A STUDY OF THE TELEWORKING FACTORS AFFECTING JOB

SATISFACTION DURING THE COVID-19 PANDEMIC

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ABSTRACT

Workers and organizations have had to alter their daily routines due to the COVID-19 pandemic's social distancing measures and drastic consequences enforced by governments worldwide. As a result of the pandemic's enormous scope, business practices underwent fast transformation. Organizations have had to adjust to a new situation in order to prevent the virus from spreading further and to safeguard the health of their workers. Companies and organizations throughout the globe have swiftly adapted and adopted a "new" method of functioning due to quarantines, lockdowns, and self-imposed isolation. Consequently, employees are now required to work from home through teleworking or "telecommuting". The objective of this study is to investigate factors affecting job satisfaction in teleworking during the COVID-19 pandemic. In this study, the qualitative research method was used and twenty participants were selected as sample for the in-depth interviews. This study found that in order to be convenience with teleworking system in businesses, companies should fulfil the requirements as training requirements, technical requirements and other needed requirements. Moreover, businesses need to accept the new management styles and other changes. In the long term with teleworking, businesses can save time, cost and space of the workplace. In the short term, businesses can get the advantage of improving employees' productivity, job satisfaction, and absenteeism.

Keywords: teleworking, job satisfaction, COVID-19 pandemic

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ACKNOWLEDGEMENT

DECLARATION

I, PHUE PWINT WAI, hereby certify that the work embodied in this independent study entitled "A Study of the Teleworking Factors Affecting Job Satisfaction during the COVID-19 Pandemic" is result of original research and has not been submitted for a higher degree to any other university or institution.

Phue Pwint Wai

10.04.2024

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Chapter 1 Introduction

1.1 Background of the Study

On 30 January, The World Health Organization (WHO) pronounced COVID-19 as a Public Health Emergency of International and a pandemic on 11 March 2020 (Guo, et al., 2020; WHO, 2020; BBC, 2020). Since this official announcement, numerous public and private associations including their laborers and nations across the world have been counting their misfortunes and benefits (Agba, Ocheni, & Agba, 2020). Internationally, COVID-19 has spread to 213 nations recording around 7,824,695 out of which 4,013,623 has recovered also, 430,582 has died because of the infection (Worldometer, 2022). Starting at 22 January 2022, the pandemic had caused a bigger number of than 346 million cases and 5.58 million deaths, making it one of the deadliest ever in history. People were prohibited not to go outside and most of the businesses were closed down. That is why, the previous research said that businesses become focusing on the teleworking system instead of physical working. Employees appear to want this 'new normal' to remain even after the pandemic has passed (WHO, 2022).

A lot of telecommuters have without a doubt rise as the Covid infection 2019 (COVID-19) pandemic constrained employee across the world to telecommute all day. Global Workplace Analytics measures that 25% to 30% of the U.S. labor force will telecommute on a several days seven days' premise before the finish of 2021 (Ma, 2021). The academic literature also reproduced this increment as many researchers looked to acquire an improved considerate of the changing and complexities of teleworking. The ratio of teleworker in the United States expanded by over 200% from 1992 to 2002. In 2010, there were in excess of 28 million telecommuters in the United States (Virick, Dasilva, & Arrington, 2010). Nearly 43% of workers were telework in some capacity, even if only for a few hours per month, up from 39% in 2012 (Hickman & Robison, 2020). An increasing proportion of employers are allowing their employees to telework. It has stated that 23% of representatives who answered the study decided to work longer hours and 42 percent of teleworkers feel similarly as associated with working with partners as they do whenever they work nearby (Wright, 2020).

Teleworking offers many advantages at the hierarchical and individual levels such as expanded employees' productivity, reduced organizational costs, higher employee confidence, and more employee independence (Caillier, 2011; Cooper & Kurland, 2002; Fonner & Roloff, 2010).

Teleworking can also increase employees' job satisfaction (Gajendran & Harrison, 2007; Kazekami, 2020). Job satisfaction is one of the most important things for being a successful business organization. Job satisfaction is a proportion of employees' satisfaction with their job, whether they like their work or individual views or aspects of businesses, like nature of work or management. Employees can get job satisfaction when employees are happier with their works when they are moved and given chances to learn and improve new abilities. Employees get satisfied when the business considers their requirements and really tries to establish a satisfying workplace. Teleworking increases job satisfaction and employees are happier by teleworking than office. In May 2020, it is reported that Employee being satisfied with the score of 75 in 100, compared to office workers.

On the other hand, having a long teleworking hour can impact the employee' productivity negatively and make the employee stressed (Kazekami, 2020). Then, one of the biggest things that teleworkers faced is social isolation. Without any activity, the teleworkers may feel omitted from the workplace (Pyoria, 2011). According to the research, 62% of the teleworkers felt isolation when teleworking (Gottfried, 2012). According to the OECD report, teleworking can improve secure performance by developing employees' satisfaction and thus, their productivity. Furthermore, teleworking might turn out to be more permanent when Coronavirus limitations have facilitated. From this thesis, the impact of teleworking on job satisfaction and what the organization can gain profits from thus can be learned (OECD, 2020).

1.2 Problems of the Study

Some employees might not be familiar with teleworking system especially for old. Teleworking might be a difficult work for those without giving them any training by the company because they worked with paper-based system along their lives. If one of the team members completed work very easy and fast, the rest members could lead to emotional and life satisfaction problems (Kazekami, 2020) than job satisfaction in work because they can't work with teleworking very well even though they are hardworking. Then, Security is also a central issue for the business assuming any of their employees works from teleworking. Thus, teleworking could lead to information leak for the organizations. By using the teleworking, it is easy to be hacked the data from the devices of the employees if the competition companies want. For some technician, they can even make the data changing of other devices. So, teleworking might be harmful when one's

organization network is unsafe. After that, even with devices and services as email, cooperating with bosses is challenging for teleworkers (Altman, 2020). Moreover, the costs are very expensive to work with teleworking system. So, teleworking might be an annoying for those who can't afford well and who don't have Wi-Fi. And employees might be more disappoint by teleworking rather than having job satisfaction.

In addition, the impacts on employees of teleworking are loss of association, connection, inspiration and enthusiasm for the business, and, employees would not have the exact working hour which could lead to depressed and stressed. Teleworking has been also found to affect collaboration and work/life balance negatively (Virick, Dasilva, & Arrington, 2010). All things considered, we are emotional and social people, and the way that our main cooperation with work is through teleworking can impact negatively our feeling. Without cooperative or gathering learning, the expert can become stale in their work development and learning process.

1.3 Objectives of the study

1. To investigate teleworking factors which affect employee job satisfaction during the COVID-19 pandemic

1.4 Scope of the study

The scope of this study is on COVID-19 pandemic and its influence on teleworkers' job satisfaction in the new digital era. Therefore, this study only covers how COVID-19 forced the organizations, employers and employees to change the structure of the operation systems and how teleworking conditions affect employees' job satisfaction in the work place in the new digital era. This Study also studies the advantages and disadvantages of implementing teleworking processes. Moreover, this research includes a thorough investigation of the connection between job satisfaction and teleworking, with a specific focus on gathering data from earlier research by using the qualitative research methodology.

Based on the earlier research, this study used the qualitative research method, which involves a detailed examination of the collection of existing literature and resources, such as academic papers, articles, surveys, and posts on social media.

However, the study accepts limitations characteristic in its methodology, such as potential bias resulting from the use of previous literature. Therefore, even though the research approaches

provide important information, one must take into account their limits when evaluating the research findings.

1.5 Significance of the Study

This study has significance for teleworking business that want to improve their operational efficiency through increased employee satisfaction and higher productivity. Research has shown that job satisfaction can reduce employee absenteeism, improve overall productivity, and increase employee retention rates (Boell et al., 2013). These increases in employee satisfaction and engagement can lead to cost savings through lower absenteeism, fewer job-related errors, less workplace conflicts, and enhanced organizational performance (Gajendran & Harrison, 2007).

Furthermore, as motivated and satisfied workers are more likely to positively contribute to the success of the firm, a positive work environment developed through job satisfaction is essential to ensure higher profits for the organization (Fonner & Roloff, 2010). Thus, organizations may gain significant benefits from investing in strategies to promote job satisfaction among teleworking employees, from greater profitability to enhanced performance indicators.

