

# An Analysis of Hygiene and Motivational Factors in Relation to Job Satisfaction in a Work-from-Home Context: A Case of an Exporting Organisation in Sri Lanka

Job  
Satisfaction

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## Abstract

The purpose of this study was to identify how motivational and hygiene factors influence overall job satisfaction based on a case study of the executive staff of an organisation that adopted Work from Home during the Covid-19 pandemic. Many organisations were forced to establish Work from Home practices to ensure business continuation without much prior experience on how the practice could affect the overall job satisfaction of the employees. The study was conducted through a survey among the executive-level staff. Results revealed that hygiene and motivational factors showed positive correlations to overall job satisfaction at different strengths. The correlations were observed to be different among males and females and overall, the motivational factor Growth and the hygiene factor Working Conditions showed the strongest correlation to overall job satisfaction over the others, and the regression analysis revealed that only these two factors were significant in predicting the overall job satisfaction.

**Keywords:** Job satisfaction, Motivation, Hygiene factors, Motivational factors, Work from home, Remote working.



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## Introduction

The practice of Work from Home (WFH) can be described as allowing the employees of an organisation to work remotely from their home or any other private location by releasing the employees from the official obligation that the employees must be physically present at pre-defined work premises within stipulated office hours. With the effects of globalisation and the adaptation of E-commerce by organizations in recent years, being present at a physical location has become a factor that does not have much importance (Holliss, 2015). Referred to as teleworking, mobile work, remote work, and flexible workforce, there are many reasons why an organisation might decide to adopt the practice of WFH such as cost-saving on office spaces, reduced expenditure on travel, and improved flexibility for employees, coping with international work hours and schedules and more recently, as an alternative to maintaining business continuation from unforeseen natural or political phenomena such as the Covid-19 pandemic which broke out around the world in early 2020. According to The Productivity Commission Australia (2021), even though there were many predictions that the practice of WFH will be widespread, that claim failed to materialize until the Covid-19 pandemic, and it resulted in many organizations experimenting with the practice which resulted in a shift of the mindsets in favour of WFH.

Studies show that the practice of WFH can have both positive and negative outcomes that may have an impact on the overall job satisfaction of the employees. As White (2019) argued there is conclusive evidence that WFH practices improve the overall well-being of the employees. But according to Farrell (2017), WFH may negatively affect family relationships. Therefore, organisations need to understand the factors which influence the overall job satisfaction of their employees when their employees WFH because job satisfaction is correlated to improved or sustained performance which is a primary requirement to achieve business objectives.

With the outbreak of Covid-19 as a global pandemic in 2020, many organisations had no other option but to adapt to WFH to ensure business continuation. Even though some companies, mainly in the BPO sector, were well experienced and had already enabled their workforce to WFH, many companies had little to no experience in this work practice. Also, many organisations without prior experience in the practice were forced to adopt the practice of WFH with basic requirements. Therefore, in such contexts, it is important to understand what factors could affect the overall job satisfaction of the employees and their performance. The participants for this research are the executives of a large export-oriented organisation which is based in Sri Lanka with no prior experience in managing an executive carder who began WFH. The study aims to analyse how hygiene and motivational factors influenced the overall job satisfaction of those who WFH.

As explained by the two-factor theory of motivation (Herzberg,1987), there are motivational factors namely, 1. achievement, 2. recognition 3. the work itself, 4. responsibility, 5. growth, and 6. Advancement, which is viewed as a motivator as well as thought to be intrinsic implies that the behaviour arises within the individual. Whereas hygiene factors are thought to be factors that prevent individuals from demotivating. These factors include 1. company policy and administration, 2. supervision, 3. interpersonal relationships, 4. working conditions, 5. salary, 6.

status, and 7. Security which are extrinsic or influenced by the outside. This theory argues that a combination of motivational and hygiene factors causes job satisfaction or dissatisfaction. In this context, it was observed that the executives of the chosen exporting organisation were experiencing challenges in meeting the targets and tended to express mixed feelings about the advantages and disadvantages of working from home. Therefore, this study aims to understand how hygiene and motivational factors could relate to the overall job satisfaction of the employees when WFH.

The objective is to examine the correlation between overall job satisfaction and motivation and hygiene factors in a work-from-home context. The research also intends to identify factors that are having a more significant impact on satisfaction. Moreover, it intends to study the effect of demographic factors particularly the gender of the employees to see if these factors affect the job satisfaction of men and women executives differently.

