



UWTSD MBA HKBM7014 Dissertation Submission

An investigation of the Impact of Job Satisfaction and Job Performance of the remote work setting in Hong Kong based on Work-Life Balance, Time Saving, System Quality, Perceived Trust, Team Cohesiveness, and Family Conflict

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Abstract

Research background and purpose: talented individuals increasingly value remote work policies for staff retention, organizations must adopt these practices to stay competitive in talent acquisition, understanding the pivotal role of talent in organizational progress. Government support is essential. Identifying factors influencing job satisfaction in remote work is crucial, given its proven impact on job performance, as supported by research.

Methods: An online survey and 17 individual interviews were conducted with a Hong Kong workforce of 372 individuals experienced in remote work. Analysis using SPSS and a regression model identified key study factors.

Findings: The study found that six independent variables are strongly impact job satisfaction in remote work among Hong Kong workers. A high correlation coefficient (r^{**}) between job satisfaction and performance highlights the relevance of these factors for organizational and governmental policy-making. Notably, all demographic factors show significant differences.

Conclusion and recommendations: The research recommends integrating remote work into policies, enhancing work-life balance, upgrading digital infrastructure, providing remote work training, promoting flexibility, organizing team-building activities, setting transparent performance metrics, and using tools like Slack and Zoom for improved teamwork.

Limitation and further research: Research limitations include respondent bias, limited generalizability, lack of objective metrics, short-term focus, causal link challenges, potential bias from homogenous sampling. Future research explore moderating factors, mediating variables, cross-cultural comparisons, longitudinal studies, interventions, qualitative research, technology adoption's impact for remote work in Hong Kong.

Keywords: Work from home, Job Satisfaction, Work-Life Balance, Time Saving, System Quality, Perceived Trust, Team Cohesiveness, Family Conflict

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List of Abbreviations

Work From Home	WFH
Work Life Balance	WLB
Commute Time Saving	TS
System Quality	SQ
Perceived Trust	PT
Team Cohesiveness	TC
Family Conflict	FC
Job Satisfaction	JS
Job Performance	JP

1. Introduction

This study delves into the determinants shaping job satisfaction and its consequential effects on job performance within the framework of remote work in Hong Kong. In the aftermath of the pandemic, a growing array of firms has integrated telecommuting strategies owing to their manifold advantages, notably cost efficiencies. As a result, the integration of remote work methodologies has surfaced as a notable trajectory. The rationale underpinning this inquiry is expounded, initiating with a succinct explication of the theoretical underpinnings, succeeded by a delineation of the study's aims and constraints.

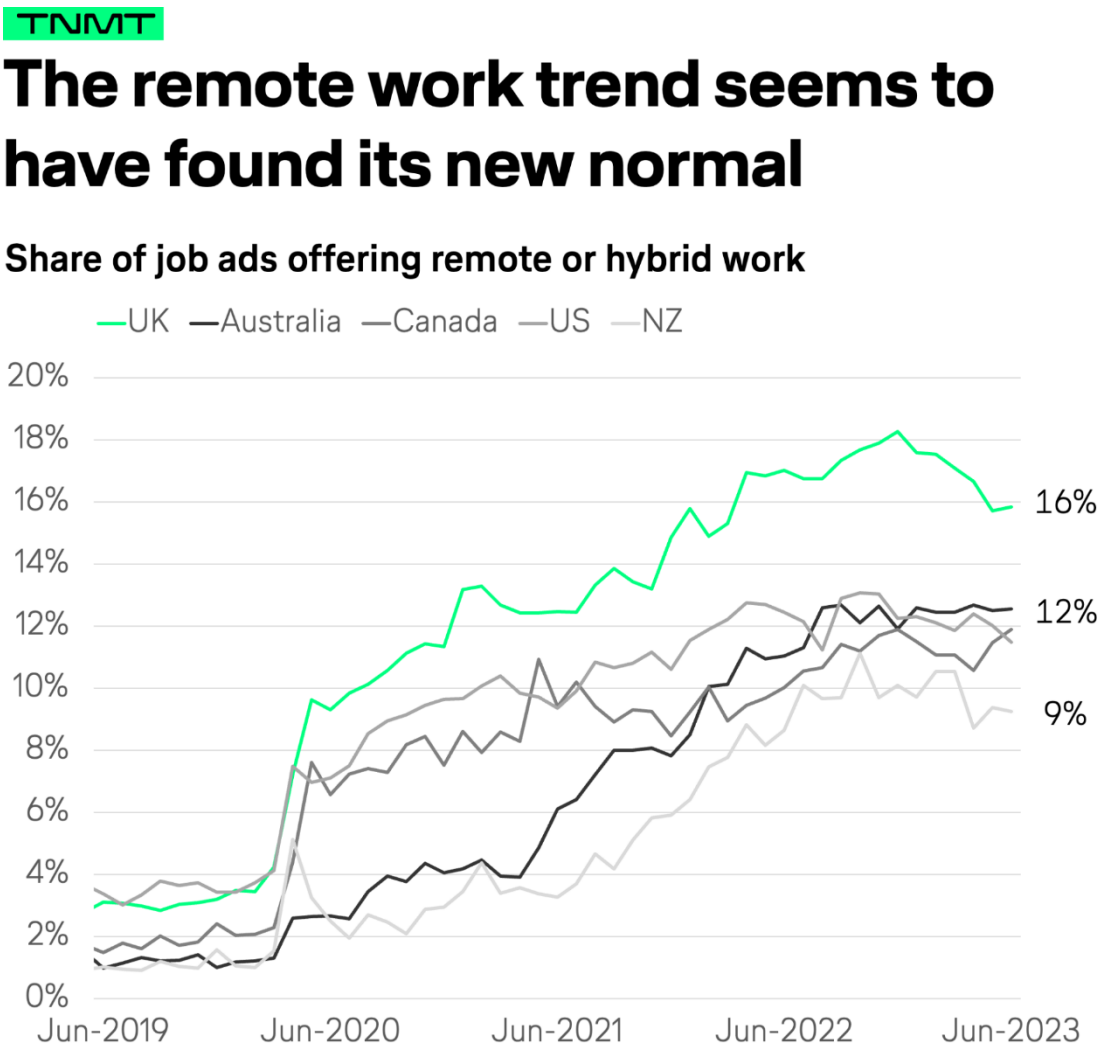
1.1 Research Background

The surge in remote work can be traced back to the digital revolution and the evolving dynamics of the economy. The onset of the COVID-19 pandemic has hastened this trend, resulting in a broader embrace of remote and hybrid work configurations by both employers and employees. On a global scale, the proportion of individuals engaging in remote work has risen from 20% in 2020 to 28% in 2023 (Statista, 2024). Particularly striking is the tech sector, where a significant majority of employees, comprising 67%, primarily work remotely (Statista, 2024). Remote work presents unique advantages, such as flexible scheduling and the freedom to reside in any geographic location. Nevertheless, it also poses challenges, including feelings of isolation and the intricacies associated with prolonged periods spent within one's home environment. Despite this, a considerable 91% of employees express a preference for a fully remote or mostly remote work setup (Statista, 2024).

Figure 1 illustrates a prominent increase in the proportion of job postings that offer options for remote or hybrid work in the United Kingdom, Australia, Canada, the United States, and New Zealand. While a slight decline was observed in the early months of 2023, the prevalence of such

job opportunities consistently exceeds the levels seen prior to the commencement of the COVID-19 pandemic.

Figure 1: Work-From-Home Movement: Share of job ads offering remote or hybrid work



Source: TMNT (2023)

In reaction to the remote work trend, prominent technology corporations such as Google, Apple, Meta, Amazon, and Microsoft have implemented directives requiring employees to allocate a minimum of three days per week to office attendance. These directives stem from apprehensions

related to fostering effective collaboration, maintaining organizational culture, and real estate investments. However, the reluctance displayed by employees towards resuming office attendance has prompted certain employers to reevaluate their remote work protocols. Remote work signifies more than a transient trend; it embodies a profound shift in our work methodologies, propelled by the digital transformation and the impact of the COVID-19 pandemic.

Within the Hong Kong setting, a hybrid work setup has emerged as the predominant employment arrangement for individuals who have ascertained the feasibility of executing their roles remotely. According to a survey, a notable 76% of Hong Kong workers have embraced a hybrid work model, surpassing the figures seen in the Asia-Pacific region (59%) and on a global scale (54%) (PricewaterhouseCoopers, 2023). Furthermore, findings suggest that Hong Kong registers comparatively lower levels of job satisfaction in contrast to its Asia-Pacific and global counterparts. Moreover, employees in Hong Kong have been slower in acknowledging the importance of sustainability when juxtaposed with their peers in the Asia-Pacific region and worldwide.

As per a survey carried out by Lingnan University, more than 80% of participants in Hong Kong indicated a preference for engaging in working from home (WFH) for at least one day per week, even post the COVID-19 pandemic. The primary goal of the survey was to grasp the perspectives and encounters of individuals concerning WFH. The findings highlighted that 81.6% of respondents favored WFH, with comparatively higher rates of disapproval from managerial personnel and those who are self-employed. Within the managerial cohort, 68.9% endorsed WFH, while 69.7% of self-employed individuals concurred. Staff in mid-level and frontline positions exhibited relatively lower rates of objection, with 84.7% and 81.6% respectively supporting WFH. The benefits of WFH included increased relaxation time, decreased work-related stress, and

enhanced familial relationships. Nonetheless, challenges reported by participants encompassed the absence of office supplies, interruptions from household duties, disturbances from family members or external sources, and a scarcity of office software. Approximately 45% of respondents noted adequate support from their employers for effective WFH practices (Lingnan University, 2020).

The practice of working from home constitutes a form of remote employment (Siegel, 2020). In the context of Hong Kong, individuals commonly refer to this practice as "work from home," a terminology initially popularized by the Hong Kong government in response to pandemic-induced shutdowns (HKSAR Government Press Releases, 2022). Conceptually, within the collective mindset of Hong Kong residents, these two terms are regarded as synonymous.

1.2 Research Motivation

Several contemporary investigations have highlighted that the introduction of remote work methodologies can yield a diverse array of advantages while also posing specific challenges. As outlined in a scholarly publication by IBM authored by DeKeyrel (2021), the benefits of remote work practices encompass various facets including flexibility, enhanced productivity, cost efficiencies, heightened employee satisfaction, and improved adaptability. Conversely, the obstacles linked with remote work practices include the necessity to harmonize employee needs, fostering efficient communication and collaboration, ensuring fairness, enhancing employee welfare, and overseeing workspace utilization.

The effect of remote work on job satisfaction has garnered considerable attention in scholarly discourse, yielding varied outcomes. While certain studies propose that remote work correlates with elevated job satisfaction (OWL LABS, 2019; Felstead and Henseke, 2017), others underscore probable drawbacks, including feelings of isolation and the absence of in-person

interactions (Golden and Veiga, 2005), or adverse implications on long-term career advancement (Bloom et al., 2015). Given the increasing prevalence of remote work and the mixed findings in the literature, it is worth examining the impact of remote work on job satisfaction in the specific context of Hong Kong. By investigating the relationship between remote work and job satisfaction, as well as the factors that influence this relationship, this study aims to provide valuable insights for organizations and employees in Hong Kong navigating the challenges and opportunities of remote work.

A noteworthy observation is that remote employees exhibit heightened levels of productivity, a finding substantiated by Tsipursky's research (2023). Furthermore, the connection between productivity and profitability has been validated (Wanigasekara & Mendis, 2021). This correlation empowers organizations to bolster their adaptability, financial returns, and fiscal sustainability, all of which are mutually pursued goals among CEOs in the anticipated future (Molla, 2022).

Table 1: general comments regarding work from home practices at Hong Kong

	Pros	Cons
Employees	● Flexibility ● Increased autonomy ● Reduced commuting time and expenses ● Improved work-life balance ● Customized work environment	● Blurred work-life boundaries ● Potential for social isolation ● Lack of face-to-face interaction ● Technical issues or disruptions ● Family conflict
Employers	● Expanded talent pool to international content ● Cost savings ● Increased productivity ● Enhanced employee well-being ● Reduced environmental impact	● Communication and collaboration challenges ● Dependence on technology ● Monitoring and accountability

Source: By this research

1.3 Research Problems

The identification of research problems holds paramount importance in the pursuit of meaningful and influential research endeavors. Sandberg and Alvesson (2011) posit that the process of pinpointing research problems through "problematization," involving the interrogation of assumptions and the scrutiny of existing theories, leads to research outcomes that are more innovative and impactful. Similarly, Jacobs (2013) underscores the significance of recognizing a substantial and investigable problem, as it establishes the cornerstone for the entire research process and contributes to the knowledge and practices within the field. Articulating research problems clearly serves various essential functions, such as uncovering knowledge voids, providing clarity and direction, ensuring relevance and significance, guiding the selection of methodologies, and furnishing a basis for evaluating the success and impact of research (Sandberg and Alvesson, 2011; Jacobs, 2013).

In light of the growing interest in work-from-home (WFH) arrangements and their potential implications for job satisfaction and performance, this study endeavors to scrutinize the interconnections among six pivotal variables: Work-Life Balance, Time Saving, System Quality, Perceived Trust, Team Cohesiveness, and Family Conflict. Specifically, the research aims to probe into how these variables impact WFH Job Satisfaction and subsequently delve into the association between WFH Job Satisfaction and Job Performance. Through an examination of these relationships, this study aspires to enrich the comprehension of the factors that influence job satisfaction and performance within the realm of WFH practices, offering valuable insights for organizations and employees keen on enhancing remote work setups.

This research shows the following research problems:

- Does job satisfaction significantly impact job performance in a remote work environment?
- Does Work Life Balance significantly impact Job Satisfaction in remote work setting?

- Does Commute Time Saving significantly impact Job Satisfaction in remote work setting?
- Does System Quality significantly impact Job Satisfaction in remote work setting?
- Does Perceived Trust significantly impact Job Satisfaction in remote work setting?
- Does Team Cohesiveness significantly impact Job Satisfaction in remote work setting?
- Does Family Conflict significantly impact Job Satisfaction in remote work setting?
- Do Demographics factors (Age, Gender, Education, Salary range, Job Seniority, Job Level, Marital Status, Number of children and Number of Domestic Helper) influencing Job Satisfaction in remote work setting?

In the second chapter, an exhaustive literature review was conducted to analyze academic articles relevant to subjects closely aligned with the research focus. Following this, in the third chapter, a research model was devised and constructed to function as the theoretical underpinning for the current study.

1.4 Research Aim and Objectives

As per findings from an HSBC survey conducted in 2020, there has been a significant rise in the proportion of Hong Kong workers who find satisfaction in working from home (WFH), indicating a growing receptiveness among Hong Kong companies towards embracing novel work structures. This shift signifies a transformation in corporate norms and an acknowledgment of the potential advantages linked with remote work methodologies, including enhanced work-life equilibrium and decreased commuting durations.

In the contemporary competitive labor landscape, it is imperative for organizations to craft robust HR policies that bolster remote work setups to retain skilled employees. Through the provision of flexible work alternatives, companies can distinguish themselves as appealing

employers, cultivate a favorable employer image, diminish turnover rates, and sustain a competitive advantage in the recruitment and retention of top-tier talent (Zemke, 2022).

With a growing number of organizations embracing remote work practices and acknowledging the benefits it provides instead of viewing it merely as an avenue for employee disengagement, it becomes essential to educate management teams about the factors that impact job satisfaction and, by extension, job performance in a remote work environment.

Through the identification and comprehension of these crucial components, organizations can enhance their remote work systems and related policies to harmonize with and advance organizational goals. This proactive management of remote work structures will not only enhance employee satisfaction and efficiency but also cultivate a supportive remote work culture that propels the company toward overall success.

1.4.1 Research Aim:

The principal aim of this study is to investigate the relationships among the constructs of Work-Life Balance, Time Saving, System Quality, Perceived Trust, Team Cohesiveness, and Family Conflict within the context of remote work arrangements in Hong Kong. This research endeavors to elucidate the effects of these constructs on Job Satisfaction in a work-from-home (WFH) setting and to explore the correlation between WFH Job Satisfaction and Job Performance.

1.4.2 Research Objectives:

The study aims to achieve the following objectives:

- Identify the factors that contribute to increased Job Satisfaction and Job Performance in a work-from-home (WFH) setting.
- Investigate the relationship between Work-Life Balance and Job Satisfaction in the WFH context.
- Evaluate the impact of Time Saving on Job Satisfaction in WFH scenarios.

- Analyze how System Quality influences Job Satisfaction in a WFH environment.
- Explore the role of Perceived Trust in relation to Job Satisfaction in WFH arrangements.
- Examine the connection between Team Cohesiveness and Job Satisfaction in WFH setups.
- Investigate the relationship between Family Conflict and Job Satisfaction in WFH contexts.
- Explore the correlation between Job Satisfaction in WFH and Job Performance.
- Offer insights and recommendations to organizational management teams for optimizing WFH practices based on the study's outcomes.

By addressing these research objectives, the study aims to enhance the comprehension of the factors influencing job satisfaction and performance within the framework of WFH practices, and to provide practical suggestions for organizations to improve their remote work arrangements.

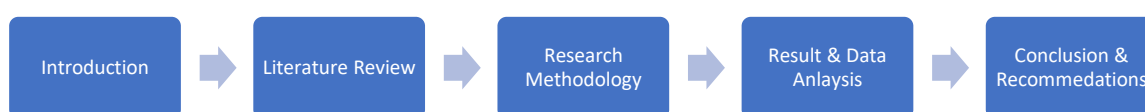
1.5 Research Limitations

The study's constraints encompass the potential challenge of applying findings to diverse contexts due to their basis on a specific sample. The utilization of self-reported data may introduce response biases, while the cross-sectional design hampers the establishment of causal relationships and the accommodation of temporal changes. Sample attributes and potential confounders could affect result generalizability. The study's emphasis on subjective metrics and omission of specific variables may limit a comprehensive comprehension of the subject. It is imperative to acknowledge these limitations when interpreting findings, and future research endeavors should strive to overcome these restrictions to augment knowledge in the field. Additionally, incorporating personality traits and contextual variables, such as those delineating the home environment and family composition, could offer further insights (Galanti et al., 2021; Kumar et al., 2021).

1.6 Summary

The introduction sets the stage by underscoring the advantages and hurdles of remote work practices, highlighting the surging interest in work-from-home (WFH) setups. It discusses the inclination of employees in Hong Kong towards WFH practices, despite facing resistance from management and scant employer backing. The research conundrum is identified as the imperative to grasp the factors influencing job satisfaction within the realm of WFH practices, encompassing variables such as Work-Life Balance, Time Saving, System Quality, Perceived Trust, Team Cohesiveness, and Family Conflict. The research aim is to scrutinize the relationships among these variables, delve into their impact on WFH Job Satisfaction, and assess the association between WFH Job Satisfaction and Job Performance. The study acknowledges limitations such as generalizability, reliance on self-reported data, the cross-sectional design, sample characteristics, potential confounding factors, emphasis on subjective measures, and constrained variable scope. These constraints furnish a groundwork for future research to rectify and broaden the comprehension of WFH practices and their repercussions on job satisfaction and performance. The research structure is illustrated in the figure below, accompanied by the research timetable Gantt Chart (see Appendix A).

Figure 2: Flowchart of Research



Source: Constructed by the author

2. Literature Review

This chapter delineates the definitions of multiple factors that impact Job Satisfaction (JS) and Job Performance (JP) within the Work from Home environment. These factors encompass Work-Life Balance (WLB), Time Saving (CCS), System Quality (SS), Perceived Trust (PT), Team Cohesiveness (TC), and Family Conflict (FC). Through a thorough exploration of existing literature in the subsequent sections, the chapter endeavors to mitigate ambiguity, facilitate coherent communication, elevate the research's rigor, fortify its credibility, and augment its persuasive influence.

2.1 Work-Life Balance

There is a widely recognized consensus among researchers that work-life balance is esteemed by the majority of employees across various contexts (Kossek et al., 2014). It plays a crucial role in enhancing individual well-being and increasing productivity in workplaces globally (Lyness & Judiesch, 2014). But according to Palumbo (2020), remote work practice has harm the work-life balance of the worker. Some studies have demonstrated that high levels of work-life balance are more strongly correlated with job and life satisfaction among individuals in individualistic cultures (Haar et al., 2014). Building upon this foundation, this article posits the hypothesis that work-life balance exerts a positive influence on job satisfaction.

2.1.1 Definition of Work-Life Balance

Work-life balance is a concept that has been defined through various perspectives, emphasizing individual perceptions and the equilibrium between multiple life roles. According to Guest (2002), it is about how individuals subjectively perceive the balance between their work and personal life roles. Duxbury and Higgins (2001) associate it with low role conflict, suggesting a harmony between different life responsibilities. Marks and MacDermid (1996) define it as an equal division

of time and attention across different roles within an individual's life system. Kossek, Valcour, and Lirio (2014) consider it a unique, holistic concept shaped by one's values, priorities, and goals. Kerdpitak and Jermstiparsert (2020) extend this definition to include the balancing of professional work, family responsibilities, and personal activities. Collectively, these definitions highlight that work-life balance is a personal and subjective experience, influenced by individual life settings and the interplay between professional and personal life spheres.

Table 2: Definitions of WLB

Literature	Definition
Guest (2002)	described work-life balance as the subjective assessment by individuals of the balance between their work and personal life roles
Duxbury and Higgins (2001)	defined it as a state characterized by low role conflict, implying a smooth coexistence between different life roles
Marks and MacDermid (1996)	an equal distribution of time and attention across the various roles in an individual's life system
Kossek, Valcour and Lirio (2014)	as a holistic, personalized concept determined by an individual's life values, priorities, and goals
Kerdpitak and Jermstiparsert (2020)	as the balancing act among professional work, family responsibilities, and other personal activities

Source: constructed by the author

2.1.2 Construct and Measurement

The concept of work-life balance is widely acknowledged as a potential advantage of remote work (Clarkson, 2021). Various scholars have employed divergent metrics in assessing this phenomenon, prompting a need for additional investigation in this area.

Table 3: Measurement of Work Life Balance

Literature	Construct and Measurements
Haar (2013)	assess individual satisfaction and effectiveness in managing the demands between work and personal life. The items specifically gauge overall satisfaction with WLB, enjoyment across all aspects of life, and the ability to effectively balance professional and personal/family responsibilities. 1. I am satisfied with my WLB, enjoying both roles 2. Nowadays, I seem to enjoy every part of my life equally well 3. I manage to balance the demands of my work and 4. personal/family life well

Source: constructed by the author

2.1.3 Association of WLB and JS

As previously discussed, several studies have demonstrated that enhanced work-life balance is associated with increased job satisfaction.

H3: Higher the level of work life balance, will higher the job satisfaction further enhance the job performance

2.2 Time Saving

Research conducted by The University of Chicago suggests that individuals who work remotely save an average of 72 minutes per day (The University of Chicago, 2023). The adoption of remote work arrangements will undoubtedly decrease commuting time for employees, and worker can use the saved time for more productivity and relaxation. As Xu, Huang, and Li (2019) assert, time is an intangible resource, and its utilization can be acquired by exchanging other resources, such as money or effort. Consequently, it may be worthwhile to investigate whether the reduction in commuting time contributes to increased job satisfaction among workers and, subsequently, enhances their job performance.

2.2.1 Definition of Time Saving

Time is a valuable and limited resource that can be strategically optimized to enhance productivity and efficiency (Xu, Huang, and Li, 2019). By reducing the duration spent on individual tasks and minimizing the overall time required to complete work, remote employees can make the most of their available time (Stüben G et al., 1994). This optimization can be achieved through various means, such as utilizing alternative resources (e.g., monetary assets or increased effort) or implementing strategies to streamline processes (Xu, Huang, and Li, 2019). Ultimately, the goal of time saving in remote work is to decrease the time spent on tasks while simultaneously improving productivity and efficiency (Erin Mary Bange et al., 2022).

Table 4: Definitions of Time Saving

Literature	Definition
Xu, Huang, and Li (2019)	Time, an intangible and finite resource, possesses intrinsic value; its utilization can be procured through the exchange of alternative resources, such as monetary assets or the exertion of effort.
Stüben G et al. (1994)	The strategic optimization of time allocation reduces overall task duration and minimizes time spent on individual activities, resulting in elevated productivity and efficiency.
Erin Mary Bange et al. (2022)	Decreasing time spent on tasks, improving efficiency and productivity.

Source: Constructed by the author

2.2.2 Construct and Measurement

In the realm of remote work, the notion of time-saving is recognized as a perceived benefit for employees (Aksoy et al., 2023b); however, its impact on job satisfaction within the context of remote work arrangements remains underexplored. Therefore, investigating the relationship between these variables is warranted. Time-saving can be interpreted as a decrease in the time required to complete tasks (Nakrošienė, Bučiūnienė, & Goštautaitė, 2019) and a reduction in commuting time (Bieser et al., 2021).

Table 5: Measurements of Trust

Literature	Construct and Measurements
Nakrošienė, Bučiūnienė and Goštautaitė (2019)	Task completion time, Time allocation analysis
Bieser et al. (2021)	Commute time reduction
Aksoy et al. (2023)	Comparative analysis, before and after

Source: Constructed by the Author

2.2.3 Association of TS and JS

Kazekami (2020) found that teleworking, which often involves time-saving practices, is associated with increased job satisfaction.

Hypotheses 4: Higher TS, Higher JS at remote work practice

2.3 System Quality

The significance of system quality within remote work environments resides in its pivotal role in fostering reliable communication channels, optimizing productivity levels, enhancing collaborative endeavors, safeguarding data integrity, bolstering employee contentment, and fortifying operational resilience in the face of unexpected disruptions. The investment in superior system quality stands as a linchpin for the efficacy of remote teams and the overarching operational proficiency within remote work frameworks. (Ng, Lit and Cheung, 2022)

2.3.1 Definition of System Quality

In a remote work context, the level of connectivity and accessibility of digital platforms, such as websites or portals, plays a crucial role. Similarly, the performance of mobile applications in this environment hinges on factors like compatibility with various devices, operational dependability, response times, and the availability of online customer services like chatbots.

Table 6: Definition of System Quality

Literature	Definition
Choi et al. (2008)	the degree of connectivity and/or availability of a website or portal
Ivanova and Noh (2022)	to the performance of the mobile application; this can include device compatibility with an app, reliable and smooth operations, response time, and availability of online customer services, such as chatbots.

Source: Constructed by the Author

2.3.2 Construct and Measurement

Marks (2021) emphasizes the criticality of establishing a supportive infrastructure for remote work to uphold productivity levels. Ivanova and Noh (2022) further delineate system quality within this context as encompassing aspects such as compatibility, stability, and operational seamlessness.

Table 7: Measurement of System Quality

Literature	Construct and Measurements
Ivanova and Noh (2022)	Mobile banking is of good compatibility, stable and smooth operation; The mobile banking response speed is fast and Online customer service is professional, timely, and effective in solving problems.

Source: Constructed by the Author

2.3.3 Association of job satisfaction

Pinto (2024) underscores the pivotal role of a robust platform in bolstering the productivity of remote workers, highlighting that sluggish system responses and unresponsiveness can detrimentally impact employee efficiency in remote work scenarios. Wallen (2021) posits that optimal system quality is instrumental in facilitating effective task completion among employees, suggesting that subpar system performance may lead to heightened frustration levels.

Hypotheses 5: Higher System Quality, higher job satisfaction

2.4 Perceived Trust

In the context of remote work, perceived trust plays a crucial role in shaping the dynamics and satisfaction levels within an organization. As Schoorman, Mayer, and Davis (2007) assert, trust exerts a significant influence on the relationships between employees and their supervisors, colleagues, teams, and the organization as a whole. Gopalan, Beutell, and Alstete (2023) further

emphasize the substantial impact of perceived trust on job satisfaction. In a remote work setting, the importance of perceived trust is particularly pronounced, as it is essential for fostering positive interactions and collaboration among team members, between supervisors and subordinates, and within the team itself. Dirks and Ferrin (2002) research has proven that perceived trust is negatively associated with turnover intention.

2.4.1 Definitions of Perceived Trust

In the context of remote work, perceived trust takes on a crucial role. It is the subjective perception of the remote employee (trustee) that their manager or organization (trustor) is willing to be vulnerable and accept the risk associated with the employee's potential uncertainties or weaknesses in behavior, despite the lack of face-to-face interaction and direct supervision (Xiao & Wu, 2020; Yang & Tsai, 2022). This perceived trust is demonstrated when managers assign critical tasks or share confidential information with remote employees, even though the manager may not necessarily be willing to bear the risk (Baer et al., 2015). Remote employees' confidence that their employer will be straightforward and follow through on commitments is essential for maintaining perceived trust (Lewicka & Krot, 2015). In remote teams, trust is a shared psychological state where members believe in each other's competence and are willing to be vulnerable, emphasizing the need for consistent positive interactions through virtual communication channels (Feitosa et al., 2020).

Table 8: Definition of Perceived Trust

Literature	Definition
Lewicka and Krot (2015)	Perceived trust is defined as the employee's confidence that the employer will be straightforward and will follow through on commitments
Xiao and Wu (2020)	Perceived trust is defined as the trustee's perception of the trustor's willingness to be vulnerable and accept the risk associated with the trustee's potential uncertainties or weaknesses in behavior. It is the trustee's belief that the trustor is willing to depend on them, as demonstrated by actions such as assigning critical tasks or sharing confidential information.
Baer et al. (2015)	Perceived trust occurs when the trustee believes that the trustor is willing to accept the risk on their behalf, even though the trustor may not necessarily be willing to bear the risk.
Feitosa et al. (2020)	Trust is defined as the willingness to be vulnerable based on positive expectations of another's actions, without the ability to monitor or control them. This involves both cognitive (expectations of competence) and affective (emotional investment) components. At the team level, trust is a shared psychological state where members believe in each other's competence and are willing to be vulnerable. Trust is dynamic and develops over time, emphasizing the need for consistent positive interactions among team members.
Yang and Tsai (2022)	Perceived trust, as a subjective perception of the other party's willingness to bear the risk on one's behalf

Source: Constructed by the Author

2.4.2 Construct and Measurement

Trust and perceived trust play crucial roles in remote work environments, as emphasized by Leung (2022). Sousa-Lima, Michel, and Caetano (2013) define perceived trust through two primary dimensions: reliance and disclosure. Reliance pertains to the degree to which one party trusts and depends on the decisions and actions of another, while disclosure involves the willingness to share sensitive information with the trusted party. This concept of perceived trust encompasses perceptions of dependability and openness in interpersonal relationships. Additionally, Xiao and Wu (2020) expand on this notion by identifying four key dimensions: sense of empowerment, sense of fairness, perceived supervisory support, and awareness of information sharing.

Table 9: Measurements of Perceived Trust

Literature	Construct and Measurements
Sousa-Lima, Michel and Caetano (2013)	Perceived trust is characterized by scholars through two main dimensions: reliance and disclosure. Reliance refers to the extent to which the trusting party depends on the trusted party's decisions and actions, while disclosure denotes the willingness of the trusting party to share sensitive information with the trusted party. Accordingly, perceived trust encompasses the perception of being relied upon by others and the perception of others' willingness to disclose information.
Xiao and Wu (2020)	Some scholars have inferred that the structure of perceived trust consists of four dimensions: sense of empowerment, sense of fairness, perceived supervisory support, and awareness of information sharing.

Source: Constructed by the Author

2.4.3 Association of job satisfaction

When employees perceive that they are trusted by their superiors, it not only enhances their psychological capabilities but also makes them feel recognized by their superiors, leading to increased job satisfaction. This perceived trust from superiors can have an even greater impact on employee performance and job satisfaction than the effect of employees' trust in their superiors (Lau, Lam and Wen, 2013).

