Exploring Motivation and commitment on job satisfaction and employee performance in Work from Home (WFH) perspective

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ABSTRACT

WFH has become an identical new normal practice in the area of human resource management due to the wide diffusion of the novel coronavirus (COVID-19) across the globe. Every country has imposed a strict lock down measures to stop the rate of infection, which eventually stops the economic cycle. In order to survive and sustain economically, organizations across the globe adopted several strategies and WFH is one of the most dominant one. Practically, many researchers have been investigating and contributing their ideas and strategies in this domain since last two decades, especially in the European continent. This pandemic, however, enforce the world to consider this WFH concept. Despite having several prior researches, there is still a significant lack of empirical evidence on how motivation and commitment influence employees job satisfaction and their performance in WFH context. Hence, the primary aim of this study is to measure the effect of motivation and commitment on employees' job satisfaction and performance at home environment. This study develops a conceptual model based on the extensive literature review, which consist of four independent variables. A web based structured questionnaire was developed and distributed to 700 employees in two major cities in Malaysia, namely Selangor and Kuala Lumpur. Due to the travel restriction, data collection through online considered as the best approach for this study. The purposive sample method was applied to distribute the questionnaire and 478 fruitful responses were recorded. This study used structural equation modelling to conclude the hypothesise. Results indicated that, normative commitment and intrinsic motivation are the two most important variables which have direct influence on both employee job satisfaction and their performance in the context of WFH. Result also unveiled the partial mediating role of job satisfaction on employees' performance by employee commitment. These fruitful findings will guide human resources department and policy makers in terms of developing a right set of strategy pertaining to WFH for their employees. This study, indeed, is one of the very few empirical studies measure the effect of motivation and commitment on employee's satisfaction and performance in the work from home (WFH) context.

KEYWORDS: **COVID 19; Work From Home, Job Satisfaction, Employee Commitment, Motivation, Employee Performance.**

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INTRODUCTION

The spread of the COVID-19 pandemic has caused an increase in the number of individuals operating from home During normal times, WFH participation levels were 10% or less, but it is now rising for one reason or another starting in March 2020 (Oakman et al., 2020; Raišiene et al., 2020; Vyas & Butakhieo, 2020). More and more organisations are encouraging their workers to work from home because of decreased rent rates and the ability to monitor work and the saved time commuting. many nations still use physical barrier measures at the height of the pandemic. This has made working at home the only option for some workers. It is important to know if working from home has an effect on productivity, to figure out if it is positive or negative, even whether it has changed in the years since 2000. A COVID-19 pandemic has prompted a vast variety of steps to attempt to try to monitor it, from suggestions to admonish people to worldwide quarantines. as part of this reaction, businesses and policymakers have actively supported the idea of telecommuting in addition to encouraging people to use work from home (Hashim et al., 2020; International Labour Organization, 2020; Jamal et al., 2021). A total of almost 3.4 billion people are expected to be at home as of employment in more than 84 countries

by March of 2020, and tens of millions could be working from home. As more sociological models have been developed, several modelling studies on social interventions, such as closing all service sectors and places of business have been performed, it was assumed that these additional measures may be used to help with suppressing the CO19 virus in the general population. These experiments suggest that strict social distancing policies restrict the propagation of the pandemic, but has at least a short-term effect on the economy. Form formula: WFH activities are incorporated into simulation models because these practises serve to minimise the trade-off between productivity and wellbeing.

