

THE RELATIONSHIP BETWEEN WORK-FROM-HOME AND EMPLOYEE  
PERFORMANCE AMONG KURDITAN SULAYMANIYAH

SANA ABDALKARIM IBRAHIM

QAIWAN INTERNATIONAL UNIVERSITY

## QAIWAN INTERNATIONAL UNIVERSITY

### DECLARATION OF THESIS / UNDERGRADUATE PROJECT REPORT AND COPYRIGHT

Author's full name : Sana Abdalkarim Ibrahim

Date of Birth : 15/3/1999

Title : The Relationship between Work-from-home and  
Employee Performance among Kurdistan Sulaymaniyah

Academic Session : 2022/2023

I declare that this thesis is classified as:

☒

**CONFIDENTIAL**

(Contains confidential information under the  
Official Secret Act 1972)\*

☐

**RESTRICTED**

(Contains restricted information as specified by  
the organization where research was done)\*

☐

**OPEN ACCESS**

I agree that my thesis to be published as online  
open access (full text)

1. I acknowledged that Universiti Teknologi Malaysia reserves the right as follows:
2. The thesis is the property of Universiti Teknologi Malaysia
3. The Library of Universiti Teknologi Malaysia has the right to make copies for the purpose of research only.
4. The Library has the right to make copies of the thesis for academic exchange.

Certified by:



**SIGNATURE OF STUDENT**

QU201SHAR002

**MATRIX NUMBER**



**SIGNATURE OF SUPERVISOR**

Mr. Shaso Hemin

**NAME OF SUPERVISOR**

Date: 15 June 2023

Date: 15 June 2023

NOTES : If the thesis is CONFIDENTIAL or RESTRICTED, please attach with the letter from the organization with period and reasons for confidentiality or restriction

“I hereby declare that I have read this thesis and in my  
opinion this thesis is sufficient in term of scope and quality for the  
award of the degree of Bachelor of Science (Human Resource Development)”



Signature : \_\_\_\_\_  
Name of Supervisor : MR. SHASO HEMIN  
Date : 15 JUNE 2023

THE RELATIONSHIP BETWEEN WORK-FROM-HOME AND EMPLOYEE  
PERFORMANCE AMONG KURDISTAN OF SULAYMANIYAH

SANA ABDALKARIM IBRAHIM

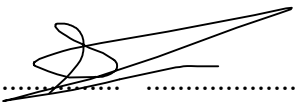
A thesis submitted in fulfilment of the  
requirements for the award of the degree of  
Bachelor of Science (Human Resource Development)

School of Human Resource Developement and Psycology  
Faculty of Social Sciences and Humanities  
Qaiwan International University

JUNE 2023

## DECLARATION

I hereby declare that this study titled “*The Relationship between Work-from-home and Employee performance among Kurdistan Sulaymaniyah*” is the result of my own research except for the cited references. The research has not been accepted for any degrees and is not concurrently submitted by any candidature for any degree.

Signature :  .....

Name : Sana Abdalkarim Ibrahim

Date : 15 JUNE 2023

## **DEDICATION**

This thesis is entirely devoted to my family, who have been the foundation of my achievement. To my mum and father, who have made infinite sacrifices for me to be able to write this today.

## **ACKNOWLEDGEMENT**

I wish to express my heartfelt appreciation to both my Qaiwan university supervisor (Mr Shaso Hemin) and my UTM supervisor (Dr, Salwa Abdul Patah) for their remarks and assistance over this semester, without their assistance and dedication, this research wouldn't have been attainable. I'd also like to express my gratitude to my colleagues who assisted me during my research, as well as the faculty of social science and humanities for their support. I would also want to thank the whole professors and staff of the department, whose efforts have all contributed to the overall success of my study in some manner. Furthermore, I'd want to thank my family and friends for their unwavering encouragement, support, and understanding during this journey. Their belief in my abilities, as well as their continual determination, have been important in keeping my excitement for study alive and conquering obstacles along the road.

## **ABSTRACT**

This research will help to demonstrate the importance of work from home approach and its relation with employee performance. This research will examine the link between two factors, "work from home" and "employee performance," to see if they have a positive significance relationship or otherwise. The data analysis for this study will be carried out within the Asiacell organization by delivering a set of questionnaires to their working members.



## **TABLE OF CONTENTS**

	<b>TITLE</b>	<b>PAGE</b>
	<b>DECLARATION</b>	<b>i</b>
	<b>DEDICATION</b>	<b>i</b>
	<b>ACKNOWLEDGEMENT</b>	<b>iii</b>
	<b>ABSTRACT</b>	<b>iv</b>
	<b>TABLE OF CONTENTS</b>	<b>v</b>
	<b>LIST OF TABLES</b>	<b>viii</b>
	<b>LIST OF FIGURES</b>	<b>ix</b>
	<b>LIST OF ABBREVIATIONS</b>	<b>x</b>
	<b>LIST OF APPENDICES</b>	<b>xi</b>
<b>CHAPTER 1</b>	<b>INTRODUCTION</b>	<b>1</b>
1.1	Introduction to the Study	1
1.2	Background of study	1
1.3	Problem statment	2
1.4	Research Questions	3
1.5	Research Objectives	4
1.6	Scope of Study	4
1.7	Significance of the study	4
	1.7.1 The relationship between Work-from-home and Employee Performance	5
	1.7.2 Suggestions for implementing the study's method in the future	5
1.8	Conceptual Definition	6
	1.8.1 Work from home	6
	1.8.2 Employee Performance	6
1.9	Operational Definition	7
	1.9.1 Employee Performance	7
	1.9.2 Work from home	8

1.10	Summary	8
<b>CHAPTER 2</b>	<b>LITERATURE REVIEW</b>	<b>9</b>
2.1	Introduction	9
2.2	Work-from-home	9
2.2.1	Employee performance	10
2.2.2	Work-from-home and Employee	11
2.2.3	Work Environment	12
2.2.4	Work Motivation	13
2.3	Research Framework	13
2.4	Summary	14
<b>CHAPTER 3</b>	<b>RESEARCH METHODOLOGY</b>	<b>15</b>
3.1	Introduction	15
3.2	Research Design	15
3.3	Population and Sampling	15
3.4	Data Collection	16
3.5	Research Instrument	16
3.5.1	List of questionnaires	17
3.6	Data Analysis	19
3.7	Pilot Study	19
3.8	Summary	20
<b>CHAPTER 4</b>	<b>DATA ANALYSIS</b>	<b>21</b>
4.1	Introduction	21
4.2	Respond Feedback	21
4.2.1	Reliability of Questionnaire	22
4.2.2	Resolution tests	23
4.3	Responders demographic analysis	23
4.3.1	Gender	23
4.3.2	Age	24
4.3.3	Marital Status	24
4.3.4	Level of education	25

4.3.5	Years of experince	25
4.3.6	Objective 1: To recognize the link between working from home and how well an employee performs	26
4.3.7	Objective 2: To find out the amount of Work-from-home and employee performance	29
4.3.8	Objective 3: To measure the success of employee's work	31
4.4	Summary	32
<b>CHAPTER 5</b>	<b>CONCLUSION AND RECOMMENDATIONS</b>	<b>33</b>
5.1	Introduction	33
5.2	Discussion	33
5.2.1	Objective 1: To recognize the link between working from home and how well an employee performs	33
5.2.2	Objective 2: To find out the amount of Work-from-home and employee performance	34
5.2.3	Objective 3: To measure the success of employee's work	35
5.3	Limitations	36
5.4	Recommendations	37
5.4	Conclusion	38
<b>REFERENCES</b>		<b>41</b>

## LIST OF TABLES

<b>TABLE NO.</b>	<b>TITLE</b>	<b>PAGE</b>
Table 3.1	Likert Scale	17
Table 3.2	List of IV questionnaire	17
Table 3.3	List of DV questionnaire	18
Table 3.4	Cronbach's Alpha	19
Table 3.5	Cronbach's Alpha for both variables	20
Table 4.1	The levels of Likert Scales	22
Table 4.2	The value of the Alpha Cronbach's coefficient	22
Table 4.3.1	Distribution of the sample according to gender	23
Table 4.3.2	Distribution of the sample according to age	24
Table 4.3.3	Distribution of the sample according to marital status	25
Table 4.3.4	Distribution of the sample according to level of education	25
Table 4.3.5	Distribution of the sample according to years of experience	26
Table 4.3.6	The value of the Cronbach's Alpha coefficient for Item-Total statistics	26
Table 4.3.7	Description of employee performance	29
Table 4.3.8	Description of work-from-home	31

## LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
Figure 2.1	Research Framework	14

## **LIST OF ABBREVIATIONS**

WFH	-	Work-from-home
EP	-	Employee Performance
SPSS	-	Statistical Package for Social Sciences
KPI	-	Key Performance Indicator
IV	-	Independent Variable
DV	-	Dependent Variable

## **LIST OF APPENDICES**

<b>APPENDIX</b>	<b>TITLE</b>	<b>PAGE</b>
Appendix A	RESEARCH QUESTIONNAIRE	47
Appendix B	Confirmation of Students Status	53
Appendix C	Turnitin Results	54

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction to the Study**

Chapter one given an overview in both variables of the study which is work from home and employee productivity. The chapter include problem statement of the variables and both research objectives and questions. Finally, the research identifies conceptual and operational definitions for both work from home and employee performance.

