

The Impact of Work from Home on Employee Job Satisfaction and Performance: A Study of a Selected IT Company in Sri Lanka

*Y. Priyanga¹, M.A.P.D.P. Wickramaratne²

¹ *Department of Agricultural Economics, Faculty of Agriculture, University of Ruhuna, Sri Lanka*

priyanga025@gmail.com

² *Department of Agricultural Economics, Faculty of Agriculture, University of Ruhuna, Sri Lanka*

aruni@agecon.ruh.ac.lk

INTRODUCTION

It is noticeable that the environment is the surrounding that influences human's day-to-day life. Normally, people work together in a location where a task is being completed to accomplish the goals is termed as a 'work environment' and it includes the processes, system, structures, policies, rules, cultural resources, work location, internal and external environmental factors, tools, or the conditions in the workplace. The work environment influences the well-being of the employee, interaction, collaboration, and job satisfaction (Mcguire & McLaren, 2007). It increases the job satisfaction level and leads to the accomplishment of the organizational goals (Noah & Steve 2012). In addition to that, the employee's engagement, morale, and productivity are impacted by the work environment both positively and negatively (Chandrasekar, 2011).

Whereas, the employee's performance, loyalty, and the growth of the company can be attained only by creating a comfortable work environment (Robbins, 2017 as cited in Thamrin & Riyanto, 2020). Moreover, the success of the organization relies on employee satisfaction, as it is important for the workers because employee satisfaction makes the employee care about the standard of their work, to make and convey better worth to the clients, to be focused on the organization and to be more profitable. Similarly, it is important for the organization as it helps to increase productivity, to enrich customer satisfaction and loyalty, to make energetic employees, to improve cooperation, to improve the organizational image, to reduce, accidents, absenteeism, wastages and breakages, and cost for turnover, recruiting, and training (Singh & Jain, 2013). Further, if the organizations want to improve the degree of products and services, the overall performance of the organization need to be considered about the fulfillment level of each employee in the organization as the employee's satisfaction has an impact on the organizational growth and development (Mohite & Kulkarni, 2019). Therefore, the organization needs to be concerned about employee satisfaction by detecting the actual dimensions that affect employee satisfaction to manage successful and profitable businesses (Crespi-Vallbona & Mascarilla-Miró, 2018). Similarly, the organization has to pay attention to organizational performance

as well as implement suitable strategies to ensure better employee performance to accomplish the organizational objectives and goals in a successful manner (Otley, 1999; Bizfluent, 2017).

Nowadays the information and technology began to influence in day to day processes of organizations as a result there is a transformation or the magnification of the physical work environment into a virtual work environment. The Physical work environment is meant the physical area that the person works in; maybe an office where the individual sits and completes their daily tasks. While the virtual work environment is defined as the place that the person can able to perform their work with any number of people in various locations by using suitable technology. Virtual workplaces enable the person to maintain communication and keep on productive even from a remote location with the influence of the new innovative technologies (Theemployable, 2016).

Usually, the organization has flexible working as an “alternative work arrangement”. “Flexible work arrangement” is referred to a work environment and schedule that doesn’t include the constraints of traditional jobs and it concerns the employee’s personal needs and permits the employees to have better cooperation with their work hours and responsibilities (Talentlyft, 2020).

Work from home is the new form of flexible working for many organizations because of the development in information and communication technology (Saludin & Hassan, 2012). Work from home culture describes that the employees don’t have to present physically to their workplace but indulge their selves to work virtually with the help of technologies. So, that the organizations implement the work from home concept to overcome the unexpected constraints caused by the pandemic situation. This system provides a platform to work safely by using video conference platforms, information technologies, etc., and permits the employee to work flexibly. Furthermore, employees have no compelling reason to invest energy, cash for driving and it increases the autonomy of the employees who are doing work from home (Susilo, 2020). Even though work from home is a new concept and unprepared for the implication in Sri Lanka, most of the organizations both in private and public sectors especially in information technology companies, telecommunication sectors, universities, etc., gain their profits by assisting their employees to do work from home as it’s essential in the current pandemic situation to balance the need of the economy of the country.

Problem Statement

Presently, the whole world is shocked by the pandemic situation of COVID 19. This pandemic situation becomes a huge threat to all organizations as it prevents the gathering of clusters of employees to work in the organization (Mustajab et al., 2020). At the same time government established the social distance policy to slow down the spread of the COVID 19 virus; due to this, the physical presence in workplaces and work in the traditional work environment became more challenged. Therefore, most of the countries adapt to this work from home concept as a flexible work arrangement in both public and private sectors as it is one of the pieces of advice for social distancing

to avoid the COVID 19 virus from spreading. Also in Sri Lanka, the government implemented the work from home policy.

Moreover, this work from home is made possible when there is a contribution of information and technology. Also, nowadays the improvement and application of information technology are very high in all sectors. Mostly in the information technology sector, the implications of technology are relatively high. Work from home policy is heavily applicable in the sector that uses computers and the internet. Whereas the concept of work from home has become popular especially among youngsters and tech-intensive sectors.

Even though many organizations have implemented the work from home, this concept is new for Sri Lankans. Nevertheless, in Sri Lanka, most of the organizations implement the work from home policy, even though the organization has a lack of preparedness and is unaware of the culture, system, technologies, methods, and tools of work from home; to protect and safeguard the employees along with the increasing of novel coronavirus COVID 19. In this context, it is important to discuss the aspects of the working from and its impacts on employees as well as the organization; because the result of work from home concept is becoming well popular to get full contribution and corporation from the human resources effectively as it contributes to the productivity and the improvement of the organizational performance.

Therefore, the study attempted to examine the situation of work from home, to examine the effect of work from home on employee job satisfaction and performance, and to provide suggestions and recommendations to improve the employees' outcome during work from home among the information technology application support consultants who have experience of work from home and are subject to work from home as a consequence of the coronavirus pandemic in the selected information technology service company in Colombo, Sri Lanka. So, this research might be helpful for this company in the future to identify its strategy towards handling the work from home concept among the employees.

