

The Perceived Opportunities and Challenges of Remote Work from an Employee Perspective

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ABSTRACT

Telecommuting and teleworking have been widely experienced by employees throughout the last decade. In 2020, there has been an increase in the number of employees working from home following the coronavirus pandemic outbreak. Therefore, the purpose of this quantitative research is to discover the various opportunities and challenges experienced by employees who telework from home and how such experiences may vary among different socio-demographic characteristics.

In this study, a questionnaire was sent electronically to employees who perform office duties remotely from their homes. The outcome of the survey was compared with the socio-demographic characteristics of the participants to learn more about the opportunities and challenges that are more likely to affect each group. The significant findings were reported and compared to previous evidence from literature.

The findings indicated significant differences between the perceived opportunities and challenges and the following socio-demographics: gender, age, income level, education level, living with children, employment duration and telework duration. Lastly, practical solutions were recommended to employees, managers and decision makers to improve the management of the perceived challenges faced by teleworkers.

Keywords: Teleworking, work from home (WFH), opportunities, challenges

ÖZ

Uzaktan çalışma ve evden çalışma, son on yılda çalışanlar tarafından geniş ölçüde kullanılmaya başlamıştır. 2020 yılı içerisinde, korona virüs salgınının etkileri nedeniyle evden ve uzaktan çalışan sayısında artış olmuştur. Bu nedenle, bu çalışmanın amacı, evden ve uzaktan çalışanların yaşadığı çeşitli fırsatları ve zorlukları ve bu tür deneyimlerin farklı sosyo-demografik özellikler arasında nasıl değişebileceğini ortaya çıkarmaktır.

Çalışmada, ofis görevlerini evden veya uzaktan yapan çalışanlar cevaplama için internet üzerinden anket dağıtılmıştır. Toplanan anketler, her grubu etkileme olasılığı daha yüksek olan fırsatlar ve zorluklar hakkında daha fazla bilgi edinmek için analiz edilmiştir. Sonuçlara bakıldığında, önemli bulgular saptanmış ve literatürde yer alan bilgilerle karşılaştırılmıştır.

Elde edilen bulgular, algılanan fırsatlar ve zorluklar ile sosyo-demografik özellikler olan cinsiyet, yaş, gelir seviyesi, eğitim seviyesi, çocuklarla yaşama, istihdam süresi ve tele çalışma süresi arasında önemli bir fark olduğunu göstermiştir. Son olarak, evden ve uzaktan çalışanların karşılaştığı algılanan zorlukların yönetimini iyileştirmek için çalışanlara, yöneticilere ve karar vericilere pratik çözümler önerilmiştir.

Anahtar Kelimeler: Uzaktan çalışma, evden çalışma, fırsatlar, zorluklar

DEDICATION

In memory of my late father, Dr. Abdulghani Alnahisi.

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Chapter 1

INTRODUCTION

1.1 Background

‘Telecommuting’, which is also referred to as teleworking or remote working, is the most well-known type of work arrangement that has become a widespread practice in many countries across the world (Gajendran & Harrison, 2007). ‘Telecommuting’ is used when an employee works from a place other than that of the organization’s physical location. (Nilles, et al., 1974). The concept is not new and has been coined by Jack Nilles, who is known as the ‘father of telecommuting’ (Vega, 2003), when he first stated the concept in the 1970s (Nilles, et al., 1974).

Although the term ‘telecommuting’ is very often used interchangeably with ‘teleworking’, it differs slightly in context. ‘Teleworking’ is type of work arrangement in which employees perform their work duties at a site other than their workplace location, while being supported by technological connections (Fitzer, 1997). It may be argued that jobs requiring face-to-face communications or that use equipment located in the organization’s primary work site may not be suitable for telework. However, with the advances in technology, more jobs are able accommodate the change and shift to teleworking arrangements (Sharit, et al., 2009).

The term ‘Work From Home’ (WFH) is also used to refer to remote working from home. In 2020, WFH has suddenly experienced a rebound, as a result of the

precautious measures to protect people from the infectious outbreak of the coronavirus Disease (COVID-19) (Belzunegui-Eraso, & Erro-Garcés, 2020). Most companies have facilitated WFH to avoid the gathering of employees in the same location. In a survey conducted by Global Workplace Analytics, 88% of the 2,865 respondents have reported working from home on regular basis during the pandemic, while only 31% of them were teleworkers prior to the outbreak (Kamouri & Lister, 2020).

1.2 Aim of the Study

The aim of this study is to explore and analyze the opportunities and challenges that employees face by remote working from their homes. Furthermore, the study aims to understand how the socio-demographics of employees influence these opportunities and challenges. The various opportunities and challenges identified through the research findings will be investigated and analyzed for any significant differences in comparison to the respondents' socio-demographic factors.

This thesis aspires to contribute to further understanding of how employees perceive working from home, and to recommend solutions for improving management of challenges that are commonly faced by teleworkers.

The objective of this research is:

- To identify the top opportunities and challenges faced by employees working from home.
- To understand which socio-demographic factors may influence the opportunities and challenges faced by employees working remotely.

1.3 Scope of the Study

This study will focus on the opportunities and challenges faced by employees who are remote working from their homes. Throughout the thesis, the terms ‘teleworking’, ‘remote working’ and ‘working from home’ will be used interchangeably. While teleworking may be applied to full-time as well as part-time employees (Gajendran & Harrison, 2007), the employment type will not be considered as the opportunities and challenges are analyzed and discussed.

The research will only focus on the opportunities and challenges faced by individuals who are employed by other entities. It is important to note that individuals chosen for the study must have experienced working in an office location as well as working from home, in order to be able to provide their input based on their experiences in both.

1.4 Methodology of the Study

The methodology that will be followed in this study is a quantitative approach, where statistical research hypotheses will be set, analyzed and tested.

1.5 Research Hypotheses

In this study, statistical hypotheses will be used to find if there are any significant differences between the perceived opportunities & challenges and the socio-demographics of the respondents. The socio-demographic factors: gender, age group, income level, education level, marital status, having children living in the household as well as the duration of employment and duration of teleworking are hypothesized as having an impact on the perceived opportunities and challenges of remote working from home.

1.6 Limitations of the Study

The research intends to focus on individuals, aged 18 and above, who are employed by other entities and conduct office work duties. Individuals under 18, such as students working as interns, will not be included in this study. Healthcare practitioners who are practicing telemedicine and similar jobs will be excluded from this study, since they may perceive the opportunities and challenges of teleworking differently due to the nature of their profession.

Since the study will focus on individuals who are employed by other entities, self-employed individuals and freelancers will not be examined. Furthermore, the study will not entail the opportunities and challenges from the organizations' perspective.

1.7 Structure of the Study

The thesis will be structured as follows:

Chapter 1 has served to provide an introduction to the research. Chapter 2 will discuss the relevant literature that has been published with regards to the opportunities and challenges faced by teleworkers. It shall also discuss a selection of socio-demographic factors that may have an influence on the perceived opportunities and challenges with addition to setting the hypothesis of this thesis. Chapter 3 outlines the methodology used in this research along with the research questionnaire design and analysis approach. Chapter 4 will examine the empirical findings achieved from the insights and discuss the results. Lastly, Chapter 5 will lay the conclusions, recommendations, limitations and discuss future studies.

Chapter 2

LITERATURE REVIEW

2.1 Opportunities of Working from Home

Various opportunities are experienced by employees who are working from home in comparison to working from an office location. Prior studies have indicated that there is a positive relationship between job satisfaction and teleworking (Gajendran & Harrison, 2007). This has been further confirmed in a study by Fonner & Roloff where teleworkers have indicated significant benefits from home-work arrangements resulting in more job satisfaction than office workers (Fonner & Roloff, 2010).

According to Kurland & Bailey, one of the most obvious opportunities of home-based work is the elimination of commuting time and cost. Employees working from home save up on the cost of gas, car maintenance as well as clothing (Kurland & Bailey, 1999). Furthermore, working from home allows employees to set their schedule more flexibly and be invisible from managers and co-workers while working in a comfortable and familiar environment (Kurland & Bailey, 1999). The elimination of commuting time and the possibility of employees to improve their work-life balance can increase the employees' well-being (Beño, 2018).

With regards to productivity, Butler, Aasheim & Williams have found a positive relationship between telecommuting and productivity while claiming that the increase is sustainable over a period of time (Butler et al., 2007). Another positive feature to

working from home is the avoidance of interruptions and distractions from co-workers within the office (Fonner & Roloff, 2010). Previous studies have shown that if distractions are less during teleworking, there is a positive effect on the productivity of the worker. (van der Meulen et al., 2012)

It is also worth mentioning that with the outbreak of COVID-19 in 2020, the number of employees working from home increased rapidly. More companies have shifted to this work arrangement in aim to protect their employees from the exposure to the infectious disease. (Belzunegui-Eraso & Erro-Garcés, 2020).

2.2 Challenges of Working from Home

One of the most commonly expressed challenge faced by teleworkers is the isolation and the feeling of professional isolation, caused by being away from the traditional office environment (Kurland & Bailey, 1999). Being isolated from one's group can be frustrating, since one of the basic needs of humans is to belong to specific groups (Baumeister & Leary, 1995). One of the findings by Fonner and Roloff is that teleworkers' job satisfaction is linked to their ability to remain updated with frequent and high-quality information from their workplace (Fonner & Roloff, 2010).

Home distractions caused by family members is also a challenge while remote working from home and may affect the productivity of the employee (van der Meulen et al., 2012). Interruptions due to home-related issues or children in the household may cause the employee to work longer hours and further straining family relationships (Kurland & Bailey, 1999).

