

The Impact of Remote Working on Job Satisfaction in Jordan Food and Drug Administration: The Mediating Role of Work-Life Balance

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Abstract

This study aimed to find out the impact of Remote Working on job satisfaction in Jordan food and drug administration, and to find out the mediating role of Work-Life Balance on the relation between Remote Working and job satisfaction, In order to achieve the objectives of the study, the descriptive and analytical approach was used. A questionnaire was designed as a study tool and distributed to (207) employees working in Jordan Food and Drug Administration. SPSS and Amos programs were used to test the study hypotheses.

The results indicated that there is a significant impact of remote working by its dimensions (people, process, technology) on job satisfaction dimensions (personal characteristics, job related factors, and non-work factors), there is a significant impact of remote working on work-life balance, there is a significant impact of work-life balance on job satisfaction, and there is a mediating impact of work-life balance on the relation between remote working and job satisfaction.

The study concluded several recommendations, the most important of which are: to hold workshops and training sessions to help employees working remotely whenever needed, and each organization that adopts remote working has to take into consideration distinct time zones when asking for virtual meetings.

Keywords: Remote Working, Job Satisfaction, Work-Life Balance, Jordan Food and Drug Administration, Jordan.

1. Introduction

Other terms for working from home include flexible workspace, telework, home office, mobile work, and outside work. It is a work situation in which people operate remotely from places of employment, such companies. Even with the advances in technology over the last ten years, home

work has only slightly increased. It's interesting to note that only 12% of German workers do their work mostly or occasionally from home. But according to Brenke (2016), 30–40% of jobs use this strategy. According to data from the Bureau of Labor Statistics (Jordan) (2019), approximately 25% of salaried workers did some work from home on occasion in 2018..

Management has been paying close attention to remote work. This is due to the fact that working from home is linked to decreased labor expenses, and increased profitability and productivity are anticipated. Concerns over the decline in work-life balance (WLB) and the potential of remote work (RW) to assist solve this are also linked to this development. Nevertheless, systematic evidence or consensus are lacking.. Practices differ greatly even within the same industry. A lot of firms continue to mandate that employees be present in the office. In the past, the unions have been hesitant to back RW. For their side, out of concern that workers will be forced to work in hazardous conditions and that businesses will utilize an extension of their literacy regulations to save expenses. This is a modified version of the position. For instance, the German Confederation of Trade Unions (DGB) insisted on a law requiring workers to work from home if doing so wouldn't interfere with their ability to do their jobs on Labor Day, 2018. As of 2016, businesses in the Netherlands are required to determine whether to allow remote work (RW) when an employee indicates a preference for it (Gassan, 2020).

The Jordan Food and Drug Administration is similar to other agencies in most respects. Performance levels in their organizations, work-life balance, and job satisfaction are all impacted by working remotely. Activities pertaining to their remote employment and, frequently, this necessitates understanding the role that remote work plays as well as the potential for balance between personal and professional lives (Mohammad, 2013).

1.1 Research question

The following four are the main questions of the research:

Q01: Does remote working have a significant effect on the Jordan Food and Drug Administration's (personal characteristic, job-related characteristics, non-work factors) at a significance level of ($\alpha \geq 0.05$)??

The sub-questions:

Q01.1 Does remote work have a major effect on the people, procedures, or technology that make up the Jordan Food and Drug Administration's personal attributes?

Q01.2 Does remote working significantly affect the people, procedures, and technology involved in job-related aspects at the Jordan Food and Drug Administration?

Q01.3 Does remote working significantly affect the Jordan Food and Drug Administration's non-work aspects in terms of people, process, or technology?

Q02 Does remote working have a major effect on the Jordan Food and Drug Administration's work-life balance in terms of people, procedures, or technology?

Q03 Does work-life balance significantly affect the Jordan Food and Drug Administration's job satisfaction in terms of personal traits, job-related factors, and non-work elements?

Q04 Is the link between job satisfaction (personal traits, job-related factors, and non-work factors) and remote working (people, process, and technology) at the Jordan Food and Drug Administration significantly impacted by the mediating function of work-life balance?

1.2 Research problem

The Jordan Food and Drug Administration has numerous obstacles to overcome in order to improve performance and make the most use of its resources. In light of the difficulties in juggling work and family obligations, as well as the fast-paced advancement of information and technology, these obstacles impede their attempts to provide job happiness for their staff. Adam (2019) suggests giving greater consideration to the infrastructure and technical tools that facilitate remote work, motivating employees and supporting their creativity and invention, and emphasizing the need to develop self-assurance, self-belief, and risk-taking skills in order to carry out projects including remote work. Furthermore, work environments serve as incentives for workers in organizations generally. However, no research has found a connection between remote work systems' effects on job satisfaction and employees' ability to maintain a healthy work-life balance at the Jordan Food and Drug Administration.

1.3 Significance of the study

This work is important because it will close a gap in the pertinent literature, among other reasons. Furthermore, this is one of the few research conducted in Jordan that aims to elucidate the connection between remote work systems and the attainment of high levels of job satisfaction

among Jordan Food and Drug Administration employees. Furthermore, the impact of remote work on employee happiness at the Jordan Food and Drug Administration is the main subject of this study. Interestingly, decision-makers in the IT industry can benefit from the study's findings. This study provides helpful solutions to issues pertaining to remote work, and the findings allow organizations to increase their profitability and organizational effectiveness.

1.4 Research Hypothesis

H01 At the significance level of ($\alpha \geq 0.05$), there is no discernible effect of remote working (people, process, and technology) on the Jordan Food and Drug Administration's (personal characteristic, job-related characteristics, and non-work factors).

The sub-hypothesis:

H01.1 At the significance level of ($\alpha \geq 0.05$), there is no discernible effect of remote working (people, process, and technology) on the individual traits of the Jordan Food and Drug Administration.

H01.2 At the significance level of ($\alpha \geq 0.05$), there is no discernible effect of remote working (people, process, and technology) on the factors connected to employment in the Jordan Food and Drug Administration.

H01.3 At the significance level of ($\alpha \geq 0.05$), there is no discernible effect of remote working (people, process, and technology) on the non-work aspects in the Jordan Food and Drug Administration.

H02 At the significance level of ($\alpha \geq 0.05$), there is no discernible effect of remote working (people, process, and technology) on work-life balance at the Jordan Food and Drug Administration..

H03 The Jordan Food and Drug Administration found that work-life balance has no significant effect on job satisfaction (personal characteristics, job-related factors, and non-work factors) at the significance threshold of ($\alpha \geq 0.05$)..

H04 The Jordan Food and Drug Administration does not believe that work-life balance moderates the association between job satisfaction (personal traits, job-related factors, and non-work factors) and remote working (people, process, and technology).

