ISTANBUL TICARET UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

MASTER OF BUSINESS ADMINISTRATION PROGRAM

LINKING REMOTE MONITORING TO EMPLOYEE PERFORMANCE: MEDIATING ROLE OF JOB SATISFACTION

Master's Thesis

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ETHICAL STATEMENT

I declare that this thesis is an original work and has been prepared in accordance with the Graduate Regulations of the Council of Higher Education and Istanbul Ticaret University. I fully complied with scientific ethical rules while conducting this study. I have cited all the sources I have used and I have not quoted in detail from any source. All matters contained in this thesis are my personal opinion and do not reflect the official view of Istanbul Ticaret University.

Name and surname: Aboubaker Elseddik KHELALFA

Signature:

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First and foremost, I want to thank Allah for all the blessings and guidance that have enabled me to complete this work.

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ABSTRACT

The purpose of this research is to find out whether remote monitoring is related to employee task performance, and whether job satisfaction mediates this relationship. To achieve this purpose, a cross-sectional digital survey was conducted. The data were collected from 305 white-collar employees who work remotely in 5 different companies operating in the United States, India, Turkey, and Algeria. Hypotheses were tested through SPSS process macro version 4.1. The findings indicate a positive relationship between remote monitoring and task performance. Moreover, satisfaction with pay, satisfaction with supervision and satisfaction with operating procedures positively mediate the relationship between remote monitoring and task performance.

Key Words: Remote monitoring, job satisfaction, task performance, employee performance.

UZAKTAN İZLEME İLE ÇALIŞAN GÖREV PERFORMANSI ARASINDAKİ İLİŞKİDE İŞ TATMİNİNİN ARACI ROLÜ

ÖZET

Bu araştırmanın amacı, uzaktan izlemenin çalışanların görev performansıyla ilişkili olup olmadığını ve iş tatmininin bu ilişkiye aracılık edip etmediğini ortaya çıkarmaktır. Bu amaca ulaşmak için kesitsel bir dijital anket yapılmıştır. Veriler, Amerika Birleşik Devletleri, Hindistan, Türkiye ve Cezayir'de faaliyet gösteren farklı şirketlerde uzaktan çalışan 305 beyaz yakalı çalışandan toplanmıştır. Hipotezler SPSS process makro sürüm 4.1 aracılığıyla test edilmiştir. Bulgular, uzaktan izleme ile görev performansı arasında pozitif bir ilişki olduğunu göstermektedir. Ayrıca ücretten tatmin, yönetimden tatmin ve çalışma süreçlerinden tatmin, uzaktan izleme ile görev performansı arasındaki ilişkiye pozitif yönde aracılık etmektedir.

Anahtar Kelimeler: Uzaktan izleme, iş tatmini, görev performansı, çalışan performansı.

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1. INTRODUCTION

The importance of remote motoring of employees increases day by day especially, these days, as digitalization spreads to several areas in companies. Hence, it is necessary to understand its role in managing companies. Accordingly, in this research, the purpose was to investigate the link between remote monitoring and employee task performance as well as uncovering the role of job satisfaction in this process. Remote monitoring is the use of several technological tools to track employee activity, from mouse and keyboard tracking to camera and microphone usage. The main purpose is to maintain productivity (Leonardi, 2015). On the other hand, an employee's task performance stands for effectiveness and efficiency, generally measured by several metrics such as task completion rates, respecting deadlines, and output volume (Bordia et al., 2019). Job satisfaction refers to the employee's emotional response to the work they do. It is based on the meaningful output of the tasks, the opportunities to grow that it presents, and the amount of autonomy (Judge et al., 2017). Existing research focused on the effect of remote monitoring and job satisfaction on performance. However, their complicated connection still isn't clear completely. Some of the research suggests that remote monitoring might make employees work better, but not everyone agrees (Millard & Davis, 2020). Other researchers are suggesting that remote monitoring could be bad for employee independence and trust, which might affect performance negatively (Shermerhorn et al., 2020). However, the crucial role of job satisfaction as a mediator in this relationship remains largely unexamined. Studying how job satisfaction affects the perception of employees to remote monitoring will help us understand how this practice truly works for employees and how it affects their performance.

Highlighting the relationship between remote monitoring, job satisfaction, and performance is very important for both organizations and employees. Organizations need to make

sure that implementing remote monitoring tools will not affect the employee's performance negatively.

The findings can help the organization determine what strategy to follow while implementing remote monitoring. For employees, being a part of the current work environment is challenging. Understanding how remote monitoring can affect their performance and job satisfaction will encourage employees to discuss with their employer what remote monitoring practices should be used. This will collaborate in creating a healthy work environment that assures productivity and well-being. To make this happen, a theoretical frame is presented that consists of reviewing the related literature.

Next, the research variables, namely remote monitoring, job satisfaction, and task performance are described, and the theoretical relation between these variables is detailed. Finally, on the analyses, I explained my findings. I believe that this research can generously contribute to the management field. Few studies covered this area of research. My research will open new opportunities for other researchers to base their studies on inspecting other aspects of remote monitoring and help improve the managerial practices to be more performance efficient and to care about the employees' well-being.

The following sections will cover the theoretical framework and hypothesis in a detailed way. This will be followed by a description of the research methodology, findings, and discussion.

2. THEORETICAL FRAMEWORK

2.1. Remote Monitoring

Monitoring refers to the continuous tracking and collection of information. Employers used to monitor productivity and evaluate the performance of their employees physically by watching them work. After the recent COVID-19 pandemic, physical contact was inhibited due to the curfew and distance restrictions. That was the first time that every company in the world was obliged to adopt one or many remote monitoring tools. Remote monitoring keeps the same definition of monitoring except that it is not physical. The act of remote monitoring is the use of a surveillance tool to track the activity of an employee on his or her working device, such as a computer (Belcourt et al., 2008).

Recently, the COVID-19 pandemic has struck the world and affected many sectors. Before the pandemic, 15% of the employees worked remotely in the United States (Brandon Hall Group, 2020). In 2020, COVID-19 forced entire industries to adopt remote working. This was reflected in the number of remote workers in the affected industries. Some of the companies went 75% remote (Brandon Hall Group, 2020). Accordingly, the global demand for monitoring software has increased in 2020. We can observe a rise of 87% by April 2020 compared to the normal monthly average prior to the pandemic. The demand for monitoring software has also scored an important increase of 51% from June-September to before the pandemic. The most popular surveillance tools/software are Hubstaff, Time Doctor, and FlexiSPY (Masoudi et al.2021).

In the last decades, many employees have experienced remote work for some reasons. The huge demand in the freelancing market and the rocket growth in digital platforms resulted in an important rise in the number of employees who work from their homes. For example, the education industry was one of the industries that were heavily affected by the last pandemic circumstances.

We observed a significant move to online education in many universities and programs. This resulted in a new challenge for educational institutions. The main issue was ensuring high-quality lecturing and credible exam results that reflected the students' true level. The students were in control of their environment which canceled the neutrality that exam rooms can provide (Sahbaz, 2020).

These recent events and developments have created a new need for accommodating virtual leadership and a team working culture in addition to establishing the organizational norms for this novel form of working and studying (Kniffin et al., 2021). New human resource management and communication tools have been adopted to manage remote workers and monitor them. New tools and software were installed in the employees' working devices, such as their computers which resulted in a “line of sight” situation where the employees are one second away from their managers who can track their work minute by minute (Allyn, 2020; Hern, 2020).

2.1.1. Monitoring Tools

Since 2005, the global internet bandwidth multiplied 45 times (Schiliro et al., 2020). That shows how fast we are transacting in the digital world. The monitoring systems and tools are also affected by this phenomenon. Monitoring the workers is not something new. It existed for decades since the employer is expecting a certain amount of output from their workers. Monitoring systems generally use the company’s digital equipment. There are many tools to be used to apply different levels of surveillance, which are cheap, easy to use, and to implement. The software will give access to monitor the use of digital equipment which can be a computer, tablet, or even a phone. All the emails sent can be checked and filtered, microphones and cameras will be accessible by the employer, and the activity of the employee in a matter of mouse clicks and keyboard typing

will be reported, in addition to browsing history which is a huge deal in employment monitoring since many employees are using the internet during their working hours to watch sports, TV shows, gambling, or even porn (Casser, 1996).

The monitoring software market is very prominent, and many new tools and software are introduced every year. In this study, I will focus on "TimeDoctor" which is a "software as a service (SaaS)" company that is based in Australia and provides monitoring software for all types of businesses. The software is a sophisticated monitoring tool, that can work on personal computers and mobile phones. It is focusing on recording the time spent on each task and application, the number of keystrokes/and mouse clicks, and the browsing history. It also takes some random screenshots to confirm the data and give managers more visibility (Abdullah Al Abri et al., 2019). A screenshot of TimeDoctor is presented in Figure 1.

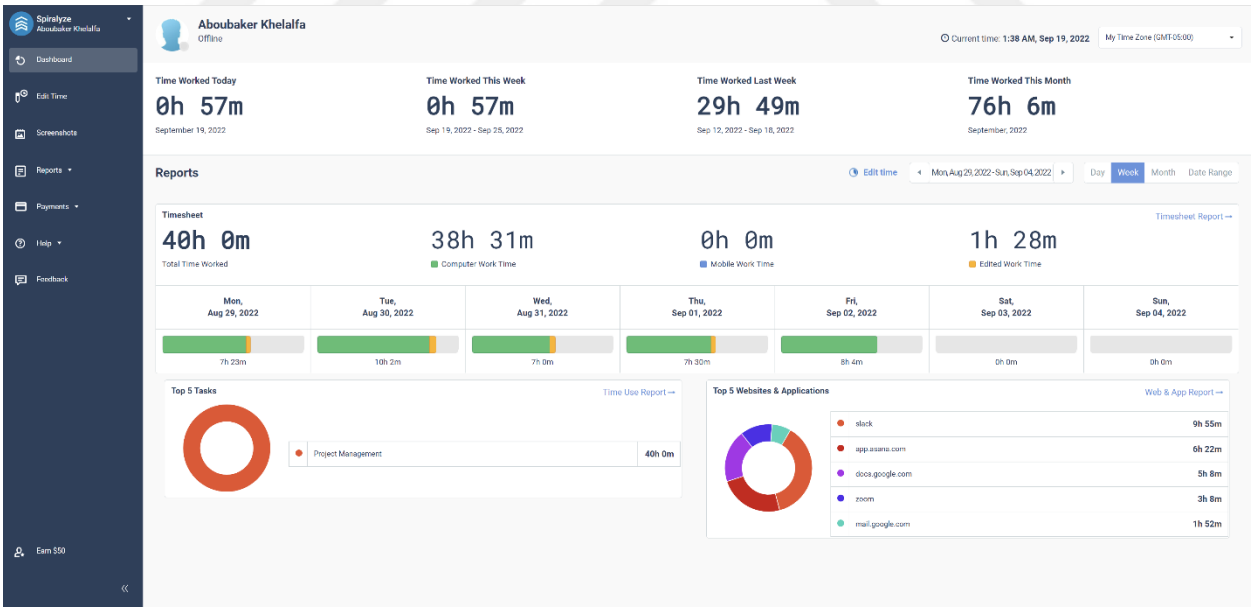


Figure 1. A Screenshot of TimeDoctor (TimeDoctor, 2019)

"Rescue Time" is also one of the famous web-based remote monitoring software, it was introduced in 2007 by a company that is based in the United States, more precisely in Seattle. The software was introduced as a self-monitoring software where people can track their time spent on

the internet, but it also allows managers to track their employees by linking the accounts under one organization. The software is available on all operating systems and the users can choose between two different plans, a free plan with a restricted feature but lifetime access, and one more advanced version that costs less than 10 USD per month (Abdullah Al abri et al., 2019). A screenshot of Rescue time is presented in Figure 2.