McDowall & Kinman have discussed another challenge faced by teleworks, which is the employers' expectations to find their employees always online and ready to

respond immediately. Their research findings state that this affects the health and performance of employees negatively and cause difficulties for them to switch off after working hours (McDowall & Kinman, 2017). Kurland & Bailey have mentioned that daily commute may serve as a period to 'warm-up' and 'cool-down' from work and home related issues (Kurland & Bailey, 1999), therefore by eliminating commuting time, employees may find difficulty unplugging from work.

By working from home, there may be extra costs incurred by teleworkers, such as increased internet bills or purchasing workstations. It is believed that the costs are transferred from the employer to the employee, leading the employee paying for more costs while teleworking (McQuarrie, 1994).

One of the necessary conditions to remote working is the mastering of ICT skills (Lee, 2016). Despite the endless possibilities of the emerging technologies, it has prompted new challenges for aging workforce that must be overcome to make benefit of the technologies (Thompson & Mayhorn, 2012).

Fonner & Roloff have stated that working in an office location fosters better communications and information exchange (Fonner & Roloff, 2010). While working from home may not be an issue for autonomous workers in terms of communication, challenges can arise for employees who work on tasks in collaboration remotely (Greer & Payne, 2014). It is also reported that teleworkers may face challenges related to time-management, self-organization and work accomplishment (Raišienė et al., 2020).

2.3 Hypotheses Development

The objective of this research is to investigate how socio-demographic factors may have an influence on the opportunities and challenges faced by employees who work remotely from home. Eight research hypotheses have been set in this study.

Gender

Prior studies suggested that males and females perceived the opportunities and challenges of working from home differently. Males were found to be statistically more likely to experience challenges related to self-organizing, particularly facing difficulty in identifying the beginning and end of several work tasks (Raišienė et al., 2020). On the other hand, another study had identified that males were more likely to miss the work-related social contact, while females were more likely to state that personal isolation was a challenge (Huws et al., 1996). Females were more likely to state that the saving of cost of travel is an advantage, whereas more males pointed out that working from home meant less travel stress commuting to work (Huws et al., 1996).

This leads to the following hypothesis:

H₁: The perceived opportunities and challenges of working from home varies among genders.

Age Group

Research has indicated that older employees face challenges in self-organization, making it difficult to balance between work and life while working from home, in comparison to younger employees (Raišienė et al., 2020). It was also pointed that employees from older generations required more direct contact and feedback from

their managers and found it difficult to maintain good relationships with co-workers while working remotely (Raišienė et al., 2020).

Additionally, it was found that younger generations were more open to technology when working from home, while older generations valued work in the physical office location (Raišienė et al., 2020). Another study has highlighted that since technology was required in teleworking, is it essential that older employees have the skills and confidence to interact with it (Sharit, et al., 2009). The study also stated that older employees value the sense of security that comes from remote working at home, particularly when dealing with personal or health issues that can be better managed at home (Sharit, et al., 2009).

Given the current evidence, this leads to the following hypothesis:

H₂: The perceived opportunities and challenges of working from home varies among age groups.

Marital Status

One significant finding that was found in literature is the negative association of working from home with female single parents and widowed individuals (Bhuiyan et al, 2020).

Another study in 2020 found that productivity during teleworking may be affected by marital status, where married employees could be more productive than those who are single (Kasemsukprakarn & Dowpiset, 2020).

This finding may support the following hypothesis:

H₃: The perceived opportunities and challenges of working from home varies among marital statuses.

Household with children

In a previous research that studied the impact of the presence of children on employees teleworking, it has been discovered that employees with children have rated reduced stress and family benefits as advantages more highly than those with no children at home (Mokhtarian et al., 1998). On the other hand, employees with children were more likely to state that household distractions were a constrain while working, than those without children (Mokhtarian et al., 1998).

This finding provides support for the following hypothesis:

H₄: The perceived opportunities and challenges of working from home varies among employees with and without children living in their household.

Education levels

Evidence has been found that higher education levels of employees working from home led to higher self-confidence and job satisfaction while lower education degrees resulted in lower involvement and more interest in performing specific tasks that are given (Raišienė et al., 2020).

This finding may support the following hypothesis:

H₅: The perceived opportunities and challenges of working from home varies among educational levels.

Income levels

Income level of employees is an important factor to telecommuting, since low-income employees experience different challenges in terms of mobility and finances than high-income employees (He & Hu, 2015). The benefits of teleworking may vary between different income groups, where saved time and money from telecommuting may be perceived differently (He & Hu, 2015). Many studies have found that university degree holders of high-income tend to engage more in telework (López-Igual & Rodríguez-Modroño, 2020).

This finding may support the following hypothesis:

H₆: The perceived opportunities and challenges of working from home varies among income levels.

Duration of employment and duration working from home

Previous research has found that employees with more experience tended to suffer from professional isolation while teleworking (Golden, 2008). In a study conducted in 2020 during the COVID-19 period, it was found that people with more teleworking experience have evaluated more drawbacks than benefits of working from home. It was also found that employees who only worked during quarantine or lockdown have emphasized on the benefits of telework and less on the drawbacks (Raišienė et al., 2020).

Given the current evidence, this leads to the following hypotheses (H₇ and H₈)

H₇: The perceived opportunities and challenges of working from home varies among duration of employment.

H₈: The perceived opportunities and challenges of working from home varies duration of working from home.

2.4 Summary of Research Hypotheses

The following table displays the 8 hypotheses that will be tested within this research:

Table 2.1: Research hypotheses

	Research Hypotheses
H ₁	The perceived opportunities and challenges of working from home varies among genders.
H ₂	The perceived opportunities and challenges of working from home varies among age groups.
H ₃	The perceived opportunities and challenges of working from home varies among marital statuses.
H ₄	The perceived opportunities and challenges of working from home varies among employees with and without children living in their household.
H ₅	The perceived opportunities and challenges of working from home varies among educational levels.
H ₆	The perceived opportunities and challenges of working from home varies among income levels.
H ₇	The perceived opportunities and challenges of working from home varies among durations of employment.
H ₈	The perceived opportunities and challenges of working from home varies among durations of working from home.

Chapter 3

METHODOLOGY

3.1 Questionnaire Design

The nature of this study is quantitative, where a questionnaire was designed and distributed through electronic means to different individuals who have experienced working from home. The questionnaire used in this study has been developed using tested scales from different published researches (Church, 2015; Ipsen, 2020; Raišienė et al., 2020; Garg & van der Rijst, 2015). Some questions have been modified to fit the current study and to maintain a flow of consistency throughout the questionnaire. Appendix A displays the questions that have been distributed.

The first section of the questionnaire contains the socio-demographic factors, which include the gender, age group, income level, education level, marital status, having children living in the household, occupation, field of employment along with the duration of employment and duration of teleworking.

The second section consists of 23 scale questions which were designed using the 5-point Likert Scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questions represent a set of potential opportunities and challenges that may be faced by employees working from home. Table 3.1 displays the 23 questions.

Table 3.1: Selection questions

		Reference
1	You are more productive in your work when working from home.	Church, 2015
2	Your job satisfaction has improved since working from home.	
3	Working from home has been cost beneficial for you. (<i>e.g. cost of clothing, transportation, petrol, etc...</i>)	
4	Unlike working from the office, you are able to focus on your work at home due to limited unnecessary work distractions.	Ipsen, 2020
5	While working from home, you do not have to spend time on long meetings.	
6	While working from home, you are able to take a break whenever you like to.	
7	Working from home has brought you closer to your family and friends.	
8	The atmosphere in your home is better than that of your work.	
9	You have no-one looking over you while doing your job.	
10	You save time by not commuting every day to work and back.	
11	By working from home, you do not expose yourself to the risk of getting a disease.	
12	Working from home gives you a chance to break your old habits and change your routine.	Raišienė et al., 2020
13	Working from home has increased some expenses for you. (<i>e.g. cost of reliable internet connection, increased phone bills, purchasing a work station, etc...</i>)	
14	You experience difficulties related to self-organization and time management of your work tasks while working from home.	
15	When working from home, you experience difficulties to unplug from work after working hours.	
16	You feel isolated from people due to working remotely from home.	
17	You face some difficulties keeping up the latest technology required to complete your work at home. (<i>e.g. zoom meetings, sharing large files, using new software, etc...</i>)	
18	You get easily distracted by family members while working from home.	
19	Lack of face-to-face interactions with colleagues and managers affect the quality of your work negatively.	
20	By working from home, you lack the inspirational work atmosphere.	
21	It is difficult to self-motivate yourself while working from home.	
22	You miss the physical interaction with others to coordinate complex tasks.	Garg & van der Rijst, 2015
23	Contextual information is likely to get lost with electronic correspondence.	

3.2 Data Collection

According to Connelly (2008), literature suggests that a pilot study sample should be 10% of the sample projected for the larger parent study. Therefore, prior to the distribution of the questionnaire, a pilot study was conducted against a selected sample of 10 participants. The participants have made comments indicating minor misperception within the format of the questionnaire. The questionnaire was modified to avoid any misinterpretations by the respondents. It was later distributed for a period of 4 weeks starting from 10th of December 2020 and up to the 7th of January 2021.

In literature, it has been stated that a research survey should have no fewer than 100 cases (Cohen et al., 2000). In this study, a total sample of 220 responses were recorded.