LITERATURE REVIEW

Work From Home

Over the years, work from home has been formed as a method of working that can be utilized as a component of a shrewd working system. Work from home is the new form of flexible working and it provides an opportunity to perform their work flexibly within their work environment (CIPD, 2016 as cited in Ward, 2017). But working from home is not a new phenomenon (Caves, 2004 as cited in Bhattarai, 2020)

Work from home is defined as employees are working at the house, apartments, residence instead of working at the office and it is a contemporary work approach enabled through new innovative technologies, internet, and mobile networks wherein regardless of the physical location of a private work will be done and provide a platform for employees to communicate and stay in touch with the organization. So, the geographical location is not considered in work from home. Work from home is known as “remote working and telecommuting” (MBA Skool, 2020; [Owlabs](#), 2020). Further literature revealed that terms such as “remote working, working remotely, work from home, teleworking, and telecommuting” are relatively the same (Parris, 2017 as cited in Schall, 2019). Many organizations have the work from home policy or remote work policy which allows the employee to do work from home either full time or flexibly. The application of new innovative technologies like video conferencing tools and combined technologies provides a platform for employees to communicate and stay in touch with the organization. Geographical location is not considered in work from home (MBA Skool, 2020; [Owlabs](#), 2020).

Whereas the work from home concept is working for an organization that is technology and computer-based. For instance, companies such as Dell and Xerox enhance the application of work from home, and they looking for candidates who wish to work remotely (Brooks, 2014 as cited in Ward, 2017).

According to Avery, Baker & Crawford (2007), work from home is affected by several factors such as organizational climate, technical support, financial support, task identity, dealing with others, and feedback from clients and their study indicated that organizational factors and occupation factors influence on work from home satisfaction and the productivity.

One of the significant benefits of working from home is less time expected to physically commute to work (Pinsonneault and Boisvert, 1999). Dimitrova (2003) also stated that the home based-office is developed as a win-win solution, where the employee is comforted from the control of the managers and the inflexible office working hours and this should contribute to higher productivity. Moreover, it is promoted to reduce office costs.

According to Watson and lightfoot (2003), work from home provides benefits to the employee as it allows the employee a chance to have a positive work-life balance. Richter and Meshulam (1993) said that work from home permits the person to be more productive as it allows the employee to perform their work when their inventiveness is high (this is for the employee who might not resemble with their usual office hours). Furthermore, there is less distraction in telecommuting compared to the traditional office environment and it leads to better attention and concentration on important activities.

Moreover, in office at home, it enables the employee to have the flexibility and time management in balancing their work and the personal life and that lead to their profitability and also the directors of the organizations see the positive results from the office at home as it helps to focus on the work and

helps to eliminate the travel time and finally the employees' effectiveness will be increased and it helps to sustain the employee and helps to increase loyalty to the organization (Jablonska, 2014).

Job Satisfaction

Job satisfaction is a kind of feeling regarding the “features, the environment where the job is performed, and the nominal value of the tangible and the intangible consequences related to the inputs or outputs ratio of the job” (Bhattarai, 2020). Based on the study by Ayamolowo, Irinoye & Oladoyin (2013), job satisfaction is the feeling of an individual regarding their job or the process that occurs in the organization.

Whereas the factors such as “pay, supervision, work condition, working condition, workload, relationship, and life balance” influence job satisfaction (Mishra, 2013; Regina, 2016; Brian Hill, 2018 as cited in Mohite and Kulkarni, 2019). Singh & Jain (2013) stated that a chance for advancement and career development helps to improve the job satisfaction of the employee.

According to Herzberg two-factor theory (1987) “achievements, recognition, work itself, responsibility, advancement, and growth” are included in the motivator or growth factor which are intrinsic to the job and that leads to employee satisfaction whereas in absence of dissatisfaction-avoidance or hygiene factors like, “company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationship with peers, personal life, relationship with subordinates, status and security” which are extraneous to the work and the employees tend to be dissatisfied. Further, employees' higher job satisfaction provides the path to a positive attitude about their job, while dissatisfaction on the job leads to negative attitudes towards the job (Nelson & Quick, 2006). Moreover, people who are satisfied with their job will reveal an uplifting outlook towards their work, while individuals who are not fulfilled will show a negative approach towards their work (Robbins, Odendaal & Roodt, 2003).

Work From Home And Job Satisfaction

Mohite & Kulkarni (2019) indicated that there might be a positive association between the variable and employee job satisfaction in the virtual workplace. Moreover, the involvement between the employee and the employer is important to have job satisfaction. Whereas satisfaction is an inner feeling and that will differ based on situations, facts, and tense. Based on the studies by Gajendran & Harrison (2007), telecommuting can increase job satisfaction as the individual who performs work from home doesn't have to invest time, cash, and energy in visiting the conventional office or on work excursions. They also appreciate not wearing formal attire during working hours, which permits them a more noteworthy match between their work self and truly personal. Remote workers were less stressed and thus less likely to alter jobs resulting in lower staff turnover; they're also more satisfied with their day-by-day work exercises.

Dubrin (1991); Guimaraes & Dallow (1999 as cited in Schall, 2019) stated that the linear relationship between telecommuting and job satisfaction and is supported by some researchers and suggests that the employees who are performing the work more remotely are more satisfied with their job. Also, Golden & Veiga (2005) stated that only up to a certain point when the remote work increases, the job satisfaction also increase.

Job Performance

Employee job performance is meant as the total expected value from the various behavioral activities that an individual carries out during the typical period to the organization. Also, job performance is the common approach of the individuals towards their job (Ahmad & Ramzam, 2013). According to Jamal (2007), job performance is an individual could finish their work or context in the organization and accessible source. Performance is a vital mechanism for management to explain the objectives and performance standards, to motivate individual performance in the future for the sake of organizational sustainability (Shafini et al., 2016). Along with, the employee job performance is that the result of the amount and quality accomplished by employees in carrying out their obligations following the responsibilities assigned to them (Widodo, 2014), and the employee performance is measured by using the quantitative dimension and qualitative dimensions (Mendis & Weerakkody, 2017).