Hypotheses 6: Higher Perceived Trust, Higher Job Satisfaction

2.5 Team cohesiveness

Effective communication is paramount in a remote work setting. Research conducted by Urien, Osca, and García-Salmones (2017) demonstrates that enhanced team cohesion is positively correlated with higher job satisfaction. Furthermore, improved team cohesion can lead to reduced communication costs, an aspect that Ola, Adaramola, and Sanusi (2023) argue is crucial in the context of remote work, where effective communication is critical. This linkage between team cohesiveness and remote work underscores the importance of studying these dynamics to optimize organizational performance and employee well-being in virtual environments.

2.5.1 Definition of Team cohesiveness

Team cohesion is a dynamic process that reflects the tendency of a group to remain united and committed to achieving common goals and satisfying the affective needs of its members (Miguel et al., 2010). It encompasses both social and task-related factors that contribute to the cohesiveness of the team, characterized by the interpersonal attraction and connection shared among the members (Ganotice et al., 2022). Team cohesion can be defined as the extent to which team members are committed to their team, work together effectively, and are willing to invest effort into achieving team objectives (Khoshsoroor et al., 2019).

Table 10: Definition of Team Cohesiveness

Literature	Definition
Miguel et al. (2010)	Team cohesion refers to the dynamic process reflected in the tendency for a group to stick together and remain united in the pursuit of its instrumental objectives and/or for the satisfaction of member affective needs.
Ganotice et al. (2022)	Team cohesion refers to the degree or intensity of each individual's determination to remain within the group, encompassing both social and task-related factors that unite and maintain the cohesiveness of the team. Scholarly literature characterizes team or group cohesiveness as the interpersonal attraction and connection shared among the members. This cohesive bond encourages individuals to cultivate conformity and persist as an integral part of the team, even in the face of adversity.
Khoshsoroor et al. (2019)	Team cohesion can be defined as the extent to which team members are committed to their team, work together well, and are willing to invest effort into achieving team goals.

Source: Constructed by the Author

2.5.2 Construct and Measurements

Team cohesiveness is a multidimensional construct comprising four interrelated dimensions: task cohesion (shared commitment to goals), social cohesion (interpersonal bonds and belonging),

emotional cohesion (affective ties and shared emotions), and group pride (collective honor, esteem, and loyalty).

Table 11: Measurement of Team Cohesiveness

Literature	Construct and Measurements
Carless and De Paola (2000) Beal et al. (2003)	The shared commitment among team members to achieve common goals and objectives
Salas et al. (2015)	The interpersonal bonds, attraction, and sense of belonging among team members.
Barrick et al. (1998)	The emotional bond and shared affective experiences among team members
Beal et al. (2003)	The sense of honor, esteem, and loyalty that team members feel towards their team.

Source: Constructed by the Author

2.5.3 Association of job satisfaction

Urien, Osca, and García-Salmones (2017) found that higher team cohesiveness is associated with increased job satisfaction, but this relationship has not been thoroughly investigated in remote work settings. Exploring this research gap is crucial for understanding the factors influencing job satisfaction in the growing domain of remote work.

Hypotheses 7: In a remote work setting, higher levels of team cohesiveness will lead to increased job satisfaction among team members

2.6 Family Conflict

Investigating the relationship between family conflict and job satisfaction in the remote work context is of utmost importance, given the rapid expansion of remote work arrangements, which has increasingly blurred the boundaries between work and family life. This blurring of boundaries can intensify family conflicts and place a significant strain on work-life balance, consequently affecting remote workers' job satisfaction, well-being, and productivity. Palumbo (2020) found that remote work practices have exacerbated family conflict and reduced job satisfaction. Conversely, Fonner and Roloff (2010) suggested that remote work can lead to higher job satisfaction by enabling employees to more effectively manage their work and family responsibilities. By examining this complex interplay, researchers can identify the factors that contribute to or mitigate these challenges, thereby informing the development of strategies and policies to support remote workers. Understanding this relationship is crucial for promoting the well-being and success of individuals and organizations in an increasingly digital and flexible work landscape, as the ability to balance work and family responsibilities has become a critical factor in determining job satisfaction and overall well-being in the remote work context.

2.6.1 Definition of Family Conflict

Family conflict can be categorized as a form of interrole conflict, where the demands, time commitments, and strain from family responsibilities interfere with an individual's ability to effectively fulfill their work obligations (Greenhaus & Beutell, 1985; Frone, Russell, & Cooper, 1992; Carlson, Kacmar, & Williams, 2000). This incompatibility between work and family roles makes participation in one role more difficult due to the pressures and commitments associated with the other role, ultimately hindering performance and leading to psychological strain.

Table 12: Definition of Family Conflict

Literature	Definition
Greenhaus and Beutell (1985)	A form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role.
Frone, Russell and Cooper (1992)	A form of interrole conflict in which the general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities.
Carlson, Kacmar and Williams (2000)	Family-to-work conflict, a type of interrole conflict, arises when the overarching pressures, temporal commitments, and psychological strain associated with familial obligations impede an individual's ability to fulfill their occupational duties and responsibilities effectively.

Source: Constructed by the Author

2.6.2 Construct and measurement

Chiara Ghislieri, Molino, and Dolce (2023) highlight that remote work frequently results in heightened interference between family and work domains, potentially leading to decreased concentration levels. This interference can manifest as work encroaching on family life, as posited by Breyer and Bluemke (2016), conflict arising from competing family roles, as discussed by Carlson, Kacmar, and Williams (2000), and emotional exhaustion, as suggested by Haslam et al. (2014).

Table 13: Measurements of family conflict

Literature	Construct and Measurements
Breyer and Bluemke (2016)	5 items that assess the extent to which work demands interfere with family responsibilities. Items are rated on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree). Sample items include: "The demands of my work interfere with my home and family life." "The amount of time my job takes up makes it difficult to fulfill family responsibilities." "Due to work-related duties, I have to make changes to my plans for family activities."
Carlson, Kacmar and Williams (2000b)	These scales consist of 18 items (9 items each for work-family conflict and family-work conflict) that assess the bidirectional nature of conflict between work and family roles. Items are rated on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). Sample items include: Work-Family Conflict: "My work keeps me from my family activities more than I would like." "I am often so emotionally drained when I get home from work that it prevents me from contributing to my family." Family-Work Conflict: "The time I spend on family responsibilities often interferes with my work responsibilities."

	"Tension and anxiety from my family life often weakens my ability to do my job."
Haslam et al. (2014)	10 items that assess the extent to which work and family roles conflict with each other. Items are rated on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree). Sample items include: "I have to miss family activities due to the amount of time I must spend on work responsibilities." "I am often so emotionally drained when I get home from work that it prevents me from contributing to my family." "The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career."

Source: Constructed by the Author

2.6.3 Association of job satisfaction

Table X illustrates that family conflict comprises various components, and there is a noticeable trend where increased family conflict corresponds to diminished job satisfaction.

Hypotheses 8: Higher family conflict, lower job satisfaction

2.7 Job Satisfaction

According to García-Salirrosas et al. (2023), remote work practices can enhance worker satisfaction due to the increased control employees have over their time and environment. However, a survey conducted by the Aberdeen & Grampian Chamber of Commerce (2023) suggests that job dissatisfaction among remote workers is higher compared to their hybrid or in-person counterparts. Consequently, it is worthwhile to investigate the impact of remote work practices on job satisfaction.

In the realm of business, strategic actions are typically pursued when they yield organizational benefits and positive outcomes. For instance, implementing practices aimed at enhancing employee satisfaction, performance, and reducing turnover can have a significant impact on profitability. According to Forbes, empirical evidence suggests that remote employees often exhibit a notably higher level of job satisfaction compared to their counterparts working in a traditional centralized office setting (Khaund, 2023) . This heightened job satisfaction serves as a catalyst for bolstering employee engagement, fostering happiness, motivation, and cultivating loyalty among experienced personnel. Consequently, contented employees are less inclined to actively seek alternative employment opportunities, leading to a reduction in turnover rates. This decrease in turnover bears the potential for cost savings in terms of recruitment, training, and employee retention expenses. Ultimately, these favorable outcomes contribute to heightened profitability for the organization.

2.7.1 Definition of Job Satisfaction

Job satisfaction is a complex construct with various definitions provided by different researchers. Eagly and Chaiken (1993) describe it as a psychological inclination shown through the assessment of liking or disliking a specific entity. Robbins and Coulter (2007) define it as an

evaluative statement reflecting approval or disapproval of objects, people, or events, encompassing cognitive, affective, and behavioral components. Kornhauser (1931) sees it as a product of non-regulatory mood tendency. Churchill, Ford, and Walker (1974) provide an operational definition, considering job satisfaction as work-related affection states involving supervisors, jobs, work colleagues, compensation, and promotion opportunities. Other researchers, such as Locke (1978), Organ and Konovsky (1989), Moorman (1993), Motowidlo (1984), Weiss (2002), Harrison, Newman, and Roth (2006), and BasuMallick (2021), emphasize aspects like positive affective evaluation, psychological recognition, judgment of the friendliness of the work environment, positive measurable judgment of working conditions, and positive emotional response. Overall, job satisfaction is viewed as an individual's attitude and internal state related to their assessment of various aspects of their job experience.

Table 14: Definition of Job Satisfaction

Literature	Definition
Eagly and Chaiken (1993)	a psychological inclination shown by assessing the degree of liking or disliking a particular entity
Robbins and Coulter (2007)	an evaluative statement reflecting approval or disapproval of objects, people, or events. It includes cognitive, affective, and behavioral components. Managers prioritize work-related attitudes and job satisfaction is particularly important. Job satisfaction is often a key focus in discussions about employee attitudes.
Kornhauser (1931)	a product of non-regulatory mood tendency

Churchill, Ford and Walker (1974)	as a constitutional concept, contains the features of the job and the features of job-related environment Churchill et al. gave an operational definition of the job satisfaction, i.e. the work-related affection states covering five aspects, namely the supervisors, the jobs, the work colleagues, the compensation, and the promotion opportunities.
Locke (1978)	a kind of pleasant or positive affection state, which grows in the process of evaluating an individual's work experience
Organ and Konovsky (1989)	an understanding of a psychological process of recognition, including the consciousness, the perception, the reasoning, the judgment, and other aspects
Moorman (1993)	an overall positive affective evaluation; from the cognitive perspective, the job satisfaction is a more logic and rational evaluation of working conditions. is an evaluation of working conditions, opportunities, and output.
Motowidlo (1984)	a judgment of the friendliness of working environment
Weiss (2002)	the job satisfaction is an individual's positive measurable judgment on his or her working conditions. Weiss et al. regarded the job satisfaction as an internal state, which was an affective evaluation on the job by liking or disliking and the degree. Thus, the job satisfaction is about the attitude
Mallick (2021)	as a positive emotional response you experience when doing your job or when you are present at work. Leading organizations are now trying to measure this feeling, with job satisfaction surveys becoming a staple at most workplaces.

Source: constructed by the author

2.7.2 Construct and Measurements

According to the literature, job satisfaction can be measured using different constructs and measurements. Lu and Zhuang (2023) suggest measuring job satisfaction through respondents' self-reported level of satisfaction with their job. Swarnalatha and Sureshkrishna (2012) propose several dimensions to evaluate employees' satisfaction, including commitment, compensation, responsibility, achievement, supervisory support, workgroup cohesion, and quantitative workload. These dimensions can be used as indicators or factors to assess job satisfaction levels.

Table 15: Measurement of job satisfaction

Literature	Construct and Measurements
Lu and Zhuang (2023)	measured by respondents' answers to the question "what is the level of satisfaction with your job?"
Swarnalatha and Sureshkrishna (2012)	Job Satisfaction can be measure by commitment, compensation, responsibility, achievement, supervisory support, workgroup cohesion, and quantitative workload to evaluate employees' satisfaction

Source: constructed by the author

2.7.3 Association of the model

According to the findings presented in Table X, job satisfaction (JS) is understood to be a subjective sentiment influenced by various factors, including commitment, compensation, responsibility, achievement, supervisory support, workgroup cohesion, and quantitative workload. These factors serve as indicators to assess employees' levels of satisfaction. In the study conducted

by Xiao, Xie, and Liu (2024), the researchers examined the relationship between job satisfaction and contextual performance. Their investigation revealed a positive correlation between job satisfaction and contextual performance, suggesting that higher levels of job satisfaction are associated with enhanced performance in work-related tasks beyond the core job responsibilities. Consequently, these findings support the notion that job satisfaction has a direct impact on overall job performance.

Hypothesis 7: Job satisfaction has a direct positive impact on Job Performance

2.8 Job Performance

Remote work has been reported to decrease the job performance of management teams (Kowalski and Ślebarska, 2022), yet some employees in remote settings have indicated that this practice enhances their job performance (van Zoonen et al., 2021). Therefore, it merits further research into its effects. Job performance holds significant importance for organizations due to various reasons and have the positive relationships. Firstly, it plays a crucial role in enhancing productivity, ensuring efficient and effective completion of tasks, thereby resulting in increased output and improved profitability (Work Buzz, 2023). Secondly, it directly impacts customer satisfaction as high-performing employees deliver exceptional products or services, leading to repeated business and positive word-of-mouth recommendations (Bloomberg, 2009). Thirdly, it provides organizations with a competitive edge by surpassing competitors in terms of innovation, quality, and efficiency (Mathur, 2015). Fourthly, it promotes employee engagement and retention by fostering a sense of accomplishment and value among employees who perform well (Flowers and Hughes, 1973). Ultimately, prioritizing job performance leads to enhanced outcomes and long-term success for organizations (Mansor et al., 2023).

2.8.1 Definition of Job Performance

Job performance is a complex and multidimensional construct, broadly defined to reflect an individual's behaviors and outcomes within an organizational context. According to Wigdor and Green (1991), it represents an abstract concept derived from various constructs designed for specific aspects such as personnel selection and performance-based compensation. Motowildo, Borman, and Schmit (1997) narrow it down to task performance, emphasizing activities that transform raw materials into products and contribute to organizational efficiency. This notion is expanded by Eliyana, Sawitri, and Bramantyo (2018), and Harari, Reaves, and Viswesvaran (2015), who underscore job performance as covering both employee behaviors and the resultant outcomes crucial for organizational functioning, marking it as a central element in Industrial, Work, and Organizational Psychology and Human Resource Management. Campbell and Knapp (2013) view performance as encompassing both behavioral processes and outcomes, relevant to organizational goals. Toscano and Zappalà (2021) describe it as behavior aligned with organizational objectives, influenced by factors such as knowledge, skills, abilities, and motivation. Finally, Koopmans et al. (2011) define it as the maximum potential an individual can achieve through full effort and utilization of all capabilities.

Table 16: Definition of Job Performance

Literature	Definition
Wigdor and Green (1991)	Job performance is a construct that represents an abstraction from objective reality. Its functional definition arises from a series of constructs or concepts developed for specific purposes, including personnel selection, training, and the determination of performance-based compensation.
Motowildo, Borman and Schmit (1997)	Task performance encompasses activities that facilitate the transformation of raw materials into the goods and services generated by the organization, as well as those that contribute to the organization's efficient operation. Consequently, task performance involves the fulfillment of the obligations stipulated within the contractual agreement between the employer and the employee.
Eliyana, Sawitri and Bramantyo (2018)	As a multidimensional construct, job performance includes an outcome aspect that refers to the result of an individual's behavior. Job performance encompasses behaviors engaged in by employees or the outcomes they produce that contribute to the functioning of organizations. It is considered one of the most central constructs in Industrial, Work, and Organizational (IWO) Psychology and Human Resource Management.
Harari, Reaves and Viswesvaran (2015)	Employee job performance refers to an employee's expertise in carrying out their duties in a way that helps the organization achieve its goals
Campbell and Knapp (2013)	Performance must be regarded as a multidimensional concept, comprising both process (i.e., behavioral) and outcome aspects at its

	most fundamental level. The behavioral aspect of performance refers to the set of behaviors that are relevant to the goals of the organization or the organizational unit in which an individual is employed. Performance encompasses specific behaviors, such as engaging in sales conversations with customers, teaching statistics to undergraduate students, programming computer software, or assembling components of a product.
Toscano and Zappalà (2021)	Job performance is defined as the behavior prescribed by an individual's role that advances the goals of the organization. It is a function of four key factors: knowledge, ability, skills, and motivation. In other words, job performance refers to the actions and behaviors that employees engage in as part of their designated roles, which contribute to the achievement of organizational objectives. The extent to which an employee performs effectively is determined by their possession of the necessary knowledge, abilities, and skills, as well as their level of motivation to apply these attributes in the execution of their job duties.
Koopmans et al. (2011)	Performance is defined as the maximum potential or capacity that an individual "can do" when exerting their full effort and utilizing their complete range of abilities, skills, and knowledge.

Source: Constructed by the author

2.8.2 Construction and Measurements

Job performance can be evaluated through various behavioral domains, including customer focus, communication, network management, problem solving, and change management (Alessandri & Borgogni, 2015). Koopmans et al. (2011) further categorize job performance into four dimensions: Task Performance, Contextual Performance, Adaptive Performance, and Counterproductive Work Behavior. Task Performance involves completing tasks accurately and efficiently, while Contextual Performance includes extra efforts and cooperation. Adaptive Performance focuses on innovation and flexibility, whereas Counterproductive Work Behavior covers negative actions like absenteeism and aggression.

Table 17: Measurements of job performance

Literature	Construct and Measurements
Alessandri and Borgogni (2015)	Job performance can be measured by assessing various behavioral domains, including "customer focus" (such as anticipating clients' needs), "communication" (such as adapting communication style to different individuals), "network management" (such as building constructive relationships to achieve shared outcomes), "problem solving" (such as accurately identifying and resolving issues), and "change management" (such as exploring opportunities that contribute to ongoing organizational change).
Koopmans et al. (2011)	According to the Heuristic framework of individual work performance, it can be divided in to 4 dimensions: 1. Task Performance (indicators including: Completing job tasks, work quantity, work quality, job skills, job knowledge, keeping

knowledge up-to-date, working accurately and neatly, planning and organizing, administration, decision making, solving problems, oral and written communication, monitoring and controlling resources); 2. Contextual Performance (Extra tasks, effort, initiative, enthusiasm, attention to duty, resourcefulness, industriousness, persistence, motivation, dedication, proactivity, creativity, cooperating with and helping others, politeness, effective communication, interpersonal relations. organizational commitment); 3. Adaptive Performance (indicators including: Generating new, innovative ideas, adjusting goals and plans to situation, learning new tasks and technologies, being flexible and open-minded to others, understanding other groups or cultures, showing resilience, remaining calm, analyzing quickly, acting appropriately) and 4. Counterproductive work behavior (indicators including Off-task behavior, too many or longer breaks, presenteeism, absenteeism, complaining, tardiness, doing tasks incorrectly, accidents, insulting or gossiping about coworkers, fighting or arguing with coworkers, disregard of safety, misusing privileges, aggression, theft, substance use)
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Source: constructed by the author

2.8.3 Association of Job Satisfaction and Job Performance

In this research model, job performance serves as the dependent variable. Eliyana, Sawitri, and Bramantyo (2018) and Mehmedali Egemen (2024) provided empirical evidence demonstrating that job satisfaction exerts a significant influence on both organizational commitment and job performance.

Hypothesis 8: Job satisfaction has a significant positive impact on job performance among remote workers.

2.9 Factors Associated with Demographics and the Hypotheses

In the context of remote work, this dissertation proposal aims to investigate the associations between various demographic factors and key variables and outcomes within the scope of the study. The demographic factors under consideration include age, gender, education level, salary range, job seniority, job level, marital status, number of children, and the number of domestic helper.

Based on these demographic factors, several hypotheses have been formulated. With respect to age, it is conjectured that older employees will exhibit greater job satisfaction and garner superior job performance evaluations in a remote work environment in comparison to their younger colleagues (Leppert, 2023). Pertaining to gender, it is posited that women will experience diminished levels of job satisfaction relative to their male counterparts in a remote work setting (Elting, 2024).

Regarding educational attainment, it is hypothesized that remote employees possessing higher levels of education will experience greater job satisfaction, as educational level is expected

to be positively correlated with increased access to resources and opportunities within a remote work environment (Solomon, Nikolaev, & Shepherd, 2021). Furthermore, it is anticipated that salary range will demonstrate a positive association with job satisfaction (Judge et al., 2010) and a negative correlation with turnover intentions among remote workers.

It is hypothesized that job seniority will be positively correlated with organizational commitment and perceptions of job security in a remote work context. Furthermore, it is postulated that job level will influence job autonomy and moderate the relationship between leadership style and job satisfaction among remote employees.

Marital status and the number of children are hypothesized to be associated with work-life balance, stress levels, and absenteeism in a remote work setting. It is anticipated that having a domestic helper will be positively associated with work-life balance and will moderate the relationship between parental responsibilities and job performance among remote workers.

Robie et al. (1998) posit that individuals who ascend the organizational hierarchy tend to experience elevated levels of job satisfaction. According to Tooba Atif and Shameel Ahmed Zubairi (2018), married employees exhibit higher levels of job satisfaction in comparison to their unmarried counterparts. Georgellis, Lange, and Tabvuma (2012) assert that having children is correlated with a decrease in job satisfaction for both male and female employees. Lui et al. (2021) suggest that by outsourcing domestic work, an increasing number of married women have been able to engage in full-time paid employment, resulting in the creation of dual-earner households with higher job satisfaction.

The proposed hypotheses are grounded in existing literature and theoretical frameworks related to remote work. By incorporating these demographic factors and hypotheses, the aim is to contribute to a more comprehensive understanding of the research problem and potentially address gaps in the existing literature on remote work. The findings related to these demographic factors have the potential to inform future research, theory development, and practical applications within the field of remote work.

H8a. There are significant differences between different age groups in job satisfaction in a remote work setting.

H8b. There are significant differences between genders in job satisfaction in a remote work setting.

H8c. There are significant differences between education levels and job satisfaction, with higher education levels associated with higher job satisfaction.

H8d. There are significant differences between salary range and job satisfaction.

H8e. There are significant differences between job seniority and job satisfaction.

H8f. There are significant differences in job satisfaction based on industry.

H8g. There is a significant difference in job satisfaction between married and unmarried employees.

H8h. There are significant differences between having children and not having children; the group with one child has the highest job satisfaction.

H8i. There are significant differences between having a domestic helper to outsource domestic work and job satisfaction in a remote work setting, with employees who have domestic help experiencing higher job satisfaction.

2.10 Summary

This chapter explores the factors affecting job satisfaction and performance in a remote work environment, a topic gaining relevance since the rise of remote work post-COVID. Understanding these factors is crucial as their influence extends to a company's profitability.

Work-Life Balance is highlighted as a significant benefit of remote work, believed by many employees to improve their overall job satisfaction by better balancing personal and professional life. Time Saving is another perceived benefit, as eliminating commutes allows more time for family and work activities, enhancing job satisfaction.

System Quality is essential in remote work settings, as a trustworthy system supports effective performance from home by ensuring secure and reliable access to necessary resources and collaboration tools.

Perceived trust in a remote environment also plays a critical role, influencing job satisfaction by fostering psychological safety, collaboration, and communication. This trust leads to increased autonomy and flexibility, further enhancing job satisfaction.

Team cohesiveness is important, with strong emotional bonds and supportive environments boosting job satisfaction by promoting trust, safety, and collaboration.

Conversely, the blurring of work and family boundaries can negatively impact job satisfaction. The constant overlap of work and family responsibilities can reduce productivity, increase stress, and diminish job satisfaction due to the challenges in separating work from personal life.

3 Research Methodology

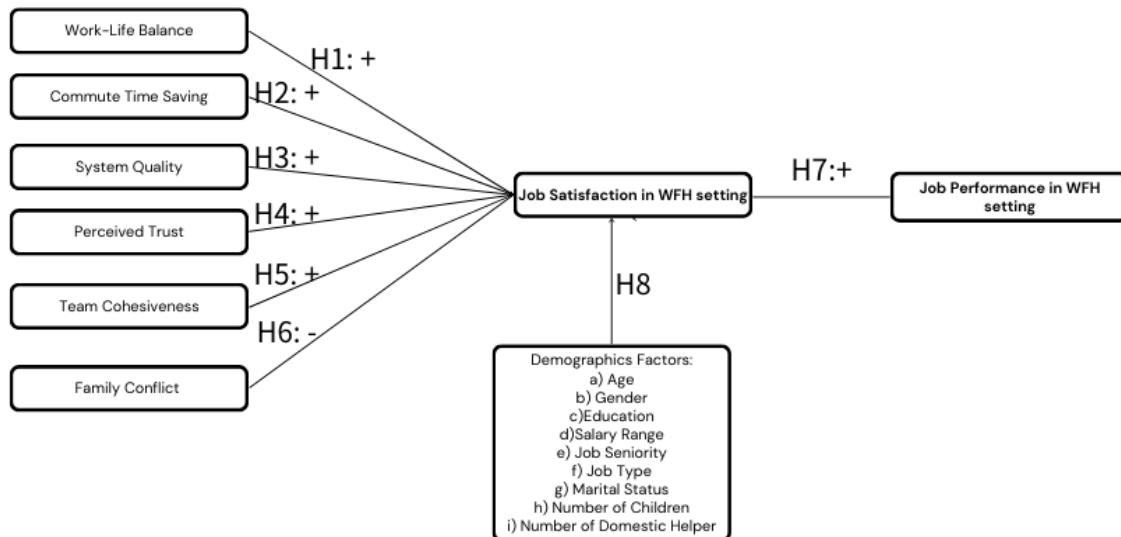
This study employed a two-pronged approach, initially utilizing a literature definition framework, followed by conducting in-depth individual interviews with participants from diverse positions, industries, and job roles, including both frontline and back-office personnel. The interviews aimed to elicit comprehensive feedback and opinions from the respondents regarding the research topic. Concurrently, a Google questionnaire was developed, which underwent preliminary testing and subsequent modifications to ensure its validity and reliability. The final questionnaire survey was administered, and the collected data were analyzed using SPSS research tools. A wide array of statistical techniques were employed, encompassing rotated component matrix, correlation tests, ANOVA tests, coefficient tables, reliability tests, and independent t-tests, to thoroughly examine the data and derive meaningful insights.

3.1 Research Model with Hypotheses

This study aims to investigate the impact of various factors, including work-life balance, time-saving, System Quality, perceived trust, team cohesiveness, and family conflict, on job satisfaction in the work-from-home setting in Hong Kong. The proposed conceptual framework examines the relationships among these factors and their influence on job satisfaction and, consequently, job performance (Figure 3 and Table 18).

Figure 3: Conceptual model of the study with hypotheses:

An investigation of the Impact of Job Satisfaction and Job Performance of the Work-from-Home setting in Hong Kong based on Work-Life Balance, Time Saving, System Quality, Perceived Trust, Team Cohesiveness, and Family Conflict



Source: Constructed by the author

Table 18: Hypotheses of the study

H1	There is a positive relationship between work-life balance and job satisfaction, such that higher work-life balance leads to higher job satisfaction.
H2	There is a positive relationship between timesaving and job satisfaction in remote work practice, such that higher time-saving leads to higher job satisfaction.
H3	There is a positive relationship between system quality and job satisfaction, such that higher System Quality leads to higher job satisfaction.
H4	There is a positive relationship between perceived trust and job satisfaction, such that higher perceived trust leads to higher job satisfaction.
H5	There is a positive relationship between team cohesiveness and job satisfaction in a remote work setting, such that higher levels of team cohesiveness lead to increased job satisfaction among team members.
H6	There is a negative relationship between family conflict and job satisfaction, such that higher family conflict leads to lower job satisfaction.
H7	There is a significant positive impact of job satisfaction on job performance among remote workers.
H8a	There is a positive relationship between age and job satisfaction, with older employees displaying higher levels of job satisfaction.
H8b	There is a significant effect of gender on job satisfaction, with males having higher job satisfaction compared to females.
H8c	There is a positive relationship between education level and job satisfaction, with higher education levels associated with higher job satisfaction.
H8d	There is a positive relationship between salary range and job satisfaction, with higher salary ranges associated with higher job satisfaction.

H8e	There is a positive relationship between job seniority and job satisfaction, with higher job seniority associated with higher job satisfaction.
H8f	There is a positive relationship between job level and job satisfaction, with higher job levels associated with higher job satisfaction.
H8g	There is a significant difference in job satisfaction between married and unmarried employees, with married employees having higher levels of job satisfaction.
H8h	There is a negative relationship between having children and job satisfaction, with employees who have children experiencing a decrease in job satisfaction, regardless of gender.
H8i	There is a positive relationship between having a domestic helper to outsource domestic work and job satisfaction in a remote work setting, with employees who have domestic help experiencing higher job satisfaction.

Source: Constructed by author

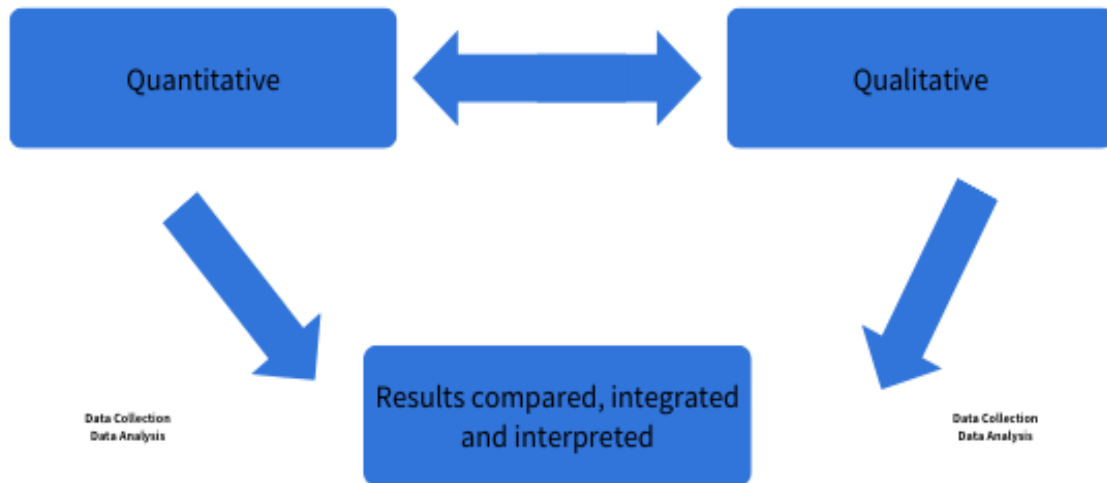
By testing these hypotheses, the study aims to contribute to the understanding of the factors influencing job satisfaction in the work-from-home setting in Hong Kong and the subsequent impact on job performance. The findings of this study may provide valuable insights for organizations seeking to optimize remote work practices and enhance employee well-being and productivity.

3.2 Triangulation

Triangulation in research is a method that involves using multiple approaches (methods, data sources, researchers, or theories) to study a phenomenon, in order to increase the credibility and validity of the findings. The four main types of triangulation are methodological, data, investigator, and theoretical triangulation. By approaching a research question from different angles,

triangulation helps to cross-verify data, methods, and interpretations, leading to a more comprehensive and robust understanding of the topic under investigation (Olsen, Haralambos and Holborn, 2004).

Figure 4: Illustration of Quantitative and Qualitative Research Methodology



Source: Constructed by Author

3.3 Quantitative and Qualitative Research

Quantitative and qualitative research are two distinct approaches to conducting research. Quantitative research focuses on numerical data, statistical analysis, and hypothesis testing, seeking to generalize findings to a larger population. In contrast, qualitative research focuses on non-numerical data, exploring and interpreting social phenomena in-depth within a specific context or group. The main differences between the two approaches lie in the type of data collected, research objectives, sample sizes, data collection methods, data analysis techniques, and the researcher's role. While each approach has its strengths and weaknesses, researchers often combine them in mixed-methods studies to gain a more comprehensive understanding of the topic under investigation (Grand Canyon University, 2023).

