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**NAVIGATING THE NEW NORM AND UNRAVELING THE DYNAMIC OF JOB
PERFORMANCE**

By

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**Thesis Submitted to
School of Business Management
Universiti Utara Malaysia
In Partial Fulfilment of the Requirement for
the Master of Human Resource Management**



**Pusat Pengajian Pengurusan
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SCHOOL OF BUSINESS MANAGEMENT

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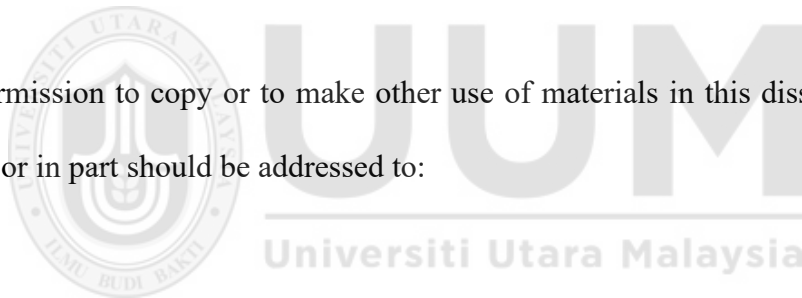
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ABSTRACT

Job performance is often used as a benchmark for a company's success. Job performance is particularly important in socio-economic crises, such as the COVID-19 pandemic, when habitual working conditions change and are limited. This study assessed the impact of work from home, job satisfaction and work motivation on job performance. Primary data for this study was gathered by distributing questionnaires to employees of AEON CO, Watson's & Ambank Kuala Lumpur. A quantitative research method was employed in which questionnaire as the main instrument. Questionnaires have been distributed and 164 employees have answered via Google Form. Tables and other graphical presentations were appropriately used to present the data that was collected for ease of understanding and analysis. From the study, the independent variables which are work from home, job satisfaction and work motivation are found highly significant and positive relationship with dependent variable which is the job performance. Discussion of findings, implication of study and recommendation for future study are also highlighted toward the end of the research paper.

Keywords:

work from home; employee motivation; job satisfaction; job performance.

ABSTRAK

Prestasi kerja sering digunakan sebagai penanda aras untuk kejayaan syarikat. Prestasi pekerjaan amat penting dalam krisis sosio-ekonomi, seperti pandemik COVID-19, apabila keadaan kerja biasa berubah dan terhad. Kajian ini menilai kesan kerja dari rumah, kepuasan kerja dan motivasi kerja terhadap prestasi kerja. Data utama untuk kajian ini dikumpulkan dengan mengedarkan soal selidik kepada kakitangan AEON CO, Watson's & Ambank Kuala Lumpur. Kaedah penyelidikan kuantitatif digunakan di mana soal selidik sebagai instrumen utama. Soal selidik telah diedarkan dan 164 pekerja telah menjawab melalui Google Form. Jadual dan persembahan grafik lain telah digunakan dengan sewajarnya untuk membentangkan data yang dikumpulkan untuk memudahkan pemahaman dan analisis. Dari kajian ini, pembolehubah bebas yang bekerja dari rumah, kepuasan kerja dan motivasi kerja didapati hubungan yang sangat penting dan positif dengan pembolehubah bergantung iaitu prestasi kerja. Perbincangan penemuan, implikasi kajian dan cadangan untuk kajian masa depan juga diketengahkan pada akhir kertas penyelidikan.

Kata kunci:

Bekerja dari rumah; Motivasi Pekerja; Kepuasan kerja; Prestasi Kerja Pekerja.



ACKNOWLEDGEMENT

All praises to God for the time given, for giving me the strength, knowledge, ability and opportunity to undertake this study and complete it satisfactorily.

My deepest gratitude and special thanks to my respected supervisor, Prof. Dr. Abdul Halim Bin Abdul Majid for the patience, trust and support in completing this research paper.

Highest appreciation and thank you very much to my Mum, Dad, Brothers, Sister-in-law for the prayers, sacrifices, support, caring & love. The completion of this research paper could not be possible without support from all of you.

Special thanks to all my friends and colleagues who have helped me throughout my journey.

Abundantly love and thanks to:

Nur Maisarah, Shabiha Asmawi, Raihaan, Ezzatul Aziza & Koh for the endless emotional encouragement, precious time and support. Truly appreciate it.

To all those who are coming, pass by, accidentally or incidentally, directly or indirectly contributing the laugh, tears, effort, support & love in making every page of this research paper meaningful.

Thank you.

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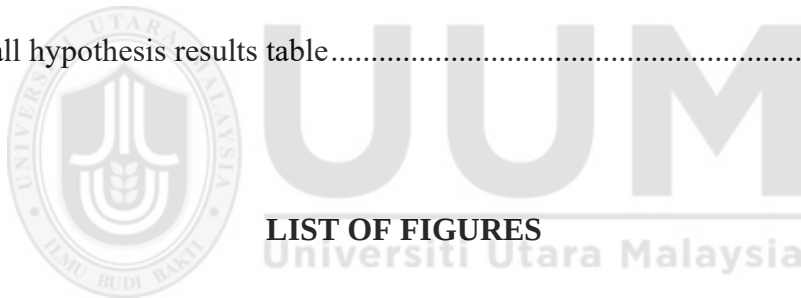
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CHAPTER ONE

INTRODUCTION

1.1 Introduction

In the first chapter of this research paper, the significance, scope, limitations, background, problem statement, research questions, and research objectives of the study are all described. In the concluding segment of this chapter, the framework of the research paper is discussed.

1.2 Background of the study

During the period from 2019 to 2022, every nation on the planet was impacted by the COVID-19 pandemic, also known as Corona Virus Disease. This worldwide pathogen attack has had a profound effect on numerous significant aspects of human existence, including health, politics, economics, and security. The COVID-19 pandemic has had a significant impact on organisations worldwide, necessitating adjustments to be made to employee behaviour and interpersonal interactions.

According to Boyatzis (2008), the founder of the theory of action and job performance, performance in an organization is influenced by three main factors: individual, organizational environment, and job demand. The first factor is individual, which consist of the vision, values, philosophy, knowledge, nature,competencies, career path, style and interests of the workers. The second factor is the organizational environment, which consists of the culture and climate, structure and systems, industrial maturity, organizational strategic position, core competencies and the greater context. The third factor is the job demand, which consist of duties, functions and roles of each member in the organization. The theory of action and job performance indicated that the best performance (best fit) can be realized through the components of individual factors, the environment and the roles and tasks carried out by human resources,

including leaders in an organization (Boyatzis, 2008). Value, trait, style and knowledge supported by the organizational environment can push a leader to fulfil their role in completing tasks and functions aimed towards achieving the best organizational performance. A workforce that has skills and knowledge can influence organizational performance positively. This underpins the theory of this research. Employee job performance is widely acknowledged to be critical to business success, and happy employees outperform dissatisfied ones in their work (Khan et al., 2016).

Globalisation has become a tool to guarantee people's economic and cultural development (Berlinguer G. Globalization and global health. Int. J. Health Serv, 1999). According to Wu T., Perrings C., Kinzig A., Collins J.P., Minter B.A., Daszak P (2017), the increasing trend of urbanisation and the deeper integration of the global economy have made the world more interconnected.

Rapidly, COVID-19 has transformed into a worldwide peril that has the potential to be fatal. Governments are under pressure from around the world to enact measures that will prevent the virus's spread. A policy that is put into effect is social seclusion. Permanent closures of businesses, institutions, tourist attractions, and even portions of public transportation have resulted from this strategy. A number of companies have adopted government regulations permitting employees to work remotely.

By "forbidding" employees from working in the office and requiring them to congregate in a room, the proposed work method shift entails a modification to the way in which the organisation assigns responsibilities and duties to its staff. The purpose of this restriction is to prevent the propagation of COVID-19, not to diminish the performance of the organisation. In the past decade, working from home (WFH) has been the subject of scholarly discourse and

investigation. However, it was the global COVID-19 pandemic that shed light on this phenomenon and prompted many businesses to adopt it as an alternative strategy.

To operate remotely, one must employ the work-from-home (WFH) acronym. We refer to the practise of an employee working from home as "working from home." Employers at WFH are permitted to work from home, in a café, or at a restaurant, per the organization's exceptionally adaptable work environment. This will accommodate employees' efforts to reconcile their personal and professional lives.

WFH is an emerging trend within the Malaysian context. Particularly in organisations that rely heavily on public services, discipline, and direct supervision, this is not a prevalent work culture. They engage in WFH to prevent the transmission of the COVID-19 virus, an issue that is presently receiving increased attention, and not to make up for the inadequate office space provided by the company. The concept of remote work (WFH) is not entirely comprehended by staff members, who concurrently confront an array of obstacles, including the belief that they are obligated to complete work-related tasks from home. Although WFH allows for flexibility in terms of time and place, it can potentially lead to conflicts among family members (McCloskey, 2018).

Regardless these constraints, the study's findings suggest that work-from-home (WFH) arrangements afford employees discretion and independence in carrying out their responsibilities, eliminating the necessity for explicit supervision by administrators or top management (Kossek, 2015). However, WFH is not without its deficiencies, including ineffective team performance and a deficient supervision system (Lippe, 2019).