While the study was conducted within the Turkish Republic of Northern Cyprus, the respondents recorded were from different countries around the world. Most of the participants live and work in the Eastern Mediterranean region, such as the Gulf, Arab and Eastern Mediterranean countries. By having the questionnaire developed and distributed through electronic means, it was possible to include international respondents to add richness to data for research analysis (Singh & Burgess, 2006).

All the participants were informed of the purpose of the study before they answered the questionnaire. Participants were assured of the confidentiality of their responses and that their participation was voluntary.

3.3 Data Analysis

In order to analyze the data collected from the questionnaire, the software SPSS (Statistical Package for the Social Sciences) was used. The data consisting of 220 responses were imported into the software and various analysis procedures have been performed. The data consisted of the dependent variables which were derived from the socio-demographic questions, and the independent variables which were derived from the selection questions.

Firstly, the data was examined to exclude irrelevant responses. A total of 27 responses have been removed from the dataset as they did not meet the study criteria. Responses with occupations related to health practitioners (such as “psychologist” and “nurse”), students, freelancers and business owners were excluded. The remaining responses were all of participants holding jobs that were possible to be conducted through remote work from home. After the exclusions, the number of valid responses that were analyzed were 193 responses.

Secondly, the dependent variables (socio-demographics questions) were analyzed, and the frequencies of the different groups were reported (as shown in table 4.1, 4.2 and 4.3).

Lastly, the testing of the hypotheses was performed using the independent t test (t -test) and Analysis of variance (ANOVA), at a significance of 0.05. The two tests are statistical methods that are used in testing a hypothesis for comparing between groups. The t -test is used to compare the means of groups of two, while ANOVA is used to compare three or more groups (Mishra et al., 2019).

In this study, *t*-test was used to compare between the genders of the participants (male, female) and whether they lived in a household with children (yes, no). ANOVA test was used to compare between the groups of the marital statuses, age groups, education levels, income levels, durations of employment and the durations of working from home.

Chapter 4

RESEARCH FINDINGS

4.1 Demographic Analysis

In total, 193 teleworkers were included in this study. Tables 4.1, 4.2 and 4.3 display the results of the demographic analysis.

The sample comprised of 37.8% ($N = 73$) of males and 62.2% ($N = 120$) of females.

The vast majority 52.8% ($N=102$) of the sample were single, while 41.5% ($N=80$) were married, 1% ($N=2$) were separated and 4.7% ($N=9$) were divorced.

In terms of age groups, there were five groups: 18.7% ($N=36$) of individuals aged 18 to 25 years, 46.6% ($N=90$) of individuals aged 26 to 33 years, 21.8% ($N=42$) of individuals aged 34 to 41 years, 6.2% ($N=12$) of individuals aged 42 to 49 years, and 6.7% ($N=13$) of individuals aged 50 or greater.

Respondents who mentioned that they live in a household with children made up 40.8% ($N=78$) of the sample, while 59.6% ($N=115$) did not live in a household with children.

Regarding education levels, 6.7% ($N = 13$) of the respondents had a high school diploma, 48.7% ($N = 94$) held a bachelor's degree, 40.4% ($N = 78$) held a master's degree, while 4.2% ($N = 8$) held a doctorate degree.

Monthly income levels of respondents were also recorded as: 10.9% (N=21) receive an income of ‘\$0 to \$500’, 20.7% (N=40) receive an income of ‘\$501 to \$1000’, 21.8% (N=42) receive an income of ‘\$1001 to \$1500’, 17.1% (N=33) receive an income of ‘\$1501 to \$2000’, 15.5% (N=30) receive an income of ‘\$2001 to \$3000’ and 14% (N=27) receive an income of \$3000 or greater.

Table 4.1: Demographic results 1

Variable		N	%
Gender	Female	120	62.2%
	Male	73	37.8%
Marital Status	Single	102	52.8%
	Married	80	41.5%
	Separated	2	1.0%
	Divorced	9	4.7%
	Widowed	0	0%
Age Group	18-25	36	18.7%
	26-33	90	46.6%
	34-41	42	21.8%
	42-49	12	6.2%
	50	13	6.7%
Children living in household	Yes	78	40.4%
	No	115	59.6%
Educational Level	High School Diploma	13	6.7%
	Bachelor's Degree	94	48.7%
	Master's Degree	78	40.4%
	Doctorate Degree	8	4.2%
Income Level	\$0 – \$500	21	10.9%
	\$501 - \$1000	40	20.7%
	\$1001 - \$1500	42	21.8%
	\$1501 - \$2000	33	17.1%
	\$2001 - \$3000	30	15.5%
	\$3001+	27	14.0%
Total		193	100.0%

Table 4.2 shows the distribution of respondents in terms of their nationalities and their country of residence.

Table 4.2: Demographic results 2

Variable	N	%	
Nationality	Algerian	1	0.5%
	American	7	3.6%
	Australian	2	1.0%
	Bahraini	52	26.9%
	British	1	0.5%
	Canadian	4	2.1%
	Cypriot	2	1.0%
	Egyptian	11	5.7%
	Emirati	2	1.0%
	Iranian	5	2.6%
	Iraqi	23	11.9%
	Jordanian	19	9.8%
	Lebanese	27	14.0%
	Libyan	9	4.7%
	Moroccan	1	0.5%
	Nigerian	3	1.6%
	Palestinian	1	0.5%
	Saudi	2	1.0%
	South African	1	0.5%
	Syrian	10	5.2%
Turkish	9	4.7%	
Zimbabwean	1	0.5%	
Country of Residence	Bahrain	60	31.1%
	Canada	6	3.1%
	Egypt	2	1.0%
	Iraq	16	8.3%
	Jordan	1	0.5%
	Kuwait	45	23.3%
	Lebanon	24	12.4%
	Libya	1	0.5%
	Nigeria	2	1.0%
	Qatar	1	0.5%
	Saudi Arabia	2	1.0%
	South Africa	1	0.5%
	TRNC	8	4.1%
	Turkey	17	8.8%
	UAE	2	1.0%
	UK	4	2.1%
	USA	1	0.5%
Total	193	100.0%	

Table 4.3 displays the findings related to the participants' employment. The employment fields represent the organization sectors in which the respondents are employed in, while the occupation represents their jobs or type of jobs they perform.

Regarding the participants duration of employment, 7.3% ($N = 14$) of the respondents had less than 1 year of work experience, 23.8% ($N = 46$) had 1-3 years of work experience, 47.2% ($N = 91$) had 4-10 years of work experience, and 14% ($N = 27$) had 11-19 years of work experience while 7.8% ($N = 15$) of the respondents had 20+ years of experience.

Durations of working from home was also recorded as: 59.1% ($N=114$) have only worked from home during quarantine or lockdown in the COVID-19 period, 6.2% ($N=12$) have worked from home for several weeks, 25.9% ($N=50$) have worked from home for less than a year, 6.7% ($N=13$) have worked for 1-3 years while 2.1% ($N=4$) have worked from home for more than 3 years.

Table 4.3: Demographic results 3

Variable	N	%	
Employment Field	Education and Social Services	67	34.7%
	Management and Administration	55	28.5%
	Production and Trade	15	7.8%
	Services and Intellectual Outputs	55	28.5%
	Others	1	0.5%
Occupation	Administrative jobs	26	14.8%
	Consultancy related jobs	5	2.8%
	Customer service	4	2.3%
	Educator	41	23.3%
	Engineer	7	4.0%
	Financial related jobs	32	18.2%
	HR related jobs	7	4.0%
	IT related jobs	13	7.4%
	Marketing related jobs	11	6.3%
	Media related jobs	1	0.6%
	Real estate related jobs	1	0.6%
	Supervisor or Manager	28	15.9%

Duration of Employment	Less than 1 year	14	7.3%
	1 - 3 years	46	23.8%
	4-10 years	91	47.2%
	11-19 years	27	14.0%
	20+ years	15	7.8%
Duration of remote working from home	Only during lockdown/quarantine (COVID-19 period)	114	59.1%
	Several weeks	12	6.2%
	Less than 1 year	50	25.9%
	1 - 3 years	13	6.7%
	More than 3 years	4	2.1%
Total		193	100.0%

4.2 Mean Scores of the Perceived Opportunities and Challenges

The mean scores of the 23 opportunities and challenges have been found and sorted by descending order of mean result. The results are displayed in table 4.4 below.

Table 4.4: Mean scores

	Opportunities and Challenges of working from home	Mean
1	Avoiding exposure to diseases	4.40
2	Saving time	4.10
3	Cost benefits	4.09
4	Taking breaks at anytime	3.87
5	Coordinating complex tasks	3.78
6	Unplugging after working hours	3.67
7	Closer to family and friends	3.62
8	Chance to break old habits	3.55
9	Isolation from people	3.51
10	Lacking inspirational work atmosphere	3.50
11	No-one looking over	3.38
12	Not spending time on long meetings	3.37
13	Unnecessary work distractions	3.31
14	Better home atmosphere	3.18
15	Home distractions	3.16
16	More productivity	3.12
17	Lost of contextual information	3.09
18	Improved job satisfaction	3.08
19	Negatively affected work quality	3.04

20	Difficulty to self-motivate	3.03
21	Difficulties in self-organization	3.02
22	Increased expenses	2.86
23	Difficulty with technology	2.72

It can be noticed that the highest three mean score listed were all opportunities (avoiding exposure to diseases, saving time and cost benefits), while the lowest three mean scores were all challenges (difficulties in self-organization, increased expenses and difficulty with technology). This implies that the participants were more likely to give a higher rate to the opportunities of remote working from home than the challenges of it.