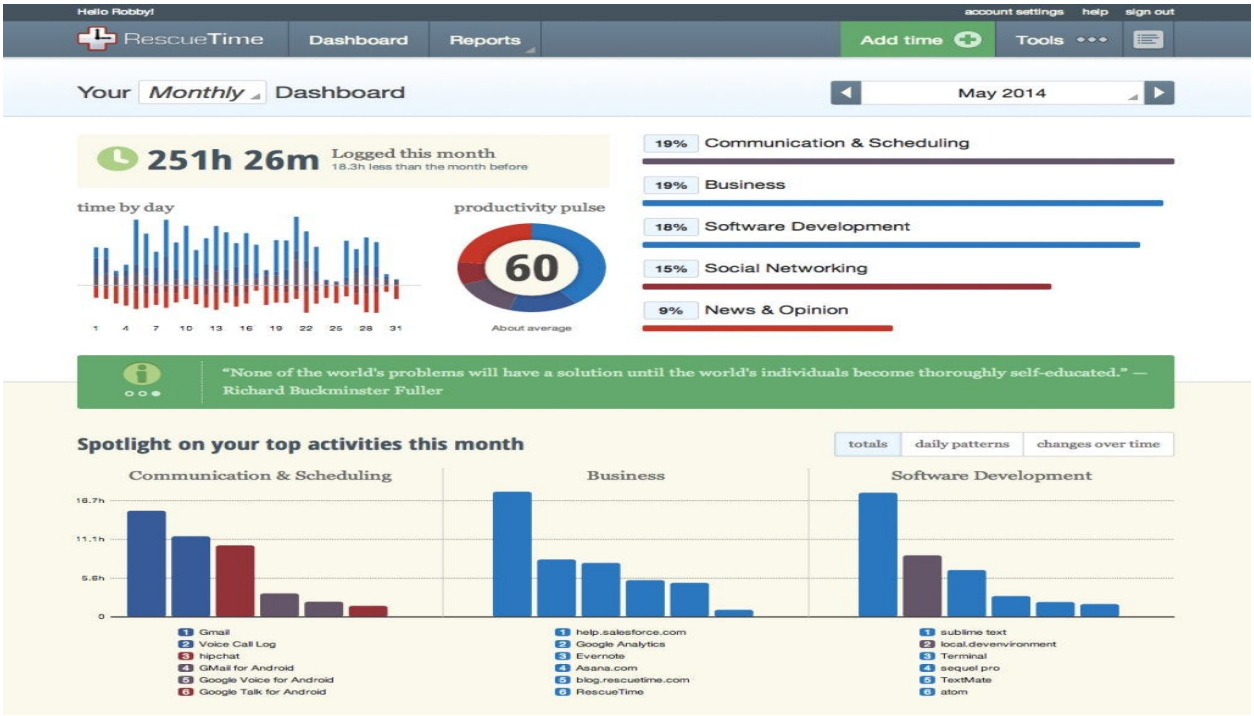


Figure 2. Rescue Time Dashboard (Softwareadvice, 2022)

"Toggl" is also one of the well-known monitoring software. It was developed by Toggl OU in the capital of Estonia back in 2007. Toggl is very user-friendly and can track projects and activity from different devices such as personal computers, Tablet PCs, and mobile. The software is free for any team or startup that has less than 5 team members, otherwise, there is a pro plan that costs 9 USD per month and offers a limitless number of reports, projects, and team members. This monitoring tool is perfect for small-size companies and freelancers (Abdullah Al Abri et al., 2019). A screenshot of Toggl is presented in Figure 3.

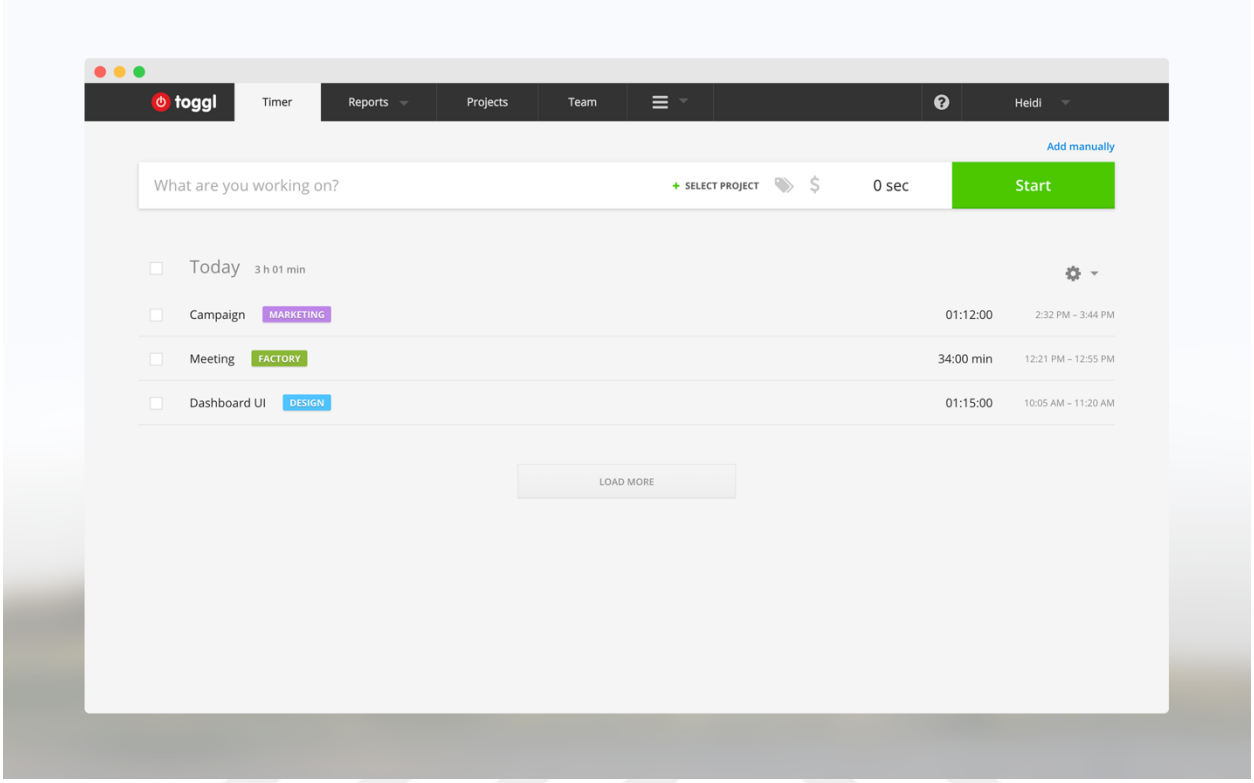


Figure 3: Toggl software dashboard (Toggl, 2022)

2.1.2. Issues Related to Remote Monitoring

The productivity, creativity, motivation, and well-being of the employees are affected by workplace surveillance (Ball, 2010). Sometimes, the monitoring software may not deliver the desired outcome of their implementation. The main reason is the breach of trust that monitoring can cause in a working relationship. The employees will not feel worthy and lose their engagement with the company's goals (Ulrike, 2013). This pressure and the “big brother effect” have a direct relationship with a significant decrease in productivity (Charbonneau & Doberstein, 2020).

Additionally, employee privacy can be heavily violated as a result of applying monitoring practices. All the activities that the employee may exercise on his working device can be tracked and stored with the help of third parties and monitoring software. In some cases, screenshots will

be captured randomly, the typing info will be captured, and even the browsing history will be backed. Therefore, companies must find a balance between the benefits of monitoring and the costs of breaching employee privacy (Mathis, 2000). Kallman (1993) performed an in-depth investigation on the potential issues that electronic monitoring is causing for both employers and employees. The main finding was that the issue is hiding in a tinny area which is the amount and intensity of monitoring and its effect on the employee's privacy. Employees were complaining of intrusive monitoring applied by the higher management. On the other hand, employers are noticing a huge drop in productivity from employees after knowing that their privacy is threatened. Delfino and Kolk (2020) found that an important amount of mistrust exists in the relationship between managers and remote employees. Managers are using remote monitoring tools to supervise and follow the work progress, but they are obliged to have many calls a day to confirm the progress. This is resulting in a waste of time and effort for both the employee and the managers.

2.1.3. Motives Behind the Use of Remote Monitoring

Every company has one or many goals to strive for. That is what creates the strategy and vision of a company. Employers need to follow the execution of decisions and make sure that the tasks are progressing, the problems are getting resolved, and the work is getting done following the path described by the executive board or the owners in general. Employers need always to make sure and verify that their workers are following their instructions precisely and that each one of them is performing his job description perfectly. That's the logical way to evaluate performance and decide the future of the employees, either to reward them or simply change them and search for more suitable profiles for the company (Bartol & Martin, 1991). Another important reason to monitor employees is to protect the company's secrets and competitive advantages from being

leaked to their rivals (Mathis, 2000). Zabian and Qawasmeh (2008) performed interesting research on private and public companies in Jordan and found that many employers are using monitoring software only for the sake of use, nothing more. On the other hand, many employers justified the use of monitoring software to ensure that the employees are using the resources of the company only for work purposes, and no one outside the company has access to its resources or internal knowledge. They also found that monitoring software prevents the employees from expressing their personal opinion about some sensitive topics such as politics using the company's identity which can damage the brand's reputation. Haag and Cummings (2010) found that employers are implementing monitoring technologies to protect themselves from being sued in justice due to the misuse of company resources by their employees. Likewise, the FBI states that 78% of employees are using their company's facilities to download inappropriate content such as pornography and unlicensed software. Some employees are also having some side hustles to maximize their income and they use their working time to complete tasks for a third part company. Zahara and Heri (2021) performed unique research that highlighted a great motive of monitoring employees which is protecting the employees from burnout. They mentioned that digital monitoring can be very useful in order to balance the workload of engaged employees who are ready to spend extra hours working to complete their tasks and the company's planned goals. Having a great understanding of how much effort is needed to achieve the company goals can set a credible estimation of the working hours needed to be performed by each employee.

2.1.4. Consequences of Remote Monitoring

Every action has a reaction. There are no exceptions in the remote monitoring case either. Many employees react differently to monitoring. Employees of different industries can react

differently to being monitored. While a good number of employees can support the idea of surveillance, others can dislike it but not reject it. Monitoring can raise the fear of getting fired, mistrust, and some privacy concerns. On the other hand, it can provide a detailed report on workforce behavior which can allow some optimizations that can make the work easier and more productive. Salim (2020) performed research in the banking industry and found that the final output of monitoring can be surprising. Most of the institutions that applied monitoring didn't get any sense of an increase in the overall performance of the institution. The monitoring of employees can give managers more insights into how the team member spends their working day. However, some employees may not care about the productivity of the company which is one of the goals of the higher management office. Many views can be valid for this new type of monitoring. In this study, I will highlight the potential effect of remote monitoring on the performance of remote employees. Many studies showed different results depending on the point of view of the employers and employees. From the employees' point of view, employees feel less trust and doubt work relationship quality with their employees which affected directly their job security. Many employees highlighted the fact that their privacy is being heavily violated which in turn created more tension and pressure for them (Hamed et al., 2008). Hu et al. (2017) found that companies that use electronic monitoring suffer from an important issue with employees' trust in the organization, with the access that monitoring tools can give to employers, employees feel that they are not being treated as trustworthy human beings. Still, employers are defending these monitoring tools so hard since it has positive aspects in terms of ensuring consistency in employee performance. The software is also well suited to saving costs since poorly performing employees can be reoriented to do less important tasks. Some employees accept remote monitoring and think that it is a great tool to properly measure and improve their performance. Which can affect their

skill level and yearly rewards. A study by Desai and Joshi (2018) showed that remote monitoring can be very helpful and give accurate data regarding measuring the performance of employees.

