



The Impact of workplace Isolation on Job Satisfaction of Academics in Sri Lanka during COVID-19 Pandemic

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Article Information

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To Cite This Article:

Bandara W.M.H.K., Senanayaka S.G.M.S.D., (2020) The Impact of workplace Isolation on Job Satisfaction of Academics in Sri Lanka during Covid - 19 Pandemic, *Journal of Management and Tourism Research*, Special Issue on Impact of COVID-19 Pandemic (2020), pp.24-37, http://www.uwu.ac.lk/wp-content/uploads/2021/jmtr/jmtr_si_ch3.pdf

Keywords:

Work place Isolation
Job Satisfaction
COVID 19 pandemic
Remote setting

Printed : ISSN 2630-788X

Online : ISSN 2714-1691

Abstract

Coronavirus is a novel continuous hazard everywhere around the world, marked as pandemic and Sri Lanka is one of the countries that endure most during this novel infection outbreak. It is advised maintain physical distancing. Sri Lanka has implemented some policy interventions aimed at physical distancing while closing schools, universities and workplaces. Several organizations across the country opted for remote working after the government of Sri Lanka announced a nationwide curfew to attenuate the spread of infection. This empirical study attempts to investigate how workplace isolation impact on job satisfaction of academics in private sector universities in Sri Lanka during Covid 19 pandemic. A mixed study method was used. Data were collected through self-administered questionnaires and semi-structured interviews. Questionnaires were distributed to 100 academics and semi-structured interviews were conducted among 20 academics by using convenient sampling technique. Data analysis was performed using descriptive statistics, correlation analysis, regression analysis and thematic analysis, and finally triangulation. The results of the study revealed that workplace isolation have a significant negative relationship and impact on job satisfaction. Moreover, physical isolation and informational isolation negatively related to job satisfaction, while informational isolation impacts more on job satisfaction than physical isolation. The findings of the study concluded that workplace isolation result in less job satisfaction in remote setting. Further, the study recommended that it would be important for the employing organizations to provide training opportunities with better management of remote setting to face challenges.

Introduction

The first case of novel coronavirus disease 2019 was diagnosed in December 2019, it has cleared over the world and stirred worldwide action (Prasad, Rao, Vaidya, & Muralidhar, 2020). This has carried remarkable endeavors to the training of physical separating (brought much of the time "social separating") in nations everywhere throughout the world, coming about in changes in national personal conduct standards and shutdowns of common everyday working (Galea, Merchant, & Lurie, 2020). Sri Lankan government has announced the implementation of nationwide curfew starting at 18:00 (local time) on Friday, 20th March 2020. Moreover, it was lifted on 11th May 2020, which was in effect for 52 days. Several organizations across the country chooses for remote working after the Government of Sri Lanka announced nationwide curfew on 20th March 2020 to mitigate the spread of infection. This has resulted to close the airport, schools, universities, workplaces, cancellation of public gatherings in order to adhere with the policy implemented by the government.

Therefore, several organizations across Sri Lanka chooses for remote working after the Government of Sri Lanka announced nationwide curfew on 20th March 2020 to mitigate the spread of infection. The world has transformed into remote working or work from home idea any place conceivable due to Coronavirus sickness 2019 an irresistible ailment brought about by a serious intense respiratory disorder coronavirus 2 (SARS-CoV-2)(Prasad et al., 2020).

The ongoing Covid-19 outbreak changed working landscape to a great extent. The institutions and organizations of both public and private sector should reflect on their learnings from employees working remotely and its arrangements. The institutions and the organizations to give more liberty to the employees to adjust their working schedules to suit to their well-being. It is not only for the employee, individually, but to every organization and the society, and the world as a whole to get tuned to this new situation. (Prasad et al., 2020).