## Literature Review

The two-factor theory introduced by Herzberg et al. (1959) states that two sets of needs affect individual motivation, and they are not placed on a single continuum. It argues that factors which contribute to job satisfaction are different from the factors that cause dissatisfaction. Motivational factors are long-term needs that are required for job content and these factors are intrinsic to the individual which suggests that motivation is created within the individual when appropriately fulfilled (Herzberg, 1987). The theory states that six motivational factors might affect job satisfaction at workplaces. They are explained below.

Advancement refers to the promotion opportunities provided to the employees by the organisation (Torp, 2016, cited by Beygatt, 2018). Lup (2017) observed a positive relationship between promotions and the satisfaction level of the employees, and the impact was felt beyond the promotion year. This study also observed a difference in the reaction between male and female employees, for instance, the increase of the satisfaction level was only observed in male employees and the change was not significant for the female employees. Similarly, Akintola and Chikok (2016) observed that the promotion opportunities have satisfied the employees significantly alongside the other intrinsic factors advocated by Herzberg. Further, according to Kosteas (2011), it was observed that receiving a promotion within the last two years leads to increased job satisfaction levels even after controlling the current wage, pay rank within the peer group, and pay growth. Employees who believed in a possible promotion in the next two years were also observed to be at a higher job satisfaction level.

Growth refers to the opportunities provided for the employees to learn and develop new skills. Many studies have observed a positive relationship between learning opportunities and overall job satisfaction. For instance, Idrus, et al. (2018) found that a higher level of organisational learning resulted in improved job satisfaction. Further, according to Zamir (2019), it was observed that the knowledge capture of the sub-processes and knowledge sharing among the employees motivate, thus learning and flexibility support job satisfaction. A study by Hallock, et al. (2013) cited by Beygatt (2018), revealed that employee participation in decision-making processes and training has a positive and statistically significant impact on job satisfaction.

Employee recognition can be identified as one of the most comprehensively deliberated subjects in the literature. There is a widespread acceptance that employee recognition can be accomplished by a partnership between the organisation and its employees (Beygatt, 2018). Employee recognition is explained as the assignment of individual non-monetary rewards to strengthen anticipated behaviours exhibited by an employee after the aforesaid behaviours have occurred (Feys, et al., 2013). Tessema, et al. (2013) have found, in a cross-country research, that employee recognition, pay, and benefits were observed to have a significant influence on job satisfaction, irrespective of the home country, income level, and culture. However, as White (2014) argues, employees might view employee recognition programs pessimistically if the programs do not tend to value them genuinely, therefore, recommends that the programs must be crafted carefully with clear objectives and outcomes.

The work itself is referred to as the attributes of the job the employees are assigned to, and to satisfy employees, the job itself should essentially be exciting, and diverse, and it should contain the required level of challenges. In other words, the work itself is the meaningfulness of the work. As argued by De Clercq, et al. (2019), the positive energy that employees originate from their job satisfaction outgrows their helping behaviors to a larger degree when employees have confidence in their work which is expressive, has a robust collectivistic direction, and perceive that they function in a helpful organisational atmosphere. A sense of work significance captures to an extent where employees believe the work assigned to them is imperative. According to Carton (2017), an extensively believed assumption is that leaders can improve the meaningfulness of work by communicating the organisation's eventual goals so that the employees gain a sense of feeling that they are part of an important mission.

Responsibility denotes giving a feeling of ownership of their work and they should not have a feeling that they are being micro-managed by the leadership. Kizilos, et al. (2013), argued that delegating the decision-making process to the employees down the ladder would increase job satisfaction. Further, they have found that the process of delegating the decision-making to lower levels increased the productivity of the employees as well. Similarly, there is a positive and statistically significant relationship between employee ownership, decision-making power, and job satisfaction (Hock & Kozlowski, 2014).

Achievement: The literature suggests that there is a significant relationship between the sense of achievement and job satisfaction. As argued by Prentice, et al. (2019), and Raza, et al. (2015) there is a significant positive relationship between employees' sense of achievement and job performance and satisfaction.

## **Hygiene Factors**

Favourable company policies can prevent employees from becoming dissatisfied. As found by Ma, et al. (2015) employees working for multinational firms have shown a more positive attitude towards their employers' adherence and commitment to policies which resulted in higher levels of job satisfaction. The study also observed that the intention of turnover tends to reduce due to the satisfaction of company policies. However, they have observed an opposite correlation in domestic firms due to the lack of commitment towards the firm policies. Basker (2016)

observed that performance evaluation policies and job satisfaction have a strong correlation such that this factor alone could predict the overall job satisfaction of the employees.