1.5 Research model

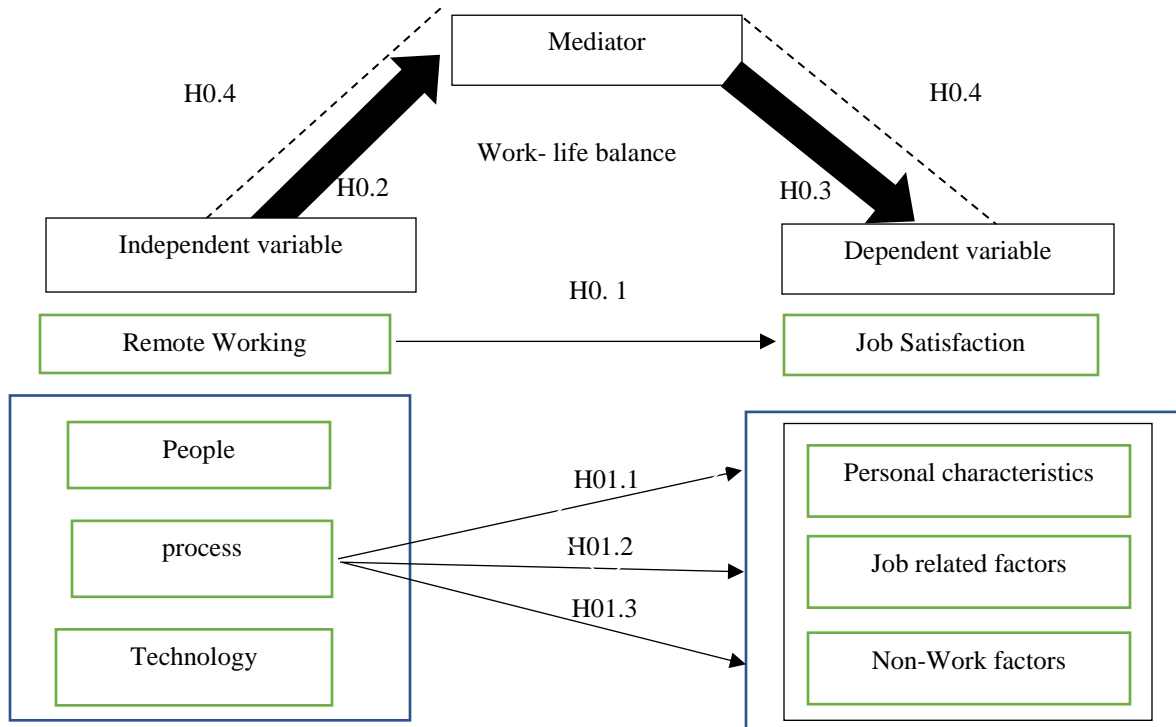


Figure 1: The study’s model, prepared by the researcher based on the references mentioned in table No. (1)

Table 1: References and studies supporting the study’s model

Independent variable: Remote working	People Process Technology	International journal of applied computer technology and information systems march 2020
Dependent variable: Job satisfaction	Personal characteristics Job related factors Non – work factors	Spies,Mattia (2006) .
Mediator:	Work-life balance	1) Kathryn L. Fonner & Micheal E.Roloff (2010). 2) Ayoung Suh& Jumin Lee (2017). 3)Marie Antoinette Schall(2019).

1.6 Definitions

- Remote working: Also referred to as working online or from home (Sullivan, 2001)
- People: This phrase describes the individuals who labor and carry out a task, typically receiving a material or ethical compensation for their services rendered to the company. The Balance Careers, <https://www.thebalancecareers.com/what-is-an-employee-1918111>.

- Process: A branch of management that deals with creating, regulating, and revamping company procedures in the manufacturing of goods and services (William, 2010).
- Technology: Brinkerhoff (2011) defines technology as the optimal use of scientific knowledge, as well as its adaptation and use, to benefit humankind and promote human well-being.
- Job satisfaction: This measures the degree to which an employee's expectations and what he receives from his work actually differ (Wheatley, 2012).
- Personal characteristics: According to Broszeit, S., Grunau, P., and Wolter (2016), they are traits pertaining to an individual's behavior and mental processes.
- Job-related factors: These pertain to a collection of associations, institutions, and laws that exist within the workplace (Pratis, 2009).
- Non-work factors: everything that exists outside the establishment's walls (Rathwell, 2009).
- Work-life balance: This phrase describes how to prioritize things such as "life" (health, pleasure, leisure, family, and spiritual development) over "work" (profession and ambition). However, it is used more widely to include "balance of lifestyle" and "balance of life." "

2. Theoretical framework and previous studies

2.1 Theoretical framework

2.1.1 Remote working

According to Jalagat (2019), stated in the study that remote working concept is not considered new in the business field where the researcher added that remote working refers to the work that is completed at a place elsewhere than the workplace. Moreover, it includes working from home and telecommunicating as well. Interestingly, remote working becomes a major subject to discuss during 21th century because of the developed technology by which employees will communicate with each other by Wi-Fi. (Jalagat, 2019)

Moving to Navratil et al. (2017), they mentioned that working from home is a form of flexible working, where there is flexibility in working hours such as starting and ending hours. In addition

they indicated that teleworking is considered a type of remote working; they defined it as a type of remote working where tele- means far away in Greek, from home or any place other than workplace by the use of technology.

Then, Virtanen (2020), stated that remote working is defined as working from another place than employer's place where managers and employers have to provide workers with all needed technology for communicating and working among them. Virtanen added that technology includes latest mobiles and computers for accessing working email accounts and videoconferencing platforms.

As what was mentioned by Savic (2020) remote working is considered a kind of work from home which is synonymous to telecommuting. But these two terms differ in that telecommuting workers work outside the work office where it is mostly from home. While by remote working it indicates that workers are living outside the company's area. Moreover, Savic referred remote workers as independent freelancers who work outside the office traditional settings.

2.1.2 Remote working and economy

It was mentioned by Lazarova (2020) that through the past years the economic had experienced a downturn that caused individuals to prefer flexible working hours with a balanced work-life lifestyle. Moreover, it was added that telecommuting was considered as one of the flexible work arrangements. Also, Lazarova mentioned that such an arrangement encourages workers to be more productive in the same time it is useful for managing personal and family responsibilities.

Interestingly, for further explanation Hoffower (2021) stated and presented the effect of remote working on economy based on the Upwork survey as follows:

Remote workers are considered to be more productive, it was reported by the survey that 61% of workers stated that their productivity increased by working remotely. Also 32.2% of managers realized the growth in productivity. This productivity increment will be developed when workers adapt remote working, the invention of new technology, when individuals tend to establish remote business. Also, applying remote working will offer free locational opportunities where it allows workers' families to move out from superstar cities to suburb. In addition, hiring talented and independent workers, where employers have tend to make teams by mixing between freelance

workers with full-time workers. By which enhances workers opportunities. The researcher added that remote workers can save their money and time, since there is no commutes so they have more hours and increasing their money as well. Regarding the Upwork study; by the implementation of remote working, it will lead individuals to save the amount of money they used to pay for commuting fees. Hoffower added that saving time and money can enhance economic productivity and growth. Finally, it was stated that there is a difference between remote working and pandemic remote working. However, it was mentioned in the same article that Ozimek stated that remote working by a pandemic is not the same as remote working.