However, working from home arrangements have become popular in organisations with advances in information and communication technology (Vyas & Butakhieo, 2020). Around 20% of German companies allow their workers to work at home for a few days per month. The freedom to work from home empowers workers to more efficiently plan and coordinate their schedule. people who are confident in their decision-making abilities have more inherent motivation, which leads to a greater amount of commitment in performing their duties (Hashim et al., 2020; International Labour Organization, 2020; Schall, 2019; Ziegler et al., 2012). in addition, businesses should be expected to recruit and retain high-quality workers by giving them agreeable working arrangements. Informal way of saying: For example, workers can feel that working at home improves their work-life balance, which helps minimise workplace costs and the strain on office space while also reducing turnover and the amount of floor space. When working from home, workers can feel forced to prolong the working day or to put in extra hours to pay for their personal obligations, which could lead to job intensification. It is an example, when a larger proportion of home-based workers are more likely to suffer negative consequences such as work-family strife and health issues (Bernarto et al., 2020; Genomic, 2011; Sahni, 2020). Participation in the pandemic itself can be perceived, but the rest is still a complex in terms of how it impacts a person' Biological pandemics like COVID-19 also necessitated these kinds of responses even though an institution is not ready in terms of infrastructure, requiring this kind of work. the use of networks and software to shift the boundaries of traditional media such as newspapers, television, radio, and telephone from room- to time-based job opportunities. Increased attempts to reconcile work and life are seen in the new climate (Choudhury, 2020; Family Safety and Health, 2017; Wong et al., 2020). There is evidence that increases in opportunities for harmony between work and life

tend to be much lower in the Asia Pacific, as well as in Australia. It has been shown that in the academic and business world that both local worksites and teleworkers see an increase in their performance and absenteeism when they are offered alternatives to their existing working environment (Duff & Rankin, 2020; Jamal et al., 2021; Schooreel et al., 2017).

Complex as well as conflicting findings have been discovered from previous research on all the factors which have a direct effect on job performance and employee satisfaction at home. Many researchers discovered that key factors included comfortable working locations, confidence in superiors, and a positive working relationship with colleagues (Anderson & Kelliher, 2020; Timsal & Awais, 2016). The workers or staff-like considerations such as managing the family members are found to have a major effect on self-reported productivity (Bhumika, 2020; Huang et al., 2020; Sok et al., 2018; Tinuoye et al., 2016). According to Johnson et al., the success and fulfilment of the employee was impaired by their ability to operate in a comfortable atmosphere free of team or human disruptions. As we have seen, during the current scenario triggered by COVID-19, studies have dwindled in Malaysia. WFH provides many advantages to both the boss and the employee. however, if indeed, successful application of WFH presents a host of difficult human resources management issues (Engle, Stromme, & Zhou, 2020). Away from the current flu pandemic, this investigation explores how an employee's performance is affected. Recent research has identified many variables that have the capacity to impact both motivation and job performance across the span of employment. identifying the relationships among these factors is a primary goal of this research is the outcomes of the research are expected to have both business and employee impact in terms of enhancing worker satisfaction and performance. Therefore, the primary objective of this analysis is to investigate the influence of employees' motivation and commitment on overall performance and efficiency in light of WFH.

LITERATURE REVIEW

Work from home: an overview

The term currently known as WFH is claimed to help reduce the risk of CO19 infection. Formal speaking, though, has been brought to the attention of educationalists in numerous institutions for quite some time. Formal: ''Telecommuting'' was first referenced in Nilles (1988) as a way to limit the effects of WFH. The concept of WFH has been

described and developed over the last four decades as remote employment, flexible workplace, and telecommuting. The words "execute work from home" and "facilitate" apply to workers' ability to work from home. they defined telecommuting as "an option where employees do tasks which are typically performed in main or central offices, through the use of electronic media to communicate with both within and outside peers, though at least some of the tasks are done from home". a research conducted by (Victorino et al., 2018) showed that 37% of jobs during the COB-19 pandemic could be performed at home, with financial and company administration responsibilities in the U.S. Jobs like nursing, forestry, and hospitality cannot be done in the comfort of one's own home. Academics question the benefits and drawbacks of WFH, though it has been generally accepted in the scholarly community.

Work-life harmony provides many advantages for both managers and workers. Time, decreased room needs, improved efficiency, lower levels of office politics, greater employee motivation, cleaner environments, lower levels of absenteeism, and reduced attrition, are all facets of the benefits. Caulfield found evidence established these advantages Other findings show that telecommuting has the ability to minimise attrition and promote employee morale, commitment, and performance (Grunau, 2016; Ollo-López et al., 2020; Sridhar &Bhattacharya, 2020; Tumen & Zeydanli, 2016). Flexibility of WLB also benefits from reduced commuting, less work-life friction, and greater efficiency. Further, Purwanto et al. (2020) concluded that WFH would promote flexible job schedules while reducing the costs of commuting. Conversely, the difficulties with WFH include the fuzzy family/work boundary, disruptions, and staff being financially responsible for all that results from the service. As per Puranto et al. (2020) we have observed, workers employed at home have to bear the burden of their own energy and internet expenses. (Nakrošienė et al., 2019) discovered that employees were alone, and managers had concerns about productivity when working from home. Furthermore, the relationship with colleagues might be impaired. the involvement of young children or family members at home can cause employees to be distracted and therefore cause stress and overwork In other words, management speak, remote employees have an inability to detach from their job while they have responsibilities outside of their workplace.