Di Maggio and Powell (1983) found that industry norms can affect the employee's reaction to remote monitoring, and the presumption of what is fair and unfair is built in the employee's subconscious based on the environment in which he is operating. As a result, the consequences of remote monitoring can be different from one industry to another. In some industries, employees can respond positively to remote monitoring, while in others, they may oppose it and think that it's unfair to be monitored. Alder (2001) found that the company's approach to remote monitoring has a decisive impact on the consequences on the employees. The companies that enrolled the employees in the process of applying remote monitoring and asked about their early feedback ended up having great reactions from employees. The employees themselves thought positively about remote monitoring considering it fair and helpful. Kalischko and Riedl (2021) also performed great detailed research about the consequences of monitoring and found that employees are exposed to more stress while being monitored, which can lead to some serious consequences such as burnout and depression. They found that monitoring can have a positive effect on the motivation of employees, especially the ones who perform simple repetitive tasks. Job satisfaction is also affected by remote monitoring, it can have a positive impact if the employees are well-informed about the details of the monitoring process and vice versa. Trust was also a part of the research. Employees with high trust in their organization showed a positive reaction to monitoring contrary to employees with no trust in their companies. On the other hand, Lim et al. (2009) found that remote monitoring can enhance employees' accountability by knowing that their performance is monitored and action tracked. Being aware of this tracking raises employee productivity and engagement in doing their job-related tasks. Remote monitoring made the evaluation of the

performance much easier. Lioyd et al. (2019) found that remote monitoring tools are a great source of credible performance measurement. The timely feedback and the handy data can contribute positively to the feedback loop. Managers can provide more precise feedback and advice to help employees upgrade their skills and improve their overall performance. Golden et al. (2010) found that remote monitoring also serves communication within the company. The communication features inside the remote monitoring tools can facilitate task completion by smoothing communication. It also fosters the information-sharing process regardless of the team members' locations. Remote monitoring also made the work accessible from different locations. Golden et al. (2005) found that by applying remote monitoring, employees had access to work from home or any place they preferred. This made performing job-related tasks less challenging and easier. Employees showed high levels of job satisfaction after having a better work/life balance. It also affected the job retention rates and the overall morale of the organizations in a positive way. Businesses that implemented remote monitoring reported important cost savings. Bailey et al. (2002) found that organizations that implemented remote monitoring started saving a lot by reducing the number of offices and their resources. Employees used less commuting which saved them the time and money to come to offices. Employers were still able to monitor the performance while having a win/win deal with employees.

2.2. Employee Performance

Employee performance is the quantity, quality, and efforts that an employee contributes to his or her company’s goal achievement (Đorđević et al., 2020). The performance of an employee can be measured by the quality and the quantity of what he or she can and can't do, his or her commitment to be present at work, the value and help that he or she can bring to the workspace

and the timeliness of output. Employee performance is based on many factors as per the job knowledge which is the overall knowledge that the employee must exercise and perform the job-related task. The initiative is one of the key indicators of employee performance which is the extra mile that the employee goes without being obliged to. Mental ability is also one important factor. It consists of how fast the employee can understand the job requirements. And finally, job performance is the availability and the overall commitment that the employee shows toward his duties (Wayne & Ferris, 1990). Generally, employee job performance is categorized and measured as contextual and text performance (Barnard, 1938).

2.2.1. Contextual Performance

Contextual performance was defined as the set of behaviors that can contribute to the performance of the company by affecting the context of work in different ways as per the social, cultural, and psychological side. It consists of affecting the surroundings with positive or negative behavior by showing empathy, helping team members, building friendly bounds, spreading positive vibes, and vice versa (Barnard, 1938).

One of the principal indicators of contextual performance is organizational citizenship behaviors. It is defined as the willingness to cooperate and display some extra role behaviors voluntarily (Barnard, 1938). Borman and Motowidlo (1993) define contextual performance as a direct contribution to the organization's effectiveness. Contextual performance gives the shape of the social and psychological concept of the organization by playing the role of the catalyst in all of the tasks and processes. In other words, contextual performance is a voluntary set of behaviors that can help the progress and accomplishment of tasks, if applied but that can't be punished if not performed. There are many dimensions of contextual performance. Researchers performed much

research on the dimensions of contextual performance and reached different results. Organ (1988) took into consideration all the previously discovered dimensions and developed a set of five major dimensions (i.e., altruism, conscientiousness, courtesy, sportsmanship, and civic virtue).

Altruism refers to a set of behaviors performed for the benefit of others, without waiting for a reward or personal gain. Altruism reinforces bounds and creates a common identity among employees (Fiedler & Sarstedt, 2010).

The second dimension was sportsmanship, which is a set of behaviors and attitudes that are characterized by fairness, respect, and dignity, demonstrated by employees in the context of work. It involves showing respect toward colleagues and accepting and supporting their good initiatives. Sportsmanship aims to create a positive and enjoyable experience for everyone involved in the workplace.

The third dimension is conscientiousness which is a personality trait that is characterized by a strong sense of responsibility, organization, and attention to detail. Employees with such characteristics are often described as dependable, reliable, and efficient (McCrae & John, 1992).

Courtesy is the fourth dimension. It refers to respectful and courteous behavior in social interactions and public discourse. It involves treating others with dignity and consideration, even in the face of disagreement or conflict (Troester, 2014).

The last dimension is civic virtue, which is the qualities and values that are considered important for employees to possess in order to participate effectively in their organization. These qualities typically include traits, such as responsibility, honesty, courage, compassion, and a commitment to the common good of the company (Organ & Ryan, 1995). Because in this research task performance is investigated, it will be explained in the later sections in detail.

2.2.2. Task Performance

Task performance was described by Campbell (1990) as the degree to which an individual successfully executes the required duties and responsibilities of a job. It is the spine of the overall performance of the company. Leadership boards tend to clarify the job description items very well to make it easy for the employee to perform his or her tasks with high efficiency and maximum independence (Hocine & Zhang, 2014). Carmeli et al. (2007) highlighted the significance of task performance. That can reflect the future of an employee's career since it is so important in the differentiation between a good and bad employee. On the other hand, it will also give an insight into where the company is heading. Having a group of employees who are high performers can build a strong prosperous company, while having poorly performing employees can lead the company to go bankrupt.

2.2.2.1. Techniques Used to Measure Employee Task Performance

Measuring task performance is critical for the assessment of company performance. According to Murphy (2012), two main techniques can be used to measure task performance: Subjective and objective measurement. Subjective measures are generally based on the overall feedback provided by other employees, such as supervisors, and coworkers. However, there is also a third subjective measure. It is self-assessment. In this study, the self-assessment technique is used. The subjective measurement technique is generally used in domains where it is hard to measure the output of workers, especially in managerial positions. Subjective measures are highly biased. It can be easily influenced by personal opinions which reduces the accuracy of the feedback. Greenberg (2017) gave some examples of subjective measurement techniques. For example, 360-degree feedback is based on collecting reviews from peers, managers, and

subordinates. Another technique, peer evaluation, consists of gathering feedback from the closest co-workers and asking them to evaluate their peers. Moreover, in the self-evaluation technique, employees are asked to evaluate their own work performance based on specific criteria. Finally, in the supervisory rating technique, feedback is collected from the supervisor of a specific employee (Bano & Sadaf, 2016). On the other hand, objective performance measures are more based on quantitative output, such as sales revenue, units produced, or goods delivered. It is generally used in jobs with easy outcomes to measure such as factories or shops. Objective measures can't be used in fields where the outcome is hard to measure such as leadership roles or academic fields. Breaugh (2009) mentioned many methods to measure employee task performance objectively such as counting the number and the time consumed in order to complete one or many tasks. Measuring the percentage of tasks completed on time, and tracking the errors made by the employee.

2.2.2.2. Factors Improving Task Performance

Task performance is critical for the output of the employee and the company in general. Much research was conducted to identify factors that can improve task performance. Locke and Latham (2002) found that having clear goals while performing a task can improve employee engagement since the employee will be aware of the desired final output to achieve. Receiving constructive feedback continuously is critical for improving task performance. After receiving feedback, employees can catch up on their mistakes and improve their performance early in the process and end up delivering a well-done task (Kluger & DeNisi, 1996). Having enough resources to perform the tasks is a critical factor in improving task performance. Jackson and Schuler (1985) found that having enough resources has a direct impact on the efficiency of performing tasks. If

the employees have enough information and equipment, they will complete the assigned tasks efficiently. This will lead us to another important factor which is training and development. Having information will help perform the tasks efficiently. But the only way to have enough information is by receiving good training that can teach the employees a set of new skills and knowledge (Locke, 1997). Working in a supportive work environment can positively contribute to improving the task performance of employees. If the company achieves to communicate that the employees are supported by the managers, they will feel appreciated and well-valued and this will lead to a boost in their performance and motivation (Rhoades & Eisenberger, 2002). Staying up to date by having training and a skill development program within the company can increase task performance. A well-trained and skillful employee is more likely to handle the task in an efficient way. Organizations that invest in their employee's skills are seeing high task performance (Arthur et al., 2003). Task variety is also crucial for task performance. Employees with a good variety of tasks showed high levels of creativity and skills development (Shalley et al., 2004). Parker (2000) found that being exposed to different tasks can lead to developing a wide set of skills that contributes to the adaptability to changing work demands. Recognizing the productivity and good work of the employees can also lead to higher task performance. Eisenberger et al. (2001) found that rewarding productive employees can raise their motivation and determination to achieve more success. It is also contagious in the work environment where other employees double their task performance to receive the same rewards.

2.2.2.3. Factors Decreasing Task Performance

Task performance can be heavily affected by a set of factors that can decrease it. Distraction is one of the serious factors that damages task performance. It can appear in the form of continuous

interruptions or a noisy/uncomfortable work environment. This will limit the employee's power to focus and create inefficient work conditions (Trafton et al., 2003). Lack of resources is also considered a negative factor that affects task performance. It generally appears to be a lack of manpower and technological equipment which makes completing a task very challenging for employees (Oldham & Cummings, 1996). Workload and task complexity can also affect employees' task performance negatively. Highly complex tasks that add an enormous load to employees' work schedules lead to increased stress and burnout which can limit their performances (Leiter & Maslach, 2009). Increased levels of work-related stress and burnout can decrease task performance significantly. High levels of stress can activate a psychological state called "fight or flight" which results in low memory retention, distracted attention, and low concentration (Sapolsky, 1996). Burnout characterized by emotional exhaustion, can cripple the employee's ability to problem-solving and reduce the ability to take the right decisions while performing his or her day-to-day tasks (Maslach et al., 2001). Lack of training can decrease task performance. Baldwin and Ford (1988) found that employees with a lack of knowledge and skills about their jobs are scoring high errors, and a low overall outcome compared to skilled employees. Managers can also affect employees' task performance by poorly communicating the goals and priorities of a task. According to Locke and Latham's (2002) research, a lack of clear understanding and uncertainty about desired output generally leads to employees being unable to complete tasks. Leadership with inadequate feedback is also causing employees to lose motivation and perform poorly. Feedback is a key stimulator of improving performance and career progress (Eisenbeiss et al., 2008). Micromanagement is also one of the factors that affect task performance negatively. Excessive control of employees generates continuous stress, decreases the sense of autonomy, and reduces creativity. Chaudhry and Javed (2012) found that a lack of support from leaders leads to

frustration in the team and harms the task performance of employees. Poor time management affects employee task performance negatively. For example, a study by Macan (1994) found that employees with poor time management skills reported a lower job performance rating and tended to show higher procrastinating behaviors and low motivation to complete the assigned tasks. Workplace fatigue from long hours of working affects task performance negatively. Barnes et al. (2012) found that long working hours can result in slower task completion and high error rates. Fatigued employees also showed low vigilance and alertness which provoked more work accidents (Dawson & McCulloch, 2005). Fatigue can also lead to negative emotional states, such as frustration, mood swings, and irritability. These emotions directly affect task performance and overall performance negatively (Barnes et al., 2012). Åkerstedt (2006) found that fatigue affects negatively motor skills. Employees operating production machinery cause many accidents while being fatigued. It is due to the reduced physical power and reactivity to prevent accidents.

