

A measure of job satisfaction in remote work using technostress and work-life conflict as mediators

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Abstract:

Remote working is becoming more common in all organizations. Although remote working has positive outcomes on employees and organizations nowadays, negative aspects due to technostress has also been reported in recent articles. Despite the increased interest in technostress, only a very few research work deals with the impact of technostress in remote working. So, we aimed to investigate the relationship of job satisfaction in remote working with an emphasis on the mediating roles of techno stress and work-life conflict. Also, the study looks at the elements which influences Job satisfaction in remote working as well as the reduction of technostress that can be done to provide workers a sense of a working environment in their homes. In this regard, we conducted a survey of 547 IT employees to investigate the level of job satisfaction in remote work with the help of key players like technostress and Work life conflict. The results of the study revealed that research on remote working significantly had a negative impact among employees by examining the effects of such encounters and introducing significant critical techno stressors that diminish levels of flow at work.

Keywords:

Remote working, Employee performance, Job satisfaction, Technostress, Work life conflict

Introduction

“When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.” - Simon Sinek

The above quote explains that if employees are engaged properly, they put more effort into their work, which results in higher-quality work (Demerouti, 2023), (Anand & Acharya, 2022). The trust and integrity built through the foundation of good communication and commitment between the employer and employees plays a prominent role in achieving the organisation's goals and principles. (Bakker et al., 2005) On the contrary, Employees who work from home reported lower levels of satisfaction and more work-family conflict. (Karunaratne, 2021), (Gemmano et al., 2023) Technology has emerged as a crucial component of IT Industry. However, the current use of technology causes anxiety, stress, and work-life imbalance among IT employees. IT employee stress levels have risen as a result of technological advancements. Excessive stress levels can lead to low job satisfaction, which is known to further affect employee turnover and retention within an organisation and frequently further result in an increase or decrease in the organization's productivity. (Tarafdar et al., 2010) In addition, for a long period of time, job stress research did not focus on technology as a source of stress. As a result of the digital revolution, this has altered. Virtually all industries and occupations now use digital technology, and their widespread adoption has a significant impact on business models, organization structure, communications, work organization, and employee relationships it is almost certain that these adjustments will have an impact on specific employees. (Chen et al., 2022) From the perspective of workplace health and safety, it's critical to pinpoint the precise components of the digitization processes that result in stress at work and can negatively impact the mental health. Work-life conflict is a form of stress which develops when someone devotes more time to their job, which

causes conflict with demands from their family.(Hughes & Parkes, 2007) Rushing through urgent tasks and rearranging schedules to manage conflicting demands can be exceedingly taxing and in such circumstances, an employee may find it challenging to achieve a satisfying work-to-family balance (Barnett et al., 1994). Perhaps, the Employers are said to profit from the greater workload and extended hours brought on by the separation of job and location.(Porcu et al., 2022),(Salazar-Concha et al., 2021) According to the literature till date, job satisfaction in developing nations does not correlate with family-work conflict, in contrast to western countries showing that the idea is viewed differently in the developing and developed world. (Hajar et al., 2011) both factors are particularly significant since they can be used as a guide for designing modifications and improvements to employees with the intention of improving working conditions. The suggestive framework proposed in this paper has been put forth through a systematic review of the existing Secondary literature which were already written on the topic at hand. Additionally, a Survey tool was used to solicit the feedback from IT employees of different Organizations (a Sample set) to understand the strategies and techniques currently involved in remote working for measuring the job satisfaction of employees.

2. Objectives

1. To investigate the impact of job satisfaction in remote work with the context of technological stress and work-life conflict.
2. To assess the association between job satisfaction and employee performance during remote working adoption.
3. To assess the influence of organisational factors on implementation of remote working arrangements.