WFH is a method that numerous businesses employ today. WFH assists a number of businesses by reducing expenses such as office block rental. The employer owns the filth in the workplace and any other conveniences provided for employee use. It has been asserted that the rationale

behind the implementation of WFH in Malaysia is not the prevalence of work-from-home policies or practises within organisations, but rather the reduction in COVID-19 attacks, which compels managers to employ WFH as a means to maintain employee productivity. WFH is the most cost-effective and time-efficient mode of transportation for specific individuals whose residence and place of employment are distant, allowing them to maintain a high level of productivity.

However, there are risks associated with WFH; mistrust between employer and employee is frequent. Consequently, the trust element of the WFH concept is vital and must be embraced by all parties (Mayer, 1995).

The ongoing discourse surrounding the effects of remote work on employee performance has created a research void (Allen, Golden, & Shockley, 2015). Due to the perception that they are protected from the coronavirus, the use of video conferencing technologies for communication may enable employees to work remotely, according to a study.

In regards to coordination of meetings and execution of duties, remote workers enjoy greater flexibility. Moreover, their commute does not consume unnecessary time or money. An increase in autonomy is observed when office-based personnel operate remotely. This defines the extent to which an individual is permitted to independently accomplish a given task. Remote workers benefit from an added advantage in the form of the capability to choose or alter their personal workstation. Per Allen, Golden, and Shockley (2015), telecommuting is most efficient when the work can be accomplished remotely or through a portable device. Hence, the qualities of one's occupation have a substantial impact on the performance of an individual engaged in remote work.

The potential effects of job performance and motivation on work-life balance are also investigated in this study. Additionally, the correlation between motivation and job

performance among employees who have the option and flexibility to work from home is explored.

The primary aim of this research endeavour is to enhance comprehension regarding remote work and ascertain the potential value of providing this alternative to staff members who presently do not carry out their responsibilities in a remote work environment. Whether these variables influence employee motivation, satisfaction, and performance positively or negatively may depend on the results of the investigation. A more flexible model of employment has developed over time in the context of remote labour. Agile work methodologies enable personnel to carry out their responsibilities in a remote setting, which may include their homes (CIPD, 2016). Personnel can effectively execute their responsibilities outside the physical boundaries of the office by utilising this method of operation.

An analysis of the workforce comprising individuals who work remotely can yield valuable insights regarding the possible favourable or unfavourable consequences of this configuration on employee morale, productivity, and equilibrium between professional and personal life. According to Brooks (2014), companies including Dell and Xerox take an active interest in recruiting remote workers and support this mode of operation. This observation suggests that organisations with a focus on computing and technology infrastructure may grant their staff the flexibility to perform work from a distance.

Therefore, this study assessed the impact of work from home, job satisfaction and work motivation on job performance. As the Malaysian government attempts to assess the effectiveness of its telecommuting policy in the midst of the pandemic, business professionals will derive substantial benefits from the methodology utilised in this investigation. In addition, it can provide governments and organisations with guidance regarding the viability of telecommuting policies and the feasibility of exploring alternative options.

1.3 Problem Statement

Lifestyles and work environments have been significantly transformed by the COVID-19 pandemic of 2020. A significant number of personnel were compelled to commence remote employment during the early months of the year. A great number of individuals were forced to juggle work, childcare, personal relationships, domestic duties, and fundamental family responsibilities in an abrupt and unexpected manner. In the absence of dedicated home offices, employees were compelled to make immediate adjustments: armchairs transformed into office chairs, dining tables were converted into workstations, and bedrooms, kitchens, and family rooms were converted into communal workspaces. A considerable number of employees discovered that they were working longer hours as opposed to fewer. Working remotely can pose challenges to concentration due to environmental factors such as children interrupting work, clanging doorbells, and noisy pets. As per authoritative sources (American Psychiatric Association, n.d.; Giurge & Bohns, 2020; Gorlick, 2020; Querstret & Cropley, 2012; Van Buggenhout et al., 2020), the inability to disengage mentally from work-related matters can result in diminished motivation, increased stress, reduced productivity, and compromised mental well-being.

One of the most commonly mentioned adverse aspects of remote work is the sense of isolation and isolation caused by the physical and social separation between team members. Furthermore, employees who worked remotely encountered greater challenges in disconnecting from work and extended their regular work schedules. Although parents with young children find it particularly difficult to work from home, other family members, acquaintances, and friends have also been recognised as significant challenges in this regard. Moreover, the absence from the workplace can lead to diminished visibility, which instills anxiousness among teleworkers who are concerned that their prospects for career progression, accolades, and favourable performance evaluations may be constrained.

Distinguishing between professional and personal spheres is where the greatest obstacle associated with remote work lies. Respondents to a recent survey (Routley, 2020) identified the inability to disconnect after hours, challenges in collaborating and/or interacting with colleagues, and a lack of enthusiasm as the primary disadvantages of working from home. Individuals who are employed and have younger children and are responsible for their upkeep while simultaneously attending to their professional obligations face supplementary obstacles (Gorlick, 2020).

A significant number of employed parents have been compelled to assume the role of full-time guardians for their children due to the implementation of online learning and subsequent school closures (Gorlick, 2020). For individuals who work remotely, zoom fatigue, an indication of mental and physical exhaustion brought about by video conferencing, has emerged as an entirely new obstacle (Fosslien & Duffy, 2020).

Conversely, expanded freedom imposes greater obligations on labourers to exercise authority not only over their surroundings but also over their own lives. The implementation of work-life balance requires the cultivation of self-control, motivation, self-discipline, and effective time management abilities.

It is imperative for managers to seek strategies that can aid personnel in effectively addressing the challenges presented by the COVID-19 pandemic. Despite the criticality of productivity, in times of crisis, it is imperative to prioritise the protection of employees' mental health and well-being while simultaneously ensuring productivity remains intact. Moreover, increased employee health, decreased absenteeism, and decreased attrition contribute to enhanced organisational performance, which is advantageous for both employees and employers.

1.4 Research Questions

The present study aims to investigate the impact of work from home, job satisfaction and work motivation on job performance. To achieve this objective, the following research questions will be addressed:

1. Does working from home have a substantial impact on employee job performance?
2. Does job satisfaction have a significant impact on job performance?
3. Does work motivation have a substantial impact on job performance?

1.5 Research Objectives

The primary objective of this study is to determine how these independent factors influence the job performance of the chosen participants. The study has three (3) primary objectives, which are as follows:

1. To determine whether work from home has a substantial impact on job performance.
2. To examine whether job satisfaction has any effect on job performance.
3. To investigate whether work motivation has any significant effect on job performance.

1.6 Significance of the study

The contemporary world is experiencing an immense revolution that has significantly modified patterns of work and personal life. The COVID-19 pandemic has increased awareness among individuals regarding the criticality of adjusting to new circumstances and maintaining a sense of equilibrium in one's life. "Working from home" has emerged as an increasingly prevalent practise in recent times.

This study aims to determine the effect of work-from-home on job performance. This trend is being adopted by the majority of businesses so that employees can function securely without

impeding the organization's objectives. Consequently, numerous individuals were compelled to commence remote work with minimal or no prior preparation. In the past, numerous organisations blocked flexible work arrangements on the grounds that they believed duties could not be completed. As a result of the Covid-19 pandemic and the progression of information technology, the physical location of a workplace is no longer regarded as highly valuable. Employee retention has increased as the proportion of personnel operating remotely from residence has increased. Historically, it was widely held that the work-from-home model was exclusive to the business sector. The ongoing pandemic has significantly impacted public attitudes towards remote work and has mandated employees across various sectors to engage in work from a remote location.

At this time and in light of the circumstances, the 'work from home' option is the only flexible strategy that a company may employ. Positive and negative outcomes are possible with this model. The benefits include costs being saved, decreased commuting time to work, and access to child care. A dearth of effective interpersonal support, health complications, and insufficient in-person assistance are some of the adverse outcomes.

Conversely, remote work has not consistently presented certain challenges. Certain individuals face challenges stemming from inadequate personal space, inadequate work environment, or insufficient expertise. Still others contend with health complications. Determine whether or not individuals are motivated and effective at working remotely. In addition to aiding employers in identifying areas of vulnerability, employee perceptions of working from home and its repercussions have a substantial effect on employee productivity.

1.7 Scope and Limitations of the Study

The objective of this research endeavors is to examine the impact of work from home on employee performance and to determine how it affects the job satisfaction, and work

motivation, which are considered as additional independent variables. Business professionals, specifically the Malaysian government, could benefit from this study as it assesses the efficacy of its telecommuting policy amidst the pandemic. Additionally, it can assist organisations and governments in determining whether to promote or discourage telecommuting policies.

The present study employs a quantitative research design. Primary sources of information were questionnaire surveys used to collect the data. In the Klang Valley, the study's scope and respondents are individuals who are employed by various companies and operate remotely from their residences. The reason why I targetted Klang Valley is due to most developed region in Malaysia and is home to most of the commercial, businesses and industries in the country. Therefore, it is a suitable location to conduct research. Moreover, most of them experienced work from home policy during the lockdown. Approximately two hundred employees were the objective. This study has a limitation, including a small sample size due to schedule constraints. Five (5) Likert scales were utilised to evaluate each item in the survey. These scales were conveniently disseminated to respondents via WhatsApp and Google Form emails.

