

Benefit of Working from Home during Covid-19: A Case of Kathmandu Valley

Kalawati Upreti*

Abstract

This study examines the benefit of working from home during covid-19 in Kathmandu Valley. The dependent variable is employee performance. The selected independent variables are out come on work domain, quality of work life, organizational culture, individual factors and family factor. The primary sources of data are used to assess the opinions of respondents regarding out come on work domain, quality of work life, organizational culture, individual factor and family factor. The study is based on primary data of 123 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of benefit of working from home during covid-19: A case of Kathmandu Valley.

The study showed a positive impact of employee performance. It indicates that increasing in outcome of work domain leads to change in employee performance. Likewise, quality of work life is positively correlate to employee performance. It indicates that better quality of work life stimulates the employee performance. Similarly, organizational culture is positively correlated to employee performance. It indicates that better organizational culture can stimulate the employee performance. Further individual factor is also positively related to the employee performance. It indicates that individual factor leads to change in employee performance. Likewise, family factor is positively correlated to employee performance. It indicates that family factors leads to increase in employee performance.

Keywords: outcome on work domain, quality of work life, organizational culture, individual factor, family factor, employee performance.

1. Introduction

Work from home, also known as teleworking or telecommuting is the work activities with the deployment of information and communication technologies (ICT) that enables workers to access their work tasks wherever possible such as at home (Tremblay and Thomsin, 2012). According to Yancy (2020), people have been working from home to maintain social distancing as it is discovered as the most effective strategy to reduce the risk of coronavirus infection. Abdullah *et al.* (2020) agreed that work from home has been enforced by every government in more than 150 countries as a response to break infection chain and transmission from this deadly virus. Work from home has been associated with benefits such as cost-efficient (Heng *et al.*, 2019). Similarly, work from home also creates a work-life conflict and ICT

* Ms. Upreti is a Freelance Researcher, Kathmandu, Nepal. E-mail: upretikalawati3@gmail.com

overabundance usage at home (Arlinghaus and Nachreiner, 2014). Other negative impacts of working from home is the increase of unemployment rate (Brynjolfsson *et al.*, 2020). Work from home which is a phenomenon today in Indonesia, is not a work culture found in many organizations, especially government organizations that are very bound by direct supervision, discipline and also public services. This dilemma condition sometimes creates conflicts within the family even though WFH creates flexibility of time and place (McCloskey, 2018). WFH is a strategy adopted by many organizations. WFH provides benefits for many organizations where many expenses can be cut such as rent for office buildings, employee mess and other work support facilities that must be prepared by the employer. WFH is ideal for maintaining productivity because, with WFH, there is a significant reduction in transportation costs and time because, with the distance from home to office, the informant takes three hours on average to go and return so that with WFH, employees feel very benefited, see study results (Vos *et al.*, 2018)

Awadh and saad (2013) examined impact of organizational culture on employee performance. The study found that certain dimensions of culture have been identified so far. The study also showed that value and norms of an organization were based upon employee relationship. Similarly, Wambugu (2014) examined effects of organizational culture on employee performance. The study revealed that organizational values have more significant effect to employee's job performance at Wärtsilä, than the organization climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between organization culture and employee performance was established, however the effect diversely varied amongst the variables with work processes and systems in Wärtsilä having more effect to employee's performance. Likewise, Kuswati (2020) investigated the influence of organizational culture on employee performance. The study found that there is a positive and significant influence between organization cultures and employee performance. Novitasari *et al.* (2020) examined the maximizing employee performance. The study found that perceived organizational support has a positive and significant effect on the employee's performance, both directly and indirectly through mediating employee engagement. Similarly, Alromaihi *et al.* (2017) investigated the job satisfaction and employee performance. The study revealed that the dual direction of the relationship that composes a cycle cause and effect relationship, so satisfaction leads to performance and performance leads to satisfaction through number of mediating factors. Successful organizations are those who apply periodic satisfaction and performance measurement tests to track the level of these important variables

and set the corrective actions.

