

THE COVID-19 EPIDEMIC WITH EMPLOYEES' JOB SATISFACTION AND PERFORMANCE ON WORK FROM HOME DURING LOCKDOWN IN BANGKOK

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Abstract

The goal of this study is to look at the elements that influence employee job satisfaction and work-from-home performance during the Bangkok lockdown. This study's chosen topics are job satisfaction and job performance. This study's conceptual framework is based on prior literature's theoretical studies. Cluster sampling, stratified random sampling, and simple random sampling methods were used to obtain the samples (n = 450) using online surveys. To confirm the model's goodness-of-fit and evaluate the hypotheses, the data were analyzed using Confirmatory Factor Analysis (CFA) and Structural Equation Model (SEM). Work from home, work environment, work motivation, and employee commitment all had positive significant impacts on job satisfaction during the Bangkok lockdown, according to the findings. During the COVID-19 lockdown in Bangkok, however, job involvement and job satisfaction have a large influence on job performance, but working from home has no noticeable impact on job performance. Employee commitment is the most important factor in job satisfaction, and job satisfaction is the most important factor in job performance. As a result, this paper suggests that organizations and business leaders consider ways to encourage employees to be more committed to their jobs, such as improving manager-employee relationships so that employees feel more at ease discussing issues with their managers and feel more supported by the organization during COVID-19.

Keywords: Work from Home, Work Motivation, Work Environment, COVID-19, Employee Commitment, Job Involvement, Job Performance, Job Satisfaction

1. Background of the study

This paper investigates what factors influence job performance during work from home. Nowadays, almost every employee worldwide desires to work from home, specifically for the new generation. People in the new generation do not need to be awake in the early morning, needless for taking a bath and dressing in suitable outfits. They do not want to be stuck in traffic jams when they travel to the office, wasting a lot of time. Moreover, they are comfortable wearing any outfits then start working from home. Work from home is defined as employees working from their homes or other locations instead of going to the office and completing their job remotely. Many related words describe work from homes (WFH), such as teleworking, remote work, or mobile. Work from home originally started in the USA when the USA faced the oil crisis in the 1970s. Work from home started to reduce energy consumption and mitigate traffic chaos (Allen et al., 2015). Innovations in technology and developments in communication have brought the flexibility of working from home. Nowadays,

many companies apply for a work from home policy. While working from home, employees can prioritize their tasks, doing their job with fewer interruptions from other colleagues in the office and other disturbing noise. Moreover, employees can communicate effectively based on the development in technology.

The employee's performance evaluation is perceived upon assessing a man's contribution and ability. Moreover, job performance can be evaluated from how well a person can perform on a job assigned or given by the employer (Narcisse & Harcourt, 2008). The level of job accomplishment could be evaluated from whether employees could carry out their duty well or not. Many companies nowadays are forced to compete and to act professionally. Therefore, it is very important to have capable employees who can help the companies to achieve their goals and survive among competitors. Many factors affect employees' job performance, such as work from home, job involvement, job satisfaction, etc. Moreover, other factors such as employee

commitment and motivation affect job satisfaction. However, working at home, employees may not get recognition and sudden support once they need help. This may lead to employee dissatisfaction because employees might take time to solve this problem and suffer if the problem or issue cannot be solved. When all communication is conducted online, employees find it more difficult to be recognized or get compliments or achievements. Besides, managers cannot observe their employees' performance and effort by working at home. The managers cannot see how much a person puts effort or how many steps or processes a person must go through to accomplish the given task. For example, a difficult task is assigned to an employee, and they might have to work overtime or put too much effort into a given job. However, when employers cannot monitor the working processes, they will only judge their performance by looking at the final result or outcomes. They did not realize how many difficulties a person needed to deal with while doing that task.

In the past or before the COVID-19 pandemic, allowing employees to work from home has been the fear of many companies because they believe that employees will be less productive, resulting in poor job performance. At home, it's easy to get distracted, and employees can procrastinate on their tasks. Later, there are acceptances from many organizations allowing their employees to work from home. In the meantime, there is a COVID-19 pandemic outbreak, and many businesses can handle the situation since communication software is getting better. Also, the spread of the COVID-19 pandemic is the main reason that affects the significantly rising number of employees working from home. COVID-19 has changed how organizations run business and technology priorities, encouraging working from home policy to be implemented among firms worldwide. In the meantime, the government has announced a strict policy to help the country reduce the spread of infection by informing people to keep social distance. If people have to see each other, they must be aware of physical contact. Also, the government encourages people to manage any activities at home, such as eating at home, watching movies at home, working at home, or even studying at home. The significance of this new phenomenon "COVID-19" and invited researchers to examine solutions that can mitigate the spread of COVID-19 and how various factors

affect or affect or change the way people work or feel about their work (Restubog et al., 2020).

After all, this practice has improved employee retention by offering an only choice to let people work remotely wherever they desire. They can manage their time properly, e.g., working at home can help retain working parents who must take care of their children. In parallel, the organizations can save company costs such as water and electricity, building rental, or maintenance. However, the organizations will expect productivity and profitability to be increased and meet the target. While the organizations can save their cost, allowing employees to work from home will increase employee motivation with less stress and likely imply that satisfied employees result in better job performance. It also saves a huge expenditure and time for traveling to the office. Moreover, employees working from home can do their daily office work, and home required assignments simultaneously, and they can perform during their most productive time. Since workers are allowed to work from home, the companies can influence workers to be more productive and balance their life such as the comfortable to be able to work from home rather than have long working hours at the office or extend their working hours to get extra pay for their liability, and those factors could make workers feel escalation in their job. Absolutely not, some fields of work cannot be done at home, especially for those companies who haven't prepared for a new normal way of working or traditional business which is still running in a conventional way requiring employees to come to work at the office. However, when there is a new business operation, many conventional business operations must be agile enough to react to the change. Also, many organizations try to implement various programs or applications to support their employees while working from home to help organizations run smoothly and get the best outcomes from their employees to fulfill the business goal such as company profit, employee's performance, etc. Several applications and technologies such as communication tools or platforms have been implemented to support employees to be more efficient and effective in their work, which gives employees convenience and is able to work anywhere. To illustrate, approximately 20% of German organizations have allowed their employees to have work from home several days per month. The Privilege of working from home will enable employees to be efficient in organizing

their timetables. When employees can plan their time properly, they will get more confident in their abilities to make the decisions; they will have an intrinsic motivation that can enhance the commitment level in the performance of employees. Employee performance is one of the company's key success factors. The level of job satisfaction will also lead to the result of execution. Employee performance is one of the company's key success factors. The level of job satisfaction will also lead to the outcome of performance. For example, if an employee is satisfied with their job, they will perform better than the unsatisfied one. Also, employees who are satisfied with their job tend to be more willing and active to do their job. Nevertheless, when employees are working remotely, employees' working experience is difficult to see. In contrast, working from home can create work-life balance problems. As working from home, managers, leaders, or even colleagues can reach you anytime and ask for help just because they know that you're at home. If this disturbance occurs continuously, it will create a problem in that an employee cannot manage time properly for their role. For example, if an employee has children, they have to manage work as an employee and time for children as a mother (Crosbie & Moore, 2004). In addition, communication and internet connection are the important factors supporting business operation to run smoothly. If the internet connection is unstable or weak, it will affect an employee's productivity, satisfaction, and motivation in their job because of the frustration of the weak internet (Khandelwal, 2020). Thus, this research aims to examine the factors that impact job performance during work from home. The factors that affect performance from home are work from home, job involvement, and job satisfaction. Moreover, other factors such as employee commitment and motivation impact job satisfaction. Therefore, this study examines the related factors that influence job performance after the worldwide organizations have changed the way of working to work from home. After the COVID-19 pandemic, organizations worldwide were forced by the government to change the way of working to reduce the number of infections from COVID-19. The government encourages organizations and people in their county to maintain social distance by conducting activities at home. Nowadays, working from home has become the new normal way of working which many organizations adopt. Working from home allows employees to work remotely, flexibly, and freely.