1.8 Organizations of the study paper

The research paper is structured into five chapters: introduction, literature review, methodology, results, and discussion; the conclusion and recommendations conclude the entire paper.

The introduction, study background, problem statement, research questions, research objectives, scope and limitations of the study, and structure of the research paper are all included in the first chapter.

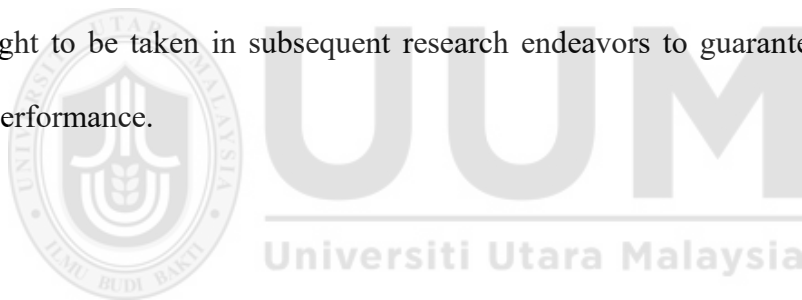
The theoretical framework and a review of prior research concerning the independent and dependent variables comprise the second chapter. The prospective impact of work motivation,

job satisfaction, and work from home on employee job performance is also addressed in this chapter.

The methodology of the research, comprising research design, hypothesis formulation, and variable measurements, is the subject of the third chapter. In this chapter, questionnaires, data collection, and sampling are also discussed.

The findings and subsequent discourse regarding the investigated subject, the rate of responses, the analysis of descriptive demographic profiles, and the regression outcomes of the hypothesis testing are detailed in the fourth chapter.

In the fifth and final chapter, the conclusions, recommendations, findings, and implications are elaborated upon and discussed. The recommendations section placed greater emphasis on actions that ought to be taken in subsequent research endeavors to guarantee and maintain employee job performance.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Working from home is considered a form of flexible working because it enables individuals to carry out their job duties in a flexible manner within the confines of their workplace. As per the CIPD (2016), organizations have implemented flexible working arrangements to provide employees and employers with the necessary flexibility to fulfill personal obligations while on the job.

Work from home refers to a form of flexible work arrangement in which both employees and employers are permitted to conduct certain tasks or portions of their workweek away from the physical location of the workplace. Shorthose (2004) asserts that specific private sector organizations are falling behind in their efforts to fully embrace this innovative mode of operation.

On the subject of the effects of work from home, employee motivation, and job satisfaction on job performance, research and studies were undertaken.

The terms "job performance" and "actual performance," which describe a person's actual work performance or accomplishment, are the sources of the term "performance." Performance, also known as work performance, is defined as the amount and quality of work that an individual produces while carrying out his responsibilities in accordance with his allocated responsibilities.

The organization's human resources are one of its most important resources for achieving its goals. In the development of human resources, both the business's success and employee

performance depend on one another. Improving the performance of these employees is advantageous to both the company and the employees. Because exceptional performance may lead to a better level of professional advancement for an individual (Siahaan et al., 2016).

According to Al Mehrzi and Singh (2016), an individual's performance is defined as their total level of success throughout a certain time period in accomplishing tasks in relation to several options, such as mutually agreed-upon work standards, targets, or predefined criteria. Furthermore, performance basically refers to what employees do or do not do, according to Yang et al. (2016). Performance management encompasses all endeavors made to improve the overall performance of an organization or firm, as well as the performance of each employee and work group inside the organization.

According to Shmailan (2016), an employee's actions in completing the work that the company completes are considered their performance. Performance in carrying out its responsibilities is never independent; rather, it is continuously influenced by human traits, skills, and abilities, as well as worker job satisfaction and the amount of remuneration received.

Employee behavior at work and the efficiency with which they complete the duties you have given them are two factors that determine employee performance. Your company frequently establishes performance goals for both the organization and individual personnel in order to maximize efficiency, minimize waste, and deliver good value to customers. The effectiveness, caliber, and efficiency of a task for a certain employee can all be referred to as performance.

2.1.1 Concept and measurement of employee job performance

Employee job performance refers to the conduct or results that individuals produce in a manner that aligns with and contributes to the fulfilment of the goals and objectives of the organisation (Viswesvaran & Ones, 2000). As stated by Murphy (1989) and Ackerman (1997), an employee's overall performance may be influenced by the intricacy and number of stages

involved in a given task. This indicates that job performance can be described in a variety of methods. Multiple research studies (Eysenck, 1998; Maathis & Jackson, 2000; Bohlander, Snell, & Sherman, 2001) have established a correlation between employee performance and their ability to fulfil personal work objectives, satisfy supervisory requirements, and/or accomplish job-related milestones. The theory of performance defines performance as "analogous with behaviour, which is an observable and tangible action undertaken by individuals" (Campbell, McCloy, Oppler & Sager, 1993, p. 40).

Performance, according to Campbell (1990), is what an organisation employs an individual to do well. Campbell (1999); Borman, Hanson, & Hedge (1997); Avery & Murphy (1998); Schmitt & Chan (1998); Hough & Oswald (2000); Viswesvaran & Ones (2000). Psychology examines job performance through the lens of a multidimensional construct. Campbell's definition of performance has been deemed the foundational concept for performance, despite the fact that numerous attempts were made to introduce alternative frameworks (Borman et al., 1997; Motowidlo et al., 1997; Schmitt & Chan, 1998).

A multitude of factors that have the potential to influence an employee's job performance have been identified in previous research. An example of this is the correlation between staff commitment and task performance (Jaramilloa, Mulki, & Marshal, 2005; AlAhmadi, 2009). Furthermore, a noteworthy correlation was identified between employee performance and employment satisfaction (Gu & Chi, 2009). In contrast to the findings of Ng and Feldman (2009), which established a positive correlation between education and employee job performance, Sarmiento and Beale (2007) and AlAhmadi (2009) identified a negative correlation between education and job performance.

2.2 Previous Theories (Underpinning Theory)

Over the years, work from home has become a popular research topic, with numerous studies examining the impact of its implementation on employee job satisfaction, work motivation, and job performance.

More and more individuals, especially those of the millennial generation, desire to operate remotely. Evidently, we do not have to rush through time-consuming traffic congestion en route to work, shower, and clean up in the morning. Sufficient to don makeshift attire, access the laptop remotely, and commence work. This may be the expression "nice work from home" or the satisfaction derived from remote work.

The terms due to the 2019 coronavirus disease outbreak, remote work (WFH) has gained significant attention as a prevalent concern. Numerous business sector and government agencies encourage employees to operate from home.

Work from home options were provided by the majority of companies prior to the onset of the coronavirus pandemic. Operating the system remotely or from one's residence presents both advantages and disadvantages.

2.3 Conceptual Framework

The literature review conducted in Chapter 2 has extensively examined both the independent and dependent variables. It appears that the variables are associated in a linear fashion, as illustrated in figure 2.3 below.



Figure 1-Conceptual Framework

Figure 2.3: Conceptual Framework

2.4 Hypothesis Development

The significance of hypothesis development lies in the fact that the validation or invalidation of a hypothesis provides insight into the research's scope. Drawing upon the aforementioned theoretical framework and the literature review, the subsequent hypotheses for this thesis are formulated:

On the basis of the previously literature review, the subsequent hypotheses are formulated:

H1. Work from home has a positive and significant effect on job performance

H2. Job satisfaction has a positive and significant effect on job performance

H3. Work motivation has a positive and significant effect on job performance

2.5 Job Motivation Theory

Employee job performance and productivity, among others, are impacted by motivation, according to a study by Grant (2008). He additionally illustrated that motivated employees are more self-motivated and autonomous, in contrast to less motivated personnel. Motivated employees are also more willing to assume responsibility and demonstrate a high level of dedication to their jobs and work (Kuvaas & Dysvik, 2009). Employee motivation is directly influenced by the following factors: Officially, competencies, knowledge, and abilities are acquired through the process of training.

Motivation is the term used to refer to a psychological characteristic that stimulates an organism to act in pursuit of a specific goal. Furthermore, it may pertain to the concentration and vibrancy of an individual's undertaking. The motivation and dedication of employees towards the organization are influenced, either directly or indirectly, by the training strategies implemented (Meyer & Allen, 1991). A strong correlation exists between employee motivation and retention. Maintaining motivated employees is essential for ensuring their efficiency and proficiency; however, the function's outcomes would be less encouraging in the absence of motivation. Thus, numerous organizations have endeavored to employ diverse methodologies through the human resources department in an effort to inspire and incentivize their personnel.

Recognizing and rewarding productive employees is primarily intended to increase customer loyalty among prospective customers and ensure seamless operations. Motivation of employees contributes not only to the financial success of a business, but also to the methodical management of corporate governance systems by commercial organizations.

As stated by Hulin (2003), employment satisfaction encompasses not only the work itself but also the work-life balance, and the perceived value of the position to the employee. As stated by Tomaevi and Seljak (2014), job satisfaction can be assessed not only in relation to one's

level of contentment at work, but also in relation to other critical factors including overall well-being, work-related stress, workplace control, the interface for assignments, and working conditions.