2.1.3 Advantages and disadvantages of remote working

Regarding to Deloitte booklet (2020) it was stated the benefits and drawbacks of remote working. The research will start by the benefits of remote working as follows:

Working remotely is increasing productivity that is attained by the reduction of commutes and coffee breaks while working. Also, it manages cost by reducing variable costs such as: printing, water, and energy. In addition, it enhances remote workers welling; where they feel happier and can find time for sleeping, exercising, and other activities. Moreover, remote working support engagement among workers. It was found by in the same booklet that remote workers presented 41% of less absenteeism and produced work efficiently where 90% of remote workers feel more spiritually by remote working. Finally, it is considered eco-friendly by the reduction of commuter activities and environmental effect including less traffic and carbon footprint respectively.

In addition, Michael and Smith (2015) stated that remote working increases job satisfaction by which remote workers appreciate remote working flexibility. They added that the increment of job satisfaction will help workers to maintain their job position where that is helpful and useful for employees and employers. Interestingly, Johnson (2019) added that working from various locations reduces conflict among workers in a certain company. So that workers will well know each other and make them more effective to accomplish tasks and duties.

On the other side, it was mentioned in the same booklet by Deloitte the drawbacks of remote working:

At first, the use of technology and power such as internet and electricity while working virtually will lead to challenges that can't be solved at home. Also, it will result in team disconnection where remote workers communicate and interact remotely so they will end up feeling left out of the work office. In addition, remote working may cause task overload and delay submission, because workers cannot handle all assigned tasks on time. Finally, remote working will lead to work-life imbalance since workers can't separate between work and home issues.

In addition, Diab-Bahman and Al-Enzi (2020) added that there are three major disadvantages of remote working. By remote working workers will feel isolated where they can't know what is going to happen in their workplace. Beside that they will suffer from lack of face to face communication among workers. In addition, Diab-Bahman and Al-Enzi stated that remote working has an effect on manager-employee relationship because of the lack of face to face contact. Therefore, that will lead to lose any prompt feedback from their manager on the assigned duties and tasks. At the end, in the case of a worker who is depending on other team member will suffer from time pressure and reduce the productivity of workers.

2.1.4 Remote working dimensions:

A. People

Regarding this conducted study, it concerns about remote workers. Nowakowski (2019) stated the people prefer working remotely for different reasons. For example, working remotely will improve and increase productivity due to low level of distraction by workers face to face communication. Also, remote workers will decrease turnover ratios since the low level of micromanagement. Interestingly, remote workers showed more job satisfaction than working at workplace where they can start and end whenever they want by accomplishing the assigned tasks. Therefore, remote working should be managed effectively and understood workers perspectives as well. Because they are productive and add great value to the company by decreasing turnover ratios, decreasing cost, and increasing job satisfaction.(Nowakowski, 2019)

Interestingly, in the research conducted by Mary (2020), it was mentioned that people who work remotely are allowed to work either in public environment or semi-public environment. Also, it was added that a basic requirement and necessity for remote workers is to have a good connection based on high internet speed in order to accomplish work tasks. In conclusion, Mary believed that remote workers are more productive than others, since they feel free while performing their tasks.

B. Process

According to the article by Arshavskiy (2020), there are seven ways to enhance and improve productivity by remote working. Firstly, offering a remote training for workers. Secondly, have a monitoring for new remote workers. Thirdly, it is useful to set check-ins schedule for remote workers. Fourthly, it is applicable to monitor the performance of learners. Fifthly, it is useful to have time management for performing the assigned work from home. Sixthly, think positively and concluded by having online executive attendance.

According to the guide by PWC (2020) in relation to remote working, it was stated that there are five tips that should be taken into consideration by managers for the means of promoting working virtually. First, managers should experience visible team leading by connecting with their team as well it is useful to empathy regarding workers' personal issue. Second, support the fact of personal responsibility by setting goals and expectations periodically. Third, focus positively on solving the problem itself. Fourth, let team members to be involved virtually by the visibility of the required work, and by taking the responsibility on them. Fifth, enhancing good aspects of working virtually and celebrate with the team as a reward for their performance and success.

C. Technology

As what was published in Express Virtual Meetings website (2018), the data presented by Global Workplace Analytic found that mostly (20% to 25%) of workers in a certain business are experiencing remote working by internet through the use of video conferencing and web. Interestingly, at that time it was expected to increase at the recent time.

In the same article it was indicated that technology supports workers' communication and productivity. Also, the growth of a certain business leads to the expansion of remote workers by a team of individuals who are located in different locations in the world. Finally, it was concluded that such expansion demands the need for work platforms that can be provided by the support of using technology.

In accordance to the study conducted by Davies (2021), it was indicated that by the use of technology will allow remote workers to enhance the balance of their work-life balance based on retention, performance, and job satisfaction. Also, it was added that technology will allow workers to accomplish work tasks that they might not be able to, without travelling to the work place.

Also, in the same study by Davies (2021) it was added the effect of using technology from employers' side. For example, by the use of technology in remote working it allows employers to expand labor geographic issues. As well, that will lead employers to overcome with the issue of labor shortage. In addition, it was mentioned that the use of technology helped in reducing the cost of the provision of the space of work office besides lowering recruitment costs and raising the productivity of remote workers. Finally, the use of technology has helped in managing work isolation from the point of view of both workers and employers.

2.1.5 Job satisfaction

In the conducted study by Hajdukova et al. (2015) that the first research about job satisfaction was introduced during the 30th year from the 20th century. The research included working issues by individuals, the participation in working process, and the relation between workers and their job. In the same study they defined job satisfaction as a proper and convenient status that is gained by evaluating working experience.

Dziuba et al. (2020) they defined job satisfaction as a feeling of workers successes and achievements where it is related to work performance, productivity, and wellbeing. Interestingly, Raziq and Maulabakhsh (2015) added that job satisfaction plays a major role in motivating workers and encouraging them to gain more preferable results. Moreover, Dziuba et al. indicated that job satisfaction is an important factor for a company's efficiency and effectiveness.

According to MBA Skool Team (2020), it is important for a company to have satisfied workers, by which they will give their best at work. So that happy and satisfied workers used to give their best effort in a certain company. Therefore, job satisfaction is considered important for both workers and employers. In the same article it was stated that job satisfaction from workers point view including: being well paid, experiencing job stability, and having a growth in their work career. On the other hand, it is important for employers to get the best of workers' effort at work. Satisfied workers are being involved in the company's growth, so that employers present better job descriptions for attracting workers and provide them with new opportunities.

2.1.6 Job satisfaction dimensions

A. Personal characteristics

Anin et al. (2015) stated in their study that personal characteristics are used to measure job satisfaction by presenting these four categories: educational level, gender, age, and years of experience as what is mentioned below:

- Educational level: workers with intermediate educational level are having satisfaction level than workers with higher education.
- Gender: Females prefer and care more about social matters while males care more about payments.
- Age: Older workers reported higher level of satisfaction than younger workers
- Years of experience: workers with greater level of experience are satisfied more than workers with less working experience.

B. Job related factors

Regarding to the article by Young and Choi (2016), job related factors are important in relation to the amount of outcomes from return to work. Also, it was mentioned that job related factors are useful because they can be adjusted by initiatives based on workplace.

Interestingly, Res (2018) stated in his study that there are number of dimensions that help in shaping job related factors. Some examples should be taken into consideration including: quantitative and qualitative job needs and requirements, working time organization, the need for passion in the workplace, and team communicational culture regarding a certain project.

