

The Impact of Employees' Well-Being and Productivity While Working from Home During Covid-19

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ABSTRACT

Every part of our work and lives has been impacted by the COVID-19 pandemic. Companies, organizations, and institutions encouraged their employees to work remotely from home in response to national and local containment policies. This study analyses the impact of the employees' job productivity and their ability to balance their work with their personal life during work from home (WFH). Most countries have made WFH a policy priority. The policies must be created with the practicality of both employers and employees in mind. However, the current situation offers a unique perspective on how well working from home may be done. Working from home has an impact on employee productivity, according to the findings of the study. While some of the factors have a positive or negative impact, the impact of others is depending on the employees' characteristics and attitudes, as well as the circumstances they face in their own home. This study uses primary data by gathering questionnaires from Indonesian telecommunication staffs in order to understand their perspectives on working from home. The findings are assessed using SPSS Statistics and Partial Least Square (PLS) Smart software based on the 156 questionnaire sets gathered.

Keywords: COVID-19, work from home, work effort, work-life balance, job productivity

I. INTRODUCTION

The current global pandemic which is caused by the Coronavirus disease 2019 (COVID-19) has created an unprecedented scenario with far-reaching health and economic consequences. Global pandemic changes the whole system in organization affecting dynamics of office culture (Lane et al., 2020).

The working environment has altered dramatically with thousands of jobs lost and women being impacted at a higher rate than men. The workplace concept is shifting from ideas of a physical location to WFH or telecommuting, where employees do not have to commute to the place of work (Shareena and Shahid, 2020). Originally, the WFH concept is a part of flexible working arrangements that may assist employees in their work life balance (Dockery and Bawa, 2014). Work life balance (WLB) initiatives might be a good solution for a company, especially in force majeure, especially in the COVID-19 situation this year (Kazekami, 2020). Traditionally, WLB has been seen as an issue for individual employees, with organizational efforts to improve work-life balance focusing on programs to help employees better manage their home life (Parkes and Langford, 2008). WLB initiatives tend to increase productivity by reducing conflict of employees' experience between work and personal life and facilitating a better balance between employees' work and personal lives (Lingard et al., 2007).

WFH as a flexible working arrangement trend in a COVID-19 pandemic is considered ineffective in many developing countries. The actual situation, especially for Indonesian who are not fully adapt to the new work system and lack technology adaptation in workplaces (Purwanto et al., 2020; Setyawan and Lestari, 2020). However, due to the COVID-19 situation, all workers and businesses worldwide, including Indonesia, are forced to apply WFH arrangement to day-to-day operations (Xiao et al., 2020)

For individuals working in industries where they can work from home such as white-collar professionals, their homes have become their office, school and place of relaxation. Questions regarding the potential return to formal office environments and the consequences for employees while COVID-19 remains active in the community arise as economies begin to reopen with the restoration of certain routine activities. To avoid making COVID-19 regulation-related modifications to their office environments, many organizations will continue to mandate working at home for the foreseeable future.

II. LITERATURE REVIEW

A. Underpinning Theory

Porter and Lawler Theory on motivation. It was developed by Lyman Porter and Edward Lawler together with Victor Vroom in 1968. Porter, L. W., & Lawler, E. E. (1968) come up with theory on motivation is a theory based on the assumption that rewards cause satisfaction and that performance might sometimes result in a reward. A variable termed reward is linked to the relationship between satisfaction and performance. There were two types of rewards proposed in the theory:

- **Intrinsic Rewards:** When an individual performs well, he or she receives intrinsic rewards. They include emotions of accomplishment and satisfaction of higher-level needs. Only if the job structure is dynamic and difficult, so an individual can reward himself if he feels he has performed well.
- **Extrinsic Rewards:** Organizations provide extrinsic rewards to meet mostly lower-level requirements. Pay, promotion, status, and work stability are just a few examples. Extrinsic awards are tied to performance on a weekly basis.

Since it is a theory on motivation for job performance, it will help to analyse our findings for the productivity when working from home that can be relate with our variable which is the organizational factors.

Our second theory is Six-factor Model of Psychological well-being theory. Carol Ryff developed the Six-factor Model of Psychological Well-Being theory in the early 1990s, which states that there are six variables that lead to psychological well-being, satisfaction, and happiness. Positive peer relationships, personal mastery, autonomy, a sense of purpose, meaning in life, and personal growth and development are all components of psychological well-being. We will focus on the factor Positive Relations with Others, which represents the presence of reciprocal empathy, intimacy, and affection in meaningful interactions with others. This theory can be related with our variable

individual and family factors. As stated above, a positive relationship with the employees’ family members allows for a greater psychological well-being of the employees. The viewpoints suggest that family understanding and support plays an important role in work-life balance. This fits in the scope of our research as we study employees working from home who currently haven no choice but to work from home, the situation may impact their psychological well-being and work-life balance.

