# A critical study on the work from home facility and it's impact on employees' satisfaction and employees' performance in the service sector

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In partial fulfilment of the requirements for the award of the degree of

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**RANCHI**

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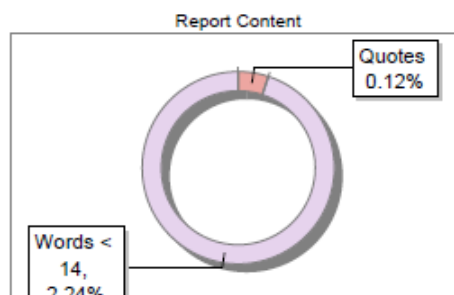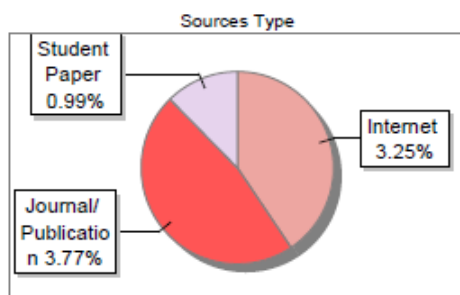
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# ABSTRACT

This critical study investigates the impact of work-from-home (WFH) facilities on employees' satisfaction and performance in the service sector, focusing on data collected from Ranchi, Jharkhand, India. The research investigates the primary relationship between WFH and employee performance, with a particular emphasis on exploring the mediating role of job satisfaction. Moreover, the study scrutinizes the moderating effects of age, gender, and designation, aiming to uncover nuanced insights into how these demographic variables influence the WFH-employee performance relationship. Furthermore, data analysis was conducted through SMART PLS and SPSS using Structural Equation Modelling and ANOVA techniques. The hypotheses testing unveiled robust and positive associations between WFH and both job satisfaction and employee job performance. Subsequent mediation analysis affirmed the significant contribution of job satisfaction as a partial mediator in linking WFH to employee performance. Additionally, the examination of moderating effects shed light on age as a crucial influencer, revealing that younger employees face greater challenges in maintaining optimal job performance when working remotely. Furthermore, designation emerged as a significant factor, with specific roles experiencing heightened benefits from WFH arrangements. However, the analysis indicated that gender had a non-significant moderating effect, suggesting that gender dynamics may not significantly alter the relationship between WFH and employee job performance in the study context. Nonetheless, the findings underscore the importance of understanding demographic variables in shaping the WFH-employee performance relationship, offering valuable insights for organizations seeking to optimize remote work policies and support mechanisms. In terms of policy implications, the study highlights the importance of organizations adopting flexible and supportive WFH policies that accommodate diverse demographic needs. Moreover, it emphasizes the need for targeted interventions to support younger employees and maximize the benefits of WFH arrangements for specific job roles. From a theoretical standpoint, the research contributes to the understanding of remote work dynamics by elucidating the complex interplay between WFH, job satisfaction, and employee performance. It underscores the importance of considering demographic variables in remote work research and offers valuable insights for advancing theoretical frameworks in this domain.

Keywords: Work from home, Employee Satisfaction, Employee Performance, Ranchi

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# List of Abbreviations

| Acronym | Full Form |
|---------|-----------|
| WFH | Work from Home |
| EJP | Employee job performance |
| EJS | Employee job satisfaction |
| IT | Information Technology |
| COVID – 19 | Corona virus disease 2019 |
| NCS | National Compensation Survey |
| SET | Social exchange Theory |
| SDT | Self-Determination Theory |
| SOT | Spill-over Theory |
| JDR | Job-demand Resource Model |
| GDP | Gross Domestic Product |
| HR | Human Resources |
| DNN | Deep Neural Network |
| ORS-TSA | Oppositional Random Searched Tunicate Swarm Algorithm |
| RMSE | Root Mean Square Error |
| SEM | Structural Equational Modelling |
| SWOT | Strength Weakness Opportunities Threat |
| WLB | Work-Life Balance |
| WERS | Workplace Employee Relations Survey |
| ANOVA | Analysis of Variance |

| | |
|---|---|
| PLS-SEM | Partial Least Squares Structural Equation Modelling |
| EFA | Exploratory Factor Analysis |
| CFA | Confirmatory Factor Analysis |
| AVE | Average Variance Explained |
| HTMT | Heterotrait-Monotrait ratio |
| VIF | Variance Inflation Factor |
| $R^2$ | Coefficient of determination |
| $Q^2$ | Predictive Power Analysis |

# CHAPTER I

# INTRODUCTION

# Chapter – I
# INTRODUCTON

## 1.1 Overview

In recent years, the concept of work from home has experienced a significant surge in popularity across organizations worldwide. Technological advancements, coupled with shifting work dynamics and evolving employee expectations, have fuelled the rise of remote work as a viable alternative to the traditional office-based model. Work from home, also known as telecommuting or remote work, involves employees carrying out their job responsibilities outside of the conventional office environment, often from the comfort of their homes or other remote locations.

The rapid adoption of work from home has been driven by several key factors. Firstly, advancements in communication technologies, such as high-speed internet, video conferencing tools, and collaborative platforms, have facilitated seamless connectivity and virtual collaboration. These technological breakthroughs have eliminated many of the barriers associated with remote work, enabling employees to communicate and collaborate effectively regardless of their physical location.

Secondly, organizations have increasingly recognized the potential benefits associated with work from home. From an employee standpoint, the flexibility to work remotely offers numerous advantages, including improved work-life balance, reduced commuting time and expenses, increased autonomy and control over their work environment, and the ability to customize their workspace to maximize comfort and productivity. Employers, on the other hand, have witnessed potential advantages such as enhanced employee satisfaction, higher productivity levels, cost savings in terms of office space and infrastructure, access to a broader talent pool, and improved employee retention and loyalty.

However, the widespread adoption of work from home has also raised important questions concerning its impact on job satisfaction and employee performance (Davidescu et al., 2020). While some studies suggest that remote work can lead to increased job satisfaction due to the flexibility and autonomy it provides, others have highlighted potential challenges that can

affect job satisfaction adversely (Niebuhr et al., 2022; Tudu & Singh, 2023). For instance, remote employees may experience feelings of isolation or loneliness, as they may have limited face-to-face interactions with colleagues and miss out on the social connections and informal conversations that typically occur in a shared office space. Additionally, the blurring of boundaries between work and personal life can lead to increased work-related stress and difficulties in achieving a healthy work-life balance, which may impact job satisfaction negatively (Limanta et al., 2023).

Similarly, the impact of work from home on employee performance remains a topic of ongoing debate. Proponents argue that remote work can enhance employee performance and job engagement (Limanta et al., 2023). With reduced distractions and the ability to customize their work environment to suit their preferences, remote workers may experience fewer interruptions and could focus on their tasks, leading to improved performance (Franken et al., 2021). Moreover, the flexibility to work during their most productive hours can enable employees to optimize their work output (Hill et al., 2001). The absence of commuting-related fatigue and reduction in office-related distractions may contribute to higher concentration levels and task completion rates (Market & Unit, 2022). Work from home also extends beyond job satisfaction and employee performance (Kowalski et al., 2022). It has the potential to address work-life balance concerns, accommodate personal circumstances, and contribute to employee loyalty (YÜKSEL, 2021). The flexibility offered by remote work enables individuals to manage their time better, attend to personal responsibilities, and maintain overall job satisfaction (Kelliher & Anderson, 2008). Furthermore, remote work can be a driving factor in attracting and retaining a diverse workforce, particularly women who often shoulder care responsibilities (J. Ferreira et al., 2020). Research by (Felstead & Henseke, 2017) indicates that working from home has enabled employees, particularly women, to adapt to personal circumstances and continue their careers.

On the other hand, Researcher with sceptic views have express concerns about potential drawbacks associated with work from home that may impact employee performance. They have argued that the lack of direct supervision and the limited opportunities for face-to-face communication and collaboration may hinder effective teamwork and coordination (Morrison-Smith & Ruiz, 2020). Remote workers may encounter difficulties in seeking immediate assistance or clarification, which can lead to delays in decision-making or problem-solving (Koehne et al., 2012). Furthermore, the absence of a structured office environment may create

challenges in managing time effectively and maintaining discipline and focus, potentially resulting in reduced productivity (Cascio, 2000).

Furthermore, it is worth noting that the adoption of work from home policies has seen varying degrees of implementation across different countries and industries. The 2019 IWG Global Workplace Survey highlighted the prevalence of flexible working policies in Germany, Brazil, and India, where a significant percentage of businesses had already embraced remote work (Beňo, 2021). In Germany, 80 percent of businesses had flexible working policies, followed by 76 percent in Brazil and 58 percent in India. The survey also revealed that over 50 percent of participants reported working remotely for more than half of their working time.

Additionally, a Stanford study conducted in China's largest travel agency demonstrated that working from home led to a notable increase in productivity. Monitoring around 500 employees for two years, the study found that remote work resulted in a productivity boost of over 20 percent, equivalent to an extra working day each week. Employees achieved this increase in productivity by taking fewer breaks, using less sick leave, and simply completing more work. However, it is important to note that not all individuals are comfortable with working from home, as evidenced by the study's finding that approximately half of the participants decided to return to office-based work after the trial period. However, despite the numerous benefits and increasing prevalence of work from home, its adoption remains uneven across industries and occupations. The 2019 National Compensation Survey (NCS) in USA by Federal Bureau of Labour Statistics revealed that only 7 percent of workers in the United States had the option to work remotely. This option was primarily available to higher-paid knowledge workers such as executives, IT professionals, financial analysts, and accountants. Certain occupations, such as restaurant servers, hair stylists, plumbers, police officers, and construction workers, present challenges for remote work due to the nature of their job requirements. The NCS indicated that only 1 percent of service-sector workers and construction workers had access to telework, the lowest share among major occupational groups.

In India, the flexible work culture, including options such as telecommuting and flexible working hours, was not widespread until the pandemic struck in 2020. While some IT companies and multinational corporations had policies allowing for occasional remote work, they were often limited to specific periods or regular intervals. However, the COVID-19 pandemic necessitated a significant shift toward remote work, resulting in what has often been

referred to as the 'world's largest work from home transition,' particularly within the service sector. Indian IT companies facilitated this transition by providing employees with desktops from their workplaces to their homes. With a substantial portion of the workforce now operating remotely, it becomes crucial to understand the impact of this cultural shift on organizational productivity. It's important to note that while there may be overlap between flexible work culture and work from home arrangements, they are distinct concepts. To fully comprehend the potential of work from home and its impact across different levels of management in the service sector, it is essential to explore the nature of jobs that allow remote work. Certain jobs are better suited for remote work, such as those that involve individual contributions or require minimal supervision. Examples include call centre employees, developers, hourly workers, content writers, and senior managers involved in strategizing. However, despite the benefits, there remains a need for a well-developed framework surrounding work from home policies, addressing factors such as minimum hours of work, wages, and other considerations. Through this study, we have attempted to trying to explore the current scenario of work from home in Indian context and further to contribute further to existing literature, opening new avenues for future researchers.

Furthermore, WFH basically refers to a work arrangement where employees perform their job responsibilities remotely, typically from their residence, using technology to stay connected with colleagues and complete tasks (Lal et al., 2023). However, the function description of WFH in this present study, specifically pertains to the practice of employees carrying out their duties outside of a traditional office setting, often relying on digital communication tools and remote collaboration platforms to fulfil their job responsibilities. Additionally, Job satisfaction is the level of contentment or fulfilment an individual experience in relation to their job and work environment. It encompasses various aspects such as job security, work-life balance, relationships with colleagues, and alignment with personal values(George et al., 2018) and for function description of job satisfaction in context of present study refers to the subjective perception of employees regarding their overall happiness, fulfilment, and positive feelings derived from their work-from-home arrangements and the associated work environment. Job performance refers to the effectiveness, efficiency, and quality of an individual's work output in fulfilling their job responsibilities and achieving organizational goals. It encompasses both quantitative and qualitative measures of performance.(Christen et al., 2006) and For functional description within the scope of this study, job performance pertains to the evaluation of how

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effectively employees perform their tasks, meet job expectations, and contribute to the objectives of the organization while working remotely from home. It may include metrics such as productivity, task completion rates, quality of work, and adherence to deadlines.

In summary, the rise of work from home has been driven by advancements in communication technologies, the recognition of its potential benefits by organizations, and evolving employee expectations (Vahdat, 2022). While remote work offers advantages such as improved work-life balance and increased autonomy, its impact on job satisfaction and employee performance remains a matter of contention (García-Salirrosas et al., 2023). Remote work presents challenges such as feelings of isolation, work-related stress, and difficulties in effective collaboration, but also provides opportunities for increased productivity and higher job satisfaction(Wang et al., 2021).

To shed light on the effects of working from home on job satisfaction and employee performance, the specific research objectives supported by theoretical frameworks and empirical evidence have been examined in the following sections of this study. Through an in-depth analysis of these factors, we aim to provide valuable insights and recommendations for organizations navigating the remote work landscape. By understanding the nuances and intricacies of work from home dynamics, organizations can make informed decisions to create a conducive and productive work environment that fosters job satisfaction and empowers employees to perform at their best, regardless of their physical location.

## 1.2 Problem Statement

The increasing prevalence of work from home has prompted organizations and researchers to examine its impact on job satisfaction and employee performance. Despite the various advantages that remote work provides, including enhanced flexibility, reduced commuting burdens, and cost-effectiveness, there remains a pervasive apprehension regarding its impact on employee well-being and productivity. Consequently, there is a pressing need for organizations to deeply comprehend the intricate dynamics between remote work arrangements, job satisfaction levels, and employee performance outcomes (Chatterjee et al., 2022). This understanding is paramount as companies strive to refine and optimize their remote work policies and practices for sustainable success in the modern work landscape.

One of the primary concerns related to work from home is its impact on job satisfaction. Job satisfaction refers to an employee's overall evaluation of their job and the extent to which it fulfils their expectations and needs (Wanous & Lawler, 1972). It encompasses various aspects, including the work itself, compensation, opportunities for growth and development, relationships with colleagues and supervisors, and work-life balance (Ashraf, 2019). As work from home eliminates the traditional office setting, it introduces unique challenges and opportunities that can influence job satisfaction. Remote work has the potential to enhance job satisfaction by providing employees with greater control over their work environment and schedules (Gibbs et al., 2021; Yang et al., 2023). The flexibility to work from home allows individuals to create a personalized work setting that suits their preferences, resulting in increased comfort and job engagement (Kossek et al., 2015). Moreover, the elimination of commuting-related stress and the ability to allocate time according to individual productivity patterns can contribute to a greater sense of job satisfaction (Mohammed et al., 2022).

However, work from home can also have adverse effects on job satisfaction. The lack of face-to-face interactions and reduced social connections may lead to feelings of isolation and loneliness among remote workers (Niebuhr et al., 2022). The absence of informal conversations and the spontaneous exchange of ideas that typically occurs in a shared office environment can limit opportunities for collaboration and professional growth (Patel et al., 2012). Additionally, the blurring of boundaries between work and personal life can result in increased work-related stress and difficulties in achieving a healthy work-life balance, potentially impacting job satisfaction negatively (Boamah et al., 2022).

Another critical aspect of the work from home paradigm is its influence on employee performance. Employee performance refers to the ability of individuals to accomplish their job tasks effectively and achieve desired outcomes. The question arises as to whether work from home impacts employee performance positively or negatively, and whether job satisfaction mediates this relationship. Proponents have argued that work from home can enhance employee performance (D. E. Bailey & Kurland, 2002; N. Bailey & Kurland, 1999; Farooq & Sultana, 2022). Without the distractions present in a traditional office environment, remote workers may experience improved focus and concentration, leading to increased productivity. The ability to customize their work environment to suit individual preferences, along with the flexibility to work during their most productive hours, can optimize work output. Furthermore, work from

home eliminates the time and energy spent on commuting, allowing employees to allocate those resources toward their job responsibilities.

However, work from home may create concerns regarding employee performance disruptions. The absence of direct supervision and limited face-to-face communication can pose challenges to team coordination and collaboration. Remote workers may experience difficulties in seeking immediate assistance or clarification, potentially leading to delays in decision-making or problem-solving. Moreover, the lack of a structured office environment may require employees to exercise self-discipline and time management skills to ensure productivity, which can be strenuous for some individuals. Therefore, Job satisfaction has the potential to play a significant role in determining how remote work affects employee performance (Judge et al., 2001; Khan et al., 2022). Understanding whether job satisfaction acts as a mediator between work from home and employee performance can provide valuable insights into the mechanism through which work from home influences performance outcomes.

By addressing these concerns and exploring the complex relationship between work from home, job satisfaction, and employee performance, organizations can develop strategies and policies that promote positive outcomes in a remote work environment. Moreover, insights gained from this research can guide the implementation of interventions, support systems, and training programs to enhance organizational performance and productivity.

## 1.3 Research Motivation

The motivation for conducting research on the work-from-home facility and its impact on employees' satisfaction and performance in the service sector, specifically within the education and IT sectors, arises from the profound societal and organizational shifts occurring in recent years. Firstly, there has been a notable transition in work culture towards greater flexibility and remote work options. This transition has been accelerated by technological advancements, changing attitudes towards work-life balance, and the necessity for remote work arrangements during global events such as the COVID-19 pandemic. In response to these shifts, organizations have had to swiftly adapt their operational models to accommodate the work from home facility. This adaptation is particularly evident in-service sectors like education and IT, where employees often possess skills that are conducive to the work from home facility. Understanding the impact of work from home on employees' satisfaction and performance is crucial for organizations striving to maintain productivity, employee engagement, and overall

organizational effectiveness amidst these changes. Furthermore, the well-being and satisfaction of employees are recognized as essential components of organizational success. As working from home becomes increasingly prevalent, there is a growing interest in how this mode of work influences employees' overall satisfaction, job engagement, and work-life balance. Exploring these factors within the context of the education and IT sectors provides valuable insights into sector-specific challenges and opportunities associated with work from home arrangements. Additionally, the dynamics of performance measurement and management are evolving in remote work settings. Factors such as communication barriers, collaboration challenges, and technology dependencies may impact employee performance differently in remote environments compared to traditional office settings. Investigating the implications of remote work on performance metrics such as productivity, efficiency, and job effectiveness offers practical insights for optimizing work processes and performance management strategies in remote settings.

Overall, this research aims to address the pressing need for evidence-based insights into the satisfaction and performance implications of remote work in service sectors like education and IT. By examining these issues in sector-specific contexts, the research endeavors to provide actionable recommendations for organizations seeking to navigate the complexities of remote work and maximize employee satisfaction and performance in an increasingly remote work-oriented world.

## 1.4 Research Objectives

The primary objective of this study is to investigate the impact of work from home on job satisfaction and employee performance, with a specific focus on the mediating role of job satisfaction in this relationship. To achieve this objective, the following research objectives have been formulated:

1. **To critically examine the impact of the work-from-home facility on employees' satisfaction and performance within the service sector:**

This objective entails conducting a thorough analysis of how the provision of remote work opportunities affects both the satisfaction levels and performance outcomes of employees working in the service sector. It involves investigating various dimensions of satisfaction (e.g.,

job satisfaction, work-life balance satisfaction) and performance metrics (e.g., productivity, quality of work) in the context of remote work.

**2. To investigate the mediating role of employee job satisfaction in the relationship between remote work and employee performance:**

This objective aims to explore the underlying mechanisms through which remote work influences employee performance, with a specific focus on the mediating role of job satisfaction. It involves examining whether higher levels of job satisfaction among remote workers contribute to enhanced performance outcomes, such as increased productivity and job engagement.

**3. To assess the moderating effects of age, gender, and designation on the relationship between remote work, employee job satisfaction, and performance in the service sector:**

This objective involves examining how demographic factors (age, gender) and organizational factors (designation, possibly indicating levels of authority or responsibility) moderate the relationships between remote work, job satisfaction, and performance. It seeks to understand whether the impact of remote work on job satisfaction and performance varies across different demographic groups or organizational roles within the service sector.

**4. To compare the impact of remote work on job performance between employees in the education and IT sectors, considering differences in nature and work characteristics:**

This objective aims to analyse how the effects of remote work on job performance vary between employees in the education and IT sectors, given the distinct nature of their work environments, tasks, and requirements. It involves examining whether the benefits or challenges associated with remote work differ significantly between these two sectors and how such differences may influence overall job performance. By comparing and contrasting the experiences of employees in these sectors, the study seeks to provide insights into sector-specific considerations for implementing remote work policies and optimizing performance By achieving these research objectives, this study aims to contribute to the existing body of knowledge on work from home, job satisfaction, and employee performance. Organizations navigating the remote work scenario and looking for ways to improve their policies and practices would benefit greatly from the findings. Furthermore, the study will offer a nuanced

understanding of the mediating role of job satisfaction in the relationship between work from home and employee performance, providing a deeper understanding of the mechanisms at play. Ultimately, the research objectives outlined in this study aims to contribute to a comprehensive understanding of the impact of work from home on job satisfaction and employee performance, guiding organizations towards effective strategies to enhance remote work outcomes.

## 1.5 Research Question

To scrutinize the research framework and evaluate the impact of work-from-home on employee satisfaction and performance, this study addresses the following questions:

1. Main Relationship: Work-from-Home and Employee Performance and Employee Satisfaction

➢ What is the direct impact of the work-from-home arrangement on employee performance and employee satisfaction?

2. Mediating Relationship: Work-from-Home, Employee Job Satisfaction, and Employee Performance

➢ To what extent does employee job satisfaction mediate the relationship between working from home and employee performance?

3. Moderating Effects: Age, Gender, and Designation

➢ How do age, gender, and designation moderate the relationship between working from home and employee performance?

4. Comparison between the sectors

➢ Are there any differences in the impact of WFH on job performance in IT and education sectors?

These questions aim to explore the direct impact of the independent variable (Work-from-Home) on the dependent variable (Employee Performance), the mediating role of Employee

Job Satisfaction, and the potential moderating effects of age, gender, and designation in the context of our research framework.

## 1.6 Relevance of the Study

The COVID-19 pandemic has transformed the way we work and has accelerated the adoption of work from home practices across industries and organizations worldwide. As countries imposed lockdowns and social distancing measures to curb the spread of the virus, organizations were compelled to implement remote work arrangements to ensure business continuity. Consequently, the traditional office-based work model underwent a rapid and unprecedented shift towards remote work. In this context, studying the impact of work from home on job satisfaction and employee performance is of paramount importance, given the widespread adoption of remote work in the post-COVID world. The significance of the research on the work-from-home facility and its impact on employees' satisfaction and performance in the service sector, particularly focusing on the education and IT sectors, is multifaceted:

1. *Adapting to the new normal*: The COVID-19 pandemic has reshaped the global work landscape, and remote work has emerged as a crucial aspect of this paradigm shift. Organizations that previously relied on traditional office setups were compelled to embrace remote work to maintain operations during lockdowns. As the world gradually recovers from the pandemic, many organizations are now considering implementing hybrid work models, inspired by the decade-long adoption of such models in places like Singapore. These hybrid models seamlessly blend office-based work with remote work, offering flexibility and adaptability in the post-pandemic era. Understanding the impact of work from home on job satisfaction and employee performance will provide organizations with invaluable insights into effectively navigating this transition and crafting strategies that promote positive outcomes for employees within this new work paradigm.

2. *Enhancing job satisfaction*: Job satisfaction is a key determinant of employee engagement, motivation, and retention(Lu et al., 2016; L. B. Singh, 2017). In the post-COVID world, where remote work is likely to remain prevalent, organizations need to prioritize employee job

satisfaction to foster a positive work environment. By understanding the factors that influence job satisfaction in a work-from-home setting, organizations can design policies and practices that address the unique challenges of remote work. This study will provide insights into the specific aspects of remote work that impact job satisfaction, allowing organizations to implement targeted interventions to enhance job satisfaction and create a positive employee experience.

3. *Maximizing employee performance:* Employee performance is vital for organizational success and productivity. In the post-COVID world, where remote work arrangements are becoming more common, organizations need to ensure that employees can maintain high levels of performance regardless of their physical location. By investigating the relationship between work from home and employee performance, this study will provide valuable insights into the potential benefits and challenges associated with remote work. The findings will help organizations identify strategies and interventions that can optimize employee performance in a remote work setting and enable them to maximize productivity and business outcomes.

4. *Managing remote teams effectively:* The transition to remote work has raised challenges in managing and leading remote teams. Effective team coordination, communication, and collaboration are crucial for achieving organizational goals. The study of work from home and its impact on job satisfaction and employee performance will provide insights into the best practices for managing remote teams. It will offer guidance on how organizations can leverage technology, establish effective communication channels, and foster a culture of trust and accountability to ensure successful remote team collaboration. Understanding these aspects will help organizations navigate the complexities of managing remote teams and facilitate smooth operations in the post-COVID work environment.

5. *Employee well-being and work-life balance*: The COVID-19 pandemic has blurred the boundaries between work and personal life, creating challenges in achieving a healthy work-life balance. Remote work offers the flexibility to integrate personal and professional responsibilities, but it also presents the risk of overworking and burnout. By studying the impact of work from home on job satisfaction and employee performance, this study will shed light on the effects of remote work on employee well-being. It will provide insights into strategies that organizations can adopt to support employee well-being, promote work-life

balance, and mitigate the negative consequences of remote work on mental health and overall well-being.

6. *Policy and practice recommendations*: The findings of this study will inform evidence-based policy and practice recommendations for organizations operating in the post-COVID world. By synthesizing the research outcomes, organizations can gain a deeper understanding of the complex relationship between work from home, job satisfaction, and employee performance. They can use this knowledge to develop comprehensive remote work policies, establish guidelines for remote team management, and implement interventions that foster job satisfaction and enhance employee performance in a remote work setting. These recommendations will enable organizations to create a supportive and productive work environment that meets the needs and expectations of employees in the post-COVID era.

7. *Contribution to academic research*: This study will contribute to the existing body of academic research on work from home, job satisfaction, and employee performance. By exploring the nuances of remote work dynamics and investigating the mediating role of job satisfaction, this study will provide a deeper understanding of the mechanisms through which work from home influences employee outcomes. The findings will contribute to theoretical frameworks and enrich the literature on remote work, job satisfaction, and performance. Researchers can build upon this study's findings to explore additional aspects of remote work and further refine the understanding of its impact on employees and organizations.

In summary the significance of this study lies in its examination of work from home, job satisfaction, and employee performance in the post-COVID world. The findings will guide organizations in effectively navigating remote work arrangements, optimizing job satisfaction, and maximizing employee performance. Additionally, the study's contributions to academic research will advance the understanding of remote work dynamics and provide a foundation for further exploration in this field. Ultimately, the insights gained from this study will benefit organizations, employees, and society as a whole by fostering a productive, satisfying, and sustainable work-from-home environment.

**1.6 Scope of the Study**

The scope of this study encompasses examining the impact of work from home on job satisfaction and employee performance within the context of the Indian service sector. The service sector in India has experienced significant growth and plays a crucial role in the country's economy, employing a large workforce across various industries such as IT, telecommunications, banking, healthcare, customer service, and more. In recent years, the service sector has played a vital role in India's economy, accounting for approximately 55% of the GDP. The export of commercial services has even surpassed the export of goods, with India's contribution to the global commercial services market reaching 3.5%. However, COVID-19 pandemic had a significant impact on the service sector, especially due to lockdowns and restrictions on businesses.

The COVID-19 pandemic has accelerated the adoption of remote work practices in India, making it an opportune time to investigate the implications of this cultural shift on job satisfaction and employee performance. In the present study, those service sector industries are in focus, which have adopted work from home practices in a better way to gain valuable insights into the unique dynamics, challenges, and opportunities associated with remote work.

1. *IT sector:* The IT sector in India stands as a pivotal pillar within the service industry, contributing approximately 7.7% to the nation's GDP. Forecasts suggest a notable uptick in this contribution, projected to reach 10% by 2025. This sector has long been an early adopter of work-from-home practices, leveraging India's vast pool of skilled professionals to offer cost-effective and high-quality services to global clientele through outsourcing. The onset of the pandemic further expedited the integration of hybrid work models within the IT sector, accommodating a blend of office-based and remote work setups. However, this transition presents fresh challenges for HR teams, necessitating adept management strategies for performance assessment, employee engagement, and infrastructural adjustments to facilitate remote work and adhere to social distancing protocols.

2. *Education Sector:* The Indian education sector, another important segment of the service industry, has witnessed significant growth in recent years. India is now the second-largest market for e-learning after the US, with an expected market size of US$ 1.96 billion and around 9.5 million users by 2021. The large population of India, particularly the 580 million

individuals between the ages of 5 and 24, presents a vast opportunity for the education sector. However, the COVID-19 pandemic disrupted the traditional education system, forcing a sudden shift to online education. Teachers have faced several challenges during this transition from classroom-based teaching to online mode. Many teachers were unfamiliar with online teaching tools and faced technical difficulties in conducting classes. The lack of digital infrastructure in rural areas posed a significant barrier to online education accessibility. Additionally, the absence of in-person interaction and difficulties in conducting assessments and exams online impacted the quality of education. Students also faced challenges with online learning, such as the availability of devices, internet connectivity, and adapting to the new mode of instruction. Despite these challenges, the education sector in India quickly adapted to the new normal and leveraged technology to provide education remotely. Online platforms, such as educational websites, learning management systems, and video conferencing tools, became essential for teachers and students to connect and continue the learning process. The government and educational institutions have initiated various measures to bridge the digital divide, improve access to online education, and enhance the overall quality of remote learning.

The work-from-home trend has impacted the IT and education industry in a significant way causing employers to recognize the benefits of flexibility, employee satisfaction, and employee performance. While physical presence is still required for certain tasks, companies have successfully implemented remote work policies and provided the necessary support. The future will likely involve a hybrid model that combines remote work and office-based operations, ensuring essential services while offering employees flexibility.