Supervision is the discretion of getting a job done through subordinates harmoniously. Madede, et al. (2017) argue that steady and supportive supervision is vital to employee retention and motivation. Moreover, the quality of supervision has a strong positive relationship with overall job satisfaction (Ilgancet, et al., 2015). On the other hand, as argued by Han, et al. (2015), abusive supervision had an indirect negative relationship with employee creativity which resulted in a dissatisfied workforce due to employee sleep deprivation and emotional exhaustion.

The interpersonal relationship among the employees can be described as a strong association among them while working together in the same organisation since it is required for the employees to share a special bond to deliver their best as a team. Studies found a positive relationship between interpersonal relations and job satisfaction (Srivalli & Vijayalakshmi, 2015). Also, a study by Terason (2018) found a strong correlation between interpersonal relationships between managers and subordinates, which led to both satisfaction and organisational commitment.

Working conditions can be explained as the settings such as working hours, employee stress level, occupational health, and safety, that could affect the workplace. Improving the working conditions for employees may have an impact on the job satisfaction of the employees. Kol, et al. (2017), observed that a positive working environment increased the satisfaction level, particularly after the positive changes made to the working environment. Mache (2009) also confirmed a strong positive correlation between favourable working conditions and overall job satisfaction.

There are numerous studies on how salary influences overall job satisfaction. Smith (2015) observed more specific trends when it comes to pay-related employee behaviour. This study argues that employees are extremely concerned about the salary level and growth of the salary. Further, it argued that below-median salary increments can result in an insulting effect among employees, except when similar employees have actual salary reductions or when the organization's output/sales are dropping. It was further observed that employees tend to consider nominal pay cuts as an insult even when the organisation is not performing well financially. In a Sri Lankan context, Rupasinghe (2019) identified salary as the factor with the most significant impact on job satisfaction.

Status, as a hygiene factor, refers to the relative social or professional position or standing of an employee. Saltik & Avci (2018), identified that status and job satisfaction have a strong positive relationship. However, Connolly & Johansson, (2018), from a study carried out in the United States and Sweden, observed that while status is a strong factor for the employees of both countries, the correlation for the employees of the United States has shown a significantly higher positive relationship than the Swedish employees which suggests that the impact of status on satisfaction could differ between cultures significantly.

Job security is the likelihood that an employee will keep their job. Wilczyńska, et al. (2015), observed that regardless of the type of employment, job security was the most influential

factor for all employees when it came to job satisfaction. During a contraction in demand, businesses might look to downsize their workforces as a short-term measure. This phenomenon was observed in the Sri Lankan context during and after the COVID-19 period. A study by Rupasinghe (2019) revealed that the correlation between job security and satisfaction is higher in an economic contraction as opposed to a time of economic expansion.

While the two-factor theory is widely regarded as useful in the study of motivation and job satisfaction, many studies advocate alternative views. Locke (1976) argued that hygiene and motivational factors can overlap with each other. Similarly, Andersson (2017) also argued that motivational factors can cause satisfaction as well as dissatisfaction. Studies also argued that motivational and hygiene factors both function as powerful determinants of satisfaction (Mottaz, 1985; Kovach, 1987).

Studies on different occupational groups also revealed that extrinsic rewards are most important to the lower-level occupations, and they do not significantly impact the satisfaction level of the higher-level occupations. Similarly, the factors can act differently in different cultural contexts and studies have observed that cultural differences can have a significant influence on the reactions of the employees when it comes to the factors of motivation and job satisfaction.