III. REASEARCH METHODOLOGY

This research was conducted using a self-report questionnaire that was distributed by using Google Form online. At the time of data collection, some of the participants are worker from home employees of Telkomsel Company. Participation in the research was voluntary, anonymous, and without any reward. Prior to filling the questionnaire, the respondents have given their consent to share some of their personal information.

The study included 156 employees (60.3% women and 39.7% men). The average age of the participants was 31-40 years old (37.8%). Approximately 54.5% of the respondents reported that the are already married, and 45.5% of them reported are still single. 67.9% of the employees agreed that the news related to Covid-19 affects their productivity while 32.1% of the employees said otherwise.

A. Research Framework

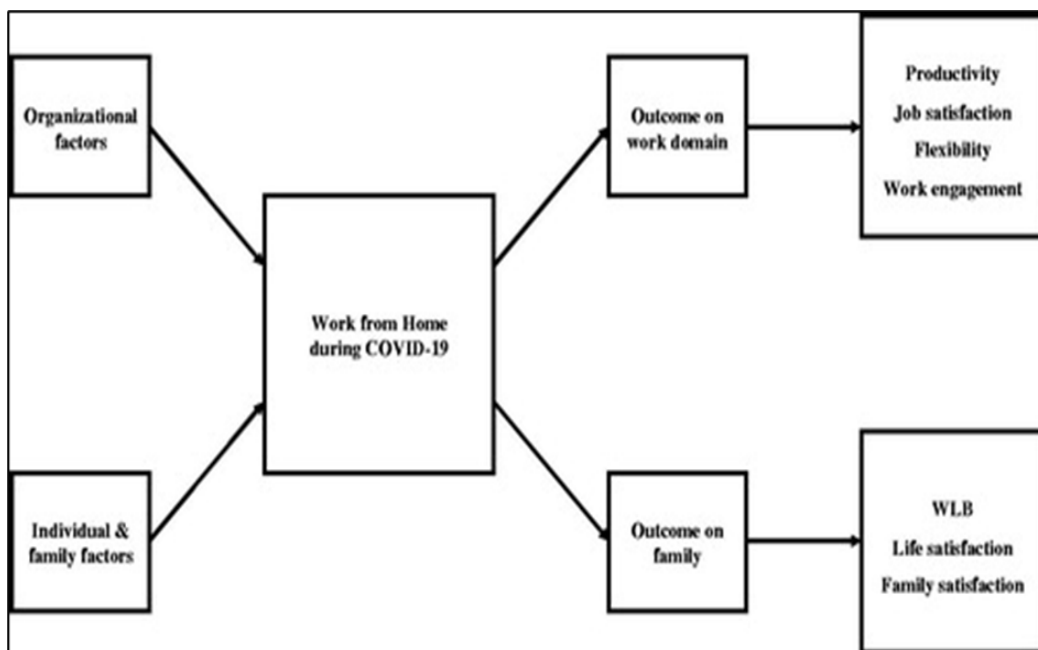


Figure 1: Research Framework

source: Lina Vyas and Nantapong Butakhieo (2021))

To study The Impact of Employees’ Well-Being and Productivity When Working from Home During Covid-19, a framework was built that takes into consideration all of the major variables. The independent variables are the organizational factors and individual and family factors. The mediating variable is work from home during Covid-

19. The dependent variables are outcome on work domain and outcome on family. A hypothetical model has been developed to test the hypotheses from the research issues and research gap as shown in the diagram above.

B. Hypthothesis

H1: There is a significant relationship between work motivation and employees' productivity when working from home during Covid-19.

H2: There is a significant relationship between home environment and employees' well-being when working from home during Covid-19.

IV. FINDING & DISCUSSION

The distribution of the questionnaire is conducted through an online Google Form. 156 out of the 200 respondents are selected because the respondent data meet these study criteria such as working from home during pandemic COVID-19. The result of respondents' demography is in the table down below for this study.

