



*Thesis  
Title:*

THE IMPACT OF WORKING FROM HOME ON JOB  
SATISFACTION DURING THE CORONAVIRUS (COVID-19)  
PANDEMIC: THE CASE OF THE PUBLIC SECTOR IN BAHRAIN

*Master  
Student:*

Mohamed Abdulla Hasan

*Academic  
Affiliation :*

*Aix Marseille University*

PLEASE CITE AS APPROPRIATE:

**Reference List:** Hasan, M. A . 2021. The impact of working from home on job satisfaction during the coronavirus (covid-19) pandemic: The case of the public sector in bahrain [Master Thesis]. Bahrain: Institute of Public Administration. 123p. Accessed From:

**In-text citation:** Hasan, 2021

**Disclaimer:** We hereby declare that this thesis is the author's own work. All sources used have been indicated as such. All texts either quoted directly or paraphrased have been indicated by in-text citations. Full bibliographic details are given in the reference list.

**THE IMPACT OF WORKING FROM HOME ON JOB SATISFACTION  
DURING THE CORONAVIRUS (COVID-19) PANDEMIC:  
THE CASE OF THE PUBLIC SECTOR IN BAHRAIN**

**THESIS DOCUMENT FOR OBTAINING THE  
MASTER'S DEGREE 2:  
MASTER OF PUBLIC ADMINISTRATION**

Presented and defended on:

June 2021

By:

MOHAMED ABDULLA HASAN

Supervisor:

DR. KIM GRIFFIN

Academic Manager of the Master's degree  
courses, Ecole Nationale d'Administration  
(ENA)

## **ACKNOWLEDGEMENTS**

Foremost, I would like to express my gratitude to the thesis advisor, Dr. Kim Griffin, for her continuous support and full cooperation. I would like to thank Pr. Robert Fouchet and Pr. Solange Hernandez on their guidance, who helped me throughout the journey of this thesis.

I would also like to thank the administration team in the Bahrain Institute of Public Administration (BIPA) for facilitating their services, for helping me execute my tasks in terms of preparing this thesis. Especially the system “Ibath”, which assisted with the distribution of my questionnaire in an organized, professional manner. Adding to that, I would like to express my gratitude to the Labor Fund (Tamkeen) for sponsoring this master’s degree.

Moreover, I would like to thank my family: my mother and my idol: Layla, for her encouragement which helped me accomplish this goal. Last but not the least, I would like to thank my dear wife: Sindous, for constantly being there for me, supporting me and making everything just perfect. My children: Aljoury, Layla and Aysha are my source of motivation in terms of pushing me to my limits. I am blessed to have all of them in my life.

## **DEDICATION**

**I dedicate this thesis,**

To my precious daughter, Aljoury, whom has been diagnosed with Type 1 Diabetes just one month before submitting this thesis.

I have witnessed the pain that my daughter has experienced in order to adjust her situation. My dear wife and I have gone through hard times. This little angel has taught us dedication, acceptance, patience and most importantly solidity even when I feel I am at the bottom of the heap. I have learnt this from my seven-year-old mentor.

Aljoury, I love you!

# **THESIS OUTLINE**

Acknowledgements

Dedication

Chapter One: Introduction

Chapter Two: Literature Review

Chapter Three: Methodology

Chapter Four: Findings

Chapter Five: Discussion

Chapter Six: Conclusions and Recommendations

References

Table of Contents

List of Tables

List of Figures

The Abstract – English version

The Abstract – French version

Appendices

# **The Impact of Working from Home on Job Satisfaction During the Coronavirus (COVID-19) Pandemic: The case of the public sector in Bahrain**

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background**

It is well known that The Public Administration is very complex. Even a simple citizen can realize the huge number of challenges that the system is obliged to deal with: the policies to be initiated and/ or should be reviewed, the procedures to be regulated in terms of illustrating relationships between wide-range stakeholders as well as dealing with the diversity of mindsets. The main aim of the public sector is to serve the citizens in the country. In the private sector, the purpose would be so different as it focuses on generating profits and shareholder's benefits. Besides that, the environmental and organizational structure is also another challenge in the public administration. The huge amount of human capital that has to be managed and kept motivated to produce their maximum results would not be a simple task. Moreover, public behavior is a critical issue because politics or the "public mood" play a major role by influencing civil servants. It may also affect the quality of services that are provided to the public.

On top of that, Bureaucracy is dominating the public entities (ministries) to maintain a strong, accountable system that offers control for both administrative procedures and for sustaining the public budget, which primarily revenues from taxpayers as an essential source of economy for the country. At the same time, bureaucracy can be considered a negative impact in the sense of eliminating employees' autonomy in the public sector. This could limit many things such as employees' creativity and work satisfaction. As a result of these arguments, "rationality" would be also a crucial factor in this operation, meaning that the decisions taken in the public sector might be so different than in the private sector. When some decisions are perfectly agreed on with public organizations due to certain politics and specific conditions at a certain time might never suit, please the people in the private sector. (Peters, Guy & Pierre, 2018).

A long time ago, scientists in the management department worked hard and aimed to find solutions by studying the phenomena in the public sector by analyzing, sorting out the mutual grounds between the organizations. Fortunately, plenty of terminologies and studies were issued in this field. Yet the term “Organization Theory” was a significant element in the equation. It is also being examined until today. The theory was defined as the body of considerable knowledge and literature developed over the years that reflect occurrences, events in such organizations. It can also be described as a set of propositions which seek to explain how individuals and groups behave in different organizational structures and environments (Williams, Apronti, Cecelia, Lisa and David, 2016). The theory is categorized and classified into several elements that describe each factor and their influence against its concerned stakeholder(s). However, they will not be mentioned in this master’s thesis as they are not related to the core of this study.

An interesting matter to highlight in this regard, is a study done by Michael and Popov (2016) It suggested a “Mosaic-View” as a solution to enhance the understanding of the organizational theory by tackling issues in the field based on three aspects. First, by accepting the uncertain events that accrued, then to set rational expectations in terms of strategic planning, vision, mission, and more. After that, perform resource-based approaches related to the organizational structure, human and financial resource, and the rest of the elements that are related to the challenges occurred. Second, the empirical data, which is an important factor that provides a solid, concrete ground solution. The last element is crucial it is the time factor. Meaning the time that the challenge is happening and the time that the proposed solution will take to achieve the goals (Michael and Popov, 2016).

As a conclusion of the above, challenges will keep happening in both public and private sectors. However, what is crucial is the way that the concerned people will handle them. Perhaps Covid-19 is a recently occurred case that caused governments serious loses and challenges. Working from home is one of the major initiatives that have been recently implemented by the Kingdom of Bahrain’s public administration. Such an implementation forced policymakers to enhance their policies with regards to fulfilling the public’s needs by offering online services as well as allowing their civil servants to execute their tasks remotely. That is why such theories and approaches like the

Mosaic-View, could forecast such a phenomenon, provide some explanations and recommendations of what, how and when things should be done.

Given the above, this master's thesis will focus on one of the major challenges in the public administration: the implementation of effective human capital's strategies to specifically raise employee's expectations, organizations' performance and to enhance their accountability. As a result of neo-management orientation depending on performance and result-oriented government services, researchers in public administration have stressed the importance of developing human resources and management strategies by improving the environmental and behavioral aspects. As a result, a key element in this equation is called Job Satisfaction, which in fact, a result of a combination of a healthy team environment that provides the team with empowerment space. Transformational leadership that possesses certain characteristics of strong capabilities and qualities which enable them to lead their team(s) with good governance methodologies and effective planning strategies (Noer, 1993; deLeon & Taher, 1996; DeSantis & Durst, 1996; Rago, 1996; Ting, 1996; MSPB, 1998; GAO, 1999; Peters, Guy & Pierre ,2018).

Although a large number of studies that have been done in the fields of job satisfaction and working from home exist, and which demonstrated their impact on the organizations and have evaluated its reflections on the public administration in detail. And indeed, this master's thesis will also follow this orientation by continuing the efforts in the research cycle, as it will present those previous studies that have been done in those areas. But, since new events have occurred and therefore new challenges have arisen in the public administration, like the recent case of the pandemic (COVID-19). No doubt it has affected the countries and their organizations in a wider view, which certainly influenced the job satisfaction and the home working's implementations.

Therefore, this will create a need for further studies and research to be conducted to explore the challenges accrued, to investigate the various factors attached to the issue aiming to reach a conclusion or a solution after evaluating the results gathered from the empirical studies and research. The master's thesis will summarize the most critical elements that are attached to the research problem by exploring the literature to sort out the mutual aspects that may provide a solid understanding and thus for certain solutions that should work or improve current dilemmas.

This thesis will present in-depth the definition of Job Satisfaction mainly in the field of public administration and how it could be impacted by the home working implementations during the COVID-19 pandemic. As well as that, it will discuss the various influences (factors) that are related to job satisfaction, home working and emphasize on the most suitable methods of measuring job satisfaction.

The master's thesis believe that these efforts should add value to the literature as well as to the organization. The study will be focus on gathering data on the on the public sector of the Kingdom of Bahrain in general without specifying a certain ministry or a public organization. Besides that, the thesis is looking forward to creating a solid ground of concreted information that will be gathered from previous studies in order to obtain variables that could be used as tools of measuring job satisfaction. In addition to the proposed methodology, the thesis will analyze those data which will be gathered in order reach a better understanding and to create meaningful results that could be proposed as a solution for the case and define the limitations that could be the starting point for future studies.

## **1.2 Statement of the Problem**

Due to the COVID-19 pandemic, home working has been implemented on the Bahraini public administration and on the entire staff of the public sector comply with the orders issued by the country's health officials. Based on that, this issue has created many challenging matters in various dimensions. Hence, this has created a need to evaluate this implementation whether it is positively or negatively contributing to staffs' satisfaction and whether it helps the public sector or not in terms of compliance, loyalty, impacting performance and organizational productivity. To reach such understanding, previous and relevant studies in this regard would strongly help to identify and analyze the factors that could influence this implementation as well as staffs' impression during and after this experience.

### **1.3 Purpose and Rationale**

As been mentioned earlier, there are lots of studies that have been tackling this issue. Nevertheless, there are not enough studies that have measured the job satisfaction during the COVID19, which is normal as this is a new situation. Therefore, this master's thesis aims to investigate this issue by taking the advantage of the rich content related to the subject that is available in the literature by aiming to add further value in terms of measuring the impact of implementing home working on the public sector of Bahrain during the COVID-19. Also, to explore and examine the opportunities if this implementation could enhance the staffs' compliance and loyalty towards it or not. Also, this thesis aims to examine whether this experience is useful only in such a crisis (COVID-19), or if it can be a successful initiative at the normal times. If so, under what conditions, partially or permanently, should it be applied on every job or limited ones based on their specialty.

All of these are thoughts are to be questioned. Besides that, this thesis aims to look at the new challenges and limitations that would occur due to this new situation, and to evaluate the effects this experience. One last aspect that this thesis aims to explore is the benefits or the disadvantages that are reflected on both sides, the employer, and the employee, such as the impact on the staff's work-life balance. On the other side, their compliance and loyalty certainly related to their productivity level to the sector in general. Of course, many other aspects will be discussed in the next chapters.

### **1.4 Main Research Question**

The main question this master's thesis poses are: What is the impact of home working during the coronavirus (COVID-19) pandemic on job satisfaction of the public sector's staff?

## **1.5 Sub-Research Questions**

1. What are the benefits of home-working policy for the staff of the public sector?
2. What are the benefits of homeworking for the government (public) sector's institutions?
3. What are the downsides of implementing the work from home policy?

## **1.6 Research Outline**

This master's thesis consists of six chapters. The introduction, literature review, critically present the major element of the subject (problem). The job satisfaction, its factors and reflections in affiliation with the public administration from literature and theoretical point of view. Moreover, it presents an overview of the public sector of the kingdom of Bahrain which is the area of this research. Additionally, the chapter demonstrates the conceptual hypotheses in a way that shows the perceive the relationship between each other based on the context of the thesis.

In the next chapter, the methodology, the thesis presents the tool that will be chosen for gathering the data, expressing the need for it to achieve the goal of this thesis. Also, the advantages and the adding value to the entire thesis in a form of presenting an actual set of events that will take place in order to get the desired data. For instance, the number of the population, sample, methodology tool's design, and the systematic approach of distribution.

This is followed by a chapter that will illustrate the findings, which include in-depth analysis that discusses these findings concerning the research questions in comparison to what has been observed in the literature. The last chapter presents the conclusions, implication of the research, the recommendations which summarize the research followed by the limitations occurred. The last point is a suggestion for further improvements in future research.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter will present the main significant elements and factors from a scientific perspective in a way that will gather the most recent and related information: theories, statistics from the literature to show a better image of the thesis subject. This chapter discusses job satisfaction and its factors in the context of public administration.

The chapter includes certain theories from the literature to measure job satisfaction after illustrating the whole image and the relation between the rest of the thesis's components. Furthermore, this chapter presents a background about the public sector of Bahrain and the working from home policy that was implemented, especially during the pandemic of Covid-19.

### **2.2 Job Satisfaction**

Historically most of the versions that describe job satisfaction were somehow mutual in explaining it as a work-related positive affective reaction. Hoppock offered one of the earliest definitions of job satisfaction when he described the construct as being a number of psychological, physiological, and environmental circumstances that lead a person to express satisfaction with his or her job. Smith et al in 1969, defined job satisfaction as the feeling of an individual about his/ her job. Locke, 1969 suggested that job satisfaction is a positive or pleasurable reaction resulting from the appraisal of one's job or experiences (Shiyani, 2019).

So, job satisfaction has been defined as the extent to which an employee feels self-motivated, content, and satisfied with his/her job (Spector, 1997). Therefore, the research acknowledged that satisfaction would happen when an employee feels or satisfied with these factors: job stability, career growth, a healthy work environment, and a comfortable work-life balance (MBASkool, 2020). The level of satisfaction is not necessarily to be achieved only when all those elements were obtained as it could vary based on an individual's expectations. Yet, in most cases satisfaction will not be out of these factors (Kim, 2002).

There is no doubt about the importance of the job satisfaction on both the employee and the organization because the employees will deliver his/ her best when he/she earns a good financial package, has a stable job and healthy workplace, a steady career growth, rewarded and recognized, and constantly gets new opportunities. While on the organizational level, by getting the best out of their staff, the organization will earn maximum efforts and loyalty, enhance organizational control attritions and of course the profit growth. As a result of this, it will increase employees' retention and decrease their turnovers (MBASkool, 2020).

The previous argument has been supported by certain studies and research as some detected a strong relationship between satisfaction and organizational performance (Brayfield & Crockett 1955; Petty, McGee, & Cavender, 1984; Iaffaldano & Muchinsky 1985). On the other hand, some others went with the idea that satisfaction focuses more on increasing job retentions and fewer turnovers (Carsten & Spector, 1987; Locke, 1976; Tett & Meyer, 1993; Hackman & Oldham, 1975; Farrell & Stamm, 1988; Brooke & Price, 1989; Barling, Wade & Fullagar, 1990; Kemery, 1985; Kemery, Mossholder, & Bedeian, 1987; Pierce, Rubenfeld & Morgan, 1991; Eby et al., 1999).

However, based on the observations in the literature, most of the studies have decreased the impact of job satisfaction on the benefit of the organization, especially in the performance (Brayfield & Crockett, 1955; Petty, McGee, & Cavender, 1984; Iaffaldano & Muchinsky, 1985). As that research could not recognize a solid correlation, they reached a conviction to prove that job satisfaction has a direct impact on work performance (Brayfield & Crockett, 1955; Iaffaldano & Muchinsky, 1985; Walsh & Osipow, 1995).

Many other factors surely have chances to affect job satisfaction and will go through them in more details. Yet the rates of turnover and absenteeism, employee's empowerment and the role of the managers, how they act, transformational leadership which is related to provide participative management, and the quality of work-life side by side with main work duties are the major variables (concerns) identified by scholars in the literature. Such factors affect job satisfaction in a public organization (Bruce & Blackburn, 1992; Rainey, 1997).

## **2.3 Job Satisfaction's Factors (Variables) and their Reflections**

As explained earlier, job satisfaction is related to the psychological situation of an employee. Certain acts, behavioral and environmental causes, and situations will let the employee to act accordingly and determine whether he or she is satisfied or have negative feelings towards the job which subsequently will affect the organization and its services provided if it was a public entity or the performance and profit in the private sector. Many factors could influence satisfaction. In this master's thesis, several elements will be described in brief, they are linked to the main subject of it and will extremely focus on specific elements in details that focus and identify the correlation between those concerned elements. Hopefully, in this way, it will be possible to reach a better understanding of the research's issue.

### **2.3.1 Compensation, Working Conditions and Environmental Influences**

One of the biggest factors of job satisfaction is the compensation and benefits given to an employee. Many studies concluded that an employee with a good salary, incentives, bonuses, healthcare options is happier and satisfied with his/ her job as compared to someone who does not have the same privileges. This will lead them to have unsatisfactory feelings and make them pay fewer efforts to the organization and feel frustrated even when wanting to leave the job (Lee & Lin, 2014; Parker & Brummel, 2016; Warr & Inceoglu, 2012; Nyberg, 2010; Rukh, Choudhary & Abbasi, 2015). There was a study on nursing staff that showed a direct relationship between their pay element and their satisfaction toward their work (Singh & Loncar, 2010). Besides that, another study also supported this matter as in a private organization: the staff were positively engaging in their job when they gained higher benefits of pay level and career growth (Jung & Yoon, 2015).

However, the debate is always continuing. In some other studies showed that in some cases even those who get higher pay, they do not feel satisfied with their jobs (Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010). Therefore, there are more hypotheses and other factors might be involved and taken into consideration to reach a better understanding.

On the other hand, a healthy workplace that is built on principles like collectiveness and participation, which may strongly lead to satisfaction. In this regard, The United Nations initiated the Sustainable Development Goals to accelerate the efforts and encourage governments to take serious actions in the “inclusiveness” by the collaboration of their public organizations and by offering more space in the participation of the concerned stakeholders by involving them in the decision-making process. Another related element is the employee autonomy. Many cases showed that the more the teleworker had autonomy in executing his/ her tasks on a result base management, the more the teleworking productivity and the more the employee to be satisfied (Kim, 2002). On the other side, taking the perspective of the employers (managers), there has to be a transformational oriented leadership implemented in the organization. Transformational leadership would be a tool that is mainly used to build a strong and professional relationship that is based on dialog-oriented practices between the leader and his/ her team which eventually will be reflected on the team and the organization’s benefits (Hidayat, Rafiki & Aldoseri, 2017). By observing the literature, studies have suggested applying this type of leadership by encouraging leaders to spend more time analyzing their staff behavior, communicating, and inspiring them by relying on participatory and consultation principles. The studies insured that these efforts should eventually help enhancing staff performance, productivity, loyalty, and most importantly job satisfaction (Kim, 2002; Ljungholm, 2014, Caillier & Sa, 2017; Saravo, Netzel & Kiesewetter, 2017; Crea, 2018). However, it will not be an easy task to obtain this type of leadership as it will be hard to find leaders with such strong skills and personality to manage and deal with harsh challenges. Also, to mention, the term "leader" does not need to go to the top person in the organization. In some cases, it could be the human resources department acting as a leader because of their policies and procedures that make the same impact of what is being discussed (Spagnoli, Caetano & Santos, 2011). Communication skills as well are an essential matter when the leader needs to deal face-to-face with the staff to maintain a better understanding and working environment that prepares the ground for creativity and innovation (Jensen, Moynihan & Salomonsen, 2018; Taylor, 2017; Kim, 2002; Secara, 2014).

### **2.3.2 Turnover and Absenteeism**

Every organization seeks to retain its experts and its decent employees whether in the public or the private organizations because they cost time, effort, and of course, it will cost money as well to find and train new employees. That is why employee turnover could tremendously harm the organization's progression and growth. Now despite that, certain research have disputed the relationship between the employee's satisfaction in his/ her job and the degree of turnover and underestimated the correlation between those factors (Reukauf, 2018). However, on the other hand, there are lots of studies that argued that there is a close relationship between those factors. Moreover, they consider job satisfaction as a major influential aspect of turnover and a critical element in jobs leaving rates to be taken into consideration (Singh & Loncar, 2010; McNall, Masuda & Nicklin, 2009; Alam, Aliya, Asim & Muhammad, 2019).

To make the idea clearer, this master's thesis will discuss and stress on the other causes that contribute to job satisfaction and reducing turnovers. For example, organizations that provide more area of flexibility in executing their tasks, whether by providing flexible timing and working remotely (e.g.from home) has a direct (positive) impact on job satisfaction on one side and an opposite relation with turnover (McNall, Masuda & Nicklin, 2009; Shiyani, 2019; Bloom, Liang, Roberts & Jenny, 2015).

The second element in this area is the absenteeism, which is described as the nonattendance of employees for scheduled work when they are expected to attend (UK Essays, 2018; Huczynski & Fitzpatrick, 1989). Absenteeism varies widely within organizations and different sectors, and it is referred due to many reasons. Yet again, job satisfaction is considered the main determinant that is attached to absenteeism. Hanisch and Hulin, 1991 theorized that absenteeism and or lateness behaviors reflect "invisible" attitudes such as job dissatisfaction, low level of organizational commitment, or an intention to quit. According to this view, an employee who is absent from work is consciously or unconsciously expressing negative attachment to the organization and could highly be reflected in "tangible" acts that refer to job dissatisfaction. Zboril-Benson, 2002 argued that if job dissatisfaction increased, absenteeism will increase. Conversely, employees who are highly satisfied with their jobs or are strongly committed to the organization will avoid withdrawal behaviors and maintain continued attachment to their jobs (Blau & Boal, 1987). As a result of those given

arguments, it has been predicted that when job satisfaction increased, absenteeism decreased (UKEssays, 2018; Hackett & Guion, 1985; Taunton, 1989; 1995).

However, in the past, scholars investigated the job satisfaction-absenteeism relationship. Findings reported a weak relationship between those two variables (Nicholson, Brown and Chadwick-Jones, 1976; Ilgen & Hollenback, 1977). Nicholson in 1976 concluded that such a relationship does not exist. Moreover, a hypothesis put forward by Steers and Rhodes in 1978 is that the relationship between job satisfaction and absenteeism is not direct (UKEssays, 2018).

On the other hand, some other studies confirmed that the main theoretical concept used to relate these behaviors to “job withdrawal behavior”, suggested that absenteeism behaviors were largely related to an individual’s attitudes specifically with job dissatisfaction (Adler & Golan, 1981). The Withdrawal Theory has also been used for the job satisfaction-absenteeism relationship (Steers & Rhodes, 1978, 1984). This theory suggested that when individuals become dissatisfied with their jobs, this reduces their motivation to attend work, resulting in absent behavior. Furthermore, Steers and Rhodes predicted that the effects of all other jobs related and organizational variables on absence would work their way through job satisfaction (UKEssays, 2018).

Again, those arguments will certainly consolidate the knowledge in later stages of this thesis to evaluate the variables because working from home encourages employees to feel their selves free from the work rules and limitations which certainly relate to attendance on one side and reflect on job satisfaction on another. The correlation between those three factors was supported by many types of research and studies through the observation in the literature (Bloom, Liang, Roberts & Jenny, 2015).

### **2.3.3 Work-life Balance**

The third pillar in the job satisfaction equation is about the space between the job and the personal life of an employee. Every individual wants to have a good workplace which allows them to have extra time with family and friends. Again, Job satisfaction is not out of it. In fact, it can be a result of a good work-life balance policy. To refer to history, the origin of the phenomena began in the

latter half of the 20th century when the women's labor force participation rates increased by approximately 22%. So, that case was essentially made for women and gave an indicator of acceptance because they had multiple roles, meaning they were still expected to manage their careers as well as their homes as well. In the late 20th century, the concept got improved to include men and became more professional in which people with more flexibility in managing their schedules would increase their satisfaction from both their professional and personal lives (McNall, Masuda & Nicklin, 2009; Marzi, 2018).