In addition, there are many benefits to organizations for offering employees to work remotely, such as reducing time commuting to the office, increasing the employees' satisfaction, managing time, and balancing work-life balance. However, the factors that impact job performance during work from home are not typically researched in the previous. Job performance is a significant factor to an organization due to revenues of the organization are based on outcomes or performance from employees of the company. The result of this research will provide information on the related factors affecting job performance during work from home or the information for organizations considering a permanent or temporary remote work model for their staff. The employee's productivity is one of the most important business factors. Therefore, it is necessary to determine the positive or negative influencing factors that impact job performance while working from home. Therefore, this research has significant value to organizations worldwide to understand the factors that affect employees' job performance. Organizations could use these factors to improve the working process and persuade employees by using these factors to make employees more effective and efficient in procuring outcomes. Moreover, the result could be used to create new organizations' policies and procedures by adapting the result to increase employees' satisfaction with a new normal life.

As mentioned earlier, several factors analyze job performance and job satisfaction during work from home. Therefore, this study aims to investigate which factors influence employees' job satisfaction and job performance at work from home during the lockdown in Bangkok.

2. Literature Review and Hypotheses Development

2.1 Work from home, job satisfaction, and job performance

The increase in digitalization and innovation has shown the chances to work remotely with employees during the past years. There are many various terms, for example, telecommuting, remote work, telework, interpretation of this word is employees who use different smart technologies for working activities outside the office (Allen et al., 2015), which changed the nature of work by giving us the possibility to use technology to work anywhere from multiple locations. The first term

used to describe work from home was telecommuting. It was used to explain the situation of employees working from their homes by using the technology to contact colleagues. After the COVID-19 pandemic, work from home has risen worldwide, and it has changed the way of working for most of the employees worldwide. Continuously in local lockdowns, work-from-home technology might become the 'new normal' for business practice (Wang et al., 2020; Mostafa, 2021). The organizations offer the flexibility of work options and contemplate employees' well-being and work-life balance while it is saving for the company by reducing expenses and increasing work performance (Mostafa, 2021). However, work from home also has disadvantages to the employee because they tend to be more hard-working while working remotely (Kelliher & Anderson, 2009). Nevertheless, working remotely can be productive if practiced correctly (Grant et al., 2019).

The working nature has been changed by technology that offers us the opportunities to work remotely in multiple locations at any time. There is a prediction of continuous growth of working remotely (Twentyman, 2010). Teleworking can boost up the performance of employees and reduce absenteeism, helping employee retention (Noonan & Glass, 2012). The ability to work remotely creates flexibility, which increases employees' satisfaction that affects their job performance (Burdin & Pérotin, 2019; Stavrou & Ierodiakonou, 2011). Flexibility to work remotely boosts employees' capability to manage dynamics changing, for instance, change in organization and stress of work. It is a major source for improving and engaging the job performance of organizations (Sekhar et al., 2017). In addition, satisfaction in a job is the satisfied and unsatisfied emotion of workers toward their jobs. Also, job satisfaction is the satisfaction and amusing emotion that comes from an employee's job assessment and job experience (Locke, 1976). It is normally recognized that when workers feel happy, they will execute their work at the maximum capability to accomplish the jobs' objectives and goals. Workers who have high satisfaction levels with the job are always consistent and on time, more energetic, more committed, and happier with their working life. The company should give employees a chance to grow in the company by increasing job satisfaction, making employees of the companies have higher accomplishments.

Similarly, feeling security and good correspondence with managers and colleagues are

the most important satisfaction; the job characteristics, management styles, security of the job, being realizable, and career growth are the significant factors for workers' satisfaction (Mosadeghrad et al., 2008). Factors that persuade satisfaction in a job are wages, security in a job, career growth, reputation of company and management style, working environment, social respect in work communication, work's resources (Sutrisno, 2017). The unsatisfied of employees will make them feel ununited with the company; the situation that makes them feel ununited are such as the work assigned are not rights, not secure in working environments, colleagues are not collaborative, managers have not recognized them, and they are not involved in decision-making process (Clarke & Iles, 2000; Clark, 1997). This study has the following hypotheses, which are in line with the findings of prior studies:

Hypotheses 1 (H1): *Work from home has a positive effect on job satisfaction.*

Hypotheses 6 (H6): *Work from home has a positive effect on job performance.*

2.2 Work environment and job satisfaction

In the late 1920s and early 1930s, Elton Mayo performed the study at Hawthorne, a Western Electric Company site in Chicago, to develop the notion of worker satisfaction with their jobs. According to the study's findings, workers' working activities might be impacted by their sentiments. Social connections and psychological variables are the major foundations of contentment with one's job or pleasure with work, as well as personnel efficiency (Robbins et al., 2003). Job satisfaction has become increasingly important in determining employee success. Among other things, a company's most essential goal is to exhaust all options for achieving the maximum level of employee performance in order to accomplish set objectives (Butler & Rose, 2011). One of the most significant factors affecting employee satisfaction and motivation is the working environment. Task and activity are fueled by social, organizational, and physical elements, which have an influence on worker performance, according to Strong et al. (1999). The environment in which employees work has a significant impact on their productivity. The most significant empirical evidence that suggests bad working conditions in a corporation is a reduced worker satisfaction

rate(Kaya, 1995). In general, every employee wishes to work in a nice workplace. One of the advantages of having a good work environment is that employees are happier at their jobs. The working environment heavily influences job satisfaction. Employees are more likely to stay in a workplace that they feel will provide them with peace of mind. As a result, a more pleasant working atmosphere may boost employee satisfaction. Additionally, a favorable work environment has the ability to increase job satisfaction. Enhancing the psychological, social, and physical components of the workplace can boost job satisfaction. The following premise underpins this investigation and is consistent with previous findings; therefore, the hypothesis has been formulated as detail presented:

Hypotheses 2 (H2): *Work environment has a positive effect on job satisfaction.*

2.3 Work motivation and job satisfaction

Work motivation is defined as the power of human psychology to direct human perception and behavior via the creation of processes. The psychology of internal feelings and external influences influencing those processes can influence emotion, diligence, and the direction of human behaviors pursuing specific goals (Kanfer, 2009; Kanfer et al., 2017). In the workplace, work motivation is a defined dynamic intensity that emerges inside an individual to initiate work-related behavior and to influence their enthusiasm and direction(Pinder, 2008). Work motivation is derived from the link between personalization and their surrounding variables (i.e., civilization, society, and working culture), according to the following statement(Latham & Pinder, 2005). Furthermore, human traits, essentials, and the amount of appropriate labor originate different viewpoints and outcomes in business cultures, such as happiness or satisfaction, dedication, and acting like one. Motivation has an impact on them(Tziner et al., 2012). Furthermore, job motivation is divided into two categories: intrinsic and extrinsic motivation(Ryan & Deci, 2000). Intrinsic motivation is defined as motivation that is impacted by internal variables. For example, if an employee is content or enjoys his or her job, he or she will be driven by such fulfillments(Bauer et al., 2016; Legault, 2016). Extrinsic motivation, on the other hand, is derived from external sources such as prizes, incentives, money, and recognition. Intrinsic motivation, on the other hand, is more

effective than extrinsic motivation(Ryan & Deci, 2000; Deci et al., 1999). However, there are two types of motivation: positive and negative motivation. Positive motivation will, without a doubt, inspire or drive an employee to put in more effort at work. Negative motivation, on the other side, will discourage people from paying attention to their jobs or delivering outstanding results. Incentives in the form of money or other best deal offers, a raise in pay, fascinating benefits, or employee recognition are all examples of positive motivation. The Job Characteristics Theory (JCM) is a study of people's desire to improve their job performance based on their capabilities(Mustafa & Ali, 2019). Employees with more positive motivation, they are more engaged in their jobs and are willing to go beyond to achieve the job's goals(Gagné & Deci, 2005). Employees with less motivation are less likely to participate in their jobs and are less likely to go beyond to achieve the job's goals. The study indicates that the desire to respond to job satisfaction more efficiently and explicitly is a motivator (Guan & Frenkel, 2019). Work motivation yield was substantially linked with job satisfaction and performance(Ahsan et al., 2009). The following premise underpins this investigation and is consistent with previous findings; consequently, the hypothesis has been framed as detail presented:

Hypotheses 3 (H3): *The work motivation has a positive effect on job satisfaction.*

2.4 Employee commitment and job satisfaction

The significance of “employee commitment” has been caught up by many authors. Yilmaz and Çokluk-Bökeoğlu (2008) defined that correlation between commitment and performance of employees with high commitment will increase the positive performance, behavior and quality of work. Employees who have more levels of satisfaction, loyalty and responsibility to the company have more individual compatibility and productivity of commitment. Moreover, they noted that commitment has an effect in increasing succession of work and inspires employees to make volunteer actions that are important for the company. Park et al. (2014) stated that the more commitment employees' have it will encourage the organizational behaviors which could help the company be more competitive such as creativity or innovation. Regarding Bosiok and Sad (2013), they explained that creativity is the capability to create the way of thinking in a new form, different

from others. Other researchers also defined that commitment of employees decreases the turnover rate of employees (Lambert, 2016). The employee turnover is the circumstances that employees are willing to resign, or the company forces them to quit the job. Allen et al. (2010) described that when an employee is willing to resign from their job to change to work for another company. Employee who committed with the organization are loyal, respect and follow the values, and goals of the company (E. Lambert & Hogan, 2009). The commitment of employee organization change acceptance. Organizational changes as based on observed the variety of shape in organization entity, standard or circumstance over time, innovative thinking, performing, and operating (Parnini, 2011; Visagie & Steyn, 2011). The commitment of employees is significant when organizations have initiative changed due to the commitment employees will deliver many advantages to the company. These advantages include the extra effort from employees that will certainly make the change succeed, the employee will be the public representative at the time of change to be the norm of organization to make organization effectively functional. Moreover, the devotion of employees enhances colleagues' knowledge sharing system. The definition of knowledge sharing is a process of exchanging knowledge and understanding with others to utilize the knowledge appropriately (Demirel & Goc, 2013). In conclusion, many researchers above fully agree that employee commitment has a significant effect in job performance due to there is a lot of evidence showing positive employee behavior, decreasing in turnover of employees, more accepting of organization change and increasing in knowledge sharing between employees.

Employees' happiness will also bring happy customer to the firms. Regarding the option to resign or continue working with the company is based on the satisfaction on the job (Aydogdu & Asikgil, 2011). The academics suggested that the firm can be increasing employees' job satisfaction throughout training courses (Rowden & Conine, 2005). The success of training will increase employees' satisfaction and become more committed to the firms, come to work on time, better performing, blend in with the organization culture and be supportive to the working team and firm (Aamodt, 2007; Wright & Bonett, 2007). This also includes if the employees feel happy with their job, they will engage and commit more to the company (Eleswed & Mohammed, n.d.).

Nevertheless, if the employees are not satisfied with their job and the firm could not provide the growth in their career path, they intended to move to competing firms (Tziner & Eden, 2006) and frequently resigned voluntarily. It is claimed that employees will have more commitment to the firm when they have higher job satisfaction, on the other hand employees will intend to show unfavorable behavior that may harm the firm when they have lower job satisfaction. The employees' commitment is based on level of job satisfaction (Gunlu et al., 2010). If the employees have job satisfaction with their work, they will have more commitment to the firm than the employees who have lower job satisfaction (Okpara, 2004; Samad & Hassan, 2007). Based on the above discussion, there are many literatures that have a coalition between employee commitment and job satisfaction (Gunlu et al., 2010). This study has the following hypothesis, which is in line with the findings of prior studies:

Hypotheses 4 (H4): *The employee commitment has a positive effect on job satisfaction.*

2.5 Job satisfaction and job performance

Performance of employees has a powerful correlation with job satisfaction. Satisfaction in a job helps the company to determine the necessary development and instruction courses of company and employees. As long as the company can increase the job satisfaction and team spirit of employees, it definitely increases job performance (Chandrasekar, 2011). Management team will begin to take the benefit from this assumption. They will start to evaluate the worker's feelings to know which direction they should focus to increase the satisfaction of employees. Next, they will set up training courses for all levels of supervisors, especially for the first level of managers which they can closely concentrate on the perspective and feelings of their lower-ranking employees, by this way they can increase the performance of their employees of the company. One of the key elements that helps companies accomplish their goals is job satisfaction. Most of the companies define the workers who are happy as the greatest value assets while the workers who are unsatisfied are the biggest burden of the company. Indeed, no company can accomplish its vision, mission, and goals except and until those who are working for the companies are happy with their jobs. The truth is a worker who is unsatisfied

with the job might also make an unfavorable perspective to the management team. Bad reputation of the company might come from the dissatisfied employees. The satisfaction of psychological will never achieved for worker who did not have job satisfaction and at the end they will show harmful perspective toward subordinate or misbehaved in workplace, this action can lead to irritation in workplace. At the same time, workers who have satisfaction in their job will have better performance, energetic, enjoy, interest, and perform well than workers who are dissatisfied (Khoerunnisa & Rahayuningsih, 2019). Thus, increasing and retaining job satisfaction of employees is the key factor that impacts on companies' survival, due to the happiness of employees provided a positive effect to the organization. Satisfaction or dissatisfaction in a job comes from many factors that impact current job situations (Kanwar et al., 2009).

Task performance is linked with the openness and willingness to try and accomplish the new characteristic of the job which increases the productivity of employees (Oluseyi & Ayo, 2009). Performance of a job is described as the total value expectation to the company of the individual behavior events that each employee can support the company during the period of time (Motowidlo, 2003). Job performance could be described as "all the behaviors employees engage in while at work". The employee reaction that they present at work is not correlated with their job outlook (Imran et al., 2009). A great performance of a job is significant for the company because the success of a company relies on innovation, creativity, and commitment of employees (Kreisman, 2002). Job performance is how a good employee performs their work. Moreover, job performance is the quality each employee can perform (Imran et al., 2009). Moreover, performance of a job as a set of aims of the company that influence the behavior of employees (Chaudhary & Sharma, 2012). The significance that influences good job performance is associated with the capability of workers.