C. Non-work factors

In accordance to non-work factors, Spies (2006) stated that these factors include both family situation and life satisfaction. For further explanation, Constantindis et al. (2017) indicated that family situation is presented by knowing related information about the family such as: marital status, family's income range, social background, and number of children.

Moving to life satisfaction concept; Fastane et al. (2015) they defined this term as a broader concept for well-being taking into consideration furthermore phenomena. These phenomena include how long an individual felt pleased with less negative emotions. Also, Fastane et al. added that a high level of life satisfaction reflects a better health maintenance.

2.1.7 Work-life balance

In this study work-life balance is being used as a mediating variable. Interestingly, in the article published by mbaskool.com (2020) it was stated that work-life balance is considered as an approach that is useful for workers to balance between their professional and personal lives. It was added that this approach plays a vital role in the business field for the aim of motivating workers. In the same article it was mentioned several steps to be applied for enhancing work-life balance as follows:

- 1- Create a useful working plan - by which workers have to manage their duties and time. So that workers will have enough time for both working and enjoying self-interest activities. In some cases, workers go towards a heavy working plan for a week to attain balance.
- 2- Avoid wasteful activities – it is useful for workers to leave activities that waste time. Therefore, a perfect managing time plan is helpful in reducing stress.
- 3- Outsourcing work – Sharing time consuming tasks with other workers.
- 4- Have relaxation time – where being relaxed enhances a well-balanced life which leads to improve productivity.
- 5- Set working priorities – By useful planning workers can avoid time delays and have time for their personal lives.

Regarding the study conducted by Joshi and Gour (2020), it was indicated that till now there is no acceptable definition for the term work-life balance. However, the term generally refers to flexibility in work, enhancing a dependent care, and the leave either personally or by family. In addition, it was stated that meeting work-life balance can be accomplished by following and arranging a flexible working plan. Interestingly, it was added that working from home is being considered as an important method to experience work-life balance. Moreover, in the same study it was indicated that by managing between family life and work life will be effective in reducing stress and enhance motivation, productivity, and loyalty.

2.1.8 The impact of COVID-19 and remote working

In accordance to the current situation of covid-19 pandemic that has affected conventional working lifestyle. Generally, because of the lockdown that was imposed worldwide, workers from different working nature and cultural background have shifted towards remote working.

As mentioned by Virtanen (2020) that remote working was introduced before covid-19 pandemic, but this outbreak has badly affected worldwide. Also, Virtanen added that due to covid-19, people were asked to social distance. Therefore, workers from different fields and cultures have moved to remote working.

Savic (2020) stated as a matter of prevention, governments worldwide asked employers to shift their workers towards remote working and close work offices. In the same article it was indicated that 81% workers in the world that shapes 3.3 billion of workers have suffered from closing workplace fully or partially.

Moreover, Wang et al. (2020) stated that before COVID-19 pandemic many workers had no experience about remote working as well they were not prepared about working remotely. But due to the current situation, has led millions of workers worldwide to shift into remote working as it was indicated by Kniffin et al.(2020). Back to Wang et al. study, remote working at the recent time is not considered as an option, it has become forced to workers regardless to their job nature, abilities, and their preferences.

2.2 Previous studies

The Stephanie & Smith (2015) study looked at the job satisfaction of teleworkers. The impact of teleworking on job satisfaction was examined by the researchers, taking into account the workers' personality type and level of satisfaction with communication channels. Questionnaires were given out to the sample of 384 American teleworkers in order to gather data.. The variables under investigation are personality, work satisfaction, and communication channel satisfaction. According to the study, there is a positive correlation between job satisfaction and conscientiousness, agreeableness, openness, and extraversion. Furthermore, the association between agreeableness and phone communication on job satisfaction and the relationship between openness and phone and video communication were found to have substantial moderating effects. The study's conclusions have important applications for businesses, such as recommendations for enhancing communication satisfaction for staff members with varying personality types and Researchers suggested assisting businesses in recruiting and keeping teleworkers.. Also a study conducted by Ahmad (2015), where the study discovered how emotional experience is influenced by telework. The last academic chose a sample of 102 employees who are working in a big government agency in USA. In order to examine the theses regarding the relation between emotional well-being and teleworking, the researcher utilized a within-person design. In addition, the researcher tested four personal variations as cross-level mediators that are: social connectedness after work, sensation seeking, rumination, and openness to experience. The study resulted in that the experience of employees has more relation to the jobs PAWB (positive affective well-being) and has less relation to the jobs NAWB (negative affective well-being) when they telework in comparison with times when they work in office. Also, the results present that numerous individual variations mediated the relations. The negotiations concentrate on the requirement to regard tele work's affective outcomes and the features which decide who is going to achieve more gains or less from the work at home. Important mediating impacts were discovered

in the relation between video and phone communication and openness. Next, Kawang & Dohyeong's (2016) study investigated how decoupling telework affected job satisfaction. Researchers made use of the Federal Employee Viewpoint survey from 2013. The aforementioned researchers separated out telework initiatives for public servants based on two factors: (a) the program's official adoption by federal agencies, and (b) the program's actual participation rate by public employees. The study's findings, which corroborate the social exchange hypothesis, showed a favorable correlation between employee participation in telework and organizational adoption and job satisfaction. Additionally, the outcome demonstrates that female public employees are more significantly affected by the decoupling of telework from job satisfaction than are their male counterparts. The findings suggest that when an agency formally adopts telework but its employees are unable to use the program, female employees exhibit the lowest levels of job satisfaction. But when it comes to job happiness, male employees are least satisfied when they are unable to take use of an absent telework program. Moreover, the study conducted by Alan Felstead (2017), the study aimed to find the supposition that more functions of work are separated from place and this constitutes a win-win for the employees and employers. The researcher used analyzation of official information on labor market. The study resulted in that merely the third of the raise in work from home may be interpreted by compositional features like moving to the economy of knowledge, the increase in resilient employment and institutional reactions to the varying demographic composition of the appointed work force. This indicates an increment trend to separate work from place. Moreover, the study presented that remote work is connected with more institutional commitment, job well-being and satisfaction; where these advantages are resulted on the account of intensifying work and higher lack of ability to stop. Subsequently, Magdalena (2017) performed a study to investigate the perception of remote work among younger employees. A pilot research was undertaken by means of a survey of the pertinent literature (Olson, 1983; DeSanctis, 1984; Bailey and Kurland, 2002; Madsen, 2011; Grant, Wallace, and Spurgeon, 2013). The findings of the literature were validated by the outcomes of the pilot study conducted in Poland. From the viewpoint of younger remote workers, it was discovered that the following are the main benefits of working remotely: flexible work schedules and reducing the amount of time spent commuting to work. The primary drawbacks of working remotely are: social isolation, difficulties maintaining a clear separation between personal and professional matters, and increased organizational demands. The pilot study's findings demonstrated the insignificance of additional advantages and