WLB has been shown to be improved by operating from home has been proven to be the case in several research studies Similarly, Grant et al. concluded that using e-working would better the

work-life balance. As e–workers discovered that they could do more work by using E (Grant et al. 2019). Bloom et al. (2015) found working from home to improve workplace satisfaction Fulfilling time is also has a relationship to overall family well-being (Addae & Boso, 2020; Bellmann & Hübler, 2020; Hendri, 2019; Hur, 2018; Palumbo, 2020). Japan is finding that telework leads to higher life satisfaction levels for employees. Researchers over the past three decades have found working from home to be of significant importance to different fields like business and economics, and the environment sciences. Working from home has a variety of main characteristics, according to the literature Employees spend the most of their time working time not in the company office but outside the workplace. Additionally, there is a link between the home and the office (Addae & Boso, 2020; Bellmann & Hübler, 2020; Diab-Bahman & Al-Enzi, 2020; Hendri, 2019; Hur, 2018; Matli, 2020; Nagel, 2020; Palumbo, 2020; Yin et al., 2018). Information technology makes it easier to exchange and share information with colleagues. Furthermore, it is advisable for workers to have a career design that allows them to work from home. Work at home is more appropriate for workers who primarily do knowledge-based jobs and meet minimal face-to-to-face communication requirements (Bröchner, 2017; Delbari et al., 2020; Nappi et al., 2020; Zamani & Gum, 2019). The bulk of articles concentrate on the positives and negatives of working from home. Formal publications pay no attention to the working from home performance effect. A number of older studies that examine the influence of working from home on workers' performance have mainly used industry case studies and survey evidence.

Conceptual Model

Intrinsic Motivation

Motivation greatly influences individual behaviour. There is a connection between Motivation and both starting and persisting with behaviour. Motivation is important in understanding what makes a person do and how they go about doing it. Employees who are motivated to help the company meet its goals perform well are valuable members of the workforce. One of the most important aspects of workers in prevention efforts is the employees' own motivation (Gheitani, Imani, Seyyedamiri, & Foroudi, 2019). The employees' job-related motivation is influenced by their self-determination It makes the experience more appealing, as well as fun for participants.

Personal challenge can be described as an inherent motivation which assists in discovering and developing new knowledge and skills. Both employee and task attributes are key in determining employee motivation (Bellemare et al., 2016;

Mekler, Brmann, Tuch, & Opwis, 2017). For example, a person considers their work fascinating and has deep-rooted values, they will have enough of an intrinsic motivation to boost their performance. In order to have a great deal of impact on a person, internal motivation is required. The stronger one's feelings of fulfilment, the greater the motivation to achieve (Johnson et al., 2016; H. Lee, 2021; Veld et al., 2016). Therefore, it can be inferred that inherent motivation is strongly associated with work satisfaction and efficiency, according to previous research. Today, companies concentrate on cultivating professional workers to achieve a strategic edge. Employers favour socially capable and/capable traits such as initiative and creativity over social competence when hiring new employees (Garcés-Galdeano et al., 2016; Kim & Hollensbe, 2017; Tanwar & Prasad, 2016). Capabilities that are based on academics are considered to be extremely successful, however by organisations to be less favoured. Job satisfaction is also depending on how often employees use their skills. Individuals' efficiency, work satisfaction, and income levels can decline when a job serves as a restriction. When the skills needed do not align, this happens.

H1: There is significant positive effect of intrinsic motivation on employees' job satisfaction in the WFH setting.