3. Review of Literature

Bahamondes-Rosado et al., (2023) identified and assessed the primary determinants of Technostress, which is a psychosocial condition linked to the unhealthy use of technologies by the need to consider home confinement. The major sources of technological stress were determined to be technological invasion and technological overload, with technological exhaustion being the most widely recognised kind of technological stress. Results showed that Technological stress is recognised as a threat that had immediate and significant negative impacts during the period of intense confinement during pandemic and remote working. (Bahamondes-Rosado et al., 2023)

Ewers and Kangmennaang (2023) conducted a survey of 1,172 remote employees to examine how remote working changed their working lifestyle and experiences of the labour market as measured by technostress, perceived autonomy and work life conflict and the inequalities faced in those experiences, they performed a study on remote work in economic geography and organisational science. As a consequence, remote working has strengthened pre-existing axes of difference while also creating new regions of market inequality and the work space dynamics/experiences and outcomes have changed as a result of remote employment in ways especially into geographic conceptualizations of labour inequality.(Ewers & Kangmennaang, 2023)

Blazhevski et al (2022) aimed to investigate the relation between job satisfaction and remote work with an emphasis on the intermediating roles of social connectivity and work-life conflict. Also, the study looks at the elements which influence job satisfaction in remote work as well as the adjustments that may be done to provide workers a sense of a working environment in their homes. Both factors are particularly significant since they can be used as a guide for designing modifications and improvements to residences with the intention of improving working conditions. Employees who work remotely report lower levels of satisfaction and more work-family conflict. Due to the lack of social interaction, employees report higher levels of negative feelings. (Blazhevski et al., 2022)

Aslan et al (2022) evaluated the differences between IT employees who work from home and those who do so in workplace in terms of reported task performance, as well as any potential mediating effects of job satisfaction on these differences. The study sample is restricted to one call centre with sample size of 421 workers in order to avoid potential interference from other organisational variables including management style, human resource policies, and organisational culture. With SEM, the findings indicate that employees who worked remotely either full-time or occasionally perceived their general task performance as being better than those who only work from the workplace. The authors put forth the statement that workplace was not significantly involved in affecting the job satisfaction of employees.(Aslan et al., 2022)

Rohwer et al., (2022) studied the present state on the prevention and management of work-related technostress. Two authors independently examined the papers between 2008 and 2021, in the databases PubMed, Web of Science, PsycInfo MEDLINE and PSYINDEX. The review methodology included 62 papers which was evaluated

using established checklists at the technical, organisational, social, and human levels. A lack of study that must be put into the future research is highlighted by the fact that none of the taken studies researched about the preventative strategies. However, the listed resources and coping mechanisms offer places to start when addressing negative job and health-related issues and lowering job-related technological stress. (Rohwer *et al.*, 2022)

Heryanto *et al.*, (2022) studied to ascertain whether WFH, job satisfaction and mental health had any effects on employee's performance in the Great Jakarta Area banking sector. A study was conducted online with 314 banking employees to investigate the premise that work life balance, job satisfaction and mental health of employees whether it can boost productivity on WFH arrangements. The results demonstrated a favourable relationship between job happiness and mental health and the performance of banking employees who embrace remote working arrangements. These findings imply that practitioners should concentrate on improving employee job satisfaction and establishing mental health caution in the workplace in order to boost employee performance in the existing remote work arrangements. (Heryanto *et al.*, 2022)

Singh *et al* (2022) used a stressor-strain-outcome (SSO) model was used to analyse the effects of personal and work-related technological stress on techno-exhaustion and subjective well-being. In spite of increased interest in technostress, little is known about the impact of combining personal and professional technology use. The research work with a sample set of 306 employees showed that during the compulsory remote work period, both professional and private digital platforms created technological stress, which in turn heightens the psychological burdens like technology tiredness and lowers subjective wellbeing. (Singh *et al.*, 2022)

Battisti *et al* (2022) investigated the economic and financial effects of remote work on workers. An analysis of a sample of 976 workers using mixed-methods of sequential exploratory approach was conducted. The study showed that the most of the workers experienced a negative economic and financial situation because of the higher out-of-pocket expenses and additional costs for utilities, digital platforms, and technology, as well as the non-reimbursement of overtime and meal vouchers and also highlights the importance of psychological-behavioural factors, including job satisfaction and technological stress. (Battisti *et al.*, 2022)

