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Assessing the Impact of Mandatory Telework on Job Satisfaction During the COVID-19
Pandemic

A graduate project submitted in partial fulfillment of the requirements
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Abstract

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By

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In today's work environment, there have been comprehensive and fundamental changes to the relationship between office work, and technological advances. Ultimately, what is observable is that during the current global COVID-19 pandemic, there have been many hard pushes for encouraging individuals to work from home. The impact of job satisfaction has taken a significant hit in terms of how individuals can to communicate and what type of relationship is connected to at-home working environments. The focus of this study is to analyze a population group within the Housing Authority of the County of Los Angeles concerning to job satisfaction, provide a literature review, and recommendations. This systematic review will be at the forefront for encouraging value, expectation, and lastly, the direct impact telework has on job satisfaction during the pandemic.

Introduction

The COVID-19 pandemic has brought unparalleled changes to economies and the workplace around the world. Telework has long been an option for many people operating within the field of technology, accounting, finance, and a variety of non-hands-on careers.

Telecommuting or telework is work regularly performed at a location remote to the ordinary work site using technology (Welz and Wolf, 2010; Hilbrecht et al., 201). The County of Los Angeles was forced to implement telework with different departments due to social distancing guidelines to prevent the spread of the virus. The County of Los Angeles first began implementing telework in 1989 but many departments within the County of Los Angeles were either unable or unwilling to give employees the option of teleworking before the COVID-19 crisis (Los Angeles County Department of Human Resources, 2020). The pandemic created an opportunity for the County of Los Angeles to reevaluate their telework policies which allowed the organization to still function without its employees being physically present at the office.

Prior research conducted has shown the benefits of telework for employees. Employees no longer commute, have the flexibility to balance work-life demands, are relieved of stressors that come from working in an office setting, and job satisfaction is increased. (Bae & Kim, 2016; Cascio, 2010; Fonner & Roloff, 2010; Wheatley, 2012). The idea of job satisfaction is at the heart of analyzing how productive employees can be as well as the well-being of different employee group demographics.

The rapid spread of the COVID-19 virus required public organizations to make swift decisions in adopting telework as a viable option to continue operating and providing services to the public. Due to the threat of employees working in proximity with one another in workplaces,

public agencies began to shift away from having employees' traditional forms of work. Public agencies began to adopt telework as a reasonable option in response to the COVID-19 virus as it allowed workers to stay at home and decrease the risk of catching and spreading the virus. Due to the highly contagious virus, both local and state governments were forced to respond immediately and efficiently to protect staff from coming into contact with someone who's unknowingly infected. According to Dzigbede et al. (2020), the level of action from local and state governments has been unfounded. Their finding resulting from a national study of local government around the United States showed that crisis responses have depended on local governments to organize expeditiously in preparing work setting to separate employees (Dzigbede et al., 2020).

Local governments needed to respond efficiently to the needs of their communities, and public managers were challenged with responding to the needs of their employees. In response to the dangers that traditional forms of work presented, both the public and private sector implemented telework and social distancing guidelines. (Belzunegui-Eraso & Erro-Garcés, 2020; Ruby-Cisneros, 2020). Different responses were implemented to prevent the spread of the virus. Teleworking allowed for employees who do not need to be physically present to work from home, while other employees who cannot do their work remotely, such as police, nurses, and doctors, to enforce physical distancing measures. (Ortega-García et al., 2020).

The pandemic is not yet over but vaccines have allowed organizations to allow their employees to return to work. This is a relatively new development and it's still not clear whether mandated telework during the pandemic has caused job satisfaction to decrease. This graduate project will study the effect that teleworking has had on job satisfaction of local government

agency staff during the Covid-19 pandemic and the variables that affected their job satisfaction. Did mandated telework decrease job satisfaction of local government workers during the COVID-19 pandemic?