This study has primarily targeted employees working in roles that are conducive to remote work within the service sector that includes professionals in IT and software development, and education sectors. By concentrating on these roles, the impact of work from home on job satisfaction and employee performance in jobs has been examined that typically involve individual contributions, require minimal supervision, and rely heavily on communication technologies.

The scope of the study further extends to organizations of varying sizes within the Indian service sector, including both large multinational corporations and small to medium-sized enterprises. For this particular study, the geographical location has been restricted to the city

of Ranchi, which is the state capital of Jharkhand. By encompassing a range of organizations, we have assessed how different organizational cultures, structures, and practices influence the relationship between work from home, job satisfaction, and employee performance. Additionally, the extent to which organizations have implemented work-from-home policies and the support systems they have put in place to facilitate remote work has been contemplated.

To gather comprehensive data, an empirical approach has been adopted by the study. Quantitative surveys have been conducted to measure job satisfaction and employee performance levels among remote workers in the Indian service sector which has captured key variables such as work from home, job satisfaction, and employee performance, along with other details.

The study also explores the role of organizational policies, support mechanisms, and technological infrastructure in facilitating or hindering remote work effectiveness. Factors such as communication tools, virtual collaboration platforms, training and development initiatives, and performance evaluation systems have been examined to understand their impact on job satisfaction and employee performance.

It's noteworthy that since the study is confined to the service sector in Ranchi, Jharkhand, it may not encapsulate the entire spectrum of remote work experiences across various sectors or regions within the city. Nonetheless, directing our attention to the service sector enables us to explore in-depth the particular challenges and prospects encountered by employees in this domain. Ranchi, being a focal point where remote work has observed substantial growth, offers valuable insights into the nuances of remote work dynamics within the local context.

The findings of this study contribute to the existing body of knowledge on work from home, job satisfaction, and employee performance within the Indian service sector. The insights gained will assist organizations in formulating effective remote work policies, identifying strategies to enhance job satisfaction, and maximizing employee performance in a remote work environment. The research outcomes will also help policymakers and industry leaders understand the implications of remote work practices in the Indian context and guide future decision-making regarding flexible work arrangements.

Therefore, summarising, the scope of this study revolves around examining the impact of work from home on job satisfaction and employee performance within the Indian service sector. By

focusing on this specific context, we aim to provide valuable insights that can inform organizational practices, policies, and strategies related to remote work in India.

## 1.7 Thesis Outline

This report aims to investigate the impact of work from home on job satisfaction and employee performance, with a focus on the mediating role of job satisfaction. It provides a comprehensive analysis of the factors influencing job satisfaction and employee performance in a remote work environment, taking into consideration the unique challenges and opportunities presented by the post-COVID world. The research will be categorized in 6 chapters:

1. Introduction

   - This chapter introduces the research, offering an overview of the work-from-home facility and discussing its advantages and disadvantages. It presents the conceptual framework of the research study, outlining its main focus. Given that the research pertains to the service sector, this chapter includes a discussion on understanding the service sector industries. It also provides an overview of the specific service sector industries addressed in the research paper, namely IT and Education. The study proposes to examine the impact of the work-from-home facility on employee performance and employee job satisfaction within the service sector.  The motivation behind conducting this research is also acknowledged. The scope of the study is assessed, and finally, the thesis outline is presented.

2. Review of Literature

   - The review of literature chapter critically examines existing research and scholarly works relevant to the topic of the impact of work-from-home arrangements on employee performance and employee satisfaction in the service sector. It explores various studies and publications that have investigated related concepts such as remote work policies, flexible work arrangements, and the effects of working from home. The chapter provides an overview of the key findings, methodologies, and theoretical frameworks employed in previous studies. By analyzing the existing literature, this chapter directs to identify gaps, inconsistencies, and areas for further exploration in the field. It also serves as a foundation for the research methodology and theoretical framework adopted in this study. The review of literature chapter contributes to the broader understanding of the research topic by synthesizing and analyzing existing knowledge, highlighting trends, and offering insights for the current study's approach and findings.

4. Research Methodology

   - The research methodology chapter outlines the approach and techniques employed in conducting the study on the impact of work-from-home arrangements on employee job performance and employee satisfaction in the service sector. This chapter provides a detailed description of the research design, including the research strategy, data collection methods, and data analysis techniques. It explains the rationale behind selecting a specific research strategy, such as a mixed-methods approach, and justifies the use of particular data collection methods, such as surveys and interviews. The chapter also addresses the sampling technique and sample size, ensuring the study's findings are representative and reliable. Additionally, it discusses the steps taken to ensure data validity and reliability, such as employing standardized instruments and conducting pilot testing. Ethical considerations, such as obtaining informed consent and ensuring participant confidentiality, are also addressed in this chapter. By providing a clear and transparent explanation of the research methodology, this chapter enhances the study's credibility and allows readers to evaluate the research process and its potential limitations.

4. Data Analysis and Interpretation

   - The data analysis and interpretation chapter play a crucial role in the research study on the impact of work-from-home arrangements on employee satisfaction and their performance in the service sector. This chapter presents the findings derived from the collected data and provides a systematic analysis of the results. It begins by describing the data analysis techniques employed, such as quantitative analysis, qualitative analysis, or a combination of both. The chapter then proceeds to present the analysed data using appropriate statistical measures, graphs, and tables to illustrate the patterns, trends, and relationships identified in the data. It discusses the key findings, highlighting significant insights and themes that emerged from the analysis. The interpretation of the findings involves a comprehensive discussion, relating the results back to the research objectives and theoretical framework. It explores the implications of the findings for the service sector, considering both practical and theoretical implications. The data analysis and interpretation chapter add depth and meaning to the research study, allowing the reader to gain a deeper understanding of the research findings and their implications in the context of work-from-home arrangements in the service sector.

5. Discussion, Suggestions and Conclusion

The discussion section serves as a critical component of the research, offering a comprehensive analysis and interpretation of the study's findings. Firstly, it involves a recapitulation of the key findings, summarizing the main outcomes and results obtained from the research. Following this, the interpretation of results in light of the research objectives is provided, analysing how well the findings align with the initial goals and hypotheses established at the outset of the study. Subsequently, a comparison with existing literature is conducted, highlighting similarities, differences, and areas of convergence or divergence between the current study and previous research in the field. Moreover, the discussion delves into the implications of the findings for both theory and practice, exploring how they contribute to advancing theoretical understanding and informing practical applications or interventions in real-world settings. Additionally, the limitations of the study are acknowledged, along with suggestions for future research directions, identifying areas that warrant further investigation or exploration. Finally, the discussion concludes by summarizing the main contributions of the study and offering closing remarks that encapsulate the key takeaways from the research endeavour.

The findings, suggestions, and conclusion chapter represent a significant phase of the research study on the impact of work-from-home arrangements on employee satisfaction and job performance in the service sector. This chapter presents a comprehensive summary and analysis of the research findings, drawing from the data analysis conducted in the previous chapter. It begins by summarizing the key findings and highlights the significant insights derived from the study. The chapter then proceeds to discuss the implications of the findings, considering their practical and theoretical significance in the context of the service sector. It explores the implications for organizational practices, policies, and strategies related to work-from-home arrangements. Additionally, based on the findings, practical suggestions and recommendations are provided for organizations aiming to enhance employee satisfaction and their performance and productivity through flexible work arrangements. These suggestions may include the implementation of clear guidelines and policies, providing adequate technological support, fostering effective communication channels, and promoting a healthy work-life balance. Moreover, the chapter offers a concise conclusion that summarizes the research study, its objectives, methodology, and key findings. It also reflects on the limitations of the study and suggests potential areas for future research and exploration. The findings, suggestions, and conclusion chapter serve as a significant contribution to the existing knowledge base, offering valuable insights into the impact of work-from-home arrangements

in the service sector and providing practical recommendations for organizations seeking to optimize their performance and employee well-being in the evolving work landscape.

## 1.8 Summary

The introduction of this study delves into the critical examination of the work-from-home (WFH) facility and its influence on employee satisfaction and performance within the service sector. The problem statement highlights the need to address the impact of WFH arrangements on employees' satisfaction and performance. The research motivation emphasizes the importance of understanding how WFH practices affect employees within the service sector. Subsequently, the research objectives are outlined to guide the study's direction. Following that, research questions are posed to provide a framework for investigation. Lastly, the relevance and scope of the study are discussed to underscore its significance and limitations within the context of the service sector.

# CHAPTER II

# REVIEW OF LITERATURE

# Chapter – II

# REVIEW OF LITERATURE

## 2.1 Overview

The concept of remote work, often known as work from home or telecommuting, has significantly risen to prominence in recent years, bringing about a revolutionary shift in the traditional work environment. With advancing technology and a growing emphasis on work-life balance, an escalating number of organizations are adopting flexible work arrangements to enhance both employee job satisfaction and overall performance. Given the ongoing evolution of this trend, it becomes imperative to delve into the intricacies of work from home and its impact on various work-related outcomes. To achieve a thorough understanding of the subject, this research incorporates a comprehensive literature review that explores the variables at the core of the study:

- Work From Home
- Employee Job Satisfaction
- Employee Job Performance

By delving into scholarly sources, this chapter aims to uncover vital insights, identify relevant methodologies, and address potential research gaps. However, this review goes beyond mere summarization, as it diligently analyses, synthesizes, and critically evaluates existing literature, presenting a well-rounded perspective of the current state of knowledge in the field.

The primary objective of this literature review is to establish the theoretical and conceptual frameworks that underpin the study, with a particular focus on unravelling the intricate relationship between work from home, employee job satisfaction, and job performance. While previous research has examined each variable in isolation, the combined impact and interplay of these factors remain relatively unexplored. Consequently, this review endeavours to bridge

this gap by conducting a comprehensive analysis of prior studies, shedding light on how work from home arrangements influence both employee job satisfaction and job performance.

Each of these variables holds significant importance in the context of remote working arrangements in post-COVID era. The in-depth examination of these major variables facilitates a deeper understanding of their underlying concepts and aids in the further analysis for the research study.

In summary, this literature review plays a pivotal role in laying the groundwork for the research, providing valuable insights into the relationships between work from home, employee job satisfaction, and job performance. Through critical analysis and synthesis of existing knowledge, this review sets the stage for a comprehensive examination of the variables, leading to a deeper understanding of their impact and implications in the context of this study.

## 2.2 Work from Home

The pandemic reshaped employment patterns and the workplace atmosphere, with work from home becoming the new norm in many sectors and business settings. This shift marked one of the world's largest work-from-home experiments (Williamson et al., 2020). However, most workers and organizations globally had not previously experienced this work style and were unprepared for the challenges it presented (Adekoya et al., 2022). Consequently, companies, and government institutions were compelled to adopt this flexible human resource management strategy as a temporary solution due to the social mobility restrictions implemented to combat the pandemic. In response to this transition, many companies implemented digital monitoring to gauge job performance. A qualitative study conducted among employees in China revealed positive feedback regarding digital monitoring. Participants expressed that it helped them reduce procrastination, maintain focus on their tasks, and establish a structured work schedule (Wang et al., 2021). During the early days of the pandemic, employees found themselves working from home, regardless of their job nature, abilities, or personal preferences. They were often required to fulfil multiple roles, such as caregiver, home teacher, and child sitter. In the Information Technology sector, many companies provided infrastructure and development assistance to support their employees in setting up a home office. The shift to working from home during the pandemic brought about changes in managerial strategies and leadership styles, with varying levels of support for employees. In some instances, employees were not allowed to work from home if they had caregiver responsibilities or children at home, with

concerns that they might not be productive. Some were offered reduced salaries or compelled to take leave (Felstead & Henseke, 2017). Before the pandemic, only a limited number of senior-level managers worldwide were permitted to work remotely. Many senior-level managers were resistant to allowing their subordinates to work from home, citing reasons such as inadequate technology, concerns about productivity, challenges in compliance with employee regulations, and difficulties in supervision(Khor & Tan, 2023). It was generally believed that work from home was most suitable for specific job types, particularly those with lower task interdependence and higher autonomy (Irawanto et al., 2021). Evaluating the effectiveness of remote work during the pandemic should consider various assumptions and approaches. It is assumed that the location of work doesn't inherently affect one's job but that success and productivity depend on how well employees adapt to the changes and make necessary adjustments (Wang et al., 2021).

### 2.2.1. Challenges of Work from Home

Working from home, while offering several advantages, also presents a unique set of challenges. One of the most significant challenges is the blurring of boundaries between work and personal life. When the workplace is also the home, it becomes increasingly difficult to establish a clear division between work hours and personal time. This can lead to overworking and burnout, as employees may find it challenging to "disconnect" from work, ultimately impacting their overall well-being (Shirmohammadi et al., 2022). Another challenge is the lack of face-to-face interaction and the sense of isolation that remote work can bring. Employees often miss the social interactions, impromptu conversations, and camaraderie that an office environment provides. This can have implications for mental health, employee engagement, and team collaboration (H. Chung & van der Lippe, 2020). Furthermore, issues related to communication and collaboration can arise as remote work relies heavily on technology, and technical difficulties can disrupt workflow (Berente & Howison, 2019). Similarly, miscommunication or the lack of non-verbal cues in virtual interactions can lead to misunderstandings and affect teamwork (Shachaf, 2008). In some cases, not all employees have access to the same level of resources or a suitable home office setup, which can create inequalities (Brynjolfsson et al., 2020). Those with limited space, inadequate technology, or noisy home environments may struggle to maintain the same level of productivity and focus as

their colleagues. Lastly, effective management and supervision become more challenging in a remote work setting (Camp et al., 2022). Managers may find it difficult to monitor employees' performance, provide support, and foster a cohesive team when not physically present. The concept of working from home (WFH) has gained significant attention and popularity in recent years, and it became even more relevant with the COVID-19 pandemic. Organizations worldwide rapidly adopted remote work arrangements, which brought about substantial changes in how employees perform their tasks. The impact of WFH on employee performance has been a central focus of scholarly research. This review aims to provide insights into the relationship between remote work and employee performance by analysing and connecting past studies. While there is existing research on the short-term effects of remote work on performance, there is a notable gap in understanding how remote work impacts long-term career progression (Elshaiekh et al., 2018). The prevalence of hybrid work models (a combination of in-office and remote work) is growing. There is a research gap in understanding the optimal balance and strategies for implementing such models, and how they affect employee performance differently compared to fully remote or fully in-office work arrangements (Naqshbandi et al., 2023). Numerous studies have shown that remote work can lead to employee performance. For example remote working found significant positive impact on employee performance (Riwukore et al., 2022). Furthermore, the impact of remote working on employee performance is influenced by various factors (such as employee autonomy, trust and monitoring etc) and context, emphasizing the importance of tailoring strategies to maximize the advantages while addressing potential challenges (Shirmohammadi et al., 2022). Furthermore, The literature on remote working indicates that it can have both positive and negative impacts on employee productivity and performance (Narayanamurthy & Tortorella, 2021).While remote work can enhance productivity by reducing distractions and improving work-life balance, challenges such as blurred boundaries and limited resources may hinder productivity (Grant et al., 2013).However, remote working is generally associated with increased job satisfaction and better work-life balance (Felstead & Henseke, 2017).It also offers potential benefits for organizations, such as attracting talent and reducing costs (Shirmohammadi et al., 2022). Challenges related to communication, collaboration, and isolation can be addressed through strategies like technology use, training, and fostering trust. Overall, the justifications provided above, supported by anecdotal evidence and research conducted before and during the COVID-19 pandemic, suggest a positive relationship between WFH and employee productivity (Chanana & Sangeeta, 2021). The flexibility, reduced

commuting stress, minimized distractions, customized work environment, technological support, improved work-life balance, and the trust and empowerment associated with WFH collectively contribute to enhanced employee productivity in the post-COVID-19 era (Chafi et al., 2022).

Furthermore, The historical perspective on remote work, or telecommuting, often depicted it to provide employees with greater flexibility and potentially improve job satisfaction (Croasdale, 2010) . Early studies in the 1970s and 1980s examined the initial implementation of remote work and its effects on job satisfaction, generally finding positive outcomes related to flexibility and reduced commuting stress (Di Martino & Wirth, 1990; Olson, 1989). One of the most consistent findings is that remote work can positively influence job satisfaction through improved work-life balance. Employees who have the flexibility to manage their work and personal lives often report higher satisfaction levels (Sullivan, 2012). The temporary shift to remote work during the COVID-19 pandemic had the potential to increase job satisfaction by strengthening organizational commitment, improving the quality of relationships with leaders, and reducing work-time conflicts (Allen et al., 2015). However, it's noteworthy that past research on the impact of remote work on job satisfaction has yielded mixed findings, including reports of diminished relationship quality with colleagues (Bulińska-Stangrecka & Bagieńska, 2021). However, it has also coincided with a rise in psychological stress levels. Nonetheless, a slight majority of mobile workers indicated that their job satisfaction remained largely unchanged during the period of working from home (Moretti et al., 2020). The authors posit that this could be attributed to the fact that the nature and scope of their job responsibilities remained consistent throughout the WFH phase. In line with these arguments, we anticipate that the impact of working from home on job satisfaction will likely exhibit a relatively small effect size.

Overall, while work from home offers flexibility and convenience, addressing these challenges is essential to ensure that employees remain productive, engaged, and well-supported in their remote work arrangements. Organizations must develop strategies and policies to mitigate these challenges and create a conducive remote work environment.

### 2.2.2 Decentralization and Work From Home

Remote working, facilitated by advances in technology, has emerged as a prevalent mode of work in contemporary society(Belbin & Brown, 2022). One of the defining characteristics of

remote work is decentralization, which refers to the distribution of authority, decision-making, and work processes away from a central authority or physical location (Aoyama & Silva, 2023). Decentralization in remote working involves the dispersion of tasks, responsibilities, and decision-making across various locations and individuals, enabled by digital technologies (Vergne, 2020). This distributed approach contrasts with traditional centralized work structures where all activities are typically coordinated from a single physical location or hierarchical authority (Hernández-Moreno et al., 2023). Remote work leverages communication tools, project management platforms, and cloud-based systems to facilitate collaboration and productivity across decentralized teams (Hopkins & Bardoel, 2023).

In summary, decentralization is a fundamental feature of remote working that offers both opportunities and challenges for organizations and individuals alike. By embracing decentralization, organizations can unlock the full potential of remote work, fostering greater flexibility, collaboration, and innovation. However, to reap the benefits of decentralization while mitigating its associated risks, organizations must invest in the necessary infrastructure, processes, and cultural norms to support remote work effectively.

## 2.3 Employee Job Satisfaction

Employee job satisfaction is a multifaceted construct that has garnered significant attention in organizational research. Understanding and enhancing job satisfaction among employees is vital for fostering a positive work environment, improving organizational performance, and promoting employee well-being. Within the literature, various theories, models, and frameworks have been proposed to conceptualize and measure job satisfaction, highlighting its complex nature and diverse determinants. Moreover, empirical studies have explored the antecedents and consequences of job satisfaction across different industries, organizational contexts, and cultural setting. To gain theoretical clarity on job satisfaction, the concept is explored in this study.

Job satisfaction can be defined as the degree to which an individual enjoys or dislikes their job (Schaffer, 1953). For many, work is a source of enjoyment and holds great importance in their lives, while others may find themselves discontented and perform their tasks unhappily (Schaffer, 1953). Organizational psychologists and researchers have extensively studied job satisfaction, making it one of the most frequently measured variables in organizations. Researchers are often interested in assessing employee job satisfaction to ensure their well-

being, much like regular check-ups for their psychological and mental health (Grawitch et al., 2006; Zapf, 2002). Consequently, job satisfaction is routinely measured in employee opinion surveys conducted by Human Resources departments. Understanding the factors influencing job satisfaction is vital for enhancing organizational functioning and overall performance (Judge et al., 2001).

Job satisfaction has profound implications for work outcomes within an organization, prompting researchers to continuously examine its empirical relationships with employee performance. Notably, job satisfaction is an emotional response to the job situation, an intangible yet deeply felt aspect. It emerges as a point where the working environment aligns with employees' needs and expectations. It is their perception of the nature of the job and its associated outcomes. Job satisfaction acts as a checkpoint for employees' work behaviours, influencing productivity, absenteeism, turnover, and willingness to work (Spector, 2022).

The success of any organization heavily relies on the satisfaction of its employees (Moro et al., 2021). In today's competitive landscape, employees seek not only a decent living but also a fulfilling life. Personal satisfaction in an employee's life is closely intertwined with their job satisfaction. Dissatisfied workers tend to perform poorly, leading to higher turnover rates and dissatisfaction(Glicken & Robinson, 2013; Kanai-Pak et al., 2008). For modern enterprises, ensuring the contentment of their workforce is paramount. A dissatisfied workforce can lead to various problems that may permeate beyond the organization, affecting the business and even the entire industry, posing a significant threat to the growing economy.

In summary, this section aims to delve into the multifaceted concept of employee job satisfaction. It highlights the importance of job satisfaction for employees' productivity and organizational functionality, making it a central focus for researchers and organizations alike. By exploring the factors influencing job satisfaction and its impact on work outcomes, this study seeks to contribute valuable insights to the understanding and enhancement of employee job satisfaction.

### 2.3.1 Conceptualization and Definition of Employee Job Satisfaction

Employee job satisfaction is a multifaceted construct that reflects the positive emotional state and overall attitude employees have towards their jobs. It encompasses feelings of contentment, fulfilment, and happiness derived from various aspects of their work experiences (Ilies & Judge, 2004). One crucial aspect of understanding job satisfaction lies in recognizing its

multidimensional nature, shaped by numerous factors within the work context. These factors include the work environment, job characteristics, rewards and recognition, work-life balance, career development opportunities, and organizational policies and practices. Firstly, the work environment significantly influences job satisfaction. This encompasses the physical workspace, organizational culture, relationships with colleagues and supervisors, and the overall atmosphere within the organization. A positive work environment characterized by trust, respect, and support tends to foster higher levels of job satisfaction among employees (Djukic et al., 2014). Secondly, job characteristics play a pivotal role in shaping job satisfaction. Factors such as the level of challenge, variety, autonomy, and meaningfulness of the work impact employees' perceptions of job satisfaction. Jobs that offer opportunities for skill development, autonomy, and a sense of purpose are more likely to result in higher satisfaction levels (Glisson & Durick, 1988). Thirdly, rewards and recognition are essential determinants of job satisfaction. Fair compensation, rewards, and acknowledgment for performance contribute significantly to employees' satisfaction with their jobs. Feeling adequately compensated and appreciated for their contributions enhances job satisfaction levels (Mueller & McCloskey, 1990). Moreover, work-life balance is a crucial factor influencing job satisfaction. Employees' ability to balance work responsibilities with personal life commitments affects their satisfaction levels(Abdirahman et al., 2018). Organizations that support flexible work arrangements, provide adequate time off, and promote work-life balance initiatives tend to have more satisfied employees. Additionally, career development opportunities influence job satisfaction. Employees who perceive opportunities for advancement, professional growth, and skill development within the organization are more likely to be satisfied with their jobs (Renee Barnett & Bradley, 2007). Lastly, organizational policies and practices also impact job satisfaction. Transparent and fair policies related to performance management, communication, decision-making, and conflict resolution contribute to higher levels of job satisfaction (Dugguh & Dennis, 2014). Organizational practices that promote employee involvement, participation, and well-being contribute to a positive work environment and increased job satisfaction. In essence, effective management strategies aimed at enhancing job satisfaction involve addressing these multifaceted factors to create a positive and fulfilling work experience for employees. Recognizing the complexity of job satisfaction and implementing strategies to support employees' needs and aspirations can lead to higher levels of employee engagement, retention, and overall organizational success.

*Figure 2.3.1: Model developed by Nimmi (2013)*

### 2.3.2 Consequences of Employee Job Satisfaction

Employee job satisfaction is a critical aspect of organizational success with far-reaching consequences across various dimensions. Firstly, job satisfaction significantly influences employee retention, as satisfied employees are more likely to remain with the organization for longer periods. Reduced turnover rates translate into cost savings associated with recruitment, training, and onboarding new employees (Inda & Mishra, 2016). Moreover, satisfied

employees are more engaged in their work, demonstrating higher levels of commitment, motivation, and productivity (Markos & Sridevi, 2010). Engaged employees go above and beyond their basic job requirements, contributing positively to organizational performance and outcomes. Furthermore, job satisfaction plays a pivotal role in shaping the organization's reputation as an employer of choice. Organizations with high levels of employee satisfaction are perceived favourably by potential candidates, leading to an increased influx of top talent seeking employment opportunities. This enhances the organization's employer brand and competitiveness in the labour market. Additionally, satisfied employees are more likely to deliver exceptional service to customers, leading to higher levels of customer satisfaction and loyalty (Chi & Gursoy, 2009). Positive interactions between satisfied employees and customers contribute to the organization's overall success and profitability. Moreover, job satisfaction fosters a culture of innovation and creativity within the organization. Satisfied employees feel empowered to share ideas, collaborate with colleagues, and experiment with new approaches, driving continuous improvement and innovation (Azanza et al., 2013). This culture of innovation enables the organization to adapt to changing market conditions and maintain a competitive edge. Furthermore, job satisfaction is closely linked to employee health and well-being. Satisfied employees experience lower levels of stress and burnout, leading to improved physical and mental health outcomes (Chi & Gursoy, 2009). Organizations that prioritize employee well-being create a positive work environment conducive to employee satisfaction and overall organizational success (Wieneke et al., 2019). Finally, job satisfaction contributes to the development of a positive organizational culture characterized by trust, respect, and collaboration among employees (Belias & Koustelios, 2014). A supportive and inclusive work culture enhances morale, fosters teamwork, and strengthens employee commitment to the organization's mission and values.

## 2.4 Employee Job Performance

The third construct of the proposed model is "Employee Job Performance". This section of the chapter aims to delve deeper into the concept of Employee Job Performance, along with key previous literature and factor that promotes Employee Job Performance.

### 2.4.1. Conceptualization of Employee Job Performance

The conceptualization of employee job performance involves understanding and defining the various factors that contribute to an individual's effectiveness and success in fulfilling their job responsibilities within an organization (Rich et al., 2010).Job performance is a multifaceted construct that encompasses the behaviours, actions, and outcomes exhibited by employees in carrying out their tasks and responsibilities. It is influenced by a combination of individual characteristics, contextual factors, and organizational dynamics (Alagaraja & Shuck, 2015).

At its core, employee job performance can be viewed as the extent to which an individual meets or exceeds the performance expectations and standards set by their organization. This includes achieving specific job-related goals, meeting quality and quantity standards, and adhering to organizational policies and procedures (Rich et al., 2010). However, job performance goes beyond merely completing tasks; it also encompasses the quality, efficiency, and effectiveness of the work performed. From a conceptual perspective, employee job performance can be understood through various theoretical frameworks and models. One commonly used framework is the Input-Process-Output (IPO) model, which suggests that job performance is influenced by inputs (such as individual attributes and organizational resources), processes (such as motivation, effort, and task strategies), and outputs (such as task completion, quality of work, and organizational outcomes) (Mansikka et al., 2017). Another influential framework is the Competency-Based Model, which emphasizes the importance of individual competencies, skills, and behaviours in driving job performance. This model identifies key competencies and performance dimensions relevant to specific job roles and assesses employees based on their proficiency in these areas (McEvoy et al., 2005). Additionally, job performance can be conceptualized in terms of task performance, contextual performance, and adaptive performance. Task performance refers to the core job duties and responsibilities required for successful job performance. Contextual performance involves behaviours that contribute to the overall functioning and effectiveness of the work environment, such as teamwork, organizational citizenship behaviours, and interpersonal skills. Adaptive performance refers to the ability to adapt and respond effectively to changing job demands, environments, and situations. Moreover, job performance can be influenced by various factors, including individual attributes (such as knowledge, skills, abilities, and personality traits),

motivational factors (such as job satisfaction, engagement, and intrinsic motivation), situational factors (such as organizational culture, leadership, and work environment), and task characteristics (such as task complexity, autonomy, and feedback mechanisms) (Diamantidis & Chatzoglou, 2018).

In summary, the conceptualization of employee job performance involves understanding the multidimensional nature of performance, identifying the key factors and dimensions that contribute to performance outcomes, and recognizing the dynamic interplay between individual, contextual, and organizational factors in shaping job performance.