Ferrara *et al* (2022) aimed at providing a systematic review of the threats and opportunities for employees' stress and wellness during remote working conditions. 20 peer-reviewed studies were chosen for this evaluation based on the PRISMA standards and investigated how distant work affects workers' performance and happiness. Results revealed a range of inconsistent effects on workers' productivity and happiness, particularly with regards to how it affects their physical and social wellness. This allows Organisations to consider remote working in a more innovative and calibrated approach for its sustainable and strategic use. (Ferrara *et al.*, 2022)

Abilash and Mary Siju, (2021) studied the relationship of telecommuting adoption in the workplace during a critical circumstance and how it helps the individual perform, to be satisfied, and remain dedicated to working as effectively as possible. They analysed using descriptive statistics, coefficients of correlation, and the one sample t-test which revealed a positive association between job satisfaction and employee commitment during the implementation of remote working in an organisation. The study thus showed that telecommuting may coexist with formal meetings and everyday work in the present. (Abilash & Mary Siju, 2021)

Charalampous *et al* (2019) has reviewed 63 research articles using quantitative, qualitative, and mixed-method approaches of remote working to study the relationship between remote workers and the affective, cognitive, social, professional, and psychological components of workplace wellbeing. The Findings suggest that cognitive performance and psychosomatic problems are less well understood than the problematic state, social life and professional life of remote workers. The drawbacks of this method of working includes social and professional separation and perceived risks in professional and technological outgrowth. (Charalampous *et al.*, 2022)

4. Materials and Methods

Research Framework:

The research framework aimed to describe the intervening roles of techno stress and work life conflict to study the relation between Job satisfaction and remote work. The method used here was quantitative approach where numerical data was collected and statistically analysed to draw relevant conclusions. The questionnaire was prepared and distributed both in person and through google forms served as primary source of data. The secondary data collected during investigation came from various research articles, online newspaper articles and journals which helped in providing insight into the significance of job satisfaction in a remote working environment with the intermediating roles of techno stress and work family conflict. The study's target population was the IT Sector

employees working in Chennai. The primary leading Companies were taken into consideration as the analytical unit. The employee's perspective and actions were reflection of the organizational belief and practises. The employees of the numerous IT Sectors located in Chennai were been chosen as the study's responders. 573 responses were collected from the participants of the study and Pretest was conducted with the help of in-person interviews to decrease the issues brought on by ambiguous sentences and biases in the research.

Research gap

The majority of research on technostress was done in developed countries rather than developing countries like India. The previous researchers did not try to perform a study on domestic and international IT organizations. It was very clear that there is a research gap by looking at the literature review. With an effort to close this research gap, we examined the technostress experienced by employees at particular IT firms in Chennai City.

5. Data Analysis and interpretation

The data collected was tested for normal distribution using a probability – probability plot and histogram prior to analysis of the data. The P-P plot or the cumulative probability plot of residuals focuses on the skewness or asymmetry of the data and correlates the closeness of data distributions. The straight line in the figure.1 shows that the data is distributed normally which is further supported by the bell-shaped curve in histogram in figure.2