Results shows the distribution of all respondents' Characteristics can be seen from the questionnaire that has been distributed. Working from home during pandemic COVID-19 are dominated by females with a percentage of 60.3% and age range between 31 –40 years old for around 37.8 %. Mostly the educational level of all respondents by selected background characteristics are bachelor's degree graduates with a percentage of 48.7%.

Baker et al. (2006), organizational support in home-based telecommuting and working from home or working remotely has 3 (three) categories, namely the use of technology, support related to the use of technology consists of training for telecommuting employees and variables other than technology consists of human resource department support and prior planning for telecommuting system.

Work from home can improve performance due to its flexibility. Employees can decide when and where to work. Many employees are satisfied with the flexibility they get from the WFH model. Working from home can also improve performance because there are no interruptions, employees have fewer breaks, and there is no contact with co-workers (Garg and Rijst, 2015).

Base on the number of employees who work from home, it is known that the total percentage of employees who work from home is 66.7%. In this regard, the recommendation for management is to have a joint discussion to explore the success of work unit leaders who have successfully implemented work from home for their subordinates to become input for other work units that have not fully implemented working from home during the pandemic.

Znidars̃iĉ J, Bernik M (2021) conclude that organizations should focus on work-family balance as an important aspect of work, improve and adapt work-family balance policies and practices to suit employees, and create a family-friendly climate in the organization this would help to increase employee engagement and thus productivity.

Galanti, Guidetti, Mazzei, Zappalà, and Toscano, (2021) indicate that the deleterious role that family-work conflict and a chaotic environment, characterized by visual and acoustic distractions and lack of privacy, play on WFH outcomes. Distracting environments, while fortunately proving not to be predictors of reduced productivity and increased stress, seem to exert a negative influence on the motivational drivers of people. Employees may decrease their engagement, with weakened work motivation when their work setting becomes more distracting. The family-work conflict, instead, has shown significant and unfavorable effects on every dependent variable of this study.

One strategy to overcome the challenges of working from home is prepare a physical environment at home to be conducive so teleworkers can work comfortably, such as having a dedicated workspace (Greer and Payne 2014). According to Akrošienė et al. (2019) that the most important factor affecting the outcome of remote work is the suitability of the workplace at home. In addition, Ng and Ng (2011) workers who are working from home want a quality work environment at home similar to a conventional office, such as having privacy, quality lighting, and adequate equipment. Based on the survey results, it is found that the work environment is the most significant variable affecting employee performance.

V. IMPLICATION

COVID-19 pandemic has forced companies to adopt WFH, especially telecommunication companies as well as internet provider. Companies in the industry need to pay attention to factors that may influence employee's productivity while doing WFH. This paper highlights that companies need to consider factors that may affect the job satisfaction level of employees, as a good level of job satisfaction will boost productivity while doing WFH.

Practically, the challenge for workers' productivity, especially in pandemic COVID-19, isn't very straightforward. Top management needs discussions about activities carried out related to WFH between employees and managers. An organizational culture that is present and long hours in the office as a sign of commitment and productivity shifts to a culture that gives employees more freedom about time and place as long as key goals and objectives are met.

Besides proactively assisting employees in doing WFH, top management always needs to monitor each employee's productivity level. Especially as internet provider, Telecommunication Company needs to satisfy the increase of demands as result of the working transformation to online mode to support the WFH policy given by government.

VI. LIMITATION & RECOMMENDATION

The study focusses on WFH during Covid-19 Pandemic to capture a different angle of respondents' point of view, the result tends to be limited on the impact of WFH on productivity during Covid-19 Pandemic situation. Therefore, the result may not be able to be generalized for specific areas and categories. This study also took data

from only 200 samples representing Business to Business (B2B) department from Telkomsel Company. Meanwhile, the size of the population will require much more samples for accurate representation.

This research is conducted to strengthen the existing theories and provide a clearer picture of the work from home. Further research can also be carried out using more direct data collection using quantitative or qualitative research approach to specific respondents with authentic and individual back-ground specialty. Further research can also use a bigger sample size to generate more accurate results regarding WFH of telecommunication companies who have to work hard to provide internet not only for business purposes as well as to support educational, financial and other aspects of daily life which transform to online mode.

Further research can also be carried out using more direct data collection using quantitative or qualitative research approach to specific respondents with authentic and individual background specialty. Further research can also use a bigger sample size to generate more accurate results regarding WFH of telecommunication industry and consider preparing for research longer. Further research can also extend this study's proposed model by considering several variables that might affect productivity in the WFH arrangement. Further research can also be done in different industries and different angle of research area.

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