

Previous studies have applied the EDT in various contexts, such as marketing, education, information technology, hospitality, and tourism (Carragher-Wolverton, 2022). Recently, Carragher-Wolverton (2022) applied EDT for remote work. The author suggested that EDT can be applied to understand remote work better, employees' level of satisfaction, and their intention to continue working remotely. Working from home is one of the teleworking features that is associated with JS as it promotes employees' flexibility and independence, which usually leads to a high level of JS (Bailey and Kurland, 2003; Yu and Wu, 2021), and, as a result, PR. For instance, Bartel et al. (2007) and Kowalski et al. (2022) found that employees working from home report higher levels of JS than those working face-to-face.

There are studies that have supported the positive association between telework and JS (Yu and Wu, 2021; Jawabri et al., 2022; Carragher-Wolverton, 2022). Furthermore, Dubrin (1991) compared the JS of teleworkers with that of PR compared to in-house workers. It was found that teleworkers were more productive than in-house workers. Similarly, Halkos and Bousinakis (2010) sampled 425 employees from both public and private sectors in Greece to test the JS with employee PR. Results reveal that JS positively impacts the PR of employees. Based on Morganson et al. (2010),

respondents were asked to rate their level of agreement on three statements to measure JS during the pandemic: (1) I am satisfied with my job remote working schedule, (2) I recommend my workplace to others as a good place to work remotely and (3) overall, I am satisfied with my current remote work option. Based on the above discussion and consistent with the EDT, we put forward the following hypothesis.

Job satisfaction has a significant impact on employee productivity in telecommuting work.

Work-life balance (WLB)

Work-family balance can be defined as "satisfaction and good functioning at work and at home, with a minimum of role conflict" (Clark 2000, p. 751). Clark (2000) developed the work-family border theory (W-FBT), which proposes that "‘work’ and ‘family’ constitute different domains or spheres which influence each other" (p. 750). This theory provides a useful theoretical insight into the relationship between WLB and remote working. Furthermore, based on the social exchange theory (SET), Hasan et al. (2021) suggested that employees are more committed to their organizations and enjoy a better life-work balance when they experience autonomy.

Employees choose to telework to spend more time with their families and achieve a WLB, as reported by Feldman and Gaine (1997). This mainly leads to an increase in the desire of employees to telework and makes them search for jobs at organizations that provide the opportunity for teleworking. According to Shareena and Mahammad (2020), remote working provides time flexibility, particularly saving time spent driving to and from the office or meetings. Thus, time can be spent with family and increases the WLB. In addition, Amabile and Kramer (2013) concluded that home working saves travel time to be spent on personal activities, which enhances PR. Patanjali and Bhatta, 2022 recently proved that home working is creating a better working condition and WLB that contributes to better employee performance; see also Haridas et al., (2021).

Most of the companies in the UAE and globally switched from face-to-face working to teleworking during the pandemic, improving WLB and controlling the spread of the Coronavirus. The WLB measure utilized in this study was obtained from Morganson et al. (2010) through comparative analysis of employees operating under a teleworking and a face-to-face working system. We ask respondents three questions: (1) I am satisfied with the amount of time that I spend with my family; (2) Work environment in my department/division supports a balance between work and personal life; and (3) Work environment generally supports a balance between work and personal life. Discussion in the previous section, combined with work-family border and social exchange theories, prompts the following hypothesis:

Work-life balance has a significant influence on the productivity of an employee while working remotely.

Social support (SS)

Telecommuters, despite the improvements in technology and the teleworks technical advancement, do not get the "social support". According to the social exchange theory, organizations can maximize their employees' satisfaction and commitment by demonstrating that they care about them and support their family lives (Hasan et al., 2021). Bentley et al. (2016) concluded that during teleworking, organizational SS reduces social isolation, thus enhancing JS and performance. Koehne et al. (2012) conducted a comprehensive study to identify the various challenges encountered by teleworkers while engaging in distance working. This study revealed that SS is harmful due to the lack of face-to-face communication since workers have no interaction with their peers. Lack of SS lowers their PR. This, in turn, suggests that SS provision to telecommuting employees will enhance their PR by a lot.