disadvantages. The second drawback of working remotely for young people is the possibility of social isolation, which is an intriguing phenomena given the prevalence of social networking and sophisticated communication technologies in today's world. (The pilot study's findings demonstrated the insignificance of additional advantages and disadvantages. It's an intriguing phenomena that the second drawback of remote work for younger remote workers is the possibility of social isolation in the era of social networking and sophisticated communication tools. Later on, Al-Nawaf's (2018) study was completed, and it looked into how job satisfaction affected employees' loyalty to their employers at Amman's private Jordanian institutions. The study's model for quantifying the factors was built using findings from earlier research. Additionally, the researcher created a questionnaire to be used as a means of gathering information from 96 people. The researcher investigated the hypotheses and evaluated the data using the analytical descriptive approach and the SPSS software. According to the study's findings, job happiness and job loyalty are practiced to a moderate amount in Jordanian private universities located in Amman, and job satisfaction's many components have an effect on job loyalty. According to the study, universities should focus more on membership incentives to increase employee loyalty and job satisfaction. This will stabilize the workforce and lower turnover among administrative body members at private Jordanian universities in Amman. It's interesting to note that Halasagi (2018) looked into how satisfied workers were with their jobs. 120 respondents were chosen by stratified random sampling, and their responses provided the data. It was acquired through the use of a formal questionnaire. The majority of Belagari organized retail store employees, according to the researcher, are unhappy with their poor pay and lack of job security. The researcher discovered that variations in respondents' job satisfaction levels can be linked to their experience and sex. The researcher came to the conclusion that happiness would decrease with decreasing money. Xiongfei & Yu (2018) conducted a study with the objective of examining the impact of various excessive usage patterns on social media on employee job performance, as well as the underlying mechanisms involved. The variable "excessive social media use at work" has three dimensions: excessive social, hedonic, and cognitive. These factors are associated with tension and conflict between technology and work, which lowers employee job performance. The excessive use of social media for leisure and sociability might lead to conflicts between job demands and technology use, according to an empirical study of 305 social media users in businesses. According to the study, using social media excessively for knowledge sharing lessens the

psychological strain that employees experience. Furthermore, tension and conflict between technology and work have a negative impact on job performance. The study's theoretical and practical ramifications are also covered. The researchers discovered that sociability and enjoyment might lead to conflicts between the demands of job and technology use. In order to characterize how to plan HRM again to meet the competencies of future work, Andria (2019) states that the study sought to test the relationship between staff improvement and workspace and working hour flexibility as related features to potential HRM, employee satisfaction, and job performance in Romania.. Additionally, the study aims to evaluate the impact of different types of flexibility, such as workspace, working hours, functional flexibility, and contractual flexibility, in order to highlight the relationship between employee flexibility and advancement as important aspects of potential HRM in enhancing workers' overall job satisfaction. The study's findings indicated that employees highly value the new types of workspaces, which has led to a rise in employee anxiety. The best way to increase the performance of the institution, professional and social relationships, personal growth and learning, and overall work motivation was seen to be part-time home working, or combining work from home and in-person work. Additionally, the goal of Marie's 2019 study was to look into the connection between employees' job satisfaction levels at work and their ability to work remotely. The study's variables—the degree of telecommuting, perceived autonomy, and work-family conflict—were examined as mediators. An online survey was distributed to 185 workers. The study found a positive correlation between job satisfaction and remote employment. The degree of telecommuting, perceived autonomy, and work-family conflict all have a moderating effect on the association between job satisfaction and remote employment. The degree of working remotely (telecommuting intensity) and job satisfaction did not show an inverted u-shaped curvilinear relationship; rather, evidence for a positive, linear association was discovered. The study's conclusion is that expanding remote work is regarded as an effective strategy to raise workers' levels of job satisfaction. This is due to the fact that job happiness, telecommuting intensity, and perceived autonomy are all positively impacted by working remotely. Family strife is negatively impacted by remote work. Additionally, according to Supakorn's (2019) research, the novel coronavirus COVID-19 rapidly spread throughout the world in late 2019 and early 2020. Therefore, people were segregated at home to create social separation in an effort to halt the pandemic from spreading. Suddenly, every type of business became useful thanks to work from home and complete digitization. The employees connected to a remote computer website using

communication tools while working from home. A flexible work schedule means adjusting work hours from home to maintain the ideal work-life balance. Conversely, a work-family conflict arises when there is tension and strain between the roles that are involved in the detached domains of work and family. Benefits of remote work include time savings and reduced costs associated with traveling from home to the office and back. Additionally, remote work reduces the institution's use of water and power. There are drawbacks to working remotely. One of these drawbacks is that workers are dependent on ICTS. Owing to the increased usage of the Internet beyond normal expectations, personal computers can become outdated. Institutions must therefore support their employees who work from home. This support takes the shape of additional money or a net sum that is given to employees based on their success at home. It's interesting to note the link between work from home and family discord. Both employers and employees find it lucrative to work remotely. The management must identify the factors that affect task completion, create a flawless plan, provide flexibility and availability of work, and define the benefits as a goal. Workers who work remotely may receive support in several forms. Institutions that pay for the apps have to take into account the differences in pricing, functionality, and usability. According to this study, workers who work from home connect to a remote computer via communication devices. Similar to this, Jinlin's (2019) study sought to determine RHWS's intentions for turnover, as well as work stress and job satisfaction, and to identify key variables associated with RHWS's intentions for turnover in rural western China. Procedures: Using a three-phase random sampling approach, a cross-sectional survey was conducted between RHWS in eleven western Chinese counties between June and September 2013. RHWS responded to a condensed and written questionnaire that was used to collect data. (5046) RHWS were included in the study sample. Roughly 93.1% of the responses were given. Information was analyzed using one-way ANOVA, chi-squared Pearson's tests, binary logistic regression analysis, tests of mediating impact, and exploratory factor analysis. Results: around 29.1% of the study group indicated a desire to switch jobs. Low incomes, low levels of education, and modest professional technical titles were found in the majority of RHWS. RHWS reported average work stress levels and low job satisfaction (3.20 and 3.22 respectively). The medical facility, age, income, and job happiness (i.e., institutional management, award, and job satisfaction) were significant predictors of RHWS' turnover intentions. Young RHWS (less than 41) with monthly salaries ranging from \$326.8 to \$490.1 who work in town hospitals and are dissatisfied with their positions were more likely to plan to leave. Workplace stress has a favorable

and indirect impact on RHWS's intentions regarding turnover. Job satisfaction played a completely moderating role in reducing the favorable impact of work stress on RHWS's turnover intentions. Satisfaction with rewards was the most effective mediator. Conclusions: There is a strong relationship between the medical facility, income, age, work stress, and job satisfaction and the turnover intentions of Western Chinese RHWS. Appropriate strategies must be implemented in order to improve RHWS job satisfaction and reduce work-related stress. In the meanwhile, creating working circumstances, offering more alluring pay and non-financial support ...etc. could be effective in reducing RHWS's intention to leave. This study makes us aware of our methods since it shows that in order to improve RHWS job satisfaction and reduce workplace stress, appropriate techniques need to be used. Lastly, using a descriptive analytical approach, Ghassan's (2020) study sought to evaluate the work-life balance and its impact on employees' happiness in Jordanian five-star hotels. The survey's questionnaire was prepared and distributed to participants in order to collect crucial data for the study, which was then analyzed using the SPSS V22 software. The study sample included of mid- and low-level management personnel from five-star hotels in Amman, including the Capital, as well as employees in the hotel business in Jordan. The study's many findings included the availability of an ideal work-life balance for senior management personnel in five-star hotels in addition to the highest levels of employee satisfaction in the Amman hotel industry. The study's findings confirmed the need of characterizing the concept of work-life balance in addition to comprehending the relationship in order to achieve optimal employee satisfaction. The researcher suggested carrying out additional research in the future to determine the impact of work-life balance on employee satisfaction across a range of Jordanian industries. We can identify the components of employee work satisfaction thanks to this study.