Work-Life balance is crucial because when it is missing, employees find it difficult to detach themselves from their work. Conflicts in work-family issues are known to increase strain, burnout, depression, fatigue, and certainly job dissatisfaction (Gibson-Jones, 2005; Jansen, Kant, Kristensen & Nijhuis, 2003; Park, Fritz & Jex, 2011). Hence, achieving work-life balance is an ambitious goal for both employers and employees. From the employer's point of view, work-life balance is expected to improve and promote organizational, departmental productivity, performance, social communication, cost savings, and reduce turnover (Beauregard & Henry, 2009). Thus, it means that poor work-life balance has a direct impact on employees' and organizational productivity.

From the literature, there was almost a total consensus that there is a positive correlation between those concerned elements; work-life balance on one side as an independent variable attached to flexible-timing or work conditions, job satisfaction and organizational performance as a depended variable on the other side (McNall, Masuda & Nicklin, 2009; Acevedo, 2018; Gajendran & Harrison, 2007; Hoeven & van Zoonen, 2015; Gajendran, et Al., 2015). Additionally, other studies have argued and support the strong positive correlation between the given variables regardless of gender (Anglade, 2019; Dijkers, 2007; Kossek, 2006, 2010; Mauno, 2005; Scandura & Lankau, 1997; Virick, DaSilva, & Arrington, 2010). Very few studies disagreed and stated that work-life balance has a negative impact on organizational basis concerning with employee's career progression (Half, 2018), and very rare arguments mentioned that it is affecting an individual's work-family balance negatively. Yet, the is referring to its situation and limitation that does not apply to the context of our study (Sonnetag, Kuttler, & Fritz, 2010; Turcotte, 2011; Noonan and Glass, 2012; Valcour & Batt, 2003; Yuile, Chang, Gudmundsson, & Sawang, 2012).

Based on these elements, the author of this master's thesis believes that it will be a critical element (variable) and a major influential tool that determines the efficiency of working from home as it would be directly or indirectly affecting job satisfaction.

## **2.4 Measuring Job Satisfaction**

There are lots of theories related to job satisfaction. However, the mission is to find the most suitable ones that share a mutual ground and to get certain clues that connect the puzzle. Based on the observation, this research will highlight several relevant theories. One of the interesting theories called the Job Characteristics Model, mainly focuses on the employee's behavior based on the tasks given, the theory, which examines the physiological responses between their managers and organizations as well as analyzes the data gathered aiming to reach valid findings. The theory consisted of five major elements: skill variety, task identity, task significance, autonomy, and feedback (Schoonmaker, 2007). As a matter of fact, this theory aims to enhance the relationship in the workplace, employees and their managers by developing a task distribution plan. This aims eventually to keep the staff excited and thrilled for new challenges which in another way will be reflected in performance and job satisfaction (Schoonmaker, 2007). Those are critical arguments and indicators of measuring job satisfaction of an employee in his organization, and for sure it will be for the good of the case. This thesis does not argue the importance here. Based on its subject, other focus areas are concerned with job satisfaction and should be measured in order to offer a better understanding of the issue.

Another theory is the Dispositional Approach or Equity Theory. It is also a great approach to achieve job satisfaction and organization good by maintaining a justice environment where all rights are given on an equal basis to the employees (Adams 1963). This theory claimed that when all obligations are well discussed and rights are distributed in a transparent environment, employees will give their maximum effort for the organization (Cappelen, Konow, Sorensen, & Tungodden, 2014). Even though fairness and transparency are important factors that defiantly influence job satisfaction and performance regardless of how much it will affect, still it has no direct impact on working from home/ teleworking practice which is our focus.

#### **2.4.1 Maslow's Needs Hierarchy and Herzberg's Motivator-Hygiene Theory**

The most common and prominent theories in the desired area are Maslow's needs hierarchy theory and Herzberg's motivator-hygiene theory. will see how those theories and their characteristics and deeply interconnected with what has been mentioned above in defining the factors and variables and how these theories explain and discuss the elements that could be used as a measure tool for job satisfaction.

##### **Maslow's Needs Hierarchy**

Alderfer (1969) proposed the existence, relatedness, and growth (ERG) theory. It is an improvement on Maslow's hierarchy of human needs theory. Alderfer categorized Maslow's hierarchy into three groups of core needs: Existence, which refers to the aspiration to having material and physiological well-being, such as job security, reasonable working hours, acceptable pay rate, benefits, and suitable working conditions (Arnolds & Boshoff, 2002). These are continually important in the workplace as they provide for people's basic requirements, which are necessary for a healthy existence, and it also includes Maslow's physiological and safety needs (Huitt, 2017).

The next component is Relatedness, which means paying attention to the satisfaction of interpersonal relationships as they are focused on the employees' relationships with their social environment such as family, significant others, friends, supervisors, coworkers, and so on. (Huitt, 2017). The last is least related to the thesis's core which is Growth: professional growth and self-fulfillment at work (Alderfer, 1969).

From the above, the theory suggests that people work to fulfill these needs, depending on their goals, status, and environment. Interestingly, the first two-components (existence and relatedness) are interrelated to the factors (variables) previously mentioned. They support the argument that those should be considered as indicators that should be used in the later stages of this master's thesis to measures employee's satisfaction.

## **Herzberg's Motivator-Hygiene Theory**

This theory was proposed by Herzberg in 1964, who a behavioral scientist. Basically, he suggested that certain factors in the workplace can cause job satisfaction and other job factors can prevent job dissatisfaction (Herzberg, 1964). He classified this theory into two major categories, a motivational approach that motivates the employees for excellent performance, is involved in performing the job. Workers find them intrinsically rewarding. Satisfying employees' needs through different means are crucial to guaranteeing the growth of the organization (Ryan & Deci, 2000). What matters is the second approach, the Hygiene approached. The scientist referred it to the physiological things that employees want, expect to happen, and feel are essential to keeping them motivated. Although they are not long-term motivators, their absence leads to dissatisfaction. Hygiene factors include but are not limited to the pay, company, administrative policies, physical working and environmental conditions, and job security. Based on the earlier given theories, this theory is also considering all of the mentioned elements that are critically influencing an employee status and his or her satisfaction towards the organization (Scholz, 2016; Baldwin, Pierce, Joines, & Farouk, 2011; Baldoni, 2012).

The author of this master's thesis believes that all those theories, whether their elements are directly related to the subject or not as they are differently affecting to a certain extent job satisfaction. Because at the end those theories were made, besides, to give a better understanding about certain phenomena in the public administration and organization. It is also telling in basic words that managers can. First, make sure that the employees carry out their duties. Second, make sure that the employees are satisfied enough to remain in their jobs and not leave by keeping them motivated and by keeping the most motivational factors that motivate employees active to ensure a win-win situation within the organization (Osland et al., 2006).

## **2.5 Working from Home**

Working from home is 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). It has also been described as a flexible work arrangement that provides staff the ability to

complete their work periodically or permanently from home or any other remote location by using the privilege of the technologies (Caillier, 2011).

As previously discussed, working from home is also another factor that is connected to job satisfaction in many aspects. It may generate many benefits in return at both levels: the individual and organizational basis. For example, it could increase employee's performance, decreased organizational expenses, and offers more flexibility for the employees to executing their tasks and sort of freedom to do their stuff as well (Caillier, 2011; Cooper & Kurland, 2002; Smith, Patmos & Pitts, 2018; Fonner & Roloff, 2010). However, like any other factors, some challenges will hinder the home working implementation to achieve its goals. For instance, it may reduce the effectiveness of relationships between the employees and their managers, increased feelings of isolation and lack of self-confidence, because the employees feel less connected to their organization and in a way, they feel themselves out of the organization's politics and decisions. It could even reach to a worse level when the employee feel that his/ her career path is on danger, will certainly get frustrated and feels he is not getting appreciated or recognized, and this will lead to dissatisfaction (Cooper & Kurland, 2002; Gainey, Kelly, & Hill, 1999; Reinsch, 1997, 1999; Weisenfeld, Raghuram, & Garud, 2001; Smith, Patmos & Pitts, 2018).

Based on the literature, the controversial situation continues, as it is unclear how the benefits and disadvantages associated to home working and job satisfaction, some studies suggesting a positive relationship, while others finding it negative (Cooper & Kurland, 2002; Golden, 2006; Golden & Viega, 2005). But when a crisis occurs, special arrangements must be made. This is where the COVID-19 case rises. Based on a study conducted in the United States, the results showed that the main drive to carry out work from home, regardless of the benefits and drawbacks, was employee safety. Of course, with this implementation in place, some benefits and obstacles will arise. For that reason, the study concluded with a call for further investigations after the end of the pandemic to decide whether working at home is a viable initiative for a permanent period or just a temporary situation (Belzunegui & Garcés, 2020).

As observed, it is claimed that job satisfaction is one of the most expected outcomes of home working (Fonner & Roloff, 2010; Smith, Patmos & Pitts, 2018; West & Berman, 2009). A research

study claimed that there is a relationship between working from home and job satisfaction. Although the nature of such a relationship is unclear, yet it found a curvilinear relationship that at a certain point, applying home working arrangements may lead to less job satisfaction (Golden & Viega, 2005). Specifically, the study argued that in a limited timeframe, home workers are more satisfied due to them experiencing all the benefits of home working and in return, it minimizes the disadvantages of it: isolation and lack of interpersonal workplace relationships. On the other hand, when employees work remotely for a longer time on a regular or permanent basis, they might start experiencing the disadvantages more than the benefits, and therefore may lead to dissatisfaction or decreasing satisfaction levels. Therefore, these arguments showed that the case is quite difficult, and the complexity of measuring job satisfaction can vary for several reasons. Nevertheless, such studies considered the amount of time spent in working remotely, it is an essential factor in the addressed equation (Golden & Viega, 2005; Smith, Patmos & Pitts, 2018).

Another study has also stressed the negative relationship between home working and job satisfaction. as Cooper and Kurland (2002) argued, the fewer interactions between the staff because of home working, the more increased feeling of isolation will lead to lower levels of job satisfaction. Several other factors, such as lack of professional support, hinder career advancement and it encourages the “out of sight, out of mind” mentality among home workers which has been related to a lower level of satisfaction as well (Cooper & Kurland, 2002; Smith, Patmos & Pitts, 2018; Virick et al., 2010).

In contrast to what previously presented which mostly highlighted the curvilinear or negative relationship between home working and job satisfaction, analysis of a particular study suggested a positive relationship (Gajendran & Harrison, 2007). The study did not find any negative impact of working remotely on neither the workplace or social relationships. Although there are some disadvantages #, the advantages of home working outweigh the disadvantages on job satisfaction. This finding is consistent with other research expressing a positive relationship between home working and job satisfaction (Kossek & Ozeki, 1998; Smith, Patmos & Pitts, 2018; Manochehri & Pinkerton, 2003).

Another positive impact of home working on job satisfaction is the work-life balance. As mentioned earlier, when an organization offered flexibility in terms of its policies to their employees in executing their tasks and sort of freedom in managing their time between their working hours and personal stuff, the outcome is very positive as it increases their loyalty toward their organization and decreasing turnovers. As well as that, it increases their work performance and most importantly the job satisfaction (Tissandier, & Mariani-Rousset, 2019; McNall, Masuda & Nicklin, 2009; Acevedo, 2018; Gajendran & Harrison, 2007; Hoeven & van Zoonen, 2015; Gajendran, et Al., 2015).

The benefits and disadvantages have been established empirically. However, there is an important point to mention here is the role of individual differences. Such as personality which may strongly influence the out of the relationship between working from home and job satisfaction. This thesis believes that such an element is essential to measure the satisfaction of home workers. Hence, it may also be an important input in the later stages concerned to the targeted samples for data gathering purposes. In the same context, exploratory research has focused on the individual reasons that make certain people choose to work remotely, while others prefer to send a report presenting their tasks to their offices every day (Bailey & Kurland, 2002). Additionally, the International Telework Association and Council (2011), stressed that psychological attributes rather than technological obstacles, is the reason that makes working remotely not ideal for everyone.

An article argued that the age factor of an employee that could influence his/ her preference to choose the suitable working method (Tremblay, 2002). Moreover, the marital status of a person may have an influence. For example, if a person is married or not, a member of a big family or a small one could influence the decision (Tremblay, 2002).

What makes the situation more complicated is the current situation of Covid-19. It has a major impact on the employee. I If he or she has children, there will be an extra duty of taking care of them. Such as taking care of their basic needs or preparing them for their virtual school. The article also discusses the gender factor as an element in this issue, as it claimed that females may face extra challenges with home working due to their responsibilities of doing household tasks. As well as that, the position and the seniority may also influence the effectiveness of home working (Tremblay, 2002).

Based on these arguments given by the article, it will be reflected on the person's preference and his satisfaction level. Bailey and Kurland (2002) claimed that people who like to control their work pace and avoid physical or direct interactions would certainly prefer home working. For instance, employees in the field of knowledge, sales, and marketing, consultancy, and information are typically considered as excellent candidates for home working based on their characteristics because they tend to be open to new experiences and are adaptable to new challenges (Smith, Patmos & Pitts, 2018; Bailey & Kurland, 2002). Thus, personal characteristics like discipline, a number of distractions at home and preference to work with a team, will influence whether an employee decides to work at his/ her house and will determine he is a satisfied home worker (Mokhtarian & Salomon, 1997).

## **2.6 The Public Sector of the Kingdom of Bahrain**

The public sector of Bahrain consists of ministries such as the Ministry of Education, Transportation, Finance and National Economy, Health, Defense, etc. As well as that, the public organizations, like the Supreme Council of Environment, the Supreme Council of Judicial Affairs. Moreover, there are public organizations that are responsible for specific duties, such as funding the private and public initiatives, example of that is Tamkeen which is the Labor Fund Authority.

The employees working in the mentioned entities are called "Civil Servants", they are obeying the rules and regulations of the Civil Service Bureau (CSB), which was established back in 1975 as an independent government entity under the jurisdiction of the Cabinet Affairs with the sole mission of supervising human resource in all government entities. It seeks to develop the level of the civil service by raising production efficiency and achieve justice (CSB, 2020)

Based on the latest official statistics of the Social and Pension Funds authority in Bahrain which were cited from the local media, the total number of public civil servants in the first quarter of 2020 was 47,194 employees (AAK, 2020). Those civil servants are entirely obeying the CSB's principles which are mainly centralized in a major mission which is serving the public for the common good and following the rules and regulations issued by the top leaders of the country.

Examples of those regulation is the organization of the compensation, working hours, national holidays, etc.

### **2.6.1 The Public Sector and Working from Home**

In 2019, the idea of home working policy in the public sector came from a national contest called “Fekra” which was managed by the First Deputy of Prime Minister Office, HRH the Crown Prince, at that time, which is currently the Prime Minister of Bahrain. Fekra, was a contest initiated for the government creative ideas and initiative to improve the public sector’s work and policies. The winner idea at that time was suggesting the implementation of home working as a policy in the public sector (CSB, 2019).

A few months later, CSB on behalf the Government of Bahrain had issued an official law which made home working an effective policy under certain conditions and for limited specialty. For instance, this implementation was applicable only for the employees up to senior specialist level. Moreover, the employee should cover the actual working hours while working at home. There are predefined jobs with specific specialties that could be benefiting for this implementation.

Those were the main elements of the early stages of initiating and applying the home working for the civil servants in the public sector of Bahrain (CSB, 2019).

### **2.6.2 The Public Sector and Home Working During Covid-19**

Due to the pandemic of Covid-19 which initially started in Bahrain back in February 2020 as the first case was diagnosed at that time. The Government of Bahrain, like the other countries in the world did massive efforts in fighting this virus until today. The government initiated a national committee dealing with the covid-19 chaired by HRH the Crown Prince and Prime Minister, Prince Salman Bin Hamad Al Khalifa, with a full team of experts in the field, to manage and provide solid recommendations, clear procedures for the line ministries concerning the pandemic. The efforts of this committee were covering the entire related fields which were affected by the virus, such as the health security, education, economic and social aspects.

This thesis does not aim to focus on those efforts in detail. However, to mention few examples for the sake of presenting a summary of those efforts to picture the general idea, the government issued a mobile app to trace the active cases of Covid-19 and trace the people who have contacted them relying on the latest technologies of the artificial intelligence.

From an economical stance, the government initiated supporting aid for those businesses that suffered from the pandemic. Also, the government supported the private sector employees' salaries for six months starting from February 2020. As well as that, the government exempted the Bahraini citizens of the water and electricity bills and the municipality fees for a whole year (SCW, 2020).

At a social level, the government initiated a national campaign in the traditional and new media channels to raise the public awareness about the pandemic and to reduce the negative impacts, especially on the psychological aspects of the public mindsets by creating several initiatives in this regard. The list of the efforts and initiatives done by the government is long and still ongoing because of the virus. However, at this stage the idea was to summarize, in brief, the situation of the country at the pandemic (SCW, 2020).

This master's thesis is aiming to focus on the actions that have been achieved at the working (career) procedures in the public sector. As the government and the efforts in this area were significant. The government initiated and modified the necessary policies to encourage the public entities into the digital transformation of their public services through using the e-government online portal in cooperation with the E-government Public Authority.

Based on the instructions issued by CSB, 70% of the civil servants of the public entities and ministries had to work at home and only 30% should be attending physically in the office on a shifting basis between the employees working at home and in the office on weekly basis/ The priority goes for the pregnant cases and mothers who are taking care of their children due to the distance learning in schools. As well as the jobs that include public services that cannot be implemented online (SCW, 2020).

Therefore, based on these initiatives and new events that have occurred in the public sector, which change the situation of day-to-day workflow. This will affect the employees and working procedures and their feelings towards this new experience of working from home which will be

analyzed in-depth in the next chapters based on the elements and factors which have been mentioned earlier above.

## **2.7 Summary**

This chapter presented the main significant elements and factors of the master's thesis from a scientific perspective based on the literature, which consisted of previous studies and research in a way that gathered the most recent related information: theories, statistics in order to provide the researcher with concrete basis for the analysis in the next chapter.

This chapter presented job satisfaction and its factors in the context of public administration. it included theories to measure job satisfaction after illustrating the whole variables and define the relationship between the rest of the thesis components. Furthermore, this chapter also presented background about the public sector of Bahrain, the working from the home policies that were implemented, especially during the pandemic of Covid-19.

## **CHAPTER THREE: METHODOLOGY**

### **3.1 Introduction**

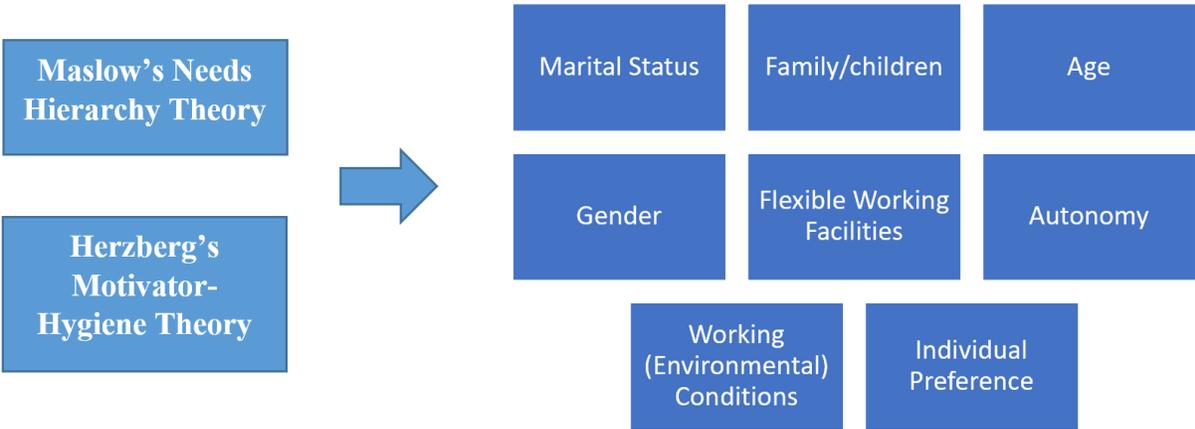
The purpose of the master's thesis to determine the impact of home working implementation on job satisfaction. something which requires exploring the significant relationship between the home working implementation on the Bahraini public sector employees and the job satisfaction, taking in mind the moderating variable that may impacts job satisfaction. This chapter includes the critical details of the methodology used for the thesis including the operational hypotheses as well as the research design, population, and sample.

### **3.2 Conceptual Hypotheses**

The expectation of this master's thesis based on evidence and analysis from the literature is an existence of a strong relationship between implementing home working on the public sector's staff on one side, and the level of impact on satisfaction on the other side. In other words, the better the home working is implemented, the more the satisfied are the employees. The bad implementation will certainly cause dissatisfaction. Regardless of the disagreement of some scholars about this orientation. Based on the literature, many other scholars have agreed and stressed on various factors that are affecting job satisfaction. They have mentioned the following: the individual's preference (Bailey & Kurland, 2002), age, gender, and marital status (Tremblay, 2002). Furthermore, the compensation that the employee will earn from his organization (Lee & Lin, 2014), working and environmental conditions (Kim, 2002), absenteeism and its impact on employee's turnover (Hanisch and Hulin, 1991), the number of working flexibility facilities that the organization will offer for its staff (Shiyani, 2019), and finally the work-life balance (Marzi, 2018). Therefore, this thesis claims that those factors will have the ability to determine the relationship between implementing home working and the level of satisfaction in terms of the benefits and disadvantages of this experience. This certainly will support the arguments in the later stages of this thesis.

The master's thesis believes that the best way to summarize all of what has been presented and discussed previously including the scientific articles that forecast the problems and its causes

aiming to find or suggest valuable solutions and explore the empirical studies that assess those experiences and theories from the literature. They seek to describe certain phenomena in the public administration, and then to discover the best ways to measure those issues. This thesis aims to link those elements with the proposed thesis context represented in the research subject, problem statement, main and sub-questions, like a person solving a puzzle by putting each part in the right place to find the match and create the desired results. Apparently, it will be a very complicated puzzle. Therefore, based on what has been given above, the next part will represent and specify the concerned variables in a proper form that could work as a measurable tool to measure the main aspect of this thesis aiming to reach the desired goal.



***Figure 1 The Theories and Factors of the Research (Author: Adopted from Maslow and Herzberg theories)***

Based on the figure above, Maslow's Needs Hierarchy Theory and its concerned components, relatedness and existence core needs. The Herzberg's Motivator-Hygiene Theory and its concerned component, Hygiene approach. Both elements in those theories and thanks for the rich content that have been previously analyzed from the literature, which is tackling this issue, the following factors will be critically used in building the next predictions and elements, such the operational hypotheses, questionnaire, and its components and questions.

### **3.2.1 Job Satisfaction of the Public Sector's Staff as a Dependent Variable**

Based on all the above, obviously the job satisfaction is the core of this master's thesis. It is the centralized aspect that the other elements are hovering over it and affecting it in various aspects. So, of course, as a dependent variable, there will be other factors. On the other side, which is surely attached to it very closely and is manipulating the dependent variable (job satisfaction) are called the independent variable(s). Therefore, the amount of manipulation that the independent variable is influencing the job satisfaction, there might be on the other hand a similar amount or at least an impact to it, which means that a certain correlation is there between those two variables.

### **3.2.2 Working from Home as an Independent Variable**

Again, after spending a good amount of time reading and exploring the literature and taking all the concerned information into consideration and linking the problem's clues together according to the main problem statement. In fact, it was a quite challenging task because all the factors were very interrelated to each other in terms of its causation and even its impact on the main aspect. So, it was not easy to differentiate between those variables to determine the major manipulator in this variable's equation. However, by taking the outcomes of the thesis and what it has achieved through its journey in the literature review and working from home was the closest element that has the strongly influenced and had a direct impact on job satisfaction. In addition to that, it is the most attached element to job satisfaction. In other words, if working from home were implemented in its ideal form, it should have a direct impact: positive, on job satisfaction, and the opposite is totally right. When home working was implemented badly, it should have also a direct impact (negative) on job satisfaction.