The accessibility of tools like Team viewer, Zoom, Microsoft teams, Google meets and Skype are some of the communication tools essential for remote working, work prioritization are accounted for and arrangements were given. Employees can encounter workplace isolation when working remotely (Marshall, Michaels, & Mulki, 2007). Workplace isolation is a circumstance when a remote worker experiences the belief of being ignored, which could impact their performance and overall well-being, increase loneliness, and may lead to social and emotional deficiencies (Marshall et al., 2007). The particular issue of workplace isolation was that when this situation happens, remote workers may encounter a decrease in their performance on the job. (Gallup, 2017). However the experiment performed by (Bloom, Liang, Roberts, & Ying, 2015) identified that home-office applications, one of the most often as used flexible working arrangements in organizations, seemed by all accounts to be increasing individuals' work performance. However, they also revealed that working from home caused increased feelings of loneliness and worries that one's performance was not visible. Visibility is a factor that plays a major role in both performance and job satisfaction (Allen & Griffeth, 2001)

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Submitted: Aug 12, 2020; Revised: Nov 04, 2020; Accepted: Dec 17, 2020

Moreover, various studies on behavioral perspectives have illustrated that greater technology dependence and consequently less face-to-face contact may exhibit a decrease in their performance on the job (Gibson & Gibbs, 2006). Organizations where they have virtual settings dependency on technology is high and Physical face-to-face contact is low, decreased job satisfaction, commitment, and identification as well as increased workplace social and physical isolation have been recognized (Bartel, Wrzesniewski, & Wiesenfeld, 2012; Kurland & Egan, 1999; Mulki, Locander, Marshall, Harris, & Hensel, 2008). The evidence from past studies has also shown that virtual nature in teams negatively impacts the performance of both the team and the individual (Arling & Subramani, 2011; Lu, Watson-Manheim, Chudoba, & Wynn, 2006; Schweitzer & Duxbury, 2010).

During this pandemic the Sri Lankan government announced nationwide curfew on 20th March 2020 extended to the third phase till 11th May. This is necessary to mitigate the spread of infection to the minimal as the most of the employees work remotely at home. The Covid-19 Pandemic was first reported during December 2019, therefore sufficient literature, reviews or articles which studied the effect of workplace isolation on job satisfaction is not available. There are very limited literature available in the similar situations but not related to Sri Lanka. Therefore, the researcher considered to carry out this study surveying the impact of workplace isolation on employees' job satisfaction during Covid 19 pandemic in order to address the Empirical gap in the reviewed literature with special reference to private sector academics in Sri Lanka.

The present study focused on four key objectives. They are to identify the existing nature of workplace isolation and job satisfaction, to identify the relationship between workplace isolation on employees' job satisfaction and to analyze the impact of workplace isolation on employees' job satisfaction and how the attributes of workplace isolation impacts on employees' job satisfaction.

The rest of the article is organized first with a detailed investigation and justification of the theoretical context and the hypotheses of the study. Second, the methodological approach is clarified. The analysis is then presented followed by a discussion of the findings. Finally, conclusions are made along with implications to theory and practice.

Literature Review

Job satisfaction

The concept of job satisfaction is characterized from different points of view. "Job satisfaction is a person's pleasure in his/her work life (Locke, 1976); employees' satisfaction in the work environment (Dawis & Lofquist, 1984); a likable and passionate situation showing up as a consequence of the evaluation of employees' job and experience (Testa, 1999); the happiness resulting from collaborative work performed with colleagues, pleasure to work, and pecuniary advantage (Simsek, 1998)". In terms of organizations and employees, the significance of job satisfaction appeared up when the researcher willing to improve productivity of the organization emphasized variables and personal needs instead of the structure and process of organization. Then employees are satisfied in their needs, their motivation will be increased. This circumstance will influence the employees' job satisfaction positively (Bluedorn, 1982).

