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Research Article

Impact Of Work From Home On Employees Well Being And Performance

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ABSTRACT

The swift implementation of work-from-home (WfH) arrangements, expedited by worldwide occurrences like the COVID-19 epidemic, has revolutionized conventional work methods and prompted significant inquiries over its influence on employee welfare and productivity. This study examines the impact of working from home (WfH) on the health and productivity of employees. It utilizes a mixed-methods approach to offer a thorough analysis. We concentrate on a subset of workers who are working full-time and fall within the age range of 20 to 65. We exclude those who are marginally employed to guarantee that our findings are applicable to a consistent and steady workforce. The analysis employs three primary indicators of employee well-being: (1) self-assessed general health, divided into five binary outcome variables; (2) the quantity of reported sick days, including those without medical certification; and (3) scores from the WHO-5 Well-Being Index, which assesses psychological well-being. The findings suggest that working from home (WfH) has diverse effects on both well-being and performance. Remote employees exhibit distinct patterns in health evaluation and sick leave as compared to their counterparts who work in a physical office. More precisely, when individuals assess their own health, they provide detailed and subtle differences, whereas data on sick leave indicates a possible rise in the number of days off reported by remote workers. The WHO-5 Well-Being Index demonstrates varied outcomes, indicating enhanced mental well-being in specific instances, while also emphasizing the possible dangers of isolation and burnout. These findings emphasize the intricate nature of work-from-home arrangements and their simultaneous influence on employee health and performance. The study enhances comprehension of remote work dynamics, providing firms with insights to develop work-from-home policies that promote employee well-being and productivity. Further investigation is needed to examine the long-term consequences of remote labor by studying its longitudinal effects and industry-specific results.

Keywords: Work from home, WHO-5, Employee, Well-being.

INTRODUCTION

The boundaries between work and home used to be more clearly defined in the past, but this is no longer the case in the modern digital era, when it is anticipated that work will be available at all times of the day and night. The COVID-19 pandemic that has been sweeping the globe in recent years has had a significant influence on organizations all over the world. The necessity of working from home (also known as WFH) has been the driving force behind the shift in the employment arrangements of individuals (Frodermann, C., 2020). Achieving a harmonious equilibrium between one's professional and personal life while maintaining an effective management of both work and family commitments is what we mean when we talk about work-life balance. There are three components that must be harmoniously integrated in order to achieve a balance between one's personal life and professional life. These components include paid labor, unpaid work, and personal time. Within the realm of work-life balance (WLB) practices, there is no single definition that is universally acknowledged and recognized. On the other hand, the phrase frequently refers to one of the following aspects: organizational support for the well-being of employees, flexible work arrangements, and provisions for family or personal leave. In the past, going to work was a hard experience; but, now that

individuals are remaining at home, there are new worries and challenges to contend with. At the moment, lots of people are suffering because they are unable to strike a healthy balance between their personal and professional lives. The development of new technologies has made it possible for people to work from the convenience of their own homes in a continuous manner (Mateyka, P., 2016). Because of the COVID-19 epidemic, people have been obliged to remain inside their homes due to the restrictions that have been placed on them. The capacity to spend time with one's family, on the other hand, continues to be unreachable. The usage of remote work for employees has been implemented in a wide variety of organizations, including aviation, information technology, and training. As a result of the convenience of working from home, businesses have begun to anticipate longer hours from their employees, which has resulted in difficulties for those who receive employment. Despite the fact that working from home (WFH) may be advantageous for certain individuals, certain organizations are confronted with difficulties attributable to the absence of easily available tools and equipment that are necessary for carrying out operations at home (Sharma, S., & Jain, A. 2020).

The research takes a comprehensive look at the difficulties that employees have when working from home, as well as their hopes and dreams for achieving a healthy balance between their professional and personal lives (Raghuram, S., 2019). Additionally, it revealed whether or not they had a positive or negative attitude on the plan to work from home during the global epidemic, which is commonly referred to as COVID-19 to this day.

The purpose of this study is to investigate the positive and negative effects that the COVID-19 epidemic has had on the emotional and physical well-being of workers, as well as their productivity (Peterson, C., & Matthews, M. 2020). Furthermore, it tries to improve our understanding of the impact of work-life programs, which are designed to foster conditions and beliefs in the workplace that are favorable to maintaining a healthy balance between one's personal life, professional life, and family life within the workplace. Work-life initiatives are undertaken with the purpose of enhancing the well-being and productivity of both employers and employees, both in the workplace and in their personal lives, which may include activities with their families. In spite of the fact that professionals and researchers are putting more of their attention on the topic, we argue that there are still significant gaps between the potential advantages of work-life balance and the actual results that these efforts yield. In order to promote the integration of work-life activities as vital human resource and management responsibilities, there is still a significant amount of work that needs to be done.

OBJECTIVES

1. To assess how work-from-home arrangements influence employees' self-reported overall health.
2. To identify key factors that influence well-being and performance in a remote work setting.
3. To explore how different work environments (home vs. office) impact employees' well-being and productivity.

LITERATURE REVIEW

Work from Home and Motivation

Employees chose self-motivation, the ability to work independently, persistence, and organizational abilities as the top three attributes for remote workers when they were asked what qualities are most important for remote workers. 1999 publication by Nicholllson and Baruch. This is because individuals who possess good organizational and time management skills, in addition to a strong willingness to participate in the program, are key attributes for successful remote work. This is the reason why this is the case. According to Wang and Turban (1995). Allowing employees to perform some of their work from the convenience of their own homes has a number of advantages, one of which is that it will instill a sense of obligation within them to perform a more satisfactory job for the organization. According to what Cavalier (2012) has already indicated. According to the authors of the study, that which is connected with working from home four or five days a week is related with a larger incentive to give public services in comparison to those who do not work from home. Cavalier (2015) indicates that.