## 2.4 Literature on Work from Home, Job Satisfaction, Job Performance

We have compiled a systematic literature review table containing studies that explore the relationship between work-from-home facility, job satisfaction, and job performance, aiming to provide a comprehensive understanding of how remote work impacts employees' attitudes and effectiveness in fulfilling their job responsibilities.

| Author Details | Literature Type (Research Paper, Review Paper, Chapter of a Book, etc.) | Theory/Method, Context/Sector/ Sample | Findings from Study |
|---|---|---|---|
| (Delventhal et al., 2022) | Research Paper | The specific context is the Los Angeles metropolitan area. The study likely focuses on urban dynamics, employment patterns, and real estate markets influenced by the shift to remote work. | The study indicates a reconfiguration of urban structure, influenced by the increased prevalence of remote work. It explores the effects on job locations, residential patterns, traffic dynamics, and real estate markets, ultimately highlighting the welfare implications for workers adopting telecommuting |

| | | | and those continuing to work on-site. |
|---|---|---|---|
| (Yang et al., 2023) | Research Paper | 1,651 responses were collected, with 648 used for analysis. Survey-based approach targeting knowledge workers. | The study indicates Improved work-life balance during the pandemic. Decreased physical boundaries between workplace and home. Positive associations between workplace flexibility, home office conditions, organizational support, and productivity, satisfaction, and work-life balance during the pandemic. |
| (Farooq & Sultana, 2022) | Research Paper | Organizational Adaptation Theory. | The study explored the impact of Work-from-Home (WFH) on employee productivity during the COVID-19 pandemic. It revealed a significant influence on productivity, particularly more pronounced in females. Notably, WFH proved more beneficial for women by simplifying domestic and family demands. The findings hold practical relevance for organizations, emphasizing the need for gender inclusive WFH policies, training programs, flexible work arrangements, and a continuous monitoring and adaptation strategy. Overall, the study supports the Organizational Adaptation Theory and underscores the importance of tailored and inclusive WFH strategies in response to evolving organizational behavior. |
| (Pass & Ridgway, 2022) | Review Paper | An informed discussion based on a review of academic and practitioner literature. | The 'new normal' of remote work necessitates a reevaluation of organizational purpose and employee skills. Customized practices emphasizing flexibility and inclusivity are |

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| | | | crucial for sustained employee engagement. Granting employees increased autonomy contributes to accountability for engagement in remote work scenarios. |
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| (Irawanto et al., 2021) | Research Paper | Quantitative research approach utilizing Smart-PLS software for analysis. The study is situated in Indonesia, encompassing workers from various sectors forced to work from home due to the impact of COVID-19. | This study reveals the profound impact of COVID-19-induced remote work on job satisfaction among Indonesian workers. Analyzing data from 472 participants, the findings underscore the enduring significance of remote work in sustaining job satisfaction. The study emphasizes the crucial roles of work–life balance and stress management in shaping job satisfaction during remote work. Notably, working from home emerges as a positive and culturally aligned practice within Indonesia's collectivist setting. As organizations globally grapple with the post-pandemic work environment, this research highlights the need for strategic considerations in remote work policies and initiatives that foster a balanced, stress-resilient, and satisfied workforce. |
| (Gibbs et al., 2021) | Research Paper | The research is conducted within a large Asian IT services company and involves over 10,000 skilled professionals. | The findings suggest that while employees put in more hours during WFH, productivity declined due to increased communication and coordination costs, reduced uninterrupted work time, and decreased opportunities for networking and direct supervision. The impact was particularly pronounced for employees with children at home. |

| (Z. Ahmad et al., 2022) | Research Paper | An open-ended survey was conducted with 621 employees to collect qualitative data.<br><br>The data collected from the survey were analyzed using the qualitative content analysis method. | The developed Work-from-home (WFH) framework offers a comprehensive understanding of the dynamics involved in remote work setups. It consists of five key components: work performance, personal well-being, constraints, coping strategies, and the effectiveness of WFH arrangements. Within this framework, household and organizational factors are identified as constraints to WFH effectiveness, while instrumental and emotional support are recognized as facilitating conditions. Two moderators, temporal flexibility and commitment orientation, influence the effectiveness of WFH arrangements. WFH employees utilize coping strategies such as managing time, situation, emotions, and attitudes to navigate challenges. Managers can leverage this framework to design solutions aimed at improving WFH effectiveness by addressing these components. Moreover, the framework emphasizes the importance of investigating commitment orientation in future empirical studies to fill gaps in the existing literature on WFH dynamics. |
| (Devi, 2022) | Research Paper | The study utilized an online questionnaire distributed via Google Forms, consisting of 35 questions on HR practices, privileges, health, and family matters. It targeted 120 employees in the IT sector | The study concluded that IT employees generally perceive HR practices positively, with a majority agreeing that remote work is favorable, communication is satisfactory, and goals are achievable without compromising efficiency. However, they reported experiencing excessive workloads |

| | | who had been working remotely for two years (2020-2021). Data analysis was conducted using SPSS version 23. | and long hours. While many can balance work and family, they express a desire to return to the office if given the option. Regarding privileges, employees were satisfied with flexible working hours, sick leave, COVID-related support, and access to resources. They felt secure in their jobs, appreciated benefits like increments and promotions, and noted the absence of salary deductions during the pandemic. Health and family impacts of remote work varied, with some reporting mild mental health issues and disruptions to relationships. Associations between HR practices, privileges satisfaction, and employee health and family relationships were observed, indicating the importance of aligning these aspects for overall well-being. |
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| (Tunk & Kumar, 2023) | Research Paper | The study utilizes a structured questionnaire comprising 19 questions, including six focusing on work-related infrastructure at home. It explores various antecedents of Work from Home (WFH) during the Covid-19 pandemic, such as job performance, work dependence, work-life balance, social interaction, supervisor's role, and work environment. The research is conducted in India and involves 138 full-time employees | The research identifies work dependence, work environment, and work-life balance as pivotal factors directly influencing individuals' willingness to continue working from home in the future. However, qualitative analysis challenges the hypotheses pertaining to job performance, social interaction, and the role of supervisors in this context. Through its exploration, the study seeks to bridge the disparity between prior research conducted under typical circumstances and the unique challenges posed by the Covid-19 pandemic, specifically examining the Work from Home (WFH) phenomenon among Indian employees. These findings not |

| | | working from home during the pandemic. | only contribute to theoretical understanding but also offer practical insights crucial for effectively navigating and managing WFH arrangements amidst the ongoing pandemic. |
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| (Anakpo et al., 2023) | Review Paper | A systematic review examined the impact of work-from-home (WFH) on employee productivity and performance. Through a comprehensive literature search across databases like Scopus and Google Scholar, 26 relevant studies from 2020 to 2022 were selected from 112 potential ones. These studies covered diverse contexts and perspectives on WFH. Factors such as the nature of work, employer characteristics, and home settings were evaluated to assess WFH's effects. Findings from the review offer insights into WFH's overall impact on productivity and performance. | The impact of work-from-home (WFH) on employee productivity and performance is multifaceted, contingent upon factors including the nature of the work, employer and industry characteristics, and home settings. While most studies have reported a positive impact of WFH arrangements, a few have documented either no discernible difference or even a negative impact. In light of these findings, the study suggests that enhancing technology infrastructure and providing comprehensive information technology (IT) training and capacity-building opportunities could lead to more substantial benefits for those inclined to continue adopting the WFH model beyond the pandemic. Such investments in technological resources and skill development are seen as pivotal for optimizing the effectiveness of remote work arrangements in the long term. |
| (Blank et al., 2023) | Review Paper | The study conducts a systematic review of qualitative, quantitative, and observational studies to investigate the impact of working from home on health and wellbeing outcomes for working individuals and health inequalities in the population. | The review identifies a total of 96 studies meeting the inclusion criteria, with 30 studies published before the pandemic and 66 published during it. The evidence base is largely limited by study designs, with cross-sectional surveys predominating. While the review indicates that factors such as external context, employer roles, and employee circumstances influence the relationship between |

| | | | home working and health outcomes, there is a need for higher-quality studies that recruit representative participants to better understand these impacts. Additionally, learning from the COVID-19 experience is crucial for informing future policies on home and hybrid working. |
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| (Timotius, 2023) | Research Paper | The study employs qualitative analysis to investigate the work-from-home conditions experienced by managers in Indonesia during the COVID-19 pandemic. The research focuses on 160 managers from 74 companies in Indonesia who transitioned to remote work during the pandemic. | The empirical findings highlight the potential of working from home to impact managers' productivity, professionalism, and work quality. However, the study emphasizes the importance of taking specific measures to mitigate negative impacts. It suggests that work and life integration is crucial for successful remote work. The study proposes a practical model of work-from-home that can help maintain professionalism, enhance productivity, and optimize performance for managers. This model may be valuable for other countries facing similar challenges and experiences with remote work. |
| (Hackney et al., 2022) | Review Paper | The review paper synthesizes current knowledge on the impact of work-from-home arrangements on personal and organizational performance and productivity. It utilizes a systematic search across four large databases: Scopus, PubMed, PsychInfo, and Business Source Complete. A two-step screening process was employed to select and extract data from 37 | Prior to the COVID-19 pandemic, 79% of the articles demonstrated that work-from-home increased productivity and performance, while 21% showed mixed or no effects. During the pandemic, 23% of the articles indicated positive effects, 38% revealed mixed results, and 38% showed negative effects. The study suggests that non-mandatory work-from-home arrangements tend to have positive impacts on productivity and performance. However, when work-from-home becomes mandatory or full-time, or external |

| | | relevant articles. Key search terms focused on the concepts of work-from-home and productivity/performance. | factors like the COVID-19 pandemic are involved, the overall impacts are less positive and may even be detrimental to productivity and performance. These findings can inform organizational strategies to create effective, resilient, and inclusive work-from-home workplaces aligned with business goals. |
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| (Wijegunawardhana, 2022) | Case Study | The case study utilizes a qualitative approach, reviewing secondary sources such as research articles, newspapers, websites, annual reports, and other publications. It focuses on examining the effects of working from home (WFH) on the Sri Lankan economy, with a particular emphasis on the information technology (IT) industry. | Most of the consequences associated with the WFH concept on the Sri Lankan economy, particularly within the IT industry, are deemed positive. Despite challenges, most IT companies globally have achieved success by adopting WFH arrangements during the pandemic, contributing to addressing customer demands and strengthening the national economy. The study also identifies numerous benefits of WFH for organizations and provides recommendations to enhance its widespread adoption. |
| (Mohanan & Rajarathinam, 2023) | Research Paper | The research employs a quantitative approach using a Deep Neural Network (DNN) and the Oppositional Random Searched Tunicate Swarm Algorithm (ORS-TSA) to examine Human Resource Management (HRM) in IT firms in Tamil Nadu under a work-from-home scenario during the COVID-19 pandemic. The analysis is based on nine categories: employee wellbeing, flexible workplace, remote work, job loss, human capital, | The research aims to provide insights into the challenges faced by IT HR professionals in managing HRM under a work-from-home scenario during the pandemic. The proposed method utilizing DNN and ORS-TSA aims to optimize outcomes and enhance performance through RMSE minimization. The study compares the outcomes with different methods using error measures to demonstrate the superiority of the proposed approach. |

| | | human resource development, leadership, performance, and communication. | |
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| (Tudu & Singh, 2023) | Research Paper | The paper employs self-determination theory (SDT) to develop a conceptual framework for understanding the relationship between work-from-home (WFH) settings and individual performance. Six factors are identified as potential moderators: dedication, disposition, determination, configuration, collaboration, and coordination. | The research provides a conceptual framework that integrates intrinsic and extrinsic motivators to understand how WFH arrangements influence individual performance. It suggests that factors such as dedication, disposition, and determination serve as intrinsic motivators, while configuration, collaboration, and coordination act as extrinsic motivators. The paper offers implications for theory development and practice, as well as directions for future research in this area. |
| (Ugemuge et al., 2022) | Review Paper | The paper utilizes a narrative review approach to compile findings from literature searches of computerized databases, textbooks, and discussions with the community. Furthermore, the study focuses on understanding the benefits, drawbacks, opportunities, and challenges of the trend towards working from home, particularly in the context of the COVID-19 pandemic. | The study identifies elements affecting workers' physical, mental, and emotional health and well-being while working from home. It provides recommendations for optimizing the work-from-home experience, including establishing a routine, having a sufficient workspace, boosting productivity, enhancing communication, and maintaining balance. Additionally, the paper emphasizes the importance of studying remote research possibilities and learning from challenges encountered. |
| (Ishak et al., 2022) | Research Paper | The study utilizes a survey instrument to examine the motivations of 169 lecturers from the east coast of the Peninsular of | The findings of the study suggest that working from home has a positive impact on employee motivation and job performance among lecturers in the east coast of the Peninsular of Malaysia. |

| | | Malaysia for working from home. | Despite the challenges posed by the COVID-19 pandemic, which necessitated the implementation of work-from-home policies to prevent workplace physical contact and curb the spread of the virus, employees working from home exhibited higher levels of motivation. This heightened motivation translated into enhanced job performance, indicating that the shift to remote work arrangements has been beneficial for these lecturers.

The study's results imply that the flexibility and autonomy afforded by working from home may contribute to increased motivation among employees. Without the constraints of a traditional office environment, individuals may feel more empowered to manage their work schedules and environment, leading to a greater sense of control and satisfaction. Additionally, the reduced commute time and flexibility in managing personal and professional responsibilities may contribute to higher levels of motivation and productivity among employees. |
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| (Alarifi & Khan, 2022) | Research Paper | The research utilizes a case study approach, conducting unstructured in-depth interviews with 13 women workers employed in both the public and private sectors in Saudi Arabia over the past two years. The study focuses on exploring the impact of work-from- | The study concludes that work from home has positively influenced the overall wellbeing of female workers in Saudi Arabia. The flexibility and freedom afforded by WFH arrangements have contributed to improved work-life balance for these women, despite experiencing higher levels of stress and longer working hours. This suggests that |

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| | | home (WFH) arrangements on the wellbeing and work-family reconciliation of female workers in Saudi Arabia, particularly in the context of the COVID-19 pandemic. | while WFH may introduce new challenges such as increased stress and longer work hours, it also offers benefits such as greater flexibility and improved work-life balance for female workers in Saudi Arabia. |
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| (Sharip et al., 2023) | Research Paper | The research focuses on employees from both private and government sectors, aiming to understand their perspectives on the implementation of WFH guidelines in the context of the COVID-19 pandemic. | The findings reveal that a significant majority (69.1%) of employees believe that their organizations should provide proper guidelines for WFH implementation. This indicates a strong demand among workers for clear and structured guidance to enable them to work more independently, exhibit flexibility, and unleash creativity while working from home. As a conclusion, the study suggests that a developed and validated WFH manual handbook could serve as the primary reference for employees, aiding them in preparing physically and mentally for efficient remote work. |
| (Ekpanyaskul et al., 2023) | Research Paper | The study utilizes a cross-sectional approach to evaluate the effects of work hazards at home on various factors such as workers' health, productivity, and well-being (WB). Structural equation modeling (SEM) is employed to analyze the relationships between the selected variables. | The study identifies significant indirect path effects from the work environment through work productivity (WP), with perceived indoor environmental quality (IEQ) influencing sick house syndrome (SHS), which in turn affects occupational stress (OS), ultimately impacting WP. Additionally, working conditions (WC) problems can have a significant direct effect on WP or be mediated by OS, with WP itself significantly influencing well-being (WB). The findings highlight the importance of creating a healthy home |

| | | | environment and addressing WC issues, alongside managing OS, to improve productivity and well-being in the context of the WFH model. |
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| (Febriani & Sopiah, 2022) | Review Paper | The review synthesizes findings from 30 reports to investigate the impact of working from home (WFH) on employee productivity, focusing on organizational factors that influence productivity. | The review finds that approximately two-thirds of employees experience increased productivity when working from home, attributed to better time management and reduced travel. However, the impact of organizational factors on WFH productivity is also examined. The review highlights the importance of creating practical policies that offer flexibility in working hours to optimize productivity in the future. |
| (Purwanto et al., 2020) | Research Paper | The study employed a qualitative case study approach to investigate the advantages and disadvantages of working from home (WFH) during the COVID-19 pandemic. Semi-structured interviews were conducted with six teachers from an elementary school in Tangerang. | The study identified several advantages and disadvantages of the WFH program. Advantages included increased flexibility in completing work, reduced stress from commuting, and having more free time. Disadvantages included loss of work motivation, additional expenses for electricity and internet, and potential data security issues. |
| (Vyas & Butakhieo, 2021) | Research Paper | Exploratory framework and SWOT analysis. The study focuses on the experience of employers and employees in Hong Kong during the COVID-19 pandemic, particularly regarding the implementation of work-from-home (WFH) policies. The sample | The study explores the advantages and challenges faced by both employers and employees in Hong Kong due to the widespread adoption of WFH policies during the COVID-19 pandemic. It identifies key insights and recommendations for future policy decisions regarding flexible work arrangements. Additionally, the study critically examines whether |

| | | includes a diverse range of workers from various industries and sectors affected by the pandemic induced WFH arrangements. | WFH arrangements will remain temporary measures in response to exceptional circumstances or become permanent fixtures in the post-pandemic work landscape. |
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| (Sultana et al., 2021) | Research Paper | The study focuses on the impact of motivation and commitment on employees' job satisfaction and performance in the work-from-home (WFH) context. The sample consists of 478 employees from Selangor and Kuala Lumpur, two major cities in Malaysia. | The study identifies normative commitment and intrinsic motivation as significant factors directly influencing both employee job satisfaction and performance in the WFH context. Additionally, the results reveal a partial mediating role of job satisfaction on employees' performance through their commitment to WFH. These findings provide valuable insights for human resource departments and policymakers in developing effective WFH strategies for employees. |
| (Kitagawa et al., 2021) | Research Paper | survey analysis conducted at four manufacturing firms in Japan. The study focuses on the impact of working from home (WFH) on productivity and mental health in the manufacturing sector in Japan. | The study found that workers who worked from home experienced declines in productivity compared to those who did not. This decrease in productivity was attributed to poor work-from-home (WFH) setups and communication difficulties. However, despite these productivity declines, the mental health of workers who worked from home was significantly better than that of workers who were unable to work from home. In light of these findings, the study suggests that making appropriate investments in upgrading WFH setups and facilitating communication could potentially improve productivity by enhancing employees' health and well-being. |

| (Ravi & Anulakshmi, 2021) | Research Paper | This research aimed to investigate the relationship between stress, work-life balance (WLB), job satisfaction, and employee productivity in the advertising industry during the COVID-19 pandemic. Data was collected from 150 employees working in advertising agencies in Kerala, India, using a questionnaire administered via Google Form. The study employed correlation and regression techniques to analyze the data and test the hypotheses. | The results revealed significant relationships between stress, WLB, job satisfaction, and employee productivity, as indicated by the rejection of the null hypotheses. These findings hold strategic importance for organizations in the advertising industry, suggesting potential adaptations to human resources policies and restructuring of target and incentive policies within the marketing department based on the study's recommendations. |
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| (Loignon et al., 2024) | Research Paper | This research, grounded in the socio cognitive theory of socioeconomic status (SES), explores the impact of individuals' home working environments on their performance during the COVID-19 pandemic. Drawing on a sample of 304 remote workers from the United States, the study investigates how signals of social status within home offices influence perceived job performance. | The findings reveal that individuals working in home offices associated with higher levels of SES report a greater sense of control over their environment, leading to higher perceived job performance. Additionally, the study suggests that the amount of time spent in the home office strengthens the relationship between environment-based SES and personal sense of control. Overall, the research highlights how home working environments, influenced by SES gradients, may exacerbate pre-existing inequalities during the pandemic. |
| (Campo et al., 2021) | Research Paper | This research investigates the relationship among telework, job performance, work-life balance (WLB), and family supportive | The findings suggest that there is no significant correlation between telework and job performance or WLB during the pandemic. However, positive relationships were observed between job |

| | | supervisor behavior (FSSB) in the context of the COVID-19 pandemic. Conducted in large private service companies in Colombia, the study utilized partial least squares structural equation modeling (PLS-SEM) to analyze data collected from 519 participants. | performance and both FSSB and WLB, as well as between FSSB and WLB. These results underscore the importance of WLB and FSSB for teleworkers and their impact on job performance. Moreover, the findings provide valuable insights for companies to design strategies for the implementation of telework post-COVID-19. |
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| (Nijp et al., 2016) | Research Paper | The research paper investigates the effects of New Ways of Working (NWW) on work organization and employee outcomes within a large Dutch financial company. NWW is characterized by temporal and spatial flexibility, extensive use of information and communication technologies (ICT), and performance-based management. The study utilized a three-wave intervention design, involving a quasi-experimental setup with an intervention group (n = 2,391) and a reference group (n = 521). Data were collected one/two months before, and 4 months and 10 months after implementing | The findings revealed a significant shift from office-based work to working from home after implementing NWW, leading to reduced commuting time. However, employees continued to work on weekdays and during daytime hours. While psychosocial work characteristics, work-nonwork balance, stress, fatigue, and job-related outcomes remained favorable and largely unaffected, there was a decrease in health scores among the intervention group, indicating a medium effect. Overall, the study suggests that implementing NWW does not necessarily lead to changes in psychosocial work characteristics, well-being, or job-related outcomes, despite the significant shift towards remote work. |

| | | NWW. Repeated measures analyses of covariance were conducted, involving 361 participants from the intervention group and 80 from the reference group. | |
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| (Patanjali & Bhatta, 2022) | Research Paper | The study utilized a mixed-methods approach, incorporating both quantitative analysis and qualitative responses from a questionnaire. It reviewed existing literature on work, organizations, productivity, and work from home (WFH), considering both historical perspectives and ongoing research in the context of the COVID-19 pandemic. The research focused on professionals from the IT sector working globally. The sample comprised 526 IT employees who participated in the study. | The study found that approximately two-thirds of IT employees reported increased productivity while working from home (WFH) during the pandemic. These productivity gains were attributed to effective use of time saved from commuting and meeting increased expectations. Organizational factors such as autonomy, empowerment, and a supportive environment were identified as essential for ensuring employee productivity during WFH. However, the study also noted that continued WFH over several months had led to a sense of fatigue among employees. |
| (Allen et al., 2015) | Review Paper | The review paper synthesizes existing research on telecommuting to provide insights into its implications and challenges. It addresses definitional challenges, examines the impact of telecommuting on various aspects of work-life, discusses contextual factors influencing telecommuting, and | The review paper addresses various aspects of telecommuting, starting with the challenge of defining telecommuting comprehensively and how differing definitions can affect research outcomes. It delves into the implications of telecommuting for employees, exploring its impact on work-family dynamics, attitudes, and various work-related outcomes such as job satisfaction, organizational commitment, stress levels, performance, wages, and withdrawal behaviors. |

| | | explores its broader societal effects. | Additionally, the review discusses contextual factors that shape the telecommuting experience, including the nature of work performed remotely, interpersonal processes, organizational culture, and support mechanisms. Furthermore, it examines the broader societal effects of telecommuting, encompassing its influence on traffic patterns, emissions, business continuity, work opportunities, and societal connections. The review also highlights examples of telecommuting legislation and policies to shed light on the national discourse surrounding telecommuting and its legislative implications. Lastly, the synthesis offers recommendations aimed at enhancing telecommuting research and practice, with a focus on improving data quality and identifying areas for further research and development. |
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| (Danilova et al., 2023) | Research paper | This research study aims to identify the factors that contribute to individual job performance in large-scale work-from-home (WFH) arrangements facilitated by current information and communications technology. The researchers developed a research model based on existing literature on WFH arrangements and tested it using a survey of 1,183 respondents who participated in extensive WFH arrangements | The proposed research model explains 41% of the variance in individual job performance in WFH arrangements. The findings reveal that home office quality and the effectiveness of information and communications platforms in facilitating reach and communication are the strongest positive predictors of job performance. Conversely, a sense of professional isolation was found to have a negative impact on job performance.<br><br>This study is significant due to its unique context of large-scale mandatory WFH arrangements, comparable to a natural |

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| | | during a national COVID-19 lockdown. | experiment. It is one of the first studies to extensively explore WFH practices that rely on the current generation of digital technology. |
| (Saridakis et al., 2023) | Conceptual work in Special Issue | The articles in this special issue provide insights into the evolving nature of remote working and its impact on various aspects of employees' work experience and outcomes. They contribute to research by highlighting that remote working itself does not directly affect work-related well-being and performance. Instead, it is the opportunities and challenges associated with telecommuting that influence employee functioning and job performance. | Several noteworthy findings emerge from the scholarly contributions in this special issue. For example, Abhari, Pesavento, and Williams reveal that virtual meetings can increase job influence but may also harm employee health and well-being. Kakkar et al. demonstrate that effective work communication can reduce employee alienation during remote work, especially among those in organizations with strong corporate social responsibility associations. Additionally, Yu and Liu identify the mediating role of employee cynicism and the moderating role of psychological hardiness in the relationship between professional isolation and job performance. |
| (Feng & Savani, 2020) | Research Paper | The study utilized a sample of employed women and men from dual-career families who were working from home since COVID-19 lockdowns began. A total of 286 US-resident full-time employees participated in the study, reporting their work productivity and job | These findings highlight the importance of understanding the gendered implications of remote work and lockdown measures. They underscore the need for supportive policies and interventions to address the unique challenges faced by women in managing work and caregiving responsibilities during times of crisis, such as the COVID-19 pandemic. Additionally, the |

| | | satisfaction before and during the lockdown. | findings call for further research and action to promote gender equity in the workplace and ensure that women's voices and needs are adequately addressed in remote work arrangements. |
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| (Nayak et al., 2023) | Research Paper | Using a quantitative approach, data were collected from 215 faculty members in higher education institutes in India. Correlation and hierarchical regression analyses were employed to analyze the data. | The findings reveal several key insights. Firstly, the study identifies online teaching, lack of technology acceptance, poor working environments, and work-life conflict as significant factors negatively affecting faculty productivity in the context of WFH. Secondly, IT training is found to play a crucial moderating role in alleviating WFH issues, particularly related to online teaching, lack of technology acceptance, and poor working environments, thereby enhancing faculty productivity. However, IT training does not appear to moderate the relationship between work-life conflict and faculty productivity. |
| (Sridhar & Bhattacharya, 2021) | Research Paper | The purpose of this study is to identify significant household factors affecting the job effectiveness of information technology (IT) employees while they work from home. The research employs a survey-based approach targeting IT employees across various levels of work experience, companies, and cities. Discriminant analysis is utilized to determine the key factors influencing whether an employee's job | The findings indicate that several household factors have a significant impact on an IT employee's job effectiveness. These factors include the number of elderly individuals residing in the household, the age of the eldest member of the household, the presence of observable power cuts at home, and the number of cars owned by individuals.