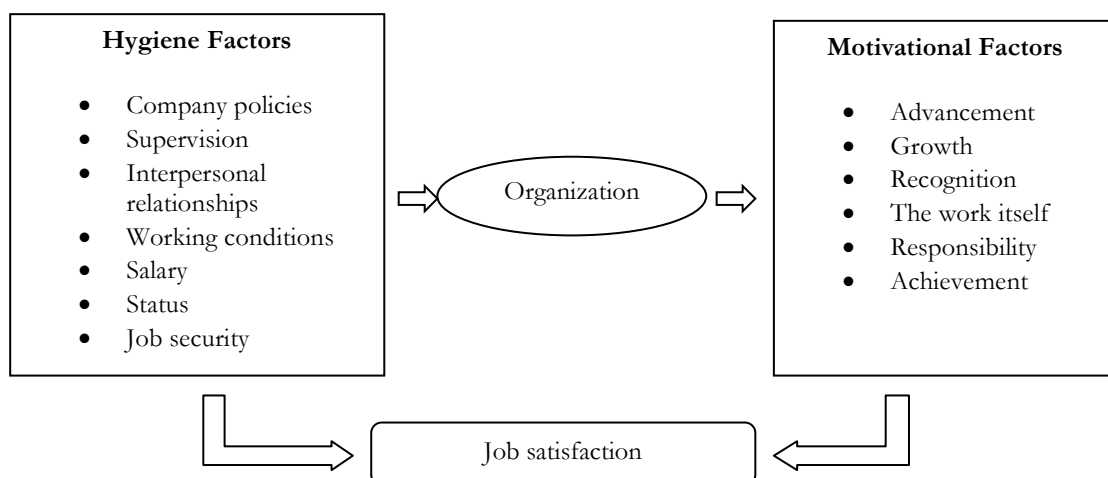
Moreover, Warriar & Prasad (2018) observed that hygiene factors have played a stronger role in predicting job satisfaction. Other studies have found that the satisfaction level was higher for male than female employees when it comes to work-related achievements (Mundia, 2019). This study further observed that employees who are parents and employees with low education levels were less likely to be satisfied with their work-related achievements compared to highly educated peers and those with no children. Such empirical findings offer different insights about the applicability of the two-factor theory in different contexts while agreeing with the grounds of the theory.

### **The Practice of Work-from-Home and Job Satisfaction**

Studies on remote working and its impact on job satisfaction prevailed even before the outbreak of the Covid-19 pandemic in early 2020. According to Felstead & Henseke (2017), the practice of remote work is a growing trend that can be explained by factors such as the shift to the knowledge economy, the growth of flexible employment, and the responses of organizations to the demographic changes in the workforce. This study argues that remote working is associated with higher organisational commitment, job satisfaction, and well-being, but also highlights that there are drawbacks as well such as work becoming intensified and the workers finding it difficult to detach from work and being unable to switch off from work for their personal lives. On the other hand, flexible working can affect employees with family commitments in different ways. For example, according to Chung & Van der Horst (2017), teleworking can help women continue their careers after childbirth. It further explains that flexible working is not only meant for work-life balance which results in satisfaction but also as a method to increase the capacity of individuals when they are experiencing increased demand from family commitments.

Studies have also found that losing the working conditions and co-worker relations had a significant impact on motivation during the pandemic (Anisah & Wisesa, 2021). Also, being forced to work from home caused less motivation among others and the lack of relatedness among colleagues caused mental health issues, such as feelings of loneliness, depression, and anxiety (Sonnenschein, et al., 2022). On the other hand, some studies have found positive attitudes expressed by the staff about working from home, particularly in terms of increased freedom to perform tasks, better time management, and saving time (Virtanen, 2020). A related point to freedom to perform tasks is that self-disciplined workers tended to value work from home as beneficial and productive (Ahmed & Farooqi, 2020).

There are different arrangements of teleworking found in different organisations. Some organizations provide flexible options where employees can opt to work a selected number of days from home while others have moved to telework permanently and there may be differences in satisfaction levels in these options. Caillier & Caillier (2016), found that the employees' motivation levels who had the option to mix work between the office and home within a given week were more satisfied than the regular office workers. But they further observed that there was no difference in satisfaction levels between the office workers and the workers who were required to work from home permanently. Moreover, Neirrotti, et al. (2019), studied how the characteristics of a job affect job satisfaction when it comes to teleworking. The two characteristics selected include teleworking as an employment practice, for instance as an option to enhance the work-life balance, and teleworking as a work practice that is relevant to operational requirements of the organisations such as cost reduction initiatives. When adopted as an employment practice teleworking moderates job satisfaction positively, but when implemented as a work practice does not show a positive relationship to job satisfaction (Neirrotti, et al., 2019). This prompts further study to see how teleworking as a work practice in a situation like Covid-19, could affect employee job satisfaction. This study, based on a large export organization, is expected to provide more evidence on how executive staff experiences their work while adopting a practice of working from home. The conceptual framework for this research is based on Herzberg's two-factor theory also known as the motivation-hygiene theory.



**Figure 1.** Conceptual Framework

## Methodology

There are thirteen independent variables, which are categorised under motivational factors and hygiene factors, and one dependent variable which is overall job satisfaction. The aim is to examine whether these independent variables have a significant correlation to the dependent variable in specific contexts like the Covid Pandemic.

