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Exploring the Unison of Socio-Technical Assemblage: Impact of Employee Job Behavior on Job Satisfaction

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ABSTRACT

Work from home (or remote working) has become the new normal ever since the pandemic hit the world. This new normal, which represents the unison of social and technical assemblage, has been used as a backdrop in the study to explore the nature of employee job behaviour and its impact on job satisfaction. The sample consisted of employees who are working remotely from their homes in the information technology sector. The Cronbach alpha of the questionnaire was found to be .862. The results indicate that dimensions of employee job behaviour like enhanced work association, need for interaction for information exchange, and increased work responsibility were found to be highly correlated in the backdrop of work from home. Further, employee job behaviour was found to be significantly impacting job satisfaction of employees in the backdrop of work from home.

KEYWORDS

COVID-19 Study, Employee Job Behaviour, Job Satisfaction, Social Factors, Social Materiality, Socio-Technology, Work From Home

INTRODUCTION

The economic, social, and financial implication the pandemic has had on human is unfathomable. Across the spectrum, organizations made various efforts to manage the onslaught which the pandemic brought with it. One of the major shifts, which the organizations made was that they made their employees to work from home in remote mode. (Phillips, 2020). With most of the firms encouraging

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work from home (remote working), a new kind of reality has emerged, which has led to new kind of opportunities and challenges for employees (Momani, 2020; Toniolo-Barrios and Pitt, 2020).

Remote working has been defined as *arrangement of work away from a central physical organizational location* where telecommuting and teleconferencing were two arrangements that were synonymous to remote working (Gajendran and Harrison, 2007). Literature indicates that there are four dimensions, which are associated with tele-working like work location, information technology, time distribution, and diversity of employment (Garrett and Danziger, 2007). In the initial years, work from home (remote working) was considered as an innovative, time effective, cost and the resource-saving option of work. The advent of technology was not new to any workplace as there was always unison between social (people and process) and technical present in organizations. This was a manifestation of a unique socio-technical approach called *Sociomateriality*, which was designed by Orlikowski and Scott (2008). Defined as the *constitutive entanglements and assemblages* which involve the social and technology interactions amongst each other (Orlikowski 2010, Orlikowski and Scott 2008a, 2015). In the interactions between social and technical, a new practice got generated/emerged, which became a way of life in everyday working (Kumpulainen et.al 2020; Hultin, 2019).

The concept of *sociomateriality* emerged from the socio-technical system (STS) approach, which became crucial as it indicated an interaction between hardware, software, and community aspects (Barley, 1988, Orlikowski 1992). This usage of emails, blogs, chartrooms, learning management systems, mobile applications, and social media sites such as Face book and Twitter are the new *cyborgs* or co-workers that one is found interacting with in today's times (Fox,2018). However, over a period of time the perils of politics (Ferguson et al., 2016), personality (Deci and Ryan, 1985), lack of social wellbeing (Gajendran and Harrison, 2007) and autonomy (Cavalcanti and Silva, 2020; Gajendran, Harrison and Delaney-Klinger, 2014) were found to be associated with work from home (remote working) or virtual work places. In other words, these socio-technical assemblages which embodied the confluence of social aspect and material (technology) together led to co-evolution and construction along with many drawbacks that emerged in the form of work from home kind of working (or remote working) (Gremil Alessandro Alcazar Naz, 2020). This paper is based on a study which uses this social and technical arguments in the backdrop to explore the nature of employee job behaviour and its impact on job satisfaction in information technology (IT) sector, especially during the ongoing pandemic (Cleland, et.al, 2020).