Chapter 2 Literature Review

2.1 Teleworking

Teleworking is a structural innovation that has made an adaptable work-life allowing employees through the guide of technological advancements to complete some or all of their official responsibilities from home or at an area otherwise accommodated for the reason (Vries, Tummers, & Bekkers, 2019). Teleworking permits employees to work and speak with one another without going to a central office. Teleworking uses IT (information technology) and media communications to allow employees to finish jobs, meet, and work together with one another from remote, separate areas. Moreover, Teleworking is adaptable work plan that affords employees the capacity to occasionally, consistently, or only perform work for their managers from home or another far off area that is provided with tjhe proper PC based innovation to move work to the central organization (Caillier, 2011). In practice, "teleworking" is a work plan that permits and employee to complete work, during any piece of consistent, paid hours, at a permitted option worksite (e.g., home, teleworking center). This meaning of teleworking contains what is normally mentioned to as remote work however does exclude any piece of work done while on formal travel or mobile work. Teleworking should be possible with a basic telephone line or a total work space arrangement relying upon the idea of the work and the organization's requirements.

Teleworking has grown in popularity in lately, with more than of 37 million people presently teleworking half of the time. This signifies a 103% increment starting around 2005 and a 6.5% growth in recently alone. The expression "Teleworking" was first created in 1972 by Jack Nilles. Around then, Nilles was working somewhat on a complex NASA communication framework. He let people know he doing was "teleworking", and the expression was invented. In 1979, writer Frank Schiff created the expression "flexplace" and composed a read article for the Washington Post called "Working from Home Can Save Gasoline." This post is frequently recognized with starting to promote the possibility of teleworking and lead to the primary conference about the subject, which occurred in 1980. By 2009, teleworking had really taken off. In excess of 100,000 government employee were teleworking during that year (United States Office of Personnel Management). By 2010, the Government had passed the Telework Enhancement Act, which tried to make working from home safer and actual for government employees. The history of teleworking is wide, and obviously that the popularity of telework will just increment as the years pass. The

increasing number of companies are offering teleworking positions and as much as 37% of U.S. workers express that they would be "probable" to work from home full time assuming it were a choice inside their organization. Considering this, obviously we will see working from home proceed to develop and change over the next few years. Bill Gate had projected that by the year 2050 where around 50% of the worldwide workforce will apply teleworking system (Handy, 2001).

Teleworking strategy may not apply to each work or may essentially not work for everybody (Brown, 2020). Before the episode of COVID-19 at least one research has confirmed that 70 percentage of the worldwide employees are allowed to complete their office jobs from homebased or telework around once a week (Browne, 2018). The National Compensation Survey of 2019 exposed that in the US, an expected number of 9.8 million of the nation's total number of 140 million labor force in both public and private areas have admittance to adaptable work environment that allow teleworking system (Pizzella & Beach, 2019). According to one of the surveys, 74 percent of chief financial officers planned to shift certain staff to telework on a permanent basis, primarily to save money (Arlington, 2020).

Teleworking system is using by 5 million (3.6% of the employees) at present. Then, Standard teleworking has become 173% starting around 2005, 11% quicker than the remain of the workforce (which became 15%) and almost 47x quicker than the self-employed population (which developed by 4%). Moreover, 56% of employees have some work where at minimum some of what they do should be possible by teleworking (Dey, Frazis, Loewenstein, & Sun, 2020). In addition, 62% of the employees can work by teleworking. And 80% of the employee want to change teleworking system but only 12% of the government staff don't want to use teleworking. After that, while 35% of the employees can do teleworking full time for the job opportunities, 33% can do some of the time.

Both employees and employers can get much advantages from teleworking system. Teleworking can empower businesses to decrease the possibility of losing productivity or terrible traffic problems (Loh & Fishbanne, 2020). Teleworking can be a great employing tool for employers in a competitive business. It can reduce employees' absenteeism and others for employers. By teleworking, employees can save money, efforts and time that can get more free time and flexible scheduling. Employees can get work life balance (Boell, Campbell, CecezKecmanovic, & Cheng, 2013) and job satisfaction (Gajendran & Harrison, 2007). Teleworking improves job satisfaction by

helping to decrease organizational policies, work-life problems and job-related pressure coming from long seminars, disruptions in office-based workplace (Fonner & Roloff, 2010).

Not only the advantages, but also the disadvantages can be got from teleworking. Teleworking have some problems in data security, lower performance, technology familiarity, self-cost, isolation (McNaughton, Rackensperger, Dorn, & Wilson, 2014; Elst, et al., 2017) and working hours. And it can also impact negatively to employees' feeling. Then, it can lead to the decrease of team work (Boell S. , Campbell, Cecez-Kecmanovic, & Cheng, 2013). But, although teleworking has some advantages, it might turn out to be more permanent when Coronavirus limitations have facilitated.

2.2 Job Satisfaction

Job satisfaction is the sense of satisfaction and accomplishment you get from your work when you know your effort is useful. Then, Job Satisfaction is defined as one of the most normally concentrated on results of teleworking and mentions to how satisfied employees are with their work (Fonner & Roloff, 2010).

There are two types of job satisfaction. The first one is global satisfaction which refers to overall satisfaction the is received for the job and the second one is job side satisfaction that states the feeling about specific job characteristics like salary, job opportunities, working environment and the connection between partners and other aspects (Mueller & Kim, 2008). Teleworking is complicated, and job satisfaction varies depending on a variety of factors, including the length of time spent teleworking (Golden & Viega, 2005).

Employers can make the encaging and motivating to teleworking employees in order to get the job satisfaction by building the community by investing in association tools, creating an opportunity for employees to share privacy and proficient data and give group assignment to improve partnership. In addition, Job satisfaction can be got by setting the meaningful goals by the employers, making the reward and recognition plan to employees in order to get the job satisfaction, and, setting clear expectations and detailed measurements can empower employees to measure results efficiently (Khanna & Robins, 2022). Moreover, giving to employees the strong IT security by employers might be the best way to have job satisfaction as they are working with teleworking. After that, providing additional training, support, equipment and other necessaries to employees is a great way to get job satisfaction (Tabasum, Khurasheed, Iqbal, & Siddiqui, 2021). Moreover,

providing a long tern career path by focusing on the long-term goal is also one of the best ways to get job satisfaction. In this way, employees can get the job satisfaction by sharing them the feedbacks regularly.

In every business, it is important to have job satisfaction. The business' income can increase because making the employees happy and safe can lead to great sales and low cost. Then, employees who have job satisfaction can reach higher productivity and can be loyal as they will work hard and complete the mission their best to the business (Potiwan, 2017).

2.2.1 Organizational Support

Organizational support is essential for promoting job satisfaction, particularly when teleworking is involved. By providing resources and technologies that encourage communication and teamwork, employers can increase job satisfaction among their teleworking employees (Khanna & Robins, 2022). Developing a sense of community and belonging among staff members through chances for knowledge sharing and cooperative work on group projects increases workplace satisfaction (Tabasum, Khurasheed, Iqbal, & Siddiqui, 2021).

Furthermore, for promoting job satisfaction, it is essential to establish clear goals, provide regular feedback, and acknowledge accomplishments (Khanna & Robins, 2022). In addition, the setting up of effective IT security measures and the offer of appropriate training and support are evidence of an organization's enthusiasm to the wellbeing and satisfaction of its employees (Tabasum, Khurasheed, Iqbal, & Siddiqui, 2021). Organizations can create a healthy work environment that supports increased productivity and employee loyalty through placing a priority on staff satisfaction and implementing supportive measures (Potiwan, 2017).

2.2.2 Work Flexibility

Teleworking has become an essential part of work flexibility, allowing employees to work out their job duties from different locations, including their homes (Vries, Tummers, & Bekkers, 2019). Millions of people are now working part-time from home, indicating that the trend toward teleworking has gained significant ground in recent years and that flexible work schedules are becoming more and more popular (United States Office of Personnel Management). Teleworking's flexibility enables workers to better combine both their private and professional lives, which improves job satisfaction (Boell, Campbell, CecezKecmanovic, & Cheng, 2013). Teleworking helps

employees have a more satisfying work experience by reducing work-life conflicts, organizational regulations, and stress associated to the workplace (Fonner & Roloff, 2010).