This study contributes original insights to a niche area concerning the influence of household dynamics on IT employees' job effectiveness. By highlighting the |

| | | effectiveness remains consistent or improves when working from home compared to the workplace. | importance of household factors, the research enables IT organizations in India to gain valuable insights and develop innovative interventions tailored to manage employees on a personalized basis. These interventions aim to enhance job effectiveness and drive organizational effectiveness, particularly in the context of the COVID-19 pandemic and its aftermath. |
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| (Giovanis, 2018) | Research Paper | The purpose of this study is to investigate the relationship between different types of flexible employment arrangements and workplace performance. Specifically, the study examines home-based working, teleworking, flexible timing, and compressed hours, using data from the Workplace Employee Relations Survey (WERS) conducted in Great Britain in 2004 and 2011. Workplace performance is measured by financial performance and labor productivity. The study follows a three-step methodology: first, it explores the determinants of flexible employment types; second, it employs ordinary least squares (OLS) regression to analyze the relationship between flexible employment | The findings reveal a significant and positive association between flexible employment arrangements and workplace performance. Factors such as education level, age, wage, quality of managerial-employee relations, years of experience, market area of operation, and competition are identified as significant determinants of the adoption of flexible employment arrangements, with a positive correlation. This study contributes original insights by being the first to examine the relationship between flexible employment types and workplace performance using an instrumental variable approach. This methodology allows for the estimation of causal effects, providing valuable insights into the potential social implications associated with flexible employment arrangements. |

| | | arrangements and workplace performance; third, it utilizes an instrumental variable (IV) approach to address potential endogeneity issues and estimate the causal effects of flexible employment types on firm performance. | |
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| (Davidescu et al., 2020) | | Using data gathered from a national representative survey through multiple correspondence analysis, the study develops an "employee flexibility composite indicator" to assess different types of flexibility. The impact of individual and employee flexibility on job satisfaction is quantified using binary logistic regression models. Additionally, the study examines the impact of new types of workspaces (such as flex office, co-working, total home office, and partial home office) on various aspects, including job performance, organizational performance, professional growth, social and professional relationships, and work motivation. | The empirical results indicate that the new types of workspaces are highly valued by employees, with partial home working (a combination of working from home and in the company's office) being considered an optimal solution. The study reveals a medium level of flexibility among Romanian employees, with only one-third exhibiting high levels of flexibility. Furthermore, the analysis highlights the role of functional flexibility, working time, and workspace flexibility, along with the flexibility composite indicator, in increasing job satisfaction among employees. Overall, the study underscores the importance of combining employee development with flexible time and place arrangements to enhance both employee job satisfaction and organizational performance, thus emphasizing the significance of sustainable HRM practices in addressing future work challenges effectively. |
| (D. E. Bailey & Kurland, 2002) | Review Paper | The researchers conduct extensive searches across academic databases, journals, books, conference proceedings, | The review delves into three primary inquiries regarding telework: who participates, why they do so, and what outcomes result from their engagement. |

| | | and other relevant sources to identify studies, articles, and publications related to telework. Keywords and search terms specific to the research questions are utilized to ensure comprehensive coverage. | While the demographics of teleworkers remain somewhat opaque, trends suggest a prevalence among male professionals and female clerical workers. Notably, the willingness of managers emerges as a pivotal determinant for employee participation in telework, surpassing other factors related to work. Surprisingly, commonly assumed motivators for teleworking, such as reducing commuting time or fulfilling family obligations, do not appear to significantly drive participation. Moreover, managers' hesitancy, rooted in concerns over costs, control, and perceived necessity, hampers the implementation of telework programs within organizations. Contrary to widespread beliefs, there exists scant clear evidence supporting the notion that telework consistently enhances job satisfaction and productivity. Looking ahead, the review advocates for future research to consider broader impacts at the group and organizational levels, reassess the underlying motivations for teleworking, and underscore theoretical development and connections to existing organizational frameworks. Furthermore, insights gleaned from telework literature may prove valuable for studying novel work formats and environments, offering nuanced perspectives on the intricacies of remote work arrangements. |
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| (Hill et al., 1998) | Research Paper | The study utilizes a mixed-methods approach to investigate the effects of telework on various aspects of work and work/life balance. Qualitative analyses involve exploring perceptions and experiences reported by IBM employees working in virtual offices compared to those in traditional office settings. These analyses focus on aspects such as productivity, morale, flexibility, work hours, teamwork, and work/life balance. Additionally, quantitative multivariate analyses are conducted using a quasi-experimental design to assess the relationships between telework and these aspects. | Qualitative analyses reveal that teleworkers perceive greater productivity, higher morale, increased flexibility, and longer work hours compared to traditional office workers. However, telework has an equivocal influence on work/life balance and a negative impact on teamwork. Quantitative multivariate analyses support the qualitative findings related to productivity, flexibility, and work/life balance but do not provide support for the perceptions regarding morale, teamwork, and work hours. The study underscores the importance of employing a multi-method approach, combining qualitative and quantitative elements, to comprehensively understand the implications of telework. |
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| (Prodanova & Kocarev, 2022) | Research paper | The study is grounded in fundamental theoretical frameworks of motivation and employs partial least squares–structural equation modelling (PLS-SEM) methodology, utilizing SmartPLS3 software for data analysis. The research aims to understand the factors influencing employees' productivity, satisfaction, and intention to continue remote work during the COVID-19 pandemic. It explores how remote | The findings suggest that the reconciliation of remote work tasks and environment positively influences employees' productivity and satisfaction. Factors such as interruptions and technology-related anxiety are identified as negative influences on achieving functional home offices. Productivity alone is not sufficient to drive employees' intention to continue remote work post-pandemic; satisfaction plays a crucial role in shaping their future intentions. The study emphasizes the importance of managing the transition to remote work |

| | | work tasks and the work environment impact these outcomes. | effectively, especially during urgent and imposed circumstances, by prioritizing aspects that contribute to constructive remote work environments. |
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| (Fahmi et al., 2022) | Research Paper | The study employs a quantitative descriptive approach to determine the implications of the Work From Home (WFH) policy on work motivation, work discipline, and teacher performance, with work stress intervention. The data analysis utilizes the Partial Least Square (PLS) method, a type of Structural Equation Model (SEM). The study aims to assess the relationships between these variables and their impact on teacher performance within the context of the WFH policy. | The results indicate a positive and significant effect of work motivation on teacher performance, as well as a positive and significant effect of work discipline on performance. Conversely, motivation to work stress and work discipline to work stress demonstrate a negative and significant effect. Additionally, the relationship between job stress and performance shows a positive and significant effect on performance. These findings highlight the complex interplay between work motivation, work discipline, work stress, and teacher performance, emphasizing the importance of addressing these factors in the context of the WFH policy. |
| (Stoker et al., 2022) | Research Paper | The study investigates the impact of working from home (WFH) during the COVID-19 crisis on changes in leadership behaviors and their association with perceived manager quality and productivity across different hierarchical levels in organizations. The research develops two predictions regarding the effects of WFH on leadership behaviors, with one predicting less control | The findings indicate that, in line with the first prediction, managers perceive themselves to exert significantly less control and delegate more tasks during the WFH period. Employees also perceive a decrease in control but report no significant change in delegation on average. However, lower-level employees report a significant decrease in delegation. Additionally, increased delegation is associated with higher perceived productivity and manager quality. These results suggest that while WFH may necessitate changes in leadership behaviors such as |

| | | and more delegation, and the other predicting the opposite due to the crisis-induced stress. The study employs quantitative methods to analyze data on changes in leadership behaviors and perceptions from both managers and employees. | increased delegation, achieving such changes during a crisis context like COVID-19 may be challenging, potentially affecting the effectiveness of WFH arrangements. |
|---|---|---|---|
| (Evans et al., 2022) | Research Paper | The study examines the relationship between personality traits and within-person changes in five job outcomes (self-reported performance, engagement, job satisfaction, burnout, and turnover intentions) during the transition to enforced remote work at the beginning of the COVID-19 pandemic. It employs a four-wave longitudinal design spanning from May to August 2020, capturing employees' experiences over time. The study utilizes quantitative methods to analyze data collected from 974 employees who were working from home due to COVID-19. | The findings reveal that, on average, self-reported performance decreased over the study period, while the other job outcomes (engagement, job satisfaction, burnout, and turnover intentions) remained relatively stable. However, there was significant between-person variability in these outcomes. Notably, extroversion and conscientiousness, typically associated with positive job outcomes, were linked to deteriorating outcomes over time. Extroverted and conscientious employees reported becoming less productive, less engaged, and less satisfied with their jobs over the study period. Additionally, extroverted employees reported increasing levels of burnout. These findings contribute to understanding how personality traits predict within-person changes in job-related outcomes, well-being, and turnover intentions during the unprecedented circumstances of the COVID-19 pandemic. |
| (Metselaar et al., 2023) | Research Paper | The study takes place within the Dutch public sector organization and involves a sample of 873 employees. It addresses | The findings reveal significant mediation effects of autonomy and work-life balance satisfaction in the relationship between teleworking and individual |

| | | the pre-COVID-19 context, highlighting the growing trend of flexible workplaces and the increasing use of teleworking enabled by enhanced communication technologies. | perceived performance, specifically for working from home. This suggests that employees who spend more time working from home experience higher levels of autonomy and work-life balance satisfaction, which in turn positively influence their perceived performance. However, the study does not provide conclusive evidence regarding the effects of teleworking when employees work elsewhere. Overall, these findings contribute to understanding the dynamics of teleworking and its implications for individual performance within the context of a public sector organization. |
| --- | --- | --- | --- |

*Table 2.5 : Literature Review*

## 2.6 Theoretical background

To understand the relationships between the independent variable (Work from home), the dependent variable (Employee performance), the mediating variable (Employee job satisfaction), and the moderating variables (Age, gender, and designation), may be justified through various theories such as Social Exchange Theory, Expectancy Theory, Gender Role Theory, Resource-Based View Theory and Job Characteristics Theory. However as per the objectives Social Exchange Theory has been utilized to justify the relationship among the variables.

### 2.6.1 Social Exchange Theory

Social Exchange Theory (Blau, 1964) offers valuable insights into understanding the intricate relationships among the independent variable (Work from home), mediating variable (Employee job satisfaction), dependent variable (Employee performance), and the moderating variables (Age, gender, and designation). According to Social Exchange Theory, workplace interactions are characterized by a social exchange where individuals give and receive resources (Cook et al., 2013). In the context of remote work, the introduction of working from home represents a shift in the terms of this exchange. Employees experience changes in their work environment and interactions with the organization, influencing the nature of the social exchange. Job satisfaction, a critical mediating variable in this framework, is closely linked to the quality of the social exchange (M. Chung & Jeon, 2020). Remote work conditions, such as increased autonomy and flexibility, can impact job satisfaction as employees perceive benefits in the exchange. Those who appreciate these aspects of remote work are more likely to be satisfied with their working conditions. Employee performance, viewed as an outcome of the social exchange relationship (Gould-Williams & Davies, 2005), is influenced by job satisfaction. Satisfied employees are more likely to engage in productive behaviours as they feel they are reciprocating the positive social exchange with their organization. Designation, along with age and gender, serves as a moderating variable within the Social Exchange Theory framework (Birtch et al., 2016). Different designation levels may have varying expectations and reactions to remote work, impacting the strength of the social exchange relationship. For example, senior-level employees with greater autonomy may perceive remote work differently than junior-level employees who require more guidance. In summary, Social Exchange Theory offers a comprehensive framework for understanding how remote work influences the social exchange relationship between employees and organizations. It underscores the importance of job satisfaction as a mediating variable and acknowledges the moderating influence of designation, along with age and gender. This theory highlights the dynamic nature of interactions within the remote work environment, emphasizing the reciprocal nature of the social exchange.

### 2.6.2 Self Determination Theory

Self-Determination Theory (SDT) offers valuable insights into understanding how work from home arrangements influence employee performance, with age, gender, and designation

moderating the impact of psychological needs satisfaction on performance outcomes. SDT posits that humans have three innate psychological needs: autonomy, competence, and relatedness (Ryan & Deci, 2017). When these needs are satisfied, individuals are more motivated, engaged, and perform better (Vansteenkiste et al., 2006). In the context of work from home, the opportunity for autonomy (control over work environment), competence (feeling effective in tasks), and relatedness (connection to colleagues) significantly influences employee performance (Van den Broeck et al., 2016). For instance, work from home arrangements offering autonomy in scheduling, task execution, and work methods can enhance autonomy satisfaction. Similarly, remote work environments fostering skill development, feedback mechanisms, and virtual team-building activities can enhance feelings of competence and relatedness. Designation, alongside age, gender, and designation, moderates how individuals perceive and respond to the satisfaction of these psychological needs in remote work contexts (Chi & Gursoy, 2009). Different designation levels may prioritize these needs differently, influencing the extent to which remote work arrangements impact employee performance. For example, senior-level employees may value autonomy and competence more significantly due to their higher decision-making authority and strategic responsibilities. Moreover, designation can also shape the availability and utilization of resources and support mechanisms that facilitate the fulfilment of psychological needs in remote work settings. Junior-level employees may require more structured guidance and mentorship to develop competence and relatedness in virtual work environments, whereas senior-level employees may have established networks and self-regulatory skills to thrive independently. In summary, Self-Determination Theory suggests that work from home arrangements impact employee performance by satisfying innate psychological needs, with designation moderating the extent to which individuals benefit from autonomy, competence, and relatedness. Understanding these dynamics is crucial for designing effective remote work policies and support mechanisms tailored to diverse employee cohorts.

### 2.6.3 Job Characteristics Theory

Job Characteristics Theory, developed by Hackman and Oldham, offers insights into how specific job characteristics influence employee motivation, satisfaction, and performance (Hackman & Oldham, 2005). These characteristics include skill variety, task identity, task significance, autonomy, and feedback. In the context of work from home, certain job characteristics may be amplified or diminished, depending on the nature of remote work

arrangements. For example, remote work may increase autonomy by granting employees more control over their work environment and schedule. However, it may also diminish task identity and significance if employees feel disconnected from the broader purpose and impact of their work. Designation, alongside age and gender, moderates the relationship between job characteristics and employee performance. Different designation levels may prioritize job characteristics differently, influencing the extent to which remote work arrangements impact performance outcomes. For instance, senior-level employees may place greater importance on task significance and feedback due to their strategic responsibilities within the organization. Moreover, designation can also influence how individuals perceive and respond to job characteristics in remote work settings. Senior-level employees, with higher decision-making authority, may leverage increased autonomy to drive innovation and strategic initiatives. In contrast, junior-level employees may require more structured guidance and support to maintain task identity and significance in virtual work environments. Additionally, gender differences in work preferences and communication styles may further shape individuals' perceptions of job characteristics in remote work settings. Understanding these dynamics is crucial for designing effective remote work policies and support mechanisms tailored to diverse employee cohorts.

In summary, Job Characteristics Theory provides a framework for understanding how specific job attributes influence employee performance in the context of work from home. Designation, alongside age and gender, moderates the impact of job characteristics on performance outcomes, highlighting the importance of considering individual differences in remote work arrangements.

### 2.6.4. Goal Setting Theory

Goal Setting Theory posits that setting specific and challenging goals can lead to higher levels of performance when individuals are committed to achieving those goals (Locke & Latham, 2006). In the context of remote work, employees may set goals for themselves related to tasks, projects, and professional development, which can influence their job performance (Wang et al., 2021). When employees work from home, setting and achieving goals may become more challenging due to factors such as distractions, lack of supervision, and difficulties in communication. However, remote work may also provide employees with greater autonomy and flexibility to manage their tasks and deadlines, which can facilitate goal setting and

achievement (Monzani et al., 2022). Age, gender, and designation can influence how individuals approach goal setting and their ability to achieve goals in a remote work environment (Costantini & Weintraub, 2022). For example, older employees with more experience may have developed effective goal-setting strategies over time and may be better equipped to adapt to remote work challenges. Similarly, gender differences may exist in goal-setting behaviours, with some research suggesting that women may be more likely to set collaborative goals, while men may set more individualistic goals (Johnson et al., 1981). By understanding how employees set and pursue goals in a remote work environment, organizations can provide support and resources to help employees effectively manage their workload, stay motivated, and achieve desired outcomes. Goal Setting Theory can thus provide insights into how remote work arrangements impact employee performance and satisfaction, particularly when considering the interplay between individual goals, organizational goals, and the remote work context.

## 2.7. Moderating role of Age, Gender, and Designation

Age, gender, and designation  may act as moderating variables between work from home (WFH) arrangements and employee job performance due to several reasons backed by previous research (Ashraf, 2019; Hopkins & Bardoel, 2023; Kurdy et al., 2023; Yucel & Chung, 2023):

### 2.7.1. Moderating role of Designation

Designation, as a moderating variable between work from home (WFH) arrangements and employee job performance, holds significance due to its influence on various organizational factors and individual characteristics. Research suggests several reasons why designation impacts the relationship between WFH arrangements and job performance.

Firstly, designation often correlates with levels of authority, responsibility, and decision-making autonomy within an organization. Senior-level employees typically have greater autonomy and discretion in their work tasks compared to junior-level employees. In the context of WFH, this autonomy becomes particularly relevant as remote work requires individuals to manage their tasks and schedules independently. Senior-level employees may thrive in WFH arrangements due to their ability to adapt to autonomous work environments and make strategic decisions without constant supervision. Conversely, junior-level employees may experience

challenges in managing their workload and prioritizing tasks without direct oversight, potentially impacting their job performance. Secondly, designation also reflects the complexity and scope of job responsibilities. Senior-level positions often involve strategic planning, leadership, and coordination of multiple tasks or projects. In contrast, junior-level positions may focus more on task execution and following established procedures. In the context of WFH, the nature of job responsibilities can influence how employees perceive and adapt to remote work environments. Senior-level employees may possess the skills and experience necessary to navigate complex tasks independently, while junior-level employees may require more guidance and support to maintain productivity and job performance. Furthermore, designation influences communication dynamics and collaboration within teams. Senior-level employees often engage in strategic discussions, stakeholder interactions, and cross-functional collaborations that require effective communication and coordination. In WFH arrangements, the ability to communicate and collaborate remotely becomes essential for maintaining productivity and achieving organizational goals. Senior-level employees may leverage their communication skills and networks to facilitate remote collaboration, while junior-level employees may face challenges in adapting to virtual communication platforms and building rapport with colleagues. Additionally, designation reflects career stage and professional development within an organization. Senior-level employees may have more experience, expertise, and established networks compared to junior-level employees. This experience can impact how individuals perceive and respond to WFH arrangements. Senior-level employees may have developed coping strategies and adaptive skills to thrive in remote work environments, whereas junior-level employees may require additional training and support to overcome challenges associated with remote work.

In summary, designation acts as a moderating variable between WFH arrangements and employee job performance due to its influence on autonomy, job complexity, communication dynamics, and career stage. Recognizing the diverse needs and characteristics of employees based on their designation levels is essential for implementing effective WFH policies and support mechanisms that enhance job performance across the organization.

### 2.7.2. Moderating role of Age

Age can indeed influence individuals' ability to navigate technological tools and adapt to changes in work environments, both of which are critical factors in determining job

performance in remote settings. Older employees may face challenges in adopting new technologies or remote work platforms, particularly if they have limited prior exposure to such tools or if they are accustomed to traditional work setups. This technological proficiency gap may hinder their efficiency and productivity in remote work roles, as they may require more time and support to acclimate to digital platforms and communication tools commonly used in WFH settings. However, it's important to note that age is not solely a predictor of technological competence. Many older employees may exhibit a high level of adaptability and are eager to embrace new technologies, especially if they recognize the benefits of remote work arrangements (R. Ferreira et al., 2021). Moreover, older workers often possess valuable skills and experience gained over years of professional practice, which can offset any potential challenges related to technology adoption (Rouzet et al., 2019). For example, their extensive experience may contribute to better problem-solving abilities, decision-making skills, and task management capabilities, all of which are crucial for success in remote work environments. Research, such as the study by Golden and Veiga (2005), has highlighted the positive relationship between age and job satisfaction in telecommuting roles. This finding suggests that older employees may experience higher levels of satisfaction and commitment when working remotely compared to their younger counterparts. One possible explanation for this phenomenon is that older workers tend to have established routines, self-discipline, and a strong sense of autonomy, which are conducive to remote work. Additionally, older employees may value the flexibility and work-life balance that WFH arrangements offer, leading to greater job satisfaction and overall performance.

In summary, while age can influence individuals' technological proficiency and adaptability to remote work, it is not necessarily a determinant of job performance in WFH settings. Instead, the relationship between age and performance is complex and multifaceted, with factors such as experience, skills, work habits, and job satisfaction playing significant roles. Organizations can support employees of all ages in adapting to remote work by providing training, resources, and a supportive work culture that fosters collaboration and communication in virtual environments.

### 2.7.3. Moderating role of Gender

Gender differences in communication styles, work preferences, and caregiving responsibilities can indeed shape individuals' experiences and performance in remote work environments. Women may face distinct challenges when working from home, including managing competing demands of work and family responsibilities. The traditional gender roles and societal expectations often place a heavier burden on women in terms of caregiving and household duties, which can impact their ability to focus on work tasks and maintain productivity in a remote setting. However, it's important to recognize that gender differences in remote work experiences are not solely negative or limiting. Women may also bring unique strengths and skills to WFH arrangements, such as strong communication abilities, multitasking skills, and empathy, which can enhance their performance in virtual work environments. Additionally, research findings, such as those by Hill et al. (2003), suggest that women may experience higher levels of job satisfaction and work-life balance in telecommuting roles compared to men. One possible explanation for this finding is that remote work offers women greater flexibility and autonomy in managing their work and personal lives. For example, telecommuting may enable women to better juggle caregiving responsibilities while still fulfilling their work obligations, leading to increased job satisfaction and overall well-being. Moreover, women may benefit from the reduced commute time and greater control over their work environment that WFH arrangements provide, allowing them to create a more conducive and comfortable workspace that supports their productivity and performance (Powell & Craig, 2015). However, it's essential to recognize that gender dynamics in remote work settings can vary significantly depending on individual circumstances, organizational culture, and the level of support provided by employers. Organizations should strive to create inclusive remote work policies and practices that address the diverse needs and challenges faced by employees of all genders. This may include offering flexible work hours, providing resources for managing work-life balance, and fostering an environment of mutual respect and support among colleagues, regardless of gender. By acknowledging and accommodating gender differences in remote work experiences, organizations can promote greater equity, satisfaction, and productivity among their workforces.

Overall, age, gender, and designation act as moderating variables between WFH and employee job performance due to their influence on individuals' skills, attitudes, and behaviours in remote work contexts. Understanding these moderating effects can help organizations tailor support

and interventions to address the diverse needs of employees and optimize job performance in WFH arrangements.

## 2.8 Research Gap

### Research Gap 1: Limited Examination of Moderating Factors

Existing research on remote work and its impact on employee satisfaction and performance often overlooks the potential moderating effects of demographic variables such as age, gender, and designation, particularly within the service sector (Ismail et al., 2023; Nickson et al., 2016). While studies have explored the direct relationship between remote work arrangements and employee outcomes, there is a noticeable gap in understanding how these demographic factors interact with remote work experiences to shape employee satisfaction and performance. This gap highlights the need for research that investigates the moderating influence of age, gender, and designation on the relationship between remote work and employee outcomes, specifically within the education and IT sectors.

### Research Gap 2: Sector-specific Dynamics

While remote work is becoming increasingly prevalent across various industries, including education and IT, there is a lack of research that delves into how the impact of remote work on employee satisfaction and performance may vary within these specific sectors. Each sector possesses unique characteristics, work cultures, and job requirements that may influence the effects of remote work arrangements differently. Therefore, there is a gap in understanding sector-specific dynamics and how they intersect with remote work experiences to influence employee outcomes. Addressing this gap is essential for uncovering sector-specific challenges and opportunities associated with remote work arrangements in the education and IT sectors.

### Research Gap 3: Holistic Assessment of Employee Outcomes

While some studies have focused on either employee satisfaction or performance in relation to remote work, there is a gap in research that comprehensively examines both aspects concurrently. Understanding the simultaneous impact of remote work arrangements on employees' satisfaction and performance is crucial for gaining a holistic understanding of how these arrangements affect employee well-being and organizational outcomes. By concurrently

assessing both satisfaction and performance, the study can provide a more nuanced understanding of the complex relationship between remote work arrangements and employee outcomes in the education and IT sectors.

**Research Gap 4: Exploration of Hybrid Work Models**

While some studies have examined either employee satisfaction or performance concerning remote work, there is a notable gap in research that comprehensively evaluates both aspects concurrently, particularly in distinguishing the effects of remote work from pre-remote work conditions. Understanding the simultaneous impact of remote work arrangements on employees' satisfaction and performance compared to pre-work-from-home (WFH) conditions is crucial for gaining a holistic understanding of how these arrangements affect employee well-being and organizational outcomes. By comparing job satisfaction levels and job performance levels before and during the WFH timeframe, the study can provide a more nuanced understanding of the complex relationship between remote work arrangements and employee outcomes in the education and IT sectors.

**Research Gap 5: Empirical Gap of Hybrid Work Models**

Most of the literature on Work from Home and employee job performance is normative and descriptive, lacking empirical investigation new normal situation. The existing study on the topic of Work from Home (WFH) and employee job performance primarily consists of normative and descriptive studies. These studies often offer theoretical frameworks, conceptual models, or descriptive accounts of the potential benefits and challenges associated with remote work arrangements. However, there is a notable gap in empirical investigations that involve the collection and analysis of real-world data to test hypotheses, validate theories, or explore causal relationships. While normative and descriptive studies provide valuable insights into the theoretical aspects of WFH, empirical research is essential for understanding how these theories manifest in practice, especially in the context of significant societal shifts such as the widespread adoption of remote work during the pandemic.

## 2.9 Developing a Conceptual Framework

Based on the Literature review and gaps identified the following conceptual framework has been developed, wherein, Work from home is the independent variable, employee job performance is the dependent variable. Employee Job satisfaction is the mediator and gender, age and designation are the moderators. A detailed description of hypothesis is mentioned in the next chapter.
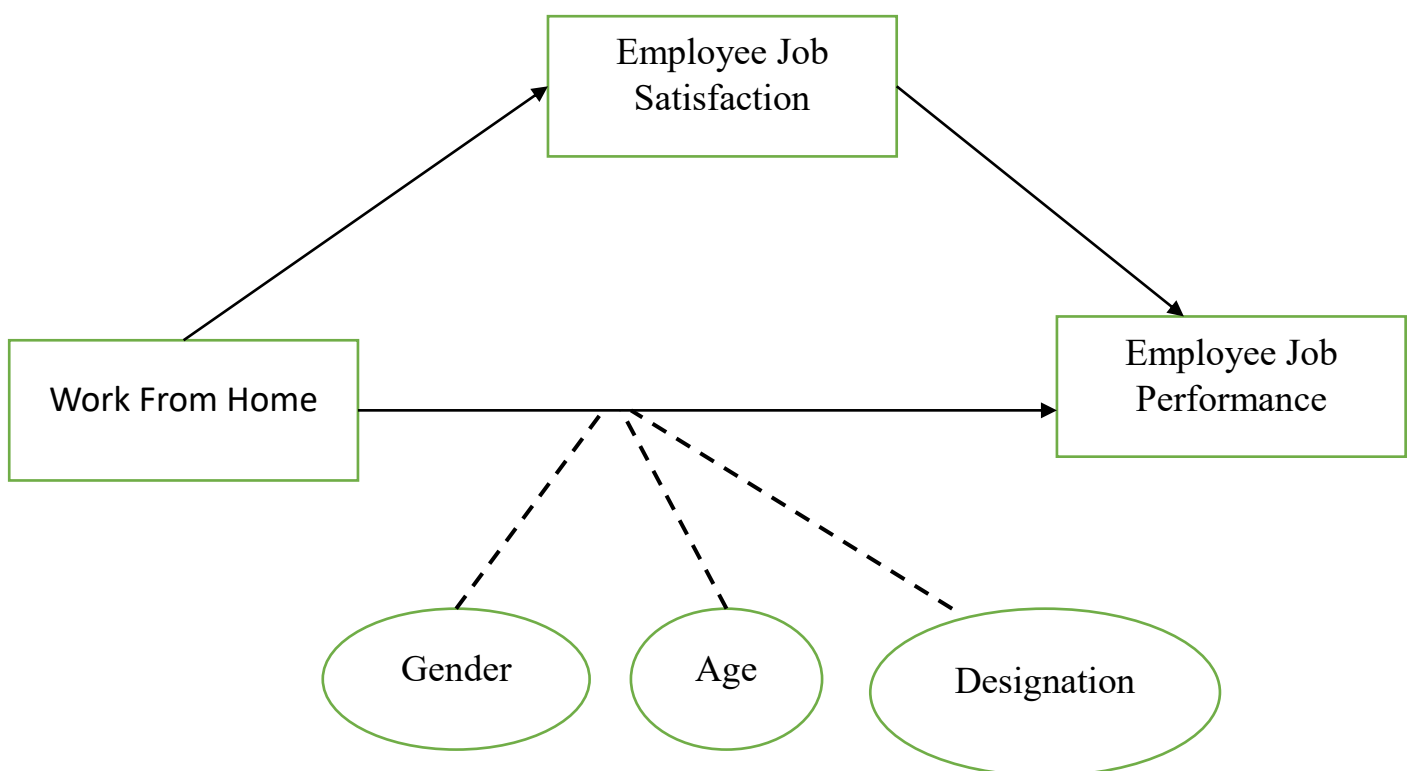
Source- Compiled by Author

*Figure 2.9: Conceptual Framework*

# CHAPTER III

# RESEARCH METHODOLOGY

# Chapter III

# RESEARCH METHODOLOGY

## 3.1 Overview

The primary goal of this study is to critically examine the ramifications of the work-from-home (WFH) facility on employee performance and satisfaction within the service sector. The chosen research methodology is strategically designed to deliver a comprehensive and insightful analysis of the intricate dynamics among remote work arrangements, individual performance levels, and overall employee job satisfaction. The study is motivated by the evolving landscape of work, particularly accelerated by the COVID-19 pandemic, prompting an imperative need to comprehend the effects of remote work on employee well-being and organizational outcomes. Operating within a conceptual framework that draws from existing literature on remote work, organizational behaviour, and job satisfaction, the research questions aim to address key aspects, such as the impact of WFH on productivity, factors influencing employee satisfaction, and the interaction of individual characteristics with WFH effects. In pursuit of this aim, a meticulously designed and multifaceted research methodology has been systematically developed. This comprehensive methodology incorporates key elements such as research questions, objectives, variables, hypotheses, data collection methods, and advanced statistical analysis techniques. The research philosophy guiding this study predominantly adopts a deductive approach, wherein existing theories and concepts are rigorously tested to assess their direct applicability within the specific context. This deductive approach initiates

by formulating hypotheses based on well-established theories, followed by a thorough examination through rigorous empirical data analysis. Additionally, the study embraces a positivist perspective, prioritizing objective measurements and seeking cause-and-effect relationships within the research framework.

To conduct this research, a carefully chosen cross-sectional research design has been implemented. Cross-sectional studies possess intrinsic value in capturing a snapshot of data at a specific point in time, aligning with the dynamic nature of employee behaviour, which can evolve over time (Messmann & Mulder, 2012). This design selection ensures a comprehensive exploration of employee performance within the contemporary context (Levin, 2006). The data collection process employed in this study involves the meticulous collection of primary data through structured questionnaires administered to a selectively chosen sample of respondents. These precisely designed questionnaires serve as the primary instruments for capturing relevant information concerning employee attitudes, perceptions, and crucial socio-demographic characteristics that may influence employee satisfaction and productivity. In the realm of data analysis, this research adopts a robust and multifaceted approach, incorporating advanced statistical techniques, including but not limited to multivariate regression analysis. The present study utilized Structural Equational Modelling (SEM) to analyse the data. Whereas for some categorical variables ANOVA test was utilized.

In conclusion, this chapter offers a comprehensive overview that provides an illuminating and detailed insight into the research methodology employed to investigate the impact of work-from-home on employee satisfaction and productivity. It methodically outlines the hypothesized relationship, research design, data collection methods, and advanced analysis techniques employed in this study.

### 3.3 Research Objective

The formulation of research objectives is not just a procedural step; it's a dynamic outcome stemming from a thorough analysis of the research problem. This analysis unfolds after delving deep into the field and immersing ourselves in the literature, as eloquently presented in Chapter 2. The identification of research gaps acts as our compass, guiding this research journey. The central focus of this study revolves around a critical examination of the work-from-home facility on employee performance and job satisfaction. Additionally, the study will explore the influence of employee demographic profiles on these dynamics. Consequently, the research objectives have been thoughtfully crafted to align with this overarching theme and are outlined as follows:

1. To critically examine the impact of the work-from-home facility on employees' satisfaction and performance within the service sector

2. To investigate the mediating role of employee job satisfaction in the relationship between work from home and employee performance

3. To assess the moderating effects of age, gender, and designation on the relationship between remote work, employee job satisfaction, and performance in the service sector

4. To compare the impact of work from home on job performance between employees in the education and IT sectors, considering differences in nature and work characteristics

### 3.4 Operationalization of Variables

Operationalization entails the process of precisely defining and quantifying variables so that they can be effectively measured and observed within our study.

**Work from Home:**

Work from home refers to the flexible work arrangement wherein an employee conducts job-related tasks remotely, typically outside the confines of the traditional office setting. This operationalization encapsulates not only the physical location of work but also the utilization of telecommunication tools and platforms to facilitate professional responsibilities. It is characterized by the number of hours per week an employee spends working remotely, the frequency of remote work (daily, weekly), and the proficiency in leveraging technology for seamless communication and task execution (Felstead & Henseke, 2017).

**Employee Job Satisfaction:**

Employee job satisfaction represents the subjective assessment of an individual's overall contentment and fulfilment within their job role. It encompasses a multifaceted evaluation of various factors, including but not limited to the work environment, relationships with colleagues and superiors, job responsibilities, and opportunities for professional growth(Agho et al., 1993).