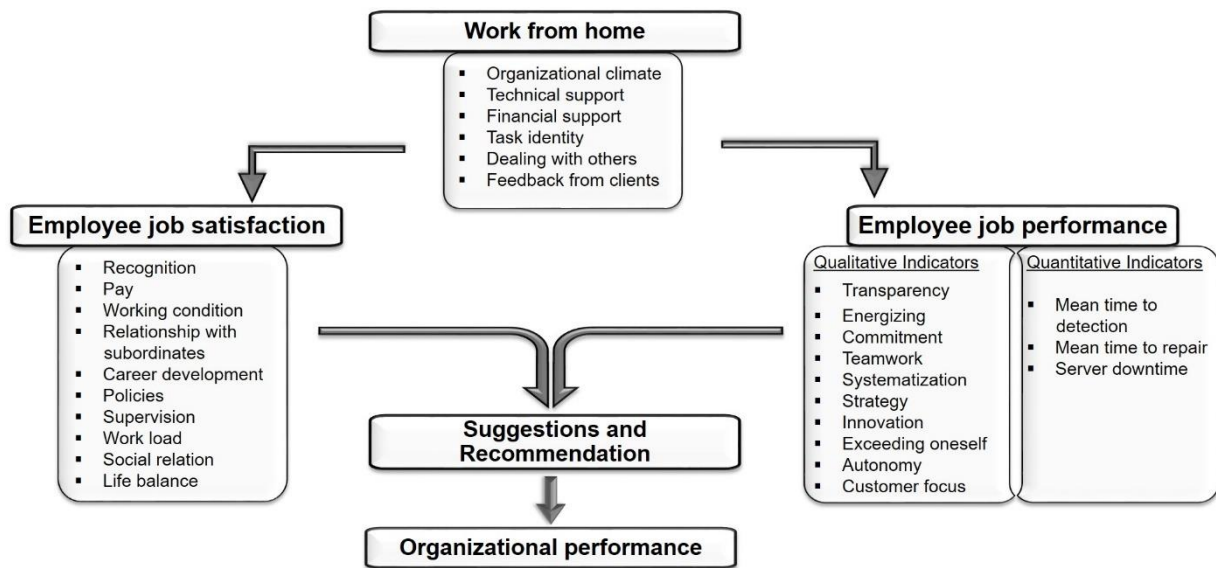
According to Bevan (2012), the profitability of the organization is considerably influenced by job performance as it is a significant characteristic for the organization because the performance of the employees leads to achievement in the business. Similarly, it is important for individuals to accomplish the tasks as it could be a source of satisfaction (Muchhal, 2014).

Work From Home And Job Performance

According to Gajendran & Harrison (2007), telecommuters can change and customize their workplace; therefore, it can enhance their job performance. Also, the elimination of time and cost needed to spend for work could be possible in working out of the traditional work environment like an office. Also, it generates a method of opportunity that makes employees satisfied, and thus it influences their job performance. Based on Ward (2017), working from home has a positive influence on an employee's performance level.

Conceptual Framework

Figure 1: Conceptual Framework



Hypotheses

Hypothesis 1a: Work from home has a positive and significant effect on Job Satisfaction.

Hypothesis 1b: Work from home has a positive and significant effect on Job Performance.

METHODOLOGY

The research used a quantitative approach to measure the effect of independent variables on dependent variables. The study was conducted in an information technology service company in Colombo. The conceptual model of this study was tested mainly based on the primary data which were collected through a pre-tested structured questionnaire by online survey with a randomly selected sample of hundred information technology application support consultants of the selected information technology service company. A five-point Likert scale was used to measure the responses of work from home, employees' job satisfaction, employees' job performance, and suggestions and recommendations. Descriptive Statistics were used to analyze the mean, minimum, maximum, and percentages. Standard statistical procedures, such as reliability test, Wilcoxon signed-rank test, Correlation coefficient analysis, and regression analysis were employed to analyze the data in Statistical Package for Social Science (SPSS) version 25.0 and Microsoft Excel software package.

RESULTS

The results revealed that the majority of the respondents were male (61%) and belonged to the age category of 26 to 30 years old. Most of the employees were single (living with family). The majority

(47%) of the respondents were educated up to bachelor's degree level and the majority (54%) of the respondents were having 3-5 years of experience in their current job (Tab.1).

Table 1: Socio-demographic Factors of the Respondents

Socio-demographic factors	Category	Frequency	Percentage
Gender	Male	61	61.0
	Female	39	39.0
	Total	100	100.0
Age of the employee (Years)	20-25	08	8.0
	26-30	63	63.0
	31-35	23	23.0
	36-40	06	6.0
	Above 40	00	0.0
	Total	100	100
Civil status	Single (living alone)	10	10.0
	Single (living with family)	41	41.0
	Married (no children)	27	27.0
	Married (have children)	22	22.0
	Total	100	100.0
Educational level	Degree	47	47.0
	Both Degree and Professional qualification in information technology	03	3.0
	Post graduate diploma	27	27.0
	Master's degree	21	21.0
	Any other qualifications	02	2.0
	Total	100	100.0

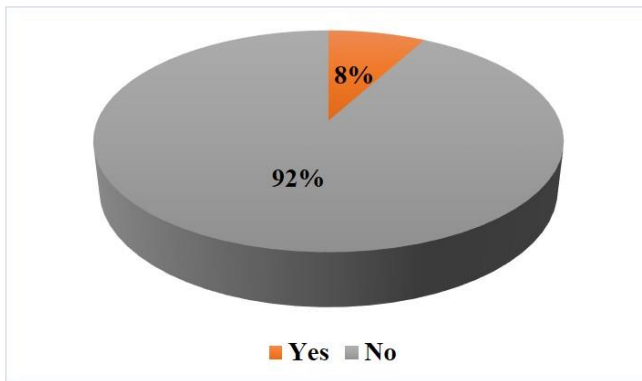
Period of service years	Less than 1 year	04	4.0
	1-2 years	34	34.0
	3-5 years	54	54.0
	More than 5 years	08	8.0
	Total	100	100.0

Source: Author's own data

Experience In Work From Home Before COVID 19 Pandemic

According to the results, the majority (92%) of the respondents mentioned that they don't have experience in working from home before the COVID 19 pandemic. However, 8% of the respondents had experience in working from home before COVID 19 (Fig.2).