3.3.1 Quantitative Research

In this study, quantitative research methodology plays a crucial role. The data will be collected from participants in Hong Kong, and the proposed model will be empirically tested and evaluated using statistical analysis techniques.

3.3.2 Qualitative Research

A comprehensive literature review will also be conducted as part of the qualitative research component. This review will involve critically analyzing and synthesizing findings from relevant academic journals and publications that explore remote work and its associated variables, such as job satisfaction, work-life balance, and organizational commitment. The insights gained from this qualitative analysis will complement the quantitative findings and provide a more nuanced understanding of the research topic.

Figure 5: Primary Data Collection Process



Source: Constructed by Author

3.4 Individual Interviews

When considering remote work practices and job satisfaction, individual interviews present numerous advantages over focus groups. These advantages encompass the capacity for in-depth exploration of personal experiences, minimized social influence, flexibility and adaptability in scheduling and questioning, guaranteed confidentiality, and the capture of varied perspectives (QuestionPro, 2024). While focus groups excel in fostering group discussions and uncovering shared experiences, individual interviews offer a more personalized, confidential, and thorough methodology for acquiring nuanced and authentic data concerning remote work and job satisfaction.

Enago Academy (2023) highlights three fundamental attributes of research interviews crucial for conducting comprehensive and enlightening sessions: flexibility, contextual comprehension, and elaboration.

Following the utilization of the aforementioned approaches, this study involved 17 participants in interview sessions to glean key findings (refer to Appendix B).

3.5 Questionnaire Survey Method

Given the extensive embrace of remote work practices by numerous organizations and the substantial workforce engaged in this model, it is impractical to collect data from all remote workers. As a result, this study will utilize non-probability sampling, wherein individuals with internet access will take part in an online survey. This approach presents several advantages, such as cost-efficiency and the capacity to reach a broader audience via the internet. Non-probability sampling facilitates the efficient gathering of data from a diverse array of participants while mitigating the financial and logistical hurdles associated with conventional probability sampling techniques. By leveraging online platforms, the survey can be disseminated to a geographically dispersed populace, ensuring a more inclusive sample of remote workers spanning various industries and locations (Fleetwood, 2020).

Utilizing a Likert scale in this study presents numerous advantages. It proficiently gauges attitudes and opinions, is straightforward for participants to comprehend and respond to, yields quantitative data suitable for statistical examination, enables comparisons among respondents, and offers versatility in data gathering. These merits establish Likert scales as a valuable instrument for evaluating participants' perspectives on remote work practices and job satisfaction in this research (Likert, 1932).

Figure 6: options of the Likert Scale sample of the questionnaires



Source: Sharma (2024)

The survey comprises two sections. The first segment is dedicated to evaluating the impact of job satisfaction and job performance in the context of remote work in Hong Kong, considering

variables such as Work-Life Balance, Time Saving, System Quality, Perceived Trust, Team Cohesiveness, and Family Conflict. The subsequent section is designed to collect demographic details, including age, gender, educational attainment, salary range, length of employment, job hierarchy, marital status, number of dependents, and domestic assistance. To ensure the acquisition of high-quality data and the implementation of an effective research approach, conducting a pilot study is essential to shape the upcoming research endeavors. This preliminary investigation serves as a fundamental building block for the final research report and is pivotal in refining the design of the comprehensive study (Teijlingen and Hundley, 2001b).

As the targeted sample size for the ultimate survey surpasses 371 respondents, 42 individuals were selected to participate in the pilot evaluation of the initial questionnaire. This preliminary stage concentrated on assessing the structural clarity, scale consistency, logical flow, and general emphasis of the instrument (Taherdoost, 2016).

Table 19: Questionnaire Design Structure

Factors	Symbol	Category	Variables	Type of Data	Researcher
Work-Life Balance	WLB	Targeted Questions (Teijlingen and Hundley, 2001)	Independent	7-Point Likert Scale (Hartley, 2014)	Haar (2013)
Time Saving	TS				Nakrošienė, Bučiūnienė and Goštautaitė (2019)
					Bieser et al. (2021)
System Quality	SS				Ivanova and Noh (2022)
Perceived Trust	PT				Sousa-Lima, Michel and Caetano (2013)
					Xiao and Wu (2020)
Team Cohesiveness	TC				Carless and De Paola (2000)
					Beal et al. (2003)
					Salas et al. (2015)
Family Conflict	FC				Breyer and Bluemke (2016)
					Carlson, Kacmar and Williams (2000b)
					Haslam et al. (2014)
Job Satisfaction	JS		Independent / Dependent		Swarnalatha and Sureshkrishna (2012)

Job Performance	JP		Dependent		Alessandri and Borgogni (2015)
Demographic factors (age, gender, education level, salary range, job seniority, job level, marital status, number of children, and the number of domestic helper)		Classification Questions (Hao et al., 2015)	Independent	Categorical Data (Hancock and Khoshgoftar, 2020)	

Source: Constructed by author

3.6 Pilot Test

Before the questionnaire is officially deployed, a pilot test will be conducted, providing a range of advantages. These include assessing the viability of the research design, refining the survey instrument, estimating response rates, evaluating data quality, identifying potential data analysis challenges, and reducing time and expenses. By proactively addressing these aspects, researchers can ensure a streamlined and efficient data collection process, resulting in more dependable and significant findings. Undertaking a pilot test is a crucial measure that aids in mitigating the risk of collecting inaccurate or incomplete data, thereby enhancing the overall caliber of the research (Hassan, Schattner, & Mazza, 2006).

In Hong Kong, a pilot test was carried out from July 6 to July 19, 2024, involving 46 eligible respondents with professional backgrounds, particularly in remote work environments (refer to Appendix C). The pilot test sample, which yielded 42 valid responses after discarding 4 invalid submissions, surpassed the planned size of 10% of the total sample needed for the extensive study, set at 39 participants.

Table 20: Pilot test output of 42 respondents

Items	Cronbach's Alpha	Number of Questions
WLB	.901	4
TS	.702	3
SQ	.886	3
PT	.882	4
TC	.928	4
FC	.919	5
JS	.939	6
JP	.917	5
Total	.953	34

Source: constructed by author

After evaluating the 42 pilot test samples using Cronbach's Alpha test, it was established that each factor demonstrated a coefficient α exceeding 0.7. As a result, all factors and their respective questions have been preserved for integration into the final survey. The study encompasses 8 variables and 34 questions, with the Cronbach's Alpha values across all variables ranging from 0.702 to 0.939, ultimately resulting in an impressive overall coefficient of 0.953.

3.7 Final Survey

Subsequent to the pilot test, the final survey was initiated, encompassing data collection from July 19 to August 10 (refer to Appendix D). This survey obtained responses from 417 participants, of which 372 responses were deemed valid. The raw data acquired from the survey underwent meticulous analysis to draw relevant conclusions that either reinforce the research discoveries or validate specific hypotheses. The forthcoming sections will outline the target population, sampling techniques, and sample size to enhance the overall caliber and credibility of the research report.

Table 21: Questionnaire Survey

Survey Question	Adopted from
Work-Life Balance	
I am satisfied with my work-life balance, enjoying both my work and personal roles while working remotely.	Haar (2013)
Nowadays, while working remotely, I seem to enjoy every part of my life equally well.	Haar (2013)
I manage to balance the demands of my work well while working remotely.	Haar (2013)
I manage to balance the demands of my personal/family life well while working remotely.	Haar (2013)
Time Saving	
Working remotely has allowed me to complete my tasks more quickly compared to working in an office.	Nakrošienė, Bučiūnienė and Goštautaitė (2019)
Since working remotely, I have been able to allocate my time more effectively between work and personal activities.	Nakrošienė, Bučiūnienė and Goštautaitė (2019)
Working remotely has significantly reduced the time I spend commuting to and from work.	Bieser et al. (2021)
System Quality	
In a remote work environment, system stability, seamless performance, and strong compatibility are of utmost importance.	Ivanova and Noh (2022)
In a remote work setting, the speed of the system are crucial factors.	Ivanova and Noh (2022)

In a remote work arrangement, the system support for operational needs must be professional, and any encountered issues must be addressed promptly.	Ivanova and Noh (2022)
Perceived Trust	
I feel empowered to make decisions and take actions in my role while working remotely.	Xiao and Wu (2020)
I believe that my colleagues and supervisors treat me fairly in the remote work setting.	Xiao and Wu (2020)
I feel supported by my supervisors in the remote work setting.	Xiao and Wu (2020)
I believe that my colleagues and supervisors rely on me to fulfill my responsibilities in the remote work setting.	Xiao and Wu (2020)
Team Cohesiveness	
In my remote work team, we are committed to achieving our common goals and objectives.	Carless and De Paola (2000) Beal et al. (2003)
I feel a strong sense of interpersonal bonding with my remote work team members.	Salas et al. (2015)
I have a strong sense of belonging to my remote work team.	Beal et al. (2003)
I feel that interpersonal attraction exists within my team, as the team members have similar attitudes.	Beal et al. (2003)
Family Conflict	
I am often distracted by thoughts about work while spending time with my family	Haslam et al. (2014)
The demands of my remote work interfere with my home and family life.	Breyer and Bluemke (2016)

The amount of time my remote job takes up makes it difficult to fulfill family responsibilities.	Breyer and Bluemke (2016)
I have found it difficult to concentrate at work because of my family responsibilities.	Haslam et al. (2014)
My work prevents me spending sufficient quality time with my family	Carlson, Kacmar and Williams (2000b)
(R) I am rarely distracted by thoughts about work while spending time with my family	Haslam et al. (2014)
Job Satisfaction	
I am committed to my job with the remote work arrangement.	Swarnalatha and Sureshkrishna (2012)
I am satisfied with my compensation from my job with the practice of remote work.	Swarnalatha and Sureshkrishna (2012)
I feel responsible for my job with the remote work setting.	Swarnalatha and Sureshkrishna (2012)
I feel a sense of achievement in my job when working remotely.	Swarnalatha and Sureshkrishna (2012)
I am satisfied with the supervisory support I receive while working remotely.	Swarnalatha and Sureshkrishna (2012)

I am satisfied with my workload when working remotely.	Swarnalatha and Sureshkrishna (2012)
Job Performance	
I anticipate clients' needs and proactively work to address them, even when working remotely.	Alessandri and Borgogni (2015)
I effectively adapt my communication style to interact with different individuals in a remote work environment.	Alessandri and Borgogni (2015)
I build and maintain constructive relationships with colleagues and stakeholders through virtual channels to achieve shared outcomes.	Alessandri and Borgogni (2015)
I accurately identify and resolve issues in a timely manner while working remotely.	Alessandri and Borgogni (2015)
I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting.	Alessandri and Borgogni (2015)

Source: constructed by author

3.7.1 Target Population

Precisely delineating the target population is imperative for researchers, as it facilitates the acquisition of precise and valuable data, thereby averting the squandering of time and resources on irrelevant subjects (Thacker, 2019).

The focal group for this research comprises individuals aged 18 years or older who are classified as part of the workforce by the Hong Kong Government. As of 2023, the Census and Statistics Department of Hong Kong reported a labor force of 3,499,400 individuals (Census and Statistics Department, 2024). Amidst the COVID-19 pandemic, the Hong Kong Government enforced extensive lockdown measures and advocated for the adoption of remote work protocols

(HKSAR Government Press Releases, 2022). Consequently, a substantial segment of this demographic likely engaged in remote work setups during this period, rendering them a pertinent cohort for the study. Following requisite computations, it has been ascertained that a minimum of 371 respondents must partake in the questionnaire survey to ensure the statistical significance and representativeness of the research outcomes.

3.7.2 Sampling Method

Following the successful completion of the pilot test, the questionnaire can be broadly disseminated utilizing the snowball method (Hassan, Schattner, & Mazza, 2006b). Snowball sampling, a non-probability sampling approach, involves the expansion of the sample by recruiting new units through existing ones. This technique proves valuable for examining individuals with specific characteristics that may present challenges in terms of identification (Nikolopoulou, 2022). Demographic data offer comprehensive insights into the structure and attributes of the population (Hayes, 2024), encompassing details such as age distribution, gender ratios, educational levels, occupational positions, and vocational aspects. Age can illuminate the needs and traits of distinct age cohorts, while gender may unveil discrepancies and societal roles. Educational attainment can signify knowledge and learning backgrounds. Job positions and professions can indicate levels of employment and specialized areas of expertise, with varying roles necessitating specific skills, knowledge, and experience. These aspects directly shape respondents' viewpoints on remote work practices. By discerning these characteristics, a more profound comprehension of individuals' requirements, values, and behavioral patterns can be achieved (Salz, 2022).

3.7.3 Sampling Size

The sample size formula plays a crucial role in ascertaining the suitable sample size by considering the difference between the population and the sample. It is essential to acknowledge that the quantity of observations within a specified sample population is denoted as the sample size. Given the impracticality of surveying the entire population, a sample is selected from the population for the purpose of conducting the survey or research (SUN et al., 2012). The sample size is typically denoted by the symbols "n" or "N".

Table 22: Sample Size Calculation and Simple Random Sampling

Equation	Variable	Data	Description
$n = \frac{Nz^2pq}{E^2(N-1) + z^2pq}$	N	3,499,400	Target Population
	Z	1.96	Confidence Level
	e	5%	Tolerance Level
	p	0.81	Successful rate from pilot test (p=34/42)
	q	0.91	Failure rate

Source: Constructed by author

Taking into consideration the data provided in the table referenced above, this research necessitates a sample size of 371 individuals (refer to Appendix E). Referring back to the aforementioned statistics, where N represents the total population at 3.49 million, the parameters of $z=1.96$ for a 95% confidence level, $e=4\%$, $p=0.48$, and $q=0.53$ collectively establish that the required sample size, denoted as n, for this study amounts to 371 participants.

3.8 Data Analysis Techniques

In this research, version 29 of the SPSS software was employed to conduct various statistical analyses. These analyses encompassed evaluations of reliability, factor analysis, correlation, as well as simple and multiple regression analyses. Additionally, independent t-tests and one-way ANOVA tests were incorporated into the analytical framework of this study (Pallant, 2020).

i) Descriptive Statistics: Descriptive statistics play a fundamental role in collecting, structuring, summarizing, and illustrating data to improve understanding and portray the features and trends present in a dataset (Simplilearn, 2021). The portrayal of statistical data facilitates the extraction of valuable insights from vast datasets, enabling the succinct presentation of relevant information (Tableau, 2018).

ii) The Reliability Test: The reliability test, particularly Cronbach's Alpha, functions as a tool for evaluating the internal consistency and reliability of measurement results, providing valuable insights to improve the accuracy of measurement outcomes (Cronbach, 1951).

Table 23: Cronbach's Alpha

Equation	Variable	Description
$\alpha = \frac{k}{k-1} \times \left(1 - \frac{\sum \sigma_i^2}{\sigma_x^2}\right)$	k	number of items on the measure
	σ_i^2	the variance of each individual
	σ_x^2	the variance of the total of all items on the index
Cronbach's alpha		Internal Consistency
$\alpha \geq 0.9$		Excellent
$0.8 \leq \alpha < 0.9$		Good
$0.7 \leq \alpha < 0.8$		Acceptable
$0.6 \leq \alpha < 0.7$		Questionable
$0.5 \leq \alpha < 0.6$		Poor
$\alpha < 0.5$		Unacceptable

Source: (Cronbach, 1951)

- iii) Factor Analysis: Factor analysis plays a crucial role in extracting meaningful insights, streamlining questionnaire structures, and producing more reliable and valid quantitative data for subsequent analysis and interpretation (Tavakol and Wetzel, 2020). The Kaiser-Meyer-Olkin (KMO) test assists researchers in evaluating the adequacy of questionnaire data and determining the viability of conducting factor analysis, thereby providing a solid justification for the obtained results (Kaiser, 1974). A KMO value below 0.5 indicates that the sample data is not suitable for factor analysis, while a value nearing 1 indicates high suitability of the sample data for such analysis (Glen, 2016). In this study, the KMO value is 0.846, which is commendable.

Table 24: Factor Analysis

Equation	Variable	Description
$KMO = \frac{\sum_{j \neq k} \sum r_{jk}^2}{\sum_{j \neq k} \sum r_{jk}^2 + \sum_{j \neq k} \sum p_{jk}^2}$	r_{jk}	simple correlation coefficient between variables j and k
	a_{jk}	partial correlation coefficient between variables j and k
KMO Value		Level of Acceptance
Above 0.90		Marvelous
0.80 to 0.89		Meritorious
0.70 to 0.79		Middling
0.60 to 0.69		Mediocre
0.50 to 0.59		Miserable
Below 0.50		Unacceptable

Source: (Kaiser, 1974)

- iv) Correlation Test: The Pearson correlation coefficient, commonly denoted as "r", is frequently employed to quantify the extent of linear correlation between datasets and assess the relationships between them (Fernando, 2024).

Table 25: Description of p-value

Values of p	Description
$p > 0.10$	No evidence to refute the null hypothesis, the data supports the null hypothesis
$0.05 < p < 0.10$	Less evidence against the null hypothesis and supports the alternative
$0.01 \leq p < 0.05$	Evidence against the null hypothesis moderately supports the alternative hypothesis
$0.001 \leq p < 0.01$	The alternative is supported by strong evidence against the null hypothesis
$p < 0.001$	Very strong evidence against the null hypothesis and in favor of the alternative

Source: Constructed by the author

The correlation coefficient, represented by r, is a measure of the strength of a straight line or linear relationship between two variables. When the correlation coefficient is close to 1 or -1, it means that there is a strong positive or negative linear relationship between the two variables (Fernando, 2024). When it is close to 0, it indicates that there is almost no linear relationship between the two variables (Nickolas, 2021).

Table 26: Correlation Test

Equation	Variable	Description
$r = \frac{\sum (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2 \sum (y_i - \bar{y})^2}}$	r	Correlation Coefficient
	x_i	Values of the x-variable in a sample
	$\bar{x}$	Mean of the values of the x-variable
	y_i	Values of the y-variable in a sample
	$\bar{y}$	Mean of the values of the y-variable
Correlation Range		Interpretation
.90 to 1.00 (-.90 to -1.00)		Excellent correlation
.70 to .90 (-.70 to -.90)		Strong correlation
.50 to .70 (-.50 to -.70)		Moderate correlation
.30 to .50 (-.30 to -.50)		Insufficient correlation
.00 to .30 (.00 to -.30)		Negative correlation

Source: (Rodgers and Nicewander, 1988)

- v.) **Linear Regression Analysis:** Linear regression analysis involves predicting the value of a variable based on another variable, where the variable to be predicted is the dependent variable, and the variable used for prediction is the independent variable. It is a valuable tool for studying relationships between variables, understanding interactions, determining correlations and directions, making predictions, and assessing model validity (IBM, 2023).

Table 27: Linear Regression

Type of Linear Regression	Equation	Variable	Description
Simple Linear Regression(SLR)	$y = \alpha + \beta x$	β	slope
		α	y-intercept
		y	dependent variable
		x	independent variable
Multiple Linear Regression(MLR)	$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \dots + \beta_i x_i$	y	dependent variable
		β_0	intercept
		β_i	slope for x_i
		x	independent variable

Source: (Yale University, 2019)

Linear regression analysis comprises two primary models: simple linear regression and multiple linear regression (Hayes, 2023). In simple linear regression, the focus is solely on the effect

of a single variable on the dependent variable. In contrast, multiple linear regression involves two or more independent variables, allowing for a more comprehensive assessment of the variable influences (Blokhin, 2023).

The coefficient of determination (R^2) represents the extent to which fluctuations in the dependent variable can be elucidated by the independent variable (Turney, 2022). A high R^2 value, nearing 100%, signifies a robust explanatory power of the independent variable over the variability in the dependent variable, indicating a substantial correlation between them. Conversely, a low R^2 value approaching zero suggests inadequate explanatory capacity of the independent variable, indicating a potential absence of a discernible correlation. Moreover, the coefficient aids in the assessment of questionnaire reliability and validity, as well as in hypothesis testing (Middleton, 2023). Nonetheless, achieving a perfect R^2 value in practical scenarios is exceedingly rare due to the influence of multiple factors rather than a solitary independent variable. It is essential to recognize that correlation does not imply causation, and the presumption of causality cannot be inferred automatically (Nevil, 2024).

Variance Inflation Factor (VIF) serves as a diagnostic tool to identify potential multicollinearity issues within regression models (Murel and Kavlakoglu, 2023), thereby enhancing model precision and stability. Typically, a commonly adopted threshold for VIF falls around 5 or 10. Should the VIF value of an independent variable remain below 5, it suggests a minor collinearity concern between independent variables. Conversely, a VIF exceeding 5 or 10 indicates a notable correlation among independent variables, signifying the presence of multicollinearity (Tay, 2017). Importantly, it is crucial to recognize that these thresholds serve as guidelines rather than strict rules.

vi) One-way Analysis of Variance (ANOVA): This statistical method enables simultaneous comparison of variations across multiple groups while offering the capacity to assess and expound upon these distinctions (Kenton, 2024). In this study, the approach was employed to

investigate the effects of age (H8a), education (H8c), salary range (H8d), job seniority (H8e), job type (H8f), number of children (H8h), and number of domestic helpers (H8i) on job satisfaction within a remote work environment. The null hypothesis and the alternative hypothesis are detailed as follows:

$$\begin{array}{l} H_0 : \mu_1 = \mu_2 = \mu_3 = \dots = \mu_k \\ H_A : \mu_1 \neq \mu_2 \neq \mu_3 \neq \dots \neq \mu_k \end{array}$$

- vii)** Independent t-test (H8b): The independent samples t-test is a statistical method employed specifically for comparing the means of exactly two groups, with no additional groups involved. Its primary purpose is to ascertain whether two population means exhibit a significant difference. This analytical approach is classified as an inferential statistical hypothesis test, utilizing sample data to make inferences about broader populations (Frost, 2021). Referred to also as the two-sample t-test, it serves to compare two distinct and independent sample groups, such as gender categories like Male and Female.

There is no statistically significant difference between the means of the two samples.

$$H_{8b} = \sigma_m^2 = \sigma_f^2$$

A statistically significant difference exists between the means of the two samples.

$$H_{8b} = \sigma_m^2 \neq \sigma_f^2$$

Levene's test serves as a statistical examination to determine if there are significant differences in the variances among two or more groups. Its primary objective is to assess the homogeneity of variances across distinct groups or conditions. Levene's test is recognized for its robustness in accommodating deviations from normal distribution in data, thereby yielding dependable outcomes even in situations where normality assumptions are violated (Gastwirth, Gel, & Miao, 2009).

Levene's test furnishes both a test statistic and a p-value, which are employed to gauge the strength of evidence supporting the rejection of the null hypothesis asserting equality of variances.

Typically, a significance level of 0.05 is utilized for comparison purposes. If the p-value falls below this chosen level of significance, the outcome is deemed significant, warranting rejection of the null hypothesis. Conversely, if the p-value exceeds the stipulated significance threshold, the result is deemed nonsignificant, indicating the inability to reject the null hypothesis. This process enables researchers to make well-founded decisions regarding subsequent analyses (Beers, 2023). An inherent advantage of Levene's test lies in its capacity to yield objective and quantifiable statistical outcomes, facilitating researchers in drawing scientific and precise conclusions (DataTab, 2023).

Determine homogeneity of means for pairs of participants (Male and Female)

$$H_0: \mu_M = \mu_F$$

If the null hypothesis is rejected, the results are usually reliable and not random

$$H_{10\alpha}: \mu_M \neq \mu_F$$

The t-test for equality of means is a statistical method utilized to determine if there exists a significant difference between the means of two samples.

3.9 Research Method Limitation

According to Brenner and DeLamater (2016), the nature of this self-assessment questionnaire focusing on respondents' work performance raises concerns regarding potential measurement bias. The survey primarily targets individuals from Hong Kong, thus indicating a limitation in terms of sample representation, as the outcomes may not be universally applicable due to cultural and geographical constraints. Consequently, the findings are confined to specific spatial contexts concerning social, economic, and environmental factors, suggesting a partial view. To enhance the global relevance of the results, a more diverse participant pool, including international respondents, as proposed by Stimson (2016), could provide a broader perspective suitable for the global workforce.

As noted by the Bureau of Justice Statistics (2021), an optimal data collection period should span 5-6 months. However, the current research has a relatively brief data collection duration of around 2 months, falling short of the recommended timeframe.

3.10 Research Ethics

This research maintains anonymity, ensuring that the data shared is exclusively utilized for academic research and analytical purposes, with no intention of public disclosure or commercial exploitation. Each participant engages in the study voluntarily, possessing full comprehension and providing information through legal and legitimate channels. The ultimate research output upholds academic and professional ethical guidelines, eschewing plagiarism through meticulous citation and referencing practices.

3.11 Summary

This study chose to use quantitative and qualitative data methods, through questionnaire survey, to measure and design the questionnaire survey according to scholars and literature, and then conduct pilot testing and use the snowball method to complete the final questionnaire survey. On the other hand, respectively for front-line employees as a group and back-office employees as a group, two focus group meetings were held to obtain original data. Finally, all data were analyzed through SPSS. Detailed information about the analysis results will be provided in the following chapter.

4. Data Description and Analysis

This chapter aims to expound upon the primary research findings in greater detail. Through the use of charts and statistical analyses, the chapter elucidates the characteristics of the data, presents descriptive figures, and furnishes insights into the variables under study. Additionally, the data underwent correlation testing to ascertain any potential interrelations between the variables. Methodologies such as cross-tabulation, reliability analysis, factor analysis, correlation analysis, regression analysis, one-way ANOVA, and independent T-test were employed in this investigation.

4.1 Descriptive Analysis from the Individual Interviews

Drawing on WLB, TS, SQ, PT, TC, FC, JS, and JP, a series of 17 individual interviews were undertaken to gather insights and feedback from employees regarding remote work arrangements in Hong Kong and the impact of these factors on their experiences. Additionally, the study aimed to identify any potential variables influencing remote work practices. To ensure a comprehensive analysis, participants across junior, mid-level, and senior positions, aged between 28 and 50, were included in the study.

They represent a diverse array of sectors and roles, encompassing the Hong Kong government, non-governmental organizations, media, information technology, education, trading, healthcare, engineering, construction, human resources, transportation services companies, legal professions, retail, property management, and occupational therapy.

The interviewees highlighted three main benefits of remote work: time and financial efficiencies, a balance between work and personal life, and increased productivity and peace of mind. However, in Hong Kong, remote work faces challenges such as maintaining boundaries between personal and professional life, effective communication, resource accessibility, and building trust. Respondents suggest solutions like providing subsidies for work tools, sharing utility costs, and implementing flexible HR policies. Key for successful remote work are reliable internet, ergonomic

workspaces, and necessary technology. Monitoring performance remotely through email and project tracking, as well as supportive management, are crucial. While some prefer remote work for its advantages, others still prefer traditional offices due to past negative experiences, equipment needs, and the value of face-to-face interactions.

Table 28: Main Findings from the 17 interviews

Benefits of WFH:	Time and Cost Savings:	Many respondents appreciate the reduction in commuting time and costs, which allows for better personal time management and reduced operational expenses.
	Work-Life Balance:	Several employees find WFH conducive to balancing work with personal responsibilities, especially those with children, as it provides the flexibility to manage family and work commitments more effectively.
	Increased Productivity and Relaxation:	Some respondents feel more relaxed and productive at home, away from the distractions of a traditional office environment.
Challenges of WFH	Work-Personal Life Separation:	A common issue is the difficulty in separating work from personal life, leading to extended work hours, stress, and potential burnout.
	Communication and Collaboration:	The lack of face-to-face interaction and reliance on digital communication tools can hinder effective communication and teamwork.
	Resource Accessibility:	Limited access to office resources like printers, dual monitors, and specialized equipment can reduce efficiency.
	Trust and Monitoring:	Concerns about trust from supervisors and discomfort with productivity monitoring are significant for some employees.

Suggestions and Needs for Effective WFH:	Policy and Support:	Respondents suggest that companies should provide subsidies for work-related equipment, share costs of utilities, and offer flexible HR policies to support a viable WFH environment.
	Infrastructure:	Reliable internet, suitable workstations, and necessary technological tools are critical for effective WFH.
	Management Practices:	Developing measures to assess performance remotely, such as tracking emails and project progress, and fostering a supportive management approach are essential.

Source: Constructed by the author

4.2 Data from the Final Survey

A survey was conducted to determine the impact of WLB, TS, SQ, PT, TC, FC, on employees' job satisfaction and job performance in the work from home setting. The questionnaire was promoted through social platforms such as WhatsApp, Facebook, and Email, and the questionnaire Respondents were given through hyperlinks.

The questionnaire study was completed from 19 Jul to 10 Aug (Appendix D), collected 417 respondents with 372 valid responses. A total of 1,013 people were invited, and 417 questionnaires were collected, reaching a 41% response rate. But unfortunately, 45 questionnaires need to be canceled, because some respondents may have filled in the questions randomly and failed the checking question, i.e. FC6(R). Therefore, 372 of the final questionnaires were valid. All respondents were 18 years old or above and already had work from home experience.

Table 29: Rate of Response in the Pilot Test and in the Final Survey

Pilot Test	Response Rate	α	Online Questionnaire	Responds Rate	α
42	100%	0.953	417 (collected)	41.7%	0.868
			372 (valid)		

Source: Constructed by the author

1.2.1 Demographic Data

Demographic data analysis offers a rapid and cost-efficient means of comprehending demographic attributes and shifts, aiding governmental bodies, corporations, and academic entities in formulating informed strategies and initiatives (Hayes, 2024b). This process involves evaluating gender distribution, occupational roles, educational attainments, age profiles, and professional domains. Subsequently, a synthesis and evaluation of the 372 gathered survey responses will be conducted.