Park et al. 2004, did a survey of 240 public hospital workers in the US and proved that SS positively relates with PR. Further, Baruch-Feldman et al. 2002 stated a positive correlation of SS with PR and JS. More recently, Raišienė et al. (2020) explored the effect of teleworking during the COVID-19 pandemic on employee PR among 436 Lithuanian

remote workers in both private and public sectors. A lack of sociability had a negative effect on employee PR. To measure SS, respondents were asked to express their opinion on the importance of each of the following factors during remote working: (1) Lack of face-to-face interaction with colleagues and managers is stressful; (2) Lack of team spirit, the "we" feeling; (3) Lack of inspirational work atmosphere. Based on the previous discussion and consistent with SET, the following hypothesis is formulated:

Social support significantly affects employee productivity during remote working.

Job level

Generally, an organization has three levels of control, including operational (basic level), tactical (middle level) and strategic (highest level). Since each employee's contribution is important to achieving organizational objectives, businesses need to evaluate employees at all levels. As a result, JL has grown in importance in recent years in business research. This is because a better evaluation of employees for their roles, responsibilities, and PR can significantly contribute to the overall success of businesses in various sectors. JL has been used as a moderator variable in various studies. For example, Nguyen and Malik (2022) utilized JL to test its moderating effect in analysing the impact of AI service quality on AI satisfaction and JS. This shows that AI service quality only affects AI satisfaction if in the nonsupervisory group, though it impacts JS at nonsupervisory and supervisor/managerial levels.

Although previous studies have confirmed that JL impacts employee PR while working remotely (Matli, 2020; Spagnoli et al., 2020; Dick et al., 2020; Wang et al., 2021), attention to the moderating effect of JL on other relationships between employee PR and the variables in this study have received little attention.

Previous studies have examined JL in terms of its direct relationship with the PR of employees (Skitmore and Sariathi, 2003; Ilies et al., 2007; Lee and Choo, 2011; Zhao and Namasivayam, 2012; Mihelič, 2014; Lu et al., 2016), while other studies have explored various types of conflicts that employees face at different JLs (Skitmore and Sariathi, 2003; Johns, 2006; Bhar and Padmaja, 2014). There is a lack of literature which has studied the moderation of JL as presented by the above studies.

Following the recommendation of earlier studies, this study includes JL as a MV to test its interaction with the relationship between employee PR and the other variables discussed above. The present paper considers three JLs namely managerial, supervisory, and entry-level. Following the discussion above, the following four hypotheses have been developed.

Job level moderates the relationship between WKL/JS/WLB/SS and employee productivity during remote working.

Productivity (PR)

Other prior research focuses on the effect of remote work on PR. Baudot et al., 2020 conducted an overall study among Amazon employees within the United States. Their main objective was to gauge both employee and subordinate PR across the obligatory teleworking throughout the COVID-19 lockdown period. The findings showed that when participants telecommuted, their PR and subordinate's PR increased. Further, since they are working from home and can save some commuting time, employees would take more time to finish tasks related to jobs. Secondly, if they were offered a choice, they will be interested in the work from home option according to respondents.

Different research outcomes have been observed during the past couple of years. For instance, Toscano and Zappala (2020) studied the effect of telecommuting on employee PR from diverse perspectives. The data were gathered from 265 participants from different spheres of life. They established that employee PR diminishes when working remotely in the pandemic. However, other studies such as Patanjali and Bhatta, 2022 and Prasetyaningtyas et al. (2021) indicated that remote working enhances employee PR.

To gauge employee PR, the respondents were asked if work from home during the pandemic influenced the following: (1) personal work PR, (2) subordinate work PR, (3) actual working hours before COVID, (4) formal working hours before COVID, (5) actual working hours after COVID and (6) formal working hours after COVID.

Based on the above literature review and with consistency to the pertinent underlying theories such as social exchange theory, expectation disconfirmation theory, and work-family border theory, we introduce the following conceptual model, see Figure 1 below.

Methodology

Data collection, sampling, and demographic profile of respondents

The data for this study were collected online through Google Forms, while the questionnaire was distributed to participants via WhatsApp. Before questionnaire dissemination, as an ethical consideration, participants were informed that their responses will be treated confidentially and no details will be shared with any third parties. The questionnaire included such a statement: "By sending back the questionnaire completely answered your consent is implied in this case and all answers will be analysed solely for the use of this study".

The most common business research used the snowball sampling technique, which is a nonprobability sampling technique. First, we invited a selected set of participants who met the requirements of the study. Participants were also encouraged to spread the questionnaire to others who fit the respondents' profile and are eager to participate. The distribution of the questionnaire was halted when the target number of respondents was attained.