#### **1.2 Background of study**

Many corporations and organizations used work-from-home prior to the emergence of COVID-19, providing flexibility to their personnel. Also, many organizations working in Kurdistan region have adapted work from home method after the occurrence of COVID-19. Working from home is no longer a rarity (Deorah, 2020). This is due to the advent of technology which has diminished the need for physical commuting and has improved productivity. People who work from home are able to enjoy benefits such as flexibility, autonomy, and the comfort of being able to do the job in the confines of their own home (O'Hara, 2014). Nevertheless, due to the current pandemic, companies' views of work-from-home and its implications have changed drastically. After the COVID-19 outbreak, only a few businesses in the Kurdistan region continue to use the work-from-home method. It is important to note that these businesses lead the industrial market with their work and primarily work in the telecommunications and technology industries. The reason for still using the work-from-home method by those organizations is due to the offices having no need for some occupations, such as employees working in call center, back-office, information



technology, and other technological departments. As a result, the organizations will have a greater ROI (return of investment) since not many of the office materials or space are used. Due to the ongoing pandemic, firms like Microsoft, Google, Amazon and Twitter have opted to extend their work-from-home (WFH) policies, with Twitter declaring that it intends to make their remote work arrangement permanent (Ghosh, 2020). Additionally, Google is likely to allow more of its employees to telecommute and review their reopening plans, as California, which is Google's home state, is particularly affected by the virus (Moreno, 2020). A research illustrates that employees are less supervised when working from home and may have more freedom when it comes to their job duties and expectations.

Both the actions that are taken and the opportunities that are presented have an effect on the amount of performance that is produced (Zhang et al., 2020). According to Sole and Schiuma (2010), performance targets may be connected to the absence of appropriate measurements. Wanyama and colleagues argued that Mutsotso (2010) stated that an employee's productivity and effectiveness are determined by the amount of time they spend at work and their level of mental and physical engagement. Staff productivity has been referred to in a variety of ways, including performance management (Damanpour and Evan, 1984; Richard and other, 2009; Employee satisfaction (Farouq, 2014; Anitha, 2014; Luthans and other, 2008), performance of businesses (Dana et al., 2021), and perform efficiency in development (Carbonara and Schiuma, 2017).

### **1.3 Problem statement**

The reason for choosing work-from-home and employee performance is due to the recent outbreak of COVID-19 that affected many industries in regards to the level of performance of their workforce, since being physically attended in the workplace was against the rules and a safety violation the workers had to work from home. Therefore, the problem statement for this study is that working from home can lead to a poor level of performance if executed badly. After two years of the COVID-19 outbreak some organizations have kept the method of working from home for the job positions that didn't require employees to be physically active in the workforce, and it

proved to be affective in terms of increasing employee performance and in terms of return of investment since the workers won't use company materials and offices. There is extensive uncertainty over how practical work-from-home will be, how far implementation can be enhanced, and how long businesses will continue to use work-from-home. Early signs were positive, but many corporations are starting to be suspicious about the lasting effectiveness of widespread remote working (WSJ, 2020; Financial Times, 2021b). In this context, one of the most crucial inquiries is how work-from-home impacts accomplishment. The understanding of these difficulties is limited there have only been a few investigations on work-from-home that have included worksite data. Too far, many research studies have been conducted on the effects of working from home in terms of work-life balance (Felstead et al., 2002), burnout (Montgomery et al., 2003), and job status (Kramer and Kramer, 2020). Moreover, investigations into the impact of work-from-home on employee performance are still in their early stages. Organisations are unaware of the discrepancy between work performance at home and at the office. According to a survey, 30% of respondents felt they were more productive when working from home compared to 45% in an office (Pickard-Whitehead, 2020). Furthermore, individuals working from home were 13% more productive than those who worked in an office (O'Hara, 2014).

#### **1.4 Research Questions**

- (a) Is there a relationship between work-from-home and employee performance?
- (b) How did work-from-home impact employee performance?
- (c) How did Kurdistan region companies cope with work-from-home?

## **1.5 Research Objectives**

(a) To recognize the link between working from home and how well an employee performs.

(b) To find out the amount of work-from-home and employee performance.

(c) To measure the success of employee's work.

## **1.6 Scope of Study**

This study includes two variables which is Work from home (WFH) and employee performance (EP), with Work from home being the independent variable of the research and employee performance as the dependent variable. Both of the variables will be measured through questionnaires adapted from reliable and similar conducted studies also the questions will be targeted to those employees who are using the work from home method.

This research will be investigating the relationship between (WFH) work-from-home and (EP) employee performance. The study will be conducted among employees that are working in the "Asiacell" company in Sulaymaniah city, with their employees being the sampling scope for the research. The reason for choosing Asiacell is because of the company's management whom are still implementing the approach of work-from-home for their workers.

## **1.7 Significance of the study**

The objective of this research is to analyze the effect of work-from-home on employee performance and figure out how it affects their performance by using work atmosphere, work-life balance, as moderating variables. Leaders in business,

particularly those in the private sector looking to gauge the efficacy of their work-from-home policy during the pandemic, will greatly benefit from the research framework. This study can also be used to assist businesses and governments in deciding whether to encourage work-from-home policies or investigate other options. This study's most notable addition is its questionnaire, which has been updated to reflect improvements brought about by COVID-19..

### **1.7.1 The relationship between Work-from-home, and Employee Performance**

EmployeeThis study aide in identifying the relation between work from home and employee performance, which became a common approach for the organizations after the COVID-19 pandemic occurred in order to keep their work-force active. The research can be used as guidance from future researchers to gain the needed data in order to conduct a study with similar settings.

### **1.7.2 Suggestions for implementing the study's method in the future**

Furthermore, this study help corporations how to use work from home approach in their advantage as it can be used as a tool to boost performance and gain the most output with the least amount of input since working from home doesn't require using company materials and offices. Most importantly this research can help familiarizing the work from home approach for companies that need to minimize cost and waste along with avoiding another pandemic worth of damage that can lead to panic and even economic failure for every industry there is. Finally, the findings of this study can help organizations to improve and increase the level of employee performance with the work from home method by learning how to keep a work-life balance and how to deal with such a new kind of approach and utilizing the method in their own advantage.

## **1.8 Conceptual Definition**

### **1.8.1 Work from home**

The current practice of many companies is to allow their personnel to do their job from the comfort of their own home. This is known as the Work from Home (WFH) technique, and it gives the employee the option of having more flexible working hours while still being able to operate with the resources, regulations and equipment of the organization. Additionally, this helps the individual to strike a balance between work and personal life, as well as helping the company to accomplish its tasks. Furthermore, Work from home, a concept that has been widespread with the launch of COVID-19, can be defined broadly as people working beyond the corporate offices. It has four fundamental features such as, a firm member or an organizational employee, individual task participation with an organization on specified duties, work conducted outside the firm's physical premises, and telecommunication with the employers. Golden, Allen, and Shockley (2015) did a thorough examination of a wide range of work from home research and discovered that most definitions of work from home share two characteristics: working from a place other than the typical office as well as using technologies to do work-related tasks. Aside from cost savings, the advantages of telecommuting for both workers and employers involve enhanced job satisfaction and performance, increased flexibility, lowered workplace expenses and specifications, enhanced employee loyalty, better employee work-life balance, engagement of aged generations among the workforce, and environmental benefits (Allen et al., 2015).

### **1.8.2 Employee Performance**

The idea of performance is advantageous to both individuals and organizations. This has led to a lot of research into the matter and a great deal of practical attention. Yet, even with all the work done in the field, there is still no widely accepted interpretation of what performance is. Sonnentag and Frese (2002) noticed that, despite the importance of personal performance and its frequent use in academic research, very

few have endeavored to explain the concept. Even though the definition of performance has been controversial, numerous researchers, writers, and professionals have tried to define it. Viswesvaran and Ones (2000) stated that work performance involves employees making effective use of their skills to carry out tasks that further the goals of the organization, and behaving in a manner that is conducive to those objectives. Campbell et al. define performance as "the observable actions of an individual that are meaningful for the aims of the organization". Campbell (1990) states that performance can also be understood as "the tasks that the organization has hired someone to do in an effective way". It is generally accepted that a person's ability to achieve work goals, meet expectations, complete tasks, and/or meet workplace standards are all related to performance (Maathis and Jackson, 2000; Bohlander and others, 2001).