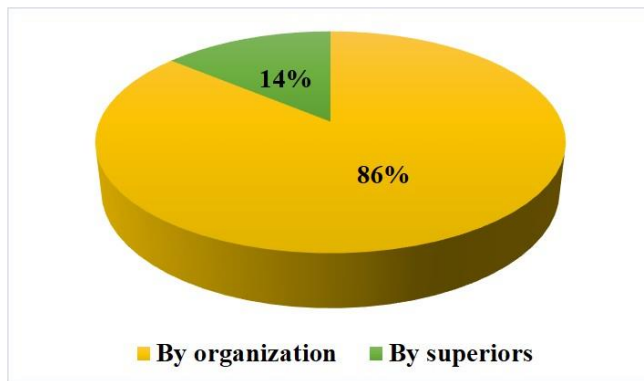
Figure 2: Experience in Working from Home before COVID 19



The Decision For Initiating Work From Home Concept During COVID 19 Pandemic

According to the results, a higher percentage (86%) of the respondents mentioned that the decision for initiating the work from home concept during COVID 19 was decided by the organization while 14% of the respondents were mentioned that the decision for initiating the work from home concept during COVID 19 was decided by superiors (Fig.3).

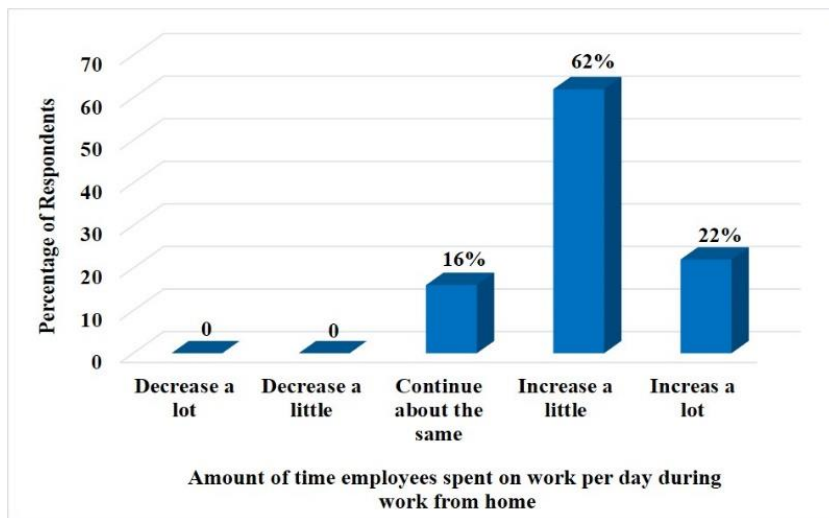
Figure 3: Decision for Initiating Work from Home Concept During COVID 19



Amount Of Time Employees Spent On Work Per Day During Work From Home

According to the results, the majority (62%) of the respondents were mentioned that the time spent on work per day was increased a little during work from home (Fig.4).

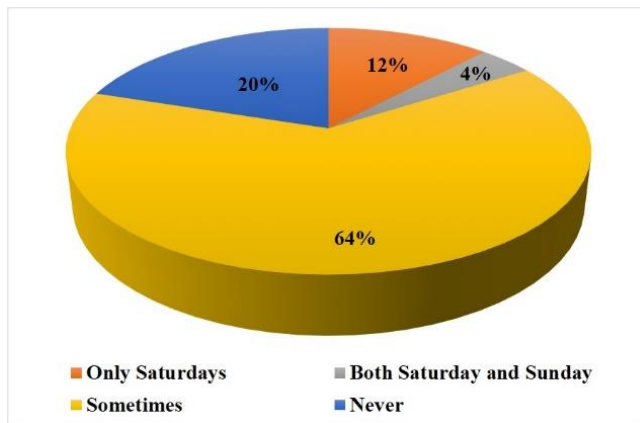
Figure 4: Amount of Time Employee Spent for Work Per Day During Work from Home



Employees' Working Pattern On Weekends During Work From Home

The results of the study revealed that the majority (64%) of the respondents were sometimes worked on weekends. while 20% of the respondents never worked on weekends during work from home (fig.5).

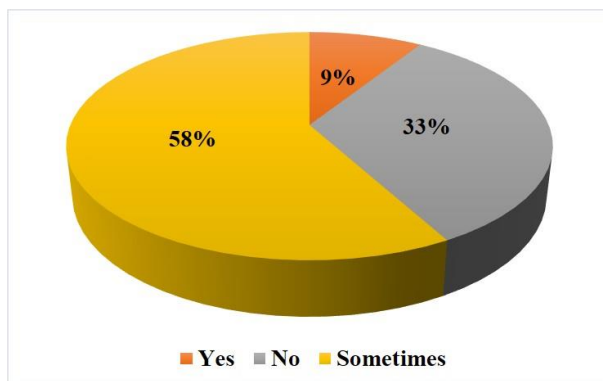
Figure 5: Employees' Working Pattern on Weekends during Work from Home



Working On Public Holidays During Work From Home

The results revealed that the majority (58%) of the respondents were mentioned that they worked on public holidays during work from home (fig.6).

Figure 6: Working on Public Holidays on Weekends during Work from Home



Employees' Overall Satisfaction Level On Work From Home

Results of the study indicated that 25% of the respondents were mentioned that, their overall satisfaction during work from home was very high. Whilst 52% of the respondents indicated they were satisfied with work from home (Fig.7).

Figure 7: Employees' Overall Satisfaction Level on Work from Home



Reliability Analysis

When considering the Cronbach's alpha value of the work from home, it was valued at 0.786. According to the rule of thumb for reliability, the set of items that were used to measure work from home is good. That means the internal consistency of items of the work from home was good.

The Cronbach's alpha value of employee job satisfaction was 0.768. This Cronbach's alpha value was higher than 0.7 which means the set of items that were used to measure employee job satisfaction was good enough for reliability and the internal consistency was also good. The Cronbach's alpha value of employee job performance was 0.846 and the reliability of employee job performance was very good (Tab.2).