OBJECTIVE OF THE RESEARCH

Studies in literature so far have shown that job satisfaction indicates a very strong relationship between employee age and its relationship to work satisfaction (Hajdukova and Jarmila, 2015). According to a study Jena and Pradhan (2017), it was found that Job Satisfaction had a negative impact on employee who caused withdrawal behaviors of employees working in IT industry. However, the current study has tried to understand job behavior and its impact on job satisfaction in 'virtual' or 'remote' working during pandemic like Covid-19 which has impacted the emotional wellness of employees to a great extent. Thus, the study has tried to bridge the gap identified above through the research objectives stated below:

The study tries to explore the following research objective:

1. To explore the nature of employee job behaviour in the backdrop of work from home or remote working.
2. To study the impact of employee job behaviour on job satisfaction.

BACKGROUND

The study explores the nature of employee job behaviour and its impact on job satisfaction in the context of socio-technical studies called *sociomateriality* (Orlikowski and Scott, 2008; Orlikowski and Scott 2008a, 2015). The premise behind socio-technical studies is the system thinking, in which social and technology associate into a *dual relationship*. Socio-technical systems (STS) which were propagated by Trist and Bamforth (1951) gave dual importance to both social and technical realms. By this, it means that a systematic and constructive usage of socio-technical principles and methods in the procurement, specification, design, testing, evaluation, operation, and evolution of complex systems (Hultin, 2019).

Information technologies have become a strategic player in organizations. Literature indicates that the role of information technology in organizations has mostly been to collect information and make decisions (Galbraith, 2012). Further Devaraj and Kohli (2003) posited the impact information technology has on organizational performance.

The role pandemic played in impacting work places have been many. It led to the emergence of many changes in work practices (e.g., working from home, virtual teams) and most importantly, economic and social-psychological impacts (e. g, unemployment, mental well-being) (Kniffin et.al, 2020). In brief, information technology had a defining role to play in organizations (Phillips, 2020; Gremil Alessandro Alcazar Naz, 2020). The role technology played, with respect to sustenance of jobs and further its functioning (especially the *integrative* approach of technology factors *viz.* social factors and organizational factors) had greater implications on organizational behavioral studies in management, something which the current study has tried to capture (Momai, 2020; Sasvari, 2012).

Literature on work from home (or remote working) indicates that it has had its impact on job behaviour and job satisfaction, job performance and work-family conflict (Gajendran and Harrison, 2007; Hussein, 2019; Golden, 2006). Studies have also shown that work from home (or remote working) had implications on individual and organizational factors (Allen, Renn and Griffeth, 2003; Bailey and Kurland, 2002). In one of the recent studies it was also found that remote working had positive and negative consequences at work places (e.g., Ferguson et al., 1994).

Dimensions of Employee Job Behavior

In order to understand the *job behaviors*, it was important to deconstruct social factors at the workplace that comprised of job behavior. The current section of the study elaborates these factors in detail. The study explored the nature of employee job behavior and the impact it had on job satisfaction in the backdrop of work from home or remote working. The sub factors or parameters that constituted the social factors have been defined as the following:

Work meaningfulness: Work meaningfulness has been defined as the satisfaction of work that an individual receives from his work (Rosso, Dekas and Wrzesniewski, 2010).

Job Security: Job insecurity has been defined as the overall concern about the continued existence of the job in the future. Although there are variations between different definitions, they all have common ground in that job insecurity is a subjective perception.

Social Networking: Social networking has been viewed as *bonds* in literature. Baumeister and Vohs (2002) stated that *bond* needs to be developed among people for positive outputs both for individual and organization.

Self-Identity: Self-identity has been viewed the focal point in providing meaning and identity in a persons' life as people spend most of the time connected to the role they perform in organizations. As a result, they tend to they start to see their jobs as the focal point. (Rees, Gary and Rumbles, Sally (2013).

Uncertainty: The uncertainty is the unawareness of what would happen tomorrow. This could be related to job, health, or any uncertain situation even at work. The kind of uncertainty prevailing in the organizations has heightened with pandemic which the study explores.

Health Uncertainty: This has been defined as a state of mind that impacts the emotional wellbeing of an individual threatening his health to cope with his environment (Gerrity, 1992).