The historical research on job satisfaction and job performance pointed to the performance of individuals (Melian-Gonzalez et al., 2015). Previous research subscribed to the correlation of how job satisfaction affects job performance, and the finding of studies are not harmonious. Some findings show a positive relation of how job satisfaction brings impact on job performance. On the other hand, others show that job satisfaction

and job performance have no related relation (Bakotic, 2016). However, the relationship is still unsolved, and job satisfaction is the key factor of job performance (Varshney & Varshney, 2017). Regarding the improvement in performing activities which came from job satisfaction which affect the flexibility of the company that have beneficial results in business performance (Bakotic, 2016). This study has the following hypothesis, which is in line with the findings of prior studies:

Hypotheses 5 (H5): *The job satisfaction has a positive effect on job performance.*

2.6 Job involvement and job performance

Job involvement is interpreting the interest in a specific work in the way of psychological and specifying the condition of the psychological being settled, energetic and anxious about the present work (Lambert, 2016). The recognition of job value by employees comes from job involvement. Also, the employee growth has correlation with job involvement (Fernández-Salinero S., 2020). The fact of psychology claims that humans are concerned in career, occupation, and organization. Furthermore, it is known that job participation has become rising relevant because of globalization, a downturn in economic and competitive increasing. Despite this, job involvement has no congruence on the meaning (Demir, 2018). The involvement of a job is also defined for the job's attitude and generally defined as the level of human recognition of their work or stating how the job is significant to someone (Ćulibrk et al., 2018). Job involvement can be defined throughout the factors; task interdependence, it is the observation of workers on how to correspond and depend on employees to perform the jobs (Pearce & Gregersen, 2001). The character of task interdependence is to form a team for working. The higher levels of task interdependence of employees will create more difficulty in the process of decision-making. Task interdependence as when workers need to cooperate, interconnect, and rely on a co-worker to finish the tasks (Welbourne & Sariol, 2017). Next, decision-making is specified as decision-making between subordinates and supervisors. In the process, workers need to decide on a specific job. The decision-making process has positively influenced employees' psychology since this process will create the feeling of respect and recognition of employees, increasing the sense of ownership.

Moreover, in decision-making, also specify that team members have the opportunity equally to attend in decision-making. It also can enhance the worker to be more interested in supporting each other and improving their performance (Welbourne & Sariol, 2017).

The degree of job involvement of employees has been forecasted to have an important effect on organizational performance. Job involvement has significantly affected motivation and effort of an employee, which set for evaluated employees' performance. Many researchers have tried to expose the hypothesis that the correlation between job involvement and job performance was not verifiable. For instance, the described career evaluation of job involvement ought to evolve and create an assessment of "job involvement of salesperson.", shows the positive relationship between job involvement and performance (Wang et al., 2020). Therefore, job involvement and job performance have a positive effect which might be found if more measurements have been established. This study has the following hypothesis, which is in line with the findings of prior studies:

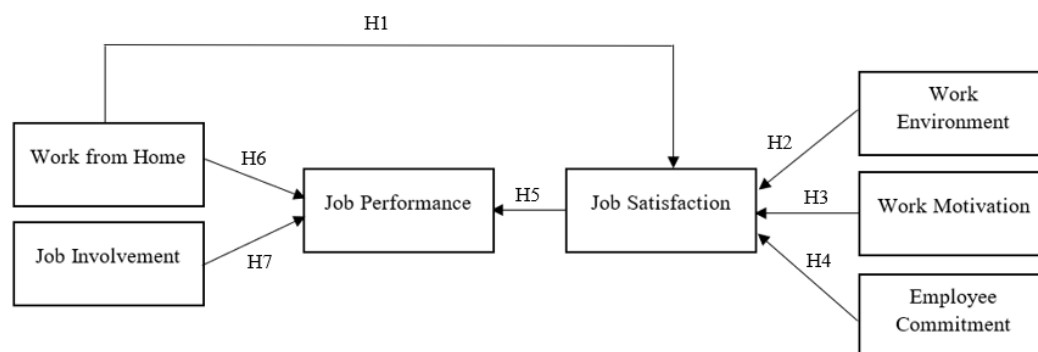
Hypotheses 7 (H7): Job involvement has a positive effect on job performance.

3. Research Methods and Materials

3.1 Research Framework

Four previous study models were used to develop the conceptual framework. To begin with the influence of teleworking and workplace flexibility on business performance (Martínez Sánchez et al., 2007). Susilo's second paper, revealing the Effect of Work-from-Home on Job Performance during the COVID-19 Crisis: Empirical Evidence from Indonesia, examines the impact of work-from-home on job performance during the COVID-19 crisis (Susilo, 2020). Thirdly, the impact of motivation and commitment on job satisfaction and employee performance in the context of work from home (WFH) (Salma Sultana et al., 2021). Finally, adapted from the psychological elements that influence remote e-workers' job effectiveness, well-being, and work-life balance (Grant et al., 2019). As a result, the study's conceptual framework is constructed as shown in Figure 1.

Figure 1.
The conceptual framework



Source. Author.

Work from home, work environment, work motivation, employee commitment, and job involvement all have an effect on job satisfaction and performance, according to the conceptual framework. As a result, seven hypotheses and variables were proposed.

3.2. Methodology

The quantitative research methodology was utilized to distribute offline and online

questionnaires to 450 individuals. The survey was divided into three sections. To begin, screening questions were utilized to narrow down the target audience. Second, the items in this study were measured using a five-point Likert Scale. Finally, the demographic questions were used to interpret the sample group's characteristics. The questionnaire was also translated into Thai so that Thai participants could comprehend it better. The Item Objective Congruence (IOC) validity test with three expert ratings and the Cronbach's Alpha

reliability pilot test with 50 participants were used before gathering the data. According to the IOC results, eight items were deleted from the questionnaire, reducing the total number of items from 35 to 27. Each structure's acceptable alpha coefficient must be larger than or equal to 0.70 (Cortina, 1993), resulting in 27 items being reserved. The questionnaire was then distributed to the intended audience. Probability sampling, which included cluster sampling, stratified random sampling and simple random sampling, was used as the sample approach. The data analysis used SPSS and AMOS statistical tools to validate data normality before moving on to confirmatory factor analysis (CFA) and structural equation modeling (SEM).

3.3 Population and Sample Size

Employees working in Bangkok's Central Business District (CBD), which is divided into three districts, were the study's target group. Commercial activity centered around the banks of the Chao Phraya River, Charoenkrung Road, and Yaowarat in the original CBD region (Chinatown). Silom, Sathon, and Wireless/Lumpini were developed and regenerated in the second CBD area, which saw the growth of newer business, retail, and residential styles. The third area was the

Table 1.

Stratified random sampling by Bangkok's Central Business District

Bangkok's Central Business District (CBD)	Total Employees	Sample Proportion	%
First CBD, the Chao Phraya River, Charoenkrung Road, and Yaowarat (Chinatown)	135,972	225	50%
Second CBD, Silom, Sathon, and Wireless/Lumpini Roads	100,619	167	37%
Third CBD, early-Sukhumvit	35,353	59	13%
Total	271,944	450	100%

Source. Author.