A review of the literature gives insight into studies that relate to teleworking and job satisfaction. By reviewing previous literature on how telework has impacted job satisfaction, this study can determine whether the benefits or limitations are consistent mandated long-term telework during a global crisis. Defining job satisfaction is not necessarily easy as a universal definition is nonexistent. It is imperative to point out there are numerous factors that play a role in job satisfaction and there is no universal method to measure it. Hoppock (1935) insists several factors play a role in job satisfaction. These factors can be physical, psychological, environmental, and circumstantial. Yet others, such as Locke, see job satisfaction as an emotional state of pleasure that comes from the acknowledgment of one's work as achieving. It must be pointed out that just because someone is satisfied in their role at work does not mean that their needs have been met but is more of a result of balance, the following definitions will be used. For the purpose of this study, telework is defined as an arrangement that allows employees to complete their work away from the traditional office setting with the use of technology (Davis & Cates, 2113, Mahler, 2012). In addition, telework is an agreement where an employee conducts work-related duties at their home or other workspaces that are more convenient for the employee geographically

Currently, a gap exists in literature of examining teleworking conditions during a pandemic. A gap in the literature also exists in the type of studies that have been completed during Covid-19 teleworking conditions. The limited research that has been conducted has

shown that organizations, including local governments, have implemented some component of telework arrangement into their operations (Belzunegui-Eraso & Erro-Garces, 2020). The results may aid local government agencies to create future strategies and practices in determining how to better aid their employees if work must be conducted remotely.

Background

Telework originated in 1973 as a potential solution to the oil crisis and negative traffic congestion (Chiru, 2017). Yet, researchers argue that telecommunication was not significant until 2008 when the Great Recession impacted companies and organizations. Organizations were forced to reduce their budgets, decrease resources used, as well as the hours worked by employees to offset their losses due to the recession. Business interruption, oil prices, and advances in technology led to more opportunities to promote telework (Hunton & Norman, 2010). This led to the first telework policy to be implemented within the County of Los Angeles in 2008 which was intended to make the best use of county resources, countering absenteeism, reducing cost, improving productivity, and increasing morale amount employees (Los Angeles County Boards of Supervisors, 2008).

Many laws have been created that influence telework but the most significant law that has impacted telework in the public sector is the Telework Enhancement Act of 2010. This act required directors of federal government agencies to implement telework policies that would provide opportunities for telework to employees (Hunton & Norman, 2010). Telework policies have increased significantly in the public sector since the passage of the Act. COVID-19 has brought new challenges to government agencies as they have been forced to reevaluate and develop their telework policies and opportunities as the pandemic has forced employees to work from home (Caligiuri et al., 2020).

Telework is defined by the County of Los Angeles as “working at least one day every other week (or twice a month) at home or an alternate location near home” (County of Los Angeles Telework Program, 2012, par 1). There are currently 100,000 employees for the County

of Los Angeles and nearly 6,000 of those employees work for the Housing Authority of the County of Los Angeles (HACLA) ("Los Angeles Almanac| A Reference for Los Angeles County, California," n.d.). The agency provides many programs such as Section 8, Rapid Rehousing, Emergency Shelter, Employment services, and Housing Navigation services. (Housing Authority of the County of Los Angeles, 2021). According to the Housing Authority (2021) website, Housing Navigation Services is a program for both individuals and families who are homeless and need assistance with finding permanent housing.

There are 4 HACLA offices throughout Los Angeles County. There are two offices, the west and east office, located in Los Angeles. Then there is the South office which is in Torrance. Lastly, there's the Valley office which is in Van Nuys (Housing Authority of the County of Los Angeles, 2021). As telework policies were implemented at HACLA during the pandemic, Housing Navigators no longer had to commute, were able to spend more time at home, and complete the work duties via telework. COVID-19 has brought new challenges to government agencies as they have been forced to reevaluate and develop their telework policies and opportunities as the pandemic has forced employees to work from home (Caligiuri et al., 2020). The organizations' response to COVID-19 pandemic has offered a unique opportunity to study the effectiveness and effects of working from home during a natural disaster and whether it negatively impacts job satisfaction for Housing Navigators.