Several theoretical and practical studies have been conducted to clarify job satisfaction. Essential research dealing with job satisfaction is Maslow's Theory of Hierarchy of Needs, Herzberg's two Factor Theory, McClelland's Need for Achievement Theory, and Alderfer's ERG Theory (Brief, 1998). Studies on job satisfaction (Hanisch & Hulin, 1991; Koustelios, 2001; Mathieu, 1991; Ostroff, 1992; K. D. Scott & Taylor, 1985; Staw, 1984) showed that job satisfaction was correlated with turnover intention, absenteeism, organizational citizenship, exhaustion, physical and psychological well-being, the joy of life, productivity, leadership, personality, relationship between employees, time of retirement, and mobbing.

Workplace isolation

From a developmental viewpoint, isolation has inspired alert in people also, they reacted by looking for the organization of others (Bowly, 1973). Tribes understood that group membership was essential for endurance and used physical as well as social isolation to punish errant members (Buss, 1996). In present organizations, employees see group membership is essential and perceive physical or social isolation as a source of difficulty and stress (House, 1981). This is on the grounds that group membership provides norms of acceptable behavior, decreases anxiety, contributes to performance, and enables

workers to reach goals that would have been in the case very difficult or impossible (Beehr, Jex, Stacy, & Murray, 2000).

Moreover, it is vital to examine briefly the construct of loneliness and highlight the contrast between it and workplace isolation. Loneliness is depicted as the repulsive experience a person goes through when his/her network of social relations is deficient (Shaver & Brennan, 1991). (Weiss, 1973) accepts that "loneliness is caused not by being alone but by being without some definite needed relationship or set of relationships" (p. 17). In contrast, workplace isolation is perceivably diverse from loneliness and reflects the employee's want to be part of the network of colleagues who give assistance and support in particular work-related needs. It displays employees' perceptions of accessibility of co-workers, peers, and supervisors for work-based social support.

Past research about virtual work leads one to anticipate that virtual employees will experience two types of isolation such as social isolation and organizational isolation. To begin with, from a social perspective, these employees miss the social interaction of informal chats, spontaneous discussions, and meetings around the water cooler (Cooper & Kurland, 2002). These employees generally are not privy to the company grapevine ((N. Bailey & Kurland, 1999);(Wiesenfeld, Raghuram, & Garud, 1999)). They require for affiliation and social support is affected by the virtual office setting (Wiesenfeld, Raghuram, & Garud, 2001). Lack of a home base and physical separation only serve to worsen sentiments of being out of touch (C. R. Scott & Timmerman, 1999). The need of informal interaction, affective bond, and passionate support, along with the reduction in intimacy, comes about in virtual office employees feeling socially isolated (Mann, Varey, & Button, 2000).

Second, at an organizational level, virtual employees fear being "out of locate and out of mind" for rewards (N. Bailey & Kurland, 1999). They tend to accept that their endeavors are not recognized or valued (Cooper & Kurland, 2002) and that their endeavors for career progression are less than their conventional office partners ((D. E. Bailey & Kurland, 2002);(Kurland & Cooper, 2002)). Virtual office workers regularly hold the conviction that their supervisors consider them less committed to their tasks, in this way assigning them less visible projects, providing minimal feedback, and giving negligible mentoring (Fitzgerald, 1994). Some virtual employees' may feel that they get less career booster generally from their supervisors (Pinsonneault & Boisvert, 2001). Moreover, due to spatial separation feedback from supervisors is by and large scripted, which minimizes informal networking, decreases openings for relationship development, and leads to isolation perceptions ((Sarbaugh-Thompson & Feldman, 1998);(Thompson, 1967)). Further, the employee's perceived lack of support and the desire for organizational disguising proof contribute to their perceptions of organizational isolation. miss the social interaction of informal chats, spontaneous discussions, and meetings around the water cooler (Cooper & Kurland, 2002).

Workplace isolation and Job Satisfaction

According to (Tabancali, 2016) findings shows that there was significant and negative correlation between dimensions of work place loneliness and job satisfaction. Further he shows that there is an impact of emotional deprivation and social companionship together had a significant relationship with the intrinsic satisfaction.