2.3. Remote Monitoring and Employee Task Performance

Remote monitoring can have a positive impact on employees' task performance. It contributes directly to increasing accountability by knowing that employees are being watched and their work is tracked by their superiors. This will keep them motivated and have their focus sharpened on completing tasks. It also increases employee autonomy, which makes the employee more likely to accept and use new technologies that make his life easier and performance better (Sykes et al., 2009). Remote monitoring can also prevent job-related errors. A study by Huang et al. (2018) showed that employees using monitoring tools finished more tasks with a significantly low error rate compared to the group of employees who didn’t use these tools. A study by Hertel et al. (2017) found that remote monitoring can affect task performance by improving the quality

of communication and coordination between team members. Another study done by Debrah (2013) confirmed this finding by concluding that remote monitoring enhances communication between supervisors and employees by helping them provide clear constructive feedback. The feedback is based on the detailed reports that monitoring tools can produce. Talking about feedback, Knezek and Christensen (2017) found that by implementing remote monitoring employees can access real-time data that analyze their performance. This will lead them to quickly adjust their performance and avoid drops. In a meta-analysis of forty-six studies on remote monitoring, Gajendran and Harrison (2007) found that remote monitoring has a positive effect on job satisfaction which is a direct predictor of task performance. Being able to work from anywhere can raise performance since it delivers a better work/life balance, and it creates a chance for working from different locations including home. This can improve personal relations and reduce stress from long commuting hours and less family time (Bloom et al., 2015). In addition, remote monitoring can help employees facilitate communication among teams, improving overall teamwork and leading to better performance (Kock & Lynn, 2012). Considering these findings and the expressed reasoning, the first hypothesis was developed as follows:

Hypothesis 1: *Remote monitoring is positively related to employee task performance.*

2.4. Job Satisfaction

Job satisfaction was the topic of hundreds of studies in management. It is a common feeling among employees to express how they feel about their current work experiences. Researchers made several definitions of job satisfaction. Among them, Locke (1976) made one of the most cited definitions. He defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Others improved the definition and proposed

that job satisfaction is the indicator of the fit between an employee's actual job experience and his or her job expectations. When actual experience meets or exceeds expectations, satisfaction occurs. However, in the opposite case, dissatisfaction occurs (Judge et al., 2001). Likewise, Locke (1969) found that job expectations are mainly presented as gains. If an employee's gains meet or exceed his or her expectations, he or she will be satisfied. However, if the desired gains are not met, the employee will show clear dissatisfaction with his or her job. In line with efforts to conceptualize job satisfaction, Spector (1985) developed a construct comprising nine dimensions of job satisfaction. In this research, Spector's (1985) construct will be used because it is one of the prominent explanations for job satisfaction. According to Spector (1985), it is more useful to examine job satisfaction with nine dimensions. These dimensions are satisfaction with pay, promotion opportunities, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of the job, and communication. Satisfaction with pay indicates the extent to which an employee is satisfied with the adequacy, amount, and fairness of compensation. Satisfaction with promotion opportunities indicates the extent to which an employee is content with the availability, accessibility, and fairness of opportunities for career improvement. Satisfaction with supervision indicates the extent to which an employee is satisfied with the quality of communication, the interest, and the amount of support obtained from the manager. Satisfaction with fringe benefits indicates the extent to which an employee is satisfied with the amount and type of benefits out of salary, such as health insurance and paid vacation. Satisfaction with contingent rewards indicates the extent to which an employee is satisfied with the amount, fairness, and type of rewards that are given as a result of high performance and achievements. Satisfaction with operating procedures indicates the extent to which an employee is satisfied with the smoothness of the workflow, the way people work, and the rules that regulate how tasks will be

done. Satisfaction with co-workers indicates the extent to which an employee is satisfied with the way colleagues treat each other and their level of competence. Satisfaction with the nature of work indicates the extent to which an employee is satisfied with the meaningfulness, pride, and joy of the job. Satisfaction with communication indicates the extent to which an employee is satisfied with the coverage and clarity of the explanations made and information given by managers regarding duties (Spector, 1985). Employees' job satisfaction level is influenced by many factors. In addition, it has many desirable consequences. In the next sections, these aspects of job satisfaction are explained.

2.4.1. Factors Increasing Job Satisfaction

Judge et al. (2001) found that employees with high autonomy and those who received constant feedback showed higher job satisfaction levels compared to others. Employees can take full ownership of their work-related achievements through remote monitoring. They can work independently and take full credit which results in higher satisfaction (Janssen et al., 2013). Job satisfaction is also affected by work relationships (Meyer et al., 2002). Positive work relationships, especially those with supervisors can result in more job satisfaction because they lead to many benefits, such as increasing social support by helping employees cope with stress, motivation, and inspiration to perform in a better way, reducing stress and turnover because employees will be less likely to leave or change their jobs due to the good relations with others. Herzberg (1966) found that employees who face interesting challenges in their work are generally satisfied with their jobs. The reason why challenges are positively impacting job satisfaction is that they will give a sense of growth and accomplishment since the employees need always to learn new things to overcome these challenges. Also, accomplishing complicated tasks will give the employees a sense of

competence and self-efficacy which will raise confidence and satisfaction. Another study by Reisel et al. (2010) found that employees who feel safe in their jobs generally show high job satisfaction since they are not worrying about losing their jobs and monthly income suddenly, or having their health insurance suspended. These factors will help them focus more on getting their work-related tasks done. Kravitz and Wayne (2004) showed how fair pay and benefits are positively impacting job satisfaction. They found that having fair pay will automatically allow the employee to fulfill his or her basic needs in life and reduce financial stress. It is also a great sign of employers' appreciation for the work delivered by the employee. Employees with a high chance of enhancing their skills while performing their work-related tasks and with open chances for career development are more likely to be satisfied. Continuous training, workshops, and clear career paths are key factors for achieving growth within the organization (Tett et al., 1993). Deci et al. (1999) found that continuous recognition and reward of the employee's efforts and achievement increases job satisfaction. Employees feel appreciated and valued once their work is recognized. Supportive leadership is a key factor for satisfied employees. Eisenbeiss et al. (2008) found that employees with supportive managers tend to show more satisfaction with their work. Support creates a positive work environment and generates trust between teammates. A positive relationship will help employees enjoy their time at work and contribute to the creation of a positive workspace. (Rhoades & Eisenberger, 2002). Eisenberger et al. (1986) found that effective communication within the organization contributes to the employee's job satisfaction. Communication creates transparency within the organization which generates a sense of belonging. Sharing the organization's vision and goals helps engage the employees to double the effort to achieve that goal.

2.4.1. Factors Decreasing Job Satisfaction

Job satisfaction can be affected by work relationships (Meyer et al., 2002). A negative relationship with coworkers or supervisors will lead to negative feelings and generate tension in the work environment that reduces job satisfaction (Tims et al., 2013). Judge and Klinger (2000) found that employees with unfair compensation are mostly not satisfied with their jobs. Low pay leads generally to financial instability and eliminates the ability to save for the future. Health and mental problems can also be triggered by low pay. Low-paid employees usually suffer from health conditions due to high-stress levels. Even the crime rates skyrocket among the low-paid category of employees. Unfair treatment can affect employees' job satisfaction in a negative way. Byrne et al. (2002) found that unfair treatment generates many negative feelings as anger and distrust. A high level of work-related stress was observed within the category of employees who are not fairly treated at their work. It is very rare to report a high level of motivation within the mentioned category of unfairly treated employees. The lack of clarity of the job description and expectations can have a negative impact on job satisfaction. Locke and Latham (2004) found that the lack of clarity in job expectations leads to high levels of confusion and stress. Employees who are not clear about what is asked of them tend to be less efficient. Rizzo et al. (1970) found that ambiguous job descriptions generate a feeling of misunderstanding and lead often to half-done tasks or even no progress in task completion. This generates stress while the employee is trying to accomplish a task that he does not understand. The employees tend also to be disengaged which leads to absenteeism and high turnover rates. Dutton and Ragins (2007) found that the lack of support from supervisors and co-workers will reduce job satisfaction. Employees who are not supported by their supervisors tend to avoid making decisions and show less trust in their day-to-day tasks. Employees suffering from a lack of support showed low performance and high levels of turnover.

Micromanagement can affect job satisfaction negatively. Parker et al. (1997) found that micro-managing employees will damage personal trust and lead to poor decision-making skills. Micro-managed employees tend also to be less creative and show a high stress level. Work ownership and engagement are also damaged by the micro-management, employees feel like they are only executing orders and lose passion. Unclear job descriptions and requirements generate confusion and extra stress among employees. The absence of job fit was covered in research done by Edwards (1991). The finding was that if the job does not match the employee's personal traits and skills will lead to a struggle in task completion. The task complexity level will increase if the employee's skills do not fit the requirement. Continuous organizational change decreases employee job satisfaction. Changes such as process updates and leadership changes create uncertainty and instability (Tse et al, 2007). Kelloway et al. (2006) found that an unsafe workplace often reduces job satisfaction. Unsafe employees show less motivation and a disturbed decision-making process. High stress affecting both mental and physical health was recorded among employees working in unsafe workplaces. An unsafe workplace can be due to security issues or the lack of safety equipment that protects the employee's health.

2.4.3. Consequences of Job Satisfaction

The most significant consequence of job satisfaction is employee retention. Harter et al. (2002) found that satisfied employees are more likely to stay much longer in the same company compared to unsatisfied employees. Holtom et al. (2008) found that job satisfaction has a direct impact on turnover rates. Organizations with satisfied employees showed low turnover rates and resulted in maintaining institutional knowledge. High job satisfaction is also associated with less stressful work life. Greenhaus and Powell (2006) found that satisfied employees report a healthy

work-life balance due to the ability to handle stress-related work. Satisfied employees showed also fewer burnouts and more stable psychological health (Faragher et al., 2005). Schnall et al. (2000) found that employees with higher satisfaction show better overall health outcomes and experience less common work environment diseases, such as blood pressure and cardiovascular diseases. Satisfied employees show better engagement in organizational citizenship behavior, which leads the employees to contribute and deliver more than the job description. Satisfied employees develop a sense of loyalty and belonging to their organizations as a result of satisfaction (Organ & Ryan, 1995). Another important outcome of job satisfaction is customer satisfaction. Satisfied employees tend to enjoy their work more and provide a positive experience to the customers since they show friendly and helpful behavior while dealing with them. Heskett et al. (1994) found that the relationship between job satisfaction and customer satisfaction is generally called a "service-profit chain". The key success factor of the service-profit chain is the highly motivated employee. Satisfied employees tend to be more engaged and dedicated in their work and produce high-quality work (Kristof-Brown et al., 2005). Another positive consequence of job satisfaction is job knowledge and training. Satisfied employees tend always to seek new opportunities and acquire new learnings. Employees with fresh skills are always great for the company in the matter of providing better services to their customers (Riketta, 2008). Turban and Cable (2003) found that organizations with satisfied employees enjoy a good reputation and attract highly skilled employees, loyal customers, and valuable partners. A good reputation is a key factor in an organization's growth and financial well-being. Satisfied employees are more likely to be more innovative and creative. Creative employees are a must for a company to introduce competitive new products and services (Bledow et al., 2009). Organizations with satisfied employees handle the changes in a good way. Judge and Bono (2001) found that satisfied employees are more likely

to handle the changes in process, company structure, or even mergers in a better way compared to less satisfied employees. Organizations with satisfied employees show better decision-making ability. Satisfied employees tackle challenges with a positive mindset that leads to better decisions and solutions (Harter et al., 2002). Satisfied employees show less burnout and job strain. Wright and Bonett (2007) found that job satisfaction helps employees avoid the burnout stage. Satisfied employees are more likely to handle work-related stress and job demands. Good stress-handling employees are more likely to avoid reaching the emotional exhaustion stage.

2.5. Meditating Role of Job Satisfaction

Several research studies were conducted to inspect the effect of remote monitoring on employee performance. Applying remote monitoring within an organization will lead to an increase in the employee's sense of accountability. Tracked employees know that they are being watched. They always put more effort into performing the tasks and they show more discipline in task delivery. As a result, their management skills improve (Smith, 2019). Johnson and Lee (2020) found that remotely monitored employees are more efficient. The managers can track the employee's activity and share detailed constructive feedback. By tracking the work closely optimizing opportunities appear, such as reorganizing the task description and improving communication streamlining. Garcia and Anderson (2017) found that the data-based feedback based on the remote monitoring reports is extremely accurate. Not like the generic feedback that does not highlight the pain points precisely and can be easily pushed back by the employees. Remotely monitored employees are generally more satisfied with their work (Baker & Davis, 2015). Remote monitoring allows employees to work from several locations without the need to commute to the workplace. They generally develop a better work/life balance which increases their

satisfaction with the work and their performance. Gomez and Wang (2020) found that remote monitoring software includes many tools that facilitate communication and sharing. Features such as live chat, video, and file sharing help put all the teammates on the same page to solve problems and streamline communication within the organization. Miller and Garcia (2014) found that organizations that use remote monitoring develop a data-based reward system that motivates employees to perform better. Remote monitoring facilitates the evaluation process by providing detailed reports about each employee. Rewarding employees helps create a positive morale within the organization leading to higher productivity and job satisfaction. By having detailed reports about the performance of employees the promotions will be distributed fairly between the high-performing team members. Smith & Johnson (2017) found that allowing employees to work remotely using the help of remote monitoring boosted employee job satisfaction. Being able to work from home while having full manager access to watch employees progress on tasks motivates the employees since remote working is perceived as an employee benefit. Remote monitoring can help higher management in training customization for each employee. This helps the training to be more efficient and pain-point-oriented. Receiving efficient pieces of training increases the employee's self-confidence and satisfaction by enhancing his skills (Adams & Martinez, 2019). Allowing the employees to work from different locations including home while monitoring them resulted in higher flexibility and work/life balance (Choudhury & Pentland, 2003).