The study has adopted a quantitative method to analyse the relationship between the aforesaid independent variables and the dependent variable. The design of this research is a quantitative correlation design that helps to find relationships between variables (Gabbadini & Greitemeyer, 2017). The sample for this study consisted of employees from a large privately owned export organisation based in Sri Lanka whose employees adapted to the practice of full-time WFH. The company consisted of three employee categories which are, operational carder, staff officers, and executives, and the population was limited to the executive carder of the organisation, who was offered the opportunity to WFH. Of the 470 executive staff 100 were selected using a convenience sampling method, based on their availability and willingness to participate. They were from the front-end divisions and back-end divisions. There were executive job roles categorised under three main levels which are, Executives and Senior executives as the bottom layer of executives, middle managers consisting of Assistant Managers and Managers, and finally Senior Managers and above positions which are Deputy General Managers, General Managers, Senior General Managers, and the Chief Executive Officer of the organisation. All three categories participated in the survey.

A self-completion online survey questionnaire was distributed among the participants. The data collection instrument for this research was based on the Minnesota Satisfaction Questionnaire (MSQ) and used a five-point Likert scale. Hypotheses were developed for each of the thirteen motivation and hygiene factors to examine if they significantly correlated to overall job satisfaction when the employees WFH. Of the 100 samples received sixty-six percent of the participants were males whereas thirty-four percent were females.

## Results and Discussion

Kaiser-Meyer-Olkin (KMO) test was carried out to determine the Sampling adequacy of the study to carry out a factor analysis for the variables and the result for KMO indicated a value of 0.787. Additionally, Bartlett's Test of Sphericity to determine whether correlation exists among the variables for the factor analysis to be valid was also carried out.

**Table 1: Results of KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.787
Bartlett's Test of Sphericity	Approx. Chi-Square	8323.855
	df	2080
	Sig.	0.000

**Source:** Authors' estimation



With the observations of KMO and Bartlett's Test turning out to be satisfactory, a factor analysis was carried out to determine whether each question group which represented each independent variable is reliable in explaining each variable. Moreover, the reliability of each question group was determined using Cronbach's Alpha value and all question groups appeared to be satisfactory and results are shown in Table 2.

**Table 2. Cronbach's Alpha Values for Each Question Group of the Variables**

Variable	Cronbach's Alpha
Achievement	0.895
Advancement	0.948
Policies	0.941
Growth	0.919
Interpersonal Relationships	0.946
Recognition	0.956
Responsibility	0.911
Salary	0.956
Security	0.967
Status	0.929
Supervision	0.956
Work Itself	0.915
Working Conditions	0.944

**Source:** Authors' estimation

The correlation coefficients of the thirteen factors in relation to job satisfaction are presented in table 3.

**Table 3. Pearson's Correlation Coefficients**

Corr. Rank	Factor	(r)	(r)- Males	(r)- Females
1	Working conditions	0.553	0.541	0.578
2	Growth	0.468	0.425	0.552
3	Responsibility	0.443	0.394	0.576
4	Achievement	0.428	0.466	Insignificant
5	Security	0.378	0.296	0.572
6	The Work Itself	0.359	0.444	Insignificant
7	Policies	0.356	Insignificant	0.599
8	Relationships	0.332	0.342	Insignificant
9	Advancement	0.322	Insignificant	0.617
10	Recognition	0.275	0.338	Insignificant
11	Salary	0.244	Insignificant	0.41
12	Supervision	0.233	Insignificant	Insignificant
13	Status	0.19	Insignificant	Insignificant

**Source:** Authors' estimation

Achievement: There exists a statistically significant correlation,  $r=0.428$  and  $p<0.01$ , between achievement and overall job satisfaction. The correlation is observed to be moderate at  $r=0.428$  and the observation supports the finding of Prentice, et al. (2019) and Raza, et al., (2015). In a Sri Lankan context, the significant positive correlation contrasts with those of Thilakasiri & De Silva (2016) who observed the relationship as statistically insignificant for the hospitality sector. When comparing the difference in the overall job satisfaction between male and female executives, it was observed that there is no statistically significant value for  $r$  where  $p=0.052$  which indicates that there is no statistically significant correlation between Achievement and Overall Job Satisfaction for female executives. For males,  $r=0.466$  and  $p<0.01$ .

Advancement: The results indicate that there exists an  $r=0.322$  and  $p<0.01$  between Advancement and Overall Job Satisfaction which is a statistically significant correlation. The correlation is moderate. This finding supports the findings of Lup (2017), Akintola & Chikoko (2016), and Kosteas (2011), where each of these scholars has observed positive correlations between Advancement and Overall Job Satisfaction. Additionally, the results of this study indicate that the correlation between Advancement and Overall Job Satisfaction appeared to be strongly correlated at  $r=0.617$  and  $p<0.01$  for female executives where the correlation was insignificant for male executives at  $p=0.147$ . This could be because descriptive statistics suggest that only one percent of the females are holding senior managerial or above positions and only eleven percent comprises Assistant Manager/Manager positions even though the bottom tier of the executives are roughly equally distributed at twenty-two percent females and twenty-six percent males respectively.