This study is significant in the field of public administration as the rapid spread of the COVID-19 led public organizations to look at new working environments for public sector employees that allow local government to continue operations outside of the traditional work setting. One of the biggest challenges that public organizations face is adjusting to

administrative, societal, and technological changes (Osborne & Brown 2005). As telework continues to become more accepted in the public sector it will be important for public managers to explore the most effective methods to develop and implement their telework policies to meet the needs of their employees. For example, as there are more women in the workplace than before, households where both adults have careers, and employees yearning for more work-life balance, the need for more flexible work-life schedule grows (Baltes, Briggs, Huff, Wright, & Neuma, 1999; Caillier, 2013a). This means public organizations will need to implement strategies that are different from the past (De Vries, Bekkers, & Timmers, 2016; Osborne & Brown, 2005). An organizational innovation that is gradually being implemented in the public sector is teleworking (Caillier, 2012; De Vries, Tummars, & Bekkers, 2017).

The results of this study are significant as it aims to produce data for HACLA and other public sector agencies to make an informed decision in the development and implementation of telework programs. Organizations are benefited when their employees are satisfied with their job, which in turn produces increased job performance and decreases turnover (Lu & Gursay, 2016; Lee, 2016; Bano et al., 2014). Additionally, the result can be used by public agencies in the development of emergency response plans in case of another crisis that affects the traditional office setting.

Literature Review

This study aims to answer the question of whether mandated telework decreases job satisfaction of local government workers during the COVID-19 pandemic. The purpose of this study has been to explore the correlation between telework during the COVID-19 pandemic and its effect on job satisfaction of local government employees. The literature provides an overview of the concept of telework. It addresses the importance of work environment on job satisfaction. Finally, literature on the effect of an ordinary telework setting on job satisfaction is reviewed. The goal of the literature review is to explore the general research conducted on the effects of telework, the impact work environment has on job satisfaction, and the importance of job satisfaction.

Telework

Telework is not a new concept and has been implemented by companies around the world. Telework is primarily executed in education and health, information and communication, and large firms (Pigni & Staffolani, 2019). Many believe that teleworkers are not as productive as workers in a traditional office setting but numerous studies show that employees who telework may be more productive as teleworkers are allowed to work during the time they are most productive without being distracted by co-workers (Nakrosiene et al., 2019). In addition, as shown by research, teleworkers have lower stress because they do not have to engage in politics and social distractions that are present in the workplace. Workplaces are full of opportunities to be interrupted and distracted which causes stress for employees and reduces job satisfaction (Honner & Roloff, 2010). Teleworkers tend to have less interruption to their workflow which

leads to a better working experience and a decrease in stress (Fuhr & Pociask, 2011; Thunlin et al., 2019).

Another major benefit of telework is decreasing travel and traffic that are involved in commuting to work. Telework is an alternative to decrease the amount of traffic and reduce emissions of harmful gases that cars produce (Hopkins & Mckay, 2019). The United States Census Bureau found that Americans spend an average of 26 minutes travel to and from work by limiting work-related commutes and allowing workers more time to handle home and family-related matters (Solis, 2016; United States Census Bureau, n.d.).

Studies of telework have been geared toward the federal government rather than the local and state governments (Kwon & Jeon, 2017). Joice and Noll (2008) portrayed the Federal Government as one of several organizations to be positively impacted by telework. Currently, there is a trend of viewing telework in relationship to local government agencies. Local governments are not mandated in the Telework Enhancement Act to implement telework policies and can decide not to offer opportunities for telework to their employee (Kwon & Joen, 2017). Before the COVID-19 pandemic, 73% of cities in California do not approve of telework for their employee (Kwon & Jeon, 2017).