The top opportunity of working from home listed was avoiding the risk of exposure to diseases. This finding was well predicted, since this study has been conducted during the COVID-19 period where most people were instructed to avoid leaving home in order to protect themselves from the infectious disease (Belzunegui-Eraso & Erro-Garcés, 2020).

According to Kurland & Bailey, one of the most obvious opportunities of home-based work is the elimination of commuting time as well as cost of gas, car maintenance and clothing (Kurland & Bailey, 1999). The results of this research have supported this statement where saving time and cost benefits have indicated a mean of 4.1 and 4.09 respectively.

4.3 Hypotheses Testing Results

The following sections displays the significant results of the tests conducted in the data analysis stage and a discussion of the research hypotheses. For simplicity, the

following section will only display the significant results along; the complete result tables can be found in Appendix B.

4.3.1 Hypothesis 1: Gender

Hypothesis (H₁) has been partially rejected since one out of the twenty-three items were significant as displayed in table 4.5. The results indicate that there is a significant difference in “*missing the physical interaction with others to coordinate complex tasks*” between females and males. This implies that the mean score of females (M = 3.63) is significantly different ($p = 0.022 < 0.05$) from that of males (M = 4.04).

Table 4.5: Hypothesis 1 results

	Gender	N	Mean	F	Sig.
22 Coordinating complex tasks	Female	120	3.63	9.089	0.022
	Male	73	4.04		

Supporting evidence in literature found that males were statistically more likely to experience challenges related to self-organization during working from home, particularly facing difficulty in identifying the beginning and end of several work tasks (Raišienė et al., 2020). Another study mentioned that females were more likely to state personal isolation as a challenge and cost of travel as an advantage while males were more likely to state less travel stress commuting to work (Huws et al., 1996).

The results of this study support the findings of Raišienė (2020). However, the results are not parallel with the study conducted by Huws (1996).

4.3.2 Hypothesis 2: Age Groups

Hypothesis (H₂) has been partially rejected since two out of the twenty-three items were significant as displayed in table 4.6. The results indicate that there is a significant

difference in the perceived opportunity that “*Working from home has brought you closer to your family and friends*” between age groups, where the highest mean is the “50+ years” group and the lowest mean is the “18-25 years” group. Supporting evidence from literature found that older employees value the sense of security that comes from remote working at home (Sharit, et al., 2009), which may be in the form of being closer to family and friends.

The results also indicate that there is a significant difference in “*experiencing difficulties to unplug from work after working hours*” between age groups, where the highest mean is the “26-33 years” group and the lowest mean is the “34-41 years” group. The results contradict the assertions found in the reviewed literature that stated that older employees face challenges to balance between work and life while working from home, in comparison to younger employees (Raišienė et al., 2020).

An alternative explanation is that employees in the ‘26-33 years’ age group are relatively at the start of their career and may be striving to work harder to prove themselves within their field, unlike employees in the ‘34-41 years’ age group which are more likely to be settled in their jobs. Employees in the ‘26-33 years’ age group may be online more hours during the day responding to emails which causes difficulty in unplugging after working hours.

In literature, it was found that younger generations were more open to technology while working from home (Raišienė et al., 2020) and older employees require the skills and confidence to interact with it (Sharit, et al., 2009). This study does not show any significance in the difficulty to use technology while teleworking among different age groups.

Table 4.6: Hypothesis 2 results

	Age Group	Mean	F	Sig.
7 Closer to family and friends	Highest Mean (50+ years)	4.00	3.101	0.017
	Lowest Mean (18-25 years)	3.06		
15 Unplugging after working hours	Highest Mean (26-33 years)	3.92	3.477	0.009
	Lowest Mean (34-41 years)	3.10		

4.3.3 Hypothesis 3: Marital Statuses

Hypothesis (H₃) has been rejected since none of the twenty-three items were significant. Participants were divided into four groups according to their marital status (Single, Married, Separated, Divorced, Widowed).

There is no statistically significant difference at the $p < 0.05$ level in the perceived opportunities and challenges by employees working from home for the five marital groups. The results contradict findings of a study conducted in 2020, which found that productivity during teleworking may be influenced by marital status, where married employees could be more productive than those who are single (Kasemsukprakarn & Dowpiset, 2020).

4.3.4 Hypothesis 4: Household with Children

Hypothesis (H₄) has been partially rejected since three out of the twenty-three items were significant as displayed in table 4.7. The results indicate that there is a significant difference in “*taking breaks whenever you like to while working from home*” between employees living in households with children and employees living in households with no children. This implies that the mean score of households without children ($M = 4.04$) is significantly different ($p = 0.026 < 0.05$) from that of households with children ($M = 3.62$). While there was no evidence in literature to explain the influence of a teleworker living with children and enjoying flexible breaks during working hours,

some explanations might be worth investigating. It is worth mentioning that this study was conducted during the COVID-19 period, where most children in many countries did not go to school due to the pandemic restrictions and studied from home. Having children around the house during working hours may have added a burden on teleworkers who were also taking care of these children; hence, break time may have merely been additional time to meet these children's needs.

The results also indicate that there is a significant difference in the results of "*By working from home, you do not expose yourself to the risk of getting a disease.*" between employees living in households with children and employees living in households with no children. This implies that the mean score of households without children ($M = 4.61$) is significantly different ($p = 0.002 < 0.05$) from that of households with children ($M = 4.10$). There was no evidence found in literature to support this finding.

The results also indicate that there is a significant difference in "*getting easily distracted by family members while working from home*" between employees living in households with children and employees living in households with no children. This implies that the mean score of households without children ($M = 2.89$) is significantly different ($p = 0.001 < 0.05$) from that of households with children ($M = 3.56$). There is clear evidence in literature to support this finding, where employees with children were more likely to state that household distractions were a constrain while working, than those without children (Mokhtarian et al., 1998).

Table 4.7: Hypothesis 4 results

		Household with children	N	Mean	F	Sig.
6	Taking breaks	No	115	4.04	8.786	0.026
		Yes	78	3.62		
11	Avoiding exposure to diseases	No	115	4.61	15.226	0.002
		Yes	78	4.10		
18	Home distractions	No	115	2.89	1.705	0.001
		Yes	78	3.56		

4.3.5 Hypothesis 5: Education Levels

Hypothesis (H₅) has been partially rejected since one out of the twenty-three items was significant as displayed in table 4.8. The results indicate that there is a significant difference in the perceived challenge of “*feeling isolated from people due to working remotely from home*” between education levels, where the highest mean is the “Doctorate Degree” group and the lowest mean is the “High School Diploma” group. There was no evidence in literature to explain the influence of education level on the feeling of isolation while working from home.

Studies discussing the influence of higher education levels in literature were mostly associated with higher self-confidence and job satisfaction. (Raišienė et al., 2020). However in this study, there was no significance between educational level and job satisfaction, hence the results were not in parallel with the study of Raišienė (2020).

Table 4.8: Hypothesis 5 results

	Education Level	Mean	F	Sig.	
16	Isolation from people	Highest Mean (Doctorate Degree)	3.75	3.085	0.029
		Lowest Mean (High School Diploma)	2.62		

4.3.6 Hypothesis 6: Income Levels

Hypothesis (H₆) has been partially rejected since two out of the twenty-three items were significant as displayed in table 4.9. The results indicate that there is a significant difference in the perceived opportunity of “*the atmosphere at home is better than that of the office*” between income levels, where the highest mean is the “\$501 - \$1000” group and the lowest mean is the “\$0 - \$500” group.

Working from home requires a dedicated and quiet space to perform work duties, therefore it can be a challenge for those living in smaller homes (Vyas & Butakhieo, 2020). Employees with lower incomes experience challenges in terms of mobility and finances than high-income employees (He & Hu, 2015). While this finding may require more investigation, lower income earners could be living in homes with smaller or shared spaces, hence finding their home’s atmosphere less appealing than that of their office.

The results also indicate that there is a significant difference in “*experiencing difficulties to unplug from work after working hours*” between income levels, where the highest mean is the “\$1501 - \$2000” group and the lowest mean is the “\$501 - \$1000” group. There was not enough evidence in literature to explain the influence of income level on the difficulty to unplug from work after working hours.

Table 4.9: Hypothesis 6 results

	Income Level	Mean	F	Sig.
8 Home atmosphere	Highest Mean (\$501 - \$1000)	3.70	3.551	0.004
	Lowest Mean (\$0 – \$500)	2.67		
15 Unplugging after working hours	Highest Mean (\$1501 - \$2000)	4.24	5.485	0.000
	Lowest Mean (\$501 - \$1000)	3.25		

4.3.7 Hypothesis 7: Duration of Employment

Hypothesis (H₇) has been partially rejected since two out of the twenty-three items were significant as displayed in table 4.10. The results indicate that there is a significant difference in the perceived opportunity of “*the atmosphere at home is better than that of the office*” between durations of employment, where the highest mean is the “1-3 years of experience” group and the lowest mean is the “less than 1 year experience” group.

The results also indicate that there is a significant difference in the perceived opportunity of “*saving time by not commuting every day to work and back*” between durations of employment, where the highest mean is the “1-3 years of experience” group and the lowest mean is the “11-19 years of experience” group.

Previous research has found that employees with more experience tended to suffer from professional isolation while teleworking (Golden, 2008). However, the results of this study differ from previous studies and do not show parallelism. Since this study was conducted during the COVID-19 period, most employees were asked to work from home. This may have enhanced the feeling of solidarity among experienced and non-experienced teleworkers, resulting in less of the professional isolation experience.