**Employee Performance:**

Employee performance signifies the measurable outcomes, achievements, and contributions of an individual in their designated job role. It involves the quantitative assessment of the effectiveness and efficiency with which tasks and responsibilities are fulfilled. This operationalization includes objective metrics such as task completion rates, project timelines, and the achievement of predefined key performance indicators (KPIs) (Bin & Shmailan, 2015). Additionally, qualitative assessments from supervisor ratings or performance appraisals contribute to a holistic understanding of the employee's overall contributions to organizational goals.

## 3.5 Hypothesis of the Study

Hypotheses in research are informed predictions or statements that researchers formulate regarding the anticipated relationships between variables in a study. These assertions play a crucial role in guiding the research process, serving as the foundational elements of scientific inquiry(Greenwald, 1975). The essence of a hypothesis lies in its nature as a testable proposition, serving as a beacon for empirical investigation to either substantiate or refute specific claims or expectations. These hypotheses provide not only a clear direction and purpose to the study but also a structured framework for data collection, analysis, and interpretation. By explicitly articulating anticipated outcomes, hypotheses empower researchers to concentrate their efforts and resources on probing specific relationships. Furthermore, hypotheses enhance the objectivity and rigor of research, ensuring that findings are grounded in evidence rather than intuition. They establish a benchmark against which research outcomes are assessed, allowing researchers to draw meaningful and evidence-based conclusions about the phenomena under investigation. In the context of the present study, the following hypotheses will be subjected to empirical testing:

H1: There is a significant direct impact of the work-from-home facility on employee performance in the service sector.

H2: There is a significant direct impact of the work-from-home facility on employee job satisfaction in the service sector.

H3: Employee job satisfaction has a significant impact on employee performance in the service sector.

H4: Employee job satisfaction mediates the relationship between working from home and employee performance.

H5: Age, moderate the relationship between working from home and employee performance.

H6: Gender, moderate the relationship between working from home and employee performance.

H7: Designation moderate the relationship between working from home and employee performance.

H8: There is significant difference on employee performance for service sector employees (Education and IT)

## 3.6. Research Design

Research design is a critical aspect of the research process, serving as a comprehensive plan that shapes the overall structure and execution of a study. It provides a roadmap for researchers to collect, analyse, and interpret data effectively to address specific research questions or test hypotheses. A clear articulation of the study's purpose, whether exploratory, descriptive, explanatory, or analytical, sets the foundation for the research design. Key components of research design include sampling design, where researchers determine the target population, sample size, and appropriate sampling method based on research goals and available resources. The present study employing a descriptive, quantitative, and cross-sectional research design. The details related to population, sample, methodology is discussed in details below. The research design should incorporate a robust data analysis plan, aligning with the research questions and study design. Ethical considerations, including participant consent, confidentiality, and potential harm, should be addressed, adhering to institutional review board (IRB) requirements and ethical guidelines. Validity and reliability strategies should be implemented to ensure the credibility of the study.

### 3.6.1. Sampling Unit

The sampling unit is a fundamental concept in research methodology, referring to the individual elements or units selected from the population for inclusion in a study (Thompson, 2012). It is a crucial aspect of the sampling process and plays a key role in determining the generalizability of research findings. The sampling unit represents the level at which observations or measurements are made, and the choice of this unit depends on the research objectives and the characteristics of the population under investigation (A. S. Singh & Masuku, 2014).

In the context of sampling, a population consists of all the individuals or elements that share a common set of characteristics. The sampling unit is then the specific entity within this population that is selected for study. For this present research work we have focuses on employees within organizations, the sampling unit could be individual employees.

The present research conducted on education and IT firms in Ranchi, Jharkhand, the sampling unit I have identified aligns with the specific entities integral to the study's objectives. For the educational aspect, the sampling unit encompasses colleges, or universities in Ranchi, depending on the focus of the research. Concerning IT firms, the sampling unit pertains to individual companies or organizations operating in the IT sector in Ranchi. For a more detailed examination, the sampling unit might also extend to individual IT professionals, developers, or other relevant personnel within these firms. The careful consideration of the sampling unit ensures that the entities chosen for inclusion in the study accurately represent the broader population, allowing for meaningful insights into the educational and IT landscape in Ranchi, Jharkhand.

### 3.6.2 Sample Subject

The sample subjects in our research on education and IT firms in Ranchi, Jharkhand, would be the individuals or entities that are part of the chosen sampling unit. These subjects represent the units from which we will collect data to draw conclusions and insights relevant to our research questions. For the educational component, sample subjects include faculty, administrators, or educational professionals from the selected schools, colleges, or universities in Ranchi. Furthermore, for IT sector, sample subjects may comprise employees, managers, or other relevant personnel within the chosen IT firms or organizations in the region. It's crucial to define our sample subjects clearly to ensure that the data collected is representative of the broader population and provides meaningful information for our study. Additionally, consider the characteristics and demographics of our sample subjects to draw accurate conclusions about education and IT activities in Ranchi, Jharkhand.

### 3.6.3 Population

In the context of the present research, a population refers to the entire group of individuals, cases, or elements that share common characteristics and are the subject of investigation (Ostle, 1963). The population is the larger entity from which a researcher seeks to draw conclusions, and it can be defined based on various criteria such as geographical location, demographics, or specific attributes.

For present research focus education and IT firms in Ranchi, Jharkhand, the population would include all relevant entities within these domains in the specified geographic area. For the educational aspect, the population might encompass all colleges and universities, teachers, and educational professionals in Ranchi. In the realm of IT firms, the population could consist of

all IT companies, employees, managers, and associated professionals operating within the specified region.

The population growth rate from 2011 to 2021 was 16.99%. The majority religion in Jharkhand is Hinduism, with 67.8% of the population. Islam is the second largest religion with 14.5% of the population, followed by Christianity with 4.3%. Other religions, primarily Sarnaism, make up 12.8% of the population. The total population according of 2011 India census, Ranchi Municipal Corporation has a population of 1,073,427 and the sample population for our study is taken as 570 and the sample size calculation is narrated in the next section.

Ranchi, the capital city of Jharkhand, India, serves as an ideal location for a critical study on the work from home facility and its impact on employees' satisfaction and performance in the IT and Education sectors. With the presence of renowned IT firms such as "TechSolutions Pvt. Ltd." and a growing number of educational institutions, Ranchi provides a conducive environment for conducting such research.

TechSolutions Pvt. Ltd., a leading IT firm headquartered in Ranchi, has experienced substantial growth over the past decade. With over 500 employees, TechSolutions specializes in software development, IT consulting, and digital solutions. The company's adoption of work from home policies during the COVID-19 pandemic sheds light on the potential implications of remote work arrangements on employee satisfaction and performance in the IT sector. Other IT firms such as Teqfocus Consulting, headquartered at Canada and operating at Ranchi, CSM Tech Pvt. Ltd. headquartered at Canada and operating at Ranchi, Webpulse Solutions headquartered at Delhi, Graphix Media, The Lite Speed Pvt. Ltd., Web Accuracy and Virtu Information Technologies strengthens this study.

Ranchi's emergence as an education hub further accentuates the relevance of studying remote work in the IT and Education sectors. With institutions like Ranchi University, Xavier Institute of Social Service (XISS), ICFAI University Jharkhand, Amity and Indian Institute of Management (IIM Ranchi) the city attracts a diverse pool of professionals and students.

By conducting the study in Ranchi, researchers can explore how remote work impacts the satisfaction and performance of IT professionals and educators at local institutions. The diverse workforce, comprising individuals from different age groups, gender, and designation levels, offers insights into the nuanced effects of remote work arrangements in varying contexts.

Conducting a study on the impact of work from home (WFH) arrangements specifically within the IT and Education sectors in Ranchi offers several compelling reasons:

Relevance of Remote Work: The IT sector is inherently technology-driven, making it well-suited for remote work arrangements. Given the nature of their work, IT professionals often possess the technical skills and infrastructure necessary to effectively work from home. Studying WFH in the IT sector allows for insights into how technology-enabled industries adapt to remote work and its impact on employee satisfaction and performance.

Educational Transformation: The Education sector has undergone significant transformation in recent years, with the integration of technology into teaching and learning processes. The COVID-19 pandemic further accelerated this shift, prompting educational institutions to adopt remote teaching and online learning modalities. Understanding the implications of WFH in the Education sector sheds light on how educators navigate remote work challenges and maintain instructional quality and student engagement.

Diverse Workforce Dynamics: Both the IT and Education sectors in Ranchi attract a diverse workforce comprising professionals from various backgrounds, age groups, and skill levels. This diversity allows for the exploration of how different demographic factors, such as age, gender, and designation, influence employees' experiences with WFH and its outcomes on satisfaction and performance.

Local Context Considerations: Ranchi's socio-economic and infrastructural landscape may impact the implementation and effectiveness of WFH policies differently across sectors. Studying WFH within the local context of Ranchi provides insights into region-specific challenges and opportunities faced by IT firms and educational institutions in adopting remote work practices.

Policy Implications: Ranchi's status as the capital city of Jharkhand positions it at the forefront of policy discussions and initiatives aimed at promoting economic growth and innovation. Findings from the study can inform policymakers, industry stakeholders, and educational institutions about the potential benefits and challenges associated with WFH in the IT and Education sectors, thereby contributing to evidence-based decision-making and policy formulation.

In summary, focusing on the IT and Education sectors in Ranchi for this study allows for a comprehensive exploration of how remote work arrangements impact diverse workforce dynamics, technological adaptation, educational practices, and regional socio-economic factors. The insights gained can inform organizational strategies, policy interventions, and workforce management practices to better align with the evolving needs of these sectors in Ranchi and beyond.

### *3.6.4 Sample Size*

To ensure the study achieved an appropriate sample size, a comprehensive three-fold approach was employed. Firstly, the G*power analysis program, as recommended by (Cunningham & McCrum-Gardner, 2007), was utilized to estimate the minimum required sample size for this study. In addition, Cochran's formula, following the guidelines of (Woolson et al., 1986), was applied to assess the adequacy of the sample size. Finally, the rule of thumb, emphasizing a minimum of 10 times the number of variables, as suggested by (VanVoorhis & Morgan, 2007), was taken into consideration during the finalization of the sample size. This meticulous approach ensures a robust and well-founded determination of the sample size for the study.

To determine the study's minimum sample size, G-Power, a widely employed power analysis program in social and behavioural research for statistical tests was utilized (Erdfelder et al., 1996; Faul et al., 2007). The calculation involved specifying an effect size (f2) of 0.1, a type-I error chance (α) of 0.05, and a power of 0.95. Through this process, a minimum sample size of 146 was derived for the model under investigation (Cunningham & McCrum-Gardner, 2007; Kang, 2021). Consequently, the sample size chosen for our study is deemed sufficient based on these parameters, ensuring robustness and reliability in statistical analyses.

After getting the minimum sample size, in the next level the adequate sample size for present study was determined using Cochran's formula (H. Ahmad & Halim, 2017; Woolson et al., 1986). The formula for Cochran's sample size estimation is:

$$n = \frac{Z^2 \times p \times (1-p)}{E^2}$$

Where,

- *n* is the required sample size.

- *Z* is the critical value from the standard normal distribution corresponding to 95% confidence level (1.96).

- *p* is the estimated proportion of the population with the characteristic of interest.

- *E* is the desired margin of error at 5% (0.05).

Following the provided steps and substituting the given values into the formula, the sample size is initially calculated as 385. To adjust for the difference in the field survey, a design effect (D) of 2.00 is applied, resulting in a revised sample size of 650.

Finally, the 10 times rule of thumb were also considered, since (Raykov & Marcoulides, 2006) suggests that the sample size should be at least ten times greater than the number of free parameters in the proposed model. In this study, a comprehensive set of 50 items encompassing all constructs was utilized, with an additional 7 items dedicated to gathering demographic information. Consequently, a minimum of 570 observations or more would be deemed necessary to ensure an ample dataset for the current investigation (RVSPK et al., 2020; VanVoorhis & Morgan, 2007).

Therefore, considering all three approaches, a total of 650 sample size were fixed for present study following the Cochran's formula.

### 3.6.5 Sampling Technique

In the data collection process for both the IT and education sectors, a systematic and unbiased approach was adopted through the utilization of random sampling, facilitated by a random table. Random sampling is a method in which each individual or element within the population has an equal chance of being selected for inclusion in the study (Alvi, 2016). This approach aims to enhance the representativeness of the sample and improve the generalizability of the findings to the larger population. To construct a random table, we have utilized various tools,

such as random number generators in statistical software or published random number tables. The key is to ensure that the table is genuinely random, providing an unbiased and systematic approach to sample selection for the research in the IT and education sectors.The decision to employ random sampling in the study investigating the impact of remote work on employee job performance and satisfaction in the education and IT sectors is rooted in its crucial advantages. By ensuring every employee has an equal chance of being included, random sampling enhances the representativeness of the sample, reducing biases and promoting objectivity. This method not only increases the generalizability of findings to the broader workforce but also upholds ethical considerations by treating all employees fairly. Additionally, random sampling is resource-efficient, simplifying the selection process and allowing for the statistical rigor necessary for drawing meaningful conclusions about the implications of remote work on job performance and satisfaction.

### *3.6.6 Sampling Criteria*

To ensure relevance and reliability of the collected data, certain criterion was fixed that a survey participant required to meet. The sampling criteria for this study include individuals who meet specific age and educational qualifications. Participants must be at least 21 years old, ensuring a level of maturity and experience in the workforce. Additionally, individuals included in the study must have completed a graduation-level education. These criteria are established to focus on a group of participants with a certain level of educational attainment and professional development, contributing to the targeted exploration of the impact of remote work on job performance and satisfaction within this specific demographic. Participation in the survey is strictly voluntary, underscoring the ethical principle of informed consent. All potential respondents are urged to contribute their responses willingly, with a clear understanding that the information shared will be exclusively used for academic purposes. It is explicitly

communicated that stringent measures will be upheld to ensure confidentiality and privacy. These ethical considerations, coupled with the meticulous eligibility criteria, not only uphold the rights and autonomy of participants but also serve to enhance the credibility and integrity of the survey data. The emphasis on voluntary participation and the transparent use of information aligns with ethical standards, fostering trust and reliability in the research process.

### *3.6.7 Test Administration*

In conducting the survey, a standardized questionnaire was meticulously crafted in both hard copy and in Google form to ensure convenience of respondents. The researcher diligently visited all predetermined locations, as outlined in the Data Collection section, to facilitate the data collection process, thereby mitigating the risk of biases or distortions in the responses. Special attention was dedicated to upholding objectivity, eliminating potential factors that could influence the authenticity of the collected data. This methodical approach reflects a steadfast commitment to a rigorous and unbiased data collection process, ultimately elevating the reliability and validity of the survey outcomes.

## 3.7 Measures Used

*General Information Schedule*

This is the first section of questionnaire that measured various demographic details of respondents. The GIS section includes:

- Age
- Gender
- Marital Status
- Education
- Designation

*Work From Home*

The variable "WFH" (Work From Home) was assessed using a 32-item scale adapted from Almahamid.,(2022). These items were systematically categorized into six distinct dimensions, flexible work location, work life balance, workplace design at home, communication, culture and motivation, satisfaction. An illustrative sample item from the scale is; "My home space is suitable for focusing on doing work". Participants were asked to express their agreement level with each item using a 5-point Likert scale, ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). In terms of the scoring rationale, a higher score was indicative of a greater prevalence of the variable under investigation, namely, Work From Home (WFH).

*Employee Job Performance*

The variable employee job performance was assessed using a 12-item scale adapted from Rahman., (2022). Participants were asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. An illustrative sample item from the scale is "I took on challenging work tasks, when available". Participants were asked to express their agreement level with each item using a 5-point Likert scale, ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). In terms of the scoring rationale, a higher score was indicative of a greater prevalence of the variable under investigation, namely, Employee Job Performance.

*Employee Job Satisfaction*

The variable employee job satisfaction was assessed using a 6-item scale adapted from Homburg., (2002). Participants are asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. An illustrative sample item from the scale is "Overall, I am Quite Satisfied with my job".

Participants were asked to express their agreement level with each item using a 5-point Likert scale, ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). In terms of the scoring rationale, a higher score was indicative of a greater prevalence of the variable under investigation, namely, Employee Job satisfaction.

## 3.8 Pilot Testing

During the pilot testing phase, a cohort of 45 employees, representing both the IT and Education sectors, was systematically selected for evaluation. This preliminary testing aimed to assess the clarity, relevance, and effectiveness of the survey instruments and procedures. The insights gained from this pilot study will inform necessary adjustments to ensure the validity and reliability of the research instruments before the full-scale data collection. After analysis the data it has been found that the good model fit Cronbach alpha value exceed 0.70.

The purpose of conducting a pilot study is to examine the feasibility of an approach that is intended to be used in a larger scale study. Pilot studies are small-scale preliminary studies conducted before any large-scale quantitative research to evaluate the potential for a future, full-scale project. The pilot study helps researchers identify design issues, evaluate the study's feasibility, and spot any ambiguities, confusion, or problems with the task devised. By conducting a pilot study, researchers will be better prepared to face the challenges that might arise in the larger study and will be more confident with the instruments they will use for data collection. Pilot studies can save time and money by identifying any flaws in the procedures designed by the researcher. The pilot study is not intended to test hypotheses about the effects of an intervention but rather to assess the feasibility and acceptability of an approach to be used in a larger scale study

In this research study, pilot study was conducted with a sample size of 45 respondents. Data was collected using a 5-point Likert survey questionnaire that consisted of multiple questions for each variable examined in the study. These 45 respondents ranged from different managerial and non-managerial employees of the Education and IT industries from the service sector.

Following the data collection phase, a reliability test was performed on the independent variable using Cronbach's alpha

**Demographics:**

| Demography | Criteria | Number of respondents |
|---|---|---|
| Gender | Male | 32 |
| | Female | 13 |
| Marital Status | Married | 32 |
| | Unmarried | 13 |
| Age (in years) | 21-24 | 4 |
| | 25-29 | 10 |
| | 30-34 | 12 |
| | 35-39 | 9 |
| | 40 & above | 10 |
| Sector | Education | 14 |
| | IT | 31 |
| Designation | Managerial | 15 |
| | Non-managerial | 30 |

*Table 3.8: Demographics*

The demographic information of the respondents is presented in the above table. The criteria considered includes gender, marital status, age range, sector, and designation. A total of 45 respondents took part, comprising 32 males and 13 females. With respect to marital status, 32 respondents reported being married, while the remaining 13 were unmarried. Regarding age

distribution, 4 respondents fell within the 21-24 age range, 10 respondents were between 25-29 years old, 12 respondents were in the 30-34 age range, 9 respondents were between 35-39 years old, and 10 respondents were 40 years old and above. In terms of the sector, 14 respondents worked in the education sector, while 31 respondents worked in the IT sector. Regarding designation, 15 respondents held managerial positions, while the remaining 30 had non-managerial roles. These demographic details provide valuable insights into the composition of the participant pool for the pilot study.

**Cronbach's Alpha Test**

The Cronbach Alpha test is used here to check the reliability of independent variables which are work from home facility, employee job satisfaction and employee job performance.

**Reliability Analysis**

| Sl.no | Particulars | No. of items | Cronbach's Alpha |
|---|---|---|---|
| 1 | Work from Home | 32 | .848 |
| 2 | Employee Job Performance | 12 | .910 |
| 3 | Employee Job Satisfaction | 6 | .927 |

*Table 3.8 a: Reliability analysis*

The above table present the results of the Cronbach's Alpha test for the three independent variables: work from home facility, employee job performance and employee job satisfaction. Cronbach's alpha value above .7 is considered acceptable, indicating a high level of internal consistency among the questions asked for the independent variables. In all of the

aforementioned tests, the results exceeded .8, providing strong evidence for the reliability of these three independent variables.

## Conclusion

Cronbach's alpha is used to assess the reliability or internal consistency of a set of scales or test items. It is a measure of how well the items in a test or survey measure the same underlying construct or concept. Through Cronbach's alpha test, it can be safely said that the scales that have been constructed or adopted for this research project are fit for the purpose. The main objective of this pilot study was to assess the research methodology design, the effectiveness of the questionnaire, and the participants' ability to accurately interpret and respond to the questions in order to ensure the avoidance of data collection ambiguities. The application of the Cronbach's alpha test confirmed the reliability of the multiple questions associated with each independent variable. Additionally, the practical experience gained during the survey indicated that participants were able to comprehend the questions easily and felt at ease when providing their answers.

## 3.9 Data Collection Details

Data was collected from participants in Ranchi, Jharkhand. To optimize respondent convenience, the questionnaire was thoughtfully designed in both hard copy and digital formats, with the latter being administered through Google Forms. This approach aimed to provide flexibility for participants in choosing their preferred method of responding, contributing to a more accessible and respondent-friendly data collection process. A formal request letter was submitted to the competent authority seeking permission for data collection within IT and education sector firms in Ranchi, Jharkhand. The letter outlined the purpose, scope, and significance of the research, emphasizing its contribution to the understanding of

work-from-home dynamics and employee experiences in these sectors. The letter elucidated the research methodology, ethical considerations, and measures taken to ensure data confidentiality and privacy. Additionally, the letter highlighted the potential benefits of the research to the participating firms, such as insights into employee satisfaction and performance. The communication expressly sought permission to access the selected firms, specifying the duration and nature of the data collection activities. The letter included assurances regarding minimal disruption to the regular operations of the organizations and a commitment to share the research findings for their potential utility. Relevant contact information and details about the research team were provided to facilitate any queries or clarifications. The formal approach letter aimed to establish transparency, professionalism, and collaboration with the concerned authorities, demonstrating a genuine intent to conduct the research in a responsible and ethical manner. This proactive step not only sought permission but also fostered a positive relationship between the researcher and the organizations involved, contributing to the overall success and credibility of the study.

## 3.10 Statistical Analysis Tool

The collected data undergoes a meticulous analysis using various software tools, including MS-Excel, IBM-SPSS, and SmartPLS, to ensure a comprehensive examination of the results. Descriptive statistics, including measures of central tendency such as mean, median, mode, and standard deviation, are employed to provide a nuanced overview of the sample. These statistics play a crucial role in gauging the central tendencies of the dataset, offering insights into its characteristics. The trio of central tendency measures—mean, median, mode, and standard deviation—provides a detailed understanding of the dataset. The mean, serving as the average score derived from the sample data, is particularly insightful. Computed by summing all data points and dividing by the total amount of data in the sample ($\bar{x} = \sum x \, / \, N$), the mean offers a

calculated central tendency that reflects overall trends and characteristics. This statistical measure is instrumental in deriving a representative value that signifies the central position of the data distribution. Moreover, the research employs a multifaceted statistical analysis approach to comprehensively investigate the intricate relationships within the study. This approach includes the utilization of three distinct statistical methods: Analysis of Variance (ANOVA), a technique for assessing differences among group means; and Partial Least Squares Structural Equation Modelling (PLS-SEM), a robust method for examining complex relationships between variables. This comprehensive analytical strategy ensures a thorough exploration of the data, providing a robust foundation for deriving meaningful insights from the research findings. The subsequent section provides a comprehensive illustration of the intricate details pertaining to the application of these advanced statistical techniques.

### 3.10.1 Smart-PLS

Structural Equation Modelling (SEM) were chosen as the preferred analytical method for this research over traditional methods like regression for several reasons. SEM allows for the simultaneous examination of complex relationships among multiple variables, capturing both direct and indirect effects within a comprehensive framework. Unlike regression, SEM is adept at handling latent variables—unobservable constructs that play a pivotal role in the study but cannot be directly measured (J. F. Hair et al., 2011; Jha et al., 2023). This capability is particularly valuable in research scenarios where underlying factors are integral to understanding the dynamics of the variables under investigation. Moreover, SEM enables the incorporation of measurement error into the model, providing a more accurate representation of the relationships between observed and latent variables. It also facilitates the evaluation of both measurement and structural models, allowing for a rigorous assessment of model fit, reliability, and validity. This comprehensive approach aligns well with the intricate nature of

the research questions in this study, offering a more nuanced understanding of the interdependencies among the variables. In contrast to conventional methods like Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA), PLS-SEM offers enhanced interpretability, providing a clearer understanding of the relationships between variables. One of its notable advantages lies in its ability to facilitate the visualization of the significance of each predictor and the nature of their interconnections. Furthermore, PLS-SEM is adept at handling intricate models featuring numerous mediating and moderating effects, surpassing the capabilities of other SEM techniques such as CFA and EFA (J. Hair et al., 2010; J. F. Hair et al., 2013, 2019, 2021; J. F. Hair, M.Hult, et al., 2014; Hair Jr. et al., 2017; Henseler et al., 2014). This choice of methodology ensures a comprehensive and detailed exploration of the intricate web of relationships within the studied variables. Additionally, SEM accommodates the examination of mediating and moderating effects, which is crucial in understanding the complex mechanisms at play in the impact of work-from-home arrangements on employee performance and satisfaction. The flexibility of SEM in accommodating various types of relationships and its ability to handle complex, multifaceted models make it a suitable choice for this research, providing a more in-depth and holistic analysis compared to traditional regression methods.

### *3.10.2 ANOVA (Analysis of Variance)*

ANOVA, or Analysis of Variance, serves as a critical statistical technique in this study, employed to assess variations among different groups and determine whether statistically significant differences exist between them (Miller Jr, 1997; St & Wold, 1989). Specifically, ANOVA allows for an examination of whether the means of multiple groups are equal, addressing both the variation between group means and within groups (Cardinal & Aitken, 2013; Girden, 1992). Within the context of investigating the impact of demographic factors on

employee performance, ANOVA proves invaluable. This technique facilitates the exploration of potential disparities employee satisfaction among different service sector employees (IT & Education). This statistical tool adds depth to the analysis by revealing nuanced patterns and subtleties in employee satisfaction that might be obscured in a simpler examination. Essentially, ANOVA functions as a powerful analytical approach, unravelling the intricate interplay between demographic variable employee (H.-Y. Kim, 2014; T. K. Kim, 2017; Miller Jr, 1997). In the present study, IBM-SPSS 25.0 software has been utilized for performing ANOVA, and the F-ratio, representing the ratio of between-group variability to within-group variability, has been employed to rigorously test and accept hypotheses concerning demographic factors. In the present study, IBM-SPSS 25.0 software has been utilized for performing ANOVA and the F-ratio (ratio of between-group variability to the within-group variability) has been used to test and accept the hypotheses regarding demographic factors.

## 3.11 Summary

The research methodology chapter systematically delineates the approach employed to achieve the study's overarching objective: comprehending the impact of Work from Home (WFH) on employee performance and job satisfaction. The chosen research design is a cross-sectional quantitative approach. The targeted sampling unit encompasses individuals aged 21 to 60 and above, specifically those actively engaged in the fields of education and IT within the Jharkhand region. To assess Work from Home, employee performance, and employee job satisfaction, the study employs rigorously validated measurement tools, ensuring a robust and comprehensive evaluation of the pertinent factors. The primary methods for collecting data involve surveys conducted through questionnaires. The data collection process commenced with a pilot study involving 45 participants to refine the questionnaire. Subsequently, in a later stage, a total of 650 data points were meticulously collected to ensure the attainment of robust

empirical results. In summary, this research methodology chapter serves as a comprehensive framework for systematically addressing research questions, testing hypotheses, and gaining valuable insights into the nuanced dynamics of employee performance.

**CHAPTER IV**

**DATA ANALYSIS AND INTERPRETATION**

# Chapter IV

# DATA ANALYSIS AND INTEPRETATION

## 4.1 Overview

This chapter meticulously dissects the data amassed in the investigation into the effects of remote work on employee job performance and satisfaction. Its complexity involves a thorough demographic profile, employing a range of statistical techniques for comprehensive insights. The analytical journey begins by exploring demographic attributes, intricately detailing respondent gender, age, occupation, and job designation. This detailed profiling serves as a foundational platform for subsequent analyses. The chapter systematically advances with statistical examinations, employing the normality test to scrutinize data nature. Reliability analysis ensures measurement scale consistency, while stringent checks for common method biases fortify findings against potential distortions.

The quantitative dimension unfolds with non-parametric ANOVA results, scrutinizing relationships between demographic variables, remote work, and employee job performance. This sets the stage for more intricate analyses, delving into Structural Equation Modelling (SEM). Within SEM, an exhaustive examination covers the reliability and validity of the measurement model, unravelling intricate relationships within the structural model. Further scrutiny involves mediation analysis, shedding light on the role of job satisfaction in the relationship between remote work and employee job performance. This chapter concludes with a synthesis, encapsulating the richness of analytical findings and their broader implications. Serving as the analytical epicentre of the thesis, it provides profound insights into the intricate dynamics of remote work concerning employee job performance and satisfaction.

## 4.2 Demographic Profile of Respondents

For data collection, the structured questionnaire of the study was administered in the city of Ranchi, the capital of Jharkhand, India and mainly five basic demographic criteria were considered to represent a broad profile of the total sample of the respondents, i.e., Gender, Age, Sector, marital status, department and job designation.

### 4.2.1 Gender of Respondents

In the Indian social situation, gender is one of the critical variables that is invariably affected by any social or economic phenomenon. Therefore, gender is assessed since the impact of purchase intention of consumer varies according to it.

The total sample consists of 653 respondents, out of which 334 are female respondents and 319 are male respondents. The percentage distribution of male and female participation is 48.85% and 51.15% respectively, as shown in the following pie chart.