Organizational Connect: The employee's feeling of pride, taking more responsibilities and willingness to continue are the items that measure this construct. The intention to continue has been an important measure as it determines the connectivity with an organization (Yıldız, et al., 2013).

Responsibility at Work: The impact of virtual workspaces has resulted in increased work responsibility among employees due to lack of interaction among the employees, the onus of responsibility increases (Straus, 1997).

Information Exchange: Virtual teams are more anonymous and de-individuated by this we mean that individuals are disconnected to each other due to lack of connectivity (Straus, 1997).

Work Association: Work association has been viewed as the working connect which people develop over a sustained period of time, while being at work (Sony and Boparikar, 2019).

Work Satisfaction: Work satisfaction has been viewed as the positive or negative attitude that an individual has for his job. The significant relation of job satisfaction with the motivation and performances of the employees has increased the interest of organizations in this concept.

On the basis of the variable of *job behavior* the Hypothesis 1 was proposed. The hypothesis 1 (H01) measures the impact of technology on the job behavior (which constitutes of work meaningfulness, job security, social networking, self-identity, uncertainty, health uncertainty, organizational connect, responsibility at work, information exchange, work association, and work satisfaction).

Dimensions of Job Satisfaction

This section discusses the construct of *job satisfaction* which has been viewed as a predictor variable in the current study. Job satisfaction is one of the most extensively debated variables in the literature of organizational behavior (Visser and Coetzee, 2005). The rationale for studying job satisfaction in the study have been threefold, firstly job satisfaction has a direct impact on organizational productivity (Mattessich, 2005). Secondly, lack of job satisfaction results in job withdrawal behaviors such as turnover, absenteeism, psychological distress and tardiness (Hackett, 2011). Thirdly job satisfaction has a direct association with physical health, longevity and psychological health (Huang and Van De Vliert, 2003). Studies also indicate the job satisfaction also gets impacted by the narcissistic tendencies of employees in certain contexts (Chand, Dhiman, Mittal and Jhamb, 2020). Hirschfeld (2000) took the definition of job satisfaction as the feeling of oneness with the job or organization. The Hypothesis 2 (H02) measures the relationship between job behavior and job satisfaction.

RESEARCH METHODOLOGY

This study used a descriptive survey design. The purpose of descriptive surveys is to collect detailed and factual information that describes an existing phenomenon. A thorough review of literature was conducted before selecting the topic of the study.

Sample

The target populations of the study were 125 information technology professionals who were selected from various organizations to participate because very little empirical research work has been carried out for this group to understand the construct of employee job behaviour and its impact on job satisfaction in the backdrop of work from home or remote working during the pandemic in

Table 1. Gender * Education Crosstabulation

			Education				Total
			12th	Graduate	Post Graduate	Doctoral	
Gender	Male	Count	0	8	41	9	58
		% within Gender	0.0%	13.8%	70.7%	15.5%	100.0%
		% within Education	0.0%	40.0%	49.4%	42.9%	46.4%
		% of Total	0.0%	6.4%	32.8%	7.2%	46.4%
	Female	Count	1	12	42	12	67
		% within Gender	1.5%	17.9%	62.7%	17.9%	100.0%
		% within Education	100.0%	60.0%	50.6%	57.1%	53.6%
		% of Total	0.8%	9.6%	33.6%	9.6%	53.6%
Total	Count	1	20	83	21	125	
	% within Gender	0.8%	16.0%	66.4%	16.8%	100.0%	
	% within Education	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	0.8%	16.0%	66.4%	16.8%	100.0%	

information technology sector. The descriptive details of the sample have been detailed below in Table 1, Table 2, and Table 3. As seen from the table that male (46.4%) and female are (53.6%) which is nearly equal representation in the sample. Most of the respondents are post graduates (66%). The marital status of the respondents is married (92%). Most of the respondents have fairly good income (as seen from Table 4).