Deci and Ryan (200) found that employees who use remote monitoring have more control over work schedules—allowing them to better manage their life-related responsibilities which increases autonomy. The increased autonomy contributes directly to higher pay satisfaction since they are more in control of the output of their work. Many studies have shown that remote monitoring leads to higher productivity (Bloom et al., 2015). Employees who perceive themselves

as a great asset to the company due to their high productivity and terrific performance are generally satisfied with their remuneration. Remote monitoring tools allow the managers to supervise the employees without their presence. Employees working from home spend less money on commuting, fuel, and restaurants. The reduced expenses lead to higher pay satisfaction (Smith et al., 2023). Therefore, remote monitoring can positively relate to satisfaction with pay.

Employees that receive fairness in their workplace, especially compensation and fair payments are more likely to work more efficiently and to show a higher commitment. Mayer (2020) highlighted the importance of fairness in the workplace and found that it directly affects the employee's task-related behaviors and outputs. Adams (1965) found that compensation plays a huge role in the employee's satisfaction. His findings were about how the employee compares his skills and efforts with'the output which is the salary. Fair compensation is one of the main predictors of job satisfaction (Ng, 2002). Setting challenging goals that can be achieved motivates the employees to perform optimally. While being satisfied with their payments, employees show higher task performance and help the organization achieve goals (Locke & Latham, 2002). Pay satisfaction increases the sense of belonging and commitment. Meyer and Allen (1991) performed interesting research on the relation between satisfaction with pay and employee commitment. They found that satisfied employees are more likely to go the extra mile in a task and perform better than normal employees. Fair pay positively affects the employee's emotions. By feeling good about their compensation, employees tend to show more competence and engagement in work contributing to performance improvement (Spreitzer et al. 2017). Therefore, satisfaction with pay can positively relate to task performance. Accordingly, the following hypothesis is developed:

Hypothesis 2: *Satisfaction with pay mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with pay and satisfaction with pay is positively related to task performance.*

Researchers such as Smith (2020) have found that remote monitoring is a boost for transparency and integrity within organizations. Remote monitoring enhances the trust between coworkers and gives the managers the ability to measure the employee's performance accurately and fairly. Remote monitoring tools generate reports that include many metrics to measure the different aspects of employee performance. As a result, the satisfaction of employees increases since they are aware of the performance expectations and trust the evaluation process to get promotions. Smith et al. (2016) found that remotely monitored employees are generally more likely to get promoted due to the continuous contact and performance reports that are usually recorded daily. A study performed by Allen et al. (2015) found that remote monitoring tools increased productivity and the overall performance of the employees. This study found also that the monitoring tools increased transparency and fairness in the promotion process. The monitoring tools reduce the chances of bias and favoritism in the employee performance evaluation process. Cropanzano et al. (2012) confirmed the previous findings and added that remote monitoring helped the manager conduct an equitable performance evaluation. The fairness of the process was reflected in the satisfaction of employees who accepted the promotion decisions of managers with no complaints. Therefore, remote monitoring can positively relate to satisfaction with promotion opportunities.

Satisfaction with promotion opportunities has been identified as a significant predictor of employee motivation and task performance (Johnson & Lee, 2019). Employees who see their

future path within organizations are more likely to show more commitment and work harder to get promotions (Bakker & Demerouti, 2017). DeNisi and Pritchard (2016) found that employees who believe their efforts are recognized and valued through avenues like promotions are more likely to show high levels of performance and satisfaction toward their work. Hackman & Oldham (1976) found that employees who believe that they have a fair chance and an open possibility to get promoted are more likely to work harder. Employees tend to be more focused on proving their worth and skills to their managers. This results in a higher contribution to the company goals. Having the opportunity for career advancement has a positive effect on employee performance. Locke & Latham (2002) found that the standing chance of promotion motivates employees to set high goals to achieve. This mindset pushes the employees to be laser-focused and highly performing on their daily tasks. Pierce et al. (2010) found that employees who are satisfied with their promotion chances scored higher in task performance. The reason is the ownership that they developed toward their tasks and job description. The better they perform the sooner they get promoted. Therefore, satisfaction with promotion opportunities can positively relate to task performance. Accordingly, the following hypothesis is developed.

Hypothesis 3: *Satisfaction with promotion opportunities mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with promotion opportunities and satisfaction with promotion opportunities is positively related to task performance.*

Garcia and Martinez (2020) highlighted that implementing remote monitoring in organizations leads to higher job satisfaction among employees. The monitoring tools can be considered as a support tool that allows the higher management to jump in and help employees

with their struggles. Gomez and Wang (2020) found that the detailed reports provided by the remote monitoring software can highlight many metrics, this allows the supervisors to spot the areas of weakness with the employee. This will allow supervisors to efficiently guide the employees doing tasks. Johnson and Lee (2022) found that employees who are being monitored using remote monitoring software who felt supported by their managers reported high levels of job satisfaction. The strong relationship generated by the high levels of communication between employees and supervisors results in better job performance (Wang & Zhao, 2021). Remote monitoring leads to a better understanding of the employee by his managers. Remote monitoring tools also play a facilitator role in communication between supervisors and their team members. McCloskey & Wright (2020) found that remote monitoring improved communication within teams. The use of such technology results in proactive behavior from employees in communicating work-related updates. Deci and Ryan (2000) found that remote monitoring tools allowed the manager to customize their treatment of employees. The tailored feedback and the specific dealing with each employee resulted in higher satisfaction with supervision. Remote monitoring also allowed the supervisor to deliver feedback from anywhere. This gave the employees more flexibility and freedom. The employees experienced a higher work/life balance resulting in higher satisfaction with the monitoring process held by their supervisors (Smith et al., 2016). Therefore, remote monitoring can positively relate to satisfaction with supervision.

LePine et al. (2005) performed research on the relationship between satisfaction with supervision and task performance. They found that employees who were satisfied with their supervisors showed more respect and developed a friendly relationship. Also, they showed high levels of commitment and ownership leading to better motivation. Yuki (2013) found that satisfaction with supervisors allows employees to better react to the goals set by the company.

Making them a better version of themselves. Remote monitoring allows supervisors to set goals in an optimal way that suits the employees' skills and capacity. Pierce et al. (2010) found that satisfied employees feeling valued by their supervisors develop a sense of ownership toward their jobs. The ownership will lead to better efforts and higher commitment. Tepper (2000) found that supportive behavior from supervisors prevents employees from being under stress. The relief of feeling supported generates a positive feeling that leads to a higher focus and better performance. Supervisors who succeed in generating a supportive and trustworthy relationship with their employees enhance their creativity. Amabile (1988) found that employees who are comfortable with sharing their thoughts with supervisors solve higher rates of problems. Employees who share their thoughts can think out of the box and perform better when they are satisfied with their supervisors. Therefore, satisfaction with supervision can positively relate to task performance. Accordingly, the following hypothesis is developed.

Hypothesis 4: *Satisfaction with supervision mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with supervision and satisfaction with supervision is positively related to task performance.*

Remote monitoring practices can potentially impact how employees perceive their fringe benefits, which, in turn, might influence their overall job satisfaction. Much research covered fringe benefits. It is the nonmonetary perks such as health insurance and retirement plans offered by employers. Remote monitoring can help employers generate specific performance reports for each employee. The customized reports lead to the creation of a specific fringe package for the top-performing employees (Griffith, 2015). The technological solution offered by remote

monitoring contains many communication channels. The supervisors and employees can be in touch 24/7 which allows a smooth discussion about benefits and compensation to flow. Hinds and Bailey (2003) found that companies using monitoring tools are more likely to have employees as a part of decision-making. Brown and White (2019) found that employees who perceive their fringe benefits as valuable and tailored to their needs are more likely to report higher job satisfaction levels. These benefits contribute significantly to an employee's overall job satisfaction and their commitment to the organization. Happy employees with fringe benefits tend to experience a higher sense of well-being which affects job satisfaction. Kahn and Byosiere (2002) found that the data provided by monitoring tools on employees' performance reduces the stress related to performance anxieties. This leads to an increased appreciation for fringe benefits designed to support employee health and well-being. Therefore, remote monitoring can positively relate to satisfaction with fringe benefits.

Many studies showed a positive relation between satisfaction with fringe benefits and task performance. For example, Harter et al. (2002) showed that employees satisfied with their fringe benefits are 20% more engaged in their work. The high engagement had a direct effect on their task performance resulting in a higher overall performance. Kelloway and Cooper (2017) found that comprehensive fringe benefits such as healthcare, mental health days off, and child support contribute to the overall employee's well-being. The reduced stress caused by employee well-being leads to higher productivity and performance (Hewlett et al., 2019). Employees with good benefits packages such as fringe benefits feel safe in their jobs. The safety feeling will lead to more risk-taking and solution orientation that push the creativity of the employees. This will improve the process and the competitiveness of the company. The improved process will increase the performance of employees and make them more productive (Amabile, 1996). Goetzel et al. (2004)

found that employees benefiting from good fringe benefits packages scored less absenteeism ratios compared to other employees. Less absenteeism contributed directly to higher performance. Therefore, satisfaction with fringe benefits can positively relate to task performance. Accordingly, the following hypothesis is developed.

Hypothesis 5: *Satisfaction with fringe benefits mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with fringe benefits and satisfaction with fringe benefits is positively related to task performance.*

Robertson and Wu (2020) demonstrated that remote monitoring significantly improved employees' adherence to tasks and deadlines. Remote monitoring can motivate employees to work harder knowing they are being watched. Another research done by Davis and Smith (2019) found that employees subjected to remote monitoring exhibited a higher level of task completion rates compared to those without such monitoring. When contingent rewards are perceived as fair and attainable, employees experience a sense of accomplishment, boosting their job satisfaction and, subsequently, task performance. Li et al. (2022) highlighted the importance of transparent communication regarding contingent rewards in remote work environments. Clear communication fosters trust between employers and employees, ensuring that contingent rewards are perceived as fair and achievable. In turn, this perception positively influences job satisfaction and, consequently, enhances task performance among remote employees. Remote monitoring offers more insights into the employee's performance. The data provided by remote monitoring tools can be used to allocate the contingent benefits correctly and optimally. This will increase the employee's satisfaction with the contingent benefits (Griffith, 2015). Allen et al. (2015) found

that remote monitoring plays an important role in making the reward system more transparent. The digital tools track the performance objectively. The connection between the employee efforts and the amount of contingent benefit they get becomes transparent. This contributes to employees' satisfaction with contingent benefits. Traditional performance measurement is subjective. Employees frequently report unfairness in their performance evaluation leading to obtention of an unfair amount of contingent benefits (Cropanzano & Mitchell, 2005). Remote monitoring tools provide objective reports that lead to a fair contingent benefits allocation to employees. Therefore, remote monitoring can positively relate to satisfaction with contingent rewards.

García et al. (2012) found that satisfaction with contingent rewards is fundamental for employees' motivation. Employees who can see their efforts being rewarded showed high task performance scores. This can contribute to achieving the organizational goals. Much research was conducted to investigate the psychological effect of contingent rewards. Higgins (2020) explored the role of contingent rewards in fulfilling employees' self-esteem needs. This resulted in a higher confidence that leads to braver decision-making that improves task performance radically. Satisfied employees with the contingent benefits they are getting showed higher motivation to perform tasks. The rewards they are getting make them feel valued and recognized within their organization. The satisfaction translates into better task performance to maximize the benefits and unlock new rewards (Ryan & Deci, 2017). Therefore, satisfaction with contingent rewards positively relates to task performance. Accordingly, the following hypothesis is developed.