Work Environment and Job Satisfaction

Research has been conducted on how work environments impact job satisfaction for employees in an organization but there is little research on how it impacts job satisfaction during a natural disaster. There is a general understanding that if employees' needs are being met, for example, safe working environments, then likely the employees are satisfied. Many factors play a role in job satisfaction in work environments such as personal significance, freedom, and

managerial relationship. According to a data collected from a study by Reiner and Zhao (1999), work environment was an important characteristic impacting job satisfaction for employees of the United Air Force Security.

Van den Broeck and Buelens (2007) surveyed for 3,000 private sector employees and 400 public sector employees which found that the employees of the public sector were more satisfied with the job if they felt that their work environment was supportive. Furthermore, surveys completed by employees from several Iowa state government agencies in 1983 concluded that the work environment has a significant impact on the success of an organization (Daley 1986). Research has also been conducted on the Need-Satisfaction Theory and its relationship with the public sector employee job satisfaction. The Need-Satisfaction Theory recognizes that individuals have different needs and their actions are a direct result of their want to have their needs met (Rawson and Smith 1978). Rawson and Smith (1978) found that job security, job movement, and income are not significant factors in the job satisfaction for public sector workers but found that discrimination, promotion, and managers affect their job satisfaction.

Work-life balance is often interpreted as the most common benefit of telework. One can achieve work-life balance when there is a balance between the responsibilities of an individual's work and personal life, which leads to job satisfaction (Fonner & Roloff, 2010). Teleworking provides employees the flexibility to tend to personal matters and work obligations simultaneously. Yet, this may harm work-life balance as personal matters may be too demanding. Mothers who telework reported less stress but being more tired on their teleworking days. Different types of distractions can come up while teleworking such as doing chores or

having to care for children. Work-life balance can be difficult to achieve when people are at home during teleworking (Song & Gao, 2019). A lot of older adults were forced to work from home during the COVID-19 pandemic while taking care of their children who were also forced to stay home from school. Furthermore, Employees also tend to work more hours when teleworking. Teleworkers work an additional 1.8 hours than their regular workday at the office which leads to family life conflicts. (Solis, 2016). In addition, some research has identified a negative relationship between teleworking and work-life balance. Thulin et al.'s (2019) found that teleworker who had more children at home than other experienced more interruption and a lost sense of control of their time (Thulin et al., 2019).

Telework and Job Satisfaction

As stated earlier, there is no universal definition of job satisfaction. Some believe that it is complex psychological responses to one's employment (Kinicki, McKee-Ryan, Schriesheim, & Carson, 2002). Others view job satisfaction as a combination of factors such as career development, recognition of work, pay, and the overall role of the job (Azeem, 2010; Locke, 1969). Also, some believe that it is simply how pleased one is with their employment (Agho, Mueller, & Price, 1993; Organ & Ryan, 1995). Locke views job satisfaction as an essential gratification that comes from completing a difficult task (Locke, 1969). A lot of studies have been conducted on the balance between work and family in the work environment (Saltzstein, Ting, & Saltztein, 2001). These studies have revealed a deficiency in family time can lead to a negative perception of job satisfaction. When there is a conflict between work and home then employee motivation is negatively impacted (Posner & Schmidt, 1996).

In the research of George and Jones (2002), they concluded four factors that affect job satisfaction. These four factors are work conditions, personality, social influences, and values. Pay and job benefits can also have an impact on job satisfaction as well as career development and recognition (Judge, Thoresen, Bono, & Patton, 2001). Bright (2008) argues that job satisfaction is higher among employees and turnover is lower when their needs are met by their work setting (Bright 2008). Yet, Herzberg (1996) insists that although different factors can increase job satisfaction, it does not necessarily decrease when those factors are not present. Job dissatisfaction among different generations usually connects to dissimilarity in ambition, mindset, values, and ambitions as varying generations register the same information in different ways (Lewis and Wescott 2017).

