

Impact of Work from Home on Employee Performance in Context of Bangladesh

Md. Asif Imrul¹ Maria Rafique¹ Md. Iftekharul Amin^{2*}

1. Graduate Student, Institute of Business Administration, University of Dhaka, Dhaka 1000, Bangladesh

2. Associate Professor, Institute of Business Administration, University of Dhaka, Dhaka 1000, Bangladesh

* E-mail of the corresponding author: miamin@iba-du.edu

Abstract

This study investigates the effects of work-from-home on job performance and its mediating factors. This is certainly relevant in the aftermath of the coronavirus outbreak. While acknowledging the need of investigating employees' perspectives in order to create a productive work-from-home environment, this study focuses on the elements that influence job performance. It suggests job satisfaction and motivation as mediating variables to explain how working from home influences employee performance. The study's questionnaire-based data, which has been tailored to the changes caused by current pandemic, was acquired through multiple in-person and online survey of Bangladeshi employees. A total of 260 people actively participated in the assessment. In its further processing, the study utilized structural equation-based framework to address the research questions. In the study, employees reported more job satisfaction and motivation as a result of working from home, resulting in improved job performance. While the relevance of this study is constrained to how these advantages are manifested in Bangladesh, it may have external validity in other pandemic-affected nations.

Keywords: Information Technology, Job Motivation, Performance Appraisal, Strategic Human Resource Management, Work Environment.

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1. Introduction

The development in technology since the last decade is exceptional. This development has impacted the traditional office work space in 3 key ways. Firstly, New technology means that new jobs have been created around those technology. Secondly, there have been high demand for modernizing traditional tasks. If you look into a modern office, you are unlikely to find an employee without a laptop. Most offices have shifted towards a work space that is depended on technology. The third factor that has impacted the office life is that communication today is faster and cheaper than ever before. The impact can be observed commonly when organizations have outsourced their work. The pockets of groups from all around the world can be seen collaborating at an unprecedented level. (Cascio & Montealegre, 2016)

Even before the outbreak of the Coronavirus in 2020 (World Health Organization, 2020), which forced people to work from home (WFH), employees have been working from distance for a while now (Harahap & Riyanto, 2020). Many organizations have employees from different branches collaborating on the same project. These employees were trained to properly communicate and support others even though they were often in different time zones. If these employees have a computer and a decent internet connection in their home, they will have all the tools necessary for doing the same work from home. Other organizations were weighing the returns from maintaining a traditional work place and having a worker communicate remotely from a place of their convenience.

In the full swing of the lockdown some organizations were quicker to respond than others. It has been found out that not every position was suited for working from home and many jobs were lost. Service industry saw the worst of it. It can be found that working from home has its own set of problems. Not everyone was able to use and avails the tools needed for working from home. Training would be required to get everyone on board but even more important is accepting the cultural shift. (Susilo, 2020)

The aim of the study is to find out how work from home (WFH) effects employee performance by using three variables, work environment, job satisfaction and job motivation, to measure the effectiveness. This study analysed the impact of these three factors on WFH as well as on employee performance. Also, the study tried to find out how job satisfaction is related to job motivation and work environment.

2. Literature Review

This section delineates the literate review of the study.

2.1 Work From Home (WFH)

Work from Home (WFH) is a working arrangement where an employee accomplishes the essential tasks related to their profession/job while staying at home; this arrangement is done using the help of information and

communications technology (ICT). WFH needs commitment as well as a sense of shared responsibility in both the employers and employees, so that a business can continue its operations. (International Labour Organization, 2020)

Work from Home can be characterized by two key aspects. The first being that employees carry out their duties outside of their workplace, more specifically from their homes, and the second being a connection existing between home and office. Internal and external communication, as well as exchange of information is carried out with the usage of technology. Additionally, the work must be designed such that employees can complete the tasks assigned to them from home. WFH is more apt for those jobs where the tasks are knowledge based, with very few face-to-face interactions and lastly where the role has a high level of autonomy. (Rupietta & Beckmann, 2016)

Work from Home can also be defined as employees working from either their homes or some place of their choosing other than their workplace provided by the employer. Work from Home has garnered a lot of attention and usage in recent years, as the growth of technology has made it much easier to communicate and work without actually needing to sit face to face, allowing an employee to complete their works remotely from their home. This all highly depends on the technological arrangements of the employer. Work from Home can have an impact towards employee retention as it allows the employee to work from the leisure of their home where there are fewer interruptions from coworkers, and where they can work for even longer period of time due to not losing any time from traveling and such. (Reshma, Aithal, & Acharya, 2015)

As with any other technological system, Work from Home has numerous advantages and disadvantages for both employees and organizations, even to some extent towards society. (Sánchez, Pérez, de-Luis-Carnicer, & Vela-Jiménez, 2007) (Bloom, Liang, Roberts, & Zhichun, 2015) (Employers' Federation of India, 2020)