*Table 4.2.1: Gender*

| Gender of the Respondents | | | |
|---|---|---|---|
| | Number | Percent | Cumulative % |
| Male | 319 | 48.85% | 48.85% |
| Female | 334 | 51.15% | 100.00% |
| Total | 653 | 100.00% | |

**GENDER OF THE RESPONDENTS**

MALE
49%

FEMALE
51%
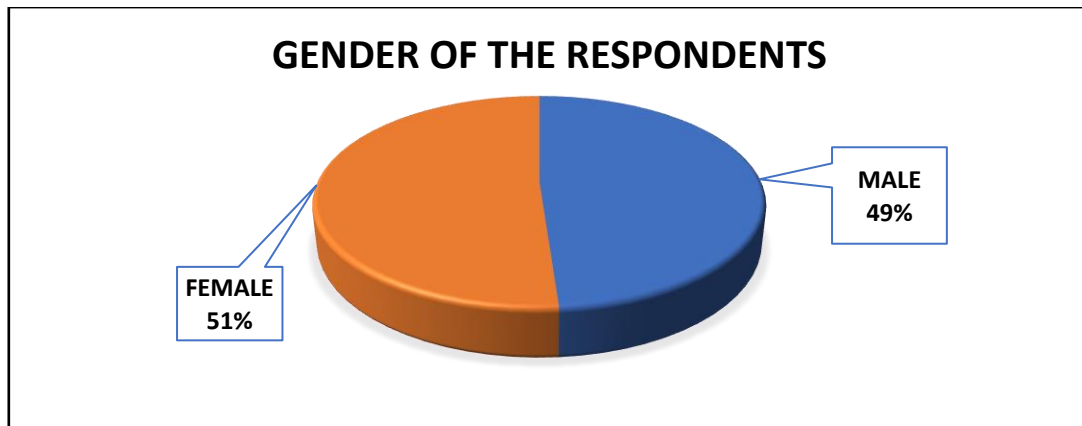
*Figure 4.2.1: Gender of the respondents*

### 4.2.2 Age of Respondents

Age is an essential demographic characteristic of the employees that influences their job performance. The respondents are divided into five categories of age groups ranging from less than 25 years to 41 years & above. A total of 90 (13.78%) respondents belong to the age group of less than 25 years; 181 (27.72%) respondents belong to the age group of 26 to 30 years. Further, 141 (21.59%) respondents constitute the age group of 31 to 35 years; and 128 (19.60%) respondents belong to the age group ranging from 41 years and above.

The age distribution of our sample highlights that most of the respondents out of a total of 653 respondents are between the age group of 26 to 30 years and can be considered as the target group to study their job performance. The pie chart provides a pictorial representation of the age-wise distribution of the total sample.

*Table 4.2.2: Age Level*

| Age Level of the Respondents | | | |
|---|---|---|---|
| | Number | Percent | Cumulative % |
| Less than 25 years | 90 | 13.78% | 13.78% |
| 26 to 30 years | 181 | 27.72% | 41.50% |
| 31 to 35 years | 141 | 21.59% | 63.09% |
| 36 to 40 years | 113 | 17.30% | 80.40% |
| 41 years & above | 128 | 19.60% | 100.00% |
| Total | 770 | 100.00% | |
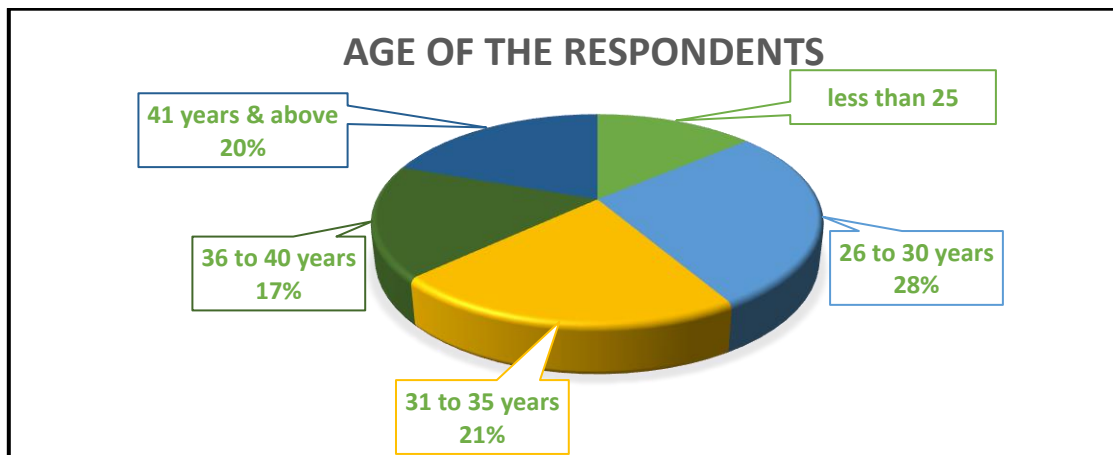
*Figure 4.2.2: Age level of the respondents*

### 4.2.3 Sector of Occupation of Respondents

The occupation of the respondents is divided into two groups- educational sector and IT sector. Out of the total 653 respondents, educational sector constitutes of 42.42% (277 respondents) and 376 respondents (57.58%) belong to IT sector employees. The pie chart provides a pictorial representation of the occupation category of the total sample.

*Table 4.2.3: Occupation of Respondents*

| Sector of Occupation of the Respondents | | | |
|---|---|---|---|
| | Number | Percent | Cumulative % |
| Educational Sector | 277 | 42.42% | 42.42% |
| IT Sector | 376 | 57.58% | 100.00% |
| Total | 653 | 100.00% | |
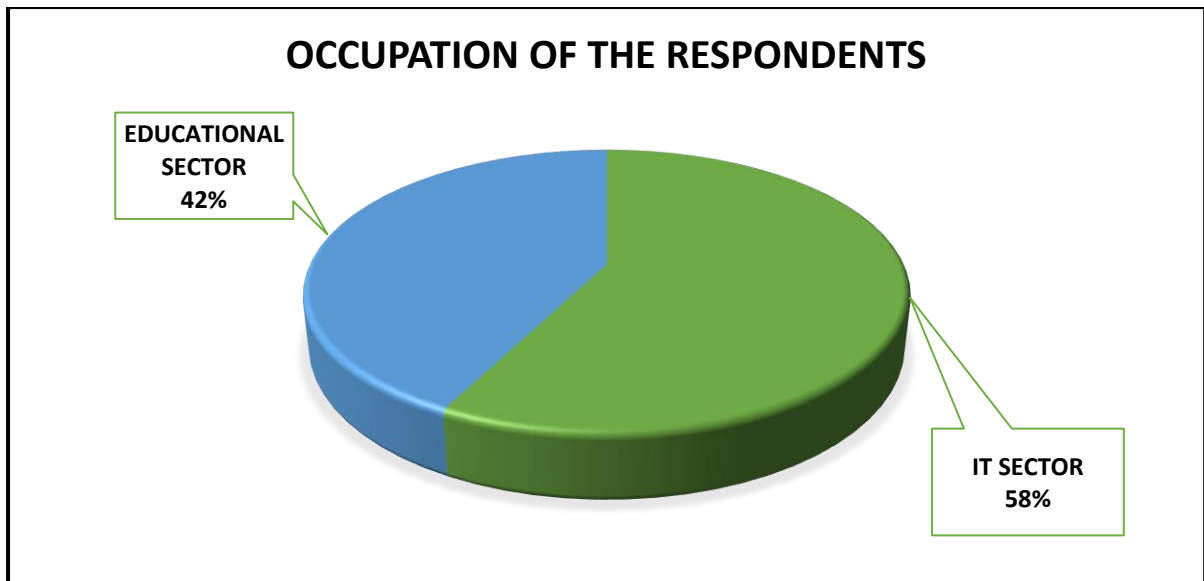
*Figure 4.2.3: Occupation of the respondents*

### 4.2.4 Designation of the Respondents

The designation of the respondents is divided into two groups-managerial and non-managerial. Out of the total 653 working professionals, the respondents in the managerial position consists of 104 (15.93%) employees while the respondents in the non-managerial position are 549 (84.07%).

*Table 4.2.4: Designation*

| Designation of the Respondents | | | |
|---|---|---|---|
| | Number | Percent | Cumulative % |
| Managerial Employees | 104 | 15.93% | 15.93% |
| Non-managerial Employees | 549 | 84.07% | 100.00% |
| Total | 653 | 100.00% | |
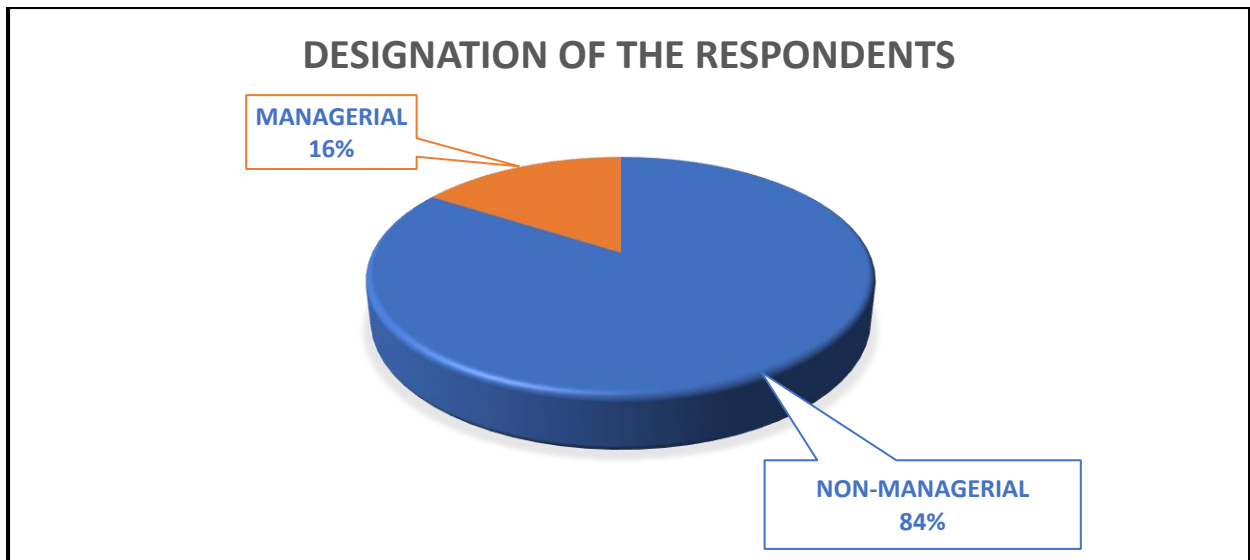
*Figure 4.2.4: Designation of the respondents*

## 4.3 Mann-Whitney U-Result

In statistics, data distributions need to be normal and the population of the data should be homogenous in nature. However, in real-world scenarios, data is often more complex and may not follow normal distributions or the population from where the study data is drawn may not be homogenous. In such cases, to analyse the data, nonparametric tests are used as an alternative method to parametric tests.

Nonparametric tests are methods of statistical analysis that do not require a distribution to meet the required assumptions to be analyzed (especially if the data is not normally distributed). Due to this reason, they are sometimes referred to as distribution-free tests. Please refer to the normality table (Table no. 4.3.1)

## Table 4.3.1: Tests of Normality ( Job Satisfaction)

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | Df | Sig. | Statistic | Df | Sig. |
| JS1 | .299 | 653 | .000 | .851 | 653 | .000 |
| JS2 | .252 | 653 | .000 | .887 | 653 | .000 |
| JS3 | .287 | 653 | .000 | .853 | 653 | .000 |
| JS4 | .239 | 653 | .000 | .895 | 653 | .000 |
| JS5 | .254 | 653 | .000 | .886 | 653 | .000 |
| JS6 | .255 | 653 | .000 | .884 | 653 | .000 |

## Table no 4.3.2.: Tests of Normality (Job Performance)

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| EJP1 | .311 | 653 | .000 | .844 | 653 | .000 |
| EJP2 | .292 | 653 | .000 | .860 | 653 | .000 |
| EJP3 | .325 | 653 | .000 | .835 | 653 | .000 |
| EJP4 | .275 | 653 | .000 | .873 | 653 | .000 |
| EJP5 | .259 | 653 | .000 | .882 | 653 | .000 |
| EJP6 | .305 | 653 | .000 | .854 | 653 | .000 |
| EJP7 | .279 | 653 | .000 | .869 | 653 | .000 |
| EJP8 | .294 | 653 | .000 | .856 | 653 | .000 |
| EJP9 | .301 | 653 | .000 | .848 | 653 | .000 |
| EJP10 | .276 | 653 | .000 | .875 | 653 | .000 |
| EJP11 | .295 | 653 | .000 | .855 | 653 | .000 |
| EJP12 | .256 | 653 | .000 | .882 | 653 | .000 |

*Table no 4.3.3.: Tests of Normality (Work From Home)*

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| WFH1 | .278 | 653 | .000 | .842 | 653 | .000 |
| WFH2 | .326 | 653 | .000 | .812 | 653 | .000 |
| WFH3 | .277 | 653 | .000 | .846 | 653 | .000 |
| WFH4 | .379 | 653 | .000 | .674 | 653 | .000 |
| WFH5 | .290 | 653 | .000 | .842 | 653 | .000 |
| WFH6 | .268 | 653 | .000 | .839 | 653 | .000 |
| WFH7 | .332 | 653 | .000 | .813 | 653 | .000 |
| WFH8 | .330 | 653 | .000 | .807 | 653 | .000 |
| WFH9 | .321 | 653 | .000 | .822 | 653 | .000 |
| WFH10 | .307 | 653 | .000 | .822 | 653 | .000 |
| WFH11 | .319 | 653 | .000 | .819 | 653 | .000 |
| WFH12 | .342 | 653 | .000 | .802 | 653 | .000 |
| WFH13 | .289 | 653 | .000 | .835 | 653 | .000 |
| WFH14 | .283 | 653 | .000 | .837 | 653 | .000 |
| WFH15 | .316 | 653 | .000 | .826 | 653 | .000 |
| WFH16 | .335 | 653 | .000 | .811 | 653 | .000 |
| WFH17 | .294 | 653 | .000 | .844 | 653 | .000 |
| WFH18 | .336 | 653 | .000 | .810 | 653 | .000 |
| WFH19 | .276 | 653 | .000 | .844 | 653 | .000 |
| WFH20 | .324 | 653 | .000 | .801 | 653 | .000 |
| WFH21 | .319 | 653 | .000 | .809 | 653 | .000 |
| WFH22 | .312 | 653 | .000 | .810 | 653 | .000 |
| WFH23 | .337 | 653 | .000 | .790 | 653 | .000 |
| WFH24 | .364 | 653 | .000 | .760 | 653 | .000 |
| WFH25 | .350 | 653 | .000 | .778 | 653 | .000 |
| WFH26 | .322 | 653 | .000 | .803 | 653 | .000 |
| WFH27 | .323 | 653 | .000 | .802 | 653 | .000 |
| WFH28 | .320 | 653 | .000 | .809 | 653 | .000 |
| WFH29 | .310 | 653 | .000 | .818 | 653 | .000 |
| WFH30 | .355 | 653 | .000 | .772 | 653 | .000 |
| WFH31 | .301 | 653 | .000 | .820 | 653 | .000 |
| WFH32 | .338 | 653 | .000 | .804 | 653 | .000 |

Since our study data do not meet the requirement of normal distribution, we have used the Mann-Whitney U Test (alternative for Independent sample t-test) for analysing the effect of occupation of the respondents with the employee job performance.

For Employees' Job Performance, the tests revealed insignificant differences in the EJP of employees of IT sector (Median = 3.833, n = 376) and employees of Education sector (Median = 3.833, n = 277), $U = 49112.500$, $z = 1.247$, $p = 0.212$, $r = 0.0485$ (small effect size). Hence, the hypothesis H8 (there is a significant difference between employees of IT sector and educational sector in their Job Performance) is not supported.

**Hypothesis Test Summary**

| | Null Hypothesis | Test | Sig. | Decision |
|---|---|---|---|---|
| 1 | The distribution of EJP_avg is the same across categories of Occupational_sector. | Independent-Samples Mann-Whitney U Test | .212 | Retain the null hypothesis. |

Asymptotic significances are displayed. The significance level is .05.

*Figure 4.3: Hypothesis Test Summary*

## 4.4 Structural Equation Modelling Analysis

The researcher opted for SmartPLS 4.0 software as the primary tool for executing Partial Least Square Structural Equation Modelling (PLS-SEM), a sophisticated technique chosen for the in-depth analysis and validation of hypothesized relationships within the dataset. PLS-SEM, belonging to the Structural Equation Modelling category, was selected for its adaptability to

datasets exhibiting non-normal data patterns, as suggested by experts in the field (J. F. Hair et al., 2011; Hair Jr et al., 2021; Wong, 2013).

In contrast to conventional methodologies such as Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA), PLS-SEM stands out for its enhanced interpretability. This approach facilitates a more straightforward and clear understanding of the significance associated with each predictor and the intricate nature of their interconnections. Moreover, the robustness of PLS-SEM becomes evident when dealing with complex models containing numerous mediating and moderating effects, showcasing its flexibility compared to other SEMs like CFA and EFA, as highlighted in the literature (Dash & Paul, 2021; J. F. Hair et al., 2013; J. F. Hair, Sarstedt, et al., 2014; Hair Jr et al., 2021; Jha et al., 2023).

This meticulous selection underscores the researchers' dedication to employing a method that not only aligns with the unique characteristics of their dataset but also allows for comprehensive insights and a deeper understanding of the underlying relationships (Fornell & Larcker, 1981; J. Hair et al., 2010; Henseler et al., 2015).

### 4.4.1 Measurement Model Analysis

Before delving into PLS-SEM, the dataset underwent thorough a pre-processing phase, involving a comprehensive examination of missing data, a stringent assessment of reliability and validity, and a meticulous evaluation for multicollinearity. Initially consisting of 700 collected responses, the dataset was refined to 653 respondents, excluding 47 responses that did not meet a predetermined criterion of having more than 15% missing values. This rigorous approach, aligning with established practices from studies by Ahmad et al. (2021) and Jha et al. (2023), reflects a commitment to ensuring data quality and integrity. The resulting dataset

of 653 responses serves as a robust foundation for the subsequent hypothesis testing phase, guaranteeing the reliability and credibility of the analytical framework.

Furthermore, a systematic two-step procedure utilizing SmartPLS 4.0 was employed for the analysis. In the initial step, a meticulous evaluation of the measurement model was conducted to ensure the inclusion of only those constructs in the structural path model that demonstrated sufficient reliability and validity. Thorough scrutiny of the measurement model is crucial as it forms the basis for establishing the credibility and accuracy of the subsequent structural path model. This methodological precision enhances the robustness of the analytical framework, ensuring that the ensuing structural model is constructed upon a foundation of reliable and valid constructs.

### 4.4.1.1 Factor Loading

In the initial stage of the Measurement Model Analysis, a thorough assessment was undertaken to ensure that only constructs exhibiting satisfactory levels of reliability and validity were included in the subsequent structural path model. The original set comprised 50 items. However, it was noted that a two items—WFH4 and WFH17—demonstrated factor loadings below the recommended threshold value of 0.60 (Dash & Paul, 2021; J. Hair et al., 2010). Consequently, these items were deemed unsuitable for the model and were subsequently excluded from further consideration. This discerning approach aims to maintain the robustness and precision of the ensuing analytical framework.

*Table 4.4.1.1: Factor Loading*

|  | Age | Designation | EJP | Gender | JS | WFH | Gender x WFH | Age x WFH | Designation x WFH |
|---|---|---|---|---|---|---|---|---|---|
| Age | 1 |  |  |  |  |  |  |  |  |
| Designation |  | 1 |  |  |  |  |  |  |  |
| EJP1 |  |  | 0.865 |  |  |  |  |  |  |
| EJP10 |  |  | 0.899 |  |  |  |  |  |  |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| EJP11 | | | 0.892 | | | | |
| EJP12 | | | 0.749 | | | | |
| EJP2 | | | 0.81 | | | | |
| EJP3 | | | 0.889 | | | | |
| EJP4 | | | 0.837 | | | | |
| EJP5 | | | 0.748 | | | | |
| EJP6 | | | 0.899 | | | | |
| EJP7 | | | 0.896 | | | | |
| EJP8 | | | 0.912 | | | | |
| EJP9 | | | 0.923 | | | | |
| Gender | | | | 1 | | | |
| JS1 | | | | | 0.941 | | |
| JS2 | | | | | 0.911 | | |
| JS3 | | | | | 0.928 | | |
| JS4 | | | | | 0.889 | | |
| JS5 | | | | | 0.924 | | |
| JS6 | | | | | 0.889 | | |
| WFH1 | | | | | | 0.732 | |
| WFH10 | | | | | | 0.707 | |
| WFH11 | | | | | | 0.777 | |
| WFH12 | | | | | | 0.759 | |
| WFH13 | | | | | | 0.705 | |
| WFH14 | | | | | | 0.717 | |
| WFH15 | | | | | | 0.736 | |
| WFH16 | | | | | | 0.768 | |
| WFH18 | | | | | | 0.865 | |
| WFH19 | | | | | | 0.821 | |
| WFH2 | | | | | | 0.757 | |
| WFH20 | | | | | | 0.817 | |
| WFH21 | | | | | | 0.85 | |
| WFH22 | | | | | | 0.87 | |
| WFH23 | | | | | | 0.891 | |
| WFH24 | | | | | | 0.846 | |
| WFH25 | | | | | | 0.877 | |
| WFH26 | | | | | | 0.858 | |
| WFH27 | | | | | | 0.867 | |
| WFH28 | | | | | | 0.874 | |
| WFH29 | | | | | | 0.854 | |
| WFH3 | | | | | | 0.638 | |
| WFH30 | | | | | | 0.869 | |
| WFH31 | | | | | | 0.844 | |
| WFH32 | | | | | | 0.865 | |
| WFH5 | | | | | | 0.708 | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| WFH6 | | | | | | 0.727 | | |
| WFH7 | | | | | | 0.784 | | |
| WFH8 | | | | | | 0.801 | | |
| WFH9 | | | | | | 0.646 | | |
| Age x WFH | | | | | | | | 1 |
| Gender x WFH | | | | | | | 1 | |
| Designation x WFH | | | | | | | | 1 |

*4.4.1.2 Reliability Analysis*

To establish the dependability of the adapted measures, a thorough examination was undertaken using Cronbach's alpha, a widely acknowledged metric for evaluating internal consistency (J. F. Hair et al., 2013; Nunnally, 1978). The computed values, falling within the range of 0.96 to 0.98, consistently surpassed the conventional threshold of 0.70 (refer to Table 4.1), in line with recommendations from scholars such as Hair et al. (2011) and Nunnally (1978). This robust spectrum of alpha values confirms the internal consistency of the constructs under scrutiny, instilling confidence in the reliability of the measurement instruments.

Furthermore, the analysis extended to composite reliability coefficients (rho_c) for the constructs. Composite reliability (rho_c) is preferred in structural equation modelling for reliability assessments as it accommodates the non-equivalence of factor loadings among indicators, offering a more precise estimate of reliability, especially in multidimensional models (Henseler et al., 2009; Henseler & Sarstedt, 2013). The obtained coefficients, falling within the range of 0.968 to 0.981, exceeded the acceptable threshold of 0.60 (Fornell & Larcker, 1981; Hair Jr et al., 2021). This critical analysis provides additional assurance that each latent construct within the model demonstrates commendable composite reliability. These comprehensive evaluations, outlined in Table 4.1 and visually depicted in Figure 2, emphasize the stability and credibility of the latent constructs, establishing a robust basis for subsequent structural analyses.

*Table 4.4.1.2: Reliability Analysis*

| Variables | Cronbach's alpha | Composite reliability (rho_c) |
|-----------|-----------------|-------------------------------|
| EJP | 0.968 | 0.972 |
| JS | 0.96 | 0.968 |
| WFH | 0.98 | 0.981 |

*4.4.1.3 Validity Analysis*

Having confirmed the reliability of the constructs, the subsequent phase focused on assessing their validity. In this segment, both Convergent and Discriminant validity were examined to ensure the constructs' validity. Convergent validity, in this context, ensures that the indicators of a particular construct measure the same underlying concept and are appropriately correlated. It plays a crucial role in validating the accuracy and coherence of the measurement model within the structural equation modelling (Henseler et al., 2009; Henseler & Sarstedt, 2013). Regarding convergent validity, the examination of Average Variance Extracted (AVE) revealed values ranging from 0.500 to 0.633 (as shown in Table 4.2), surpassing the recommended threshold of 0.5 (Hair et al., 2011). This indicates a commendable level of convergent validity, suggesting that each latent variable effectively explains more than half of the observed variance in its associated indicators.

*Table 4.4.1.3a: Convergent Validity*

| Variables | Average variance extracted (AVE) |
|-----------|----------------------------------|
| EJP | 0.743 |
| JS | 0.835 |
| WFH | 0.636 |

In the pursuit of validating the measurement model, discriminant validity was assessed employing the concept of Heterotrait-Monotrait (HTMT) ratio approach.(J. F. Hair et al.,

2013). HTMT ratio is calculated by taking the square root of the average of the squared correlations between constructs (Heterotrait) and dividing it by the average of the correlations between a construct and its indicators (Monotrait) (Henseler et al., 2015). This ratio is crucial in ensuring that the constructs measure distinct underlying concepts, contributing to the validity of the overall structural model. While many authors consider a threshold of >0.90, Henseler et al. (2015) argue that the HTMT ratio must be less than 1 to ensure the discriminant validity of constructs. This stringent criterion ensures the validity of all the constructs, as detailed in Table 3.

*Table 4.4.1.3b: Heterotrait-Monotrait (HTMT) ratio*

| | Age | Designation | EJP | Gender | JS | WFH | Gender x WFH | Age x WFH | Designation x WFH |
|---|---|---|---|---|---|---|---|---|---|
| **Age** | | | | | | | | | |
| **Designation** | 0.005 | | | | | | | | |
| **EJP** | 0.412 | 0.118 | | | | | | | |
| **Gender** | 0.092 | 0.106 | 0.115 | | | | | | |
| **JS** | 0.386 | 0.075 | 0.923 | 0.081 | | | | | |
| **WFH** | 0.392 | 0.048 | 0.924 | 0.097 | 0.959 | | | | |
| **Gender x WFH** | 0.083 | 0.075 | 0.561 | 0.058 | 0.622 | 0.651 | | | |
| **Age x WFH** | 0.007 | 0.048 | 0.366 | 0.297 | 0.314 | 0.354 | 0.243 | | |
| **Designation x WFH** | 0.279 | 0.041 | 0.618 | 0.009 | 0.592 | 0.646 | 0.292 | 0.188 | |

### 4.4.2 Structural Model Analysis

After a meticulous examination of the measurement model, the subsequent phase in evaluating PLS-SEM results involves a thorough scrutiny of the structural model. Key assessment criteria include the coefficient of determination ($R^2$), the $Q^2$ measure derived from blindfolding cross-validation, and the statistical significance and relevance of the path coefficients. Additionally,

researchers are encouraged to assess their model's predictive performance beyond the sample using the PLSpredict procedure. This comprehensive evaluation ensures a thorough understanding of the model's explanatory strength, predictive accuracy, and the significance of the path coefficients, thereby reinforcing the robustness and applicability of the overall structural equation model (J. F. Hair, Sarstedt, et al., 2014; Henseler et al., 2014).

*4.4.2.1 Multicollinearity Analysis*

The coefficients within the structural model, illustrating the connections between the constructs, are established by estimating a series of regression equations. Before exploring these relationships, it is crucial to examine collinearity to ensure its absence, preventing any bias in the regression outcomes. This procedure, similar to assessing formative measurement models, entails calculating Variance Inflation Factor (VIF) values using the latent variable scores of predictor constructs in a partial regression. In this study, all VIF values for the items were found to be below 10, aligning with the recommended threshold (Ringle et al., 2020; Sarstedt & Mooi, 2014), confirming the absence of collinearity issues (refer to Table 4.4). This meticulous scrutiny assures the integrity and reliability of the structural model coefficients, establishing a sturdy foundation for subsequent analyses and interpretations.

*Table 4.4.2.1: VIF Values of Items*

| Items | VIF |
|-------|-----|
| EJP1 | 4.533 |
| EJP10 | 6.002 |
| EJP11 | 4.854 |
| EJP12 | 2.945 |
| EJP2 | 3.511 |
| EJP3 | 5.605 |
| EJP4 | 3.265 |

| | |
|---|---|
| EJP5 | 2.777 |
| EJP6 | 5.272 |
| EJP7 | 5.608 |
| EJP8 | 6.627 |
| EJP9 | 7.147 |
| JS1 | 7.027 |
| JS2 | 4.636 |
| JS3 | 6.047 |
| JS4 | 3.906 |
| JS5 | 5.06 |
| JS6 | 3.924 |
| WFH1 | 4.14 |
| WFH10 | 2.776 |
| WFH11 | 3.513 |
| WFH12 | 3.417 |
| WFH13 | 3.336 |
| WFH14 | 2.993 |
| WFH15 | 3.253 |
| WFH16 | 3.746 |
| WFH18 | 4.621 |
| WFH19 | 4.181 |
| WFH2 | 4.067 |
| WFH20 | 4.64 |
| WFH21 | 6.326 |
| WFH22 | 7.091 |
| WFH23 | 8.603 |
| WFH24 | 4.542 |
| WFH25 | 7.483 |
| WFH26 | 6.816 |
| WFH27 | 7.71 |

| | |
|---|---|
| WFH28 | 8.28 |
| WFH29 | 6.765 |
| WFH3 | 3.057 |
| WFH30 | 6.816 |
| WFH31 | 5.349 |
| WFH32 | 6.306 |
| WFH5 | 3.999 |
| WFH6 | 4.366 |
| WFH7 | 4.012 |
| WFH8 | 3.919 |
| WFH9 | 2.746 |

*4.4.2.2 Coefficient of Determinant ($R^2$) Analysis*

The coefficient of determination ($R^2$) is a pivotal metric, indicating the degree of variance elucidated in each of the endogenous constructs and thereby reflecting the model's explanatory capability. This parameter is also synonymous with in-sample predictive power (Gefen et al., 2011). Extending from 0 to 1, higher $R^2$ values denote a more robust explanatory capacity. Standard benchmarks propose $R^2$ values of 0.75, 0.50, and 0.25 as substantial, moderate, and weak, respectively (J. F. Hair et al., 2013; Henseler et al., 2015). In this investigation, the $R^2$ values range from 0.853 to 0.87 (refer to Table 4.5), indicating a moderate to substantial predictive power of the model, aligning with established guidelines. The $R^2$ measure signifies the proportion of variance in the endogenous variable explained by exogenous variables, crucial for comprehending the overall predictive strength of the model.