Many studies have shown a positive connection between telework policies and job satisfaction. Characteristics of teleworks such as autonomy and flexibility that teleworkers experience has proven to result in job satisfaction (Fonner & Roloff, 2010). Fonner and Roloff (2010) conducted a study consisting of 89 teleworkers using online surveys and the results showed higher satisfaction levels among employees who telework three or more days during the week as opposed to other employees who conduct work in a traditional setting. Levels of job satisfaction tend to be higher for teleworkers concerning public sector employees whose organization has not implemented telework (Bae & Kim, 2016). Research from Bae and Kim (2016), in which they conducted a study on 219,450 federal workers, showed that when organizations implement telework programs and options for telework for their employees then job satisfaction is positively affected. Length of approved telework may also play a role in employee job satisfaction. Research shows that job satisfaction may level if employees are

teleworking full-time (Virick et al., 2010). A better strategy may be to allow a limited number of days out of the week for employees to telework to maximize the positive effects of telework on job satisfaction. This allows workers flexibility in the work environment and freedom while limiting negative effects on job satisfaction. (Virick et al., 2010). Yet, the physical isolation that takes place during telework can also lead to psychological isolation. During long periods of telework, a significant decrease of in-person interaction and an increase in social isolation may start to counter an individual's capability to meet their own needs and the needs of the organization, which negatively affects job satisfaction (Golden & Viega, 2006). According to Golden and Viega (2006), job satisfaction is positively affected, at first, as the opportunity for telework increases; yet, as the time employees spend teleworking increases, the level of job satisfaction for employees becomes stagnant which implies the correlation between job satisfaction and telework is complex.

Research Gap

The literature review reveals that many studies have been conducted on the benefits of teleworking. Even more so in the framework of the private sector and federal governmental organizations. There are several articles on telework, but only one study could be found that researched the impacts of telework in relation to crisis before the current pandemic (Donnelly & Proctor- Thompson, 2015). Though a gap is apparent, there is a theme of the cost and benefits in which an employee experiences in a usual telework setting that is consistent with a telework setting in a pandemic. The shared benefits are that commutes can be avoided, an increase in productivity, all the while, the negative effects from isolation are also apparent (Donnelly & Proctor- Thompson, 2015). The benefits of work-life balance differ when there is an emergency

involved. Primarily that the shared benefits of teleworking such as work-life balance (Kossek et., 2016) turned into an obstacle during teleworking from home (Donnelly & Proctor-Thompson, 2015; Stephens et al., 2020). Although the theme of work-life balance is consistent through the research, its effect on overall job satisfaction has not been addressed. As it seems, work-life balance and the skewed lines of work and personal life may cause employees discomfort (Stephens et al. 2020). This study may identify causality on overall job satisfaction. COVID-19 pandemic has brought the issue of telework to the forefront as pandemic has caused local government agencies to adopt telework policies to continue working and providing required services to the public. This study, therefore, seeks to build upon prior research to evaluate the effects of teleworking during the COVID-19 pandemic on public sector employees and its impact on job satisfaction.

Methodology

The goal of this study to look at the impact of telework during the COVID-19 pandemic and its effect on job satisfaction. This study can provide these organizations with a framework to build upon as they continue to develop telework policies and prepare in case another crisis occurs. Does teleworking during the COVID-19 pandemic decrease job satisfaction of local government workers?

This study is designed to be descriptive using survey data obtained from employees who are intentionally chosen from the Housing Navigation program within the Housing Authority of Los Angeles County. According to Creswell (2008), quantitative research is used to test unbiased theories by finding the relationship between variables that can be measured utilizing instruments that yield numerical data in which statistics can be analyzed. According to Aquil (2016), a qualitative study would not be the best fit in this case due to qualitative data producing generalizations and perceptions without the use of numerical data which would support the study. As this study aims to find the correlation between telework during COVID and job satisfaction, it was determined that a qualitative approach was unsuitable for this study.