2.2 Work Environment and Work from Home

Previous research suggests that working from home has a favorable impact on the change of workplace environment. Working from home, according to researchers, can provide a more flexible work environment since individuals have more control over their work schedule and office atmosphere. (Baltes, B. B.; Briggs, T. E.; Huff, J. W.; Wright, J. A.; Neuman, G. A., 1999) Their particular preferences and wants can be met since they can design their own work environment to fit their personality. (Gajendran, R. S., & Harrison, D. A., 2007)

2.3 Job Satisfaction and Work from Home

Previous studies suggest that to most employees, working from home saves more time, money, and energy as they need not to go to work or travel for business. Working from home is also less stressed in terms of attire selection, attitude maintenance and so on. Therefore, the employees are more engaged with their day-to-day tasks (Gajendran, R. S., & Harrison, D. A., 2007). Furthermore, according to another research, the link between work from home and work satisfaction is curvilinear, implying that its impact will be beneficial at lower levels of work from home modality. Employee happiness may suffer as a result of a sense of social and professional isolation when they spend a significant amount of time telecommuting. For job positions with the need of professional independence, the curve is flatter. (Virick, M., DaSilva, N., & Arrington, K., 2010)

2.4 Work Motivation and Work from Home

According to previous studies, employees are more productive when they telecommute because they avoid traffic congestion and transportation costs, and they may even reside in a less expensive place, such as a suburb, even if it is not close to their office. They also have the opportunity to handle personal matters during working hours, allowing them to pursue greater personal fulfillment. (Shockley, K. M., & Allen, T. D., 2012)

2.5 Job Performance and Work from Home

“The notion of performance is the quality and quantity of work achieved by an employee in the ability to carry out tasks by the responsibilities given by his superiors. Besides, performance can also be interpreted as a result and a person's efforts achieved by the ability and actions in certain situations”. (Harahap & Riyanto, 2020)

There are six criteria (Quality, Quantity, Timeliness, Cost Effectiveness, Need for Supervision, and Impersonal Impact) for assessing employee performance. (Harahap & Riyanto, 2020)

There are also other aspects for assessing job performance. Some of them are: remote work ability assessment which is based on self-evaluation, manager performance assessment which is upward assessment, work delivery assessment which is downward assessment and lastly employee satisfaction which is again self-evaluation. (Harahap & Riyanto, 2020) (Davidescu, Apostu, Paul, & Casuneanu, 2020)

Other than these, employee competence, their self-determination, and the impact they have on work have positively influenced employee work performance. Whereas, job performance is tied to job satisfaction, job satisfaction partially influences competence and performance of an employee on their work. (Davidescu, Apostu, Paul, & Casuneanu, 2020)

WFH affects the careers of both men and women when working hours and earnings are considered; and this results in a further distinguishing effect by parental status that is already there. Men and women who do not have children that are below the age of 16, often use WFH to increase overtime hours to experience some level of job satisfaction despite this not having any significant impact on their wages in the short to medium run. WFH also increases life satisfaction which also leads to increase in job performance in childless men. (Arntz, Yahmed, & Berlingieri, 2019)

WFH has positive impact on the performance of employees due to the fact that it increases employees' enjoyment, motivation to work as well as job satisfaction level. Employee job satisfaction is an important determinant of how an employee performs in their job as employees must first be satisfied if they are to reach the organizational goal through their efforts. In that context, progression on tasks should be considered as the performance measuring scale rather than the visible presence of employees or their availability for communicate. (Susilo, 2020)

2.6 Job Performance and Job Satisfaction

Job satisfaction can be defined as an attitude which one has towards the work one does due on the difference of level of appreciation that the person working is receiving currently and the appreciation level, he/she believes they should receive. It is a general attitude towards one's work that shows the difference between the number of appreciation workers receive and the amount they believe they should receive for their efforts. (Harahap & Riyanto, 2020)

From recent researches which were carried out on job performance and job satisfaction, it can be seen that, despite the locations of the study, the output level of employees compared to office hours was relatively similar across all locations. Those who have worked from home were 13% more productive than those who worked from office. The studies also showed that those who worked from home reported to be more satisfied with their works and faced less work exhaustion. (Reshma, Aithal, & Acharya, 2015)

Those who work from home not only reported a higher rate of work satisfaction, but they also reported that they were less exhausted than working from office. But it was also reported that their promotions were also halted (the promotion rate fell) due to it being related to performance. In an experiment carried out in China, it was observed that when given the choice to work from home and working in office, a significant number of employees switched to work from home. This also led to increase in overall performance. (Bloom, Liang, Roberts, & Zhichun, 2015)