### **3.2.3 Moderating (Controlling) Variables**

Now, here is the trick, the moderating variables are defined in the book as the variable that has a strong impact on the independent variable-dependent variable relationship (StatisticsSolutions, 2020). In a way, it works like the independent variable's role, yet, still it is different because it has an impact on both variables the dependent and independent variable. Thus, the presence of this

variable modifies the original relationship between those two variables. For the benefit of the doubt, this gives the moderating variable a very critical role which is the controlling power that shapes the overall scene because if it causes a certain amount of impact, there has to be an amount of impact on the independent-dependent variable end.

Below, the master's thesis will put the litters in the line and discuss the rational links between what has been previously mentioned in the literature and what has been mentioned now about dependent and independent variables and the most critically moderating variables that control, influence the entire scene. Based on that, these efforts will help to draw how the situation will look like and what will going to happen in the next chapters. So, in order to represent those moderating variables comprehensively, it will be classified based on its nature, which are the following to be presented.

### **The Physical and Psychological Variables**

*The Age, Gender, Marital Status and Family/ children:* A person's age may influence his/ her preference to choose a suitable working method. The younger person might prefer to work remotely more, aiming to have more area of freedom to do his or her personal stuff. While the elder people might prefer the actual communication by attending their workplace as it gives them the feeling of socialization with others while being productive, where they consider themselves as an important part of the community (Tremblay, 2002).

The marital status of a person may have an influence too. For example, if a person is married or not, whether he was a member of a big or little family, could also influence the decision (Tremblay, 2002). Taking this point for further analysis, especially when taking the current situation of Covid-19 into consideration, it has a major impact on the employee. So, if he or she has children, there will be extra duties: taking care of them. such as taking care of their basic needs or preparing them for their virtual school. The point here is a bit complicated and different between one case to another. It depends on the person's situation whether his career is the only priority or there are other aspects that he is concerned on.

The gender is also playing a role in this issue. Based on an article, it claimed that it is usual that females may face extra challenges with home working due to their responsibilities of doing household tasks more than men as they get the advantage of focusing on their professional work. This issue may affect women's experiences; it affects their working effectiveness on one side and certainly will reflect on their satisfaction of this experience on the other side (Tremblay, 2002).

**Individual Preference:** Peoples' desires are various in terms of the way they manage their jobs. Some people prefer to work remotely while others prefer to send a report presenting their tasks to their offices every day. Therefore, everyone would be different in terms of choosing the best way to manage or balance his professional career and his/ her issues. That is why an individual's personality may strongly influence the outcome of the relationship between working from home and job satisfaction. (Bailey & Kurland, 2002).

### **The Administration Variables**

**Compensation:** The compensation and benefits given to an employee is also an indication of how much the employee is satisfied. Many studies concluded that an employee with a good salary, incentives, bonuses, healthcare privileges is happier and more satisfied with his or her job as compared to someone who does not have the same privileges. . This will lead to having unsatisfying feelings and could certainly make them pay fewer efforts to their organization, feel frustrated or even want to leave the job (Lee & Lin, 2014; Parker & Brummel, 2016; Warr & Inceoglu, 2012; Nyberg, 2010; Rukh, Choudhary & Abbasi, 2015).

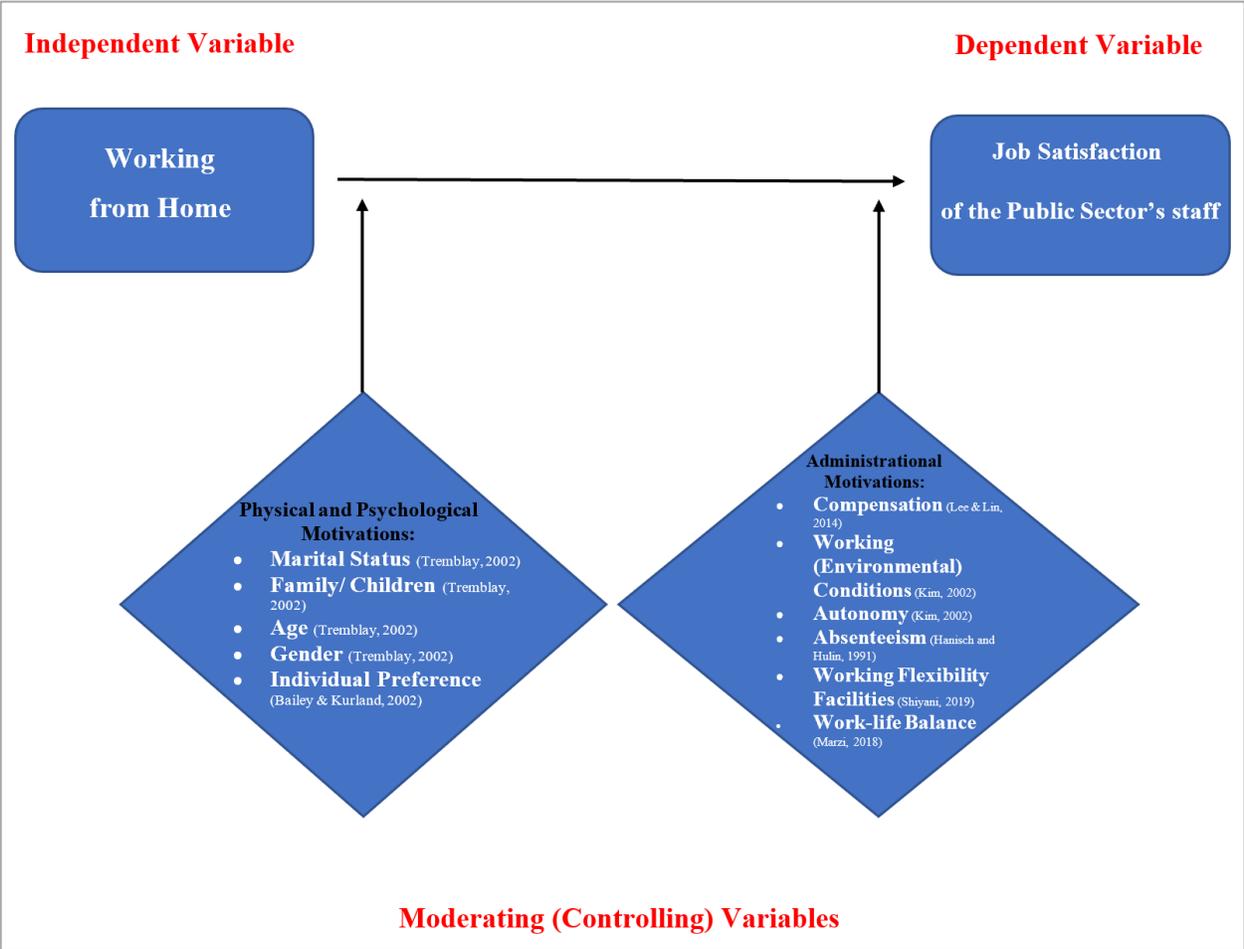
**Working (Environmental) Conditions:** A healthy workplace that is built on principles like inclusiveness in management by giving further space for employees to participate in decision-making processes may strongly lead to job satisfaction. In other words, the autonomy is a fundamental element in such a situation, if tackle this manner from the perspective of the employee. In the most cases and studies, it showed that the more the teleworker had autonomy in executing his

tasks on a result-based management, the more the teleworking productivity and the more the employee will be satisfied. On the other side of the coin, taking into consideration the perspective of the employers (managers), Based on the literature, Transformational leadership would be the ambitious tool that is used to build a relationship that which is based on dialog-oriented practices between leaders and his or her team. This will eventually reflect on the team and the organization's benefits (Hidayat, Rafiki & Aldoseri, 2017). Various studies suggested applying this type of leadership by encouraging leaders to spend more time analyzing their staff behavior: communication and inspiration by relying on participatory and consultation principles. Those studies ensured that these efforts should strongly have an impact on the staff by enhancing their performance, productivity, loyalty, and most importantly their job satisfaction (Kim, 2002; Ljungholm, 2014, Caillier & Sa, 2017; Saravo, Netzel & Kiesewetter, 2017; Crea, 2018).

***Flexible Working Facilities:*** Studies have shown that organizations that provide more area of flexibility for their employees in terms of executing their tasks, whether by providing flexible timing of attendance or implementing a partial or permanent remote working policy , has a direct (positive) impact on job satisfaction on one side and an opposite relation with employees turnover. Such implementations may support the organization as well keep their qualified employees (McNall, Masuda & Nicklin, 2009; Shiyani, 2019; Bloom, Liang, Roberts & Jenny, 2015).

***Absenteeism:*** Absenteeism causes widely vary within organizations and different sectors and it is also due to many aspects. Yet, job satisfaction is considered the main determinant that is attached to absenteeism. Hanisch and Hulin, (1991) theorized that absenteeism and or lateness behaviors reflect invisible attitudes such as job dissatisfaction, low level of organizational commitment, or an intention to quit. In this regard, an employee who tends to be absent from work is consciously or unconsciously expressing negative attachment to the organization and could highly be participating in tangible acts which could reflect job dissatisfaction. This would be an important aspect of designing the questionnaire in the later stages in order to indicate how the participant is reacting to the home working experience in terms of absenteeism rates.

**Work-life Balance:** Work-Life balance has a strong relation to home working due to the freedom. This type of implementation provides the employee an opportunity to deliver his or her tasks with no doubts concerning his or her satisfaction towards their job. It is crucial because when it is missing, employees find it difficult to detach themselves from their work and have the freedom to do their stuff. Conflicts in work-family issues are known to increase strain, burnout, depression, fatigue, and certainly job dissatisfaction (Gibson-Jones, 2005; Jansen, Kant, Kristensen & Nijhuis, 2003; Park, Fritz & Jex, 2011).



**Figure 2** The Conceptual Framework of The Research (Author: Adopted from the literature review and formalized by Mohamed Hasan)

### 3.3 Operational Hypotheses

- *H1: Gender affects home working and increases staff satisfaction.*
- *H2: Age affects home working and increases staff satisfaction.*
- *H3: Size of the family affects home working and decreases staff satisfaction.*
- *H4: Marital status affects home working and increases staff satisfaction.*
- *H5: Home working affects work-life balance and increases staff satisfaction.*
- *H6: Working (environmental) conditions affect home working and increase staff satisfaction.*
- *H7: Home working affects compensation and decreases staff satisfaction.*
- *H8: Flexible working facilities affect home working and increases staff satisfaction.*
- *H9: Home working decreases absenteeism and increases staff satisfaction.*
- *H10: Individual preference affects home working and staff satisfaction.*
- *H11: Employee's autonomy affects the home working and increases staff satisfaction.*

It is important to mention that most of these components were verified and checked in many academic papers that were made to measure the home working and job satisfaction experience. Therefore, such components were the most related ones to the concerned subject.

In addition, the level of influence or impact of those variables is differing between one variable to another. However, those components are the most related to the experience and are the ones that should be assessed and evaluated to get a concrete answer and a measurement of satisfaction in terms of home working. Moreover, those are the ones that should be critically analyzed in the later stages of data collection and analysis to get concrete answers and measurement of satisfaction in home working.

### **3.4 The Methodology and Organization to be considered (Empirical Contribution)**

This research adopted a quantitative method. The quantitative method is identified as the process of collecting and analyzing numerical data. It can be used to find patterns and averages, make predictions, test causal relationships, and generalize results to wider populations” (Bhandari, 2021).

Quantitative research is the opposite of qualitative research. It involves collecting and analyzing non-numerical data. Choosing this method will have many advantages, yet to focus on the most related ones it will be the size. Quantitative methodology allows the researchers to test and gather data from a large number of participants in a convenient way, thanks to technology. The results allow researchers to test their predefined hypotheses to reach a concrete prediction. However, this applies pressure on the researchers to think carefully in defining their factors, variables, data collection method before proceeding in this type (Bhandari, 2021).

On the other hand, there are several disadvantages to choosing this type of research. Yet, in the same context, it will focus on the ones that are also mostly related to this thesis subject. First is the superficiality. Quantitative method, in most cases will just provide a figure that will be a percentage. Opposingly, the qualitative method will provide more in-depth information that might be more important for the researcher in his or her work. In some cases, there might be a structural bias that occurs when using this type of method as it might provide data that will cause an overall deviation in the research due to the participants’ inputs in such a way that might not present the real situation (Bhandari, 2021).

Based on so, an online questionnaire was used in this master’s thesis to examine how the public sector’s staff feel and managing their tasks during the implementation of home working policy because of the spread of COVID19. This is made to assess the satisfaction level of the staff.

#### **3.4.1 The Subject, Population and Sample**

The population of the study was employees of the public sector, the government organizations, and ministries, both males, and females in several departments with various specializations and duties to get a comprehensive evaluation according to the thesis objectives.

All public sector staff members were emailed the questionnaire via a dedicated platform to distribute the surveys to the public sector's staff "Ibath", which is being run by Bahrain Institute for Public Administration (BIPA) after meeting the required criteria.

The number of subjects (targeted sample) who have been sent the questionnaire totaled in 490 employees (civil servants). The number of responses after several reminders to the officials of the Ibath system were totaled 140 participants from both genders.

### **3.4.2 Instruments**

The researcher created an electronic questionnaire using Google Forms (see Appendix A) and distributed it by BIPA through a dedicated system: Ibath, to randomly chosen public sector employees from both genders, different public sector entities and organizations. The research questionnaire was the main study tool used in this research to collect the primary data. The questionnaire included the following sections:

**Introduction:** expressing a general statement about the purpose of the master's thesis, the guidelines for filling out the questionnaire, assurance that the information will remain confidential, and a final statement to encourage the targeted people to participate in this research. This was made by suggesting that the outcomes of the research that will directly reflect their good.

**Demographic Data:** This part collected information about the respondents including gender, age, marital status, and work-related characteristics. In addition, it included a statement to measure the extent to which the respondents are satisfied with home working in their ministry/ governmental organization during Covid-19. This section consisted of seven multiple-choice questions.

**Main Section:** This section collected the respondents' feedback on the topic. It composed two sub-groups:

- **Group One:** The Physical and Psychological aspects, where the respondents were asked to evaluate seventeen statements related to the impact of the home working implementation on employees' satisfaction based on the following aspects: gender, age, marital status, family/children, and individual preference.
- **Group Two:** The Administration Variables, where the respondents were asked to evaluate nineteen statements related to the impact of the home working implementation on employee satisfaction based on the following aspects: compensation, working/environmental conditions, autonomy, flexible working facilities, absenteeism, work-life balance.

For this section, a Likert Scale of five (odd Likert Scale) was used (strongly agree, agree, neutral, disagree, strongly disagree).

A Likert scale is a unidimensional scale that researchers use to collect respondents' attitudes and opinions. Researchers often use this psychometric scale to understand the views and perspectives towards a brand, product, or to measure satisfaction levels towards an initiative or a subject (Questionpro, 2021).

The researcher of this master's thesis chose this type in the questionnaire due to several reasons. First, it is easy to implement, especially for measuring people satisfaction towards specific aspects. Adding to that, the Likert Scale offers quantifiable answer options, which make the analysis later much easier and value-adding. One of the most important benefits are that it offers an easy answer for a greater number of questions which certainly allows the researcher to get more data (Questionpro, 2021).

Therefore, in this section, groups one and two consisted of 37 items of a Likert Scale sample that involved of five questions.

### **3.4.3 Rescreening and Piloting of the Questionnaire**

The questionnaire has been proceeded into revision procedures, as it has been built up by the researcher after a deep analysis in the literature concerning the thesis subject and by supported by the theories related to the research's problem.

The questionnaire was built upon a content validity basis by making sure that the items and questions cover the entire elements and angles of the research problem as well as to ensure the maximum benefit and to collect as much data as possible taking into consideration the convenient time that this questionnaire will consume by the participants to answer it.

The last element is the face validity: the questionnaire in all stages, which was reviewed and evaluated by the supervisor of the thesis. The researcher had approached informally certain people to test the questionnaire on its demo phases to make sure including the maximum items, questions in order to gather the required data that will be beneficial for the next stages.

### **3.4.4 Data Collection Method**

The researcher of this master's thesis approached the Bahrain Institute for Public Administration (BIPA) to distribute the online questionnaire that was generated by using Google Forms through a dedicated system called Ibhath. It was distributed randomly amongst chosen public sector employees of both genders and different public sector entities and organizations.

The process of the distribution went through sets of stages based on official communication with BIPA through emails and phone calls. On March 18<sup>th</sup> 2021, an official email through the researcher's MPM program's manager, Dr. Mohamed Amin, helped with reaching the officials of the Ibhath system. From the period March 21<sup>st</sup> April 1<sup>st</sup> 2021, BIPA was officially processing my request. At this stage, administration paperwork was submitted and regular reminders were done by the researcher in order to accelerate the process of the publishing and distribution of the questionnaire. On April the 1<sup>st</sup>2021, the questionnaire was approved and distributed to the targeted population through email.

Then, from the period April 1<sup>st</sup> 26<sup>th</sup>, 2021, various reminders through phone calls were made by the researcher to follow up and ask to resend the participants to fill the questionnaire in order to get the maximum number of participations.

As a result of multiple reminders, on April 27<sup>th</sup> 2021, the researcher called in charge in BIPA of the Ibhath system to ask for the total number of participants who got emailed with the survey. The total number of people who got emailed with the survey from both genders from different public organizations was 490. The total number of participants was 140.

### **3.4.5 Data Analysis Method**

By using the generating feature in Google Forms, responses were collected automatically through an Excel sheet and were listed mostly in the forms of convenient tables. Some graphs and figures were used to easily show the items as well as Likert Scale's results by highlighting the trends in bold. Those tables are followed by paragraphs to summarize the ideas behind the items and make the proper basis for the next chapter. The discussion to link and test such data with the hypotheses and answer the research questions.

The collected data was analyzed by using descriptive and inferential statistics: IBM SPSS Statistics 23, in order to test the thesis hypotheses and answer the research questions. A Chi-Square, Fisher's Exact Test, Phi and Cramer's V test were performed to test correlations.

## **3.5 Summary**

This chapter has presented the chosen methodology in order to collect the data which will be analyzed in the following chapters. The chosen methodology was decided based on deep analysis and readings about experiences of previous studies and research in the desired field. In addition, comparing them critically based on the particularity of this master's thesis and including its main and sub-questions of research.

## **CHAPTER FOUR: FINDINGS**

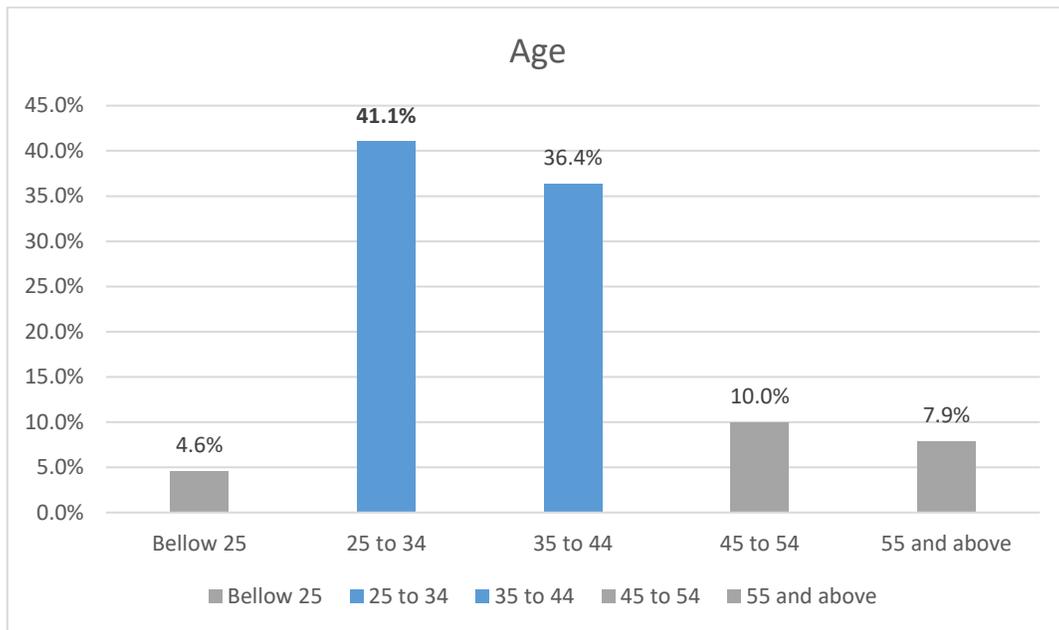
### **4.1 Introduction**

This chapter includes the presentation of the results and findings that were collected from the participants of the questionnaire. The findings illustrate in form of graphs, figures, and mostly in tables in a convenient manner for the readers to show certain statistical trends that express participants' opinions. The data will be critically used to test the hypotheses and answer the research questions.

### **4.2 Demographic Information**

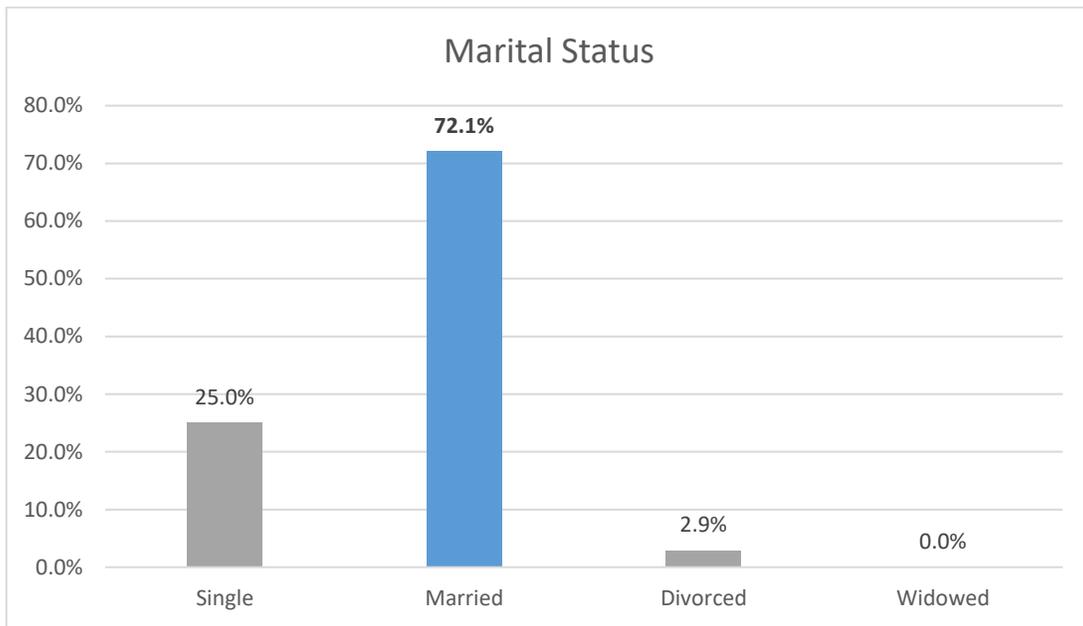
Below are the results of the first section in the questionnaire. it consisted of general inquiries about the participants. As mentioned in the methodology chapter, Ibhath system's officials informed the researcher that the questionnaire was distributed through email for 490 public sector employees of both genders.

A total of 140 participated in this questionnaire. 93 participants (66.4%) were females and 47 of the participants (33.6%) were males. Interestingly, this may give an indicator that female public sector employees would be more interested in this research and certainly more interested in the subject of home working and its relation to job satisfaction.