4. Results and Discussion

4.1. Demographic Information

Table 2 shows the frequency distribution and percentage in sample size of 450 respondents are as follows. For gender, among all 450 respondents, their distribution showed the higher percentage of female with 53.1% which is higher than male respondents that have 46.9%. The results of respondents for female and male are 239 and 211 respectively. For age, the most respondent in this research is age over 55 years old with 197

development of public transit lines (BTS and MRT) that connected huge portions of the city, transforming Early-Sukhumvit into a leisure and retail hub for Bangkok (*Employment in International Central Business Districts*, n.d.). After inputting all necessary information into the statistical software, the expected effect size (0.2), the expected level of statistical power (0.8), the number of latent variables (7), the number of observed variables (27), and the probability scale (0.05), the recommended minimum sample size showed 425 (Soper, 2021). However, the researchers consider sample size of this study to be 450 participants.

3.4 Sampling Technique

The sampling techniques were employed, using probability sampling method with 271,944 people from Employment in International Central Business Districts website (*Employment in International Central Business Districts*, n.d.). Firstly, cluster sampling is accounted to selecting employees in three Bangkok's Central Business District. Secondly, stratified random sampling was applied to calculating ratio from total employees at each CBD (Table 1). Simple random sampling was used for the third step for the survey distribution via offline and online channels.

respondents with 43.8%, follow by respondents age between 46 – 55 years old with 136 respondents with 30.2%, 73 respondents who age between 36 – 45 years old with the percentage of 16.2%, 26 respondents who age between 18 – 25 years old with the percentage of 5.8%, and the lowest respondents are age between 26 – 35 years old with the percentage of 4 with 18 respondents. For education level, 167 respondents have completed Master's Degree with 37.1%, following by 120 respondents with 26.7% have completed Bachelor's Degree, 117 respondents have completed PhD's Degree with the percentage of

26, 37 respondents have completed high school with the percentage of 8.2, and lastly 9 respondents who have educational lower than high school with the percentage of 2. Job level, 169 respondents with 37.6% have a job level between manager or senior manager, followed by 153 respondents with 34% having a position between executive or management level, and lastly 128 respondents with 28.4% have position in job between staffs or supervisors. Income per month, most respondents participate in this survey have earning income between 20,001 – 50,000 baht per month with 128 respondents with 28.4%, following by 111 respondents with 24.7% have income per month over 100,000 baht, 109

respondents with 24.2% have earned around 50,001 – 100,000 baht per month, 102 respondents with 22.7% have earned less than 20,000 baht per month. Lastly company location, the most respondents their companies are located in Early-Sukhumvit with 250 respondents with 55.6%, following by 128 respondents with 28.4% whose companies are located in Wireless/Lumpini Road, 38 respondents with 8.4% their companies are located in Silom/Sathon Road, 21 respondents with the percentage of 4.7 their companies located in Charoenkrung/Yaowarat Road, lastly 13 respondents with the percentage of 2.9 their companies are located along with Chao Phraya River.

Table 2.
Demographic Profile

n = 450		
Demographic Factors	Frequency	Percent
Gender		
Male	211	46.9
Female	239	53.1
Total	450	100
Age (Years)		
18 – 25 years old	26	5.8
26 – 35 years old	18	4.0
36 – 45 years old	73	16.2
46 – 55 years old	136	30.2
Over 55 years old	197	43.8
Total	450	100
Education Level		
Lower than high school	9	2.0
High school	37	8.2
Bachelor's Degree	120	26.7
Master's Degree	167	37.1
PhD's Degree	117	26.0
Total	450	100
Job level		
Staffs or Supervisors	128	28.4
Managers or Sr. Managers	169	37.6
Executive or Management	153	34.0
Total	450	100
Income per month		
Less than 20,000 Baht	102	22.7
20,001 - 50,000 Baht	128	28.4
50,001 - 100,000 Baht	111	24.7
Over 100,000 Baht	109	24.2
Total	450	100
Company Location		
Chao Phraya River	13	2.9
Charoenkrung Road, Yaowarat (China town)	21	4.7
Silom, Sathon Road	38	8.4
Wireless/Lumpini Road	128	28.4
Early-Sukhumvit	250	55.6
Total	450	100

Source. Author.

4.2 Confirmatory Factor Analysis (CFA)

In this investigation, Confirmatory Factor Analysis (CFA) was used. CFA revealed that all items in each variable are significant, and factor loading was present to demonstrate discriminant validity. Each item's factor loading and permissible values are important in determining fit quality (Hair et al., 2006). Every object should have a factor loading of at least 0.6. (Awang,

2014). Delete any item with a factor loading of less than 0.6 and an R^2 of less than 0.4 from the measurement model. Factor loadings in this study are more than 0.60, and the p-value is less than 0.05. In Table 3, the construct dependability is higher than the cut-off points of 0.6, and the average variance extracted is bigger than the cut-off point of 0.5 (Fornell & Larcker, 1981). All of the projections are substantial.

Table 3.

Scale's measurement, reliability and validity

	Mean	Std. Deviation	Factors Loading	Cronbach's Alpha 0.60–0.90	CR	AVE
Work from Home (WFH)				0.963	0.863	0.612
WFH1: I have got supported efficient facilities and technology from the company to perform work activities during working from home in the COVID-19 situation.	4.642	0.653	0.813			
WFH 2: I have flexible working hours to have a work-life balance while working from home in the COVID-19 situation.	4.507	0.762	0.764			
WFH 3: I have efficiency and effectiveness in communicating with colleagues during working from home in the COVID-19 situation.	4.596	0.707	0.803			
WFH 4: I have authorized access to work-related information via smart technologies during working from home in the COVID-19 situation.	4.602	0.647	0.747			
Job Involvement (JI)				0.964	0.777	0.538
JI1: During work from home in the COVID-19 situation, I have a positive attitude toward my job.	4.436	0.682	0.680			
JI2: During work from home in the COVID-19 situation, I can have virtual meetings with my colleagues to perform jobs.	4.624	0.650	0.752			
JI3: During work from home in the COVID-19 situation, my supervisors manage to have progress updates regularly about team performance to make employees' involved in their job during work from home.	4.493	0.726	0.765			
Employee Commitment (EC)				0.963	0.768	0.525
EC1: I have responsibilities toward jobs assigned during work from home in the COVID-19 situation.	4.553	0.705	0.774			
EC2: During work from home in the COVID-19 situation, I always commit and perform my job that has been assigned by my supervisor.	4.358	0.766	0.702			
EC3: During work from home in the COVID-19 situation, I always give a good job to the company with the best performance.	4.578	0.674	0.696			
Work Motivation (WM)				0.965	0.816	0.597
WM1: During work from home in the COVID-19 situation, my company offers	4.609	0.673	0.813			