In order to maximize its benefits of teleworking, it is essential to address potential issues including data security concerns and feelings of isolation (McNaughton, Rackensperger, Dorn, & Wilson, 2014). Teleworking has many advantages, but there are drawbacks as well. Despite these difficulties, telework's growing acceptance indicates that it will likely continue to influence the work environment and job satisfaction in the years to come.

2.2.3 Flow Experience

Employees' perception of their work environment and job satisfaction has significantly changed as a result of the Covid-19 outbreak and teleworking experience. Employees are navigating a new digital world where remote work is becoming common as a result of the increase of teleworking. As businesses adapt to this change, it is essential to understand how teleworking affects employee satisfaction. According to research, there are drawbacks to teleworking in addition to advantages like higher productivity and flexibility, like social isolation and security issues. However, businesses can increase job satisfaction and eventually improve organizational performance by putting these issues into practice and developing methods to help teleworkers (Guo et al., 2020; WHO, 2020; Ma, 2021).

2.2.4 Psychological Strain

Job satisfaction can be significantly affected by psychological strain, especially when teleworking is a factor. Employees may feel more stressed, anxious, or uncomfortable psychologically as they deal with the difficulties of working remotely (Spector et al., 2007). Psychological strain among teleworkers can be caused by various factors, including social isolation, blending boundaries between work and home life, and obstacles associated to technology (Gajendran & Harrison, 2007). Furthermore, the absence of personal contact with coworkers and managers could worsen feelings of isolation and separation, adding to the psychological stress (Golden & Viega, 2005). Organizations can improve job satisfaction and support the health of their teleworking staff by addressing psychological strain.

2.2.5 Reconciliation

Reconciliation between the advantages and disadvantages of teleworking is essential for improving employee job satisfaction. While there are many benefits to teleworking, such as greater

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flexibility and work-life balance, there are drawbacks as well, including isolation and a blurring of the boundary between work and personal life (Fonner & Roloff, 2010). Employers can create an open and empowered teleworking environment that increases employee satisfaction by recognizing and resolving these issues. Providing opportunities for online socializing to minimize feelings of isolation, creating clear policies and guidelines to assist employees in taking boundaries between work and personal life, and providing resources for stress management and mental well-being are some strategies for reconciliation (Gajendran & Harrison, 2007).

To make sure that workers feel encouraged and appreciated throughout their teleworking arrangements, businesses can also promote an environment of open communication and feedback (Tabasum, Khurasheed, Iqbal, & Siddiqui, 2021). Organizations can improve job satisfaction and overall well-being within their teleworking workforce by taking proactive measures to balance the advantages and disadvantages of teleworking.

2.2.6 Intrinsic Motivation

An important factor in teleworking employees' job happiness is intrinsic motivation. When employees are intrinsically motivated, they are more likely to find fulfillment and happiness in their job than in incentives or rewards from other sources. Additionally, teleworking gives workers greater autonomy and influence over their workspace, allowing them to pursue goals that are aligned with their values and fields of interest (Fonner & Roloff, 2010). Employers can develop a more satisfied, engaged, and productive staff by encouraging intrinsic motivation through teleworking arrangements (Gajendran & Harrison, 2007).

2.3 COVID-19 Pandemic

The COVID-19 disease was started to found in Chinese City, Wuhan, in December 2019. World Health Organization confirmed the Covid-19 as Public Health Emergency of international concern on 30 January 2020 and as the pandemic on 11 March 2020 (Guo, et al., 2020). It is relevant to remind that the name COVID-19 was accepted/developed to avoid the demonization of the virus' origins in terms of geology, populace or animal association (Cennimo, 2022). On 6 March 2020, there had been the 445 million cases and 5.99 million deaths (Worldometer, 2022). Since, many countries published the COVID-19 vaccines. The injunctions for the COVID-19 pandemic are social distancing, wearing the mask, participating in Quarantine and others. The multiple studies said that

the total inflections are greater than the reported cases. From such data, it is estimated that the death case caused by COVID-19 pandemic is from 9.5 million to 18.6 million worldwide (Ipsos, 2022).

The COVID-19 pandemic shock the world's economy in every sector like education, Tourism because of the travel restrict, private sector businesses and public sector businesses and other sectors. Then, hundreds of millions job are lost and 60% of the businesses are closed temporarily (Macchiarelli, 2021). After that, according to the international labor organization (ILO), 10.7% of the income from business decreased in the first nine months of 2020 (ILO,2020). However, by 2020, most governments will have imposed national lockdowns, requiring businesses to appliance work-from-home policies (OECD, 2020).

In addition, life styles changed because of the pandemic and internet commerce and teleworking increased in the job market. In US, online retailer increased 32.4% sales to US$791.70 billion sale from 598.02 billion dollars. In some countries, the education was temporarily closed and changed to online system. COVID-19 pandemic beat the world's economy negatively.

2.4 Past Research

In this condition, most businesses and employee are now working with teleworking system. Teleworking proportions develop higher and higher during the COVID-19 pandemic.

In the next time, the business needs to provide not only with technical things but also additional training, personal insurances, mental support and others important to employee in order to get the job satisfaction and improve the productivity. In addition, working with teleworking might be aware of the cyber security a lot. So, providing security service to each employee might be need to improve employee's trust, efficiency, satisfaction that can positively effect to the business. In the next time, businesses can get a lot of positive impacts from employee in teleworking.

Teleworking give employee a lot of job satisfaction which can improve employee's productivity and work life balance and reduce stress (Boell S. , Campbell, Cecez-Kecmanovic, & Cheng, 2013). Teleworking can be a great employing tool for employers in a competitive business. It can reduce employees' absenteeism, and can also save space and others for employers. By teleworking, employees can save time, money and efforts. On the other hand, teleworking can lead to the isolation and lack of teamwork (McNaughton, Rackensperger, Dorn, & Wilson, 2014; Elst, et al., 2017), lower employee's performance, increase stress (Kazekami, 2020) and it can also impact negatively on employee's feeling.

Moreover, teleworking can impact the businesses effectively. By teleworking, a business wouldn't need much space for each employee's workplace and it also wouldn't need space to make the meeting. That is why, teleworking can reduce space. And, it can also reduce a lot of additional costs like travel costs, cleaning costs and other office expenses (Caillier, 2011; Cooper & Kurland, 2002). By working with teleworking, both employees and organization can get a lot of advantages.