Table 4.10: Hypothesis 7 results

		Employment Duration	Mean	F	Sig.
8	Home atmosphere	Highest Mean (1 - 3 years)	3.54	3.648	0.007
		Lowest Mean (Less than 1 year)	2.36		
10	Saving time	Highest Mean (1 - 3 years)	4.46	3.117	0.024
		Lowest Mean (11-19 years)	3.63		

4.3.8 Hypothesis 8: Duration of Working from Home

Hypothesis (H₈) has been partially rejected since four out of the twenty-three items were significant as displayed in table 4.11. The results indicate that there is a significant difference in the perceived challenge of *“feeling isolated from people due to working remotely from home”* between durations of working from home, where the highest mean is the “several weeks” group and the lowest mean is the “more than 3 years” group.

The results also indicate that there is a significant difference in the perceived challenge of *“facing some difficulties keeping up the latest technology required to complete work at home”* between durations of working from home, where the highest mean is the “1-3 years” group and the lowest mean is the “more than 3 years” group.

Another finding in the results show a significant difference in the perceived challenge of *“Lack of face-to-face interactions with colleagues and managers affect the quality of work negatively”* between durations of working from home, where the highest mean is the “1-3 years” group and the lowest mean is the “more than 3 years” group.

There is also a significant difference in *“missing the physical interaction with others to coordinate complex tasks”* between durations of working from home, where the highest mean is the “1-3 years” group and the lowest mean is the “several weeks” group.

All four significant findings can be categorized as challenges for teleworkers. In a study conducted in 2020 during the COVID-19 period, it was found that people with more teleworking experience have evaluated more drawbacks than benefits of working

from home. However, the result of this study is not in parallel with the previous study, as less experienced employees have given higher rates to three challenges than higher experienced employees.

Table 4.11: Hypothesis 8 results

	Work From Home Duration	Mean	F	Sig.
16 Isolation from people	Highest Mean (Several weeks)	4.58	13.147	0.000
	Lowest Mean (More than 3 years)	2.75		
17 Difficulty with technology	Highest Mean (1 - 3 years)	2.92	4.842	0.008
	Lowest Mean (More than 3 years)	1.50		
19 Negatively affected work quality	Highest Mean (1 - 3 years)	3.38	4.349	0.002
	Lowest Mean (More than 3 years)	1.75		
22 Coordinating complex tasks	Highest Mean (1 - 3 years)	4.38	2.976	0.049
	Lowest Mean (Several weeks)	3.08		

4.4 Summary of Research Hypotheses Results

The following table (table 4.12) displays the results of the 8 tested hypotheses. The perceived opportunities and challenges of working from home varies among marital statuses (H_3) is rejected due to all the items resulting in a p-value > 0.05 . The remaining hypotheses ($H_1, H_2, H_4, H_5, H_6, H_7, H_8$) have been partially rejected.

Table 4.12: Summary of research hypotheses results

Research Hypotheses	Accept (out of 23)	Reject (out of 23)	Result
H ₁ : The perceived opportunities and challenges of working from home varies among genders.	Accept 1 item: (Coordinating complex tasks)	22	Partially Rejected
H ₂ : The perceived opportunities and challenges of working from home varies among age groups.	Accept 2 items: (Closer to family and friends) (Unplugging after working hours)	21	Partially Rejected
H ₃ : The perceived opportunities and challenges of working from home varies among marital statuses.	Accept 0 items.	23	Rejected
H ₄ : The perceived opportunities and challenges of working from home varies among employees with and without children living in their household.	Accept 3 items: (Taking breaks) (Avoiding exposure to diseases) (Home distractions)	20	Partially Rejected
H ₅ : The perceived opportunities and challenges of working from home varies among educational levels.	Accept 1 item: (Isolation from people)	22	Partially Rejected
H ₆ : The perceived opportunities and challenges of working from home varies among income levels.	Accept 2 items: (Home atmosphere) (Unplugging after working hours)	21	Partially Rejected
H ₇ : The perceived opportunities and challenges of working from home varies among duration of employment.	Accept 2 items: (Home atmosphere) (Saving time)	21	Partially Rejected
H ₈ : The perceived opportunities and challenges of working from home varies among duration of working from home.	Accept 4 items: (Isolation from people) (Difficulty with technology) (Negatively affected work quality) (Coordinating complex tasks)	19	Partially Rejected

Chapter 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

In conclusion, this study has found the most common opportunities and challenges faced by employees working from home and the influence of socio-demographic factors on these findings. The significant findings have been reported and compared to evidence existing in literature. This section provides recommended solutions to improve the management of challenges for higher authorities, managers and employees.

5.2 Recommendations

The following section discusses the recommendations made to ruling authorities, managers and employees.

5.2.1 Recommendations to Higher Authorities

Higher Authorities, such as the government entities responsible for labour regulations, may have an impact on the way employees perceive the opportunities and challenges of working from home.

Authorities should consider:

- Setting clear and formal Work From Home (WFH) guidelines for organizations and employees to follow.
- Differentiating between guidelines of various sectors and occupations.

- Implementing training programs to support job-seekers and emphasize on programs related to teleworking.

5.2.2 Recommendations to Managers

While this study focused on remote work from an employee perspective, it is evident that managers may have a considerable amount of influence on the way employees perceive remote work from home. Managers can help set preconditions for higher efficiency, motivation and satisfaction of employees while working from home. Whether employees have been remote working for a while or only during unprecedented times such as the COVID-19 period, there are some valuable recommendations that managers may implement within their organization to ease the process of teleworking and support the team.

Managers are advised to:

- Recommend and implement online training programs to assist workers in remote working from home. These programs may entail modules related to how to work in a collaborative team online, work-life balance modules and basic technology related modules.
- Enroll themselves in courses related to effective remote management to enhance their leadership and supervisory skills through virtual means.
- Set clear expectations and key performance indicators (KPIs) and ensure the employees are aware of them.
- Emphasize on the importance of communication among the team.
- Assign clear tasks and meet with the team regularly through video calls to discuss updates.

- Respect working hours and communicate within the implemented schedules. Having defined scheduled times for employees to be on and offline has proved to improve job satisfaction, work-life balance, performance and fosters open communication (Perlow & Porter, 2009).
- Understand their teams' needs, strengths and weaknesses in order to provide them with support and guidance.
- Ensure that employees working from home are well equipped with all the necessities to perform their jobs, such as laptops and access rights to data.

5.2.3 Recommendations to Employees

Teleworkers were the main focus in this study, where they have rated the various opportunities and challenges experienced while working from home.

In order to minimize the challenges of remote work, it is recommended that employees:

- Prepare a dedicated workspace within their homes in an area away from potential distraction.
- Establish clear boundaries with family members and have them informed of the planned work schedule.
- Get enough sleep and get dressed every morning before starting work to help in self-motivation and self-organization.
- Keep a routine and clear working schedule allowing time for frequent short breaks to charge.
- Communicate clearly with other team members and managers and ask questions to avoid doubts.
- Build a transition into and out of work at the beginning and end of each working day.

- Finally, it is important to socialize frequently, even if it was virtually, with colleagues and friends to avoid isolation challenges.

5.3 Limitations

One of the limitations to this study was the time constraint in completing the research. Another limitation was the language barrier for some non-English speaking respondents who have attempted to answer the questionnaire.

5.4 Future Studies

In this research, the socio-demographic factors have been investigated to find their influence on the opportunities and challenges faced by teleworkers. It is suggested that further research is done taking into consideration the following points.

- The types of job and the communication required may have an influence on the opportunities and challenges faced by teleworkers. Jobs that require synchronous communications may face more challenges due to the need for the employee to be available and respond in real-time. Examples of jobs requiring synchronous communications are customer services jobs or IT troubleshooting jobs. On the other hand, jobs that allow asynchronous communications, such as consultancy jobs, may be an opportunity for teleworkers in terms of flexibility in working schedules and the ability to attend to family needs during the day.
- The type of home and office space available may also be an important factor to investigate, where employees with smaller or shared spaces may perceive the opportunities and challenges differently than employees with separate home-based offices.
- The family structure may also have an influence on teleworkers, where employees who have family members to take care of, such as younger children

or elderly parents, may perceive the opportunities and challenges differently. In addition, employees living in households with domestic workers may also experience teleworking differently than others.

- Employees who suffer from physical health issues or disabilities may view telework differently than others. In addition, it is worth investigating the health challenges that may arise from the sedentary lifestyle when working from home.
- It is also suggested to study the opportunities and challenges from a manager's perspective and conduct comparisons with the employee perspective.

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APPENDICES

Appendix A: Questionnaire

Thank you for kindly participating in this study. The survey should take about 10-15 minutes to complete. Your participation in this study will help us understand how certain socio-demographic factors influence the opportunities and challenges employees may face while **working remotely from home**. Please read all of the questions carefully and answer them. Please be informed that your personal information and individual responses will be kept confidential and used only for research purposes.

Please answer the following questions.

1-Demographic Information:

1- Gender:

a-Female

b-Male

2-Age group:

a-18 – 25

b-26 – 33

c-34 – 41

d-42 – 49

e-50 +

3-Nationality:

4-Country of Residence:

5-Marital status:

a- Single

b-Married

c-Separated

d-Divorced

e-Widowed

6-Do you have children living at home with you (below 18 years)?

a- Yes

b-No

7-Including yourself, how many people currently live in your household? _____

8-Education level:

- a-High school Diploma b-Bachelor's degree c-Master’s degree d-Doctorate degree

9- Employment field

- a- Services and intellectual outputs b- Production and trade c- Management and administration d- Health, education, and social services e-other

10-Occupation: _____

11-Monthly income level:

- a-\$0 – 500 b-\$501 – 1000 c-\$1001 – 1500 d-\$1501 – 2000 e-\$2001 - 3000 f-\$3001+

12-Duration of Employment

- a-Less than 1 year b-1-3 years c-4-10 years d-11-20 years e-More than 20 years

13- How long have you been remote working (from home)?