2.7 Job Performance and Work Environment

Work environment can be defined as a place where employees of an organization carry out their daily work-related duties. It can also be defined as everything that surrounds employees which affect the employee to carry out his/her duties. Work environment also includes relationships between fellow employees. Work environment directly translates to job satisfaction, which in turn impact the performance of an employee. (Putranto, Guswandi, & Widodo, 2018). A work environment which is enjoyable, offers safety and is healthy for the employees, on top of being optimal can encourage employees to perform better. (Susilo, 2020) (Janah & Riyanto, 2020)

Depending on the work environment, an employee's performance can shift. A work environment can have three aspects:

- Physical aspects – tables, chairs, rooms etc.
- General aspect – noise, odor, humidity etc.
- Non-Physical aspects – work relationships

These aspects all impact an employee greatly, which translates to how they perform their duties. These aspects are too considered and should not be neglected, so that the employees can perform up to their maximum capability. (Djibran & Riyanto, 2020)

To achieve a proper performance which focuses on increased effectiveness, efficiency, and optimal level of productivity, organizations should explore ways in which the work environment where the employees of the organization perform their duties, is helpful for the employees. (Sandhu, Iqbal, Ali, & Tufail, 2017)

2.8 Job Performance and Work Motivation

Motivation is a driving force that resides within someone which steers them to carry out activities geared towards achieving some objectives/goals. Motivation has direct influence over how an employee performs in an organization. If they are motivated, they will perform better, otherwise they will not. Thus, work motivation gives rise to the enthusiasm to perform the works given to an employee. For work from home scenario, work motivation is very much important, as without motivation employees will not perform up to the standards. Work motivation highly impact job performance. Motivation itself becomes the driving force that encourages someone to work. Lower work motivation results in poor performance from the employee. Thus, work motivation is necessary to achieve better job performance which in turn will help an organization to reach its goals. (Harahap

& Riyanto, 2020)

A motivated employee will use their desire and willingness as well as their energy to perform better and work towards the goals of the organization. On the other hand, job performance depends on a variety of factors. One of these factors is work motivation and this highly influences n employee. A motivated employee will direct their efforts to achieve the goals needed to perform better. And will always look for how to improve themselves (Sandhu, Iqbal, Ali, & Tufail, 2017).

3. Methodology

The research has been conducted using a mixed method combining both qualitative and quantitative approach to determine the significance of the relations between the dependent and the independent variable.

3.1 Conceptual Framework

Conceptual framework systematically describes the relationships of variables that are in a study. In a previous study (Susilo, 2020), an established conceptual framework was found where a number of variables relating to this study were already considered. The conceptual framework is as follows:

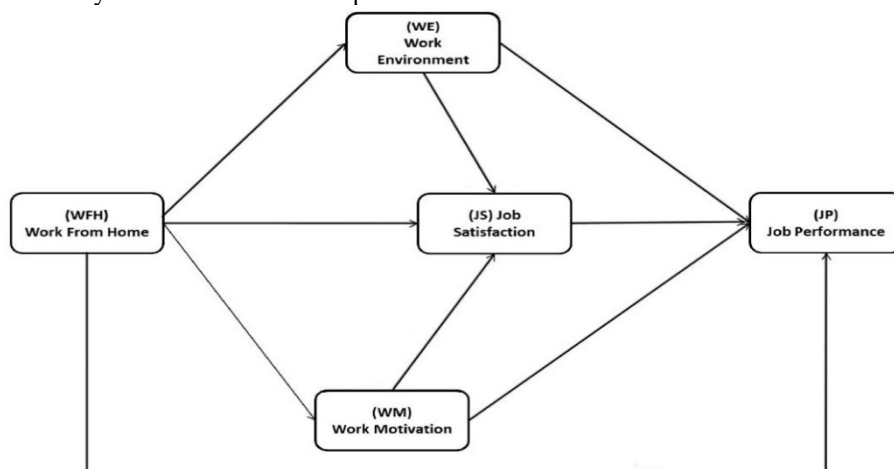


Figure 1. Conceptual Framework of the study; Source: (Susilo, 2020)

From the same study, a list relating to factors and components of each factor was found. The list is as follows:

Table 1. List of Factors and Component

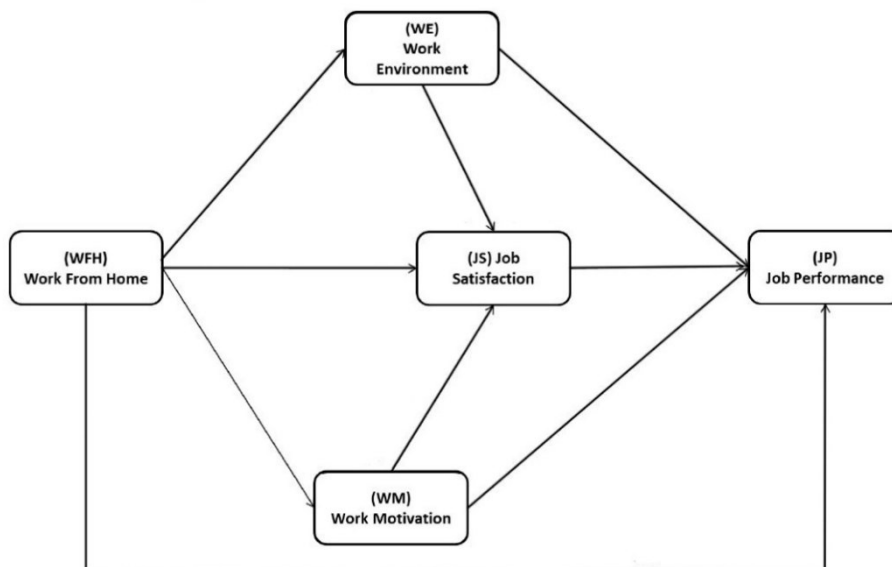
Factor	Component
Work from Home	Working hours
	Communication
	Internet Connection
	Team Work
	Commute
Change in Work Environment	Privacy
	Autonomy
	Technology
Job Satisfaction	Safety
	Recognition
	Growth Potential
	Benefits
Work Motivation	Compensation
	Schedule
	Supervision
	Efficiency
	Job Security
	Welfare
	Training
Job Performance	Accomplishment
	Challenges

Source: (Susilo, 2020)

The proposed Hypotheses for the study are stated below:

- H1. Work from home has a positive and significant effect on Work Environment
- H2. Work from home has a positive and significant effect on Job Satisfaction
- H3. Work from home has a positive and significant effect on Work Motivation
- H4. Work from home has a positive and significant effect on Job Performance
- H5. Work Environment has a positive and significant effect on Job Satisfaction
- H6. Work Motivation has a positive and significant effect on Job Satisfaction
- H7. Work Environment has a positive and significant effect on Job Performance
- H8. Job Satisfaction has a positive and significant effect on Job Performance
- H9. Work Motivation has a positive and significant effect on Job Performance

To analyze the data, both Microsoft Excel and IBM SPSS have been utilized where, hypothesis testing has been conducted using various analytical techniques.



3.2 Qualitative Analysis

It is evident that qualitative data is critical for assessing the frequency of specific qualities or features. It helps to create parameters that may be used to monitor bigger data sets. This data allows observers to quantify the environment around them. The following research has been conducted on the basis of qualitative and quantitative approach where particular directives from the industry leaders have led to certain parameters essential for quantifying the study in the next step.

The qualitative data collected for this study is based on one-on-one interview method. Commencing the discussion from the starting of the pandemic at 2020, all of the respondents agreed with the volatility faced within the industries when lives and livelihood were at stake. Particular industries like the financial institutions had to remain open even during the pandemic. The most common solution within the respondents proved to be the rostering system where some of the departments could work from home during the lockdown but the servicing department could not. Organizations during that critical situation revised the targets and hence supported the employees getting infected during the pandemic. After the lockdown period, offices would resume with a specific percentage like 20-30% workforce to avoid infection. With the constantly changing environment and the new challenges coming, businesses now quarterly review the sales targets and the ways of reaching out to the customers during the pandemic when physical visits are highly discouraged. This has paved new ways to communication, client meeting and handling and adopting with the changing environment.

Specifically, the pandemic revised the way of evaluating jobs, affecting employee motivation and in many of the cases, changing the way employees would pursue their work and receive employee benefits. Based on these discussions, the five parameters have been identified which portray quantification of the effect of work from home on employee performance effectively.

3.3 Quantitative Analysis

The hypotheses have been formed considering five parameters and previous studies on similar topics. To see the impact of working from home on these factors and in turn the impact they have on performance, primary analysis has been performed based on extensive qualitative analysis on how the market measures the primary five variables of this analysis. Based on qualitative analysis, further twenty-one statements have been generated

under five variables for questionnaire preparation.