2.5.1 Job Motivation and Job Performance

Employee job performance can be effectively enhanced through the cultivation of motivation that encompasses both individual and organisational goals (Alhassan et al. 2013). A critical element in augmenting work efficiency and productivity is heightened employee work motivation, which is universally acknowledged as an indicator of outstanding job performance (Raziq and Maulabakhsh, 2015).

Muchtar (2017) posits that work motivation positively influences job performance, as per his prior research on the relationship between the work environment and work motivation and performance. Employment satisfaction acts as an intermediary between work motivation and the impact of the work environment on job performance, he continued. Organisational objectives are more likely to be accomplished by personnel who are extraordinarily motivated to perform their duties. Consequently, enterprises are obligated to give particular focus to it. One of the components of Maslow's theory is the individual's needs.

Wright (2001) asserts that since unmet wants are the source of motivation, it is beneficial for managers to know which needs are more critical for each individual worker. As a result, Abraham Maslow's theory of the hierarchy of needs proves to be significant for organisations. Indeed, the most important categories to talk about are physical, safety, attachment, esteem, and self-realization (Illich, 2000). According to Maslow's theory of the hierarchy of needs, people are driven by unmet wants, and in order to meet higher needs, certain lower needs must first be met.

According to Sarma and Huek (2004), before someone can behave selflessly, they must first have their basic needs—physiological, safety, love, and esteem—satisfied. These requirements were referred to by him as "deficiency needs." After all of the deficient needs are satisfied, an individual is on the correct track to self-actualization as long as he is driven to meet these needs.

Failure to fulfil the competence requirements as well as assignments contrary to employee preference may lead to employee demotivation. Moreover, the consideration of competence preferences may motivate employees because they are normally more motivated to complete tasks related to their interests and abilities motivation (Peters & Zelewski, 2007).

Personal preferences is basically the feeling of wanting or liking either something or someone more than anyone else. When it comes to work, employees have their own personal preferences that they think could motivate them more at the workplace. Whenever employees are feeling highly motivated, it could directly affect their work performance at workplace. There are so many alternatives that could possibly adopted by manages to boost the morale of their employees such as giving out reasonable salary and payment, create working environment that is conducive or provide them with training or job development (Lange & Houran, 2010).

Another possible thing that could turn out unmotivated employees to highly motivated employees is by paying attention to the reward system as it is believe as tools that can increase the level of work performance among employees (Cohen et al., 2013). Good reward system is one of the personal preference that employee think could benefits them and motivate them as well. Many organizations around the world are now focusing on improving reward system such as increasing the salary, giving out promotions, bonuses or other types of rewards. It can encourage the employees to be more motivated, and thus increase their quality of work performance (Subramani, 2001).

2.6 Job Performance Theory

A company's performance is critical to its success, which is necessary for the growth of its human resources and the success of individual employees. In addition to benefiting the organisation, improving the performance of these employees is beneficial for the workers and the business. Strong performance has the potential to facilitate an employee's career advancement to a greater extent (Siahaan et al., 2016).

In order for businesses to achieve their goals, deliver the products and services in which they specialise, and ultimately attain a competitive edge, they need to employ exceptional performers. The individual's performance is of equal importance. Successful task completion and exceptional performance can engender emotions of pride and accomplishment, both of which can be extremely gratifying. Inadequate performance and failure to meet expectations may be perceived as unsatisfactory or even as an individual's own setback. Additionally, you may receive financial and non-financial incentives if your accomplishment is recognised by other members of the organisation. While performance is an essential factor, it is not the sole determinant of future career progression and success in the labour market. With a few possible exceptions, high performers typically have greater career prospects and a higher likelihood of being promoted within an organisation than low performers (VanScotter, Motowidlo, & Cross, 2000).

An important factor that could significantly influence employee performance is the leadership approach of an individual. Leadership style is the capacity of a leader to direct, motivate, inspire, and regulate followers so that they may increase their consciousness and engage in volunteer work to accomplish a specified objective. The success or failure of an enterprise or organisation is determined by its leadership. How an organisation or business handles challenges and transformations is influenced by the effectiveness of its leadership style. As a

result of their personal abilities influencing their personality, a leader's selected leadership style will be determined by its effectiveness. Personal ability refers to the attribute of an individual who possesses a diverse range of intrinsic qualities, dispositions, or traits (Geier, 2016).

An employee's performance may decline due to an ineffective leadership style, thereby impacting the overall performance of the organisation. Employee motivation is merely one of numerous determinants that impact performance. Even if an employee possesses exceptional operational skills, the employment will ultimately be unenjoyable if they lack motivation. Employees are required to assign greater seriousness to their work due to its critical importance to the organization's success in achieving its goals. Those who are exceptionally motivated at work will exert greater effort in order to finish their assignments. Conversely, personnel who lack work motivation exhibit a lack of enthusiasm for their tasks, are prone to abandonment, and struggle to complete their assignments (Harwiki, 2016).

The term "performance" originates from the verbiage "actual performance" or "job performance," denoting an individual's tangible work output or achievement. Work performance, or performance, is defined as the quantity and quality of work an individual produces in the course of carrying out their designated responsibilities. As stated by Al Mehrzi and Singh (2016), performance can be defined as the result or degree of achievement attained by an individual during a specified time period when performing tasks relative to various alternatives, including work benchmarks, predetermined objectives, or mutually accepted criteria. According to Yang et al. (2016), performance can be defined as the actions or inactions of employees.

Performance management encompasses all measures implemented to improve the overall performance of an organisation or corporation, in addition to the performance of individual employees and work units. Employee performance, as defined by Shmailan (2016), pertains to

the manner in which employees execute the tasks that the organisation undertakes. Performance in the execution of responsibilities is not independent; instead, it is consistently impacted by an individual's distinct set of competencies, qualities, and capabilities, in addition to their degree of job contentment and remuneration.

2.7 Work from Home and Job Performance

The ability of telecommuters to modify and establish their own work environment may enhance their job performance. It reduces the quantity of time and money that employees must invest in work. Additionally, it fosters a sense of autonomy among staff members, leading to increased job satisfaction and, consequently, improved productivity (Gajendran & Harrison, 2007). The work motivation of employees is greater for those who telecommute on a more frequent basis compared to those who telecommute less frequently. Consequently, this may lead to an enhancement in their level of achievement (Caillier, 2016). WFH activities are incorporated into simulation models because these practises serve to minimise the trade-off between productivity and wellbeing. However, working from home arrangements have become popular in organisations with advances in information and communication technology (Vyas & Butakhieo, 2020). Around 20% of German companies allow their workers to work at home for a few days per month. The freedom to work from home empowers workers to more efficiently plan and coordinate their schedule. people who are confident in their decision-making abilities have more inherent motivation, which leads to a greater amount of commitment in performing their duties (Hashim et al., 2020; International Labour Organization, 2020; Schall, 2019; Ziegler et al., 2012). In addition, businesses should be expected to recruit and retain high-quality workers by giving them agreeable working arrangements. Informal way of saying: For example, workers can feel that working at home improves their work-life balance, which helps minimise workplace costs and the strain on office space while also reducing turnover and the amount of floor space. When working from home, workers can feel forced to prolong the

working day or to put in extra hours to pay for their personal obligations, which could lead to job intensification.

2.8 Job satisfaction theories

As previously stated, the most fundamental definition of job satisfaction is an individual's contentment with his or her place of employment. Job satisfaction can be defined simply as the affective and affective qualities that individuals attribute to their place of employment. Expressions of job satisfaction are characterised by favourable and positive attitudes towards one's work. Employment dissatisfaction is signified by adverse and negative attitudes. Armstrong (2003) stated as much. Affective satisfaction, as defined by Moorman (1993) and Kalleberg (1977), is a one-dimensional subjective concept that encompasses the entirety of an individual's emotive sentiment regarding their employment in its entirety.

Cognitive evaluation, which involves a more logical or impartial analysis of the different facets of a piece of work. Cognitive work satisfaction, on the contrary, assesses the extent to which the employee regards those aspects of the job as satisfactory in comparison to alternative employment opportunities or their personal aspirations. It fails to quantify the degree of happiness or pleasure derived from specific aspects of the task. Although emotional work satisfaction and cognitive job satisfaction are distinct concepts with various causes and outcomes, they may complement one another to foster greater job satisfaction among employees. The subsequent hypotheses regarding job satisfaction are examined and debated due to their direct correlation with employee productivity within the organisation.

2.8.1 Job Satisfaction and Job Performance

Job satisfaction has always remained a variable of key interest to all the managers in a global setting. Today almost all managers are of the view that job satisfaction should be given a huge attention because it is an employee's satisfaction with his/her job that drives

him/her to form an attitude which is linked to the organizational outcomes (Saari and Judge 2004). They believe that job's performance is dependent upon how satisfied their employees are (Shore and Martin 1989).

Locke (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (1304). It is the extent to which employees like or dislike their jobs. The operationalization of the concept of job satisfaction has received a fair bit of attention. Different researchers have broken job satisfaction down into different elements, out of which according to Herzberg's (1964, 1966) two factor theory job satisfaction's motivators are achievement, responsibility, the work itself, recognition, advancement and growth. Others break job satisfaction down into elements such as flexible work arrangements, training and other professional growth opportunities, interesting work, stable and secure work environment etc.