***Figure 3 Demographic Information: Age (Author: Mohamed Hasan)***

In this bar chart, the participants based on their age category are illustrated. The range of the participation was from 25 to 44 years old, which gives an indicator of the maturity of the employees who participated in this questionnaire. A total of 59 participants (41.1%) were from 25 to 34 years old, 51 participants (36.4%) from 35 to 44, and the least participations were the category listed for individuals below 25 years old. The rest of the participants were split into 14 participants (10%):45 to 54 years old, and 11 participants (7.9%) for 55 years above.



***Figure 4 Demographical Information: Marital Status (Author: Mohamed Hasan)***

This bar chart presents the marital status of the participants. 140 participants were split as follows: majority of the participants (101 participants, 71.1%) were married, 35 participants (25%) were single, 4 participants (2.9%) were divorced. There were no widows in this questionnaire.

**Table 1 Demographic Information: Education Level, Designation, Size of the Family/ Children in The House**

	<b>Item/ Question</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Education Level</b>			
1	High school and below	2	1.4%
2	Diploma degree	6	4.3%
3	Bachelor's degree	<b>90</b>	<b>64.3%</b>
4	Master's degree	41	29.3%
5	PhD degree	1	0.7%
		<b>140</b>	<b>100%</b>
<b>Designation</b>			
1	Operational level	9	6.4
2	Specialist and senior specialist level	<b>77</b>	<b>55</b>
3	Head and supervisory level	<b>44</b>	<b>31.4</b>
4	Directorate level	5	3.6
5	Experts and advisors' level	1	0.7
6	Executive level	4	2.9
		<b>140</b>	<b>100.0</b>
<b>Number of family members/children at the same house</b>			
1	Zero	0	0
2	1	4	2.9
3	2	15	10.7
4	3	26	18.6
5	4	35	25
6	5 and above	<b>60</b>	<b>42.9</b>
		<b>140</b>	<b>100.0</b>
<b>Do you have any children under the age of two in the house?</b>			
1	Yes	41	29.3
2	No	<b>99</b>	<b>70.7</b>
		<b>140</b>	<b>100.0</b>

This table presents several aspects on an educational level. The results showed a majority of the participants were holding a bachelor’s degree. While 29.3% were holding master’s degrees and the rest were split on the other education degrees. This could give a general indicator of the educational level in the Bahraini public sector employees.

On the career level, 55% of the participants were either specialists or senior specialists. 31,4% were in a supervisory level or heading a department. The least participants were in the expert and advisor level with 0.7%.

Regarding size of the family, it was interesting that 42.9% of the total participants were having five children and above. 25% were having four children, 18.6% three, 10.7% two, 2.9% one, and zero percent for no children. Therefore, all the participants were having one or more children or a family member in their same house.

Besides that, the participants were asked a question, whether they have any children under the age of two in the same house. 70.7% of the total participants said no, and 29.3% said yes. The majority of them are having either children or family members that are older than two years, which certainly will have meaning with the other factors that impact the home working experience and the level of satisfaction.

**Table 2 The Level of Satisfaction with Home Working Implementation in the Public Organizations during Covid-19**

Item	Linkert Description				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1 To what extent you are satisfied with home working in Ministry/ Gov. organization during Covid-19?	4 2.9%	12 8.6%	24 17.1%	<u>42</u> <u>30%</u>	<u>58</u> <u>41.4%</u>

In this table, a general question was asked to the participants regarding their overall satisfaction’s level concerning home working before starting the questionnaire’s main sections and items in-depth.

It showed the vast majority (71.4%) of the participants were satisfied with the home working implementation in their public organizations during Covid-19.

### 4.3 The Physical and Psychological Aspects

*Table 3 The Physical and Psychological Aspects: Gender*

	Item	Linkert Description				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The gender is affecting the success of home working implementation in my Ministry/Gov. organization during Covid-19.	22 15.7%	14 10%	35 25%	30 21.4%	<u>39</u> <u>27.9%</u>
2	Having a department with employees of similar gender has a negative impact on the home working implementation in my Ministry/Gov. organization during Covid-19.	22 15.7%	20 14.3%	<u>35</u> <u>25%</u>	25 17.9%	<u>38</u> <u>27.1%</u>
3	As an employee in the public sector, the implementation of home working by the organization during Covid-19 has increased your job satisfaction.	7 5%	11 7.9%	32 22.9%	33 23.5%	<u>57</u> <u>40.7%</u>

Table 3 shows one of the physical and psychological aspects which is the gender. The questions and statements were asked the participants to observe their opinion regarding the gender as a variable in and how it affects the home working-job satisfaction relationship during Covid-19.

Overall, on a scale of five, around 49% of the participants either strongly agreed or agreed that the gender, male or female, would affect the success of the implementation of home working in the public sector. Moreover, the results showed a consensus with 40.7% that home working during the Covid-19 has increased their job satisfaction while working in the public sector.

Interestingly, the result shows rapprochement in the percentages regarding having a department with similar gender that would negatively impact the implementation of home working. 25% were neutral and 27.1% were strongly agreed on this matter.

**Table 4 The Physical and Psychological Aspects: Age**

	Item	Linkert Description				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The younger the employee, the more to be satisfied with the implementation of home working in public sector.	22 15.7%	23 16.5%	<u>35</u> <u>25%</u>	29 20.7%	31 22.1%
2	The older the employee will prefer to work physically at the office with his/ her department staff.	25 17.9%	18 12.9%	31 22.1%	<u>36</u> <u>25.7%</u>	<u>30</u> <u>21.4%</u>

The variable age illustrated in Table 4 shows how it would impact the concerned experience. The table presents an affinity in the ratio with a slight agreement (25.7%) concerning age. As 25% were neutral thought that if employees were younger, they would prefer and be satisfied to work remotely and if older would prefer to attend physically in the office.

This might give an indicator that age as a factor, with other factors such as personal preference would have an impact on the home working and job satisfaction relationship.

**Table 5 The Physical and Psychological Aspects: Marital Status and Work-Life Balance**

	Item	Linkert Description				Strongly Agree
		Strongly Disagree	Disagree	Neutral	Agree	
1	Home working implementation in the public sector is more effective for the organization when the employee is single.	22 15.7%	18 12.9%	28 20%	31 22.1%	<b><u>41</u></b> <b><u>29.3%</u></b>
2	I am more satisfied in as a single employee with the home working implementation in my Ministry/Gov. organization?	14 13.2%	10 9.4%	<b><u>34</u></b> <b><u>32.2%</u></b>	17 16%	31 29.2%
3	I am facing difficulties in working at home because of my personal obligation as a married person.	<b><u>26</u></b> <b><u>23.2%</u></b>	21 18.8%	24 21.4%	<b><u>28</u></b> <b><u>25%</u></b>	13 11.6%
4	As a single person, I am having more space doing my personal stuff while working at home.	5 4.8%	8 7.7%	31 29.8%	14 13.5%	<b><u>46</u></b> <b><u>44.2%</u></b>
5	The managers in this Ministry/Gov. organization does not stick with the official working hours in the implementation of home working.	21 15%	16 11.4%	25 17.9%	36 25.7%	<b><u>42</u></b> <b><u>30%</u></b>

Table 5 represents interrelated variables, marital status, and work-life balance. The results showed variation in the percentages, as 29.3% of the single participants strongly agreed that being a single employee would be more effective and beneficial for the public organization. In another way, it means the employee will offer more working dedication. Interestingly, from an employee’s point of view, 32.2% of the single participants were neutral regarding this matter that marital status would increase their job satisfaction towards home working.

For the married participants’ point of view, it was also interesting to see a contrast in the result, as 23.2% were strongly disagreed that being a married employee will be result in facing difficulties in managing their obligations while working remotely. 25% of the married participants agreed that this matter would create certain obstacles.

The same table illustrates work-life balance as one of the variables besides the others marital status, home working, and job satisfaction. Therefore, it showed that 44.2% of the single employees

strongly agreed that home working offered them more space to do their stuff. However, 30% of the general participants strongly agreed that the managers in their public organizations are not sticking to the official working hours in the implementation of the home working policy.

**Table 6 The Physical and Psychological Aspects: Family/ Children**

	Item	Linkert Description				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	As an employee not responsible of family members and/or children, I am more satisfied towards my job by implementing home working policy in my Ministry/Gov. organization during Covid-19.	6 4.3%	10 7.1%	46 32.9%	27 19.3%	<b><u>51</u></b> <b><u>36.4%</u></b>
2	As an employee not responsible of family members and/or children, working from home implementation will be more successful at an organizational and productivity level.	7 5%	14 10%	37 26.4%	28 20%	<b><u>54</u></b> <b><u>38.6%</u></b>
3	It is difficult to balance between working at home with having children or family responsibilities.	30 21.4%	12 8.6%	32 22.9%	<b><u>43</u></b> <b><u>30.7%</u></b>	23 16.4%

The variable of family, children is demonstrated in Table 6. It shows a clear consensus in the participants' opinion. 36.4% believed that working at home without having a responsibility of taking care of their families or children would increase their satisfaction towards this experience during Covid-19. Likewise, 38.6% of the participants thought that this matter would benefit the public organization and would raise productivity levels.

Furthermore, 30.7% agreed that it would be difficult to balance between home responsibilities and working in the same place at the same time.

**Table 7 The Physical and Psychological Aspects: Individual Preference**

Item	Linkert Description				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1 I prefer to execute my tasks at home and send a daily report to my superior about the job that has been done rather than physically attending the office.	13 9.3%	10 7.1%	18 12.9%	36 25.7%	<b><u>63</u></b> <b><u>45%</u></b>
2 I prefer to meet and work with my department/organization colleagues remotely through a virtual environment rather than physically attending the office.	5 3.6%	9 6.4%	24 17.1%	32 22.9%	<b><u>70</u></b> <b><u>50%</u></b>
3 I think that home working is not effective because it depends on personal preference and cannot be generalized as a work policy.	<b><u>41</u></b> <b><u>29.3%</u></b>	28 20%	27 19.3%	28 20%	16 11.4%
4 I think that home working will increase the employee loyalty towards his/her organization.	9 6.4%	8 5.7%	<b><u>43</u></b> <b><u>30.7%</u></b>	39 27.9%	<b><u>41</u></b> <b><u>29.3%</u></b>

Table 7 presents the result concerning the individual preference of an employee and its impact on the home working – job satisfaction relationship. In this table, the participants showed a consensus. Almost half of the participants strongly preferred to work remotely and submit a daily report about the executed tasks. Likewise, half of them were also preferring to meet with their colleagues remotely through a virtual environment (software) rather than physically attend in the office.

On the other hand, the results showed an interesting matter. 29.3% of the participants strongly disagreed that home working was not effective because it depends on personal preferences and cannot be generalized as a work policy, which means that the participants were strongly satisfied with the home working implementation in their public organizations during Covid-19.

The last item in the table showed a slight variation in the participants' opinion. , The percentage was almost similar. Around 30%strongly agreed and neutral thought that home working implementation will enhance the employee's loyalty towards his/ or her public organization.

#### 4.4 The Administration Variables

*Table 8 The Administration Variables: Compensation*

Item	Linkert Description				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1 I think employees who are under the implementation of home working in public sector during Covid-19 experience delay in their promotions.	25 17.9%	18 12.9%	<b>40</b> <b>28.6%</b>	31 22%	26 18.6%
2 The current compensation does not fit with the workload in the implementation of home working.	23 16.4%	16 11.4%	<b>38</b> <b>27.1%</b>	31 22.2%	32 22.9%

Compensation is one of the administrative variables which is demonstrated in this table. 28.6% of the participants were neutral thought that the employees working under the implementation of home working during Covid-19 were experiencing a delay in their promotions. This means that in a way, it shows the opposite as it may have no delay in the employee's promotions.

In the same regards, most of the participants were neutral in terms of thinking that the current compensation concerning working at home during Covid-19 does not match with the workload. This could also mean that the participants did not experience an increase in the workload even after the implementation of home working during Covid-19.

**Table 9 The Administration Variables: Absenteeism**

Item	Linkert Description				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1 I think that the implementation of home working in my Ministry/Gov. organization during Covid-19 has decreased the absenteeism rates.	9 6.4%	6 4.3%	22 15.7%	30 21.5%	<u>73</u> <u>52.1%</u>
2 I think that the implementation of home working has increased employee satisfaction and decrease rapid sick leaves due to work depression.	2 1.4%	6 4.3%	23 16.4%	39 27.9%	<u>70</u> <u>50%</u>
3 I have a high commitment to attendance because of the implementation of home working.	4 2.9%	7 5%	17 12.1%	43 30.7%	<u>69</u> <u>49.3%</u>

Table 9 illustrates how absenteeism impacts the home working – job satisfaction relationship from the participants perspective. 52.1% were strongly agreed that home working implementation had decreased the absenteeism rates in their public organizations during Covid-19. Similarly, 50% also strongly thought that this implementation has increased the staff satisfaction and decreased the rapid sick leaves due to work depression.

As well as that, 49.3% of the participants strongly believe that the implementation of home working has influenced them into highly commitment in work attendance.

Interestingly, the participants in this factor have a consensus in their opinions concerning absenteeism on one hand. The elements, on the other hand, show a clearer impression about the home working policy.

**Table 10 The Administration Variables: Working/Environmental Conditions**

	Item	Linkert Description				Strongly Agree
		Strongly Disagree	Disagree	Neutral	Agree	
1	The Ministry/Gov. organization provides written policies and laws that govern the use/implementation of home working.	20 14.3%	10 7.1%	33 23.6%	29 20.7%	<u>48</u> <u>34.3%</u>
2	The Ministry/Gov. organization provided the employee with the required needs, hardware, and software to implement the best out of the home working.	30 21.4%	22 15.7%	23 16.4%	25 17.9%	<u>40</u> <u>28.6%</u>
3	In my department, I am having full autonomy in executing my job on a task-based basis while working at home.	6 4.2%	7 5%	34 24.3%	39 27.9%	<u>54</u> <u>38.6%</u>
4	In my organization, the employees are requested to submit a daily/weekly report to list down the tasks achieved to their superior while working at home.	16 11.4%	19 13.6%	27 19.3%	24 17.1%	<u>54</u> <u>38.6%</u>
5	Virtual meetings between my department/organization colleagues during home working implementation are giving the same results of physical attending.	8 5.7%	13 9.3%	21 15%	33 23.6%	<u>65</u> <u>46.4%</u>
6	My tasks' follow-up with my colleagues/superiors is getting delayed due to the implementation of home working during Covid-19.	<u>33</u> <u>23.6%</u>	31 22.1%	<u>33</u> <u>23.6%</u>	31 22.1%	12 8.6%
7	I am satisfied with my virtual working environment and wish to continue performing my job at home even after Covid-19.	12 8.6%	9 6.4%	27 19.3%	26 18.6%	<u>66</u> <u>47.1%</u>
8	Home working policy is not suitable for the nature of my job.	<u>54</u> <u>38.6%</u>	18 12.8%	26 18.6%	26 18.6%	16 11.4%
9	Home working implementation in my Ministry/Gov. organization has decreased the daily operational cost. Examples: electricity, water, hospitality, etc.	2 1.4%	4 2.9%	17 12.1%	29 20.7%	<u>88</u> <u>62.9%</u>
10	Home working implementation had consolidated employees' relationships and benefited the organization.	14 10%	16 11.4%	38 27.1%	28 20%	<u>44</u> <u>31.5%</u>

Table 10 presents a significant element in the equation. Working, environmental conditions consisted of the core factors that affect the home working- job satisfaction relationship and is considered as the basis that most other elements are interrelated with it and affecting the overall situation, whether at the employee's level concerning home working or at the organizational level as well.

Around 54% of the participants agreed that their public organizations provided them with written procedures regarding home working implementation and discussed with them the law that governs this initiative. Likewise, 65% accepted the fact that their organizations provided them with their work requirements, hardware, and software to implement the best out of the home working.

On the other hand, it was motivating that 66.5% either agreed or strongly agreed on the fact that there offered a high level of autonomy in executing their work on a task-based policy while experiencing home working. Furthermore, 38.6% strongly agreed regarding their organizations when asked to submit a regular report: whether on a daily or weekly basis, listing down their tasks done to their superiors. However, what was interesting is that the participants' opinions tremendously varied in the fact that following up their tasks between their colleagues/ superiors are getting delayed due to the implementation of home working during Covid-19. 22% of them agreed, 23% were neutral and 45% were split between disagreeing and strongly disagreed. Surely, this is belonging to many reasons depending on the case by case of the participants, such as specific organizations might face a certain condition while others might not face similar conditions.

On a communication level in terms of the virtual working place, the majority of the participants strongly agreed that virtual meetings are offering the similar capacity and capabilities of the physical ones. Even they agreed that most of the time it offers the same results. In the same regard, around 50% of the participants were agreed that home working has consolidated the employees' relationships and benefited their organizations. 27% were neutral and 22% were split between disagreeing and strongly disagreed.

On the working environment level, more than half of the participants are satisfied with their virtual environments and wish to continue to perform their work at home even after the pandemic.

The participants supported this matter, as half of them disagreed that the home working policy is not suitable for the nature of their job, which is also an extra point for the home working initiative.

On the operational side, the vast majority, which is around 83%, believed that the home working implementation in their public organizations decreased daily operational expenditures, such as utility, hospitality, etc.

**Table 11 The Administration Variables: Flexible Working Facilities**

	Item	Linkert Description				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The flexible working arrangements that came with the implementation of home working has increased my job satisfaction.	6 4.3%	9 6.4%	23 16.4%	38 27.1%	<b>64</b> <b>45.8%</b>
2	Managers in this Ministry/Gov. organization believe that employees who attend physically by the regular work schedule are more committed to their jobs than the beneficiaries of home working.	23 16.4%	13 9.3%	31 22.1%	<b>35</b> <b>25%</b>	<b>38</b> <b>27.2%</b>
3	Flexible working arrangement and working from home, offer the right balance between working commitments and doing personal staff which increases the employee satisfaction (e.g.: going to the gym and taking your children from/to school).	6 4.4%	10 7.1%	17 12.1%	35 25%	<b>72</b> <b>51.4%</b>
4	Flexible working arrangement and the level of autonomy in executing my tasks at home will increase the employee satisfaction.	3 2.1%	6 4.3%	19 13.6%	37 26.4%	<b>75</b> <b>53.6%</b>

Flexible working facilities were also one of the administrative variables that impacted home working and job satisfaction. The participants’ opinion about it is demonstrated in Table 11 under four items: 45.8% strongly agreed that the flexible arrangement resulted from the implementation of home working policy increased their job satisfaction. In the same regard, half of the participants

strongly believed that these initiatives, plus the level of autonomy in executing their daily tasks will also increase their job satisfaction.

As well as that, half of the participants strongly agreed that flexible working arrangements offered them extra time to do their stuff such as going to the gym or taking their children from or to their schools.

However, around half of the participants either strongly agreed or disagreed that the managers in their public entities believe that attending physically to the office with regular working schedules show a higher commitment, beneficiary to the organization.

#### **4.5 Correlational Analysis of the Data**

Using IBM SPSS Statistics 23 to perform correlational analysis of the data collected in order to examine the relation between the certain variable. A Chi-Square ( $\chi^2$ ), Phi and Cramer's V will be performed to test the hypotheses and find the correlational level between those variables.

Based on the literature, chi-square ( $\chi^2$ ) statistic is a measure of the difference between the observed and expected frequencies of the outcomes of a set of events or variables. It depends on the size of the difference between actual and observed values, the degree of freedom, and the samples sizes. Chi-square is often used to test hypotheses. It tests whether two variables are related or independent from one another (Hayes, 2020).

As mentioned in the hypotheses of the methodology chapter, a chi-square test of independence was performed using IBM SPSS Statistics 23 to examine the relation between the variables. Gender, marital status, size of the family, age, working (environmental) conditions, level of autonomy, individual preference, compensation, work-life balance, flexible working facilities and absenteeism on one side, and the overall satisfaction on the other side.

On one hand, a chi-square test was performed to examine the relationship between gender and the level of job satisfaction. The test showed that the relation between these variables was

significant,  $X^2(3, N = 140) = 9.070, p = .028$ . Phi and Cramer's V test showed a very strong (.255) correlation between gender and the overall satisfaction (see Appendix B).

Another chi-square test was performed to examine the relationship between the working (environmental) conditions and the level of job satisfaction. The test showed that relation between these variables was significant,  $X^2(12, N = 140) = 23.373, p = .025$ . Phi and Cramer's V test showed a strong to very strong (.236) correlation between the working (environmental) conditions and the overall satisfaction (see Appendix B).

For the relationship between overall satisfaction, age, size of the family, absenteeism, work-life balance and flexible working facilities. Since more than 20% has an expected value less than 5, Fisher's Exact Test was conducted. It showed the following: a significance between age and overall satisfaction ( $p = .005$ ), yet it is very weak (.004) based on Phi and Cramer's test. As well as that, the same condition was implemented and conducted on the size of the family and work-life balance on one hand and the overall satisfaction on the other hand. The results showed no correlation between size of the family and overall satisfaction ( $p = .809$ ), no correlation between work-life balance and the overall satisfaction ( $p = .176$ ) (see Appendix C).

Regarding the absenteeism/ attendance factor since the computer of the researcher was Windows Surface pro-7 using IBM SPSS Statistics, 23 were unable to perform the test due to insufficient memory. According to that, the researcher rearranged the participants' data in three categories: strongly disagree + disagree = 1, neutral = 2, agree + strongly agree = 3 and the test was successfully performed. The result showed significance between absenteeism, attendance and an overall satisfaction ( $p = .001$ ), yet it is very weak (.001) based on Phi and Cramer's test (see Appendix C). The same arrangements were implemented with the variable; flexible working facilities, the result showed significant between the variable and overall satisfaction ( $p = .001$ ), yet it was also very weak (.001) based on Phi and Cramer's test (see Appendix C)

On the other hand, the chi-square test of independence showed that there was no significant association between the following variables: marital status, level of autonomy, compensation, individual preference on one side and the overall satisfaction on the other side (see Appendix B).

## **4.6 Summary**

In this chapter, the researcher presented a descriptive analysis of the findings including the data that was collected from the participants in the questionnaire. The findings were illustrated in the form of graphs, figures, and mostly in tables in the most convenient manner. The researcher conducted a correlational analysis of the data to identify the correlation, the level of such relationship between certain independent variables with the overall satisfaction as a dependent variable. The data is critically used to test the hypotheses and answer the research questions in the next chapter.

## **CHAPTER FIVE: DISCUSSION**

### **5.1 Introduction**

In this chapter, the researcher critically analyzes the findings. It also cites several studies and articles from the literature that are concerned with those factors in order to test the hypotheses and eventually answers the research questions of the thesis. Based on the collective information that was gathered previously, in-depth analysis will be made as well as critical discussion.

### **5.2 The Benefits of Home Working Policy for the Staff of the Public Sector**

The first sub-question of the research was what are the benefits of home-working policy for the staff of the public sector? Five hypotheses were formed, and they will be discussed in this section.

First of all, it is important to list down some facts about the nature of the participants such as gender, marital status, size of the family, level of education, and their designation. The findings showed that 66.4% of the participants were females and 33.6% were males. The questionnaire was randomly sent to 490 participants in different public organizations. The majority of the age categories were listed in the range of 25 to 44 years old. 72% of the participants were married, 64% were holding a bachelor's degree, around 86% of them either specialists or senior specialists, or leading a department in their public organizations. Furthermore, 43% of the participants have five children and none of the participants have no children. 71% of the participants have children above two years old.

These figures demonstrates that the participants have a decent level of education. They are in their mid-age and a career level which might lead to a general perception that the Bahraini public sector is young and well educated.

### **H1: Gender affects home working and increases staff satisfaction.**

The data showed that the majority of the participants strongly agreed that the gender is dramatically affecting the success of the home working implementation in their public entity. The results showed that 40% of them are ensuring their satisfaction with home working during Covid-19. Moreover, they admitted that gender had an influential role in making this implementation successful. Even if they strongly agreed that if a department had employees of the same gender, it would negatively impact the overall implementation of home working. This orientation was supported by Chi-square, Phi and Cramer's V tests, which showed a significant correlation between the gender of the participants and their overall satisfaction of home working. It was described in very strong correlation. Accordingly, H1 is accepted. It has been proven that gender has a very strong impact on home working and increases staff satisfaction.