2.5 Theoretical Framework
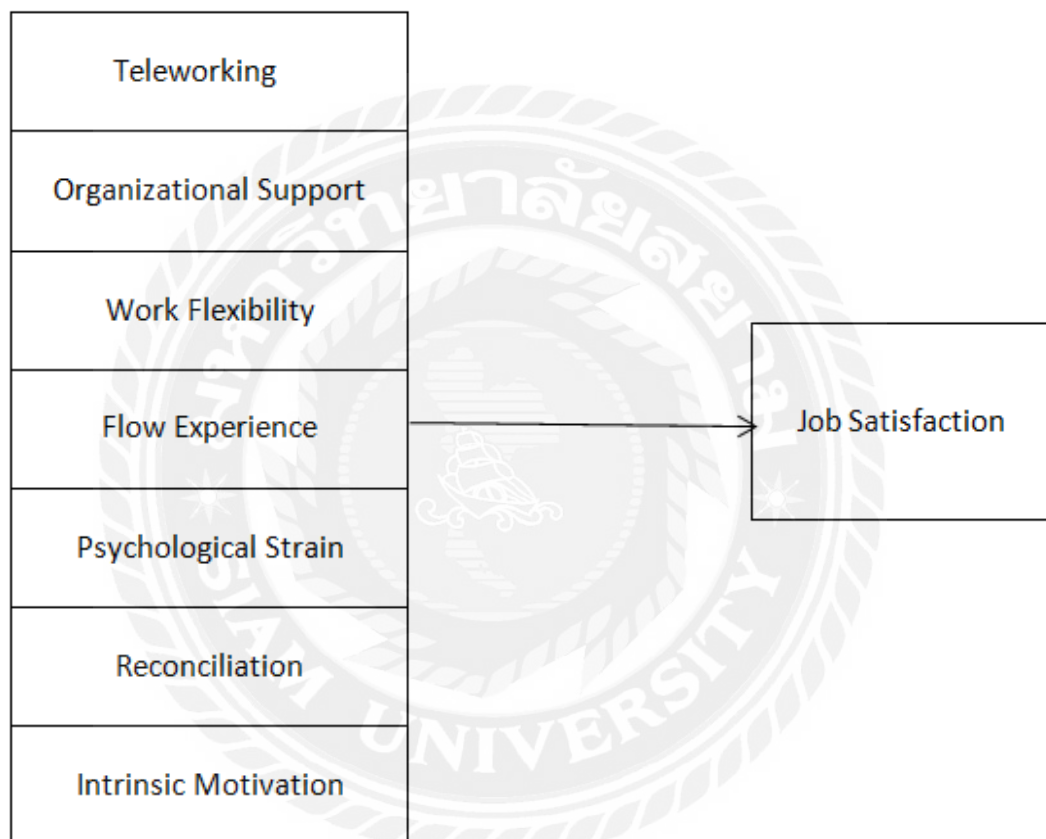
Figure 1: Theoretical Framework

The diagram above shows how different aspects of teleworking relate to job satisfaction. Because teleworking provides flexibility and makes it easier for people to manage their personal and professional lives, it has been linked to higher job satisfaction (Caillier, 2011; Kazekami, 2020). When it comes to improving job satisfaction, organizational support is essential because it gives employees who work remotely the tools and assistance they need (Cooper & Kurland, 2002). Another significant aspect is work flexibility, which allows employees to arrange their duties and hours in a way that

most effectively fits their personal needs. This has a positive impact on job satisfaction (Fonner & Roloff, 2010).

The concept of "flow experience" describes a highly involved and enjoyable condition in the workplace that can greatly increase job satisfaction. By allowing employees to work in settings that improve concentration, teleworking can promote flow experience (Tabasum, Khurasheed, Iqbal, & Siddiqui, 2021). However, isolation and a combination of work and life can lead to psychological stress which may lower job satisfaction (Aprilina & Martdianty, 2023). Maintaining a healthy balance between work and personal life is crucial for high job satisfaction, and teleworking can help by giving employees more scheduling flexibility (Lim et al., 2022).

Finally, one important factor influencing job satisfaction is internal motivation. The autonomy that teleworking affords can enhance the sense of fulfillment that genuinely driven employees derive from their work (Aprilina & Martdianty, 2023).

All of these factors together have an impact on teleworkers' job satisfaction, emphasizing the value of encouraging organizational policies and the adaptability of teleworking arrangements during the COVID-19 pandemic.

Chapter 3 Research Methodology

3.1 Introduction

This study used the qualitative research method, which involves a detailed examination of the collection of existing literature and resources, such as academic papers, articles, surveys, and posts on social media to collect the specific data.

3.2 Research Design : Qualitative Method

The qualitative method was used to gain comprehensive understanding of the perspectives and experiences of teleworking employees regarding satisfaction with their jobs. The experiences, challenges, and advantages of teleworking employees were examined using semi-structured interviews, to investigate the factors affecting job satisfaction in the digital era.

3.3 Research Sample

In-depth interviews were conducted as part of the research design for "A study of the teleworking factors affecting job satisfaction during the COVID-19 pandemic" in order to examine the relationship between teleworking and job satisfaction. A wide range of teleworkers from different industries and positions made up the study's sample. Participants were chosen using a purposive sampling technique due to their significant teleworking experience.

3.3.1 Target Population

The research's target population consisted of people who have worked from home or engaged in teleworking in a variety of businesses, with a focus on those in the teleworking sector. Professionals from industries like technology, finance, marketing, education, and others, who have worked remotely, either fully or in part, were included in this. The objective was to collect perspectives from an array of teleworkers, comprising various job positions, experience levels, and organizational contexts, in order to ensure an in-depth understanding of the elements affecting job satisfaction in the context of teleworking.

3.3.2 Sampling Unit

The research's sample units were employees who have worked from home or engaged in teleworking in a variety of sectors. These units focused on the teleworking sector and include specific organizations within teleworking industries, such as financial institutions, telecommunication companies, software development firms, and educational institutions; within

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these businesses, sample units were groups that engaged in teleworking arrangements, such as marketing, customer service, information technology, and human resources. Furthermore, individual experts with significant teleworking experience within these organizations were also included as sample units. The study's purpose in focusing on these units is to offer a comprehensive understanding of the teleworking sector.

3.3.3 Sample Size

Twenty participants were selected as the sample size for the in-depth interviews. In the qualitative research, this quantity is considered sufficient to reach data saturation, when no new themes or insights are emerging from the data. Research technique literature suggests that rich, comprehensive information required for thorough qualitative analysis can be obtained from a smaller number of well-chosen participants. This sample size was designed to ensure that a wide range of perspectives were covered while also being manageable in terms of the in-depth analysis needed. With 20 participants, the sample size was suitable for the qualitative research approach and enabled in-depth investigation of the major determinants of teleworking's impact on job satisfaction in the emerging digital era.

3.3.4 Sampling Procedure

Purposive sampling was the method used in this study's sampling procedure to choose participants for in-depth interviews. Purposive sampling is the deliberate selection of people with relevant expertise and knowledge about work-from-home or teleworking policies across a range of businesses, with a focus on the teleworking space. The study's objective, which included gaining in-depth understanding of particular aspects of teleworking dynamics and job satisfaction, was considered to be suitably served by this sample strategy. The research attempted to collect insight thoughts and significant contributions relevant to the research objectives by choosing participants who are knowledgeable and experienced in teleworking. This approach made sure that people who can offer deep and thorough insights into the main variables affecting job satisfaction in teleworking arrangements in the new digital era across many industries were included.

3.4 Research Instrument : In-Depth Interview

The in-depth interview conducted in this study covered the factors affecting job satisfaction in teleworking. The following are the interview questions.

Teleworking:

1. How does teleworking effect your job satisfaction compared to office-based work?

2. What aspects influence job satisfaction in teleworking and in the new digital era?

3. Can you rate the scale from 1 to 5 (1 is unsatisfied and 5 is strongly satisfied) about the influence of teleworking towards job satisfaction?

Organizational Support:

4. Regarding the organizational support you get when teleworking, how would you rate it?

5. How does organizational support increase your motivation while teleworking?

Work Flexibility:

6. While teleworking, how do you manage your personal and professional lives?

Flow Experience:

7. How does teleworking influence your skill to achieve a state of "flow" (flow experience) during tasks?

Psychological Strain:

8. Has teleworking caused you psychological stress? If so, how have you handled it?

Reconciliation:

9. Have you faced challenges in connecting with coworkers while teleworking, and how did you scope them?

Intrinsic Motivations:

10. What intrinsic motivations effort your productivity while teleworking?

3.5 Data Collection

3.5.1 Qualitative Interviews

Data collection mostly involved managing interviews. Twenty people participated in each interview, which lasted approximately twenty minutes and was conducted in a calm setting that promoted honest conversation. Significant topics like teleworking experiences, job satisfaction criteria, and the impact of the digital era influenced the format of the interviews. The open discussion of perspectives among participants ensured a wide and diverse range of perceives for assessment.

Table 3.1: Participant Demongraphics

Role in Teleworking Industry	Frequency
Office Administrator	2
Software Development	3
Sale	3
Marketing Staff	2
Other	10
Total	20

Table 3.2: Feedback Summary

Question Clarity	Average Rating (1-5)	Time Taken (minutes)
High	4.34	14
Medium	3.64	16
Low	3.2	20

3.5.2 Collection Procedures

Twenty people in a variety of roles, such as office administrators, software developers, salespeople, marketers, and so on, were interviewed. The duration of each interview was roughly twenty minutes. It is used a 1-to-5 scale in the interview to measure participants' feelings of affirmation and fulfillment; 1 meant they were very unsatisfied, and 5 said they were highly unsatisfied. Significant trends in satisfaction levels were found by this survey. The most positive feeling was indicated by marketing staff and software developers, who received average evaluations of 4.5 and 4.2, respectively. On the other hand, office managers and people in "other" roles received significantly lower average scores, 4.04 and 4.0, respectively.

3.6 Ethical Consideration

Ethical considerations are major throughout the research process. Before conducting interviews, some participants provide their informed approval, ensuring that the study's goals and purpose are explained clearly. Participants' privacy is protected through maintaining confidentiality and anonymity, and sensitive data is protected by setting in place data protection procedures.