## **1.9 Operational definition**

### **1.9.1 Employee Performance**

An employee's proficiency can be judged by the standard of their work and their ability to carry out the duties of their job. This gauges the dependability, capability, and proficiency of their results. Performance also has an effect on ascertaining how beneficial an employee is to the business. As each employee is an important asset for a company, the return on investment must be considerable. Cascio (2006) states that performance is indicated by a person's level of accomplishment in doing a work-related task. Dessler (2018) explains performance as "work performance", which is referred to as "measuring the achieved results against predetermined standards". Mathis and Jackson (2015) further elaborate that employee performance affects how much they contribute to the success of the organization's plans and targets. Sutrisno (2013) defines performance as the output of an individual's work behavior and attitude. In other words, work performance is the output from an employee's behavior while performing job duties.

### **1.9.2 Work from home**

Working at home refers to an individual who works from home rather than in a workplace. This can be momentary, as with the COVID-19 outbreak, or permanent as component of a home or blended working arrangement. Governments' capability to WFH during the epidemic differs. Around 40% of employment might potentially be completed from home in the United States (Dingel and Neiman, 2020) and European countries (Barrot et al., 2020), but only 29.6-31.2% in underdeveloped countries. Around 16.67% of all vocations might be performed remotely on a global scale (ILO, 2020). Considering its prospects for broad use, its impacts on performance during the COVID-19 crisis were inconclusive. A poll of Japanese employees reported lower work performance (Morikawa, 2020), whereas another survey in the United States revealed a modest fall in performance (Afshar, 2020). Studies have suggested that people may work from home by communicating using video conferencing systems. It can make individuals feel safer about catching the coronavirus. Employees who work from home might also be more flexible in scheduling appointments and running errands. They also save time and money by not having to commute. Office professionals who work from home have more freedom. According to Allen, Golden, and Shockley (2015), working from home works effectively when the task is transferable or can be conducted online. As a result, work performance in telecommute settings is significantly influenced by job involvement.

### **1.10 Summary**

In chapter one of the study the researcher has explained the background of the study and problem statement of both work from home and employee performance. Furthermore, the chapter also identifies both operational and conceptual definitions of both variables along with research objectives and research questions

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter give an overview of reliable and relevant literatures that are associated with the definitions of both WFH (work-from-home) and EP (employee performance). Chapter two also include the research frame work.

#### **2.2 Work-from-home**

Work from home or telecommuting is frequently used synonymously with remote or telework (Garrett and Danziger, 2007). Moreover, there is a distinction in terms regarding work from home of telecommuting and teleworking. Working remotely is a procedure in which employees operate in areas different from the traditional workplace, typically through telecommuting and virtual working when directly presence is not required (Hatch, 2006). WFH employs the same principle as working remotely. Although physical attendance in the workplace is not needed, most employees live within commutable distance of the office and operate from home (Choudhury et al., 2020; Garrett and Danziger, 2007). The outbreak of COVID-19 has led to a transformation in the manner in which many folks are conducting their jobs, as they are now doing their work remotely. Many individuals and businesses had to switch to virtual work without any preparation due to the virus. According to initial data from (Ahrendt D, Cabrita J, Clerici E, et al.2020), over half of the population in Europe is engaged in remote working due to the coronavirus crisis, as opposed to the 12% figure recorded prior to the outbreak. These are currently around the same, when many workers and firms potentially choosing for work from home even after the epidemic (Ceurstemont S.2020). Existing investigations show that telecommuting



improves the work environment and is regarded as the most related literature for developing a hypothesis for this study. Researchers have found that teleworking can produce a more flexible job setting since employees have the ability to choose when to complete their tasks and how to design their work area (Baltes et al., 2005). This can allow them to better satisfy their own interests and desires since they are able to customize their workspace to suit their own personality (Gajendran & Harrison, 2007). Previous research also suggests that telecommuting might boost job performance. Individuals who work from home save time, money, and energy by not having to go to the workplace or on business travels. They also like not having to wear formal dress during working hours, which helps them to better align their professional personality to their genuine identity. Employees who work remotely tend to be less stressed and are less likely to look for a job with another company, which can reduce staff turnover; furthermore, they are more content with the tasks they have to do on a daily basis (Gajendran & Harrison, 2007). Furthermore, similar investigation found that the association between telecommunication and work engagement is curvilinear, which means that it will be beneficial at a bottom elevation of telecommuting, approximately 15.1 hours average weekly.

### **2.2.1 Employee performance**

According to academics and scholars, performance is a comprehensive notion (Sonnentag and Frese, 2002;) distinguished between task and contextual performance. Later on, Allworth Pulakos et al. (2001), Hesketh et al. The notion of adaptable performance was developed by Sinclair and Tucker (2006) and Griffin et al. (2007). Negative work behaviors that hurt the organization have received a great deal of attention in recent decades (Rotundo and Sackett, 2002; Viswesvaran and Ones, 2000). As a result, unproductive performance has been included as a component. Contextual performance refers to behaviors that correspond to an organization's essential conversion and methodologies and frameworks (Van Scotter et al., 2000; Motowidlo and Schmit). According to Williams and Karau (2009) and Campbell (1990), contextual performance is generally comprised of behaviors that are considered during the evaluation process and that adhere to the duties specified in job descriptions. The

aspects of the job that are deemed to be key roles can differ depending on the job. For instance, Arvey and Mussio (2001) listed dependability, considerate behavior, and preparation as components of contextual performance for permanent employees, while Tett et al. (2000) distinguished contextual performance of managers into the categories of essential duties and specialized knowledge and concerns. The productivity of manual workers in the twentieth century was quantified in terms of the ratio of products and services produced to the time required (Fernandez, 2013). This differs from the idea of cognitive productivity, which is the evaluation of non-routine production and conceptual input of contemporary employees in information-based companies (Palvalin, 2017 et al.,). In the modern era, there has been a notable switch from industrial to knowledge-based industries (Hussain et al., 2018; Palvalin, 2017). Intellectual employees prioritize non-standard problem-solving, which requires a combination of both logical and creative thought processes (Reinhardt et al., 2011). Established measures of productivity do not apply to knowledge workers in the 21st century, since their output is more abstract (Antikainen and Lönnqvist, 2006). Nevertheless, the performance of knowledge workers can still be accurately evaluated through subjective performance measurement, which involves collecting data on performance by means of administering a survey or interview to a specified group (Antikainen and Lönnqvist, 2006).

### **2.2.2 Work-from-home and Employee performance**

As of now, most studies investigating the effects of WFH has been on work-life balance (Felstead et al., 2002), burnout (Montgomery et al., 2003), and occupational prestige (Kramer, 2020). Indeed, research into WFH and performance of employee's remains in its inception. Employers are oblivious to the distinction among both office and home performance. Overall, thirty percent of the total of individuals think they are much more productive working from home than in a workplace, opposed to forty-five percent in a workplace (Pickard-Whitehead, 2020). Those who worked from home were 13% more productive than their workplace counterparts (O'Hara, 2014). Executives who were previously skeptical about allowing staff to work remotely due to a fear that it may have a negative effect on productivity have been

surprised to find the opposite to be true, Stallard and Stallard (2020) reported. By creating their own workspace, remote workers can enhance their productivity. Furthermore, working from home cuts down on the time and cost associated with commuting, which encourages autonomy and makes employees feel valued, both of which can improve performance (Gajendran & Harrison, 2007). Research has suggested that workers who take full advantage of telecommuting are often more motivated and as a result, their performance is usually better (Caillier, 2016).

### **2.2.3 Work Environment**

Previous investigations have revealed that a pleasant work setting has a beneficial impact on personnel performance (Jayaweera, 2015; Muchtar, 2017). An enjoyable, secure, ideal work environment that allows staff to work better is essential (Muchtar, 2017). Businesses should enhance their work environments in order to accomplish their objectives. According to Jayaweera (2015), having a good working environment helps elevate the performance of workers in the hospitality industry. Furthermore, multiple studies showed that job gratification moderates the positive connection between work environment and job performance. Generally, all employees wish for a pleasant work atmosphere. Bakotic and Babic (2013) noted that having a pleasing work environment can bring about employee gratification and better performance. Kreitner and Kanicki (2012) highlighted the work atmosphere as a fundamental factor in job execution. Workers usually stay in a workplace that they think will provide them with job-related contentment. Therefore, a superior work environment can possibly better employee performance. Jain and Kaur (2014) stated that a beneficial work environment might reinforce employee performance. Agbozo et al. (2017) suggested that employee performance can be improved by considering the cognitive, sociological, and physical elements of the workplace.