Table 2: Reliability Analysis

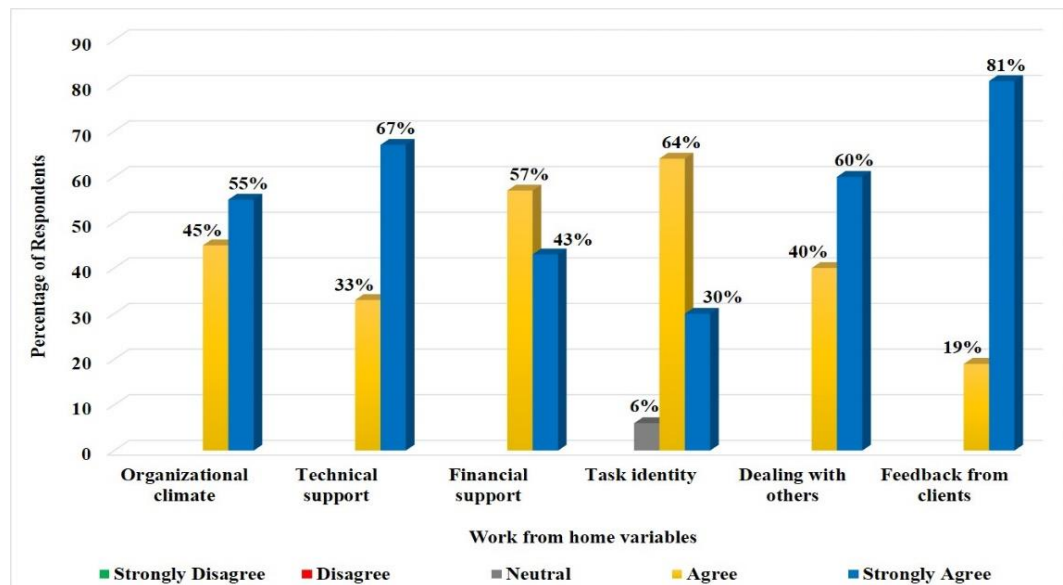
Variables	Cronbach's Alpha	Number of Items
Work from Home	0.786	10
Employee Job Satisfaction	0.768	15
Employee Job Performance	0.846	15

The Situation Of Work From Home

According to the results, 55% and 45% of the respondents were mentioned strongly agree and agree respectively to the organizational climate. Further, 67% and 33% of the respondents indicated strongly agree and agree respectively to the technical support. The percentage of the respondents who

mentioned strongly agree and agree on financial support was 43% and 57% respectively. Further, 30% and 64% of the respondents mentioned strongly agree and agree respectively to the task identity. Also, 60% and 40% of the respondents mentioned strongly agree and agree respectively on dealing with others. The percentage of the respondents who mentioned strongly agree and agree with the feedback from clients were 81% and 19% respectively as clients felt better satisfaction on services (Self-satisfaction of clients) during work from home (Fig.8).

Figure 8: Situation of Work from Home



Wilcoxon signed-rank test was applied to identify the factors which significantly affected the work from home.

Table 3: Situation of Work from Home (Results of Wilcoxon Signed-rank Test)

Dimensions of work from home	Mean Value	Test Value	P-Value	Decision
Organizational climate	4.74	8.888	.000*	Organizational climate affects the work from home
Technical support	4.67	9.066	.000*	Technical support affects the work from home
Financial support	4.60	8.825	.000*	Financial support

				affects the work from home
Task identity	4.39	8.752	.000*	Task identity affects the work from home
Dealing with others (Peers and Superiors)	4.60	8.997	.000*	Dealing with others affects the work from home
Feedback from clients	4.81	9.322	.000*	Feedback from clients affects the work from home

*Significant at the 0.05 level

According to the results, all the dimensions (Organizational climate, technical support, financial support, task identity, dealing with others, and feedback from clients) of work from home significantly affected the work from home as the 'p value' of these dimensions were less than the baseline value of 0.05 (Tab.3).

Employee Job Satisfaction

Employee job satisfaction was measured by the variables mentioned in the Tab 4 and Wilcoxon signed-rank test was applied to identify the factors which significantly affected employee job satisfaction.

Table 4: Factors' Effect on Employee Job Satisfaction

Dimensions of Employee Satisfaction	Mean value	Test value	p-value	Decision
Recognition	4.85	9.428	.000	Recognition affects the employee Job Satisfaction
Pay	4.40	8.997	.000	Pay affect the employee Job Satisfaction
Working condition	4.74	8.910	.000	Working conditions affect the employee Job Satisfaction
Relationship with	4.64	8.871	.000	Relationship with others affect the

others				employee Job Satisfaction
Career development	4.75	8.863	.000	Career development affect the employee Job Satisfaction
Policies	4.60	8.997	.000	Policies affect the employee Job Satisfaction
Supervision	4.54	8.968	.000	Supervision affects the employee Job Satisfaction
Work load	3.99	7.344	.000	Workload affect the employee Job Satisfaction
Social relation	4.02	7.631	.000	Social relation affects the employee Job Satisfaction
Life balance	4.25	8.121	.000	Life balance affect the employee Job Satisfaction

*Significant at the 0.05 level

According to the results, all the dimensions (Recognition, pay, working condition, relationship with subordinates, career development, policies, supervision, workload, social relation, and life balance) of employees' job satisfaction had a significant impact on employee job satisfaction as the 'p value' of all these dimensions were less than the baseline value of 0.05 (Tab.4).

Impact Of Work From Home On Employee Job Satisfaction:

The results of the Pearson's correlation revealed that the correlation between the work from home and employee job satisfaction was 0.638, which is positive. The probability value was 0.000 which was less than the baseline value of 0.01, which means the strength of association between work from home and employee job satisfaction was statistically significant. Thus, there is statistical evidence to claim that there was a strong positive correlation between work from home and employee job satisfaction.

According to the results of regression analysis; R square was 0.407 which means 40.7% variants in the employee job satisfaction could be explained through the work from home. The probability value was less than the baseline value of 0.05 which means, the model was a good fit for explaining the relationship that is present among the variables. The Beta coefficient value of work from home was 0.565. It means that variation in one unit of work from home had an impact on employee job satisfaction and also it explains that one-unit variation in work from home resulted in a positive impact on employee job satisfaction by 56.5% at the significant level of 0.000 ($p < 0.05$) (Tab.5).