Table 2. Questionnaire Statements

Variable	Question	Statement
Work from Home	Q1	I work from home throughout all of my office hours.
	Q2	For my job, I connect with others remotely.
	Q3	To do my task, I need to utilize the internet.
	Q4	I work apart from my coworkers' physical presence.
	Q5	To start and finish my task, I do not travel physically.
Work Environment	Q6	My workspace is entirely shared with individuals who aren't my coworkers.
	Q7	Without the interference of my employer, I am free to organize my workspace.
	Q8	My capacity to complete my tasks is highly dependent on my internet connection.
Job Satisfaction	Q9	I'm satisfied to perform my work without jeopardizing my safety.
	Q10	I'm pleased with the appreciation I've received for my work during WFH.
	Q11	My prospects of promotion are satisfactory to me.
	Q12	During WFH, I am happy with my remuneration.
Work Motivation	Q13	My employer pays me salary while keeping me safe from the pandemic.
	Q14	My employer allows me to tailor my work schedule.
	Q15	My employer lets me to work independently and without a lot of oversight.
	Q16	Because I am not required to travel to the workplace, I am able to work more effectively.
	Q17	Despite the downturn in the economy, my firm has remained loyal to me
	Q18	My employer allows me to advance in my career while still keeping me secure from the pandemic.
	Q19	My job allows me to grow professionally.
Job Performance	Q20	Even though I work from home, I have completed all of my responsibilities in accordance with my company's key performance metrics.
	Q21	Even though I work from home, I am able to do my job tasks with no significant difficulties.

Total 260 responses have been collected where a 5-point Likert Scale has been used to measure the responses. The secondary data used in this study was collected mainly from various empirical data sources such as online journals, articles, reports and websites.

For further proceedings, collected data has been examined through correlational analysis and Discriminant Validity Testing to determine the validity and reliability of the measurement. Further, In the next phase, detailed descriptive statistical analysis is utilized to determine the future scopes of the outcome. Based on the collected data, hypothesis testing is performed to examine the compatibility of the suggested conceptual framework in real work environment.

4. Findings

This section describes the findings of the study.

4.1 Validity and Reliability of the Measurement

According to Bentler and Chou, a minimum sample size of 5 responders per variable is required. (Bentler & Chou, 1987) There is a total of 5 variables used in this study. As a result, the minimum sample size for this study should be 25 people. Furthermore, Sideridis et al found that for a model with four latent variables, a sample size of 50 respondents is related with good fit. (Sideridis, G., Simos, P., Papanicolaou, A., & Fletcher, J., 2014) The required sample size has been fulfilled with a total of 260 respondents in this study.

The number of studied data were also calculated using the 10 times rule, which stipulates that the minimum amount of data should be 10 times the maximum number of inner or outer model linkages pointing to any latent variable in the model, which was 9 in this study. As a result, a minimum sample size of 90 should be used (Hair, J.F., Hult, G.T.M., Ringle, C.M., Sarstedt, M., 2017)

The primary demographic characteristics were studied using correlational analysis to confirm the measurement's validity further. In research, correlation analysis is a statistical approach for calculating the strength of a linear relationship between two or more variables and identifying the link, patterns, important connections, and trends between assigned variables or datasets. A high correlation indicates a strong association between the two variables, whereas a low correlation indicates a poor relationship between the variables. A

negative correlation, on the other hand, suggests that when one variable rises, the other falls, and vice versa. And finally, a value of zero implies that the variables have no connection.

In general methodology of Correlational Analysis (Pearson Product Moment Correlation), The correlation coefficient (ρ) is a metric that measures the degree to which two variables' movements are linked. This correlation coefficient is calculated by multiplying the covariance of two specified variables by the product of the standard deviations of the two variables.

$$\rho = \text{Correlation} = \frac{\text{cov}(x,y)}{\sigma_x\sigma_y}$$

The correlation coefficient might have a range of values from -1.0 to 1.0. To put it another way, the numbers cannot be greater than 1.0 or smaller than -1.0. A perfect negative correlation is represented by a correlation of -1.0, whereas a perfect positive correlation is represented by a correlation of 1.0. Here is the Correlational Analysis of Gender, Age and Years of Experience of the Sample.

Table 3. Correlation among Gender, Age and Years of Experience of the Sample

Factors	Gender	Age	Year of Experience
Gender	1		
Age	-0.21	1	
Year of Experience	-0.20	0.74	1

According to the findings of the correlation analysis of three demographic factors, the availed data is free of gender and age-centricity. The age of the participants is closely related to the year of experience, which is to be anticipated. Therefore, because the sample in this research was shown to be representative, the conclusions and recommendations of the research is generalizable.

For this experiment, Average variance extracted analysis was used for Discriminant Validity Testing. The square root of every AVE value pertaining to each latent variable is examined in an AVE analysis to check if it is way larger than any correlation between any pair of latent variables. The explained variance of the concept is measured by AVE. The AVE is computed as follows:

$$AVE = \frac{\sum[\lambda_i^2]}{\sum[\lambda_i^2] + \sum[\text{var}(\epsilon_i)]}$$

The loading of each measurement item on its related construct is represented by λ_i and the error measurement is represented by ϵ_i . According to the rule, the square root of each construct's AVE should be considerably larger than the correlation of that construct with any of the others. For each construct, the AVE value should be at least 0.50.