Table 2. Gender * Marital Status Crosstabulation

			Marital Status				Total
			Single	Married	Separated	Widower/ Widow	
Gender	Male	Count	13	44	1	0	58
		% within Gender	22.4%	75.9%	1.7%	0.0%	100.0%
		% within Marital Status	41.9%	47.8%	100.0%	0.0%	46.4%
		% of Total	10.4%	35.2%	0.8%	0.0%	46.4%
	Female	Count	18	48	0	1	67
		% within Gender	26.9%	71.6%	0.0%	1.5%	100.0%
		% within Marital Status	58.1%	52.2%	0.0%	100.0%	53.6%
		% of Total	14.4%	38.4%	0.0%	0.8%	53.6%
Total	Count	31	92	1	1	125	
	% within Gender	24.8%	73.6%	0.8%	0.8%	100.0%	
	% within Marital Status	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	24.8%	73.6%	0.8%	0.8%	100.0%	

Table 3. Gender * Annual Income Crosstabulation

		Annual Income					Total	
		Till INR 300000 Per Annum	Till INR 500000 Per Annum	Till INR 700000 Per Annum	Till INR 1000000 Per Annum	Above 1000000 Per Annum		
Gender	Male	Count	5	6	9	8	30	58
		% within Gender	8.6%	10.3%	15.5%	13.8%	51.7%	100.0%
		% within Annual Income	20.0%	35.3%	52.9%	44.4%	62.5%	46.4%
		% of Total	4.0%	4.8%	7.2%	6.4%	24.0%	46.4%
	Female	Count	20	11	8	10	18	67
		% within Gender	29.9%	16.4%	11.9%	14.9%	26.9%	100.0%
		% within Annual Income	80.0%	64.7%	47.1%	55.6%	37.5%	53.6%
		% of Total	16.0%	8.8%	6.4%	8.0%	14.4%	53.6%
Total	Count	25	17	17	18	48	125	
	% within Gender	20.0%	13.6%	13.6%	14.4%	38.4%	100.0%	
	% within Annual Income	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	20.0%	13.6%	13.6%	14.4%	38.4%	100.0%	

Table 4.. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.803
Bartlett's Test of Sphericity	Approx. Chi-Square	2097.616
	Df	528
	Sig.	.000

Instrument and Data Collection

A set of eleven measures were selected for the study after going through the literature. A structured questionnaire was constructed utilizing these eleven measures which were: work meaningfulness, job security, social networking, self-identity, uncertainty, health uncertainty, organizational connect, responsibility at work, information exchange, work association, and work satisfaction with appropriate instructions for each section of the questionnaire for the collection of data on the study. The questionnaire was specifically designed to accomplish the objectives of the study. The first section collected information such as age, gender, experience, professional status, marital status and position. The second section was supplemented by items based on the studies of “Work and Meaning Inventory” by Steger et al. (2012), the “Job Satisfaction Questionnaire” developed by Brayfield and Harold (1951), the “Intention to Leave Scale” by Wayne, Shore and Linden (1997) and “Perceived Stress Scale” developed by Cohen,

The online questionnaire consisted of 38 items in which the perception of the participants was central. The items measured the participants' perception of the nature of employee job behaviour and its impact on job satisfaction in the backdrop of work from home or remote working, work behaviours and attitudes. All 38 items were scored on a five-point Likert scale ranging from 1 "I strongly disagree" to 5 "I strongly agree". The questionnaire was filled out by the research community belonging to middle managerial level. After the mentioned questionnaires were filled out, the reliability of the questionnaire was determined using Cronbach's alpha and Pearson correlation. The overall reliability co-efficient of the modified instrument after the pilot survey yielded an $r = 0.862$ Cronbach alpha which showed that the questionnaire is reliable. The sample frame was corporate across India. Non-probability sampling was used as the sampling method. The employees in IT companies were the key respondents in the study