Because of the changing environment today, every organization must be prepared to cope with the change accordingly i.e., it must look for new behavior and leave the old one in order to survive in the market (Senge 1990). In order to make it, organizations' focus has been diverted to high volume of innovations and creativities. Thus every organization expects its employees to be having entrepreneurship skills. Due to the diversion of focus of today's organization towards continuous improvement practices (Bhuiyan and Baghel 2005), it is very important for them to know what causes an employee to innovate or create something that has never been innovated or created before i.e., through a learning model (Buckler 1996). The main focus of the study is what impact job satisfaction causes on the employees' entrepreneurial skills.

Muskih (2012) and Khan et al. (2016) have provided empirical support for the assertion that employee performance is substantially influenced by job satisfaction. Insufficient job

satisfaction will negatively impact employee performance, as it will adversely affect their productivity. Conversely, contented personnel discover motivation to perform their duties with utmost proficiency.

2.9 Chapter Summary

The literature review was the primary focus of this chapter, which also provided the theoretical framework and historical context. Discussion centered on the theory of job performance. The methodology employed in this study is elaborated upon in greater depth in Chapter 3. Instrumentation, data collection methodology, research design, sample and environment, data analysis, and data collection are all encompassed within.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

The purpose of this section on research methodology is to provide a more comprehensive explanation of the overall approach taken in this study, which examines the relationship between three independent variables: work from home, job satisfaction, and work motivation. This research was carried out in a quantitative fashion, and statistical instruments were utilised to analyse the data. A comprehensive account of the conducted studies is delineated in this chapter.

3.2 Research Design

This research employed quantitative methodology in addition to a survey analysis design framework. As a means of conducting this survey, structured questionnaires were utilised. Analysis of quantitative data, which consists of information presented in the form of figures and numbers, is the objective of quantitative research. Overarchingly, quantitative research facilitates direct communication between researchers and their subjects, allowing for the collection of data that aids in the comprehension of a phenomenon from their points of view. By employing this methodology in this particular instance, it is possible to preserve empirical evidence and phenomena pertaining to the impacts of remote work implementation, employee job performance, work motivation, and job satisfaction. Additionally, the selected methodology is renowned for its efficiency with regard to efficiency of effort and time. In conclusion, the present study is capable of reaching a broader audience and acquiring empirical evidence by employing a quantitative approach, which is consistent with the research's challenges and problems.

3.3 Measurement

The questionnaire was employed to facilitate the measurement and collection of data pertaining to the potential impacts of work from home implementation, employee job performance, work motivation and job satisfaction. Given the simplicity of evaluation and analysis, the questionnaire method is most suitable for this research paper. Given their widespread use as a data collection method, questionnaires facilitate the acquisition of a substantial amount of information from a substantial number of participants, who are expected to respond to all inquiries. Employee Job Performance, Work Motivation, Job Satisfaction, and Work from Home will be addressed in the twenty-five questions comprising the survey. The questionnaire adopted from article of “Revealing the Effect of Work-From-Home on Job Performance during the Covid-19 Crisis: Empirical Evidence from Indonesia” by Donny Susilo (2020). In order to analyse the questionnaire responses that comprised the primary data for this study, SPSS was utilized. Quantitative analysis can be conducted on the data that has been gathered. A five-point Likert scale is included in the survey questionnaire. The following comprise the five-point Likert scale:

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

3.4 Data and Sources (Population, Sample, Sampling Technique)

Principal sources of information were consulted to collect the data necessary to accomplish the aims of this study. Surveys were utilised as the principal means of data acquisition. Employee Job Performance, Work Motivation, and Job Satisfaction are some of the variables that the questionnaires should investigate. To ensure that respondents complete the questionnaire within a maximum of 15 minutes and to thereby promote active engagement, the questions have been straightforward and precise. Surveys were readily distributed to participants via Google Form, allowing them to access them from any location, in order to ensure timely access to the responses.

3.5 Population

The target demographic comprises all levels of personnel employed by companies located in the Klang Valley. The respondents/participants who are primarily targeted are those who are employed remotely. A convenient distribution of the questionnaire resulted in the participation of approximately 164 individuals.

3.6 Sampling size and sampling techniques

For the purpose of gaining a deeper understanding of the entire population, a sample is defined as a distinct subset of that population's characteristics that are examined statistically (Webster, 1985). When conducting surveys involving individuals, it is possible to identify it as a subset of respondents (people) selected from a larger population. For this research paper, a sample size of 164 individuals at all levels of position has been determined. The present study employs a quantitative research design. Primary sources of information were questionnaire surveys used to collect the data. In the Klang Valley, the study's scope and respondents are individuals who are employed by various companies and operate remotely from their residences. The reason targeted Klang Valley is due to most developed region in Malaysia and is home to most of the commercial, businesses and industries in the country. Therefore, it is a suitable location to

conduct research. Moreover, most of them experienced work from home policy during the lockdown. In this study, version 27 of the SPSS software was utilised to analyse respondent feedback in great detail. Five (5) Likert scales were utilised to evaluate each item in the survey. These scales were conveniently disseminated to respondents via WhatsApp and Google Form emails.

3.7 Analysis Technique

Statistical Package for the Social Sciences (SPSS) is commonly employed to analyse data pertaining to questionnaires. In this study, version 27 of the SPSS software was utilised to analyse respondent feedback in great detail. The analysis primarily aimed to ascertain the frequency distribution, conduct a reliability analysis, and conduct a regression analysis. Furthermore, descriptive and inferential analyses were appropriately implemented on the demographic population and the gathered data. Subsequently, the research outcomes were disclosed, which were accompanied by conclusions, implications, and recommendations for further investigations.

3.8 Chapter Summary

A total of twenty-five survey questions were developed for the study. The responses of voluntary participants to the survey questions comprised the data for this study. All survey respondents were presented with identical survey questions. Respondents completed closed-ended survey items using a five-point Likert scale. The research approach employed in this study is quantitative in orientation. Regression analyses were conducted using SPSS version 27 in order to examine each of the hypotheses.

CHAPTER FOUR

RESULT

4.1 Introduction

The discussion, data analysis, and data presentation comprise this chapter. The information was gathered through a questionnaire survey, and the results are presented below.

4.2 Respondents Profile

The study encompasses the following general characteristics of the respondents: gender, age, educational attainment, and current position for any Klang Valley-based company.

4.2.1 Gender of respondents

The objective of this research endeavour is to ascertain the gender distribution in the study area in relation to the respective organisational performance contributions of the sexes. The division of a species into male and female individuals constitutes gender. It was argued that the presence of male or female respondents could potentially impact organisational performance. As shown in the table below, the analysis revealed that sixty-seven and forty-eight respondents (71.35%) identified as female, while thirty-two and fifty-two (28.65%) identified as male. This indicates that the number of female respondents is greater than that of male respondents.

Table 4.2

Gender of Respondents

Variable	Frequency	Percentage
Gender		
Female	117	71.35%
Male	47	28.65%
Total	164	100

4.2.2 Age of Respondents

Age, which is typically associated with a specific stage or level of mental or physical development, refers to the duration of an individual's existence in years from the date of birth. Ages 20 to 30, 30 to 40, 40 to 50, 50 to 60, and 60 to 70 comprised the age distribution. In accordance with the findings presented in Table 4.2, the age distribution of the respondents indicated the following: sixty-nine (42.07%) were between the ages of 20 and 30, seventy-eight (47.56%) were between 30 and 40 years old, fifteen (9.14%) were between 40 and 50 years old, and two (1.23%) were between 50 and 60 years old. This indicates that a significant proportion of the participants fell within the economically active age bracket of 30 to 40 years old, which will help enhance the performance of the organisation.

Table 4.2**Age of respondents***Table 2-Age of respondents*

Variable	Frequency	Percentage
Age Group		
20-30 years	69	42.07
30-40 years	78	47.56
40-50 years	15	9.14
50-60 years	2	1.23
Total	164	100%

4.2.3 Education Level of Respondents

Education levels are discrete categories of knowledge levels within a given profession that candidates for employment must possess in order to be eligible for the position's title. The performance of an organisation was anticipated to be influenced by the professional level of its personnel. According to the findings of the analysis, twelve participants (7.31%) possessed an SPM, thirty-five participants (21.34%) held a Diploma, eighty-nine participants (54.26%) held a Bachelor's degree, twenty-seven participants (16.46%) held a Master's degree, and one participant (0.63%) held a PhD.

Table 4.4**Education Level of Respondents***Table 3-Education Level of Respondents*

Variable	Frequency	Percentage
Education Level		
SPM	12	7.31%
Diploma	35	21.34%
Bachelor	89	54.26%
Master	27	16.46%
PhD	1	0.63%
Total	164	100%

4.1.4 Position of Respondents

The designation "company position" is used to denote the duty or standing of an employee within an organisation. All positions are entrusted with a distinct array of duties that contribute to the overarching functioning of the organisation. According to the findings of the analysis, the following categories of respondents are represented: twenty-three (24.39%) are managers, seventeen (10.36%) are assistant managers, twenty (12.19%) are executives, and four (2.46%) are senior managers or higher.

Table 4.5***Position of Respondents****Table 4-Position of respondents*

Variable	Frequency	Percentage
Position of respondents		
Executive	83	50.60%
Senior Executive	40	24.39%
Assistant Manager	17	10.36%
Manager	20	12.19%
Senior Manager & above	4	2.46%
Total	164	100%

4.6 Descriptive Statistics

"Work from home, job satisfaction, work motivation, and job performance" are the four variables that comprise this section, which provides an explanation of the descriptive statistics achieved for them.