3. Procedures and Methodology

The descriptive and analytical methodology used to gather information and investigate how job satisfaction is affected by remote work while maintaining a healthy balance between home and professional life. Its foundation is a descriptive analysis that is accurate, comprehensive, and scientific in its depiction of the current state of affairs or issue. It is also grounded in the relevant facts and goes beyond merely summarizing the phenomenon to include data analysis, measurement, and interpretation; inferential statistical analysis is employed to accurately extend

the phenomenon or problem and its outcomes; and recommendations and solutions are offered to deal with it.

3.1 Study population and sample

All Jordan Food and Drug Administration personnel make up the study's population. The Jordan Food and Drug Administration has provided a sample. It was made up of staff members from every administrative position within the organization. A sample of twenty-seven employees was obtained using the complete survey method.

3.2 The Validity and Reliability of the Instrument

Table 2: Results of Cronbach’s Alpha test for variables

Variable	Cronbach's Alpha
People	0.80
Process	0.86
technology	0.80
personal characteristics	0.77
job related factors	0.71
non-work factors	0.71
Work-Life Balance	0.81
All	0.88

In this study Cronbach’s Alpha is being used to test the reliability of the questionnaire. In addition, it is presented from the above table that the questions of the questionnaire have a high degree of reliability.

4. Data analysis

4.1 Linear interference test

Table 3: Results of the linear interference test

People		Process		Technology	
<i>Tolerance</i>	<i>VIF</i>	<i>Tolerance</i>	<i>VIF</i>	<i>Tolerance</i>	<i>VIF</i>
0.950	1.053	0.965	1.037	0.982	1.018

By the application of multicollinearity test, the following results were attained:

For the means of ensuring that the independent variables of this conducted study are free from the problem of linear interference, so there was an application of variance inflation factor (VIF) that is considered an indicator to determine the level of linear relationship among independent variables. Also, Tolerance factor was applied to find linear relationship among independent variables. Based on the above table it is obvious that all independent variables exceeded the assigned limits of the indicators which conclude that there is no linear interference problem among independent variables.

4.2 Demographic information

Table 4: Results of demographic data for the study sample

Item	Choice	Frequency	Percentage
Gender	Male	45	21.7%
	Female	162	78.3%
	All	207	%100
Academic level	High school degree or less	5	2.4%
	Diploma	15	7.2%
	Bachelor	152	73.4%
	Masters	30	14.5%
	PhD	5	2.4%
	All	207	%100
Age	From 35 or Less	65	31.4%
	From 35 – less than 40	55	26.6%
	From 40- less than 45	40	19.3%
	From 45- 50	37	17.9%
	More than 50	10	4.8%
	All	207	%100
Experience	Less than 5 years	70	33.8%
	5 - Less than 10 years	73	35.3%
	10-15 years	25	12.1%
	More than 15 years	39	18.8%
	All	207	%100

It is presented from the table that most of the participants are females with a percentage of (78.3%) from the sample, as well most of the respondents are holders of a bachelor's degree that make a percentage of (73.4%). It is also found that most of the participants are within the age of 35 years old or less by making (31.4%) percentage of the sample. Finally, most of the responses show that

participants have an experience of 5 years to less than 10 years where that makes (35.3%) of the sample size.

4.3 Descriptive analysis

No.	Variables	Mean	ST.D
Independent variable : Remote working			
1	People	3.84	.28
2	Process	2.44	.51
3	Technology	2.11	.37
Dependent variable: Job satisfaction			
4	Personal characteristics	3.8	.39
5	Job related factors	3.5	.34
6	Non-work factors	3.69	.34
Mediating variable			
7	Work-life balance	4.15	.46
Table : descriptive analysis			

Regarding the table and based on measuring the importance level of each variable due its mean. It is obvious that technology as a dimension of remote working is having the highest important level with a mean of (4.11). It is followed by people with a mean of (3.84), however process is the least level of importance with a mean of (2.44). Also, it is presented regarding the variable job satisfaction that the dimension personal characteristics is having the highest importance level with a mean of (3.8), then non-work with (3.69) mean that is followed by job related factors that is having the least importance level with a mean of (3.5). Finally, work-life balance has a high importance level with (4.15) mean.

4.4 Testing the hypotheses

H01: At the significance level of ($\alpha \geq 0.05$), there is no discernible effect of remote working (people, process, and technology) on the Jordan Food and Drug Administration's (personal characteristic, job-related characteristics, and non-work factors).

Table 5: Multiple regression test results for the first main hypothesis

Adjusted R-Square:	0.663	R-squared:	0.668
R:	0.817	S.E. of regression:	0.176
P- value (F-statistic):	0.000	F-statistic:	135.907

Variable	Std. Error	P- value	Coefficient	β	T-Statistic
		0.0	-----		
Constant	0.207	0.370	-	-0.186	-0.899
People	0.045	0.000	0.298	0.320	7.168
Process	0.024	0.000	0.202	0.119	4.910
Technology	0.034	0.000	0.686	0.566	16.800

The acceptance of the model was judged based on the value of Sig F, where it must be less than 5% to accept the validity of the model, where the value was ($F = 135.907$; $\text{Sig. } F < 0.05 = 0.000$); The validity of the study model can be accepted and judged on the existence of a significant impact for remote working on job satisfaction in Jordan Food and Drug Administration.

Based on the value of Adjusted R-square, which reached (0.663), it indicates the ability to interpret 66.3% of job satisfaction through changes that occur in remote working dimensions. Based on the classifications of explanatory power, it was found that the value of Adjusted R-square is strong and reliable in the process of prediction and interpretation. Also, based on the coefficient factor of remote working dimensions which are (People, Process, and Technology), it was found that all of these dimensions have positive effects on job satisfaction, and all are significant at a significance level of ($P\text{- value} < 0.05 = 0.000$).

H01.1: There is insignificant impact for remote working (people, process, technology) at the significance level of ($\alpha \geq 0.05$) on the personal characteristics in Jordan Food and Drug Administration.

Table 6: Results of the multiple regression test for the first sub-hypothesis

Adjusted R-Square:	0.412	R-squared:	0.420
R:	0.648	S.E. of regression:	0.299
P- value (F-statistic):	0.000	F-statistic:	49.090

Variable	Std. Error	P- value	Coefficient	β	T-Statistic
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Constant	0.352	0.817	-----	0.081	0.232
People	0.076	0.001	0.179	0.247	3.257
Process	0.041	0.042	0.112	0.084	2.050
Technology	0.057	0.000	0.588	0.623	10.898

The rejection of the first sub-hypothesis was judged by relying on the value of Sig F, where it must be less than 5% to reject the hypothesis and judge the existence of an effect, where the value was (F=49.090; Sig. F< 0.05 = 0.000); it can be judged that there is a significant impact for remote working at the significance level of ($\alpha \geq 0.05$) on the personal characteristics in Jordan Food and Drug Administration.