- a-Only during quarantine b-several weeks c-less than 1 year d-1-3 years e-More than 3 years

II- Selection Decision

Please read the following questions and indicate how much you agree or disagree with each of these statements using the scale provided below. Please mark on the number which is mostly appropriate for you in order to specify the **opportunities and challenges you have faced while working from home.**

		STRONGLY AGREE		STRONGLY DISAGREE		
		😊		😐		😞
1	You are more productive in your work when working from home.	5	4	3	2	1
2	Your job satisfaction has improved since working from home.	5	4	3	2	1
3	Working from home has been cost beneficial for you (e.g. cost of clothing, transportation, petrol, etc...).	5	4	3	2	1
4	Unlike working from the office, you are able to focus on your work at home due to limited unnecessary work distractions.	5	4	3	2	1

5	While working from home, you do not have to spend time on long meetings.	5	4	3	2	1
6	While working from home, you are able to take a break whenever you like to.	5	4	3	2	1
7	Working from home has brought you closer to your family and friends.	5	4	3	2	1
8	The atmosphere in your home is better than that of your work.	5	4	3	2	1
9	You have no-one looking over you while doing your job.	5	4	3	2	1
10	You save time by not commuting every day to work and back.	5	4	3	2	1
11	By working from home, you do not expose yourself to the risk of getting a disease.	5	4	3	2	1
12	Working from home gives you a chance to break your old habits and change your routine.	5	4	3	2	1
13	Working from home has increased some expenses for you (e.g. cost of reliable internet connection, increased phone bills, purchasing a work station, etc...).	5	4	3	2	1
14	You experience difficulties related to self-organization and time management of your work tasks while working from home.	5	4	3	2	1
15	When working from home, you experience difficulties to unplug from work after working hours.	5	4	3	2	1
16	You feel isolated from people due to working remotely from home.	5	4	3	2	1
17	You face some difficulties keeping up the latest technology required to complete your work at home (e.g. zoom meetings, sharing large files, using new software, etc...).	5	4	3	2	1
18	You get easily distracted by family members while working from home.	5	4	3	2	1
19	Lack of face-to-face interactions with colleagues and managers affect the quality of your work negatively.	5	4	3	2	1
20	By working from home, you lack the inspirational work atmosphere.	5	4	3	2	1
21	It is difficult to self-motivate yourself while working from home.	5	4	3	2	1
22	You miss the physical interaction with others to coordinate complex tasks	5	4	3	2	1
23	Contextual information is likely to get lost with electronic correspondence.	5	4	3	2	1

YOU HAVE REACHED THE END OF THE QUESTIONNAIRE.
 THANK YOU VERY MUCH FOR PARTICIPATING IN THIS STUDY.

Appendix B: Research Results

		Gender	N	Mean	F	Sig.
1	Productivity	Female	120	3.13	0.020	0.932
		Male	73	3.11		
2	Job Satisfaction	Female	120	3.13	3.159	0.493
		Male	73	3.00		
3	Cost benefits	Female	120	4.22	3.152	0.063
		Male	73	3.88		
4	Unnecessary work distractions	Female	120	3.37	0.514	0.455
		Male	73	3.22		
5	Not spending time on long meetings	Female	120	3.39	5.469	0.745
		Male	73	3.33		
6	Taking breaks	Female	120	3.94	0.003	0.322
		Male	73	3.75		
7	Closer to family and friends	Female	120	3.73	0.375	0.152
		Male	73	3.45		
8	Home atmosphere	Female	120	3.26	0.348	0.306
		Male	73	3.05		
9	No-one looking over	Female	120	3.43	0.001	0.544
		Male	73	3.32		
10	Saving time	Female	120	4.09	2.587	0.914
		Male	73	4.11		
11	Avoiding exposure to diseases	Female	120	4.47	2.222	0.298
		Male	73	4.30		
12	Breaking old habits	Female	120	3.62	0.179	0.342
		Male	73	3.44		
13	Increased expenses	Female	120	2.96	1.738	0.195
		Male	73	2.70		
14	Difficulties in self-organization	Female	120	3.14	1.950	0.097
		Male	73	2.82		
15	Unplugging after working hours	Female	120	3.64	0.187	0.704
		Male	73	3.71		
16	Isolation from people	Female	120	3.43	2.170	0.261
		Male	73	3.64		
17	Difficulty with technology	Female	120	2.79	0.384	0.331
		Male	73	2.60		
18	Home distractions	Female	120	3.18	2.835	0.781
		Male	73	3.12		
19	Negatively affected work quality	Female	120	3.04	0.093	0.942
		Male	73	3.03		
20	Lacking inspirational work atmosphere	Female	120	3.43	5.587	0.271
		Male	73	3.62		
21	Difficulty to self-motivate	Female	120	3.05	2.628	0.799
		Male	73	3.00		
22	Coordinating complex tasks	Female	120	3.63	9.089	0.022
		Male	73	4.04		
23	Lost of contextual information	Female	120	3.05	0.004	0.543
		Male	73	3.15		

		Household with children	N	Mean	F	Sig.
1	Productivity	No	115	3.13	7.714	0.880
		Yes	78	3.10		
2	Job Satisfaction	No	115	3.03	9.260	0.573
		Yes	78	3.14		
3	Cost benefits	No	115	4.14	1.007	0.486
		Yes	78	4.01		
4	Unnecessary work distractions	No	115	3.41	0.076	0.214
		Yes	78	3.17		
5	Not spending time on long meetings	No	115	3.44	0.260	0.344
		Yes	78	3.26		
6	Taking breaks	No	115	4.04	8.786	0.026
		Yes	78	3.62		
7	Closer to family and friends	No	115	3.63	0.131	0.955
		Yes	78	3.62		
8	Home atmosphere	No	115	3.18	0.880	0.987
		Yes	78	3.18		
9	No-one looking over	No	115	3.37	6.772	0.795
		Yes	78	3.41		
10	Saving time	No	115	4.13	2.619	0.629
		Yes	78	4.05		
11	Avoiding exposure to diseases	No	115	4.61	15.226	0.002
		Yes	78	4.10		
12	Breaking old habits	No	115	3.51	0.000	0.630
		Yes	78	3.60		
13	Increased expenses	No	115	2.72	0.593	0.084
		Yes	78	3.06		
14	Difficulties in self- organization	No	115	3.00	0.104	0.789
		Yes	78	3.05		
15	Unplugging after working hours	No	115	3.78	0.124	0.123
		Yes	78	3.50		
16	Isolation from people	No	115	3.47	0.616	0.623
		Yes	78	3.56		
17	Difficulty with technology	No	115	2.57	5.360	0.039
		Yes	78	2.95		
18	Home distractions	No	115	2.89	1.705	0.001
		Yes	78	3.56		
19	Negatively affected work quality	No	115	3.03	0.148	0.985
		Yes	78	3.04		
20	Lacking inspirational work atmosphere	No	115	3.54	0.107	0.562
		Yes	78	3.44		
21	Difficulty to self-motivate	No	115	3.06	0.247	0.704
		Yes	78	2.99		
22	Coordinating complex tasks	No	115	3.83	0.035	0.566
		Yes	78	3.72		
23	Lost of contextual information	No	115	3.10	0.710	0.908
		Yes	78	3.08		

			Mean	F	Sig.
1	Productivity	Highest Mean (42-49 years)	3.58	0.819	0.515
		Lowest Mean (18-25 years)	2.92		
2	Job Satisfaction	Highest Mean (34-41 years)	3.26	1.749	0.141
		Lowest Mean (50+ years)	2.54		
3	Cost benefits	Highest Mean (26-33 years)	4.18	0.823	0.512
		Lowest Mean (42-49 years)	3.67		
4	Unnecessary work distractions	Highest Mean (26-33 years)	3.49	1.510	0.215
		Lowest Mean (50+ years)	2.85		
5	Not spending time on long meetings	Highest Mean (26-33 years)	3.56	1.007	0.405
		Lowest Mean (50+ years)	2.92		
6	Taking breaks	Highest Mean (18-25 years)	4.06	1.476	0.211
		Lowest Mean (42-49 years)	3.17		
7	Closer to family and friends	Highest Mean (50+ years)	4.00	3.101	0.017
		Lowest Mean (18-25 years)	3.06		
8	Home atmosphere	Highest Mean (34-41 years)	3.52	1.070	0.373
		Lowest Mean (42-49 years)	2.83		
9	No-one looking over	Highest Mean (34-41 years)	3.57	1.626	0.169
		Lowest Mean (42-49 years)	2.58		
10	Saving time	Highest Mean (18-25 years)	4.19	0.124	0.974
		Lowest Mean (26-33 years)	4.06		
11	Avoiding exposure to diseases	Highest Mean (50+ years)	4.69	1.339	0.271
		Lowest Mean (34-41 years)	4.05		
12	Breaking old habits	Highest Mean (42-49 years)	3.67	0.378	0.824
		Lowest Mean (50+ years)	3.31		
13	Increased expenses	Highest Mean (42-49 years)	3.42	0.900	0.465
		Lowest Mean (18-25 years)	2.72		
14	Difficulties in self-organization	Highest Mean (42-49 years)	3.33	0.489	0.744
		Lowest Mean (50+ years)	2.77		
15	Unplugging after working hours	Highest Mean (26-33 years)	3.92	3.477	0.009
		Lowest Mean (34-41 years)	3.10		
16	Isolation from people	Highest Mean (42-49 years)	3.83	0.548	0.701
		Lowest Mean (18-25 years)	3.28		
17	Difficulty with technology	Highest Mean (34-41 years)	2.83	1.127	0.345
		Lowest Mean (18-25 years)	2.31		
18	Home distractions	Highest Mean (42-49 years)	3.58	2.086	0.084
		Lowest Mean (18-25 years)	2.61		
19	Negatively affected work quality	Highest Mean (42-49 years)	3.50	0.641	0.634
		Lowest Mean (18-25 years)	2.89		
20	Lacking inspirational work atmosphere	Highest Mean (42-49 years)	3.92	1.152	0.334
		Lowest Mean (34-41 years)	3.21		
21	Difficulty to self-motivate	Highest Mean (50+ years)	3.31	0.426	0.790
		Lowest Mean (34-41 years)	2.86		
22	Coordinating complex tasks	Highest Mean (50+ years)	4.23	1.213	0.307
		Lowest Mean (18-25 years)	3.53		
23	Lost of contextual information	Highest Mean (42-49 years)	3.33	0.282	0.889
		Lowest Mean (26-33 years)	3.03		