In this study, 110 respondents who telecommuted during the pandemic were used. The sample size is considered sufficient because similar studies like Haridas et al. (2021) used a sample of 115 respondents to study the effects of telecommuting on IT employee PR in India during the COVID-19 pandemic. All respondents in our study were working in the public and private sectors. Importantly, the respondents of the study were drawn from the two major emirates in the United Arab Emirates: Abu Dhabi and Dubai. Since the study was conducted when the pandemic was fresh, a few staff members were already working remotely back then. A total of 41% of the respondents were in the education sector, 33% in the financial sector, 19% in various government entities, and 7% in IT. In terms of JL, 53 of the 110 respondents were at the managerial level, 35 at the supervisory level, and 22 at the entry-level. About 68% of respondents aged between 28 and 40 years old were in the UAE with their family and children.

Questionnaire and measurement scales

Before conducting the final survey, a pilot test was carried out to establish whether every question (item) is valid and reliable. A total of 12 respondents were approached and all the participants of the pilot test agreed that they understand what the questionnaire entails before they can take part in the final survey.

The questionnaire was divided into two sections, five measurement scales and 20 items (questions). Respondents were asked at the beginning of the questionnaire if they worked remotely during the COVID-19 pandemic. Only those who answered "yes" were allowed to proceed with the main survey. The questionnaire was divided into two sections. Section 1 comprised of fourteen items, of which three were related to "job satisfaction (JS)", "work-life balance (WKL)" and "productivity (PR)" while two each were related to "workload (WKL)" and "social support (SS)". Likewise, Section 2 comprised of seven items that were related to the demographic profile of the respondents and JL. To collect data, a five-point Likert scale was adopted with 1 indicating "strongly disagree" and 5 indicating "strongly agree".

Data analysis

The structural equation modelling (SEM) technique of Smart PLS was used to analyse the study's data. Data analysis in Smart PLS was conducted in two stages. The first stage comprises the evaluation of the measurement model also known as the outer model, while the second stage consists of evaluating the structural model, also known as the inner model.

Evaluation of the measurement (outer) model

[Hair et al. \(2014\)](#) suggest that the measurement model evaluation comprises four main assessments. These include indicator reliability (outer loadings), composite reliability, convergent validity (also known as average variance extracted (AVE)) and discriminant validity. These four assessments of the measurement model are discussed below.

According to [Urbah and Ahleman \(2010\)](#), [Hair et al. \(2014\)](#) and [Hair et al. \(2017\)](#), values of 0.70 and above are acceptable for indicator reliability and composite reliability, while 0.50 and above for convergent validity. Similarly, discriminant validity is measured by the strength of outer loadings, i.e. items in a variable should load strongly on intended constructs and weakly on unintended constructs. Consolidated results for the first three assessments of the measurement model of the study are combined in [Table 1](#), where the values of outer loadings, Cronbach's alpha, and composite reliability exceeds 0.70, while convergent validity (AVE) exceeds 0.5 and above.

Similarly, as shown in [Table 2](#), all the items of variables loaded strongly on intended constructs and weakly on unintended constructs, confirming the discriminant validity of the measurement model.

As shown in [Tables 1](#) and [2](#), the values of the four key assessments of the measurement model are in line with the standard evaluation criteria, confirming the study's measurement model's reliability and validity.

Evaluation of the structural (inner) model

The second stage of data analysis in Smart PLS is the evaluation of the structural model which aims to test the relationships between the dependent, independent, and MVs. The structural model is evaluated using path coefficients (β), t -statistics and p -values derived from the Smart PLS bootstrapping method. The assessments indicate the strength of the relationship between different variables to test the study's various hypotheses ([Rifai and Hasan, 2016](#)). [Cohen \(1992\)](#) defines the evaluation of path coefficient significance as 0.02 being weak, 0.15 being acceptable and 0.35 being strong. The acceptable values of t -statistics and p -values are 1.96 and 0.05, respectively, as suggested by [Rifai and Hasan \(2016\)](#).

Moderation (interaction effect)

The MV or the moderator as defined by [Hair et al. \(2014\)](#) is a third variable that impacts the relationship between two variables. In Smart PLS, the moderating role of a variable is measured through the value of the interaction effect ([Latan and Ramli, 2013](#)). According to the standard evaluation criteria of [Ghozali and Latan \(2015\)](#) and [Chin et al. \(2003\)](#), interaction effect values of 0.02, 0.15, and 0.35 are considered as weak, moderate and strong, respectively.