Based on the value of Adjusted R-square, which reached (0.412), it indicates the ability to interpret 41.2% of personal characteristics through changes that occur in remote working dimensions. Based on the classifications of explanatory power, it was found that the value of Adjusted R-square is strong and reliable in the process of prediction and interpretation.

Also, based on the coefficient factor of remote working dimensions which are (People, Process, and Technology), it was found that all of these dimensions have positive effects on personal characteristics, and all are significant at a significance level of (P- value <0.05).

H01.2: At the significance level of ($\alpha \geq 0.05$), there is no discernible effect of remote working (people, process, and technology) on the factors connected to employment in the Jordan Food and Drug Administration.

Table 7: Results of the multiple regression test for the second sub-hypothesis

Adjusted R-Square:	0.669	R-squared:	0.674
R:	0.821	S.E. of regression:	0.194
P- value (F-statistic):	0.000	F-statistic:	139.804

Variable	Std. Error	P- value	Coefficient	B	T-Statistic
Constant	0.228	0.208	-----	-0.288	-1.263
People	0.049	0.002	0.130	0.156	3.165

Process	0.027	0.000	0.167	0.109	4.082
Technology	0.037	0.000	0.775	0.711	19.171

The rejection of the second sub-hypothesis was judged by relying on the value of Sig F, where it must be less than 5% to reject the hypothesis and judge the existence of an effect, where the value was (F=139.804; Sig. F< 0.05 = 0.000); it can be judged that there is a significant impact for remote working at the significance level of ($\alpha \geq 0.05$) on the job related factors in Jordan Food and Drug Administration.

Based on the value of Adjusted R-square, which reached (0.669), it indicates the ability to interpret 66.9% of job related factors through changes that occur in remote working dimensions. Based on the classifications of explanatory power, it was found that the value of Adjusted R-square is strong and reliable in the process of prediction and interpretation.

Also, based on the coefficient factor of remote working dimensions which are (People, Process, and Technology), it was found that all of these dimensions have positive effects on job related factors, and all are significant at a significance level of (P- value <0.05).

H01.3 At the significance level of ($\alpha \geq 0.05$), there is no discernible effect of remote working (people, process, and technology) on the non-work aspects in the Jordan Food and Drug Administration.

Table 8: Results of the multiple regression test for the third sub-hypothesis

Adjusted R-Square:	0.505	R-squared:	0.513
R:	0.716	S.E. of regression:	0.239
P- value (F-statistic):	0.000	F-statistic:	71.141

Variable	Std. Error	P- value	Coefficient	B	T-Statistic
		0.0			
Constant	0.281	0.230	-----	-0.339	-1.205
People	0.061	0.000	0.459	0.554	9.130
Process	0.033	0.000	0.252	0.166	5.056
Technology	0.046	0.000	0.393	0.364	7.949

The rejection of the third sub-hypothesis was judged by relying on the value of Sig F, where it must be less than 5% to reject the hypothesis and judge the existence of an effect, where the value was (F=71.141; Sig. F < 0.05 = 0.000); it can be judged that there is a significant impact for remote working at the significance level of ($\alpha \geq 0.05$) on the non-work factors in Jordan Food and Drug Administration.

Based on the value of Adjusted R-square, which reached (0.505), it indicates the ability to interpret 50.5% of non-work factors through changes that occur in remote working dimensions. Based on the classifications of explanatory power, it was found that the value of Adjusted R-square is weak, but it can be relied upon in the process of prediction and interpretation.

Also, based on the coefficient factor of remote working dimensions which are (People, Process, and Technology), it was found that all of these dimensions have positive effects on non-work factors, and all are significant at a significance level of (P- value < 0.05 = 0.000).

H02: At the significance level of ($\alpha \geq 0.05$), there is no discernible effect of remote working (people, process, and technology) on work-life balance at the Jordan Food and Drug Administration.

The second main hypothesis was measured by the simple linear regression analysis, as follows:

Table 9: Simple regression test results for the second main hypothesis

Adjusted R-Square:	0.027	R-squared:	0.032
R:	0.178	S.E. of regression:	0.457
P- value (F-statistic):	0.010	F-statistic:	6.744

Variable	Std. Error	P- value	Coefficient	β	T-Statistic
Constant	0.448	0.000	-----	5.308	11.838
remote working	0.129	0.010	0.178	0.335	2.597

The rejection of the second main hypothesis was judged based on P- value, where it must be less than 5% to reject the hypothesis and judge the existence of an effect, where the value was (F=6.744; Sig.F < 0.05 = 0.010); it can be judged that there is a significant impact for remote working at the significance level of ($\alpha \geq 0.05$) on work-life balance in Jordan Food and Drug Administration.

Based on the value of Adjusted R-square, which reached (0.027), it indicates the ability to interpret 2.7% of work-life balance through changes that occur in remote working dimensions. Based on the classifications of explanatory power, it was found that the value of Adjusted R-square is weak and unreliable in the process of prediction and interpretation.

H03: The Jordan Food and Drug Administration found that work-life balance has no significant effect on job satisfaction (personal characteristics, job-related factors, and non-work factors) at the significance threshold of ($\alpha \geq 0.05$).

The third main hypothesis was measured by the simple linear regression analysis, as follows:

Table 10: Simple regression test results for the third main hypothesis

Adjusted R-Square:	0.018	R-squared:	0.023
R:	0.150	S.E. of regression:	0.300
P- value (F-statistic):	0.031	F-statistic:	4.732

Variable	Std. Error	P- value	Coefficient	β	T-Statistic
Constant	0.188	0.000	-----	3.254	17.274
Work-life balance	0.045	0.031	0.150	0.098	2.175

The rejection of the third main hypothesis was judged based on P- value, where it must be less than 5% to reject the hypothesis and judge the existence of an effect, where the value was (F=4.732; Sig.F< 0.05 = 0.031); it can be judged that there is a significant impact of Work-life balance -at the significance level of ($\alpha \geq 0.05$) on job satisfaction (personal characteristics, job related factors, non-work factors) in Jordan Food and Drug Administration.

Based on the value of Adjusted R-square, which reached (0.018), it indicates the ability to interpret 1.8% of job satisfaction through changes that occur in work-life balance. Based on the classifications of explanatory power, it was found that the value of Adjusted R-square is weak and unreliable in the process of prediction and interpretation.

H04: The Jordan Food and Drug Administration finds that work-life balance had no mediation effect on the association between job satisfaction (personal traits, job-related factors, and non-work factors) and remote working (people, process, and technology).

To test the fourth hypothesis, Path Analysis was relied upon using structural equations models through the Statistical Analysis Program (Amos 22) in order to verify the extent to which Work-Life Balance contributes to mediating the relationship between remote working and job satisfaction in Jordan Food and Drug Administration.