			Mean	F	Sig.
1	Productivity	Highest Mean (Separated)	4.00	0.624	0.601
		Lowest Mean (Single)	3.04		
2	Job Satisfaction	Highest Mean (Divorced)	3.22	0.356	0.785
		Lowest Mean (Separated)	2.50		
3	Cost benefits	Highest Mean (Single)	4.25	0.881	0.516
		Lowest Mean (Separated)	3.50		
4	Unnecessary work distractions	Highest Mean (Divorced)	3.67	0.969	0.480
		Lowest Mean (Separated)	2.50		
5	Not spending time on long meetings	Highest Mean (Separated)	4.50	0.686	0.561
		Lowest Mean (Married)	3.30		
6	Taking breaks	Highest Mean (Single)	4.12	2.125	0.227
		Lowest Mean (Divorced)	3.44		
7	Closer to family and friends	Highest Mean (Married)	3.69	0.158	0.919
		Lowest Mean (Divorced)	3.22		
8	Home atmosphere	Highest Mean (Divorced)	3.33	0.260	0.854
		Lowest Mean (Separated)	2.50		
9	No-one looking over	Highest Mean (Divorced)	3.89	0.681	0.565
		Lowest Mean (Separated)	3.00		
10	Saving time	Highest Mean (Single)	4.21	0.779	0.507
		Lowest Mean (Divorced)	3.78		
11	Avoiding exposure to diseases	Highest Mean (Divorced)	4.56	0.322	0.809
		Lowest Mean (Separated)	4.00		
12	Breaking old habits	Highest Mean (Separated)	4.50	0.931	0.494
		Lowest Mean (Divorced)	3.44		
13	Increased expenses	Highest Mean (Divorced)	3.33	1.737	0.161
		Lowest Mean (Separated)	2.50		
14	Difficulties in self-organization	Highest Mean (Separated)	3.50	0.113	0.953
		Lowest Mean (Single)	3.00		
15	Unplugging after working hours	Highest Mean (Separated)	4.50	2.209	0.088
		Lowest Mean (Divorced)	3.00		
16	Isolation from people	Highest Mean (Separated)	4.00	0.668	0.573
		Lowest Mean (Single)	3.40		
17	Difficulty with technology	Highest Mean (Separated)	3.50	0.908	0.438
		Lowest Mean (Single)	2.59		
18	Home distractions	Highest Mean (Married)	3.41	1.763	0.156
		Lowest Mean (Separated)	2.50		
19	Negatively affected work quality	Highest Mean (Separated)	3.50	1.042	0.375
		Lowest Mean (Divorced)	2.33		
20	Lacking inspirational work atmosphere	Highest Mean (Divorced)	3.78	0.643	0.588
		Lowest Mean (Married)	3.36		
21	Difficulty to self-motivate	Highest Mean (Separated)	3.50	0.174	0.914
		Lowest Mean (Divorced)	2.89		
22	Coordinating complex tasks	Highest Mean (Separated)	4.00	0.233	0.873
		Lowest Mean (Divorced)	3.44		
23	Lost of contextual information	Highest Mean (Separated)	3.50	0.766	0.514
		Lowest Mean (Single)	2.98		

			Mean	F	Sig.
1	Productivity	Highest Mean (High School Diploma)	3.46	2.431	0.067
		Lowest Mean (Master's Degree)	2.85		
2	Job Satisfaction	Highest Mean (High School Diploma)	3.15	0.027	0.994
		Lowest Mean (Doctorate Degree)	3.00		
3	Cost benefits	Highest Mean (Master's Degree)	4.27	2.377	0.071
		Lowest Mean (Doctorate Degree)	3.13		
4	Unnecessary work distractions	Highest Mean (High School Diploma)	3.62	1.860	0.162
		Lowest Mean (Doctorate Degree)	2.63		
5	Not spending time on long meetings	Highest Mean (Doctorate Degree)	3.88	0.908	0.438
		Lowest Mean (High School Diploma)	2.92		
6	Taking breaks	Highest Mean (Doctorate Degree)	4.00	1.537	0.206
		Lowest Mean (High School Diploma)	3.15		
7	Closer to family and friends	Highest Mean (Master's Degree)	3.87	1.982	0.145
		Lowest Mean (Doctorate Degree)	3.13		
8	Home atmosphere	Highest Mean (Master's Degree)	3.21	0.039	0.990
		Lowest Mean (High School Diploma)	3.08		
9	No-one looking over	Highest Mean (Bachelor's Degree)	3.57	1.530	0.208
		Lowest Mean (Master's Degree)	3.19		
10	Saving time	Highest Mean (Master's Degree)	4.24	1.207	0.309
		Lowest Mean (Doctorate Degree)	3.63		
11	Avoiding exposure to diseases	Highest Mean (High School Diploma)	4.46	0.191	0.903
		Lowest Mean (Doctorate Degree)	4.25		
12	Breaking old habits	Highest Mean (Bachelor's Degree)	3.60	0.114	0.952
		Lowest Mean (Doctorate Degree)	3.38		
13	Increased expenses	Highest Mean (High School Diploma)	3.23	0.972	0.407
		Lowest Mean (Doctorate Degree)	2.38		
14	Difficulties in self-organization	Highest Mean (High School Diploma)	3.23	0.529	0.663
		Lowest Mean (Doctorate Degree)	2.88		
15	Unplugging after working hours	Highest Mean (Doctorate Degree)	4.13	1.591	0.193
		Lowest Mean (Master's Degree)	3.46		
16	Isolation from people	Highest Mean (Doctorate Degree)	3.75	3.085	0.029
		Lowest Mean (High School Diploma)	2.62		
17	Difficulty with technology	Highest Mean (High School Diploma)	2.77	0.053	0.984
		Lowest Mean (Bachelor's Degree)	2.68		
18	Home distractions	Highest Mean (Master's Degree)	3.21	0.660	0.577
		Lowest Mean (High School Diploma)	2.62		
19	Negatively affected work quality	Highest Mean (Doctorate Degree)	3.75	1.029	0.381
		Lowest Mean (Master's Degree)	2.92		
20	Lacking inspirational work atmosphere	Highest Mean (Doctorate Degree)	4.00	0.667	0.574
		Lowest Mean (Master's Degree)	3.40		
21	Difficulty to self-motivate	Highest Mean (Doctorate Degree)	3.63	0.715	0.544
		Lowest Mean (High School Diploma)	2.85		
22	Coordinating complex tasks	Highest Mean (Doctorate Degree)	4.00	0.242	0.867
		Lowest Mean (High School Diploma)	3.54		
23	Lost of contextual information	Highest Mean (Doctorate Degree)	3.25	1.074	0.361
		Lowest Mean (High School Diploma)	2.69		