Table 4. Discriminant Validity

Construct	CR	AVE	1	2	3	4	5
Work From Home	0.86	0.61	0.78				
Change in Work Environment	0.35	0.35	0.41	0.59			
Job Satisfaction	0.84	0.64	0.42	0.06	0.80		
Work Motivation	0.75	0.51	0.44	0.06	0.76	0.71	
Job Performance	0.80	0.66	0.24	0.04	0.56	0.54	0.81

The square root of the AVE is represented by the diagonal numbers in the table above. All construct correlations are less than the square root of AVE values, indicating discriminant validity. Meanwhile, according to Hair et al., all composite reliability scores and Cronbach's Alpha values for each variable surpass 0.7, indicating that the data has passed the reliability test. (Hair, J.F., Hult, G.T.M., Ringle, C.M., Sarstedt, M., 2017) Therefore, it can be said that the validity and reliability tests for the measurement model and data have been accurate.

4.2 Descriptive Statistical Analysis

In order to provide brief information on the gender, age, Job Experience, WFH experience, and occupational sector of all respondents who participated in this research, the figure (given below) illustrates the background of respondents in further details.

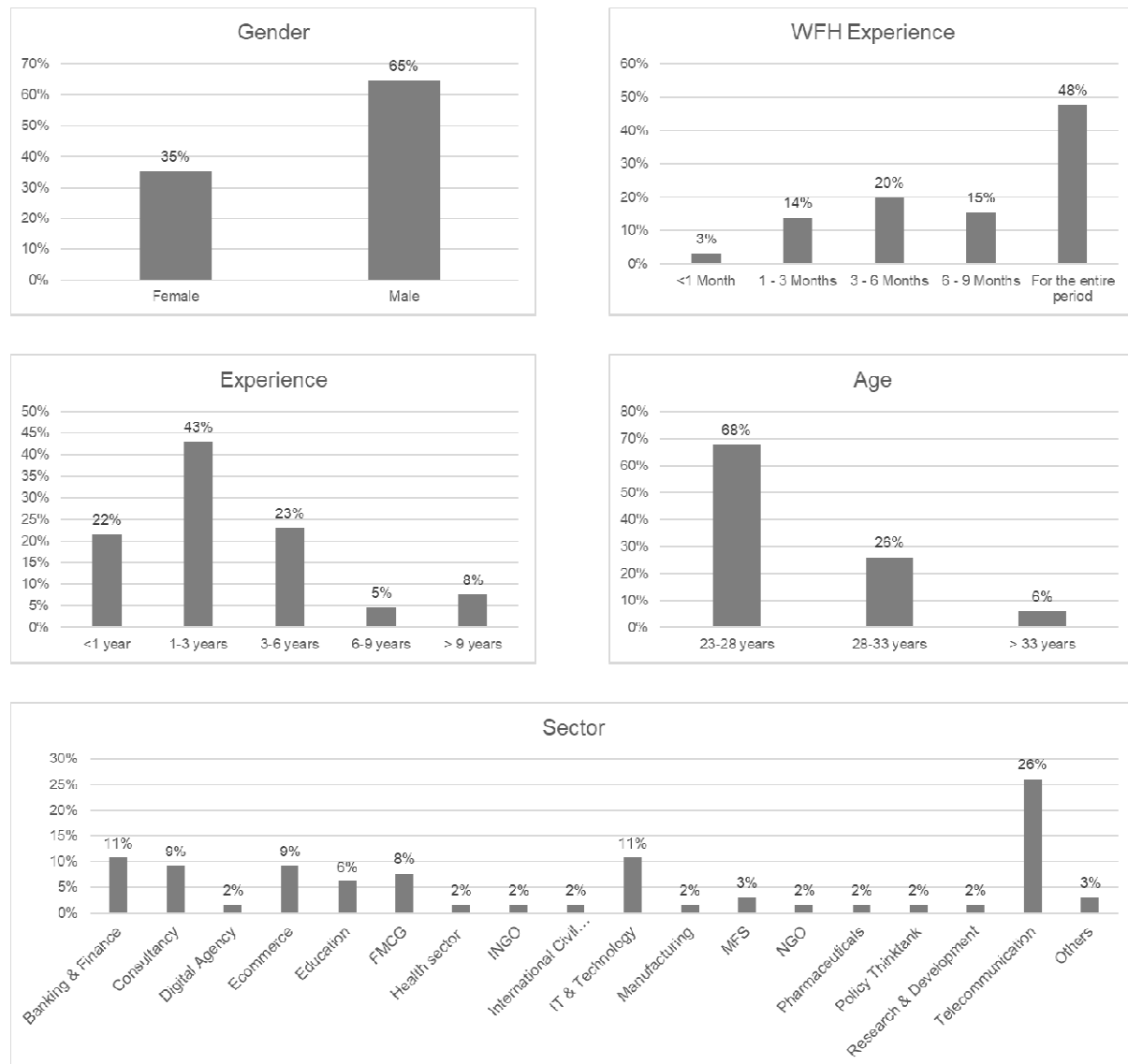


Figure 2. Background of Respondent

The ratio of male to female responders is slightly skewed toward males, which is understandable given that men make up 68 percent of the Bangladeshi workforce. (Ms. Asma Akhter, Deputy Director, BBS; Ms. Qumrun Naher Islam, Assistant Statistical Officer, BBS, 2019) Furthermore, the figure indicates that there are more youthful responders than older responders. This is due to the fact that younger people in Bangladesh are more technologically savvy and more adaptive to the WFH modality. In terms of experience level, the majority of respondents (43%) had one to three years of work experience. The major portion of the respondents works in the telecommunications industry, followed by information technology, banking and finance, and other sectors.

Based on the responses, the mean, standard deviation, variance and skewness of the readings are calculated thoroughly as follows:

Table 5. Descriptive Statistics

	N	Mean	Std. Deviation	Variance	Skewness
Work From Home	260	4.23	0.71	0.51	-0.76
Change in Work Environment		3.67	0.73	0.54	0.09
Job Satisfaction		3.34	1.10	1.21	-0.49
Work Motivation		3.57	0.85	0.72	-0.49
Job Performance		3.79	1.18	1.40	-0.94

The table illustrates descriptive statistics for all respondents' data regarding assigned five variables. Except 'Work from Home' variable, the mean for each question is approximately three (3), indicating that there were around equal numbers of people who agreed and disagreed with the statement, as well as those who preferred to

stay neutral. In case, 'Work from Home' variable, the mean is right skewed, which is justifiable. Each mean is greater than its standard deviation, showing that the data is free of outliers.

4.3 Hypothesis Testing