Table 4.6***Summary of Descriptive Statistics****Table 5-Summary of descriptive statistics*

Variable	Minimum	Maximum	Mean	Std. Deviation
Work From home	1.00	5.00	3.6000	.78420
Job Satisfaction	1.00	5.00	3.9890	.72578
Work Motivation	1.00	5.00	3.7817	.77786
Job Performance	1.00	5.00	3.9366	.76255

The results of descriptive statistics analysis for all four variables, as measured by five-point Likert scales, are presented in Table 4.5 above. The rating scale for the independent variable "work from home" spans from a minimum of 1.00 to a maximum of 5.00. The variable in question has a standard deviation of 0.78220 and a mean of 3.60000. This indicates that working from home has a high mean value.

"Job satisfaction" is the third independent variable, which is rated from a minimum of 1.00 to a maximum of 5.00. The mean value of job satisfaction is 3.9890, with a standard deviation of 0.72578. This suggests that job satisfaction is, on average, quite high.

"Work motivation" is an additional independent variable. The variable in question exhibits a range from 1.00 (minimum rating) to 5.00 (maximum rating), accompanied by a standard deviation of .77786 and a mean of 3.7817. Likewise, work motivation exhibits a high mean.

Job performance is the final dependent variable, which is rated from a minimum of 1.00 to a maximum of 5.00. This variable has a standard deviation of 0.7625% and a mean of 3.9366. This indicates that job performance is, on average, quite good.

4.7 Reliability Analysis

The purpose of the reliability analysis performed in this study was to ascertain the dependability, consistency, and stability of the data. Cronbach Alpha is utilised to calculate the reliability coefficients for each of the following factors: work from home, job satisfaction, work motivation, and job performance.

Table 4.7

Reliability Coefficients (Cronbach Alpha) of the scales

Table 6-Reliability Coefficients (Cronbach Alpha) of the scales

Variable	No. of Items	Alpha N= 482
“work from home”	5	.756
“job satisfaction”	5	.766
“work motivation”	5	.801
“job performance”	5	.815

When it comes to questionnaire reliability coefficients, a value greater than 0.8 is considered acceptable. The results of the reliability analysis are presented in Table 4.6. Two of the aforementioned variables, namely job performance (0.815) and workplace motivation (0.801), exhibit high Cronbach Alpha values. Work-from-home contributes 0.756 and job satisfaction 0.766, respectively. While not as high as the remaining values, a reliability of 0.70 is still considered acceptable (Sekaran & Bougie, 2016).

4.8 Inferential Statistics

In this section, the results of the inferential statistics utilised in the study are discussed. Inferential statistics are utilised to deduce the correlation between two variables, identify variations in a variable across distinct subgroups, and ultimately ascertain how the sum of

several independent variables can account for the variability observed in a dependent variable (Sekaran, 2013). This section is divided into two subsections. The initial portion (4.5) presents the Pearson correlation results among the primary variables examined in this research. The subsequent section (4.6) presents the outcomes of the multiple regression analyses that examine the study's hypothesis.

4.8 Pearson Correlation

The degree of the linear association between two variables is quantified by the term "correlation." Positive linear correlation, negative linear correlation, or no correlation at all...are the three potential relationships that may exist between the two variables (Fah & Hoon, 2009). The relationship between the variables (independent and dependent variables) of the study is investigated using the Pearson correlation coefficient. Additionally, to examine the relationship between the study's variables (independent and dependent variables), the Pearson correlation coefficient is utilised.

Table 4.8

Correlations among work from home, job satisfaction, work motivation and job performance.

Table 7-Correlations among work from home, work environment, job satisfaction, work motivation and job performance

Variable	1	2	3	4	5	6
1. Work from home	1	-	-	-	-	-
2. Job satisfaction	.540**	.430**	1	-	-	-
3. Work Motivation	.652**	.441**	.716**	1	-	
4. Job performance	.522**	.271**	.547**	.581	1	
				**		

** . Correlation is significant at the 0.01 level (2-tailed).

As illustrated in Table 4.7 above, work from home has a significant positive relationship on all four independent variables which are job satisfaction ($r = .540, p < 0.01$), work motivation ($r = .652, p < 0.01$), and job performance ($r = .522, p < 0.01$).

The second relationship is job satisfaction. It was found that it has a significant positive relationship with work motivation ($r = .716, p < 0.01$) and job performance ($r = .547, p < 0.01$).

The last relationship is in between work motivation and job performance. It is noted that these two variables also have positive significant relationship with ($r = .581, p < 0.01$).

4.9 Multiple Regressions

The results of the hypotheses test conducted for the study are stated in this section. By employing multiple regression analysis, four hypotheses were examined. This particular segment examines the correlation between dependent and independent variables.

4.9.1 Relationship between Independent Variables and Dependent Variable

In order to examine the correlation between job performance (DV) and independent variables (IV) including "work from home, job satisfaction, and work motivation," three hypotheses were formulated. In the subsequent section, the correlation between the dependent variable job performance and the independent variables work from home, job satisfaction, and work motivation will be examined.

For these hypotheses, the results of regression analysis are presented in Table 4.8. A multiple regression analysis was conducted to examine the impact of the independent variables "work from home, job satisfaction, and work motivation and job performance" on the dependent variable "job performance." The R square value in Table 4.8 is 0.407. This indicates that the IVs "work from home, job satisfaction, and work motivation" accounted for 40% of the variance in the dependent variable, job performance. The F value is 27.244 at a significance level of $p < 0.01$. Furthermore, the findings indicate that the following variables were significant

predictors of job performance: job satisfaction ($\beta = .255$, $p < 0.05$); and work motivation ($\beta = .272$, $p < 0.05$). These variables included work from home ($\beta = .263$, $p < 0.05$). Thus, the aforementioned results provide support for hypotheses 1, 3, and 4. On the contrary, hypothesis 2 lacks substantiation.

Table 4.9

Results of the Multiple Regression Analysis with work from home, job satisfaction, and work motivation.

Table 8-Results of the multiple regressions analysis with work from home, work environment, job satisfaction and work motivation

Variable	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
Work from home	.256	.085	.263	3.006	.003
Job satisfaction	.268	.094	.255	2.855	.005
Work motivation	.267	.096	.272	2.774	.006

$R^2 = .407$, Adjusted $R^2 = .392$, $F = 27.244$, $p < 0.0$

4.9.2 Overall Hypotheses Results

Based on the multiple regression analysis conducted, results of the hypotheses are tabulated as **Table 4.9.2 below.**

Overall Hypotheses Results Table

Table 9-Overall hypothesis results table

Hypothesis	Regression Results	Decision
Hypothesis 1:		
There is a positive significant relationship between work from home and job performance in the workplace.	$\beta = .263, p < 0.01$	Accepted
Hypothesis 2:		
There is a positive significant relationship between job satisfaction and job performance in the workplace.	$\beta = .255, p < 0.01$	Accepted
Hypothesis 3:		
There is a positive significant relationship between work motivation and job performance in the workplace.	$\beta = .272, p < 0.01$	Accepted

4.10 Chapter Summary

The results of the study indicate a significant correlation between "work from home, job satisfaction, and work motivation" and "job performance." This suggests that increased levels of "work from home, job satisfaction, and work motivation" are positively associated with enhanced job performance. The relationship between these three variables and "job performance" is positive. This particular variable might not exert the most significant impact

on their workplace performance. Additional analyses of the results are emphasised in the following chapter.



CHAPTER FIVE

DISCUSSION

5.1 Introduction

This chapter provides a four-section summary of the study's findings. The findings are presented in the first section, followed by a discussion of the research objective in the second. Regarding the contributions to the corpus of knowledge, a third section is proposed. In the following section, limitations of the study and suggestions for future research are discussed. The final section of this research paper provides the conclusion to the overall study.

5.2 Discussion

The objective of this research is to analyse the importance of the correlation between job performance and the following four factors: work from home, job satisfaction, and work motivation. Knowledge regarding the effects of working from home on job performance has been substantially expanded by this study. In contrast to earlier, inconclusive research, the most recent study demonstrated that remote work increases employee motivation, job satisfaction, and delight. Subsequently, job satisfaction emerges as a critical determinant of employee performance, as it influences the capability of the organisation to achieve its objectives.

Despite potential difficulties that organisations might encounter with oversight and correspondence, remote work emerged as the exclusive remedy amidst the COVID-19 pandemic. In lieu of assessing personnel based on physical appearance and communicative accessibility, organisations may adapt by centring employee evaluations on the advancement of job completion. Furthermore, it may facilitate the cultivation of employees' distinct proficiencies that are pertinent to their designated job roles. To the benefit of both enterprises and individuals, it is recommended that any work-from-home programme be endorsed and regulated by governmental and corporate authorities.

Encouragements should be extended to the sector in order to enhance the affordability and accessibility of the internet in rural areas, considering its critical role in this programme. Although its scope is restricted to the manifestation of the benefits of a work-from-home programme in Klang Valley, Malaysia, the study's validity may have ramifications for other countries affected by COVID-19.