A person's loneliness at work influence his/her psychological well-being and job performance negatively (Gumpert & Boyd, 1984). Loneliness at workplace results to confusion in the balance between individual and organizational targets, reduces job satisfaction and productivity of employees, and promotes fear of failure, feelings of incompetence, contestable attitudes, work overload, fearful organizational climate, and perceived work stress.(Wright, Burt, & Strongman, 2006).

The degree of social contact and connectedness decide employees' feelings of isolation at work (Harrington & Santiago, 2006; Wiesenfeld et al., 1999; Wohlwill, 1974) comment that "social isolation happens because of absence of interaction with people." Working distantly, physical distance and absence of social context results dissatisfaction (Morgan & Symon, 2002). Moreover, as per (Mercer, 1996) findings shows one of the main effects of loneliness experienced at the workplace on employees is job dissatisfaction and deeper feelings of loneliness among colleagues. As per (Orhan, Rijsman, & Van Dijk, 2016) that the least social and physical isolation are experienced by those who have the most frequent face-to-face interaction with, while the highest social and physical isolation are experienced by people with high team virtuality high task virtuality (respondents categorized in High Team High Task). This category of

people further perceived the least satisfaction and least self-performance. Further the findings of (Orhan et al., 2016) suggest increase in social isolation in the workplace decreases job satisfaction.

Conceptual Frame Work

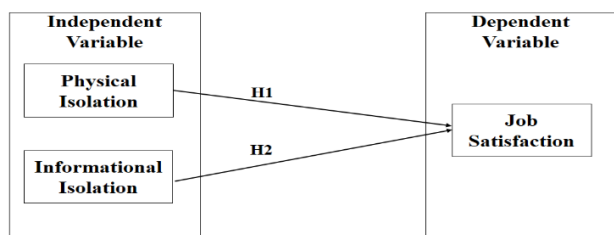


Figure 1: Conceptual Framework

Source: Researchers Construction

Hypothesis Development

H1: There is a relationship between physical isolation and job satisfaction

Physical separation decreases interfaces with others and therefore opportunities for making friendships, social isolation increases. Home-office workers regularly have no opportunities for physical contact with others (Orhan et al., 2016). While (Sims Jr, Szilagyi, & Keller, 1976) did not find a direct association between job satisfaction and dealing with others and friendship opportunities, later studies supported that contact with others and friendship opportunities fundamentally influence satisfaction at work (Levin & Stokes, 1989; Maslach & Jackson, 1981; Morrison, 2004) Hypothesis 1 will be tested.

H2: There is a relationship between informational isolation and job satisfaction

Organizational justice theories suggest that reasonable distribution of information among employees is as important as reasonable distribution of rewards (Colquitt, 2001). This additionally involves fair access to resources, including information and key contacts. Whenever employees do not have this opportunity, the meaning and joy received from work will diminish identification with the organization and feelings of dissatisfaction may be experienced. To extend the findings of (Marshall et al., 2007) and (Mulki et al., 2008). Hypothesis 2 will be tested.

Research Methodology

Chosen research design of this current study is mixed method design. This contrasts to empiricism on which quantitative methods are based. Qualitative method is used for the depth analysis of the phenomenon which aims to validate the results obtained from quantitative method. The target population of this current study was academics working in private sector universities in Sri Lanka. Sample size of this study is one hundred and twenty (120) academics working in private sector universities in Sri Lanka. It consists of hundred (100) academics for quantitative method and twenty (20) academics working in private sector universities in Sri Lanka for qualitative method. Convenience sampling technique was used for this current study for both the quantitative and qualitative methods. The main source of data use for this study is primary data collection. Researcher used self-administered questionnaires (six point likert scale) and semi structured interviews for the study.