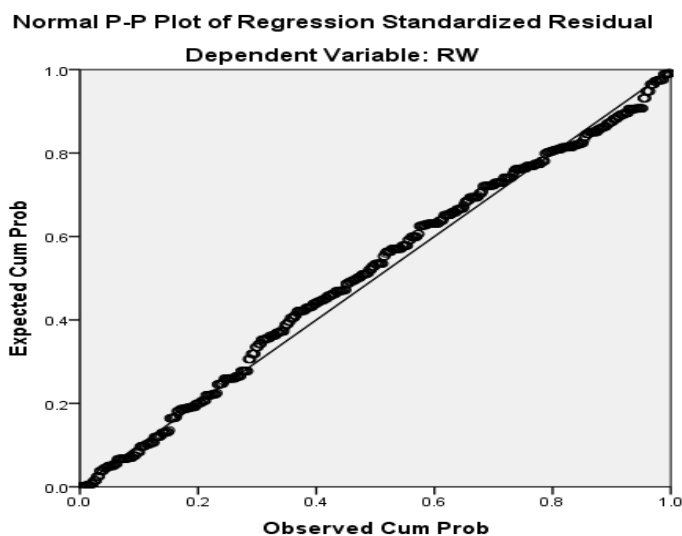


Figure 1: P-P Plot

Source: Self construction with analysis

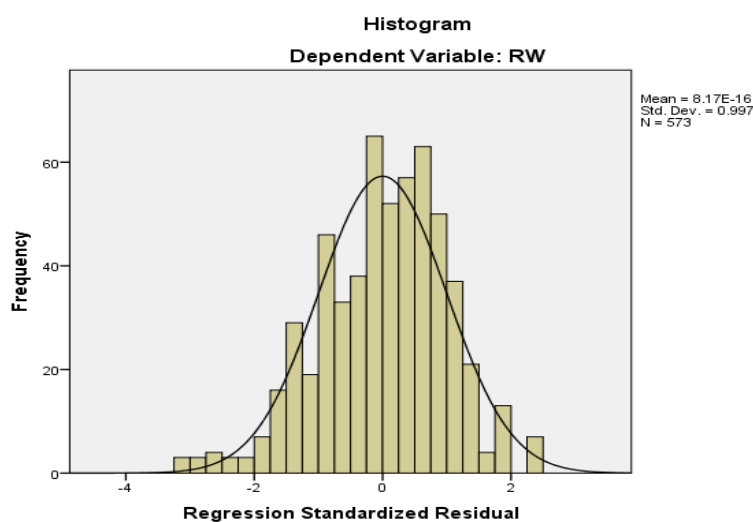


Figure 2: Histogram of collected data

Source: Self construction with analysis

5.1. Demographic data

The profile of the respondents based on their demographic variables like Age, Gender, Marital status, Area of

residence, Qualification, Experience, working hours and Organization age have been studied and depicted in table 1.

Table 1: Demographic characteristics of the respondents

Description	Particulars	Percentage (in %)
Age	<25 years	41.6
	26-30 years	33.2
	31-35 years	14.7
	36-40 years	6.3
	41+ years	4.2
Gender	Male	33.2
	Female	66.8
Marital status	Unmarried	74.4
	Married	25.6
Area of Residence	Rural	17.6
	Urban	63.6
	Semi-rural	7.5
	Semi-urban	11.3
Qualification	Under graduate (arts & Science)	15.6
	Post graduate	51.3
	Engineering	28.2
	Diploma	4.9
Experience	<5 years	69.3
	6-10 years	15.3
	11-15 years	7.1
	16-20 years	4.9
	21+ years	3.4
Working Hours	1-8 hours	46.0
	9-10 hours	42.7
	11-12 hours	4.5
	Flexible hours	6.8
Organization age	<5 years	19.2
	6-10 years	11.7
	11-15 years	15.8
	16-20 years	7.1
	21+ years	46.2

The demographic characters of the respondents are shown in Table:1, and the interpretations show that the majority of respondents were less than or equal to 25 years old, with persons over 41 years old having the lowest proportion when compared to other aged people. In the IT field, female employees were determined to be greater in proportion than male employees. Unmarried employees outnumbered married employees. The findings revealed that employees were more dispersed in urban areas due to an abundance of IT industries in the corresponding metropolitan areas, which is advantageous for the employees' routine job. The majority of responders were postgraduates, indicating that the personnel were well-educated and well-qualified. Respondents having equal or less than 5 years of experience were high, this indicates that maximum of the respondents fall under 5 years of experience, considerably freshers and beginners. The study revealed that 1-8 hours of working time was high in count and the flexible hours and 11-12 hours of working time is very low, it seems the organization follows the proper working time in maximum places. New emerging organisations were found to implement remote working at higher rates than older organisations.