Employee Commitment

A significant number of scholars and clinicians have sought to explain how groups are perceived by staff over the past few decades. willingness to invest in prospects Both quality and productivity are listed as sources of a company's competitive advantage. Everything is rather well in order. Thus, staff loyalty is important. Take into consideration the efficiency of the team members. It is difficult to increase the devotion of an employee to their employer. It may be said that it affects how individuals conduct themselves in a corporation (Basile & Beauregard, 2016; Hoornweg et al., 2016; Shih, 2019). The level of employee participation can be influenced by the organization's social context. To check on an employee's commitment is to the employer, in that the employee has confidence in the organisation, on behalf of the organisation, and the amount of time and significance the worker is able to spend on the organization's behalf. formal partnership and the determinants of competitive firms were analysed and incentives and recognition for good performance and milestones were found to be closely linked to autonomous and competent while formal communication and teamworking were found to contribute to the company's dimensions This research has been undertaken for over the course of several decades in the commercial, governmental, and non-profit sectors. It is important in organisational action. The components of employee commitment according to (Boeri, n.d.; Ocampo et al., 2018; St-Onge et al., 2020) are commitment, job satisfaction, and loyalty. The three-dimensional definition includes affective, normative, and continuity. An employee's affective involvement includes both affective commitment to the company's goals and emotional identification with the organisation. Continuation of membership is long-term commitment to the corporation (T. T.-L. Lee & Ma, 2019; Palumbo et al., 2020). It was difficult to fail if the individual had a near personal interest in the business and was involved in the community. Donations to mutual funds, such as those given to pension plans, or shares in equity plans make an employee appear as if unable to operate anywhere else. Normative participation is normative commitment. In order to avoid making personal concessions, the employee has to feel motivated. Finally, the next two variables will be defined in commitment - Continuing and Normative commitment

H2: There is significant positive effect of employee commitment on employees' job satisfaction in the WFH setting.

Continuance Commitment

Employee relationships are important to the growth and survival of any company. To keep a clear and consistent connection between the employee and the employee, there is a commitment for workforces to be strongly committed to their jobs. Employee commitment and employee happiness are inextricably related, and this has been proven to be the case in various studies. Continuance of commitment is a commitment where employees are mindful of all side bets and risks involved with leaving, such as time, effort, and the pension (Bouziri et al., 2020; Morikawa, 2020; Novitasari et al., 2020; Pahi et al., 2016; Thorstensson, 2020). He stays with the firm if he/she has a great interest in the long-term employee plan. there is a mutual relationship between management and staff, which results in calculation. There is no association between continuing involvement and organisational citizenship performance. Success and productivity are said to be greatly supported by constant attention to detail. Staff with a strong commitment to the continuity of their commitment's actions have no regard about organisational behaviour (Bagus et al., 2016; Lim et al., 2017; Susilo, 2020). In comparison, altruism and conscientiousness are often used as opposite words. It can be applied to any profession Prevalence in the workforce has been proved by American employees Skepticism against organisations rose from distrust of being

used in promoting theological and moral liberation in the fifth century BCE.

H3: There is significant positive effect of continues commitment on employees' job satisfaction in the WFH setting.

Normative Commitment

At the commitment, Meyer and Allen suggested the commitment to two forms of commitment: relational association and affective commitment that have a perceived cost. Thus, (Choudhury, 2020; Davidescu et al., 2020; Jamal et al., 2021) later suggested a third element of commitment, a perceived commitment to stay in the market. Commitment-form is relatively recently has been included in the typology of commitments and is thought of as an undertaking to maintain commitment in an organisation. It is post-entry and post-socialization norms of organisational commitment to be required to be influenced by the individual. A result showed that emotional dominance is most closely associated with employee withdrawal and citizenship behaviour, above normative and procedural dominance. But, nonetheless, the impact of affective and normative commitment was greater than that of the affective profile. Normative commitment is the meaning of employees have in the business. Workers who have a great deal of regulatory involvement seem to feel that they should stay in the business. Because of this, workers who are in commitment will be held to their job by normative, commitment tradition, and work ethic will make their normative commitment concrete.

H4: There is significant positive effect of normative commitment on employees' job satisfaction in the WFH setting.