Since most of the participants were females, this context may lead to a perception that female employees working in the public sector are more interested in the implementation of home working during Covid-19 and are certainly more satisfied. This leads to another perception that the participants in this study were gaining benefited out of this implementation on their personal and professional level by testing the other concerned hypotheses, analyzing the other related findings which will be followed bellow.

However, based on Tremblay's article in 2002, it is claimed that in the usual cases of home working, females may face extra challenges than males while experiencing home working due to their responsibilities of doing household tasks more than men. Males get the advantage of focusing on their professional work. Based on his arguments, this may cause challenges for females and would affect their overall experience in terms of their working effectiveness on one side and certainly could be reflected on their level of satisfaction about the home working (Tremblay, 2002).

In a way, this could be interesting, because it could share many similarities with Bahrain's case during Covid-19. Many policies and laws were initiated to deal with the situation. For instance, the implementation of home working on 70% of the total employees, giving priority to the pregnant and the women who have children in the school-age (SCW, 2020). These laws were not initiated to

gift the female employees and let them stay at home for granted, but because of the massive responsibilities expected to be on their shoulders.

Taking these aspects and comparing e them with the findings, a tremendous match in the sample and the conditions above has been shown. However, the results showed a high level of satisfaction towards home working. This brings to the mind a golden rule; what fits somewhere does not necessarily fit everywhere. Apparently, the case of the employees in Bahrain based on their gender is different, a high level of overall satisfaction including both genders was shown. This certainly lets us think that satisfaction here is referring to other benefits, such as the amount of the workload in the public organizations during Covid-19. – Due to the digital transformation that most of the traditional services have been transformed into online services. The work-life balance and the flexible working facilities, compensation, and other psychological benefits as well.

## **H2: Age affects home working and increases staff satisfaction.**

The findings showed that the vast majority of the participants in the age ranges of 25 to 44 years old and the other percentages were divided into the other age categories. Taking the results into consideration, 44% of them agreed that the younger the employee, the more satisfied they shall be with the implementation of home working. The other 25% of the participants were neutral. Indeed, 25.7% agreed also on the fact that the older the employee the more would prefer to physical attend the office and meet his/ her colleagues.

On the other hand, the Fisher's Exact Test was conducted to identify the correlation between age as a factor from one side and the overall satisfaction on the other side. The results showed a significance between them, yet, based on Phi and Cramer's V test, the correlation were considered as very weak relationships.

A general observation on the participants insights: the result in this element is a bit wobbling. There was no consensus that the younger the employee would be more satisfied with home working. Moreover, there was a sort of agreement and it was supported with the opposite statement that older employees would prefer office attendance. However, based on the statistics, it was showed only

participation of 25 persons (17.9%) out of the total participation (490) in the age that ranges from 45 to 55 and above, which make this perception is likely to be an opinion of young people about the older ones regarding the home working and job satisfaction. What also supports this is the correlational analysis which even though it admitted a significance between those factors, yet the results showed a very weak correlation.

Despite that, the previous matters were supported by the literature. A study concluded that a person's age may influence his/ or her preference to choose a suitable working method. The younger the person, might prefer to work remotely with the intention of having more area of freedom. For instance, to do his or her personal stuff. Elder people might prefer actual communication by attending their workplace as it gives them that feeling of social-ing with others, being productive and to consider themselves an important part of the community (Tremblay, 2002).

Based on the given arguments above, the researcher would conclude on the following sense: H2 is accepted. It has been proven that age has an impact on home working and increase staff satisfaction to a very limited extent and should be taken with other factors that could affect home working implementation-job satisfaction's relationship.

### **H3: Size of the Family affect home working and decrease staff satisfaction.**

Based on the participant's situation, which showed that the majority were having five children or more and no children or family members below two in their houses. Therefore, their opinion regarding this matter was also consensus. Most of them strongly agreed that being an employee in a public organization and working at home, taking care of children will make the success of this experience a bit challenging for both, the employee's satisfaction, and for the organizational productivity. 31% of the participants agreed that it is difficult to balance between working at home and having the responsibility of children, family members at the same house.

It is important to mention here that in Bahrain, or even in the Arab world, It is more likely for an employee to be in a house with his family even if he grew up. Moreover, it is also more often to have families with a minimum of three to four children. Therefore, this is something in the culture

which certainly the findings are explaining an interesting matter on the home working- job satisfaction relationship.

The literature is supporting these arguments. A Studies showed that if a person were a member of a big or little family, it could influence his/ her decision whether prefer home or actual working and certainly will impact the level of satisfaction (Tremblay, 2002). Taking this point for further analysis, especially when considering the current situation of Covid-19, It has a major impact on the employee, so if he/ or she has a child(ren) there will be an extra duty of taking care of them such as taking care of their basic needs or preparing them for their virtual school. The point here is a bit complicated and differs from one case to another. It t depends on the person's situation whether his career is the only priority or there are other aspects that the employee is concerned about.

Based on the correlational tests, the Fisher's Exact Test showed no correlation between the size of the family and the overall level of satisfaction. Therefore, H3 was not supported and not proven that family size impact on decreasing job satisfaction of home working. Yet, it does not mean that it is not related the preference of home working as an implementation. The results of the participants opinion in the different statements were collected in these regards have ensured a majority of agreement, showed that the family size was having an impact on the success of home working implementation on the personal and organizational basis.

This might refer to several reasons, such as taking Covid-19 period into consideration with its massive reflection on increasing the responsibilities and affecting the psychological situation of the employees.

#### **H4: Marital Status affects home working and increases staff satisfaction.**

This hypothesis in a way is related to the size of the family in terms of the responsibilities that will be generated out of it which will be affiliated with the home working and certainly overall satisfaction. As mentioned, 101 (72%) of the participants were married, only 35 (25%) were single and 4 (2.9%) of them were divorced.

The participants' opinion about this regard was interesting and not stereotyped, because even though 41 (30%) of single participants were strongly agreed that being a single employee is more effective for the organization than being married, yet they did not admit that being single will make them more satisfied working at home during Covid-19 as they were neutral in this matter.

What was also more interesting is that the married participants were severely divided, as 47 (42%) strongly disagree that being a married person with its responsibilities will lead them to face more difficulties in home working. On the other side, 28 (25%) of them agreed that this issue will cause difficulties for them. In a way, the results showed that the majority of the participants, which were married, were not facing difficulties while working at home on their public organization in Bahrain during Covid-19.

The researcher did not find in the literature something significant showing that the marital status could have a direct impact on either home working or affecting the level of satisfaction. because it is something that could be related to the culture of each region or country, or effected to a certain event, such as the pandemic period. Based on the inferential test done in this matter, the chi-square test found that there was no significant association between marital status and overall satisfaction.

Based on the tests and arguments, the researcher believed that it is hard to prove this hypothesis (H4) which was not supported by the tests that have been conducted in this regard. Therefore, based on this thesis, marital status does not show an impact between home working and overall satisfaction. Furthermore, based on the results, it did not show an impact on the home working implementation as well. Based on this thesis, the situation would be complicated. Other variables might impact home working-job satisfaction's relationship.

#### **H5: Home working affects Work-life Balance and increases staff satisfaction.**

Work-life balance is a crucial element in the home working- job satisfaction relationship. I It might considered to be the main result that will be generated on the employee's level if home working

implemented in a good approach. The employee will probably have extra time to do his/ her staff, on the opposite is right.

Based on the findings mentioned earlier that most of the participants were married, having five children or more, and most of their children were above two years old. The results increased the importance of work-life balance as a factor in the home working- job satisfaction relationship. The results showed a major of agreement within the participants that said that working from home provided them more space to do their stuff. For example, such as playing sports or paying their bills, etc. Based on the participants, this matter has highly increased their overall satisfaction towards home working and their jobs. Especially during the pandemic period because of the increasement in the home responsibilities in terms of taking care of the children in distance learning and other stuff.

Based on the correlational analysis between this variable and the overall satisfaction, H5 was not supported. It has not been proven that work-life balance influences home working and increase staff satisfaction. Even though the correlational test did not show a significance between those elements. However, the descriptive analysis extremely showed a higher interest in having work-life balance as a benefit gained out of implementing home working in their public organizations during Covid-19.

The literature is rich in this regard. Historically, this matter was raised in the latter half of the 20th century when the women's labor force participation rates increased by approximately 22%. So, that case was essentially made for women and give an indicator of acceptance because they had multiple roles. meaning they were still expected to manage their careers as well as their homes as well. In the late 20th century, the concept got improved to include men and became more professional in which people with more flexibility in managing their schedules would increase their satisfaction from both their professional and personal lives (McNall, Masuda & Nicklin, 2009; Marzi, 2018).

As well as that, several studies argued that work-life balance as a factor is critical because when it is missing, employees find it difficult to detach themselves from their work. Conflicts in work-family issues are known to increase strain, burnout, depression, fatigue, and certainly job dissatisfaction (Gibson-Jones, 2005; Jansen, Kant, Kristensen & Nijhuis, 2003; Park, Fritz & Jex,

2011). On the other hand, achieving a work-life balance is an ambitious goal for both employers and employees. From the employer's point of view, work-life balance is expected to improve and promote organizational/ departmental productivity, performance, social communication, cost savings, and reduce turnover (Beauregard & Henry, 2009).

Other studies were almost having a total consensus that there is a positive correlation between those concerned elements; work-life balance, home working and job satisfaction (McNall, Masuda & Nicklin, 2009; Acevedo, 2018; Gajendran & Harrison, 2007; Hoeven & van Zoonen, 2015; Gajendran, et Al., 2015). Even more, other studies have argued and support the strong positive correlation between the given variables regardless of genders (Anglade, 2019; Dikkers, 2007; Kossek, 2006, 2010; Mauno, 2005; Scandura & Lankau, 1997; Virick, DaSilva, & Arrington, 2010).

Very few studies disagreed and stated that work-life balance has negative impact on an organizational basis concerning with employees' career progression (Half, 2018). Rare arguments mentioned that it is affecting an individual's work-family balance negatively, yet, the mentioned here does not refer to this situation and limitation that does not apply to the context of this master's thesis (Sonnetag, Kuttler, & Fritz, 2010; Turcotte, 2011; Noonan and Glass, 2012; Valcour & Batt, 2003; Yuile, Chang, Gudmundsson, & Sawang, 2012).

### **Benefits which Can be Concluded from the Work**

Based on all these elements: the analysis and arguments, the researcher of this master's thesis believes the best answer of the first sub-research question in terms of the benefits for the public organization's staff will be as follows. If home working were implemented on its best, besides other factors concerned with this issue, massive benefits will be gained by the employees regardless of gender, age, marital status, and the size of the family.

However, based on the analyses and given arguments, the analysis showed that female employees in the public sector of Bahrain were more attached and interested in home working policy, more satisfied in their jobs while working at home during Covid-19, and wish to continue in working at their home even after the pandemic finishes. Based on their opinion, the participants believed that

the benefits of home working will not only be limited to the personal level, but it will be for the organizational good as well. They argued that if the employee is satisfied in his/ her job, will certainly be more dedicated to the organization and the job.

Based on the literature, the benefits of home working are countless, and very few studies have claimed that it is not for the benefits of the staff. The most benefits resulted from home working for the good of the staff and this thesis were focusing on is the work-life balance aspect. Since mentioned earlier that the gender had a strong correlation with the home working-job satisfaction relationship and most of the participants were females. Work-life balance resulted from home working implementation offered the participants regardless of their gender, extra time to achieve their life goals not only on their professional perspective. They have more time to spend with the family, taking care of their children, follow-up their learning in schools and doing their daily routine rather than spending almost half of their day at the office.

### **5.3 The Benefits of Home Working for Government (Public) Sector Institutions**

The second sub-question of the research was What are the benefits of home-working policy for Government (Public) Sector Institutions. This question had four hypotheses were formed, which will be discussed in this section.

#### **H6: Working (Environmental) Conditions affect home working and increase staff satisfaction.**

Offering a decent working condition is always a critical matter to determine the employee's satisfaction under any condition. while experiencing home working, this factor were even played a major role in illustrating the home working nature and specify the level of employees satisfaction.

Working and environmental conditions consists of many aspects concerning home working. It emphasizes of the administrative side were policies made to operate this initiative, the required hardware and software facilities, the level of autonomy that the employee will have while working remotely, the running expenditures and the employee relationships.

Regarding the administration aspects, the findings were demonstrated in the following sense. 55% of the participants agreed that their public organizations provided them with written policies managing and operating home working, 30% of them said that they did not get briefed about the implementation. About the daily tasks, the majority agreed that their public organizations initiated a policy where they have been asked to submit a daily or weekly report(s) listing down their executed tasks to be sent to their superior while they were working at home. Interestingly, the participants' opinion deviated when asked that if their tasks' follow-up with their colleagues or superiors were getting delayed due to the implementation of home working. The result showed that more than half of the participants disagreed and thought that the work follow-ups were going fine. The rest of them agreed that it was getting delayed or neutral about this matter, which also provides an indicator of the success of the home working implementation in the employees' perspective. This may apply on the organization as well. Interestingly, the vast majority believed disagreed when asked that home working implementation were not suitable for the nature of their jobs, this will also support the perception that public organizations were succeeded in implementing home working a convenient basis.

Another element in this regard is the infrastructure readiness for the implementation of home working, nearly half of the participants (47%) agreed that their public organizations provided them with their hardware requirements such as laptops and their needed accessories. 38% claimed the opposite. As well as that, the majority of the participants agreed that virtual meetings were providing the same results when their public organizations offered them the required software. According to the inferential tests that were conducted to find the correlational aspects, chi-square test was performed to examine the relationship between the working conditions. More precisely it was conducted between the hardware and software readiness on one side, and the level of job satisfaction on the other side. The test showed that the relation between these variables was significant, based on Phi and Cramer's V test. The relation was specified as strong to very strong. This may raise serious concerns regarding the readiness of the public organization in the infrastructural level for implementing home working even after the pandemic for the time being under the forced circumstances of Covid-19. There is more priority that implements home working is a must, regardless of the condition of readiness. Yet, at normal times, these elements should critically be

analyzed and are to be taken into consideration. For sure, this factor would severely affect and pressurize the public budget from an organizational point of view.

At an environmental and employees' relationship level, the findings presented that the majority of the participants were satisfied with their virtual working environment and communicating remotely with their colleagues, also agreed that home working implementations had strengthened the employee's relationship and benefited the organization. In a way, this will be reflected on the organizational benefits in terms of raising the employee's satisfaction which will certainly raise their organizational performance and loyalty.

There is no doubt that home working implementation had benefited the public organization in terms of administrative daily expenditures such as utility and hospitality costs. 70% of the public employees, by law, were working at their homes. Public organizations saved a massive amount of daily expenses in their budget during the pandemic. Based on the findings, the vast majority (83%) agreed on this element.

Based on the observation in the literature, most of the studies tackled this element on its general aspect. Studies stressed the importance of a healthy environment in the workplace whether at the office or working remotely. Other studies stressed the importance of having strong leadership that is based on collectiveness in the workplace to make the home working a successful experience by offering the employees autonomy while executing their tasks. Other studies tackled the human side of the issue. They stressed the importance of team building and investing in human capital (Hidayat, Rafiki & Aldoseri, 2017, Kim, 2002; Ljungholm, 2014, Caillier & Sa, 2017; Saravo, Netzel & Kiesewetter, 2017; Crea, 2018). However, most of those studies were conducted in normal times not like the current period: the pandemic.

According to all the above, H6 is accepted. It has been proven that working and environmental conditions have a very strong impact on home working and increase staff satisfaction. Thus, it will be reflected on many benefits on the organizational level as a result.

### **H7: Home working affects Compensation and decreases staff satisfaction.**

Compensation is an important factor that plays an important role in the home working-job satisfaction relationship. It certainly impacts both the employees and the organization. On public organizations level, it is mentioned in the literature review's chapter that the public sector in Bahrain follows the laws and regulations of the Civil Service Bureau. Therefore, the employees' compensation scale is strictly fixed under any circumstances. However, taking in minds that Covid-19 was an extraordinary matter that harshly affected the entire system everywhere in the world. As a result of that, home working policies were emphasized and implemented on a wide range in most of the public organizations with a high percentage. This has covered 70% of the entire public sector employees, giving mothers, pregnant women, and disabled employees more priority for home working in Bahrain.

Taking this situation, the implementation of home working and Covid-19 in the context, was important to tackle the compensation. One of the elements highlighted in this master's thesis was to measure the impact on the public organization's budget. Whether it needs to be revised or remain as it is. Also, to review the organizational performance and eventually the overall satisfaction.

The findings showed that 28.6% of the participants were neutral and did not agree that working at home during Covid-19 caused a delay in their promotions. More precisely, the participants were neutral and did not agree that the current compensation they earn does not fit with the workload while working at home.

To consider this aspect, it supports a perception that the public employees. Both males, and females were pleased with their current situation of home working and were satisfied with their current compensation. They do not feel that their promotions were getting delayed because of their new situation. Certainly, this means that on the organizational level, current compensations were running fine and satisfying the employees. This could give a view to the decision-makers in the public sector that home working implementation during Covid-19 does not require a change on a public compensation scale.

based on previous studies, compensation and benefits given to an employee are considered to be a major factor of job satisfaction. Even it is reflected on organizational benefit, as it results in

a higher rate of productivity and performance (Lee & Lin, 2014; Parker & Brummel, 2016; Warr & Inceoglu, 2012; Nyberg, 2010; Rukh, Choudhary & Abbasi, 2015, Singh & Loncar, 2010).

Unfortunately, even though the given information were quite promising, whether it was based on the findings and the literature review, yet the main challenge here is that those studies are measuring the desired elements in the normal times and not under the force measure circumstances as on the current situation of Covid-19. Moreover, the chi-square test did not show a correlation between compensation and employee's overall satisfaction while performing home working.

According to the given arguments, even though compensation is a critical element on employee's satisfaction on one side. An important administrative element at the organizational level to keep the financial expectations always maintained. Yet based on this research inferential analysis, H7 was not supported. It has not been proven that compensation has an impact on home working and decreases staff satisfaction during Covid-19. because there are also other factors which could make them satisfied with the implementation other than compensation. However, there is no doubt that compensation still has an impact on the home working as an implementation on the administrative and financial aspect at an organization level.

#### **H8: Flexible working facilities affect home working and increase staff satisfaction.**

The findings showed that 73% of the participants agreed that flexible working facilities that came because of the implementation of home working have increased their satisfaction. 76% agreed that flexible working facilities have offered them balance between their working commitment and doing their stuff, for instance, I going to the gym or following up with their children's school, especially during Covid-19 and the distance learning. These benefits have raised their overall satisfaction. The vast majority of the participants agreed that if flexible working facilities and the level of autonomy were in the right formula. The benefits will be reflected on both the employee's satisfaction and on the public organizations good.

The previous matters were demonstrating the case from the employees' point of view and certainly presenting their benefits gained from this initiative. Yet, it will not be limited to them as it

will be reflected on the organization as well. Because the more satisfied the employee, the more dedication and loyalty will be offered to the organization. This was argued by participants when 56% of them were agreed that the managers in their organizations are not committed to the official working hours due to the implementation of home working and flexible working facilities. In a way, this serves the organization to have their employees working almost the entire day and seems that a mutual consensus was formed between them. Both benefited from the situation from his side and in it maintained a convenient balance. However, what was interesting is that 52% of the participants agreed that the managers in their public organization have a perception that when the employees were physically attending in the office, he or she were more committed to the work.

Another critical point that serves the organization benefit which could be resulted from flexible working facilities is the employee's retention. If the employees were having the privilege of the flexibility in his daily job, they will be more satisfied. This will also decrease turnover rates, which is one of the most important benefits for the organization that saves their budget and protects the human capital. Studies supported this argument. It is shown that organizations that provide more area of flexibility for their employees, whether by flexible timing of attendance or implementing a partial or permanent remote working policy, has a positive impact on the employee's overall satisfaction and decreases turnovers (McNall, Masuda & Nicklin, 2009; Shiyani, 2019; Bloom, Liang, Roberts & Jenny, 2015).

According to the correlational tests, H8 is accepted. It has been proven that flexible working facilities may impact home working implementation and increase overall satisfaction but in a very limited level. Therefore, based on the other analyses, the descriptive and previous studies were tackling this element. Flexible working facilities to a certain extent might impact the home working and increase staff satisfaction. The researcher would call for further investigations concerning this element as well as to test it on larger sample. It might show a stronger correlation with the overall satisfaction in futuristic studies.

### **H9: Home working decreases Absenteeism and increases staff satisfaction.**

Absenteeism is described as the nonattendance of employees for scheduled work when they are expected to attend (UKEssays, 2018; Huczynski & Fitzpatrick, 1989). Absenteeism varies widely within organizations and is based on the working situation, whether was attending to the office or working at home, and it happened due to many reasons. Yet again, job satisfaction is considered the main determinant that is attached to absenteeism. Hanisch and Hulin, 1991 theorized that absenteeism and or lateness behaviors reflects invisible attitudes: job dissatisfaction, low level of organizational commitment, or an intention to quit. The challenge here is how to measure this factor while employees are working at home. Of course, with proper organization laws and regulations, the task would be possible yet still it is challenging.

The findings showed promising results concerning attendance, absenteeism from the participants' perspective included most in both, mid-level employees (specialists and senior specialists), and heads of departments. The results demonstrated that the implementation of home working during Covid-19 has decreased absenteeism rates based on 73% agreement. This would refer to the flexibility that home working is offering the employees even if they were a bit sick or had to finish personal stuff, still they can submit their tasks because they are not stuck at the office. Majority (78%) of the participants supported this argument as they believe that home working implementation decreased rapid sick leaves and increased employee satisfaction. The findings also presented that the vast majority agreed that they have a higher commitment to attending their working hours due to the implementation of home working. This orientation was supported by Fisher's Exact, Phi and Cramer's V tests, which showed a significant correlation between attendance and absenteeism as variable and the participants' (employees) overall satisfaction of home working. However, based on the tests, it was labeled as a severely weak correlation.

Despite that, some studies argued that if job dissatisfaction increased, absenteeism will increase. Conversely, employees who are highly satisfied with their jobs or strongly committed to the organization will avoid withdrawal behaviors and maintain continued attachment to their jobs (Blau & Boal, 1987). Yet, most of the studies in the literature supported the weak relationship between those variables. Scholars investigated the job satisfaction-absenteeism relationship and

their findings reported a weak relationship between those two variables: absenteeism, and job satisfaction (Nicholson, Brown and Chadwick-Jones, 1976; Ilgen & Hollenback, 1977). Therefore, the studies have concluded that such a relationship might not exist. Moreover, and a such hypothesis between those elements is not direct (UKEssays, 2018).

Accordingly, the researcher believed that the Covid-19 case will make the attendance and absenteeism case very weak towards job satisfaction because the arrangements of home working will make the working attendance on hour based quite difficult. Most organizations shifted to task-based jobs while implementing of home working. It showed more efficient and easier for evaluation purpose. Despite that, based on the inferential analysis in this master's thesis, H9 is accepted. It has been proven that home working might decrease absenteeism and increase staff satisfaction but in a very limited or weak level.

### **Benefits which Can be Concluded from the Work**

The researcher believes that the hypotheses perfectly answered the second sub-research question. When home working was properly implemented in the public organizations during Covid-19, the findings, arguments and studies have shown many benefits in return to the organizations.

To summarize the benefits on an organizational level, if the employees' overall satisfaction increased, the productivity, dedication, and loyalty will increase. Home working implementation strongly reduced the operational expenditures: utility and hospitality expenses. Even though providing the employees with the required hardware and software has created a challenge on the public budget at the beginning, yet in the long term, it will be a good investment. For the good of the organizations and will eventually saves the budget in the future. The more such policies are well initiated and defied, the healthier the virtual working environment and the better relations between the employees will be.