It is noteworthy that this emerging mode of labour gradually comes to dominate the labour force. Three patterns emerge from the regression case analysis between the dependent variable "Job performance" and the independent variables "Work from home, job satisfaction, and work motivation."

Work performance is significantly influenced by the first three patterns, which are working from home, job satisfaction, and work motivation. In light of each of the research objectives, individual discussions are conducted regarding job performance as the dependent variable and the overall findings.

One content theory of motivation that attempted to explain workplace satisfaction and motivation was Herzberg's (1959) theory, which was the subject of prior research and centred on the motivator-hygiene aspects. The theoretical framework centres on the outward manifestations of contentment and discontentment. Furthermore, the theory elucidated that although certain job characteristics were associated with increased motivation and job satisfaction, others were responsible for lower levels of job discontentment. Hygiene and motivation are postulated to have distinct influences on levels of job discontentment and satisfaction. Motivational factors refer to the components of an occupation that serve to inspire and gratify employees. Hygiene variables comprise working conditions, interpersonal dynamics, organisational policies, and additional aspects of the work environment (Hackman & Oldham, 1976). Motivators are thus terms used to denote elements that influence job

satisfaction. Strong determinants of employment satisfaction, as identified by Weir (1976) and Syptak, Marsland & Ulmer (1999), include the following.

In conjunction with maintaining a healthy work-life balance, this will decrease the likelihood of employee attrition, raise the level of motivation for active engagement, and enhance work-related commitment. Employees enjoy their work and do not feel overburdened by it in a relaxed environment. Consequently, their productivity increases, and they are better equipped to accomplish the objectives of their employers as well as their own (Januwarsono, 2015; Pangarso, Pradana, Widodo & Putera, 2016; Rahmi, 2019).

5.3 Summary of Findings

5.3.1 Work from home and Job Performance

The primary aim of this research is to examine the correlation between remote work and employee productivity. The relationship between "work from home" and "job performance" is statistically significant, according to the findings. Based on the significant relationship, it can be concluded that remote work improves employee job performance. Hence, endorsing a remote work policy is the optimal course of action to enhance employees' job performance.

The prevalence of remote work has grown substantially, owing to technological advancements that facilitate communication and collaboration from a distance. Depending on a variety of factors, the transition to remote work has had a substantial effect on job performance, either positively or negatively. Remote work provides employees with increased flexibility in organising their work schedules, enabling them to successfully manage the demands of both their personal and professional lives. This may result in increased job satisfaction and decreased tension, both of which are beneficial to performance.

Several research studies indicate that employees who operate remotely are frequently more productive as a result of reduced workplace distractions, decreased interruptions from coworkers, and the ability to design a personalised and comfortable work environment. Furthermore, it has the potential to augment job satisfaction as employees value the confidence and independence bestowed upon them. Employee satisfaction positively correlates with increased engagement, motivation, and productivity.

One plausible rationale for the prominence of work from home as a determinant of job performance is that telecommuters possess the capacity to alter and personalise their work environment, which consequently has the potential to enhance their job performance. Additionally, working from their office can help them save time and money that would otherwise be spent on working. Furthermore, it fosters an atmosphere of autonomy that engenders contentment among staff members, consequently influencing their professional efficacy (Gajendran & Harrison, 2007). There is a positive correlation between the degree of work motivation exhibited by employees engaged in telecommuting and their level of telecommuting. Consequently, their performance may be enhanced (Caillier, 2016).

5.3.2 Job Satisfaction and job performance

Assessing the correlation between "job performance" and "job satisfaction" constitutes the third research objective. The findings indicate that job performance at one's place of employment is significantly correlated with job satisfaction. It can be difficult for a prosperous organisation to find a workforce that is highly motivated to carry out its duties and accomplish the organization's overarching objectives; such a feat requires fostering employee satisfaction, effective communication, trust, and temptation. An individual's perception, emotion, and cognition regarding their work are all correlated with employee job satisfaction (Spector, 1997). In 1997, Spector provided the definition of job satisfaction as the overall sentiment that individuals experienced regarding their occupations and the diverse aspects thereof.

Job satisfaction, as defined by Lawler (1990), pertains to an individual's subjective evaluation of the advantages derived from their employment. An assortment of elements that contribute to job satisfaction have been identified in prior research. Individual distinctions such as self-worth and the pursuit of success are mentioned alongside organisational reward systems by both Lefkowitz (1994) and Lankau and Scandura (2002).

Job satisfaction is a critical determinant in employee advancement, recognition, and the successful attainment of other objectives, all of which contribute to a sense of self-actualization, as stated by Kaliski (2007). It entails an individual experiencing pleasure and enthusiasm in their work.

Job satisfaction is characterised by the overall conduct and mindset of an employee with regard to his or her occupation, as stated by the researchers (Robbins et al., 2010). Securing and sustaining high morale among white collar employees could prove to be highly advantageous for all organisations, given that satisfied personnel are more inclined to produce additional work while taking fewer days off and to remain committed to the organisation. Ascertaining and sustaining a high degree of employee satisfaction requires employers to be astute in their execution of the numerous components involved. A positive affective state that arises from an assessment of one's occupational status and prior employment is what Locke (1976) defines as job satisfaction. Employee happiness, also referred to as job satisfaction, essentially concerns the level of contentment or joy that employees experience in their respective occupations. Organisations ought to aspire for happiness, according to Lai Wan (2007). Profits will increase for the organisation as a consequence of increased employee satisfaction. An organization's efficacy and efficiency are adversely affected by dissatisfied employees. An analysis of employment satisfaction is thus one of the most critical components of organisational structure.

In summary, there exists a substantial correlation between job satisfaction and productivity in the professional environment.

5.3.3 Work motivation and job performance

An investigation into the correlation between "work motivation" and "job performance" constitutes the final research objective. The research revealed a statistically significant positive correlation between "work motivation" and job performance. An individual's conduct is impacted by an array of factors. There have been numerous hypotheses proposed to explain why individuals conduct as they do or what motivates them to do so. Among them, the Need-Based Theory of Motivation, which Abraham Maslow (1943, 1970) introduced, was the most widely recognised. An employee can be motivated, according to this theory, by a hierarchy of factors comprising physiological and basic needs, safety and security, a sense of belonging and affiliation, self-esteem, and self-actualization.

An employee's initial motivation in an organisational setting consists of physiological requirements such as food, clothing, and shelter; alternatively stated, he requires money to satisfy his fundamental desires. Thus, a desire for safety and security is stimulated. Stable employment, risk-free working environments, protection from hazards, and other things are essential for employees. Subsequent prerequisites for membership and inclusion must be fulfilled. The subsequent desire for affiliation and affection among employees inspires them to participate in coalitions and groups. Following this, he requires recognition, autonomy, and esteem. The ultimate rung of the ladder symbolises the need for self-actualization, wherein employees are inspired to aspire for and achieve their utmost capabilities.

Katou (2008) found that an increased emphasis on employee rewards and recognition can substantially improve employee motivation and job performance, a finding that is consistent with prior research. Performance can be evaluated exclusively through the examination of an

employee's behavioural attributes. Positive attitude, assistance to a coworker, and punctuality are all examples of extraordinary good deeds (Flynn, 1998; Ali & Ahmed, 2009). It is rational to deduce that recognition exerts a substantial influence on the motivation of employees. Fisher and Ackerman (1998) define recognition as the outward manifestation of appreciation by a group to individuals who exhibit preferred behaviours.

In conclusion, there is a substantial correlation between work motivation and job performance in the workplace.

5.4 Implication of the study

A significant correlation exists between work from home, job satisfaction, and job motivation and job performance, according to the findings of this study. The present study has made a substantial contribution to the body of knowledge regarding the impact of remote work on employee productivity. Previous research had failed to establish definitive findings; however, the current study provided evidence that remote work enhanced both job satisfaction and motivation. Subsequently, for employees to enhance their performance and contribute to the achievement of organisational objectives, job satisfaction emerges as a pivotal determinant of job performance.

The findings of this research contribute to both practical applications and the existing corpus of knowledge. Notwithstanding the restricted sample size, this study can serve as a valuable resource for researchers seeking to gain a deeper comprehension of the factors that influence employee performance. Employees are more engaged, committed, and productive when they have higher levels of job satisfaction; this ultimately results in enhanced job performance. Job satisfaction may be affected by the nature of the work itself, interpersonal dynamics with coworkers.

There exists a positive correlation between employee motivation and additional effort, proactivity, and dedication to assigned duties. Motivation can manifest as either extrinsic (derived from external rewards or recognition) or intrinsic (originating from within the individual). Motivated personnel generally exhibit enhanced performance and make constructive contributions to the organisation.

The autonomy and flexibility that remote work provides can potentially increase employee job satisfaction. Moreover, remote work has the potential to bolster motivation, particularly among individuals who prioritise the ability to manage their professional and personal obligations.

Even though organisations might have to confront a number of obstacles, such as communication and supervision, working remotely became the only option during the COVID-19 outbreak. Organisations can adapt to this situation by assessing employee performance on the basis of job advancement as opposed to their physical aspect or availability for communication. Furthermore, it may facilitate the enhancement of employees' specific job-related competencies. It is recommended that policymakers, including those in government and business, support and legislate any work-from-home arrangements. A home programme designed to benefit both employees and enterprises.