*Table 4.4.2.2: $R^2$ Values*

|  | **R-square** | **Predictive Power** |
|---|---|---|
| EJP | 0.853 | Substantial |
| JS | 0.87 | Substantial |

*4.4.2.3 In-sample Predictive Power Analysis ($Q^2$ Analysis)*

To assess the predictive precision of the PLS path model, an additional metric, $Q^2$, is utilized (Geisser, 1974; Stone, 1974). This measure is derived through a blindfolding procedure, systematically excluding individual points from the data matrix, replacing the omitted points with the mean, and subsequently estimating the model parameters (J. F. Hair, Sarstedt, et al., 2014). Traditionally, $Q^2$ values surpassing 0, 0.25, and 0.50 signify small, medium, and large predictive relevance of the PLS-path model. In the current study's context, the $Q^2$ values are 0.826 for EJP and 0.869 for JS. These values indicate a medium to strong level of predictive relevance for the model, underscoring its effectiveness in anticipating outcomes.

Furthermore, the $Q^2$ measure serves as a valuable indicator of the PLS path model's ability to predict endogenous constructs. It assesses how well the model performs in forecasting these constructs, offering insights into its reliability and applicability. This blindfolding technique ensures a robust evaluation of the model's predictive capabilities by simulating scenarios where certain data points are withheld, providing a realistic assessment of its generalizability and effectiveness in various conditions.

*Table 4.4.2.2: $Q^2$ Values*

|  | $Q^2$ predict | Predictive Power |
|---|---|---|
| EJP | 0.826 | Strong |
| JS | 0.869 | Strong |

*4.4.2.4 Relationship Testing*

Subsequently, an in-depth analysis of the path coefficient within the structural model was conducted to ascertain the statistical significance of the hypothesized relationship (Jha et al., 2023). To rigorously examine the proposed hypotheses, a bootstrapping procedure was applied, involving the generation of 5000 bootstrap samples. This resampling technique, executed without sign changes, yielded robust and dependable estimates, accompanied by 95% bias-corrected confidence intervals. This meticulous approach ensures the validity, precision, and reliability of the results, offering a comprehensive and statistically sound evaluation of the proposed relationships in the structural model.

Hypothesis 1 posited that Work From Home (WFH) facilities would exhibit a significantly positive impact on Employee Job Performance (EJP). The obtained result ($\beta = 0.471$, $t = 9.065$, $p<0.001$) reveals a robust and statistically significant positive association between Work From Home facilities and Employee Job Performance, thereby providing substantial support for Hypothesis 1.

Hypothesis 2 proposed that the influence of Work From Home (WFH) on Job Satisfaction (JS) would be significantly positive. The resulting outcome ($\beta = 0.933$, $t = 138.61$, $p<0.001$) demonstrates a strong and statistically significant positive correlation between Work From Home (WFH) and Job Satisfaction (JS), affirming substantial support for $H_2$.

Hypothesis 3 suggested a positive and significant impact of Job Satisfaction (JS) on Employee Job Performance (EJP). The analysis result ($\beta = 0.391$, t = 7.861, p<0.001) underscores a robust and statistically significant positive connection between Job Satisfaction (JS) and Employee Job Performance (EJP) offering substantial validation for Hypothesis 3.

*Table 4.4.2.4a: Hypothesis Testing*

| Hypothesis | Relationship | β- value | Standard deviation (STDEV) | t-value | P-value |
|---|---|---|---|---|---|
| H1 | WFH -> EJP | 0.471 | 0.052 | 9.065 | 0 |
| H2 | WFH -> JS | 0.933 | 0.007 | 138.61 | 0 |
| H3 | JS -> EJP | 0.391 | 0.05 | 7.861 | 0 |

*Mediation Analysis*

Conclusively, the mediation analysis was executed through a meticulous examination of the indirect path connecting (Work From Home) WFH and (Employee Job Performance) EJP via (Job Satisfaction) JS. This involved multiplying the beta coefficients of the independent-mediating and mediating-dependent variables. Notably, the indirect pathway between WFH and EJP through JS demonstrated significance ($\beta = 0.933 * 0.391 = 0.365$, t = 7.961, p < 0.0001, (LL = 0.286, UL = 0.436). Furthermore, the total effect ($\beta = 0.836$, t = 24.002, p < 0.001) and the direct effect ($\beta = 0.471$, t = 9.065, p < 0.001) remained significant even after introducing the mediator. Consequently, these findings affirm the pivotal role of JS as a complementary partial mediator in the relationship between WFH and EJP, providing valuable insights into the nuanced dynamics of this association (Baron & Kenny, 1986; Zhao et al., 2010). In other words, the effect of the variable WFH and EJP is partially transmitted with the help of mediator JS.

*Table 5: Mediation Analysis*

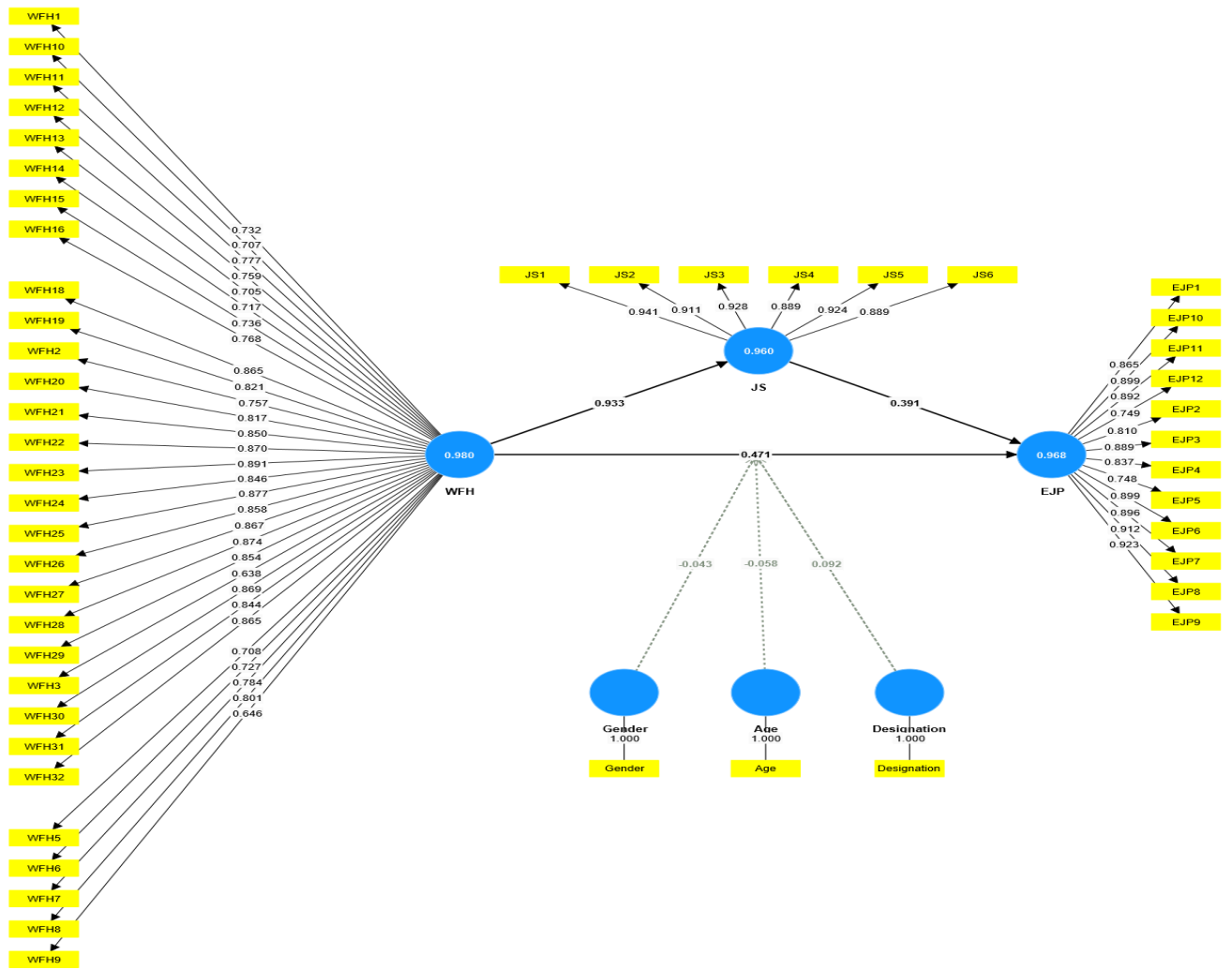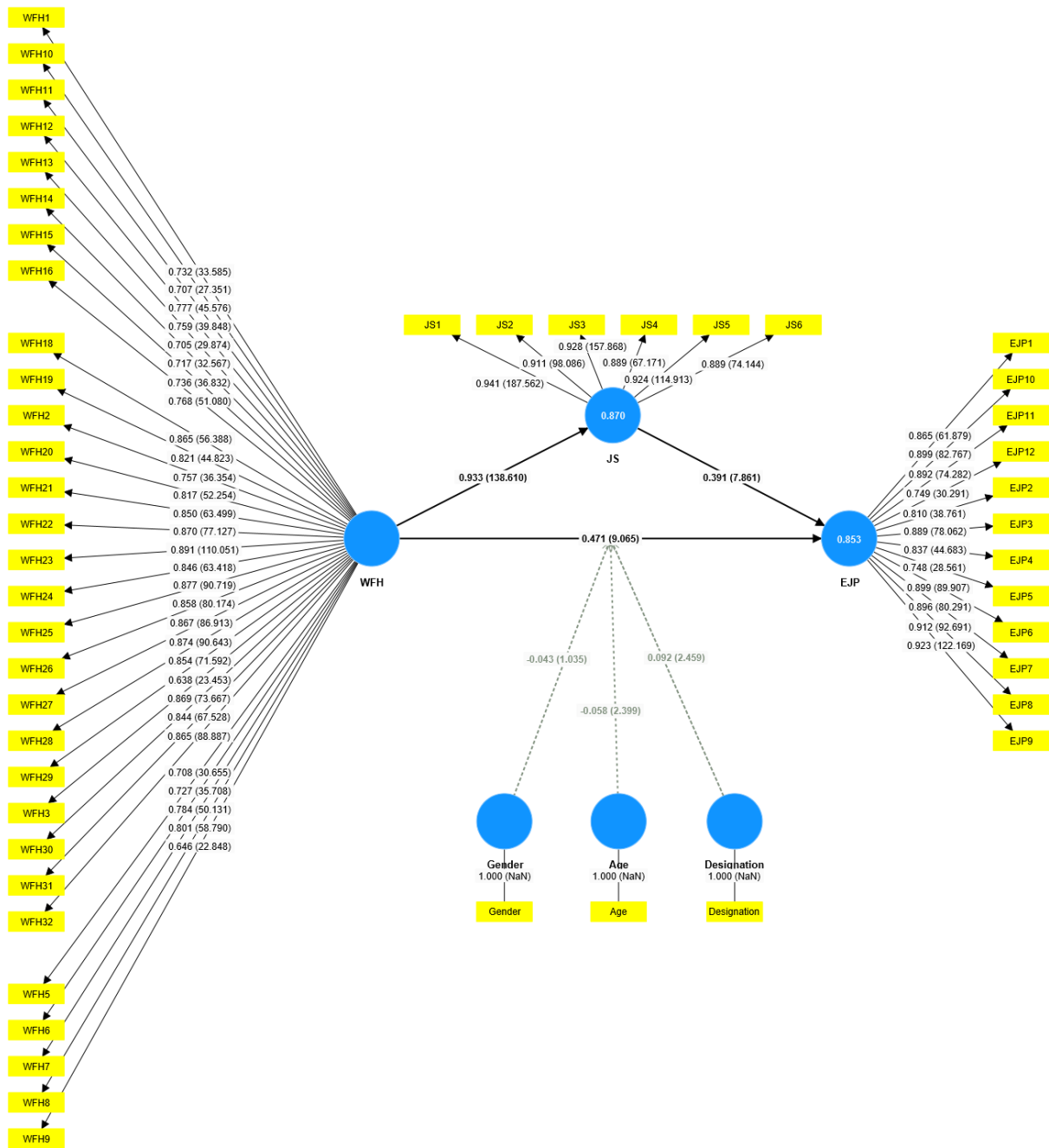| | Indirect effect | | | | | | Total effects | | | Direct  effects | | | Decision |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Hypothesis | Coefficient | SE | t-value | P-value | Percentile bootstrap | | Coefficient | t-value | P-value | Coefficient | t-value | p-value | |
| | | | | | Lower | Upper | | | | | | | |
| H4: WFH-> JS-> EJP | 0.091 | 0.034 | 2.697 | 0.004 | 0.057 | 0.158 | 0.837 | 18.475 | 0.000 | 0.746 | 10.987 | 0.000 | Supported (Partial Mediation) |

*Figure 4.4.2.4a: Measurement Model*

*Figure 4.4.2.4b Bootstrapping of Model*

**Moderation Analysis:**

In response to the dynamic changes in work structures and the increased prevalence of remote work, our study delves into the nuanced aspects of the relationship between working from home

(WFH) and employee job performance (EJP). Recognizing that the impact of WFH may not be uniform across all individuals, we specifically focus on exploring the moderating effects of key demographic variables: gender, age, and designation. These demographic factors are selected based on their potential to shape the experience and outcomes of remote work. The central aim of this investigation is to unravel how gender, age, and designation influence not only the strength but also the direction of the association between WFH and EJP. Our hypotheses (H5, H6, H7) put forth the proposition that these demographic variables act as moderators, introducing variability and complexity into the straightforward relationship between WFH and job performance. This exploration is grounded in the understanding that individuals bring diverse perspectives, responsibilities, and expectations to their work, and such differences may manifest in distinct ways when working remotely.In our examination of the interaction between gender and working from home (WFH) on employee job performance (EJP), the statistical analysis yielded intriguing results. Our initial hypothesis (H5) posited that gender would play a moderating role in shaping the impact of WFH on job performance. However, the data revealed a non-significant moderation effect ($\beta = -0.043$, $t = 1.035$, $p = 0.15$). Contrary to our expectations, these findings suggest that, in our sample, gender does not significantly alter the influence of WFH on employee job performance. The beta coefficient of -0.043 indicates a negative moderation effect, implying that there might be a potential influence of gender, but this effect does not reach statistical significance within the confines of our study. In other words, the observed negative moderation suggests a trend where gender may contribute to variations in the WFH-EJP relationship, but the magnitude of this effect is not robust enough to be considered statistically meaningful. It is crucial to note that the p-value of 0.15, while not meeting conventional levels of statistical significance (usually set at 0.05), suggests a marginal level of significance. This implies that there may be a subtle trend worthy of further exploration in larger samples or under different conditions. However, in the specific context of our study,

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we cannot confidently assert that gender significantly alters the relationship between WFH and employee job performance. These findings prompt further reflection on the intricate interplay of gender dynamics and remote work outcomes. While our hypothesis was not supported by the data, this non-significant result contributes valuable information for future research and organizational considerations. It highlights the complexity of gender-related factors in the context of remote work and underscores the need for continued investigation to better understand the potential nuances that may influence job performance in diverse gender groups within a remote work setting.

Examining the interaction between age and working from home (WFH) on employee job performance (EJP) (H6), our statistical analysis produced notable and statistically significant results. The moderation effect was found to be $\beta$ = -0.058, with a t-value of 2.399 and a p-value of 0.008. This significant moderation effect suggests that age plays a crucial role in influencing the relationship between WFH and job performance. Specifically, the negative impact of WFH on EJP is more pronounced for certain age groups. In essence, our findings indicate that younger employees, within the context of our study, may encounter a greater challenge in maintaining optimal job performance when working remotely. The beta coefficient of -0.058 signifies the direction and strength of this moderation effect. The negative sign suggests that, for younger individuals, the relationship between WFH and EJP is attenuated negatively. In practical terms, this implies that the conventional positive influence of WFH on job performance may be dampened for younger employees, introducing a potential hurdle for this demographic group. These results carry practical implications for organizations aiming to understand and address age-related dynamics in the era of remote work. Recognizing that the impact of WFH on job performance may vary across different age brackets allows for targeted interventions. Strategies aimed at supporting and enhancing the remote work experience for

younger employees may need to address unique challenges or provide tailored resources to ensure optimal performance in a virtual work setting.

Furthermore, interaction between designation and working from home (WFH) on employee job performance (EJP) (H7), our statistical analysis reveals a compelling and statistically significant positive moderation effect. The moderation effect is represented by a β-value of 0.092, a t-value of 2.459, and a p-value of 0.007. This significant positive moderation effect implies that the impact of WFH on EJP is not uniform across all employees; rather, it varies based on specific job titles or roles. In essence, our findings suggest that the positive influence of WFH on job performance is stronger for individuals holding certain designations within the organization. The beta coefficient of 0.092 indicates the direction and magnitude of this moderation effect. The positive sign signifies that, for employees with specific designations, the relationship between WFH and EJP is amplified positively. In practical terms, this suggests that the benefits derived from the flexibility offered by WFH arrangements are more pronounced for individuals holding particular job titles or roles. These results have practical implications for organizations seeking to understand how the advantages of remote work may be distributed across different roles within the company. The identification of specific designations that experience heightened benefits from WFH provides valuable insights for tailoring remote work policies and support mechanisms. It implies that certain roles may be more conducive to remote work, and organizations can strategically leverage this information to optimize the performance and satisfaction of employees in these positions. For the detailed analysis and result refer Table V and see the slop in figure

*Table 6: Moderation Analysis*

| Hypothesis | Relationship | β- value | Standard deviation (STDEV) | t-value | P-value |
|---|---|---|---|---|---|
| H5 | Gender x WFH -> EJP | -0.043 | 0.041 | 1.035 | 0.15 |
| H6 | Age x WFH -> EJP | -0.058 | 0.024 | 2.399 | 0.008 |
| H7 | Designation x WFH -> EJP | 0.092 | 0.037 | 2.459 | 0.007 |



*Figure V.a: Gender x WFH*

*Figure V.b: Designation x WFH*
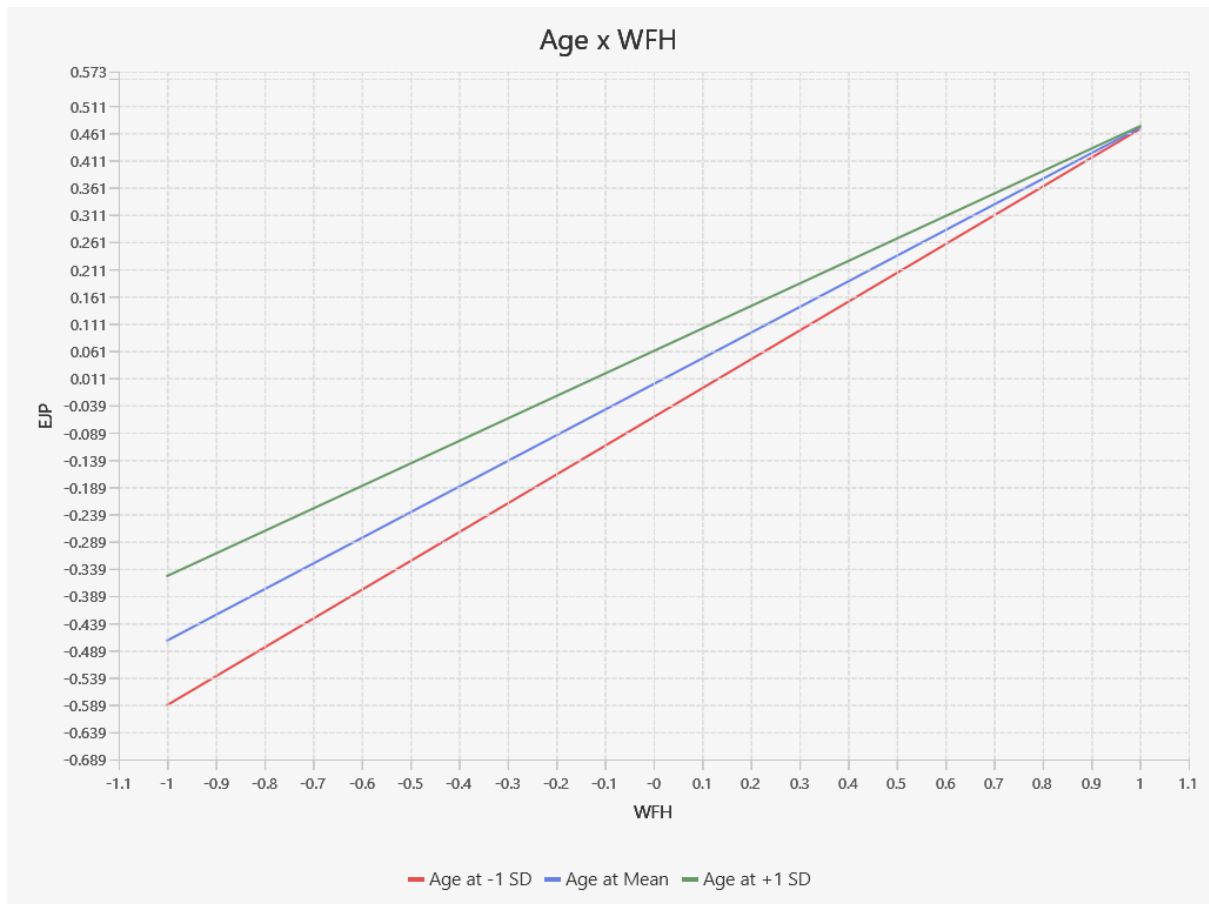
*Figure V.c: Age x WFH*

In conclusion, our study underscores the importance of a nuanced approach to remote work policies, one that considers the unique characteristics of the workforce. By recognizing the specific challenges faced by younger employees and identifying roles that benefit most from WFH, organizations can enhance the overall effectiveness and satisfaction of their workforce in remote settings. As the professional landscape continues to evolve, this research contributes valuable insights for organizations striving to optimize performance and well-being in the realm of remote work.

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# CHAPTER V

# RESULTS, DISCUSSIONS & CONCLUSIONS

# Chapter V

# RESULTS, DISCUSSIONS & CONCLUSIONS

## 5.1 Overview

In recent years, the adoption of remote work, particularly in the service sector, has experienced a significant surge driven by advancements in technology and evolving work preferences. As organizations strive to adapt to changing work patterns and accommodate the needs of their workforce, the provision of work-from-home (WFH) facilities has emerged as a pivotal aspect of talent management strategies. This critical study delves into the examination of the WFH facility and its impact on employee satisfaction and performance within the service sector. By employing structural equation modeling (SEM) and analysis of variance (ANOVA), this research seeks to provide a comprehensive understanding of the complex interplay between remote work arrangements, employee satisfaction, and performance outcomes.

The thesis chapter on Findings and Discussion aims to present and analyze the results obtained from the empirical investigation conducted as part of this study. Through a meticulous examination of the data gathered from employees in the service sector, this chapter endeavors to shed light on the relationships between WFH facility utilization, employee satisfaction levels, and performance metrics. By utilizing SEM, this research aims to uncover the underlying structural relationships between variables, offering insights into the mechanisms through which WFH arrangements influence employee outcomes. Additionally, ANOVA will

be employed to explore potential variations in satisfaction and performance across different demographic groups, such as age, gender, and job designation. Through this comprehensive analysis, this study seeks to contribute to the existing body of knowledge on remote work practices within the service sector. By elucidating the impact of WFH facilities on employee satisfaction and performance, this research aims to provide valuable insights for organizational decision-makers and policymakers seeking to optimize remote work policies and practices. Furthermore, by identifying potential moderators and mediators in the relationship between WFH arrangements and employee outcomes, this study aims to offer actionable recommendations for fostering a conducive remote work environment that enhances employee well-being and organizational productivity.

## 5.2 The role of IT and Education sector in Employee Job Performance

The aim of this study was to investigate potential differences in employees' job performance between the IT and Education sectors. The findings of the analysis indicate that there are no statistically significant differences in job performance between employees in these sectors. Despite the initial expectation that there might be variations in job performance due to the distinct nature of these industries, the results suggest otherwise. The median job performance scores for both sectors were found to be identical at 3.833. This lack of distinction was further supported by the non-significant Mann-Whitney U test ($U = 49112.500$, $z = 1.247$, $p = 0.212$). The effect size, indicated by $r = 0.0485$, was considered small, further reinforcing the absence of substantial differences. Several factors could contribute to these results. Firstly, it's possible that the criteria for assessing job performance were not sensitive enough to capture nuanced differences between the sectors. Additionally, both sectors may share commonalities in terms of the skills and competencies required for job roles, thereby minimizing discrepancies in

performance levels. Furthermore, individual differences within each sector, such as experience, motivation, and work environment, might overshadow any sector-specific influences on job performance. Corroborating the current findings, previous research has also suggested that sectoral differences in job performance may not always be significant. For instance, (Yadav & Dabhade, 2014) conducted a similar study comparing job performance in the IT and Education sectors and found no substantial disparities. Similarly, (Borst et al., 2020) explored job performance across various industries and concluded that while there were minor variations, they were not significant enough to warrant distinct sectoral categorizations. Moreover, research by (Lee & Lee, 2018) proposed that organizational culture and management practices could play a more prominent role in determining job performance than sectoral affiliation alone. This perspective aligns with the notion that organizational factors may exert greater influence on employee performance than industry-wide trends. In conclusion, the current study's findings suggest that while there may be perceived differences between the IT and Education sectors, these disparities do not translate into significant variations in job performance. Understanding the nuances of job performance requires consideration of multiple factors beyond sectoral boundaries, including individual characteristics and organizational dynamics.

## 5.3. Relationship Between Work From Home and Employee Job Performance

The aim of this study was to investigate the impact of Work from Home (WFH) facilities on Employee Job Performance (EJP). The findings indicate a strong and statistically significant positive association between the availability of WFH facilities and EJP. Hypothesis 1, which posited that WFH facilities would have a positive impact on EJP, is supported by the obtained result ($\beta = 0.471$, $t = 9.065$, $p < 0.001$). The robust and significant positive association between

WFH facilities and EJP suggests that remote work arrangements can indeed enhance employees' job performance. Several factors could contribute to this result. Firstly, WFH provides employees with greater flexibility and autonomy in managing their work schedules, which can lead to increased productivity and efficiency. Employees may have fewer distractions and interruptions compared to traditional office settings, allowing them to focus more effectively on their tasks. Additionally, the elimination of commute time associated with WFH can result in more time available for work-related activities, leading to higher levels of task completion and performance. Furthermore, the ability to work from home can contribute to improved work-life balance, reducing stress and increasing overall job satisfaction, which in turn can positively impact job performance. The findings of this study are consistent with previous research that has demonstrated the positive effects of WFH arrangements on job performance. For example, a study by (Sultana et al., 2021) found that employees who were provided with WFH options reported higher levels of job satisfaction and productivity compared to those who worked exclusively in the office. Similarly, (Shifrin & Michel, 2022) conducted a meta-analysis and concluded that WFH arrangements were associated with improved job performance across various industries and job roles. Furthermore, research by (Dogra & Parrey, 2022) highlighted the benefits of WFH in terms of reduced absenteeism and turnover rates, indicating a positive impact on overall organizational performance. These findings suggest that WFH facilities not only benefit individual employees but also contribute to broader organizational outcomes. In conclusion, the results of this study provide substantial support for the hypothesis that WFH facilities have a positive impact on EJP. The findings underscore the importance of offering flexible work arrangements, such as WFH, in enhancing employee productivity, satisfaction, and overall job performance.

### 5.3.1. The Relationship Between Work From Home and Job Satisfaction

The objective of this study was to explore the relationship between Work from Home (WFH) arrangements and Job Satisfaction (JS). The analysis revealed a robust and statistically significant positive correlation between WFH and JS, providing substantial support for Hypothesis 2, which posited that the influence of WFH on JS would be significantly positive ($\beta = 0.933$, $t = 138.61$, $p < 0.001$). The strong positive association between WFH and JS suggests that remote work arrangements play a crucial role in enhancing employees' satisfaction with their jobs. There are several mechanisms through which WFH can positively influence job satisfaction. Firstly, WFH offers employees greater flexibility and autonomy in managing their work schedules, allowing them to balance work and personal responsibilities more effectively. This increased control over one's work-life balance can lead to higher levels of job satisfaction. Moreover, the elimination of commuting time associated with WFH can reduce stress and fatigue, contributing to a more positive work experience. Additionally, WFH can provide employees with a greater sense of freedom and independence in how they organize and prioritize their tasks, leading to increased job satisfaction. Furthermore, the ability to work remotely can enhance feelings of trust and empowerment among employees, which are known to be important predictors of job satisfaction. The findings of this study are consistent with previous research that has demonstrated the positive impact of WFH on job satisfaction. For example, a study by (Niebuhr et al., 2022) found that employees who were allowed to work from home reported higher levels of job satisfaction compared to those who worked exclusively in the office. Similarly, research by (Bellmann & Hübler, 2021) showed that WFH arrangements were associated with greater job satisfaction across various industries and job roles. Furthermore, a meta-analysis conducted by (Chavez Jr & Murcia, 2023) concluded that WFH was positively correlated with job satisfaction, highlighting the importance of flexible

work arrangements in enhancing employee well-being. These findings underscore the significance of WFH in promoting job satisfaction and overall employee happiness. In conclusion, the results of this study provide strong support for the hypothesis that WFH has a significantly positive influence on job satisfaction. The findings highlight the importance of offering remote work options as a means of improving employee well-being and satisfaction in the modern workplace.