The arguments showed that the current compensation and the workload were satisfying the public sector employees. This creates sort of job security and reflected on the public sector's stability in general. Another important aspect in this regard is the higher rates of retention and the low

turnovers due to the implementation of flexible working facilities. Such a criterion raised the employee's loyalty and overall satisfaction towards their public organizations. It was proven by the correlational tests that it is maintaining the stability of the public sector in the long run.

The last element is the absenteeism and attendance which was proven the existence correlation between them and the overall satisfaction. Yet in a very limited levels, this issue was also supported by the literature. However, the findings in this master's thesis have shown that the participants think that during Covid-19, the attendance rate was increased and absenteeism due to sick leave or depression were decreased because of the benefits gained presented in the facilities that home working had offered them. As a result of that, the public organizations were also benefited from this matter presented into more productivity, less absenteeism rates, more retention and less turnovers.

#### **5.4 The Obstacles to Implementing Home Working Policy**

The third sub-question of the research was what are the obstacles to implementing working-from-home policy?. This question had two hypotheses that were formed. They will be discussed in this section.

##### **H10: Individual Preference affect home working and staff satisfaction.**

The people's desires are various in terms of the way they prefer to manage their jobs. Some people prefer to work remotely, while others prefer to send a report presenting their tasks to their superior on daily basis. Therefore, each of those people would be different in choosing the best way to manage or balance the professional career and his/ her personal stuff. That is why, studies argued that an individual's personality may influence the nature of the relationship between working from home and job satisfaction. (Bailey & Kurland, 2002).

On one side, the findings showed that 71% of the participants preferred to carry out their tasks on home working basis. They do not mind sending a daily report listing down the work done

rather than physically attending the office. Only 16% of the participants did not prefer to do so. As well as that, the majority preferred to hold their meetings virtually. Even the less formal meetings with their colleagues such as the weekly meetings through one of the software rather than physically meet at the office. Only 10% of the participants disagreed on that. Bear in mind that those claims are implemented for the case of home working during Covid-19. So, there is a chance of arguing that their preference in terms of preferring home working than physically attending to the office might be based on the fear of being infected. Yet, based on other questions, the majority agreed that they are satisfied with home working and they argued that home working offers the same results and level of productivity, if not more than the traditional way of working.

Furthermore, based on the findings, it showed that half of the participants thought that home working is effective. The dependence of individual preferences does not prevent home working implementation as a policy to succeed. More than half of them agreed that regardless of the individual preferences, home working will increase employee's loyalty towards his or her public organization, while only 31% were neutral on this matter.

According to the inferential analysis and tests conducted, H10 was not supported. It has not been proven that individual preference might impact home working and staff satisfaction. However, the variable of individual preference would certainly impact the implementation of home working and create several obstacles at that level. Because it is something concern with humans as it is not something measurable or able to be evaluated and expected. Moreover, it could be influenced by a certain situation such as Covid-19. The employee might prefer to work remotely on the pandemic due to the fear and not at other times: might prefer to work remotely in summer and not in the winter, and so on. This makes generalizing home working as policy difficult for everyone. these issues would create other challenges and might impact the level of satisfaction, level of productivity, and even the level of loyalty towards the public organization.

### **H11: Employee's autonomy affects the home working and increases staff satisfaction.**

The level of autonomy that the employee gets it while working at home and execute his or her job is also playing an important role in the employee's overall satisfaction. The findings presented that

66.6% agreed that their public organizations offered them the maximum tolerance of autonomy while executing their works on a task-based form. This was done while they were working at home during Covid-19. As mentioned earlier, flexible working facilities will also have an impact on the employee's overall satisfaction. The best comes when both those elements: flexible working facilities and level of autonomy, were implemented during home working will certainly have a positive impact.

A healthy workplace that is built on principles like inclusiveness in management by giving further space for employees in participating in the decision-making and even normal work process may strongly lead to job satisfaction. In another way, autonomy is a fundamental element in this regard if we tackle this manner from the perspective of the employee. In most cases and studies, it showed that the more the employee has freedom in executing his or her tasks, the more the productivity and the more of overall satisfaction. (Hidayat, Rafiki & Aldoseri, 2017).

According to the correlational tests, H11 was not supported, and it has not been proven that employee autonomy affects the home working and increases staff satisfaction.

However, on the other side, this case creates several obstacles concerning home working as an implementation. This is because each of the public organization has its laws and regulations that could prevent and/ or limit the level of autonomy offered to the employee while performing his or her job under the home working implementation. For instance, the Ministry of Interior's tolerance, in this sense, would be very limited due to the sensitivity of the information and the due date/, time as an example. It is a crucial element in this case.

Another obstacle related to an employee is based on individual preference, personality, working quality, and capabilities. For some employees, offering them a high level of autonomy will be for the benefit of the organization, especially if the employee was disciplined. u The problem occurs when he or she is not, especially with the case of home working with the high numbers of employees under this implementation during Covid-19. This will make the evaluation process much harder when offering more area of employees' autonomy and consequently will create an obstacle for the home working implementation.

## **Obstacles which Can be Concluded from the Work**

This sub-research question demonstrated an important angle of the subject. The participants have showed a high consensus concerning home working in terms of the satisfaction and benefits reflected on both, the employee and the public organization during Covid-19. However, still, home working is facing several obstacles and challenges that impact the level of success.

The answer to this question, based on the context of the previous answers, has demonstrated serious challenges that have to be taken into consideration to ensure the best implementation of home working as a policy. The individual preference of an employee would impact the overall situation of home working because it is concerned with human behavior. It also made the assessments and the evaluation task of this policy a hard job because it is dependent on each case and cannot be implemented on other cases. This creates a challenge that is difficult to generalize this policy and limit it to a limited number of jobs at specific times.

Another issue is the level of autonomy. Even though the findings showed a positive impact when offering the employee more freedom in home working and had raised his or her satisfaction towards the implementation. However, not all the jobs could have the capacity and the desire to offer this matter which also creates another obstacle. Moreover, this element is also depending on employee's capabilities which differ from one to another. Offering a higher autonomy level in such case could benefit the organization but it could be negative for other cases. So, it depends on the case itself.

Based on the arguments above, creating the required infrastructure, which includes the digital transformation required to implement the home working at the public sector showed a critical challenge introduced in the tremendous effect on the public budget. Specially that the priorities of the public budget were moved to the medical initiatives to combat Covid-19's circumstances.

There is another challenge as well, which are related to best implementation of the administrative variable. For example, if these public organization require well-written policies and procedures that govern the home working implementation as a policy, identify the nature of the relationship between the employees and their superior while working at home, time of attendance, then this should raise the awareness of the importance of home working and its positive impact on

the overall organizational performance when well implemented by both, the employees and employers.

## **5.5 The Impact of Home Working During Covid-19 on Job Satisfaction**

Based on the sub-questions of research, answering them by illustrating, analyzing, and discussing the findings, testing the hypotheses in order to measure the level of correlation between those variables has led to a collective answer to the main research question of this master's thesis. The main question was what is the impact of home working during the coronavirus (covid-19) pandemic on job satisfaction of the public sector's staff?

In general, the impact is consisted of the benefits that home working was reflected on the employees of the public sector and the public sector's entities as well. The same impact has resulted in certain obstacles and challenges that were attached to their implementation. Below, with taking each element of this impact in more depth to reach an understanding of the phenomena that home working during Covid-19 has impacted the employees' work satisfaction.

The researcher believes that the impact in terms of the benefits of the home working implementation from the staffs' perspective is massive. If home working were implemented in its best situation, lots of benefits will be gain by the employees regardless of gender, age, marital status, and size of the family.

Based on the analysis above, the research showed that female employees in the public sector of Bahrain were more attached and interested in home working policy, more satisfied in their jobs while working at home during Covid-19 and wish to continue working at their home even after the pandemic finish. These were referred to several reasons which have been mentioned earlier yet to highlight points in bold. The flexibilities that home working implementation have offered the employees, especially females in terms of their work-life balance and flexible facilities, time of attendance, task-based jobs had offered them a good chance of taking care of their children for their school during the pandemic as well as doing their household role. Based on the culture in the region, women are the main responsible for this matter. Bottom line, the impact of home working

implementation was not limited to job satisfaction, et, it was the main motivator. In other words, it was the ultimate desire of employees of the public sector in Bahrain.

On the other face of the coin, the impact on the public sector's entity in terms of the benefits also existed. Based on the analysis, the participants of this master's thesis including the heads of departments, people in charge of policymaking, believed that the benefits of home working were not only limited to the personal level, but also for the organizational good. as They argued that if the employee were satisfied in his or her job, they will certainly be more dedicated to the organization and the job.

The research showed that the second most critical element that is significant, has a very strong relationship with overall satisfaction besides gender and age, was the working and environmental conditions. Therefore, to summarize the benefits on the environmental and organizational level, if the employees' overall satisfaction increased, their productivity, dedication, and loyalty will increase. Home working implementation had a strong impact on reducing operational expenditures such as utility and hospitality expenses. Even though that providing the employees with the required hardware and software created a financial challenge for the public budget, yet in the long term, it will be a good investment for the good of the organization's infrastructure and will save the public budget in the future. As well as that, the analysis showed that the more the policies were well initiated and defied at the earliest stages of home working implementation, the healthier the virtual working environment and the better relations between the employees. Besides that, the research showed that the compensation during Covid-19 period and the amount of the workload in the public organizations were satisfied by their employees. This might lead to stability at the organizational level in terms of lower the rate of employees' turnovers which reflected on the public organizations' benefits. Furthermore, the research showed that the rates of absenteeism including rapid sick leaves were decreased during the implementation of working. It gives indication or of increasing the employees' loyalty toward their organizations and certainly increase the organizational performance and productivity.

The impact of home working on job satisfaction of the public sector's employees also includes the obstacles that impact the home working to succeed. This certainly impacts the overall

satisfaction. The obstacles were represented in the humanitarian side of the issue, or in another way, the factors that have difficult indicators could be measured and can certainly be adjusted. The individual preference of an employee would impact the achievement of home working. It is dependent on a person's preference whether the employee as a person prefers remotely or at the office. This which creates a challenge for the home working as policy makes it hard to be implemented and generalize. I It is not possible to evaluate something without measuring it, especially when it comes to the field of public administration.

The other obstacle that affects the home working-job satisfaction relationship is concerned with the level of autonomy that the public organization will offer their employees while working at their homes. This matter created an obstacle. Each entity has its unique working environment that for certain reasons, will prevent it to offer the desired level of autonomy which will raise the employees' satisfaction. The impact of this thesis has touched on the mismanagement of public administration. The absence of the proper policies or the weaknesses in the implementation, missing of continuous supervising will threaten the success of the entire initiative, will certainly harm the organization and decrease the level of satisfaction. Therefore, the exitance of written policies that govern the nature of work and the relationship between the concerned stakeholders, is on top of the priorities. As well as that, the poor planning for the budget in terms of building the required infrastructure could create challenges that could affect the entire initiative.

## **5.6 Summary**

This chapter presented the discussion which involved critical analysis of the data that was collected and presented in the previous chapter to answer the research questions of this master's thesis. The discussion demonstrated the analyses that answer the main questions of the master's thesis. This was by defining the impact of home working as a policy on the public sector's employees during Covid-19. To answer that question, the researcher tackled the sub-questions of the research by listing down the results and comparing them critically with previous studies from the literature. Therefore, the discussion included the answers to the following questions: the benefit of home working policy for the staff of the Bahraini public sector, and the benefits on the government entity of the sector. Besides that, it included the analysis of the obstacles that faced the home working implementation during Covid-19.

## **CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS**

### **6.1 Introduction**

This chapter contains the final touches in the research that will wrap it up. It includes the summary of conclusions that highlight the different stages that this master's thesis went through. This process was to discuss and analyze critically the subject by presenting it as a problem of the research, discusses the different elements of it in order to reach concrete answers to the main and sub-questions of the research. The researcher discusses the implications of the research, suggests some recommendations based on the results that were shown in the thesis. Furthermore, the researcher will discuss the major limitations that occurred during the various stages. Based on all of that, the researcher calls for future initiatives, studies, and research to continue enriching the implementation of the home working experience.

### **6.2 Summary**

This master's thesis aimed to pay attention to an important element in the public administration. I What has recently been implemented widely in Bahrain during Covid-19 is the home working in the public sector. The research's goal was to find out the impact of this implementation on the overall working satisfaction of the public sector's employees. In order to achieve this goal, the researcher set sub-questions of the research, they were formed to find out the benefits of the desired implementation. Such an implementation will reflect on both the employees and the public sector's organizations. Moreover, to tackle the obstacles that could challenge or limit the success of the implementation of home working.

To do so, the researcher had to dig into the literature through the studies, research, and papers that tackled this topic. Indeed, this master's thesis defined the main components attached to this issue: job satisfaction, and the factors that the previous studies argued to have a level of impact and/or correlation. Based on that, the researcher presented two theories: Maslow's Needs Hierarchy Theory and Herzberg's Motivator-Hygiene Theory. They were presented to measure job satisfaction as they included the most related factors to the home working implementation. Those

factors were transformed in the later stages into variables and have been illustrated in independent, dependent, and moderating variables. Job satisfaction of public sector's employees was illustrated as a dependent variable and home working was illustrated as an independent variable. The moderating variables were categorized into physical, psychological, and administration variables.

After creating the solid ground for this thesis, the researcher had initiated several hypotheses to be tested in order to find out the correlation between variables created. Based on that, a quantitative method was chosen, It was the best method that suited the nature of this thesis in terms of its technical mechanism. This method allows the researcher to test and gather data from a large number of participants in a fastest and convenient way by using certain tools in the internet. Therefore, an online questionnaire was sent randomly to the public sector employees in different entities through a dedicated portal (Ibath), which is ran by The Bahrain Institute of Public Administration. Even though the researcher reminded the concerned employees in the Ibath system to get the maximum possible number of participants, However, 140 contributions were the highest number of participants that the researcher got. I In the researcher's opinion, this was one of the major limitations of the study that. is recommended to be taken for future studies.

After that, the researcher collected data by using Excel, SPSS and conducted a descriptive analysis. The researcher illustrated the findings in the form of graphs, figures, and mostly in tables in the most convenient manner. The researcher conducted a correlational analysis of the data to identify the relationship between the defined variables, and the level of such a relationship, if existed, specifically between the predefined independent and moderating variables with the overall satisfaction as a dependent variable. Those data have critically been used to test the hypotheses and answer the research questions.

Based on the analysis, the research showed that the majority of participants were females. They showed a strong correlation between gender and overall satisfaction. Also, the findings showed a high level of satisfaction towards the implementation of home working. This gave a perception that females were more interested in the implementation of home working in public organizations during Covid-19. Besides gender, age, working (environmental) conditions, flexible working facilities and work attendance were significant with overall satisfaction and the levels of correlation

were various between each. Based on this research, the other factors that were mentioned and the hypotheses did support, prove a relationship towards the overall satisfaction. However, as mentioned previously, the number of participants could cause the limitation that might affect the SPSS calculation and other research with a larger number of participants which might find significance within the same variables and might not. Even with a larger sample. Regardless of so, the findings of this research have represented the sample's point of view and have shown that most of the factors were mentioned in this thesis. They have an impact on the home working implementation and might impact the overall satisfaction. This should be taken into consideration to either set the proper laws and regulations that govern home working or prevent the obstacles that could occur out of this implementation.

By answering the main and sub-questions of the research, the researcher hopes that this initiative will contribute and pay the policymaker's attention to evaluate in-depth the implementation of working in terms of its impact on employee's overall satisfaction. Adding to that assess the benefits that both employees and public organizations will gain and prevent the obstacles by plan alternative policies or procedures to govern this implementation with the best approach. The researcher's aim that this research will act as a start point for future studies in order to evaluate and improve the implementation of home working in the public sector, especially in crisis periods. Moreover the purpose is also to evaluate the readiness of implementing it in normal times and on wider range.

## **6.3 Practical Implications of the Research**

### **6.3.1 Implications at the National Level**

This research aimed to analyze the impact of home working implementation during Covid-19 in the public sector of Bahrain. Therefore, the research will contribute to improve the implementation in the future and act as a reference for the policymakers to put an eye on the weak areas that need to be improved concerning the implementation of working from home. , The policy in general, its factors, and the impacts of it.

This research has shown a high interest in this implementation for both genders; however, it was more with females. This matter might be taken for further investigations and studies for improving it in order to enhance the implementation in general. The age as a variable was also highlighted and related to the overall satisfaction. Since the majority of participants were in the age category 25 to 44 years old and showed a high level of satisfaction, this might give an indicator to the policymakers to focus on this matter in order to improve the criteria of selection and sign the employees in home working implementation. The attendance was also related to the overall satisfaction which showed more discipline in working attendance and less absenteeism.

On the other hand, the research has shown obstacles in terms of the budget allocation for preparing the needed infrastructure. Also, the level of autonomy and the individual preferences. All of those matters may be taken for further studies in order to reshape the overall implementation or redesign the criteria for selection aiming to improve the home working implementation for the common good of the public and the Bahraini government.

### **6.3.2 Implications at the International Level**

The researcher aimed that this master's thesis to be considered as a continuous point of the research cycle. It is built on previous studies by taking into consideration the factors, components, and theories from the literature that are most related to the thesis subject (research problem).

Based on that, this research may be considered as a linking point between the previous efforts and the future ones. This research provided an in-depth analysis of home working implementation on a local focus (Bahrain's public sector). This can be taken as an example for the international experiences, especially that the entire world has faced the consequences of Covid-19 and most of the countries have implemented home working. More precisely, this research showed the impact of the home working implementation in a local context and showed interested variables that have different levels of correlation towards overall satisfaction. They were certainly referred for many reasons. The culture of the country might be one of those impacts which will make it interesting for future research at an international level to examine and assess this impact on the international perspective.

The last point, the researcher believes that home working and its impact on the overall satisfaction, should be seriously taken for future improvements and implementation not just during crises and harsh times, but even in normal times as well. Also, it may be considered for both, the public and private sectors. The benefits were mentioned in this research and are a desire for any employee and any type of organization.

### **6.3.3 Recommendations**

1. The research showed high levels of overall satisfaction in the public employees with the home working implementations for both genders with higher rates in females. However, it also showed a need for effective management regarding the mechanisms of this implementation. Therefore, more focusing on the written policies concerning home working implementing.
2. The research demonstrated a strong correlation between female civil servants and overall satisfaction of home working implementation during Covid-19. This showed a greater interest in the implementation due to the flexible working facilities and work-life balance which might be taken into consideration even after the pandemic gets over and to benefits of it.
3. The policymakers in public organizations should take into consideration the budget required to build the needed infrastructure concerning the implementation of home working by setting clear objectives regarding the hardware and software requirements.
4. The policymakers in the public sector who seek to implement home working should concentrate on the age categories between 25 to 44 years old by selecting their targeted employees who will be chosen for this implementation.
5. The public organization that seeks to provide their employees with more flexible working facilities and work-life balance should implement home working. The research showed that this initiative has raised public employees' satisfaction.

6. The public organizations who seek to decrease their absenteeism rates and raise their employee's attention to the working hours and attendance will lead to decreasing turnover rates. Such organizations should implement home working.
7. The public organizations that have the capacity of offering their employees a higher level of autonomy while executing their work on a task-based form, may take into consideration the home working implementation.
8. Based on the research, the government organizations may not reconsider to reform the current compensation scales even while implementing home working. The analysis showed satisfaction towards the current financial situation.

#### **6.4 Limitations of the Research**

This research was implemented on the public sector's employees in the Kingdom of Bahrain. Due to the force circumstances that the pandemic has reflected, not only was it the t approach of implementation of this research but in all daily life activities. The following are several challenges and limitations that faced the research at its different stages of implementation.

**Research Sample Size:** The researcher tried his best of getting the maximum number of participants through the official authentic survey engine: Ibhath system, which is ran by the Bahrain Institute of Public Administration (BIPA). However, the total number of employees in the public sector compared to the numbers of participants (140) might consider it a challenge for this research in terms of providing a logical perspective, representative sample of the subject (problem) of this research.

It is important to mention that the researcher tried his best to get maximum participation by sending several follow-ups and reminders through phone calls with the concerned department of Ibhath system. Another issue related to the number of the participants in this thesis was a limitation. Moreover, many crucial factors were showing insignificance relationship with the overall satisfaction based on the chi-square test. The researcher believes that the reason might be due to the shortage of participations that limited the chi-square test to find the concrete results though the

required calculation. Yet, the researcher does not confirm, in any way, that if the sample were larger, the results would differ. Still, the researcher argued that there is a possibility of having a correlation between those same factors that have been analyzed in this thesis and in another research.

**The Pandemic is Still Ongoing:** The researcher stresses on one of the major limitations attached to this research: the pandemic is still ongoing. Hence, this makes the situation of implementing working from home after the pandemic unknown. The researcher believes that this decision will mainly depend at a first level on the country's leaderships vision. In addition, this also relies on the policymaker's belief and vision of home working implementation in the national public administration's goals. Indeed, the lessons learned what of this experience as well.

**Technical Challenges:** The researcher faced a technical challenge in using IBM SPSS Statistics 23. Specifically in terms of conducting the Fisher's Exact test. Some variables had more than 20% with an expected value less than 5, which was on one of the variables levels of autonomy. The researcher faced a technical challenge represented in shortage of computing memory. The researcher tried to resolve this issue by testing this on several devices and different operating systems (windows and mac) as well as rearrange the results more easily to reduce system technical requirements. Indeed, the efforts have resolved several the issue for certain factors, yet, all the effort fail to conduct Fisher's Exact Test, fixed with the Chi-Square ( $\chi^2$ ) and Phi and Cramer's V for the level of autonomy.

## **6.5 Recommended Further Studies**

The findings, recommendations and analysis of this research could be taken for future studies. They represent a rich and realistic input that aida in tackling an existed element in the public administration: home working implementation, its impact on the level of the employees' satisfaction. The interesting part is that this issue is new in Bahrain, especially in the public sector. Moreover, this implementation was initiated in a larger capacity due to an ongoing health crisis (Covid-19). However, as previously mentioned, the researcher believes that limitations faced occurred in this

thesis at different stages while creating an opportunity for improvements and further studies in terms of:

- Developing the current variables concerning the home working implementation but with a higher number of participants to explore the impact of such variables and define the correlational analysis based on a larger sample.
- Conducting further studies by taking the private sector as a field of study and by using the current variables included in this thesis to evaluate the home working as a policy, especially during the Covid-19.
- Recommending further studies in terms of evaluating the advantages and disadvantages of home working implementation based on the findings of this thesis. This can be done by comparing them with newer studies that will be accrued in the field as well as assess the effectiveness of the home working policy during normal times.