Hypothesis 1: Motivation is positively and significantly impacted by remote employment.

Motivation and Job Characteristics

The creators of the hypothesis known as the Motivating Potential Score (MPS), which was developed by Hackman and Oldham in 1976, claim that job aspects can affect employees' internal motivation to work. The authors contend that features of a job that may affect an employee's motivation to work include greater degrees of autonomy, well-defined duties, and insightful feedback. These characteristics include the range of talents, the significance of the work, and the task's clarity. High levels of motivation in one person can be compared to high levels of motivation in another employee, per a study by Singh et al. (2016). Four aspects of job characteristics form the basis of this comparison: the tasks' identities, the feedback given, the range of abilities needed, and the task's significance. The results of research by Zhao et al. (2016) suggest that particular aspects of job characteristics may have an impact on the motivation to work when paired with Frederick Herzberg's Two-Factor Theory. According to Frederick Herzberg's Two-Factor Theory, job

satisfaction and feedback are connected motivators. However, job autonomy, task identity, and task relevance are hygienic factors linked to reducing job stress.
Hypothesis 2: The features of a job have a beneficial and substantial impact on motivation.

Motivation and Performance

A strong connection is believed to exist between the concept of motivation, which may be described as "anything that makes a person want to do something," and the level of performance that employees exhibit while they are on the job. The findings of research conducted by Olusadum and Anulika (2018) indicate that motivation has a favorable impact on both the performance and efficiency of an organization respectively. Intrinsic motivation was found to considerably boost agency production, according to the findings of a number of research that investigated the relationship between intrinsic motivation and performance in Indonesia's public sector. The following sources were cited: Sutanja (2019), Yudistira and Susanti (2018), and Irvan and Heryanto (2019).

Hypothesis 3: Performance is positively and significantly impacted by motivation.

Work From Home, Motivation and Performance

A study conducted by Peros Khan and colleagues (2018) found that employees' performance improves when they have a greater degree of control over their working environment, when they have a better work-life balance, and when they experience less stress while they are at work. When people have the opportunity to work from the convenience of their own homes, they see an increase in their own personal productivity. According to Gajendran and Harrison (2007), performance records, supervisor assessments, and employee happiness all point in that direction indicating that this is the case. According to research conducted by Martin and MacDonnell (2012) and Onyemaechi et al. (2018), working remotely is associated with an improvement in performance, albeit not by a significant margin. As a result of having more freedom to complete their work from the convenience of their own homes, sixty percent of federal government employees who performed remote work reported an increase in their productivity, according to a poll conducted by Mayor et al. (2008).
According to research conducted by Ahmed et al. (2014), the majority of workers indicate that they have a higher level of motivation when they are able to work from the convenience of their own homes. As a consequence of this, there has been a rise in the work-related proficiency and competence of workers. The function of motivation, which comprises the requirements for independence and a sense of success, is responsible for the increase in productivity that remote workers experience. In 2009, the National Research Council published. According to the findings of Onyemeachi et al. (2018), when employees are allowed to work from home, the management of the organization should always take into consideration the personal motivation and home environment of the workers. This is because these elements might have an effect on the quality of the work that they do.

Hypothesis 4: Working from home improves performance both directly and indirectly by acting as a mediator for motivation.

Performance, Motivation, and Job Characteristics

Mendoza, Nasution, and Matondang's (2018) research indicates that work will have a major effect on the quality of the employee's work, starting with meticulous planning and continuing through the description of the specifics. Johari and Yahya (2016) concluded from their research that performance was significantly impacted by the different aspects of skill variance. Numerous studies have demonstrated the positive and considerable impact that job qualities have on performance, either directly or indirectly through motivation's role as a mediator. The sources that were cited were Grobelna (2019), Evelyne, Muathe, and Kilika (2018), and Ramdhani and Sridadi (2019).
As per the Employment Characteristics Model (JCM), the essential elements of job characteristics possess the capability to influence the employment results of employees, such as their motivation, attendance, and job satisfaction levels. 1973, as stated by Hackman and Greg. In particular, Grobelna (2019) found that task relevance and other work features had a significant effect on performance through the motivational mechanism. The results of this study offer more support for the findings of Ramdhani and Sridadi (2019), who found that job features had a significant and positive impact on employee performance through motivation at work. The results of another study, which concentrated on Kenya's private sector, showed that employees' performance was not much impacted by the importance of their jobs. Conversely, a variety of skills, autonomy, feedback, and job identity did. Evelyne et al. (2018) state that the data also demonstrate that motivation plays a partly mediating role in the influence of performance, an independent variable.

Hypothesis 5: Positive and significant effects on performance are directly attributed to job features, with motivation acting as a mediator.
The research paradigm presented by the authors in Figure 1 is predicated on the generation of hypotheses.