Sandhu *et al.* (2017) analyzed the effect of employee motivation on employee performance. The study found that there is significant positive relationship between EO, TO and Performance of SMEs. Additionally, the outcomes of the study authenticate that government support policy moderates the relationship between EO, TO and performance of SMEs in Nigeria. Karakaş & Sahin (2017) examined the relation between work family conflict and employee performance: a research on hotel employee. The study found that there is no significant relationship between work-family conflict and job performance; there is a moderate positive relationship between work-family conflict and job stress. Similarly, Netemeyer *et al.* (2005) investigated conflicts in the work–family interface: Links to job stress, customer service employee performance, and customer purchase intent. The results showed that direct (and indirect) effects of work–family conflict and family–work conflict on service employee customer-directed extra-role performance (CDERP). Likewise, Pusparani *et al.* (2021) analyzed the effect of work environment and job satisfaction on employee performance with organizational commitment. The study revealed that there is a positive relationship between working environment and job satisfaction.

In the context of Nepal, Paudel & Sthapit (2021) examined work-family balance and employee performance in Nepalese commercial banks. The study found that the regression analyses churned out the results that work-family balance (WFB) practice-measured in terms of flextime, job sharing, telework/telecommuting, and leave policy-significantly impacted HR performance in Nepalese commercial banks. Similarly, Kandel & Acharya (2019) analyzed impact of It Factors in Nepali Small Family Business Turnover. The study found that small family business (SFBs) having good infrastructures in the form of Internet, telephone and people are more likely to positively influence performance and have positive impact on annual turnover. Likewise, Chaulagain & Khadka (2012) investigated actors influencing job satisfaction among healthcare professionals at Tilganga eye centre, Kathmandu, Nepal. The study revealed that 76% of healthcare professionals were satisfied with their current jobs in overall job satisfaction at Tilganga Eye Centre. Likewise, Gautam & Basnet (2021) examined organizational culture for training transfer. The study found that motivation to transfer training partially mediates the relationship between the four dimensions of organizational culture (i.e. job challenge, communication, innovation and social cohesion) and training transfer.

Shrestha (2019) analyzed quality of work life (QWL) situation in the Nepalese corporate sector. The study found that several challenging factors, such as, employee attitude, working environment, opportunities, nature of work, stress, job challenges, development and career potential are affecting QWL attainment. Similarly, Adhikari & Gautam (2010) investigated labor legislations for improving quality of work life in Nepal. The study revealed that the QWL situation is deteriorating and thus commitment of the part of government, employers, and union leaders is required to work on QWL initiatives and to create a sound and harmonious industrial relations environment.

The above discussion shows that empirical evidences vary greatly across the studies on the benefit of working from home during covid-19. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exists in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the benefit of working from home during covid-19 in Kathmandu Valley. Specifically, it examines the relationship of outcome on work domain, quality of work life, organizational culture, individual factor, family factor with employee performance in Kathmandu Valley.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data which were collected from 129 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on outcome on work domain, quality of work life, organizational culture, individual factor, family factor within Kathmandu Valley. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that employee performance depends upon benefit of working from home. The dependent variable selected for the study is employee performance. Similarly, the selected independent variables are outcome on work domain, quality of work life, organization culture, family factors, and individual factors. Therefore, the model takes the

following form:

Employee performance = f (outcome on work domain, quality of work life, organization culture, family factors, and individual factors)

More specifically,

$$EP = \beta_0 + \beta_1 QWL + \beta_2 OW + \beta_3 OC + \beta_4 IF + \beta_5 FF + e$$

Where,

EP = Employee performance

QWL= Quality of work life

OC = Organization culture

OWD = Outcome on work domain

F = Family factor

IF= Individual factor

Employee performance was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly Agree and 5 for strongly disagree. There are 5 items and sample items include “My Company Provides adequate training opportunities to achieve better performance”, “All the employees get training opportunity fairly to improve their productivity” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.986$).

Quality of work life was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly Agree and 5 for strongly disagree. There are 5 items and sample items include “I am generally satisfied with this work.”, “I believe there is much to learn on work from home by remaining with my organization” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.994$).

Organizations culture was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly Agree and 5 for strongly disagree. There are 5 items and sample items include “In my organization, employees are given time to support learning while working from home”, “In my organization, management keeps communicating regularly with all the level of employees” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.996$).