interesting and challenging rewards to motivate employees.						
WM2: To be able to grow and develop myself, I am willing to put the effort into my job during work from home in the COVID-19 situation.	4.640	0.680	0.756			
WM3: I put extra effort to get the rewards or recognition during work from home in the COVID-19 situation.	4.567	0.735	0.747			
Job Satisfaction (JS)				0.962	0.856	0.545
JS1: My company offers a clear boundary between working hours and personal life during work from home in the COVID-19 situation.	4.353	0.704	0.719			
JS2: The flexibility of working from home in the COVID-19 situation increases my satisfaction.	4.558	0.720	0.722			
JS3: I am very satisfied with new experiences during work from home in the COVID-19 situation.	4.671	0.625	0.837			
JS4: During work from home in the COVID-19 situation, I feel freedom.	4.371	0.686	0.740			
JS5: I am very satisfied with my job during work from home in the COVID-19 situation.	4.440	0.631	0.662			
Job Performance (JP)				0.959	0.862	0.557
JP1: The company offers a clear boundary between working hours and personal life during work from home in the COVID-19 situation.	4.360	0.712	0.709			
JP2: The flexibility of working from home in the COVID-19 situation increases my performance.	4.416	0.689	0.677			
JP3: During work from home in the COVID-19 situation, I took on extra responsibilities.	4.616	0.756	0.772			
JP4: During work from home in the COVID-19 situation, I was able to carry out my work efficiently and finished it on time.	4.602	0.731	0.770			
JP5: During work from home in the COVID-19 situation, I worked on keeping my work skills up-to-date.	4.682	0.607	0.798			
Work Environment (WE)				0.961	0.898	0.688
WE1: During work from home, my workspace is completely shared with family members or other non-coworkers.	4.520	0.716	0.776			
WE2: During work from home, without the intervention of my employer, I am free to arrange my office as I see fit.	4.580	0.687	0.831			
WE3: During work from home, my ability to do my task is heavily dependent on my internet connection.	4.667	0.612	0.868			
WE4: During work from home, I always have good planning, efficiency, and getting the job done on time.	4.627	0.683	0.841			

Source. Author

All of the correlations are bigger than the appropriate correlation values for that variable, according to the square root of average variance retrieved in Table 4. GFI, AGFI, NFI, CFI, RMR,

and RMSEA are also employed in CFA testing as indications of excellent model fit. The convergent validity and discriminant validity of this study is confirmed since the values in Table 5 are higher than acceptable levels. As a result, both convergent and discriminant validity is guaranteed. Furthermore, the findings of model measurement generated discriminant validity and validation for following structural model estimation validity. This means that the constructs in this study have strong convergent and discriminant validity. The

Fornell-Larcker criteria were used to assess discriminant validity; the Heterotrait–Monotrait ratio (HTMT) displayed in Table 4 indicates that extracted variance was larger than the constructs' squared correlations (Fornell & Larcker, 1981). Finally, Table 4 shows that the HTMT values for each concept are all less than 0.85, implying discriminant validity (Henseler et al., 2015). This means that the constructs in this study have strong convergent and discriminant validity.

Table 4.
Discriminant validity of measures

Factors	WFH	JI	EC	WM	JS	JP	WE	HTMT < .85
<i>Work from Home (WFH)</i>	0.798	0.654	0.660	0.691	0.636	0.680	0.782	Yes
<i>Job Involvement (JI)</i>	0.654	0.754	0.733	0.642	0.742	0.737	0.665	Yes
<i>Employee Commitment (EC)</i>	0.660	0.733	0.772	0.640	0.751	0.725	0.669	Yes
<i>Work Motivation (WM)</i>	0.691	0.642	0.640	0.773	0.620	0.695	0.697	Yes
<i>Job Satisfaction (JS)</i>	0.636	0.742	0.751	0.620	0.782	0.738	0.674	Yes
<i>Job Performance (JP)</i>	0.680	0.737	0.725	0.695	0.738	0.747	0.721	Yes
<i>Work Environment (WE)</i>	0.782	0.665	0.669	0.697	0.674	0.721	0.830	Yes

Note: Diagonals (in bold and italic) represent the square-root of AVE, while the lower triangular represents the shared variance (the squared correlations), and the upper triangular (in italic) represents the HTMT correlation values.

Source: Authors.

4.3 Structural Equation Model (SEM)

The link between constructs in a model was confirmed using structural equation modeling (SEM), which also included measurement falsity in the structure coefficient (Hair et al., 2010). For illustration, the quality of the fit index is calculated (see Table 5). The Chi-square/degrees-of-freedom (CMIN/df) ratio for model fit should

not exceed 3, and GFI and CFI should be more than 0.9 (Hair et al., 2006). Following the SEM procedure and model adjustment with SPSS AMOS version 24, the fit index results were reported as excellent fit, with CMIN/df = 2.673, GFI = 0.914, AGFI = 0.854, NFI = 0.945, CFI = 0.964, RMR = 0.015, and RMSEA = 0.061, according to the quantifiable criteria listed in Table 5.

Table 5.
Goodness of Fit

Index	Acceptable Values	Statistical values obtained from analysis	
		Before adjustment	After adjustment
χ^2/df (CMIN/df)	< 3.00 (Hair et al., 2006)	5.766	2.673
GFI	≥ 0.90 (Hair et al., 2006)	0.736	0.914
AGFI	≥ 0.80 (Segars & Grover, 1993)	0.670	0.854
NFI	≥ 0.90 (Bentler & Bonett, 1980)	0.838	0.945
CFI	≥ 0.90 (Hair et al., 2006)	0.862	0.964
RMR	< 0.05 (Hair et al., 2006)	0.025	0.015
RMSEA	≤ 0.06 (Hu & Bentler, 1999)	0.103	0.061
Model summary		Not Fit	Fit

Note: CMIN/df = The ratio of the chi-square value to degree of freedom, GFI = goodness-of-fit index, AGFI = adjusted goodness-of-fit index, NFI = normalized fit index, IFI = Incremental Fit Indices, CFI = comparative fit index, RMR = root mean square residual, and RMSEA = root mean square error of approximation.

Source: Authors.

4.4 Research Hypothesis Testing Result

The regression weights and R^2 variances of each variable in the research model are used to determine its relevance. H₁, H₂, H₃, H₄, H₅, and H₇ hypotheses were supported with a significance of $p < 0.001$, $p < 0.01$, and $p < 0.05$, according to Table 6. Job satisfaction ($\beta = 1.081$, $p < 0.001$) was found to be the most influential factor on related variables of work from home, followed by

employee commitment ($\beta = 0.697$, $p < 0.001$), work environment ($\beta = 0.542$, $p < 0.001$), work motivation ($\beta = 0.466$, $p < 0.001$), work from home ($\beta = 0.105$, $p < 0.01$), and Job Involvement ($\beta = -0.076$, $p < 0.05$). Hypothesis 6 was rejected because the p-value for the variable of work from home on job performance was more than the expected value. The structural model's hypothesis outcomes are shown in Table 6.

Table 6.
Hypothesis Results of the Structural Model

Hypotheses	Paths	Standardized Path Coefficients (β)	S.E.	t-value	Tests Result
H1	WFH \rightarrow JS	0.105	0.024	2.756**	Supported
H2	WE \rightarrow JS	0.542	0.030	10.829***	Supported
H3	WM \rightarrow JS	0.466	0.026	10.376***	Supported
H4	EC \rightarrow JS	0.697	0.042	10.780***	Supported
H5	JS \rightarrow JP	1.081	0.103	10.573***	Supported
H6	WFH \rightarrow JP	-0.008	0.026	-0.181	Not Supported
H7	JI \rightarrow JP	-0.076	0.026	-2.415*	Supported

Note: *** $p < 0.001$, ** $p < 0.01$ and * $p < 0.05$ **Source:** Authors.