Job Satisfaction

Large performance studies reveal that staff performance (communication techniques and skills) and employee loyalty (employees' internal motivation) in performing their jobs can affect their outcomes, such as job satisfaction (Bhumika, 2020; Schooreel et al., 2017; Tinuoye et al., 2016). In order to make it clear, it is important to make a precise definition of what is implied by work satisfaction. Employment satisfaction is determined by one's level of engagement yielded by both their psychological disposition and his or work environment worker satisfaction has been categorised into two types, extrinsic and intrinsic. itself-based workplace satisfaction to workers' behaviour towards promotion, appreciation, respect and accomplishment (Anderson & Kelliher, 2020; Chen, 2020; Timsal & Awais, 2016). Development and wellbeing in the workforce and life is usually go hand and hand with the belief that success is extrinsic. People found that self-actualization and extrinsic career satisfaction had better outcomes in the workplace.

Employee Performance

The organisational efforts to reach targets are carried out through workplace success according to (Chen, 2020). Honour is a virtue of both of encouragement and ambition. the Leung is a genuine behaviour, which is shown to each employee according to their role and status. Moreover, an employee's job is described as doing what is expected of him in the performance he has been given. Also, (Addae & Boso, 2020) claims that the four performance assessment criteria involve: the fact that the work being done here is of a consistently high standard (accuracy, accuracy, skills, and cleanliness). Secondly, the amount of function includes both routine and additional, with an equal weighting: potentiality, if and behaviours must both be understood and considered, as not rigid or fixed, but malleable. They can be taught, and then changed (attitudes of other employees, work and cooperation with the company). The employers have good things to say about their employee performance tends to lead to an improvement in the employee performance.

H5: There is significant positive mediating effect of employees' job satisfaction on employee performance in the WFH setting.

Figure 1. Research Framework

Research Methodology

Instrument

A scientifically rigorous questionnaire was created to obtain primary data from respondents. Priority questions were answered in order to optimise the usefulness of this questionnaire. This was a distinguishing organisational and philosophical aspect of each variable, along with many other aspects, including pilot testing. to develop face and material validity, the previous studies' items were written for use in various contexts, and this analysis integrated their results a piloted test were done to ensure that objects on scale were understood as well as they related to one another

Our participants were told we were gathering their supervisor's scores as a means of assessing results. The evaluation scale that is widely used by the organisation is in management evaluations was used in order to cut down on time and effort. It tests a worker's total efficiency on a single 5-point scale. Supervisors grade participants' success as progress, achieves all or almost all goals, or greatly exceeds all expectations Responses were ranked 1 to 5 (poor to high performance). Job satisfaction was evaluated using a 4-item, 5-point Likert-scale used to collect information on workers. previously, modified from scales previously used by Lucas et al (1990). In preliminary tests, the Cronbach alpha value was found to be 84. the work satisfaction questionnaires were completed by the staffs' the level of job tension was gauged with the 13-item Parker and DeCoti scale (1993).

Sampling and Procedure

This research attempts to validate the hypothesised associations between inspiration, job engagement, and employee efficiency in the Malaysian work environment. A cross-sectional research was conducted in Malaysia from May 2020 to January 2021 using a web-based questionnaire. Businesses that hire Malay-speaking workers are included in the units of study. A convenience sample was drawn from various Malaysian entities in the key states of Selor and Kuala Lumpur. In an online survey, the respondents' e-provided emails were used because it was a convenient and cost-effective tool for a short timeframe (Zikmund, 1999). The questionnaire was built so that respondents can conveniently forward them to their friends by email. Four student researchers were assigned to follow up and to compile the missing responses. 478 respondents were able to respond; however, nine of them did not respond and were eventually excluded from the research. 478 were employed in further experimentation.

Respondents Attributes

Frequency results indicated that more than 60% of the respondents were male. Moreover, results also indicated that more than 46 percent respondents age was between 30 to 40, 221 to be more specific. The second highest group pertaining to age was between 20 to 30. In terms of marital status, results indicated that more than 56 percent respondents were single. Last but not least, most of the respondents have more than 5 years working experience, followed by 3 years. In relation to education, 52 percent respondents finished their bachelor followed by masters and diploma. This study classify industry broadly into two categories,

namely, service and manufacturing. Based on the frequency results, more than 68 percent respondents working in service industry. This diversity respondents' attributes help this study to understand better about the important phenomenon identified by this study.