Rationale for Adopting Information Technology Industry

Different metrics and organizational practices have been adopted for optimization of management resources (Kyndt, et al., 2009). Job satisfaction is the main apprehension and the major objective for most organizations today. Especially during the pandemic (Covid-19), technology has supported the organizational functions tremendously. This study has tried to find out whether job satisfaction is an outcome of employee behavior in the backdrop of the pandemic (Victor and Wong, 2020; Valtolina and Gaetano, 2018). Thus, the rationale for adopting IT as a business domain for study has been tremendous contribution of this sector in Indian economy, and the way the organizations have handled HR activities during the pandemic times (Gigauri, 2020; Koirala, & Acharya, 2020). For a business to be successful, job satisfaction of managers is vital. This to a great extent depends on information exchange, which is possible through technology. A high IT attrition could be very harmful to an organization, so understanding the employee behavior and the ways of retention were vital (Moore, 2000). More so because this format of working could continue for longer time period as anticipated by many technology service provider giants have realized that remote working has increased productivity and reduced the operational costs (Indian Express, 2020).

ANALYSIS AND RESULTS

The descriptive analytics was conducted for understanding the sample characteristics. Results were obtained from 125 respondents from Information technology sector. Thereafter Pearson correlation was measured to understand the strength of relationship between the constructs, 11 constructs were identified for the study. Thereafter, regression analysis and independent T Test was performed for hypothesis testing using SPSS version 22. The explanatory factor analysis method has been used to examine the structural validity of the questionnaire. The reliability was measured through Cronbach Alpha, which is the internal consistency coefficient. Correlation, Regression and T test were the statistical tools that were used for testing the hypothesis.

HYPOTHESIS

The hypothesis (as discussed in section 2) is:

Hypothesis 1: There is a significant relationship between the factors of employee job behavior (like work meaningfulness, job security, social networking, self-identity, uncertainty, health uncertainty, organizational connect, responsibility at work, information exchange, work association, and work satisfaction) due to technology use in organizations (especially remote/virtual working).

Table 5. Inter-Correlation Analyses between dimensions of employee job behavior

		A	B	C	D	E	F	G	H	I	J	K
A. Work Satisfaction	Pearson Correlation	1										
	Sig.											
	N	125										
B. Work Meaningfulness	Pearson Correlation	.065	1									
	Sig.	.471										
	N	125	125									
C. Social Networking	Pearson Correlation	.015	.539	1								
	Sig.	.868	.000									
	N	125	125	125								
D. Self-Identity	Pearson Correlation	.011	.548	.774	1							
	Sig.	.902	.000	.000								
	N	125	125	125	125							
E. Uncertainty	Pearson Correlation	.042	.472	.584	.730	1						
	Sig.	.639	.000	.000	.000							
	N	125	125	125	125	125						
F. Health Uncertainty	Pearson Correlation	.028	.540	.554	.620	.724	1					
	Sig.	.761	.000	.000	.000	.000						
	N	125	125	125	125	125	125					
G. Organizational Connect	Pearson Correlation	.167	.241	.246	.313	.480	.415	1				
	Sig.	.063	.007	.006	.000	.000	.000					
	N	125	125	125	125	125	125	125				
H. Responsibility at Work	Pearson Correlation	.337	.021	.117	.013	.013	.070	.236	1			
	Sig.	.000	.818	.195	.889	.890	.439	.008				
	N	125	125	125	125	125	125	125	125			
I. Job Insecurity	Pearson Correlation	.383	.199	.114	.203	.218	.208	.402	.515	1		
	Sig.	.000	.026	.206	.023	.015	.020	.000	.000			
	N	125	125	125	125	125	125	125	125	125		
J. Work Association	Pearson Correlation	.485	.033	.041	.002	.035	.032	.400	.415	.626	1	
	Sig.	.000	.717	.651	.986	.697	.722	.000	.000	.000		
	N	125	125	125	125	125	125	125	125	125	125	
K. Information Exchange	Pearson Correlation	.041	.002	.383	.415	.114	.199	.117	.013	.724	.480	1
	Sig.	.000	.717	.000	.000	.206	.026	.195	.889	.000	.000	
	N	125	125	125	125	125	125	125	125	125	125	125