			Mean	F	Sig.
1	Productivity	Highest Mean (\$2001 - \$3000)	3.53	1.504	0.198
		Lowest Mean (\$1501 - \$2000)	2.79		
2	Job Satisfaction	Highest Mean (\$501 - \$1000)	3.30	1.418	0.220
		Lowest Mean (\$3001+)	2.56		
3	Cost benefits	Highest Mean (\$0 – \$500)	4.43	1.660	0.146
		Lowest Mean (\$3001+)	3.67		
4	Unnecessary work distractions	Highest Mean (\$2001 - \$3000)	3.80	2.247	0.051
		Lowest Mean (\$3001+)	2.74		
5	Not spending time on long meetings	Highest Mean (\$1501 - \$2000)	3.94	1.774	0.120
		Lowest Mean (\$3001+)	2.96		
6	Taking breaks	Highest Mean (\$1001 - \$1500)	4.31	2.250	0.057
		Lowest Mean (\$501 - \$1000)	3.53		
7	Closer to family and friends	Highest Mean (\$1501 - \$2000)	3.91	0.992	0.428
		Lowest Mean (\$3001+)	3.26		
8	Home atmosphere	Highest Mean (\$501 - \$1000)	3.70	3.551	0.004
		Lowest Mean (\$0 – \$500)	2.67		
9	No-one looking over	Highest Mean (\$501 - \$1000)	3.68	0.997	0.421
		Lowest Mean (\$3001+)	3.04		
10	Saving time	Highest Mean (\$1501 - \$2000)	4.27	0.932	0.461
		Lowest Mean (\$3001+)	3.74		
11	Avoiding exposure to diseases	Highest Mean (\$2001 - \$3000)	4.63	1.005	0.420
		Lowest Mean (\$501 - \$1000)	4.28		
12	Breaking old habits	Highest Mean (\$1001 - \$1500)	3.74	0.634	0.674
		Lowest Mean (\$0 – \$500)	3.29		
13	Increased expenses	Highest Mean (\$0 – \$500)	3.33	1.414	0.221
		Lowest Mean (\$2001 - \$3000)	2.63		
14	Difficulties in self-organization	Highest Mean (\$0 – \$500)	3.38	0.488	0.785
		Lowest Mean (\$2001 - \$3000)	2.83		
15	Unplugging after working hours	Highest Mean (\$1501 - \$2000)	4.24	5.485	0.000
		Lowest Mean (\$501 - \$1000)	3.25		
16	Isolation from people	Highest Mean (\$0 – \$500)	4.00	1.801	0.122
		Lowest Mean (\$1501 - \$2000)	3.09		
17	Difficulty with technology	Highest Mean (\$0 – \$500)	3.48	1.981	0.083
		Lowest Mean (\$3001+)	2.44		
18	Home distractions	Highest Mean (\$0 – \$500)	3.76	1.386	0.231
		Lowest Mean (\$1001 - \$1500)	2.90		
19	Negatively affected work quality	Highest Mean (\$0 – \$500)	3.43	2.104	0.067
		Lowest Mean (\$501 - \$1000)	2.48		
20	Lacking inspirational work atmosphere	Highest Mean (\$3001+)	3.70	1.521	0.185
		Lowest Mean (\$501 - \$1000)	3.05		
21	Difficulty to self-motivate	Highest Mean (\$0 – \$500)	3.29	1.476	0.200
		Lowest Mean (\$501 - \$1000)	2.55		
22	Coordinating complex tasks	Highest Mean (\$2001 - \$3000)	4.23	2.157	0.061
		Lowest Mean (\$501 - \$1000)	3.38		
23	Lost of contextual information	Highest Mean (\$0 – \$500)	3.57	1.859	0.103
		Lowest Mean (\$501 - \$1000)	2.90		

			Mean	F	Sig.
1	Productivity	Highest Mean (Less than 1 year)	3.50	0.735	0.569
		Lowest Mean (11-19 years)	2.89		
2	Job Satisfaction	Highest Mean (Less than 1 year)	3.29	0.571	0.684
		Lowest Mean (20+ years)	2.67		
3	Cost benefits	Highest Mean (1 - 3 years)	4.37	2.095	0.097
		Lowest Mean (20+ years)	3.60		
4	Unnecessary work distractions	Highest Mean (1 - 3 years)	3.57	2.397	0.062
		Lowest Mean (20+ years)	2.87		
5	Not spending time on long meetings	Highest Mean (Less than 1 year)	3.64	1.310	0.268
		Lowest Mean (11-19 years)	2.93		
6	Taking breaks	Highest Mean (Less than 1 year)	4.07	0.769	0.547
		Lowest Mean (1 - 3 years)	3.63		
7	Closer to family and friends	Highest Mean (4-10 years)	3.81	1.499	0.204
		Lowest Mean (Less than 1 year)	3.00		
8	Home atmosphere	Highest Mean (1 - 3 years)	3.54	3.648	0.007
		Lowest Mean (Less than 1 year)	2.36		
9	No-one looking over	Highest Mean (1 - 3 years)	3.59	0.889	0.471
		Lowest Mean (11-19 years)	3.04		
10	Saving time	Highest Mean (1 - 3 years)	4.46	3.117	0.024
		Lowest Mean (11-19 years)	3.63		
11	Avoiding exposure to diseases	Highest Mean (1 - 3 years)	4.52	0.547	0.702
		Lowest Mean (11-19 years)	4.15		
12	Breaking old habits	Highest Mean (Less than 1 year)	3.64	0.197	0.940
		Lowest Mean (20+ years)	3.33		
13	Increased expenses	Highest Mean (Less than 1 year)	3.36	1.470	0.213
		Lowest Mean (11-19 years)	2.44		
14	Difficulties in self-organization	Highest Mean (4-10 years)	3.22	1.381	0.242
		Lowest Mean (11-19 years)	2.67		
15	Unplugging after working hours	Highest Mean (1 - 3 years)	3.74	1.065	0.375
		Lowest Mean (20+ years)	3.07		
16	Isolation from people	Highest Mean (Less than 1 year)	4.21	1.739	0.143
		Lowest Mean (4-10 years)	3.38		
17	Difficulty with technology	Highest Mean (Less than 1 year)	3.14	0.328	0.858
		Lowest Mean (1 - 3 years)	2.65		
18	Home distractions	Highest Mean (11-19 years)	3.44	0.552	0.697
		Lowest Mean (1 - 3 years)	2.96		
19	Negatively affected work quality	Highest Mean (11-19 years)	3.30	0.778	0.541
		Lowest Mean (1 - 3 years)	2.78		
20	Lacking inspirational work atmosphere	Highest Mean (20+ years)	3.80	0.509	0.730
		Lowest Mean (1 - 3 years)	3.35		
21	Difficulty to self-motivate	Highest Mean (Less than 1 year)	3.43	0.458	0.766
		Lowest Mean (1 - 3 years)	2.93		
22	Coordinating complex tasks	Highest Mean (Less than 1 year)	4.36	1.960	0.102
		Lowest Mean (1 - 3 years)	3.43		
23	Lost of contextual information	Highest Mean (Less than 1 year)	3.71	1.911	0.110
		Lowest Mean (4-10 years)	2.96		

		Mean	F	Sig.
1 Productivity	Highest Mean (Several weeks)	3.50	0.600	0.663
	Lowest Mean (Less than 1 year)	2.96		
2 Job Satisfaction	Highest Mean (Less than 1 year)	3.22	0.469	0.758
	Lowest Mean (More than 3 years)	2.75		
3 Cost benefits	Highest Mean (Only during lockdown/quarantine (COVID-19 period))	4.24	1.527	0.196
	Lowest Mean (More than 3 years)	3.50		
4 Unnecessary work distractions	Highest Mean (Less than 1 year)	3.38	0.513	0.726
	Lowest Mean (More than 3 years)	2.50		
5 Not spending time on long meetings	Highest Mean (Several weeks)	3.58	1.147	0.336
	Lowest Mean (1 - 3 years)	2.62		
6 Taking breaks	Highest Mean (Less than 1 year)	3.98	1.638	0.166
	Lowest Mean (Several weeks)	3.00		
7 Closer to family and friends	Highest Mean (More than 3 years)	4.00	2.063	0.087
	Lowest Mean (Several weeks)	2.92		
8 Home atmosphere	Highest Mean (Several weeks)	3.58	0.562	0.691
	Lowest Mean (1 - 3 years)	2.92		
9 No-one looking over	Highest Mean (Only during lockdown/quarantine (COVID-19 period))	3.40	0.055	0.994
	Lowest Mean (More than 3 years)	3.25		
10 Saving time	Highest Mean (More than 3 years)	4.50	0.783	0.538
	Lowest Mean (Only during lockdown/quarantine (COVID-19 period))	3.99		
11 Avoiding exposure to diseases	Highest Mean (1 - 3 years)	4.69	1.027	0.395
	Lowest Mean (Several weeks)	3.92		
12 Breaking old habits	Highest Mean (Only during lockdown/quarantine (COVID-19 period))	3.68	0.904	0.463
	Lowest Mean (1 - 3 years)	3.08		
13 Increased expenses	Highest Mean (1 - 3 years)	3.31	0.655	0.624
	Lowest Mean (Less than 1 year)	2.72		
14 Difficulties in self-organization	Highest Mean (1 - 3 years)	3.23	2.228	0.068
	Lowest Mean (More than 3 years)	1.50		
15 Unplugging after working hours	Highest Mean (Only during lockdown/quarantine (COVID-19 period))	3.81	1.885	0.115
	Lowest Mean (More than 3 years)	2.75		
16 Isolation from people	Highest Mean (Several weeks)	4.58	13.147	0.000
	Lowest Mean (More than 3 years)	2.75		
17 Difficulty with technology	Highest Mean (1 - 3 years)	2.92	4.842	0.008
	Lowest Mean (More than 3 years)	1.50		
18 Home distractions	Highest Mean (Less than 1 year)	3.34	0.786	0.551
	Lowest Mean (More than 3 years)	2.25		
19 Negatively affected work quality	Highest Mean (1 - 3 years)	3.38	4.349	0.002
	Lowest Mean (More than 3 years)	1.75		
20 Lacking inspirational work atmosphere	Highest Mean (Less than 1 year)	3.64	0.984	0.417
	Lowest Mean (More than 3 years)	2.50		
21 Difficulty to self-motivate	Highest Mean (1 - 3 years)	3.31	1.458	0.217
	Lowest Mean (More than 3 years)	1.75		
22 Coordinating complex tasks	Highest Mean (1 - 3 years)	4.38	2.976	0.049
	Lowest Mean (Several weeks)	3.08		
23 Lost of contextual information	Highest Mean (1 - 3 years)	3.77	1.640	0.166
	Lowest Mean (More than 3 years)	2.50		