Hypothesis Testing

Measurement Model

Until conducting the structural study, the validity and durability checks were carried out. the formal validity was verified by comparing the AVE score to 0.5 to see if the square root score was larger than the association between variables Since the construction values had an upper limit of 0.7, the AVE was calculated. Following, the composite reliability test was achieved by calculating the composite reliability score which was needed to be above 0.7 Proceedings demonstrates AVE and composite durability both greater than 0.7 Hair offers outstanding value with a loading factor greater than 0.5 (Krishnan and Ramasamy, 2011). Convergent validity is verified. Measurement of the study showed the results. It can be deduced that both loadings were greater than 0.50 which is recommended by Hair et al (2013). Of all tests, the most highly graded structures, the AVE scores were between 0.5 and 0.7, as the better and worst ones (Bagozzi and Yi, 1988) (Hair et al., 2013). The test has given results shows that each vector to have a value of CR that is higher than 0.7. Based on these findings, it can be stated that the overall calculation model has been evaluated and found to be accurate. conformity qualities of loading ratings and the discriminant validity findings of manifest classes (Hartono and Abdillah, 2014). Here you can see the root meaning of the association as you equate Table 3 with the correlation between the

different constructs. The construct that should be calculated in addition to the sum of all other construct loadings is seen in Table 4: Score loading was found to be higher. Ses observations reflect discriminant validity.

Structural Model

At SmartPLS, we use a bootstrap approach to achieve twofold the original data (Preacher and Hayes, 2008). If the regular distribution is a key assumption is made during the process of informal data exploration, so you are able to analyse the relationship regardless of whether excess bootstrapping is applied (Preacher and Hayes, 2008). To validate the structural model, a bootstrap process of 500 replications was conducted to produce the t-values. This map shows the relationship between employee morale, employee engagement, and both structured and ongoing commitment to work.

From the model in figure 1, we see the findings in table 1. Employee morale and employee satisfaction are associated, while H1 clarified 40.83% of the total variation in work satisfaction. A 40.19% of the association between worker satisfaction and employee productivity often seems to be attributed to employee engagement in the WFH environment. However, the findings in Table 2 also confirm the rest of the theory, even though it was not explicitly stated.