#### **2.2.4 Work Motivation**

Employees experience a higher level of motivation when working remotely due to an improved performance and a better work-life balance. Companies find it simpler to improve their operational efficiency when allowing remote work since there are no transportation costs to be covered, or an expensive area to be lived in, even though it is not in close proximity to the workplace. Additionally, this arrangement allows workers to manage their personal matters during their work hours, granting them the opportunity to seek a greater level of satisfaction with their life (Shockley & Allen, 2012).

Ahluwalia and Preet (2017) suggest that higher motivation could help employees realize better job performance. There are two kinds of motivation in the workplace environment: intrinsic and extrinsic. Intrinsic motivation comes from within the individual, and does not need encouragement from the employer or other people. On the other hand, extrinsic motivation is external, and a company must work hard to raise the motivation. Every worker has their own personal reasons to stay motivated, and the components of intrinsic motivation are unique to every person. As per Raziq and Maulabakhsh (2015), there is a strong correlation between motivation and job performance. Researchers have also noted that understanding how to motivate their staff is essential for businesses, as it can enhance employee engagement and job performance, ultimately leading to improved results.

### **2.3 Research Framework**

This study endeavours to explore the linkage between working from home and staff capability. WFH in this exploration is identified as the independent factor and EP as the dependent factor. Moreover, work ambiance will serve as the moderate factor. The chart in Figure 1.0 displays the structure of this study, which demonstrates how a correctly introduced work from home approach can lead to an enhanced rate of employee performance.

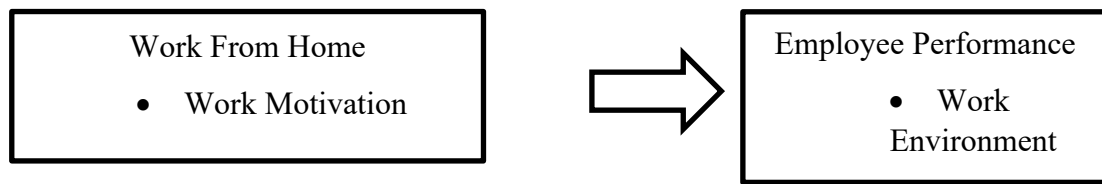


Figure 2.1 Research Framework

## 2.4 Summary

To sum up, the second chapter studied the association between remote work and worker productivity, offered trustworthy and pertinent materials. This chapter also featured a review of work environment and its connections to both staff performance and work from home. Lastly the research structure was given along with an explanation of how a successful implementation of work from home can increase the level of employee performance.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The researcher's method for acquiring the trustworthy data required to finish the study be described in Chapter three. The research instrument, data analyses, sampling and population, and research design are all discussed in this chapter.

#### **3.2 Research Design**

The purpose of this research is to determine if working from home leads to a higher level of efficiency from employees. The design for this examination uses a quantitative approach and a questionnaire be put together to obtain the vital data necessary to carry out the investigation in a dependable manner. A survey format has been sent online to Asia cell employees so the questionnaires' won't take that much time for them to fill.

#### **3.3 Population and Sampling**

250 active employees from the targeted organization which is Asiacell that works in private business sector of Kurdistan region be selected as the population for this research. Reasons of choosing employees of Asiacell is due to still implementing work-from-home method even after the end of the COVID-19 outbreak, also due to the company having thousands of active employees. Therefore,  $N=250$ . According to Morgan and Krejcie (1970) the sample size for a population of  $N=250$  needs to be 152

employees and random sampling used for this study's sample size, therefore, N=152. And in this study stratified sampling has been used due to contributing on different characteristics.

### **3.4 Data Collection**

The procedure of this research's data collection be collected anonymously through a list questionnaire consisting of questions regarding the affect that work-from-home has on employee performance that was implemented from similar studies. The data collected online through the help of a google form containing the list of questionnaires, using the same questionnaire for all three objectives. And the questions contribute into some sections which are (if they are married or not, their age and their efficiency).

### **3.5 Research Instrument**

The tool that was used for gathering the needed data was a list of questionnaires consisting of three sections. Section A is created to gather information on the target demographics with questions regarding their age, marital status, work experience...etc. Section B consists of questions regarding this study's independent variable (work from home), and section C consists questions regarding the study's dependent variable (employee performance), with a list of questionnaires that will include questions implemented from a reliable resource. The measurement for these questions will be assessed in this study using a Likert-type scale with five components (1-5): strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5) (Shari Seidman, 201). the statements/questions (strongly agree, agree, neutral, disagree, strongly disagree).

Table 3.1 Likert Scale

Likert Scale	Levels
1	Strongly Disagrees
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

### 3.5.1 List of questionnaires

Table 3.2 List of IV questionnaire

Variable	Item	Source
<b>Work-From-Home</b>	I always communicate with other people remotely for my work	Donny Susilo (2020)
<b>Work-From-Home</b>	I use internet technology to do my work as much as possible	Donny Susilo (2020)
<b>Work-From-Home</b>	I work outside of the physical presence of my colleagues	Donny Susilo (2020)
<b>Work-From-Home</b>	I do not do any physical travel at all to start and finish my work	Donny Susilo (2020)
<b>Work Motivation</b>	I can work more efficiently because I do not need to travel to the office	Donny Susilo (2020)



<b>Work Motivation</b>	My company allows me to work independently without supervision	Donny Susilo (2020)
<b>Work Motivation</b>	My company gives me the freedom to fully arrange my work schedule	Donny Susilo (2020)

Table 3.3 List of DV questionnaire

<b>Variable</b>	<b>Item</b>	<b>Source</b>
<b>Employee Performance</b>	I have accomplished all of my duties according to the key performance indicators of my company even if I work from home	Donny Susilo (2020)
<b>Employee Performance</b>	I finish my job responsibilities well without any significant problems even if I work from home	Donny Susilo (2020)
<b>Employee Performance</b>	I am initiative in doing my work.	(Hanaysha, 2016)
<b>Employee Performance</b>	My work leads to good level of performance.	(Hanaysha, 2016)
<b>Employee Performance</b>	I meet the formal performance requirements of the job	(Hanaysha, 2016)
<b>Work Environment</b>	My workspace is fully shared with family members or other people who are not my colleagues	Donny Susilo (2020)
<b>Work Environment</b>	I have the freedom to personally arrange my	Donny Susilo (2020)

	workspace without the intervention of my company	
<b>Work Environment</b>	My work success is heavily reliant on my internet connection	Donny Susilo (2020)

### 3.6 Data Analysis

This study analysed through a quantitative approach, and the software of statistical package for social science (SPSS) is used to obtain raw information in an organized and reliable approach. Descriptive analysis is used to analyse the gathered information. The descriptive analysis mean score, percentage and frequency for this study's gathered data.

### 3.7 Pilot Study

A pilot study was undertaken for this research to guarantee the efficacy and evaluate the reliability and validity of the instruments utilized. The instruments comprised a list of fifteen questionnaires on the relationship between "WFH" and "EP," with chosen responses totaling 15 workers. Cronbach's Alpha, which was determined using SPSS software in order to examine the reliability of this research. The value spans from 0 to 1, and the closer it is to 1, the greater the reliability ratio.

Table 3.4 Cronbach's Alpha

<b>Cronbach's Alpha</b>	<b>Internal Consistency</b>
$a > 0.9$	Excellent
$0.9 > a > 0.8$	Good
$0.8 > a > 0.7$	Acceptable
$0.7 > a > 0.6$	Questionable

$0.6 > a > 0.5$	Poor
$0.5 > a$	Unacceptable

The pilot research was carried out on 15 respondents from "Asiacell," the reliability test findings are presented in table 3.1 below.

Table 3.5 Cronbach's Alpha for both variables

Section	Dimension	No of Questions	Cronbach's Alpha
B	Work-from-home	7	0.750
C	Employee Performance	8	0.714

### 3.8 Summary

Chapter three demonstrated the method of data collection that has been used to complete this study. Research design, data collection and data analysis are mentioned in chapter three as well demonstrating the tools and instruments that will be used to gather the primary and secondary information.