Job contentment and motivation have a direct impact on job performance, regardless of whether one is working remotely or in a traditional office environment. Employees who are content and driven are more inclined to adhere to task requirements, engage in productive team discussions, and offer groundbreaking concepts—all of which augment the overall quality of work.

Nevertheless, it is critical to acknowledge that the interplay among these variables can be intricate and swayed by a multitude of organisational and individual factors. For example, certain individuals may flourish in remote work settings, whereas others may encounter

challenges such as social isolation or a lack of clarity between their professional and personal lives.

In order to optimise job performance, motivation, and job satisfaction, employers can cultivate a positive work environment, offer avenues for skill enhancement, acknowledge and incentivize accomplishments, and provide remote employees with necessary support and resources to maintain connections and engagement with their work and colleagues.

5.5 Limitation of the study

The potential limitations imposed by the study's methodology could influence the interpretation and generalizability of the findings. The first constraint of the study pertains to its implementation of the practical snowball method. Respondents belonging to the same industry and demographic category may be provided with questionnaires that contribute to the findings. As a result, the conclusions of the research cannot be construed as representative of various industries. A variation in results could occur if the study examines multiple industries.

The second limitation pertains to the sample size. Samples may be limited to individuals who exclusively participate in online questionnaires. An additional constraint pertains to the data sample; despite managing 164 respondents, the sample size remains insufficient to permit any form of generalisation. As a result, the findings of the research do not precisely represent the overall functionalities of the organisations. The efficacy of individuals who work remotely in the workplace may be influenced by industry and other factors; further research could provide further insights into this phenomenon.

The third constraint pertains to the absence of control variables, such as industry, culture, technology adoption, income, or any other factor that could potentially influence the findings of the analysis, when analysing the data. The effects of cultural and financial disparities will require additional research.

The fourth constraint is that only Klang Valley employees responded to the online inquiries. This constraint could have potentially affected the overall results pertaining to this subject matter. The implications of COVID-19 for the execution of telecommuting policies extend beyond the Klang Valley. Therefore, conducting additional research that collects data from other states could enhance the breadth of the investigation. Ultimately, the research is limited by its exclusive reliance on questionnaires. It is difficult for researchers to ascertain that all respondents have provided truthful responses to the inquiries.

5.6 Conclusion and Recommendation

The effects of remote work on employee productivity have been substantially illuminated by this research. A recent study demonstrated that remote work increased the motivation and job satisfaction of employees. As an incentive for employees to improve their performance and assist the company in achieving its objectives, job satisfaction has emerged as a substantial determinant of job performance.

Work-from-home arrangements emerged as the exclusive remedy in the COVID-19 pandemic, notwithstanding the obstacles that organisations might encounter concerning oversight and correspondence. In order to adapt to this situation, organisations may prioritise job completion progress over an employee's physical appearance and availability for communication when conducting evaluations. It may also assist personnel in cultivating their distinct proficiencies that are pertinent to their designated job roles.

It is recommended that decision-makers, encompassing governmental bodies and businesses, provide backing and supervision for any remote work initiative, as it positively impacts both organisations and employees. In light of the internet's critical role in this initiative, the sector should be incentivized to reduce the cost and increase accessibility of the service in rural region.

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APPENDIX

Appendix 1: Questionnaire



EFFECTS OF WORK FROM HOME, WORK MOTIVATION, JOB SATISFACTION AND WORK ENVIRONMENT ON EMPLOYEE JOB PERFORMANCE

Dear Respondents,

I am Master scholar at Universiti Utara Malaysia. I am conducting research on “Effects of Work from Home, Work Motivation and Job Satisfaction on Employee Job Performance”. I would like to request your generosity by participating in this study and completing the attached questionnaire that hardly take 10 minutes of your time.

This questionnaire will remain anonymous, and your response will be used for the academic research purpose only.

Thank you very much for your cooperation.

Kanchana a/p Murugiah
Master of Human Resource Management
Othman Yeop Abdullah,
Graduate School of Business,
Universiti Utara Malaysia

PART A: DEMOGRAPHIC INFORMATION

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you can kindly fill in the required information.

Please read the following statements and TICK (/) in the appropriate box.

1. Gender

Female	☐	Male	☐
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2. Age

20-30	☐	40-50	☐
-------	--------------------------	-------	--------------------------

30-40	☐	50-60	☐
-------	--------------------------	-------	--------------------------

60-70	☐
-------	--------------------------

3. Education

SPM	☐	Bachelor	☐
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Diploma	☐	Master	☐
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PhD	☐
-----	--------------------------

4. Position

Executive	☐	Assistant Manager	☐
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Senior Executive	☐	Manager	☐
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Senior Manager & above	☐
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PART B: WORK FROM HOME

ITEMS	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)
1. I spend all my time at home during my work					
2. I always communicate with other people remotely for my work					
3. I use internet technology to do my work as much as possible					
4. I work outside of the physical presence of my colleagues					
5. I do not do any physical travel at all to start and finish my work					

PART C: JOB SATISFACTION

ITEMS	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)
6. I am satisfied to do my job without risking my safety from the COVID-19 virus					
7. I am satisfied with being appropriately recognized for performing my duties while the economy is down, and many people are fired during the COVID-19 pandemic					
8. I am satisfied with my chance to get promotion from my job during the COVID-19 pandemic					
9. I am satisfied to receive my salary during the COVID-19 pandemic					
10. I am satisfied with the amount of work during the COVID-19 Pandemic					

PART D: WORK MOTIVATION

ITEMS	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)
11. My company gives me a salary while staying safe from infection of COVID19					
12. My company gives me the freedom to fully arrange my work schedule					
13. My company allows me to work independently without supervision					
14. I can work more efficiently because I do not need to travel to the office					
15. My company has been loyal to me while the economy is down, and many people are losing their jobs					

PART E: JOB PERFORMANCE

ITEMS	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)
16. I have accomplished all of my duties according to the key performance indicators of my company even if I work from home					
17. I finish my job responsibilities well without any significant problems even if I work from home					
18. I will complete the task within the time frame given even I work from home					
19. I am willing to take extra responsibility when I work from home					
20. I worked at keeping my job skills up-to-date even I work from home					

Appendix 2: Results from IBM SPSS Statistics 27

Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	117	71.3	71.3	71.3
	Male	47	28.7	28.7	100.0
	Total	164	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	69	42.1	42.1	42.1
	30-40	78	47.6	47.6	89.6
	40-50	15	9.1	9.1	98.8
	50-60	2	1.2	1.2	100.0
	Total	164	100.0	100.0	

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	12	7.3	7.3	7.3
	Diploma	35	21.3	21.3	28.7
	Bachelor	89	54.3	54.3	82.9
	Master	27	16.5	16.5	99.4
	PhD	1	.6	.6	100.0
	Total	164	100.0	100.0	

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive	83	50.6	50.6	50.6
	Senior Executive	40	24.4	24.4	75.0
	Assistant Manager	17	10.4	10.4	85.4
	Manager	20	12.2	12.2	97.6
	Senior Manager & above	4	2.4	2.4	100.0
	Total	164	100.0	100.0	



Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
WFH7	164	1.00	5.00	3.6000	.78420
JS7	164	1.00	5.00	3.9890	.72578
WM7	164	1.00	5.00	3.7817	.77786
JP7	164	1.00	5.00	3.9366	.76255
Valid N (listwise)	164				



Reliability

Scale: Work from home

Case Processing Summary

		N	%
Cases	Valid	164	61.7
	Excluded ^a	102	38.3
	Total	266	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.756	.759	5

Reliability

Scale: Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	164	61.7
	Excluded ^a	102	38.3
	Total	266	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.766	.775	5

Reliability

Scale: Work Motivation

Case Processing Summary

		N	%
Cases	Valid	164	61.7
	Excluded ^a	102	38.3
	Total	266	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.801	.807	5

Reliability

Scale: Job Performance

Case Processing Summary

		N	%
Cases	Valid	164	61.7
	Excluded ^a	102	38.3
	Total	266	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.815	.822	5

Correlations

		WFH7	JS7	WM7	JP7
WFH7	Pearson Correlation	1	.540**	.652**	.522**
	Sig. (2-tailed)		.000	.000	.000
	N	164	164	164	164
JS7	Pearson Correlation	.540**	1	.716**	.547**
	Sig. (2-tailed)	.000		.000	.000
	N	164	164	164	164
WM7	Pearson Correlation	.652**	.716**	1	.581**
	Sig. (2-tailed)	.000	.000		.000
	N	164	164	164	164
JP7	Pearson Correlation	.522**	.547**	.581**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	164	164	164	164



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Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	WM7, WFH7, JS7 ^b	.	Enter

a. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.638 ^a	.407	.392	.59472	.407	27.244	4	159	.000

a. Predictors: (Constant), WM7, WFH7, JS7

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.544	4	9.636	27.244	.000 ^b
	Residual	56.236	159	.354		
	Total	94.780	163			

a. Predictors: (Constant), WM7, WFH7, JS7

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Lower Bound	Upper Bound
1	(Constant)	1.439	.333		4.327	.000	.782	2.095
	WFH7	.256	.085	.263	3.006	.003	.088	.424
	JS7	.268	.094	.255	2.855	.005	.082	.453
	WM7	.267	.096	.272	2.774	.006	.077	.456