3.7 Limitations

       Although qualitative methods provide insightful data, they have certain drawbacks. Qualitative interviews depend on the participants' subjective experiences and perceptions, which may differ and cannot be generalized to the broader population of teleworkers.

Chapter 4 Findings

4.1 Descriptive Analysis

The descriptive analysis of this study focused on figuring out how participants felt about their jobs. Participants in the survey rated their sense of fulfillment and affirmation on a scale of 1 to 5, with 5 representing strongly ratified feelings and 1 representing extremely unfulfilled feelings. It was also retained on each position's survey completion time.

Office administrators rated highly, on average 4.4, according to our data, demonstrating strong satisfaction. Software developers, on the other hand, had a range of ratings, from 3.8 to 4.4, which suggests a mixed opinion. The average rating for sales staff was 3.9, which suggests an average level of satisfaction. Furthermore, employees in marketing had lower ratings, averaging 3.45, compared to people in "other" positions, who had a variety of evaluations, averaging 3.77. With highs at 4.5 and lows at 3.2, the average rating for all positions was 4.34 overall, indicating generally positive emotions among the surveyed group.

Understanding the background information of the 20 participants is essential for analyzing the key factors influencing job satisfaction in the new digital era. The individuals involved in a range of roles provided a variety of viewpoints that were essential for an in-depth review. 10 % of the participants (2 out of 20) were office administrators. They provided insights into the administrative aspects of teleworking arrangements and provided information on organizational support systems. The 15% (3 out of 20) software developers offered insightful feedback on the digital tools and technical features of telework settings that are essential to understanding the technological impacts. Three out of twenty sales people, or 15 %, shared their insights on customer relations, sales procedures, and performance indicators in remote work settings. 10 % of the group, or (2out of 20) , were marketing employees, and they shared their knowledge of teamwork and communication tactics in digital marketing operations. The remaining 50% (10 out of 20) of participants, who came from a variety of backgrounds enhanced the data quality by capturing both unique experiences and more general industry trends. This demographic mix ensured a comprehensive comprehension of the dynamics of teleworking, which is essential to determining how it affects job satisfaction in the ever changing digital environment. The different viewpoints of

each subgroup played a crucial role in creating a comprehensive understanding of the potential and problems related to teleworking practices.

4.2 Summary of Interview Results

Table 4.1: Report of Interview Results

Factors	Results
Teleworking	Interviewee 3: The ability to connect work functions to each other is faster and stronger than before Interviewee 4: Efficient and easy to use Interviewee 6: Increases autonomy, sometimes satisfaction dips Interviewee 7: Comfortable Interviewee 8: Technology, work-life balance Interviewee 10: Useful Interviewee 14: It is very comfortable and efficient Interviewee 15: Teleworking improves my job satisfaction slightly compared to office-based work Interviewee 20: Varies
Organizational Support	Interviewee 3: Support like providing and electricity Interviewee 4: Easy to communicate and good feedback Interviewee 6: Variable, generally supportive Interviewee 7: Easy to communicate and get motivation Interviewee 8: Boosts morale, focus Interviewee 10: Technical support Interviewee 14: less connection with the people exact from the teammates Interviewee 15: Organizational support boosts my motivation significantly while teleworking Interviewee 20: Boosts morale

Work Flexibility	Interviewee 3: To save time and money, and to do effectively, actively, and to function right, l prepare the data about works and network to connect main work functions in mind Interviewee 4: Time management Interviewee 6: Schedule juggling, boundary setting Interviewee 7: I set the exact time for work and my private life. By making this, we can work flexibility Interviewee 8: Schedule balancing, boundaries Interviewee 10: Time management Interviewee 14: I make the time management Interviewee 15: I manage personal and professional life more flexibly while teleworking Interviewee 20: Balancing act
Flow Experience	Interviewee 3: Basic requirements to learn about teleworking techniques to become familiar with innovative technology in the remote rural areas where there is no internet connection Interviewee 4: Familiar Interviewee 6: Mixed, can disrupt or enhance flow Interviewee 7: We all are familiar with technology in this new digital era, so working with technologies and remote work is very comfortable for us especially for me Interviewee 8: Can disrupt or enhance Interviewee 10: Not Familiar Interviewee 14: familiar because of IT background Interviewee 15: Teleworking enhances my ability to achieve a state of "flow" during tasks Interviewee 20: Can disrupt/enhance
	Interviewee 3: It's not in line with my health because I feel mistletoe due to a lot of screen time. By doing key requirements in a short time

Psychological Strain	Interviewee 4: Stress management
	Interviewee 6: Occasional stress, managed with breaks
	Interviewee 7: sometimes, I am stressed a lot. I handle it by taking time for my private life and also manage the timeline for my private and professional life.
	Interviewee 8: Occasional stress, breaks help
	Interviewee 10: Yes. l require to train
	Interviewee 14: yes. handling it by learning new things
	Interviewee 15: Teleworking occasionally causes psychological stress, managed through breaks and self-care.
	Interviewee 20: Occasional stress
Reconciliation	Interviewee 3: While teleworking, internet connection and electricity problem, and I had to go to the place with internet and electricity
	Interviewee 4: Offline
	Interviewee 6: Yes, overcome through communication tools
	Interviewee 7: As for me, it is very easy to communicate and connecting with colleagues by online is very comfortable for me.
	Interviewee 8: Yes, overcome with communication
	Interviewee 10: Misunderstanding
	Interviewee 14: have disagreements when it was not good connection. and explain about the situations
	Interviewee 15: Connecting with coworkers while teleworking can be challenging; mitigated through regular virtual meetings
	Interviewee 20: Yes; overcome with communication
	Interviewee 3: teleworking techniques to become familiar with innovative technology
	Interviewee 4: Respect

Intrinsic Motivation	Interviewee 6: Self-direction, achievement drive
	Interviewee 7: Support, respect and good feedback motivated me a lot
	Interviewee 8: Self-direction, achievement
	Interviewee 10: Good feedback
	Interviewee 14: respect and giving good feedback
	Interviewee 15: Intrinsic motivations like autonomy and mastery drive my productivity while teleworking
	Interviewee 20: Self-direction, achievement

4.3 Teleworking Factors

In the descriptive analysis of variables, the key factors of teleworking affecting job satisfaction in the new digital era were examined.

Teleworking: Teleworking can be a great employing tool for employers in a competitive business. It can reduce employees' absenteeism and others for employers. By teleworking, employees can save money, efforts and time that can get more free time and flexible scheduling. Employees can get work life balance (Boell, Campbell, CecezKecmanovic, & Cheng, 2013) and job satisfaction (Gajendran & Harrison, 2007).

Organizational Support: Providing resources and technologies that encourage communication and teamwork, employers can increase job satisfaction among their teleworking employees (Khanna & Robins, 2022). Organizations can create a healthy work environment that supports increased productivity and employee loyalty through placing a priority on staff satisfaction and implementing supportive measures (Potiwan, 2017).

Work Flexibility: Teleworking's flexibility enables workers to better combine both their private and professional lives, which improves job satisfaction (Boell, Campbell, CecezKecmanovic, & Cheng, 2013). Teleworking helps employees have a more satisfying work experience by reducing work-life conflicts, organizational regulations, and stress associated to the workplace (Fonner & Roloff, 2010).

Flow Experience: Employee perceptions of their work environment and job satisfaction have significantly changed as a result of the COVID-19 outbreak and teleworking experience.

Employees are navigating a new digital world where remote work is becoming common as a result of the increase of teleworking. As businesses adapt to this change, it is essential to understand how teleworking affects employee satisfaction. According to research, there are drawbacks to teleworking in addition to advantages like higher productivity and flexibility, like social isolation and security issues.

Psychological Strain: Psychological strain among teleworkers can be caused by various factors, including social isolation, blending boundaries between work and home life, and obstacles associated to technology (Gajendran & Harrison, 2007). Furthermore, the absence of personal contact with coworkers and managers could worsen feelings of isolation and separation, adding to the psychological stress (Golden & Viega, 2005).

Reconciliation: Employers can create an open and empowered teleworking environment that increases employee satisfaction by recognizing and resolving these issues. Providing opportunities for online socializing to minimize feelings of isolation, creating clear policies and guidelines to assist employees in taking boundaries between work and personal life, and providing resources for stress management and mental well-being are some strategies for reconciliation (Gajendran & Harrison, 2007).