Out come on work domain was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly Agree and 5 for strongly disagree. There are 5 items and sample items

include “There is a good access to the opportunity for the career development and advancement provided in the bank.”, “The organization has provided additional assistance in my work life development” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.995$).

Family factor was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly Agree and 5 for strongly disagree. There are 5 items and sample items include “Family influence my working hour”, “My job activities are personally affecting family” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.988$).

Individual factor was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly Agree and 5 for strongly disagree. There are 5 items and sample items include “I am satisfied with work from home”, “I am not irritated while working from home” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.995$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Quality of work life balance

Quality of work life is defined as the condition where employees are able to accomplish their personal needs by means of their performance at the workplace while accomplishing the organization’s goals (Davis, 1983; Davis and Cherns, 1975). Prothom Alo (2013) showed that better management and practices and its application can enhance the level of employee satisfaction and assure the competitive position. Work-family balance reflects an individual’s orientation across different life roles, an interrole phenomenon (Marks and MacDermid, 1996). Diener *et al.* (1999) showed that there is a positive relationship between work from home and quality of life. Similarly, Lee *et al.* (2015) revealed that there is a positive relationship between work from home and quality of life. Further, Sharma *et al.* (2016) found that quality of work life has a positive impact on work from home. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between quality of work life and employee performance.

Organizational culture

Organizational culture is a collection of various values and behaviors that may be considered as a guide to success. Stewart (2010) stated that

organization's norms and values have a great impact on those who are fully devoted to the organization. Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Kotter (2012) revealed that there is a positive impact of work from home on organizational culture. Similarly, Kotter and Heskett (2011) asserted that organizational culture has ability to increase organization performance. Likewise, Shahzad *et al.* (2012) found that organizational culture has a positive impact on organizational performance. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between organizational culture and employee performance.

Family factor

The term "family factor" typically refers to the influence and impact of family dynamics and relationships on an individual's behavior, choices, and overall well-being. Amit (2004) found that founder-led family firms performed significantly better than second-generation-led family firms. Jensen and Meckling (1976) found that there is a positive relationship between family factor and employee performance. Perry-Smith and Blum (2000) stated that the effects of family-friendly management on performance are greater for large organizations than they are for small ones. Amit (2004) found that family factors have positive impact on employee performance. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between family factor and employee performance.

Individual factors

Individual factor" refers to a variable or characteristic specific to an individual participant or subject that is being studied. Kahn *et al.* (1964) showed a positive impact of individual factors on employee performance. Burden and Googins *et al.* (1987) found a positive relationship between individual factors and employee performance. Burden *et al.* (1987) found that individual factors have positive impact on employee performance. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between individual factors and employee performance.

Outcome on work domain

Outcome of work domain refers to the results, achievements, or

consequences of an individual’s work performance or organizational activities. Bloom *et al.* (2015) found a positive impact of outcome on work domain on employee performance. Similarly, De Sanctis (1984) showed a positive relationship between outcome on work domain and employee performance. Likewise, Bao *et al.* (2020) found a positive relationship between outcome on work domain and employee performance. Further, Mustajab *et al.* (2020) found a positive relationship between outcome on work domain and employee performance. In addition, Linos (2020) found a positive relationship between outcome on work domain and employee performance. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between outcome on work domain and employee performance.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall’s Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall’s Tau correlation coefficients matrix

This table presents Kendall’s Tau coefficients between dependent and independent variables. The correlation coefficients are based on 123 observations. The dependent variable is EP (Employee performance). The independent variables are OWD (Outcome on work domain), QWL (Quality of work life), OC (Organizational culture), FF (Family factors), and IF (Individual factors).

Variables	Mean	S.D.	EP	OWD	QWL	OC	FF	IF
EP	2.13	0.577	1					
OWD	2.11	0.536	0.251*	1				
QWL	2.14	0.498	0.259**	0.486**	1			
OC	2.18	0.549	0.303**	0.361**	0.418**	1		
FF	2.06	0.501	0.284**	0.351**	0.428**	0.519**	1	
IF	2.27	0.690	0.358**	0.318**	0.408**	0.436**	0.359**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows that outcome on work domain is positively correlated to employee performance. It indicates that higher the outcome on work domain, higher would be the employee performance. Likewise, the quality of work life is positively correlated to employee performance. It indicates that quality

of work life stimulates better employee performance. The result also reveals that organization culture is positively correlated to employee performance. It implies that better organization culture leads to higher employee performance. Similarly, family factors are positively correlated to employee performance. It indicates that higher the family factors lead to higher employee performance. Further, individual factors are positively correlated to employee performance. It indicates that individual factor leads to increase in employee performance.