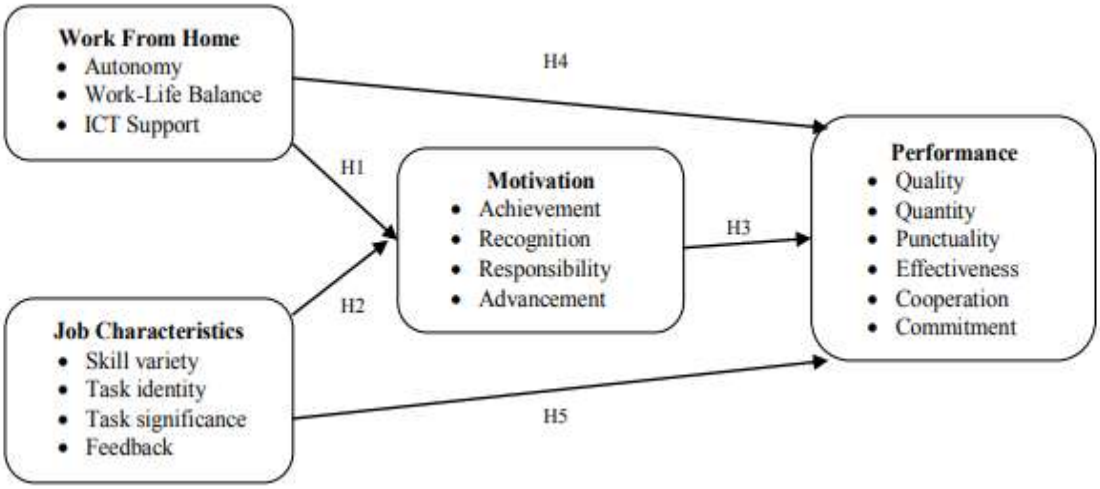

Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

Our sample is limited to people between the ages of 20 and 65, and people in marginal employment are not included in the scope of our study. To assess the quality of our results, we use three indicators.

We begin by evaluating a person's overall wellbeing on a five-point Likert scale, which goes from excellent to bad. To account for maximal non-linearity, we convert our five categories into five binary outcome variables, which we then regress separately.

The total number of days that workers who participated in the survey missed work due to illness—including days when medical practitioners formally certified their absences—is then totaled. Although opinions still play a role in this statistic, it is nevertheless somewhat more objective than the evaluation of overall health (Choudhury, P., 2020). When calculating sick leave, care should be taken since people who work from home (WfH) and people who usually work from their business office may have different ideas about what counts as a sick day. Since this statistic is frequently used in similar studies, we provide it for comparison. Finally, we use the validated WHO-5 Well-Being Index to rate five statements in order to determine well-being. Prior to standardization, the standard version of this measure used a scale with values ranging from 0 to 25, where higher values indicated improved psychological well-being. An evaluation of the psychological health of the respondent is provided by this indicator. As an illustration, a score of less than 13 denotes despondency.

Table 1: Demographics

Demographic	Category	Count
Gender	Female	26
	Male	66
Age	18-25	14
	26-35	57
	36-45	13
	46 and above	3
Experience	< 5 years	42
	5-10 years	31
	11-15 years	16
	More than 15 years	5
Nature of Profession	Technical Professional	60
	Non-Technical Professional	32
Years in Current Organization	< 5 years	58
	5-10 years	22
	11-15 years	10
	More than 15 years	4
Job Titles	Entry Level Executive	29
	Middle Level Manager	37
	Higher Level Manager	16
Experience with Remote Work	Yes	48
	No	48
Living Situation	Living with Parents	20
	Not Living with Parents	76

Gender Distribution:

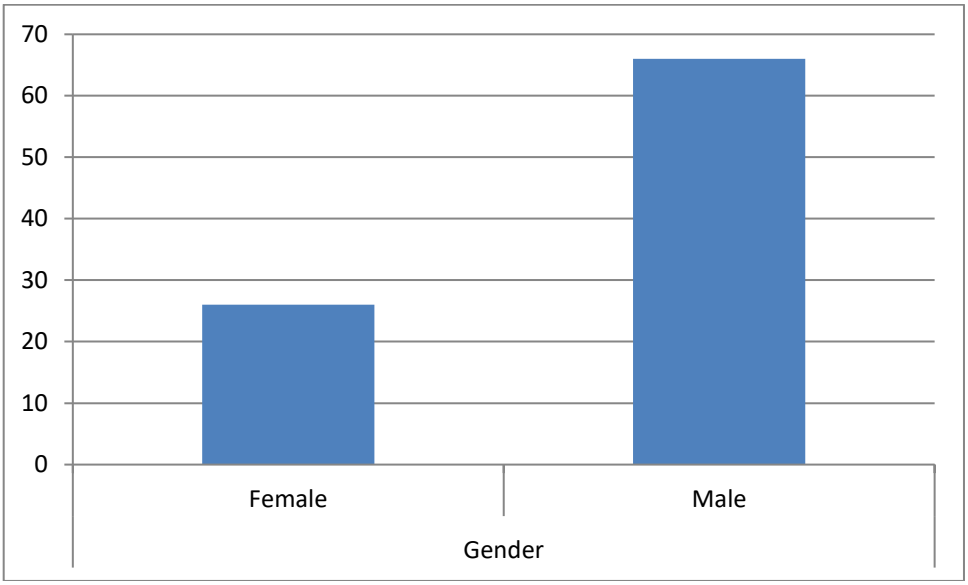

Figure 2: Gender distribution of respondents

A total of 66 male respondents and 26 female respondents make up the participants in the sample. The findings indicate that there is a higher percentage of males in the group that was being studied, with males making up around 71% of the sample and females making up approximately 29% of the sample. It is possible that the gender distribution that was seen is a reflection of the gender composition of the professional area that is being investigated or of the particular demographic scope where the survey was being conducted.