## **CHAPTER 4**

### **DATA ANALYSIS**

#### **4.1 Introduction**

This chapter examine the findings of the research, which were analysed using the statistical software Statistical Package for Science and Social Sciences (SPSS). The surveys filled out by workers in Kurdistan are being analysed. The researcher used descriptive analysis to examine the demographics, the use of work-from-home and employee performance mean, and the link between the use of work-from-home and employee performance using the Spearman correlation method.

#### **4.2 Respond Feedback**

The statistical method is used in all statistical calculations (SPSS 24). Coding, tabulation, and a descriptive format have been used to present the data. The following is a list of the statistical techniques used to arrive at the study's conclusions:

1. The questionnaire's reliability was evaluated using alpha-Cronbach.
2. Utilizing the (Frequency, percentage, mean, stander deviation, and relative importance) descriptive statistical data analysis
3. Analysing inferential data:  
Bivariate A-Pearson correlation:
  - The F test, P 0.000, was used in all statistical procedures to determine the significant level.
  - There are criteria for determining the test's significance at the probability level: - Value of P:

Section two of the questionnaire's items were scaled using five levels of Likert scales in the following patterns: Very highly significant (P 0.000), High significant (P 0.001), Significant (P 0.05), and Non-significant (P> 0.05) rated according to the following five Likert scale levels and scales:

Table 4.1 The levels of Likert Scales

Scales	Scores	Weight average (mean) for	Level
Strongly Disagree	1	1.0-1.79	Very low
Disagree	2	1.8-2.59	Low
Neutral	3	2.6-3.39	Moderate
Agree	4	3.4-4.19	High
Strongly agree	5	4.2-5.0	Very High

#### 4.2.1 Reliability of Questionnaire

The research instrument's accuracy, dependability, stability, and consistency are all referred to as reliability. Plano and Creswell (2015) state that "approximately 200 individuals (or more) for a research" is the appropriate sample size, which indicates that the current study's sample size of 200 respondents is appropriate.

Table 4.2 The value of the Alpha Cronbach's coefficient

Variables	N. of class	Alpha Cronbach's
<b>Independent variable</b>		
Work-From-Home	7	0.862
<b>Dependent variable</b>		
Employee Performance	8	0.841
<b>Total</b>	15	0.854

#### 4.2.2 Resolution tests:

It can be seen from the table (4.2) that alpha Cronbach was used to get the result of the reliability of the questionnaire that were filled by the participations. On the other hand, Alpha Cronbach coefficient was used for the purpose of ensuring the stability of the scale used, to determine the accuracy of the answers of the members of the research sample. Depending on the results of the analysis from the table (4.2), it is clear that the value of the Alpha Cronbach coefficient at the total level of the variable's study is equal to (0.854), while for (Work-From-Home) variable is (0.862), and for (Employee Performance) variable is (0.841).

As a result, if the reliability coefficient is (0.60) or more according to this equation, it is considered sufficient for research that depends on the questionnaire as a tool for it (Allen & Yen, 2002). Therefore, from the previous results, it is clear that there is the required stability for the current study questionnaire and through the statements of its variables and dimensions, which is sufficient to adopt the statements of the current questionnaire as a tool for collecting field data.

### 4.3 Responders demographic analysis

#### 4.3.1 Gender

It is clear from table (4.3.1) that the majority of the respondents are male, reaching approximately more than 52% of the total number of respondents, while the percentage of female is 48%. This means that male is more appropriate to work in those places.

Table 4.3.1 Distribution of the sample according to gender

Gender	Frequency	%
Female	73	48.0

Male	79	52.0
Total	152	100.0

#### 4.3.2 Age

Table (4.3.2) shows the age group of the sample of the study. The table shows that the age group (33-37 years) of the study sample came first with 23%; Second place was the age group (38-42 years) by (20.4%). However, (13.2%) of the participants was between 43-47 years old

Table 4.3.2 Distribution of the sample according to age

Age (Years)	Frequency	%
18-22	11	7.2
23-27	21	13.8
28-32	29	19.1
33-37	35	23.0
38-42	31	20.4
43-47	20	13.2
48 and above	5	3.3
Total	152	100.0

#### 4.3.3 Marital Status

As can be seen from table (4.3.3), Most participants, (55.9%) of the participants was married and whereas was single and divorced (44.1%).

Table 4.3.3 Distribution of the sample according to marital status

Marital Status	Frequency	%
Single	51	33.6
Married	85	55.9
Divorced	16	10.5
Total	152	100.0

#### 4.3.4 Level of education

As can be seen from table (4.3.4), it is clear that people who master' degree in this study came first with 30.3%; Second place is bachelor's degree by (29.6%). While the level of education of participants who holding Other Professional Qualification came at the last rank with only 18.4%. This indicates that the sample members are among the holders of certificates that qualify them to answer correctly the paragraphs of the questionnaire.

Table 4.3.4 Distribution of the sample according to level of education

Level of education	Frequency	%
Bachelor's Degree	45	29.6
Master's Degree	46	30.3
Ph.D.	33	21.7
Other Professional Qualification	28	18.4
Total	152	100.0

#### 4.3.5 Years of experience

Table (4.3.5) shows that the major percentage of respondents who have an experience year. (27%) of the participants had between 7-9 years of experience and also (26.3%) of the participants had between 10 – 12 years of experience.



Table 4.3.5 Distribution of the sample according to years of experience

Years of experience (years)	Frequency	%
1 – 3	13	8.6
4 – 6	37	24.3
7 – 9	41	27.0
10 – 12	40	26.3
Above 12	21	13.8
<b>Total</b>	152	100.0

#### 4.3.6 Objective 1: To recognize the link between working from home and how well an employee performs.

In addition, the tables (4.3) show alpha Cronbach to get the result of the reliability of the questionnaire that filled by the participations based on each question.

Table 4.3.6 The value of the Cronbach's Alpha coefficient for Item-Total statistics

Work-From-Home	Q 1	44.7303	88.715	0.353	0.852
	Q 2	44.3421	84.823	0.560	0.841
	Q 3	44.2303	85.914	0.523	0.843

	4	Q	44.2105	86.803	0.439	0.847
	5	Q	44.2829	85.383	0.518	0.843
	6	Q	44.2763	86.201	0.487	0.845
	7	Q	44.4079	86.071	0.497	0.844
Employee Performance	1	Q	44.8684	88.247	0.369	0.851
	2	Q	44.5197	85.576	0.530	0.842
	3	Q	44.2500	84.944	0.564	0.841

	4	Q	44.3026	86.173	0.494	0.844
	5	Q	44.3092	85.447	0.518	0.843
	6	Q	44.4276	86.882	0.495	0.844
	7	Q	44.5000	85.325	0.522	0.843
	8	Q	44.4474	87.335	0.446	0.847

#### 4.3.7 Objective 2: To find out the amount of Work-from-home and employee performance

Table 4.3.7 Description of employee performance

Q.	SD	Disagr ee	Neutr al	Agree	SA	Mea n	S.D	RI	Level
	Fr.	Fr.	Fr	Fr	Fr				
	%	%	%	%	%				
X <sub>1</sub>	24	53	30	33	17	2.78	1.25	55. 67	Mode rate
	15.29	33.76	19.11	21.02	10.83				
X <sub>2</sub>	16	31	47	44	14	3.06	1.13	61. 18	Mode rate
	10.53	20.39	30.92	28.95	9.21				
X <sub>3</sub>	13	21	41	57	20	3.33	1.13	66. 58	Mode rate
	8.55	13.82	26.97	37.50	13.16				
X <sub>4</sub>	12	28	38	54	20	3.28	1.15	65. 53	Mode rate
	7.89	18.42	25.00	35.53	13.16				
X <sub>5</sub>	15	22	43	51	21	3.27	1.17	65. 39	Mode rate
	9.87	14.47	28.29	33.55	13.82				
X <sub>6</sub>	10	33	48	46	15	3.15	1.08	63. 03	Mode rate
	6.58	21.71	31.58	30.26	9.87				
X <sub>7</sub>	16	34	40	46	16	3.08	1.17	61. 58	Mode rate
	10.53	22.37	26.32	30.26	10.53				

X <sub>8</sub>	14	28	51	42	17	3.13	1.13	62.	Mode rate
	9.21	18.42	33.55	27.63	11.18			63	
X <sub>9</sub>	120	250	338	373	140	3.13	1.15	62.	Mode rate
	9.83	20.48	27.68	30.55	11.47			70	
<b>Su m</b>	24	53	30	33	17	2.78	1.25	55.	Mode rate
	15.29	33.76	19.11	21.02	10.83			67	
Note/ Weight average (mean) for 5point Likert scales: (1.0-1.79: V.Low), (1.8-2.59 : Low), (2.6-3.39: Moderate), (3.4-4.19: High), (4.2-5.0: v. High), Fr: Frequency , S.D : stander deviation and RI : Relative importance									

According to Table 10, the Employee Performance dimension had a total weighted arithmetic mean of 2.78, a standard deviation of 1.25, and a high relative importance of 55.67 percent.