Table 5: Model Summary for Work from Home and Employee Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638 ^a	.407	.401	.20865

a. Predictors: (Constant), Work from Home

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.924	1	2.924	67.166	.000 ^b
	Residual	4.266	98	.044		
	Total	7.190	99			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), Work from Home

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.942	.320		6.068	.000
	Work from Home	.565	.069	.638	8.195	.000

a. Dependent Variable: Employee Job Satisfaction

Employee Job Performance

Employee job performance was measured by the variables mentioned in the Tab.6 and Wilcoxon signed-rank test was applied to identify the factors which significantly affected the employee job performance.

Table 6: Factors Effect on Employee Job Performance

Dimensions of Employee Performance	Mean value	Test value	p-value	Decision
Transparency	4.70	8.930	.000	Transparency affect the employee Job Performance
Energizing	4.62	8.886	.000	Energizing affect the employee Job Performance
Commitment	4.60	8.997	.000	Commitment affect the employee Job Performance
Teamwork	4.63	9.022	.000	Teamwork affect the employee Job Performance
Systematization	4.31	8.021	.000	Systematization affect the employee Job Performance
Strategy	4.33	8.104	.000	Strategy affect the employee Job Performance
Innovation	4.57	8.979	.000	Innovation affect the employee Job Performance
Exceeding oneself	4.56	8.975	.000	Exceeding oneself affect the employee Job Performance
Autonomy	4.74	9.172	.000	Autonomy affect the employee Job Performance
Customer focus	4.74	9.172	.000	Customer focus affect the employee Job Performance
Mean time to detect	3.98	7.022	.000	Meantime to detection affect the employee Job Performance
Mean time to repair	3.86	6.464	.000	Meantime to repair affect the employee Job Performance
Server downtime	3.83	6.474	.000	Server downtime affect the employee Job Performance

*Significant at the 0.05 level

According to the results, all the dimensions (Transparency, energizing, commitment, teamwork, systematization, strategy, innovation, exceeding oneself, autonomy, customer focus, mean time to detect, mean time to repair, and server downtime) of employees' job performance had a significant impact on employee job performance as the 'p value' of all these dimensions less than the baseline value of 0.05 (Tab.6).

Impact of Work From Home Employee On Job Performance:

The result of Pearson's correlation analysis was shown that the correlation between work from home and employee job performance was 0.618, which is positive. The probability value was 0.000 which was less than the baseline value of 0.01, which means the strength of association between work from home and employee job performance was statistically significant. Thus, there is statistical evidence to claim that there was a strong positive correlation between work from home and employee job performance.

Further results of the regression analysis revealed; R square was 0.381 which means 38.1% of variants in the employee job performance could be explained through the work from home. The significance value was less than the baseline value of 0.05 which means, the model was a good fit for explaining the relationship that is present among the variables. The Beta coefficient value of work from home was 0.753. It means that variation in one unit of work from home had an impact on employee job performance and also it explains that one-unit variation in work from home resulted in a positive impact on employee job performance by 75.3% at the significant level of 0.000 ($p < 0.05$) (Tab.7).

Table 7: Model Summary of Regression of Work from Home and Employee Job Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618 ^a	.381	.375	.29276

a. Predictors: (Constant), Work from Home

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.179	1	5.179	60.431	.000 ^b

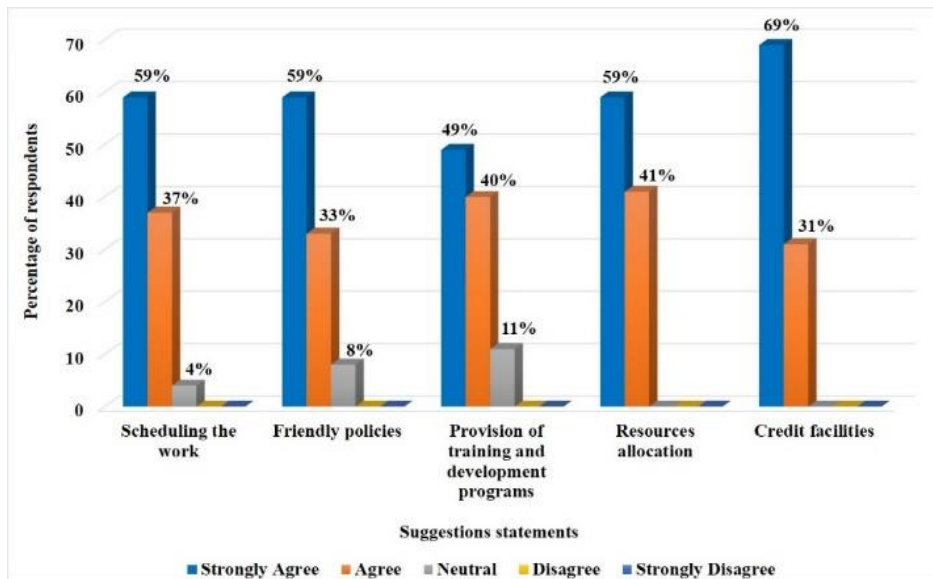
	Residual	8.399	98	.086		
	Total	13.578	99			
a. Dependent Variable: Employee Job performance						
b. Predictors: (Constant), Work from Home						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.969	.449		2.157	.033
	Work from Home	.753	.097	.618	7.774	.000

a. Dependent Variable: Employee Job Performance

Suggestions To Improve The Employees' Outcome During Work From Home

The results revealed that 59% and 37% of the respondents were mentioned strongly agree and agree respectively on scheduling the work. Further, 59% and 33% of the respondents were indicated strongly agree and agree respectively on friendly policies. The percentage of the respondents who mentioned strongly agree and agree on the provision of training and development programs was 49% and 40% respectively. Further, strongly agree and agree on the resource allocation was mentioned by 59% and 41% of the respondents respectively. Also, 69% and 31% of the respondents mentioned strongly agree and agree respectively on credit facilities (Fig.9).