Age Distribution:

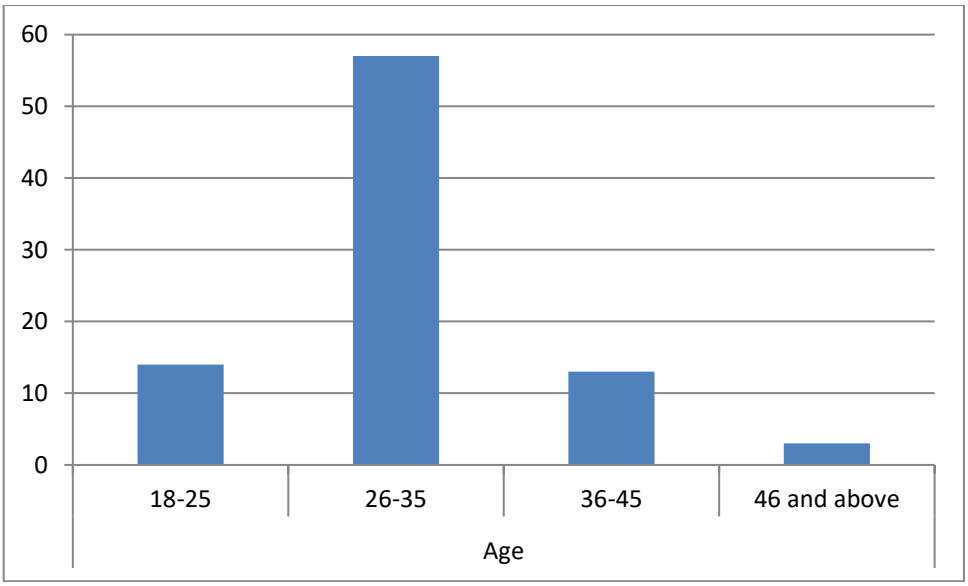

Figure 3: Age distribution of respondents

The respondents who fall within the age range of 26 to 35 years old make up the greatest share of the sample, which is comprised of 57 individuals in total. This resulted in a total of 14 participants belonging to the age bracket of 18-25 years old, 13 individuals belonging to the age category of 36-45 years old, and only three participants belonging to the age group of 46 and over. Based on the age distribution, it can be deduced that the majority of the individuals who participated in the survey are professionals who are in the beginning to middle stages of their professions. Meanwhile, the proportion of older and younger professionals is quite low.

Experience Levels:

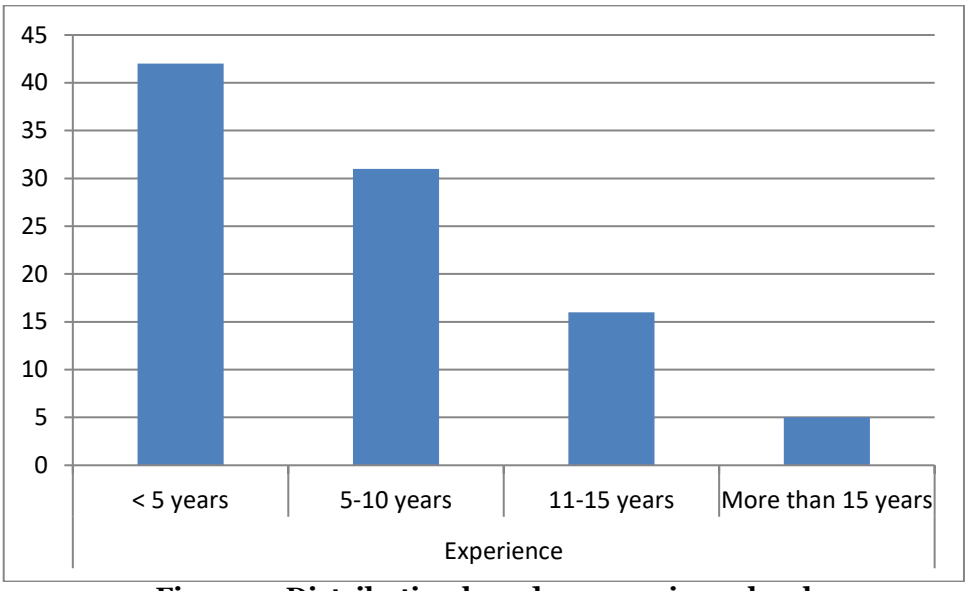

Figure 4: Distribution based on experience level

Among the responses, 42 percent of the respondents have fewer than five years of professional experience. This is a considerable proportion. Individuals with five to ten years of experience make up thirty-one percent of the total, followed by those with eleven to fifteen years at sixteen percent, and then individuals with more than fifteen years at five percent. The fact that the majority of participants have less than five years of experience suggests that the workforce is relatively young in terms of the stage of their careers, which may have an effect on the perspectives they have on issues that are related to work (Schall, M., & Belkin, A. (2019).