In addition, the total number of people who responded with "strongly agree" was 10.83 percent, followed by "agree" by 21.02 percent, "neutral" by 19.11 percent, "disagree" by 33.76 percent, and "strongly disagree" by 15.29 percent.

### 4.3.8 Objective 3: To measure the success of employee's work

Table 4.3.8 Description of work-from-home.

Q.	SD	Disagree	Neutral	Agree	SA	Mean	S.D	RI	Level
	Fr.	Fr.	Fr.	Fr.	Fr.				
	%	%	%	%	%				
X <sub>1</sub>	19	46	42	29	16	2.85	1.18	56.97	Moderate
	12.50	30.26	27.63	19.08	10.53				
X <sub>2</sub>	11	31	43	45	22	3.24	1.15	64.74	Moderate
	7.24	20.39	28.29	29.61	14.47				
X <sub>3</sub>	9	29	35	58	21	3.35	1.12	66.97	Moderate
	5.92	19.08	23.03	38.16	13.82				
X <sub>4</sub>	15	20	36	56	25	3.37	1.19	67.37	Moderate
	9.87	13.16	23.68	36.84	16.45				
X <sub>5</sub>	13	31	24	66	18	3.30	1.17	65.92	Moderate
	8.55	20.39	15.79	43.42	11.84				
X <sub>6</sub>	13	23	44	49	23	3.30	1.16	66.05	Moderate
	8.55	15.13	28.95	32.24	15.13				
X <sub>7</sub>	12	34	41	46	19	3.17	1.15	63.42	Moderate
	7.89	22.37	26.97	30.26	12.50				
<b>Sum</b>	92	214	265	349	144	3.22			

	8.65	20.11	24.91	32.80	13.5 3		1.1 6	64.4 9	Moderat e
	Note/ Weight average (mean) for 5point Likert scales: (1.0-1.79: V.Low), (1.8-2.59 : Low), (2.6-3.39: Moderate), (3.4-4.19: High), (4.2-5.0: v. High), Fr: Frequency , S.D : stander deviation and RI : Relative importance								

According to Table 9, the Work-From-Home dimension had a total weighted arithmetic mean of 3.22, a standard deviation of 1.16, and a high relative importance of 64.49 percent. to (0.854), while for (Work-From-Home) variable is (0.862), and for (Employee Performance) variable is (0.841).

In addition, 13.53 percent of respondents indicated that they strongly agreed with, 32.8% indicated that they agreed with, 24.91 percent indicated that they were neutral, 20.11 percent indicated that they disagreed with, and 8.65 percent indicated that they strongly disagreed with.

#### 4.4 Summary

The findings of a study that was carried out among Kurdish employees are presented in this chapter. The survey stated that all respondents had to complete the questionnaire, and all of the questions were answered honestly. The majority of participants (55.9%) were married, while 44.1 percent were single and divorced. Additionally, the majority of employees were aged 33 to 37. On the other hand, the majority of respondents concur that working from home improves employee performance and allows for greater flexibility.

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

In this chapter, the researcher will extensively examine the results of the data analysis, aiming to fulfil the objectives set forth in Chapter 1. Additionally, limitations and recommendations will be addressed to enhance future research endeavours. Lastly, a conclusive summary will be presented for this study.

#### **5.2 Discussion**

The discussion of the data analysis in this chapter is separated into three study objectives, to recognize the link between working from home and how well an employee performs, to find out the amount of work-from-home and employee performance, and to measure the success of an employee's work.

##### **5.2.1 Objective 1: To recognize the link between working from home and how well an employee performs**

The first objective of this research is to determine the link between working from home and how well an employee performs. For businesses looking to increase productivity in remote work environments, it is essential to recognize the connection between an employee's performance when working from home and other factors. Flexibility, reduced commute time, and a familiar working environment are all advantages of working from home for employees. Employees can concentrate on their



work and potentially increase efficiency by working from home, which can improve focus and reduce distractions. A person may also be more motivated and satisfied at work if they are able to set their own schedules and work in a comfortable environment. However, it is essential to keep in mind that remote work also comes with its share of difficulties, including the possibility of experiencing feelings of isolation, having trouble achieving a work-life balance, and encountering technological or communication obstacles. Organizations can implement strategies to maximize the benefits of remote work while addressing its challenges by recognizing and comprehending these dynamics. Setting goals, providing the necessary resources and support, encouraging work-life balance, encouraging employee engagement initiatives, and clear communication channels are all examples of this. Normal assessment of representative execution and input instruments are significant to checking the adequacy of remote work courses of action and making changes on a case by case basis. In the end, businesses can create a productive and supportive remote work environment that contributes to overall success by recognizing and addressing the connection between employee performance and working from home.

### **5.2.2 Objective 2: To find out the amount of work-from-home and employee performance**

Regarding the second objective of this research, A methodical approach that includes data collection and analysis is required to investigate the connection between employee performance and work from home. First, specify the variables that need to be measured: "employee performance" and "work from home" (WFH). The following step is to gather pertinent data by accessing organizational records that track attendance and remote work policies or by surveying employees regarding the frequency or duration of their remote work. Determine performance evaluations, sales figures, project completion rates, customer satisfaction ratings, and other metrics that are in line with the objectives of the organization. Analyze the collected data using statistical techniques like correlation and regression to see if there is a significant connection between employee performance and the amount of time spent working from home. In the analysis, control for additional factors that may influence

performance, such as individual capabilities, job characteristics, team dynamics, or external circumstances. While acknowledging any limitations or areas requiring additional investigation, interpret the findings and communicate them to organization stakeholders. Keep in mind that the connection between employee performance while working from home and context, industry, and individual differences may vary, so understanding the particular dynamics at play requires an open-minded and comprehensive approach.

### **5.2.3 Objective 3: To measure the success of an employee's work**

The third objective of this research is to measure the success of an employee's work. Measuring the success of an employee's work is a multifaceted process that involves evaluating various aspects of their performance and contributions. It encompasses a combination of methods, including objective Key Performance Indicators (KPIs), quantitative metrics, qualitative assessments, self-evaluations, feedback from managers and peers, and 360-degree assessments.

Objective KPIs are specific goals set for employees that are measurable and time-bound. These KPIs provide clear targets for employees to work towards and allow organizations to track progress and determine the level of success achieved. Examples of objective KPIs can include sales targets, project completion rates, customer satisfaction ratings, or quality benchmarks. Quantitative metrics play a vital role in measuring success, particularly in roles where tangible outcomes can be easily measured. These metrics provide quantifiable data that reflect the direct impact of an employee's work. For instance, manufacturing departments may be evaluated based on production yield, efficiency rates, or cost savings achieved. Sales teams may be assessed based on revenue generated or new clients acquired. By analyzing these quantitative metrics, organizations can gain insights into an employee's performance and their ability to meet targets and deliver results. Complementing quantitative metrics, qualitative assessments delve into the intangible aspects of an employee's work. These assessments consider factors such as the quality of work, problem-solving abilities, communication skills, teamwork, and adaptability. Feedback from

supervisors, colleagues, and customers provides valuable insights into these qualitative aspects. Qualitative assessments enable organizations to evaluate the overall effectiveness of an employee beyond the tangible outcomes, focusing on their interpersonal skills, collaboration abilities, and their impact on team dynamics.

Self-evaluations empower employees to assess their own performance and contribute to their professional growth. Through self-reflection, employees can identify their strengths, areas for improvement, and set personal goals. Self-evaluations encourage accountability, as employees take ownership of their performance and actively participate in their development. Feedback and performance reviews conducted by managers provide a structured mechanism for evaluating an employee's performance. These reviews involve constructive feedback, discussions of achievements, areas for improvement, and goal setting. Regular performance feedback ensures ongoing communication and alignment of expectations, enabling employees to enhance their skills and address any performance gaps. Peer and 360-degree feedback mechanisms offer a broader perspective on an employee's performance by collecting input from colleagues, subordinates, and other stakeholders. This multi-perspective approach provides valuable insights into teamwork, collaboration, leadership potential, and interpersonal effectiveness. By employing these various methods to measure the success of an employee's work, organizations can gain a comprehensive understanding of their contributions, strengths, and areas for improvement. This knowledge allows for effective talent management, performance recognition, targeted development plans, and overall alignment of individual efforts with organizational goals. Measuring employee success serves as a catalyst for growth, enabling both individuals and organizations to thrive.