Results showed that there was a substantial link between work satisfaction and the employees' efficiency in the WFH environment. The indirect and the actual impact of all four factors on both work satisfaction and efficiency are seen in Table 2 and Table 2 and Table 3. When it was found that four variables could account for all of the WFH's efficiency, bootstrapping was used to calculate the overall effect. Thus, hypothesis 5 is right.
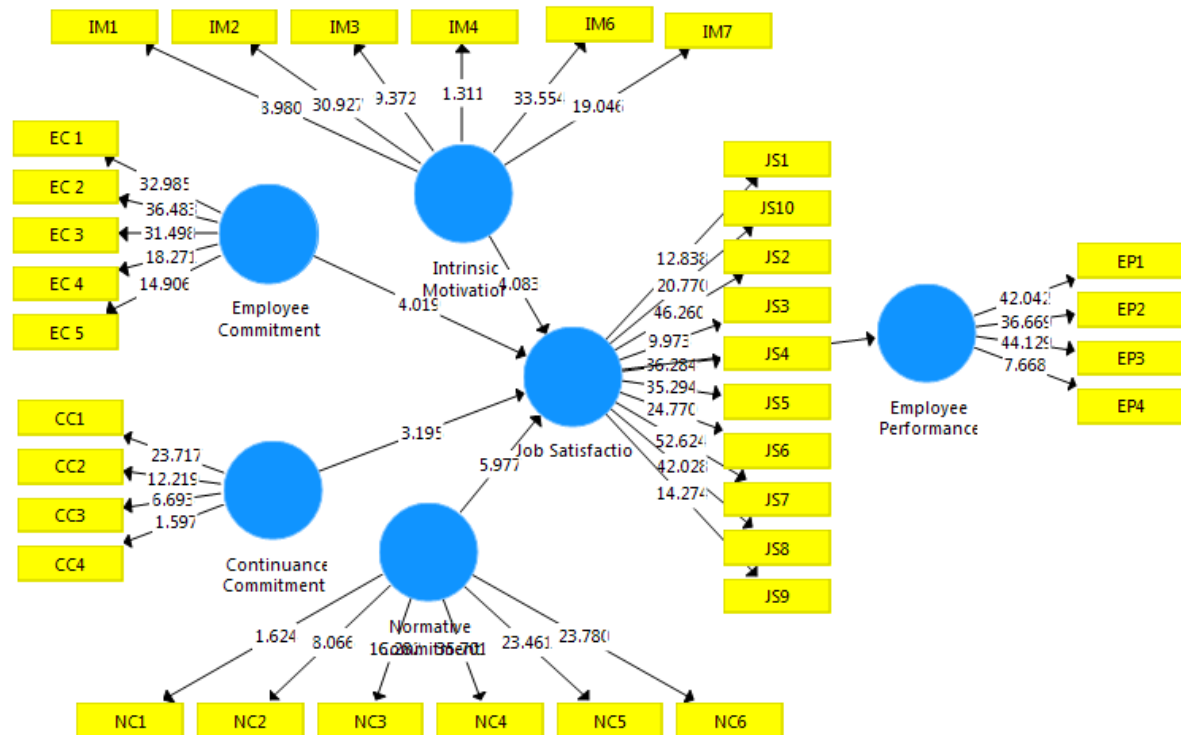
Figure 1: Structural Model

Table 1: Path Coefficient

	Original Sample	Standard Deviation	T Statistics	P Values	Hypothesis
Continuance Commitment -> Job Satisfaction	0.179	0.056	3.195	0.001	Supported
Employee Commitment -> Job Satisfaction	0.303	0.075	4.019	0.000	Supported
Intrinsic Motivation -> Job Satisfaction	0.220	0.054	4.083	0.000	Supported
Normative Commitment -> Job Satisfaction	0.389	0.065	5.977	0.000	Supported

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Continuance Commitment -> Employee Performance	0.126	0.132	0.040	3.170	0.002
Continuance Commitment -> Job Satisfaction					
Employee Commitment -> Employee Performance	0.212	0.210	0.053	3.987	0.000
Employee Commitment -> Job Satisfaction					
Intrinsic Motivation -> Employee Performance	0.154	0.157	0.040	3.848	0.000
Intrinsic Motivation -> Job Satisfaction					
Job Satisfaction -> Employee Performance					
Normative Commitment ->Employee Performance	0.272	0.272	0.052	5.201	0.000
Normative Commitment -> Job Satisfaction					

Table 2: Total Indirect Effect

Table 3: Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Continuance Commitment -> Employee Performance	0.126	0.132	0.040	3.170	0.002
Continuance Commitment -> Job Satisfaction	0.179	0.187	0.056	3.195	0.001
Employee Commitment -> Employee Performance	0.212	0.210	0.053	3.987	0.000
Employee Commitment -> Job Satisfaction	0.303	0.297	0.075	4.019	0.000
Intrinsic Motivation -> Employee Performance	0.154	0.157	0.040	3.848	0.000
Intrinsic Motivation -> Job Satisfaction	0.220	0.221	0.054	4.083	0.000
Job Satisfaction -> Employee Performance	0.701	0.708	0.045	15.662	0.000
Normative Commitment -> Employee Performance	0.272	0.272	0.052	5.201	0.000
Normative Commitment -> Job Satisfaction	0.389	0.384	0.065	5.977	0.000