As seen from Table 5 (inter correlations) the results of the correlation indicated that dimensions like work association, need for information exchange, work satisfaction, self-identity, responsibility at work and social networking were found to be highly correlated in the backdrop of work from home

or remote working. While health uncertainty, and organizational connect were found to have low correlation with other constructs. Thus, we accept Hypothesis 1 that states the impact of technology on job behavior is significant.

Hypothesis 2: There exists a significant relationship between job satisfaction and employee job behavior (during remote working).

To understand the impact of employee job behavior on job satisfaction regression analysis was performed using SPSS Version22.0. The below discussions are based on the regression analysis conducted. Table 6 represents the results of the ANOVA.

As seen from the regression analysis Tables 6 and Table 7 among all the variables, work association was found to impact job satisfaction during the remote working conditions in COVID times. Work association is defined by sub factors namely meaningfulness in work, personal growth, job meaningfulness, challenging environment, new learning. Thus, organizational need to enhance roles of employees through new learning and training opportunities during the COVID so that they are satisfied with their jobs. Employee requires challenging work assignments which would keep them connected to work which would further enhance their job satisfaction.

Table 6. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.317	9	2.369	1.762	.000 ^b
	Residual	57.195	115	.197		
	Total	78.512	121			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Work association, Self-identity, Resp_Work, Org_connect, Work meaningfulness, HUC, NIE, Soc_Net, UC						

Table 7. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.381	.198		2.777	.006
	Work meaningfulness	.079	.089	.091	.886	.377
	Soc_Net	.057	.112	.069	.508	.612
	Self-identity	-.060	.129	-.071	-.163	.611
	UC	-.015	.095	-.021	-.162	.871
	HUC	-.012	.091	-.056	-.115	.657
	Org_connect	-.033	.096	-.036	-.316	.730
	Resp_Work	.175	.106	.162	1.659	.100
	NIE	.113	.150	.088	.751	.151
	Work association	.180	.151	.369	3.190	.000
a. Dependent Variable: Job Satisfaction						

Next, the analysis discussed the regression analysis for demographic variables namely age, gender, annual income, education, marital status and experience on job satisfaction.

Table 8 and Table 9 exhibit that gender and annual income have had an impact on job satisfaction during remote working in COVID times. This is very evident from the job cuts that have occurred which has decreased the level of job satisfaction which is evident from the Table 9. Also, gender was found to have an impact on job satisfaction. As mostly females continued to work and laterally could take care of family commitments, job satisfaction was found to be gender biased (especially females) due to work-life balance that could be featured as main reasons for higher job satisfaction for female counter parts. Also healthy *family time* could be responsible for better work performance and job satisfaction.

Next independent T test analysis was conducted as seen in Table 10 and Table 11 between job uncertainty & job satisfaction and health uncertainty and job satisfaction respectively. The findings of the result revealed that independent sample t-tests which indicate that for factor's uncertainty (job) and health uncertainty, the difference between the population means is statistically significant. Thus, implying that uncertainties due to job and health have had an impact on job satisfaction of employees during remote working in the pandemic. Thus, organizations need to design health benefits and solutions which could reassure employees at workplace for health uncertainties and calamities not just for employees must extended to their family members during the pandemic crisis. Also, management needs to ensure job safety and remove the fear of job loss and other uncertainties related to job aspects to reassure employee mental wellness.