5.2. Reliability Statistics

Reliability refers to the consistency or stability of a research study or a measurement scale over a period of time and this article employed Cronbach alpha method to determine the reliability. The questionnaire had a total item

of 24 items and was subjected to the consistency and reliability test using Cronbach alpha score. This tool tests the reliability in a questionnaire consisting of Likert questions on the measurement scale. The overall reliability statistics of the variables in the current research showed a very good Cronbach alpha coefficient value of 0.819 confirming its ideal reliability as seen in Table 2.

Table 2: Reliability of data

Cronbach α	Cronbach α Based on Standardized Items	No. of Items
.819	.827	24

After confirming the reliability of the study and its consistency, Regression and Correlation analysis through SPSS was performed to determine the relationship between dependent variable i.e., Remote work (RW) and independent variables such as Job satisfaction (JS), Techno stress (TS) and Work life conflict (WLC).

5.3. Correlation

Correlation is a measure that describes the extent to which two variables are associated. It is a bivariate analysis measuring the strength of association and kind of the relationship among two variables. Pearson's r value was the correlation statistic used here as the data has been distributed normally.

Table 3: Correlations

		RW	TS	WLC	JS
RW	Pearson Correlation	1	.371**	.359**	.240**
	Sig. (2-tailed)		.000	.000	.000
	N	573	573	573	573
TS	Pearson Correlation	.371**	1	.349**	.843**
	Sig. (2-tailed)	.000		.000	.000
	N	573	573	573	573
WLC	Pearson Correlation	.359**	.349**	1	.155**
	Sig. (2-tailed)	.000	.000		.000
	N	573	573	573	573
JS	Pearson Correlation	.240**	.843**	.155**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	573	573	573	573
**, Correlation is significant at the 0.01 level (2-tailed).					

It is known from Table 3 that there was a good correlation between RW, PA, EP and JS. Among them, TS and JS were found to have a strong correlation value of $r = .843$ ($p < 0.001$) at 5% level of significance and the second strong correlation value between RW and TS was found to be significant with $r = .371$ ($P < 0.001$). All other variables were positively correlated and there was a significant relationship between RW, PA, EP and JS. So, the null hypothesis was rejected and alternate hypothesis was accepted.

5.4. Regression

Regression is a statistical tool used to understand the relation and impact of one or more independent variables on the dependent variable. Linear regression is used to find the linear relationship between independent and dependent variables. The dimensions of job satisfaction in regards to Techno stress and remote work was used as inputs in analysing the regression and to identify predictors of technostress of IT employees working remotely. The method used is Multiple Regression analysis.

Table 4: Summary statistics

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
1	.451 ^a	.203	.199	2.95375	.203	48.386	3	569	.000

a. Predictors: (Constant), JS, WLC, TS

b. Dependent Variable: RW

Table 5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1266.460	3	422.153	48.386	.000 ^b
	Residual	4964.328	569	8.725		
	Total	6230.789	572			

a. Dependent Variable: RW

b. Predictors: (Constant), JS, WLC, TS

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.941	.627		20.643	.000
	TS	.108	.020	.406	5.317	.000
	WLC	.190	.033	.240	5.772	.000
	JS	-.134	.070	-.140	-1.929	.054

a. Dependent Variable: RW

In the above regression analysis, Remote working (RW) is the dependent variable (Y); Techno stress (TS) (X_1), Work life conflict (WLC) (X_2) and Job satisfaction (JS) (X_3) are the predictor variables. From table 4, the regression analysis showed a R value = 0.451 means that 20.3 % of the variance ($0.284 = 0.203$), indicating a good relationship between the study variables.