It is important to note that including a moderator variable is crucial in business research for testing the relationship between independent and dependent variables. One of the study's main contributions is the inclusion of "job level" as a MV, to determine how WKL, JS, WLB and SS affect the PR of employees working at different levels of an organization. This study includes four hypotheses of moderating relationships to find out the significance of JL as a moderator.

[Table 3](#) presents the results of the structural model evaluation to test all eight hypotheses of this study. This includes four direct relationship hypotheses and four indirect (moderating) relationship hypotheses. Results show that all four

direct relationship hypotheses are significant which means that WKL, JS, WLB and SS have a significant positive impact on employee PR during remote work in the UAE.

The first hypothesis ([H1](#)) was used to measure the impact of WKL on PR. The Smart PLS analysis shows a beta value of 0.16 and a *t*-statistic and a *p*-value of 2.96 and 0.01, respectively. All three values are significant and meet match the standard evaluation criteria of [Cohen \(1992\)](#) and [Rifai and Hasan \(2016\)](#). Thus, [H1](#) is supported, consistent with [Wu and Chen \(2020\)](#), and in line with allocation of time and social exchange theories. Similarly, the second hypothesis ([H2](#)) was utilized to test the relationship between JS and PR. This relationship has a β value of 0.873, a *t*-statistic of 4.294 and a *p*-value of 0.00, consistent with the foregoing evaluation criteria. This confirms that [H2](#) is also significant, in line with previous studies ([Dubrin, 1991](#); [Haloks and Bousinakis, 2010](#)) and consistent with EDT. The third hypothesis ([H3](#)) examined the relationship between WLB and PR. Results show that this relationship has a β value of 0.372, a *t*-statistic of 4.294 and a *p*-value of 0.00. This hypothesis is also supported and in line with the previous studies of [Feldman and Gainey \(1997\)](#), [Shareena and Mahammad \(2020\)](#) and [Hasan et al. \(2021\)](#). The finding also provides support for the SET. The last hypothesis of direct relationship ([H4](#)) explored the impact of SS on employee PR. The analysis provided a beta value of 0.120, a *t*-statistic of 2.30, and a *p*-value of 0.00. Thus, [H4](#) is significant, similar to earlier findings by [Baruch-Feldman et al. \(2002\)](#) and [Park et al. \(2004\)](#). This finding is also in line with the SET, which predicts that organizations can optimize employee satisfaction and commitment by caring for them and providing them with support for their family lives, which in turn improves their PR.

After the evaluation of direct relationships, the indirect (moderating) relationships are assessed. An analysis of Smart PLS confirms that all four moderating relationships of moderating role are insignificant with *t*-statistics being less than 1.96 and *p*-values greater than 0.05. These results do not meet the standard evaluation criteria of moderation (interaction effect) as suggested by [Chin et al. \(2003\)](#) and [Ghozali and Latan \(2015\)](#), concluding that JL does not moderate the relationship between WKL, JS, WLB and SS and employee PR during remote working in the UAE. [Figure 2](#) depicts a diagrammatic illustration of the testing of all eight hypotheses of the study, with the green colour denoting significant hypotheses and the red colour representing nonsignificant hypotheses.

Conclusion and implications of the study

The overall purpose of this research work was to analyse the factors that affect the employees' PR while working from a remote location in the UAE during the pandemic. Based on relevant theories and with a comprehensive review of literature, potential variables like WKL, JS, WLB, and SS were identified, and eight hypotheses were developed, four being direct relationships and four being indirect (moderating) relationships.

The conclusion drawn from this research is the positive effect of WKL, JS, WLB, and SS on employee PR. Nonetheless, the results of this research indicate that the JL does not moderate the effect of the independent variables such as WKL, JS, WLB, and SS on the dependent variable that is employees' PR.

The outcome of this research has many policy implications for the private and public sectors of the UAE to their employers. The employers ought to assist their employees by implementing the measurements that advance JS and, thus result in favourable employee PR if they get a high level of JS. Flexible work setups and their timings must ensure employees find enough time between personal life and work by showing the positive correlation that WLB has with PR for their employees. Moreover, SS for employees is also necessary because it is part of the on-job PR of the employees. Finally, findings of the study show that in remote working, employees can perform additional WKLs, hence increasing their PR. That is, employers should let employees work from home if the nature of their job does not require them to be present in the office. This would also improve their overall PR as the time consumed in commuting can be used in the office. This may indicate that firms might adopt a hybrid working model to improve their employee's PR.