Table 1: Data Analysis Methods

To identify the existing nature of work place isolation and job satisfaction	Descriptive statistics		
To identify the relationship between work place isolation on job satisfaction	Correlation coefficient analysis		Thematic analysis and Triangulation
To analyze the impact of work place isolation on job satisfaction	Simple regression analysis	linear	Thematic analysis and Triangulation
To identify how the attributes of work place isolation	Multiple regression analysis	linear	Thematic analysis and Triangulation

impacts on job satisfaction

Results and Interpretations

Table 2: Reliability analysis

Variable	Cronbach's Alpha	Nu. Of items
Physical Isolation	0.882	6
Informational Isolation	0.848	3
Job Satisfaction	0.832	6

Source: Based on analyzed data

Cronbach's Alpha value for all dimensions exceeds 0.70. There is an acceptable internal consistency. Therefore, these selected items can be combined to create variables.

Objective 01: To identify the existing nature of workplace Isolation and Job satisfaction.

Table 3: Mean Value of variables

Variable	Mean
Physical Isolation	4.9391
Informational Isolation	5.0167
Job Satisfaction	2.5338

Source: Based on analyzed data

Mean value of Physical isolation is 4.9391. This mean value implies that academics working in private sector universities agreeing to the existing situation of physical isolation

Mean value of informational isolation is 5.0167. It shows that academics working in private sector universities agreeing with the existing situation of value driven career attitudes. Mean value of job satisfaction is 2.5338. It implies that academics working in private sector universities disagreeing with the existing situation of job satisfaction.

Objective 02: To identify the relationship between Workplace isolation on Job Satisfaction

Researcher used technique of Pearson correlation under correlation coefficient analysis.

Table 4: Correlation between physical isolation and job satisfaction

Dimension	Pearson correlation	P- Value
Physical Isolation	-0.678	0.000

Source: Based on analyzed data

According to the correlation analysis shown in table 4, Physical Isolation is negatively correlated with Job Satisfaction. Physical Isolation denotes an amount of 0.678 correlation with Job satisfaction which is suggested that there is a negative relationship between physical isolation and job satisfaction. P value generated from the analysis result is 0.000. This is less than significance level of 0.05. Therefore, the researcher confirmed the hypothesis H1 and null hypothesis is rejected.

The qualitative findings also worth mentioning is that employees who are physically isolated they have lesser job satisfaction. Below statements assure it,

"I feels like I am separated from others whom I work with. As academics, it is very important to be connected with students, colleagues and the program administrators to deliver an effective output to students. This was not experienced during this WFH (working from home) period. And I feels like this affects to final outcome of my work in a negative way"

[Respondent 11]

"[...] it affects the working capacity of me. If I can be in constant contact with my fellows, it would be really helpful to me to continue work with full capacity since I get a lot of help from them too. Chats with my fellow workers provide variation to the communication. It is usually good to have conversations with everyone about their day today activities and share my experiences too. It helps me to give my maximum for my employer and for me to get satisfied"

[Respondent 12]

Table 5: Correlation between informational isolation and job satisfaction

Dimension	Pearson correlation	P-Value
Informational Isolation	-0.690	0.000

Source: Based on analyzed data

According to the table 5, the Informational Isolation is negatively correlated with job satisfaction. The correlation coefficient is 0.690. It indicates a negative relationship between information isolation and Job satisfaction. P -Value generated from the analysis result is 0.000. This is less than the significance level of 0.05. Therefore, the researcher confirmed hypothesis H2 and null hypothesis is rejected. Below statements assure it;

"[...] to deliver the academic program smoothly, it is very important to be connected to students, colleagues, administrative staff. Even though we received the time table, even-though we followed it, we conducted lectures, even though students attend lectures, it was not fruitful as I experienced under the normal working setup. So I felt very often that I am losing the focus on my job. During the normal condition, when we conduct lectures, we talk to student. My duty is not just limited to a delivery of lecture. But to talk about their issues, support on their projects. But all these interactions were limited during the WFH period. And during the normal condition, as colleagues, we share our experience with students, share knowledge, and get updates about the office environment. All these were limited during the WFH period. Even though we had chat groups we rarely posted messages. It was limited only too few official messages. Further, the connection with administration department was not strong. When we turned back to the work we found that we have not smoothly managed the programs as we were before."