Regression analysis

Regression analysis is a statistical process for estimating the relationships among variables. The regression results were estimated relationship of employee performance with its determinants, outcome on work domain, organizational culture, individual factors, family factors, quality of work life balance. The estimated regression results of a model are shown in Table 2.

Table 2

Estimated regression results of outcome on work domain, quality of work life, organization culture, family factors and individual factors on employee performance

The results are based on 123 observations using linear regression model. The model is $EP = \beta_0 + \beta_1 QWL + \beta_2 OW + \beta_3 OC + \beta_4 IF + \beta_5 FF + e$ where the dependent variable is EP (Employee performance). The independent variables are OWD (Outcome on work domain), OC (Organizational culture), QWL (Quality of work life balance), IF (Individual factors), and FF (Family factors).

Model	Intercept	Regression coefficients of					Adj. R_bar2	SEE	F-value
		OWD	QWL	OC	FF	IF			
1	1.001 (5.399)**	0.533 (6.268)**					0.239	0.504	39.283
2	1.076 (5.117)**		0.490 (5.128)**				0.172	0.525	26.301
3	1.235 (6.236)**			0.409 (4.642)**			0.144	0.534	21.545
4	1.391 (6.596)**				0.358 (3.593)**		0.089	0.551	12.909
5	1.102 (7.278)**					0.453 (7.078)**	0.287	0.487	50.099
6	0.834 (3.956)**	0.413 (3.664)**	0.196 (1.619)				0.249	0.500	21.216
7	0.682 (3.064)**	0.387 (3.451)**	0.096 (0.735)**	0.194 (1.961)			0.266	0.494	15.762
8	0.687 (2.974)**	0.388 (3.433)**	0.098 (0.737)**	0.199 (1.747)	0.012 (0.097)		0.260	0.497	11.725
9	0.637 (2.907)**	0.308 (2.836)**	0.022 (0.167)	0.107 (0.971)	0.018 (0.155)	0.304 (3.858)**	0.338	0.470	13.462

Notes:

- Figures in parenthesis are t-values.*
- The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.*
- Employee performance is dependent variable.*

The regression results show that the beta coefficients for outcome on work domain are positive with employee performance. It implies that outcome on work domain has a positive impact on employee performance. This finding is similar to the findings of De Sanctis (1984). Similarly, the beta coefficients for employee quality of work life are positive with employee performance. It indicates that quality of work life has a positive impact on work from home. This finding is consistent with the findings of Raymond Williams (1983). Likewise, the result also shows that the beta coefficients for organizational culture are positive with employee performance. It indicates that organization culture has a positive impact on employee performance. This finding is consistent with the findings of Kotter and Heskett (2011). Further, the beta coefficients for family factors are positive with employee performance. It indicates that family factors have positive impact on employee performance. This finding is consistent with findings of Amit (2004). Moreover, the beta coefficients for individual factors are positive with employee performance on work from home. It indicates that individual factors have positive impact on employee performance. This finding is consistent with the findings of Burden *et al.* (1987).

4. Summary and conclusion

Work from home, also known as teleworking or telecommuting is the work activities with the deployment of information and communication technologies (ICT) that enables workers to access their work tasks wherever possible such as at home. People have been working from home to maintain social distancing as it is discovered as the most effective strategy to reduce the risk of coronavirus infection. Work from home has been enforced by every government in more than 150 countries as a response to break infection chain and transmission from this deadly virus. Work from home has been associated with benefits such as cost-efficient. Work from home has strong impact on employee performance during Covid-19.

This study attempts to examine the benefit of working from home during covid-19: A case of Kathmandu Valley. The study is based on primary data of 123 respondents.

The major conclusion of this study is that outcome on work domain, quality of work life, organization culture, and family factors have positive relationship with employee performance. The study also concludes that outcome on work domain followed by quality of work life and individual factors are the most influencing factors that explain the change in employee's performance.

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