Table 6 shows that the combination of Techno stress, Work life conflict and Job satisfaction contributed to 45.1% Remote working on IT employees. The R square value for the overall study tells that there was a strong effect on the three independent variables with respect to remote working. Although, based on the adjusted R^2 value of 0.199, these elements contribute about 19.9 % to the dependent variable. The F value (48.39) was significant which implies that the model is fit. It was clear that independent variable with high β level has high impact on the dependent variable. In this study, the results revealed that techno stress ($\beta=0.406$, $p<0.001$) was the most influential factor in remote working. Job satisfaction and remote working was found to be negatively correlated. So, the null hypothesis was rejected and alternate hypothesis was accepted. The standardized coefficients β column gives the coefficients of independent variables in the regression equation.

$$Y = 0.406 X_1 + 0.240 X_2 - 0.140 X_3$$

6. Discussion

The study's empirical goal was to explore how technostress and work life conflict influences job satisfaction in people working remotely. It is commonly believed that remote working is more convenient than regular office work, because the working environment influences employee productivity and performance in a variety of ways. Given the increasing reliance on virtual employee and customer interactions in the IT sectors, it is critical to understand how technostress affects employee performance across cultural boundaries. During the past several years, remote working bloomed to heights which was invited by most of the IT companies but it was daunting on the other side due to various other drawbacks. While it is apparent that working remotely might result in more IT demands and less face to face interaction and only a few is known about how the exposure to technological stress can affect employees' mental experiences in terms of their performance and job satisfaction. As a result, this study sheds light on understanding the impact of technostress and work life conflict on employee's job satisfaction in remote work along with its outcomes.

Personal factors such as age, education level, gender, income level, marital status and profession, as well as preferences such as leisure activities, curiosity about technological advancements, and interaction with family and friends, may influence how each individual adjusts to remote working. This is due to the fact that each individual has a distinct personality and socioeconomic background. The age of the respondent plays a vital role in IT industries where majority of the people's age was found to be less than or equal to 25 years of age. It can be speculatively inferred that young people can handle and tackle techno stress effectively when compared to older people. The difference in age didn't show any significant impact on remote working whereas it plays an important

role in job satisfaction technostress and work life conflict. Given that the data included a higher proportion of females in the current study, additional analyses investigated whether the findings could be moderated by gender, but found no evidence. Regarding marital status of the respondents, most of the respondents in our study were found to be unmarried employees and was found to be significant with all the study variables and it was inferred that most people working remotely are unmarried. Compared to married employees, it has been found that unmarried employees have adapted to remote work better. We might conclude that working from home looks more challenging while juggling a family's needs and so the percentage of married employees was found to be low in remote working scenario. In order to maximise the employee's job satisfaction, living close to major metropolitan city centres is no longer necessary as we have emerged into remote employment. Living in areas with limited transit options or requiring a lengthier journey raises people's propensity to work from home. With respect to Qualification, the study indicated that in densely populated towns, the potential for remote working was higher in the areas where people were more affluent and well educated. It can be supported by the fact that employees who were well educated were able to adapt themselves to the new technologies faster than the less educated people. The research findings also revealed that the young budding freshers were more occupied in remote working when compared with experienced employees. Organisation age also tend to impose some positive effect on remote working and techno stress while remote working and job satisfaction specifically did not affect the working hours of the respondents.