The researcher conducted the tests necessary to verify the validity and suitability of Good Fit Model through Confirmatory Factor Analysis, as follows:

Table 11: Confirmatory Factor Analysis results of the effect of Work-Life Balance in mediating the relationship between remote working and job satisfaction in Jordan Food and Drug Administration

Index	Default model	Rule	Reference
Degree of freedom (<i>df</i>)	4
Chi-square (X^2)	12.726 ($P > 0.05 \geq 0.013$)
minimum discrepancy (X^2/df)	3.181	$X^2/df < 5$	Arbuckle, 2008
Comparative fit index (<i>CFI</i>)	0.968	$CFI > 90\%$	Mezo & Short, 2012
Normed fit index (<i>NFI</i>)	0.955	$NFI > 90\%$	Mezo & Short, 2012
Tucker Lewis index (<i>TLI</i>)	0.921	$TLI > 80\%$	Mezo & Short, 2012
Root mean square error of approximation (<i>RMSES</i>)	0.083	$RMSES < 0.10$	Hair et al., 2019

Based on the Confirmatory Factor Analysis results of the fourth main hypothesis, it was found that all these indicators are found to be within the recommended values, as the results of previous tests indicated that structural equations models could be relied upon in the fourth hypothesis test as follows:

Table 12: Results of the path analysis test using the structural equations model

Variables		Type of Effect	Estimate	C.R	Sig	R ²	
Remote Working	→	Job Satisfaction	Direct	0.685	13.489	0.000	0.469
Remote Working	→	Work- life balance	Direct	0.178	2.603	0.009	0.032
Remote Working	→	Job Satisfaction	Direct	0.735	15.401	0.000	0.546

Work- life balance	→	Job Satisfaction	Direct	0.281	5.895	0.000	
Remote Working	----->	Job Satisfaction	Indirect	0.051	2.701	0.001	0.003

- The table presents the outcomes of the direct path analysis for remote working on job satisfaction with the mediating variable of work-life balance. Moreover, the analysis concluded that there is an impact of work-life balance in mediating the relationship between remote working and job satisfaction in Jordan Food and Drug Administration. It is noticeable that the values of the coefficient of direct effect of remote working on job satisfaction that reached (0.685) before the inclusion of the mediating variable where that means that there is a positive impact of remote working on job satisfaction. The value of the impact path reached (13.489) that shows a significant at a level of significance that is less than (5%) that reached (0.00). The value of the coefficient of direct effect of remote working on work-life balance in Jordan Food and Drug administration researched (0.178) that means that there is a positive impact of remote working on work-life balance. Impact path value reached (2.603) , that means it is significant at a level of significance that is less than (5%) by which it reaches the value of (0.009). The coefficient of the direct effect value of work-life balance of job satisfaction in Jordan Food and Drug Administration is (0.281) that leads that there is a positive impact of work-life balance on job satisfaction. The value of impact path is (5.895) that is significant at a level of significance that is less than (5%)since it reached (0.00)
- On the other hand, the analysis results show the Jordan Food and Drug Administration's coefficient of direct effect of remote work on job satisfaction, where the mediating variable value reached (0.735), indicating a positive impact of remote work on job satisfaction. When the effect path value is (15.401), it is significant at a significance level lower than (5%) and reaches (0.00).
- Based on the relationship between remote working and job satisfaction in the Jordan Food and Drug Administration, where the value of impact path is (2.701), there is an indirect effect of remote working on job satisfaction with the mediating variable of work-life balance, which is (0.051), resulting in work-life balance having a mediating role. that is a significant at a level of significance that is less than (5%) by which it reaches (0.001).
- This ensures the incorrect acceptance of the fourth null main hypothesis as well the acceptance of the alternative hypothesis that states: “Work-life balance has a mediating impact on the

relationship between remote working (people, process, and technology) and job satisfaction (personal characteristics, job related factors, non-work factors) in Jordan Food and Drug Administration.”

- Due to the outcomes of the analysis which present an increase slightly in the direct effect level of remote working on job satisfaction by considering the work-life balance as a mediating variable. Where it reached (direct effect = 0.685) before taking into account the mediating variable, however it reached (direct effect = 0.735) after including the mediating variable with maintaining the positive effect. Where that resulted in there is a partial mediation of work-life balance as a mediating variable on the relationship between remote working and job satisfaction in Jordan Food and Drug Administration.

5. Discussion and Conclusions

Based on the results that were discussed in chapter 4, where the researcher used simple and multiple linear regression analysis by SPSS software and the structural equation model by Amos to draw the study's conclusion of finding the impact between variables.

5.1 Results and discussion

The following is a discussion regarding the achieved outcomes:

First, there is a significant impact of remote working by its dimensions on job satisfaction dimensions. That might be justified because people feel more motivated by working remotely than at workplace so they are satisfied with their job. Also, people by remote working are able to improve their skills by them-selves and by the use of technology they will have sufficient time for accomplish and sharing work. Another reason might be that technology will allow remote workers to have time for social media which will give workers time for self-interest. This result is consistent with the study conducted by Marie (2019), where the study resulted in that remote work had a positive relationship with job satisfaction.

Second, there is a significant impact of remote working on work-life balance. That can be attained by the use of technology since it helps remote workers to have enough time for accomplishing working tasks. Moreover, remote workers will enjoy that by setting a suitable corner at home to work from. Also, by remote working employees will better understand the

mission of the organization. The researcher could not find any related study that took into account the relation between remote working on work-life balance.

Third, there is a significant impact of work-life balance on job satisfaction. Interestingly, remote workers will be able to have enough time as breaks during working hours. Also, remote workers are following a balanced working schedule to fulfill required tasks, and that helped them to feel appreciated as finishing up all requirements. This outcome is in line with the research done by Gassan (2020), which confirmed the importance of characterizing the concept of work-life balance in addition to comprehending the relationship in order to fully satisfy employees.

Fourth, there is a mediating impact of work-life balance on the relation between remote working and job satisfaction, with the influence of the mediating variable that played a partial mediating role. That can be explained that remote workers feel more productive where workers expressed that they are well motivated and satisfied by working remotely rather than at workplace. Also, following a balanced working schedule and having a suitable place to work from remotely will make it easier for workers to be collaborative, accomplish, and share work on time. As well having arranged breaks while working will allow remote workers to have time for spending it on social media and doing self-interest activities. The researcher could not find any related study that took into account the relation between remote working on work-life balance.

5.2 Recommendations

Below are examples of recommendations where the researcher is intending to be developed:

- It is professional to hold workshops and training sessions to help employees working remotely whenever needed.
- Each organization that adopts remote working has to take into consideration distinct time zones when asking for virtual meetings.
- Remote workers should be provided with a detailed description and clarification based on each required tasks and allow workers to ask for further explanation when needed.

- It is useful for organizations to support employees who are working remotely with all needed technological tools in order to facilitate the smooth of working process.
- It is important for organizations who applied remote working to set a group of regulations for managing their working system successfully.
- Develop a check-in mechanism to ensure that remote workers are working enough time to complete assigned tasks
- Managers should be trained to provide smooth tips to enhance and manage remote tasks professionally.

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