### **5.3 Limitations**

First Difficulty in obtaining accurate data on the population of home-based employees in the service sector: The researcher faced challenges in finding precise data on the population of home-based employees specifically in the service sector. The

available data was limited to the total number of employees in the services sector in Kurdistan, which may not accurately represent the target population.

Secondly, Time constraints and data collection during the pandemic: The researcher had a limited timeframe to collect data, and the COVID-19 pandemic may have further impacted data collection efforts. The pandemic might have introduced additional challenges in reaching out to participants and gathering data effectively.

Finally, Generalizability to different job positions and company cultures: The research focused on various job positions, which may limit the accuracy of the work-life balance data for specific job roles. Additionally, the research covered employees from Asiacell company in Kurdistan, and work-life balance can vary depending on the company culture. Therefore, the findings may not be fully generalizable to specific companies or job positions.

#### **5.4 Recommendations**

Given that work from home (WFH) can have both positive and negative effects on employee performance, the following suggestions for maximizing productivity in a remote workplace have been developed:

1. Communicating clearly: To guarantee regular updates, feedback, and agreement on goals and expectations, establish efficient communication channels. To close any communication gaps that may result from working from home, promote open and honest communication.
2. Setting goals and being accountable: Give employees the freedom to manage their work and establish clear, measurable objectives. Routinely monitor progress and give criticism to guarantee responsibility and keep everybody on target.
3. Positive Workplace Conditions: Employees should be encouraged to design a dedicated workspace that encourages concentration and reduces distractions. Provide assistance and resources for ergonomic setups, technical problems, and any other potential difficulties.

4. Flexibility and balancing work and life: Recognize the significance of achieving a work-life balance and, if at all possible, provide flexibility in work hours. To avoid burnout, employees should be encouraged to draw clear lines between their personal and professional lives.

5. Training and development of skills: Through virtual training programs, webinars, or online courses, provide opportunities for professional development and skill enhancement. Employees may remain engaged, motivated, and equipped with the skills they need to succeed in their positions as a result of this.

6. Initiatives for Employee Engagement: Through virtual team-building activities, social events, or online collaboration platforms, remote employees can develop a sense of connection and camaraderie. To maintain team unity, encourage casual interactions.

7. Recognizance of Performance: Recognize and reward employees for their accomplishments and contributions. Set up a system for recognizing exceptional performance, whether it's through virtual awards, public praise, or other methods.

Keep in mind that no two organizations or individuals are alike; consequently, it is essential to regularly evaluate and modify these recommendations in light of feedback and changing circumstances.

## **5.5 Conclusion**

In conclusion, Multifaceted and intricate is the connection between employee performance and working from home. Although working from home can offer advantages like greater adaptability, shorter commute times, and a more pleasant working environment, it can also come with disadvantages like the potential for feelings of isolation, difficulties in achieving work-life balance, and communication obstacles. The impact on employee performance can vary depending on the individual, the requirements of the job, and the support of the organization. To ensure optimal performance, organizations ought to be aware that remote work arrangements

necessitate careful planning, open communication, and ongoing evaluation. Organizations can create an environment that supports employee performance and productivity in a remote work setting by implementing strategies that address the unique challenges of remote work, such as providing the necessary resources, encouraging virtual collaboration, and promoting employee well-being. Monitoring and adjusting remote work arrangements to maintain high levels of performance and overall organizational success requires open lines of communication, feedback mechanisms, and regular performance evaluations.

## REFERENCES

- Alhassan, R, K, Spieker N, van Ostenberg P, Ogink A, Nketiah-Amponsah E, de Wit TFR. (2013). Association between health worker motivation and healthcare quality efforts in Ghana. *Human Resources for Health* 11 (1): 37.
- Allen TD, Golden TD, Shockley KM. How effective is telecommuting? Assessing the status of our scientific findings. *Psychol Sci Public Interest* 2015; 16:40–68.
- Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*, 16(2), 40-68.
- Anitha, J. (2014), “Determinants of employee engagement and their impact on employee performance”, *International Journal of Productivity and Performance Management*, Vol. 63 No. 3, pp. 308-323.
- Barrot, J.N., Grassi, B. and Sauvagnat, J. (2020), “Sectoral effects of social distancing”,
- Boyatzis, R. E. (2008). Competencies in the 21st century. *Journal of Management Development*, 27(1), 5–12.
- Carbonara, N. and Schiuma, G. (2004), “The new product development process within industrial districts: a cognitive approach”, *International Journal of Product Development*, Vol. 1 No. 1, pp. 92-106.
- Choudhury, P., Foroughi, C., and Larson, B. Z. 2020. WorkFrom-Anywhere: The Productivity Effects of Geographic Flexibility. *Academy Of Management Proceedings*, 20201, 21199.

- Deorah, S. (2020), “COVID-19 impact: is work from home the new normal?”, Available at: [www. financialexpress.com/lifestyle/covid-19-impact-is-work-from-home-the-new-normal/1981037/](http://www.financialexpress.com/lifestyle/covid-19-impact-is-work-from-home-the-new-normal/1981037/) (accessed 23 July 2020).
- Dingel, J.I. and Neiman, B. (2020), How Many Jobs can be Done at Home?, Working paper, Becker Friedman Institute, Chicago, 19 June 2020.
- Felstead, A., Jewson, N., Phizacklea, A. and Walters, S. (2002), “Opportunities to work at home in the context of work-life balance”, *Human Resource Management Journal*, Vol. 12 No. 1, pp. 54-76.
- Garrett, R. K. and Danziger, J. N. 2007. Which Telework? Defining And Testing A Taxonomy of TechnologyMediated Work At A Distance. *Social Science Computer Review*, 251, 27–47.
- Ghosh, S. (2020), “Working from home: monitoring employee productivity in the times of lockdown”, *Financial express*, available at: [www.financialexpress.com/jobs/work-from-home-monitoring-employee-productivity-in-the-times-of-lockdown/1967197/](http://www.financialexpress.com/jobs/work-from-home-monitoring-employee-productivity-in-the-times-of-lockdown/1967197/) (accessed 24 July 2020).
- ILO (2020), “Working from home: estimating the worldwide potential”
- Jain, R. & Kaur, S. (2014). Impact of Work Environment on Job Satisfaction. *International Journal of Scientific and Research Publications*. Vol. 4, No. 1, hal. 1-8.
- Jayaweera, T. (2015). Impact of work environmental factors on job performance, mediating role of work motivation: A study of hotel sector in England. *International Journal of Business and Management*. 10 (3): 271.
- Khan, A. A., Abbasi, S. O. B. H., Waseem, R. M., Ayaz, M., & Ijaz, M. (2016). Impact of training and development of employees on employee performance



through job satisfaction: A study of telecom sector of Pakistan. *Business Management and Strategy*, 7(1), 29-46.

Kramer, A. and Kramer, K.Z. (2020), “The potential impact of the Covid-19 pandemic on occupational status, work from home, and occupational mobility”, *Journal of Vocational Behavior*, Vol. 119 No. 103442.

Kramer, A. and Kramer, K.Z. (2020), “The potential impact of the COVID-19 pandemic on occupational status, work from home, and occupational mobility”, *Journal of Vocational Behavior*, Vol. 119, pp. 1-4.

Luthans, F., Norman, S.M., Avolio, B.J. and Avey, J.B. (2008), “The mediating role of psychological capital in the supportive organizational climate – employee performance relationship”, *Journal of Organizational Behavior*, Vol. 29 No. 2, pp. 219-238.

Madell, R. (2019). Pros and Cons of Working from Home.

Marshall, G. W., Michaels, C. E., & Mulki, J. P. (2007). Workplace isolation: Exploring the construct and its measurement. *Psychology & Marketing*, 24(3), 195-223.

Montgomery, A.J., Peeters, M.C.W., Schaufeli, W.B. and Ouden, M.D. (2003), “Work-home interference among newspaper managers: its relationship with burnout and engagement”, *Anxiety, Stress, and Coping*, Vol. 16 No. 2, pp. 195-211.

Moreno, J. (2020), “How long will Google employees be able to work from home? Google CEO doesn’t offer details”, *Forbes*, available at: [www.forbes.com/sites/johanmoreno/2020/06/26/how-long-willgoogle-employees-be-able-to-work-from-home-google-ceo-doesnt-offer-details/#291a30c472c3](http://www.forbes.com/sites/johanmoreno/2020/06/26/how-long-willgoogle-employees-be-able-to-work-from-home-google-ceo-doesnt-offer-details/#291a30c472c3) (accessed 23 July 2020).