[Respondent 01]

"[...] is easier to resolve problems when I can discuss with others. They might have a better problem solving ability than me and therefore I feel that it would have been better if I can discuss with people face to face. Then I can do my work in a very confident way"

[Respondent 08]

Objective 03: To analyze the impact of workplace isolation on Job satisfaction.

Table 6: Model summary of simple linear regression analysis

R	R Square	Adjusted R Square
0.728	0.530	0.525

Source: Analytical results from SPSS

According to the results generated from the model summary R square is 0.530. It suggests that 53% of dependent variable is explained by independent variables. Model can be considered as fitted.

Table 7: Coefficient summary of simple linear regression analysis

Predictor	β coefficients	Standard error	T – value	P – value
Constant	5.739	0.313	18.356	0.000
Workplace Social Isolation	-0.644	0.061	10.512	0.000

Source: Analytical results from SPSS

According to the table 7 constant β0 was implied that while workplace social isolation remains zero, job satisfaction is 5.739. The P value of the constant is 0.000 and it denotes that statistically significant at 0.05 level of significance.

In addition, workplace social isolation shows negative beta coefficient. It suggests one-unit increase in workplace isolation, job satisfaction is decreased by 0.644. Further this is significantly contributed to the model as P value is 0.000 is less than 0.05 level of significance. This finding can be further assured from qualitative results as follows;

"Of course I missed my attention most of the time as I was at home and not able to meet any superior, peer staff at university as well as students. As an academic most of the time I felt I am not satisfied with the work I did during WFH because there were number of challenges I faced when I am conducting lectures to students. I didn't get any satisfaction like earlier days when we have on campus classes because those days I was able to understand whether students are clear with lesson I did. But when I do the same thing from home I didn't have that satisfaction because there were many obstacles faced I felt I am alone and very

difficult to get adopted"

[Respondent 10]

According to the above information, simple linear regression model can be expressed as follows

$$JS = 5.739 - 0.644WPI + \epsilon$$

Objective 04: To identify how attributes of workplace isolation impacts on job satisfaction

Table 8: Analysis of variance for multiple linear regression

Model	Sum of squares	Degree of freedom	F	Significance
Regression	53.012	2	54.825	0.000
Residual	46.896	97		
Total	99.909	99		

Source: Analytical results from SPSS

From the above findings it indicates that 53.012 of variation can be explained by regression and 46.896 of dependent variable job satisfaction is explained by residual. It suggests that regression model is fitted well because the significance is 0.000 which is less than 0.05 significance level.

Table 9: Coefficient table of multiple linear regression analysis

Predictor	β coefficients	Standard error	T-Value	P – Value
Constant	5.750	0.316	18.219	0.000
Physical Isolation	-0.293	0.087	-3.360	0.001
Informational Isolation	-0.353	0.092	-3.837	0.000

Source: Analytical results from SPSS

According to table 9 constant β0 was implied that while workplace isolation remains zero, Job satisfaction is 5.750. The P value of the constant is 0.000 and it denotes statistically significant and at 0.05 level of significance.

In addition, physical isolation shows a negative beta coefficient. It suggests one-unit increase in physical isolation while other variable remains constant, job satisfaction is decreased by 0.293. Further this is significantly contributed to the model as P value is 0.001 is less than 0.05 level of significance. Therefore, the null hypothesis is rejected and alternative hypothesis is accepted.

These findings are further assured by the researcher using qualitative results as follows;

"Yes I felt I missed informal chats with my peer staff because I faced many challenges when I work from home and it's a new experience. Most of the time I felt I will not get this disappointment I was with colleagues."

[Respondent 14]

"[...] having only family members for discussions will get bored after some time. So I feel that it is good to have my co members to talk to. It is difficult to deal with students when they are online. Some students only just attend the lecture and leave the application open and do their own work."

[Respondent 18]

When consider the informational isolation the beta coefficient is 0.353 indicates that when informational isolation increase by one unit while the other variables remains constant, job satisfaction decrease by 0.353 units. It can be seen that informational isolation significantly contributes to the model since P value is 0.000 is less than 0.05 level of significance. Therefore, the null hypothesis is rejected and alternate hypothesis is accepted.