Nature of Profession:

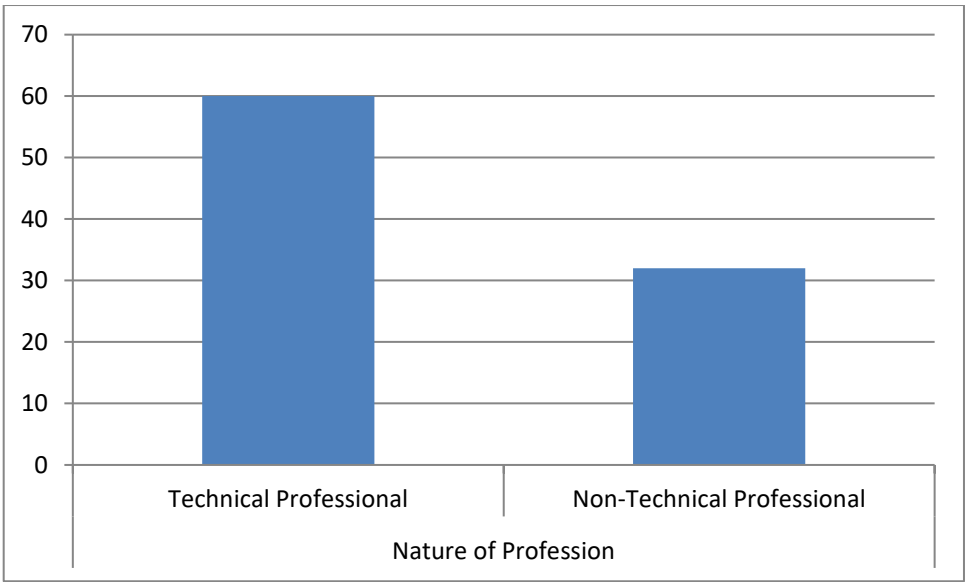

Figure 5: Distribution based on Nature of Profession

The vast majority of participants are technical experts (60), whereas a smaller subset is comprised of professionals who are not technically oriented (32). This indicates that there is a significant emphasis placed on technical perspectives within the sample, which may provide insight into the particular area of research or industry that the investigation is focussed on.

Tenure with Current Organization:

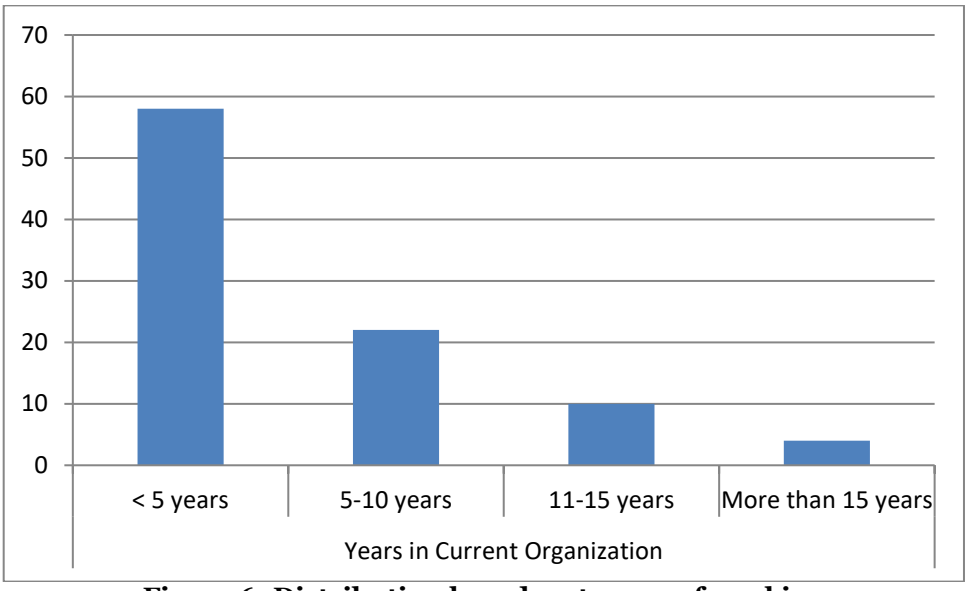

Figure 6: Distribution based on tenure of working

With their current company, the majority of participants have been employed for a period of less than five years (58), while a smaller number of participants have been employed for five to ten years (22), eleven to fifteen years (10), or more than fifteen years (2004). In terms of the length of time employees have been employed by the company, this indicates that the workforce is relatively inexperienced. This may be a significant consideration when attempting to appreciate the dynamics of the business and the retention of employees.

Job Titles:

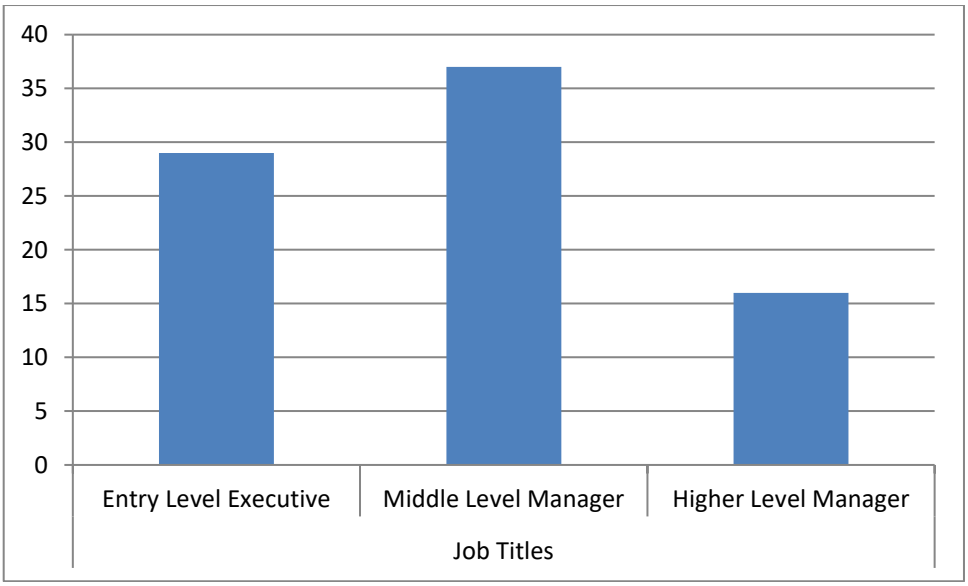

Figure 7: Distribution based on job titles

The job title distribution demonstrates that the majority of persons are employed in executive positions at the entry level (29), middle-level management roles (37), and higher-level manager jobs (16). A lower number of individuals are employed in higher-level manager positions. The distribution in question displays a complete representation across a number of organizational tiers, with a greater emphasis placed on entry-level and mid-level positions.