The Work itself: The results indicate that there exists a statistically significant correlation, with an  $r=0.359$  and  $p<0.01$ , between The Work Itself and Overall Job Satisfaction. The correlation appears to be moderate. The findings support the study by De Clercq, et al. (2019) who observed a similar positive correlation between The Work Itself and overall Job Satisfaction. Similar results were observed by Carton (2017) and Thilakasiri & De Silva (2016) as well. Similarly, Priyanga & Wickramaratne (2021) have observed a positive correlation between tasks identify and overall job satisfaction while the employees are WFH. When considering the difference between gender, the results of male executives were  $r=0.444$  and  $p<0.01$  whereas for females, The Work itself was statistically insignificant at  $p=0.309$ .

Responsibility: The results indicate that there exists an  $r=0.443$  and  $p<0.01$  between Responsibility and Overall Job Satisfaction, which is a statistically significant correlation. The results are consistent with the findings of Zhang, et al. (2011), Kizilos, et al. (2013), and Kozlowski (2014) where a positive correlation was observed between Responsibility and overall job satisfaction. This further supports findings of Mohammed, Nandwani, Saboo, & Padakannaya (2022), Wood, et al. (2022) and Tabassum (2021) who observed that autonomy, which falls under the responsibility category, has a positive relationship to overall job satisfaction. Further, the correlation observed is different from the findings of Thilakasiri & De Silva (2016) who observed no statistically significant correlation between Responsibility and Overall Job Satisfaction. When the results were computed for each gender separately, it was revealed that the correlation for female executives was at  $r=0.576$  and  $p<0.01$  whereas, for males, it was  $r=0.394$  and  $p<0.01$ .

Even though both correlations are statistically significant, the correlation for females appears to be higher than for males.

**Recognition:** The results indicate that there exists an  $r=0.275$  and  $p<0.01$  between Recognition and Overall Job Satisfaction, which is a statistically significant correlation. The correlation appears to be weak at  $r=0.275$ . The results support the findings of Tessema, et al. (2013), and Sypniewska (2014), where recognition was positively correlated to job satisfaction. Moreover, the result of the analysis by gender suggests that even though there is a statistically significant correlation between Recognition and Overall Job Satisfaction for male executives at  $r=0.338$  and  $p=0.023$ , the correlation for female executives was statistically insignificant at  $p=0.061$ .

**Growth:** The results indicate that there exists an  $r=0.468$  and  $p<0.01$  between Growth and Overall Job Satisfaction, which is a statistically significant correlation. With this result, Growth appears to be the motivational factor with the highest correlation value for overall job satisfaction among all other motivational factors. The findings are like that of Idrus, et al. (2018), Zamir (2019), and Felstead, et al. (2015). It was further revealed that both genders responded to this variable where males scored at  $r=0.425$  and  $p<0.01$  and for females,  $r=0.552$  and  $p<0.01$  which indicated that female executives were more responsive to Growth than male executives when they WFH.

**Company Policies:** The results indicate that there exists an  $r=0.356$  and  $p<0.01$  between Company Policies and Overall Job Satisfaction, which is also a statistically significant correlation. It is argued that Company Policies are the most common factor for Overall Job satisfaction. However, this research finds only a moderate correlation. The findings support earlier findings of Ma, et al. (2015) and Basker (2016). In the Sri Lanka context, the findings of this research are in line with the findings of Rupasinghe (2019), where a moderate correlation was observed for the employees of the airline industry. A study conducted by Tabassum (2021) also suggested a moderate correlation to company policies like flexible working hours which is an option for organisations when the employees are not expected to be working at office premises. When the correlations were observed for each gender separately, only female executives have shown a positive correlation where  $r=0.599$  and  $p<0.01$  whereas, for male executives, the correlation was insignificant at  $p=0.054$ .

**Supervision:** The results indicate that there exists a statistically significant correlation between Supervision and Overall Job Satisfaction. The correlation appeared to be weaker at  $r=0.233$ . In a WFH situation, supervision is expected to be a challenging task since the interaction becomes increasingly limited to online means and communication becomes challenging. In contrast to the results of this research, many scholars have observed strong positive correlations. For example, scholars such as Madede, et al. (2017), Han, et al. (2015), Ilgan, et al. (2015), and Rupasinghe (2019) have observed strong positive correlations. However, according to the study of Tabassum (2021), the difficulty in monitoring performance and the information security risk is negatively correlated with overall satisfaction levels. When analysed the difference between the two genders, no group has shown a statistically significant correlation.