## REFERENCES

- AAK. (2020, June 11). A slight increase in the number of Bahraini employees in the two sectors, and a decrease in the "expatriate" in particular. Retrieved April 13, 2021, from <http://www.akhbar-alkhaleej.com/news/article/1212683>
- Acevedo, V. (2018). Correlations of work-life balance and job satisfaction and their relationship to generations (Order No. 10750922). Available from ProQuest Dissertations & Theses Global. (2055310432). Retrieved from <http://lama.univ-amu.fr/login?url=https://search-proquest-com.lama.univ-amu.fr/docview/2055310432?accountid=15337>
- Adams, J. S. (1963). Towards understanding of inequity. *Journal of Abnormal and Social Psychology*, 67, 422–436.
- Alam, Aliya & Asim, Dr. Muhammad. (2019). Relationship Between Job Satisfaction And Turnover Intention. *International Journal of Human Resource Studies*. 9. 163. 10.5296/ijhrs.v9i2.14618.
- Alderfer, C. P. (1969). An empirical test of a new theory of human needs. *Organizational Behavior & Human Performance*, 4(2), 142–175.
- Anglade, M. (2019). The impact of gender and race on the relationship between perception of work-life balance and job satisfaction (Order No. 13896840). Available from ProQuest Dissertations & Theses Global. (2240072013). Retrieved from <http://lama.univ-amu.fr/login?url=https://search-proquest-com.lama.univ-amu.fr/docview/2240072013?accountid=15337>
- Baldoni, J. (2012). *Great motivation secrets of great leaders*. New York, NY: McGraw- Hill.
- Baldwin, T. T., Pierce, J. R., Joines, R. C., & Farouk, S. (2011). The elusiveness of applied management knowledge. *Academy of Management Learning & Education*, 10(4), 583–605.
- Barling, Julian, Bill Wade, and Clive Fullagar. 1990. Predicting Employee Commitment to Company and Union: Divergent Models. *Journal of Occupational Psychology* 63(1): 49–63.
- Beauregard, A.T; Henry,L,C. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review*. Vol. 19, pp. 9–22.
- Belzunegui-Eraso, A., & Erro-Garcés, A. (2020). Teleworking in the Context of the Covid-19 Crisis. *Sustainability*, 12(9), 3662. doi:10.3390/su12093662
- Bhandari, P. (2021, February 15). What is QUANTITATIVE Research?: Definition, uses and methods. Retrieved April 28, 2021, from <https://www.scribbr.com/methodology/quantitative-research/>

- Brayfield, Arthur H., and Walter H. Crockett. 1955. Employee Attitudes and Employee Performance. *Psychological Bulletin* 52: 396–424.
- Brooke, Paul P., and James L. Price. 1989. The Determinants of Employee Absenteeism: An Empirical Test of a Causal Model. *Journal of Occupational Psychology* 62(1): 1–19.
- Bruce, Willa M., and J. Walton Blackburn. 1992. *Balancing Job Satisfaction and Performance*. Westport, CT: Quorum Books.
- Bryson, J. M. 1988. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. San Francisco, CA: Jossey-Bass.
- Caillier, J. (2011). The impact of teleworking on work motivation in a U.S. federal government agency. *American Review of Administration*, 42, 461-480.
- Caillier, J. G., & Sa, Y. (2017). Do transformational-oriented leadership and transactional-oriented leadership have an impact on whistle-blowing attitudes? A longitudinal examination conducted in US federal agencies. *Public Management Review*, 19(4), 406–422. <https://doi-org.lama.univ-amu.fr/10.1080/14719037.2016.1177109>
- Carsten, Jeanne M., and Paul E. Spector. 1987. Unemployment, Job Satisfaction, and Employment Turnover: A Meta-Analytic Test of the Muchinsky Model. *Journal of Applied Psychology* 72(2): 374–81.
- Cooper, C., & Kurland, N. (2002). Telecommuting, professional isolation, and employee development in public and private organizations. *Journal of Organizational Behavior*, 23, 511-532.
- Crea, J. A. (2018). Ethical transformational leadership in public administration (Order No. 10745781). Available from ProQuest Dissertations & Theses Global. (2115821244). Retrieved from <http://lama.univ-amu.fr/login?url=https://search-proquest-com.lama.univ-amu.fr/docview/2115821244?accountid=15337>
- CSB. (2019). The Civil Service Bureau holds an introductory workshop on the application of the trial period of the government work from home policy. Retrieved April 13, 2021, from <https://www.csb.gov.bh/ar/news/7442.html>
- CSB. (2019). Working from Home policy - Civil Service Bureau. Retrieved from <https://www.csb.gov.bh/media/document/WFH.pdf>

- CSB. (2020). About CSB. Retrieved from <https://www.csb.gov.bh/en/civil-service-bureau/about-csb.html>
- deLeon, Linda, and Walied Taher. 1996. Expectations and Job Satisfaction of Local-Government Professionals. *American Review of Public Administration* 26(4): 401–16.
- DeSantis, Victor S., and Samantha L. Durst. 1996. Comparing Job Satisfaction among Public and Private Sector Employees. *American Review of Public Administration* 26(3): 327– 39.
- Dijkers, J., Geurts, S., den Dulk, L., Peper, B., & Kompier, M. (2007). Relations among Work–Home culture, the utilization of Work–Home arrangements, and Work–Home interference. *International Journal of Stress Management*, 11(7), 323-375.
- Eby, Lillian T., Deena M. Freeman, Michael C. Rush, and Charles E. Lance. 1999. Motivational Bases of Affective Organizational Commitment: A Partial Test of an Integrative Theoretical Model. *Journal of Occupational and Organizational Psychology* 72(4):
- Farrell, Dan, and Carol L. Stamm. 1988. Meta-Analysis of the Correlates of Employee Absence. *Human Relations* 41(3): 211–27.
- Fitzer, M. (1997). Managing from afar: Performance and rewards in a telecommuting environment. *Compensation and Benefits Review*, 29, 65-73.
- Fonner, K., & Roloff, M. (2010). Why teleworkers are more satisfied with their jobs than are office-based workers: When less contact is beneficial. *Journal of Applied Communication Research*, 38, 336-361.
- Gainey, T., Kelley, D., & Hill, J. (1999). Telecommuting’s impact on corporate culture and individual workers: Examining the effect of employee isolation. *SAM Advanced Management Journal*, 64, 4-10.
- Gajendran, R. S., Harrison, D. A., & Delaney-Klinger, K. (2015). Are telecommuters remotely good citizens? unpacking telecommuting's effects on performance via I-Deals and job resources. *Personnel Psychology*, 68(2), 353-393.
- Gajendran, R., & Harrison, D. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92, 1524-1541.

- Gajendran, R.S. and D.A. Harrison (2007). The Good, the Bad, and the Unknown about Telecommuting: Meta-Analysis of Psychological Mediators and Individual Consequences', *Journal of Applied Psychology* 92, 6, 1524–1541.
- General Accounting Office (GAO). 1999. Human Capital: A Self-Assessment Checklist for Agency Leaders. Washington, DC: Government Printing Office. GAO/GGD-99-179.
- Golden, T. (2006). The role of relationships in understanding telecommuter satisfaction. *Journal of Organizational Behavior*, 27, 319-340.
- Golden, T., & Viega, J. (2005). The impact of extent of telecommuting on job satisfaction: Resolving inconsistent findings. *Journal of Management*, 31, 301-318.
- Hackman, Richard J., and Greg R. Oldham. 1975. Development of the Job-Diagnostic Survey. *Journal of Applied Psychology* 60(2): 161–75.
- Half, R. (2018, June 12). Successful In Sweatpants? The Pros And Cons Of Working From Home. Retrieved from <https://www.prnewswire.com/news-releases/successful-in-sweatpants-the-pros-and-cons-of-working-from-home-300664588.html>
- Hayes, A. (2020, October 07). Chi-Square ( $\chi^2$ ) STATISTIC Definition. Retrieved May 01, 2021, from [https://www.investopedia.com/terms/c/chi-square-statistic.asp#:~:text=A%20chi%2Dsquare%20\(%CF%872,compares%20to%20actual%20observed%20data.&text=The%20chi%2Dsquare%20statistic%20compares,of%20variables%20in%20the%20relationship](https://www.investopedia.com/terms/c/chi-square-statistic.asp#:~:text=A%20chi%2Dsquare%20(%CF%872,compares%20to%20actual%20observed%20data.&text=The%20chi%2Dsquare%20statistic%20compares,of%20variables%20in%20the%20relationship).
- Hidayat, S., Rafiki, A., & Aldoseri, M. (2017). Application of leadership style in government organisations: a survey in the Kingdom of Bahrain. *International Journal of Islamic and Middle Eastern Finance and Management*, 581-594.
- Hoeven, C. L., & Zoonen, W. (2015). Flexible work designs and employee well-being: Examining the effects of resources and demands. *New Technology, Work and Employment*, 30(3), 237-255
- Huitt, W. (2017) Hierarchy of needs. In F. Moghaddam (Ed.), *The Sage encyclopedia of political behavior* (pp. 356–357). Thousand Oaks, CA: Sage.
- Iaffaldano, Michelle T., and Paul M. Muchinsky. 1985. Job Satisfaction and Job Performance: A Meta-Analysis. *Psychological Bulletin* 97(2): 251–73.

- Jansen, N. W., Kant, I., Kristensen, T. S., & Nijhuis, F. J. (2003). Antecedents and consequences of work-family conflict: A prospective cohort study. *Journal of Occupational and Environmental Medicine*, 45 (5), 479-492.
- Jensen, U. T., Moynihan, D. P., & Salomonsen, H. H. (2018). Communicating the Vision: How Face-to-Face Dialogue Facilitates Transformational Leadership. *Public Administration Review*, 78(3), 350–361.
- Judge, T. A., Piccolo, R. F., Podsakoff, N. P., Shaw, J. C., & Rich, B. L. (2010). The relationship between pay and job satisfaction: A meta-analysis of the literature [Abstract]. *Science Direct*, 77(2), 157-167. doi:<https://doi.org/10.1016/j.jvb.2010.04.002>
- Jung, H. S., & Yoon, H. H. (2015). Understanding pay satisfaction: The impacts of pay satisfaction on employees' job engagement and withdrawal in deluxe hotel. *Science Direct*, 48, 22-26. doi:<https://doi.org/10.1016/j.ijhm.2015.04.004>
- Kemery, Edward D., Arthur G. Bedeian, Kevin W. Mossholder, and John J. Touliatos. 1985. Outcomes of Role Stress: A Multisample Constructive Replication. *Academy of Management Journal* 28(2): 363–75.
- Kemery, Edward D., Kevin W. Mossholder, and Arthur G. Bedeian. 1987. Role Stress, Physical Symptomology, and Turnover Intentions: A Causal Analysis of Three Alternative Specifications. *Journal of Occupational Behavior* 8(1): 11– 23.
- Kim, S. (2002), Participative Management and Job Satisfaction: Lessons for Management Leadership. *Public Administration Review*, 62: 231-241. doi:10.1111/0033-3352.00173
- Kossek, E., & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology*, 83, 139-149.
- Kossek, E., Lautsch, B., Eaton, S. (2006) Telecommuting, control and boundary management: Correlates of policy use and practice, job control and effectiveness. *Journal of Vocational Behavior*. 68(2); 377-367.
- Kossek, E., Lewis, S., & Hammer, L. (2010). Work—life initiatives and organizational change: Overcoming mixed messages to move from the margin to the mainstream. *Human Relations*, 63(1), 3-19.

- Laurel A. McNall, Aline D. Masuda & Jessica M. Nicklin (2009) Flexible Work Arrangements, Job Satisfaction, and Turnover Intentions: The Mediating Role of Work-to-Family Enrichment, *The Journal of Psychology*, 144:1, 61-81, DOI: 10.1080/00223980903356073
- Lee, H.-W., & Lin, M.-C. (2014). A study of salary satisfaction and job enthusiasm – mediating effects of psychological contract. *Applied Financial Economics*, 24(24), 1577–1583. <https://doi-org.lama.univ-amu.fr/10.1080/09603107.2013.829197>
- Ljungholm, D. (2014). The performance effects of transformational leadership in public administration. *Contemporary Readings in Law and Social Justice*, 6(1), 110-116.
- Locke, Edwin A. 1976. The Nature and Consequences of Job Satisfaction. In *Handbook of Industrial and Organizational Psychology*, edited by M.D. Dunnette, 1297–1349. Chicago: Rand McNally.
- Manochehri, G., & Pinkerton, T. (2003). Managing telecommuters: Opportunities and challenges. *Organization Science*, 10, 500-513.
- Marzi, E. (2018). The role of empowerment on the relationship between flexible work arrangements, work-life balance, and job satisfaction in the canadian public sector (Order No. 10791505). Available from ProQuest Dissertations & Theses Global. (2079507761). Retrieved from <http://lama.univ-amu.fr/login?url=https://search-proquest-com.lama.univ-amu.fr/docview/2079507761?accountid=15337>
- Mauno, S., Kinnunen, U., & Piitulainen, S. (2005). Work-family culture in four organizations in Finland: Examining antecedents and outcomes. *Community, Work and Family*, 8, 115\_170.
- MBASKool. (2020). Job Satisfaction. Retrieved 2020, from <https://www.mbaskool.com/business-concepts/human-resources-hr-terms/4394-job-satisfaction.html>
- Michael, B., Popov, M. (2016). The Failure of Theory to Predict the Way Public Sector Organisation Responds to its Organisational Environment and the Need for a Mosaic-View of Organisational Theory. *Public Organiz Rev* 16, 55–75
- Mokhtarian, P., & Salomon, I. (1997). Modeling the desire to telecommute: The importance of attitudinal factors in behavioral models. *Transportation Research Record*, 31, 35-50.
- New York, NY: Rosa Luxemburg Stiftung.

- Nicholas Bloom, James Liang, John Roberts, Zhichun Jenny Ying, Does Working from Home Work? Evidence from a Chinese Experiment, *The Quarterly Journal of Economics*, Volume 130, Issue 1, February 2015, Pages 165–218
- Noer, David M. 1993. *Healing the Wounds: Overcoming the Trauma of Layoffs and Revitalizing Downsized Organizations*. San Francisco, CA: Jossey-Bass.
- Noonan, & Glass, (2012). The hard truth about telecommuting, *Monthly Labor Review*, 135(6), 38- 75.
- Nyberg, A. (2010). Retaining your high performers: Moderators of the performance–job satisfaction–voluntary turnover relationship. *Journal of Applied Psychology*, 95(3), 440–453. <https://doi.org/10.1037/a0018869>
- Osland, J., Kolb, D., Rubin, I., & Turner, M. (2006). *Organizational behavior: An experiential approach* (8th ed.). Upper Saddle River, NJ: Pearson, Prentice Hall.
- Park, Young A, Fritz, C; Jex, S. M. (2011) “Relationships between work-home segmentation and psychological detachment from work: the role of communication technology use at home,” *Journal of Occupational Health Psychology*, Vol. 16, No. 7, 757–767.
- Parker, K. N., & Brummel, B. J. (2016). Examining the curvilinear relationship between income and job and pay satisfaction. *Journal of Personnel Psychology*, 15(4), 164–173. <https://doi-org.lama.univ-amu.fr/10.1027/1866-5888/a000162>
- Peters, Guy and Pierre, Jon. (2018). *The Next Public Administration: Debates and Dilemmas*. London, UK: SAGE Publication
- Petty, M.M., Gail W. McGee, and Jerry W. Cavender. 1984. A Meta-Analysis of the Relationships between Individual Performance. *Academy of Management Review* 9(4): 712–21.
- Pierce, Jon L., Stephen A. Rubenfeld, and Susan Morgan. 1991. Employee Ownership: A Conceptual Model of Process and Effect. *Academy of Management Review* 16(1): 121–44.
- Questionpro. (2021, March 26). What is a likert scale - definition, example, characteristics, & advantages. Retrieved April 28, 2021, from <https://www.questionpro.com/blog/what-is-likert-scale/>
- Rago, William V. 1996. Straggles in Transformation: A Study in TQM, Leadership, and Organizational Culture in a Government Agency. *Public Administration Review* 56(3): 227–34.
- Rainey, Hal G. 1997. *Understanding and Managing Public Organizations*. San Francisco, CA: Jossey-Bass.

- Reinsch, N. (1997). Relationships between telecommuting workers and their managers: An exploratory study. *Journal of Business Communication*, 34, 343-369.
- Reinsch, N. (1999). Selected communication variables and telecommuting participation decisions: Data from telecommuting workers. *Journal of Business Communication*, 36, 247-260.
- Reukauf, J.A. (2018). The Correlation Between Job Satisfaction and Turnover Intention in Small Business.
- Rukh, L., Choudhary, M.A., & Abbasi, S.A. (2015). Analysis of factors affecting employee satisfaction: A case study from Pakistan. *Work*, 52 1, 137-52 .
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68–78.
- Saravo B, Netzel J, Kiesewetter J (2017) The need for strong clinical leaders – Transformational and transactional leadership as a framework for resident leadership training. *PLOS ONE* 12(8): e0183019. <https://doi.org/10.1371/journal.pone.0183019>
- Scandura, T., & Lankau, M. (1997). Relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction. *Journal of Organizational Behavior*, 18, 377–391.
- Scholz, T. (2016). Platform cooperativism: Challenging the corporate sharing economy.
- Schoonmaker, W. (2007). Research and theory motivation in the workplace: Implications for training. *Performance & Instruction Journal*, 23(2), 28–30.
- SCW. (2020). Supporting national efforts in light of facing the Covid pandemic. Retrieved from <https://www.scw.bh/ar/MediaCenter/Publications/SupremeCouncilforWomen/SupremeCouncilforWomenPublication/ FDe2020.pdf>
- Secara, C. G. (2014). JOB – BETWEEN STABILITY AND SATISFACTION. *Economics, Management, and Financial Markets*, 9(4), 318–322.
- Shiyani. (2019, May 25). Job Satisfaction: Meaning, Definition, Importance, Factors, Effects, and Theories. Retrieved from <https://www.businessmanagementideas.com/human-resource-management-2/job-satisfaction/job-satisfaction-meaning-definition-importance-factors-effects-and-theories/19709>
- Singh, P. & Loncar, N. (2010). Pay Satisfaction, Job Satisfaction and Turnover Intent. *Relations Industrielles / Industrial Relations*, 65 (3), 470–490. <https://doi.org/10.7202/044892ar>

- Smith, S. A., Patmos, A., & Pitts, M. J. (2018). Communication and Teleworking: A Study of Communication Channel Satisfaction, Personality, and Job Satisfaction for Teleworking Employees. *International Journal of Business Communication*, 55(1), 44–68. <https://doi-org.lama.univ-amu.fr/10.1177/2329488415589101>
- Sonntag, S.; Kuttler, I. & Charlotte Fritz. (2010). “Job stressors, emotional exhaustion, and need for recovery: A multi-source study on the benefits of psychological detachment,” *Journal of Vocational Behavior*, 76(3), 355-365.
- Spagnoli, P., Caetano, A., & Santos, S. C. (2011, March 12). Satisfaction with job aspects: Do patterns change over time? Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S0148296311000919>
- Spector, P.E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Thousand Oaks, CA: Sage Publications, Inc.
- Statisticssolutions. (2020). Moderator Variable. Retrieved October 06, 2020, from <https://www.statisticssolutions.com/directory-of-statistical-analyses-general-moderator-variable/>
- Taylor, J. (2017). Management of Australian Water Utilities: The Significance of Transactional and Transformational Leadership. *Australian Journal of Public Administration*, 76(1), 18–32. <https://doi-org.lama.univ-amu.fr/10.1111/1467-8500.12200>
- Tett, Robert P., and John P. Meyer. 1993. Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analyses Based on Meta-Analytic Findings. *Personnel Psychology* 46(2): 259–93.
- Ting, Yuan. 1996. Analysis of Job Satisfaction of the Federal White-Collar Work Force: Findings from the Survey of Federal Employees. *American Review of Public Administration* 26(4): 439–56.
- Tissandier, P., & Mariani-Rousset, S. (2019, November 20). Les bénéfices du télétravail. Retrieved September 14, 2020, from <https://hal.archives-ouvertes.fr/hal-02372764>
- Tremblay, Diane-Gabrielle. (2002). Balancing Work and Family with Telework? Organizational Issues and Challenges for Women and Managers. *Women In Management Review*. 17. 157-170. 10.1108/09649420210425309.
- Turcotte, M. (2011) “Working from home: an update”, *Canadian Social Trends*, Component of Statistics Canada Catalogue no. 11-008-X

- U.S. Merit System Protection Board (MSPB). 1998a. Federal Supervisors and Strategic Human Resources Management. Washington, DC: MSPB.
- UKEssays. (November 2018). Job Satisfaction And Absenteeism Relationship. Retrieved from <https://www.ukessays.com/essays/psychology/job-satisfaction-and-absenteeism-relationship-psychology-essay.php?vref=1>
- Valcour, P.M. & Batt, R. (2003). Work-life integration: Challenges and organizational responses. In P. Moen (Ed.), *It's about time: Couples and careers* (pp. 310-331). Ithaca, NY: Cornell University Press.
- Virick, M., DaSilva, N., & Arrington, K. (2010). Moderators of the curvilinear relation between extent of telecommuting and job and life satisfaction: The role of performance outcome orientation and worker type. *Human Relations*, 63(1), 137-157.
- Virick, M., DaSilva, N., & Arrington, K. (2010). Moderators of the curvilinear relation between extent of telecommuting and life satisfaction: The role of performance outcome orientation and worker type. *Human Relations*, 63, 137-154.
- W. Cappelen, T. Eichele, K. Hugdahl, K. Specht, E. O. Sorensen, B. Tungodden. 2014. Equity theory and fair inequality: A neuroeconomic study. *Proceedings of the National Academy of Sciences*
- Walsh, W., & Osipow, S. (1995). *Handbook of Vocational Psychology. Theory, Research, and Practice*. Second Edition. Contemporary Topics in Vocational Psychology Series.
- Warr, P.G., & Inceoglu, I. (2012). Job engagement, job satisfaction, and contrasting associations with person-job fit. *Journal of occupational health psychology*, 17 2, 129-38 .
- Weisenfeld, B., Raghuram, S., & Garud, R. (2001). Organizational identification among virtual workers: The role of need for affiliation and perceived work-based social support. *Journal of Management*, 27, 213-229.
- West, J., & Berman, E. (2009). Job satisfaction of public managers in special districts. *Review of Public Personnel Administration*, 29, 327-353.
- Williams, R., Apronti, A., Cecelia, Lisa, and David, B. (2016, June 13). What is Organizational Theory? definition and meaning - Business Jargons . Retrieved from <https://businessjargons.com/organizational-theory.html>
- Yuile, C, Chang, A. Gudmundsson, A. Sawang S. (2012) The role of life friendly policies on employees' work–life Balance, *Journal of Management and Organisation*, 18(1), pp53-63.

## TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	ii
DEDICATION.....	iii
THESIS OUTLINE .....	iv
CHAPTER ONE: INTRODUCTION .....	1
1.1 Background.....	1
1.2 Statement of the Problem.....	4
1.3 Purpose and Rationale.....	5
1.4 Main Research Question.....	5
1.5 Sub-Research Questions .....	6
1.6 Research Outline.....	6
CHAPTER TWO: LITERATURE REVIEW.....	7
2.1 Introduction.....	7
2.2 Job Satisfaction .....	7
2.3 Job Satisfaction’s Factors (Variables) and their Reflections .....	9
2.3.1 Compensation, Working Conditions and Environmental Influences .....	9
2.3.2 Turnover and Absenteeism .....	11
2.3.3 Work-life Balance.....	12
2.4 Measuring Job Satisfaction.....	14
2.4.1 Maslow’s Needs Hierarchy and Herzberg’s Motivator-Hygiene Theory.....	15
2.5 Working from Home.....	16
2.6 The Public Sector of the Kingdom of Bahrain.....	20
2.6.1 The Public Sector and Working from Home .....	21

2.6.2	The Public Sector and Home Working During Covid-19.....	21
2.7	Summary .....	23
CHAPTER THREE: METHODOLOGY .....		24
3.1	Introduction.....	24
3.2	Conceptual Hypotheses.....	24
3.2.1	Job Satisfaction of the Public Sector’s Staff as a Dependent Variable.....	26
3.2.2	Working from Home as an Independent Variable .....	26
3.2.3	Moderating (Controlling) Variables .....	26
3.3	Operational Hypotheses .....	31
3.4	The Methodology and Organization to be considered (Empirical Contribution) ...	32
3.4.1	The Subject, Population and Sample .....	32
3.4.2	Instruments.....	33
3.4.3	Rescreening and Piloting of the Questionnaire.....	35
3.4.4	Data Collection Method.....	35
3.4.5	Data Analysis Method.....	36
3.5	Summary .....	36
CHAPTER FOUR: FINDINGS.....		37
4.1	Introduction.....	37
4.2	Demographic Information.....	37
4.3	The Physical and Psychological Aspects.....	42
4.4	The Administration Variables.....	47
4.5	Correlational Analysis of the Data.....	52
4.6	Summary .....	54
CHAPTER FIVE: DISCUSSION .....		55

5.1	Introduction.....	55
5.2	The Benefits of Home Working Policy for the Staff of the Public Sector .....	55
5.3	The Benefits of Home Working for Government (Public) Sector Institutions .....	63
5.4	The Obstacles to Implementing Home Working Policy .....	71
5.5	The Impact of Home Working During Covid-19 on Job Satisfaction .....	75
5.6	Summary .....	78
CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS .....		79
6.1	Introduction.....	79
6.2	Summary .....	79
6.3	Practical Implications of the Research.....	81
6.3.1	Implications at the National Level .....	81
6.3.2	Implications at the International Level .....	82
6.3.3	Recommendations.....	83
6.4	Limitations of the Research .....	84
6.5	Recommended Further Studies .....	85
REFERENCES .....		87
TABLE OF CONTENTS .....		97
LIST OF TABLES.....		100
LIST OF FIGURES .....		101
ABSTRACT – ENGLISH .....		102
ABSTRACT – FRENCH.....		103
APPENDIX A - RESEARCH QUESTIONNAIRE .....		104
APPENDIX B - SPSS REPORT 1 .....		109
APPENDIX C - SPSS REPORT 2 .....		118

## LIST OF TABLES

Table 1 Demographic Information: Education Level, Designation, Size of the Family/ Children in The House.....	40
Table 2 The Level of Satisfaction with Home Working Implementation in the Public Organizations during Covid-19 .....	41
Table 3 The Physical and Psychological Aspects: Gender.....	42
Table 4 The Physical and Psychological Aspects: Age.....	43
Table 5 The Physical and Psychological Aspects: Marital Status and Work-Life Balance .	44
Table 6 The Physical and Psychological Aspects: Family/ Children.....	45
Table 7 The Physical and Psychological Aspects: Individual Preference.....	46
Table 8 The Administration Variables: Compensation .....	47
Table 9 The Administration Variables: Absenteeism.....	48
Table 10 The Administration Variables: Working/Environmental Conditions.....	49
Table 11 The Administration Variables: Flexible Working Facilities .....	51

## **LIST OF FIGURES**

Figure 1 The Theories and Factors of the Research (Author: Adopted from Maslow and Herzberg theories) .....	25
Figure 2 The Conceptual Framework of The Research (Author: Adopted from the literature review and formalized by Mohamed Hasan).....	30
Figure 3 Demographic Information: Age (Author: Mohamed Hasan).....	38
Figure 4 Demographical Information: Marital Status (Author: Mohamed Hasan).....	39

## **ABSTRACT – ENGLISH**

This master's thesis analyzes the impact of working from home on job satisfaction during the coronavirus (COVID-19) pandemic and were focused on the public sector in the Kingdom of Bahrain. The variables attached to home working implementation are generated from Maslow's Needs Hierarchy and Herzberg's Motivator-Hygiene theory. An online questionnaire is used to collect the opinion of public sector employees in the Kingdom of Bahrain (n =140). The findings present an overall satisfaction towards home working implementation, with female participants showing higher satisfaction. The inferential analysis illustrates a significant correlation between the following factors: gender, age, working (environmental) conditions, flexible working facilities, attendance on one hand, and overall satisfaction on the other hand. Infrastructure (hardware and software) readiness in particular required for home working is highlighted by the participants. The findings support the feasibility of working from home provided that improve the policy in general even after the pandemic, especially for female employees attached with the benefits generated with the implementation, such as flexible working facilities and work-life balance. The focus of home working may be more concentrated on the age categories of 25 to 44 years old. Those recommendations might reflect more overall satisfaction and benefits in return for both the employees and organizations.

## **ABSTRACT – FRENCH**

Cette thèse de master analyse l'impact du travail à domicile pendant la pandémie de coronavirus (COVID-19) sur la satisfaction des employés du secteur public du Royaume de Bahreïn. Les variables liées à la mise en œuvre du travail à domicile sont générées à partir de la hiérarchie des besoins de Maslow et de la théorie Motivator-Hygiene de Herzberg. Un questionnaire en ligne est utilisé pour recueillir l'opinion des employés du secteur public au Royaume de Bahreïn (n = 140). Les résultats indiquent une satisfaction globale à l'égard de la mise en œuvre du travail à domicile, les participantes montrant même une plus grande satisfaction. L'analyse inférentielle illustre une corrélation significative entre les facteurs suivants: le sexe, l'âge, les conditions de travail (environnementales), installations de travail flexibles, la fréquentation d'une part et satisfaction globale d'autre part. La disponibilité des infrastructures (matérielles et logicielles), en particulier nécessaires pour le travail à domicile, est mise en évidence par les participants. Les résultats soutiennent la faisabilité du travail à domicile à condition d'améliorer la politique en général même après la pandémie, en particulier pour les employées attachées aux avantages générés par la mise en œuvre, tels que la mise en place du travail flexible et un équilibre entre la vie professionnelle et la vie privée. Le travail à domicile se concentre peut-être davantage sur les catégories d'âge de 25 à 44 ans. Ces recommandations pourraient bien indiquer une plus grande satisfaction globale et des avantages tant pour les employés que pour les organisations.

## APPENDIX A - RESEARCH QUESTIONNAIRE



### A Research Questionnaire

**Dear participant,**

This survey is intended to study "The Working from Home implementation during Covid-19 on Employee Satisfaction". This research aimed to help the decision-makers in the Public Sector of the Kingdom of Bahrain in evaluating and developing the home working policy during Covid-19 in the best interest of the employee as well as the governmental organization. Please make sure you answer all the questions, and the entire survey will take no longer than 10 minutes. Kindly be informed that all responses will be kept confidential anonymous. Your participation in this research is highly appreciated.

**Researcher**

#### Demographic Data

Please select one of the following:

1. Gender:
  - Male
  - Female
2. Age:
  - Below 25
  - 25 to 34 years
  - 35 to 44 years
  - 45 to 54 years
  - 55 and above
3. Marital Status:
  - Single
  - Married
  - Divorced
  - Widowed
4. Number of family members/children at the same house:
  - 0
  - 1
  - 2
  - 3
  - 4
  - 5 and above

5. Education level:
  - High school and below
  - Diploma degree
  - Bachelor's degree
  - Master's degree
  - PhD degree
6. Do you have any children under the age of two in the house?
  - Yes
  - No
7. Designation:
  - Operational level
  - Specialist and senior specialist level
  - Head and supervisory level
  - Directorate level
  - Experts and advisors' level
  - Executive level
8. Identify from the below scale "the extent to which you are satisfied with home working in Ministry/ Gov. organization during Covid-19":
  - 1 (the minimum)
  - 2
  - 4
  - 5 (the maximum)

**Group One: The Physical and Psychological aspects:**

This section will be evaluating the home working implementation on employee satisfaction based on the following aspects: gender, age, marital status, family/children, and individual preference.

#	Question/ Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The gender is affecting the success of home working implementation in my Ministry/Gov. organization during Covid-19.					
2	Having a department with employees of similar gender has a negative impact on the home working implementation in my Ministry/Gov. organization during Covid-19.					
3	As an employee in the public sector, the implementation of home working by the organization during Covid-19 has increased your job satisfaction.					
4	The younger the employee, the more to be satisfied with the implementation of home working in public sector.					
5	The older the employee will prefer to work physically at the office with his/ her department staff.					
6	Home working implementation in the public sector is more effective for the organization when the employee is single.					

7	I am more satisfied in as a single employee with the home working implementation in my Ministry/Gov. organization?					
8	I am facing difficulties in working at home because of my personal obligation as a married person.					
9	As a single person, I am having more space doing my personal stuff while working at home.					
10	The managers in this Ministry/Gov. organization does not stick with the official working hours in the implementation of home working.					
11	As an employee not responsible of family members and/or children, I am more satisfied towards my job by implementing home working policy in my Ministry/Gov. organization during Covid-19.					
12	As an employee not responsible of family members and/or children, working from home implementation will be more successful at an organizational and productivity level.					
13	It is difficult to balance between working at home with having children or family responsibilities.					
14	I prefer to execute my tasks at home and send a daily report to my superior about the job that has been done rather than physically attending the office.					
15	I prefer to meet and work with my department/organization colleagues remotely through a virtual environment rather than physically attending the office.					
16	I think that home working is not effective because it depends on personal preference and cannot be generalized as a work policy.					
17	I think that home working will increase the employee loyalty towards his/her organization.					

**Group two: The Administration Variables**

This section will be evaluating the home working implementation on employee satisfaction based on the following aspects: compensation, working/environmental conditions, autonomy, flexible working facilities, absenteeism, work-life balance.

#	Question/ Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I think employees who are under the implementation of home working in public sector during Covid-19 experience delay in their promotions.					
2	The current compensation does not fit with the workload in the implementation of home working.					
3	I think that the implementation of home working in my Ministry/Gov. organization during Covid-19 has decreased the absenteeism rates.					
4	I think that the implementation of home working has increased employee satisfaction and decrease rapid sick leaves due to work depression.					
5	I have a high commitment to attendance because of the implementation of home working.					
6	The Ministry/Gov. organization provides written policies and laws that govern the use/implementation of home working.					
7	The Ministry/Gov. organization provided the employee with the required needs, hardware, and software to implement the best out of the home working.					
8	In my department, I am having full autonomy in executing my job on a task-based basis while working at home.					
9	In my organization, the employees are requested to submit a daily/weekly report to list down the tasks achieved to their superior while working at home.					

10	Virtual meetings between my department/organization colleagues during home working implementation are giving the same results of physical attending.					
11	My tasks' follow-up with my colleagues/superiors is getting delayed due to the implementation of home working during Covid-19.					
12	I am satisfied with my virtual working environment and wish to continue performing my job at home even after Covid-19.					
13	Home working policy is not suitable for the nature of my job.					
14	Home working implementation in my Ministry/Gov. organization has decreased the daily operational cost. Examples: electricity, water, hospitality, etc.					
15	Home working implementation had consolidated employees' relationships and benefited the organization.					
16	The flexible working arrangements that came with the implementation of home working has increased my job satisfaction.					
17	Managers in this Ministry/Gov. organization believe that employees who attend physically by the regular work schedule are more committed to their jobs than the beneficiaries of home working.					
18	Flexible working arrangement and working from home, offer the right balance between working commitments and doing personal staff which increases the employee satisfaction. (Examples: going to the gym and taking your children from/to school).					
19	Flexible working arrangement and the level of autonomy in executing my tasks at home will increase the employee satisfaction.					

**Thank you for your time.**

## APPENDIX B - SPSS REPORT 1

[DataSet1]

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender * OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

### Gender \* OverallSatisfaction Crosstabulation

		OverallSatisfaction				Total
		1	2	3	4	
Gender 1	Count	9	9	17	12	47
	Expected Count	5.4	8.1	14.1	19.5	47.0
2	Count	7	15	25	46	93
	Expected Count	10.6	15.9	27.9	38.5	93.0
Total	Count	16	24	42	58	140
	Expected Count	16.0	24.0	42.0	58.0	140.0

### Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	9.070 <sup>a</sup>	3	.028
Likelihood Ratio	9.168	3	.027
Linear-by-Linear Association	7.491	1	.006
N of Valid Cases	140		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.37.

### Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.255	.028
	Cramer's V	.255	.028
N of Valid Cases		140	

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
MaritalStatus * OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

### MaritalStatus \* OverallSatisfaction Crosstabulation

		OverallSatisfaction				Total
		1	2	3	4	
MaritalStatus 1	Count	5	5	8	21	39
	Expected Count	4.5	6.7	11.7	16.2	39.0
2	Count	11	19	34	37	101
	Expected Count	11.5	17.3	30.3	41.8	101.0
Total	Count	16	24	42	58	140
	Expected Count	16.0	24.0	42.0	58.0	140.0

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.315 <sup>a</sup>	3	.229
Likelihood Ratio	4.375	3	.224
Linear-by-Linear Association	1.003	1	.317
N of Valid Cases	140		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 4.46.

### Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.176	.229
	Cramer's V	.176	.229
N of Valid Cases		140	

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Familysize * OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

### Familysize \* OverallSatisfaction Crosstabulation

			OverallSatisfaction				Total
			1	2	3	4	
Familysize 1	Count		1	3	7	8	19
	Expected Count		2.2	3.3	5.7	7.9	19.0
2	Count		5	4	10	7	26
	Expected Count		3.0	4.5	7.8	10.8	26.0
3	Count		4	6	10	15	35
	Expected Count		4.0	6.0	10.5	14.5	35.0
4	Count		6	11	15	28	60
	Expected Count		6.9	10.3	18.0	24.9	60.0
Total	Count		16	24	42	58	140
	Expected Count		16.0	24.0	42.0	58.0	140.0

### Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	5.419 <sup>a</sup>	9	.796
Likelihood Ratio	5.479	9	.791
Linear-by-Linear Association	.216	1	.642
N of Valid Cases	140		

a. 5 cells (31.3%) have expected count less than 5. The minimum expected count is 2.17.

### Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.197	.796
	Cramer's V	.114	.796
N of Valid Cases		140	

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
bellowtwo * OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

### bellowtwo \* OverallSatisfaction Crosstabulation

		OverallSatisfaction				Total
		1	2	3	4	
bellowtwo 1	Count	3	7	12	19	41
	Expected Count	4.7	7.0	12.3	17.0	41.0
2	Count	13	17	30	39	99
	Expected Count	11.3	17.0	29.7	41.0	99.0
Total	Count	16	24	42	58	140
	Expected Count	16.0	24.0	42.0	58.0	140.0

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.206 <sup>a</sup>	3	.752
Likelihood Ratio	1.277	3	.735
Linear-by-Linear Association	.963	1	.326
N of Valid Cases	140		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 4.69.

### Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.093	.752
	Cramer's V	.093	.752
N of Valid Cases		140	

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
hardware * OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

### hardware \* OverallSatisfaction Crosstabulation

			OverallSatisfaction				Total
			1	2	3	4	
hardware 1	Count	6	7	8	9	30	
	Expected Count	3.4	5.1	9.0	12.4	30.0	
2	Count	1	6	8	7	22	
	Expected Count	2.5	3.8	6.6	9.1	22.0	
3	Count	4	6	7	6	23	
	Expected Count	2.6	3.9	6.9	9.5	23.0	
4	Count	3	3	10	9	25	
	Expected Count	2.9	4.3	7.5	10.4	25.0	
5	Count	2	2	9	27	40	
	Expected Count	4.6	6.9	12.0	16.6	40.0	
Total	Count	16	24	42	58	140	
	Expected Count	16.0	24.0	42.0	58.0	140.0	

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.373 <sup>a</sup>	12	.025
Likelihood Ratio	23.821	12	.022
Linear-by-Linear Association	11.571	1	.001
N of Valid Cases	140		

a. 8 cells (40.0%) have expected count less than 5. The minimum expected count is 2.51.

### Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.409	.025
	Cramer's V	.236	.025
N of Valid Cases		140	

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
autonomy * OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

### autonomy \* OverallSatisfaction Crosstabulation

		OverallSatisfaction			Total
		1	2	3	
autonomy 1	Count	7	4	2	13
	Expected Count	1.5	2.2	9.3	13.0
autonomy 2	Count	7	8	19	34
	Expected Count	3.9	5.8	24.3	34.0
autonomy 3	Count	2	12	79	93
	Expected Count	10.6	15.9	66.4	93.0
Total Count		16	24	100	140
Expected Count		16.0	24.0	100.0	140.0

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	42.406 <sup>a</sup>	4	.000	.000		
Likelihood Ratio	38.103	4	.000	.000		
Fisher's Exact Test	37.844			.000		
Linear-by-Linear Association	40.631 <sup>b</sup>	1	.000	.000	.000	.000
N of Valid Cases	140					

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is 1.49.

b. The standardized statistic is 6.374.

### Symmetric Measures

	Value	Approximate Significance	Exact Significance
Nominal by Nominal Phi	.550	.000	.000
Cramer's V	.389	.000	.000
N of Valid Cases	140		

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
compensation * OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

### compensation \* OverallSatisfaction Crosstabulation

		OverallSatisfaction			Total
		1	2	3	
compensation 1	Count	6	5	28	39
	Expected Count	4.5	6.7	27.9	39.0
2	Count	4	8	26	38
	Expected Count	4.3	6.5	27.1	38.0
3	Count	6	11	46	63
	Expected Count	7.2	10.8	45.0	63.0
Total		16	24	100	140
Expected Count		16.0	24.0	100.0	140.0

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	1.600 <sup>a</sup>	4	.809	.809		
Likelihood Ratio	1.578	4	.813	.822		
Fisher's Exact Test	1.682			.809		
Linear-by-Linear Association	.281 <sup>b</sup>	1	.596	.609	.323	.050
N of Valid Cases	140					

a. 2 cells (22.2%) have expected count less than 5. The minimum expected count is 4.34.

b. The standardized statistic is .530.

**Symmetric Measures**

		Value	Approximate Significance	Exact Significance
Nominal by Nominal	Phi	.107	.809	.809
	Cramer's V	.076	.809	.809
	N of Valid Cases	140		

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
individualpreference *						
OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

**individualpreference \* OverallSatisfaction Crosstabulation**

Count

		OverallSatisfaction			Total
		1	2	3	
individualpreference	1	1	8	60	69
	2	5	8	14	27
	3	10	8	26	44
Total		16	24	100	140

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	20.553 <sup>a</sup>	4	.000	.000	
Likelihood Ratio	22.661	4	.000	.000	
Fisher's Exact Test	21.933			.000	
Linear-by-Linear Association	15.306 <sup>b</sup>	1	.000	.000	.000
N of Valid Cases	140				

**Chi-Square Tests**

	Point Probability
Pearson Chi-Square	
Likelihood Ratio	
Fisher's Exact Test	
Linear-by-Linear Association	.000
N of Valid Cases	

a. 2 cells (22.2%) have expected count less than 5. The minimum expected count is 3.09.

b. The standardized statistic is -3.912.

**Symmetric Measures**

		Value	Approximate Significance	Exact Significance
Nominal by Nominal	Phi	.383	.000	.000
	Cramer's V	.271	.000	.000
N of Valid Cases		140		

## APPENDIX C - SPSS REPORT 2

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
attendance * OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

### attendance \* OverallSatisfaction Crosstabulation

			OverallSatisfaction			Total
			1	2	3	
attendance	1	Count	5	1	5	11
		Expected Count	1.3	1.9	7.9	11.0
	2	Count	2	7	8	17
		Expected Count	1.9	2.9	12.1	17.0
	3	Count	9	16	87	112
		Expected Count	12.8	19.2	80.0	112.0
Total		Count	16	24	100	140
		Expected Count	16.0	24.0	100.0	140.0

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	22.016 <sup>a</sup>	4	.000	.001		
Likelihood Ratio	16.146	4	.003	.003		
Fisher's Exact Test	16.820			.001		
Linear-by-Linear Association	12.796 <sup>b</sup>	1	.000	.001	.001	.000
N of Valid Cases	140					

a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is 1.26.

b. The standardized statistic is 3.577.

### Symmetric Measures

	Value	Approximate Significance	Exact Significance
Nominal by Nominal Phi	.397	.000	.001
Cramer's V	.280	.000	.001
N of Valid Cases	140		

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age * OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

**Age \* OverallSatisfaction Crosstabulation**

			OverallSatisfaction			Total
			1	2	3	
Age 1	Count	0	0	5	5	
	Expected Count	.6	.9	3.6	5.0	
2	Count	7	8	44	59	
	Expected Count	6.7	10.1	42.1	59.0	
3	Count	1	9	41	51	
	Expected Count	5.8	8.7	36.4	51.0	
4	Count	4	5	5	14	
	Expected Count	1.6	2.4	10.0	14.0	
5	Count	4	2	5	11	
	Expected Count	1.3	1.9	7.9	11.0	
Total	Count	16	24	100	140	
	Expected Count	16.0	24.0	100.0	140.0	

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2- sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)	Point Probability
Pearson Chi-Square	23.062 <sup>a</sup>	8	.003	.005		
Likelihood Ratio	23.335	8	.003	.003		
Fisher's Exact Test	21.110			.002		
Linear-by-Linear Association	9.603 <sup>b</sup>	1	.002	.002	.002	.001
N of Valid Cases	140					

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .57.

b. The standardized statistic is -3.099.

**Symmetric Measures**

		Value	Approximate Significance	Exact Significance
Nominal by Nominal	Phi	.406	.003	.005
	Cramer's V	.287	.003	.005
	N of Valid Cases	140		

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Familysize * OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

**Familysize \* OverallSatisfaction Crosstabulation**

		OverallSatisfaction			Total	
		1	2	3		
Familysize	1	Count	1	3	15	19
		Expected Count	2.2	3.3	13.6	19.0
2		Count	5	4	17	26
		Expected Count	3.0	4.5	18.6	26.0
3		Count	4	6	25	35
		Expected Count	4.0	6.0	25.0	35.0
4		Count	6	11	43	60
		Expected Count	6.9	10.3	42.9	60.0
Total		Count	16	24	100	140
		Expected Count	16.0	24.0	100.0	140.0

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	2.525 <sup>a</sup>	6	.866	.876		
Likelihood Ratio	2.451	6	.874	.889		
Fisher's Exact Test	2.350			.902		
Linear-by-Linear Association	.005 <sup>b</sup>	1	.945	.955	.500	.045
N of Valid Cases	140					

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is 2.17.

b. The standardized statistic is -.069.

**Symmetric Measures**

	Value	Approximate Significance	Exact Significance
Nominal by Nominal Phi	.134	.866	.876
Cramer's V	.095	.866	.876
N of Valid Cases	140		

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Flexibleworkingarrangements v3 * OverallSatisfaction	140	100.0%	0	0.0%	140	100.0%

**Flexibleworkingarrangements \* OverallSatisfaction Crosstabulation**

Count

		OverallSatisfaction			Total
		1	2	3	
Flexibleworkingarrangements v3	1	4	7	5	16
	2	1	5	11	17
	3	11	12	84	107
Total		16	24	100	140

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	17.927 <sup>a</sup>	4	.001	.002	
Likelihood Ratio	16.363	4	.003	.003	
Fisher's Exact Test	16.898			.001	
Linear-by-Linear Association	10.047 <sup>b</sup>	1	.002	.002	.002
N of Valid Cases	140				

**Chi-Square Tests**

	Point Probability
Pearson Chi-Square	.001
Likelihood Ratio	
Fisher's Exact Test	
Linear-by-Linear Association	
N of Valid Cases	

- a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is 1.83.
- b. The standardized statistic is 3.170.

**Symmetric Measures**

		Value	Approximate Significance	Exact Significance
Nominal by Nominal	Phi	.358	.001	.002
	Cramer's V	.253	.001	.002
N of Valid Cases		140		

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
worklifebalance *	140	100.0%	0	0.0%	140	100.0%
OverallSatisfaction						

**Work-lifebalance \* OverallSatisfaction Crosstabulation**

		OverallSatisfaction			Total
		1	2	3	
worklifebalance	1	3	3	31	37
	2	2	3	20	25
	3	11	18	49	78
Total		16	24	100	140

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.709 <sup>a</sup>	4	.152	.149	
Likelihood Ratio	7.048	4	.133	.162	
Fisher's Exact Test	6.153			.176	
Linear-by-Linear Association	4.385 <sup>b</sup>	1	.036	.037	.019
N of Valid Cases	140				

**Chi-Square Tests**

	Point Probability
Pearson Chi-Square	.006
Likelihood Ratio	
Fisher's Exact Test	
Linear-by-Linear Association	
N of Valid Cases	

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is 2.86.

b. The standardized statistic is -2.094.

**Symmetric Measures**

		Value	Approximate Significance	Exact Significance
Nominal by Nominal	Phi	.219	.152	.149
	Cramer's V	.155	.152	.149
N of Valid Cases		140		