Table 30: Overview of the Demographic Data collected from 372 participants

Variables	Information	Frequency	Percent (%)
Age	Under 18	0	0
	18-25	6	1.6
	26-30	92	24.7
	31-35	59	15.9
	36-40	79	21.2
	41-45	70	18.8
	46 or above	66	17.7

Gender	Male	126	33.9
	Female	246	66.1
Education level	Secondary school or below	7	1.9
	Certificate / Diploma	16	4.3
	Bachelor's degree	230	61.8
	Master's degree or above	119	32.0
Monthly personal income	<\$10,000	0	0
	10,000-\$20,000	0	0
	\$20,001- \$30,000	57	15.3
	\$30,001 - \$ 40,000	87	23.4
	\$40,001 - \$50,000	100	26.9
	\$50,001 - \$60,000	24	6.5
	\$60,001 - \$70,000	32	8.6
	>\$70,001	72	19.4
Job Level	Junior	20	5.4
	Medior	242	65.1
	Senior	110	29.6
Vocational Area	Manufacturing	6	1.6
	Construction	12	3.2
	Import, export trade and wholesale	20	5.4

	Retail, accommodation and food services	54	14.5
	Transportation, storage, postal and courier services, information and communications	0	0
	Financing, insurance, real estate, professional and business services	175	47.0
	Public administration, social and personal services	92	24.7
	Other industries	13	3.5
Marital Status	Single	138	37.1
	Married	234	62.9
Number of Children	0	181	48.7
	1	119	32.0
	2	48	12.9
	3	24	6.5
	4	0	0
	5 or above	0	0
Number of domestic helpers	0	272	73.1
	1	88	23.7
	2	12	3.2
	3	0	0

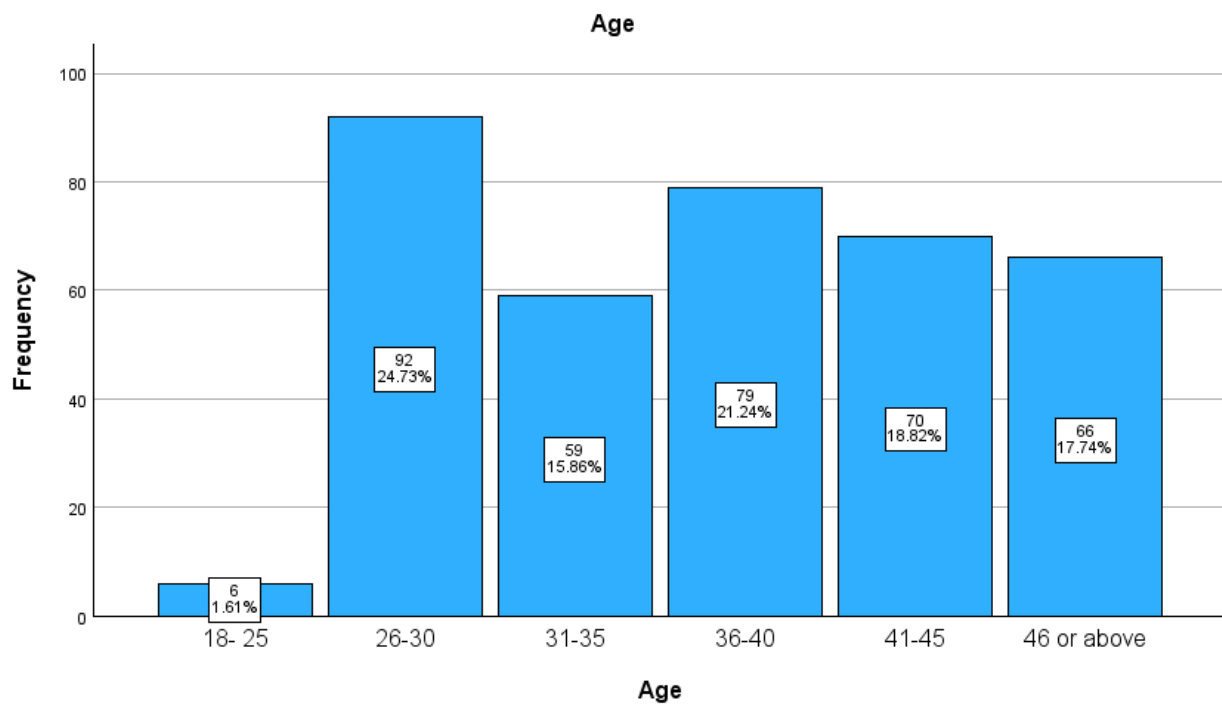
	4	0	0
	5 or above	0	0

Source: Constructed by the author

1.2.1.1 Age

The 372 respondents are categorized into 6 distinct age cohorts. Notably, the age group spanning 26 to 30 years encompasses the highest number of individuals within the survey, comprising 92 participants (24.73%). As highlighted by McMenamin (2021), there exists a preference among younger employees for hybrid work arrangements, with a significant inclination towards remote work opportunities. Conversely, the age group of 18 to 25 years exhibits the lowest participation rate, with merely six respondents (1.61%).

Figure 7: Graph of Participants' Age

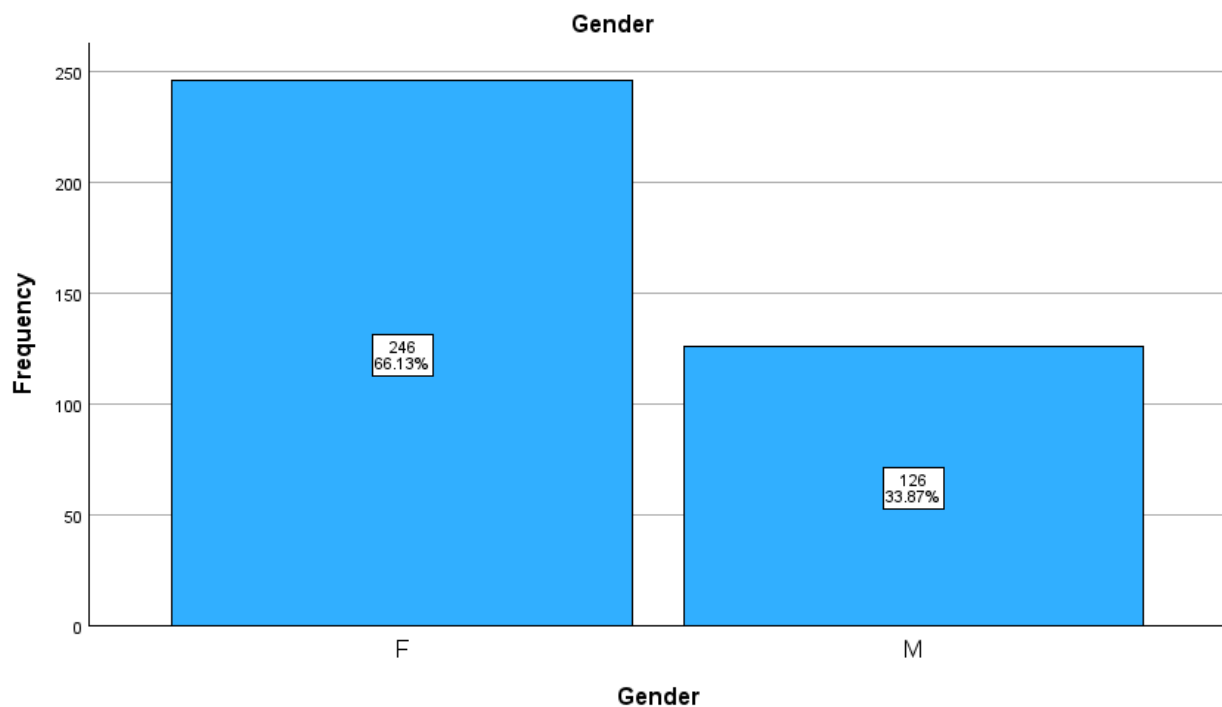


Source: Constructed by the author

4.2.1.2 Gender

Figure 8 illustrates that 66.13% of the respondents are female, while 33.87% are male. As cited by Gilbert et al. (2023), there exists a global pattern wherein female employees exhibit a higher likelihood of representation compared to their male counterparts, a trend that aligns with the data depicted in the below chart.

Figure 8: Graph of Participants' Gender



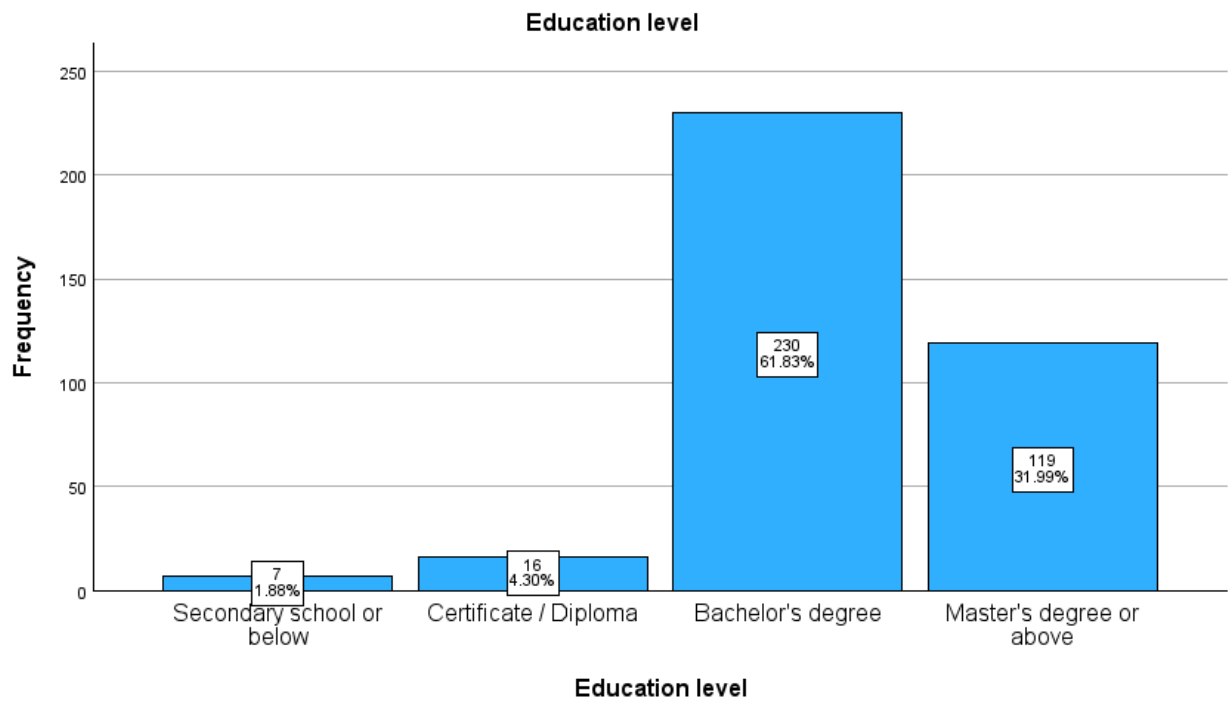
Source: Constructed by the author

4.2.1.3 Education level

In Figure 9, the hierarchical stratification of educational attainment comprises four distinct tiers. Notably, the cohort possessing degrees stands as the predominant segment, constituting 61.83% of the total sample size, encompassing 230 individuals. Conversely, the most diminutive cluster consists of merely seven participants (1.88%), characterized by a secondary school education or

below. This outcome aligns with the anticipated trend identified in prior research, which postulated that individuals with advanced educational backgrounds predominantly embrace remote work practices. (Sing Tao Daily, 2023)

Figure 9: Graph of Participants' Education Level



Source: Constructed by the author

4.2.1.4 Monthly Personal Income

The table outlines the distribution of monthly personal income categories among individuals who work from home. The data reveals that the majority of respondents, 26.88%, earn between \$40,001 and \$50,000, followed by 23.39% in the \$30,001 - \$40,000 range. Conversely, the \$70,001 and above category has the lowest frequency at 19.35%. Additionally, 15.32% earn \$30,000 or less, 8.60% fall within the \$60,001 - \$70,000 bracket, and 6.45% earn between \$50,001 and \$60,000 monthly. The findings suggest a varied distribution of income levels among individuals working remotely.

Figure 10: Graph of Participants' Monthly Personal Income



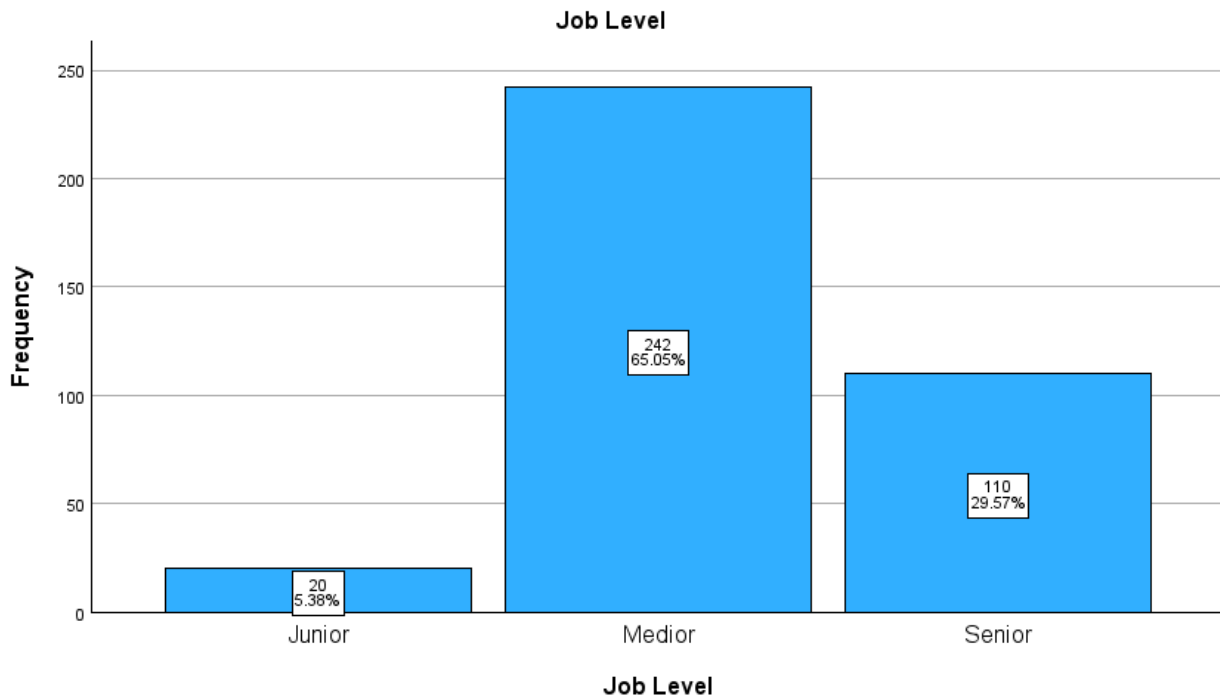
Source: Constructed by the author

4.2.1.5 Job Level

The bar chart displays the distribution of individuals across three job levels - Junior, Medior, and Senior - among remote workers. The data shows that the "Medior" job level is the most prevalent,

with 65.05% of respondents falling into this category. "Senior" follows with 29.57%, and "Junior" has the lowest representation at 5.38%. This indicates a predominant presence of individuals at the "Medior" job level among those working from home.

Figure 11: Graph of Participants' Job Level



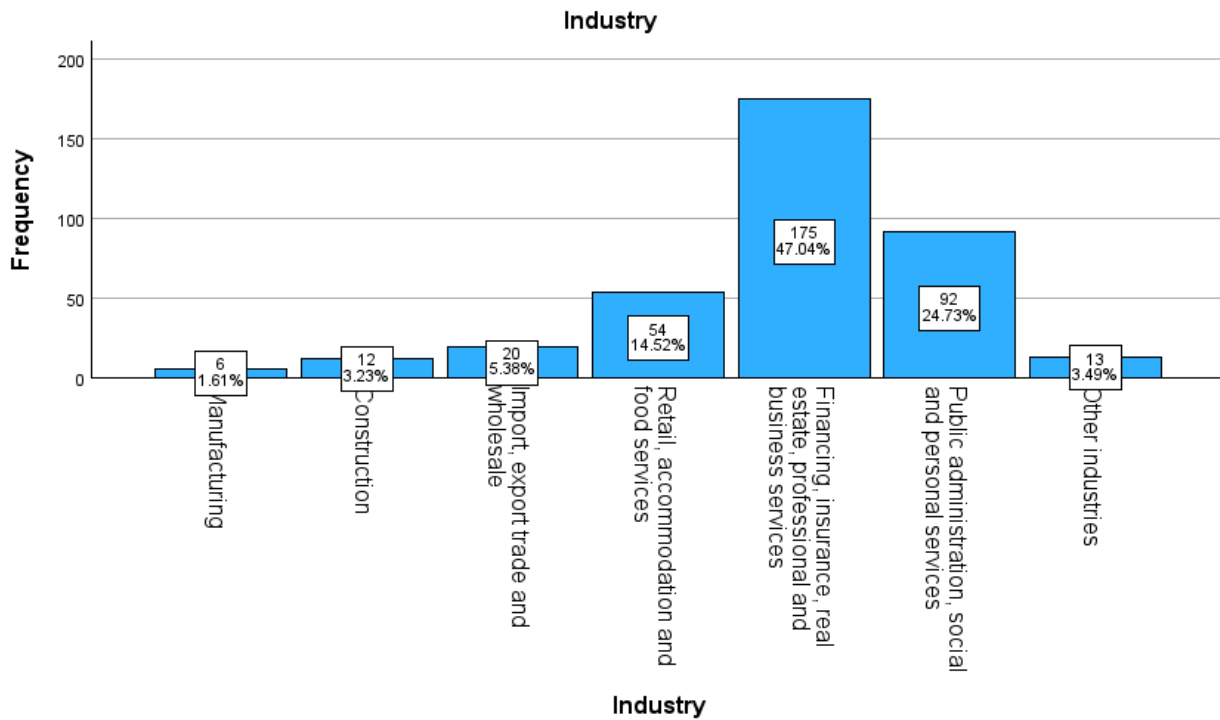
Source: Constructed by the author

4.2.1.6 Industry

The table presents the distribution of individuals working from home across various industries. The data reveals that the industry with the highest frequency is "Financing, insurance, real estate, professional services," with 47.04% of individuals falling within this category. Following closely is the "Public administration, social and personal services" industry, representing 24.73% of participants. The "Retail, accommodation and food services" industry accounts for 14.52%, while "Import, export trade and wholesale" has a frequency of 5.38%. Furthermore, "Construction," "Other industries," and

"Manufacturing" have relatively lower frequencies, with 3.23%, 3.49%, and 1.61% of individuals, respectively. The table highlights the diverse range of industries in which individuals engage in remote work.

Figure 12: Graph of Participants' Industry

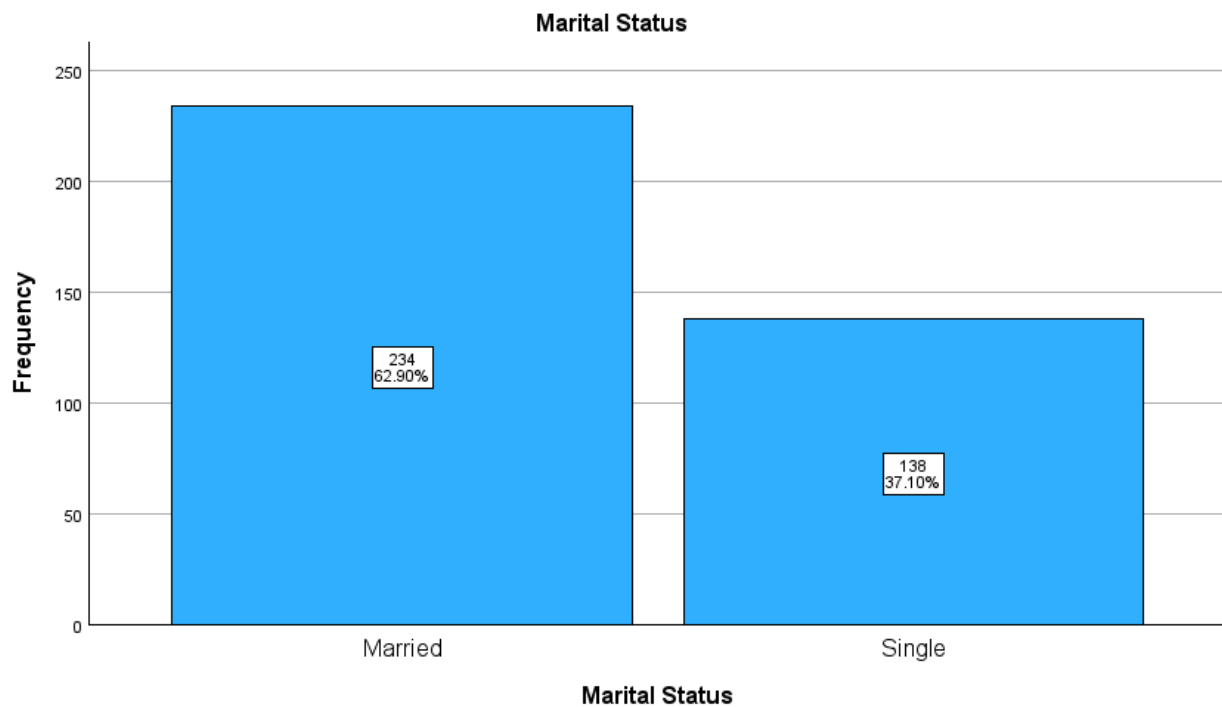


Source: Constructed by the author

4.2.1.7 Marital Status

The table displays the distribution of individuals working from home based on their marital status. The data shows that the majority of participants, 62.90%, are married, totaling 234 individuals. In contrast, the single individuals represent 37.10% of the sample size, with 138 individuals falling into this category. This suggests a prevalent presence of married individuals among those engaged in remote work.

Figure 13: Graph of Participants' Marital Status

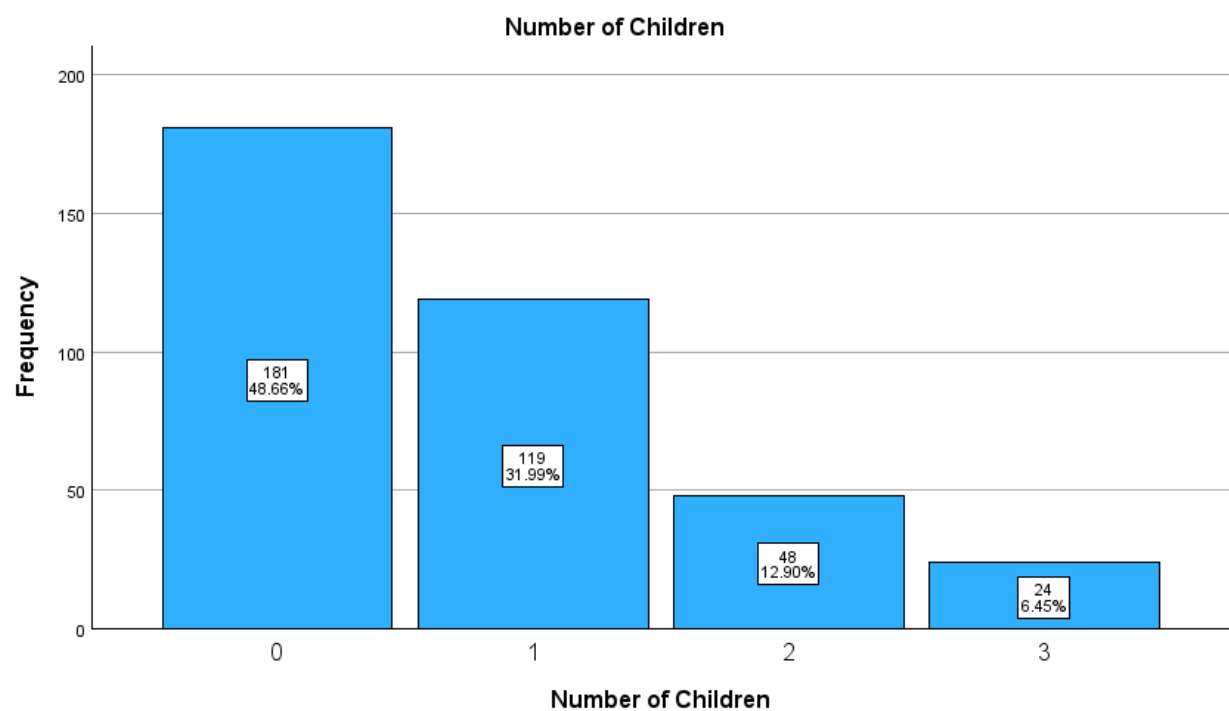


Source: Constructed by the author

4.2.1.8 Number of Children

The table provides insights into the distribution of the number of children among individuals working from home. It reveals that the majority of respondents, 48.66%, do not have children. Among those who do have children, 31.99% have one child, 12.90% have two children, and 6.45% have three children. This data indicates a diverse range of family sizes among remote workers.

Figure 14: Graph of Participants' Number of Children

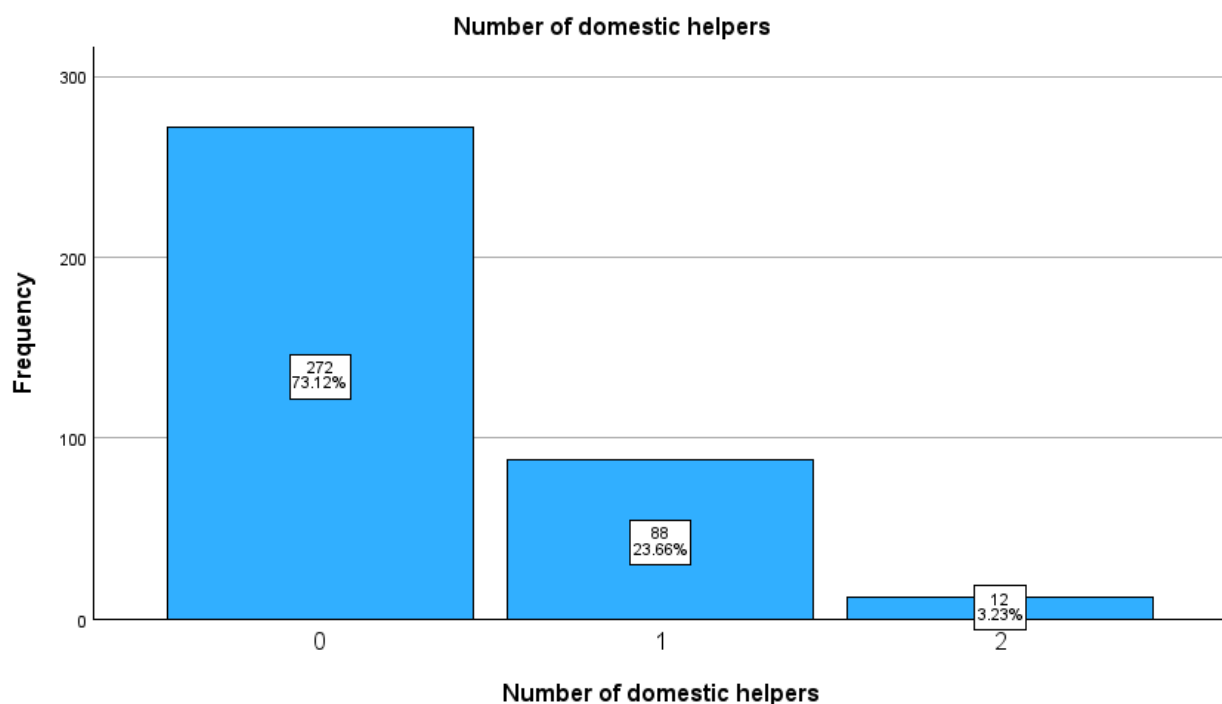


Source: Constructed by the author

4.2.1.8 Number of Domestic helpers

The table shows the distribution of individuals working from home based on the number of domestic helpers in their households. The data indicates that the majority of respondents, 73.12%, do not have any domestic helpers, totaling 272 individuals. In contrast, 23.66% of individuals have one domestic helper, accounting for 88 respondents. Additionally, 3.23% of participants reported having two domestic helpers, representing 12 individuals.

Figure 15: Graph of Participants' Number of Domestic Helpers



Source: Constructed by the author

4.2.1.9 Summary of Demographic Data

This research garnered 372 valid responses from the survey, revealing a higher proportion of female employees working from home. Furthermore, the majority of participants hold a degree or higher qualification. The data presented in the various tables shows the demographics and characteristics of individuals working from home. The majority of remote workers have higher

education levels, with the highest proportion holding degrees. In terms of income, a significant percentage of individuals earn between \$30,001 and \$50,000 per month. Job level analysis indicates that the "Medior" job level is the most prevalent among remote workers. When looking at industries, the "Financing, insurance, real estate, professional services" sector has the highest representation. In terms of marital status, most remote workers are married. The distribution of the number of children among remote workers varies, with a significant percentage not having children. Additionally, the majority of remote workers do not have any domestic helpers, although a notable proportion have one domestic helper. Overall, these findings provide insights into the diverse demographics and characteristics of individuals engaged in remote work.

4.3 Cross-Tabulation of Demographic Factors with “Work satisfaction - performance”

Cross-tabulation stands as a potent statistical technique enabling researchers to delve deeply into the interrelationships among various variables. This method not only offers a holistic viewpoint but also mitigates the risk of unilateral deductions inherent in single-variable analyses, thereby facilitating informed decision-making and uncovering latent insights (Carpenter, 2018).

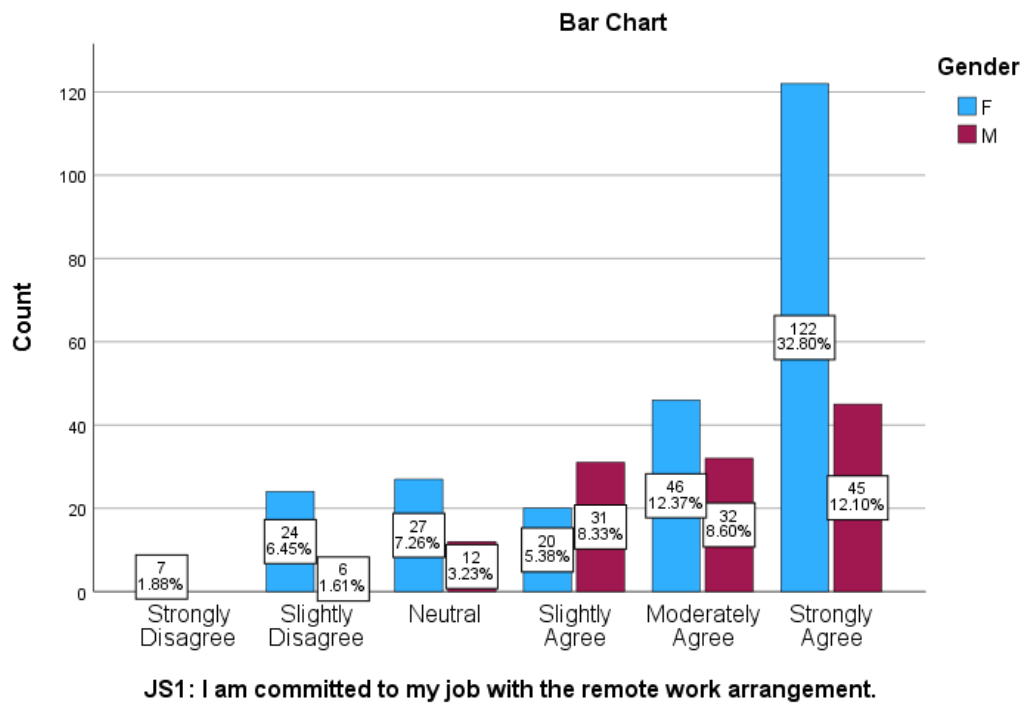
Hence, this investigation employs cross-tabulation to ascertain the potential correlation between the some independent variables and job satisfaction as well as performance within a remote work environment.

4.3.1 Job Satisfaction and Number of Domestic Helpers

Based on the data presented in Figure 16 and Table 31, it is evident that a substantial majority, approximately 80%, of the 372 survey participants expressed a dedication to their roles within a remote work environment. Notably, the representation of females (188 individuals, constituting 50%)

surpassed that of males (108 individuals, accounting for 29%). Consequently, it can be inferred that both genders exhibit a strong commitment to remote work arrangements. This observation aligns with broader international research, exemplified by the findings of Positive (2022), which suggest that women exhibit a 50% higher inclination towards working from home compared to men.