- Morikawa, M. (2020), "COVID-19, teleworking, and productivity", available at: <https://voxeu.org/article/covid-19-teleworking-and-productivity> (accessed 19 August 2020).
- Muchtar, M. (2017). The influence of motivation and work environment on the performance of employees. *Sinergi: Jurnal Ilmiah Ilmu Manajemen* 6 (2): 27-40.
- Muslih, B. (2012). Analisis pengaruh motivasi terhadap kepuasan kerja dan kinerja pegawai di PT Sang Hyang Seri (Persero) regional III Malang. *Jurnal Aplikasi Manajemen*, 10(4), 799-810.
- Mustajab, D., Bauw, A., Rasyid, A., Irawan, A., Akbar, M.A. and Hamid, M.A. (2020), "Working from home phenomenon as an effort to prevent COVID-19 attacks and its impacts on work productivity", *International Journal of Applied Business*, Vol. 4 No. 9, pp. 13-21.
- Nisar, T. M., Prabhakar, G., & Strakova, L. (2019). Social media information benefits, knowledge management and smart organizations. *Journal of Business Research*, 94, 264-272.
- O'Hara, C. (2014), "5 Ways to work from home more effectively", *Harvard business review*, available at: <https://hbr.org/2014/10/5-ways-to-work-from-home-more-effectively> (accessed 23 July 2020).
- Pickard-Whitehead, G. (2020), "45% More productive working at the office, not home"
- Raziq, A & Maulabakhsh, R. (2015). Impact of work environment on job satisfaction. *Procedia Economics and Finance* 23: 717- 725.
- Shamir, B. and Salomon, I. (1985), "Work-at-home and the quality of working life", *Academy of Management Review*, Vol. 10 No. 3, pp. 455-464.

- Shockley, K. M., & Allen, T. D. (2012). Motives for flexible work arrangement use. *Community, Work & Family*, 15(2), 217-231.
- Zhang, J. (2016). The dark side of virtual office and job satisfaction. *International journal of business and management*, 11(2), 40.
- Richardson KM and Thompson CA (2012) High tech tethers and work-family conflict: a conservation of resources approach. *Engineering Management Research* 1, 29–43.
- Rogers R (2021) Internet of things-based smart healthcare systems, wireless connected devices, and body sensor networks in COVID-19 remote patient monitoring. *American Journal of Medical Research* 8(1), 71–80.
- Wang B, Liu Y, Qian J and Parker SK (2021) Achieving effective during the COVID-19 pandemic: a work design perspective. *Applied Psychology* 70(1), 16–59.
- Watson SK and Elliot M (2016) Entropy balancing: a maximum-entropy reweighting scheme to adjust for coverage error. *Quality & Quantity* 50(4), 1781–1797.
- Waizenegger L, McKenna B, Cai W and Bendz T (2020) An affordance perspective of team collaboration and enforced working from home during COVID-19. *European Journal of Information Systems* 29(4), 429–442.
- Williams P, McDonald P and Cathcart A (2017) Executive-level support for flexible work arrangements in a large insurance organization. *Asia Pacific Journal of Human Resources* 55(3), 337–355.
- Woods M and Miklencicova R (2021) Digital epidemiological surveillance, smart telemedicine diagnosis systems, and machine learning-based real-time data

sensing and processing in COVID-19 remote patient monitoring. *American Journal of Medical Research* 8(2), 65–77.

Xie J, Ma H, Zhou ZE and Tang H (2018) Work-related use of information and communication technologies after hours (W\_ICTs) and emotional exhaustion: a mediated moderation model. *Computers in Human Behavior* 79, 94–104.

## Appendix A RESEARCH QUESTIONNAIRE



### THE RELATIONSHIP BETWEEN WORK-FROM-HOME AND EMPLOYEE PERFORMANCE AMONG EMPLOYEE IN ASIACELL IN SULAYMANIAH

---

Dear Participants,

This research is being carried out in order to obtain a Bachelor of Science in Human Resource Development from Qaiwan International University. My study on work-from-home and employee performance among Asiacell employees in Sulaymaniah.

Sulaymaniyah employees.' I humbly request your assistance and involvement in data collection by responding to the questionnaire. I sincerely hope you will help me by answering all of the questions honestly and thoroughly. All information will be used purely for research purposes and will be kept strictly secret; you identify will not be divulged.

If you have any questions, please do not hesitate to contact me. I much appreciate your help and cooperation. I wish you all the best in your future endeavours.

#### SECTION A: Demographic Questionnaire

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

##### **1. Gender**

Male ☐ Female ☐

## 2. Age

18-22 ☐ 23-27 ☐ 28-32 ☐ 33-37 ☐ 38-42 ☐ 43-47 ☐  
48 and above ☐

## 3. Marital Status

Single ☐ Married ☐ Divorced ☐

## 4. Education level

Bachelor's degree ☐ Master's degree ☐ Ph.D. ☐ Other Professional Qualification ☐

## 5. Education level

1-3 years ☐ 4-6 years ☐ 7-9 years ☐ 10-12 years ☐ above 10 years ☐

## **SECTION B: Work-from-home**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

1	2	3	4	5
---	---	---	---	---

State- ments related to work- from- home	Strongly Disagree	Disagree	Neutral	Agree	St r o n g l y A g r e e
	1	2	3	4	5
1. I always communicate with other people remotely for my work.					

2. I use internet technology to do my work as much as possible.					
3. I work outside of the physical presence of my colleagues.					
4. I do not do any physical travel at all to start and finish my work.					
5. I can work more efficiently because I do not need to travel to the office.					
6. My company allows me to work independently without supervision.					



7. My company gives me the freedom to fully arrange my work schedule.					
---	--	--	--	--	--

**SECTION C: EMPLOYEE PERFORMSNCE**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Statements related to	Stron gly Disag	Disag			St r o n

Employee performance	ree	ree	Neutral	Agree	g l y A g r e e
	1	2	3	4	5
1. I have accomplished all of my duties according to the key performance indicators of my company even if I work from home.					
2. I finish my job responsibilities well without any significant problems even if I work from home.					
3. I am initiative in doing my work.					
4. My work leads to good level of performance.					
5. I meet the formal performance requirements of the job.					
6. My workspace is fully shared with family members or other people who are not my colleagues.					

7. I have the freedom to personally arrange my workspace without the intervention of my company.					
8. My work success is heavily reliant on my internet connection.					

## Appendix B Confirmation of Students Status

Republic of Iraq - Kurdistan Region  
Ministry of Higher Education & Scientific Research  
Qaiwan International University (QIU)  
Directorate of Administration  
Registration



هەریەکێکی کوردستان - عێراق  
وەزارەتی خوێندنی باڵا و توێژینەوەی زانستی  
زانکۆی قەيوانی ئێـوودەوڵەتی  
بەڕێو بەڕایەتی کارگێڕی  
وەرگرتن

**Asiacell Telecommunication Company,**  
*Iraq, Sulaymaneyah,*  
*Support Letter,*

Letter NO.: REG23-134  
Date: 5<sup>th</sup> February 2023

Dear Sir / Madam,

This is to confirm that the aforementioned student is a full-time student at Qaiwan International University's Faculty of Management and Social Science (Human Resource Development), she is visiting your company in order to collect data for a university assignment, and your cooperation will be appreciated in advance.

Student Name : Sana Abdalkarim Ibrahim  
Student ID : QIU19-0047  
Academic Status : Year 3 Semester 6 / Active



Please do not hesitate to contact us if you have any inquiries.

The confirmation is issued on her demand.

Thank you.

  
**Kanar Roshin Tariq**  
Director of Admission and Registration  
Qaiwan International University  
+964 772 141 1414  
kanar.tariq@uniq.edu.iq

Copy to:

- Archive
- Outgoing Dossier

☎ 0772 141 1414

✉ Info@uniq.edu.iq

📍 Slemani Heights, Sharbazher st., opposite to Hawari Shar park



Scanned with CamScanner

## Appendix C Turnitin Results

Sana

### ORIGINALITY REPORT

16%

SIMILARITY INDEX

11%

INTERNET SOURCES

5%

PUBLICATIONS

10%

STUDENT PAPERS

### PRIMARY SOURCES

1	Submitted to The Scientific & Technological Research Council of Turkey (TUBITAK)	2%
	Student Paper	
2	www.researchgate.net	1%
	Internet Source	
3	www.cibgp.com	1%
	Internet Source	
4	Submitted to University of Central England in Birmingham	1%
	Student Paper	
5	Submitted to Intercollege	1%
	Student Paper	
6	event.ners.unair.ac.id	<1%
	Internet Source	
7	Submitted to Open University of Mauritius	<1%
	Student Paper	
8	Submitted to Mancosa	<1%
	Student Paper	
9	repository.president.ac.id	