Table 8. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.715	6	1.152	2.156	.028 ^b
	Residual	69.797	118	.592		
	Total	78.512	121			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Annual Income, Education, Marital Status, Gender, Age, Experience						

Table 9. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.586	.196		9.211	.000
	Age	.018	.070	.039	.266	.791
	Gender	.298	.117	-.187	-2.030	.000
	Education	-.019	.117	-.037	-.117	.677
	Experience	-.022	.138	-.025	-.161	.873
	Marital Status	-.019	.171	-.012	-.111	.912
	Annual Income	-.111	.051	.227	2.211	.000
a. Dependent Variable: Job Satisfaction						

Table 10. One-Sample Test

	Test Value = 0					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
UC	23.329	121	.000	2.52100	2.3099	2.7381
Job Satisfaction	61.119	121	.000	1.352	1.21	1.19

Table 11. T Test between Health Uncertainty and Job Satisfaction

	One-Sample Test					
	Test Value = 0					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
Lower					Upper	
Job Satisfaction	61.119	121	.000	1.352	1.21	1.19
HUC	21.990	121	.000	2.38100	2.1952	2.5728

RESULTS

This research was conducted on IT professionals who were working from home during the pandemic. The study made an attempt to understand the impact of employee behavior on job satisfaction. Literature has indicated that the distance between people (due to work from home) may lead to obstacles (Smith, 2018; Cascio, Wayne & Ramiro, 2016; Dubey, D. & Tripathi, 2020). The studies were found to be in sync with the results obtained from the study. The results indicate that the impact of work from home (which is technology dominated) has impacted employee wellness and has resulted in social disconnect which has further impacted decision making in organizations to a great extent. Though it has been found that impact of work from home has not affected the organizational connect (at a macro level) which is positive, however at micro level *viz.* within teams, the work from home has impacted many social factors of job behaviors.

Thus, with respect to the hypothesis stated, the discussions on the findings of the results are as follows:

The research hypothesis 1:

According to the findings of the inter-correlations among the sub factors of *employee job behavior* as seen from Table 5 showed that social networking and work meaningfulness are closely related to each other ($r=.6$). Also, self-identity and social networking are two factors that are associated with each other due to technology when working from remote format ($r=.774$). Next, health uncertainty and job uncertainty (due to loss of job) has attributed to employee feeling of discontentment within organizations during remote working amidst covid times. Also, technology impact on information flow during remote working was found to be high. The studies substantiate the findings which stated that due to the stressful work environment which is prevalent in IT companies, the physical and mental well-being of the employees has taken a toll (Benett et.al, 2017). Another, significant finding was related to social networking through remote networking using technology. The concept

of social network has had a significant impact due to technology prevalence due to distant working (Hogan and Strasburger , 2018). However, literature indicates that technology tends to increase the flow of information (Califf et.al, 2020; Smith, 2018). The study also indicated that the exchange of information also got impacted due to remote working. This could possibly have been due to the lack of transparency and trust present among members of the teams due to distant work locations. Further, the fear of job loss and increased competition among employees were some other reasons which could be cited for the loss of free information exchange among employees during the remote working.

Hypothesis 2: As discussed the impact of *job behavior* on *job satisfaction* with technology as a mediator has also been significant. During remote working it was found that work association and income were major determinants that impacted job satisfaction during the COVID times of remote working. Work association which in the study constituted of adjustment, newer job challenges, changing professional priorities, job related functioning. These variables emerged as the dominant factors that needs to be considered while planning for work assignments when working remote. The results of this study are in line with the study of Hakim and Yahya (2014) and Eros (2014) who stated that work motivation and job satisfaction get impacted by employee wellness at jobs. Thus, hypothesis 2 is accepted and results of the findings show that job behavior has an impact on job satisfaction (with technology in the background).

in brief, the organizations need to evolve challenging work assignments with greater thrust on training initiatives for satisfied job outcomes which in turn may increase intrinsic job satisfaction Also; salary cuts have had an adverse impact on job satisfaction. However, considering the current circumstances and economic slowdown this aspect can be justified from management perspective.