**Interpersonal Relationships:** The results indicate that there exists an  $r=0.332$  and  $p=0.001$  between interpersonal Relationships and Overall Job Satisfaction which is a statistically significant correlation. The correlation appeared to be moderate as found in the study by Rupasinghe (2019). The gender-wise analysis has shown different results. While male executives have shown a positive correlation between Interpersonal Relationships and Overall Job Satisfaction at  $r=0.342$  and  $p=0.005$ , for female executives, the correlation was statistically insignificant at  $p=0.073$ . Similarly, in a study carried out for the information technology sector in Sri Lanka also observed that interpersonal relationships such as work dealings and feedback from clients are positively correlated to overall job satisfaction (Priyanga & Wickramaratne, 2021). While the existing literature suggests a positive correlation to improved interpersonal relationships, Wood, et al. (2022) have observed that loneliness caused by the WFH implementation during the Covid-19 pandemic is negatively correlated to overall job satisfaction.

**Working Conditions:** The results indicate that there exists a statistically significant correlation between Working Conditions and Overall Job Satisfaction with an  $r=0.553$  and  $p=0.001$ . The correlation appeared to be moderately strong at  $r=0.553$ . It was observed that Working Conditions, as a hygiene factor, have a relatively strong correlation to Overall Job Satisfaction and this value appears to be the highest from both Motivational and Hygiene factors. Moreover, Working Conditions appeared to be similarly correlated with both genders when it came to Overall Job Satisfaction where for males, the results were  $r=0.541$  and  $p<0.01$ , and for females, it was  $r=0.578$  and  $p<0.01$ . When the executives WFH, working conditions comprise two components, namely, the conditions facilitated by the organisation such as infrastructure, and the personal surrounding of the employees. While the organizations may well control the first component, the latter depends on the individual and their personal circumstances. According to Priyanga & Wickramaratne (2021), the largely controllable factors to the organisation such as technical support are positively correlated to overall job satisfaction. The results support the findings of Kol, et al. (2017), who observed a similarly positive relationship and further observed that Overall Job Satisfaction increased by fifty-seven percent when positive changes were made to working conditions. Similarly, García-Serrano (2011) saw a fifty percent increase in Overall Job Satisfaction in a study in Germany. Moreover, Mohammed, Nandwani, Saboo, & Padakannaya (2022) observed that the conflict between work and family life and unease related to COVID-19 have shown a negative correlation with overall job satisfaction and observed that the autonomy, work and family life conflict and the anxiety caused by the pandemic alone accounted for a 37.8% overall variance in the job satisfaction. Similarly, Wood, et al. (2022) have observed negative correlations to work interferences due to non-work-related incidents faced by the employees and inadequate resources when they WFH.

**Salary:** The results indicate that there exists an  $r=0.244$  and  $p=0.014$  between Salary and Overall Job Satisfaction, which is a statistically significant correlation. The correlation appeared to be weak at  $r=0.244$ . In contrast, previous studies such as Rupasinghe (2019), Thilakasiri & De Silva (2016) Smith (2015), and Sengupta & Dev (2013) found a strong positive correlation. The weak correlation was observed in a context where many organizations introduced pay cuts during the pandemic to deal with the sluggishness of business. This leads to questions of whether there have been any salary adjustments, particularly for the executive and senior staff. When the results for the two genders were compared, it was observed that for female executives, Salary had a

strong correlation where  $r=0.410$  and  $p=0.016$  whereas for males, Salary was statistically insignificant at  $p=0.179$ . However, Priyanga & Wickramaratne (2021) have observed financial support has a positive correlation to overall job satisfaction in the study conducted for the information technology sector employees where most of the participants were males.

Status: The results indicate that there exists an  $r=0.190$  and  $p=0.058$  between Status and Overall Job Satisfaction, which is a statistically significant correlation. The correlation appeared to be weak at  $r=0.190$ . It was observed from this result that when a WFH situation is in place, Status does not seem to be significantly correlated to the Overall Job Satisfaction of the executives. However, Saltik & Avci (2018), observed a strong positive correlation between Status and Overall Job Satisfaction. Moreover, a cross-cultural study carried out by Fors Connolly & Johansson Sevä (2018) also revealed that even though there are differences between the correlation for different cultures, the correlation appeared to be stronger. When the results were analysed for each gender, it was observed that for both genders, the correlation was statistically insignificant where the figures indicated for males,  $p=0.151$ , and females  $p=0.169$ .