These finding can be further validated by the qualitative findings as follows,

"[...] even though it was with email communication, chat groups, there were some delays in replying and getting things done during this period I feel I could do more work more quickly and effectively if I work from university

[Respondent 15].

"I never felt that work I did from home was appreciated. It was a huge cost I need bear from my personal money to conduct online lectures. As there was no proper communication, no proper guidelines given to work with software like

MS teams. It was the first time I worked. I did a big effort in learning to work with this new software alone. I have to do many sacrifices to do my work. But no any appreciation received.”

[Respondent 06]

According to the above information, multiple linear regression model can be expressed as follows.

$$JS = 5.750 - 0.293PI - 0.353II + \varepsilon$$

Conclusions and Recommendations

Researcher identified that there is a negative relationship between physical isolation and job satisfaction. Findings of the current study agreed with the findings of (Tabancali, 2016). This suggest that negative correlation between dimensions of loneliness at work and job satisfaction of teachers. It can be because when individuals interact physically with those who are important for their tasks, they feel a sense of belongingness, receive social support, and find friendship opportunities (Morrison, 2004; Mulki & Jaramillo, 2011; Wiesenfeld et al., 2001)

Moreover, researcher identified that there is a negative relationship between informational isolation and job satisfaction. As per (Orhan et al., 2016) that the least social and physical isolation are experienced by those who have the most frequent face-to-face interaction with, while the highest social and physical isolation are experienced by people with high team virtuality, high task virtuality (respondents categorized in High Team High Task). This category of people also perceived the lowest satisfaction and lowest self-performance.

In the present study researcher found that there is a negative impact with workplace isolation and job satisfaction. Findings of the current study agrees with the findings of (Tabancali, 2016) and findings of (Orhan et al., 2016) which suggest increase in social isolation in the workplace decreases job satisfaction.

Moreover, researcher found there is a negative impact of physical isolation, informational isolation on job satisfaction. This agrees with the findings of (Orhan et al., 2016) which suggests being unable to physically interact with key people at work gives the remote worker the feeling that some information is lost in communication. Information transfer also becomes challenging because individuals feel that information is missing when there is no physical contact with colleagues. As a consequence, suspicion of loneliness and of missing information have a combined set of further impacts. Physical isolation and informational isolation reduce job satisfaction, with negative effects. The feeling of being isolated and not being able to engage in informal chats with others incite unfavorable feelings and affect job satisfaction (Marshall et al., 2007; Mulki et al., 2008).

By reviewing the data analysis from qualitative and quantitative methods results of the current research suggests that organizations should include to develop the strategies on the employee career development, training and development aspects of remote, how to live with the Covid-19 type pandemics, with appropriate changes to the organizational policies. For effective functioning of organizations, it is recommended that employees require specifically designed training that teaches them to work in a virtual setting and overcome communication issues and challenges when they are not able to have physical interactions. As the skills required to perform in such an environment can differ vastly, these skills need to be acquired by those who encounter the challenges of virtual work, for managers during this pandemic it's important to offer social support and to create conditions that could increase identification to goals and organizations carries more importance for those highly isolated employees. Further they need to develop interpersonal trust among the employees in a virtual setting.

The literature on workplace isolation impacts on job satisfaction are rare as the Covid-19 pandemic reported during December 2019. The author suggest that more studies need to be carried out on this subject on effect of performance and job satisfaction due to Covid-19 pandemic as this is an add onto the existing literature in various other sectors as workplace isolation exists everywhere.

As with all studies this study suffers some limitations providing an opportunity for future researchers. First this study is based on private sector universities, future researcher can conduct the research on government sector universities and other industries.

Secondly this study examined only Job Satisfaction. It may be that work place isolation interact in different ways with other organizational outcomes. Further

future research can be conducted using moderating effects. Future researchers can focus more on many moderators to identify moderation effects on existing relationships.

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