MANAGERIAL IMPLICATIONS

Literature in industrial psychology has a history of studying the relationship between employee attitudes and job satisfaction. IT firms are facing tough competition from within the industry in the form of *employee poaching* so companies need to adopt innovative steps in enhancing job satisfaction of their staff. This could lead to display of lesser withdrawal behaviors and therefore increase the employee retention statistics in the organizations. In future, researchers could explore the field of attitudinal research to have a better picture of the various internal and external factors which affect employee attitudes over a period of time. Further a study can be planned to investigate the impact pandemic has had on their attitudinal facets. The usage of technology in remote working has had an impact on reducing the level of unfairness, bureaucratic red-tape, or even the resulting levels of conflicts due to them, between the workers and management. This could also have implications for HR practitioners and policy makers as the finding can help in designing and implementing newer technologies which are socially conducive and constructive.

LIMITATIONS AND FUTURE SCOPE

The current study has been conducted in Information Technology (IT) sector which limits the scope of the study to a limited Industry in India. Also, the study is based in the Indian cultural context thus lacking global scalability. Also, the study was conducted over a stipulated period of time (cross-sectional in design). A longitudinal approach could further provide insights in to the research. Thus, the future scope of the study could explore and compare the results of after and before impact of pandemic (Covid-19) on job behavior and job satisfaction variables during remote working.

DISCUSSIONS AND CONCLUSION

The result indicated that the technology factors and social factors (work association, work satisfaction, self-identity, responsibility at work and social networking) were *actants* that needed to be *collaboratively entwined* with each other such that performances through *productivity* and *work satisfaction* could be enhanced. In literature this has been termed as *practice* theory in sociomateriality view of technology (Moura and Bispo, 2020; Galli, 2018). Many IT organizations have devised e-Platforms like chat time or chat room that keep the coworkers constantly on the network assemblages such that instant, fast, regular connect can be harnessed continuously. Even birthday celebrations can be conducted through such platforms.

In brief, working from home could be a new way of working where knowledge interface is possible through technology platforms. It may instill self-discipline, commitment, and self-directed goal designing which may make employees more responsible. In this way, the availability of resources like the internet and ICT (Information technology Tools) could make the efficiency of work more effective from home. Further an effective leader-membership interaction may enhance work satisfaction during remote working.

Technology has become an enabler in many professions and industries and therefore in the coming years, social and psychological aspect linked with technology needs to be incorporated in organizational frameworks. This may give a completely new dimensions to overcome the limitation of working from home. This further reassures the *affordances* principle proposed by Gibson in 1977, which measures the interplay between social and organizational factors through technology interfaces (Wells, 2002). According to this, it requires constant series of adjustments in order to develop a symbiotic relationship between two entities. The social needs would change with the external conditions, so the role of technology to act as a mediator or *afford* to make adjustments to create wellness in employee behavior at workplace.

The impact this pandemic (Covid-19) has had on workers and work practices have been significant especially in the last few months, globally (Kniffin et.al, 2020). The study has tried to make sense of the impacts of technology on job behaviors which have had implications on employees, teams, and work organizations. The review and preview of relevant literatures focused on work practice (e.g., working from home, virtual teams) and their impact on job behavior with respect to the pandemic. In addition, the study examined the impacts of technology on job satisfaction, thus providing an integrative view for social and technology factors for co-construction of practices that enable positive job behaviors which could enhance work satisfaction.

Most importantly, the study also identifies that social and technology (socio-technology) cannot be considered as stagnant entities. The social and technology change or reconfigure continuously to create social-technical assemblages and get assimilated and entangled with each other. The study also indicates that the social and technology aspects need to continuously reconfigure and readjust themselves for people to accept them as major shifts in organizations. The social needs to be upgraded through work configurations or associations as evident from the current study for which technology needs to be designed more effectively. The study could be helpful for practitioners and human resources for deploying technology intensive work formats and their adaptability with social structures in organizations (McLeod, 2019). This in turn would have an impact on job satisfaction and employee wellness in organizations even in turbulent and unforeseen environments.

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