Figure 9: Suggestions to Improve the Employees' Outcome during Work from Home



DISCUSSION AND CONCLUSION

This study revealed that the majority of the information technology application support consultants were male. However, females also engaged; but comparatively less attention was observed. Korpunen & Napravnikova (2008) expressed that it is difficult to recruit ladies' workers for significant, driving, and testing positions as the greater part of the ladies' representatives give more spotlight on accomplishing family requests by forfeiting their professional life. In this manner, it tends to be seen that female portrayal in the information technology area is less in Sri Lanka due to the undeniable degree of responsibility, stress, and numerous other testing factors.

Further, the majority (63%) of the respondents belonged to the age group of 26 to 30 years as the organization recruits the youngsters to infuse new blood for the development of the organization. It is interesting to note that none of the respondents belonged to the above 40 years age group as the same level employees were considered and here the youngsters are being allowed to prove their selves through creative and innovative technological ideas and the senior workers are working over the age of 40 years at the middle and top-level and majority of the employees were educated up to bachelor's degree level which indicated that they have a proper educational background; technologically and technically they were stable and more capable of managing new tasks effectively. Further, most of the respondents were having 3-5 years of experience in their current job. However, the majority of the information application support consultants didn't have experience in working from home before the COVID 19 pandemic, and the decision for initiating the work from home concept during COVID 19 was mainly decided by the organization and sometimes supervisors made decisions for initiating the work from home concept during COVID 19 as some of the employees were fresher and had 1 to 2

years of experience in most of the cases. Therefore, the main task was to separate the workers to avoid the spread of the COVID 19 virus, by allowing the workers to perform work from home.

Also, the Analysis has shown that the majority of the employees sometimes worked on weekends and public holidays, time spent for work per day was increased a little during work from home and they were satisfied with work from home.

The analysis has revealed that organizational climate, technical support, financial support, task identity, dealing with others, and feedback from clients are significantly affected the work from home.

This study found that work from home positively impacts employee job satisfaction and employee job performance in the information technology sector. So, the null hypothesis which is hypothesized in this study is rejected. Also, the studies by Gajendran & Harrison (2007), revealed that telecommuting can increase job satisfaction, and Dubrin (1991); Guimaraes & Dallow (1999 as cited in Schall, 2019) stated that the linear relationship between telecommuting and job satisfaction and is supported by some researchers and suggesting that the employees who are performing the work more remotely are more satisfied with their job. According to the study of Gajendran & Harrison (2007), telecommuters can change and customize their work environment; therefore, it can enhance their job performance and Ward (2017) stated that work from home has a positive influence on employee's performance level.

This study could be concluded that work from home has a positive and significant impact on employee job satisfaction and performance of the selected information technology service company. Further, Employees expect further assistance on scheduling the work, policies, training and development programs, resources allocation, and credit facilities to enhance their outcome during work from home.

Recommendations

The outcome of this study recommended to adapt to the system where if the work importance is high, employees can by-pass their work to other co-workers and if the work importance is fewer employees can delay their work for a period and complete the within the due date, assess employees' performance on progress made on tasks instead of their visible presence and availability for communication, implement the "Buddy System", use updated software, applications, and systems, change the machinery into portable and provide importance to mobility system, implement gamification methods for training and development, and short term loans can be provided for work from home setups at home to enhance the employees' outcome during work from home

Limitations

The study was limited to investigating the impact of work from home on employee job satisfaction and performance and it did not consider other factors. For example, “culture, technology adoption, and income”. This study was carried out among the same-level employees (information technology application support consultants), excluding the other types of employee levels and industries. So, when it comes to the generalization of the result concerning overall information technology companies, it adds a limitation to the accuracy. The job performance of the employees was estimated based on their judgment and this is another limitation. In this study, a structured questionnaire was utilized for data collection and it limited the chance to collect data in-depth about work from home and employees’ satisfaction and performance. Regardless of these limitations, it is believed that this research makes a significant contribution to the existing literature of work from home.

Further Studies

This research mainly focused on examining the impact of work from home on the outcomes of the employees in the selected information technology service company in Sri Lanka. Based on the literature, some factors that affect work from home and employee job satisfaction are used in this study. Therefore, further studies are expected to recognize different components that influence work from home and employee job satisfaction. Further, research is needed to evaluate the generalizability of the findings to a broader, more representative population than the selected sample of information technology application support consultants working in the selected information technology service company. Not only information technology application support consultants, however, the research in this area also needs to be extended to the other levels of the organization such as managers as it may lead to valuable findings.

REFERENCES

- Ahmed, A. & Ramzam, M. (2013). Effects of Job Stress on Employees Job Performance: A Study on Banking Sector of Pakistan. *ISOR Journal of Business and Management*, 11(6), 61-68.
- Avery, G.C., Baker, E. & Crawford, J. (2007). Employee Outcomes When Working from Home: The Influence of Organizational, Job, Individual and Household Factors.
- Ayamowolo, S.J., Irinoye, O. & Oladoyin, M.A. (2013). Job Satisfaction and Work Environment of Primary Health Care Nurses in Ekiti State, Nigeria: an Exploratory Study. *International Journal of Caring Sciences*, 6(3), 531.
- Bevan, S. (2012). Good work, High performance and productivity. The paper prepared for the European HRD Forum: Lisbon.