The degree of conviction that there is a clear association between work satisfaction and success is extracted from these studies. The percentage of confidence is 97.5 percent. The findings of this analysis indicate that employee success is a good indicator of long-term company efficiency. High levels of happiness are closely related to high levels of success, which are in turn linked to high earnings. One of the goals of an employer is to have workers that are extremely efficient and capable of doing high-quality work. The findings suggest that as an employer, you must build an atmosphere that fosters employee happiness. Motivation and employee satisfaction have a positive effect on a company's success. Job satisfaction and success have a close bond. An

employee who is happy with his job will still give his all to the organisation. Employees who are satisfied with their work will still defend the business. It has been shown that engaging in worker satisfaction benefits the employer or industry. The explanation for this is that as a company, you tend to have a huge number of people working for you. According to several surveys, work satisfaction is closely linked to high efficiency. Work satisfaction and loyalty go hand in hand. They will have a good connection to your company. Employees who are committed to the company will still trust that whatever they do will lead to the company's growth. Such workers may find it impossible to move to another company, and they will also suggest others to work for you.

Recommendations

In any company, increasing employee satisfaction is important. Employee satisfaction can be accomplished in a number of ways. Allowing workers to manage their own hours, allowing them a sense of power, and ensuring that there is autonomy within the organisation are all important factors to consider. Employees have recently demanded that their professional and personal lives be balanced. As a result, flexible job hours and telecommuting opportunities must be given to workers depending on their specific preferences. Employees should be given flexibility in terms of leaving and arrival times to alleviate stress linked to regular commutes. Employees who are given the freedom to form their jobs and function in accordance with their talents have the highest level of job satisfaction. Employee feedback and a positive approach to role learning are also facilitated by job surveys. Managers must therefore use their intuition to balance human desires with the organization's goals. When it comes to finding a balance between delivering assistance to their teams and micromanagement, the middle management team requires assistance. Managers who make all choices and do not assign any responsibilities seem to develop a poor atmosphere for their employees, according to research. As a result, there is poor productivity, low motivation, increased staff turnover, and disengagement. When their contributions are appreciated by their bosses, workers are more inspired. Satisfaction is higher as it is reached by trusted workers. As a result, employers should devise a company-wide acknowledgment programme. To the degree practicable, hard work should be appreciated. Employees would be happy and more inspired to work hard as a result of this.

Limitations and Future Study

The current findings are focused on a relatively limited sample size. Future studies would be needed to reproduce these results, as is the case for any analysis. In this regard, it would be helpful to test the current theory with a broader variety of samples, including samples from various styles of employment, occupations, racial, religious, or cultural contexts, and so on.

In either case, the present homogeneous sample called for a conservative test of the current hypothesis. Scope constraints on predictor and criterion variables, for example, are considered to limit the degree to which the two variables can correlate. It's also worth noting that the new interaction hypothesis' predictive strength is limited by the small sample size.

It should also be noted that job performance was assessed using a single component, making scale reliability calculations impossible. The rating scale is one that is used on a daily basis in assessment interviews in the participants' business, so we think this metric taps into a core feature of this construct. In addition, single-item tests have been used successfully in previous studies. Often, rather than dealing with total work performance, we're dealing with single-item indicators of overall job satisfaction. Future studies should try to repeat the current results with broader and more representative samples, as well as take advantage of the use of multiple-item scales to assess job performance. Furthermore, future studies should focus on determining the factors that influence employee motivation in the WFH environment. Facet indicators of work satisfaction may be of concern in this regard, considering the fact that, as previously mentioned, summary scores resulting from an individual's assessment of multiple job aspects do not differentiate between indifferent employee commitment and employee motivation. In fact, motivation and commitment can be higher to the degree that there are both both favourably and negatively assessed work aspects. The current results suggest that further study into the effects of employee motivation and commitment in the WFH environment is warranted.

Future WFH study should look at efficiency as a possible consequence of remote employment, as well as other potential workplace mediating factors like employee involvement in the relationship between WFH and job satisfaction. In addition, since there is insufficient research in this field, future WFH research should look at employee engagement as a possible mediator in the relationship between WFH and work satisfaction. WFH has the ability to inspire workers, resulting in higher levels of commitment and, in exchange, higher levels of work satisfaction. Finally, future studies will want to look at various personality types, such as neuroticism, extraversion, and transparency, in relation to remote employment and job satisfaction. Certain personalities may like to

work remotely and be very pleased with the versatility it provides, while others may not feel relaxed balancing work and home life and may be dissatisfied. Despite this, further study into remote work is needed.

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