4.5 Direct, Indirect, and Total Effects of Relationships

A mix of direct and indirect effects determines the associations between variables. A direct effect occurs when an independent variable directly influences or affects a dependent variable without the need for intermediary variables. The indirect impact, on the other hand, occurs when

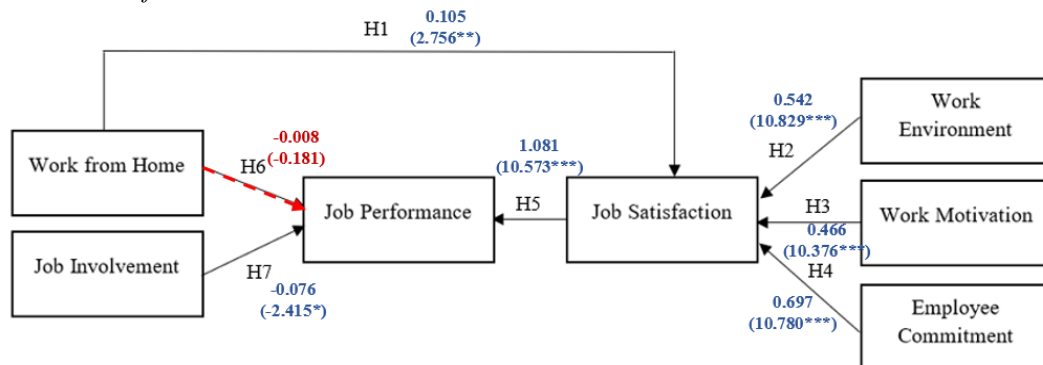
independent factors influence or affect a dependent variable indirectly through mediating variables, and the total effect is the sum of direct and indirect effects (Asher, 1983). The researcher used the AMOS tool to look at the direct, indirect, and total impacts, as shown in Table 7. The structural equation model utilized in this investigation is presented in Figure 2.

Table 7.
Direct, Indirect, and Total Effects of Relationships

Variables	Job Satisfaction (JS)			R^2
	Direct Effect	Indirect Effect	Total Effect	
Work from Home (WFH)	0.105**	-	0.105**	.781
Work Environment (WE)	0.542***	-	0.542***	
Work Motivation (WM)	0.466***	-	0.466***	
Employee Commitment (EC)	0.697***	-	0.697***	
Variables	Job Performance (JP)			R^2
	Direct Effect	Indirect Effect	Total Effect	
Job Involvement (JI)	-0.076*	-	-0.076*	.827
Work from Home (WFH)	-0.008	0.114	0.107	
Job Satisfaction (JS)	1.081***	-	1.081***	

Note: *** $p < 0.001$, ** $p < 0.01$ and * $p < 0.05$ **Source:** Authors.

Figure 2.
The Results of Structural Model



Source. Author.

Table 7 shows that work from home has a significant direct influence on job satisfaction of 0.105, the work environment has a significant direct effect of 0.542, work motivation has a significant direct effect of 0.466, and employee commitment has a large direct effect of 0.697. Because of the researcher's inability to discover an indirect impact, the direct effects were equal to the overall effects. Table 7 shows that job satisfaction has the biggest direct effects on job performance, with 1.081, followed by job involvement with -0.076. The influence of indirect effects on job satisfaction and job performance resulting from work from home was 0.114, indicating non-significance. As a result, the influencing aspects of job satisfaction and job performance on work from

home during the COVID-19 pandemic lockdown are all significant to drive just direct impacts.

5. Discussion

The results of using path analysis for the hypotheses testing show the strengths of factors that influence job performance variable is job satisfaction (1.081) while followed by job involvement (-0.076). The strengths of factors that influence job satisfaction variable is employee commitment (0.697), work environment (0.542), work motivation (0.466), and work from home (0.105). The ranking results are summarized in the table 8 below.

Table 8.
Ranking results

Hypothesis	Rank	Path	Standardized Path Coefficients (β)
H5	1 st	JS \rightarrow JP	1.081
H7	2 nd	JI \rightarrow JP	-0.076
H4	1 st	EC \rightarrow JS	0.697
H2	2 nd	WE \rightarrow JS	0.542
H3	3 rd	WM \rightarrow JS	0.466
H1	4 th	WFH \rightarrow JS	0.105

Source: Authors.

5.1 Discussion based on Job Performance

Job Satisfaction

This study showed that job satisfaction had a positive and highly significant relationship with job performance. The significant value of job satisfaction and job performance is $p < 0.001$. This implies that the consistency of the company to maintain and increase job satisfaction is the key to increase job performance of their employees. Moreover, the result of this study is in concurrence

with Meneghel et al. (2016); Varshney and Varshney, (2017) and also agreed with previous research subscribed to the correlation of how job satisfaction affects job performance, and the finding of studies show a positive relation of how job satisfaction brings impact on job performance (Bakotic, 2016). By looking in deep detail at a descriptive analysis of job satisfaction which came from five questions in the questionnaire we had collected, the statistical data shows that the means of job satisfaction is 4.479.

However, the standard deviation from five questions is not over 1.00 which means that the scores that got from respondents are not spread out. The highest mean is from the question “*JS3: I am very satisfied with new experiences during work from home in the COVID-19 situation*” which is equal to 4.671, then the lowest mean is from question “*JS1: My company offers a clear boundary between working hours and personal life during work from home in the COVID-19 situation.*” which is equal to 4.353. From the results, the companies should find a way to support their employees for working remotely such as providing advanced technology to increase the satisfaction of the employees. Moreover, the companies need to find a way to set the boundary of working life and personal life during work from homes such as specifying the time and target of the work to balance the work-life of their employees.

Job Involvement

Job involvement was found to have a favorable and very significant link with job performance in this study. Job involvement and job performance have a significant value of $p < 0.05$. This means that an individual employee's participation in the job has a substantial impact on job performance. This study supported the findings between job participation, job involvement, and performance (Wong et al., 2021; Chanana & Sangeeta, 2021). Furthermore, according to work performance, employee job involvement has been predicted to have a significant impact on organization performance. The result of a descriptive analysis of motivation which we had collected data from the closed-ended questionnaire, the statistical data shows that the means of job involvement is 4.518 from three questions. The lowest mean among the three questions is “*J11: During work from home in the COVID-19 situation, I have a positive attitude toward my job.*” which is equal to 4.436 lower than average means. Moreover, this question has the highest mean which is equal to 4.624 come from question “*J12: During work from home in the COVID-19 situation, I can have virtual meetings with my colleagues to perform jobs.*” The results from respondents show that the score spread out, so the company should consider how to maintain the job involvement of employees such as providing the monthly meeting of the department to update the progress of work.

5.2 Discussion based on Job Satisfaction

Employee Commitment

This study showed that employee commitment had a positive and highly significant relationship with job satisfaction. The significant

value of employee commitment and job satisfaction is $p < 0.001$. This implies that the consistency of the company to initiate the way to get employee commitment had a significant contribution to job satisfaction of their employee. Employees will have more commitment to the firm when they have higher job satisfaction, on the other hand employees will intend to show unfavorable behavior that may harm the firm when they have lower job satisfaction (Tziner & Eden, 2006). Moreover, the employees' commitment is based on level of job satisfaction (Gunlu et al., 2010). By looking in deep detail at a descriptive analysis of employee commitment which came from three questions in the questionnaire the author collected, the statistical data shows that the means of employees' commitment is 4.496. The lowest mean among all questions is “*EC2: During work from home in the COVID-19 situation, I always commit and perform my job that has been assigned by my supervisor.*” which is equal to 4.358 which is lower than the average means. Moreover, this question has the highest mean of 4.578 come from the question “*EC3: During work from home in the COVID-19 situation, I always give a good job to the company with the best performance.*” As the results of the mean show that the respondents' score is high, the company should focus more on how to maintain and increase the responsibilities among employees during work from home to keep the consistency of the score.