A survey will be used to collect data on the marital status, gender, family orientation, time worked in the program, home to work travel time, teleworking productivity, and job satisfaction. The study will target HACLA employees, specifically Housing Navigators. An email will be sent out to Housing Navigators within HACLA, inviting them to complete the survey. This method will be used to generate a higher rate of response, as staff regularly check their email throughout a workday or workweek. Another benefit of using this method is that employees are required to be logged in to their email both on the laptops and phones during their

scheduled shifts. The email will provide a brief explanation of the goal of the survey, along with instructions and a hyperlink that will let them to the survey. The survey will close after three weeks which should allow employees plenty of time to complete the survey. A reminder email will be sent out every Tuesday and Thursday during the three weeks.

This study aims to fill the knowledge gap of how telework affects job satisfaction of local government during a crisis such as the COVID-19 pandemic. The finding of this study could benefit other local government agencies as telework policies and strategies continue to be developed and improved. The results will help bring answers on how teleworking during the COVID-19 crisis impacted different demographics and their level of satisfaction.

Researchers will utilize purposive sampling in which they collect data from the population who has the best perspective regarding the issue of job satisfaction and telework within the Housing Navigation program. The responsibilities and functions carried out by this staff are crucial to the Navigation Department, as they provide unique services to homeless and low-income families and individuals in Los Angeles County (HACLA, 2020). According to a report released by the Housing Navigation Program, there is a total of 213 Housing Navigators between the 4 HACLA offices (HACLA, 2020). The sampling population in this study will consist of all 213 Housing Navigators of HACLA who will be asked to complete the survey.

The research method utilize will be a quantitative design. The quantitative data that comes from the survey will be beneficial as it allowed researchers to utilize numerical variables to perform statistical analysis. A quantitative approach is being utilized to explore the correlation between teleworking during COVID and job satisfaction. Researchers will utilize Spearman's

Rho test to explore where there is significant data that shows a correlation between telework and job satisfaction of employees.

The survey will include ten questions related to telework and four questions regarding demographics. A 5-point Likert scale was used to collect data in the survey question 1 through 13. According to Joshi, using a Likert scale allows researchers to explore the different independent variables of job satisfaction and measure how the independent variables correlate with the dependent variable of telework. The first question allows for researchers to inquire whether their change in the work environment during the pandemic influenced their level of connectedness to the organization. The second question looks at whether work was more stressful for employees due to mandated telework. The third question measures the level of support employees experienced from the managers concerning working from home. The fourth questions will allow the researcher to know if working from home has an impact on employees' level of productivity. The fifth question will assess whether employees were able to maintain their level of effectiveness in their role. The sixth question lets researchers know if teleworking has an impact on the balance between work and personal life. The seventh question will assess employee's overall satisfaction level while teleworking. The eighth question looks at mandated telework impact on the mental health of employees. The ninth question explores whether employees were able to adapt to their new work environment. The tenth question assesses if distractions were reduced while working outside of an office setting during the pandemic. The eleventh question measures satisfaction level with leadership while teleworking. The twelfth question explores the level of satisfaction with career development opportunities while teleworking. The thirteenth question will assess satisfaction level with acknowledgment of their

work while teleworking during the pandemic. The final three questions will assess the demographics of the participants such as gender, marital status, and family orientation. A quantitative analysis will be used for this study to look at the effects of telework on job satisfaction during the pandemic. Questions one through thirteen are structured for the participants to select their answer as to whether they strongly agree, agree, neutral, disagree, or strongly agree.

Limitations

One limitation is that employees may refuse to participate in the survey. It may be challenging to have employees volunteer to participate in a survey. Employees may be afraid of keeping their identity disclosed. Others may not have time to complete the survey or perceive the survey as more work on top of their day-to-day task.

Another limitation of this study is that it relies on employee recollection which may be difficult as people begin forgetting details and overstate or understate the level of an issue or problem they are recalling.