Figure 16: Job Satisfaction (JS1) and Gender



Source: Constructed by the author

Table 31: Factor for Gender*JS1

JS1: I am committed to my job with the remote work arrangement. * Gender					
Crosstabulation					
			Gender		
			F	M	Total
JS1: I am committed to my job with the remote work arrangement.	Strongly Disagree	Count	7	0	7
		% within Gender	2.8%	0.0%	1.9%
	Slightly Disagree	Count	24	6	30
		% within Gender	9.8%	4.8%	8.1%
	Neutral	Count	27	12	39
		% within Gender	11.0%	9.5%	10.5%
	Slightly Agree	Count	20	31	51
		% within Gender	8.1%	24.6%	13.7%
	Moderately Agree	Count	46	32	78
		% within Gender	18.7%	25.4%	21.0%

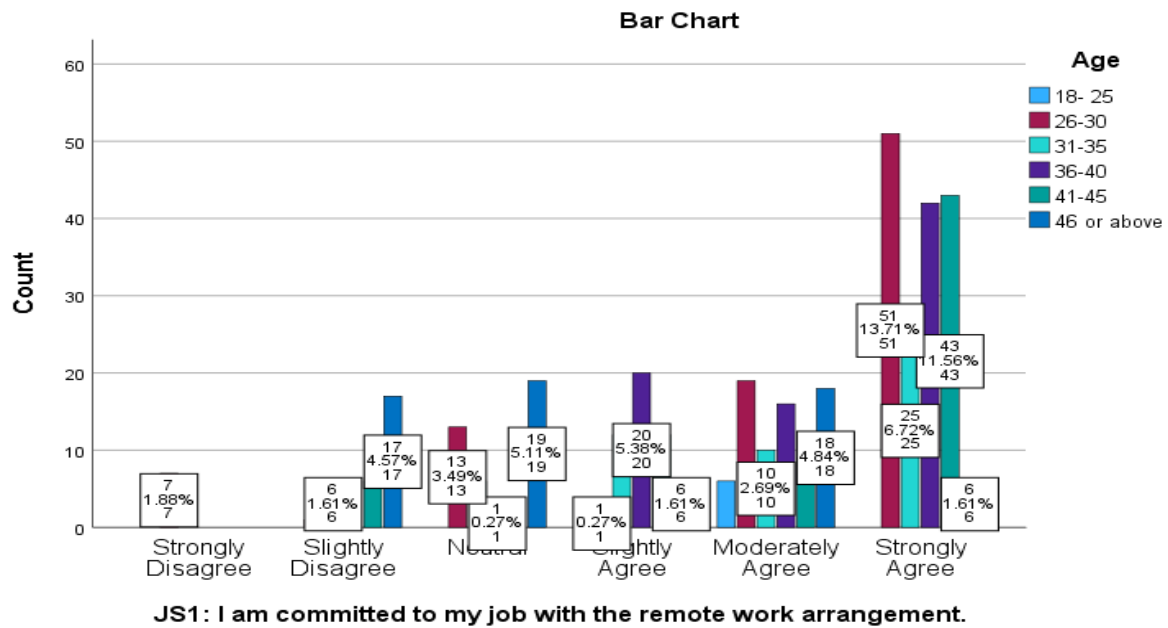
	Strongly Agree	Count	122	45	167
		% within Gender	49.6%	35.7%	44.9%
Total		Count	246	126	372
		% within Gender	100.0%	100.0%	100.0%

Source: Constructed by the author

4.3.2 Job Satisfaction and Age

Based on the data presented in Figure 17 and Table 32, it is evident that a significant proportion of the 296 respondents, amounting to 79.6%, expressed agreement regarding their dedication to their work within a remote work setting. The distribution of this agreement varied across different age groups, with 2% belonging to the 18-25 age bracket, 24% to the 26-30 age category, 16% to the 31-35 age cohort, 26% to the 36-40 age range, 22% to the 41-45 age segment, and 10% to the 46 or above age group. Notably, the age group spanning from 26 to 45 years old exhibited the highest level of agreement in terms of commitment to their work under remote work conditions. This trend aligns with the prevailing global inclination where younger employees exhibit a stronger preference for hybrid work arrangements, driven by their perception of cost savings related to commuting and their adeptness in utilizing digital tools. Younger workers are often more proficient in leveraging communication technologies such as direct messaging or video conferencing, which older demographics may need to familiarize themselves with (McMenamin, 2021b).

Figure 17: Job Satisfaction (JS1) and Age



Source: Constructed by the author

Table 32: Factor for Job Satisfaction and Age

JS1: I am committed to my job with the remote work arrangement. * Age Crosstabulation									
			Age						Total
			18- 25	26-30	31-35	36-40	41-45	46 or above	
JS1: I am committed to my job with the remote work arrangement.	Strongly Disagree	Count	0	7	0	0	0	0	7
		% within Age	0.0%	7.6%	0.0%	0.0%	0.0%	0.0%	1.9%
	Slightly Disagree	Count	0	1	6	0	6	17	30

	Disagree	% within Age	0.0%	1.1%	10.2%	0.0%	8.6%	25.8%	8.1%
	Neutral	Count	0	13	6	1	0	19	39
		% within Age	0.0%	14.1%	10.2%	1.3%	0.0%	28.8%	10.5%
	Slightly Agree	Count	0	1	12	20	12	6	51
		% within Age	0.0%	1.1%	20.3%	25.3%	17.1%	9.1%	13.7%
	Moderately Agree	Count	6	19	10	16	9	18	78
		% within Age	100.0%	20.7%	16.9%	20.3%	12.9%	27.3%	21.0%
	Strongly Agree	Count	0	51	25	42	43	6	167
		% within Age	0.0%	55.4%	42.4%	53.2%	61.4%	9.1%	44.9%
	Total		Count	6	92	59	79	70	66

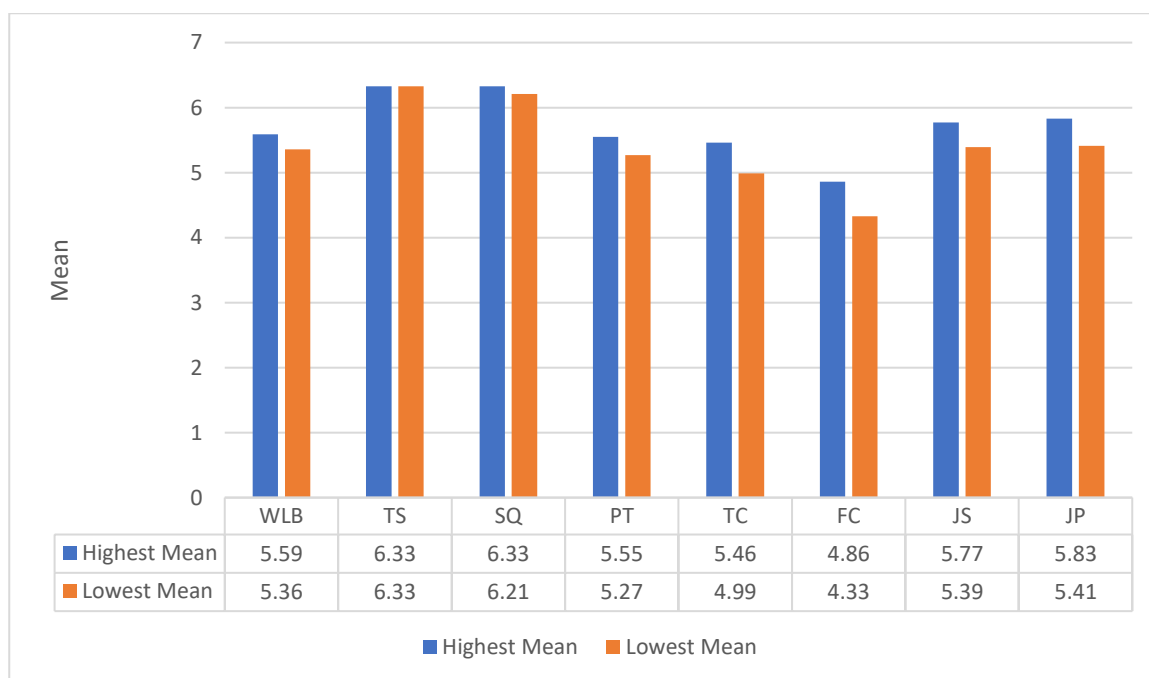
	% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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Source: Constructed by the author

4.4 Each Factor's highest and lowest Averages

The table presented illustrates the mean ratings of individual factors alongside the maximum and minimum mean values across variables. Notably, all minimum values surpass the threshold of 4.0, indicating a consensus among the majority of respondents on each aspect.

Figure 18: Each Factor's Highest and Lowest Averages



Source: Constructed by the author

The mean, standard deviation, as well as the minimum and maximum values pertaining to each variable are delineated in the table provided. TS3 and SQ2 exhibited the highest means at 6.33, accompanied by standard deviations of 0.905 and 0.993 respectively. Hence, the primary motivation behind respondents' preference for a work-from-home arrangement lies in its potential to economize on commuting costs. Furthermore, there was a robust consensus among participants regarding the paramount significance of system speed.

Secondly, the mean of SQ3 stands at 6.28 with a standard deviation of 1.032. The respondents exhibited a strong consensus regarding the necessity of professional system support for operational needs and the timely resolution of encountered issues within a remote work framework. Furthermore, the mean value of SQ1 is 6.21, accompanied by a standard deviation of 1.042. Unanimity was observed among respondents regarding the paramount importance of system stability, seamless performance, and robust compatibility within a remote work context.

These exemplary findings underscore that the primary benefit perceived by respondents in a work-from-home setting is time-saving and emphasize the critical significance of system quality in remote work environments, echoing the adage, "If a workman wishes to do a good job, he must first sharpen his tools."

Table 33: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
WLB1: I am satisfied with my work-life balance, enjoying both my work and personal roles while working remotely.	372	2	7	5.59	1.326
WLB2: Nowadays, while working remotely, I seem to enjoy every part of my life equally well.	372	2	7	5.58	1.203
WLB3: I manage to balance the demands of my work well while working remotely.	372	2	7	5.36	1.357
WLB4: I manage to balance the demands of my personal/family life well while working remotely.	372	2	7	5.40	1.379
TS1: Working remotely has allowed me to complete my tasks more quickly compared to working in an office.	372	1	7	4.89	1.851
TS2: Since working remotely, I have been able to allocate my time more effectively between work and personal activities.	372	1	7	5.43	1.579
TS3: Working remotely has significantly reduced the time I spend commuting to and from work.	372	4	7	6.33	.905
SQ1: In a remote work environment, system stability, seamless performance, and strong compatibility are of utmost importance.	372	3	7	6.21	1.042
SQ2: In a remote work setting, the speed of the system are crucial factors.	372	3	7	6.33	.993
SQ3: In a remote work arrangement, the system support for operational needs must be professional, and any encountered issues must be addressed promptly.	372	3	7	6.28	1.032
PT1: I feel empowered to make decisions and take actions in my role while working remotely.	372	1	7	5.55	1.483
PT2: I believe that my colleagues and supervisors treat me fairly in the remote work setting.	372	3	7	5.53	1.268
PT3: I feel supported by my supervisors in the remote work setting.	372	2	7	5.27	1.294
PT4: I believe that my colleagues and supervisors rely on me to fulfill my responsibilities in the remote work setting.	372	2	7	5.34	1.427
TC1: In my remote work team, we are committed to achieving our common goals and objectives.	372	2	7	5.46	1.332
TC2: I feel a strong sense of interpersonal bonding with my remote work team members.	372	2	7	4.99	1.578
TC3: I have a strong sense of belonging to my remote work team.	372	1	7	5.05	1.602
TC4: I feel that interpersonal attraction exists within my team, as the team members have similar attitudes.	372	1	7	5.23	1.448
FC2: The demands of my remote work interfere with my home and family life.	372	1	7	4.67	1.650
FC3: The amount of time my remote job takes up makes it difficult to fulfill family responsibilities.	372	1	7	4.33	1.631
FC4: I have found it difficult to concentrate at work because of my family responsibilities.	372	1	7	4.33	1.753
FC5: My work prevents me spending sufficient quality time with my family	372	1	7	4.33	1.777
FC1: I am often distracted by thoughts about work while spending time with my family	372	1	7	4.86	1.735
JS1: I am committed to my job with the remote work arrangement.	372	1	7	5.77	1.467
JS2: I am satisfied with my compensation from my job with the practice of remote work.	372	2	7	5.49	1.298
JS3: I feel responsible for my job with the remote work setting.	372	1	7	5.74	1.447
JS4: I feel a sense of achievement in my job when working remotely.	372	1	7	5.46	1.626
JS5: I am satisfied with the supervisory support I receive while working remotely.	372	2	7	5.39	1.393
JS6: I am satisfied with my workload when working remotely.	372	1	7	5.53	1.336
JP1: I anticipate clients'/job tasks' needs and proactively work to address them, even when working remotely.	372	2	7	5.64	1.338
JP2: I effectively adapt my communication style to interact with different individuals in a remote work environment.	372	2	7	5.83	1.307
JP3: I build and maintain constructive relationships with colleagues and stakeholders through virtual channels to achieve shared outcomes. I effectively adapt my communication style to interact with different individuals in a remote work environment.	372	2	7	5.78	1.315
JP4: I accurately identify and resolve issues in a timely manner while working remotely.	372	2	7	5.41	1.350
JP5: I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting.	372	2	7	5.70	1.445

Source: Constructed by the author

4.5 Reliability Test

Cronbach's alpha serves as a technique for assessing the internal coherence of a measuring instrument, aiding researchers in gauging the reliability of the said instrument (Goforth, 2015). Conversely, the reliability test functions as a mechanism for indicating the steadiness, uniformity, and precision of the measuring instrument (Tavakol and Dennick, 2011).

Table 34: Reliability Statistics

Factor	N of items	Cronbach's Alpha		Researcher
		This research (N=372)	Other research	
WLB	4	0.922	0.596	(Asadullah et al., 2024)
TS	3	0.730	0.600	(Mustafa Mert Fil and Taşkın Dirsehan, 2024)
SQ	3	0.893	0.898	(Akter et al., 2024)
PT	4	0.868	0.740	(DeGuzman and Donmez, 2024)
TC	4	0.930	0.850	(Kakar, 2018)
FC	5	0.933	0.868	(Yang et al., 2024)
JS	6	0.958	0.710	(Kamau-Mitchell and Lopes, 2024)
JP	5	0.935	0.813	(Xia et al., 2024)
Total	34	0.961		

Source: Constructed by the author

The Cronbach's coefficient calculated for the 34 items within the questionnaire yielded a value of 0.961 (see Table 34). This result surpasses the predetermined threshold of 0.7, underscoring an exceedingly high degree of reliability. In comparison with existing research, all constructs exhibit values exceeding 0.870, with the majority of variables demonstrating higher Cronbach coefficients than those reported in prior studies. Notably, only the SQ construct shows a marginally lower coefficient than that of Akter et al. (2024). As per the preceding table, a Cronbach's alpha value of $\alpha \geq 0.9$ is classified as Excellent, while values falling within the range of $0.8 \leq \alpha < 0.9$ are deemed Good. Consequently, five variables achieve an Excellent rating, whereas two variables reach a Good rating.

4.6 Factor Analysis

The Kaiser Meyer Olkin (KMO) measure and Bartlett's Test evaluate the sampling adequacy, determining whether the responses provided within the sample are appropriate (Bernard et al., 2020). For a factor analysis to proceed satisfactorily, the KMO value should ideally exceed 0.5. Kaiser (1974b) suggested 0.5 as a minimum threshold (minimally acceptable), values ranging from 0.7 to 0.8 as acceptable, and values surpassing 0.9 as excellent. In reference to the presented table, the KMO score registers at 0.846, indicating a marginal acceptability level.

The Kaiser-Meyer-Olkin (KMO) test yields values between 0 and 1, with proximity to 1 indicating greater suitability of the dataset for factor analysis. Typically, a KMO value exceeding 0.6 or 0.7 suggests the dataset is appropriate for factor analysis. Conversely, a low KMO value, below 0.5, necessitates reconsideration of the application of factor analysis.

Based on the findings presented in Table 35, the KMO matrix value for this study stands at 0.846, indicating an acceptable level of sampling adequacy. Consequently, it can be inferred that factor analysis is a fitting and appropriate method for this study.

Table 35: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.846
Bartlett's Test of Sphericity	Approx. Chi-Square	15070.161
	df	406
	Sig.	<.001

Source: Constructed by the author

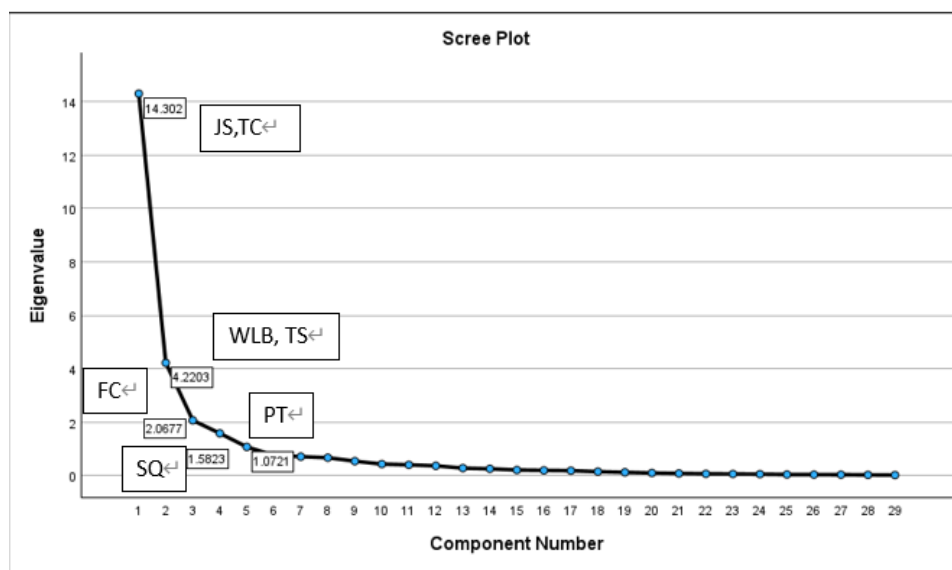
The eigenvalue greater than 1.0 rule, referred to as the K1 rule, Kaiser rule, or Kaiser-Guttman rule, advocates for retaining factors with eigenvalues surpassing 1.0. This principle posits that factors deemed worthy of retention should exhibit a level of variance greater than that of any original measured variables encompassed within the factor (Cliff, 1988). Typically, the cumulative percentage serves as an indicator of systematic variability or information within the data, elucidating a substantial portion of the variance present in the dataset.

Table 36: Total Variance Explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1 JS,TC	14.302	49.316	49.316
2 WLB,TS	4.22	14.553	63.869
3 FC	2.068	7.13	70.999
4 SQ	1.582	5.456	76.455
5 PT	1.072	3.697	80.152

Source: Constructed by the author

Figure 19: Screen plot for Eigenvalues



Source: Constructed by the author

According to above table and figure, the eigenvalues are greater than one and the cumulative percentage of the eigenvalues displayed exceeds 80.152%. The agreement on the Cumulative Percentage of Variance (CPV) in Factor Analysis (FA) method varies across different research areas. For example, while some suggest stopping factor inclusion when at least 95% of the variance is explained, others in fields like the humanities find an explained variance as low as 50-60% acceptable (Taherdoost, Sahibuddin and Jalaliyoon, 2014).

The 7 factors are composed of 5 components, and the eigenvalues are 14.302, 4.2203, 2.0677, 1.5823 and 1.0721 respectively.

After the observation of the fifth component, the scree plot levels off, with all five components displaying eigenvalues exceeding 1, thus indicating the significance of all factors. Johnstone (2001) underscores JS and TC as pivotal components within this research methodology.

Table 37: Rotated Component Matrix^a

No	Factors	Items	Factor Loading Values
1	JS	JS5: I am satisfied with the supervisory support I receive while working remotely.	0.851
		JS2: I am satisfied with my compensation from my job with the practice of remote work.	0.842
		JS6: I am satisfied with my workload when working remotely.	0.819
		JS4: I feel a sense of achievement in my job when working remotely.	0.817
		JS3: I feel responsible for my job with the remote work setting.	0.805
		JS1: I am committed to my job with the remote work arrangement.	0.712
	TC	TC2: I feel a strong sense of interpersonal bonding with my remote work team members.	0.835
		TC3: I have a strong sense of belonging to my remote work team.	0.823
		TC4: I feel that interpersonal attraction exists within my team, as the team members have similar attitudes.	0.757
		TC1: In my remote work team, we are committed to achieving our common goals and objectives.	0.631
2	WLB	WLB3: I manage to balance the demands of my work well while working remotely.	0.717
		WLB4: I manage to balance the demands of my personal/family life well while working remotely.	0.658
		WLB2: Nowadays, while working remotely, I seem to enjoy every part of my life equally well.	0.595
		WLB1: I am satisfied with my work-life balance, enjoying both my work and personal roles while working remotely.	0.403
	TS	TS1: Working remotely has allowed me to complete my tasks more quickly compared to working in an office.	0.787
		TS2: Since working remotely, I have been able to allocate my time more effectively between work and personal activities.	0.754
		TS3: Working remotely has significantly reduced the time I spend commuting to and from work.	0.723
3	FC	FC3: The amount of time my remote job takes up makes it difficult to fulfill family responsibilities.	0.911
		FC2: The demands of my remote work interfere with my home and family life.	0.895
		FC5: My work prevents me spending sufficient quality time with my family	0.888
		FC4: I have found it difficult to concentrate at work because of my family responsibilities.	0.871
		FC1: I am often distracted by thoughts about work while spending time with my family	0.868
4	SQ	SQ2: In a remote work setting, the speed of the system are crucial factors.	0.87
		SQ1: In a remote work environment, system stability, seamless	0.849
		SQ3: In a remote work arrangement, the system support for	0.771
5	PT	PT4: I believe that my colleagues and supervisors rely on me	0.604
		PT3: I feel supported by my supervisors in the remote work	0.604
		PT1: I feel empowered to make decisions and take actions in	0.591
		PT2: I believe that my colleagues and supervisors treat me fa	0.586

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 7 iterations.

Source: Constructed by the author

Table 37 indicates that the components have undergone rotation to enhance clarity and diminish overlap and ambiguity among variables, thereby increasing interpretability and comprehensibility (Jolliffe and Cadima, 2016). Ninety-seven percent of factor loadings exceed 0.5, aiding in the allocation of variables to more meaningful factors and bolstering the reliability and consistency of the instrument. Utilizing a portion or entirety that has been rotated allows for comprehensive coverage of the element space (Osborne, 2015). Through the application of factor analysis, differentiation among variables can be achieved within the 29 factors associated with job satisfaction in a work-from-home context in Hong Kong.

4.7 Correlation Test

The correlation coefficient serves as a metric for assessing the direction (positive or negative) and intensity of the relationship between two variables. A correlation coefficient nearing 1 or -1 signifies a robust numerical association between the variables (Fernando, 2024b).

Table 38 presented below indicates that the mean correlation approximates 0.65. At a 99% confidence level, the most minimal negative correlation between FC and JS stands at 0.221, while the most substantial positive correlation between JS and JP is recorded at 0.83. Furthermore, five correlation coefficients surpass those reported in previous studies, while two exhibit lower values. Notably, all hypotheses find support in the data.

Table 38: Correlation Analysis of Factors

This research			Other research		
	N	r**	N	r**	Researcher
H1 (WLB → JS)	372	0.689	422	0.56	(Asadullah et al., 2024)
H2 (TS→ JS)		0.734	204	0.3558	(Mustafa Mert Fil and Taşkın Dirsehan, 2024)
H3 (SQ→ JS)		0.620	311	0.693	(Akter et al., 2024)
H4 (PT → JS)		0.714	369	0.39	(DeGuzman and Donmez, 2024)
H5 (TC → JS)		0.790	332	0.15	(Kakar, 2018)
H6 (FC → JS)		0.221	209	0.491	(Yang et al., 2024)
H7 (JS → JP)		0.830	19	0.38	(Kamau-Mitchell and Lopes, 2024)
**. Correlation is significant at the 0.01 level (1-tailed)					

Source: Constructed by the author

4.8 Regression Model

Two prevalent regression analysis frameworks include simple linear regression (SLR) and multiple linear regression (MLR) (Hariaji, 2021). SLR primarily investigates the linear correlation between two variables, whereas MLR is employed in more intricate scenarios where the association between multiple independent variables and dependent variables necessitates modeling and analysis (Hayes, 2023b). In this investigation, MLR will be employed to scrutinize the correlation between job satisfaction and job performance within a work-from-home environment.

Table 39: Model Summary and ANOVA of Dependent Variable

Dependent Variable						
JS4: I feel a sense of achievement in my job when working remotely.						
Model Summary ^p						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
15	.921 ^o	0.849	0.842	0.646		
o. Predictors: (Constant), TC3: I have a strong sense of belonging to my remote work team., TS2: Since working remotely, I have been able to allocate my time more effectively between work and personal activities., PT1: I feel empowered to make decisions and take actions in my role while working remotely., TS3: Working remotely has significantly reduced the time I spend commuting to and from work., WLB2: Nowadays, while working remotely, I seem to enjoy every part of my life equally well., TC1: In my remote work team, we are committed to achieving our common goals and objectives., PT2: I believe that my colleagues and supervisors treat me fairly in the remote work setting., PT4: I believe that my colleagues and supervisors rely on me to fulfill my responsibilities in the remote work setting., WLB4: I manage to balance the demands of my personal/family life well while working remotely., WLB3: I manage to balance the demands of my work well while working remotely., FC4: I have found it difficult to concentrate at work because of my family responsibilities., TC4: I feel that interpersonal attraction exists within my team, as the team members have similar attitudes., FC1: I am often distracted by thoughts about work while spending time with my family, SQ2: In a remote work setting, the speed of the system are crucial factors., SQ1: In a remote work environment, system stability, seamless performance, and strong compatibility are of utmost importance.						
p. Dependent Variable: JS4: I feel a sense of achievement in my job when working remotely.						
Interpretation						
The primary objective of multiple linear regression lies in the minimization of the discrepancy between the observed actual values and the values predicted by the model (Morrissey and Ruxton, 2018). Model 15 demonstrates a robust positive correlation, denoted by a coefficient of determination (R) of 0.921.						
As per the coefficient of determination, R Square, in model 15, approximately 84.9% of the variation in JS4 can be elucidated through alterations in the independent variables employed in the model (Fernando, 2024a).						
ANOVA						
The F value of 133.11 is calculated by dividing the Mean Square Regression (55.47) by the Mean Square Residual (0.417). This F value corresponds to a highly significant p-value (<0.001), providing substantial evidence to affirm that the multiple linear regression (MLR) model effectively and consistently interprets the data at a confidence level of approximately 99%.						
ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
15	Regression	832.044	15	55.47	133.111	<.001 ^p
	Residual	148.351	356	0.417		
	Total	980.395	371			
a. Dependent Variable: JS4: I feel a sense of achievement in my job when working remotely.						
p. Predictors: (Constant), TC3: I have a strong sense of belonging to my remote work team., TS2: Since working remotely, I have been able to allocate my time more effectively between work and personal activities., PT1: I feel empowered to make decisions and take actions in my role while working remotely., TS3: Working remotely has significantly reduced the time I spend commuting to and from work., WLB2: Nowadays, while working remotely, I seem to enjoy every part of my life equally well., TC1: In my remote work team, we are committed to achieving our common goals and objectives., PT2: I believe that my colleagues and supervisors treat me fairly in the remote work setting., PT4: I believe that my colleagues and supervisors rely on me to fulfill my responsibilities in the remote work setting., WLB4: I manage to balance the demands of my personal/family life well while working remotely., WLB3: I manage to balance the demands of my work well while working remotely., FC4: I have found it difficult to concentrate at work because of my family responsibilities., TC4: I feel that interpersonal attraction exists within my team, as the team members have similar attitudes., FC1: I am often distracted by thoughts about work while spending time with my family, SQ2: In a remote work setting, the speed of the system are crucial factors., SQ1: In a remote work environment, system stability, seamless performance, and strong compatibility are of utmost importance.						
Dependent Variable						
JP5: I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting.						
Model Summary ^f						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
5	.825 ^e	0.68	0.676	0.823		
e. Predictors: (Constant), JS1: I am committed to my job with the remote work arrangement., JS4: I feel a sense of achievement in my job when working remotely., JS5: I am satisfied with the supervisory support I receive while working remotely., JS6: I am satisfied with my workload when working remotely., JS3: I feel responsible for my job with the remote work setting.						
f. Dependent Variable: JP5: I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting.						
Interpretation						
The primary objective of multiple linear regression lies in the minimization of the discrepancy between the observed actual values and the values predicted by the model (Morrissey and Ruxton, 2018). Model 5 demonstrates a robust positive correlation, denoted by a coefficient of determination (R) of 0.825.						
As per the coefficient of determination, R Square, in model 5, approximately 68% of the variation in JS4 can be elucidated through alterations in the independent variables employed in the model (Fernando, 2024a).						
ANOVA						
The F value of 261.74 is calculated by dividing the Mean Square Regression (153.23) by the Mean Square Residual (0.59). This F value corresponds to a highly significant p-value (<0.001), providing substantial evidence to affirm that the multiple linear regression (MLR) model effectively and consistently interprets the data at a confidence level of approximately 99%.						
ANOVA ^f						
Model	Sum of Squares	df	Mean Square	F	Sig.	
5	Regression	766.13447	5	153.23	261.7421001	<.001 ^f
	Residual	214.26069	366	0.59		
	Total	980.39516	371			
f. Dependent Variable: JP5: I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting.						
e. Predictors: (Constant), JS1: I am committed to my job with the remote work arrangement., JS4: I feel a sense of achievement in my job when working remotely., JS5: I am satisfied with the supervisory support I receive while working remotely., JS6: I am satisfied with my workload when working remotely., JS3: I feel responsible for my job with the remote work setting.						
f. Dependent Variable: JP5: I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting.						