Hypothesis 6: *Satisfaction with contingent rewards mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with contingent rewards and satisfaction with contingent rewards is positively related to task performance.*

The relationship between remote monitoring and employee satisfaction was investigated by many researchers. Smith and Johnson (2019) found that by implementing remote monitoring systems, a positive satisfaction influence was observed among employees. This is due to providing them with more flexibility and autonomy. Furthermore, Garcia et al. (2020) found that remote monitoring tools optimized the work processes, which resulted in an important increase in satisfaction among employees. By using remote monitoring tools, a two-way communication channel is automatically created. The managers will be completely in touch with their employees. This will allow managers to share their feedback to optimize the employee performance. The employees can also give their feedback regarding the process and the operating procedures and how to potentially improve it (DeNisi et al., 2012). Hinds and Bailey (2003) found that remote monitoring contributes to improving the operation procedures by reducing micromanagement. Employees are generally sensitive to micromanagement and prefer more freedom. Remote monitoring tends to focus on the final output. Kahn and Byosiere (2002) found that remote monitoring contributes to improving operation procedures. The detailed reports provided by the monitoring tools explain why and how to improve the current procedures based on real-world data. This helps to overtake the bottlenecks and obstacles faced by employees while using the current process. Therefore, remote monitoring can positively relate to satisfaction with operating procedures.

Many studies linked job satisfaction with higher task performance. Wang and Liu (2018) performed research and found a strong positive relation between employee task performance and satisfaction, Thompson (2021) discovered that employees that are happy with their operating procedures generally show a higher level of engagement. Employees who are satisfied with their

operational procedures are more likely to improve their skills since the repetitive execution that the process provides can act as a training tool. This will lead to efficient task performance (Eraut, 2000). Satisfied employees with their operation procedures show fewer work-related errors. This is due to the consistency provided by the process. The consistent outcome is considered as one of the pillar task performances (Podsakoff et al., 2014). Kahneman (2011) found that satisfied employees with operation procedures are showing higher performance. The explanation was related to less stress and fatigue shown by employees. A well-designed procedure will be easily adopted by employees and leads to better task performance. Therefore, satisfaction with operating procedures can positively relate to task performance. Accordingly, the following hypothesis is developed.

Hypothesis 7: *Satisfaction with operating procedures mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with operating procedures and satisfaction with operating procedures is positively related to task performance.*

Remote monitoring plays an important role in employee satisfaction (Smith, 2019). Many studies found that remote monitoring enhances employee engagement which results in higher job satisfaction (Gupta et al., 2020). Work-related attitudes are generally affected by the state of satisfaction of employees. Kim et al. (2020) focused on the remote monitoring case. They found that virtual teams working remotely and using remote monitoring reported positive social interactions which positively influenced job satisfaction, emphasizing the significance of interpersonal relationships in remote settings. Smith et al. (2016) Found that remote monitoring contributes to raising trust between colleagues which results in better relationships between

coworkers. The ability to handle the workload independently while being monitored increases the respect between coworkers, especially managers and employees. The ability to deliver tasks without being micromanaged is a great sign of commitment. Griffith (2015) found that implementing remote monitoring ethically and transparently will reflect the amount of contribution of team members to the tasks. This will create a collaborative culture that improves the satisfaction of coworkers. Therefore, remote monitoring can positively relate to satisfaction with coworkers.

Jackson and Lee (2017) found that good relationships with co-workers positively effect job satisfaction and help create a healthy work environment. Another research heald by Wang and Liu (2018) found an important relationship between satisfaction with co-workers and team performance in virtual work environments. Employees who built a professional trust relationship were able to cooperate effectively and scored a higher performance in task completion. A study led by Johnson (2022) found that there is a mediating role between satisfaction with co-workers and task performance. Employees who are satisfied with their coworkers tend to help each other in dealing with problems. The satisfaction with coworkers will also create a strong belonging feeling. Harter et al. (2002) found that satisfied employees on their coworkers developed a sense of camaraderie and contributed to making the work much more enjoyable. This will reduce stress and increase performance. Therefore, satisfaction with coworkers can relate positively to task performance. Accordingly, the following hypothesis is developed.

Hypothesis 8: *Satisfaction with co-workers mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with co-workers and satisfaction with co-workers is positively related to task performance.*

Recent studies found that the relationship between remote monitoring and satisfaction with the nature of the job is positive. Employees using remote monitoring tools received more feedback and guidance from their managers making it more of a skill enhancement process than surveillance. (Jackson & Brown, 2021). Mokhtarian and Salomon (2001) found that remote monitoring allows employees to get rid of commuting to the workplace. This was not available before the integration of the digital monitoring tools. Eliminating commuting resulted in both less work-related stress and better economies on transportation prices such as petrol or transportation tickets. Another research performed by Roberts and Lee (2022) found that the transparency generated by monitoring technologies positively impacted the employees' perception, which resulted in higher satisfaction with the nature of the job. Work/life balance is critical for any employee. The autonomy that remote monitoring deployment gave to the daily planning of employees, resulted in better work/life balance and made employees more satisfied about the nature of their jobs (Hill et al., 2001). Remote monitoring allowed employees to work freely from different locations while being monitored by their supervisors. Golden and Veiga (2005) found that this fact has allowed employees to be more in control of their lives which makes them more satisfied with the nature of their jobs. Therefore, remote monitoring can positively relate to satisfaction with the nature of the job.

Satisfaction with the nature of the job is an important factor in job satisfaction. Employees who find their job description interesting and suitable for their intellectual skills and interests reflected an increased job satisfaction (Locke, 2019). Judge et al. (2001) found that satisfied employees with the nature of their jobs showed higher motivation and commitment toward their job-related tasks. The satisfied employees performed the required tasks efficiently since they were engaged. Wright and Croponzano (2000) found that satisfied employees are not likely to get stress-

related issues. Satisfied employees experience low levels of stress. Reduced stress levels contribute to higher energy levels reflecting a better task performance. Satisfaction with the job nature is associated with positive work attitudes like commitment, initiative, collaboration, and teamwork (Hulin, 1991). Nguyen et al. (2020) found a strong positive relationship between satisfaction with the nature of the job and employee engagement, generating a sense of ownership and a high commitment index among workers. Satisfaction with the nature of the job is a strong predictor of task performance. Happy employees who are satisfied with their job description are more likely to show initiative and excellence during their work (Locke & Latham, 2018). Remote monitoring made the employees more engaged since they knew someone was watching them. Bloom et al. (2015) found that employees under remote monitoring score higher task performance compared to normal employees. Therefore, satisfaction with the nature of the job positively relates to task performance. Accordingly, the following hypothesis is developed.

Hypothesis 9: *Satisfaction with the nature of the job mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with the nature of the job and satisfaction with the nature of the job is positively related to task performance.*

Communication is a key factor in an organization's success. Smith and Johnson (2018) found that remote monitoring tools streamline communication among organizations, making communication reachable and easier to initiate. Remote monitoring tools have many features such as huddles and voice messaging. These features help streamline communication among the company. Resulting in higher collaboration rates and transparency. Griffith (2015) conducted research on fairness and transparency in the workplace. He found that remote monitoring tools increase transparency. Employees are often worried about transparency in communication. The

monitoring tools provide activity dashboards, communication logs, and progress reports. Making communication at the top level within organizations. Lee et al. (2020) demonstrated that effective communication mediated the positive impact of remote monitoring on team cohesion and satisfaction by streamlining the communication within the teams. Remote monitoring tools can facilitate real-time feedback. The monitoring tools have many features such as comments on employees' activity and detailed reports that help the managers improve their employees' skills and reduce misunderstandings and rework. This will contribute to the employees' satisfaction with communication since their work will be efficient (Hinds & Bailey, 2003). Therefore, remote monitoring can positively relate to satisfaction with communication.

Chen and Wang (2017) found a positive relationship between satisfaction, communication, and task performance. Streamlined communication generates a supportive work environment by keeping the team members well-informed about organizational goals and helping them stay motivated. Smith and Johnson (2018) found that satisfaction with communication plays a crucial mediating role in the relationship between remote monitoring and task performance since the remote monitoring tools ensure streamlined communication. A satisfied employee scores a higher task performance. Employees satisfied with communication feel more trust, respect, and understanding of each other (Cropanzano & Mitchell, 2005). This will generate a collaborative environment that will lead to higher task performance and deliverability (Lepak & Smith-Cavanagh, 2007).

Satisfaction with communication reduces task ambiguity and clears up the success path. Boudreau and McCrea (2004) found that clear and open communication channels contribute directly to the improvement of task performance. This can clarify the expectations and draw a roadmap toward the organization's goals (Harter et al., 2002).

This reduces confusion and misunderstandings, allowing individuals to focus their efforts efficiently and effectively, ultimately leading to better task outcomes. Therefore, satisfaction with communication positively relates to task performance. Accordingly, the following hypothesis is developed.

Hypothesis 10: *Satisfaction with communication mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with communication and satisfaction with communication is positively related to task performance.*

The theoretical model based on these hypotheses is presented in Figure 4.

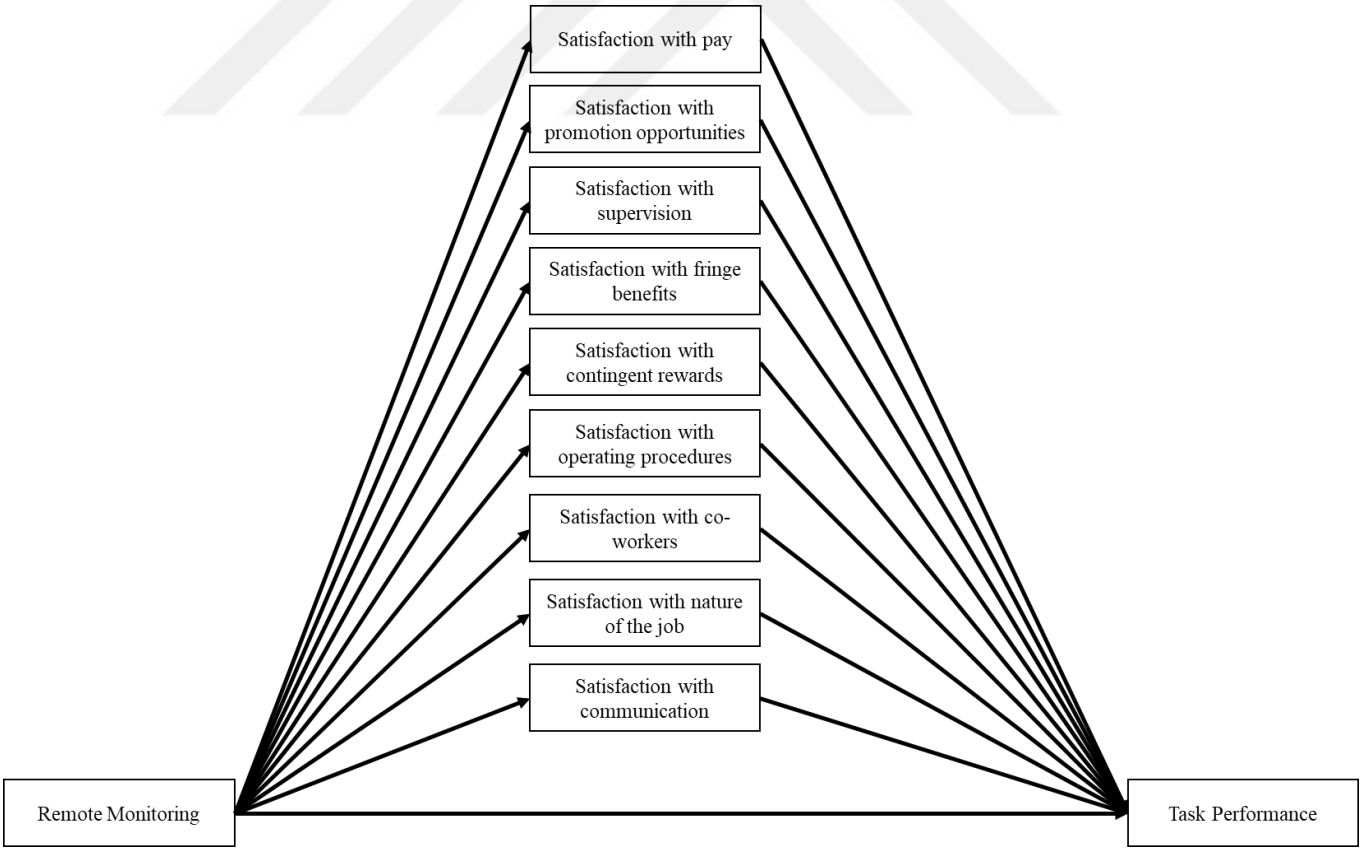


Figure 4 Theoretical model based on these hypotheses

3. METHOD

3.1. Universe and Sample

A digital questionnaire survey was conducted to collect data from 305 white-collar employees who work remotely in 5 different tech companies operating in the United States, India, Turkey, and Algeria. The universe comprises approximately 1060 employees. The universe's roles differed from project managers, designers, QA testers, data researchers, and executives. Of the participants, 144 (47.2%) are female, 161 (52.8%) are male, 120 (39.3%) are married, 185 (60.7%) are single, 19 (6.2%) have an associate degree, 134 (43.9%) have a bachelor's degree, 146 (47.9%) have a master's degree and 6 (2%) have a doctoral degree.