Experience with Remote Work:

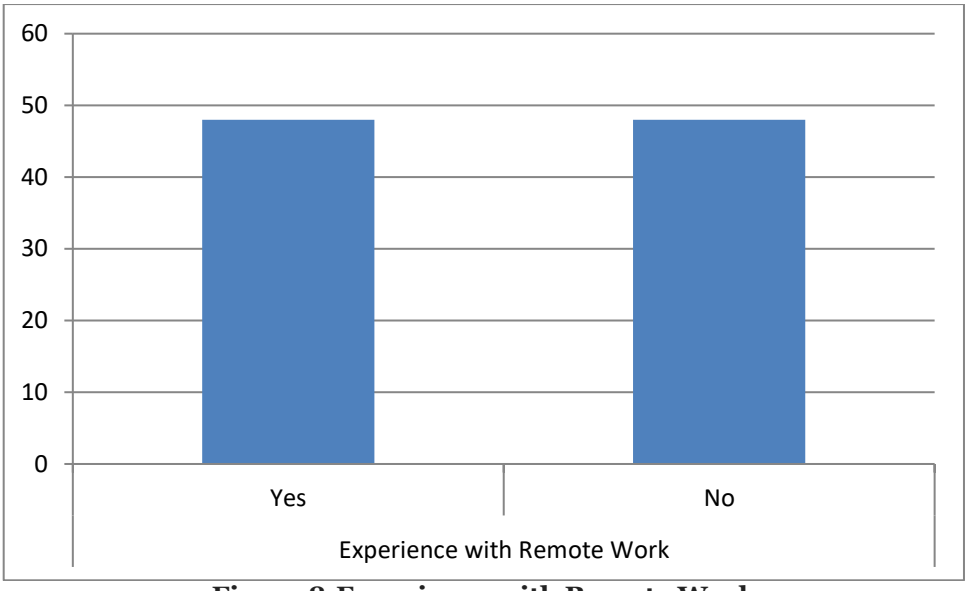

Figure 8:Experience with Remote Work

There are 48 people in the sample who have any prior experience working remotely, and there are 48 people who do not have any prior experience working remotely. This equilibrium makes it possible for a diverse range of perspectives to be gained regarding the experiences of working remotely.

Living Situation:

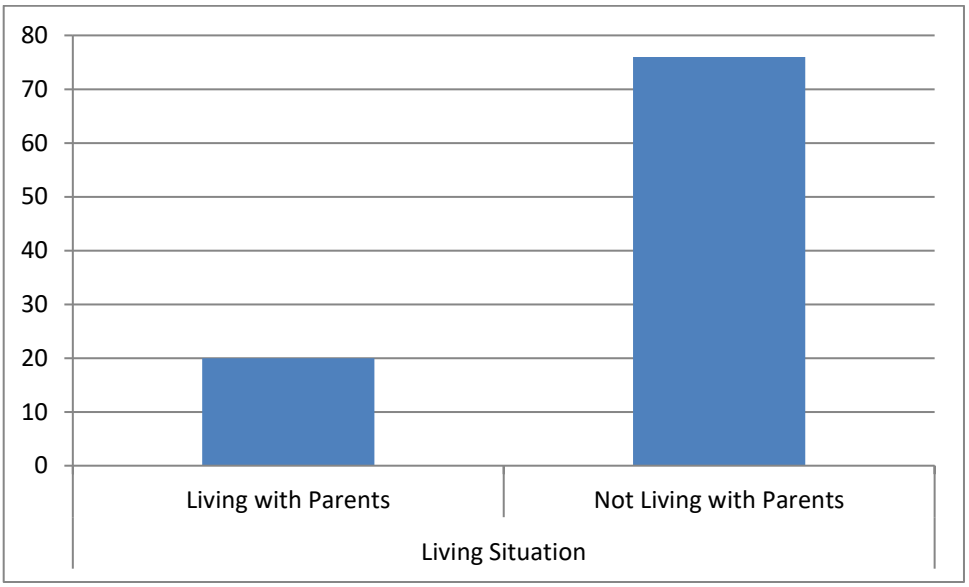

Figure 9: Distribution based on living situations

A lesser percentage of the respondents (20) do live with their parents, while the majority of the respondents (76) do not live with their parents. It may be deduced from this that the majority of the individuals who took part in the study had a living arrangement that is mostly independent, which may have an effect on their preferences for employment and lifestyle.