Limitations and future research

Obviously, the current study has limitations. For example, findings of this study cannot be generalized to other countries lacking features like the UAE. It is also worth noting that the UAE has one of the most developed infrastructures in Arab countries' workplaces. Hence, teleworking was easily adopted and implemented during the pandemic. However, this does not apply to other countries that lack technological infrastructures and even struggle with electricity and Internet connectivity. Thus, we recommend extending this study to other countries in the MENA region to ensure that the findings are generalized. Moreover, we recommend a "cross-cultural" study to examine the cultural factors that may have an impact on teleworking.

Finally, the study was carried out at a time when teleworking was not optional but mandatory. Therefore, there was no option but to work from home during the pandemic. It is recommended that a detailed comparative study of teleworking before, during, and after the COVID-19 pandemic be carried out so that more reliable results on several dimensions to test the PR of employees working in different sectors can be obtained.

References

- Amabile, T. and Kramer, S. (2013), "*Working from home: a work in progress*", Harvard Business Review, available at: <https://hbr.org/2013/07/working-from-home-a-work-in-pr> (accessed 15 July 2020).
- Bailey, D.E. and Kurland, N.B. (2003), "*A review of telework research: findings, new directions, and lessons for the study of modern work*", Journal of Organizational Behaviour, Vol. 23 No. 24, pp. 383-400.
- Bartel, C.A., Wrzesniewski, A. and Wiesenfeld, B. (2007), "The struggle to establish organizational membership and identification in remote work contexts", in Bartel, C.A. (Ed.), Identity and the Modern Organization, Lawrence Erlbaum Associates, Mahwah, NJ, pp. 253-272.
- Baruch-Feldman, C., Brondolo, E., Ben-Dayan, D. and Schwartz, J. (2002), "*Sources of social support and burnout, job satisfaction, and productivity*", Journal of Occupational Health Psychology, Vol. 7 No. 1, pp. 84-93, doi: 10.1037/1076-8998.7.1.84.
- Baudot, L. and Baudot, L. and Kelly, K. (2020), "*A Survey of Perceptions of Remote Work and Work Productivity in the United States during the COVID-19 Shutdown*", Available at SSRN: <https://ssrn.com/abstract=3646406>; <http://dx.doi.org/10.2139/ssrn.3646406>.
- Bentley, T.A., Teo, S.T.T., McLeod, L., Tan, F., Bosua, R. and Gloet, M. (2016), "*The role of organisational support in teleworker wellbeing: a socio-technical systems approach*", Applied Ergonomics, Vol. 52, pp. 207-215.
- Bhar, S. and Padmaja, K.V. (2014), "*A comprehensive study on the relationship between job classification and job satisfaction*", International Journal of Innovative Research and Development, Vol. 3 No. 12, pp. 306-317.
- Carraher-Wolverton, C. (2022), "*The co-evolution of remote work and expectations in a COVID-19 world utilizing an expectation disconfirmation theory lens*", Journal of Systems and Information Technology, Vol. 24 No. 1, pp. 55-69, doi: 10.1108/JSIT-05-2021-0085.
- Carroll, N. and Conboy, K. (2020), "*Normalising the 'new normal': changing tech-driven work practices under pandemic time pressure*", International Journal of Information Management, Vol. 55, p. 102186.

Pandey, N., & Dhanopia, M. (2019). WORK-LIFE BALANCE AND WORKING INDIAN MOTHERS: AN EMPIRICAL STUDY. *International Journal of Engineering Applied Science and Technology*, 04(07), 119–124. <https://doi.org/10.33564/ijeast.2019.v04i07.018> Pandey, N. (2023).

Vashisht, M. (2024). Exploring Work-Life Balance: Challenges and Strategies for Women in the Modern Professional Landscape. *Indian Scientific Journal of Research in Engineering and Management*, 08(06), 1–5. <https://doi.org/10.55041/ijsrem35678>

Pandey, N. (2023). Exploring the Factors Affecting the Work-Life Balance of ASHA's Health Workers and their Impact on Performance in Rural Uttarakhand. *Indian Scientific Journal of Research in Engineering and Management*, 07(04). <https://doi.org/10.55041/ijsrem20210>