3.2. Data Collection Instruments

The data collection instrument used in this research was a questionnaire form on "google.com". The questionnaire consisted of 3 different sections. The first section was an introduction to the study and provided instructions on filling out the form. The second section presented items to measure job satisfaction and task performance. The third section contained questions about the participant's demographic characteristics, including age, gender, marital status, and educational level. The questionnaire form is presented in Appendix 1.

3.2.1. Remote Monitoring Attitude Scale

To measure attitudes of participants toward remote monitoring a scale developed by Chalykoff and Kochan (1989) was used. The scale is unidimensional, and it comprises 3 items. Each item is scored over 7 points (1: Strongly disagree, 7: Strongly agree). The first 3 items on the questionnaire form measure remote monitoring attitude. Items 2 and 3 are reverse coded. High scores indicate a positive attitude toward remote monitoring. Factor analysis results indicated that

the factor loading of items varies between 0.94 and 0.96. A Cronbach α = 0.95 proved the internal consistency of the scale.

3.2.2. Task Performance Scale

To measure participants' task performance, a scale developed by Morgeson et al. (2005) was used. The scale is unidimensional, and it comprises 5 items. Each item is scored over 7 points (1: Strongly disagree, 7: Strongly agree). Items 4 - 8 on the questionnaire form measure task performance. High scores indicate a high-performance level. To test the validity, a factor analysis was performed. Factor analysis results indicated that the factor loading of items varies between 0.82 and 0.92. A Cronbach α = 0.93 proved the internal consistency of the scale.

3.2.3. Job Satisfaction Scale

To measure the job satisfaction, a scale developed by Spector (1985) was used. The scale is nine-dimensional, and it comprises 36 items. Each item is scored over 7 points (1: Strongly disagree, 7: Strongly agree). Items 9 - 44 on the questionnaire form measure job satisfaction. Dimensions are as follows: Satisfaction with pay is measured by items 9, 18, 27, and 36, satisfaction with promotion opportunities is measured by items 10, 19, 28, and 41, satisfaction with supervision is measured by items 11, 20, 29, and 38, satisfaction with fringe benefits is measured by items 12, 21, 30, and 37, satisfaction with contingent rewards is measured by items 13, 22, 31, and 40, satisfaction with operating procedures is measured by items 14, 23, 32, and 39, satisfaction with coworkers is measured by items 15, 24, 33, and 42, satisfaction with nature of work is measured by items 16, 25, 35, and 43, and satisfaction with communication is measured by items 17, 26, 34, and 44. Of these items, 10, 12, 14, 16, 18, 20, 22, 24, 26, 27, 29, 31, 32, 34,

37, 39, 40, 42, and 44 are reverse coded. Each item is scored over 7 points (1: Strongly disagree, 7: Strongly agree). Higher scores indicate a high satisfaction level. Factor analysis results and Cronbach α values are presented in Table 1.

Table 1. Factor Loadings and Cronbach α Values for Job Satisfaction Scale

Dimension	Factor Loadings	Cronbach α
Satisfaction with Promotion Opportunities	0.96	0.93
	0.89	
	0.87	
	0.94	
Satisfaction with Pay	0.93	0.94
	0.92	
	0.91	
	0.92	
Satisfaction with Contingent Rewards	0.90	0.91
	0.90	
	0.88	
	0.88	
Satisfaction with Fringe Benefits	0.91	0.92
	0.91	
	0.89	
	0.91	
Satisfaction with Supervision	0.89	0.90
	0.89	
	0.88	
	0.87	
Satisfaction with Communication	0.93	0.93
	0.90	
	0.90	
	0.92	
Satisfaction with Coworkers	0.97	0.98
	0.96	
	0.96	
	0.97	
Satisfaction with Nature of Work	0.93	0.93
	0.91	
	0.90	
	0.92	
Satisfaction with Operating Procedures	0.92	0.95
	0.92	
	0.93	
	0.94	

3.3. Data Collection and Analysis Procedures

The data were collected through a digital questionnaire survey between 21 September 2023 and 06 May 2024. The digital survey was prepared by *surveey.com*. The digital questionnaire form comprised three sections. In the first section, instructions to fill out the questionnaire form were given and consent was obtained from each participant to ensure their voluntary participation. Only those who gave their consent by clicking the *next* button were allowed to move to the next screen and continue filling out the questionnaire form. In the second section, items of each scale (i.e., remote monitoring attitude scale, task performance scale, and job satisfaction scale) were listed. In the third section, questions related to participants' demographics were asked, such as age, gender, education level, and marital status. The questionnaire form is presented in Appendix 1. Participants were accessed by reaching out to HR directors from tech companies and by focus groups in tech events. A link to the questionnaire form was shared with participants through email and instant messaging applications, such as WhatsApp. Those who wanted to participate in the survey clicked the link and filled out the questionnaire form. An approval was obtained from the Istanbul Ticaret University ethics committee on 01.11.2023. Ethical approval is presented in Appendix 2. Hypotheses were tested on SPSS Process Macro Version 4.1 Model 4.

4. FINDINGS

First, correlation coefficients between the variables are calculated to form a basis for supporting hypotheses. The results are presented in Table 2.

Table 2. Descriptive Statistics and Correlations Coefficients

		M	SD	1	2	3	4	5	6	7	8	9	10	11
1	**RM**	5.69	1.69	1										
2	**TP**	5.84	1.25	.43**	1									
3	**PROMOT**	5.5	1.54	.83**	.53**	1								
4	**PAY**	5.34	1.48	.78**	.58**	.81**	1							
5	**CONTIN**	5.40	1.40	.75**	.58**	.88**	.80**	1						
6	**FRINGE**	5.48	1.30	.70**	.52**	.74**	.81**	.76**	1					
7	**SUPER**	5.36	1.44	.70**	.65**	.83**	.75**	.88**	.77**	1				
8	**COMMUN**	5.35	1.52	.85**	.50**	.83**	.85**	.88**	.81**	.79**	1			
9	**COWOR**	5.25	1.78	.52**	.46**	.61**	.71**	.59**	.65**	.55**	.55**	1		
10	**NATUR**	5.58	1.31	.69**	.53**	.71**	.79**	.77**	.78**	.78**	.81**	.51**	1	
11	**PROCE**	5.26	1.53	.61**	.62**	.72**	.85**	.76**	.70**	.70**	.72**	.77**	.67**	1

*p<0.05, **p<0.01

RM: Remote Monitoring Attitude, TP: Task Performance, PAY: Satisfaction with Pay, PROMOT: Satisfaction with Promotion Opportunities, SUPER: Satisfaction with Supervision, FRINGE: Satisfaction with Fringe Benefits, CONTIN: Satisfaction with Contingent Rewards, PROCE: Satisfaction with Operating Procedures, COWOR: Satisfaction with Coworkers, NATUR: Satisfaction with Nature of Work, COMMUN: Satisfaction with Communication

Results presented in Table 2 indicate positive relationships between variables. This provides support to the reasoning used to develop hypotheses. Because correlation coefficients indicate linear relationships and don't show whether they are related to each other coincidentally, in the next stage, regression tests are performed. Results are presented in Tables 3, 4, and 5. According to the results presented in Model 1, there is a positive relationship between Remote Monitoring Attitude and Task Performance (β= 0.32, p<0.001). Therefore, hypothesis 1 is supported.

Mediation hypotheses are tested through models 2 and 11. As presented in Models 2-10, the independent variable (i.e., Remote monitoring attitude) positively affects the mediating variables (i.e., Dimensions of job satisfaction). In Model 11, the remote monitoring attitude is entered into the analysis with the mediators as a condition for mediation. The results are presented

in Table 4. Accordingly, only satisfaction pay (β=0.18, p<0.05), supervision (β=0.55, p<0.001), and operating procedures (β=0.30, p<0.001) have a significant impact on task performance.

In line with these findings, Table 5 presents the direct, indirect, and total effects of remote monitoring on task performance. There must not be "0" between LLCI (i.e., Lover level confidence interval) and ULCI (i.e., Upper level confidence interval) to talk about significance in these relationships. This condition is met only in the indirect effects of remote monitoring attitude through satisfaction with pay (β=0.12, LLCI= 0.04, ULCI= 0.28), supervision (β=0.33, LLCI=0.20, ULCI=0.47), and operating procedures (β=0.16, LLCI= 0.04, ULCI= 0.28). Hence, only they mediate the relationship between remote monitoring attitude and task performance. Accordingly, hypotheses 2, 4, and 7 are supported, however, 3, 5, 6, 8, 9, and 10 are not supported. In Table 6, the supported and unsupported hypotheses are presented.

Table 3. Hypothesis Tests - 1

Independent Variables		Dependent Variables		
		TP		
Model 1	RM	β	R^2	F
		0.32^{***}	0.18	69.42^{***}
		PAY		
Model 2	RM	β	R^2	F
		0.68^{***}	0.61	493.46^{***}
		PROMOT		
Model 3	RM	β	R^2	F
		0.75^{***}	0.69	680.95^{***}
		CONTIN		
Model 4	RM	β	R^2	F
		0.62^{***}	0.56	396.17^{***}
		FRINGE		
Model 5	RM	β	R^2	F
		0.54^{***}	0.49	297^{***}
		SUPER		
Model 6	RM	β	R^2	F
		0.60^{***}	0.49	292.76^{***}
		COMMUN		
Model 7	RM	β	R^2	F
		0.76^{***}	0.72	800.31^{***}
		COWOR		
Model 8	RM	β	R^2	F
		0.55^{***}	0.27	113.75^{***}
		NATUR		
Model 9	RM	β	R^2	F
		0.54^{***}	0.48	288.73^{***}
		PROCE		
Model 10	RM	β	R^2	F
		0.55^{***}	0.37	183.18^{***}

$^{*}p<0.05$, $^{**}p<0.01$, $^{***}p<0.001$

RM: Remote Monitoring Attitude, TP: Task Performance, PAY: Satisfaction with Pay, PROMOT: Satisfaction with Promotion Opportunities, SUPER: Satisfaction with Supervision, FRINGE: Satisfaction with Fringe Benefits, CONTIN: Satisfaction with Contingent Rewards, PROCE: Satisfaction with Operating Procedures, COWOR: Satisfaction with Coworkers, NATUR: Satisfaction with Nature of Work, COMMUN: Satisfaction with Communication

Table 4. Hypothesis Tests - 2

Independent Variables		Dependent Variable		
		TP		
		β	R^2	*F*
Model 11	RM	-0.01	0.51	30.96^{***}
	PAY	0.18^{*}		
	PROMOT	-0.12		
	CONTIN	-0.01		
	FRINGE	-0.06		
	SUPER	0.55^{***}		
	COMMUN	-0.18		
	COWOR	-0.03		
	NATUR	0.01		
	PROCE	0.30^{***}		

$^{*}p<0.05$, $^{**}p<0.01$, $^{***}p<0.001$
RM: Remote Monitoring Attitude, TP: Task Performance, PAY: Satisfaction with Pay, PROMOT: Satisfaction with Promotion Opportunities, SUPER: Satisfaction with Supervision, FRINGE: Satisfaction with Fringe Benefits, CONTIN: Satisfaction with Contingent Rewards, PROCE: Satisfaction with Operating Procedures, COWOR: Satisfaction with Coworkers, NATUR: Satisfaction with Nature of Work, COMMUN: Satisfaction with Communication