Table 2: Work from Home (WFH) Experiences

Statement	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
I am primarily at home, during work hours.	31	38	12	4	0
For work, I regularly contact with others remotely.	30	35	14	10	1
To the greatest extent possible, I conduct my work online.	34	33	13	6	2
I work outside of my co-workers' actual presence.	33	32	14	8	2

I do not physically travel at all to begin or end my work.	32	34	11	7	2

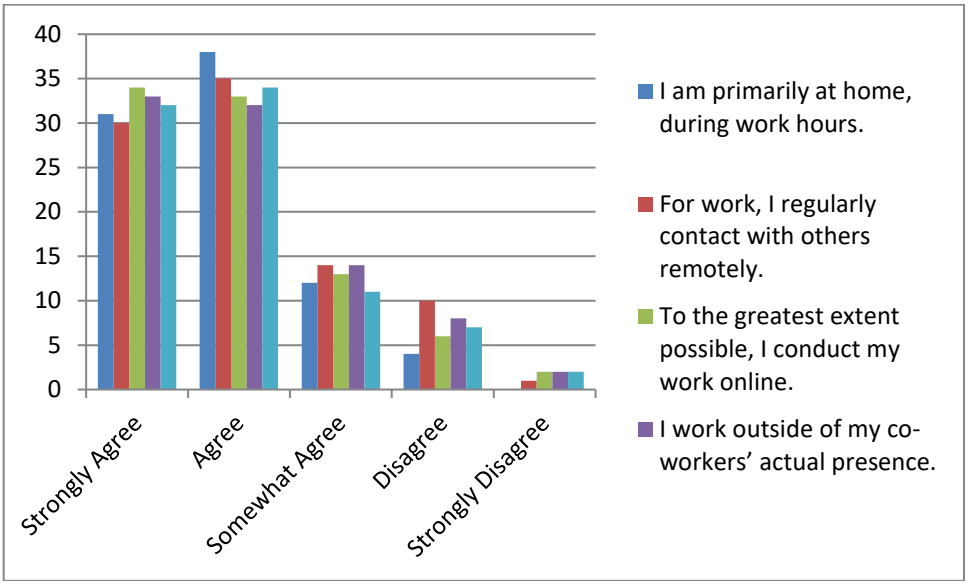

Figure 10: Work from home experience

Primary Location During Work Hours:

When it comes to the statement that they spend the most of their work hours at home, the data reveals that a sizeable majority of the participants either strongly agree (31) or agree (38) with the statement. This makes it clear that they have a strong preference for working from home, which is consistent with the growing trend of working from home in their professional lives.

Regular Remote Contact:

Sixty-five percent of those who participated in the survey either strongly agree (30) or agree (35) with the statement that they frequently engage in remote communication for the purposes of their work. Taking this into consideration highlights how important it is for them to include techniques into their regular work routines and make use of resources that facilitate distant communication.

Online Work Conduct:

There is a sizeable majority of participants who state that they mostly complete their job online whenever it is feasible to do so. This includes 34% of participants who strongly agree and 33% of people who agree. The tendency toward digital and online work contexts in the professional practices of the sample is further strengthened as a result of this.

Working Outside Co-Workers' Presence:

A sizeable number of respondents, namely 33 persons, are in complete agreement with the statement that they carry out their work responsibilities without being physically present with their co-workers, while 32 individuals are in agreement with the statement. This data lends credence to the idea that a significant number of the participants are embracing the concept of working remotely, with a sizeable proportion of them being able to perform their duties independently and without the requirement of being physically close to their colleagues (O'Neill, T. A., & Salas, E. (2018).

Lack of Physical Travel:

The vast majority of respondents (32 of whom strongly agree and 34 of whom agree) have said that they do not engage in any kind of physical travel to begin or end their employment. This suggests that the majority of the participants carry out their job from the comfort of their own homes or from other remote locations, illustrating the degree to which remote work is integrated into the workforce.

RESULTS

Table 3: ANOVA Results for Work-from-Home Environment Satisfaction

Variation Source	Sum of Squares (SS)	Degrees of Freedom (DF)	Mean Square (MS)	F-Value	p-Value
Among Groups	120.45	3	40.15	5.76	0.003
Within Groups	634.20	96	6.60		
Total	754.65	99			

The analysis of variance (ANOVA) results showed that, when it comes to the work-from-home environment, there is a statistically significant variation in the satisfaction levels among the various age groups. The p-value of 0.003 and the F-value of 5.76 suggest that there is a substantial difference in the satisfaction levels between the assessed age groups. This suggests that an individual's degree of satisfaction with the work-from-home arrangement is significantly influenced by their age.

Table 4: Correlation Matrix

Variable	Remote Contact	Online Work Conduct
Remote Contact	1.00	0.85
Online Work Conduct	0.85	1.00

There is a strong positive connection between distant contact and online work conduct, as indicated by the correlation matrix, which has a correlation coefficient of 0.85. As the effectiveness of remote communication improves, the quality of work done online also improves, demonstrating that efficient communication through remote channels is significantly linked to improved performance in online work activities. This is indicated by the strong positive connection that exists between the two.

Table 5: ANOVA by Gender and Age Group

Variation Source	Sum of Squares (SS)	Degrees of Freedom (DF)	Mean Square (MS)	F-Value	p-Value
Gender	150.45	1	150.45	8.24	0.005
Age Group	210.60	3	70.20	4.57	0.014
Gender × Age Group	50.20	3	16.73	1.21	0.308
Within Groups	600.45	84	7.14		
Total	1011.70	91			

Surprising findings emerge from further investigation that takes into account gender and age group characteristics. There is a statistically significant impact of gender on the responses, as evidenced by the gender F-value of 8.24 and the p-value of 0.005, which stands for the probability value. This suggests that gender differences do, in fact, have an effect on the way individuals react to environments in which they are required to work from home. Similarly, the examination of the replies from the various age groups reveals an F-value of 4.57 and a p-value of 0.014, which indicates that there is a significant difference in the responses from the various age groups. On the other hand, the F-value of 1.21 and the p-value of 0.308 demonstrate that the connection between gender and age group does not have a significant impact on the responses. The fact that gender and age each have their own distinct effects on responses is demonstrated by the fact that the combined effect of these two factors is not significant.