Security: The results indicate that there exists an  $r=0.378$  and  $p<0.01$  between Security and Overall Job Satisfaction, which is a statistically significant correlation. The correlation appeared to be moderate at  $r=0.378$ . During the time of this study, there were job cuts reported in many industries. Despite such trends, a moderate correlation between Security and Overall Job Satisfaction was observed. These findings confirm earlier observations of Wilczyńska, et al. (2015) and Rupasinghe (2019) who found a relatively strong correlation. The gender-wise comparison revealed that for both genders, Security was correlated with Overall Job Satisfaction whereas for females, the correlation was much stronger than men at  $r=0.572$  and  $p<0.01$ , and for males,  $r=0.296$  and  $p=0.016$ .

To determine which hygiene and motivational factors cause Overall Job Satisfaction the most and the order of the importance of such factors and to identify which factors are insignificant, a multiple regression analysis was carried out.

**Table 4. Regression Results**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	0.440	0.546		0.805	0.423
Achievement	0.025	0.176	0.018	0.140	0.889
Advancement Policies	-0.145	0.152	-0.136	-0.951	0.344
Growth	0.304	0.145	0.283	2.090	0.040
Interpersonal Relationships	0.056	0.116	0.052	0.484	0.629
Recognition	-0.122	0.152	-0.108	-0.798	0.427
Responsibility	0.230	0.168	0.171	1.368	0.175
Salary	-0.005	0.109	-0.005	-0.046	0.964
Security	0.144	0.138	0.129	1.042	0.300
Status	-0.180	0.135	-0.142	-1.338	0.184

Supervision	-0.031	0.117	-0.031	-0.268	0.789
Work Itself	0.115	0.157	0.090	0.730	0.468
Working Conditions	0.458	0.113	0.423	4.067	0.000

a. Dependent Variable: Overall Job Satisfaction

**Source:** Authors' estimation

Multiple regression analysis revealed that only Working Conditions and Growth can be considered statistically significant in predicting overall job Satisfaction. Accordingly, the revised regression model is presented below.

**Table 5. Multiple Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.625a	0.390	0.378	0.76104	1.420

a. Predictors: (Constant), Working Conditions, Growth

b. Dependent Variable: Overall Job Satisfaction

**Source:** Authors' estimation

It can be observed that Working Conditions and Growth can predict thirty-nine percent of Overall Job Satisfaction.

## Conclusion and Recommendations

The observation of this study generally confirms that all hygiene and motivational factors have shown positive correlations to the overall job satisfaction of the executive with different strengths. Working Conditions and Growth were observed to be the most influential factors when overall job satisfaction was predicted. Moreover, it was observed in general that there is a significant difference between the satisfaction levels of the males and females concerning many of the hygiene and motivational factors. Further, it was observed that only thirty-nine percent of the variance in overall job satisfaction can be explained by the thirteen motivation and hygiene factors. Moreover, the executives were at the initial stage of adapting to the concept of WFH and they did not have prior experience of the practice and the overall perceptions may change over time with experience.

As identified, Working Conditions and Growth were observed to have the highest correlation to the overall job satisfaction of the executives. However, it should be noted that the organisation will only have partial control in a WFH environment. Therefore, to increase satisfaction, it is suggested to focus more on controllable factors such as the infrastructure provided, which can refer to the quality of the hardware, the functionality of the software, network speed, and internet connectivity that could increase efficiency of the tasks. When it comes to Growth, the organisation has substantial control, and it can be considered a potential motivator. For instance, providing adequate learning opportunities, particularly in new technologies to enable the continuous professional development of executives, can increase satisfaction. The findings of this study suggest that there are differences in the way males and females perceive the factors. For instance, females tend to respond more to the factors of advancement, growth, company policies, working conditions, and salary. However, males tend to

respond more to achievement, work itself, recognition, and interpersonal relations. Factors such as security, growth, and working conditions are equally significant for both genders. A common strategy for both genders may unintentionally ignore gender differences. For instance, achievement and recognition seem to be of less priority for females. This suggests the need for gender-responsive motivation strategies when introducing changes to work practices. It is also recognized that organizations have minimal control over working conditions other than the infrastructure facilities while employees work from home. Future research can inquire more into other but related factors such as psychological issues, and technology fatigue that could influence satisfaction and performance while WFH. The study has general limitations as it was conducted within an organization and focused only on the experiences of the executive staff. This implies that the findings are useful for the organization and similar organizations in the industry, although the scope for generalization is limited.

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