Intrinsic Motivation: When employees are intrinsically motivated, they are more likely to find fulfillment and happiness in their job than in incentives or rewards from other sources. Additionally, teleworking gives workers greater autonomy and influence over their workspace, allowing them to pursue goals that are aligned with their values and fields of interest (Fonner & Roloff, 2010).

In the new digital era, teleworking has several advantages for businesses and employees as well, such as lower absenteeism, cost savings, and better balance between work and private life. The providing of resources and technologies by the organization has been shown to improve job satisfaction among teleworking employees. Increased job satisfaction is a result of employees being able to better combine their personal and professional life through work flexibility. But there are drawbacks to teleworking as well, like psychological stress from social isolation and the separation of work and home life. Employers who promote employee well-being can create beneficial teleworking environments to solve these issues. Additionally, by giving employees autonomy and the chance to pursue worthwhile objectives, teleworking encourages intrinsic drive.

COVID-19 pushed companies to use telework as the only way to sustain activity in an environment of enforced quarantine. In the workplace, teleworking refers to work done outside the confines of a company or other organization, and it is defined by the unavoidable use of information and communication technology (ICTs). Workers were given the opportunity to work from their homes or other locations, saving time by not having to drive to and from work, while also having more autonomy and flexibility in their work schedules (Anderson, Kaplan, & Verga, 2015). Telework has previously been shown to have favorable benefits on job satisfaction, worklife balance, and tension between work and personal life (Charalampous, Grant, Tramontano, & Michailidis, 2019). Employee satisfaction has an impact on the effectiveness of their work output. Physical working circumstances, interpersonal interactions, and the ability to communicate openly and directly are some of the most critical drivers of job satisfaction. Working from home with a higher degree of intensity may improve employee outcomes such as work happiness, productivity, and self-perceptions of future advancement, as stated by Gajendran and Harrison (2007). Lack of proper telecommuting intensity might lead to role stress or even a desire to leave one's current position. In addition, the quality and quantity of psychological mediators such as perceived autonomy, relationship quality, and work-family conflict might trigger the individual outcomes in a weaker or stronger manner.

However, there are certain negative impacts, such as isolation, restricted mobility in the house, working circumstances, the amount of working hours and breaks, as well as an imbalance between job needs and the ability of the employees themselves (Crawford, MacCalman, & Jackson, 2011). Furthermore, this study acknowledges the drawbacks of teleworking, such as data security concerns, lower performance, and isolation among teleworkers (McNaughton et al., 2014; Elst et al., 2017; Kazekami, 2020). In order to overcome these obstacles, a comprehensive strategy that measures the advantages of teleworking against potential disadvantages must be used. The advantages and disadvantages of teleworking can be balanced with the use of techniques such as clear policy guidelines, opportunities for virtual social connection, and strategies for stress management and mental health (Gajendran & Harrison, 2007; Fonner & Roloff, 2010; Tabasum et al., 2021).

The study emphasizes the significance of job satisfaction for organizational performance by stressing its role in raising employee engagement, decreasing absenteeism, and increasing overall

productivity (Boell et al., 2013). Businesses can gain a lot from investing in measures that encourage job satisfaction among teleworking employees, including lower costs, better performance indicators, and higher profitability (Gajendran & Harrison, 2007; Fonner & Roloff, 2010). Employers are advised to invest in training efforts, recognition programs, and communication technologies to support their remote workforce, since organizational support is identified as a critical component in boosting job satisfaction among teleworkers (Tabasum et al., 2021; Khanna & Robins, 2022).

4.4 Conclusion

In conclusion, teleworking is efficient and comfortable for workers, however satisfaction varies. While technical support and communication within the organization might improve morale, some employees may feel less connected to their coworkers. Flexible work arrangements facilitate more efficient management of both personal and professional responsibilities, although they do come with time management requirements. Even though teleworking could interfere with productivity, most workers are adapted to using digital tools. Regular stress can be controlled with breaks, while problems like poor connectivity can be handled with skillful communication. In general, teleworking encourages intrinsic motivation by providing environments that are supportive and independent.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study "A Study of the Teleworking Factors Affecting Job Satisfaction during the COVID-19 Pandemic" reached the conclusion that teleworking gives the advantage like job satisfaction. And also, the advantages as work life balance, productivity, absenteeism and others can be accepted from teleworking. For world's economy, COVID-19 became the grate change to the condition of working systems. During the COVID-19, teleworking became more and more developed than previous. Employees and businesses accepted a lot of advantages as employees' job satisfaction, improving employees' productivity, and reducing employees' absenteeism.

5.1.1 Summary of Demographic Factors

The study emphasized how important it is to understand the 20 participants' backgrounds in order to examine the variables affecting teleworking and job satisfaction in the emerging digital era. Important insights were supplied by participants in a variety of roles: 10% were office administrators, 15% were software engineers, 15% were salesmen, 10% worked in marketing, and the remaining 50% came from a variety of backgrounds. This diverse group of people guaranteed a thorough comprehension of the dynamics of remote work. On a scale of 1 to 5, participants' job satisfaction was the main focus of the descriptive analysis. Software developers gave mixed reviews (ranging from 3.8 to 4.4), while office administrators expressed high satisfaction (average rating: 4.4). Employee satisfaction was typical for sales staff (3.9), but it was lower for marketing workers (average 3.45).

5.1.2 Summary of Factors Affecting Job Satisfaction in Teleworking

According to technology advancements, teleworking is now possible for employees, providing flexibility and enhancing work-life balance. Job satisfaction in teleworking situation is mostly dependent on organizational support, well-defined goals, and information technology security measures. Teleworking has advantages like greater productivity and flexibility, but it also has drawbacks like psychological strain and social isolation. It is imperative to weigh the benefits and cons and implement methods such as stress management resources and well-defined policies. Employee satisfaction is significantly influenced by intrinsic motivation, and teleworking allows for greater autonomy and moral consistency. The COVID-19 epidemic and the Telework

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Enhancement Act of 2010 have sped up the adoption of teleworking, influencing how people will work in the future.

5.1.3 Summary of Findings

The study analyzed how teleworking affects job satisfaction in today's digital world by examining a number of variables, including intrinsic motivation, work flexibility, flow experience, reconciliation, organizational support, and psychological strain. Positive attitudes were found among interviewed workers, with different levels of job satisfaction, according to descriptive analysis. The study highlighted the significance of balancing the benefits and drawbacks of remote work in order to improve employee satisfaction and organizational effectiveness. Additionally, inferential analysis highlighted the importance of teleworking in today's workplaces, providing chances for flexibility and better work-life balance although not without its difficulties. The study comes to the conclusion that companies may maximize the advantages of teleworking by putting customized plans into place and skillfully handling its disadvantages, which will eventually boost employee satisfaction and organizational success as a whole.

5.2 Recommendation

Businesses must consider about teleworking system for both benefits and long term. In order to be convenience with teleworking system in businesses, the companies should fulfil the requirements as training requirements, technical requirements and other needed requirements. Moreover, the businesses need to accept the new management styles and other changes. Then, businesses must follow the positive decisions that is concerned with teleworking. In long term with teleworking, the businesses can save time, cost and space of the workplace. In the short term, the businesses can get the advantage of improving employees' productivity, employees' job satisfaction, and employees' absenteeism. The businesses need to make the exact decisions when considering to accept the teleworking systems. The employees will want to follow the teleworking system when they accept their requirements. The employees should be given the chance to make of the decision of whether the teleworking system should be accepted or not.

5.3 Future Research

This study demonstrates how teleworking in the digital age can improve job satisfaction. But additional research is required before businesses can take full advantage of teleworking.

Investigating the causes of the differences in job satisfaction levels seen in various job roles is one important field of study. Is it the nature of the activity itself, or can various roles require different management techniques to maximize the success of telework?

The study also highlights how critical it is to analyze the benefits and drawbacks of remote employment. Further research may explore more thoroughly effective approaches that reduce such disadvantages such as psychological distress and social isolation. This could include investigating the function of online team-building activities, communication guidelines, and remote workers' access to mental health services.

Additionally, the data points to a major contribution of intrinsic motivation to telework pleasure. It would be beneficial to look into how businesses might encourage this intrinsic motivation in a remote work setting. In order to do this, it can be necessary to look into things like goal-setting techniques, professional development opportunities, and maintaining a strong sense of purpose and corporate culture even in situations where personnel are geographically apart.