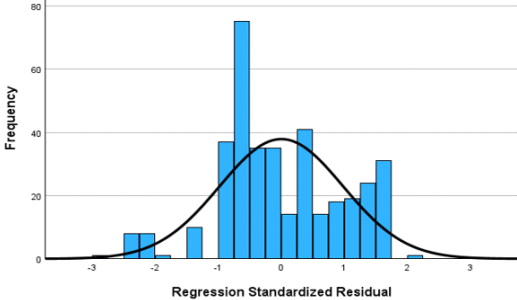
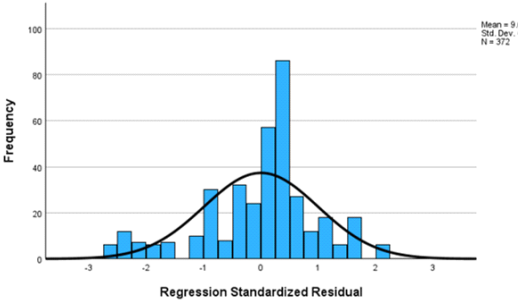
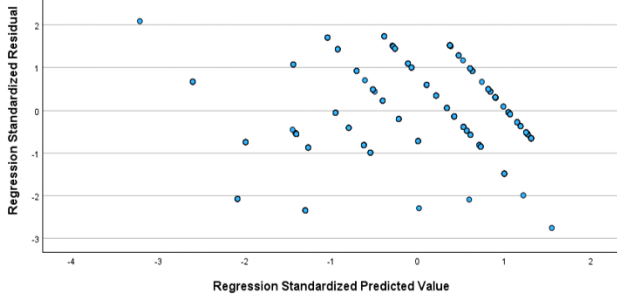
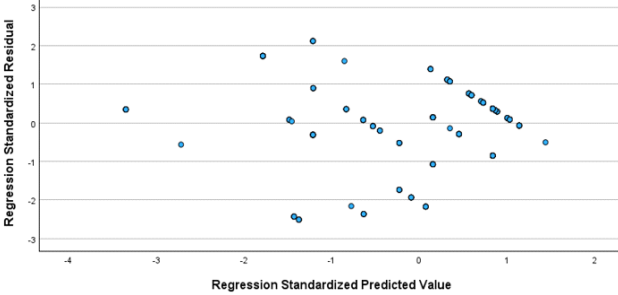
Source: Constructed by the author

Table 40: Coefficients of Dependent Variable

Dependent Variable																	
JS4: I feel a sense of achievement in my job when working remotely.								JP5: I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting.									
Coefficients ^a																	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		Model		Unstandardized Coefficients		Standard ized Coeffici ents	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance			VIF	B				Std. Error	Beta
15	(Constant)	1.15	0.333			3.449	<.001			(Constant)	0.998	0.2		4.999	<.001		
	TC3: I have a strong sense of belonging to my remote work team.	0.532	0.049	0.525	10.95	<.001	0.185	5.404		JS1: I am committed to my job with the remote work arrangement.	0.52	0.051	0.528	10.183	<.001	0.325	3.079
	TS2: Since working remotely, I have been able to allocate my time more effectively between work and personal activities.	0.289	0.044	0.281	6.584	<.001	0.233	4.289		JS4: I feel a sense of achievement in my job when working remotely.	0.161	0.062	0.181	2.59	0.01	0.178	5.608
	PT1: I feel empowered to make decisions and take actions in my role while working remotely.	0.502	0.041	0.458	12.105	<.001	0.296	3.373		JS5: I am satisfied with the supervisory support I receive while working remotely.	-0.358	0.064	-0.345	-5.558	<.001	0.226	4.416
	TS3: Working remotely has significantly reduced the time I spend commuting to and from work.	-0.282	0.053	-0.157	-5.358	<.001	0.495	2.019		JS6: I am satisfied with my workload when working remotely.	0.325	0.073	0.301	4.479	<.001	0.194	5.165
	WLB2: Nowadays, while working remotely, I seem to enjoy every part of my life equally well.	0.331	0.065	0.245	5.089	<.001	0.184	5.439		JS3: I feel responsible for my job with the remote work setting.	0.166	0.071	0.166	2.345	0.02	0.174	5.732
	TC1: In my remote work team, we are committed to achieving our common goals and objectives.	-0.533	0.062	-0.437	-8.657	<.001	0.167	5.99									
	PT2: I believe that my colleagues and supervisors treat me fairly in the remote work setting.	-0.207	0.055	-0.162	-3.739	<.001	0.227	4.401									
	PT4: I believe that my colleagues and supervisors rely on me to fulfill my responsibilities in the remote work setting.	0.163	0.057	0.143	2.859	0.005	0.17	5.894									
	WLB4: I manage to balance the demands of my personal/family life well while working remotely.	-0.44	0.06	-0.373	-7.275	<.001	0.162	6.179									
	WLB3: I manage to balance the demands of my work well while working remotely.	0.312	0.062	0.261	5.061	<.001	0.16	6.252									
	FC4: I have found it difficult to concentrate at work because of my family responsibilities.	-0.152	0.029	-0.164	-5.313	<.001	0.448	2.231									
	TC4: I feel that interpersonal attraction exists within my team, as the team members have similar attitudes.	0.195	0.057	0.174	3.448	<.001	0.167	5.981									
	FC1: I am often distracted by thoughts about work while spending time with my family	0.091	0.03	0.097	2.996	0.003	0.404	2.476									
	SQ2: In a remote work setting, the speed of the system are crucial factors.	0.22	0.06	0.135	3.67	<.001	0.316	3.167									
	SQ1: In a remote work environment, system stability, seamless performance, and strong compatibility are of utmost importance.	-0.179	0.069	-0.115	-2.609	0.009	0.219	4.572									
a. Dependent Variable: JS4: I feel a sense of achievement in my job when working remotely.								a. Dependent Variable: JP5: I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting.									
Equation																	
The coefficients of the regression equation show the values of the dependent variable JS4 based on the independent variables: TC3, TS2, PT1, TS3, WLB2, TC1, PT2, PT4, WLB4, WLB3, FC4, TC4, FC1, SQ2, and SQ1. The following is the formulation of the regression.								The coefficients of the regression equation show the values of the dependent variable JP5 based on the independent variables: JS1, JS4, JS5, JS6 and JS3. The following is the formulation of the regression.									
JS4=1.15 + 0.532 TC3 + 0.289 TS2 + 0.502 PT1 - 0.282 TS3 + 0.331 WLB2 - 0.533 TC1 - 0.207 PT2 + 0.163 PT4 - 0.44 WLB4 + 0.312 WLB3 - 0.152 FC4 + 0.195 TC4 + 0.091 FC1 +0.22 SQ2 - 0.179 SQ1								JP5 = 0.998 + 0.520 JS1 + 0.161 JS4 - 0.358 JS5 + 0.325 JS6 + 0.166 JS3									
Interpretation																	
The main purpose of VIF is to help determine whether there is multicollinearity in the multiple regression model. Model 15 shows that all VIF values are greater than 2 and less than 6.5, which means there is a reasonable correlation between the independent variables.								The main purpose of VIF is to help determine whether there is multicollinearity in the multiple regression model. Model 5 shows that all VIF values are greater than 3 and less than 6, which means there is a reasonable correlation between the independent variables.									
The regression coefficients for the variables in the model indicate the strength and direction of the relationships between the independent variables and the dependent variable, JS4. Positive coefficients suggest a positive relationship, while negative coefficients indicate a negative relationship.								The regression coefficients for the variables in the model indicate the strength and direction of the relationships between the independent variables and the dependent variable, JP5. Positive coefficients suggest a positive relationship, while negative coefficients indicate a negative relationship.									
Specifically, the β for TC3 is 0.532, for TS2 is 0.289, for PT1 is 0.502, for TS3 is -0.282, for WLB3 is 0.331, for TC1 is - 0.533, for PT2 is -0.207, for PT4 is 0.163, for WLB4 is -0.44, for FC4 is -0.152, for TC4 is 0.195, for FC1 is 0.091, for SQ2 is 0.22, and for SQ1 is -0.179.								Specifically, the β for TC3 is 0.532, for JS1 is 0.520, for JS4 is 0.161, for JS5 is -0.358, for JS6 is 0.325, for JS3 is 0.166.									
Among these, TC3 exhibits the strongest positive relationship with JS4, with the other variables also showing varying degrees of positive correlations. Conversely, TS3 has the most pronounced negative relationship with JS4, followed by TC1, PT2, WLB4, FC4, and SQ1, all displaying negative associations with JS4.								Among these, JS1 exhibits the strongest positive relationship with JP5, with the other variables also showing varying degrees of positive correlations. Conversely, JS5 has the most pronounced negative relationship with JP5.									

Source: Constructed by the author

Table 41: Histogram and Scatter Plot of Dependent Variable

Dependent Variable	
JS4: I feel a sense of achievement in my job when working remotely.	JP5: I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting.
Histogram	
Each variable exhibited a normal distribution as determined through visual inspection of their respective histograms, while the residuals displayed a regular pattern with mean values centered around zero (Chen, 2023).	Each variable exhibited a normal distribution as determined through visual inspection of their respective histograms, while the residuals displayed a regular pattern with mean values centered around zero (Chen, 2023).
Histogram Dependent Variable: JS4: I feel a sense of achievement in my job when working remotely.  Mean = -.556, Std. Dev. = 0.980, N = 372 Regression Standardized Residual	Histogram Dependent Variable: JP5: I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting. (1- Strongly disagree, 7-strongly agree)  Mean = .965, Std. Dev. = 0.993, N = 372 Regression Standardized Residual
Scatterplot	
A scatter plot serves as a valuable tool for observing and comprehending trends and correlations between two variables (Hayes, 2022). Within the visual representation, a subtle negative trend is discernible, indicating the presence of a negative relationship between the variables.	A scatter plot serves as a valuable tool for observing and comprehending trends and correlations between two variables (Hayes, 2022). Within the visual representation, a subtle negative trend is discernible, indicating the presence of a negative relationship between the variables.
Scatterplot Dependent Variable: JS4: I feel a sense of achievement in my job when working remotely.  Regression Standardized Residual Regression Standardized Predicted Value	Scatterplot Dependent Variable: JP5: I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting. (1- Strongly disagree, 7-strongly agree)  Regression Standardized Residual Regression Standardized Predicted Value

Source: Constructed by the author

The histogram and scatter plot in Table 41 effectively solve this situation and show that the MLR model is suitable for use.

4.9 One-way Analysis of Variance

One-way ANOVA is a statistical method used to compare whether the means of two or more groups are significantly different. It is also a tool commonly used to analyze experimental design and observational research data (Kenton, 2024b). Considering the following equation, the following assumptions are significant:

$$\begin{array}{l} H_0 : \mu_1 = \mu_2 = \mu_3 = \dots = \mu_k \\ H_A : \mu_1 \neq \mu_2 \neq \mu_3 \neq \dots \neq \mu_k \end{array}$$

4.9.1 One-way ANOVA for Age

Table 42 displays the JS pertaining to individual age cohorts (18-25, 26-30, 31-35, 36-40, 41-45, and 46 or above), encompassing the mean, standard deviation, and 95% confidence interval for the dependent variable. The data in Table 42 indicates that the age group 41-45 exhibits the highest mean at 6.19, whereas the age group of 46 or above demonstrates a notably lower mean of 4.65 compared to the other age brackets.

Table 42: Descriptive Table for Age

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
JS1: I am committed to my job with the remote work arrangement.	18-25	6	6.00	.000	.000	6.00	6.00	6	6
	26-30	92	5.85	1.772	.185	5.48	6.21	1	7
	31-35	59	5.71	1.378	.179	5.35	6.07	3	7
	36-40	79	6.25	.884	.099	6.06	6.45	4	7
	41-45	70	6.19	1.243	.149	5.89	6.48	3	7
	46 or above	66	4.65	1.364	.168	4.32	4.99	3	7
	Total	372	5.77	1.467	.076	5.62	5.92	1	7

Source: Constructed by the author

Table 43 depicts the outcomes of the ANOVA analysis and determines the existence of a statistical variance among the group means. The statistical variance is evidenced by a p-value below 0.001, surpassing the significance threshold of 0.05. Consequently, the one-way analysis of variance test holds validity at a 95% confidence level (Kenton, 2024c).

Table 43: ANOVA Table for Age

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
JS1: I am committed to my job with the remote work arrangement.	Between Groups	114.175	5	22.835	12.210	<.001
	Within Groups	684.479	366	1.870		
	Total	798.653	371			

Source: Constructed by the author

If the analysis of variance (ANOVA) yields statistically significant outcomes, indicating notable variances in means across various groups, subsequent post hoc analyses are commonly conducted to ascertain the specific groups that exhibit significant differences. In this investigation, Tukey's Honestly Significant Difference (HSD) test will be employed to assess pairwise distinctions among all groups and establish confidence intervals, thereby identifying significant group differences (Lane, 2010).

Table 44 presents the discrepancies across the groups, demonstrating a statistically notable divergence in the mean scores of individuals aged 46 or older compared to other age segments. Particularly noteworthy is the observation that the 36-40 age group displays the most pronounced difference in mean scores when contrasted with the 46 or above age category.

Table 44: Multiple Comparisons of Age

Multiple Comparisons

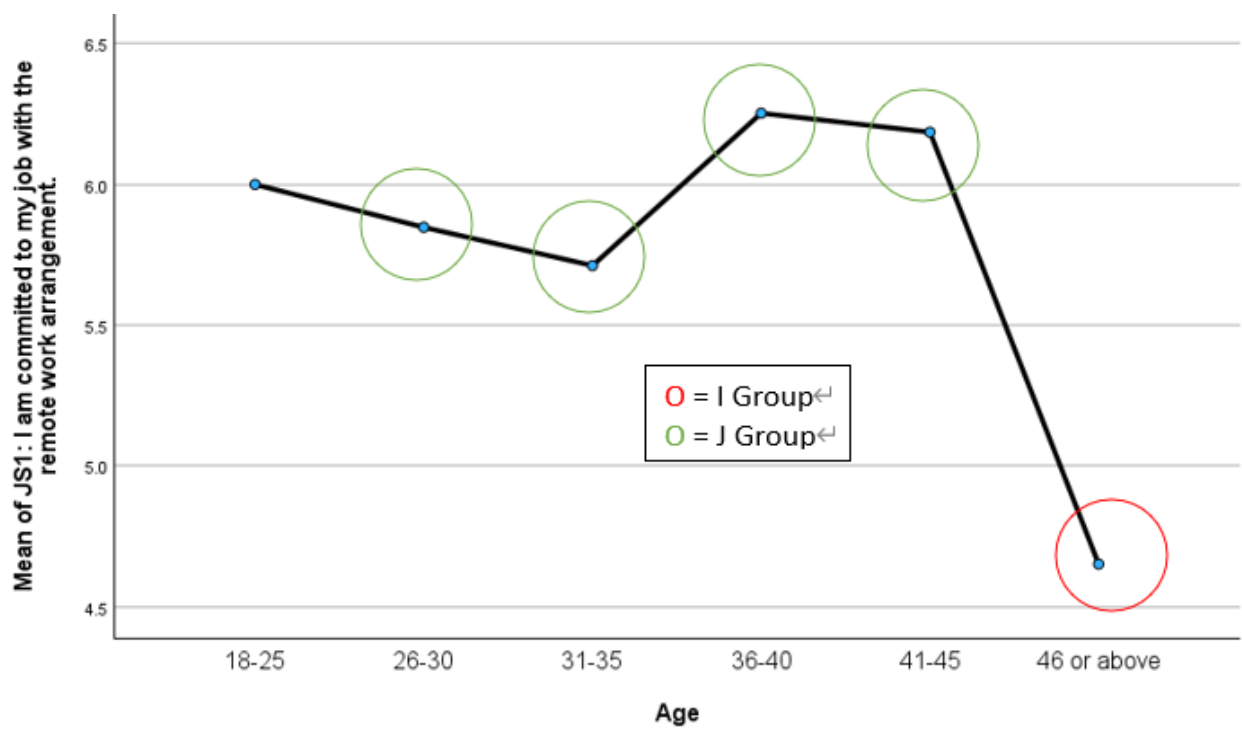
Tukey HSD

Dependent Variable	(I) Age	Age	Mean (J) Difference (I- Age J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
JS1: I am committed to my job with the remote work arrangement.	46 or above	18-25	-1.348	.583	.192	-3.02	.32
		26-30	-1.196*	.221	<.001	-1.83	-.56
		31-35	-1.060*	.245	<.001	-1.76	-.36
		36-40	-1.602*	.228	<.001	-2.25	-.95
		41-45	-1.534*	.235	<.001	-2.21	-.86

*. The mean difference is significant at the 0.05 level.

Source: Constructed by the author

Figure 20: Mean Plot of Age



Source: Constructed by the author

H8a is supported as the 46 or above age group has the lowest mean job satisfaction.

4.9.2 One-way ANOVA for Education Level

Table 45 displays the Job Satisfaction (JS) scores corresponding to different educational attainment categories (Secondary school or below, Certificate/Diploma, Bachelor's degree, and Master's degree or above), providing the mean, standard deviation, and 95% confidence interval for the variable under consideration. The subsequent table indicates that the lowest mean in job satisfaction is associated with the group having an educational background of Secondary school or below, contrasting with the three other groups characterized by higher educational achievements, where the mean job satisfaction scores surpass the threshold of 5.

Table 45: Descriptive Table for Education Level

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
JS5: I am satisfied with the supervisory support I receive while working remotely.	Secondary school or below	7	3.57	1.512	.571	2.17	4.97	3	7
	Certificate / Diploma	16	5.63	.500	.125	5.36	5.89	5	6
	Bachelor's degree	230	5.61	1.409	.093	5.43	5.80	2	7
	Master's degree or above	119	5.03	1.292	.118	4.79	5.26	2	7
	Total	372	5.39	1.393	.072	5.25	5.53	2	7

Source: Constructed by the author

Table 46 presents the outcomes of the ANOVA analysis, indicating the presence of a statistical distinction among the group means. Specifically, the statistical significance is evidenced by a p-value of <0.001, falling below the conventional significance threshold of 0.05. Consequently, the one-way analysis of variance test maintains validity at a 95% confidence level (Kenton, 2024d).

Table 46: ANOVA Table for Education Level

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
JS5: I am satisfied with the supervisory support I receive while working remotely.	Between Groups	51.309	3	17.103	9.409	<.001
	Within Groups	668.950	368	1.818		
	Total	720.258	371			

Source: Constructed by the author

Table 47 delineates the variances across each group, elucidating a statistically meaningful distinction in Job Satisfaction (JS) scores. Notably, the cohort characterized by an educational background of Secondary school or below exhibits the lowest mean among the four groups, with mean discrepancies amounting to at least -1.454.

Table 47: Multiple Comparisons of Education Level

Multiple Comparisons

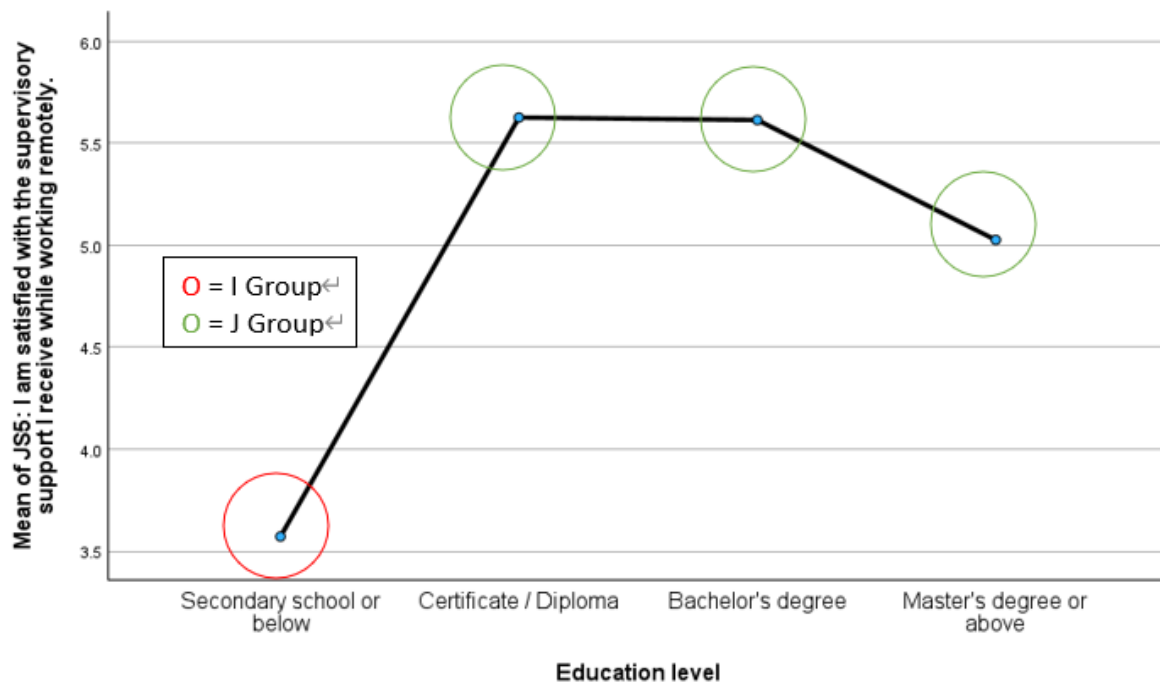
Tukey HSD

Dependent Variable	(I) Education level	(J) Education level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
JS5: I am satisfied with the supervisory support I receive while working remotely.	Secondary school or below	Certificate / Diploma	-2.054*	.611	.005	-3.63	-.48
		Bachelor's degree	-2.042*	.517	<.001	-3.38	-.71
		Master's degree or above	-1.454*	.524	.030	-2.81	-.10

*. The mean difference is significant at the 0.05 level.

Source: Constructed by the author

Figure 21: Mean Plot of Education Level



Source: Constructed by the author

H8c is supported, as the group with lower levels of education exhibits the lowest means of job satisfaction in a remote work setting with a confidence level of 95%.

4.9.3 One-way ANOVA for Personal Monthly Income

Table 48 presents the job satisfaction for each Personal Monthly Income group (<HK\$30,000, HK\$30,001-HK\$40,000, HK\$40,001-HK\$50,000, HK\$50,001-HK\$60,000, HK\$60,001-HK\$70,000, and >HK\$70,001), including the mean, standard deviation, and 95% confidence interval for the dependent variable. The table below shows that the highest mean is in the personal monthly income group HK\$60,001-HK\$70,000, while the lowest is in the <HK\$30,000 group.

Table 48: Descriptive Table for Personal Monthly Income

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Lower Bound	Upper Bound	Minimum	Maximum
JS4: I feel a sense of achievement in my job when working remotely.	≤\$30,000	57	4.56	1.937	.257	4.05	5.08	1	7		
	\$30,001 - \$40,000	87	5.68	1.498	.161	5.36	6.00	2	7		
	\$40,001 - \$50,000	100	5.66	1.545	.155	5.35	5.97	3	7		
	\$50,001 - \$60,000	24	5.75	1.327	.271	5.19	6.31	4	7		
	\$60,001 - \$70,000	32	6.13	1.212	.214	5.69	6.56	4	7		
	>\$70,001	72	5.24	1.597	.188	4.86	5.61	2	7		
	Total	372	5.46	1.626	.084	5.29	5.63	1	7		

Source: Constructed by the author

Table 49 displays the results of the ANOVA analysis, demonstrating a statistical difference among the group means. This is supported by a p-value of <0.001, which is below the standard significance threshold of 0.05, ensuring the validity of the one-way analysis of variance test at a 95% confidence level.

Table 49: ANOVA Table for Personal Monthly Income

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
JS4: I feel a sense of achievement in my job when working remotely.	Between Groups	73.945	5	14.789	5.971	<.001
	Within Groups	906.450	366	2.477		
	Total	980.395	371			

Source: Constructed by the author

Table 50 illustrates the mean discrepancies among each Personal Monthly Income group, indicating a statistically significant variance in JS across the various income brackets. Four differences are notable, with the largest being -1.189 observed between the <HK\$30,000 and HK\$50,001-60,000 groups.

Table 50: Multiple Comparisons of Personal Monthly Income

Multiple Comparisons

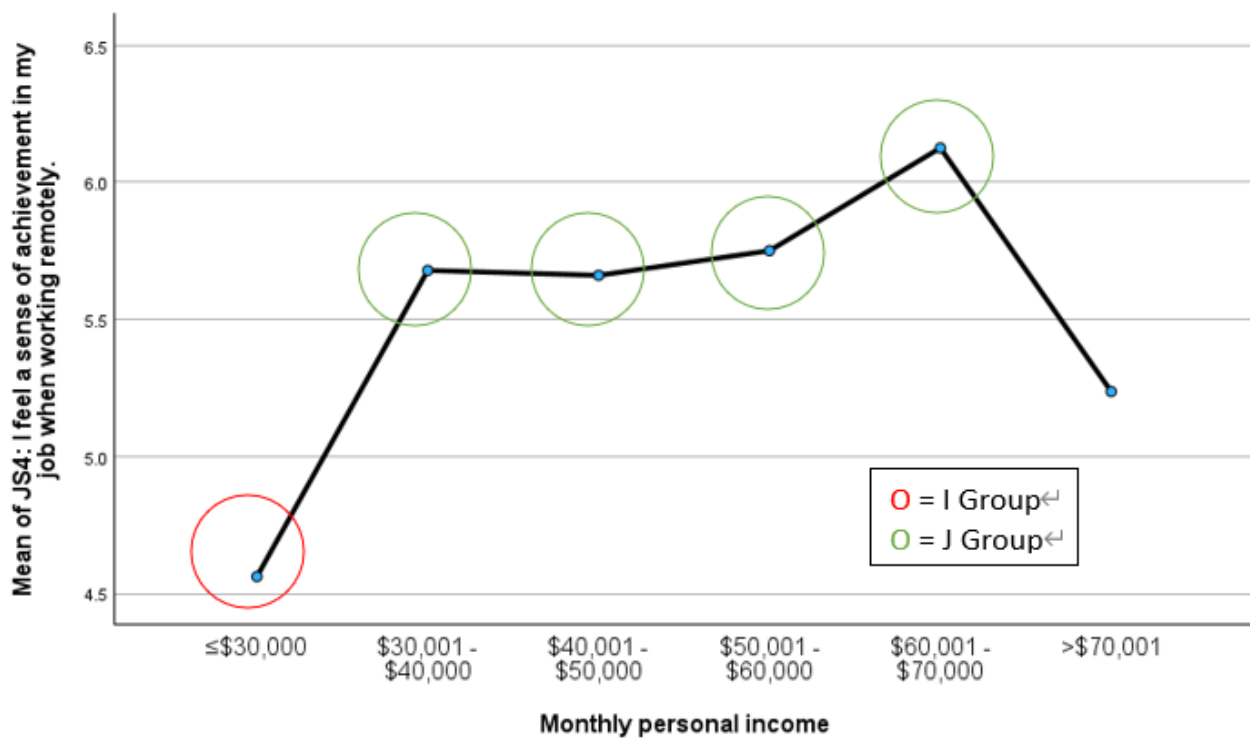
Tukey HSD

Dependent Variable	(I) Monthly personal income	(J) Monthly personal income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
JS4: I feel a sense of achievement in my job when working remotely.	≤\$30,000	\$30,001 - \$40,000	-1.117*	.268	<.001	-1.89	-.35
		\$40,001 - \$50,000	-1.099*	.261	<.001	-1.85	-.35
		\$50,001 - \$60,000	-1.189*	.383	.025	-2.29	-.09
		\$60,001 - \$70,000	-1.564*	.348	<.001	-2.56	-.57
		>\$70,001	-.675	.279	.153	-1.47	.12

*. The mean difference is significant at the 0.05 level.

Source: Constructed by the author

Figure 22: Mean Plot of Personal Monthly Income



Source: Constructed by the author

H8d is supported as higher salaries are associated with increased job satisfaction, with the exception of the >\$70,001 bracket.

4.9.4 One-way ANOVA for Job Level

Table 51 displays the JS scores for each job tier (Junior, Medior, and Senior), encompassing the mean, standard deviation, and a 95% confidence interval for the dependent variable. The subsequent data reveals that the average mean of these three cohorts is 5.77, underscoring their dedication to their work under remote conditions, with the Medior tier exhibiting the highest mean at 5.97.

Table 51: Descriptive Table for Job Level

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
JS1: I am committed to my job with the remote work arrangement.	Junior	20	3.50	2.090	.467	2.52	4.48	1	6
	Medior	24	5.97	1.278	.082	5.81	6.13	3	7
	Senior	11	5.74	1.386	.132	5.47	6.00	3	7
	Total	37	5.77	1.467	.076	5.62	5.92	1	7

Source: Constructed by the author

Table 52 displays the outcomes of the ANOVA analysis and assesses the presence of statistical distinctions among the group means. Notably, a statistical disparity is observed as the p-value falls below 0.001, indicating significance below the conventional threshold of 0.05. Consequently, the one-way analysis of variance test holds validity at a confidence level of 95%.

Table 52: ANOVA Table for Job Level

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
JS1: I am committed to my job with the remote work arrangement.	Between Groups	112.563	2	56.282	30.270	<.001
	Within Groups	686.090	369	1.859		
	Total	798.653	371			

Source: Constructed by the author

Table 53 illustrates the variances across various job level groups, denoting a statistically noteworthy distinction in JS among these distinct job levels. Notably, the Junior and Medior levels exhibit the most substantial disparity in mean values.

Table 53: Multiple Comparisons of Job Level

Multiple Comparisons

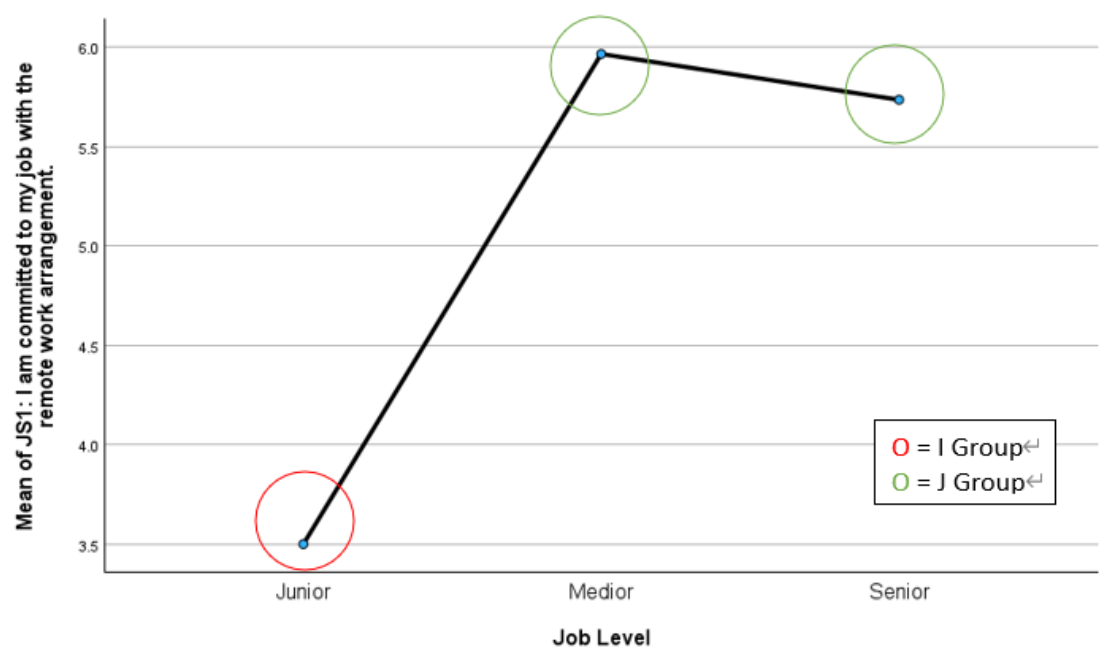
Tukey HSD

Dependent Variable	(I) Job Level	(J) Job Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
JS1: I am committed to my job with the remote work arrangement.	Junior	Medior	-2.467*	.317	<.001	-3.21	-1.72
		Senior	-2.236*	.331	<.001	-3.02	-1.46
	Medior	Junior	2.467*	.317	<.001	1.72	3.21
		Senior	.231	.157	.306	-.14	.60
	Senior	Junior	2.236*	.331	<.001	1.46	3.02
		Medior	-.231	.157	.306	-.60	.14

*. The mean difference is significant at the 0.05 level.

Source: Constructed by the author

Figure 23: Mean Plot of Job Level



Source: Constructed by the author

H8e is supported the more senior the more job satisfaction.

4.9.5 One-way ANOVA for Job Type (Industry)

Table 54 presents the job satisfaction scores for each vocational area group: Manufacturing, Construction, Import and Export Trade, Wholesale, Retail, Accommodation and Food Services, Transportation, Storage, Postal and Courier Services, Information and Communications, Financing, Insurance, Real Estate, Professional and Business Services, Public Administration, Social and Personal Services, and Other Industries. The table includes the mean, standard deviation, and 95% confidence interval for the dependent variable. The average mean score across these groups is 5.46, with the Construction industry notably lower at a mean of 4.

Table 54: Descriptive Table for Job Type (Industry)

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Lower Bound	Upper Bound	Minimum	Maximum
JS4: I feel a sense of achievement in my job when working remotely.	Manufacturing	6	5.00	.000	.000	5.00	5.00	5	5		
	Construction	12	4.00	2.089	.603	2.67	5.33	2	6		
	Import, export trade and wholesale	20	5.75	1.251	.280	5.16	6.34	4	7		
	Retail, accommodation and food services	54	5.74	1.875	.255	5.23	6.25	3	7		
	Financing, insurance, real estate, professional and business services	175	5.49	1.442	.109	5.28	5.71	2	7		
	Public administration, social and personal services	92	5.33	1.864	.194	4.94	5.71	1	7		
	Other industries	13	5.92	.277	.077	5.76	6.09	5	6		
	Total	372	5.46	1.626	.084	5.29	5.63	1	7		

Source: Constructed by the author

Table 55 displays the ANOVA analysis outcomes indicating a statistical variance among group means. The observed statistical distinction arises from a p-value below 0.027, falling under the significance threshold of 0.05. Consequently, the one-way analysis of variance test remains valid at a 95% confidence level.