Hypothesis testing is a research technique that uses sample data to determine the plausibility of a hypothesis. In this method, firstly a presumption about the parameter or distribution is formed, which is considered as the null hypothesis, abbreviated as H_0 . After that, an alternative hypothesis (denoted H_a) is defined, which is the polar opposite of the null hypothesis. Using sample data, the hypothesis-testing technique determines whether or not H_0 may be rejected. The statistical conclusion is that, the alternative hypothesis H_a is true if H_0 is rejected.

The p-value in this null hypothesis significance testing is the likelihood of getting test findings at least as extreme as the actual results, assuming the null hypothesis is valid. A lower p-value indicates that under the null hypothesis, such an exceptional patient outcome would be very implausible.

During the analysis, an average of the responses has been calculated under each variable and analyzed accordingly based on pre-assigned nine hypotheses. The following table (Table 6) shows that seven hypothesis tests yielded significant and positive results. The significance is determined by the P value; when the P value is less than 0.05, the effect is considered significant. In the table, P value * indicates that the significance is less than 0.005. The discussion section below provides a more detailed description of each path analysis.

Table 6. Path Analysis

Path	R Square	Standard Error	F-value	P-value
1. Effect of work from home on work environment	0.17	0.67	51.19	*
2. Effect of work from home on job satisfaction	0.17	1.00	53.84	*
3. Effect of work from home on work motivation	0.20	0.76	63.24	*
4. Effect of work from home on job performance	0.06	1.15	15.91	*
5. Effect of work environment on job satisfaction	0.00	1.10	0.89	0.35
6. Effect of work motivation on job satisfaction	0.58	0.72	354.29	*
7. Effect of work environment on job performance	0.00	1.18	0.41	0.52
8. Effect of job satisfaction on job performance	0.31	0.98	117.79	*
9. Effect of work motivation on job performance	0.29	1.00	105.40	*

The path analysis framework yields a result of work from home having significant impact on work environment, job satisfaction, work motivation and job performance. All of these impacts show positive significance with a p-value less than 0.05 and significant r-square values from the regression model as 16.5%, 17.26%, 19.68% and 5.81% respectively. On the other hand, work environment does not show any positive significant impact on job satisfaction or job performance as the p-values are greater than 0.05 in both the cases having r-square value of 0.34% and 0.15% respectively.

The path analysis two hypothesis testing also shows that job satisfaction has a positive significant impact on job performance. Again, work motivation also has positive significance on job satisfaction and job performance based on the fact that motivation drives job satisfaction which eventually increases job performance. All of these correlations have a p-value less than 0.05 and significant r-square values as per the table.