Nowadays, many employees consider having a choice of remote work and location when striving for an improved work-life balance and assessing new career opportunities. It is evident to note that work life conflict is one of the primary reason of individuals feeling overstressed with their heavy workloads. The work space environment, technical infra structure and internal motivation all have an impact on employee performance when working from home. The result shows that remote working and job satisfaction were negatively correlated due to the technological stress and work life conflict in the work from home scenario. Job satisfaction is a mediating factor between performance of the employee and work life balance. Remote work encouraged delegating more responsibility to employees, resulting in less job satisfaction, and consequently reduced performance of the employees. Also, job satisfaction comes as a result of fulfilment of their job roles which is more impacted by the autonomy and flexibility. Organisation should encourage hybrid working arrangements such that it limits the remote work to only a couple of days per week, so that the employee will have flexible scheduling and good social attachment and interaction with their colleagues. Meanwhile, a strong correlation was seen between job autonomy and techno stress which implies that despite the technostress, employees were satisfied with their work irrespective of onsite or remote working. Employee's well-being and less work life conflict paves way for greater job satisfaction, the present study reported that there was higher technostress and more work life conflict which resulted in lesser job satisfaction of the employees. Employees have more freedom to work and plan their duties accordingly during their own productive time, unlike in the office but they faced a greater work life conflict which made difficult them to cope with remote working environment. Remote work encouraged delegating greater responsibility to employees, resulting in less job satisfaction leading to reduced performance of the employees. Another attribute to lesser job satisfaction might be due to the lack of social connectivity and increased isolation. In addition, the lack of collaborative social communication, face to face interaction and social cues are one of the great challenges for remote employees. Physical separation and a lack of social engagement may have negative psychological and social effects. Additionally, remote workers lack the social support they need to remain engaged and motivated in their work. However, social connection is not the key factor; rather, the feeling of being "cut off" prevails. Employees who work remotely experience problems with transfer of information, communication, and decision-making, which makes them feel "left out" of their job. Learning new abilities really demands more effort, might initially suppresses work progression and is more stressful because additive effort is frequently only feasible outside of working hours and not during them. This makes it more difficult to balance work and personal obligations and puts employee work performance at risk. The threat posed by the highly skilled and talented worker is perceived as less pronounced. The statistical results of the study show a similar conclusion.

Technostress must be properly identified and managed because it can have a detrimental impact on the well-being of individuals, resulting in a variety of negative repercussions that can trigger a variety of health-related challenges. The findings concluded that remote working has a negative impact on job satisfaction with the mediating roles of technostress and work life conflict.

7. Implications

The study has examined the level of job satisfaction and employee performance of remote workers in IT sectors with respect to techno stress. Based on the empirical results of this study, the implications would be helpful for practitioners and researchers. Furthermore, this study has revealed the results specifically to remote workers in the IT industry. While information technology has undoubtedly improved modern living, it has also brought with it new issues. With IT industries becoming more and more computerized, both consumers and employees frequently have to cope with concerns about how technological stress is affecting their careers. However, the benefits and all critical aspects of remote work cannot be fully monetized and there are some elements that are related to the relational–psychological stress of the employees. On the other side, concept of remote working should be highlighted from the points that both digital technologies (internet connection, personal computer, licenses for instant communication platforms and cloud sharing space) and relational–psychological aspects with coworkers and family members. The proper development of organizations requires a decisive role in the improvement of stress management at the level of employees. Managers have to plan, control and organize continuously the techno overload, work intensity and put limits for any technological invasion. Such relevant decision and managerial implications are necessary to avoid any emotional challenges of techno stress during working, and overall, to enhance the protective management role in times of intense technological transformations.

8. Limitations

The present study reports some limitations. The process of collecting responses using Google Forms was challenging due to the ignorance and lack of enthusiasm among the respondents in filling the forms. The sample's possibility of not being representative of the entire population is one of its key drawbacks. Self-report surveys are associated with respondent-related technique biases, such as social desirability, transitory mood states, or tendencies to agree or disagree with items regardless of their content, which may cause bias in the analysis. Even though the respondents are anonymous, it is still important to question their level of honesty. However, the high correlations of associations within the technostress model may indicate issues due to conceptual overlap between survey items measuring the technostress and IT demands in remote working. The results are based on the investigation conducted only in the Chennai city and therefore, additional studies should provide more broader investigation which not only confines to a particular area.

9. Conclusion

Overall, the results of the study revealed that remote working had a negative impact on job satisfaction while there was a significant positive correlation between technostress and job satisfaction. Technostress and work life conflict were found to be higher in remote working scenario which attributes to the lesser job satisfaction in remote working. When working from home, the work atmosphere, intrinsic motivation and technical infrastructure have an impact on employee's job satisfaction. As a result, organisations must provide employees with autonomy in order to alleviate technological stress. This suggests that, in order to enhance the performance of employees in remote work, managers and directors should focus on improving employee's job satisfaction by reducing technostress and increasing mental health awareness in remote working.

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