Work Environment

According to the findings, there is a link between the working environment and job satisfaction. During the COVID-19, the respondents agreed that the working environment is critical in achieving job satisfaction. As competition has risen and the corporate climate has become more dynamic and difficult, various firms must guarantee that their workers work in a conducive, pleasant, and safe atmosphere in order to achieve their full potential. During the COVID-19 pandemic, employees are worried about the working environment, which includes working hours, job safety and security, the social distance among coworkers, and esteem requirements. Job satisfaction has a positive significant association with the work environment. As a result, $p < 0.001$ is the significant value of the work environment and job satisfaction; hence, companies must focus on this component of the work. The study by Lee and Brand discovered that having a good working environment improves job satisfaction (Lee & Brand, 2005). While the findings of this study contradicted the findings of Tokuda et al. (2009) and Rafiq et al. (2012), who concluded that the working environment is negatively related to

employee job satisfaction and that extrinsic rewards are the most effective motivator for job satisfaction, job satisfaction is linked to the opportunities provided by the organization (Kinzl, 2005). The statistical data shows that the mean of work environment is 4.599, based on a descriptive analysis of the work environment derived from four questions in the questionnaire the author collected. The high mean comes from the question "WE3: During work from home, my ability to do my task is heavily dependent on my internet connection." ($\bar{x} = 4.667$). Meanwhile, the lowest mean comes from the question "WE1: During work from home, my workspace is completely shared with family members or other non-coworkers." ($\bar{x} = 4.520$). Employees' concerns about their personal safety and social isolation among their coworkers have made workforce management more difficult during the COVID-19 outbreak while working in a company, according to the comments. As a result, in order to effectively achieve their aims and objectives, businesses must identify and address the needs of their employees. A good working environment improves employee loyalty, dedication, efficiency and effectiveness, productivity, and a sense of ownership, all of which promote organizational effectiveness and reduce prohibitive costs associated with dissatisfied employees.

Work Motivation

Work motivation was shown to have a positive and substantial link with work satisfaction in this study. Work motivation and job satisfaction have a significant value of $p < 0.001$. This study supports the findings of Gagné and Deci (2005), who found that individuals with higher levels of positive work motivation are more engaged in their jobs and are willing to go beyond to achieve the job's goals. The desire to respond to job satisfaction more efficiently and explicitly was revealed by Guan and Frenkel (2019). Furthermore, Ahsan et al. (2009) found that work motivation yield was substantially connected to job satisfaction and performance. The statistical data reveals that the mean of work motivation is 4.605 from three questions because of a descriptive study of motivation for which the author collected data from a closed-ended questionnaire. "WM3: I make extra effort to earn the benefits or recognition when work from home in the COVID-19 circumstance," with a mean of 4.567, is the lowest of the three questions. "WM2: To be able to improve and develop myself, I am willing to put the effort into my career when work from home in the COVID-19 circumstance," with a mean of 4.640, is the highest mean. Because the results are high based on mean values, the company should consider how to motivate their

employees through recognition and rewards provided by the company, such as staff of the month announcements on the company board or via email, in order to increase their effort to work for the company while working from home.

Work from home

This study showed that work from home had a positive and significant relationship with job satisfaction. The significant value of work from home and job satisfaction is $p < 0.01$. This implies that work from home has a significant influence on job satisfaction. The result of this study agreed that teleworking can boost up the performance of employees and reduce absenteeism, helping employee retention which aligns with the study of Noonan and Glass (2012). In addition, the ability to work remotely creates flexibility which increases the satisfaction of employees that affects their job satisfaction and job performance (Burdin & Pérotin, 2019; Stavrou & Ierodiakonou, 2011). The result of a descriptive analysis of work from home which the author had collected data from the closed-ended questionnaire, the statistical data shows that the means of work from home is 4.587 from four questions. The lowest mean among the four questions is "WFH 2: I have flexible working hours to have a work-life balance while working from home in the COVID-19 situation." which is equal to 4.507 that lower than the average means. In contrast, this question has the highest mean which is equal to 4.642 comes from the question "WFH1: I have got supported efficient facilities and technology from the company to perform work activities during working from home in the COVID-19 situation." The results revealed that the company should be more concerned about balancing their employees' work-life balance to maintain and increase the satisfaction in work from home for their employees.

6. Conclusion and Recommendations

Work from home, work environment, work motivation, and employee commitment are all elements that have a good impact on job satisfaction, according to this study. Meanwhile, job satisfaction and involvement have a major influence on job performance. On the other hand, working from home has no obvious influence on job performance. According to the data, employee commitment has the highest influence on job satisfaction, while job satisfaction has the largest impact on job performance. As a result, organizations and business leaders should consider how to motivate employees to be more committed to their jobs, such as improving manager-

employee relationships so that employees feel more at ease discussing issues with their managers and feel more supported by the organization during COVID-19. Employees will also commit to the work assigned by the supervisor or management, resulting in a higher degree of job satisfaction, according to the aforementioned supports. Simultaneously, the organization should make a larger emphasis on areas that have a substantial influence on job performance, such as work from home, engagement in the workplace, and job satisfaction. Organizations could, for example, provide enhanced technology to allow workers to work from home, as well as a work-life balance that allows people to focus only on work during work hours and avoid being distracted after work hours. When it comes to work participation, organizations should seek influencing elements that might help employees feel more excited and engaged about their professions. Finally, because employee commitment and motivation are influenced by job satisfaction, the company should place a greater emphasis on these related elements that can serve as a support or incentive for employees to improve their job satisfaction, ultimately leading to improved individual and organizational performance.

Employees will benefit from the findings of this study, which include various recommendations. Employees should be aware of the aspects that will assist them in improving their job performance. While working from home, employees may experience increased burnout, which can result in employee stress, decreased productivity, and unhappiness. As a result, the individual must examine what variables can help them avoid burnout at work. Furthermore, supervisors or managers should recognize that their staff may be at risk of burnout as a result of the pandemic issue and work to prevent it. Furthermore, the Human Resource Management team and business leaders should have a clear picture of what the related factors on employee performance are, and they should be able to come up with a new supportive way of working or innovate new activities that support and increase employee motivation, commitment, involvement, and job satisfaction.

7. Further Study

Due to the COVID-19 epidemic, this study focused solely on seven variables: work from home, job participation, work motivation, employee commitment, work environment, job happiness, and job performance in Thailand. In order to obtain more comprehensive information and comprehension of the elements that influence

job performance, a similar study that could establish additional related aspects that have an impact on job performance should be added. Furthermore, more research should be done with bigger sample size and population to improve the generalizability and trustworthiness of the findings. Another study may be conducted in other countries to investigate the association between demographic variables and job performance and job satisfaction. This could result in more and better research, as well as different outcomes.

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