5. Discussion on findings

The following study shows positive impact of work from home on work environment, job satisfaction, work motivation and job performance. Promoting work-from-home policies is one strategy to improve the working environment. This opportunity gives employees an impression of working in a personalized atmosphere that is tailored to their specific preferences and way of life. Avoiding the hassle of commuting also saves a lot of time and energy. This increases both work motivation and job satisfaction leading to a better job performance. The internet has rendered distance no longer a barrier to good supervision and recognition, as seen by the growth of technology adoption in today's workplace. Communication is clear and simple, thanks to a plethora of mobile apps and software that may be used for this purpose. These findings are in line with previous studies that show positive significance except for the correlation between work from home and job performance. This can be due to the fact that earlier adoption of technology and disciplinary issues were hindered which have become savvier now after the Covid-19 has struck the world.

Another aspect shows no significance of work environment on job satisfaction or job performance. During the pandemic, work environment may be a parameter in which working from home made employees comfortable. But there is also a fact that many of the employees do not actually have a workable space in their homes to effectively perform their task. There is a big opportunity to research on the difference of quality-of-life people have in their homes compared to their work space. These results contradict the previous findings where work environment had a significant impact on the two parameters.

A strong correlation between job satisfaction and job performance can be seen in this study. From this, it can be stated that organizations that were able to keep their employees satisfied were able to get more out of them during the pandemic. Another parameter shows that work motivation positively impacts job satisfaction and job performance. Management theories are consistent with this theory that motivated employees perform better and the data reaffirms that. Motivations drives job satisfaction leading to an increased job performance. The challenge however is to keep employees motivated for a sustained duration. These findings are consistent with prior research except for work motivation and job satisfaction that does not find significance between these two variables.

Based on the discussion and outcome of path analysis, the modified framework is as follows:

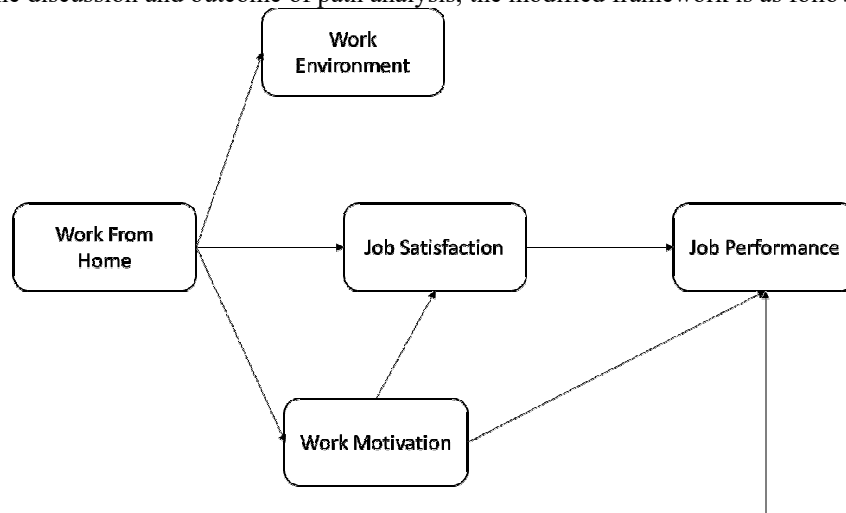


Figure 3. Suggested Framework

6. Conclusion

The goal for this paper was to show the impact of work from home on the factors of performance and also show the overall role working from home played on it. The data suggests that work from home has positive and significant impact on job performance. This was consistent with the expectation based on the literature review. Working from home improved the safety of the employee, reduced their time commuting, and gave them the freedom to organize their workspace which led to a positive and significant impact on their performance.

Working from home increases employee enjoyment, job satisfaction, and motivation, according to the current study. Job satisfaction consequently becomes a key factor of job performance, as employees must first be satisfied in order to improve their performance and help the company achieve its objectives. While businesses may face challenges such as monitoring and communication as a result of COVID-19, work-from-home has become the only viable choice. Companies might adjust to this circumstance by evaluating their workers' success based on task completion rather than their visual presence and ensuring proper use of communication tools to ensure proper network among the employees. It can also help employees improve their individual job-related abilities. It is suggested that policymakers encourage and regulate any work-from-home program that benefits both employees and businesses.

Incentives should be given to the internet business so that it becomes more affordable and accessible to rural areas. While the validity of this study is limited to how the benefits of a work-from-home program manifested in Bangladesh, there may be ramifications for other COVID-19-affected countries.

Finally, the study observed more of positive relationships from work from home rather than insignificant ones. So, management should emphasize working from home considering the current situation when the Covid-19 pandemic is hitting the world on and off. Businesses now have to become flexible to the challenges the world is putting us into. The study suggests that promoting work from home will be viable for most jobs which will increase employee satisfaction and benefit lives and livelihood a great deal.

The scope of the study was limited to Bangladesh only. The data was examined without the use of control variables such as age, culture, industry, and others that could have influenced the analysis' outcome. Additional research based on different industry specifications may depict varied impacts on people's job performance. Further research can broaden the scope of the study by gathering data from additional countries.

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