Table 55: ANOVA Table for Job Type (Industry)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
JS4: I feel a sense of achievement in my job when working remotely.	Between Groups	37.397	6	6.233	2.413	.027
	Within Groups	942.998	365	2.584		
	Total	980.395	371			

Source: Constructed by the author

Table 56 illustrates the variations in mean values among different job types. The most significant discrepancies are observed between the Construction industry and the Import, Export Trade, and Wholesale industry, with a difference of 1.750.

Table 56: Multiple Comparisons of Job Type (Industry)

Multiple Comparisons

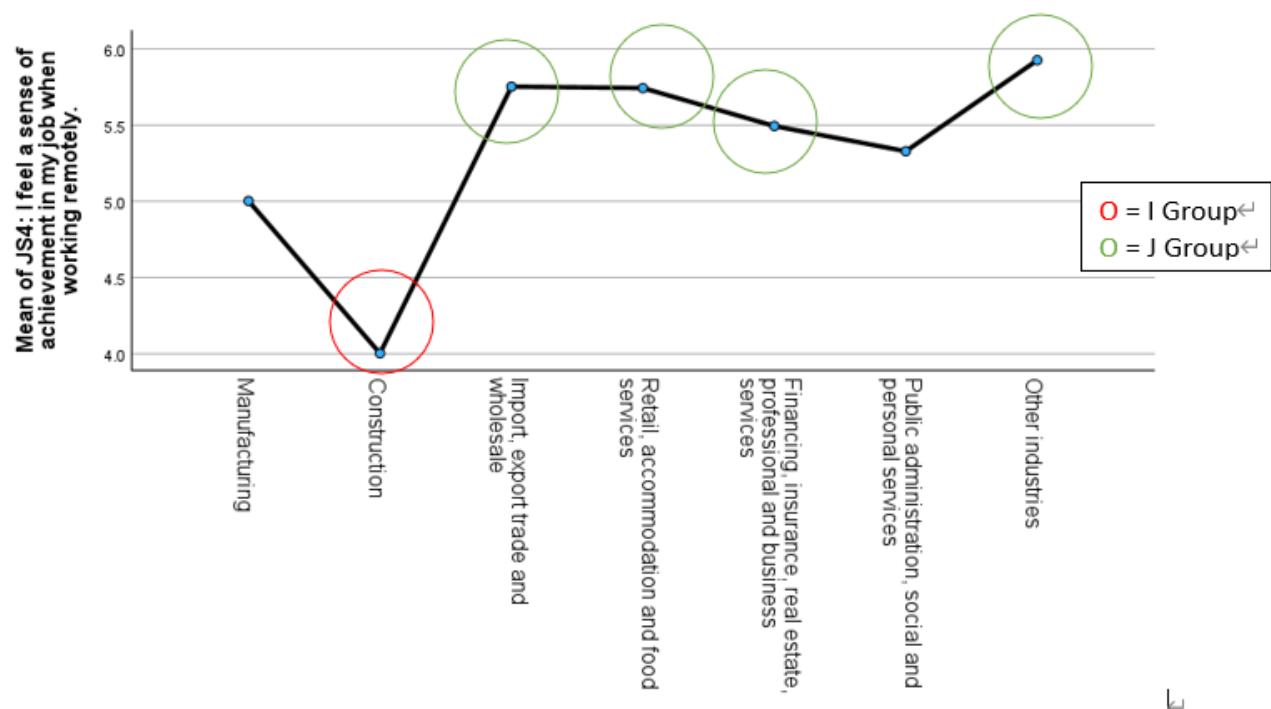
Tukey HSD

Dependent Variable	(I) Industry	(J) Industry	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
JS4: I feel a sense of achievement in my job when working remotely.	Construction	Manufacturing	-1.000	.804	.876	-3.38	1.38
		Import, export trade and wholesale	-1.750*	.587	.048	-3.49	-.01
		Retail, accommodation and food services	-1.741*	.513	.013	-3.26	-.22
		Financing, insurance, real estate, professional and business services	-1.491*	.480	.033	-2.91	-.07
		Public administration, social and personal services	-1.326	.493	.104	-2.79	.14
		Other industries	-1.923*	.643	.047	-3.83	-.02

*. The mean difference is significant at the 0.05 level.

Source: Constructed by the author

Figure 24: Mean Plot of Job Type (Industry)



Source: Constructed by the author

H8f is supported.

4.9.6 One-way ANOVA for Number of Children

Table 57 presents the job satisfaction for different number of children groups (0, 1, 2, 3), including the mean, standard deviation, and 95% confidence interval for the dependent variable. The average mean is 5.77, while the mean for the group with 1 child is the highest at 6.1.

Table 57: Descriptive Table for Number of Children

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
JS1: I am committed to my job with the remote work arrangement.	0	181	5.61	1.562	.116	5.38	5.84	1	7
	1	119	6.10	1.374	.126	5.85	6.35	3	7
	2	48	5.92	1.088	.157	5.60	6.23	4	7
	3	24	5.00	1.445	.295	4.39	5.61	3	7
	Total	372	5.77	1.467	.076	5.62	5.92	1	7

Source: Constructed by the author

Table 58 displays the results of the ANOVA analysis and indicates the presence of a statistical variance among the group means. This difference is evidenced by a p-value of 0.001, which falls below the significance threshold of 0.05. Consequently, the one-way analysis of variance test holds validity at a 95% confidence level.

Table 58: ANOVA Table for Number of Children

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
JS1: I am committed to my job with the remote work arrangement.	Between Groups	33.047	3	11.016	5.295	.001
	Within Groups	765.606	368	2.080		
	Total	798.653	371			

Source: Constructed by the author

Table 59 showcases the differences among groups with no children, 1 child, 2 children, and 3 children, indicating a statistically significant disparity in job satisfaction across these groups. Particularly in a remote work setting, the group with 3 children displays the most prominent differences in job satisfaction when compared to the group with 1 child.

Table 59: Multiple Comparisons of Number of Children

Multiple Comparisons

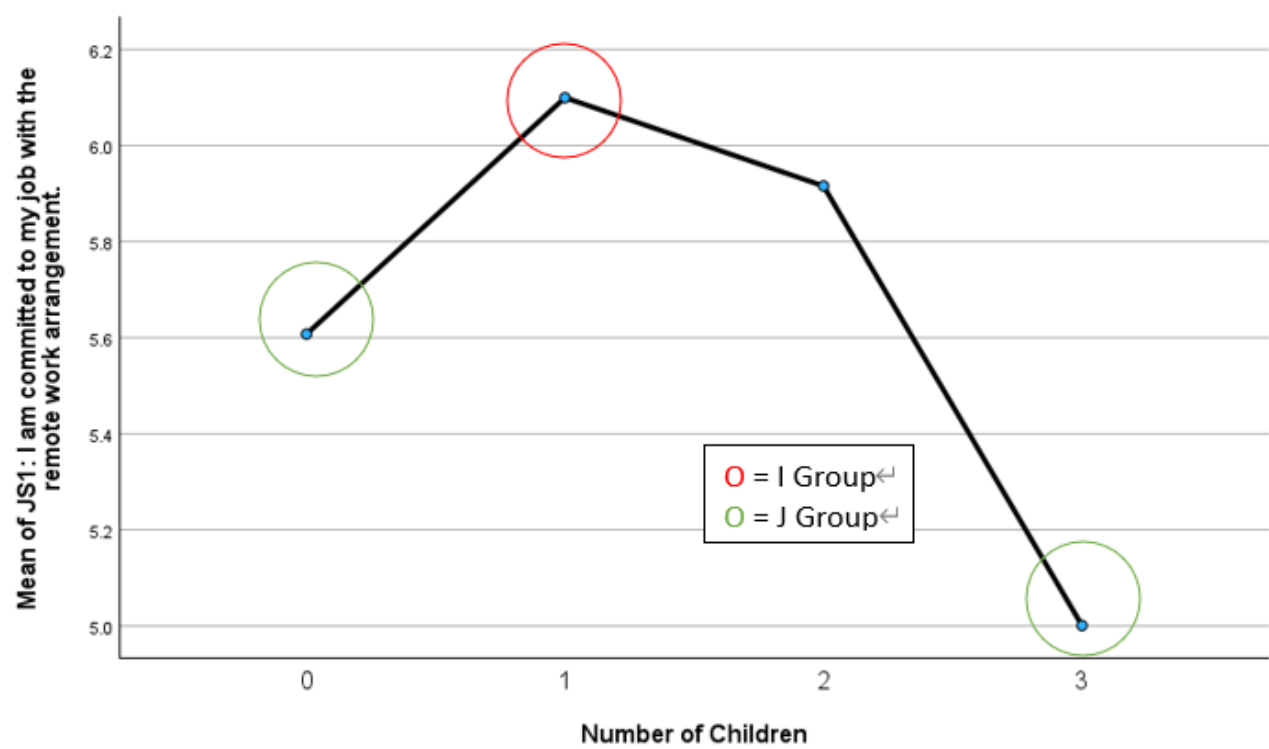
Tukey HSD

Dependent Variable	(I) Number of Children	(J) Number of Children	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
JS1: I am committed to my job with the remote work arrangement.	1	0	.493*	.170	.021	.05	-.05
		2	.184	.247	.878	-.45	.30
		3	1.101*	.323	.004	.27	1.42

*. The mean difference is significant at the 0.05 level.

Source: Constructed by the author

Figure 25: Mean Plot of Number of Children



Source: Constructed by the author

H8h is supported.

4.9.7 One-way ANOVA for Number of Domestic Helpers

Table 60 presents the JavaScript for different groups with varying numbers of domestic helpers (0, 1, 2, 3), including the mean, standard deviation, and 95% confidence interval for the dependent variable. The table below shows that the average mean of the different groups is 5.46, with the group having one domestic helper exhibiting the highest mean, while the group with two domestic helpers has the lowest mean.

Table 60: Descriptive Table for Number of Domestic Helpers

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
JS4: I feel a sense of achievement in my job when working remotely.	0	27	5.30	1.743	.106	5.09	5.51	1	7
	1	88	6.08	.592	.063	5.95	6.20	5	7
	2	12	4.50	2.611	.754	2.84	6.16	2	7
	Total	372	5.46	1.626	.084	5.29	5.63	1	7

Source: Constructed by the author

Table 61 displays the ANOVA analysis findings and indicates a significant variance among the group means. This significance arises from the p-value being below 0.001, falling below the established significance threshold of 0.05. Consequently, the one-way analysis of variance test remains valid at a 95% confidence level.

Table 61: ANOVA Table for Number of Domestic Helpers

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
JS4: I feel a sense of achievement in my job when working remotely.	Between Groups	51.673	2	25.836	10.265	<.001
	Within Groups	928.723	369	2.517		
	Total	980.395	371			

Source: Constructed by the author

Table 62 illustrates the mean differences among each group, with the group containing two domestic helpers displaying the largest mean difference compared to the group with one domestic helper, showing a variance of 1.58.

Table 62: Multiple Comparisons of Number of Domestic Helpers

Multiple Comparisons

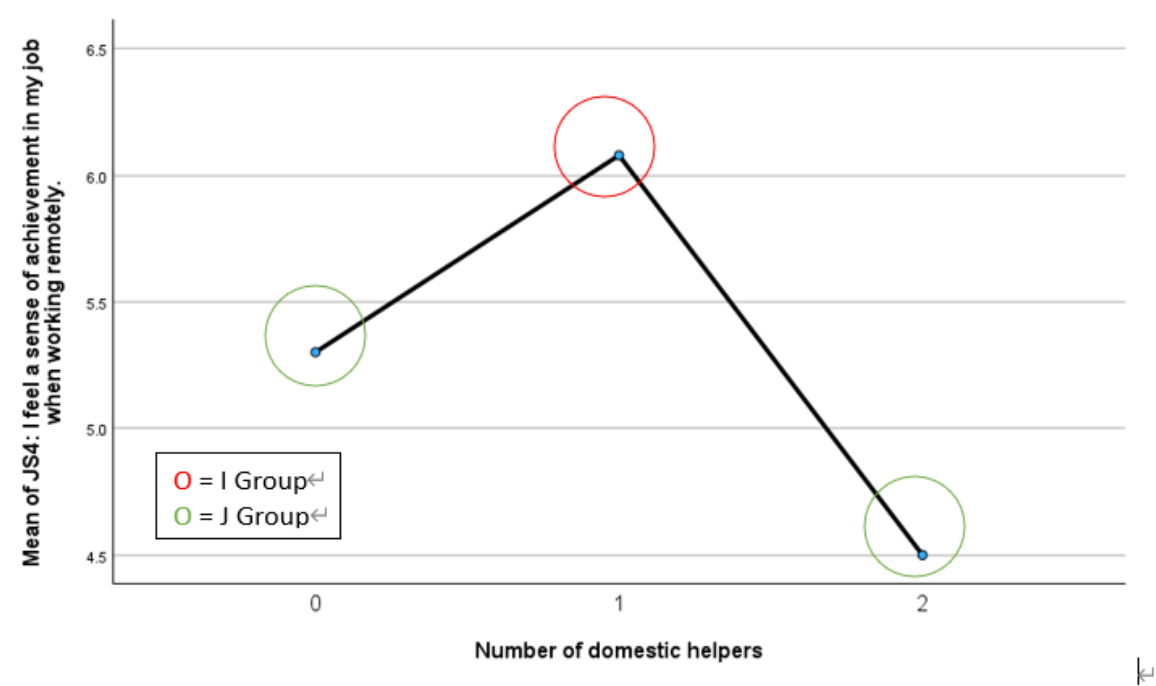
Tukey HSD

Dependent Variable	(I) Number of domestic helpers	(J) Number of domestic helpers	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
JS4: I feel a sense of achievement in my job when working remotely.	1	0	.778*	.195	<.001	.32	1.24
		2	1.580*	.488	.004	.43	2.73

*. The mean difference is significant at the 0.05 level.

Source: Constructed by the author

Figure 26: Mean Plot of Number of Domestic Helpers



Source: Constructed by the author

H8i is supported.

4.9.8 Summary of One-way ANOVA test

At a 95% confidence level, the job satisfaction of respondents in a remote work environment is influenced by various factors such as age group, level of education, personal monthly salary, job seniority, field of occupation, number of children, and number of domestic helpers.

The ANOVA analysis indicated statistically significant variations between the means of these groups, as reflected in p-values lower than the established significance threshold of 0.05.

4.10 Independent t-test

The independent t-test is employed to assess the presence of a notable distinction between the means of two distinct samples. Furthermore, it possesses the capacity to evaluate the significance of this variance and offers a quantitative methodology for such analysis. (Hayes, 2023c). This study used the independent t-test to show the difference between genders /marital status on JS.

$$H_0: \sigma^2 M = \sigma_F^2$$

$$H_{8b}: \sigma^2 M \neq \sigma^2 F$$

In this study, Levene's test is utilized. The fundamental concept behind the F-test involves the comparison of the ratio of variance among groups to variance within a group (Hayes, 2021). Determining the numerator and denominator necessitates the calculation of degrees of freedom (df). The resultant F value is presented in Table 63

Table 63: Formula of F Test Statistic

Equation	Variable	Description
$F_{STAT} = \frac{s_1^2}{s_2^2}$	s_1^2	Variance of sample 1 (the large sample variance)
	n_1	Sample size of sample 1
$df_1 = n_1 - 1$	s_2^2	Variance of sample 2 (the smaller sample variance)
	n_2	Sample size of sample 2
$df_2 = n_2 - 1$	$n_1 - 1$	Numerator degrees of freedom
	$n_2 - 1$	Denominator degrees of freedom

Source: Constructed by the author

Table 64 displays the sample mean results, revealing a marginal contrast between them (M: 5; F: 5.8). Consequently, the null hypothesis is rejected.

Table 64: Group Statistics for Independent t-test

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
JS6: I am satisfied with my workload when working remotely.	M	126	5.00	1.414	.126
	F	246	5.80	1.211	.077

Source: Constructed by the author

Table 65 shows that the p-value of Levene's test of equality of variations is 0.023, which is less than the 0.05 significance level, indicating that the groups of men and women are not equal. Conversely, the t-test of equality of means reveals a p-value below 0.05, specifically at 0.001 for the overall mean. Significant differences are apparent, notably with the average JS of women being 0.8 higher than that of men in a remote work setting. Consequently, the null hypothesis is rejected, signifying a significant gender difference, with p-values below 0.05 at the 95% confidence level (Shaw and Proschan, 2018).

Table 65: Levene's Test

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Significance One- Sided p	Two- Sided p	Mean Difference	Std. Error Difference	Lower	Upper
JS6: I am satisfied with my workload when working remotely.	Equal variances assumed	5.199	.023	-5.697	370	<.001	<.001	-.801	.141	-1.077	-.524
	Equal variances not assumed			-5.420	220.631	<.001	<.001	-.801	.148	-1.092	-.510

Source: Constructed by the author

Table 66 displays the sample mean results, revealing a marginal contrast between them (S: 5.15; M: 5.75). Consequently, the null hypothesis is rejected.

Table 66: Group Statistics for Independent t-test

Group Statistics

	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
JS6: I am satisfied with my workload when working remotely.	Single	138	5.15	1.570	.134
	Married	234	5.75	1.123	.073

Source: Constructed by the author

Table 67 shows that the p-value of Levene's test of equality of variations is less than 0.001, which is below the 0.05 significance level, indicating that the groups of single and married individuals are not equal. Conversely, the t-test of equality of means reveals a p-value below 0.05, specifically at 0.001 for the overall mean. Significant differences are apparent, notably with the average JS score of the married group being 0.6 higher than that of the single group in a remote work setting. Consequently, the null hypothesis is rejected, signifying a significant gender difference, with p-values below 0.05 at the 95% confidence level (Chiba, 2016).

Table 67: Levene's Test

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance One- Sided p	Two- Sided p	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
JS6: I am satisfied with my workload when working remotely.	Equal variances assumed	36.255	<.001	-4.279	370	<.001	<.001	-.600	.140	-.876	-.324
	Equal variances not assumed			-3.934	220.266	<.001	<.001	-.600	.152	-.900	-.299

Source: Constructed by the author

4.11 Summary of the Research Findings

The correlation coefficient (r) and R-squared (R2) derived from the regression analysis are succinctly presented in Figure 27 and Table 68 below.

Figure 27: Explanation of Correlation Coefficient (r) and R-squared (R2)

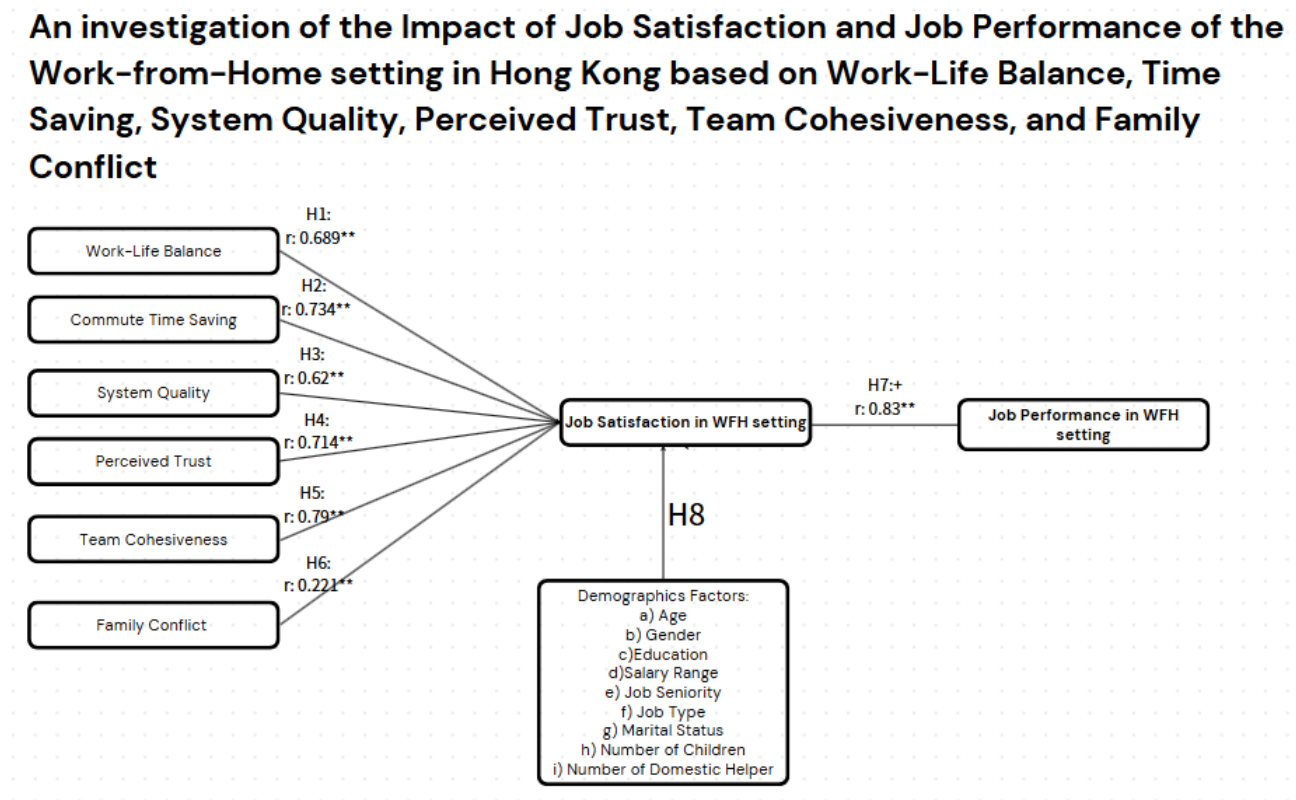


Table 68: Result of MD

H8a	46 or above < 18-25 yo	MD=-1.348
	< 26-30 yo	MD=-1.196*
	< 31-35 yo	MD=-1.060*
	< 36-40 yo	MD=-1.602*
	< 41-45 yo	MD=-1.534*
H8b	Female>Male	MD=0.8*
H8c	Secondary school or below<Certificate/Diploma	MD=-2.054*

	Secondary school or below<Bachelor's degree	MD=-2.042*
	Secondary school or below<Master's degree or above	MD=1.454*
H8d	≤\$30,000<\$30,001 - \$40,000	MD=-1.117*
	≤\$30,000<\$40,001 - \$50,000	MD=-1.099*
	≤\$30,000<\$50,001 - \$60,000	MD=-1.189*
	≤\$30,000<\$60,001 - \$70,000	MD=-1.564*
	≤\$30,000<\$70,001	MD=-0.675
H8e	Junior<Medior	MD=-2.467*
	Junior<Senior	MD=-2.236*
H8f	Construction<Manufacturing	MD=-1
	Construction<Import, export trade and wholesale	MD=-1.75*
	Construction<Retail, Accommodation and food services	MD=-1.741*
	Construction<Financing, insurance, real estate, professional and business services	MD=-1.491*
	Construction<Public Administration, social and personal services	MD=-1.326
	Construction<other industries	MD=-1.923*
H8g	Married>Single	MD=0.6*
H8h	1>0	MD=0.493*
	1>2	MD=0.184
	1>3	MD=1.101*
H8i	1>0	MD=0.778*
	1>2	MD=1.580*

* $p < 0.05$ regression test, independent t-test, one way ANOVA test

** $p < 0.01$ correlation test

Source: Constructed by the author

The Pearson correlation coefficient assesses the presence and strength of a linear relationship between two variables, with a value of 1 indicating a perfect positive linear correlation and -1 indicating a perfect negative linear correlation (Fernando, 2024d).

Table 69: Summary of the research findings regarding the proposed hypothesis

Item	Development of a hypothesis	r**	Results
H1	Higher WLB, Higher JS	0.689	Support
H2	Higher TS, Higher JS	0.734	Support
H3	Higher SQ, Higher JS	0.62	Support
H4	Higher PT, Higher JS	0.714	Support
H5	Higher TC, Higher JS	0.79	Support
H6	Higher FC, Lower JS	0.221	Not Support
H7	Higher JS, Higher JP	0.83	Support
Item	Development of a hypothesis	Mean Difference*	Results
H8a	Age has a significant effect on JS in a WFH setting. 46 or above < 18-25 yo 46 or above < 26-30 yo 46 or above < 31-35 yo 46 or above < 36-40 yo 46 or above < 41-45 yo	MD=-1.348 MD=-1.196* MD=-1.060* MD=-1.602* MD=-1.534*	Support
H8b	Gender has a significant effect on JS in a WFH setting. Female>Male	MD=0.8*	Support
H8c	Education level has a significant effect on JS in a WFH setting. Secondary school or below<Certificate/Diploma Secondary school or below<Bachelor's degree Secondary school or below<Master's degree or above	MD=-2.054* MD=-2.042* MD=1.454*	Support
H8d	Personally Monthly Income has a significant effect on JS in a WFH setting. <\$30,000<\$30,001 - \$40,000 <\$30,000<\$40,001 - \$50,000 <\$30,000<\$50,001 - \$60,000 <\$30,000<\$60,001 - \$70,000 <\$30,000<\$70,001	MD=-1.117* MD=-1.099* MD=-1.189* MD=-1.564* MD=-0.675	Support
H8e	Job Level has a significant effect on JS in a WFH setting. Junior<Medior Junior<Senior	MD=-2.467* MD=-2.236*	Support
H8f	Industry has a significant effect on JS in a WFH setting. Construction<Manufacturing Construction<Import, export trade and wholesale Construction<Retail, Accommodation and food services Construction<Financing, insurance, real estate, professional and business services Construction<Public Administration, social and personal services Construction<other industries	MD=-1 MD=-1.75* MD=-1.741* MD=-1.491* MD=-1.326 MD=-1.923*	Support
H8g	Marital Status has a significant effect on JS in a WFH setting. Married>Single	MD=0.6*	Support
H8h	Number of children has a significant effect on JS in a WFH setting. 1>0 1>2 1>3	MD=0.493* MD=0.184 MD=1.101*	Support
H8i	Number of domestic helpers has a significant effect on JS in a WFH setting. 1>0 1>2	MD=0.778* MD=1.580*	Support
**p<0.01 correlation test			
*p<0.05 One way ANOVA Test and Independent t-test			

Source: Constructed by the author

In conclusion, Table 69 demonstrates that all independent variables exert a significant influence on job satisfaction within a remote work environment, consequently affecting job performance. The variables rank in descending order of impact as follows: TC, TS, PT, WLB, SQ, and FC.

2. Conclusion and Recommendations

The adoption of remote work practices represents a prominent feature of the evolving landscape of the contemporary job market, presenting a myriad of opportunities and challenges for both employees and employers (Haque, 2023). In order to align with this trajectory, it is imperative to understand the mechanisms for enhancing job satisfaction within remote work environments, given that empirical studies consistently underscore the significant correlation between job satisfaction levels and job performance outcomes.

5.1 Conclusion

This article introduces a theoretical framework that delves into the interplay of WLB, TS, SQ, PT, TC, FC, JS, JP, and various demographic variables. Constructed through a synthesis of insights gleaned from interviews with 17 individuals and a comprehensive review of relevant literature, this research investigates the influence of JS on JP as well. The snowball sampling technique facilitated the selection of 372 respondents possessing professional experience (Bhat, 2018). The framework is structured around nine demographic factors: Age, Gender, Education, Salary Range, Job Seniority, Job Type, Marital Status, Number of Children and Number of Domestic Helpers.

The preponderance of respondents falls within the 26-30 age bracket, comprising 92 individuals (24.7%). This demographic distribution aligns with the prevailing trend where a substantial proportion of younger individuals constitute the predominant demographic engaging in remote work arrangements within the workforce. The disparity between the genders is evident, with males constituting 33.9% and females comprising 66.1% of the respondent pool. This distribution mirrors the prevailing trend where women are more inclined towards remote work arrangements (The London School of Economics and Political Science, 2024). Moreover, the majority of respondents, totaling 93.8%, hold a degree or higher qualification. This statistic resonates with the observed trend wherein

individuals with advanced educational attainment levels are more prevalent among those engaged in remote work scenarios (Grubben et al., 2022). In general, 90.1% of respondents, regardless of gender and age, indicated a high level of dedication to their jobs while working remotely.

This study reveals several key findings pertaining to various demographic factors and their impact on job satisfaction within remote work environments. Lower levels of education are associated with decreased job satisfaction, potentially due to job requirements that are incompatible with remote work. Conversely, higher income levels correspond to increased job satisfaction in remote work scenarios. Furthermore, greater job seniority is linked to heightened job satisfaction. Employees in the construction industry exhibit lower job satisfaction, likely due to the nature of their work which may not be conducive to remote arrangements. Marital status emerges as a significant factor, with married individuals reporting higher job satisfaction while working remotely. Moreover, employees with one child and those with one domestic helper experience the highest levels of job satisfaction in remote work settings.

This study utilized both qualitative and quantitative methods in a triangulation approach to collect data from individuals in the Hong Kong workforce who have experience with remote work. The data collection methods included interviews and surveys. Thematic analysis, regression analysis, and data analysis were applied in the research. The factor analysis results indicated that 90.152% of the total variation could be accounted for by the eigenvalues (JS, TC = 49.316%; WLB, TS = 14.553%; FC=7.13%; SQ = 5.46%; PT = 3.70%). With eigenvalues exceeding 1, all factors, including JS, TC, WLB, and TS, are interconnected and deemed important in this study.

The study demonstrates a strong correlation of $r = 0.83$ between Job Satisfaction and Job Performance. WLB, TS, SQ, PT, TC, and FC exhibit positive correlations with job satisfaction. Among these factors, TC, TS, and PT emerge as the top three influencers affecting job satisfaction in remote work environments. Initially hypothesized in H6, a negative relationship between higher family conflict and lower job satisfaction was anticipated based on prior research findings. However,

this hypothesis was not supported within the Hong Kong working population, as this study identified a positive association between Family Conflict (FC) and Job Satisfaction (JS). This unexpected result suggests the need for further exploration into why higher family conflict may actually lead to increased job satisfaction in remote work settings.

This research paper offers a fresh perspective for organizations and companies in Hong Kong regarding the contemplation of remote work setups, a method increasingly becoming prevalent. As this trend becomes unavoidable, maintaining high job satisfaction (and consequently job performance) among staff is crucial to retaining top talents. The study delineates certain factors that organizations may need to take into account when devising their staff policies.

2.2 Recommendations

In response to the initial research problems, below are the summary:

Table 70: Summary of the research problem and supporting

Research Problems	Research provided supporting
Does job satisfaction significantly impact job performance in a remote work environment?	Yes, positively and highly related
Does Work Life Balance significantly impact Job Satisfaction in remote work setting?	Yes, positively related
Does Commute Time Saving significantly impact Job Satisfaction in remote work setting?	Yes, positively related
Does System Quality significantly impact Job Satisfaction in remote work setting?	Yes, positively related
Does Perceived Trust significantly impact Job Satisfaction in remote work setting?	Yes, positively related
Does Team Cohesiveness significantly impact Job Satisfaction in remote work setting?	Yes, positively related
Does Family Conflict significantly impact Job Satisfaction in remote work setting?	Yes, positively related
Do Demographics factors (Age, Gender, Education, Salary range, Job Seniority, Job Level, Marital Statis, Number of children and Number of Domestic Helper) influencing Job Satisfaction in remote work setting?	Yes, all these factor influencing JS in remote work setting

Source: constructed by the author

All 6 variables are significantly important JS and all are positively related, while FC having the smallest effect on it.

The implementation of remote work practices entails a spectrum of advantages and disadvantages. For employees, it offers benefits such as work flexibility, heightened autonomy, reduced commute times and costs, improved work-life balance, and the ability to personalize their work environment. However, it also introduces challenges like blurred work-life boundaries, potential social isolation, diminished face-to-face interactions within the company, technical glitches or interruptions, and family conflicts.