Organizations can develop a more thorough framework for putting into practice successful telework programs by taking these factors into account. In the long run, this will result in a happier and more effective remote workforce.

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Appendix

Questionnaire

1. How does teleworking effect your job satisfaction compared to office-based work?

2. What aspects influence job satisfaction in teleworking and in the new digital era?

3. Can you rate the scale from 1 to 5 (1 is unsatisfied and 5 is strongly satisfied) about the influence of teleworking towards job satisfaction?

4. Regarding the organizational support you get when teleworking, how would you rate it?

5. How does organizational support increase your motivation while teleworking?

6. While teleworking, how do you manage your personal and professional lives?

7. How does teleworking influence your skill to achieve a state of "flow" (flow experience) during tasks?

8. Has teleworking caused you psychological stress? If so, how have you handled it?

9. Have you faced challenges in connecting with coworkers while teleworking, and how did you scope them?

10. What intrinsic motivations effort your productivity while teleworking?

In-depth interview transcription summary

Interviewee 1: PPW, Office Admin, Solectric Asia.

1. Teleworking save time and effort compared to office-based work and it is comfortable for me.

2. Remote work and intrinsic motivation influence job satisfaction in teleworking and in the new digital era.

3. Rate 4.5

4. Regarding the organizational support I got when teleworking, it helped me a lot in order to increase my ability and productivity.

5. Organization supports like technical support and mental support increase my motivation while teleworking.

6. While teleworking, I managed your personal and professional lives by separating the exact time for both personal and professional.

7. When teleworking I faced a lot of difficulties and it influenced my skill to achieve a state of flow experience during tasks.

8. Teleworking caused a lot of psychological stresses like depression and I handled it by giving myself free personal time.

9. I faced challenges of misunderstanding in connecting with coworkers while teleworking and I solved all of them directly with coworkers.

10. Giving personal time effort my productivity while teleworking.

Interviewee 2: Myo Thandar Tun, Web Developer, Skylark.

1. Teleworking is so many effective to my job. It increases perceived job performance and organizational performance. I give Rate 5.

2. More free time and an improved work/life balance influence job satisfaction in teleworking and in the new digital era.

3. Rate 5

4. The organisation supports me both physically and mentally in my job and I rate scale 4 for this as a part of teleworking.

5. Giving me trainings that I needed to know and supporting mentally increase my motivation while teleworking.

6. I set time management plan for my personal and professional lives while teleworking.

7. With teleworking while tasks, I can finish my job very firstly and easily and some difficulties have been new experience of teleworking part.

8. Teleworking cause a lot of psychological stresses and making stress management and resting a little bit can help me to get a new strength.

9. I faced challenges in connecting with coworkers while teleworking and I managed it by refilling myself in communication and negotiation.

10. Giving rewards and some supports effort my productivity while teleworking.

Interviewee 3: Ei Mon Htwe, Deputy Staff Officer, DAR.

1. The ability to connect work functions to each other is faster and stronger than before.

2. Basic requirements to learn about teleworking techniques to become familiar with innovative technology in the remote rural areas where there is no internet connection.

3. Rate 4

4. Organizational Support like training is very effective to my teleworking.

5. Support like providing and electricity increase my motivation while teleworking.

6. To save time and money, and to do effectively, actively, and to function right, I prepare the data about works and network to connect main work functions in mind.

7. While teleworking, it is easy to work and get a lot of new experiences.

8. It's not in line with my health because I feel mistletoe due to a lot of screen time. By doing key requirements in a short time.

9. While teleworking, internet connection and electricity problem, and I had to go to the place with internet and electricity.

10. Providing internet motivated me a lot for my teleworking part.

Interviewee 4: Phyo Wai Than, Office Staff, DAR.

1. Teleworking effect my job satisfaction efficiently compared to office-based work.

2. The aspects of easy to use influence job satisfaction in teleworking and in the new digital era.

3. Rate 4.9

4. Regarding the supports that I got from organization, it makes me feel easy to communicate while teleworking.

5. Achieving the good feedback from the organization increase my motivation while teleworking.

6. I managed my personal and professional lives by making the time management.

7. Familiarity in teleworking tools influence my skill to achieve a state of "flow" during tasks.

8. I handled the psychological stresses that are caused according to the teleworking by making the stress management.

9. Going for offline and losing contact challenge in connecting with coworkers while teleworking and I always communicate them not to lose contact.

10. Giving the respects effort my productivity while teleworking.

Interviewee 5: Wai Phyo Myat, Marketer, Freelance.

1. Teleworking is a little efficient and easy to use compared to office-based work.

2. The fact that I can work in everywhere influence job satisfaction in teleworking and in the new digital era.

3. Rate 3

4. The organization support me a lot in giving technical training and other needed parts for teleworking which can lead to improve my productivity.

5. When I got organizational support while teleworking, it increases my motivation to be comfortable in my job.

6. I managed my personal and professional lives by setting the exact working hours.

7. Working with teleworking during task is not difficult for me that I am familiar with technical tools in past and I got a lot of experiences while teleworking.

8. Teleworking caused psychological stress a lot to me. I handled it by making stress management and time management.

9. I faced misunderstanding challenges in connecting with coworkers while teleworking and I solved it by making negotiation.

10. The intrinsic motivations of giving awards and technical training effort my productivity while teleworking.

Interviewee 6: Thit Thit Lwin, Digital Marketer, Freelance.

1. Teleworking increase autonomy to office-based work.

2. Increasing autonomy and satisfaction dips influence job satisfaction in teleworking and in the new digital era.

3. Rate 3

4. Regarding the organizational support I got when teleworking, it is variable and generally supportive.

5. Organizational support like giving awards increase my motivation while teleworking.

6. I managed my personal and professional lives by making schedule juggling, boundary setting.

7. Mixed, can disrupt or enhance flow.

8. Teleworking caused me psychological stress, and I managed with breaks.

9. Yes, and overcome through communication tools.

10. Self-direction can effort your productivity while teleworking.

Interviewee 7: U Thar Htun, Director, DAR.

1. Teleworking is comfortable compared to office-based work.

2. Word flexibility, motivation and flow experience influence job satisfaction in teleworking and in the new digital era.

3. Rate 4.5

4. It is easy to communicate and get motivation while teleworking.

5. As it is easy to communicate, we can work comfortably and can also get motivation.

6. I set the exact time for work and my private life. By making this, I can work flexibility.

7. We all are familiar with technology in this new digital era, so working with technologies and remote work is very comfortable for us especially for me.

8. Sometimes, I am stressed a lot. I handle it by taking time for my private life and also manage the timeline for my private and professional life.

9. As for me, it is very easy to communicate and connecting with colleagues by online is very comfortable for me.

10. Support, respect and good feedback motivated me a lot.

Interviewee 8: Myo Wunna, Accounting and Sale Manager, AMM.

1. Teleworking effect on technology and work life balance compared to office-based work.

2. Work life balance influence job satisfaction in teleworking and in the new digital era.

3. Rate 4

4. Regarding the organizational support when teleworking, it boots morale.

5. Organizational support increase my motivation while teleworking by improving my productivity and morale.

6. While teleworking, I managed my personal and professional lives by schedule balancing, boundaries.

7. It can disrupt or enhance the flow experience.

8. I faced with random stresses, and breaks help to reduce those psychological stresses.

9. I overcome with communication.

10. The intrinsic motivations of self-direction and achievements effort my productivity while teleworking.

Interviewee 9: Hnin Hnin Htun, Shopkeeper, H'S.

1. Teleworking effect your job satisfaction very comfortably compared to office-based work.

2. Work flexibility influence job satisfaction in teleworking and in the new digital era.

3. Rate 3

4. Regarding the organizational support I got when teleworking, it is very easy to communicate between coworkers and save time.

5. Organizational support increase my motivation while teleworking because I am very comfortable because of their supporting.

6. I managed my personal and professional lives by setting the exact working hours.

7. Facing with new difficulties influence your skill to achieve a state of flow experience during tasks.

8. I had a lot of psychological stress. I handled it by planning the stress management and by giving myself free time.

9. When I was connecting with coworkers while teleworking, misunderstanding between coworkers is the main problem for me, I scoped it by building an open relationship between coworkers.