Ethical Considerations

The ethical considerations associated with the survey research are based on looking at the difference between experimental and field research design. Ultimately, potential responders can decline the survey or participation. The ethical issues that were attempted to be focused upon within the survey research question are based around the respondent's right to be informed, the need for confidentiality, the need for honesty in collecting data, and lastly objectivity. Research issues are of course protected by survey results as well as the formal review of correspondence. In addition to this, there was a significant focus on confidentiality which is a critical outcome to

be able to prevent any harm due to the disclosure of issues or relationships associated with the objective focus area. The focus of the survey was based around specific phases in terms of understanding the outcome and variation of the systems. The first one was to be able to focus on the benefit of participation in the survey as well as being able to place participants in a safe position. There was also a focus on anonymity which would protect the identity of the respondent. When studies are not anonymized properly then it risks incomplete or inaccurate responses from the participants (Phillips, Borry & Shabani, 2017). Some of the issues there were important will be based around the consistency of connection to the overall ideas of the research. By implementing and developing this study, the ethical applications were much more outlined. They focused on looking at the study of conflict, resolution, summarization of data, and risk and benefits. Informed consent procedures were followed as well as the confidentiality and due safety procedures. The information gathered must be used for the purposes stated. Data collected must be securely stored in a place where only authorized personnel can access it.

Policy Recommendation and Conclusion

The purpose of this study has been to explore the correlation between telework during the COVID-19 pandemic and its effect on job satisfaction of local government employees.

The pandemic has created new and unprecedented challenges for local governments. The County of Los Angeles is one of many public organizations that moved from traditional work settings to slow the spread of the virus and follow social distancing guidelines. Telework was introduced in the County of Los Angeles in 1989 but several departments did not implement telework policies (Los Angeles County Department Human Resources). Social distancing has forced organizations to be more flexible and strategic in adopting innovative policies to meet the needs of their employees and maintain the staff's job satisfaction.

Previous research has conveyed a correlation between telework, work environment, and job satisfaction, but limited studies have researched the effects of telework on employee job satisfaction during a crisis, more specifically a global pandemic. This study will help identify the negative and positive effects of teleworking in an untypical telework environment. The knowledge obtained would also aid local government agencies as they continue to develop telework policies for emergencies.

Participants of this study consist of Housing Navigators who have volunteered to participate in the survey. The purpose of this study is to provide more information on telework and its effect on employees. The findings from the literature review show significant implications whether telework can impact job satisfaction amount public sector workers. How different employees adapt to telework when it is mandated must be taken into consideration when creating policies around teleworking.

It is very beneficial for public organizations to research whether the employees are satisfied with their job in times of crisis which causes such a swift change in work environment. Job satisfaction can lead to an increase in job retention which is another benefit to an organization. Future studies could conduct a more in-depth approach to the research in which managers and executive staff participate. Building off this study, future studies may want to compare workers who have kids to workers who did not have kids to explore how their experiences varied.

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Appendix A

Survey Questions

1. I feel less connected to HACLA while working from home during the pandemic.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>				

2. Mandated telework during the COVID-19 pandemic increased my level of stress from work.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>				

3. I was satisfied by my manager and supervisor while doing mandated teleworking.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>				

4. I was more satisfied with my level of productive while working from home during COVID-19 than I was before working while in the office.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>				

5. I was not able to be as effective in my role due to mandated telework during the pandemic.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>				

6. Mandated telework had a negative effect on my work life balance.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>				

7. I felt more satisfied with my job while working from home during the pandemic than before when working from the office.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>				

8. My mental health was negatively affected by telework during the pandemic.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>				

9. I had the tools and technologies needed to complete my work-related duties remotely.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>				

10. I had less distractions while teleworking than I had when working in the office.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="radio"/>				

11. I was satisfied with my manager leadership style while working from home during the pandemic.

Strongly Agree Agree Neutral Disagree Strongly Disagree

12. I was satisfied with the opportunities for career development while working from home during the pandemic.

Strongly Agree Agree Neutral Disagree Strongly Disagree

13. I was satisfied with the acknowledgement I received for my work while working from home during the pandemic.

Strongly Agree Agree Neutral Disagree Strongly Disagree

14. What is your Gender?

Male Female Non-binary

15. What is your marital status?

Single Married Divorce Widowed Separated

16. Do you have children or dependents who live with you?

Yes No