From an employer's perspective, embracing remote work arrangements can expand the talent pool globally, lead to cost savings, boost productivity, enhance employee well-being, and contribute to environmental sustainability. Nevertheless, it may also present hurdles such as communication and collaboration challenges, reliance on technology, and difficulties in monitoring employees, especially for supervisors with specific leadership styles.

With the anticipated growth and expansion of remote work settings (Lund et al., 2020), there is a pressing need for substantial research and development efforts to comprehend how enterprises can effectively leverage this evolving trend.

2.2.1 Theoretical Implications

The theoretical importance of this study involves a thorough exploration of remote work setups in Hong Kong, offering theoretical and empirical underpinnings from multiple perspectives such as social sciences, organizational behavior, ethics, and law. By enhancing understanding of the application and consequences of remote work arrangements in the Hong Kong workforce, this research can provide guidance for policy development, organizational management practices, talent recruitment and retention strategies, and career advancement decisions. Ultimately, the aim is to ensure that remote work settings bring advantages to employees, employers, and society, drawing on insights from a range of disciplines.

The swift integration of remote work practices is reshaping work dynamics and organizational functioning. Papers can delve into how these six variables impact job satisfaction and examine the correlation between job satisfaction and job performance. Therefore, if organizations aim to improve job performance, enhancing job satisfaction through the manipulation of these six variables could serve as a pivotal approach.

2.2.2 Practical Implications

Examining the impact of job satisfaction within remote work settings holds significance for comprehending forthcoming work landscapes, essential policy requirements, and key considerations. The outcomes of such research can furnish policymakers, organizational leaders, and individuals with foundational insights for making informed decisions and implementing strategies amidst this swiftly evolving work landscape, particularly in a world where the term "Digital Nomad" is increasingly commonplace (Ward, 2024).

2.2.2.1 Work-Life Balance

This research paper highlights the importance of WLB in influencing employees' job satisfaction in remote work setting. These included are they enjoying both personal and work life, balance the demand of work and life, etc.

Integrating a Work-Life Balance staffing policy: The introduction of a Work-Life Balance staffing policy through remote work arrangements communicates to employees the endorsement of a harmonious work-life equilibrium. Flexibility, now a fundamental component of compensation packages for both employees and employers, serves as a potent tool in enhancing employee engagement, retention, and recruitment efforts. Remote and flexible schedules not only yield benefits such as heightened job satisfaction, improved health, better work-life balance, and reduced stress for employees but also result in advantages for employers, including increased productivity, reduced turnover, and lower absenteeism rates. These options not only aid in attracting and retaining a diverse workforce but also align with our commitment to equity, inclusion, and innovation. Therefore, it is imperative for employers to offer remote work options to improve both job satisfaction and job performance. Moreover, considering a hybrid remote model could effectively mitigate the challenges of social isolation (NJIT, 2024).

2.2.2.2 Commute Time Saving

Remote work arrangements offer substantial benefits by saving both time and costs associated with daily commuting. Employees no longer need to travel from their homes to the office, resulting in significant time savings that can be redirected towards increased productivity. Research indicates that remote workers typically save an average of 72 minutes per day, enhancing their overall efficiency (Peck, 2023). Xu, Huang, and Li (2019) highlight the importance of time as a valuable but intangible resource, which can be leveraged by

exchanging it for other resources like money or effort. Therefore, it is pertinent to explore whether the reduction in commuting time leads to heightened job satisfaction among employees, consequently boosting their job performance.

From a financial standpoint, remote work benefits not only employees but also employers. Working from home can lead to reduced expenses such as rental and electricity costs, along with other operational expenses related to office facilities (Stevens, 2021). Providing employees with allowances to set up proper home workspaces should be viewed as a strategic allocation of resources rather than an additional expense. This approach not only supports remote work effectiveness but also contributes to cost savings for the organization (Hong Kong Labour Department, 2024).

2.2.2.3 System Quality

System Quality has been prominently highlighted in various individual interviews, underscoring its critical significance in remote work environments. Employees often engage in tasks such as downloading and uploading documents from the company's drive and database, as well as operating various systems and software applications. It is imperative to guarantee that these systems function seamlessly, respond promptly, and are equipped with backup solutions to address any potential disruptions. Ensuring the reliability of the system is essential to safeguard productivity and prevent any technical issues from impeding work efficiency (Jafer, 2023).

In addition to relying on an outstanding IT team to support the necessary systems for remote work, investing in an IT solution can be a cost-effective approach. IT solutions providers possess a wealth of experience and professional expertise, having catered to the

needs of numerous organizations. Leveraging their established solutions can not only save costs but also benefit from their specialized knowledge and practical insights gleaned from serving a diverse client base (Crispino, 2024).

2.2.2.4 Perceived Trust

The research also touches on the importance of perceived trust in individual settings within remote work environments. Interviewees expressed concerns about their supervisors potentially doubting their dedication to work from home, fearing they might be perceived as lazy instead. This lack of trust can lead to stress among employees who feel their efforts are being questioned. Building trust in individual relationships is crucial for remote workers to feel valued, supported, and motivated to perform their best despite not being physically present in the office.

Trust is a critical role of trust and transparency in remote work environments. It highlights how trust is essential for successful remote work, and how transparency fosters open communication and builds trust between employees and leaders. Creating a culture of trust involves honest and frequent communication, clear expectations, and providing necessary support for remote work. Trust and transparency are vital for enhancing employee engagement, productivity, and overall success in remote work settings (Mohamed Mao, 2022).

Employers and supervisors would benefit from a reorientation of their perspectives concerning remote work environments. It is imperative to dismantle the unfavorable connotation linking remote work or telecommuting with indolence. Rather, it is crucial for them to grasp that remote work practices can significantly augment staff efficiency and contribute to a harmonious work-life equilibrium. By acknowledging the advantages inherent in remote work, employers can cultivate a conducive milieu that prioritizes trust, fosters transparent communication, and empowers employees to excel within a remote work

framework. Through educational initiatives and heightened awareness, a positive reevaluation of remote work can be instilled, thereby culminating in a more industrious and motivated workforce.

2.2.2.5 Team Cohesiveness

Team cohesion may be delineated as the degree to which members of a team demonstrate commitment to their collective objectives, collaborate effectively, and exhibit a readiness to expend effort in pursuit of shared goals(Andrews, 2024). An interviewee within the financial sector articulated that the cohesion within her team is robust, emphasizing that irrespective of the team's physical location, a shared objective serves as a unifying force that propels them to labor collectively towards goal attainment. Moreover, she highlighted that team members display a willingness to exert additional effort if it stands to benefit the team holistically.

Enhancing team cohesion in an organizational setting involves a series of strategic initiatives. These include fostering robust communication channels, engaging in team-building exercises, setting clear and measurable objectives, offering continuous training opportunities, commemorating collective achievements, prioritizing the establishment of trust among team members, articulating the core values of both the company and the team, empowering individual team members, and addressing conflicts collaboratively as a group.

For instance, to exemplify the practice of empowering team members, a manager could delegate decision-making authority to individuals based on their expertise, thus allowing them to take ownership of specific tasks and projects. Resolving conflicts as a group could involve conducting open discussions where all team members have a chance to express their perspectives and work towards a consensus-based resolution (Herrity, 2023).

2.2.2.6 Family Conflict

The hypothesis positing a negative correlation between heightened family conflict and diminished job satisfaction within a remote work environment is not substantiated by this study. Rather, the findings suggest a marginal positive association between increased family conflict and job satisfaction in remote work settings. This trend may be attributable to the phenomenon wherein individuals, when confronted with family discord, tend to allocate additional time and energy toward their professional responsibilities, in Hong Kong setting.

Conversely, extensive work hours may engender conflicts between one's professional commitments and familial responsibilities by constraining the time available for familial engagements (Adkins and Premeaux, 2012). The influence of cultural disparities in shaping these dynamic warrants further investigation, presenting a compelling avenue for future scholarly inquiry.

2.2.2.7 Demographic Factors

Enhancing remote work flexibility for women not only unleashes the potential of the female workforce but also acknowledges the empowering nature of remote work in enabling women to balance familial duties while actively contributing to the Gross Domestic Product (GDP).

Implementing family-friendly policies that cater to households with one or more children by offering the option to work from home aligns with governmental initiatives aimed at boosting fertility rates and fostering a conducive environment for child-rearing (HKSAR, 2023).

2.3 Limitations

There are some limitations of this research:

Table 71: Limitations

● Respondents might have a tendency to present optimistic self-evaluations concerning their job performance in surveys, potentially resulting in biased or excessively positive feedback.
● The survey's scope might be restricted to employees within particular organizations, industries, or regions, thereby limiting the generalizability and representativeness of the findings.
● The absence of objective metrics: Survey questionnaires may lack objective measures or data to yield more quantifiable outcomes.
● Survey outcomes may solely depict a specific moment in time and overlook long-term effects. Given that the labor market is continually changing, the findings may not capture future shifts and patterns.
● Establishing causal connections between variables can be challenging due to the nature of cross-sectional self-reported data, making it difficult to ascertain the direction of influence.
● Individuals recruited via snowball sampling may possess similar traits or networks, resulting in a homogeneous sample that could distort the results. In Summary, this study is based on the results of a questionnaire survey and two focus groups with a total number of approximately 400 employees. When evaluating the impact of AI on employees, it may be affected by limitations such as sample limitations, lack of objective indicators, and time constraints. These limitations need to be considered when interpreting the study results and drawing conclusions.

Source: Constructed by author

To summarize, survey responses exhibit a propensity for positive bias, constrained generalizability,

absence of objective metrics, limited ability to capture enduring impacts, difficulties in establishing causal links, and the potential for generating biased outcomes through homogenous sampling techniques such as snowball sampling. These constraints necessitate careful consideration when interpreting study findings and formulating conclusions.

2.4 Suggestion for future research

This research highlights the Work Life Balance (WLB), Time Saving (TS), System Quality (SQ), Perceived Trust (PT), Team Cohesiveness (TC) and Family Conflict (FC) are the important factors to Job Satisfaction (JS) at remote work setting in Hong Kong. It also highlights that Job Satisfaction (JS) is impacting the Job Performance (JP) in remote setting in Hong Kong as well. Further research in the area of remote work settings in Hong Kong could explore the following areas based on the identified factors and relationships in this research:

Table 72: Highlight of further research

● Moderating Factors: Investigate potential moderating factors that could influence the relationships between the identified variables. For example, how does the level of experience or the nature of the industry impact the relationship between WLB, TS, SQ, PT, TC, FC, JS, and JP in remote work settings in Hong Kong?
● Mediating Variables: Explore potential mediating variables that might explain the relationships observed in your study. For instance, how does employee motivation or job engagement mediate the relationship between JS and JP in remote work settings in Hong Kong?
● Cross-Cultural Comparison: Compare the findings from Hong Kong with other regions or countries to identify cultural differences in the impact of variables on job satisfaction and job performance in remote work settings. This could provide insights into how cultural factors influence these relationships.
● Longitudinal Study: Conduct a longitudinal study to track changes in the relationships between WLB, TS, SQ, PT, TC, FC, JS, and JP over time in remote work settings in Hong Kong. This could help understand how these factors evolve and influence each other over an extended period.

● Intervention Studies: Implement interventions aimed at improving WLB, TS, SQ, PT, TC, and reducing FC to see how these changes affect JS and JP in remote work settings in Hong Kong. This could provide practical insights for organizations looking to enhance job satisfaction and performance among remote workers.
● Qualitative Research: Conduct qualitative research to gain a deeper understanding of the experiences, perceptions, and challenges faced by remote workers in Hong Kong. Qualitative data can provide rich insights into the nuances of factors influencing job satisfaction and performance in remote work settings.
● Technology Adoption: Investigate the role of technology adoption and utilization in remote work settings in Hong Kong. How do factors such as digital tools, communication platforms, and virtual collaboration technologies impact WLB, TS, SQ, PT, TC, FC, JS, and JP?

Source: constructed by author

By delving into these research avenues, one can enhance comprehension regarding the interplay among work-life equilibrium, efficiency enhancement, system efficacy, perceived reliance, team solidarity, familial discord, professional contentment, and work effectiveness within remote work environments, particularly within the Hong Kong setting.

2.5 Summary

The imperative adoption of remote work practices in Hong Kong emerges as an essential trend, particularly amidst the global discourse surrounding the phenomenon of "digital nomad" (Law, 2022). Embracing this paradigm shift is pivotal for maintaining competitiveness within the swiftly evolving realm of work. With technology's continual progression facilitating seamless connectivity and collaboration irrespective of physical boundaries, the integration of remote work methodologies transcends mere preference to become an obligatory course of action. Analogous to the increasing

global acknowledgment of the advantages and adaptability inherent in remote work, Hong Kong must similarly pivot towards this contemporary modality of operation to uphold a position of primacy in innovation and efficiency.

In response to the trend of adopting work-from-home or remote work practices in Hong Kong, both the government and businesses can take various proactive measures to optimize this transition and capitalize on the positive relationships between work-life balance, time-saving, system quality, perceived trust, team cohesiveness, family conflict, and job satisfaction in remote work settings within the Hong Kong context. Here are some potential strategies that could be considered:

Table 73: Suggestions for governments and businesses

Policy Development: The government can collaborate with businesses to develop comprehensive policies that support and regulate remote work arrangements, ensuring legal compliance, fair treatment of employees, and efficient workflows. Look at countries like Finland and Norway, which have implemented progressive remote work policies, including regulations on maximum working hours (Wood and Shine, 2023), ensuring employees have the right to disconnect after work hours, and providing support for remote work technology.
Enhancing employees' work-life balance can be viewed as a proactive measure in attending to employee well-being. Grounded in Social Exchange Theory (Tulane University, 2018), this approach posits that employees, reciprocating the care shown towards them, may demonstrate heightened engagement and exert additional effort towards organizational objectives, thereby contributing to the attainment of overarching organizational goals.
Infrastructure Enhancement: Invest in upgrading digital infrastructure to ensure seamless connectivity, robust cybersecurity measures, and efficient remote collaboration tools for employees

working from home. South Korea's investment in high-speed internet infrastructure has facilitated seamless remote work arrangements, enabling employees to collaborate effectively from any location (Lee, 2022).
Training and Development: Provide training programs to equip employees with the necessary skills for effective remote work, including time management, communication strategies, and the use of remote work technologies. Companies like Google offer virtual training programs for remote employees, focusing on time management, communication skills, and utilizing remote work tools effectively (Le, 2023).
Flexible Work Arrangements: Encourage businesses to offer flexible work schedules that accommodate diverse employee needs, promoting a healthy work-life balance and enhancing job satisfaction. The Netherlands has a strong culture of flexible work arrangements, including options for part-time remote work, compressed workweeks, and job-sharing opportunities to promote work-life balance (Michael Page, 2024).
Virtual Team Building: Implement virtual team-building activities to foster team cohesiveness and maintain a sense of camaraderie among remote workers, despite physical distance. Tech companies like Buffer organize virtual team-building activities such as online games, virtual coffee breaks, and video conferences to foster team cohesion among remote employees (Eilers, 2019).
Mental Health Support: Provide mental health resources and support services to help employees cope with the challenges of remote work, reduce family conflicts, and maintain overall well-being. Australia's Beyond Blue initiative provides mental health resources and counseling services for remote workers to address stress, isolation, and mental health challenges associated with working from home (Beyond Blue, 2024).
Performance Monitoring: Develop transparent performance evaluation metrics tailored for remote work settings to ensure accountability, maintain system quality, and build trust between employers and employees. Germany uses objective key performance indicators (KPIs) and regular

performance reviews to evaluate remote workers' productivity, ensuring accountability and maintaining system quality (Alipour, Falck and Schüller, 2023).

Communication Strategies: Establish clear communication channels and protocols to facilitate regular feedback, information sharing, and collaboration among remote teams, enhancing productivity and job satisfaction. Companies can use tools like Slack, Zoom, and project management software to facilitate seamless communication and collaboration among remote teams, ensuring transparency and trust within the organization.

Source: constructed by author

Recognition that support positively correlates with organizational commitment and job satisfaction, while inversely relating to turnover intent and job search behaviors (Behson, 2002; Thompson et al., 2004), underscores the criticality of organizational support in fostering a conducive work environment. Given that telework often signifies organizational support for work-life balance, the adoption of telework initiatives may yield favorable organizational outcomes.

The nuanced examination of organizational-level variables concerning remote work self-efficacy and worker well-being carries substantial practical implications for businesses. Through a comprehensive understanding of these elements, organizations can strategically enhance remote workers' self-efficacy, alleviate stress levels, and consequently elevate productivity levels and job satisfaction across the workforce.

By implementing these strategies and fostering a supportive environment for remote work, the Hong Kong government and businesses can leverage the positive relationships between various factors to optimize job satisfaction, promote work-life balance, and enhance overall productivity in remote work settings.

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Appendices:

Appendix A: Research timetable

Date	Dissertation Skeleton	Completed Items	Status
29 /4/2024	1st f2f Meeting		Completed
5 / 5 / 2024	To confirm the topics with specific targets	Search 8- 10 literature to support my topic Decide independent variables and dependent variables	End date: 5/5/2024
12/5/2024	To submit the first draft of the research proposal	Introduction (500 words) Literature Review (800 Words) Research Methodology (700 Words)	End Date: 12/5/2024
26/5/2024	Submit the research proposal via Moodle		
12/5/2024 - 9/6/2024	Part 1: Introduction (2250 words to 2500 words) Part 2: Literature Review (4000-5000 words)	Complete the full version of the Introduction Complete the comprehensive literature Review Theoretical Framework Independent Variables Dependent Variables Research Questions Hypothesis	End Date: 9/6/2024
3/6/2024 - 16/6/2024	Part 3: Methodology (3000-3500 words)	Complete the Research Quantitative Research Method Qualitative Research Method	End date: 16/6/2024

		Research Model Survey Design Sample Population Sample Size Data Collection Ethics	
3/6/2024 - 16/6/2024	Survey Design	Submit the first draft of the survey	End date: 16/6/2024
16/6/2024	2nd f2f meeting		
16/6/2024- 23/6/2024	Focus Group		End date: 23/6/2024
23/6/2024- 30/6/2024	Polit Test	To evaluate the accessibility of the survey questions	End date: 30/6/2024
30/6/2024	Formalise the final survey questionnaire		End date: 30/6/2024
7/7/2024- 25/8/2024	Data Collection Period		Ended date: 25/8/2024
25/8/2024	3rd f2f meeting		
25/8/2024- 15/9/2024	Part 4: Result (3000-3500 Words)	Data Classification- Data Demographics Statistical Analysis	End date: 15/9/2024
15/9/2024- 22/9/2024	Part 5: Discussion (1000 words)		End date: 22/9/2024
22/9/2024	4th f2f meeting		
22/9/2024-	(4000 words – 5000		End date:

6/10/2024	words) Part 6: recommendation Part 7: Limitation Part 8: Conclusion		6/10/2024
6/10/2024- 20/10/2024	References, Appendix & Formatting		End date: 20/10/2024
20/10/2024	5th f2f meeting		
20/10/2024- 18/11/2024	Revise the dissertation		End date: 10/11/2024
18/11/2024	Submission date of the Dissertation		

Source: Constructed by Author

Appendix B: key findings of the interviews

Benefits of WFH:	Time and Cost Savings:	Many respondents appreciate the reduction in commuting time and costs, which allows for better personal time management and reduced operational expenses.
	Work-Life Balance:	Several employees find WFH conducive to balancing work with personal responsibilities, especially those with children, as it provides the flexibility to manage family and work commitments more effectively.
	Increased Productivity and Relaxation:	Some respondents feel more relaxed and productive at home, away from the distractions of a traditional office environment.
Challenges of WFH	Work-Personal Life Separation:	A common issue is the difficulty in separating work from personal life, leading to extended work hours, stress, and potential burnout.
	Communication and Collaboration:	The lack of face-to-face interaction and reliance on digital communication tools can hinder effective communication and teamwork.
	Resource Accessibility:	Limited access to office resources like printers, dual monitors, and specialized equipment can reduce efficiency.
	Trust and Monitoring:	Concerns about trust from supervisors and discomfort with productivity monitoring are

		significant for some employees.
Suggestions and Needs for Effective WFH:	Policy and Support:	Respondents suggest that companies should provide subsidies for work-related equipment, share costs of utilities, and offer flexible HR policies to support a viable WFH environment.
	Infrastructure:	Reliable internet, suitable workstations, and necessary technological tools are critical for effective WFH.
	Management Practices:	Developing measures to assess performance remotely, such as tracking emails and project progress, and fostering a supportive management approach are essential.

Source: Constructed by the author

While many are in favor of WFH due to its flexibility and benefits, others prefer traditional office settings due to negative past experiences, the need for specialized equipment, and the value of in-person interactions.

Appendix C: Pilot Test and Final Survey

Pilot Test	Response Rate	α	Online Questionnaire	Responds Rate	α
42	100%	0.953	417 (collected)	41.7%	0.868
			372 (valid)		

Source: Constructed by author

問卷

Dissertation Questionnaire

An investigation of the Impact of Work-Life Balance, Time Saving, System Security, Perceived Trust, Team cohesiveness, and Family Conflict on Job Satisfaction of the Work-from-Home setting in Hong Kong

您好，我是威爾士三一聖大衛大學商業管理碩士的一名學生。我目前正在進行一項關於香港居家辦公環境中工作與生活平衡、節省時間、系統安全、感知信任、團隊凝聚力以及家庭衝突對工作滿意度影響的的畢業論文研究。以下調查問卷將有兩個部份，所需時間為 5-10 分鐘。在第一部份中圈出正確答案，第二部份中請在正確的答案中畫上剔號。此問卷調查採取匿名方式填寫。而閣下所提供的資料亦只作為學術研究分析之用，不會對外公開或用作商業用途。敬請放心填寫，多謝合作。

對象：滿 18 歲或以上在職人士並曾有在家工作的經驗 Hi, I am a student who studying in Master of Business Administration in University of Wales Trinity Saint David. I am now conducting a research about An investigation of the Impact of Work-Life Balance, Time Saving, System Security, Perceived Trust, Team cohesiveness, and Family Conflict on Job Satisfaction of the Work-from-Home setting in Hong Kong for my dissertation study. This questionnaire will have 2 sections and only take you 5-10 minutes. Section 1 please circle the correct number and section 2 please put a tick into the correct answer box. All the information collected will be kept confidential and for academic purpose only. Your opinion will be very useful to us. Thank you so much for your cooperation.

Target Population: Working populations aged 18 or above with previous experience in remote work arrangements.

第一部份:

Section 1:

1 表示“非常不同意”，7 表示“非常同意”。使用以下比例，請填寫以下每個 問題的答案。(每個句子只能選一個數字並圈出正確答案)

Work Life Balance (WLB)								
1.	I am satisfied with my work-life balance, enjoying both my work and personal roles while working remotely. 在家工作時，我對於工作與生活的平衡感到滿意，能夠同時享受工作和個人角色。	1	2	3	4	5	6	7
2.	Nowadays, while working remotely, I seem to enjoy every part of my life equally well. 現在，在家工作時，我似乎能夠同等地享受生活的每一個部分。	1	2	3	4	5	6	7
3.	I manage to balance the demands of my work well while working remotely. 在家工作時，我能夠很好地平衡工作的要求。	1	2	3	4	5	6	7
4.	I manage to balance the demands of my personal/family life well while working remotely. 在家工作時，我能夠很好地平衡個人/家庭生活的要求。	1	2	3	4	5	6	7
Time Saving								
1.	Working remotely has allowed me to complete my tasks more quickly compared to working in an office.	1	2	3	4	5	6	7

	與在辦公室工作相比，在家工作讓我能夠更快地完成任務							
2.	Since working remotely, I have been able to allocate my time more effectively between work and personal activities. 在家工作時，我能夠更有效地分配我的時間，讓工作和個人活動兼顧	1	2	3	4	5	6	7
3.	Working remotely has significantly reduced the time I spend commuting to and from work. 在家工作顯著減少了我往返工作地點所花費的通勤時間。	1	2	3	4	5	6	7
System Quality								
1.	In a remote work environment, system stability, seamless performance, and strong compatibility are of utmost importance. 在家工作時，系統穩定性、無縫性能和強大的相容性是很重要的。	1	2	3	4	5	6	7
2.	In a remote work setting, the speed of the system are crucial factors. 在家工作時，系統的速度是關鍵因素。	1	2	3	4	5	6	7
3.	In a remote work arrangement, the system support for operational needs must be professional, and any encountered issues must be addressed promptly. 在家工作時，系統對運營需求的支援必須專業，並且必須及時解決遇到的任何問題。	1	2	3	4	5	6	7

Perceived Trust								
1.	I feel empowered to make decisions and take actions in my role while working remotely. 在家工作時，我覺得在自己的職位上能夠有權做出決定和採取行動。	1	2	3	4	5	6	7
2.	I believe that my colleagues and supervisors treat me fairly in the remote work setting. 我相信在在家工作環境中，我的同事和主管都會公平對待我。	1	2	3	4	5	6	7
3.	I feel supported by my supervisors in the remote work setting. 在家工作時，我感到主管給予我支持。	1	2	3	4	5	6	7
4.	I believe that my colleagues and supervisors rely on me to fulfill my responsibilities in the remote work setting. 我相信在家工作時，我的同事和主管信賴我會履行自己的職責。	1	2	3	4	5	6	7
Team Cohesiveness								
1.	In my remote work team, we are committed to achieving our common goals and objectives. 在家中工時，我和工作團隊裡全心致力於完成共同的目標和任務。	1	2	3	4	5	6	7
2.	I feel a strong sense of interpersonal bonding with my remote work team members.	1	2	3	4	5	6	7

	在家中工時，我與工作團隊成員之間有著強烈的人際連結感。							
3.	I have a strong sense of belonging to my remote work team. 在家中工時，我對遠距工作團隊有很深的歸屬感。	1	2	3	4	5	6	7
4.	I feel that interpersonal attraction exists within my team, as the team members have similar attitudes 我感覺團隊內部存在著人際吸引力,因為團隊成員有相似的態度和價值觀。	1	2	3	4	5	6	7
Family Conflict								
1.	I am often distracted by thoughts about work while spending time with my family 當我與家人相處時,腦海中常常揮之不去工作的思緒,這令我分心。	1	2	3	4	5	6	7
2.	The demands of my remote work interfere with my home and family life. 我的在家工作要求干擾了我的家庭生活。							
3.	The amount of time my remote job takes up makes it difficult to fulfill family responsibilities. 我的在家工作佔去大量時間,使我難以兼顧家庭責任。	1	2	3	4	5	6	7
4.	I have found it difficult to concentrate at work because of my family responsibilities. 由於家庭責任的緣故,我發現自己在工作時難以專心致志。	1	2	3	4	5	6	7

5.	My work prevents me spending sufficient quality time with my family 我的工作使我無法有足夠的優質時間陪伴家人。	1	2	3	4	5	6	7
6(R).	I will rarely be distracted by thoughts about work while spending time with my family. 當我與家人相處時,腦海中很少有工作的思緒,從而令我分心。	1	2	3	4	5	6	7
Job Satisfaction								
1.	I am committed to my job with the remote work arrangement. 在家工作的安排下,我致力於我的工作。	1	2	3	4	5	6	7
2.	I am satisfied with my compensation from my job with the practice of remote work. 在家工作的安排下,我對工作的報酬感到滿意。	1	2	3	4	5	6	7
3.	I feel responsible for my job with the remote work setting. 在家工作的安排下,我對自己的工作感到負責。	1	2	3	4	5	6	7
4.	I feel a sense of achievement in my job when working remotely. 在家工作的安排下,我在工作中感到有成就感	1	2	3	4	5	6	7
5.	I am satisfied with the supervisory support I receive while working remotely. 在家工作的安排下,我對上級主管提供的支援感到很滿意。	1	2	3	4	5	6	7
6.	I am satisfied with my workload when working remotely.	1	2	3	4	5	6	7

	在家工作的安排下,我對自己的工作量感到滿意。							
Job Performance								
1.	I anticipate clients'/job tasks' needs and proactively work to address them, even when working remotely. 在家工作時,我也會主動預測客戶或工作任務的需求,並積極地努力去滿足它們。	1	2	3	4	5	6	7
2.	I effectively adapt my communication style to interact with different individuals in a remote work environment. 在家工作時,我能夠有效地調整自己的溝通方式,以便與不同的人進行互動。	1	2	3	4	5	6	7
3.	I build and maintain constructive relationships with colleagues and stakeholders through virtual channels to achieve shared outcomes. 我善於透過線上平台/虛擬管道,與同事和利益相關者建立並維繫良好的合作關係,以便大家共同實現預期的目標。	1	2	3	4	5	6	7
4.	I accurately identify and resolve issues in a timely manner while working remotely. 在家工作時我更能夠準確地識別問題,並及時予以解決。	1	2	3	4	5	6	7
5.	I actively explore opportunities that contribute to ongoing organizational change, even in a remote work setting. 在家工作時,我也會積極尋找機會,為組織的持續變革做出貢獻。	1	2	3	4	5	6	7

第二部份：個人資料 (請在正確的答案中畫上剔號✓)

Section 2: Personal Information (Please tick into the correct answer box✓)

1. 年齡 (Age)

☐ under 18 ☐ 18- 25 ☐ 26- 30 ☐ 31- 35 ☐ 36-40 ☐ 41-45 ☐ 46 歲或以上(46 years-old or above)

2. 性別 (Gender)

☐ 男 (Male) ☐ 女 (Female)

3. 教育水平 (Education level)

☐ 中學或以下(Secondary school or below) ☐ 證書 /文憑 (Certificate / Diploma)

☐ 大學 (Bachelor's degree) ☐ 碩士或以上 (Master's degree or above)

4. 個人每月收入 (Monthly personal income) in HKD

☐ 少於\$10000 (<\$10,000) ☐ 10,000-\$20,000 ☐ \$20,001- \$30,000 ☐ \$30,001 - \$ 40,000

☐ \$40,001 - \$50,000 ☐ \$50,001 - \$ 60,000 ☐ \$60,001 - \$ 70,000 ☐ \$70,001 或以上 (\$ 70,001 or above)

5.職位級別 Job Level

☐ 初級 Junior ☐ 中級 Medior ☐ 高級 Senior

6. 職業

Manufacturing 製造	Construction 建造	Import/export trade and wholesale 進出口貿易及批發
Retail, accommodation and food services 零售、住宿及 膳食服務	Transportation, storage, postal and courier services, information and	Financing, insurance, real estate, professional and business services

	communications 運輸、倉庫、郵政及 速遞服務、資訊及通訊	金融、保險、地產、專 業及商用服務
Public administration, social and personal services 公共 行政、社會及個人服務	Other industries 其他行業	

7. 婚姻狀況 Marital Status

☐ 單身 Single ☐ 已婚 Married

8 子女數量 Number of Children

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 5 or above 或以上

9 家庭傭工數量 Number of domestic helpers

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 5 or above 或以上

結束。

感謝您完成本問卷調查。

End.

Thank you for your time and effort in completing this questionnaire.

Appendix E. Required Sample size

Required Sample size

$$\begin{aligned} n &= \frac{N \left(\frac{Z}{e} \right)^2 pq}{N - 1 + \left(\frac{Z}{e} \right)^2 pq} \\ &= \frac{3,499,400 \times \frac{3.8416^2 \times 0.8095 \times 0.1905}{0.0016}}{3,499,769} \\ &= 0.9999 \times 370 \\ &= 371 \text{ at least sample size} \end{aligned}$$

N	3,499,400	Target population
Z	1.96	confidence level 95%
e	4.0%	a tolerated level of sampling error
p	0.81	Successful rate. p=34/42)
q	0.19	Failure rate