- Bhattarai, M. (2020). Working from Home and Job Satisfaction During the Pandemic Times. Independent Publication. 10.13140/RG.2.2.21515.11046.
- Bizfluent. (2020, December 6). Employee Performance Definition. <https://bizfluent.com/facts-7218608-employee-performance-definition.html>
- Chandrasekar, K. (2011). Workplace Environment and Its Impact on Organizational Performance in Public Sector Organizations. *International Journal of Enterprise Computing and Business Systems*, 1(1).
- Crespi-Vallbona, M. & Mascarilla-Miró, O. (2018). Job satisfaction. The case of information technology (IT) professionals in Spain. *Universia Business Review*
- Dimitrova, D. (2003). Controlling teleworkers: Supervision and flexibility revisited. *New Technology, Work and Employment*.18(3),181-195.
- Dubrin, A. J. (1991). Comparison of the job satisfaction and productivity of telecommuters versus in-house employees: A research note on work in progress. *Psychological Reports*, 68(3, Pt 2), 1223–1234. <https://doi.org/10.2466/PR0.68.4.1223-1234>
- Gajendran, R.S. & Harrison, D.A. (2007). The Good, the Bad, and the Unknown About Telecommuting: Meta- Analysis of Psychological Mediators and Individual Consequences. *Journal of Applied Psychology*, 92(6),1524–1541.
- Golden, T. D. & Veiga, J. F. (2005). The impact of extent of telecommuting on job satisfaction: Resolving inconsistent findings. *Journal of Management*, 31, 301– 318. doi:10.1177/0149206304271768
- Herzberg, F. (1987).One more time: How Do You Motivate Employees. *Harvard Business Review*.
- Jablonska, M.E. (2014). The Perception and Acceptance of Home Office in the Information Technology Industry
- Jamal, M. (2007). Type-A behavior in a multinational organization: A study of two countries, *Stress and Health. Journal of the International Society for the Investigation of Stress*, 23(2), 101–109.
- Korpunen, P. & Nápravnfková, A. (2008). Work to live, don't live to work! A cross-sectional study of the work-life balance of higher managers, Master Thesis. Umeå University: Sweden.
- MBA Skool. (2020 November 30). Work from Home. <https://www.gov.uk/flexible-working/types-of-flexible-working>

- McGuire, D. & McLaren, L. (2007). The Impact of Physical Environment on Employee Commitment in Call Centers: The Mediating Role of Employee Well-Being. *Team Performance Management*, 14(5/6).
- Mendis, M.D.V.S. & Weerakkody, W.A.S. (2017). The Impact of Work Life Balance on Employee Performance with Reference to Telecommunication Industry in Sri Lanka: A Mediation Model. *Kelaniya Journal of Human Resource Management*, 12(1).
- Mishra, P.K. (2013). Job Satisfaction. *IOSR Journal of Humanities and Social Science*, 14, 45-54.
- Mohite, M.D. & Kulkarni, R.V. (2019). Job Satisfaction Factors of Employee in Virtual Workplace: Review. *International Journal of Trend in Scientific Research and Development*, 38-42.
- Muchhal, D. S. (2014). HR Practices and Job Performance. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 19(4), 55-61.
- Mustajab, D., Bauw, A., Rasyid, A., Irawan, A. & Akbar, M.A.H. (2020). Working from Home Phenomenon as an Effort to Prevent COVID-19 Attacks and Its Impacts on Work Productivity. *The international journal of applied business tijab*, 4
- Nelson, D.L. & Quick, J.C. (2006). *Organizational Behaviour: Foundation, Realities and Challenges*.
- Noah, Y. & Steve, M. (2012). Work Environment and Job Attitude among Employees in a Nigerian Work Organization. *Journal of Sustainable Society*, 1(2), 36-43.
- Otley, D. (1999). Performance Management: A Framework for Management Control Systems Research. *Management Accounting Research*, 10, 363-382.
- Owllabs. ([2020 November 29](https://www.owllabs.com/blog/wfh-meaning)). Everything Need To Know About Working From Home. <https://www.owllabs.com/blog/wfh-meaning>
- Pinsonneault A. & Boisvert, M. (1999). The impacts of telecommuting on organizations and individuals: A review of the literature. In: Johnson NJ (ed.) *Telecommuting and virtual offices: Issues and opportunities*. Hershey, PA: Idea Group, 163–85.
- Regina Marice Willis. (2016). Factors that Affect Job Satisfaction and Work Outcomes of Virtual Workers, Walden University', scholarworks.waldenu.edu/dissertations
- Richter, J. & Meshulam, I. (1993). Telework at Home: The Home and the Organization Perspective. *Human Systems Management*, 12,193-203.
- Robbins, S.P., Odendaal, A. & Roodt, G. (9th Ed). (2003). *Organizational behavior*. Prentice-Hall International Cape Town.

- Saludin, N.A. & Hassan, H. (2012). A Conceptual Study on Working from Home in Malaysian Construction Industry, 56(14)
- Schall, M. A. (2019). The Relationship between Remote Work and Job Satisfaction: The Mediating Roles of Perceived Autonomy, Work-Family Conflict, and Telecommuting Intensity. <https://doi.org/10.31979/etd.2x82-58pg>
- Shafini, N., Said, M., Fariana, S., Mori, C., Bidrul, S.A., Rapidah, S. & Ali, O. (2016). The Relationship between Workplace Conflict and Job Performance: A Study of Staff in Terengganu Higher Learning Institution. *Journal of Applied Environmental and Biological Sciences*, 6(3), 27-32.
- Singh, J.K. & Jain, M. (2013). A Study Of Employees' Job Satisfaction And Its Impact On Their Performance. *Journal of Indian Research*, 1(4), 105-111.
- Susilo, D. (2020). Revealing the Effect of Work-From-Home on Job Performance during the Covid-19 Crisis : Empirical Evidence from Indonesia, 26(1), 23–40.
- Talentlyft. (2020 December 9). What is flexible work arrangement? <https://www.talentlyft.com/en/resources/what-is-flexible-work-arrangements>
- Thamrin, M. & Riyanto, S. (2020). The Effect of Work Motivation, Work Environment, and Work Life Balance on Employee Performance at PT. *IOSR Journal of Dental and Medical Sciences (IOSR-JDMS)*, 19(6).
- Theemployable. (2020 December 4). Virtual Vs. Physical Environments in the Workplace. <https://www.theemployable.com/index.php/2016/09/16/virtual-vs-physical-environments-in-the-workplace/>
- Ward, H. (2017). The Impact That Working From Home Has On The Overall Motivation And Performance Levels Of Employees Working Within A Banking Organisation, 6(1),1–32.
- Watson, I. & Lightfoot, D.(2003). Mobile working with Connexions. *Facilities*. 21(13/14),347-352.
- Widodo, D.S. (2014). Influence of Leadership and Work Environment To Job Satisfaction and Impact to Employee Performance (Study On Industrial Manufacture In West Java). *Journal of Economics and Sustainable Development*, 5(26), 62-66.