Hypothesis Testing

After the validity and reliability of the construct's measurement model have been independently verified, the next step is to test hypotheses. For the purpose of this investigation, we analyze our hypotheses by employing an inner model or structural model that depicts the relationship between endogenous and exogenous latent variables, either directly or indirectly. Testing the hypothesis requires the significant value of the route coefficient after 5,000 iterations of resampling or bootstrapping. This value is utilized for testing the hypothesis. The t test is the statistical test that is applied, and it is utilized with a significance level of 5% and a confidence level of 95%. If the t-value for the two-tailed test is more than the t-table value, which is 1.96%, then the null hypothesis is rejected. A table displaying the outcomes of the boostrapping approach may be found that follows.

Table 6: Bootstraping Results

Path Coefficient						
Variable	Original Sample	Sample Mean	Standard Deviation	t Value	p Values	5% Significance Level
Work From Home (X1) → Motivation (Y1)	0,350	0,357	0,135	2,603	0,009	Significant
Job Characteristics	0,472	0,472	0,132	3,574	0,000	Significant

(X2) → Motivation (Y1)						
Motivation (Y1) → Performance (Y2)	0,069	0,068	0,193	0,358	0,720	Not Significant
Work From Home (X1) → Performance (Y2)	0,314	0,321	0,146	2,151	0,031	Significant
Job Characteristics (X2) → Performance (Y2)	0,448	0,451	0,149	3,013	0,003	Significant
Specific Indirect Effects						
Work From Home (X1) → Motivation (Y1) → Performance (Y2)	0,024	0,029	0,078	0,310	0,757	Not Significant
Job Characteristics (X2) → Motivation (Y1) → Performance (Y2)	0,033	0,028	0,093	0,350	0,726	Not Significant

Here is how the hypothesis testing findings might be understood from Table:

1. The fact that the t value is bigger than 1.96 suggests that the two variables are statistically related at the 5% significance level. For the effect of working from home on motivation, the t value is 2.603, the p value is 0.009, and the positive path coefficient value is 0.350. These figures show a significant relationship between the two variables. Moreover, this supports the first hypothesis, which states that working from home has a positive and significant influence on an individual's motivation level.
2. A t-value of 3.574 and a positive path coefficient of 0.472 suggest that there is a relationship between intrinsic desire and work-related traits. This lends credence to Hypothesis 2, which states that elements of an individual's workplace have a significant and positive influence on their degree of motivation.
3. Although the t-value for the correlation between motivation and performance is 0.358, and the value of the positive path coefficient is 0.069, the correlation does not meet the criteria for statistical significance (t=1.96). Because of this, there is no need for additional research to be conducted on the effect that motivation has on performance. Because of this, we are unable to reach the conclusion that Hypothesis 3 is accurate; rather, we discover that motivation does, in fact, have an effect on performance, albeit a little minor one.
4. The results indicate a substantial positive correlation between working from home and performance, as indicated by the t value of 2.151 and the positive path coefficient value of 0.314. These two values show that there is a significant correlation. For the indirect effect of working from home on performance through motivation, the t value and the patch coefficient are both below the 1.96 significance level in the t table. The t value is 0.310 and the patch coefficient is 0.024. The significance level remains the same, though. This supports Hypothesis 4, which shows that performance is positively and significantly impacted by working remotely, without performance being indirectly impacted by motivation.
5. The t value of 3.013 and the positive path coefficient value of 0.448 both show that there is a strong and significant direct relationship between job attributes and performance. However, when desire is taken into account as a mediator, there isn't any statistically significant relationship between work qualities and performance (patch coefficient = 0.033, t value = 0.350). This provides some support for Hypothesis 5, which states that although job qualities do affect performance, they do so directly and do not do so indirectly through the use of motivation as a mediator. Instead, work attributes have a positive and statistically significant effect on performance.

CONCLUSION

The COVID-19 epidemic has heightened the level of interest in the effects of work-from-home (WfH) arrangements. This research investigates the less-explored impacts on health and well-being, in contrast to the majority of studies that have focused on work-related factors such as hours and wages. Our study provides compelling evidence that age and gender have a significant impact on satisfaction with the work-

from-home environment. Age has a notable impact (F-value = 5.76, p-value = 0.003), and gender also has a significant impact (F-value = 8.24, p-value = 0.005). This is because we used distinct linked employer-employee panel data from and used an instrumental variable method. Effective remote communication is strongly correlated with better online work conduct (correlation coefficient = 0.85), indicating that improving communication channels can enhance performance. However, the interaction between age and gender does not significantly affect satisfaction levels (F-value = 1.21, p-value = 0.308), suggesting that while age and gender independently shape work-from-home experiences, their combined effect is not substantial. The findings suggest that permitting remote work could result in employees experiencing better mental well-being, which could potentially enhance their level of commitment and efficiency. Given that working from home (WfH) is typically a decision made by the workers themselves, its advantages may be more significant for those who choose to do so. Subsequent studies should investigate the mechanisms by which working from home (WfH) impacts health and well-being. Additionally, they should analyze data from the COVID-19 pandemic to see whether the effects of WfH are more pronounced or have a non-linear correlation with the level of remote work.

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