10. The motivations of achieving awards and technical supports effort your productivity while teleworking.

Interviewee 10: May Myat Thu, Researcher, DAR.

1. Teleworking is very useful compared to office-based work.

2. Time and cost saving influence job satisfaction in teleworking and in the new digital era.

3. Rate 2.5

4. Regarding the organizational support, it is very comfortable and easy to communicate with others for me.

5. Organizational support like technical support increases my motivation while teleworking.

6. While teleworking, I managed my personal and professional lives according to the time management.

7. I faced a lot of difficulties in teleworking about not familiarity which influence my skill to achieve a state of flow experience during tasks.

8. Teleworking caused me psychological stress. I handled it as much as I can but I need to train a lot.

9. I faced challenges of misunderstanding in connecting with coworkers while teleworking, and handled it by making the team management.

10. The intrinsic motivation of receiving good feedback effort my productivity while teleworking.

Interviewee 11: Ei Mon Kyaw, Office Admin, Solectric Asia.

1. Teleworking is very comfortable and easy to use to me compared to office-based work.

2. Organizational climate and professional advancement influence job satisfaction in teleworking and in the new digital era.

3. Rate 4.5

4. I can get the organizational supports like recognition and appreciation for me while teleworking.

5. Organizational support like technology infrastructure and communication increases my motivation while teleworking.

6. While teleworking, I managed my personal and professional lives by taking breaks and by using technology mindfully.

7. Technology plays a major role in teleworking. When instruments function flawlessly, they improve flow.

8. Teleworking caused me psychological stresses of isolation and others. I handled it through self-care practice and social connection.

9. I faced challenges in connecting with coworkers while teleworking, and handled it through communication and video calls.

10. The intrinsic motivation of flow state and work life balance effort my productivity while teleworking.

Interviewee 12: Khin Padauk Oo, Teacher, KBEC.

1. While teleworking, it is very flexible for me compared to office-based work.

2. Autonomy and customized environment influence job satisfaction in teleworking and in the new digital era.

3. Rate 5

4. Regarding the organizational support whil teleworking, it is very flexible and easy to communicate.

5. Organizational support like training and better ratings increase your motivation while teleworking.

6. While teleworking, I managed my personal and professional lives by establishing a dedicated workspace.

7. Being in a comfortable and familiar setting, like our house, reduces anxiety.

8. Yes, I handled it through time management and communication.

9. I faced challenges of isolation and lack of in-person interaction in connecting with coworkers while teleworking, I scope them by regular contact through emails.

10. Intrinsic motivation of intrinsic rewards effort my productivity while teleworking.

Interviewee 13: Ma Zin, Accountant, J Company.

1. Teleworking reduce commute compared to office-based work.

2. Relationship and mentoring influence job satisfaction in teleworking and in the new digital era.

3. Rate 3

4. The organizational support me in mental support and wellness program when teleworking.

5. Organizational support increase my motivation through well-being initiatives while teleworking.

6. While teleworking, I manage my personal and professional lives by creating a routines.

7. When compared to a dynamic office setting, working remotely may result in fewer interruptions.

8. Yes, and I handled it seeking professional help.

9. I faced challenges of missing spontaneous interactions in connecting with coworkers while teleworking and I scoped them through communication and social connections.

10. The intrinsic motivations of personal growth effort my productivity while teleworking.

Interviewee 14: Paing Moe Kyaw, Software Engineer, Schneider Electric Thailand.

1. It is very comfortable and efficient for me compared to office-based work.

2. Working environment and time management influence job satisfaction in teleworking and in the new digital era.

3. Rate 4

4. Less connection with the people exact from the teammates. So, organizational support is very efficient to me.

5. Giving the resourceful training increase my motivation while teleworking.

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6. I made the time management to manage my personal and professional lives.

7. I am already familiar because of my IT ground which can lead to a good flow experience.

8. Yes, handling it by learning new things.

9. Had disagreement while teleworking, I solved it through explain about the situations.

10. Respect and giving good feedback effort my productivity while teleworking.

Interviewee 15: Myat Hsu Thwe, Sale Staff, Kaung Kin Kyal.

1. Compared to working in an office, teleworking slightly increases my job satisfaction.

2. Technology and Autonomy influence job satisfaction in teleworking and in the new digital era.

3. Rate 4

4. Support from the organization when teleworking is adequate.

5. When I telework, the support of my organization greatly increases my motivation.

6. When I work from home, I can handle my personal and professional lives more freely.

7. Working from home improves my capacity to enter a state of "flow" when doing things.

8. Yes, handling it with breaks and self-care.

9. Regular virtual meetings might help reduce the challenge of maintaining professional relationships when working remotely.

10. Autonomy and mastery effort my productivity while teleworking.

Interviewee 16: May Thuzar Thwe, Data Entry and Senior Officer, MPT

1. While teleworking, it is very flexible and autonomy for me.

2. Autonomy and skills influence job satisfaction in teleworking and in the new digital era.

3. Rate 5

4. Regarding the organizational support while teleworking, it is very flexible to telework.

5. Professional development increase my motivation while teleworking.

6. Establishing time management plan while teleworking, I could manage my personal and professional lives.

7. We can select tasks that are in line with our capabilities when we operate remotely, which raises the possibility of experiencing flow.

8. Yes, I handled it through relaxation.

9. I faced challenges of distractions in connecting with coworkers while teleworking, I scope them by prioritizing tasks and maintaining a routine.

10. Good feedback effort my productivity while teleworking.

Interviewee 17: Aung, Solution Designer – Business Development, Look Social Co.Ltd

1. Work flexibility while teleworking effect my job satisfaction compared to office-based work.

2. Emotion Exhaustion influence job satisfaction in teleworking and in the new digital era.

3. Rate 4

4. Organization's recognition and appreciation make me feel flexibility while teleworking.

5. Organizational support like mental support increases my motivation while teleworking.

6. I managed my personal and professional lives by listing tasks.

7. Establishing a regular daily schedule facilitates the sensation of flow.

8. I had caused you psychological stress. I handled it by making self-care practices.

9. Yes, I had faced challenges of lack of team friendship and I scoped it by celebrating achievements together even on online.

10. Good communication effort my productivity while teleworking.

Interviewee 18: Naing Htet Aung, Assistance Engineer, Star Angel Co.Ltd

1. Teleworking is flexible and comfortable compared to office-based work.

2. Working environment influence job satisfaction in teleworking and in the new digital era.

3. Rate 4

4. Regarding the organizational support I got when teleworking, technology supporting and training make me feel comfortable to work with teleworking.

5. Organizational support increase my motivation while teleworking by giving training and others.

6. While teleworking, I managed my personal and professional lives by setting boundaries.

7. I am more likely to go into a flow state when I am at home.

8. It caused a lot of psychological stress to me. I handled it by making stress management.

9. Yes, I scoped them by doing communication through social media.

10. Feedbacks and rewards effort my productivity while teleworking.

Interviewee 19: Aung Myint Myat, Sale Supervisor, MPT

1. Compared to office-based work, we can work in every place and every situation by teleworking. So, teleworking is more flexible and comfortable.

2. Flexibility and Technology influence job satisfaction in teleworking and in the new digital era.

3. Rate 5

4. Regarding the organizational support when teleworking, it is useful and can lead to be a successful staff because of the supporting.

5. Organizational support increase my motivation while teleworking when I got a lot of training and supporting.

6. While teleworking, I managed my personal and professional lives by setting the professional working hours.

7. By enabling us to select assignments that correspond with our skills, teleworking raises the possibility of experiencing states of flow.

8. Yes and I handled it by taking care of myself through self-care practices.

9. Yes, I scoped them by establishing clear expectation regarding availability and response time.

10. Work life balance effort your productivity while teleworking.

Interviewee 20: Khaing Zin Zin Thaw, Assistant Teacher, PPE Education Center

1. Teleworking effect my job satisfaction varies and rating compared to office-based work.

2. The aspects of technology and balance influence job satisfaction in teleworking and in the new digital era.

3. Rate 4

4. Regarding the organizational support I got when teleworking, it is adequate.

5. Organizational support boots my motivation while teleworking.

6. I managed my personal and professional lives according to the balance acting.

7. It can disturb and enhance.

8. Yes and I handled it through communication.

9. Yes, I overcome with communication.

10. Self-direction and achievement effort your productivity while teleworking.