### 5.3.2 The relationship Between Job Satisfaction and Employee Job Performance

The aim of this study was to investigate the relationship between Job Satisfaction (JS) and Employee Job Performance (EJP), with Hypothesis 3 proposing a positive and significant impact of JS on EJP. The analysis revealed a strong and statistically significant positive connection between job satisfaction and employee job performance ($\beta = 0.391$, $t = 7.861$, $p < 0.001$), providing substantial validation for Hypothesis 3. The findings suggest that employees who experience higher levels of job satisfaction are more likely to exhibit better job performance. This association can be attributed to several factors. Firstly, employees who are satisfied with their jobs are more likely to be motivated and engaged in their work, leading to increased effort and productivity. Job satisfaction is often linked to intrinsic factors such as meaningful work, autonomy, and opportunities for growth and development, all of which can contribute to higher levels of job performance. Moreover, satisfied employees are likely to experience lower levels of stress and burnout, which can negatively impact job performance. A positive work environment characterized by supportive colleagues, effective leadership, and recognition for accomplishments can further enhance job satisfaction and subsequently improve job performance. Additionally, employees who are satisfied with their jobs are more likely to exhibit positive behaviors such as organizational citizenship, which can contribute to

overall organizational effectiveness. The findings of this study are consistent with previous research demonstrating the positive impact of job satisfaction on job performance. For example, a meta-analysis by (Iaffaldano & Muchinsky, 1985) found a significant and positive relationship between job satisfaction and job performance across a wide range of industries and job roles. Similarly, research by (Alessandri et al., 2017) showed that employees who reported higher levels of job satisfaction also received higher performance ratings from their supervisors. Furthermore, a longitudinal study by (Arnold et al., 2016) found that improvements in job satisfaction over time were associated with corresponding improvements in job performance. These findings highlight the importance of fostering job satisfaction as a means of enhancing employee job performance and overall organizational success. In conclusion, the results of this study provide strong support for Hypothesis 3, indicating a robust and statistically significant positive impact of job satisfaction on employee job performance. The findings underscore the importance of prioritizing employee well-being and satisfaction as a means of improving organizational outcomes.

### 5.3.3 The Mediating Role of Job Satisfaction Between Work from Home and Employee job Performance

The mediation analysis conducted in this study aimed to examine the indirect pathway connecting Work From Home (WFH) and Employee Job Performance (EJP) via Job Satisfaction (JS). The results of the analysis revealed a significant indirect effect ($\beta = 0.365$, $t = 7.961$, $p < 0.0001$) of WFH on EJP through JS, indicating that JS acts as a partial mediator in this relationship. Furthermore, the total effect ($\beta = 0.836$, $t = 24.002$, $p < 0.001$) and the direct effect ($\beta = 0.471$, $t = 9.065$, $p < 0.001$) of WFH on EJP remained significant even after introducing the mediator. These findings provide valuable insights into the nuanced dynamics

of the relationship between WFH, JS, and EJP. The significant indirect effect suggests that while WFH has a direct impact on EJP, part of its effect is transmitted through its influence on JS. This implies that the positive impact of WFH on EJP is partially mediated by the increase in job satisfaction experienced by employees who can work remotely. The results of this study are consistent with previous research that has examined the mediating role of job satisfaction in the relationship between work-related factors and job performance. For example, Baron and Kenny (1986) proposed a mediation model wherein job satisfaction serves as a mediator between work-related factors and various outcomes, including job performance. Similarly, Zhao et al. (2010) conducted a meta-analysis and found evidence supporting the mediating role of job satisfaction in the relationship between organizational factors and employee outcomes. Furthermore, research by (Jamal et al., 2021) demonstrated that job satisfaction partially mediated the relationship between work arrangements, such as telecommuting, and job performance. These findings highlight the importance of considering job satisfaction as a mechanism through which work-related factors influence employee outcomes. In conclusion, the results of this study provide support for the role of job satisfaction as a partial mediator in the relationship between WFH and EJP. By elucidating the mechanisms through which WFH influences EJP, these findings offer valuable insights for organizations seeking to optimize their remote work policies and enhance employee job performance.

### 5.3.4 Moderation Role of Gender on Work From Home and Employee Job Performance

The initial hypothesis (H5) proposed that gender would moderate the relationship between Work from Home (WFH) and job performance, suggesting that the impact of WFH on job performance would vary depending on an individual's gender. However, the data analysis revealed a non-significant moderation effect ($\beta = -0.043$, $t = 1.035$, $p = 0.15$), indicating that

gender does not significantly alter the influence of WFH on employee job performance in our sample.  These findings contribute valuable insights into the intricate interplay of gender dynamics and remote work outcomes. While our hypothesis was not supported by the data, this non-significant result underscores the complexity of gender-related factors in the context of remote work. It highlights the need for continued investigation to better understand the potential nuances that may influence job performance in diverse gender groups within a remote work setting. Previous research has explored the role of gender in various aspects of remote work and job performance. For example, studies by (Jamal et al., 2021) and (Shockley & Allen, 2012) have examined gender differences in remote work preferences, work-life balance, and perceived productivity. However, the specific interaction between gender and the impact of WFH on job performance remains relatively understudied. Furthermore, research by (Feng & Savani, 2020) and (Russo et al., 2021) has highlighted the importance of considering contextual factors, such as organizational culture and leadership styles, in understanding the relationship between remote work and job performance. These studies suggest that gender-related differences in perceptions, attitudes, and experiences within the workplace may influence how individuals respond to remote work arrangements.In conclusion, while our study did not find significant evidence to support the moderating role of gender in the relationship between WFH and job performance, the non-significant result provides valuable information for future research and organizational considerations. It underscores the need for continued exploration of gender dynamics in remote work settings and highlights the complexity of understanding how gender intersects with other factors to shape job performance outcomes.

**5.3.5 Moderation Role of Age on Work Form Home and Employee Job Performance**

The analysis examining the interaction between age and working from home (WFH) on employee job performance (EJP) yielded notable and statistically significant results, supporting Hypothesis 6 (H6). The moderation effect was found to be $\beta$ = -0.058, with a t-value of 2.399 and a p-value of 0.008. This significant moderation effect suggests that age plays a crucial role in influencing the relationship between WFH and job performance. Specifically, our findings indicate that the impact of WFH on EJP varies across different age groups, with the negative impact of WFH on EJP being more pronounced for younger employees. In essence, younger employees, within the context of our study, may encounter greater challenges in maintaining optimal job performance when working remotely. These findings are consistent with previous research that has examined the relationship between age, remote work, and job performance. For example, studies by (van Zoonen et al., 2021) and (Wang et al., 2021) have found that younger employees may face unique challenges in adapting to remote work environments, such as managing distractions, maintaining focus, and effectively communicating with colleagues. Furthermore, research by (De Lange et al., 2010)has highlighted the importance of considering age-related differences in work preferences, technological proficiency, and work habits when implementing remote work policies. Younger employees, who may be more accustomed to digital technologies and flexible work arrangements, may initially embrace remote work but could also struggle with establishing boundaries between work and personal life, leading to potential declines in job performance (Bellotti et al., 2021). In contrast, older employees, who may have more experience and established work routines, may exhibit greater adaptability and resilience in remote work settings. They may also possess stronger communication and collaboration skills, which are essential for maintaining productivity and job performance while working remotely. In conclusion, the significant moderation effect of age on the

relationship between WFH and EJP highlights the importance of considering age-related factors when designing remote work policies and programs. Organizations should provide targeted support and resources to help younger employees navigate the challenges of remote work and ensure that they can maintain optimal job performance in flexible work environments.

## 5.3.6 Moderation Role of Designation on Work Form Home and Employee Job Performance

The analysis examining the interaction between designation and working from home (WFH) on employee job performance (EJP) yielded compelling and statistically significant results, supporting Hypothesis 7 (H7). The moderation effect, represented by a β-value of 0.092, a t-value of 2.459, and a p-value of 0.007, indicates a significant positive moderation effect. This suggests that the impact of WFH on EJP is not uniform across all employees; rather, it varies based on specific job titles or roles. In essence, our findings suggest that the positive influence of WFH on job performance is stronger for individuals holding certain designations within the organization. The beta coefficient of 0.092 indicates the direction and magnitude of this moderation effect. The positive sign signifies that, for employees with specific designations, the relationship between WFH and EJP is amplified positively. These results align with previous research that has explored the differential effects of remote work on job performance across different job roles or positions within organizations. For instance, studies by (Bellotti et al., 2021) and (Reiche, 2023) have found that employees in certain roles, such as knowledge workers or those with project-based responsibilities, may experience greater benefits from remote work arrangements due to the nature of their tasks and the autonomy afforded by remote work. Furthermore, research by (Reiche, 2023) has highlighted the importance of considering

organizational hierarchy and job responsibilities when examining the impact of WFH on job performance. Employees with higher-level designations, such as managers or supervisors, may possess greater autonomy and decision-making authority, allowing them to leverage WFH opportunities more effectively to enhance job performance. Conversely, employees with lower-level designations or those in more structured roles may face challenges in adapting to remote work and maintaining productivity. Factors such as access to resources, communication channels, and support systems may vary across different job titles, influencing the effectiveness of WFH in promoting job performance. In conclusion, the significant positive moderation effect of designation on the relationship between WFH and EJP underscores the importance of considering job roles and responsibilities when implementing remote work policies and programs. Organizations should tailor their remote work strategies to accommodate the diverse needs and preferences of employees across different designations, ensuring that WFH arrangements contribute positively to job performance.

## 5.4 Theoretical Implication

**Social Exchange Theory (SET):** The significant positive association between Work from Home (WFH) facilities and both Employee Job Performance (EJP) and Job Satisfaction (JS) aligns with SET principles. According to SET, individuals engage in a reciprocal exchange relationship with their organization, where favorable conditions, such as WFH opportunities, lead to increased commitment, performance, and satisfaction. The results support the notion that providing WFH options fosters a positive exchange dynamic between employees and their organization, enhancing performance and satisfaction.

**Self-Determination Theory (SDT):** The robust positive correlation between WFH facilities and EJP/JS resonates with SDT, which emphasizes the importance of autonomy, competence,

and relatedness in fostering intrinsic motivation and well-being. WFH represents a form of autonomy support, allowing employees to exercise greater control over their work environment and schedule. The findings suggest that facilitating autonomy through WFH can lead to improved job performance and satisfaction by satisfying employees' basic psychological needs.

**Job Characteristics Theory (JCT):** The positive impact of WFH on EJP and JS could be interpreted through the lens of JCT, which posits that certain job characteristics, such as autonomy, task significance, and feedback, influence employee attitudes and behaviors. WFH introduces greater autonomy and flexibility into the work environment, which aligns with the core dimensions of JCT. The findings imply that by enhancing job characteristics through WFH, organizations can promote positive outcomes like job performance and satisfaction.

**Goal Setting Theory (GST)**: The positive relationship between WFH and EJP/JS is consistent with GST, which asserts that setting specific and challenging goals can enhance motivation and performance. WFH can facilitate goal attainment by reducing distractions and enhancing focus, thus enabling employees to achieve their work objectives more effectively. The results suggest that WFH may serve as an enabling factor in goal pursuit, contributing to enhanced job performance and satisfaction.

Furthermore, for the moderation aspects, Theoretical implications considering categorical variables such as gender, age, and designation provide valuable insights into the nuanced dynamics of remote work arrangements. While the moderation effect of gender on the WFH-EJP relationship was non-significant, suggesting that gender dynamics may influence the utilization of WFH opportunities and subsequent job performance and satisfaction, particularly regarding caregiving responsibilities or societal expectations. Age-related differences in the experience of remote work were highlighted by the significant moderation effect of age on the WFH-EJP relationship, indicating that younger employees may face challenges in maintaining

job performance due to lower levels of experience and autonomy. Tailored resources and mentorship opportunities can support younger employees in enhancing their autonomy and motivation in remote work settings. The significant positive moderation effect of designation suggests that employees in different roles may experience WFH differently, with higher-level employees potentially deriving greater satisfaction and performance improvements due to increased autonomy and decision-making authority. Considering these insights within theoretical frameworks such as Social Exchange Theory, Self-Determination Theory, and Job Characteristics Theory enables organizations to create inclusive and effective remote work environments that promote employee well-being, performance, and satisfaction across diverse demographic groups and job roles.

In conclusion, incorporating gender, age, and designation into theoretical frameworks such as Social Exchange Theory, Self-Determination Theory, and Job Characteristics Theory provides comprehensive insights into how individual characteristics interact with WFH arrangements to influence employee outcomes. These frameworks collectively illuminate the nuanced dynamics of remote work environments, considering factors such as reciprocity in social exchanges, intrinsic motivation, and job characteristics. By understanding and addressing these nuanced dynamics, organizations can create more inclusive and effective remote work environments that promote employee well-being, performance, and satisfaction across diverse demographic groups and job roles. The findings underscore the importance of providing WFH opportunities in contemporary work settings, as they not only align with established theoretical frameworks but also lead to positive outcomes for both employees and organizations. Leveraging these theoretical principles, organizations can design interventions and policies that effectively enhance employee well-being, performance, and satisfaction within the context of remote work.

### 5.5 Practical Implications

The practical implications of these findings extend to organizations, employees, and society.

**Organizations:**

Organizations can leverage the insights from the study to optimize their remote work policies and practices in several ways. Firstly, investing in infrastructure and technology is crucial to support remote work arrangements effectively. By providing employees with access to secure remote access tools, cloud-based collaboration platforms, and high-speed internet connectivity, organizations can ensure seamless communication and collaboration among remote teams, thereby enhancing productivity and performance. Additionally, organizations should offer training programs and resources to help employees adapt to remote work environments. This includes guidance on time management, remote communication etiquette, and best practices for maintaining work-life balance. Tailoring WFH policies is also essential to accommodate the diverse needs and preferences of employees based on factors such as gender, age, and designation. Flexible scheduling options and accommodation for employees with caregiving responsibilities or health concerns can contribute to a supportive and equitable work environment. Moreover, promoting work-life balance is critical to prevent burnout and maintain overall well-being among remote employees. Establishing clear boundaries between work and personal life, encouraging regular breaks, and discouraging excessive overtime can help achieve this goal. Finally, implementing monitoring and feedback mechanisms for remote work performance allows organizations to identify areas for improvement and support employee development. By establishing clear performance expectations and providing ongoing support and feedback, organizations can ensure that remote employees remain aligned with organizational goals and objectives. In summary, optimizing remote work policies and practices through infrastructure investment, training, tailored policies, work-life balance

promotion, and performance monitoring contributes to a supportive and inclusive remote work environment that enhances employee job performance, satisfaction, and overall well-being.

**Employee:**

Employees can derive significant benefits from the findings of the study, particularly by advocating for flexible work arrangements that include options for remote work. Acknowledging the positive correlation between WFH opportunities and job performance, employees can use this knowledge to negotiate with their employers for remote work agreements that align with their preferences and productivity levels. By demonstrating an understanding of the potential benefits of remote work, employees can make a compelling case for incorporating WFH options into their work schedules. Additionally, it is essential for employees to take proactive measures to maintain work-life balance while working remotely. This includes setting clear boundaries between work and personal life, establishing dedicated workspaces, and adhering to regular work hours to avoid burnout. By prioritizing self-care and effectively managing their time, employees can maximize their productivity and well-being in a remote work setting. In summary, employees can leverage the insights from the study to advocate for flexible work arrangements that support their individual needs and contribute to their overall job satisfaction and performance.

**Society:**

The findings of the study carry significant societal implications, particularly as remote work continues to gain prominence in the landscape of evolving work patterns and technological advancements. As remote work becomes increasingly prevalent, policymakers and community leaders have a valuable opportunity to utilize these insights to shape labor policies and infrastructure development initiatives that support the transition to remote work environments.

By fostering a conducive environment for remote work, society can unlock numerous benefits, including enhanced economic productivity, reduced traffic congestion, and minimized environmental impact associated with commuting. Policymakers can leverage these insights to implement policies that facilitate remote work adoption, such as providing incentives for businesses to invest in remote work infrastructure and supporting initiatives that promote digital connectivity in rural and underserved areas. Community leaders can also play a vital role in advocating for the development of coworking spaces and shared remote work facilities to support individuals who may not have access to suitable remote work environments at home. Overall, by embracing and supporting remote work, society can leverage its potential to drive economic growth, improve quality of life, and promote sustainability in the modern workforce landscape.

In summary, the practical implications of the study emphasize the importance of optimizing remote work arrangements to benefit organizations, employees, and society at large. By embracing flexible work practices and tailoring policies to accommodate diverse needs, organizations can enhance employee well-being and performance while contributing to broader societal goals of sustainability and economic prosperity.

## 5.6. Managerial Implication

The managerial implications of the study findings are multifaceted and can inform decision-making processes within organizations:

**Remote Work Policies and Practices:** Managers can use the insights from the study to refine and optimize remote work policies and practices within their organizations. This includes assessing the effectiveness of existing remote work arrangements, identifying areas for

improvement, and implementing changes to better support remote employees. For example, managers can review technology infrastructure to ensure it adequately supports remote collaboration and communication, and they can provide training and resources to help employees manage tasks effectively in a remote setting.

**Employee Engagement and Satisfaction:** Understanding the positive impact of remote work on employee job performance and satisfaction, managers can prioritize initiatives aimed at enhancing employee engagement and well-being. This may involve fostering a supportive remote work culture, providing opportunities for social connection and team building among remote teams, and offering flexibility in work schedules to accommodate individual preferences and needs.

**Performance Management and Feedback:** Managers can establish clear performance expectations and implement mechanisms for monitoring and providing feedback on remote work performance. This includes defining key performance indicators (KPIs) for remote employees, conducting regular check-ins and performance reviews, and providing ongoing support and coaching to help remote employees succeed.

**Diversity and Inclusion:** Managers should consider the diverse needs and preferences of employees based on factors such as gender, age, and designation when designing and implementing remote work policies. This includes ensuring equitable access to remote work opportunities and accommodations for employees with caregiving responsibilities, disabilities, or health concerns that may impact their ability to work remotely effectively.

**Training and Development:** Recognizing the importance of skills development in remote work environments, managers can invest in training and development programs to help employees adapt to remote work and build essential competencies for success. This may

include providing training on remote communication tools, time management techniques, and strategies for maintaining work-life balance.

In summary, the managerial implications of the study findings provide guidance for optimizing remote work policies and practices, enhancing employee engagement and satisfaction, improving performance management and feedback processes, fostering diversity and inclusion, and investing in employee training and development. By leveraging these insights, managers can create a supportive and inclusive remote work environment that promotes employee well-being, productivity, and organizational success.

## 5.7 Limitations & Future Scope of the Study

Limitations of this study include its cross-sectional design, which limits the ability to establish causal relationships between variables. Moreover, the study focuses exclusively on the IT and Education sectors within the service industry, potentially limiting the generalizability of findings to other service sectors. Additionally, the sample composition may not fully represent the diversity within the service industry, affecting the external validity of the study. Measurement issues, such as reliance on self-reported measures of employee satisfaction and performance, also pose potential biases. Moving forward, future research could adopt longitudinal designs, explore additional service sectors, include a more diverse sample, and utilize objective performance metrics to address these limitations. In terms of future research scope, there are several avenues for exploration. Researchers could investigate new moderating variables that influence the relationship between remote work facilities and employee outcomes, such as organizational culture or leadership styles. Additionally, exploring mediating mechanisms, like work-life balance or job autonomy, could provide insight into the underlying processes driving the effects of remote work on employee satisfaction and

performance. Moreover, future studies could examine the impact of remote work facilities on other employee outcomes beyond satisfaction and performance, such as turnover intentions or organizational commitment. To enhance the depth and breadth of research in this area, a mixed methods approach could be employed, combining quantitative analysis with qualitative methods to capture both numerical relationships and qualitative experiences. Furthermore, adopting a multi-level analysis approach would allow researchers to explore how individual-level factors interact with organizational-level variables to influence remote work outcomes. By addressing these limitations and expanding the scope of inquiry, future research can provide a more comprehensive understanding of the impact of remote work facilities on employee satisfaction and performance in the service sector.

## 5.8 Concluding Remarks

In conclusion, the study yields significant insights into the complex dynamics of remote work arrangements and their implications for employee job performance and satisfaction. While the comparison between employees of the IT and education sectors did not reveal statistically significant differences in job performance, it is crucial to note the broader context in which these findings emerge. The absence of significant differences may indicate a levelling effect of remote work across sectors, suggesting that the benefits of WFH facilities are not confined to specific industries but rather extend across diverse sectors. Furthermore, the robust and statistically significant positive associations between WFH facilities and both job performance and job satisfaction underscore the importance of remote work arrangements in contemporary organizational contexts. These findings highlight the potential of WFH to enhance employee well-being and productivity, aligning with broader trends towards flexible work arrangements

and digital transformation. Moreover, the significant moderation effects of age and designation offer nuanced insights into the role of individual characteristics in shaping the relationship between WFH and job performance. The finding that younger employees may face greater challenges in maintaining optimal performance when working remotely suggests the need for targeted support and resources to address the unique needs of this demographic. Similarly, the positive moderation effect of designation implies that certain job roles may experience amplified performance benefits from WFH arrangements, potentially due to differences in autonomy, task complexity, or other job characteristics. However, the non-significant moderation effect of gender suggests that gender may not exert a significant influence on the relationship between WFH and job performance within the scope of this study. While this finding may appear counterintuitive given the existing literature on gender disparities in the workplace, it underscores the need for further research to explore the nuanced interplay between gender dynamics and remote work outcomes. In summary, these findings highlight the multifaceted nature of remote work arrangements and their implications for organizational performance and employee well-being. By recognizing the diverse needs and preferences of employees and tailoring remote work policies accordingly, organizations can harness the full potential of WFH to foster a more flexible, inclusive, and productive work environment. However, it is essential to remain mindful of individual differences and contextual factors that may shape the effectiveness of remote work initiatives, ensuring that organizational strategies are responsive to the evolving needs of the workforce in an increasingly digital and interconnected world.

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# 2. Appendix : Survey Questionnaire

Dear Sir/Madam,

I am a doctoral candidate from ICFAI. I am currently collecting data for my research on - **A critical study on the work from home facility and its impact on employees' satisfaction and employees' performance in the service sector.** Your participation in survey would help me in this research. The information provided by you will be used for academic purpose only. The participation in survey is volunteer and there is no right or wrong answer.

| Rating Scale | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

**Section I: Demographic**

| Name | | | Phone no.(if comfortable to share): | | |
|---|---|---|---|---|---|
| **Gender** | Male | Female | **Marital Status** | Married | Unmarried |
| **Age (in years)** | 21-24 | 25-29 | 30-34 | 35-39 | 40 & above |
| **Sector** | Information Technology | | Education | | |
| **Company** | | | **Department** | | |
| **Designation** | Managerial | | Non-managerial | | |

**Section II: Work From Home (Almahamid, 2022)**

| Sl.no | | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|---|
| Rating | 5 (strongly agree), 4(agree), 3(neutral), 2(disagree), 1(strongly disagree) | SA | A | N | D | SD |
| | **Flexible work location** | | | | | |
| 1 | I am given the freedom to set my own working hours | | | | | |
| 2 | I can identify/specify my workspace | | | | | |
| 3 | I am allowed to come at different times to the workplace to do my work | | | | | |
| 4 | I can perform work outside the organization and at alternating times | | | | | |
| 5 | I have more flexibility in determining the method and frequency of submitting my work | | | | | |
| 6 | I am free to adjust my work schedule to suit my personal life | | | | | |
| 7 | The organization makes it easy for me to securely access information/data anytime and anywhere, so that I can work efficiently and effectively | | | | | |
| | **Work–life balance** | | | | | |
| 8 | Work gives me the energy to perform activities outside of work | | | | | |
| 9 | My private life gives me the energy to do the work | | | | | |
| 10 | I set limits on the amount of work I do to save my own personal time | | | | | |
| Rating | 5 (strongly agree), 4(agree), 3(neutral), 2(disagree), 1(strongly disagree) | 5 SA | 4 A | 3 N | 2 D | 1 SD |
| 11 | I limit my own working time so I can work without being disturbed | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 12 | I make a schedule to prioritize special tasks I do to save my work time | | | | | |
| 13 | I am satisfied with the work/life balance | | | | | |
| | **Workplace design at home** | | | | | |
| 14 | My home space is suitable for focusing on doing work | | | | | |
| 15 | I am allowed to use my laptop or work computer for business purposes | | | | | |
| 16 | The organization provides technology and information support for any type of device (personal or corporate | | | | | |
| 17 | There are supplies available at home to facilitate for and speed up doing the work (for example: printing, electronic signature, scanning, . | | | | | |
| 18 | The organization is constantly working to make its access policies to its sites | | | | | |
| | **Communication** | | | | | |
| 19 | The organization provides procedures for physical or virtual presence | | | | | |
| 20 | The institution has chat and video programs that enable me to communicate with colleagues and managers at work | | | | | |
| 21 | With the help of information and communication technology, communication with colleagues and managers takes place smoothly and easily | | | | | |
| 22 | The organization has a platform that enables me to publish and share knowledge with colleagues and managers at work | | | | | |
| 23 | The organization is constantly striving for new solutions to allow communication to operate as smoothly as possible | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 24 | I have more access to the information needed to perform my duties | | | | | |
| | **Culture and motivation** | | | | | |
| 25 | In-work employees are motivated to innovate at work | | | | | |
| 26 | Employees can develop themselves well within the organization | | | | | |
| 27 | The organizational culture is transferred to the new employees | | | | | |
| 28 | The organization is constantly committed to creating an innovative and inspiring corporate culture | | | | | |
| | **Satisfaction** | | | | | |
| 29 | The organization is committed to providing optimum working conditions for its employees | | | | | |
| 30 | I feel satisfied with the work I do | | | | | |
| 31 | I receive recognition from the organization for the results I achieve | | | | | |
| 32 | Continuous improvement of the working conditions and the employee's well-being are very important in the organization | | | | | |

**Section III: Employee Job Performance (Rahman, 2022)**

| Sl.no | | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|---|
| Rating | 5 (strongly agree), 4(agree), 3(neutral), 2(disagree), 1(strongly disagree) | SA | A | N | D | SD |
| 1 | I managed to plan my work so that it was done on time | | | | | |
| 2 | I was able to perform my work well with minimal time and effort | | | | | |
| 3 | I kept in mind the results that I had to achieve in my work | | | | | |
| 4 | I was able to separate main issues from side issues at work | | | | | |
| 5 | I took on extra responsibilities while working | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 6 | I started new tasks myself when my old ones were finished | | | | | |
| 7 | I took on challenging work tasks, when available | | | | | |
| 8 | I worked at keeping my job knowledge up-to-date | | | | | |
| 9 | I worked at keeping my job skills up-to-date | | | | | |
| 10 | I came up with creative solutions to new problems | | | | | |
| 11 | I actively participated in work meetings | | | | | |
| 12 | I did not show up late for work or when I returned to work | | | | | |

**Section IV: Employee Job Satisfaction (Homburg, 2004)**

| Sl.no | | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|---|
| **Rating** | **5 (strongly agree), 4(agree), 3(neutral), 2(disagree), 1(strongly disagree)** | **SA** | **A** | **N** | **D** | **SD** |
| 1 | Overall, I am quite satisfied with my job. | | | | | |
| 2 | I do not intend to work for a different company. | | | | | |
| 3 | I like my job. | | | | | |
| 4 | There are no fundamental things I dislike about my job. | | | | | |
| 5 | I like my job more than many employees of other companies. | | | | | |
| 6 | I consider this employer as first choice. | | | | | |

**Section V:**

**In your case, a normal work day is less productive, equally productive, or more productive while working from home as compared to working in the office?**

**What are your concerns regarding WFH?**

**Thank you for your time!**

**Tanuka**

# 3. List of Publications & Conferences

1.  Published a paper titled "Analysis of feasibility of the work from home facility at different managerial levels across various departments in the dairy sector" in Academicia, SJIF 2021: 7.492, ISSN: 2249-7137, Page 331, Vol. 11, Issue 8, Aug-21, UGC Care.

2.  Published a paper titled "Review of literature for impact of work from home on the organizational productivity and employee satisfaction" in International Journal for Research in Engineering Application & Management (IJREAM), Impact Factor: 6.466, ISSN: 2454-9150, Page 92, Vol-07, Issue-03, Jun-21, UGC Care.

3.  Published a paper titled "Understanding organizational productivity and employee satisfaction" in International Journal of Emerging Technologies and Innovative Research, Google Scholar Impact Factor: 7.95, ISSN: 2349-5162, Page G116, Volume 8, Issue 6, Jun-21, UGC Care.

4.  Co- Published a paper titled "Effect of work from home on female employees" with Dr. Pritha Chaturvedi in Vidyawarta, IIJIF Impact Factor: 9.23, ISSN: 2319-9318, Page 43, Volume 8, Issues 48, Dec-23, UGC Care.

5.  Paper titled "Work From Home and Employee Productivity: A Gender-Driven Analysis in the Post-Pandemic Landscape" awaiting reviewer selection in Global Business Review, ISSN: 2319-9318, , Jan-24, indexed in Scopus Q1 & ABDC.

6.  Presented a paper titled "Analyzing the impact of e-learning on recent trends for training and development of employees" at the International Conference on Recent Advances in the Fields of Economics, Commerce, and Finance, with the conference theme "E-Learning for Human Resource Development," held in Sep-21 in India.