Table 5. Total, Direct and Indirect Effects of Remote Monitoring Attitude on Task Performance

Direct Effect	**β**	**LLCI**	**ULCI**
	-0.01	-0.14	0.12
Indirect Effects	**β**	**LLCI**	**ULCI**
PAY	*0.12*	*0.04*	*0.28*
PROMOT	-0.09	-0.26	0.11
CONTIN	-0.00	-0.21	0.17
FRINGE	-0.03	-0.15	0.09
SUPER	*0.33*	*0.20*	*0.47*
COMMUN	-0.14	-0.33	0.07
COWOR	-0.02	-0.08	0.04
NATUR	0.00	-0.08	0.09
PROCE	*0.16*	*0.07*	*0.26*
Total Effect	**β**	**LLCI**	**ULCI**
	0.32	0.24	0.39

PAY: Satisfaction with Pay, PROMOT: Satisfaction with Promotion Opportunities, SUPER: Satisfaction with Supervision, FRINGE: Satisfaction with Fringe Benefits, CONTIN: Satisfaction with Contingent Rewards, PROCE: Satisfaction with Operating Procedures, COWOR: Satisfaction with Coworkers, NATUR: Satisfaction with Nature of Work, COMMUN: Satisfaction with Communication, LLCI: Lower Level Confidence Interval, ULCI: Upper Level Confidence Interval

Table 6. Hypotheses Test Results

Hypotheses	Result
Hypothesis 1: Remote monitoring is positively related to employee task performance.	**Supported**
Hypothesis 2: Satisfaction with pay mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with pay and satisfaction with pay is positively related to task performance.	**Supported**
Hypothesis 3: Satisfaction with promotion opportunities mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with promotion opportunities and satisfaction with promotion opportunities is positively related to task performance.	Unsupported
Hypothesis 4: Satisfaction with supervision mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with supervision and satisfaction with supervision is positively related to task performance.	**Supported**
Hypothesis 5: Satisfaction with fringe benefits mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with fringe benefits and satisfaction with fringe benefits is positively related to task performance.	Unsupported
Hypothesis 6: Satisfaction with contingent rewards mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with contingent rewards and satisfaction with contingent rewards is positively related to task performance.	Unsupported
Hypothesis 7: Satisfaction with operating procedures mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with operating procedures and satisfaction with operating procedures is positively related to task performance.	**Supported**
Hypothesis 8: Satisfaction with co-workers mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with co-workers and satisfaction with co-workers is positively related to task performance.	Unsupported
Hypothesis 9: Satisfaction with the nature of the job mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with the nature of the job and satisfaction with the nature of the job is positively related to task performance.	Unsupported
Hypothesis 10: Satisfaction with communication mediates the relationship between remote monitoring and task performance in a way that remote monitoring is positively related to satisfaction with communication and satisfaction with communication is positively related to task performance.	Unsupported

5. DISCUSSION

This study examined the relationship between remote monitoring, employee task performance, and job satisfaction in the context of tech companies with remote workers in Turkey, the United States, and Algeria. The companies provide services in the banking, marketing, and IT sectors. The employees of these companies work remotely from different locations in the world. The findings provide valuable insights into how remote monitoring can influence employee performance through different channels of job satisfaction, highlighting areas of both significant impact and limited effect.

Regarding the theory, this research contributed to the knowledge about a new phenomenon imposed after the global lockdown in 2020. The employees found themselves obliged to work from home and employers struggled to track the performance of their employees. Previous research investigated the direct relationship between remote monitoring and employee performance. This study focused on the mediating role of job satisfaction between them. Therefore, this study provides a more comprehensive understanding of how remote monitoring affects employee task performance.

The findings of this study support hypothesis 1. Remote monitoring is positively related to task performance. suggests that remote monitoring can be an effective tool for enhancing employee performance. This outcome aligns with existing literature that underscores the role of monitoring in improving accountability and providing timely feedback, which helps employees stay aligned with organizational objectives and improve their work output. In addition to that, hypothesis 2 reveals that satisfaction with pay mediates the relationship between remote monitoring and task performance. Remote monitoring appears to positively influence employees' perceptions of pay fairness and adequacy. This could be because employees view remote monitoring as a transparent

and fair method of evaluating their performance, which in turn makes them feel more deserving of their compensation.

The findings also support hypothesis 4. It demonstrates that satisfaction with supervision mediates the relationship between remote monitoring and task performance. Effective remote monitoring practices may be perceived as a form of good supervision, providing employees with clear guidance, support, and constructive feedback. This improves their satisfaction with their supervisors and subsequently enhances their task performance. Hypothesis 7 was supported, too, highlighting that satisfaction with operating procedures mediates the relationship between remote monitoring and task performance. Remote monitoring likely helps in streamlining operations and clarifying procedures

On the other hand, the findings did not support Hypotheses 5 and 6, indicating that remote monitoring does not significantly influence satisfaction with fringe benefits or contingent rewards, nor does it affect task performance through these mediators. The unsupported Hypotheses 8, 9, and 10 suggest that remote monitoring does not significantly affect satisfaction with co-workers, the nature of the job, or communication. These aspects of job satisfaction are likely influenced by more interpersonal and intrinsic factors that are not directly impacted by monitoring practices.

This study offers several practical contributions. It highlights the direct positive impact of remote monitoring on task performance, emphasizing the need for robust systems to ensure accountability and timely feedback. The study underscores the importance of fair compensation practices linked to performance, suggesting clear communication about pay structures. It also emphasizes integrating remote monitoring with supportive supervision and streamlined operating procedures to boost satisfaction and productivity. However, it notes the limited impact on promotion opportunities, fringe benefits, and co-worker relationships, advocating for a holistic

approach to job satisfaction. Organizations should balance monitoring with other supportive practices to avoid potential negative perceptions, ensuring comprehensive HR strategies that enhance overall performance and retention.

Although this research makes significant contributions, it also has some limitations. The sample size is small, consisting of 305 employees from different countries. which may limit the applicability of the results to other contexts. To enhance the validity of the findings, future research could access a higher sample size. Additionally, using self-reported measures for data collection may introduce common method bias. Future studies should consider using multiple data sources and objective measures to comprehensively understand the variables being investigated. Finally, the organizations are small-sized and rely on remote workers, which made it a bit hard to get responses and survey fills and collect data.

Researchers could investigate the mechanisms through which remote monitoring influences job satisfaction aspects unsupported in this study, such as promotion opportunities, fringe benefits, and contingent rewards. Understanding the contextual factors and organizational practices that might enhance these relationships could provide deeper insights. Additionally, longitudinal studies could examine the long-term effects of remote monitoring on employee performance and satisfaction, considering potential changes over time and the sustainability of observed impacts. Another important area for future research is the role of individual differences, such as personality traits and job roles, in moderating the effects of remote monitoring.

6. CONCLUSION

The findings indicate that remote monitoring can enhance task performance both directly and indirectly by improving satisfaction in specific areas such as pay, supervision, and operating procedures, while it does not significantly affect satisfaction with promotion opportunities, fringe benefits, contingent rewards, co-workers, the nature of the job, or communication. This underscores the complexity of job satisfaction and its role in translating organizational practices into employee performance. Theoretically, this study extends our understanding of remote work dynamics by highlighting how perceived fairness and transparency in remote monitoring can improve performance. Practically, organizations should implement fair and transparent monitoring systems, clearly linking performance evaluations to compensation to enhance pay satisfaction. Effective remote monitoring should be integrated with supportive supervision to provide constructive feedback and optimize workflows, thereby improving satisfaction with supervision and operating procedures. However, remote monitoring's limited impact on promotion, benefits, and interpersonal relationships suggests the need for a holistic approach in HR strategies that balance monitoring with additional supportive practices to enhance overall job satisfaction and retention. Future research should explore the mechanisms through which remote monitoring might affect these broader satisfaction dimensions and consider longitudinal studies to evaluate the long-term sustainability of its impacts, as well as the role of individual differences in moderating these effects.

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Nu.	Items	Answer Choices						
1	Remote monitoring is a good tool if it is used properly.	1	2	3	4	5	6	7
2	Remote monitoring is an invasion of an employee's privacy.	1	2	3	4	5	6	7
3	Supervisors should not be allowed to do any remote monitoring.	1	2	3	4	5	6	7
4	I perform work-related tasks efficiently	1	2	3	4	5	6	7
5	I use the necessary tools and equipment effectively while doing my job.	1	2	3	4	5	6	7
6	I show continuity in my work and do not disrupt my duties.	1	2	3	4	5	6	7
7	I plan and organize my work.	1	2	3	4	5	6	7
8	I work reliably.	1	2	3	4	5	6	7
9	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6	7
10	There is really too little chance for promotion on my job.	1	2	3	4	5	6	7
11	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6	7
12	I am not satisfied with the benefits I receive.	1	2	3	4	5	6	7
13	When I a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6	7
14	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6	7
15	I like the people I work with.	1	2	3	4	5	6	7
16	I sometimes feel my job is meaningless.	1	2	3	4	5	6	7
17	Communications seem good within this organization.	1	2	3	4	5	6	7
18	Raises are too few and far between.	1	2	3	4	5	6	7
19	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6	7
20	My supervisor is unfair to me.	1	2	3	4	5	6	7
21	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6	7
22	I do not feel that the work I do is appreciated.	1	2	3	4	5	6	7
23	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6	7
24	I have to work harder at my job than I should because of the incompetence of the people I work with.	1	2	3	4	5	6	7
25	I like doing the things I do at work.	1	2	3	4	5	6	7
26	The goals of this organization are not clear to me.	1	2	3	4	5	6	7
27	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6	7
28	People get ahead as fast here as they do in other places.	1	2	3	4	5	6	7
29	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6	7
30	The benefit package we have is equitable.	1	2	3	4	5	6	7
31	There are few rewards for those who work here.	1	2	3	4	5	6	7
32	I have too much to do at work.	1	2	3	4	5	6	7
33	I enjoy my co-workers.	1	2	3	4	5	6	7
34	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6	7
35	I feel a sense of pride in doing my job.	1	2	3	4	5	6	7
36	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6	7
37	There are benefits we do not have which we should have.	1	2	3	4	5	6	7
38	I like my supervisor.	1	2	3	4	5	6	7
39	I have too much paper work.	1	2	3	4	5	6	7
40	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6	7
41	I am satisfied with my chances for promotion.	1	2	3	4	5	6	7
42	There is too much bickering and fighting at work.	1	2	3	4	5	6	7
43	My job is enjoyable.	1	2	3	4	5	6	7
44	Work assignments are often not fully explained.	1	2	3	4	5	6	7

What is your age?: please write it with numbers ( )
What is your gender? ( ) male ( ) female
What is your marital status? ( ) married ( ) single
What is your education level? ( ) doctorate, ( ) master, ( ) bachelor, ( ) associate degree, ( ) high school, ( ) secondary school, ( ) primary school
Thank you for your participation.

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302619

İSTANBUL TİCARET ÜNİVERSİTESİ

T.C.
İSTANBUL TİCARET ÜNİVERSİTESİ REKTÖRLÜĞÜ

Sayı : E-65836846-044-302619 1.11.2023
Konu : Etik Onayı

Sayın Aboubaker Elseddik KHELALFA

İlgi : 17.10.2023 tarihli dilekçeniz.

İlgi yazınız ile "Linking Monitoring of Remote Workers to Their Performance: Mediating Role of Job Satisfaction" isimli çalışmanın anket sorularına Etik Kurul onayı talep edilmektedir.

Adı geçen ve ekte yer alan anket soruları, Üniversitemiz Etik Kurulunca incelenerek etik tanım, değer ve ilkelere aykırı bir düzenleme tespit edilmediği, önerilen anket sorularının etik kurallara uygun olduğu ve etik onayının verildiği ifade edilmiştir.

Konuya ilişkin bilgilerinizi rica ederim.

Prof. Dr. Rahmi Deniz ÖZBAY
Rektör Yardımcısı V.

Ek: Etik Onaylı Anket Soruları

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